



Bonsucro Impact Fund

Guidance on Monitoring Evaluation and Learning

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Introduction

As a BIF grantee, you will be expected to report on your project to Bonsucro every six months, and at the end. This guidance is to help you gather the right data and monitor your project to increase impact and more easily report on your project to Bonsucro. Please read this guidance in full and use it to support putting your MEL activities into practice.

What is MEL?



Monitoring, Evaluation and Learning (MEL) are fundamental parts of any project. All three aspects are closely linked and comprise a dynamic approach to project management; learnings generated by regularly monitoring and evaluating your project should help you adapt your project to quicken your progress towards positive impact.

This guide helps to break down this MEL approach into easy tasks that can be incorporated into your project.

How the MEL supports the aims of the BIF



The Bonsucro Impact Fund (BIF) supports social and technical innovation, and encourages grantees to try new approaches, anticipate risks and **learn from what works, and what doesn't work** so that successful projects can be replicated and adapted elsewhere

A dynamic MEL approach supports the aims of the BIF.

For MEL, context matters. Who are the people you are working with? Are they smallholders, commercial farmers, artisanal or larger mills? Are they producing under contractual arrangements? Are owners or workers female? Do people lack social or financial support to fully engage with your project?

Understanding this context is a fundamental step in shaping your project to maximise its impact, and also for **helping Bonsucro's network** to understand if their contexts are similar and if they could replicate your project.

Significant changes can happen at any time, and not just at the end of a project. Monitoring the progress your project is making as you go along can help you quickly identify what things are going well and why.

You may find that your water stewardship project has saved much more water than you anticipated. Why would that be? Are smallholders, farmers, mills and workers doing additional activities that are having a knock-on effect?

Approaches to MEL of the Bonsucro Impact Fund

Transparency: *For MEL to be effective, openness and being honest about what works and what doesn't work is a requisite.*

Learning: *The Bonsucro Impact Fund and our ways of working with grantees provides a safe space in which everyone can ask questions, share challenges, and seek solutions.*

Accountability: *Underpinned by our commitment to openness and knowledge sharing, we will evolve our projects to avoid negative impact on the more vulnerable participants, while boosting positive impact.*

Being pragmatic: *Most projects are complex and it is hard to predict how positive impact can be generated despite modern planning tools. We need to be flexible, learn as we do, and change plans if necessary.*



There are also very commonplace risks associated with projects similar to yours. Monitoring can help you identify what these risks are, and help you mitigate. These risks could be anything from smallholders or farmers signing up, but then dropping out of your project; or more vulnerable groups of workers, such as migrants, or women, losing work as a result of an innovation in farming or milling practices.

Knowing about these changes as they occur means that you are able to learn, reflect and adapt your projects accordingly.



Evaluation is the opportunity you have to reflect and share how the context, and implementing your project, has reshaped your initial idea or plans, and consider whether or not this has led to expected aims or impact.

In this guidance, you will find the support and help you need to operationalise this MEL approach.

In the next section, we explore the BIF's theory of change, and how this shapes what indicators should be used when monitoring and evaluating projects.

Theories of change and MEL frameworks



A theory of change – often a diagram such as the one on the next page - outlines how a project, or a portfolio of projects, hopes to achieve its stated aims.

The diagram on the next page is BIF’s overarching theory of change, explaining what impacts Bonsucro hopes to generate through the fund, and how all BIF-supported projects can help achieve these over time.



Key Activities – in green

The main activity of the BIF is featured in green. This includes Bonsucro’s inputs: financing of the BIF, offering a menu of grants to support projects, and support for every grantee who is managing a BIF-supported project.

It also includes the kinds of standard stages to every project that the BIF is supporting; reaching your key actors – farmers, smallholders, mill owners or partners; adapting projects to the local context, and eventually monitoring and evaluating the lessons from implementing these projects. These lessons will be shared with the Bonsucro network, but will also inform future grant making



Outcomes and impact – in blue

All the activities (outlined above and in green in the diagram,) are expected to contribute to helping Bonsucro meet its strategic priorities and aims (in blue)

Short term **“outcomes”** that should happen during the implementation of each BIF-supported project include the testing of potentially scalable solutions, learning through implementation, and finding other sources of investment for effective projects.

“Impacts” are significant changes relating to creating value in the supply chain, improving human rights standards and working conditions, and generating positive environmental impact. Not all of these categories of impact will apply to every project. However, every project will expect to maintain human rights and not negatively impact on human rights standards and practices already in place.



