

BONSUCRO BENCHMARKING PROTOCOL:

Version 1.2.1
September 2018

This document provides **Scheme Owners** with a practical overview of the Benchmarking Process as outlined in the *Benchmarking Protocol*

It consists of 3 parts:

PART 1: BENCHMARKING PROCESS – 5 steps to Benchmarking an Improvement Scheme

PART 2: EVALUATION FRAMEWORK – requirements and evaluation criteria

PART 3: BENCHMARKING RESULT – Basic/Intermediate/Comprehensive alignment and statement on assurance model; and Benchmark Assessment Report.

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PART 1: BENCHMARKING PROCESS

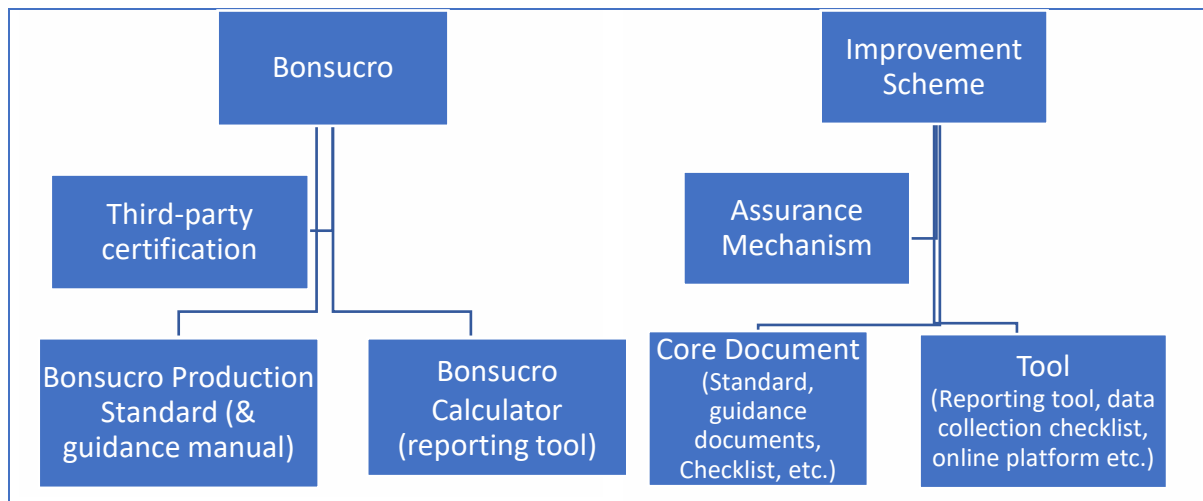
Benchmarking is the process of measuring the products, services or processes of one organisation and comparing them against those of their peers or against an industry (or reference) standard. It is a tool that can be used by organisations to better understand how they compare to their peers and where necessary, to identify internal opportunities for improvement. As part of Bonsucro’s Benchmarking and Endorsement Programme, we are benchmarking a range of schemes, tools or standards (or **Improvement Schemes**) designed to improve and validate the performance of sugarcane farms and/or mills against our **Bonsucro Production Standard - the global reference framework** for driving sustainable improvement in sugarcane.

1.1 SCOPE OF BENCHMARK

The Improvement Scheme’s core document is assessed against the Bonsucro Production Standard, the global reference framework for sustainable sugarcane.

Table 1: Content of Bonsucro Production Standard and Improvement Schemes

Bonsucro Production Standard	Improvement Schemes
Comprised of principles, criteria, and indicators (core and non-core), which define metric requirements for sustainable sugarcane production at the mill and/or farm level.	Any publicly available scheme, tool or standard that can guide and verify farm and mill performance. The Improvement Scheme Owner is a partner external to Bonsucro.
<u>Bonsucro Standard consists of:</u> <ul style="list-style-type: none"> • 5 (+1) Principles • 18 Criteria • 53 Sustainability Indicators = 16 Core + 37 Non-Core Indicators 	<u>Improvement Scheme consists of:</u> <ul style="list-style-type: none"> • a holistic approach to sustainable sugarcane production OR • an issue-specific focus, such as on social/labour rights issues.
<ul style="list-style-type: none"> • Bonsucro Calculator 	<ul style="list-style-type: none"> • May/may not include a reporting tool



