

## UNFPA

### Policies and Procedures Manual Policy and Procedures for Selection, Registration and Assessment of Implementing Partners

Programme Policies

Policy Title	Policy and Procedures for Selection, Registration and Assessment of Implementing Partners
Previous title (if any)	<ul style="list-style-type: none"><li>• Policy and Procedures for Selection and Assessment of Implementing Partners (2012)</li><li>• Registration of Implementing Partners (IPIMS) (2012)</li></ul>
Policy objective	This policy outlines the selection, registration and assessment process UNFPA must undertake when working with an implementing partner
Target audience	This policy applies to all UNFPA personnel, particularly those involved in selecting, assessing and registering an IP
Risk Matrix	Controls of the process are detailed in the <a href="#">Risk Control Matrix</a>
Checklist	N/A
Effective date	11 December 2021
Revision History	Issued: June 2012 Revision 1: 5 September 2016 Revision 2: 16 December 2021
Mandatory review date	December 2024
Policy owner unit	Policy & Strategy Division

**POLICY AND PROCEDURES FOR SELECTION, REGISTRATION AND  
ASSESSMENT OF IMPLEMENTING PARTNERS**

**Table of Contents**

I. Purpose .....	1
II. Policy .....	1
III. Procedures .....	3
A. Selection of an Implementing Partner.....	3
1. Hierarchy of Implementing Partners .....	3
2. Mapping of Potential Partners .....	3
3. Selecting an Implementing Partner .....	4
B. Registration of an Implementing Partner .....	9
C. Agreements with Implementing Partners.....	9
D. Assessment of an Implementing Partner.....	10
IV. Other – Working with International NGOs.....	11
V. Process Overview Flowchart of Implementing Partner Selection, Registration and Assessment Process .....	13
VI. Risk Control Matrix.....	13

## I. Purpose

This policy outlines the selection, registration and assessment process that must be followed in order to engage with an implementing partner. An implementing partner is defined as “the entity to which the Executive Director has entrusted the implementation of UNFPA programme activities specified in a signed document, along with the assumption of full responsibility and accountability for the effective use of UNFPA resources and the delivery of outputs as set forth in such programme documentation<sup>1</sup>”.

The implementing partner is fully responsible and accountable for successfully managing the programmatic and financial aspects of workplans and delivering expected results. It is therefore imperative UNFPA selects its implementing partners based on capacity to ensure the highest quality of service, including the ability to apply innovative strategies to meet the priorities, needs and strategic direction of the programme, in the most efficient and cost-effective manner.

## II. Policy

This policy outlines the selection, registration and assessment process UNFPA must undertake when working with an implementing partner. It identifies control actions to mitigate potential risks and establishes the following:

- Per [UNFPA Financial Regulations and Rules](#), an implementing partner can be:
  - a programme country government or governments;
  - an organization or entity of the United Nations system, including UNFPA;
  - an inter-governmental institution or agency not part of the United Nations system;
  - a non-governmental organization (NGO)<sup>2</sup>; or
  - an academic institution.
- Programme country governments entities and/or national NGOs must be given first consideration in the selection of implementing partners [in keeping with the principle of national ownership and capacity building]. Given UNFPA’s mandate, special attention should also be given to women led organizations (WLO)<sup>3</sup>
- An implementing partner must not appear on the [Consolidated United Nations Security Council Sanctions List](#) nor on the [United Nations Global Marketplace](#)<sup>4</sup> vendor ineligibility list.
- UNFPA must not engage a partner who has a “red flag” in the UNPP.
- A non-governmental implementing partner must be selected in one of two ways:

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<sup>1</sup> As defined in [UNFPA Financial Regulation and Rules](#), Regulation 2.1

<sup>2</sup> For the purpose of this policy, the definition of a non-government organization (NGO) includes civil society organizations (CSOs) (autonomous associations that are independent of the public and for-profit sectors and designed to advance collective interests and ideas) and community based organizations (CBOs) (grassroots associations with small organizational and management structure, focused on improving the lives and well-being of a specific community, with local coverage or reach).

<sup>3</sup> Women-led organizations will be identified in an implementing partner’s UNPP profile. UNFPA promotes the following definition of a WLO within the UNPP: “A women led organization is one whose leadership is principally made up of women, demonstrated by 50% or more occupying senior leadership positions at both board and staff level.” Here is the [UNFPA guidance](#) on document on WLOs.