Principles – in yellow,

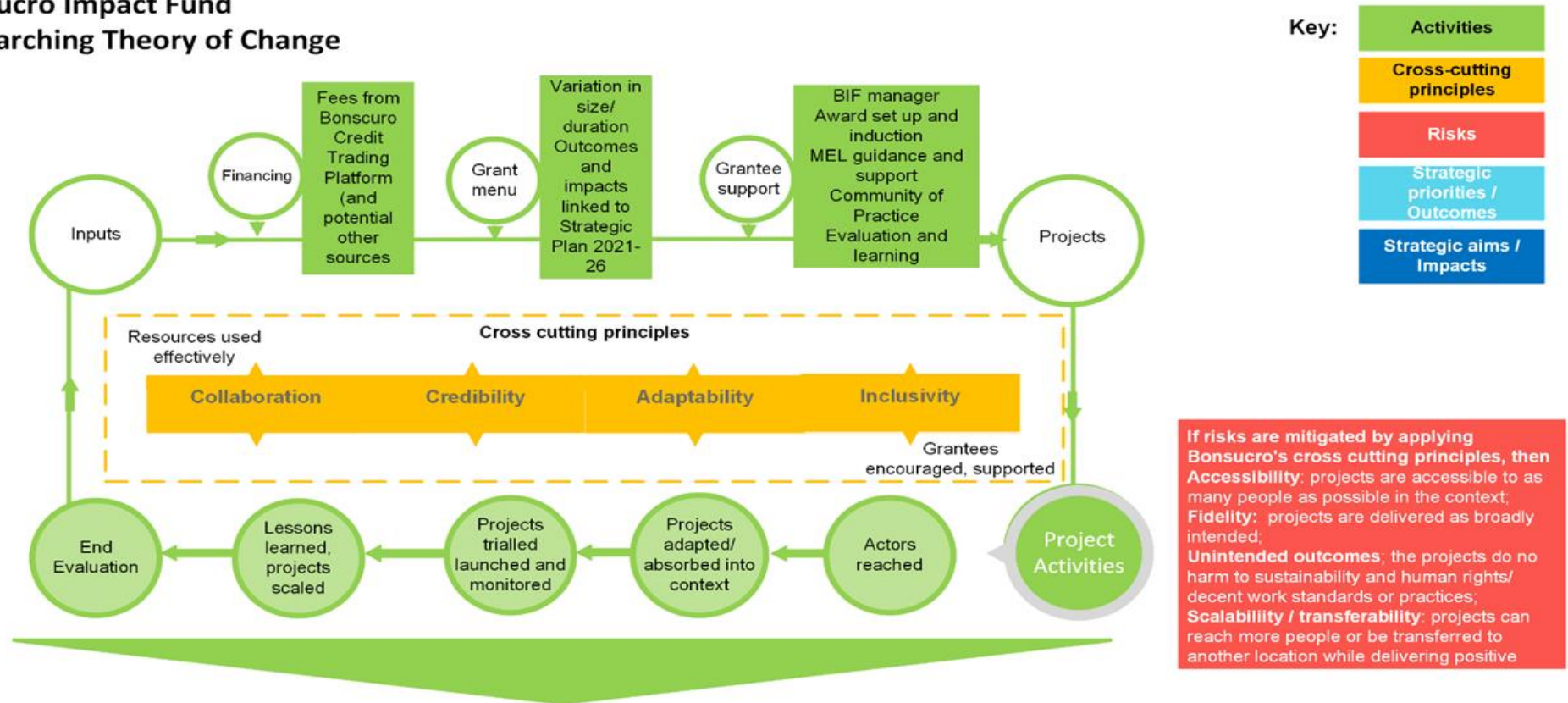


Risks – in red

Bonsucro’s principles of **inclusivity, adaptability, credibility, and collaboration are operational principles** – meaning by using these principles, grantees should avoid some common risks to projects, for example:

- making sure a wide group of people can access the project and its benefits,
- that the project is still implemented despite changes and adaptations,
- that the project does no unintended harm,
- and that the project can be replicated or enlarged.

