



Introduction

The Bonsucro Impact Fund is a new initiative developed by Bonsucro in response to, and shaped by, consultation with Bonsucro members and the wider sector. Beyond the Monitoring, Evaluation and Learning work (as outlined by this Framework) that captures the outcomes and impacts of the Fund's supported projects, Bonsucro will also keep track of the performance of the fund. These indicators (below) on the efficiency of the operations of the Fund are not captured in this BIF MEL framework, but are noted here to demonstrate Bonsucro's commitment to channeling resources appropriately and effectively. This is not an exhaustive list

- Have resources been dispersed in a timely manner?
- Has the PSC worked effectively and efficiently to select projects for recommending to the board for funding?
- Has the grant programme provided value for money?

Three frameworks, one overarching

The Bonsucro monitoring, evaluation and learning (MEL) framework comprises a single over-arching theory of change and a monitoring, evaluation and learning system of indicators and methods of data collection.

It is built up from theories of change and MEL systems of each of Bonsucro Impact Fund's (BIF) three grant schemes (see appendix);

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

There are important similarities and differences in the aims of each scheme, what can be assumed to normally happen in the life of a funded project in each, and how risks should be mitigated by adhering to Bonsucro's cross-cutting principles.

Specific outcomes and impacts and associated indicators identified in each of the schemes' theories of change and MEL systems, feed into the overarching BIF framework. This provides a comprehensive overview – and portfolio reporting - on the reach, inclusivity, sustainability and financial impact of all BIF supported projects. But it also allows for the capture of stories of change which take into account the context, the distance travelled, lessons learned along the way, and the end results – at project level among groups of producers and other stakeholders, or at individual producer level.

Key features of the BIF Theory of Change and MEL System

The strategic priorities and aims of the Bonsucro Strategic Plan are at the heart of the BIF MEL framework. The strategic priorities have been articulated as outcomes, the strategic aims as impacts. Each outcome and impact at grant scheme level (expressed in call documents) has also been re-articulated and mapped to these. Bonsucro has helped in clarifying the language.

Bonsucro's four Core Principles are operationalised to support grantees in anticipating and mitigating very normal, very commonplace risks. Key data collected in the MEL system allows grantees to reflect on the levels



of inclusivity, adaptability, credibility and collaboration in their approach and projects and make adjustments where necessary to deepen their impact. These will be summarized at portfolio level to aid learning and planning for future cycles of BIF grantmaking.

