

Bonsucro Monitoring & Evaluation (M&E) Public System Report 2019

1. Scope and Boundaries of the M&E System

The Bonsucro M&E System Report provides an overview of the monitoring and evaluation practices employed by Bonsucro to ensure a transparent and credible standard for the sugarcane sector. Bonsucro is the industry change platform for sugarcane, seeking to inform best practice, improve performance, and inspire a community committed to change.

The vision of Bonsucro *is a sugarcane sector with thriving, sustainable producer communities and resilient, assured supply chains* and its 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*. The [Bonsucro Production Standard](#) (and accompanying tools and standards) is the main mechanism for affecting this change toward sustainability in the sugarcane sector.

Bonsucro measures performance toward its vision by collecting information from the sugarcane sector, monitoring external publications, and gathering data from sugarcane farms and mills. The outcomes and impacts of Bonsucro's activities are measured [against priority sustainability indicators for sugarcane and key performance indicators for the secretariat](#).

Bonsucro's revised Monitoring & Evaluation Programme serves three main purposes:

- Monitor and evaluate the multiple roles of Bonsucro in promoting change as well as to learn how **delivery on the new strategy** can be continuously improved;
- Create the platform that will produce the **evidence** and enable us, as a community of change, to **learn and improve** (informing programme design and tools, globally and locally);
- **Report and celebrate success**, give visibility to positive impacts, creating trust and commitment.

Bonsucro has developed and is maintaining a voluntary global metric standard with the objective of improving social, environmental, and economic sustainability of sugarcane farming and milling. The scope of Bonsucro's M&E System reflects this objective, as it is designed to monitor improvements of sugarcane producers in relation to the Bonsucro Production Standard, and to help refine and continuously improve the changes that Bonsucro intends to achieve. It is also designed to monitor Bonsucro's organisational effectiveness and the pace and scale of change in the sector.

The geographical scope of the M&E system matches the locations where Bonsucro is active which includes the locations of certified mills. To date, there are 104 Bonsucro certified sugarcane mills covering over 1 million hectares in 13 countries, and over 540 members in 45 countries, representing approximately 27% of the world's land under sugarcane.

2. Roles and Responsibilities

The Bonsucro M&E System is managed by the Standard and Innovation Department and the Corporate Services Department with a designated staff member as the main person responsible for the scheme. The table below presents an overview of the roles, responsibilities and experience related to Monitoring and Evaluation, as well as [contact information](#). The M&E Team is expected to be able to understand how the certification system and data collection processes work as well as have sufficient knowledge in data management. The staff working on M&E (and their M&E-related functions) is:

Position	Name	Contact info	Role	Background
Director of Standards and Innovation (15% FT on M&E)	Nicolas Viart	Nicolas@bonsucro.com Tel: +44 (0)20 3735 8515	Responsible for supervision of the M&E data collection, analysis , and external reporting	MSc in Quality Management, 8 years' experience in sustainability standards, technical expertise in sugarcane
Membership Manager (30% FT on M&E)	Rafael Seixas	Rafael@bonsucro.com Tel: +44 (0)20 3735 8515	Responsible for managing the M&E system and impact studies/reporting (main contact person for external stakeholder) .	6 years' experience in outcome evaluation, MSc in International Public Policy
Standards Manager (10% FT on M&E)	Nahuel Tunon	Nahuel@bonsucro.com Tel: +44 (0)20 3735 8515	Supports data collection and analysis	4 years' experience on data analysis and research
Data Coordinator (50% FT on M&E)	Chen-Wei Chang	chenwei@bonsucro.com Tel: +44 (0)20 3735 8515	Responsible for data analysis and managing data related processes and protocols	More than 8 years of industrial and academic experience in analysing and interpreting high volumes of complex data.
Head of Corporate Services (10% FT on M&E)	Laura Fisher	laura@bonsucro.com Tel: +44 (0)20 3735 8515	Responsible for M&E system, learning, and internal reporting	Msc in Development Management, 10 years' experience in international development and programme management

3. Defining the Intended Change

Between 2015-16 Bonsucro has carried out consultations with the sector to update its global strategy, approved by the Bonsucro Board in early 2016. The new strategy is based on a revised [Theory of Change](#), which drives the monitoring and evaluation work.