Bonsucro Impact Fund Overarching Theory of Change

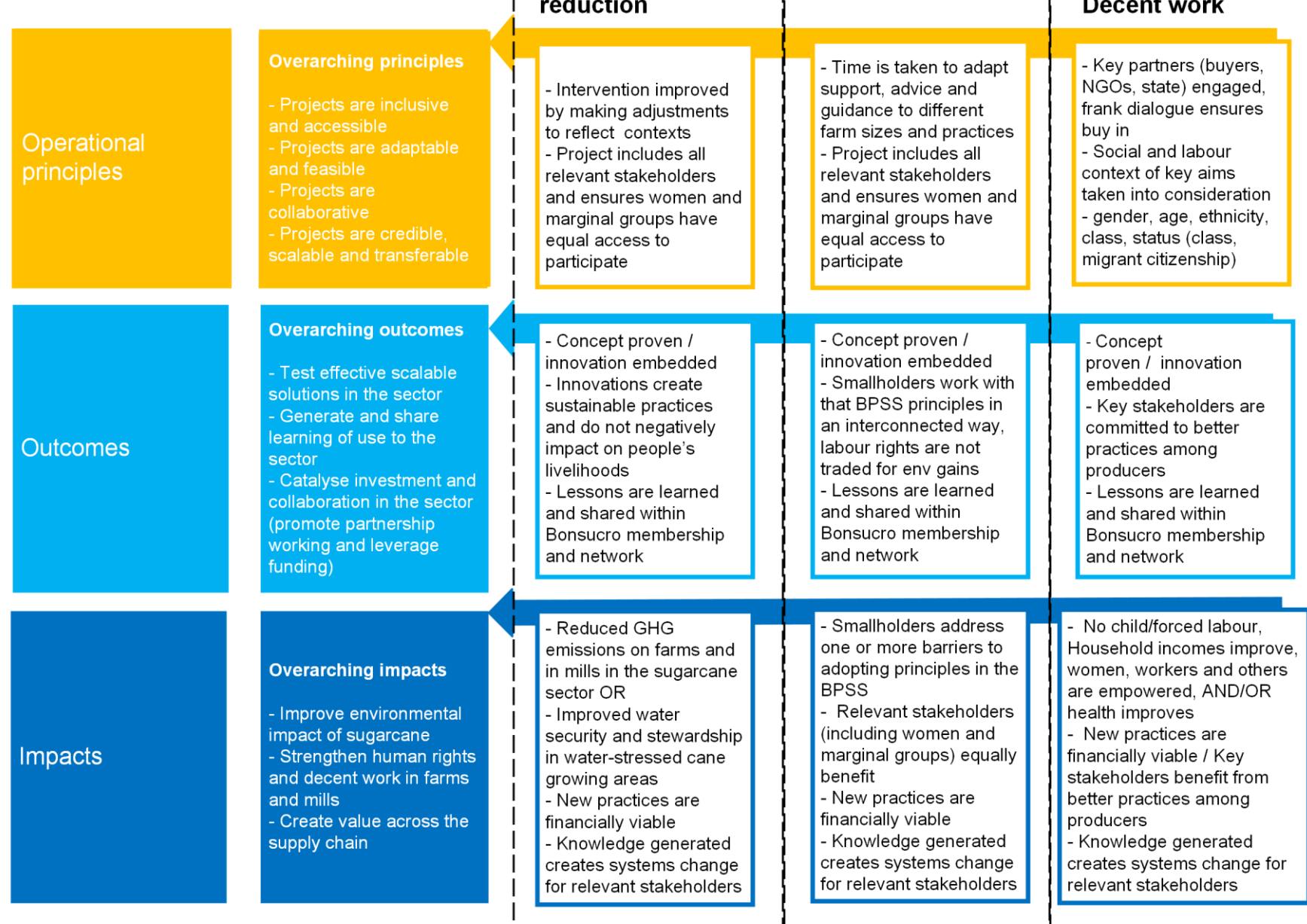


MEL framework

The overarching BIF key principles, outcomes and impacts are represented in this table on the next page. The table also includes all three grant schemes of the BIF;

1. Building innovative approaches to reduce emissions or improve water stewardship in sugarcane farming and milling (hereafter 'GHG/water reductions')
2. Innovating sustainability in smallholder sugarcane farming (hereafter 'smallholders')
3. Collective action to strengthen human rights and promote decent work in the sugarcane sector (hereafter 'Human rights/Decent work')

Bonsucro Impact Fund Overarching MEL System



Working with your MEL framework

There are three MEL frameworks, one for each grant scheme. You will only need to work with the MEL framework associated with your grant scheme.

How to find and familiarise yourself with your specific MEL system

Find the relevant MEL framework for your scheme now and familiarize yourself with its contents. On the left are operational principles (in yellow), outcomes (in light blue) and impacts (in dark blue) in the first and second column. Your project's progress towards enacting these principles, or generating these outcomes and impacts will be measured by the indicators or data in the third column.

Grantees should incorporate all principles and outcome indicators - listed under their relevant grant scheme - to monitor and evaluate how they operationalise these key principles, and what progress they are making towards these outcomes and impacts.

For impact indicators, in some cases you will need to select indicators according to the focus of your project. For example, if your project chiefly helps sugarcane farmers to manage or conserve water on their farms, then you will need to select the impact indicator on water stewardship. You need not worry about collecting data and reporting on reducing greenhouse gas emissions. Likewise, if your project is solely focused on reducing the number of workplace accidents, then you need not worry about monitoring wage levels. You will be prompted to select your impact indicators where there is an "AND/OR" in the MEL system for your scheme.

Your project should now have 8-9 indicators for principles, outcomes and impact to regularly monitor and evaluate your project.

How will you use these indicators or collect this data? Look at the fourth column; "data collection and you will find methods such as sign-up sheets, that can collect this information. As a grantee it will be your responsibility to collect this data from the producers who are involved in your project and other key stakeholders. Each data collection method that you are responsible for is indicated by the words 'Grantees to'. You will also see that are one or two instances where the responsibility will rest with the MEL consultants or with Bonsucro.