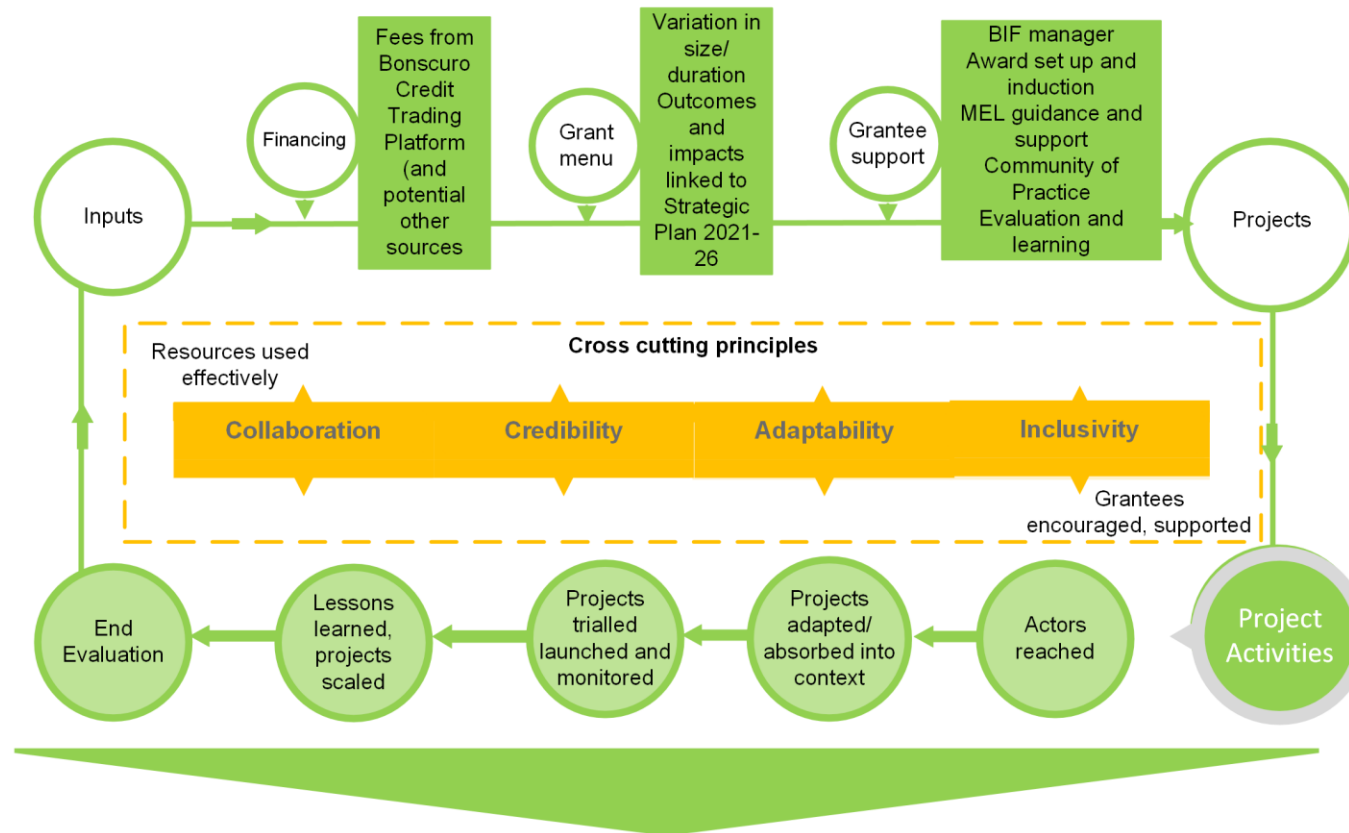
The MEL framework strives to be pragmatic and practical. Grantees select 6 only (or 7 in the Human Rights/Decent Work grant scheme) relevant indicators are necessary at scheme level that will roll up into portfolio level reporting on outcomes and impacts. Methods of data collection are balanced between practicality (e.g. collecting information on sign-up sheets) and ensuring robustness (e.g. twice convening a small, independent panel of workers). Some sensitive topics that focus the effects of the projects on women and marginal groups may require an experienced evaluator, This can be decided on a project-by-project basis. Although grantees will monitor their projects on an ongoing basis, some monitoring tasks including panels, or analysing, reflecting and reporting on data will take place twice; at a mid-point and at the end of their project.

The MEL framework will also provide Bonsucro the opportunity to consider efficiency indicators for the BIF as a portfolio. We would like to consider indicators around value for money, operational efficiency etc. The full list of indicators will need to be developed further.

Appendices:

- Appendix 1: GHG/water reductions Theory of Change and MEL system
- Appendix 2: Smallholders Theory of Change and MEL system
- Appendix 3: Human rights/Decent work Theory or change and MEL system

Bonsucro Impact Fund Overarching Theory of Change



Strategic priorities / outcomes

Test effective scalable solutions to challenges in the sector
Generate and share learning of use to the wider sector

Promote knowledge, best practice and innovation

Catalyse investment and collaboration in the sector (promote partnership working and leverage funding)

