

## **Bonsucro Monitoring, Evaluation and Learning (MEL) Public System Report 2022**

The Bonsucro MEL System Report provides an overview of the monitoring and evaluation practices employed by Bonsucro.

Bonsucro is a global sustainability platform, working collaboratively with farmers, millers, traders, end users, civil society, government and other sustainability initiatives to scale sustainability across the sector and landscapes. We act as a catalyst for market transformation, driving the production and uptake of sustainable sugarcane.

**Bonsucro’s purpose and overarching goal is to collectively accelerate the sustainable production and uses of sugarcane.** The Bonsucro Standards are a key mechanism to achieve this goal.

Bonsucro has developed and is maintaining voluntary global metric standards with the objective of improving social, environmental, and economic sustainability of sugarcane farming and milling. We also engage Members throughout the supply chain to encourage continuous improvement on sustainability in sugarcane, and we work in partnership with members and peers to deliver impact projects on the ground.

### **1. Scope and Boundaries of the MEL System**

Bonsucro measures performance on delivering our Strategy and Theory of Change by gathering data from certified sugarcane farms and mills, collecting information from our members in the sugarcane sector, and monitoring our own performance. The outcomes and impacts of Bonsucro’s activities are measured against [priority indicators](#) aligned to our intended Theory of Change Outcomes, and key performance indicators for the secretariat. The Theory of Change Outcomes closely reflect the Strategic Objectives set out in the latest [Bonsucro Strategic Plan](#).

As the MEL system is focused on our intended outcomes, the scope does not currently include detailed monitoring and evaluation (M&E) for all Bonsucro’s activity contributing to achievement of those outcomes. We have development plans to widen the scope of the system in 2023 and provide more structure around M&E of our Theory of Change Activities and Outputs.

The geographical scope of the MEL system matches the locations where Bonsucro is active, which includes the locations of certified mills. To date (November 2022), there are 229 Bonsucro certified entities, including 151 sugarcane mills certified by the Bonsucro Production Standard, covering over 1.5 million hectares in 48 countries, and 295 members in 55 countries.

We currently do not monitor non-members, non-certified entities, or pre-certification performance.