Methods of data collection are balanced between practicality (e.g. collecting information on smallholder, farmer, mill owner or worker sign-up sheets) and ensuring robustness (e.g. triangulating data that you have gathered by asking more than one group of stakeholders, such as farm owners and their workers).

Some indicators may reveal sensitive issues, particularly ones that focus on the effects of the projects on women and marginal groups on farms or in mills. It may be that collecting data requires an experienced independent evaluator, and should not be collected by you or other members of your project team. This can be decided on a project-by-project basis.

Finally, check on the frequency of data collection in the last column. Although you should monitor your project on an ongoing basis, some monitoring tasks including convening panels, or analysing, reflecting and reporting on data will take at regular intervals, often six-monthly, so that you have the data or analysis you need to report on your project to Bonsucro.

Tools

In the appendix of this guidance are five tools or templates that you can take and adapt in order to collect the data that you need to monitor and evaluate your project.

These are:

- Standard questions to add to sign up sheets to create baselines and monitor progress
- How to convene panels to survey workers or smallholders
- What reflection questions you may want to ask any partners that you have
- What reflection questions you may want to ask yourself

In the section on 'Data gathering, learning and reporting' later in this guidance, you will be given some advice on if, how and when to use these tools, in order to share the progress you have made and the lessons you have learned with other grantees, and with Bonsucro through your 6-monthly and final reports.

Support and community of practice



At every step of the way you will be given guidance in the form of a MEL consultant .

You will also join a community of practice of fellow grantees who are doing similar projects, or are working in similar contexts, or are facing similar issues with implementing and monitoring their projects. The community of practice will be a forum for you to share challenges and learn from each other.



Bonsucro Impact Fund GHG / Water Reduction MEL System

		Indicators / data	Data collection methods	Data collection frequency
Operational principles	<ul style="list-style-type: none"> - Intervention improved by making adjustments to reflect contexts - Project includes all relevant stakeholders and ensures that women and marginal groups have equal access to participate 	<p>Context, location of producers</p> <ul style="list-style-type: none"> - No of producers engaged in project activities, by size of farm - by gender - by number of workers - type of job and wage levels split by gender 	<p>Grantees to: check http://bonsucro.com/site/production-standard/climatic-zones/ and make a note on sign-up sheets</p> <p>Grantees to: collect sign-up and sign-off forms (and check in with producers who exit the project).</p>	<p>As producers sign up</p> <p>Sign up forms collected at beginning, sign off forms collected at end Ongoing monitoring and as producers exit</p>
Outcomes	<ul style="list-style-type: none"> - Innovations create sustainable practices and do not negatively impact on people's livelihoods - Concept proven / innovation embedded - Lessons are learned and shared within Bonsucro membership and network 	<p>Level of stability of livelihoods of workers, including women and marginal groups</p> <p>Reflections on and actively share what worked, and the positive effects, what contexts would be most appropriate for replication, and any additional investment achieved</p>	<p>Grantees to: pose 2-3 questions to a panel of % of workers in a sample location(s) (sample size . location decided on project-by-project basis with MEL consultant)</p> <p>Grantees to: check in with % of producers (sample size decided on project-by-project basis with MEL consultant)</p> <p>Grantees to: share observations informed by check-ins and other MEL data with MEL consultant, and reflect on progress with MEL consultant</p>	<p>Panel at 6-monthly intervals during project</p> <p>Check-ins at 6-monthly intervals during project</p> <p>Regular observations and reflections with MEL consultant</p>
Impacts	<ul style="list-style-type: none"> - Reduced GHG emissions on farms and in mills in the sugarcane sector OR - Improved water security and stewardship in water-stressed cane growing areas - New practices are financially viable - Knowledge generated creates systems change for relevant stakeholders 	<p>Appropriate % reduction - reduction in GHG emissions OR reduction in or efficient use of water use</p> <p>Type of buyer and level of profit made from sugar sales</p> <p>Evidence that project is / may be replicated elsewhere</p>	<p>Grantees to use data collected on sign-up /sign - off sheets or the Bonsucro Calculator used in producer check-ins.</p> <p>Grantees to: review sign-up / sign-off sheets or Check registries of trade</p> <p>MEL Consultant to collect observations of grantees and Bonsucro to review sample of reports by Bonsucro members</p>	<p>6 monthly check ins with producers. Sign-off sheets at end-point</p> <p>At start and at end</p> <p>Grantees end/post project check-in / annual desk review of sample of member reports against BPS/BPSS</p>



Bonsucro Impact Fund Smallholders MEL system

Operational principles

- Time is taken to adapt support, advice and guidance to different farm sizes and practices
- Project includes all relevant stakeholders and ensures that women and marginal groups have equal access to participate

