

This is the English version of the UNICEF Concept Note template. Prospective partners may also submit their Concept Note using the [Arabic](#), [French](#), [Russian](#) or [Spanish](#) template.

Note: A prospective partner submits a concept note to express its interest in partnership with the UN and to provide an outline of proposed programmatic interventions.

A prospective partner may submit a concept note in response to a specific Call for Expression of Interest (CFEI) issued by a UN agency. A prospective partner may also submit a Concept Note on an unsolicited basis to propose programmatic interventions unrelated to any CFEI.

Each UN agency has its own agency-specific concept note template. Concept notes submitted in the appropriate template are reviewed by the receiving UN agency to identify partners with the mandate, capacities and comparative advantage to support the achievement of desired results. The submission of a successful, favourably received concept note is typically the first step in the development of a partnership agreement between a UN agency and a prospective partner.

Note: We encourage to use eCN on this link <https://ecn.unicef.org> to fill the concept note using online platform for better alignment with UNICEF digital partnership system. This allow better accessibility after selection and during programme document development phase.

Once concept note is completed and ready in <https://ecn.unicef.org>, use the export feature to download and submit the PDF to UNICEF using UNPP.

See, [workflow diagram](#) for more info in electronic concept note (eCN).

Section 1. Concept note overview

Name of prospective partner				
Type of concept note	Response to UNICEF-issued CFEI	☐	Unsolicited concept note	☐
	CFEI ID		CFEI ID	N/A
Concept note title				
Geographical coverage	<i>Geographical coverage refers to the location(s) where the programme intervention will be implemented with various levels of administrative divisions in each country, e.g. country, province, district.</i>			
Planned Programme duration	Start:		End:	
Programme budget (cash + Supplies) (please indicate currency)	Contribution from prospective partner			
	Contribution requested from UNICEF			
	Total			

Section 2. Programme Strategy

2.1 Rationale/Context (400 words max)

Outline the problem statement, the context and the rationale for the programme:

- *Provide an overview of the existing problem, using disaggregated data from existing reports.*
- *Describe who is affected and what the barriers/bottlenecks to outcomes for children are.*
- *Describe how the problem is linked to national priorities and policies.*
- *Describe the relevance of the programme in addressing problems identified.*

2.2 Implementation Strategy & Technical Guidance (400 words max)

Describe how the programme will address the problem statement in Section 2.1. It may refer to global standards and principles, national policies, and/or specific technical guidance from UNICEF and/or the partner.

Explain how the proposed approach/methodology will lead to the anticipated change.

Describe the Population focus and Number and type(s) of direct beneficiaries and indirect beneficiaries.

Describe any innovative approaches (if applicable) that will be utilized in the implementation of the proposed programme. Please note that specific activities and results are to be detailed in Section 3.

2.3 Capacity Development: (400 words max)

UNICEF supports partners in strengthening their capacity for effective programmatic and financial management and preventing fraud, sexual exploitation and abuse, and safeguarding violations. This section outlines the partner's key capacity development priorities and plans during the programme intervention period.

2.4 Other Partners involved: (400 words max)

This section outlines other partners who have a role in programme implementation, including any consortium arrangements or other organizations providing technical and financial support for the programme. This section also specifies whether UNICEF has approved any aspect of programme intervention to be sub-contracted to another entity.

2.5 Gender, equity, and sustainability (250 words max)

Describe the practical measures in the programme to address gender, equity and sustainability considerations and how they are rated based on programme prioritization as "principal", "Significant", "Marginal" or "None".

Gender Rating: None ☐; Marginal ☐; Significant ☐; Principal ☐

Narrative:

Equity Rating: None ☐; Marginal ☐; Significant ☐; Principal ☐

Narrative:

Sustainability Rating: None ☐; Marginal ☐; Significant ☐; Principal ☐

Narrative:

2.6 Risk management (250 words max)

Describe potential areas of risk that may negatively impact the implementation of the proposed programme to address the root causes and drivers of risk and proposed mitigation actions that will be incorporated into the programme to manage the identified risks (if any).

