

Project Name BDGEF BACP  
 Project ID 523359  
 Project Status Active  
 PL Bruce Wise

## ADVISORY SERVICES



## COMPLETION

Version: 1.0

Date: Thu 22 May 2014 6:32:9 EDT

Primary Country(Region): World Region(WORLD)

Other Countries:

**Business Lines & Products**

Sustainable Business Advisory		100%
Environmental, Social and Trade Standards	ENT	100%

**Client(s) & Stakeholders**

Name	Type
IPAM	Advisory Client
ICV	Advisory Client
Solidaridad	Advisory Client
Armajaro	Advisory Client
RSPO	Advisory Client
WCF	Advisory Client
WRI	Advisory Client
FFI	Advisory Client
ALIANCA DA TERRA	Advisory Client

**Beneficiaries**

Company-Large , Company-SME, Government-National, Government-Sub-National, Intermediary-Financial, Intermediary-Other

**Focus Areas**

IDA	10%
FCS	0%
Frontier	0%
Climate Change Mitigation	50%
Climate Change Adaptation	50%
Climate Change - Special Climate	0%
Gender Activities	No
Gender Beneficiaries	
IFC/ WB Collaboration	Yes
Client Facing	
Firm Specific	0%
Individual Firms	0%
Group of Firms	0%
Enabling Envir.	100%
Economy Wide	0%
Industry/Sector Specific	100%

**Sectors**

A-AJ - Other	100%
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**Original Objective Statement as of 06-13-2007**

By supporting global market transformation efforts and the adoption of biodiversity related Better Management Practices (BMPs), the Biodiversity and Agricultural Commodity Program (BACP) will increase biodiversity protection in the production landscape of 4 target commodity sectors: palm oil, soy beans, sugarcane and cocoa.

BACP seeks to achieve the following impacts:

- A strong enabling environment, which supports the integration of cost-effective biodiversity preservation opportunities at all levels of the value chain
- The implementation of biodiversity-friendly practices into production and on-farm processing, leading to a measurable decrease of the farm's impact on biodiversity of global significance
- A significant increased mainstream demand from traders, off-takers, processors, and other purchasers for commodities produced using biodiversity-friendly techniques.
- The recognition by financial institutions of the economic benefits of biodiversity-friendly production methods and practices, and the subsequent integration of this factor in their investment procedures

**Current Objective Statement as of 02-02-2009**

By supporting global market transformation efforts and the adoption of biodiversity related Better Management Practices (BMPs), the Biodiversity and Agricultural Commodity Program (BACP) will increase biodiversity protection in the production landscapes.

This is the initial 5 year first phase of a 10 year program. Over five years, and working with initially 2 target commodity sectors, (palm oil, soy beans) , BACP seeks to achieve the following outcomes:


- A strong enabling environment, which supports the integration of cost-effective biodiversity preservation opportunities at all levels of the value chain
- The implementation of biodiversity-friendly practices into production and on-farm processing, leading to a measurable decrease of the farm's impact on biodiversity of global significance
- A significant increased mainstream demand from traders, off-takers, processors, and other purchasers for commodities produced using biodiversity-friendly techniques.
- The recognition by financial institutions of the economic benefits of biodiversity-friendly production methods and practices, and the subsequent integration of this factor in their investment procedures.
- The availability of a simple methodological tool to link the use of a given commodity certification system to its actual impact on biodiversity.


**Financial & Timeline Summary**

	Budget	Secured	Actuals
<b>Project Size</b>	22,721,784	18,907,553	
<b>Funding</b>	9,721,784	9,721,784	9,694,260
<b>Cash Fee</b>	0	0	0
<b>Addl Contributions</b>	13,000,000	9,185,769	12,256,828
Stage	Start Date	End Date	Elapsed
<b>Pre Imp</b>	Jul 1,2004	Jun 30,2007	100
<b>Imp</b>	Jul 1,2004	Jan 31,2014	100
<b>Post Imp</b>	Jan 1,2014	Jul 31,2014	66
Stage	Budget Utilization		
<b>Pre Imp</b>	100		
<b>Imp</b>	100		