Outcomes

- Smallholders work with BPSS principles in an interconnected way, labour rights are not traded for env gains
- Concept proven / innovation embedded
- Lessons are learned and shared within Bonsucro membership and network

Impacts

- Smallholders address one or more barriers to adopting principles in the BPSS
- Relevant stakeholders (including women and marginal groups) equally benefit
- New practices are financially viable
- Knowledge generated creates systems change for relevant stakeholders

Indicators / data

- Context, location of smallholders
- No of participants engaged in project activities, by size of farm
 - by gender
 - by number of workers
 - type of job and wage level split by gender

- Updates on
 - changes in practices
 - number of workers
 - type of job and wage level split by gender
- Reflect on and actively share what worked and the positive effects, potential for replication, any additional investment

- Reflections on what worked and the positive effects, potential for replication, any additional investment
- Type of buyer and level of profit made from sugar sales, split by gender
- Evidence that project is / may be replicated elsewhere

Data collection methods

- Grantees to:** check <http://bonsucro.com/site/production-standard/climatic-zones/> and make a note on signup sheets
- Grantees to:** collect sign-up and sign-off forms (and check in with producers who exit the project).

- Grantees to:** check in with % of smallholders (sample size decided on project-by-project basis with MEL consultant)
- Grantees to:** share observations informed by check-ins and other MEL data with MEL consultant, and reflect on progress with MEL consultant

- Grantees to:** to share observations informed by check-ins and other MEL data with MEL consultant, and reflect on progress with MEL consultant
- Grantees to:** review sign-up / sign-off sheets or Check registries of trade
- MEL Consultant** to collect observations of grantees and **Bonsucro** to review sample of reports by Bonsucro members

Data collection frequency

- As producers sign up
- Sign up forms collected at beginning, sign off forms collected at end
- Ongoing monitoring and as producers exit

- Check-ins at 6-monthly intervals during project
- Regular observations and reflections with MEL consultant

- Regular observations and reflections with MEL consultant
- At start and at end
- Grantees end/post project check-in / annual desk review of sample of member reports against BPSS



Bonsucro Impact Fund Human Rights/Decent Work MEL system

Operational principles

- Key partners (buyers, NGOs, state) engaged, frank dialogue ensures buy in
- Social and labour context of key aims taken into consideration - gender, age, ethnicity, class, status (class, migrant citizenship)

Indicators / data

- Cross-sector stakeholders by type (buyer, NGO, state)
- No of producers engaged in project activities, by size of farm
- by gender
- by number of workers
- type of job and wage levels split by gender

Data collection methods

- Grantees to** review organisation type of partnership agreements
- Grantees to:** collect sign-up and sign-off forms (and check in with producers who exit the project).

Data collection frequency

- As stakeholders sign up
- Sign up forms collected at beginning, sign off forms collected at end
- Ongoing monitoring and as producers exit

Outcomes

- Key partners are committed to better practices among producers
- Concept proven / innovation embedded
- Lessons are learned and shared within Bonsucro membership and network

- Key partners'
- Level of buy-in
- Monitoring capacity

Reflections on what worked and the positive effects, what potential for replication, what additional investment has been achieved

- Grantees to:** facilitate review meetings with key partners to review how much they are involved and who/what they have monitored, and outcomes

- Grantees to:** share their observations informed by partner meetings and reflections with MEL consultant

- Review meetings as needed and formally at 6-monthly intervals

- Observations and reflections with MEL consultant on an ongoing basis

Impacts

- Household incomes improve, women, workers and others are empowered, and health improves
- New practices are financially viable / Key stakeholders benefit from better practices among producers
- Knowledge generated creates systems change for relevant stakeholders

- The following, by gender
- no child / forced labour
- income, wage volatility
- Increase in worker Association/producer organisations
- AND/OR Incidence of chronic occupational health issues

Type of buyer and level of profit made from sugar sales

Evidence that project is / may be replicated elsewhere

- Grantees to:** pose 2-3 questions to a panel of % of workers in a sample location(s) (sample size . location decided on project-by-project basis with MEL consultant)

- Grantees to:** review sign-up / sign-off sheets or Check registries of trade

- MEL Consultant** to collect observations of grantees and **Bonsucro** to review sample of reports by Bonsucro members

- Panel to meet at 6-monthly intervals

- At start and at end

- Grantee check-in / desk review of sample of member reports on BPS/S

Data gathering, learning and reporting

Data collection strategy

Baselines and comparisons



It is important to gather data right from the beginning of your project. You need to understand that environmental, social and financial characteristics or practices of your stakeholders and their smallholdings, farms and mills.

As a minimum, using producer sign-up sheets for your project ensure that you capture the necessary data as your project stakeholders come on board. Review and include relevant questions offered in the tool in appendix one.

