

Guidelines on Donor-Recipient Relationship

In implementing its programmes, projects and activities, CUTS GRC often works with donor-recipients¹ (as distinct from consultants) in the field in a large number of countries. With the foreseen expansion of activities in the future, the size and scope of such partnerships between CUTS GRC and donor-recipients is expected to increase. These guidelines are, therefore, intended to formalize the process for the selection, monitoring and evaluation of donor-recipients.

I PURPOSE:

1.1 These guidelines will facilitate the selection of the best possible local partners for specific activities / projects while maintaining the flexibility to work with trusted partners from the past. This will ensure that all project and programme activities are performed within agreed timeframes, costs, and terms of reference, and the outputs are of the highest possible quality. They will also ensure full accountability.

II APPLICABILITY

2.1 These guidelines will supplement CUTS GRC Guidelines on Procurement and cover activities commissioned by CUTS GRC to local partners. The activities to be covered will include one or more of the following indicative but non-exhaustive list:

- Organizing field-based research as per agreed terms of reference;
- organizing workshops, seminars, advocacy dialogues, meetings and other events, including travel and accommodation of invited participants;
- facilitating visits of CUTS GRC staff to their respective countries including organisation of bilateral meetings with identified stakeholders;
- undertaking advocacy through publications, media campaigns, and meetings with relevant stakeholders; and
- networking including through establishment and functioning of national and regional multi-stakeholder consultative groups.

III SELECTION OF PARTNERS

3.1 Potential partners fall into two categories:

- Tried, Tested and Trusted partners (TTTPs)
- New partners

3.2 Tried, Tested and Trusted partners (TTTPs)

CUTS GRC and the organizations belonging to the CUTS International family have a rich experience of working with a number of partners in the past. This experience has been documented for ease of use by

¹ Donor-recipients include those organisations that may receive funding from CUTS to undertake specified activities /projects as per the agreed terms of reference and through contractual arrangements.

any organisation in the CUTS family.² CUTS GRC has been drawing upon this pool of partners with a proven track record of timely and quality delivery in the implementation of its projects. This has been further supplemented with CUTS GRC own experience of more than 3 years. For example, several activities under the recently concluded projects - Building an Inclusive East African Community (BIEAC) and Fostering Equity and Accountability in the Trading System (FEATS) - as well as one of the on-going projects – Facilitating Equitable Agricultural Development in sub-Saharan Africa (FEAD) involve partners selected on the basis of their past experience and track record.

3.2.1 CUTS GRC will continue the practice of working with those local partners who have a good track record of working with CUTS in the past, i.e. had delivered all the envisaged outputs as per agreed terms of reference while maintaining good quality. This approach has a triple advantage;

- saving unnecessary administrative and time costs related to the selection of new partners for each activity – costs that CUTS GRC can ill afford.
- building long term partnerships leading to strengthening of CUTS GRC grassroots linkages on a sustained basis.
- capacity building of the TTTPs through transfer of knowledge and practices from CUTS GRC –a dimension often inherent in project objectives but difficult to achieve through one-off relationships.

3.2.2 A list of TTTPs will be prepared for this purpose for use by CUTS GRC.

3.3 New Partners

Whenever suitable TTTPs are not available due to any of the following reasons, CUTS GRC will look for new partners for specific activities and projects:

- launching activities in a country where there is no TTTP;
- working on an issue on which the TTTP lacks knowledge and competence; and
- inability of the TTTP to undertake the specific activities.

3.3.1 CUTS GRC will draw up clear terms of reference and invite expressions of interest (EoI) from those interested. The invitation will be disseminated widely through CUTS web sites and e-list servers as well as by circulation among networks of partners. The EoI will call, *inter alia*, for the following information:

- Name, address and web site (if any)
- Brief introduction to the organisation including its Mission
- Organisational structure and management with names and qualifications of key staff
- Areas of operation and specialisation
- Capability and capacity pertaining to the proposed Terms of Reference including details of relevant work done in the past and with copies of relevant reports
- Copies of budget and audited accounts for the last two years
- Names and addresses of two references
- Brief note on the implementation plan for the Terms of Reference if the work is awarded

² See document <http://www.cuts-citee.org/pdf/CITEE-NetworkingProfile-Jan07.pdf>.

3.3.2 The Eols will be examined by a technical team at CUTS GRC, headed by the Director and consisting of two other relevant staff members. The decision of the team will be based on an objective comparison and will be final.

IV MONITORING AND REPORTING

4.1 A written contract, based on the template used for this purpose, will be executed between CUTS GRC and the partner. The contract will clearly specify the role, duties, rights and obligations of the partner; timeline; staged payments due to be paid to the partner with indicative date;, and reporting requirements. Substantive terms of reference, where applicable, will be an integral part of the contract.

4.2 Performance of the partner will be regularly monitored by CUTS GRC through the examination of periodic reports by the partner and any other relevant information that CUTS GRC may seek as and when necessary. CUTS GRC shall provide necessary feedback and guidance to ensure that the Terms of Reference are properly implemented.

4.3 The partner will submit financial reports and accounts of the funding provided by CUTS in the following manner:

- Financial report and accounts certified by the competent authority and audited accounts of the organisation for the year in which CUTS GRC funding was expended if CUTS funding was less than 25000 Swiss francs;
- Financial report and duly audited accounts and audited accounts of the organisation for the year in which CUTS GRC funding was expended if CUTS funding was 25000 Swiss francs or more.

V PENALTIES

5.1 The partner is obliged to fulfil the Terms of Reference adhering to the conditions prescribed. Any unconscionable delay or unsatisfactory performance will be subject to remedial action which may include withholding of payment due, reduction of overall payment or, if circumstances so warrant, termination of the contract.

VI EVALUATION

6.1 The performance of the partner will be evaluated by CUTS GRC after the conclusion of each contractual arrangement. These evaluation reports will be relevant for the future engagement of the partner. The reports will be available to all CUTS staff and will also be used to update the data base of partners.