## Call for Expression of Interest

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| The purpose of this Open Call for Expression of Interest is to identify eligible Civil Society Organisations (CSOs) for prospective partnerships supporting the delivery of the UNICEF implemented component of the EU4Moldova: Focal Regions programme on “Strengthening capacities, development and empowerment of Adolescents and Youth in Cahul and Ungheni regions". **The maximum budget allocated for activities in both regions (Cahul and Ungheni), under this call for expression of interest is 154,000 EUR.**Eligible Civil Society Organisations (CSOs) are invited to submit proposals for partnership highlighting their relevant capacities, expertise, skills and ability to support the delivery of sought results for children as outlined in section 1.3 below.Organisations that wish to participate in this Open Call for Expression of Interest are requested to send their submission by email with Subject clearly marked “CSO Open Call for Expression of Interest – Strengthening capacities, development and empowerment of Adolescents and Youth in Cahul and Ungheni regions” at the following email address:   chisinau@unicef.orgor delivered in a sealed envelope clearly marked “CSO Open Call for Expression of Interest – “Strengthening capacities, development and empowerment of Adolescents and Youth in Cahul and Ungheni regions” at the following address:UNICEF Moldova131, “31 August 1989” Str.,Chisinau, MD 2012, Republic of Moldova not later than **14 December 2020.** Applications must be submitted in English. Any requests for additional information should be addressed in writing by **8 December 2020** at the latest to Ana Perdivar, e-mail: aperdivar@unicef.org. UNICEF responses to any queries or clarification requests will be made available to all online [www.unicef.md](http://www.unicef.md) before the deadline for submission of applications.Applications will be assessed by an evaluation committee to identify CSOs that have the mandate, capacities and comparative advantage to support the achievement of results for children using criteria outlined in section 3 below. It should be noted that participation in this Open Call for Expression of Interest does not guarantee the CSO will be ultimately selected for a partnership with UNICEF. Selected NGOs will be invited to review and finalise partnership agreements in accordance with criteria outlined in section 3.4 below and [applicable policy and procedures on partnership with CSOs](https://www.unicef.org/about/partnerships/files/Guidance-for-CSOs-on-Partnership-with-UNICEF.pdf).Applicant CSOs will be informed of the outcome of their submissions by communication sent out to the email/postal address that is indicated in the CSO submission.  |