Sign off sheets are crucial to collect the same information towards the end of your project, as stakeholders move from being supported by your project to changing their practices or utilizing a new technology independently. Any differences in their environmental, social and financial practices between the sign-up sheets and sign off sheets will be relatively easy to compare.

As an alternative to sign up and sign off sheets, and for projects focused on smallholders and farmers, the Bonsucro *Farm Diary* can be used. The standard excel template of 21 questions can be adapted to your project.

Workers panels



Mills, smallholders and larger farmers employ workers whose daily work, or livelihoods will be affected by any changes in the way sugarcane is farmed and milled. These could be positive changes – including increased wages or better health outcomes. They could also be negative changes, such as less work, or more income instability.

Assemble a sample of workers and ask them standard questions at six-monthly intervals, or at least twice during your project. These can be convened physically, or you may wish to convene these online or on WhatsApp.

Try to ensure that the panel comprises the same workers. If this proves impossible, this may reflect existing instability in the labour market, or new forms of instability as a result of changes within, or beyond your project.

Check in calls, review and reflection meetings



Depending on who you involve in your project, you will be encouraged to hold periodic check-ins with the producers you are supporting and review meetings with partners.

Check-ins (by email, text, phone or WhatsApp) are encouraged in projects supported by the 'Smallholders' grant scheme and the 'GHG/Water' reduction grant scheme.

Partner review meetings (online or in person) are encouraged in projects supported by the 'Human Rights / Decent Work' grant scheme.

However, no matter what scheme your project is funded by, you are encouraged to have **review and reflection meetings with Bonsucro's MEL consultant**, one-on-one, or within a community of practice of grantees.

The common characteristic of check-ins and review and reflection meetings is that conversations are based on open non-leading questions, that allow smallholders, partners and you to offer a full range of answers. This is opposed to closed or leading questions which assume the answers before a response can be given. Examples of open, non-leading check in, and review questions are included in the appendix 3 for you to use.

Other documents and resources



Data on farm income generated by the selling sugar cane can also be accessed in registers of trade, where these are kept and maintained.

Learning



The Bonsucro MEL consultancy team will organise quarterly (three-monthly) online community of practice meetings and invite you to each of these to share the progress you have made, the changes you have instigated to your project, and the lessons you have learned while implementing your project.

The community of practice will be made up of fellow grantees with the same aims, contexts or challenges that you face. Each meeting will be facilitated by the Bonsucro MEL consultant, in Spanish, Portuguese or English (whatever language is most relevant to the community) to fulfil its sole purpose of sharing learnings between BIF-supported projects.

Reporting to Bonsucro



As a BIF grantee, you will be expected to report on your project to Bonsucro every six months and submit a final report at the end of your project.

The main reporting template is the logframe. This captures a) outputs and activities that you have planned and implemented, and also b) the outcomes that you have achieved and the impacts generated.

The data identified in the MEL framework will help you report on the reach of your project as well as your outcomes and your impact.

Use sign-up sheets to indicate the reach of your project – how many producers (smallholders, farmers, or millers) are now involved in your project, how many are female and who their workers are (if any), and the work they do.

6-monthly panels, and check-ins and review meetings will help you report on outcomes – how (and how far) your project has been embedded among producers, what you have learned in implementing your project, what interest or additional investment the innovations in your project has generated.

Some of these check-ins, meetings and panels will also establish how far you have made an impact; in maintaining and improving human rights standards among producers, in adding value to producers and others in the supply chain, and there may be anecdotal information on your environmental impact.

Sign off sheets or an end-of-project update to the Bonsucro farm diaries will provide the data for your environmental impact towards the end of the project.

When things go wrong

Ask for help



There are often many good reasons why work has not been carried out as planned, objectives have not been achieved or other things have gone wrong. Your project stakeholders will be aware of these. Use a participatory processes to involve stakeholders in identifying ways to overcome these.

Share these with your MEL consultant and/or community of practice. You will find that other BIF grantees are facing similar issues. Solutions found in one project context may be helpful to implement in another.

Build in time for course correction

Recognise from the start that negative effects and impacts may occur, and build time into the project plan so that you can take action to address these before the project is complete. The most valuable aspect of the evaluation of your project will inform others of how a problem was identified and was corrected.

Address negative effects and impacts with stakeholders in your project

Ethically, when you identify negative effects and impacts, you must recognize and address these. Most of the stakeholders in your project will already be aware of the problems and will appreciate the fact that they have been brought out into the open and can now be addressed.

Report these issues and your response with learning in mind

Bonsucro encourages you to share what is working, what might need tweaking, and what aspects of your projects requires a broader rethink. Sharing such information in periodic reporting will help Bonsucro understand emerging best practices in such projects, including how to plan for such occurrences and plan with them about how best to handle these results if they do occur. Such best practices will help Bonsucro manage and support BIF grantees in future rounds of grant making.

