

Call for Proposals – Training Design Partner

1. About Bonsucro

Bonsucro is a not-for-profit organisation setting the standards for sustainable production of sugarcane. It is a community of change composed by over 280 members from farmers, mills, NGOs/civil society, traders and end users.

Bonsucro's vision is a sugarcane sector with thriving, sustainable producer communities and resilient, assured supply chains. Bonsucro's mission is to ensure that responsible sugarcane production creates lasting value for the people, communities, businesses, economies and eco-systems in all cane-growing origins. Bonsucro's strategy builds a platform to accelerate change for the largest agricultural commodity in the world – sugarcane.

2. About Bonsucro learning strategy

Bonsucro's **fundamental purpose** is to create lasting change in the sugarcane industry. Successful change needs learning – to help people to understand the reasons for change, to provide essential skills and knowledge and to enable the development required for people to drive change effectively themselves.

Learning is a **critical tool** to help us to:

- > Educate our stakeholders, and the wider community, about the critical need for sustainability
- > To support our stakeholders to understand how to improve their environmental and human rights impact
- > Raise awareness about the role of Bonsucro and the value that we can add

Bonsucro's core principles of **Collaboration, Inclusivity, Credibility & Adaptability** underpin all of our design and delivery work, in particular our **design principles** focus on:

- > **Transformation:** Our learning interventions are designed to support the overall culture change, mindset shift and expertise development needed for transformation in the sugar cane industry
- > **Reinforcing Engagement:** We need to be consistently and regularly reinforcing why sugar cane sustainability is critical and why Bonsucro should be the partner of choice
- > **Inclusivity & Accessibility:** Different types of learning interventions to meet the needs of different audiences
- > **Shared Learning:** We aim to create a community of learning where successes are celebrated and learning shared
- > **Focused Involvement:** We need to make considered decisions about Bonsucro's role in different learning interventions in order to maximise our value, resources and skill sets

Bonsucro Learning Framework Overview

The core premise of our learning approach is that learning is critical to enable market transformation.

To do this, we offer four core learning areas:

- > An understanding of Bonsucro, our aims and credibility in the sector and the support we offer
- > Awareness of the wider sustainability context, the role of the sugar cane industry and the business case for investing in sustainability
- > Understanding human rights issues within the sugar cane sector and potential solutions
- > Providing the knowledge and skills required to fulfil standards requirements, exploring why do it, how to do it and what to do

Our core learning is supported through:

- > Provision of tailored learning to support the needs of different audiences
- > Establishment of continuous learning communities
- > Working with partner organisations to enable access to further support
- > Enabling Bonsucro staff to support our learning agenda in the most appropriate way for their roles
- > A considered approach to our own role within training provision, ensuring that we add value and fully utilise opportunities to build excellent working relationships.

3. Overall scope and timeline of assignment

Proposal to be submitted by 26/11/2021 – Follow up calls and final decision by 03/12/2021. Bonsucro is inviting proposals to appoint an experienced training design partner (individual or team) to deliver the following outputs in line with the Bonsucro learning strategy:

Output	Start	End
(A) Technical e-learning modules and qualification exams for third party certification bodies	ASAP	Mid-January 2022
(B) Technical e-learning modules and qualification exams for training providers and Bonsucro staff.		
(C) Recommendation on learning platform to host e-learning modules and qualification exams.		
(D) Technical e-learning modules for Bonsucro members and potential members.	April 2022 (TBC)	August 2022 (TBC)

For detailed list of outputs expected from the training design partner see annex 1.

4. Qualifications of Researcher/Team

List the essential and desirable qualifications/experience of the consultant or team that includes:

- > Learning styles and learning cycles **(Essential)**
- > E-learning techniques to generate engagement, convey knowledge and promote development **(Essential)**
- > Familiarity and skill with digital platforms for learning and for collaborations **(Essential)**
- > Train the trainer experience / knowledge of audit competence
- > Meeting the needs of cultural variations
- > Graphics and presentation skills
- > Training and learning impact evaluation approaches
- > Expertise in sustainability standard certification systems, including auditing methodology.
- > Experience with Voluntary Sustainability Standards and guidance writing

5. How to Apply

Please submit a proposal to celine@bonsucro.com and nahuel@bonsucro.com by 26/11/2021. The proposal must include the following:

- > Itemised quote for the work, including details of daily rates for consultancy and number of days required to do this work. Itemised quote for output D should be identified separately from A, B and C.
- > Detailed development plan, timeline and proposal.
- > Experience and qualification reflecting essential and desirable qualifications/experience of the consultant or team as per section 3.
- > Copy or access to material already developed and published.
- > Any comments, suggestions regarding the scope / development process.
- > Any conflict of interest in delivering this service.