**Development Results Summary\***

Component	Indicator	IDG	PIM	Inception till Previous Period [ FY2014Q2]		Current Period [ FY2014Q4]		Summary/Cumulative for the entire project	
				Target	Result	Target	Result	Target	Result
Support better production	(Project Level)Number of reports (as sessments, surveys, manuals , Phase I/strategic option reports) completed	N	25		177			25	177

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Support activities for an enabling environment	(Project Level)Number of reports (as sessments, surveys, manuals , Phase I/strategi c option reports) completed	N		25	177			25	177
Support increased demand for products with more positive biodiversity impacts	(Project Level)Number of reports (as sessments, surveys, manuals , Phase I/strategi c option reports) completed	N		25	176			25	176
Encourage the development of financial services to support biodiversity-friendly practices	(Project Level)Number of reports (as sessments, surveys, manuals , Phase I/strategi c option reports) completed	N		25	176			25	176
Support better production	(Project Level)Number of entities that implemented recommended changes	N	No	4,040	2,262			4,040	2,262
	(Project Level)Number of entities obtaining certification	N	No	10	168			10	168
	(Project Level)Land area certified due to BACP support	N	No	0	39,762			0	39,762
Monitoring and Evaluation	(Project Level)Field or farm level M&E procedures, systems or models developed (#)	N	No	3	14			3	14
	(Project Level)Regional or global level M&E systems or models developed	N	No	1	2			1	2
Support activities for an enabling environment	(Project Level)Number of recommended procedures/firm-level policies/practices/standards that were improved or eliminated	N	No	6	21			6	21
Support increased demand for products with more positive biodiversity impacts	(Project Level)Standards that were added or improved to incorporate biodiversity concerns	N	No	4	3			4	3
Encourage the development of financial services to support biodiversity-friendly practices	(Project Level)New business models or new financial products or services developed	N	No	2	7			2	7
	(Project Level)Entities (financial institutes, traders)	N	No	1	0			1	0

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	making biodiversity-friendly business models or financial products and services available									
	(Project Level) Hectares of sustainably managed land	N	Yes	0		1,034,551			2,100,000	1,034,551
	(Project Level) Number of small holders benefiting directly or indirectly from BACP	N	Yes	0		14,072			10,000	14,072

\*Includes IDG Indicators


#### DE Summary

Overall	Strategic Relevance	Output Achievement	Outcome Achievement	Impact Achievement	Efficiency	IFC's Role and Contrib.
Successful	Excellent	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

#### Development Results & Effectiveness

Development Effectiveness	<p>Rationale: The Biodiversity and Agricultural Commodities Program (BACP) closed its first phase (6.5 year implementation) with successful results. The original plan was for BACP to run for a period of ten years in two phases, with Phase 1 of five years (extended to 6.5 years) undertaken and a second phase to be considered if certain milestones (called triggers) were met.</p> <p>Most outputs and outcomes and 50% of the impacts were achieved, the percentage of sustainable commodity production has significantly increased, and there is clear progress towards market transformation. BACP met all targets, budget and implementation plans as well. BACP clearly met expectations and all these strong positive aspects compensate any shortcoming.</p> <p>For each of the three commodities, outcome (success of BACP components) and impact (progress toward BACP goal) indicators were used to assess reduction of threats to biodiversity, change in land management practices, market transformation, and improved livelihoods. Phase 1 was designed to develop and test the BACP approach of mainstreaming biodiversity conservation into commodity production systems through market transformation. Indicator targets were set for a full 10-year, two-phase program, the envisioned timeframe for achievement of impacts, and 5-year 'triggers' were established to evaluate the continued relevance of the program into a second phase. An independent mid-term evaluation in year 5 determined it was too early to evaluate most impact indicators as many projects, particularly in cocoa and soy, were still under implementation. It did conclude that eight of the ten trigger targets were reached or exceeded with good progress on the remaining two triggers.</p> <p>Furthermore projects and platforms initiated by BACP have continued to develop and grow post the completion of their grant. One example of this includes World Resource Institute's Forest Analyzer Cover tool, funded by IFC which became the foundation of WRI's work in developing their Global Forest Watch tool (see <a href="http://www.globalforestwatch.org">www.globalforestwatch.org</a>) a partnership with Google Earth that will provide an online forest monitoring and alert tool. Whilst this tool was launched outside the scope of BACP's first phase (Feb 21st 2014) its launch does indicate that BACP's eventual impact will be much greater than the current set of impact indicators.</p> <p>A second example related to the high conservation value (HCV) maps produced for the Roundtable on Responsible Soy Association (RTRS) where a multi-stakeholder process was established to determine how best to develop the maps inviting technical specialists to provide valuable input to this process and then undertaking the development of the maps for the Cerrado region in Brazil. Subsequent to the Brazil mapping project, RTRS has initiated the mapping process for Paraguay following the lessons learnt and approach developed from the Brazil experience.</p> <p>Thirdly, across all sectors, IFC worked to move producers towards sustainable production practices as codified by international voluntary sustainability standards such as RTRS, RSPO and Rainforest Alliance (RA). In total, 2,262 entities (producers, mills, companies) implemented changes. Of these, 168 achieved certification, with more than 1000 producers on the path to achieve certification in 2014 thus recognizing that whilst BACP's Phase 1 is over, the work that has commenced will yield further results regarding more sustainably produced commodities into the future.</p> <p>Finally at the end of BACP Phase 1, the RTRS and the RSPO are considered the main vehicles for mainstream commodity transformation in their respective industries and World Cocoa Foundation has established itself as the cocoa industry's global association focused on cocoa sustainability.. IFC has helped each of these organizations to establish and they are now in a position of financial sustainability (either through membership fees, licenses fees etc) that enables them to carry on their mission.</p>
Successful	