The central argument of Bonsucro's revised Theory of Change is that:

1. **Knowledge creation and transfer** combined with
2. **Resources, investments and incentives** and
3. **Programmes/Plans**
will lead to positive change. The measurable results of those changes then:
4. Create **confidence and trust** that improvement is happening and thus attract further investments and increase **pace and scale of change**, as well as
5. Create a learning opportunity for understanding weaknesses and **refining change programmes**, and for **informing debates and refining the Standards**.

Indicators for this revised framework are expressed. In any case, the central focus of the system, on producer performance, will be based on a revised set of [Priority Indicators for M&E](#), derived from the Bonsucro Production Standard and the five principles it covers.

The five principles ensure the sugarcane sector complies with legislation, respects human rights and labour standards; manages input, production and processing efficiencies to enhance sustainability; manages biodiversity and ecosystem services; and continuously improves key areas of the business. 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](#), a tool developed by Bonsucro using a multi-stakeholder approach.

4. Performance Monitoring

One of the main advantages of having a metric Standard with measurable outcome-based indicators is that Bonsucro can support producers in understanding their sustainability challenges, identifying opportunities, prioritising investment, implementing new technology, and setting internal policies or management practices.

We believe that “what gets measured gets managed”. Performance monitoring is conducted using data from several sources, the primary source being reported in the Bonsucro Calculator. The information is verified by certification bodies, with oversight from Bonsucro. The data from the Calculator is comprehensive, and it is interpreted to contribute to the M&E system based on the pre-defined indicators.

5. Outcome and Impact Evaluations

Bonsucro is committed to publicly reporting on its outcomes and impacts in a truthful and scientific manner. Every year Bonsucro publishes an Outcome Report. The role of the outcome report as part of the M&E System is to:

- Enable Bonsucro to understand certified units' path towards compliance with the Standard;
- Enable Bonsucro to draw the picture of sustainability in the sugarcane sector;
- Support the continuous revision and improvement of the Standard and of Bonsucro's data collection procedures;
- Enable Bonsucro to monitor the work of certification bodies and to systematise the flow of communications and reporting from them;
- Enable Bonsucro to manage its training programme and support to members, focusing on areas where implementation is difficult or where technical expertise is needed;

- Strengthen the Bonsucro brand and reputation by improving public recognition through a transparent and accurate report of the outcomes and improvements of Bonsucro's adoption by mills and farms;
- And adapt its strategies to the evolution of the sector and efficiently use its resources to plan activities.

Bonsucro's performance framework has attracted significant interest from external experts over the years. Several groups have used Bonsucro as a case study on how metric frameworks can drive sustainability and the importance of it in change management. Bonsucro dedicate staff time to support these initiatives and to provide the knowledge and data required to their studies. As often as possible, Bonsucro also participates to the writing and publication of scientific papers.

Bonsucro is committed to continuously improving its M&E system, including committing to regular independent outcome/impact evaluations and to sharing results publicly.

The following Outcome Reports were published (all analyses were made internally by Bonsucro staff):

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

Independent Impact Reports:

- SIPA (Columbia University) – Bonsucro India Programme Impact Assessment (2019, forthcoming)

6. Improving the Effectiveness of the M&E System

Bonsucro's M&E System is constantly being revised and improved. Outcome and impact evaluations are shared internally to all staff, to the higher management, the Board of Directors, and to Bonsucro members, supporting discussions and stimulating reflection within Bonsucro, thus assisting the revision of the organisation's practices and goals, and helping to tailor its global, regional and local actions.

Opportunities for member consultations on initial strategy refresh summaries were conducted during Bonsucro's annual meetings as well as in multiple events throughout 2015-16. New consultations on its Theory of Change and strategy are expected to be carried out as part of Bonsucro's 2020 strategic review.

7. Opportunities for Engagement

Bonsucro is an open platform for the sugarcane sector and interested stakeholders. M&E results and research are shared regularly with stakeholders through webinars and events. We invite any stakeholder to share their views with us. If you have any comments, questions, or complaints about the M&E System please do not hesitate to contact Rafael Seixas at rafael@bonsucro.com