Convene the sector to meet complex challenges

Strategic aims / impacts

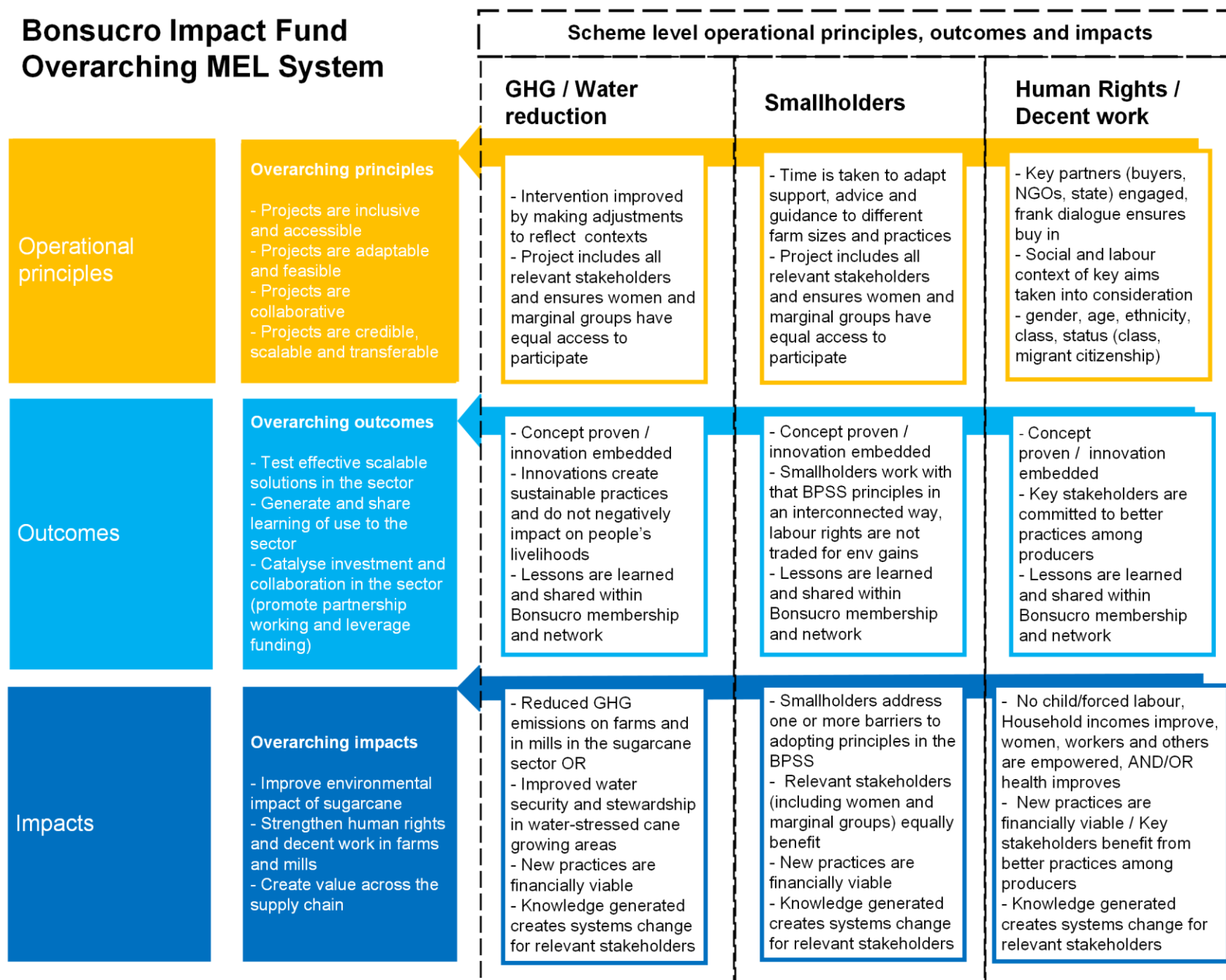
Create value in the supply chain

Improve environmental impact