<sup>4</sup> A private sector entity cannot be an implementing partner.

- competitive selection: based on an invitation for proposal (IFP) (also known as a call for expression of interest (CFEI) in the United Nations Partner Portal (UNPP), in which a competitive bidding process is applied; or
- non-competitive selection (also known as a direct selection in the UNPP): suitable for organizations whose work is closely related to UNFPA's mandate and who are considered to be a strategic implementing partner.
- The selection and review templates in this policy must be used when selecting a partner.
- The UNFPA workplan manager, with the support of the PSEA focal point(s) must assess its implementing partners prior to their selection<sup>5</sup>, per the [United Nations Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners](#).
- The workplan manager must follow the process outlined in the [UNFPA Operationalization of the United Nations Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners: Assessment Process and Technical Guidance](#). The requirement to assess a partner prior to its selection can be waived in a humanitarian situation. However, the assessment must be completed as soon as possible due to the high level of contact with beneficiaries.
- If a partner self-assesses core standard 8 of the PSEA assessment as “yes”, they must refer it to the UNFPA Senior Focal Point for PSEAH (Deputy Executive Director for Management), or their delegate, the PSEAH Coordinator, for assessment of adequacy of the response via the Global Service Desk<sup>6</sup>
- Partners who do not meet the PSEA core standard 8 on Corrective Measures must not be engaged (or partnership terminated if it is an existing partner).
- A partner must be reassessed for PSEA capacity every 5 years, unless there are significant changes to a partner's PSEA-related capacities, or any SEA related events which would require an earlier re-assessment.
- Any entity selected to be an implementing partner must be registered through the [United Nations Partner Portal](#) (UNPP).<sup>7</sup>
- An implementing partner must be assessed via the attached templates and the [micro assessment](#) according to the UNFPA established thresholds.
- If the head of the unit<sup>8</sup> determines the result of the micro-assessment indicates *unmanageable* risks, UNFPA may wish to consider selecting a different partner and/or implementing the activities directly.
- A micro assessment is valid for five years and may extend across programme cycles.
- The technical assessment included in the selection templates is valid for the duration of a set of activities with the implementing partner.
- The programme manager is responsible for ensuring the process for selecting, assessing and registering partners is followed according to the procedures established below.

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<sup>5</sup> UNFPA recognizes an assessment completed by another UN agency if it was completed after 2018.

<sup>6</sup> Category: Partnership>Implementing Partner>PSEA

<sup>7</sup> For more information, see the [Guidance Note on the use of the United Nations Partner Portal \(UNPP\)](#).

<sup>8</sup> The UNFPA head of unit refers to the representative, division director, regional or sub-regional director, country director or the Chief of Operations (or the delegated officer), as appropriate.

- Where, possible, priority should be given to organizations who have social and environmental policies in place and are committed to implement the workplan activities in a socially and environmentally responsible and sustainable manner.

### III. Procedures

#### A. Selection of an Implementing Partner

##### 1. Hierarchy of Implementing Partners

Per UNFPA [Financial Regulations and Rules \(Regulation 9.6\)](#), when choosing an implementing partner, first priority must be given to national government entities and/or national NGOs, to support national ownership and help build national capacity. Given UNFPA's mandate, special attention should also be given to women led organizations (WLO). However, this decision must be based on past performance of the partner as evidenced by past audits, assurance activities, programme monitoring, evaluations, etc.

In the absence of a national government entity or national NGO, an international NGO or organization of the United Nations, including UNFPA<sup>9</sup> may be selected as an implementing partner.

##### 2. Mapping of Potential Partners

Programme documents, such as the Country Programme Document (CPD), UNDAF, and Global/Regional/Country Programme Action Plan (G/R/CPAP) make reference to partnership strategies and their role in achieving results. These partnership strategies form the basis for developing subsequent relationships with partners during programme implementation. During the formulation of the relevant programme documentation, the country/regional office or headquarter unit may be required to identify potential partners based on the type of expertise and partnerships required<sup>10</sup>.