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| **Section 1: Background** |
| 1.1 UNICEF mandate within the EU Focal Regions programme | UNICEF is the agency of the United Nations, mandated to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential. In the Republic of Moldova, UNICEF works within the framework of the Government of the [Republic of Moldova-UNICEF Country Programme of Cooperation 2018-2022](https://www.unicef.org/moldova/en/reports/country-programme-cooperation-between-government-moldova-and-unicef), aimed at ensuring that by 2022 all children in Moldova, especially the most vulnerable, enjoy their right to education, health, an adequate standard of living, and participation within a child-friendly legal environment, and are protected from abandonment, neglect, discrimination, exploitation and violence. The Republic of Moldova/UNICEF Country Programme for 2018-2022 supports the achievement of the priorities established by the national strategies, policies and programmes related to the realization of child rights and especially related Sustainable Development Goals (Goals 1, 2, 3, 4, 5, 10 and 16) and targets, and it complements the Republic of Moldova–United Nations Development Assistance Framework (UNDAF) that continues with a delivering-as-one approach for the period 2018-2022 and is aligned to UNICEF Strategic Plan for 2018-2021. Further information on the programme can be found on [http://unicef.org](http://unicef.org/). UNICEF Moldova is implementing the EU4Moldova: Focal Regions Programme, in partnership with UNDP and based on the European Commission Implementing Decision on the Annual Action Programme 2018 in favor of the Republic of Moldova, funded by the European Union. The overall objective of the EU4Moldova: Focal-Regions Programme is to strengthen the economic, territorial and social cohesion in the Republic of Moldova through facilitating inclusive, sustainable and integrated local socio-economic growth and improving the standards of living of children, adolescents and all citizens in the two focal regions, Cahul and Ungheni. |
| 1.2 Purpose and objectives. | As per the [Convention on the Rights of the Child](https://www.unicef.org/child-rights-convention/what-is-the-convention), adolescents have the right to be heard in individual decisions concerning their education, skill training and work, and in collective decisions related to school governance and educational policies and laws.In the Republic of Moldova, access to local youth participatory structures, such as Youth Councils[[1]](#footnote-2) or Pupils’ Councils, is limited in many districts and particularly inaccessible in the rural areas. The ability of adolescents and youth to participate in democratic governance is affected by the lack of awareness of, and opportunities to participate, limited access to existing participation mechanisms, the exclusion of disadvantaged youth groups and insufficient funding for the Youth Councils that hampers participation. UNICEF will contribute to the implementation of Component 2, Action 2.2.3 of the EU4Moldova: Focal-Regions Programme: Support for improvement of social services for children and adolescents. The Action also contributes to the goals and aspirations of the new [European Union (EU) Youth Strategy 2019-2027](https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX:52018DC0269)[[2]](#footnote-3) seeking to engage, connect and empower young people, reflected also in the [EU-UNICEF partnership within the Generation Unlimited](https://eeas.europa.eu/headquarters/headquarters-Homepage/50968/generation-unlimited-eu-partners-unicef-new-initiative-quality-education-and-training-young_th)[[3]](#footnote-4) initiative for quality education and training for young people.Specifically, the intervention will focus on strengthening the capacity, development and empowerment of adolescents and youth in Cahul and Ungheni, as well as improve access to sustainable, quality adolescents and youths’ friendly programmes and services. The specific objectives of the action are to:1. **Support local policies that promote civic engagement and mobilize children and young people to participate in decision making processes;**2. **Strengthen the capacity of the Local Youth Councils and Youth Centers to effectively and efficiently deliver services to young people in Ungheni and Cahul.** |
| 1.3 Specific results | Within this framework and as set out in the Government of Moldova and UNICEF Country Programme for 2018-2022, and in the 2020-2021 Work Plans signed between UNICEF and the Government of Moldova, the expected results are: **Adolescents’ empowerment and participation.** **RESULT 1 (linked to Objective 1)*** Adolescents and youth organizations, as well as child rights stakeholders actively and effectively participate in discussion forums to define priorities in both municipalities;
* Mainstream youth participation in local youth policies, programmes, acts and decisions;
* Ungheni and Cahul youth participation is enhanced by the design and implementation of innovative, youth-friendly and modern mechanisms;
* Educational, cultural, sport and other sectoral policies and strategies are amended to reflect youth perspectives.

**RESULT 2 (linked to Objective 2)*** Strengthened capacities of the Youth Centres from Cahul and Ungheni to deliver comprehensive youth-friendly services to adolescents;
* Local Youth Councils better design, budget and implement youth related programmes, as well as have improved fundraising capacities.

Applicants can submit only one application supported by one comprehensive program proposal outlining clearly the activities that will contribute to achieving the expected results. The interventions are proposed to be implemented during the period of December 2020 - November 2022.  |

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| **Section 2: Application requirements and timelines** |
| 2.1 Documentation required for the submission | The expression of interest shall include the following documentation:* Copy of CSO registration in the country of origin
* Copy of CSO registration in Moldova
* Attachment I - Partner declaration and due diligence profile in the new CSO Procedure signed by the authorised official. It includes the description of the capacity and project portfolio of the CSO in the specific field of the call
* Attachment II - Programme Proposal and/or Programme document.
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| 2.1 Indicative timelines | Call for Expression of Interest issue date  | 19 November 2020 |
| Deadline for submissions of CSO proposals | 07 December 2020 |
| Extended Deadline for submissions of CSO proposals | 14 December 2020 |
| Deadline for requests of additional information/ clarifications | 8 December 2020 |
| Review of CSO submissions | 4 January 2021 |
| Notification of results communicated to CSO | 11 January 2021 |

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| **Section 3: Process and timelines** |
| 3.1 Review & evaluation of CSO submissions | CSO submissions are assessed by a UNICEF Partnership Review Committee in consultation with technical specialists, using criteria outlined in section 3.2 and 3.3 below. Only CSO submissions that comply with the requirements of the eligibility and exclusion criteria will be eligible for further evaluation. It should be noted that participation in this Call for Expression of Interest, however, does not guarantee that CSOs will be ultimately selected to sign a partnership agreement with UNICEF. UNICEF reserves the right to invite selected partners to review and finalise proposals for partnerships in line with the criteria outlined in section 3.4 below and in accordance with applicable policy and procedures on the partnership with CSOs. |
| 3.2 Eligibility & exclusion criteria | * Eligibility criteria:

CSO must:1. be registered in the Republic of Moldova, or local branches of International NGOs;
2. not be an entity named on any of the UN Security Council targeted [sanction list](https://www.un.org/securitycouncil/content/un-sc-consolidated-list) (<https://www.un.org/securitycouncil/content/un-sc-consolidated-list>);
3. not be affiliated to political parties.
* Exclusion criteria

CSO submission which:1. are not sent by email or to the UNICEF Moldova address in a sealed envelope before the specified deadline;
2. do not include all required documents duly completed and signed or do not comply with specifications set in this Call for Expression of Interest;
3. are not submitted in English;

will be excluded from the selection process. |
| 3.3 Selection criteria | UNICEF office will review the evidence provided by the CSO submission and assess applications based on the following criteria:  |
| Proposal relevance, quality and coherence (50%)(Attachment II described above) | Includes review of the proposed interventions:* Relevance of the proposal to achieving expected results;
* Clarity of activities and expected results;
* Innovative approach[[4]](#footnote-5);
* Sustainability of interventions.
 |
| Institutional capacity and sustainability (40%)(Attachment I described above) | Includes a review of the CSO:* Expertise and experience in the sector/result area;
* Proven record of delivering programs for children and adolescents, including building capacities;
* Local experience, presence and community relations;
* Management ability, including financial management;
* Experience working with UN/UNICEF/EU;
* Experience in working with government at central and local levels in Cahul and Ungheni;
* Proposals that will include collaboration and cooperation between national and local CSOs from Cahul and Ungheni are also encouraged.
 |
| Other (10%) (Attachment II described above). | Includes a review of: * Replicability/scalability of proposed approach;
* Access/security considerations, especially in the context of COVID 19 pandemics.
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| 3.4 Prospective partnership agreement | All applicants will be informed of the outcome of their submissions by communication sent out to the email/postal address that is indicated in the CSO submission.Applicants whose proposals are assessed as having a specific comparative advantage to achieve results for children outlined in 1.3 above may be invited to jointly review and finalise the partnership agreement based on the following criteria:* Prioritisation of proposed intervention in line with the 2020-2021 UNICEF work plan and the Description of the Action for the EU4Moldova: Focal Regions Programme;
* Availability of funding to support proposed intervention;
* Complementarity of proposed action with ongoing interventions.

Upon finalisation at technical level, the proposal for partnership will be submitted to UNICEF Representative for review and approval. It should be noted however that the Representative has the final authority to approve or reject any proposed partnership agreement on behalf of UNICEF. |

# Attachment I – CSO Partner Declaration, Profile and Due Diligence Verification Form

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| Name of organization:  |  |
| Acronym: |  |
| Type of organization (select only one) | **[ ]** National NGO (an NGO that is established in only one country)**[ ]** Community-based organization (grassroots association)**[ ]** Academic institution (a degree conferring institution)**[ ]** International NGO (an NGO that has offices in more than one country) |
| Head of organization: |  |
| Deputy head of organization: |  |
| Declarations  | Yes | No |
| 1. By answering yes, the organization confirms that it is committed to the core values of the UN, the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Convention on the Rights of Persons with Disabilities (CRPD):

<http://www.unicef.org/crc/><http://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx> <http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf>  |  |  |
| 1. By answering yes, the organization confirms that it is a non-profit entity.

*Attach the statute or constitutional document establishing the entity as a non-profit organization.* |  |  |
| 1. By answering yes, the organization confirms that it is legally registered in the country of implementation.

*Attach official registration in the country of implementation. If the response is no, provide explanation:*  |  |  |
| 1. By answering yes, the organization confirms that it is committed to prohibiting and combatting fraud and corruption[[5]](#footnote-6), sexual exploitation and abuse[[6]](#footnote-7), and child safeguarding violations. Furthermore, the organization confirms that it is committed to promoting the protection and safeguarding of children[[7]](#footnote-8).
 |  |  |
| 1. By answering yes, the organization confirms that neither the organization nor any of its members is mentioned on the [United Nations Security Council Consolidated Sanctions List](https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list), and that the organization has not supported and does not support, directly or indirectly, individuals and entities sanctioned by the Committee or any person involved in any other manner that is prohibited by a resolution of the United Nations Security Council adopted under Chapter VII of the Charter of the United Nations.