MEL Support available

Please work with the MEL partner SOAS and CEBRAP to develop a robust MEL plan and associated activities. Your main contacts are:

Dr Mukta Das, SOAS University of London: md59@soas.ac.uk

Dr Louise Nakagawa, CEBRAP: louise.nakagawa@gmail.com

For any other support you need please contact Sophie O'Loughlen-Vidot, Impact Funding Manager at Bonsucro on fund@bonsucro.com

Glossary

<i>Assumption:</i>	An assumption is any project factor that is considered to be true, or real, but may need further proof or demonstration. Realistically speaking, it's impossible to plan a project without making a few assumptions
<i>Chronic health issue:</i>	Chronic diseases are defined broadly as conditions that last over a long period of time and require ongoing medical attention. Often these are conditions with no medical cure and can limit activities of daily living.
<i>Decent work:</i>	This is an International Labour Organization (ILO) definition. Decent work is a common aspiration of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for all, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.
<i>Evaluation:</i>	A systematic process to judge merit, worth or significance of your project or BIF's portfolio of projects. This involves gathering evidence, and reflecting and reporting on whether an project of portfolio of projects has been implemented under the right principles, and what outcomes and impacts (intended and unintended) have occurred.
<i>Impact:</i>	Any long-term effect, whether intended, unintended, positive, negative, direct or indirect. The BIF uses Bonsucro's strategic aims as impacts, which describe the positive long-term effects that are expected during the duration of your project, and beyond it. It also applies to any other unintended, yet significant change you observe or measure as a result of your project.
<i>Learning:</i>	Based on your experience of implementing your project, learning takes place when you understand what happened and why it happened, and can help others understand what aspects of your project should be repeated (or not) in the future or in other areas.
<i>Livelihoods:</i>	This is another ILO definition. Livelihoods can be defined as a set of activities and strategies pursued by household members, using their various assets (physical, natural, human, social, financial) in order to make a living. For many the most important asset is their own labour.
<i>Marginal groups:</i>	These groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships. This is a dynamic process, meaning government

interventions, or even well-planned projects can unintentionally move people in and out of such groups.

Monitoring: This is a process to periodically collect, analyse and use information to actively manage performance of your project, deepen positive impacts and minimise the risk or effects of negative impacts.

Outcome: Outcomes are those changes that are required to happen during your project to bring about the intended positive impacts expected of your project.

Principles: Bonsucro's four Core Principles; collaboration, inclusivity; credibility; adaptability; guide operational choices and decision-making in implementing its Strategic Aims and Priorities. It should also guide operational choices in the implementation of your project.

Registries of trade: The trade register documents trading that takes place along a supply chain for particularly commodities. Please note that not all countries have a trade register, or they call the trade register by a different name.

Reflection: This is a practice that involves you looking at the implementation of your project with a little bit of distance, and enables you to learn from the experience of implementation gain insights and engage in a practice of continual learning.

Risk: This is an uncertain event or condition in the context of your project that could have a negative effect on your project. Most risks featured in this guidance are entirely commonplace for projects such as yours. While their occurrence is not a sign of failure, operationalizing Bonsucro's core principles to anticipate and mitigate should be part of your project implementation

Further reading:

<http://allindiary.org/monitoring-and-evaluation-me/>

Appendix 1:**a. Sign up and sign-off sheet**

Please review the following questions and add the most relevant to sign up and sign-off sheets to be filled in by the producers in your project

1. Name of producer:
2. Location of farm or mill:
3. Size of farm (in hectares) and mill (capacity per day)
4. Climatic zone (Check <http://bonsucro.com/site/production-standard/climatic-zones>)
5. What machines are used on the farm / in the mill?
6. If the producer is farmer/ smallholder, when was fire last used to harvest cane (year)?
7. Number of workers
8. Number of accidents per year
9. Worker split by type of work and by daily wage (on farm)

Type of work	Total Number of workers		Ratio of temporary / permanent workers		Daily wage rate	
	Men	Women	Men	Women	Men	Women
Water / soil management						
Planting, managing inputs						
Cane cutting						
Transportation to mill						

10. Worker split by type of work and by daily wage (in mill)

Type of work	Total Number of workers		Ratio of temporary / permanent workers		Daily wage rate	
	Men	Women	Men	Women	Men	Women
Machinists						
Quality monitoring						
Packing and transport						
Cleaning						

11. Practices on the farm and their environmental impact

Type of work	Source or type	Amount used
Water		
Diesel		
Fertiliser		
Pesticide		

12. Who is the main buyer of the cane or processed sugar?

13. What is the sold volume and price?

b. Bonsucro Farm Diary

Alternatively please download and adapt the [Bonsucro Farm Diary](#). The Bonsucro MEL consultant can provide guidance on how to adapt this.

Appendix 2: Worker panels**a) What is this?**

A panel is a closed forum where you can pose questions for workers to answer.