Strategic Relevance	Rationale: Agriculture is the largest industry and most dominant form of land management on the planet. The adoption of resource-intensive production methods and expansion onto native habitats, particularly for agricultural commodities, is exerting a substantial strain on the world's biological diversity at all levels - ecosystems, species, and gene pools. In
Excellent	

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recent years, agricultural landscapes have been recognized as both important providers and recipients of biodiversity and ecosystem services, vital to human wellbeing. Biological diversity underpins the supply of numerous ecosystem services and can be understood as a key indicator for both sustainable agricultural production and livelihoods. The BACP seeks to reduce, in an innovative and large-scale manner, the threats posed by agriculture to biodiversity of global significance.

Based on an analysis of internationally traded commodities and biodiversity hotspots and potential for reduction of impacts on biodiversity, palm oil, soy, and cocoa were identified as the priority commodities for BACP. These commodities also coincided with sectors where IFC had historically been active and were continuing to seek investment but were beginning to have issues related to these investments around environmental and social issues. In one such case, palm oil issues relating to investments in palm oil in Indonesia caused the World Bank Group to halt investments in the sector in mid-2009 until such time as a Strategic Framework was developed in 2011. BACP's role in the development of the Roundtable for Sustainable Palm Oil (RSPO) was recognized in the framework (pg35 The World Bank Group Framework and IFC Strategy for Engagement in the Palm Oil Strategy ? March 31st 2011) and quoted ?IFC has supported the development of the RSPO, primarily through its Biodiversity and Agricultural Commodities Program (BACP) funded by the Global Environmental Facility. IFC will continue to engage with and strengthen the RSPO through membership, participation on technical committees, and support through the BACP or other programs.?

BACP addressed sustainability issues in agriculture, a main sector for development and one of IFC's strategic priorities. The program contributed significantly to the development and mainstreaming of sustainable commodities and certification, both key components of IFC's enhanced sustainability framework. Parallel contribution is significant and above expected at program design with foundations, international non government organizations (NGOs) combining with local research institutions, NGOs and the private sector all contributing to grants. An example of this was the work undertaken by Rainforest Alliance in Indonesia in cocoa where they were developing a biodiversity assessment methodology to be used for baseline purposes. The team trained students from Hasanuddin University to undertake the survey and worked closely with Mars Symbioscience (a Mars subsidiary) as both a funding partner and a potential certified cocoa buyer. Ford Foundation also contributed some funding to the project as well to cover some of the training costs and in total, USD560,000 was raised matching BACP's grant of USD275,000 to achieve the 2:1 matching grant criteria that BACP set as a necessary criteria. It is worth noting that in almost every grant there was a private sector player involved either as a funding or testing partner was also an indication that the work was valued by industry. There was demand for BACP with 35 applications received through the call for proposal process.

