



Bonsucro Code of Conduct Revision – Call for Proposals

Bonsucro is looking for an experienced consultant to support a working group of its Members' Council to carry out stakeholder consultations and to produce a work plan for the revision of Bonsucro's Code of Conduct by March 2019.

Deadline for application submission is 11 November 2018.

1. About Bonsucro

Bonsucro is a not-for-profit organisation setting the standards for sustainable production of sugarcane. It is a community of change composed by over 400 members from farmers, mills, NGOs/civil society, traders and end users.

Bonsucro's vision is a sugarcane sector with thriving, sustainable producer communities and resilient, assured supply chains. Bonsucro's 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. Bonsucro's strategy builds a platform to accelerate change for the largest agricultural commodity in the world – sugarcane.

2. Scope and Objectives of Assignment

The revision of the Code of Conduct is to reflect best practice (in areas where there is scope for improvement).

The first and only version of the Bonsucro Code of Conduct was published in 2011 and has never been reviewed since then. Bonsucro has, nonetheless, been through a major strategy shift and engagement with members has changed considerably since 2011.

The Code of Conduct is available on the Bonsucro website here:

<http://www.bonsucro.com/wp-content/uploads/2017/01/Code-of-Conduct-December-2011.pdf>

The Code of Conduct is the document governing the rights and obligations of Bonsucro members and the rules to be able to engage in Bonsucro. It also sets the basis for expected behaviour and serves as the reference document for the [Complaints Resolution Process](#) (that regulates complaints/disputes in Bonsucro).

The Bonsucro Board has requested a revision of the Code of Conduct and the Complaints' Resolution Process (which will be carried out as a parallel process, but

not in scope of this consultancy) to ensure they reflect best practice and set the appropriate rules for membership based on Bonsucro's current aspirations.

This process is an opportunity for Bonsucro to:

- Renew commitment from members and their interest in Bonsucro
- Increase transparency and clarify expectations around Bonsucro membership
- Find the right balance of membership requirements
- Express the spirit of Bonsucro and set values that members and staff follow

The scope should focus on questions like: "What it means to be a Bonsucro member?"; "What commitments members are expected to have?"; "How can we best monitor that commitments are being followed?"

The revision should also include a refresh of Bonsucro's Competition Policy (currently an annex to the Code of Conduct): to check if it is necessary to have it in the document and update it based on latest competition regulations/laws.

The revision will be carried out by the Secretariat, with oversight from the CEO and Bonsucro's governance bodies (in particular the Members' Council and the Board of Directors).

3. Qualifications of Consultant(s)

- Experience in working with multistakeholder initiatives and certification schemes (essential)
- Extensive knowledge/experience in strategy and governance of non-profit organisations (essential)
- Fluent in English, Written and Spoken (essential)
- Tact and diplomacy, and ability to interact with people from different backgrounds and with different interests (essential)
- Excellent fact-finding skills and a track-record on objective reporting (essential)
- Strong knowledge of Bonsucro and its functioning (desirable)

4. Stakeholder Involvement

Stakeholder involvement is a critical component of the revision. From the start, the consultant is expected to carry out interviews and one-to-one conversations with key members and representatives of all stakeholder groups interested or affected by Bonsucro, providing opportunities for active and meaningful involvement of stakeholders in the process.

5. Outputs of Consultancy:

- A summary report (up to 20 pages) with the feedback gathered from stakeholders through interviews and other methods;
- A short paper with the consultant's professional recommendations for the revision
- A detailed work plan (with timelines, milestones, and KPIs) for the publication of a revised Code of Conduct by March 2019.
- A benchmark of Bonsucro's current Code of Conduct against that of other schemes (to that end the Secretariat will be able to share some initial work that needs to be updated/progressed).

6. Roles and Responsibilities

Bonsucro's Membership Manager will represent Bonsucro during the duration of the contract and will be responsible for:

- The overall process of the revision
- Approval of scope of work
- Revision and approval of the outputs described above
- Guidance throughout all phases of execution
- Co-ordination of Bonsucro's internal processes

The Consultant is responsible for:

- Conducting the assignment
- Arranging and conducting interviews, meetings, etc.
- The day-to-day management of the project
- Regular progress reporting to Bonsucro
- The development of results
- The production of outputs in accordance with contractual requirements

7. How to Apply

Please submit a proposal that includes the following to rafael@bonsucro.com:

- A full proposal based on the requirements of this document
- A detailed CV or resume outlining relevant experience, qualifications, publication record and references.
- Two recent reports/writing samples, preferably done for similar work or with similar organisations (standard setting organisations)
- Budget for the work, including details of daily rates for consultancy and number of days required to do this work as well as estimated travel and accommodation costs (if needed).

8. Terms of Service

Consultants should declare all potential conflicts of interest.

The total budget should include consultant time and incidentals such as telephone expenses and any taxes (including VAT) as well as travel and accommodation costs (if applicable). Any travel needed for this project must be approved in advance by Bonsucro and will be reimbursed based on agreed guidelines.

All information exchanged during the contract will be confidential, unless otherwise indicated, and the consultant will be expected to sign a non-disclosure agreement with Bonsucro at the outset. The outputs of this consultancy service will be property of Bonsucro.

A consultant will be selected based on their experience and expertise in conducting similar work, understanding of governance/Code of Conduct, ability to work to the timeline, resource efficiency and quality of previous work.

Interested consultants should contact rafael@bonsucro.com, for any queries regarding this opportunity.

Closing date for submissions of proposals is 11 November 2018.