Social & Environment: *Proposed Mitigation Measures*

Financial: *Proposed Mitigation Measures*

Operational: *Proposed Mitigation Measures*

Organizational: *Proposed Mitigation Measures*

Political: *Proposed Mitigation Measures*

Strategic: *Proposed Mitigation Measures*

Safety & Security: *Proposed Mitigation Measures*

2.7 Partner non-financial contribution

UNICEF recognizes that partners often make important financial and non-financial contributions to the programme intervention. This field captures those partner contributions that are not already quantified and captured in the budget section. Examples can include use of materials previously developed by the partner, technical knowledge, or sharing of premises.

2.8 Key personnel

Provide a list of key personnel who will be critical in the management as well as the operational and financial oversight of the proposed programme.

Name and position	Relevant qualifications/experiences
Name:	
Position:	
Name:	
Position:	
Name:	
Position:	
Name:	
Position:	

2.8 Other (250 words max)

Describe any other relevant information that is applicable to the proposed programme. If this concept note is being submitted in response to a UNICEF-issued CFEI, please refer to the guidance provided in the 'Other information' field of the CFEI.

Section 3. Expected results, performance indicators, activities, implementation period and budget

Complete the table below to provide an indicative outline of the results framework of the proposed programme, including programme outputs, performance indicators, activities, implementation period and budget. Note that **each** programme output should refer to a service or product resulting from the programme, and should have accompanying performance indicators. Note that **each** of the performance indicators should include a baseline, target and means of verification.

3.1 Result statement: *Please insert the high-level result statement here.*

Programme Outputs	Performance Indicators (including baselines, targets, and means of verification)	Activities	Implementation Period	Activity-Level Budgets		
				Cash Contribution from prospective partner	Cash Contribution requested from UNICEF	Total
Programme Output 1 <i>Community-based management of severe acute malnutrition introduced in 200 villages in 10 districts</i>	# children receiving ready-to-use therapeutic foods (Baseline: 500, Target: 2,000, Means of Verification: Progress reports, Health Management Information System) - Recovery rate (Baseline: 50%, Target: 80%, Means of verification: Health Management Information System)	Activity 1.1. Organize training of 500 health workers in community nutrition in 10 districts	Month 2	\$10,000	\$10,000	\$20,000
		Activity 1.2. Undertake community outreach activities and referral in 200 villages in 10 districts	Months 3-5	\$10,000	\$20,000	\$30,000
		Activity 1.3. Programme management and technical supervision	Months 1-5	\$4,000	\$2,000	\$6,000
Programme Output 2 <i>Insert programme output here</i>	<i>Insert performance indicator, and accompanying baseline, target and means of verification here</i>	<i>Insert activity contributing to programme output here</i>	<i>Insert implementation period for the designated activity here</i>	<i>Insert partner contribution to activity here</i>	<i>Insert requested UNICEF contribution to activity here</i>	<i>Insert total budget of activity here</i>

	Insert performance indicator, and accompanying baseline, target and means of verification here	Insert activity contributing to programme output here				
		Insert activity contributing to programme output here				
Programme Output X Effective and efficient programme management	N/A	Activity X.1. In-country management and support staff costs, pro-rated to their contribution to the programme (representation, planning, coordination, logistics, admin, finance)				
		Activity X.2. Operational costs, pro-rated to their contribution to the programme (office space, equipment, office supplies, maintenance)				
		Activity X.3. Planning, monitoring, evaluation and communication costs, pro-rated to their contribution to the programme (venue, travels, etc.)				
Total Cash budget						
3.2 Supply Contribution Plan Complete the table below to provide the supplies (in Kind) require for programme implementation and responsibility for each partner to provide.						
Item Details			Provided by UNICEF/Partner	No. of units	Price/unit	Total Price
1.						
2.						

3.				
Total Supply cost				

GUIDELINES FOR COMPLETION OF UNICEF CONCEPT NOTE TEMPLATE

This template should be used for all concept notes submitted to UNICEF, including those responding to a UNICEF-issued CFEI, and those submitted on an unsolicited basis.