*Attach the list of the organization board members, if applicable.* |  |  |
| 1. By answering yes, the organization confirms that it is committed to transparency and accountability.

*FOR INGOs only:* *Provide link to publicly available annual reports and/or certified financial statements* |  |  |

I declare, as an official representative of the above-named organization, that the information provided in this declaration and attached documentation is complete and accurate, and I understand that it is subject to UNICEF verification.

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| Name of partner |  |
| Name and title of the duly authorized partner representative  |  |
| Signature |  |
| Date |  |

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| Section 1. CSO information |
| 1.1 Contact details | Address |  |
| Telephone |  |
| Email |  |
| Website |  |

| Section 2. CSO expertise and experience in the sector area |
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| 2.1 CSO mandate, sector area and geographic coverage | Outline the organization’s mandate, field of work and geographic coverage |
| 2.2 Available expertise and specialists | Outline the distinctive technical capacity of the organization in the sector area |
| 2.3 Key results achieved over the past 5 years | Outline of key results achieved in sector area in recent years, including any recognition received at local / global level for the work in the sector area |

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| Section 3. Local experience, presence and community relations |
| 3.1 Ongoing programmes in sector area | Outline of type / scope of ongoing programmes in the sector area |
| 3.2 Knowledge of the local context | Outline of presence and community relations in the proposed programme location(s) |
| 3.3 Existing networks | Outline of ongoing collaborations with national institutions and local communities in the sector area |

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| Section 4. Management ability |
| 4.1 Annual budget | Size of annual budget (previous year, USD) |  |
| Source of core funds or income |  |
| Main funding partners/ donors |  |
| 4.2 Core staff | Outline of number and key functions of core organization staff |
| 4.3 Any other informationdemonstrating financial capacity | E.g. results of previous capacity assessments if available (such as the micro assessment) |

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| Section 5. Experience working with UN / UNICEF |
| Programme/project title | Total budget (USD) | Funding UN agency | Year end | Key results achieved |
| 1.  |  |  |  |  |
| 2.  |  |  |  |  |
| 3.  |  |  |  |  |

## Attachment II – Programme Proposal (to be completed by CSO Applicant)

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|  The purpose of this proposal is to provide an outline of the proposed intervention for which the CSO is proposing to partner with UNICEF. [*If the Call for Expression of Interest allows for multiple submissions, the following text may be added:* A separate form should be filled for each programme proposal submitted.]Information provided in this form will be used to inform the review and evaluation of CSO submissions as outlined in the Call for Expression of Interest under section 3. |

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| Section 1. Proposal overview |
| 1.1 Programme title |  |
| 1.2 Results to which the programme contributes | *Refer to Section 1.3 of the Call for Expression of Interest* |
| 1.3 Programme duration | *Number of months, From MM/YYYY to MM/YYYY* |
| 1.4 Geographical coverage | *State/ province, etc*. |
| 1.5 Population focus | *Number of beneficiaries / groups* |
| 1.6 Programme Budget | From CSO |  | % |
| From UNICEF |  | % |
| Total |  |  |

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| Section 2. Programme description |
| 2.1 Rationale/ justification*(3 to 5 paragraphs; max 400 words)* | *“Why” this programme**This section outlines the problem statement, the context and the rationale for the Programme,:* * *Overview of the existing problem, using data (disaggregated) from existing reports; who is affected and what are the barriers/bottlenecks to outcomes for children?*
* *How the problem is linked to national priorities and policies;*
* *The relevance of the Programme in addressing problem identified.*
 |
| 2.2 Expected results*(No narrative required)* | *“What” this programme will achieve**The table below defines the programme results framework (results and their link to results defined in the country programme and/or humanitarian response plan; specific indicators, baselines, targets and MOV for each programme output).* |