Strengthen human rights and decent work

Create change on the ground

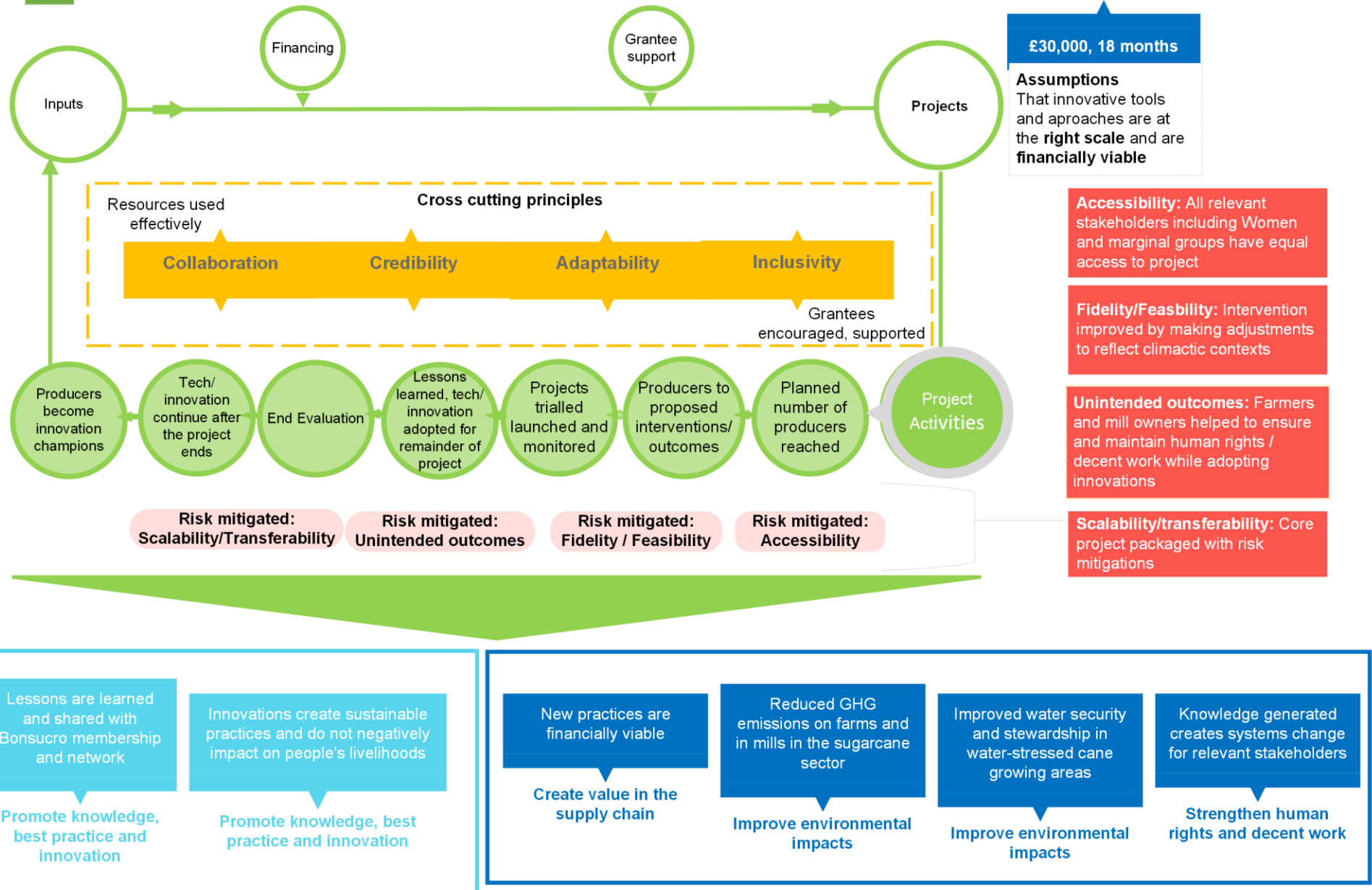
Bonsucro Impact Fund Overarching MEL System



