

PROGRAMME CYCLE MANAGEMENT TECHNICAL BRIEF

Implementation

Implementation is the delivery of the activities outlined during the planning phase in response to the problems identified during assessment. Implementation includes the selection, negotiation, drafting, signing, management, monitoring and closure of the commercial contracts and partnership agreements required to achieve expected results. The purpose of implementation is to achieve the objectives outlined in the relevant operations plan in the most effective and efficient manner possible.

UNHCR

Implementation modalities:

- **Direct implementation:** In direct implementation, UNHCR undertakes activities directly through its personnel, as well as through the procurement of goods and services from commercial entities (POs/service contract). Examples of direct implementation include registration, refugee status determination (RSD) training with government officials, workshops, contracting of health insurance for refugees etc.
- **Operational partnerships:** The way to formalize such partnerships is to draw up a global-level Memorandum of Understanding (MOU) that outlines the broad areas of cooperation between the two entities. UNHCR and the partner organization can then sign a Letter of Understanding (LOU) to reflect the concrete areas of cooperation at the country or regional level. Note that MOUs and LOUs do not address funded relationships, implementation or stand-by arrangements; these are addressed through project agreements or through standby partnership agreements.
- **Implementing partnership:** UNHCR contributes financial and other resources for specific project activities through a legally binding document known as a Partnership Agreement (PA). The PA is the standard legal instrument for an agreement between UNHCR and a partner in which UNHCR transfers funds to the partner for the delivery of a project. In September of each year, operations along with the Multi-Functional Team (MFT) must follow an objective, transparent, consistent and timely partner selection and retention process.
- **Project agreements** must be developed collaboratively with partners to ensure the joint purpose, scope and results-oriented focus of the collaboration. Agreements should be signed in December and the first instalment disbursed no later than the first week of January for projects of an annual duration.

WFP

- The **LoU** regulates implementation practicalities and assigns responsibilities for the provision of WFP assistance to recipient countries. It is mandatory for each Country Office that is implementing a CSP (or Interim Country Strategic Plan (ICSP)) to enter into this agreement with the host government. The LoU is the primary contractual instrument for ensuring compliance with this requirement.

- **Cooperating partnerships** refer to NGOs or other civil society organizations carrying out activities on WFP's behalf, under a Field Level Agreement, as part of a WFP programme, whereby WFP transfers food or cash resources to the partner or the partner otherwise handles WFP's cash or in-kind resources.
- The **Field Level Agreement (FLA)** is the contract which all NGO partners must sign to engage in project implementation with WFP. The FLA promotes global consistency in the partnership cycle, and allows both WFP and the NGO partner confidence that their interests are protected. The legal representative in the CO has final authority on all FLAs. This is normally the Country Director (CD).