If a unit is required (or chooses) to identify and map potential implementing partners<sup>11</sup> during the development of the CPD or as part of humanitarian contingency planning, etc. the unit can use the mapping feature in the UNPP to identify potential partners. UNFPA may also choose to raise awareness of the UNPP via local media or other means to alert organizations of the opportunity for potential partnerships with the United Nations. As part of the mapping process, UNFPA should review those organizations meeting UNFPA requirements and place them on an internal short-list of *potential* implementing partners. Placement on this list does not guarantee a partnership with UNFPA as they must be selected according to one of the options outlined below and follow procedures related to the micro-assessment.

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<sup>9</sup> Per the [Workplan policy](#), certain activities must be implemented by UNFPA, for example, procurement of contraceptives.

<sup>10</sup> This is particularly important for countries who need to share the list of potential implementing partners with the government.

<sup>11</sup> Including identifying UNFPA as the implementing partner.

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### 3. Selecting an Implementing Partner

The [Guidance Note on Contracting Legal Entities to Provide Services: When to Use Programme and When to Use Procurement](#) limits the type of activities for which an implementing partner can be contracted. Actual selection is based on the type of partner:

- a) Government
- b) Non-governmental organization/ non-governmental academic institutions
- c) Organization of the United Nations
- d) UNFPA

#### Preventing Sexual Exploitation and Abuse

Per the [UNFPA Operationalization of the United Nations Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners: Assessment Process and Technical Guidance](#), the UNFPA workplan manager, with the support of the department's PSEA focal point(s) is responsible for assessing and scoring all implementing partners<sup>12</sup> according to eight core standards related to PSEA during the selection process.

If a partner discloses “yes” to core standard 8 (corrective actions) the following applies:

- **Existing partners:** refer the assessment to the UNFPA Senior Focal Point for PSEAH (Deputy Executive Director for Management), or their delegate, the PSEAH Coordinator, for assessment of adequacy of the response as well as to the Office of Audit and Investigation Services (OAIS) per partners' reporting obligations derived from their contractual relationship with UNFPA<sup>13</sup>.

If the UNFPA Senior Focal Point or their delegate, the PSEAH Coordinator determines that the partner's response to core standard 8 was adequate, i.e. the partner has taken appropriate steps in response to a past SEA allegation/s and to prevent future recurrence of SEA, existing partners may continue to be engaged.

However, if the partner's response was assessed as inadequate, the existing partnership must be suspended until the UNFPA Senior Focal Point for PSEAH (or their delegate, the PSEAH Coordinator) determines the partner satisfactorily shows it has taken corrective action and informs, in writing, the head of the respective unit.

- **New partners:** refer the information to the UNFPA Senior Focal Point for PSEAH (Deputy Executive Director for Management) or their delegate (the PSEAH Coordinator), for assessment of adequacy of the response.

New partners may only be engaged, if such assessment determines that the partner has taken appropriate steps in response to past SEA allegation/s and to prevent future

<sup>12</sup> It is not required, at this time, to assess government IPs for PSEA.

<sup>13</sup> In practice, the PSEAH Coordinator would generally receive information about allegations either through a ‘yes’ disclosure on core standard 8 or separately from the workplan manager or IP. Once the PSEAH Coordinator receives the allegation, they refer the matter to OAIS for evaluation. Additionally, it is possible for an IP to report an allegation directly to OAIS. In such cases, OAIS should keep the PSEAH Coordinator informed.

recurrence of SEA. Under no circumstances can UNFPA engage a new implementing partner whose response to core standard 8 was assessed as inadequate by the Senior Focal Point for PSEAH or their delegate, the PSEAH Coordinator. Compliance with this question is mandatory. However, that partner can apply to work with UNFPA at a later date IF the UNFPA Senior Focal Point for PSEAH or their delegate, the PSEAH Coordinator, determines the implementing partner has demonstrated it meets the standard.

All referrals must go through the [Global Service Desk](#) using the following category: Partnerships >>Implementing Partners>> PSEA or they will not be considered.

UNFPA will assess and score the partner's capacity as follows:

- For *existing implementing partners*, the workplan manager will review the partner's completed self-assessment and give a preliminary determination of the implementing partner's capacity on sheet 2 of the [UNFPA PSEA Self-assessment and Scoring Sheet](#).
- For all other partners, the assessment is integrated into the relevant [competitive](#) or [non-competitive](#) templates.

