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# GUIDANCE FOR PROSPECTIVE IMPLEMENTING PARTNERS

**JULY 2013**

## **Orientation**

This document provides an overview of the process to become endorsed as a BCI Implementing Partner.

## **Background**

The BCI seeks to develop partnerships with organisations with substantial experience working with farmers on more sustainable farm practices who are interested in implementing the Better Cotton Standards System. The purpose of the partnership is to enable farmers to grow Better Cotton and make continuous improvement.

Implementing Partners are organisations interested in working with cotton farmers to enable them to grow and sell Better Cotton and which are linked to BCI through a specific contract (i.e. Implementation Partnership Agreement). They are responsible to create an enabling environment for the farmers to participate in the Better Cotton standard system. There are no restrictions on the type of organisation that can be an Implementing Partner, and suitable organisations could be NGOs, producer organisations, inter-governmental organisations, traders, ginners, or government departments.

Any organisation interested in becoming an Implementing Partner will first be asked to join the BCI as a member or as a public partner, whichever is appropriate.

Experienced and efficient Implementing Partners are crucial for the success of the Better Cotton Initiative, and before an organization is accepted as a partner the BCI secretariat needs to carry out an endorsement process.

## The Endorsement Process

The Implementing Partner Endorsement Process follows a four step process as shown below:

### Step 1: Partnership Application

- » Must have successfully applied to be a BCI Member
- » Contact relevant BCI Country Manager or if in country without BCI Country Manager maintain contact with [membership@bettercotton.org](mailto:membership@bettercotton.org)
- » Complete and submit prospective IP/SP Questionnaire (See Annex 1)
- » Site visit to existing BCI project to learn more about being an IP, refine own project plan and to confirm whether to continue with application (for countries without existing BCI projects this step is not applicable)



### Step 2: Due diligence

BCI conducts:

- » Desk review
- » References/testimonials
- » Site visits and personal interviews



### Step 3: Establishing New Projects

- » Signature of Implementation Partnership agreement
- » Implementation Plan and Budget developed



### Step 4: Implementing Partner Review

- » Learning based review on the effectiveness of the Implementation Partnership Agreement conducted at end of first year
- » If no corrective actions identified then interval for next review is three years
- » If corrective actions are identified then next review is one year
- » If red flags are raised which contravene terms of Implementing Partnership Agreement, then partnership may be terminated

## Next Steps

- For non-BCI members please contact [membership@bettercotton.org](mailto:membership@bettercotton.org) to learn more about the membership application process.
- For existing BCI members interested in becoming an Implementing Partner, please contact [partnership@bettercotton.org](mailto:partnership@bettercotton.org). After initial contact has been made the questionnaire in Annex 1 can be filled out and submitted to the relevant Country Manager.

## Annex 1: BCI Questionnaire for prospective Implementing Partners

### 1. Human Resources and in house capacity

*Track record of staff responsible for project delivery*

<p>Please state your current total number of permanent staff</p>	
<p>Please provide details about number of qualified staff in relation to implementing the Better Cotton Standard System.</p>	
<p>Please include information about your relevant qualifications and experience for implementing BCI Production Principles and Criteria, (crop protection, water, soil, natural habitats, fibre quality &amp; decent work). Please also provide information about your professional qualifications and competence.</p>	
<p>For the core BCI delivery team, please provide detailed CVs that illustrate your ability to implement the Better Cotton Standard System.</p>	<p>Please attach relevant documents</p>
<p>Will you assign a dedicated BCI implementation project manager? If yes, please provide evidence of his/her track record of this kind of project management</p>	

*Language skills*

What languages are the project team proficient in? <i>Please indicate the highest level of proficiency achieved by at least one team member.</i>						
Language	Level of proficiency					Number of people with fluent or native skills in this language
	None	Basic	Average	Fluent	Native	
English						
National Language(s)						
Local dialect (name)						
Local dialect (name)						
Other, relevant language						

**2. Implementation experience**

*Track record of organisation as a whole*

How many years has your organisation been working with farmers in the region(s) that you propose to implement the Better Cotton Standard System in? Please provide evidence that supports your claim (e.g. project reports).	
Does this experience include working with cotton farmers?	
How many farmers do you currently work with, and how many staff are allocated to this work?	

<p>Which crops has your organisation experience working on?</p>	
<p>What is your experience with working with smallholders and/or large farmers? Please provide examples of the kind of work you have carried out with different groups.</p>	
<p>What type of beneficiaries has your organisation worked with (e.g. farmers, workers, women, migrants, itinerant labourers etc.)? Please provide details about this experience.</p>	
<p>Please account for any specific experiences on decent work, and/or providing support to producer organisations.</p>	
<p>What methodologies does your organisation typically use for training farmers?</p>	
<p>What experience does your organisation have in working in the marketplace and connecting supply and demand (e.g. engaging ginners, traders, middlemen)?</p>	

### 3. Finances and resourcing

*Organisation's financial stability and potential for expansion*

<p>Would you be able to run several projects simultaneously?</p>	
<p>What is the geographical reach of your organisation? Please provide details of all countries and regions you are active in (including permanent and temporary office locations), or could move into, if relevant.</p>	
<p>What are the distances involved relating to visiting farms and projects? Do you have offices in the proposed project area?</p>	
<p>What is your potential for expansion, and what would your timescale for such and expansion look like? This includes staff numbers, regional coverage and number of projects and number of farmers.</p>	
<p>Please provide copies of your most recent financial reports and balance sheets.</p>	
<p>How is your organisation funded?</p>	
<p>If funding comes from several different sources, please provide a breakdown of different types of funds, e.g. earned income, membership fees, government grants etc.</p>	

#### 4. References

Please provide the contact details for three organizations you have worked with before who you would like to act as references:

Referee Name (including Mr/Mrs/Ms/Dr etc.)	Contact details
	<i>Organisation:</i> <i>Job Title:</i> <i>Email address:</i> <i>Telephone number:</i> <i>Postal Address:</i> <i>Skype (if applicable):</i>
	<i>Organisation:</i> <i>Job Title:</i> <i>Email address:</i> <i>Telephone number:</i> <i>Postal Address:</i> <i>Skype (if applicable):</i>
	<i>Organisation:</i> <i>Job Title:</i> <i>Email address:</i> <i>Telephone number:</i> <i>Postal Address:</i> <i>Skype (if applicable):</i>

#### 6. Signature and date

I declare that all information provided is, to the best of my knowledge, comprehensive and correct.

<i>Date of signature:</i>	
<i>Signature of legal representative of the organisation:</i>	