<b>Output Achievement</b>	<p>Rationale: With a central objective of mainstreaming biodiversity preservation opportunities throughout the value chain, BACP was initiated in 2007 as a ten-year, two-phase program designed to preserve global biodiversity within agricultural production landscapes. The project was developed starting in 2004 at a stage the commodity roundtables (RSPO ? Roundtable for Sustainable Palm Oil and RTRS ? Roundtable for Responsible Soy Association) were in their infancy. IFC recognized these multi-stakeholder platforms early as potential major entry points for BACP and became active members of both during the preparation phase.</p> <p>Targeting three major groups of market actors ? producers, traders and purchasers, and financial institutions ? BACP aimed to create an enabling environment that generates incentives for greater supply, demand, and financing of biodiversity-friendly agricultural commodities. A BACP Procedures manual and commodity-specific Market Transformation Strategies (MTSs) were developed by IFC that guided grant-making to private sector, NGO, and other partners. These MTS's were approved by BACP's Steering Committee and then a calls for proposals undertaken. Activities under each MTS were specified under five program Components: (1) enabling environment for BMPs; (2) better production via site-specific projects; (3) increased demand for biodiversity-friendly products; (4) supportive financial services and [5] monitoring and evaluation where and overall M&amp;E reporting system was established and lessons learnt were identified across the grant portfolio.</p> <p>The palm oil MTS (approved April 2008) focused on Indonesia and Malaysia, the two primary producing countries globally for palm oil.</p> <p>The soy MTS (approved March 2009) focused on Brazil, as the world's second largest producer..</p> <p>The cocoa MTS (approved Sep 2010) focused on shade, agroforestry, and integrated pest management practices to protect forest habitats in Côte d'Ivoire, Ghana, Indonesia, and Brazil.</p> <p>The BACP program, was supported by a US \$7 million grant from the Global Environment Facility (GEF) and direct co-financing from the governments of Japan, The Netherlands, Norway and Luxembourg, IFC, and EcoAgriculture Partners. Responsibility for managing the BACP grant facility was shared among the World Bank (GEF Implementing Agency), the International Finance Corporation (IFC, the Executing Agency), and the Program Management Unit, which included Chemonics International and EcoAgriculture Partners. A Program Steering Committee, with representation by the GEF Secretariat, World Bank, IFC, and other international experts, reviewed and approved the commodity MTSs, Project Selection Criteria, and program targets.</p> <p>IFC staff reviewed each grant proposal that met the procedures manual and MTS requirements and approved or declined proposals before the Project Management Unit could proceed to the grant award phase. IFC also developed the market triggers that were approved by BACP's Steering Committee in Sep 2010 and were used as the basis of review for the mid-term review.</p> <p>The output M&amp;E reflects 21 grants approved (out of 35 proposals received) that were funded by the BACP grant pool. The outputs reported in the M&amp;E table are the consolidated numbers from the grantee projects.</p>
Satisfactory	

