

Small and Start-up Partnerships
(Partnership Agreements with ≤ US\$ 100,000)

UNHCR Risk-based Framework for Implementing with Partners adopts “not-one-size-fits-all” approach. Consequently, the terms and conditions of Partnership Agreements have been tailored to suit the varied types of partners.

Small Scale Agreement is simplified format for the engagement of small organizations, community-based organizations and start-up partners (hereafter referred as Small Organization Partner). Initially, the limit of the budget under such agreements was set at a maximum US\$ 50,000 per year in a given operation. In mid-2016, the limit was raised to US\$ 100,000. Small-Scale Agreement has no limitation on number of objectives and outputs that it can contain. It can be signed with NGOs, CBOs, governmental and other NPO Partners (*ref. UNHCR/AI/2017/16, Administrative Instruction on Management of UNHCR-Funded Partnership Agreements*). Some Offices, opt to sign the standard “full scale” agreement with Small Organization Partners, while maintaining the budgetary cut-off. Regardless of the agreement type chosen in this case, the same preconditions as below are applied.

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| | Small Scale Agreement | | Standard Agreement | | All Types of Agreements | |
|---|-----------------------|------------|--------------------|------------|-------------------------|------------|
| | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| Number of Partners | 100 | 193 | 298 | 241 | 398 | 434 |
| Number of Agreements | 106 | 200 | 314 | 260 | 420 | 460 |
| Budget (USD) | 3,454,780 | 10,691,627 | 17,287,420 | 14,793,227 | 20,742,201 | 25,484,854 |
| Number of Audited Agreements | 35 | 24 | 128 | 19 | 163 | 43 |
| Registered in the Partner Portal | 78 | 153 | 201 | 165 | 279 | 318 |

In addition, Small Organization Partners that are too small or too weak to operate on their own, enter into mutual understanding arrangement for their management under ‘umbrella’ partners that are fully developed and can provide “hand-held support and oversight”. The number of such arrangements is not systematically tracked, but we understand that it is not a significant number. Other options are being explored.

Preconditions

For Small Scale Partnerships a number of flexibilities are in place:

Registration on the Partner Portal

Registration on Partner Portal is not a pre-condition prior to signing Small Scale Agreement. A simple email from UNHCR Country Office to IMPS/DFAM triggers the establishment of the partnership. Upon receipt of request from operations, IPMS creates Partner Code which enables vendor creation in MRSP, creation/ signing of agreement and financial transfers. Partner may opt at later stage to register in the Partner Portal.

Selection/Retention

The selection/retention process is not mandatory, it remains at the discretion of the Country Representative.

Prequalification for Procurement (PQP)

In order to mitigate risks inherent in procurement, Partners with the procurement budget above US\$100,000 are required to obtain (PQP) status for undertaking UNHCR funded procurement. PQP is **not** a requirement for Small Organization Partners.

Monitoring Reporting Requirement

Unlike other partnerships, one report at end of year suffices and it remains at the discretion of the UNHCR Country Office to increase the frequency of reporting and monitoring.

Audit

Small Organization Partners are not subject to the ordinary annual project audit. Every four years, some might be randomly selected among those repeatedly undertaking projects, with the main purpose to assess their capacity and internal control profile for their capacity enhancement and effective engagement.

The Country Offices are required to exercise their discretion and accountabilities to ensure sound stewardship of entrusted funds, effective delivery of programmes, risk management and strengthening the capacity of partners.

IPMS/DFAM

8th April, 2018,