| Result statement | Performance indicator/s | Baseline | Target | Means of Verification[[8]](#footnote-9) |
| --- | --- | --- | --- | --- |
| Corresponding result from Country programme/ Humanitarian Response Plan[[9]](#footnote-10) | - Xxx- Xxx |  |  |  |
| Programme Output 1*Service or product resulting from the programme* | *List each indicator in a separate line* |  |  |  |
|  |  |  |  |
| Programme Output 2 |  |  |  |  |
|  |  |  |  |
| Programme Output 3 |  |  |  |  |
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| 2.3 Gender, Equity and Sustainability*(3 paragraphs; max 250 words)* | *“How” this programme takes into account gender, equity and sustainability**This section briefly mentions the practical measures taken in the programme to address gender, equity and sustainability considerations.* |
| 2.4 Partner’s contribution*(1 paragraph; max 100 words)* | *This section briefly outlines the partner specific contribution to the programme (monetary or in-kind)* |
| 2.5 Other partners involved*(1 paragraph; max 100 words)* | *“With whom” will this programme works in partnership**This section outlines other partners who have a role in programme implementation, including other organisation providing technical and financial support for the programme.* |
| 2.6 Additional documentation*(1 paragraph; max 100 words)* | *Additional documentation can be mentioned here for reference.* |

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| Section 3. Programme work plan and budget |
| *The table below defines the programme implementation work plan (the specific activities to be undertaken towards achievement of each of the programme outputs; the schedule of implementation; and the planned budget, including the CSO and UNICEF’s contributions to the programme)**Note: Text and costs in blue provided as an example.* |

| Result Level | Result/activity | Timeframe (quarters/year(s) | Total (CSO+UNICEF) | CSO contribution  | UNICEF contribution |
| --- | --- | --- | --- | --- | --- |
| Q1 | Q2 | Q3 | Q4 | Year2 | Cash[[10]](#footnote-11) | Supply |
| Progr. Output 1: | *E.g. Community-based management of SAM introduced in 200 villages in 10 districts*Performance indicator(s),*- # children receiving RUFT/in patient**- # children receiving RUFT/ community* *- recovery rate* | *400,000* | *10,000* | *190,000* | *200,000* |
| Act.1.1 | *Organise training of 500 health workers in community nutrition in 10 districts* | *x* | *x* |  |  |  | *100,000* |  | *100,000* |  |
| Act. 1.2 | *Undertake community outreach activities & referral in 200 villages in 10 districts* | *x* | *x* | *x* | *x* |  | *50,000* |  | *50,000* |  |
| Act. 1.3 | *Provide nutrition equipment & supplies in 50 health centres* | *x* |  |  | *x* |  | *200,000* |  |  | *200,000* |
| Act. 1.4 | *Programme management and technical supervision* | *x* | *x* | *x* | *x* |  | *50,000* | *10,000* | *40,000* |  |
| Progr. Output 2: | Output statementPerformance indicator(s): | Sub-total output 2 | Sub-total output 2 | Sub-total output 2 | Sub-total output 2 |
| Act 2.1 | Activity statement[[11]](#footnote-12) |  |  |  |  |  |  |  |  |  |
| Act. 2.2 |  |  |  |  |  |  |  |  |  |  |
| Progr. Output 3: | Output statementPerformance indicator(s): | Sub-total output 3 | Sub-total output 3 | Sub-total output 3 | Sub-total output 3 |
| Act 3.1 | Activity statement |  |  |  |  |  |  |  |  |  |
| Act 3.1 |  |  |  |  |  |  |  |  |  |  |
| Sub-total for the outputs |  |  |  |  |
| Progr. Output 4 | Effective and efficient programme management | Sub-total output 4 | Sub-total output 4 | Sub-total output 4 | Sub-total output 4 |
| Act 4.1  | *Standard activity:* In-country management & support staff[[12]](#footnote-13) pro-rated to their contribution to the programme (representation, planning, coordination, logistics, admin, finance) |  |  |  |  |  |  |  |  |  |
| Act 4.2 | *Standard activity:* Operational costs pro-rated to their contribution to the programme (office space, equipment, office supplies, maintenance) |  |  |  |  |  |  |  |  |  |
| Act 4.3  | *Standard activity:* Planning, monitoring, evaluation and communication[[13]](#footnote-14), pro-rated to their contribution to the programme (venue, travels, etc.) |  |  |  |  |  |  |  |  |  |
| **Sub-total for programme costs** |  |  |  |  |
| HQcosts[[14]](#footnote-15) | HQ technical support[[15]](#footnote-16) (7% of the cash component) |  |  |  |  |
| **Total programme document budget** |  |  |  |  |

1. A representative and empowered youth structure, which can be assigned the status of a non-profit organization, the mission of which is to ensure the participation of young people in community development, particularly in the decision-making process.