6. Terms of Service

Consultants/ contractors should declare all potential conflicts of interest.

The material and documents produced will be property of Bonsucro.

Bonsucro will contribute technical information and training feedback.

The development of the material might require the consultant/contractor to collaborate with third parties (other experts, Bonsucro Certification Bodies, etc).

Main contacts at Bonsucro:

- > Bonsucro Standards and Assurance Senior Manager Celine Orthlieb celine@bonsucro.com
- > Bonsucro Standards Manager Nahuel Tuñón nahuel@bonsucro.com

Annex 1 Detailed list of outputs expected from the training design partner:

Output A - Technical e-learning modules and exams for third party certification bodies
Target audience Bonsucro (licensed and applicant) third party certification bodies' technical teams: technical managers, lead auditors, and auditors.
Aims identified by learning strategy <ul style="list-style-type: none">> To enable certification bodies to accurately certify sugar cane producers and traders> To improve the quality of service and credibility of the assurance process> To enable certification bodies to position Bonsucro within the marketplace
Context – new training approach with this audience <ul style="list-style-type: none">> Step 1 – Introductory virtual workshop*: To motivate and engage the audience with Bonsucro and the sustainability context> Step 2 – E-learning modules*: To provide technical knowledge and skills> Step 3 – Concluding virtual workshop*: To cement knowledge and skills in real life contexts and build a learning cohort of auditors> Step 4 – Qualification exams: To validate/certify participants' knowledge to deliver Bonsucro audits, certification decisions and oversight of team members knowledge. <p><i>*Virtual workshops are live sessions delivered remotely including interaction with audience.</i></p> <p><i>*E-learning means structured content accessed online for user to learn at his/her own pace.</i></p>
Outputs required from Training Design Partner: <ul style="list-style-type: none">> <u>E-learning modules</u><ul style="list-style-type: none">○ You will advise on best structure, format and approach for e-learning modules to optimise learning experience: ppt, animations, videos, quizzes, etc○ You will develop a series of e-learning modules for technical training to cover all areas of the Bonsucro Certification System:<ul style="list-style-type: none">▪ Production Standards, SHF Standards & Calculator▪ Chain of Custody, Credit Trading & Claims and Labelling rules▪ Bonsucro EU RED Standard▪ Certification Protocol○ You will refer to existing Standards, Protocol, Guidance, Training material for content, but also include any additional material relevant to the delivery of efficient e-learning modules for this audience: illustrative case scenarios, exercises, reference to external content, etc.

- All material should be developed in English.
- All material developed should be easily editable by Bonsucro for the purpose of translation or later updates.

> Qualification exams

- You will advise on best structure, format and approach for delivering qualification exams to this audience: remote (live) online exams, bank of questions to change on a regular basis, weighting of questions, methodology to correct and evaluate, etc.
- You will develop exam questions and correction/answers guidelines for Bonsucro to refer to.
- The qualification exam questions will have to be adaptable to the role of the exam taker and the scope of service they will deliver:
 - Technical managers – include questions relating to that role
 - Lead auditors / auditors – include questions relating to that role
 - Activity scope:
 - Chain of Custody only audits and certification
 - Chain of Custody + Production audits and certification
 - Optional ad-on: Bonsucro EU RED audits and certification (for Chain of Custody only or Chain of Custody and Production)
 - Optional ad-on: Bonsucro Production for SHF audits and certification
- The qualification exams options must be adapted to a first time Bonsucro auditor/manager, and an experience auditor/manager

Output B – Technical e-learning modules and exams for training providers and Bonsucro staff

Target audience

Bonsucro (licensed and applicant) training providers (lead trainers, trainers) and Bonsucro staff.