The outcome of the assessment and subsequent SEA risk-rating factor is used to determine the capacity of the implementing partner and as a basis for developing a plan to strengthen the PSEA capacity of implementing partners, where needed<sup>14</sup>. It is not used to make a selection decision. A UNFPA workplan manager can select a partner with a low or medium rating, as long as it completes a capacity strengthening implementation plan and reassesses it after 6 months Note that UNFPA will accept the assessment ratings from other United Nations organizations, as long as it was done after September 2018. It is therefore advisable to check the UNPP to see whether or not an assessment was already completed.

#### a) Government

Government counterparts are always considered to be a strategic implementing partner and therefore can be selected based on need and expertise. No further documentation justifying the selection is necessary. However, it is the responsibility of the unit to ensure the government has sufficient capacity to deliver and confirms there are no known conflicts of interest between the government and UNFPA or its personnel (including family or financial relationships).

#### b) Non-governmental organization (national and international) and non-governmental academic institutions<sup>15</sup>

For non-governmental implementing partners, UNFPA has two selection options available: 1) competitive selection via an Invitation for Proposal (IFP)/Call for Expression of Interest (CFEI), issued either through the UNPP or, as otherwise decided by the department., and 2) non-

<sup>14</sup> Note that if a partner indicates it does not have any contact with beneficiaries<sup>14</sup>, the UNFPA workplan manager must go into the PSEA Assessment and Monitoring Tool and give the IP an SEA risk rating of "No contact w/ beneficiaries". Please note, if, at a later date an implementing partner with a "no contact w/ beneficiaries" rating will have contact with beneficiaries, UNFPA must conduct an assessment and update the monitoring tool, accordingly.

<sup>15</sup> It is recommended to upload the completed selection templates to the UNPP.



competitive selection for reasons outlined below. The preferred and strongly recommended method of selection to use is the competitive, IFP process<sup>16</sup>. The head of unit is responsible for choosing the most appropriate selection option.

Regardless of whether a partner is being selected via a non-competitive or competitive process, UNFPA must undertake basic due diligence prior to finalizing the selection process as follows:

If the organization is not yet registered in the UNPP, UNFPA must request them to register, complete and verify<sup>17</sup> their profile and undertake basic due diligence as outlined in the respective selection template.

If the organization is already registered, the following due diligence must be completed in the UNPP:

- If the organization is marked with a red flag, this indicates the partner either failed the verification process or other issues came up during implementation and there was a decision by one or more of the participating UNPP United Nations agencies to ban the partner. UNFPA must not engage the implementing partner.
- If the organization has any alerts, UNFPA should engage the United Nations agency who raised the alert to get more information on why it is flagged. If the UNFPA workplan manager decides to engage the entity, they will need to justify the selection using the respective selection template. Please note, only UNFPA personnel with Project Manager or Requisition/Voucher/PO LVL3 Atlas user roles will be able to see comments entered by other United Nations agencies in this section.

*Competitive Selection: Invitation for Proposal (IFP)/Call for Expression of Interest (CFEI)*

To ensure partners implement workplans with the highest quality and cost-effective delivery, the unit undertakes a competitive process to select an implementing partner. It is preferred to undertake the competitive process by issuing an [IFP/CFEI](#) through the UNPP, but it can also be done by distributing the IFP/CFEI in the local media *or* to potential implementing partners previously identified during the mapping exercise or otherwise known to the unit. Partners who are registered in the UNPP will be able to view the CFEI without needing to first be notified by UNFPA. These modalities recognize the need for competitive and innovative strategies and interventions to fulfil UNFPA's strategic plan and the national development goals UNFPA contributes towards.

The PSEA assessment questionnaire is built into the UNFPA selection templates, where the prospective implementing partner will self-assess and submit relevant documentation to UNFPA as part of its proposal.

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<sup>16</sup> Implementing partners selected by other United Nations organizations as part of a joint programmes are considered selected by non-competitive process.

<sup>17</sup> UNFPA does not need to verify a partner if it has already been verified by another UN entity.