1.2 WHAT DO I NEED TO DO?

Bonsucro views the benchmarking process as an opportunity for shared learning and as an assessment to be done in partnership with the Improvement Scheme rather than a task done independently by the consultant. This means that the Scheme Owner needs to actively participate in the process and commit time and resources to the process.

1.2.1 Staff time

Staff time should be formally allocated to the benchmarking project. Key resources include:

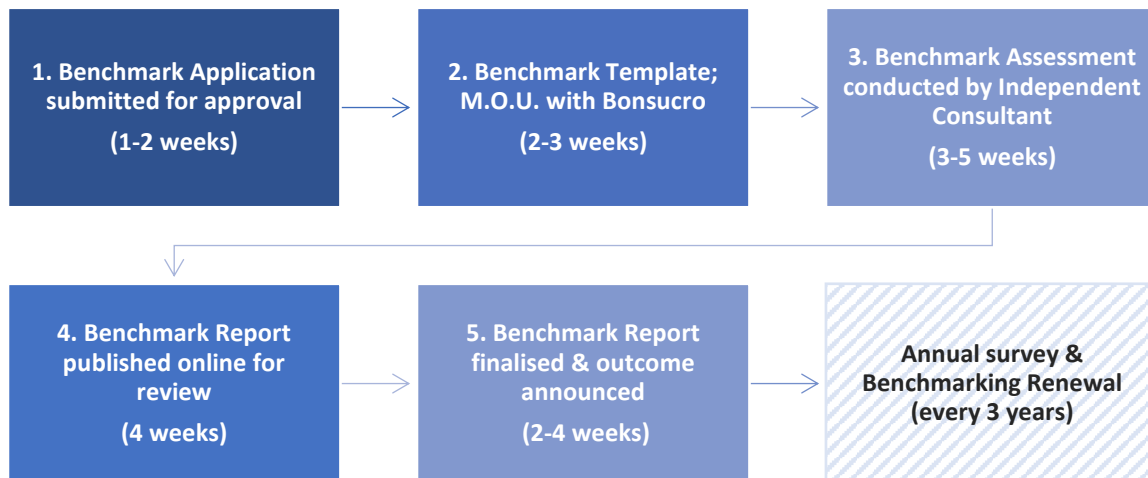
- a **primary point of contact** to co-ordinate and collate feedback when required (ALL Steps);
- support from **technical/operations managers** to complete the benchmarking template (Step 2) and to respond to the preliminary review with the Consultant and challenges (if any) from the public review (Step 4);
- **senior management** to review and sign-off on the MOU and reports (Step 2, 4 & 5).

1.2.2 Timeline

It takes between 12-14 weeks to conduct a benchmark. The time required will vary, depending on the internal capacity and availability of Scheme Owner and any complications arising from complexity or challenges relating to the Scheme.

1.3 BENCHMARKING OVERVIEW

Improvement Schemes go through a **5 Step Benchmarking Process** to be assessed for alignment with the Bonsucro Production Standard. The process is conducted as a desktop exercise by an Independent Consultant and results in one of three levels of alignment – **basic, Intermediate or comprehensive** – and provides clarity on **the method of assurance** used by the Scheme.



