

5. Using UNPP for Open Selection

A. Overview

Open selection is used when UNICEF Offices issue a Call for Expressions of Interest to solicit interest among CSOs. Participation in a Call for Expressions of Interest does not guarantee the CSO will be ultimately selected for partnership with UNICEF.

This is what is currently done in the absence of UNPP	This is what will be done in UNPP
<p>1. UNICEF determines that achieving a particular programme result requires partnership with a CSO. UNICEF decides to use open selection to identify the CSO and advertises calls for expressions of interest in newspapers, websites or other media.</p>	<p>1. UN Basic Editor (or Advanced Editor) drafts a “New Call for Expressions of Interest” on UNPP. After review, the UN Advanced Editor publishes the Call For Expressions of Interest, making it publicly viewable.</p>
<p>2. CSOs interested in applying for the Call for Expressions of Interest e-mail or deliver hard copies of their application to UNICEF.</p>	<p>2. CSOs interested in applying for the Call upload their application/concept note in the form of a word document.</p> <p><i>Note: The CSO can only submit an application via UNPP if it has a completed UNPP profile.</i></p>
<p>3. UNICEF assembles an evaluation committee to assess applications. Each member of the evaluation committee assigns scores to the applications.</p> <p>On the basis of the scores assigned by the reviewers, and other relevant factors, UNICEF identifies the CSO(s) with the best comparative advantage to support achievement of results for children.</p>	<p>3. UN Basic Editor who drafted the Call (or UN Advanced Editor chosen to serve as the “focal point” of the Call) reviews all CSO applications and shortlists applications that meet certain criteria.</p> <p>UN Basic Editor who drafted the Call (or UN Advanced Editor focal point) uses the “Manage Reviewers” function to assemble a virtual review panel of colleagues to assess the applications of shortlisted CSOs. Each member of the virtual review panel completes the assessment by assigning scores to the applications.</p> <p>On the basis of the scores assigned by the reviewers, and other relevant factors, the Basic Editor nominates or the Advanced Editor focal point identifies the CSO(s) with the best comparative advantage to support achievement of results for children.</p> <p>Alternatively, an offline committee can be assembled and once the scoring has been completed, the Basic Editor or Advanced Editor can enter the scores on behalf of the review committee</p>
<p>4. UNICEF contacts the successful CSO, typically via e-mail or a phone call, to notify</p>	<p>4. UN Advanced Editor “selects” in UNPP the successful CSO. This triggers UNPP to send a</p>

it of the results of the open selection process.	notification to the successful CSO and inform it of the results of the open selection process.
5. The CSO considers the partnership opportunity from UNICEF and determines whether it would like to move forward with accepting this opportunity.	5. The CSO reviews the information sent in UNPP and accepts/declines the open selection opportunity. By “accepting” the open selection opportunity, the CSO confirms that it will adapt its successful concept note/application into a draft PD and send it to UNICEF for review and feedback.
6. The CSO submits a draft PD for review by and feedback from UNICEF programme section.	6. No change. This process takes place outside of UNPP.
7. The CSO and UNICEF programme section collaborate to finalize the workplan and budget and use the relevant CSO Procedure templates to complete a Programme Document.	7. No change. This process takes place outside of UNPP.
8. The UNICEF programme section presents the proposed PD to the office Partnership Review Committee (PRC).	8. No change. This process takes place outside of UNPP.
9. All other applicant CSOs are informed of the unsuccessful outcome of their submissions.	9. UN Basic Editor or Advanced Editor clicks “finalize” in UNPP. This triggers UNPP to send a notification to all unsuccessful applicants and inform them of the results of the open selection process.

B. Selection Criteria

At the time an open selection Call for Expressions of Interest is being drafted, the UN Basic Editor (or Advanced Editor) must indicate one or more selection criteria.

UNPP includes 12 selection criteria, and one “other” selection criterion. In general, it is recommended that 1-5 selection criteria are selected per Call for Expressions of Interest. Selection criteria may either be weighted (i.e. different selection criteria have different weights, with more important selection criteria having heavier weights than less important selection criteria), or unweighted (i.e. all selection criteria having equal weight). In cases where selection criteria are differentially weighted, the weights of the chosen selection criteria should, when added together, sum to 100.

The table below provides an overview of each of the selection criteria, and the parts of the CSO profile and concept note that should be reviewed to assess the extent to which an applicant CSO demonstrates competence in a particular selection criterion.

If, for example, it is determined that a particular Call for Expressions of Interest has weighted selection criteria, and the “access/security considerations” criterion has a weight of 40/100, then the reviewer should, on the basis of a review of the relevant parts of a CSO applicant's profile and concept note, assess whether a CSO should be given a score of 1 (minimal competence in this selection criterion) or 40 (perfect competence in this selection criterion).