The programme manager is responsible for following these steps to select a partner via a IFP/CFEI:

- Step 1. The respective UNFPA unit prepares and issues the IFP/CFEI which includes expected deliverables, selection criteria, selection process and suggested format for the proposals. Deadline for submission of proposals must be a minimum of two weeks.
- Step 2. The proposals remain closed until a review panel convenes and reviews the proposals using the [review panel template](#). The panel must consist of at least 3 UNFPA personnel from programme/technical and operations<sup>18</sup>.

In addition to reviewing the proposal to find the entity(s) best suited to implement the activities, the panel must also assess the technical capacity and comparative advantage of the potential implementing partner, according to criteria set out in the review panel template.

Please note, the review panel only needs to conduct the full PSEA assessment on the IP most likely to be selected. However, if the capacity is low, the panel should consider assessing another similarly qualified IP and select the IP with the better PSEA capacity.

- Step 3. Based on the recommendation of the review panel, the head of unit makes an informed and transparent decision based on the technical qualifications of the implementing partner, cost effectiveness and best fit to efficiently deliver the output.
- Step 4. The completed review template detailing the process should be filed, along with all proposals received and kept on file for a minimum of 5 years.
- Step 5. UNFPA [informs the applicants](#)<sup>19</sup> of the results of the review and notifies the selected partner(s) of the next steps involved, e.g., sign an IP Agreement and workplan.

The selection of the partner is based on the criteria and activities set out in its proposal. If an implementing partner selected in such manner is being considered to implement a different and unrelated set of activities, UNFPA must either undergo a new competitive process for that particular set of activities, or it must justify using the partner via the non-competitive selection process outlined below. The unit should use the information it gathers about the implementing partner's capacity to help determine the cash transfer modality to be used.

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<sup>18</sup> It is strongly recommended, where possible, to include the operations manager and have at least one person who is not directly involved in the management of the programme on the panel. Where possible, the head of unit should not be a member of the panel. Staff members from other United Nations organizations may sit on the panel, if needed.

<sup>19</sup> If the full selection process takes place in the UNPP, the notification is initiated in the UNPP itself.

*Non-competitive Selection*

There are exceptional circumstances when UNFPA uses a non-competitive selection process because UNFPA deems an organization to have a strategic advantage to implement a specific set of interventions or, the partnership is in response to a humanitarian situation where a rapid response is essential.

Partners selected in a non-competitive manner to implement a specific set of activities must be an organization who works in a field closely related to UNFPA's mandate and meets one or more of the following:

- is in a *unique*<sup>20</sup> position to influence issues that promote UNFPA's mandate while leveraging political support, skills or resources to achieve programme results;
- has the unique capacity to reach a targeted or hard to reach audience;
- is the sole organization available with the capacity or ability to implement the proposed interventions and/or
- is the partner deemed most suitable to facilitate a rapid response to a humanitarian situation.

UNFPA must be able to fully justify selecting the partner in a non-competitive manner and must avoid maintaining partnerships based solely on historical reasons. Partnerships that are selected in a non-competitive manner must not undercut competition with other organizations that can deliver similar results.

The workplan manager must request any proposed implementing partner to complete the [PSEA self-assessment](#), or submit an SEA risk rating if it was assessed by another United Nations entity, prior to selection.

Under this option, the unit must use the [Non-Competitive partnership template](#) (referred to as Direct Selection in the UNPP) to fully document and justify why selecting this particular partner is in the best interest of UNFPA and confirm the partner has sufficient institutional, technical and managerial capacity to deliver the proposed interventions. For country offices, if the estimated cumulative workplan total for the duration of the programme cycle is expected to exceed \$500,000, the regional director must sign the completed template approving the justification to use the non-competitive process. For regional or headquarter departments, the Deputy Executive Director (Programme) approves the use of the non-competitive process when the cumulative workplan total duration of the programme cycle is expected to exceed \$500,000. Justification for selection via a non-competitive process is based on the partner's ability to implement a particular set of interventions and should not be based simply on maintaining a partnership with the organization itself. Therefore, the unit only needs to fill out the template once a programme cycle, unless the implementing partner is being considered for a different set of activities unrelated to the current workplan. In that case, the template would need to be completed again. The unit should use the information it gathers about the implementing partner's capacity to help determine the cash transfer modality to be used.