Section 1. Concept note overview

This section provides a summary of the prospective partner's concept note as well as identifying information. If the submission is in response to a UNICEF-issued CFEI, please reference the CFEI ID, which can be found in the "Project Details" field of the CFEI published on UN Partner Portal.

Programme budget: Please indicate the programme budget and the currency.

- Contribution from prospective partner: Please indicate a costed amount of the prospective partner's contribution to the proposed programme.
- Contribution requested from UNICEF: Please indicate a costed amount of the funds and supplies requested from UNICEF for the proposed programme.

Section 2. Programme Strategy

This section is composed of nine fields that provide a description of the proposed programme. Word limits are included in each of the fields.

Population focus: Please identify the population focus of the programme.

- Direct beneficiaries are population groups who are the direct recipients of programme activities. For example, 50 teachers in rural primary schools receiving training, or 200 children aged 6 months to 5 years receiving nutritional supplements.
- Indirect beneficiaries are population groups who are not the direct recipients of programme activities, but may indirectly benefit. For example, 1,000 students in rural primary schools benefiting from teachers with improved classroom teaching practices, or 5,000 community members hearing a radio broadcast on improved child-feeding practices.

Gender, equity, and sustainability

This section requires the practical measures taken in the programme to address gender, equity and sustainability considerations and how they are rated based on following:

- *A result whose principal objectives are to advance gender equality, equity and sustainability and/ or empower girls and women should be rated "principal"*
- *Results that are expected to make significant contribution should be rated "Significant"*
- *Results that are expected to make marginal contributions should be rated "Marginal"*
- *Results that are not expected to make a noticeable contribution should be rated "None"*

Section 3. Expected results, performance indicators, activities, implementation period and budget

This section outlines the expected results from the proposed programme, as well as the performance indicators, activities, implementation period and activity-level budgets associated with each result.

Result statement: Please indicate the high-level result statement to which the programme will contribute.

- If the concept note is submitted in response to a UNICEF-issued CFEI, please ensure the result statement is linked to the "Expected results" described in the "Project Details" field of the CFEI published on UN Partner Portal.
- If the concept note is submitted on an unsolicited basis, please formulate an appropriate result statement based on what the proposed programme will achieve.

Programme outputs: Programme outputs refer to services or products resulting from the programme. Each programme output should be accompanied by performance indicators, and be linked to the activities and activity-level budgets required to achieve it. One or more programme outputs may contribute to the achievement of the result statement.

- Performance indicators: The metrics used by the prospective partner to measure and monitor progress towards the programme output.
 - *Baseline:* The value of the performance indicator at the starting point, prior to the onset of programme implementation.
 - *Target:* The intended value of the performance indicator upon the conclusion of programme implementation.
 - *Means of verification:* The specific data source(s) used to obtain the status of each of the performance indicators.
- Activities: The actions the prospective partner will implement under the proposed programme to achieve the desired programme output(s). Multiple activities may be required to contribute to the achievement of a programme output.
- Implementation period: The time frame in which the partner proposes to implement the specified activities. The implementation period can be specified in months or another more appropriate unit of time measure.
- Activity-level budgets: For each activity, the prospective partner should indicate the amount that it plans to contribute, and the amount that is being requested from UNICEF. Activity-level budgeting would reflect, for example:
 - Cash for activities, such as workshops or trainings;
 - Cost of supplies that directly assist beneficiaries or beneficiary institutions, including warehousing, transport and assembly;
 - Technical assistance and costs of technical staff to directly support beneficiaries or beneficiary institutions (experts in health, education, protection, etc.);
 - Cost of surveys and other data collection activities in relation to beneficiaries or measurement of expected results.

Programme output: Effective and efficient programme management: A fixed, standard output included as a part of all concept notes, and encompassing those costs *not* specifically associated with the implementation of the programme. There is *no* need to include performance indicators for effective and efficient programme management. All effective and efficient programme management costs should be pro-rated according to their contribution to the programme, and include:

- In-country management and support staff costs (representation, planning, coordination, logistics, admin, finance);
- Operational costs (office space, equipment, office supplies, maintenance);
- Planning, monitoring, evaluation and communication costs (venue, travels).