1.4 BENCHMARKING PROCESS – 5 STEPS

Step 1: Benchmark Application

Task	Description
1.1 Initiation of engagement by Scheme Owner	<p>Scheme Owner contacts Bonsucro about Benchmarking. Bonsucro sends information pack.</p> <p><u>Benchmarking Information pack to include:</u></p> <ul style="list-style-type: none"> • <i>Benchmarking Protocol</i> • <i>Benchmarking template</i>
1.2 Scheme Owner applies for benchmark	<p>If Scheme Owner wishes to proceed with Benchmark, general information about their Improvement Scheme is sent back to Bonsucro with a formal request to conduct the benchmark.</p> <p><u>Information sent by Scheme Owner to include, at minimum:</u></p> <ul style="list-style-type: none"> • <i>Proposed scope of coverage (mill, farm, OR mill & farm)</i> • <i>Main purpose/objective of Improvement Scheme (holistic, issue specific)</i> • <i>Type of reporting tool or calculation method used</i> • <i>Type of assurance model used (self-declared/assessed, first/second/ third party audited etc.)</i>
1.3 Application is accepted by Bonsucro	Bonsucro reviews information and accepts application if eligibility criteria are fulfilled: structure/coverage of Improvement Scheme is relevant to sustainable sugarcane; Scheme is publicly available; and Scheme Owners are willing to actively participate and support the benchmarking process.

Step 2: Benchmarking template and MOU

Task	Description
2.1 Online information session on	<p>Bonsucro coordinates an information session with Scheme Owner to go through the Benchmarking process, timelines and answer any questions.</p> <p><u>Information session to include:</u></p>

	Benchmarking	<ul style="list-style-type: none"> • Overview of the Benchmarking process (5 steps) • Benchmarking template – review of template and required information
2.2	Scheme Owner fills in Benchmarking Template	<p>Scheme Owner fills in Benchmarking Template with basic information about their Scheme, including indicators, criteria, recommendations, requirements etc. A copy of the Scheme, along with any supporting documents/records such as checklists and reporting tool is submitted to Bonsucro.</p> <p><i>*Note: This task can also be done by the Consultant if Scheme lacks capacity to undertake on their own.</i></p>
2.3	Template is checked by Bonsucro	<p>Benchmarking Template is submitted to Bonsucro and checked for completion.</p> <p><i>*Scheme Owner may be asked to resubmit application and/or provide additional information if the template is incomplete or lacking sufficient detail.</i></p>
2.4	Benchmarking Agreement (M.O.U) between Bonsucro and Scheme Owner	<p>Bonsucro and Scheme Owner draft a Memorandum of Understanding outlining the terms and conditions of the Benchmarking process and any related claims.</p> <p>The MOU agreement includes, at a minimum:</p> <ul style="list-style-type: none"> • Outline of project timeline and roles/responsibilities of each organisation; • Agreement on terms and conditions of claims period and communication of claims – includes provisions for terms of use, validity of claims period, communications relating to assessment results (e.g. public announcements); and • Agreement by Scheme Owner to communicate any critical changes to their Improvement Scheme within 3 months of implementation.
2.4	Consultant is appointed to conduct Assessment	<p>Bonsucro recruits and appoints Consultant (an Independent Expert) to conduct the Benchmark Assessment. Consultant is selected from a pool of pre-selected candidates unless additional language skills are needed.</p> <p><i>*Additional information on TOR/selection process is to be made available on request. If Scheme Owner objects to the appointment, substantiated evidence must be provided to justify a change in consultant.</i></p>

Step 3: Benchmark assessment by Consultant

	Task	Description
3.1	Consultant contacts Scheme Owner	Consultant initiates contact with Scheme Owner (via email, Skype, etc.) to review the process, scope of assessment, and timeline.
3.2	Benchmark conducted by Consultant	<p>Consultant reviews and verifies information provided in the Benchmarking Template and amends/updates the template where necessary. The level of alignment is calculated, and assurance system is validated.</p> <p>NOTE: <i>The reporting tool used by the Improvement Scheme is evaluated against the Bonsucro Calculator but results are <u>not included</u> when calculating alignment.</i></p>
3.3	Consultant provides feedback to Scheme Owner	Consultant provides preliminary feedback to Scheme Owner via the Benchmarking Template. Critical gaps relating to core criteria are identified, along with indicators that either are partially aligned or not aligned with Bonsucro Indicators (see PART 2 - Evaluation Framework).