## Bonsucro Theory of Change

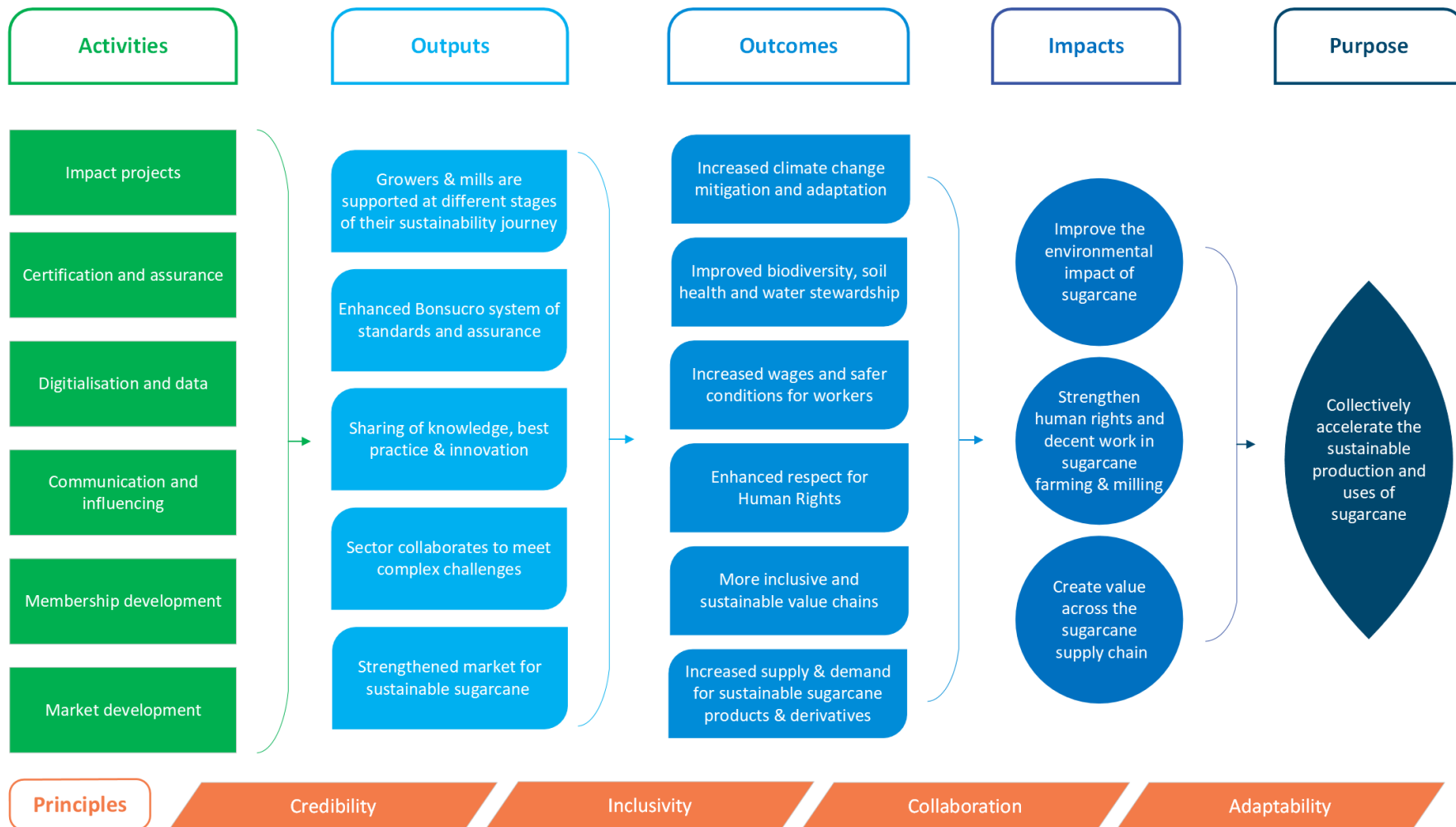


Figure 1 - Bonsucro overarching Theory of Change diagram 2022

## 2. Roles and Responsibilities

In Bonsucro’s Strategic Plan 2021-2026, the importance of data and monitoring and evaluation has been strongly recognised, and Bonsucro has invested in new staff capacity to manage and develop the MEL system. There are two new roles of particular significance for MEL:

- Impact and Insights Manager (Corporate Services Team), *recruited March 2022*.
- Data Manager (Standards and Assurance Team), *currently recruiting*.

The MEL system is managed by the Corporate Services Team with the Impact and Insights Manager as the designated staff member responsible for managing organisational monitoring, evaluation and learning.

While all staff feed into the MEL system and make use of the information it provides, the table below gives an overview of specific roles with M&E responsibilities. The CEO and global leadership team ultimately lead on the delivery of the strategy, review the M&E reports, and develop management responses to act on insights provided by our MEL System.

% allocation of role to M&E	Role	M&E Responsibilities
100%	Impact and Insights Manager Laura Ferreira <a href="mailto:lferreira@bonsucro.com">lferreira@bonsucro.com</a> <i>Main point of contact for external stakeholders</i>	Implementing and maintaining the M&E system, building internal M&E capacity, analysis, reporting, impact assessment, promoting data-driven learning and action
80%	<i>Data Manager</i> <i>(New post, being recruited)</i>	<i>Data infrastructure management, data quality management, analysis, reporting and visualization.</i>
80%	<i>Data Coordinator</i> <i>(Being re-recruited. Post vacant since October 2022)</i>	<i>Data processing, analysis, reporting and visualization of data</i>
20%	Technology Manager Matthew Sullivan <a href="mailto:matt@bonsucro.com">matt@bonsucro.com</a>	Supporting the development and maintenance of data collection platforms and visualization tools, and coordinating data governance procedures
15%	Director of Corporate Services Laura Fisher <a href="mailto:laura@bonsucro.com">laura@bonsucro.com</a>	Reporting, M&E oversight, data governance oversight, quarterly report to the Board, internal learning
15%	Impact Fund Manager Sophie O’Loughlen-Vidot <a href="mailto:sophie@bonsucro.com">sophie@bonsucro.com</a>	M&E and reporting on the Bonsucro Impact Fund
15%	Senior Finance and Risk Manager Alan Ward <a href="mailto:alan@bonsucro.com">alan@bonsucro.com</a>	Financial M&E and reporting including monthly reports to the Finance and Risk Committee