Aims identified by learning strategy

- > To equip training partners and Bonsucro staff to represent Bonsucro and the Standards
- > To enable training partners and Bonsucro staff to effectively provide high quality and impactful training to sugarcane producers and other relevant operators
- > To enable a wider range of large and smaller training partners according to the needs of the region

Context – new training approach with this audience

- > Step 1 – Introductory virtual workshop: To motivate and engage the audience with Bonsucro and the sustainability context
- > Step 2 – E-learning modules: To provide technical knowledge and skills
- > Step 3 – Concluding virtual workshop: To cement knowledge and skills in real life contexts and build a community of trainers
- > Step 4 – Qualification exams: To validate/certify participants’ knowledge to deliver Bonsucro training.

Please note that training providers will not be delivering training sessions for third party certification bodies.

Outputs required from Training Design Partner:

Please note that the output might be very similar to the one designed for third party certification bodies but should include a “train the trainer” element to qualify attendees towards the training service they will offer (to operators wishing to implement the standards) rather than an auditing/certification service.

> E-learning modules

- You will advise on best structure, format and approach for e-learning modules to optimise learning experience: ppt, animations, videos, quizzes, etc
- You will develop e-learning modules for training partners and Bonsucro staff undertaking train the trainer sessions in areas of interest including:
 - Production Standards (including Production, Production for SHF, Calculator / Connect)
 - Chain of Custody (including Chain of Custody, Credit System, Claims)
 - Bonsucro EU RED
 - As the training providers and Bonsucro staff will deliver training to Bonsucro members preparing for their certification audits, it will be important to equip them with some level of knowledge of the certification process (Certification Protocol) as part of the above 3 modules.
- You will refer to existing Standards, Protocol, Guidance, Training material for content, but also include any additional material relevant to the delivery of efficient e-learning modules for this audience: illustrative case scenarios, exercises, reference to external content, etc.
- All material should be developed in English.
- All material developed should be easily editable by Bonsucro for the purpose of translation or later updates.

> Qualification exams

- You will advise on best structure, format and approach for delivering qualification exams to this audience: remote (live) online exams, bank of questions to change on a regular basis, weighting of questions, methodology to correct and evaluate, etc.

- You will develop exams and correction/answers guidelines for Bonsucro to refer to.
- The qualification exams will have to be adaptable to the scope of service they will deliver:
 - Training on Production Standards (including Production, Production for SHF, Calculator / Connect)
 - Training on Chain of Custody (including Chain of Custody, Credit System, Claims)
 - Training on Bonsucro EU RED

Output C – Recommendation on learning platform to host e-learning modules and qualification exams.

Target audience

e-learning material audience identified in A, B and D.

Outputs required from Training Design Partner:

A list of recommended platforms with pros and cons, which could support access to:

- > e-learning material developed (free user or paying access)
- > qualification exams (paying access)

Output D – Technical e-learning modules for Bonsucro members and applicant members

Target audience

Bonsucro members and applicant members' technical teams.

Aims identified by learning strategy

- > To provide technical skills to enable effective implementation of sustainability standards – 'know how to do it'

Context – new training approach with this audience

- > Introductory virtual workshop: To motivate and engage the audience with Bonsucro and the sustainability context
- > E-learning modules: To provide technical knowledge and skills
- > Bonsucro remote / in person events

Outputs required from Training Design Partner:

Please note that the output might be very similar to the one designed for third party certification bodies / training partners but should be developed from the perspective of technical staff implementing the standard in preparation (or not) for an audit.

> E-learning modules

- You will advise on best structure, format and approach for e-learning modules to optimise learning experience: ppt, animations, videos, quizzes, etc
- You will develop e-learning modules for members working on implementing the standards:
 - Production Standards (including Production, Production for SHF, Calculator / Connect)
 - Chain of Custody (including Chain of Custody, Credit System, Claims)
 - Bonsucro EU RED
 - As the members are preparing for their certification audits, it will be important to equip them with some level of knowledge of the certification process (Certification Protocol) as part of the above 3 modules.
- You will refer to existing Standards, Protocol, Guidance, Training material for content, but also include any additional material relevant to the delivery of efficient e-learning modules for this audience: illustrative case scenarios, exercises, reference to external content, etc.
- All material should be developed in English.
- All material developed should be easily editable by Bonsucro for the purpose of translation or later updates.