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Component		Output						
	Indicator	IDG	Supervision Period				Cumulative for the entire project	
			Current Period [FY2014Q4]		Inception until current		Target	Result
			Target	Result	Target	Result		
All BACP output indicators were significantly overachieved. The BACP M&E Unit developed an effective system for managing the data coming in from the suite of projects in a manageable framework and this allowed a streamlined approach for reporting and to feedback to project grantees which was appreciated. Output results were marked down from excellent to satisfactory because some metrics were not measured (i.e. participants reporting satisfaction from training, workshops) were not collected under the system which would have provided stronger evidence of output overachievement. The Final Synthesis Report (December 2013) provides the outputs for the program <a href="http://www.ifc.org/bacp">www.ifc.org/bacp</a> via the reference library.								
Support activities for an enabling environment	(Project Level)Number of workshops, training events, seminars, conferences, etc.	N			5	128	5	128
	(Project Level)Number of participants in workshops, training events, seminars, conferences, etc.	N			750	4,785	750	4,785
	(Project Level)Number of procedures/firm-level policies/practices/standards recommended for improvement or elimination	N			12	20	12	20
	(Project Level)Number of reports (assessments, surveys, manuals, Phase I/strategic option reports) completed	N			25	177	25	177
	(Project Level)Number of meetings with policy leaders, industry actors, govt representatives, FIs, stakeholders, etc.	N			50	197	50	197
	(Project Level)Number of media appearances	N			15	42	15	42
	(Project Level)Number of copies of project materials distributed or downloaded	N			10,000	38,041	10,000	38,041
Support better production	(Project Level)Number of workshops, training events, seminars, conferences, etc.	N			5	128	5	128
	(Project Level)Number of participants in workshops, training events, seminars, conferences, etc.	N			750	4,785	750	4,785
	(Project Level)Number of reports (assessments, surveys, manuals, Phase I/strategic option reports) completed	N			25	177	25	177
	(Project Level)Number of media appearances	N			15	41	15	41
	(Project Level)Number of copies of project materials distributed or downloaded	N			10,000	38,041	10,000	38,041
	(Project Level)Number of meetings with policy leaders, industry actors, government representatives, financial institutes, stakeholders etc.	N			50	196	50	196
Support increased demand for products with more positive biodiversity impacts	(Project Level)Number of workshops, training events, seminars, conferences, etc.	N			5	128	5	128
	(Project Level)Number of participants in workshops, training events, seminars, conferences, etc.	N			750	4,785	750	4,785
	(Project Level)Number of reports (assessments, surveys, manuals, Phase I/strategic option reports) completed	N			25	176	25	176



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	(Project Level)Number of meetings with policy leaders, industry actors, govt representatives, Fls, stakeholders, etc.	N			50	196	50	196
	(Project Level)Number of media appearances	N			15	41	15	41
	(Project Level)Number of copies of project materials distributed or downloaded	N			10,000	38,041	10,000	38,041
	(Project Level)Number of procedures/firm-level policies/practices/standards recommended for improvement or elimination	N			8	20	8	20
Encourage the development of financial services to support biodiversity-friendly practices	(Project Level)Number of workshops, training events, seminars, conferences, etc.	N			5	127	5	127
	(Project Level)Number of participants in workshops, training events, seminars, conferences, etc.	N			750	4,785	750	4,785
	(Project Level)Number of meetings with policy leaders, industry actors, govt representatives, Fls, stakeholders, etc.	N			50	196	50	196
	(Project Level)Number of reports (assessments, surveys, manuals, Phase I/strategic option reports) completed	N			25	176	25	176
	(Project Level)Number of media appearances	N			15	41	15	41
	(Project Level)Number of copies of project materials distributed or downloaded	N			10,000	38,040	10,000	38,040
Monitoring and Evaluation	(Project Level)Number of reports or studies completed assessing the impact of management practices and standards on biodiversity	N			17	17	17	17

Outcome Achievement	
Satisfactory	<p>Rationale: Most outcome indicators were overachieved although less progress was made in the area of component 4, Supporting Financial Services hence a satisfactory rating. Examples of outcome achievements out by commodity and component was as follows:</p> <p>The palm oil MTS relied on close cooperation with the industry-led, multi-stakeholder Roundtable on Sustainable Palm Oil (RSPO). Achievements included:</p> <p>Component 1. Projects reduced policy-related barriers to the adoption of biodiversity-friendly BMPs in Indonesia. For example Flora and Fauna International (FFI) trained industry and government stakeholders on High Conservation Value (HCV) spatial planning and palm oil concession management that led to two district governments revising their spatial plans to conserve 200,000 hectares of land and three companies conserving and appropriately managing 27,000 hectares;</p> <p>Component 3. Employing diverse capacity building methods and drawing on grantee voting rights and task force membership within RSPO, projects influenced the revision of the RSPO P&amp;C, particularly the new requirement for HCV assessment and documentation and progress toward a system of accreditation for certification bodies. The revised P&amp;C were approved in April 2013 by RSPO's membership and currently 2.74 million hectares has been certified (until Apr 2014).</p> <p>The soy MTS relied on close cooperation with the industry-led, multi-stakeholder Roundtable on Responsible Soy (RTRS). Achievements included:</p> <p>Component 1. Projects generated and disseminated evidence to support inclusion of biodiversity criteria in RTRS standards by assessing how land use decisions and management practices are affecting biodiversity, producing participatory HCV maps and guidance for Brazil and a robust multi-stakeholder process that is now being followed in Paraguay.</p> <p>Component 2. Projects improved planning and management of native habitats and non-native species with the Alianca da Terra grant used to expand its Registry on Social-Environmental Responsibility (RSR). The RSR was used as a step-wise approach to get producers engaged in the RTRS process with AT members producing 120,000 tons of certified soy with a further 2.1 million tons of production closer to international certification. BACP's grant to Solidaridad increased smallholder certification under RTRS with 163 small scale producers certified in 2013 also being the grant where Solidaridad developed their smallholder self-assessment tool. This tool has been widely adapted to the sugarcane and cotton sector by Solidaridad.</p>