% allocation of role to M&E	Role	M&E Responsibilities
10%	Senior Memberships Manager Rafael Seixas <a href="mailto:rafael@bonsucro.com">rafael@bonsucro.com</a>	Membership engagement M&E, reporting, and Salesforce management
10%	Director of International Programmes Duncan Rhind <a href="mailto:duncan@bonsucro.com">duncan@bonsucro.com</a>	Oversight of project M&E and reporting on regional activity
10%	Communications and Events Manager Liz Foggitt <a href="mailto:liz@bonsucro.com">liz@bonsucro.com</a>	Comms analytics, online engagement and event M&E, reporting, publicly communicating impact
5%	Senior Assurance & Learning Manager Celine Orthlieb <a href="mailto:celine@bonsucro.com">celine@bonsucro.com</a>	M&E and reporting on assurance and training activities

### 3. Defining the Intended Change

In 2020-2021 Bonsucro carried out consultations with multiple stakeholders to update their global strategy. The new [Strategic Plan](#) defines the intended change that Bonsucro seeks to achieve, with clear impacts, outcomes, objectives and performance indicators (pages 21-23). These elements are reflected in the [Bonsucro MEL Framework](#), and track our progress towards:

- Improved environmental impact of sugarcane
- Strengthened human rights and decent work in sugarcane farming and milling
- Creating value across the supply chain

Bonsucro recognises that the majority of our impact is achieved through the performance of certified members, and so indicators to measure progress on achievement of the strategy are largely drawn from the Bonsucro Production Standard.

Bonsucro uses a global metric standard, with the aim of continuously improving sugarcane production and downstream processing in order to contribute to a more sustainable future. Mills and their supplying areas report metric-based performance indicators with the principles of the Standard using the [Bonsucro Calculator](#), developed by Bonsucro using a multi-stakeholder approach. The Production Standard and Calculator have been revised in 2020-2021 in [consultation with key stakeholders](#).

Bonsucro's updated Theory of Change is closely aligned with the Strategic Plan and is being developed further to inform the growth of the current MEL framework.

The Framework includes tracking of unintended consequences of our work such as member disengagement from Bonsucro and the sustainability agenda, and changes in employment trends in the sugarcane production sector.

## 4. Performance Monitoring

### Internal to Bonsucro

In order to track whether Bonsucro is working effectively as an organisation and able to deliver on our Strategic Plan and Theory of Change, we have developed a set of [Operational Key Performance Indicators](#) (KPIs) covering the following objectives:

- Engage effectively with members
- Effective resource management
- Demonstrate impact
- Strengthen capabilities & systems
- Strengthen communications

Details are available in the [Bonsucro Monitoring Evaluation and Learning Framework](#). We are also developing our data culture and data maturity to enable greater engagement with M&E across the organisation, including greater visibility of performance monitoring information within the team and with stakeholders.

### Certified Producers

Performance monitoring of certified producers is conducted primarily using data reported in the Bonsucro Calculator. This information is verified by certification bodies, with oversight from Bonsucro, and analysed as part of the MEL system.

A major advantage of having a metric Standard with measurable outcome-based indicators is that producers can use the information to support their understanding their sustainability challenges, identifying opportunities, prioritising investment, implementing new technology, and setting internal policies or management practices.

### Members

Since 2021, members are required to complete a Continuous Improvement Report as part of their adherence to Bonsucro's [Code of Conduct](#) and [annual report](#) requirements to Bonsucro. This adds richness to performance data and allows for tracking of activity beyond the Standard, such as members investing in improvement projects, adopting new policies, and influencing others in the supply chain.