3.3	Critical gaps addressed	<p>Where critical gaps are identified by the Consultant, the Scheme Owner can:</p> <p>a) <u>Challenge findings</u> - provide additional evidence in support of their claim within 2 weeks (or agreed time period); or</p> <p>b) <u>Accept findings</u> – provide additional information to explain gaps and/or set out supplementary actions (if required) to close gaps. Scheme Owner may decide to stop the benchmarking assessment at this time to address gaps.</p> <p><i>* Further analysis/advice on how to close gaps is <u>not</u> within the scope of this exercise. Scheme Owners may need to hire outside expertise to assist.</i></p>
3.4	Consensus on evaluation of alignment	<p>Scheme Owner accepts evaluation of alignment as written and consultant writes up in a Benchmark Assessment Report. recommendation on level of alignment between Improvement Scheme and Bonsucro standard.</p> <p><i>*If Scheme Owner does not agree with the evaluation, Bonsucro will review areas of disagreement and work with Scheme Owner and Consultant to resolve.</i></p>
3.5	Draft Benchmark Assessment Report (BAR) submitted by consultant to Scheme Owner	<p>Consultant submits draft BAR with</p> <p>Benchmark Assessment Report to include, at minimum:</p> <ul style="list-style-type: none"> • <i>Summary of benchmark result – assessed level of alignment and model of assurance used</i> • <i>Details of evaluation where there is partial and non-alignment for all indicators, to include response/feedback from Scheme Owner as needed</i> • <i>Summary of additionality for category I & II</i> • <i>List of documents and records reviewed</i>

Step 4: Benchmark Assessment Report (BAR) published online

	Task	Description
4.1	Scheme Owner approves the Draft BAR	Scheme Owner reviews BAR and approves for publication.
4.2	Draft BAR posted for external review	Benchmark Assessment Report is submitted to Bonsucro and posted online for 4 weeks. Bonsucro collects and collates feedback.
4.3	Public feedback is reviewed	Bonsucro sends feedback that is significant and substantiated to Scheme Owner for review. Scheme Owner feedback received during stakeholder review period and identify where challenges need to be addressed by Scheme Owner.
4.4	Scheme Owner responds to feedback	<p>addresses/responds to challenges by providing additional detail, supporting documentation, other evidence etc. 2 weeks.</p> <p><i>In situation where significant corrective actions are required, Scheme Owner may elect to suspend the Benchmark until improvements are implemented.</i></p>

Overview: Draft **BAR is revised and finalised by Consultant, for approval**

Step 5: Benchmark finalised and results announced

	Task	Description
5.1	BAR finalised by consultant	Consultant revises BAR and submits final draft to Scheme Owner for approval of general content and evaluation.
5.2	Approved BAR is submitted	Approved BAR is submitted to Bonsucro for sign-off.
5.3	Improvement Scheme is Benchmarked	Bonsucro accepts recommendation from Consultant and signs-off on final report and Benchmark. <i>*In the event of disagreement on assessed level of alignment, if Bonsucro is unable to resolve, the issue will be raised with the technical Advisory Board and any decision on the results will be shared with the stakeholder.</i>
5.4	Results of Benchmark announced	Improvement Scheme is formally benchmarked against Bonsucro. Bonsucro announces the Benchmarking result (see PART 3 – Benchmarking Result for more information). <i>Note: A copy of the BAR will be available to the public on request.</i>

⇒ **Overview:** Improvement Scheme provides annual progress updates & renews benchmark (every 3 years).