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Component 3. Projects developed a wide range of tools and indicators to support RTRS P&C compliance and improve biodiversity outcomes with the HCV mapping maps developed for the Cerrado biome being one of the main tools established. RTRS are now expanding this effort to Paraguay;  
 The cocoa MTS emphasized engagement with private sector actors committed to sustainability certification of their supply chains and the World Cocoa Foundation (WCF). Achievements included:  
 Component 2. Projects refined common biodiversity indicators for use in cocoa systems with the system developed by Bioersity International in collaboration with Armajaro and Geotraceability Ltd developed and tested on over 10,000 farms in Ghana  
 Component 3. Projects worked to boost supply of biodiversity-friendly cocoa by adapting certification materials to specific contexts, developing toolkits and guidelines, linking producers to purchasers, and creating a supply chain assessment manual for companies as was the case with Rainforest Alliance in Indonesia, linking farmer groups to Mars and Olam supply chains  
 Under component 5: Four cross-cutting themes were identified that show technical progress towards market transformation (understanding how to work with smallholders, how to support land planning and management of HCV areas, how to assess impacts of BACP projects, and how to design and deliver training and capacity building).

Component	Outcome										
	Indicator	IDG	PIM	Achieved by	BaseLn	Supervision Period				Cumulative for the entire project	
						Current Period [FY2014Q4]		Inception until current		Target	Result
					Target	Result	Target	Result	Target	Result	
Support activities for an enabling environment	(Project Level)Number of recommended procedures/firm-level policies/practices/standards that were improved or eliminated	N	No	12/30/2013	0			6	21	6	21
Support better production	(Project Level)Number of entities that implemented recommended changes	N	No	12/30/2013	0			4,040	2,262	4,040	2,262
	(Project Level)Number of entities obtaining certification	N	No	12/31/2013	0			10	168	10	168
	(Project Level)Land area certified due to BACP support	N	No	12/31/2013	0			0	39,762	0	39,762
Support increased demand for products with more positive biodiversity impacts	(Project Level)Trade volume of certified Commodity - Palm Oil (Metric Tons)	N	No	12/30/2013	0			2,000,000	8,100,000	2,000,000	8,100,000
	(Project Level)Trade volume of certified Commodity - Soy (Metric Tons)	N	No	12/30/2013	0			11,000,000	2,800,000	11,000,000	2,800,000
	(Project Level)Standards that were added or improved to incorporate biodiversity concerns	N	No	12/31/2013	0			4	3	4	3
Encourage the development of financial services to support biodiversity-friendly practices	(Project Level)New business models or new financial products or services developed	N	No	12/31/2013	0			2	7	2	7
	(Project Level)Entities (financial institutes, traders) making biodiversity-friendly business models or financial products and services available	N	No	12/31/2013	0			1	0	1	0

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Monitoring and Evaluation	(Project Level)Field or farm level M&E procedures, systems or models developed (#)	N	No	12/30/2013	0				3	14	3	14
	(Project Level)Peer reviewed documents and publications assessing the impact of land use practices, BMPs or P&C on biodiversity	N	No	12/30/2013	0				8	6	8	6
	(Project Level)Regional or global level M&E systems or models developed	N	No	12/31/2013	0				1	2	1	2