UNPP selection criterion	Description	Relevant parts of CSO profile	Relevant parts of CSO concept note
Access/security considerations	This selection criterion is especially relevant where a programme intervention is to be implemented in a high-threat context with limited access. This selection criterion emphasizes that the CSO should have the ability to gain access to and implement programmes in the given location.	Profile: Mandate and mission: Country Presence. Profile: Mandate and mission: Security: Does the organization have the ability to work in high-risk security locations?	2.6 Risk management
Clarity of activities and expected results	This selection criterion is used to emphasize UNICEF's results-based management approach to programming, and assess a CSO's RBM capacity.	N/A	2.3 Proposed programme approach/methodology 3. Expected results, performance indicators, activities, implementation period and budget
Contribution of resource	This selection criterion is used to emphasize the importance of contributions—whether financial or non-financial—from the CSO.	N/A	2.5 Prospective partner's contribution and comparative advantage 3. Expected results, performance indicators, activities, implementation period and budget
Cost effectiveness	This selection criterion is used to emphasize the expectation that a given programme intervention achieve results at a lower cost compared with alternatives.	N/A	3. Expected results, performance indicators, activities, implementation period and budget
Experience working with UN	This selection criterion is used to emphasize prior experience working with the UN and knowledge/understanding of UN-specific processes	Profile: Collaboration: History of Partnership: Has your organization collaborated with any UN agency?	2.5 Prospective partner's contribution and comparative advantage 2.7 Key personnel
Innovative approach	This selection criterion is used to emphasize a programmatic	N/A	2.3 Proposed programme approach/methodology

UNPP selection criterion	Description	Relevant parts of CSO profile	Relevant parts of CSO concept note
	approach that is different from the “traditional” way of working.		
Local experience and presence	This selection criterion is used to emphasize the CSO’s prior experience with and presence in a given community and geographic context.	Profile: Mandate and Mission: Country Presence	2.5 Prospective partner’s contribution and comparative advantage
Other	This selection criterion is used to indicate a selection criterion that is not already among the drop-down list. The “description” field that appears under “other” should be used to provide more information.		
Project management	This selection criterion is used to emphasize project management skills	Profile: Project Implementation: Programme Management	2.3 Proposed programme approach/methodology 2.7 Key personnel
Realistic timelines and plans	This selection criterion is used to emphasize realistic timelines and plans, notably those that align with the “estimated start date” and “estimated end date” indicated by UNICEF in the CFEI.	N/A	2.3 Proposed programme approach/methodology 3. Expected results, performance indicators, activities, implementation period and budget
Relevance of proposal to achieving expected results	This selection criterion is used to emphasize how directly the concept note addresses and is likely to achieve the “expected results” indicated in the CFEI.	N/A	2.1 Rationale/justification 2.5 Prospective partner’s contribution and comparative advantage 3. Expected results, performance indicators, activities, implementation period and budget
Sector expertise and experience	This selection criterion is used to emphasize previous expertise and experience in the sector/area of specialization to which the CFEI relates. It may be especially relevant for those CFEIs that require deep sector-specific technical knowledge.	Profile: Mandate and Mission: Experience: Sectors, areas of specialization, and years of experience	2.5 Prospective partner’s contribution and comparative advantage 2.7 Key personnel

UNPP selection criterion	Description	Relevant parts of CSO profile	Relevant parts of CSO concept note
Sustainability of intervention	This selection criterion is used to emphasize the sustainability of the approach proposed by the CSO.	N/A	2.4 Gender, equity and sustainability

C. Requests for Clarification

When drafting an open selection Call for Expressions of Interest, UNICEF staff should take care to ensure that the fields are filled out with an appropriate level of clarity and detail, so that interested CSOs are able to submit Concept Notes. However, it is understood that there may be situations where CSOs would like to submit requests for additional information or clarification. The “Call For Expressions of Interest” feature in UNPP allows for CSOs to submit such requests before a certain clarification request deadline. In general, it is recommended that the clarification request deadline be set at least one week after the CFEI has been posted, and at least one week prior to the application deadline.

The CFEI creator or focal point should review the questions submitted by CSOs and determine whether a clarification response is necessary, appropriate and value-adding. The CFEI creator or focal point should prepare the responses in one centralized document, and upload the document in UNPP. While requests for clarification are placed by individual CSOs, the UNICEF response to requests is made publicly available to all interested CSOs. This is to preserve the fairness of UNPP, and to give all interested CSOs an equal opportunity in preparing an application. This is in line with the CSO Procedure’s “Templates for Open Selection of CSOs,” which states that “UNICEF responses to any queries or clarification requests will be made available to all online before the deadline for submission of applications.”

CSOs who submit clarification requests via e-mail, telephone or any medium other than UNPP should be reminded to use UNPP to submit their requests to support both tracking and fairness.