Annual update report

	Task	Description
A.1	Annual Survey Update	Once Benchmarked, the Scheme Owner provides annual progress updates via an Annual Survey (issued by Bonsucro one month in advance). Annual Survey to include: <ul style="list-style-type: none"> • <i>numbers of farms/mills using the Scheme</i> • <i>area covered by scheme and tools</i> • <i>(optional) new case studies or projects for peer-to-peer learning</i>
A.2	Notification of changes	The Benchmarking result and status is valid for 3 years. If there are any major/substantial changes to the Benchmarked Scheme within this time period, the Scheme Owner agrees to notify Bonsucro within 3 months of the change(s) being made. Bonsucro will assess if a full re-benchmark is required. <i>Note: If Scheme Owner does not notify Bonsucro of major/substantial changes, the Improvement Scheme will lose its benchmarked status.</i>
A.3	Benchmark review and renewal	After 3 years, the Improvement Scheme will be re-assessed for benchmarking. A full re-benchmarking may be required if either the Bonsucro Production Standard or the Improvement Scheme are revised or updated.

Summary

Step 1: Scheme Owner requests a benchmark and submits application to Bonsucro with general information about their Improvement Scheme, including scope of Improvement Scheme (farm and/or mill) and the type of assurance model used.

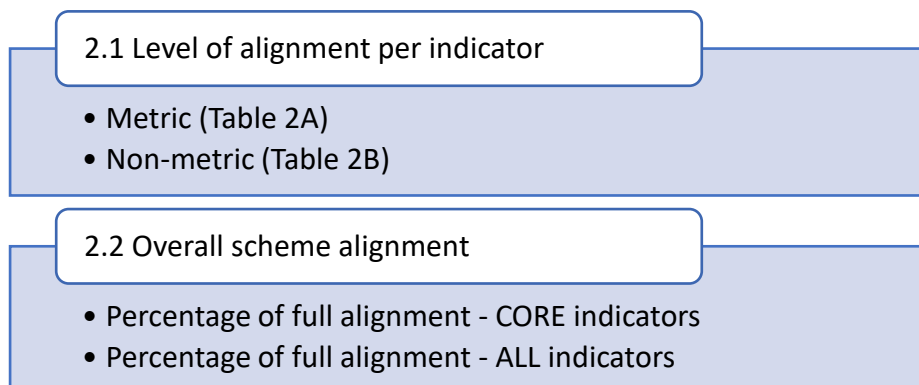
Step 2: Scheme Owner provides detailed input about their Scheme using the Benchmarking template and signs a Memorandum of Understanding (MOU) with Bonsucro, which covers agreed claims and period of validity for benchmarking status.

Step 3: Independent Consultant reviews and verifies Benchmarking Template and evaluates level of alignment for all indicators in scope, highlighting any critical gaps relating to core criteria. Consultant shares preliminary feedback with Scheme Owner.

Step 4: Draft Benchmark report is approved by Scheme Owner and then published online for at least 4 weeks, with Bonsucro to collect and collate any feedback. Any significant and substantiated comments are shared with Scheme Owner to respond to/address challenges (if necessary) within a 2-week period.

PART 2: FRAMEWORK OF EVALUATION

Alignment between the Improvement Scheme and the Bonsucro Standard is based on an evaluation of all **equivalent indicators** (or recommendations or requirements) in the core document of the Improvement Scheme that are **‘in scope’** of the assessment. These indicators are mapped against the Bonsucro Production Standard in the Benchmarking Template, with alignment determined by the level of alignment per indicator (2.1) and the percentage of full alignment for core and all indicators (2.2).



OPTIONAL: If an Improvement Scheme also uses a reporting tool, this can also be benchmarked against the Bonsucro reporting tool—the Bonsucro Calculator—for information purposes only (the results will not be included in the alignment calculation).

2.1 LEVEL OF ALIGNMENT PER INDICATOR

Each indicator (requirement or recommendation) in the Improvement Scheme’s core document is assessed against the equivalent indicator in the Bonsucro Production Standard to determine

whether there is **full, partial or no alignment**. The Bonsucro Production standard is largely **metric**— for these indicators, assessment is based on equivalence in measurement methodology and threshold (Table 2A). For any **non-metric indicators**, assessment is based on whether the indicator achieves the same objective.

