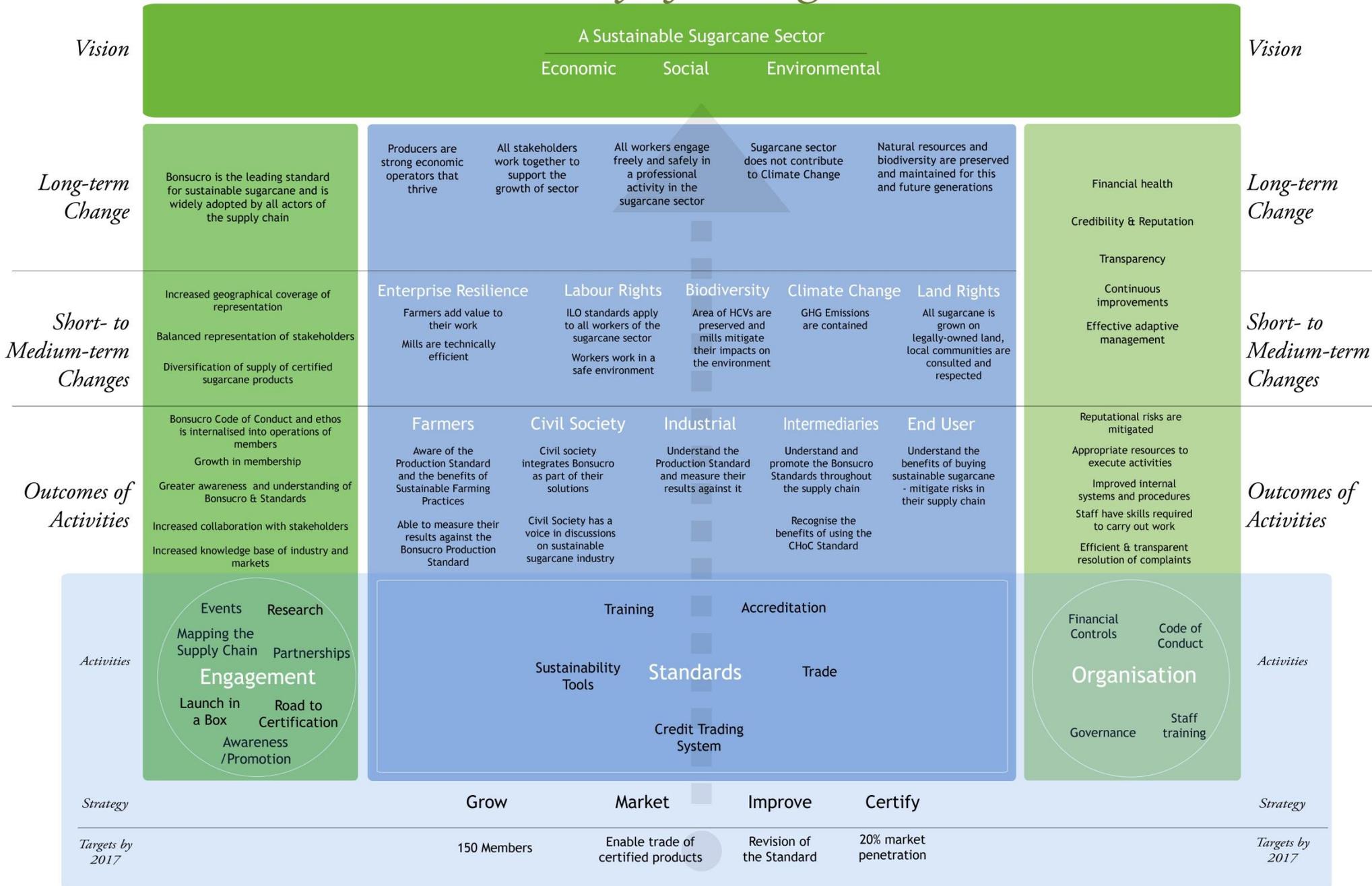


BONSUCRO®

Theory of Change



Bonsucro's Theory of Change

Bonsucro's vision is *a sugarcane sector that is continuously improving and verified as sustainable*. To achieve its vision, Bonsucro carries a set of activities (based on its Strategic Plan). The outcomes of activities are monitored by internal Key Performance Indicators. Bonsucro's activities contribute to adoption of the Bonsucro Standards, which are the main tool to achieving its short to medium term objectives. The short to medium term changes are the main drivers for evolving towards Bonsucro's long term objectives and contributing to transforming the sugarcane sector.

Bonsucro recognises that economic, environmental, and social sustainability are moving targets, and its Theory of Change reflects the current set of activities undertaken by Bonsucro to promote its vision. The Theory of Change diagram illustrates Bonsucro's mission to foster the **sustainability of the sugarcane sector through a metric-based certification scheme and by supporting continuous improvement** for members.

Bonsucro's Theory of Change is composed of three mutually reinforcing areas of operation (Engagement, Standards, and Organisation), which are fundamental to trigger the transformation to a sustainable sugarcane industry, to promote adoption of Bonsucro's Standards, to enable a thriving market for certified sugarcane products, and to consolidate Bonsucro as the principal and legitimate forum for sustainability of the sugarcane sector. Bonsucro Theory of Change aims at bringing changes to different stakeholders: the producers (millers and farmers), the sugarcane sector including buyers of sugar, ethanol other derived products, intermediaries, traders, etc.

For each of the areas of operation, the Board of Directors has defined a set of targets to be reached by 2017. They have been gathered in a document named the [Strategic Plan](#) which is divided in four chapters: Grow, Market, Improve, and Certify, and help the Secretariat to design its activities to meet these targets.