Impact Achievement	
Satisfactory	<p>Rationale: BACP's Impact Rating is satisfactory. From the two impact indicators, hectares of sustainable managed land was underachieved by 50% and the number of small holders benefiting from BACP was overachieved by 40%. For each of the three commodities ? palm oil, soy and cocoa ? the impacts show progress toward BACP long-term goal to reduce of threats to biodiversity, change in land management practices, market transformation, and improved livelihoods. This progress is also confirmed by the doubled industry wide totals for roundtable certified soy between 2011-2013, and for palm oil between 2010-2012.</p> <p>The capacity of Round Tables, particularly that of the RSPO, has been built to strengthen certification bodies and HCV assessor trainings, and to support the Principles and Criteria review process as a result of program activities. BACP directly supported the biodiversity coordinators at the roundtables by providing training on the M&amp;E system developed. RSPO's Biodiversity Technical Committee (of which IFC staff were members) then evolved into the Biodiversity and High Conservation Values Working Group (BHCV WG) and included BACP grantees such as WRI and Zoological Society of London (ZSL) and FFI as members. BHCV WG recommendations for the 2013 revision of the RSPO Principles and Criteria (P&amp;C) that led to the inclusion of mandatory HCV assessments both on farm and on relevant wider landscape levels where appropriate. Such a change in the P&amp;C has the potential to impact all current and future certification in palm oil (currently 2.7 million hectares are certified)</p> <p>The mapping (HCV areas, BMP farmers), monitoring, certification and supply chain verification tools are all being taken into the way Round Tables do business. The RSPO has formally endorsed WRI's forest cover analyzer and there has been other integration of tools via their website. WRI's forest cover analyzer has now developed into their Global Forest Watch tool a partnership launched in Feb 2014 with Google. In addition, because they were developed with GEF funds and co-financing, these tools are open-source and therefore potentially available to a wide range of stakeholders.</p> <p>ZSL's sustainable palm oil platform (<a href="http://www.sustainablepalmoil.org">www.sustainablepalmoil.org</a>) that was developed as part of their BACP grant also continues to evolve. ZSL are now developing a transparency tool as an addition to their platform with the aim of providing independent data to investors and financial institutions to support their environmental, social and governance due diligence processes. A recent presentation of this can be found in idocs.</p> <p>FFI trained three private sector companies on HCV assessment processes that resulted in these firms conserving 27,000 hectares of HCV forest adjacent to palm oil concessions and the Gurung Palang National Park in West Kalimantan.</p>

Impacts											
Indicator	IDG	PIM	Achieved by		Supervision Period				Cumulative for the entire project		
					Current Period [FY2014Q4]		Inception until current				
					BaseLn	Target	Result	Target	Result	Target	Result
(Project Level)Hectares of sustainably managed land	N	Yes	12/31/2019	0				0	1,034,551	2,100,000	1,034,551
(Project Level)Number of small holders benefiting directly or indirectly from BACP	N	Yes	12/31/2019	0				0	14,072	10,000	14,072

Efficiency	Rationale: The \$5.8 million Grant Funds provided by BACP leveraged more than \$12 million in parallel contribution for a total of almost \$18 million in sub-project implementation. From the total budget IFC's management, supervision and direct implementation costs amount close to \$4 million. These ratios justify a Satisfactory efficiency rating.
Satisfactory	



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PL	Bruce Wise			

The grant program was operated and managed very efficiently and was considered effective by stakeholders at all levels (see Mid-Term Review). The early period of operation was spent in establishing guidelines (Market Transformation Strategies, Project Selection Criteria, Manuals). There were some communication issues between PMU, M&E Unit and IFC, and some time lags in the project approval process, that got resolved early in the process.

A complex grant program approach requires a lot of administration and management, and therefore patience on the part of its implementers and advisors. It is important to recognize that, while the Grant Program model and management systems took some time to develop, in the last few years of the program worked very well, and its support was appreciated by grantees. It did lead however to Phase 1 of BACP extending to 6.5 years so that all of the grant funds could be deployed which is why the rating here is marked down to satisfactory.