The head of unit signs off on the selection and [informs the NGO of its selection](#).

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<sup>20</sup> i.e., has a distinct advantage in a particular area of expertise or outreach.

c) Organizations of the United Nations

An organization of the United Nations may be selected as an implementing partner on the basis of its respective area of strength, presence in the country and in-country financial and managerial capacity. A simple Note to the File documenting the selection of the organization of the United Nations will suffice. If inter-agency collaboration is implemented through a joint programme, please refer to the [United Nations Development Group](#) (UNDG) website for guidance.

d) UNFPA

UNFPA may choose direct implementation, taking into consideration the country context and the capacity of the regional/country office or headquarters unit.

**B. Registration of an Implementing Partner and request for partner code**

All UNFPA partners must be registered in the [United Nations Partner Portal](#) (UNPP) prior to the commencement of a partnership.

For government and other United Nations partners, the UNFPA workplan manager is responsible for registering the partner in the UNPP and requesting a partner code<sup>21</sup> (if it is not already registered and does not have an existing partner code). UNFPA departments will be responsible for creating and maintaining profiles on behalf of government and UN agency partners<sup>22</sup>.

For non-governmental partners, the partners are responsible for registering themselves and subsequently maintaining their profiles in the UNPP. Prior to engaging an NGO partner, the UNFPA workplan manager is responsible for verifying the partner's profile, if it has not already been verified by another UNFPA department or another United Nations participating agency. Once the profile is verified, the UNFPA workplan manager, or delegate, is responsible for requesting a partner code (if one does not already exist).

Except in a humanitarian situation, where a rapid response is essential, a UNFPA department must only request a partner code if UNFPA or another United Nations agency has verified their profile.

The UNPP registration and verification processes are intended to capture relevant partner information including legal status, eligibility and required documentation. As part of the verification process, the UNFPA workplan manager must carefully review the partner profile and all supporting documentation.

**C. Agreements with Implementing Partners**

UNFPA must enter into an agreement with the implementing partner prior to commencing any activities. This includes the following:

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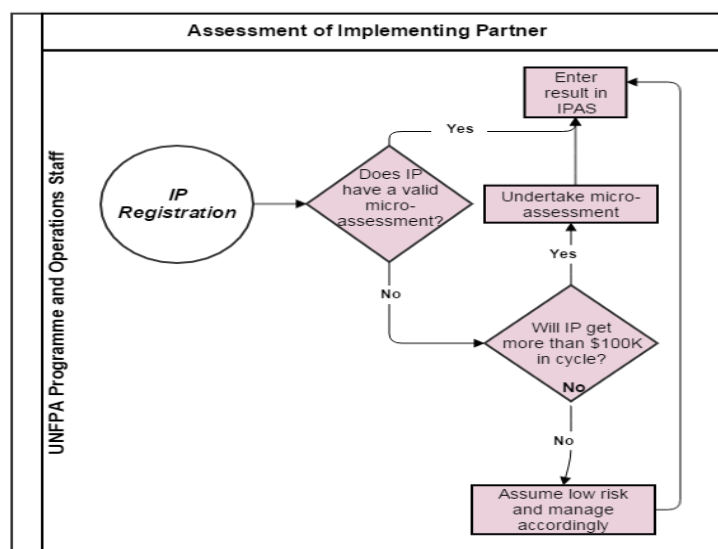
<sup>21</sup> Government partner codes begin with PG, NGO partner codes begin with PN and UN partner codes begin PU.

<sup>22</sup> The government will never be expected to go into the UNPP. All maintenance of the government and UN profiles will be done by UNFPA directly.

1. For government, national and international NGOs and academic institutions, sign an [Implementing Partner Agreement](#) with the partner and upload the signed document in the dedicated UNFPA section of the corresponding partner's UNPP profile. The IP Agreement is valid for the duration of the programme cycle. The next step is to sign a workplan with the partner according to the [Policies and Procedures for Preparation and Management of Workplans](#).
2. For organizations of the United Nations, sign a [United Nations Agency to United Nations Agency Contribution Agreement](#) and upload the signed document to in the dedicated UNFPA section of the partner's UNPP profile. If the UN agency does not already have a partner code, the UNFPA workplan manager is responsible for creating a new profile in the UNPP. The unit has the option to sign a workplan or include all budgeted activities in the agreement itself. The agreement is valid for the dates set out on the cover page.

