IMPLEMENTATION MODALITIES

UNICEF generally applies one or more of four implementation modalities to achieve a result:

1. Working with Government
2. Working with Civil Society Organizations
3. Working with Other UN Agencies
4. UNICEF Directly implementing an activity

# Examples

| **Implementation modality** | **Activity**  **Support selected number of schools to improve their systems (hardware, software) in line with national child friendly school standards** | | |
| --- | --- | --- | --- |
| Description | UNICEF’s role | Partner’s role |
| **1. Working with Government** | UNICEF provides technical assistance, cash and supplies to government  Relevant Strategies   * Capacity development * Evidence generation, policy dialogue and advocacy * Identification and promotion of innovation | * Jointly plan with partner * Provide cash for contract for construction of WASH facilities * Procure and provide furniture and supplies * Provide cash for regular monitoring * Provide technical assistance throughout the process * Monitor and verify partner’s progress against plan * Monitor and verify partner’s utilization of resources | * Coordinates with other ministries & stakeholders * Leads Implementation of activities as per jointly developed plan * Reports on progress of activities and utilization of UNICEF resources |
| **2. Civil Society Organization** | UNICEF provides technical assistance, transfers cash\* and supplies to CSOs  \* Part of the cash being provided will be used by the CSO partner to purchase furniture for the project as it was decided by UNICEF (supply and programme) that the furniture was best purchased locally and the CSO had good procurement procedures and practices to undertaken the procurement of furniture themselves | * Jointly plan with partner * Provide cash for institutional contract, monitoring and training * Procure and provide supplies * Provide technical assistance * Monitor and verify partner’s progress against plan * Monitor and verify partner’s utilization of resources | * Implement activities as per jointly developed plan * Reports on progress of activities and utilization of UNICEF resources |
|  | UNICEF and partner decide to work together using their own resources | * Jointly plan with partner * Undertake activities using own resources * Jointly monitor progress and utilization of resources against workplan | * Same as UNICEF |
| **3. Working with Other UN Agencies** | UNICEF transfers cash and supplies to another UN agency to carry out a component of the activity – construction of separate WASH facilities | * Jointly plan with partner * Provide cash for construction * Monitor progress and utilization of resources against workplan | * Implement activities as per jointly developed plan * Reports on progress of activities and utilization of UNICEF resources |
| **4. UNICEF Direct implementation** | UNICEF hires staff (or uses existing staff) or contracts consultants to undertake all activities | * UNICEF engages consultant * UNICEF procures furniture and supplies * UNICEF procures and enters into a institutional contract for WASH facility construction * UNICEF undertakes supervision of installation of furniture and supplies * UNICEF develops and undertakes training of teachers and provides mentoring in active learning methodology * UNICEF undertakes regular monitoring of schools * UNICEF assumes overall management responsibility and accountability for undertaking specific activities | N/A |