Expression of interest

Developing and implementing a monitoring, evaluation, and learning framework for the Bonsucro Impact Fund

Summary

Bonsucro is looking to appoint an external Monitoring, Evaluation, and Learning (MEL) partner to support the work of its newly established grant-making vehicle - the Bonsucro Impact Fund (BIF). This assignment entails developing the Fund’s overall MEL framework and strategy and providing ongoing support to Bonsucro staff and grantees to identify, collect and monitor project-level indicators.

The initial contract period is 16 months, with the potential for annual renewal thereafter. The deadline for receiving expressions of interest is 18 April 2022 and the total available budget for this assignment is £50,000.

1. Background

1.1. About Bonsucro

Bonsucro is the global sustainability platform for sugarcane, one of the world’s most important crops. Its purpose is to collectively accelerate the sustainable production and uses of sugarcane - for farmers, millers, buyers, and end users. It convenes its members and other partners to address critical challenges in the sugarcane sector, and drives performance and impact through its system of sustainability standards for sugarcane.

In 2021 Bonsucro launched its new five-year strategic plan which sets out the long-term goals of the organisation and can be used to measure the extent to which Bonsucro is achieving its purpose. The aims are to:

- Create value across the supply chain
- Improve the environmental impact of sugarcane
- Strengthen human rights and decent work in sugarcane farming and milling

Bonsucro’s strategic plan is operationalised through six strategic activity areas or workstreams. These workstreams include Bonsucro standards certification and assurance activities, impact projects, market development, capacity building and producer support, and communications and influencing.

1.2. The Bonsucro Impact Fund

Impact projects are one of the main ways in which Bonsucro will deliver its strategic plan - in particular its capacity building and producer-support activities. Impact projects typically involve multiple supply chain actors and partners working in concert to address critical challenges facing the sector and to develop shared solutions that can be replicated by others. Impact projects are practical, on-the-ground initiatives that take place in production areas of specific interest to sugarcane end users and partners, such as donors and civil society organisations.
The Bonsucro Impact Fund supports projects that address critical sustainability challenges in the sugarcane sector. Using income from the Bonsucro Credit Trading Platform, our Fund offers our members the chance to apply for thematic grants for initiatives and projects that catalyse sustainable sugarcane production.

The first year of operations for the Fund – 2022-23 - is considered a pilot phase. Here three calls for proposals will be issued in the first half of 2022 and grants will be offered. These include the following:

- A call for proposals focused on the provision of capacity building support and/or the development and testing of innovative tools and approaches to facilitate greater smallholder engagement in the Bonsucro system - three grant awards with a maximum of GBP £30,000 per grant (grant period 12-18 months)

- A call for proposals on developing, testing and/or assessing innovative solutions and partnerships that directly contribute to either reducing greenhouse gas emissions or promoting water stewardship in the sugarcane sector - two small grant awards with a maximum of GBP £30,000 per grant (grant period 12-18 months)

- A call for proposals aimed at strengthening human rights and decent work in sugarcane milling and farming – two large grant awards offered with a maximum of GBP £150,000 per grant (grant period two years)

At the end of the pilot phase (October 2023), the external MEL advisor will evaluate the impact of the fund as well as the structure and operational performance of the BIF and provide recommendations on how it can be strengthened.

2. About the Assignment

As part of its commitment to monitoring, evaluation and learning, Bonsucro is looking to appoint an experienced consultant or organisation to take responsibility for all MEL activities related to the Bonsucro Impact Fund. More specifically the consultant(s) will be expected to carry out the following activities:

1. Design the Fund’s MEL framework and strategy. Here the consultant is expected to identify the role the Fund plays in Bonsucro’s strategy and use this as a basis to design the Fund’s MEL framework. This framework should include a granular list of indicators, their means of verification and an operational plan which stipulates the timing and frequency of data collection. Regarding the identification of indicators, the consultant is expected to consider the approach that major end-user companies of sugarcane products have adopted to promote consistency within the sector.