Table 2: Alignment Criteria for Equivalent Indicators/Requirements in the Improvement Scheme

A) METRIC INDICATORS						
Assessment is based on equivalence in measurement methodology AND metric threshold.						
Examples: Agro-chemicals applied per ha per year, Lost time accident frequency						
	FULL ALIGNMENT		PARTIAL ALIGNMENT		NO ALIGNMENT	
Evidence of measurement methodology	✓	Yes	✓	Yes	✗	No evidence of alignment with Bonsucro indicator/standard requirement.
Metric threshold is aligned with Bonsucro equivalent	✓	Yes	✗	No metric threshold OR threshold is lower than Bonsucro requirement	✗	
Example – Overtime indicator alignment <ul style="list-style-type: none"> Bonsucro Production Standard indicator = OT is paid at a premium rate or equally compensated (at least 25% premium rate). Improvement Scheme indicator = OT paid at a premium is considered aligned with this indicator in the Bonsucro Production Standard. For full alignment, the requirement must include a premium of at least 25%. If the indicator requires that a premium is paid, but does not specify at least 25%, the indicator is given partial alignment. 						
B) NON-METRIC INDICATORS						
Assessment is based on whether the indicator achieves the same <u>objective</u> .						
Some flexibility is allowed with the language and terms used to describe the indicator, as long as it achieves the <i>objective</i> of the indicator.						
Examples: Compliance with national laws, absence of forced labour.						
	FULL ALIGNMENT		PARTIAL ALIGNMENT		NO ALIGNMENT	
Terms and language used to describe the indicator is equivalent (or similar)	✓	Yes	✓	Yes	✗	No evidence of alignment with Bonsucro indicator/standard requirement.
Scheme indicator achieves the objective of the Bonsucro indicator.	✓	Yes	✗	Objective of the indicator is not fully captured.	✗	



2.2 LEVEL OF SCHEME ALIGNMENT

The level of alignment to each indicator within the identified scope is then graded using the criteria in Table 3. To demonstrate basic, intermediate or comprehensive alignment with the Bonsucro standard, the **minimum percentage of full alignment for both CORE indicators and ALL indicators** must be achieved.

Table 3: Benchmarking scores - levels of alignment

	Indicators used in calculation	SCORE		
		(Percentage of Improvement Scheme indicators that are <u>fully</u> aligned with Bonsucro)		
Core alignment	Core only	>50%	>80%	100%
Overall alignment	Core plus non-core	>50%	>50%	>80%
RESULT		Basic	Intermediate	Comprehensive

2.2.1 Calculating indicator alignment

For CORE indicators	
For ALL indicators	
<p><u>Example:</u> An Improvement Scheme being benchmarked against Bonsucro has 60 indicators. Of these, only 53 are in scope (the rest are listed as additionalities). The assessment finds 30 out of 53 indicators are fully aligned with the Bonsucro Production Standard. Of these, 15 of 16 core indicators are fully aligned.</p> <p><u>Calculations:</u></p> <ul style="list-style-type: none"> core alignment = 15 fully aligned core indicators/16 total core indicators = 94% alignment with all indicators = 30 fully aligned indicators/53 total indicators = 56% 	

2.2.2 Calculating overall level of alignment

The calculated alignment for core indicators (2.2.1) AND all indicators (2.2.2) must meet minimum percentage requirements of basic, Intermediate or comprehensive categories. From the example, an 'intermediate' level of alignment was achieved. A percentage score of > 80 for Core indicators and > 50 for All indicators meets the minimum requirements for a level of Intermediate Alignment (indicated by red circle below).

Table 4: Intermediate level of alignment as calculated

	Indicators used in calculation	SCORE		
		(Percentage of Improvement Scheme indicators that are <u>fully</u> aligned with Bonsucro)		
Core alignment	Core only	>50%	>80%	100%
Overall alignment	Core plus non-core	>50%	>50%	>80%
RESULT		Basic	Intermediate	Comprehensive

As part of the benchmarking process, the Consultant will provide preliminary feedback to Bonsucro aims at gaining consensus around the level of alignment by asking feedback from the Scheme Owner to ensure the alignment was determined effectively.