[Law no. 215/2016 of 29.07.2016](https://www.legis.md/cautare/getResults?doc_id=105800&lang=ro) [↑](#footnote-ref-2)
2. For more detailed description please refer to [European Union (EU) Youth Strategy 2019-2027](https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX:52018DC0269) [↑](#footnote-ref-3)
3. For more detailed description please refer to [EU-UNICEF partnership within the Generation Unlimited](https://eeas.europa.eu/headquarters/headquarters-Homepage/50968/generation-unlimited-eu-partners-unicef-new-initiative-quality-education-and-training-young_th) [↑](#footnote-ref-4)
4. The applicant should demonstrate that the project brings in new/innovative solutions to achieve the specific results stipulated in the proposal e.g. Information and communications technology (ICT), Innovative methodologies, approaches and processes (‘soft’ technologies), Physical tools/hardware (‘hard’ technologies), etc. [↑](#footnote-ref-5)
5. In line with provisions of [CF/EXD/2013-008](https://unicef.sharepoint.com/sites/portals/RF/Regulatory%20Framework%20Library/DHR%20Exec%20Dirs%20CFEXD2013-008%20Policy%20Prohibiting%20and%20Combatting%20Fraud%20and%20Corruption.pdf) “Policy Prohibiting and Combatting Fraud and Corruption” [↑](#footnote-ref-6)
6. In line with provisions of [ST/SGB/2003/13](https://undocs.org/ST/SGB/2003/13) entitled “Special Measures for Protection from Sexual Exploitation and Sexual Abuse” [↑](#footnote-ref-7)
7. in line with provisions of [CF/EXD/2016-006](https://unicef.sharepoint.com/sites/portals/RF/Regulatory%20Framework%20Library/DHR%20Exec%20Dirs%20CF%20EXD%20006%20Child%20Safeguarding%20Policy%2001-Jul-2016.pdf) "Policy on Conduct Promoting the Protection and Safeguarding of Children" [↑](#footnote-ref-8)
8. The specific sources from which the status of each of the performance indicators can be ascertained. If any data source is a survey or a study which the implementing partner is planning to conduct for this programme, this should be planned and budgeted for in section 3 below (programme workplan and budget). [↑](#footnote-ref-9)
9. Refer to Section 1.3 of the Call for Expression of Interest. If the programme contributes to more than one result, each should be identified in a separate line, with programme outputs listed below each corresponding result.. [↑](#footnote-ref-10)
10. The budget is prepared in the currency of implementation. Most generally, this correspond to the local currency in the country. [↑](#footnote-ref-11)
11. Costs budgeted as part of the programme output budgeting include the following:

Cash for activities, such as workshop or trainings;

Cost of supplies that directly assist beneficiaries or beneficiaries institutions, including warehousing, transport and assembling;

Technical assistance and costs of technical staff to directly support beneficiaries / beneficiary institutions (experts in health, education, protection, etc.);

Cost of surveys and other data collection activities in relation to beneficiaries or measurement or programme expected results;

Communication activities to directly support programme planned results. [↑](#footnote-ref-12)
12. Costs of technical assistance/staff directly related to the achievement of planned results are budgeted as part of programme output budgeting, see above footnote 4. [↑](#footnote-ref-13)
13. Costs of M&E and communication activities directly related to the achievement of the planned results re budgeted as part of the programme output budgeting, see above footnote 4. [↑](#footnote-ref-14)
14. Only payable to organizations with headquarters outside of the country of implementation. [↑](#footnote-ref-15)
15. 15 Amount is an estimate. Amount paidis a standard 7% on actual expenditures subject to calculation exclusions as per Annex I of the CSO Procedure. [↑](#footnote-ref-16)