Programme Cooperation Agreements (PCA) and Small-Scale Funding Agreements (SSFA)

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Partnerships and collaborative relationships with CSOs:

- Provide value by combining complementary strengths and contributions of two or more parties, to achieve greater impact and synergy than when operating separately
- Extends reach and effectiveness of the Programme
- Can result in improved understanding of local context, identification of emerging trends, lessons learned and opportunities for improved practice
Importance of collaborating with civil society

- Critical roles in the realisation of human rights as noted by CRC & CEDAW Committees
- Facilitate the direct participation of children, women and marginalized groups
- CCA/UNDAF related processes emphasize relevance of CSOs
- Core Commitments for Children in Emergencies emphasize importance of engaging civil society
- Poverty Reduction Strategies & other development frameworks increasingly promote involvement of representative groups of civil society.
Guiding Principles of Partnership

- Focus on delivering results for children and promoting child rights
- Clear and consistent partner selection criteria
- Alignment and ownership
- Transparency and equity
- Integrity and independence
- Cost-effectiveness
- Form of cooperation selected is appropriate for the context and the goals pursued
Arrangements for Collaboration and Partnership

- Memorandum of Understanding (MoU): Joint pursuit of identified common goals, without the transfer of resources
- PCA: Collaborative implementation of a jointly-developed programme or humanitarian intervention, within the framework of a UNICEF Country Programme of Cooperation
- SSFA: Limited support provided to CSOs, not to exceed US$ 20,000

Note: Special Services Agreement (SSA) are fee for service arrangement on a contractual basis, either at cost or at “cost plus”
Background to the PCA and SSFA revision process

- Feedback from Country Offices and CSOs indicates the need for greater efficiency in the development and use of PCAs and SSFAs
- 2007 Organizational Review also identified the need to streamline internal business processes
- Strategic Framework for Partnerships and Collaborative Relationships approved by the Executive Board recommends improved modalities for civil society engagements
UNICEF will no longer work with civil society on the basis of a proposal for funding that UNICEF reviews and approves: programme design and implementation will be done collaboratively.

PCAs will be reviewed by a newly created PCA Review Committee in Country Offices, rather than the Contract Review Committee.

Duration of PCA no longer limited to 2 years but to any appropriate time period within the country programme or emergency funding cycle.
Key changes to the revised PCA and SSFA

- Two new types of PCAs from which to choose, depending on the complexity and monetary value of the collaboration:
  - Option I: More complex version of PCA as for example when the value is greater than US$100,000
  - Option II: Less complex version of PCA as for example when the value is less than US$100,000

- Upper threshold for the SSFA, the instrument used to support capacity building for national civil society partners, is now US$20,000 (may constitute up to 10% of the total annual UNICEF programme budget)
Key changes to the revised PCA

♦ UNICEF will now allow funds to be allocated for direct and indirect programme support costs related to PCAs:

➢ **Programme Costs**: costs of inputs that clearly contribute to the achievement of the objectives of the partnership and the expected results outlined in the PCA

➢ **Direct Programme Support Costs**: attributable to the management and administration of the joint programme, that can be identified as arising directly from its implementation (up to 25%)

➢ **Indirect Programme Costs**: partner’s costs incurred in support of the joint programme that cannot be separately identified and traced to the programme (7% standard rate)
Thank you