2.3 IDENTIFICATION OF ASSURANCE MODEL USED BY IMPROVEMENT SCHEME

The **type of assurance** used by the Improvement Scheme (in Table 5 below) affects the level of independence used to assess compliance with the Scheme.

Table 5: Models of Assurance

First party	
Self-declared Scheme users state they meet requirements but do not provide evidence to support claim.	Self-assessed Producers/scheme users assess their own performance and provide evidence to Scheme Owner to support claim.
Second party	
Peer reviewed	Second-party verified Assessment carried out by a third party that is associated with (or related to) the producer – such as a customer, industry association or government body.
Third party	
Third-party certified¹ Assessment carried out by a party that is independent, unrelated to the producer or the Scheme Owner.	

2.4 OUT OF SCOPE – NOT INCLUDED IN BENCHMARK CALCULATION

Benchmarking is verified based on supporting evidence but the outcome is not scored or included in the benchmark calculation. The Reporting Tool and additionality are considered as described below.

a) Reporting tool

To demonstrate and check the performance to metric requirements in the standard, Bonsucro has developed the [Bonsucro Calculator](#) - a reporting tool available for members of Bonsucro. If the Improvement Scheme uses a reporting tool in addition to a core documents, then this can be benchmarked to the Bonsucro Calculator *on request* but findings are not included in the

¹ Company must be accredited for ISO 17065.

benchmark calculation.

b) **Additionality – Category I and II**

Indicators outside the scope of the Bonsucro Standard are documented and summarised in the BAR but they are not included in the benchmark calculation.

Category I: Refers to indicators/criteria that relate to implementation of management systems. These are assessed and verified during a Bonsucro audit but not explicitly stated in the Bonsucro Standard.

- Ex. Bonsucro 1.1.1. requires compliance with national laws. However, the standard does not detail *all* relevant legal requirements because these vary by country & region of operation. If an Improvement Scheme details laws that must be complied with, this is a prescriptive implementation requirement and referenced under additionality Category I.

Category II: Indicators that are not covered by the Bonsucro Standard and therefore not assessed during an audit.

- Ex. food safety requirements.

PART 3: BENCHMARKING RESULT

Results of the benchmark will be published on Bonsucro’s Benchmarking & Endorsement Programme site along with an announcement or statement (as agreed in the terms of the MOU).

3.1 BENCHMARKED STATUS

A statement on the Level of Alignment with Bonsucro Standard and the verified type of Assessment model used by the Improvement Scheme, as agreed by both parties.

- Information on the Improvement Scheme: logo, website link and contact details.

3.2 WHAT CLAIMS CAN I MAKE?

Isolated claims related to the benchmark are not permitted. However, Benchmarked Schemes are welcome to inform stakeholders about the completion of the process (Step 5) by providing a link to the summary report along with the General Reference Statement as outlined below.

General Reference Statement
The [name of improvement scheme] was benchmarked by Bonsucro <<insert link to summary report on Bonsucro site>>.
Benchmark Result – As written in Benchmark Summary Report
Indicators used by <name of improvement scheme> at farm <or mill> level demonstrates <basic/intermediate/comprehensive> alignment with the Bonsucro Production Standard. The minimum level of assurance required by <name of scheme> is <type of assurance>.

Any other statements or communication that is not already listed in the MOU must be approved by Bonsucro in advance of use or publication.