1. Engagement

Activities: Research, Mapping the Supply Chain, [Events](#), Partnerships, Awareness & Promotion, "Road to Certification", "Engagement Process".

Description: This area of operation refers to activities undertaken to grow Bonsucro's membership and representation, to develop commitment to the Bonsucro Code of Conduct, to increase awareness about the Bonsucro Standards, and to strengthen Bonsucro's value to the sugarcane sector. Based on desktop assessment of where Bonsucro should be active around the globe (using members interest, sustainability hotspots, market information), the Bonsucro Secretariat ranks the countries/region of activities. Following desktop research and mapping of the relevant stakeholders in a given country or region, Bonsucro designs an Engagement Plan. These plans involve activities to foster partnerships and understanding of challenges in a given country (sustainability local hotspot, structure of the industry, key players and their decision-makers, government activities), leading to one-to-one meetings, workshops, or conferences to locally promote

Bonsucro and aiming at its adoption, including membership. The follow-up of these activities lead to more in-depth interactions between Bonsucro members and all actors of the supply chain. These activities are reflected in stepwise approaches to 1- sugarcane mills certification (Road to Certification) and; 2- buyers of sugarcane derived products (Engagement Process) towards marketing of certified sugarcane products.

Rationale: By growing its membership, increasing knowledge about Bonsucro and its Standards, increasing collaboration within the sugarcane sector, and promoting Bonsucro's Code of Conduct and ethos, Bonsucro expects to trigger a long term commitment of the sector to sustainability. Bonsucro aims at increasing its geographical coverage, promoting a balanced representation in the organisation, and encouraging diversification of the supply of certified sugarcane products. By serving as a forum for the sector, by growing its membership and representation, and by stimulating a market for sustainable products, Bonsucro expects to achieve one of its long-term changes: "Bonsucro is the leading standard for sustainable sugarcane and is widely adopted by all actors of the supply chain".

2. Standards

Activities: Accreditation, Sustainability Tools, [Training](#), [Credit Trading System](#), and [Trade](#).

Description: Bonsucro maintains and continuously improves its [Production Standard](#) (for sugarcane mills) and [Chain of Custody Standard](#) (for actors of the supply chain). Bonsucro acts as an Accreditation Body, and licenses [Certification Bodies](#) to carry independent third-party audits against its Standards. Bonsucro is full member of ISEAL and implements each of its internationally recognised Code of Good Practices (Standard-Setting, Assurance, and Impacts). Bonsucro offers producer (level 2) and auditor training (level 3) on its Standards and certification system. Bonsucro also authorises external training providers recognised for their skills to conduct level 2 training. Alongside engagement activities, the trainings enable operators to understand and use Bonsucro's Sustainability Tools so as to allow farmers, millers, and other stakeholders to evaluate their practices against the Bonsucro Standards and make the necessary improvement to reach the level set by the Standards. Bonsucro also manages systems to provide trust in the trade and public claim of certified products using the Chain of Custody certification (physical trade) and the Credit Trading System.

Rationale: Bonsucro expects that by increasing awareness and providing capacity building, all actors of the sugarcane sector will be able to better understand the economic, environmental, and social benefits of the implementation of the Bonsucro system, and have the capacity to adopt practices which outcome meet the level set in the Production Standard and therefore to achieve certification, and ultimately to participate in the global market for certified sugarcane products. In the short- to medium- term, we expect to see farmers and millers increasingly implementing Bonsucro systems due to the added value (in terms of efficiencies enhancement and cost reductions) of adopting sustainable practices, leading to improvements in terms of production, labour practices, social rights, biodiversity, natural resources preservation/recuperation, climate change mitigation, and respect for land rights and local rural communities. We also expect end-users of sugarcane derived products to increasingly support Bonsucro to mitigate risks in their supply chain and protect their reputation. The current causal logic considers that by applying the Standards and enabling a market for certified sugarcane products, Bonsucro and its members generate market incentives (triggering offer and demand) that will contribute to achieving Bonsucro's vision and long-term sustainability goals:

- “producers are strong economic operators that thrive”
- “all stakeholders work together to support the growth of sector”
- “all workers engage freely and safely in a professional activity in the sugarcane sector”
- “sugarcane sector does not contribute to climate change”
- “natural resources and biodiversity are preserved and maintained for this and future generations”

Finally to provide the trust in the overall system, the accreditation process ensure consistent evaluation of the Standard and compliance with the rules of certification which are key to guarantee the long-term goals of the organisation and safeguard the reputation of the Bonsucro brand.

3. Organisation

Activities: Financial Controls, [Code of Conduct](#), [Governance](#), and Staff Training.

Description: The set of activities under this area of operation reflects the internal objectives of Bonsucro. As with any organisation, Bonsucro needs to be fit-for-purpose to achieve its goals. This includes having the people with the right skills, and the material and financial resources to perform its activities.

Rationale: Bonsucro expects that, by following and promoting its Governance structure, by offering a transparent and effective [Complaint Resolution Process](#), [public consultation on member applicants](#), by introducing and continuously improving its financial practices and system, and by training staff appropriately, reputational risks will be mitigated, the organisation will have the resources and people it needs, and will have improved internal procedures to deliver its mission efficiently. These factors will contribute to achieving Bonsucro’s long-term and continuous organisational goals of financial health (to achieve and maintain self-sufficiency), credibility & reputation, transparency, continuous improvement, and effective adaptive management.