These answers can be private (seen by you alone) or public (shared with the rest of the workers, perhaps in order to start a conversation). While responses can be text-based, they might also be shared via video, audio, or photos.

b) How to set one up:

- Collect the emails or phone numbers of a sample (5-10%) of workers in your cohort of farms or mills and ask them for their consent to take part in the panel.
- Pseudo-anonymise these contacts, taking care to note gender, age, or ethnicity of respondent only
- You can create a panel as a WhatsApp group, or group email. Use your chosen method to initially communicate to your panel about how you will protect their privacy, when you will ask for their feedback, and if they should respond to the whole group or individually to you
- Get in contact with the group at the time(s) that you have agreed at the start. Remind them again of how you will protect their privacy and how they should respond. Ask the set questions
- Collect answers to the questions (see below) and store these securely.

c) Questions to ask:

- How old are you?
- Are you a permanent or temporary worker? Is this different from your status six months ago?
- What is your job? Is this a different job compared to six months ago? Or are you doing different tasks in the same job?
- How many hours have you worked these last six months in this farm/mill (nb: in total, or weekly or monthly average is fine, whatever is relevant)? Is this different from your hours six months ago?
- How much are you paid? Is this different from your wage six months ago?
- Have you had an accident in the last six months
- Describe your health in the last six months

Appendix 3: Check-in, Review and Reflection questions**a) Check-ins with smallholders/producers**

Why have you decided to be part of this project?	<i>Explain the reasons or motivations</i>
<p>Are you doing anything differently in any of the following (only include prompts [below] that are relevant to your project)</p> <ul style="list-style-type: none"> - Managing your water / soil - Planting and fertilizing - Harvesting or cane cutting - Transporting to the mills - Avoiding forced or child labour - Avoiding wage inequality between workers of different gender, age, or ethnicity or other characteristics in the same role / position - Avoiding accidents or the development of chronic health conditions - Allowing workers to belong to worker associations - Allowing workers to complain and act on these complaints 	<i>Explain the differences as a result of being involved in the project</i>
Are there positive and/or negative financial impacts from these changes? If so, how are you managing these in relation to your own livelihoods and your workers?	<i>Describe any financial impacts and how these have been managed</i>
Is the project part of another initiative you are also implementing? If so, what is its name and the main purpose?	<i>Describe any other projects or private / public initiatives they are engaged in</i>
Have you received new kinds of investments or technical assistance as a result of being involved in the project	<i>Describe any new financial and technical assistance</i>
Who is main buyer of your sugarcane different? What is the sold volume and price? Is this different since your started on this project?	<i>Explain any differences in buyers and price</i>
What are your plans for the future	<i>Describe future plans</i>

b) Review and reflection questions with partners

Partner name and type	<i>Indicate the type / sector they belong to (e.g. NGO, State, Private sector)</i>
Why have you decided to be part of this project?	<i>Explain the reasons or motivations</i>
Is the project part of another initiative you are also implementing? If so, what is its name and the main purpose? .	<i>Describe any other projects or private / public initiatives they are engaged in</i>

What are you doing to support the implementation of the project	<i>Describe activities and outputs of the last period</i>
What type of innovation has been implemented in the production, and how better practices have been monitored?	<i>Describe innovations and monitoring</i>
Has your monitoring revealed any changes in any of the following among producers (farms and mills) <ul style="list-style-type: none"> - Avoiding forced or child labour - Avoiding wage inequality between workers of different gender, age, or ethnicity or other characteristics in the same role / position - Avoiding accidents or the development of chronic health conditions - Allowing workers to belong to worker associations - Allowing workers to complain and act on these complaints 	<i>Explain the differences</i>
What are the lessons learned after the project and what would you do different?	<i>Describe.</i>
Would you like to replicate/expand the project to other areas/regions?	<i>If so, where? Describe.</i>

c) Review and reflection questions with Community of Practice / Bonsucro MEL consultant

How many people are participating or being reached by the project?	<i>Indicate in absolute numbers.</i>
Are the other partners of the project? How effective have they been?	<i>Identify partners and describe effectiveness.</i>
What are the project activities your participants are involved in or are doing? Are these different to the ones that you planned? What has been the most effective among these?	<i>Indicate the type of activity. Explain the differences. Identify most effective activities</i>
How have you spent the budget / grant? How will you spend the budget in the next few months?	<i>Describe</i>
Have you received interest from farmers or millers in other areas? Or other companies and municipal actors? If so, from whom?	<i>Indicate who has expressed interest</i>
Have you received any technical assistance or investment from other companies or municipal actors? If so, what forms has this taken and what has happened?	<i>Indicate who offered the assistance, or describe the impacts.</i>
What are the lessons learned after the project and what will you do different in the next few months?	<i>Describe.</i>
Have your planned impacts changed? How?	<i>Explain the differences</i>
Would you like to replicate/expand the project to other areas/regions? If so, how?	<i>If so, where? Describe how?</i>