2. Develop guidance for BIF grantees on how to approach project-level monitoring and evaluation: The consultant will prepare a short guidance document (8-10 pages) for potential BIF grantee partners on how to approach project monitoring and evaluation. This guidance should be written in an accessible style and provide grantees with a checklist against which they can evaluate the appropriateness of their planned project monitoring and evaluation approach.
3. **Provide ongoing MEL support to BIF-funded projects:** The consultant will provide ongoing MEL support to at least nine BIF-fund projects (including two that are directly implemented by Bonsucro). This support will entail working with grantees and Bonsucro staff to help them refine their project-level monitoring and evaluation approach and regularly follow-up with them (at least every three months) to ensure data collection protocols are being implemented and challenges related to M&E are resolved. The consultant is expected to produce a quarterly MEL report documenting all support provided as well as any challenges or risks that need management attention.

4. **Assess the overall impact of the BIF:** At the end of the pilot phase (October 2023), the consultant is expected to produce a comprehensive report that:
   
   i) collates the results and learnings so far of the individual BIF grants; and
   
   ii) presents and discusses information on the efficiency and effectiveness of the BIF as a funding mechanism observed in its first year.

   Based on this analysis the consultant will provide recommendations on how the Fund’s operations and M&E approach can be improved.

**Qualifications of the Consultant**

Bonsucro is looking for consultants and/or organisations who have demonstrated skills, knowledge, and experience in the following areas:

- Project monitoring and evaluation
- Developing and implementing MEL systems for grant-making programmes and/or experience of evaluating grant-making programmes
- Sustainability issues and sustainability-focused organisations that work in the agribusiness sector
- Building organisation capacity in M&E with user-friendly approaches and tools
- Strong facilitation skills and proven ability to lead participatory processes
- Working knowledge of Spanish and/or Portuguese

**Budget and timeline**

The timeline for this assignment is from 1 July 2022 to 30 November 2023. The total budget for this evaluation is GBP 50,000 (VAT inclusive).

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Design the Fund’s MEL framework and strategy</td>
<td>1 June to 31 July 2022</td>
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<tr>
<td>Develop guidance for BIF grantees on how to</td>
<td>1 August 2022 to 15 Sept 2022</td>
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<tr>
<td>approach project-level monitoring and</td>
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<td>evaluation</td>
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<td>On-going MEL support to grantees</td>
<td>15 Sept 2022 to 31 August 2023</td>
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<tr>
<td>Preparation of evaluation report</td>
<td>31 August to 30 Sept 2023</td>
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<td>Delivery of evaluation report and</td>
<td>By end of November 2023</td>
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<td>recommendations</td>
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How to apply

Please submit an expression of interest that includes the following:

- A short statement of interest, explaining why the consultant/organisation is interested in the work and how it builds on other ongoing or past work they have done (no more than one page)
- A short outline of the proposed methodology/process for delivering this assignment based on the details provided in the expression of interest (no more than two pages)
- Detailed CV or resume outlining relevant experience and qualifications as listed above for the consultant/team
- Names of references in organisations or clients previously serviced in this line of work
- Itemised quote for the work, including details of daily rates for consultancy and number of days required to do this work.
- At least one recent relevant piece of work authored by the consultant/organisation

Interested consultants or organisations should submit an expression of interest to fund@bonsucro.com before 5:00 pm GMT on 18 April 2022. Applications should be marked MEL Advisor EOI in the email subject line.

Terms of service

Consultants and, if applicable, their affiliated organisations should declare all potential conflicts of interest. Conflict of interest is understood as any personal, family or loyalty interests that conflict with the best interests of the project or Bonsucro. The consultant will be required to sign and disclose a conflict of interest form. The deliverables produced through the execution of this assignment will be the property of Bonsucro and no publication other than by Bonsucro is allowed.

The consultant and, if applicable their affiliated organisation will be required to sign a Service contract that includes a confidentiality clause before the work starts.