

# Programme Cooperation Agreements (PCA)

and

## Small-Scale Funding Agreements (SSFA)

December 2009



# Introduction

- ◆ **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

# Key changes to the revised PCA and SSFA

- ◆ 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**