IP agreements and UN to UN Contribution agreements must be signed at the Director level for UNFPA. For implementing partners, the person who signs must have sufficient authority in their own organization to enter into a legal commitment with UNFPA. Electronic signatures using solutions such as Adobe and DocuSign, are accepted in lieu of physical signatures. Any changes to the legal agreement templates must be done in track changes and cleared via the [Global Service Desk](#)<sup>23</sup>.

#### D. Assessment of an Implementing Partner



Regardless of whether a partner was selected via a non-competitive or competitive process, if it is expected to receive more than USD 100,000 cumulative during the unit's programme cycle, it must be assessed using the [micro assessment](#) questionnaire and [terms of reference](#). The micro assessment assesses the implementing partner's control framework and identifies gaps, if any. It results in a risk rating (low, moderate, significant or high), which UNFPA uses, along with other available information (e.g.,

materiality, previous assurance results), to determine the [type and frequency](#) of assurance activities (e.g., spot checks and audits).

The micro assessment should take place before the start of implementation. If the micro assessment cannot be completed prior to implementation, and the estimated amounts exceed the established

<sup>23</sup> GSD category: Programme>Programme Planning & Implementation> Agreements

threshold, the unit must schedule an assessment as soon as reasonable and apply high risk assurance activities to the partnership until then.

If the partner is expected to receive less than USD 100,000 for the programme cycle, no micro assessment is needed<sup>24</sup>. The unit assumes low risk and applies low risk assurance activities. However, if that threshold is exceeded during the programme cycle, the head of unit is responsible for ensuring a micro assessment is completed.

A micro assessment is valid for a period of five (5) years and may extend across programme cycles. For example, a micro assessment conducted at the beginning of the fourth year of a five-year country programme cycle will be valid until the end of the third year of the following country programme cycle.

The partner must be re-assessed after a period of five years and should be re-assessed if there are significant changes to the management of the institution and/or major staff turnover that would impact the capacity of the implementing partner.

The risk rating – either from the last micro assessment or based on high or low assumptions outlined above – must be recorded in the [Micro Assessment data entry module](#).

If the IP is shared with UNICEF and/or UNDP<sup>25</sup>, conduct micro assessment jointly:

- a) Determine which agencies require the assessment according to their thresholds
- b) Amongst those, the lead agency is typically the largest contributor of funds to the IP
- c) The United Nations organization that requires the assessment share the cost

If no or few IPs are shared, but several assessments are planned, UNFPA, UNDP and UNICEF should combine the exercise and procure services together, wherever feasible. Global Services LTAs are available for procuring services of entities to conduct the micro assessments. They can be found here: [LTA and SOPs](#).

#### IV. Other – Working with International NGOs

When working with an international NGO, the following principles apply:

- The office of the INGO who has the overall responsibility for the management of programme implementation must be *registered and assessed* separately from the corporate headquarters, if different. For example, if an INGO has its headquarters in country A and a local office in country X where the activities will be implemented, the UNFPA unit in country X would register the country X local office of the INGO in the UNPP as a child of the INGO and receive a unique IP Code<sup>26</sup>, irrespective of whether the NGO is already registered in another country.
- Regardless of whether a country office is working with a global or regional corporate office of the INGO, the Implementing Partner Agreement (IPA) must be signed between the UNFPA country office and the INGO directly. The country office may not use an IPA signed between the implementing partner and a UNFPA regional office, headquarters unit or other country office.

<sup>24</sup> Estimated expenditure is recorded in IPAS.

<sup>25</sup> For implementing partners shared by UNFPA units at the global and regional level, completion of the micro-assessment should be coordinated.

<sup>26</sup> Exceptions would be if the international NGO is heavily centralized and the corporate headquarters maintains overall responsibility and management of the programme.

- Headquarters and regional offices implementing global and regional activities may use the same signed IPA for an INGO.

**V. Process Overview Flowchart**

Not currently available

**VI. Risk Control Matrix**

The risk control matrix can be found in the following google drive:

<https://drive.google.com/open?id=0BzrC9ALCReCvZfQ3WmlFRkd0SW8>