D. Shortlisting Prospective Partners

All applications submitted by CSOs prior to the application deadline appear in the “Applications” tab of the relevant Call For Expressions of Interest. In this tab, the CFEI creator and focal point have access to a variety of filters, including country, sector and area of specialization, and type of organization, to aid in sorting through and shortlisting applications, most especially for those CFEIs where there is a very large number of applications. Shortlisting of applicants can only be done once the application deadline has passed.

The “shortlist” filters can be used to quickly identify applications submitted by CSOs with presence in the target country, experience in the relevant sector and area of specialization, etc. The filters found in a CFEI’s “Applications” tab can be used in conjunction with the more detailed manual review of concept notes and UNPP profiles to identify which CSO applicants should be shortlisted.

E. Assembling a Technical Review Panel

For open selection Calls for Expressions of Interest, the CFEI creator or focal point has the ability to assemble a technical review panel. Depending on the preferences of the CFEI creator or focal point and guidance from the office, the technical review panel can consist of one or more members. In general, it is recommended that the technical review panel not consist of more than three staff members. In composing the technical review panel, it may be helpful to consider the inclusion of staff members with different perspectives/expertise.

F. Sample Terms of Reference for the Technical Review Panel

OBJECTIVE

1. The objective of the Technical Review Panel (TRP) is to provide impartial and transparent review of the applications submitted by CSOs in response to UNICEF Calls For Expressions of Interest (CFEIs). A CSO application consists of its UNPP profile and completed Concept Note.
2. The TRP's review serves as an input to the CFEI focal point's decision in partner selection.

MEMBERSHIP

3. The CFEI creator or focal point is responsible for assembling the TRP. If the CFEI creator or focal point is also part of the TRP s/he will need to also add themselves to the review panel.
4. Depending on the preferences of the CFEI creator or focal point and guidance from the office, the TRP may consist of one or more members. Where the TRP consists of just one member, this will typically be either the CFEI creator or focal point themselves, or another programme colleague to whom technical review responsibility has been delegated.
5. In assembling a multi-member TRP, the CFEI creator or focal point is encouraged to consider the inclusion of staff members with different perspectives/expertise. For example, a TRP may include, in addition to the CFEI creator or focal point, an operations, PME, HACT or emergency colleague. In general, it is recommended that the TRP not consist of more than three staff members.
6. In assembling the TRP, it should be noted that any proposed PD will subsequently be reviewed by the office's Partnership Review Committee (PRC). The TRP and PRC have different mandates and the membership of these two bodies should typically not overlap.

RESPONSIBILITIES

7. The members of the TRP are responsible for reviewing the UNPP profiles and Concept Notes submitted by CSOs in response to UNICEF-issued CFEIs. Based on the selection criteria indicated in the CFEI, the members of the TRP assign scores to each of the CSO applicants.
8. Sections and documents on UNPP to be reviewed by the TRP include the following:
 - *Organizational Profile*: This will serve to understand and assess a CSO's capacity, geographical presence, technical and project management expertise, and administrative and financial management capacity. The CSO's profile should also be reviewed to confirm whether it has necessary and up-to-date legal and administrative documentation to work in the target areas (registration documents, etc.)
 - *Concept Note*: TRP members will review the concept note to assess the CSO's proposed approach to programme intervention, identification of target beneficiaries, best comparative advantage, value for money, and alignment with expected results.
9. The members of the TRP may work individually, and separately record in UNPP their scores, by selection criterion, for each CSO applicant.
10. Alternatively, the members of the TRP may meet as a group and work collectively to record in UNPP a consensus score, by selection criterion, for each CSO applicant.
11. **The members of the TRP should complete their assessments of CSO applicants no later than 10 working days after the CFEI application deadline**, ensuring that the CFEI's notification of results date is respected.

TRP SCORES AS AN INPUT TO PARTNER SELECTION

12. As the members of the TRP enter their scores in UNPP, the CFEI creator and focal point are able to view the scores entered, by selection criterion and by CSO applicant.
13. The completion of TRP review in UNPP triggers the CFEI focal point to initiate partner selection in UNPP. Under normal circumstances, the CFEI focal point should select the CSO applicant with the highest TRP score, provided that this CSO is already verified or can become verified. If the CSO applicant with the highest TRP score has not already been verified in UNPP, the CFEI focal point should attempt verification.
14. There may be circumstances in which the CFEI focal point, in view of programmatically relevant considerations, opts to select a CSO other than the one with the highest TRP score. For example, if the CSO with the highest TRP score cannot be verified, then the CFEI focal point may attempt to verify and select another CSO.
15. The TRP review serves as an important, but not determinative, input to the CFEI focal point's partner selection process. The CFEI focal point bears the ultimate responsibility for selection of the CSO with whom s/he will develop a draft Programme Document (PD).

TRP SCORES AS AN INPUT TO PRC REVIEW

16. An overview of the TRP review process is provided to the PRC as an input to review of the partner selection process.