APPENDIX 1: GHG/water reductions Theory of Change



Bonsucro Impact Fund GHG/Water Theory of Change



APPENDIX 1a: GHG/water reductions MEL system



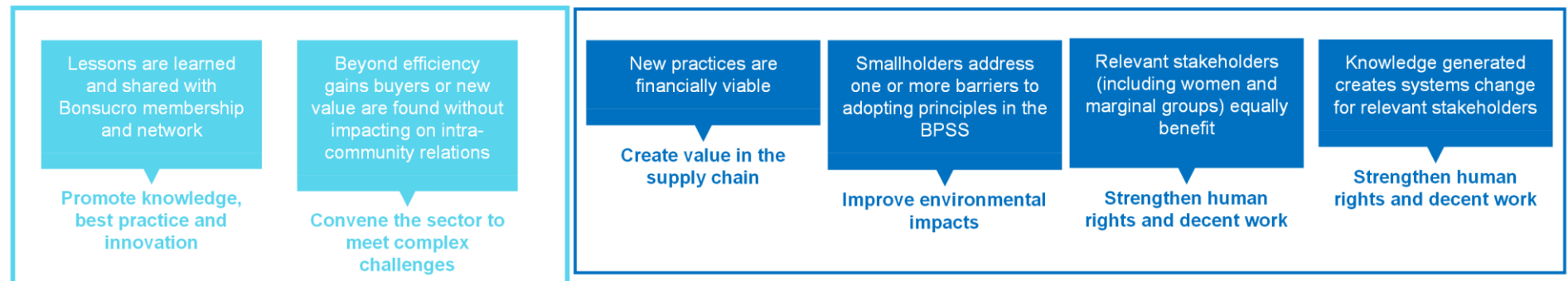
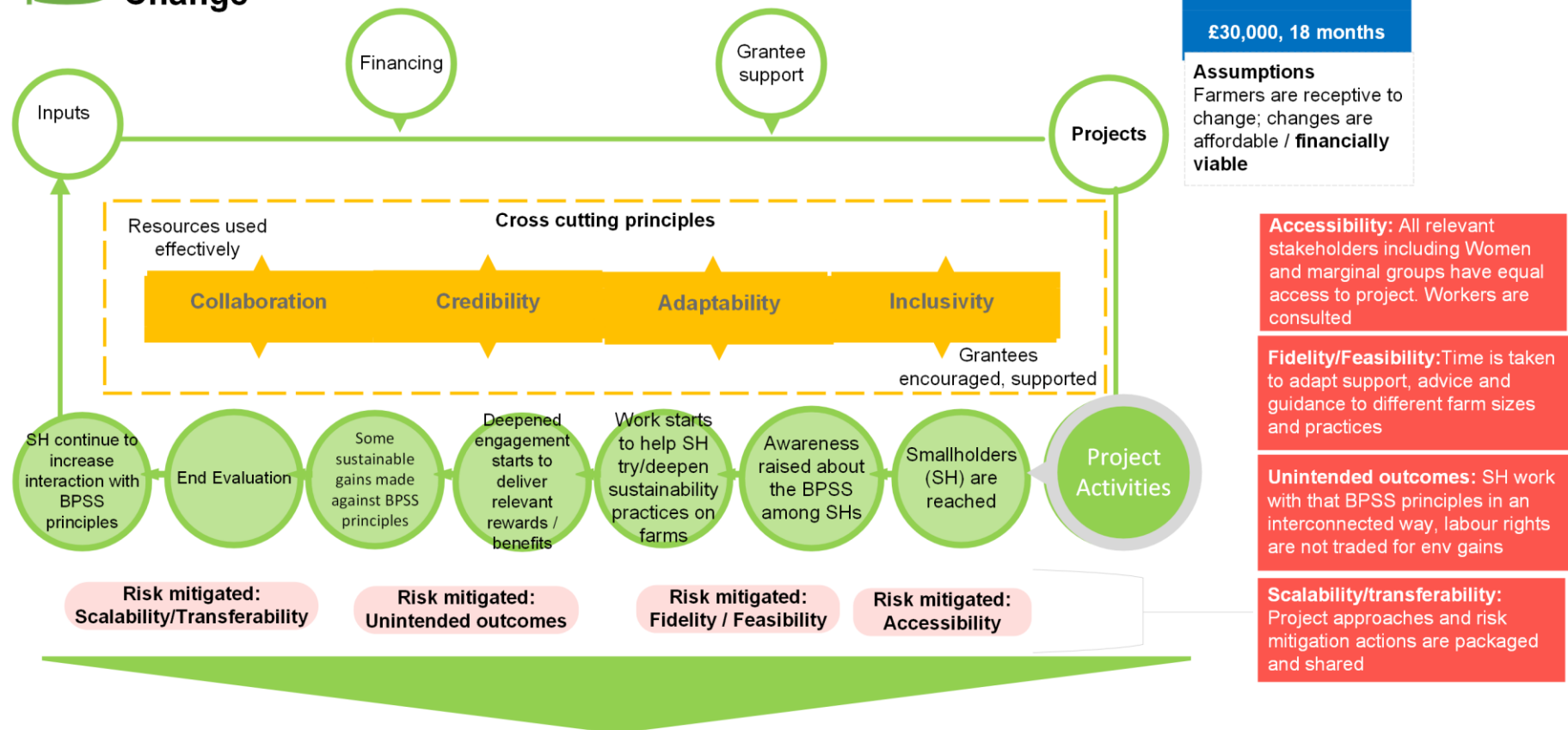
Bonsucro Impact Fund GHG / Water Reduction MEL System