3.2.1 Benchmarking results

Incomplete description or use of terms other than basic, intermediate or comprehensive	
Any reference to the benchmark that is partial or incomplete is NOT ALLOWED.	
✘	<p>One or more required components – level of alignment, scope or assurance - is missing or lacks sufficient detail. Only part of the benchmark is referred to – core or non-core.</p> <p><i>Ex. Our Scheme is (fully) aligned with core Bonsucro indicators. Reference to core indicators is NOT allowed</i> <i>Term ‘Fully’ aligned – not one of the scores</i></p>
Any reference to alignment using qualitative descriptors other than basic, intermediate or comprehensive is NOT ALLOWED.	
✘	<p>Using different qualitative terms or descriptions used other than the 3 grades is not permitted, nor is use of quantitative measures such as percentages.</p> <p><i>Ex. Our Scheme is 100% aligned with Bonsucro. Quantitative value (%) is NOT allowed.</i></p>
Misleading terms	
✘	<p>Benchmarking is a desktop analysis – it is <u>not</u> a third-party certification by a Bonsucro-accredited certification body. Benchmarking is only an assessment on content of the Scheme and does NOT verify performance or assurance. Therefore, any reference or association with Benchmarking to equivalence or certification is misleading.</p>
✘	

3.3 NEXT STEPS

For more information on Benchmarking, please read the documents below and contact Bonsucro benchmarking@bonsucro.com with any questions.

ANNEX

A. REFERENCE DOCUMENTS

Benchmarking Information pack:

- *Benchmarking Protocol* –
- *Benchmarking template* – to be filled out by Scheme Owner and reviewed/assessed by consultant
- *Bonsucro calculator* – reporting tool used by Bonsucro

Benchmarking Assessment Report Template

To be completed by consultant. The report will include:

- Summary of benchmark result
- Description of specific gap from indicators that remain with no (or partial) alignment
- Evaluation of alignment and the model of assurance used
- Summary of additionality for both category I and II

Memorandum of Understanding

Agreement between Bonsucro and Improvement Scheme about the terms and conditions of the Benchmark. It should include (at a minimum):

- an outline of the benchmarking timeline and roles/responsibilities,
- an agreement on the terms and conditions of allowable claims and communication, and
- an agreement from the Scheme Owner to communicate any changes in their improvement scheme.

B. DEFINITIONS

- **Assurance:** Demonstrable evidence that specified requirements relating to a product, process, system, person or body are fulfilled (ISEAL Assurance Code as adapted from ISO 17000).
- **Benchmarking claim:** Standard claim -----
- **Bonsucro Production Standard:** The Bonsucro Production Standard is the standard developed and used to achieve Bonsucro Certification. It is comprised of principles, criteria, and indicators, which define metric requirements for sustainable sugarcane production.
- **Core Document:** Improvement Scheme's standard or reporting tool which includes requirements and/or recommendations for sustainable sugarcane production.

Core Indicators: Within the Bonsucro Production Standard, these are critical/essential requirements that address the most important and foundational sustainability matters in the sugarcane sector.

There are 16 number in the Bonsucro Production Standard.

Off-product use: Refers to claims made on websites, marketing materials

Non-core indicators: represent indicators which full compliance is not required for certification.

- **Improvement Scheme:** The combined offering of a standard, reporting tool, and/or assurance mechanism that provides recommendations/requirements as well as progress capture mechanisms to define and standardise an approach to sustainable sugarcane. These are external to Bonsucro.
- **Improvement Scheme Owner:** The entity that owns and/or manages the intellectual property of the Improvement Scheme.
- **Local Improvement Programme (LIP):** A programme that take a defined group of farmers and/or mills through a deliberate process of continuous improvement, using a benchmarked tool or the Bonsucro Calculator, based on a commitment to address critical issues, sharing progress and learning on the Bonsucro Platform.
- **Producers:** Users of schemes, tools and/or standards designed to improve and validate performance of sugarcane farmers and/or millers.
- **Publicly available:** *accessible online or on request.*
- **Reporting Tool:** The mechanism used to capture data and/or information from a producer participating in Improvement Scheme.
- **Stakeholder:** Individual or group that has an interest in any decision or activity of an organisation (from ISO 26000).