### Grantees of the Bonsucro Impact Fund

To reflect the contribution of the Bonsucro Impact Fund (BIF) to Bonsucro's Theory of Change, we have worked with SOAS and CEBRAP to develop a focused [M&E framework for the BIF](#), and [M&E guidance for grantees](#). The first projects funded through BIF will begin to report outcomes in 2023.

## 5. Outcome and Impact Evaluations

Bonsucro is committed to publicly reporting on its outcomes and impacts in a truthful and scientific manner. We commit to publish a full report of commissioned evaluations, and every year Bonsucro publishes an Outcome Report. The role of the outcome report as part of the MEL System is to:

- Provide valuable information and insights for internal and external audiences on the impact of Bonsucro certification, and trends in the sector;
- Celebrate the collective impact of certified farms and mills, and those who support them through the supply chain;
- Enable Bonsucro to understand certified units' path towards compliance with the Standard, including barriers and challenges;
- Support the continuous improvement of the delivery of Bonsucro's Strategic Plan;
- Support the continuous improvement of the Standard implementation and of Bonsucro's data collection procedures;
- Strengthen the Bonsucro brand and reputation by improving public recognition through a transparent and accurate report of the outcomes and improvements achieved by mills and farms by adopting the Bonsucro Standards;
- Contribute to Bonsucro's responses to changes in the sector and efficiently use our resources to plan activities to greatest effect.

Bonsucro is committed to continuously improving its MEL system, including committing to regular independent outcome/impact evaluations and to sharing results publicly. The following Outcome Reports were published (analysis conducted internally by Bonsucro staff):

- [Outcome Report 2020-2021](#)
- [Outcome Report 2019-2020](#)
- [Outcome Report 2018-2019](#)
- [Outcome Report 2017-2018](#)
- [Outcome Report 2016-2017](#)
- [Outcome Report 2015-2016](#)
- [Outcome Report 2014-2015](#)
- [Outcome Report 2013-2014](#)

**Additional Impact/Outcome Reports:** Bonsucro also conducts periodic assessments and works with external evaluators to understand different aspects of our work and our ability to create change:

- [Continuous Improvement Report 2021](#) – Survey designed by Bonsucro, analysis by EFECA 2021
- [Business case study: Key learnings on Bonsucro certification in India](#) – Deloitte 2021
- [Bonsucro India The business case for Bonsucro certification in Brazil](#) – Bonsucro study 2020
- [India Programme Impact Assessment](#) - SIPA (Columbia University) 2019

The next independent impact assessment of Bonsucro's work is planned to start in 2023.

## 6. Improving the Effectiveness of the MEL System

Bonsucro's MEL System is constantly being revised and improved. Outcome and impact evaluations are shared internally to all staff, to the senior management, the Board of Directors, and to Bonsucro members, supporting discussions and stimulating reflection within Bonsucro. This assists the continuous improvement of the organisation's practices and goals, and helps to tailor its regional and local actions.

Bonsucro has also recently completed for the first time a Data Maturity Assessment to benchmark our systems for working with data, with particular relevance for our M&E capabilities and effectiveness. Data and digitalisation has been given high prominence in the current Strategy, and was a strong theme in the Strategy consultations with stakeholders.

With the introduction of the Impact and Insights Manager role to the team, Bonsucro is building on the strong foundations of our existing MEL system to develop it further, and offer more value to our MEL stakeholders.

## 7. Opportunities for Engagement

Bonsucro is a platform for the sugarcane sector and interested stakeholders. M&E results, impact reports and research are shared regularly with stakeholders through meetings, webinars, Bonsucro website, social media and network communications.

We welcome feedback and invite any stakeholder to share their views with us. If you have any comments, questions, or complaints about the MEL System please do not hesitate to contact Laura Ferreira (Impact and Insights Manager) on [lferreira@bonsucro.com](mailto:lferreira@bonsucro.com).