		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 levelsplit by gender 	<p>Grantees to: check http://bonsucro.com/site/production-standard/climatic-zones/ and make a note on signup 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>

APPENDIX 2: Smallholders Theory of Change



Bonsucro Impact Fund Smallholders Theory of Change



APPENDIX 2a: Smallholders MEL system



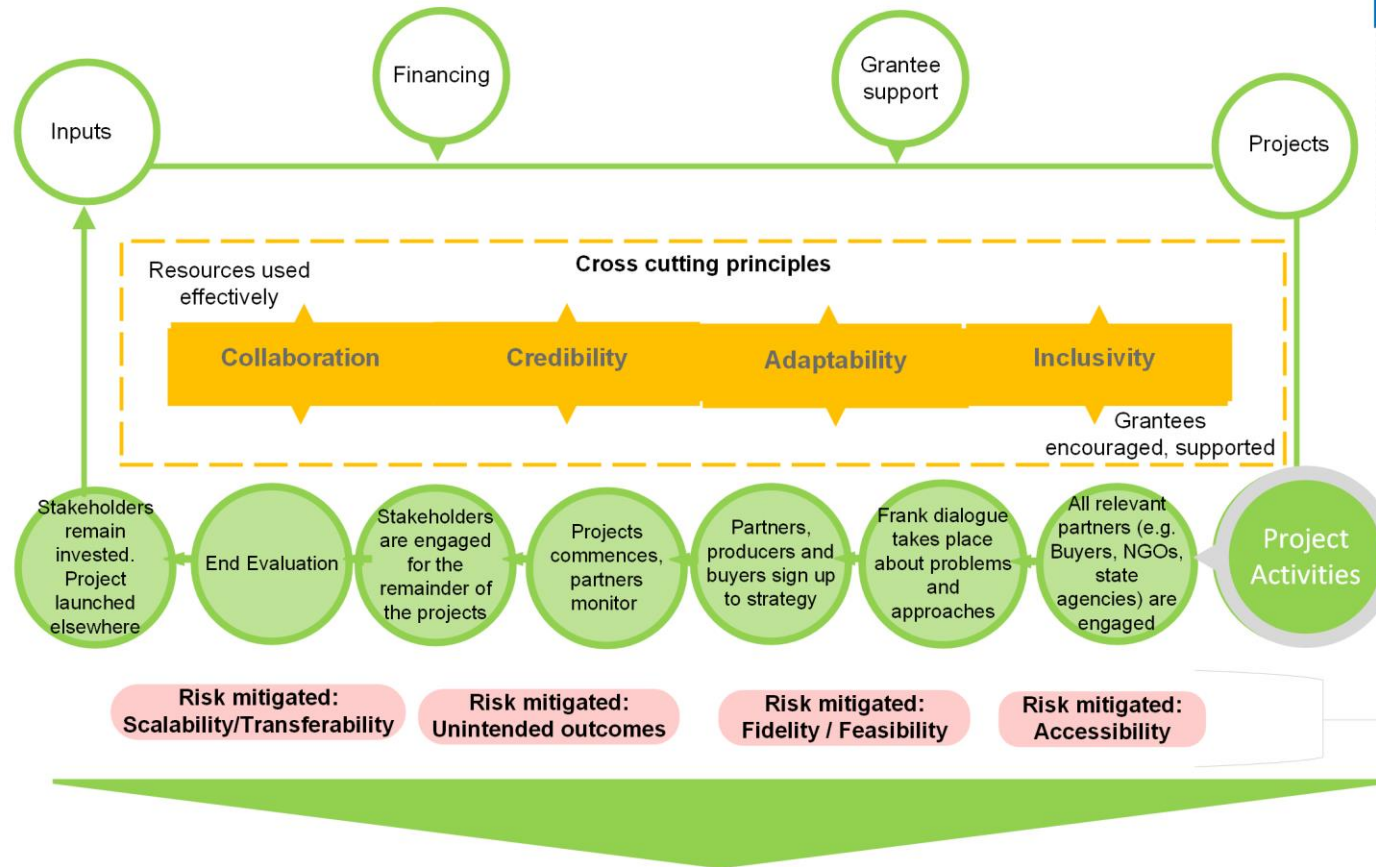
Bonsucro Impact Fund Smallholders MEL system

		Indicators / data	Data collection methods	Data collection frequency
Operational principles	<ul style="list-style-type: none"> - 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 	<p>Context, location of smallholders</p> <p>No of participants engaged in project activities, by size of farm</p> <ul style="list-style-type: none"> - by gender - by number of workers - type of job and wage level split by gender 	<p>Grantees to: check http://bonsucro.com/site/production-standard/climatic-zones/ and make a note on signup 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"> - 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 	<p>Updates on</p> <ul style="list-style-type: none"> - changes in practices - number of workers - type of job and wage level split by gender <p>Reflect on and actively share what worked and the positive effects, potential for replication, any additional investment</p>	<p>Grantees to: check in with % of smallholders (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>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"> - 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 	<p>Reflections on what worked and the positive effects, potential for replication, any additional investment</p> <p>Type of buyer and level of profit made from sugar sales, split by gender</p> <p>Evidence that project is / may be replicated elsewhere</p>	<p>Grantees to: to share observations informed by check-ins and other MEL data with MEL consultant, and reflect on progress with MEL consultant</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>Regular observations and reflections with MEL consultant</p> <p>At start and at end</p> <p>Grantees end/post project check-in / annual desk review of sample of member reports against BPSS</p>

APPENDIX 3: Human rights/Decent work Theory of Change



BIF Human Rights / Decent Work Theory of Change



Human rights / Decent work

£150,000, 30 months

Assumptions

That projects incentivize action on child and forced labour, women's empowerment, Living Wages; Buyers buy in; state/community monitoring is possible; projects prompt government and corporate action

Accessibility: Key partners (buyers, NGOs, state) engaged, frank dialogue ensures buy in

Fidelity/Feasibility: Social and labour context of key aims taken into consideration - gender, age, ethnicity, class, status (class, migrant citizenship)

Unintended outcomes: Women and marginal groups are not left out or let go when improvements (e.g. to wages) are made

Scalability/transferability: Project approaches and risk mitigation actions are packaged and shared

Lessons are learned and shared with Bonsucro membership and network

Promote knowledge, best practice and innovation

Key stakeholders are committed to better practices among producers

Convene the sector to meet complex challenges

Interventions are financially viable

Create value in the supply chain

Key stakeholders benefit from better practices among producers

Create value in the supply chain

No child/forced labour, household incomes improve, women, workers and others are empowered, and health improves

Strengthen human rights and decent work

APPENDIX 3a: Human rights/Decent work MEL system



Bonsucro Impact Fund Human Rights/Decent Work MEL system

		Indicators / data	Data collection methods	Data collection frequency
Operational principles	<ul style="list-style-type: none"> - 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) 	<ul style="list-style-type: none"> - 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 levelsplit by gender 	<p>Grantees to review organisation type of partnership agreements</p> <p>Grantees to: collect sign-up and sign-off forms (and check in with producers who exit the project).</p>	<p>As stakeholders 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"> - Key partners are committed to better practices among producers - Concept proven / innovation embedded - Lessons are learned and shared within Bonsucro membership and network 	<p>Key partners'</p> <ul style="list-style-type: none"> - Level of buy-in - Monitoring capacity <p>Reflections on what worked and the positive effects, what potential for replication, what additional investment has been achieved</p>	<p>Grantees to: facilitate review meetings with key partners to review how much they are involved and who/what they have monitored, and outcomes</p> <p>Grantees to: share their observations informed by partner meetings and reflections with MEL consultant</p>	<p>Review meetings as needed and formally at 6-monthly intervals</p> <p>Observations and reflections with MEL consultant on an ongoing basis</p>
Impacts	<ul style="list-style-type: none"> - 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 	<p>The following, by gender</p> <ul style="list-style-type: none"> - no child / forced labour - income, wage volatility - Increase in worker Association/producer organisations - AND/OR Incidence of chronic occupational health issues <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: 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: 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>Panel to meet at 6-monthly intervals</p> <p>At start and at end</p> <p>Grantee check-in / desk review of sample of member reports on BPS/S</p>