At program start IFC considered the options of implementing BACP with core staff or outsourcing the grant management facility. A financial analysis made clear that a third party contracted to manage the funds was the most cost-effective method. Chemonics was chosen after a competitive selection process.

<b>IFC's Role and Contribution</b>	<p>Rationale: The conceptual model for the BACP is the transformation of commodity market processes through influencing private sector practice in production, trade and financial investment.</p> <p>BACP was conceptualized, designed and put in motion by IFC, making use of already existing global multi-stakeholder groups in particular the commodity roundtable processes. The implementation mechanism chosen by IFC was a program of grant-supported projects, with contribution of matching funds, aimed at market transformation. The grant program was administered by a Program Management Unit contracted by IFC, with a fund-holding account. Program Management was complemented by a Monitoring and Evaluation Unit, supported by a grant from IFC.</p> <p>Replication and scaling up of tools and outputs was a key aspect of the program design. Experiences and lessons learned are being shared as widely as possible, within the commodity round tables, within IFC, and more widely to a global audience by publications and BACP's web page; this helps the uptake and replication of project outcomes.</p> <p>IFC, as the main decision-maker of BACP, played a central role in the implementation of the program. IFC was key in the coordination and supervision of the multiple partners implementing BACP as well as in the strategy and direction of the overall program. IFC had the main role and responsibility on the development and approval of the 3 Market Transformation Strategies, the selection of grantees after each request for proposals, and the on-going supervision of progress and financial commitments and then during program closing, the identification of key cross-cutting learning themes.</p> <p>IFC developed the triggers that form the basis of the mid-term review and had these endorsed by the BACP Steering Committee</p> <p>By engaging with the roundtable initiatives at an early stage (as early as 2004), IFC helped to establish early legitimacy for these processes. IFC's primary project vehicle for supporting RSPO and RTRS from 2007-2011 was BACP and projects to support the roundtables strengthen their criteria were prioritized by IFC. As these processes developed, IFC decided to engage on a number of other multi-stakeholder standard systems as members, joining Bonsucro (sugarcane) and Better Cotton Initiative (BCI). Although falling out of the scope of BACP the team responsible for these relationships was drawn from the same unit that managed BACP largely because of our experience in multi-stakeholder standard setting processes.</p>
Satisfactory	

**Comments:**

**Post completion Monitoring recommendation :**


Is Post Implementation Monitoring Recommended? : No

The rationale for no longer monitoring results post completion if it was originally planned, or indicate if it was never originally planned : Other


Comments : No post completion monitoring is recommended. The Standards team is developing a new sustainable commodities program that will include Palm Oil, Soy and Cocoa and therefore will be able to track progress at a market transformation level; which is the main goal and long term objective of IFC and the BACP donors. Tracking post-completion progress at a BACP sub-component or grantee level is highly cumbersome and complex, as BACP had 3 commodities, 5 components and 21 grantees, and doing it at that scale only does not confirm progress at a market level either.

**Ratings History**

Section	Risk Area	Detailed Description and Potential Impact/Mitigation	FY 2012		FY 2013		FY 2014	
			H1	H2	H1	H2	H1	H2
Environmental and Social risks	Other - PS 6. Biodiversity Conservation and Sustainable Management of Living Natural Resources	<p>Description: BACP addresses biodiversity issues in the production landscape, therefore it is rather positive to biodiversity (not negative). However, projects need to be done correctly for this to be certain. There is always a small risk. Also, risk occurs at project level.</p> <p>Mitigation: Adequate due diligence project by project during review phase</p>	L	L	L	L	L	L

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		Status Update to Risk and Related Mitigation Plan If Any :					
Internal IFC risks	Project Design & Delivery - Not having appropriate M&E indicators to track developmental impact of the project	<p>Description: BACP may not reach its intended impact if it stops at the end of the current Phase 1 (and does not continue in a follow-on phase). BACP was planned to support market transformation of at least 2, if possible 4 commodity markets in approximately 10 years (in 2 phases), by helping to define, develop and widely replicate biodiversity friendly standards and BMPs. In Phase 1, (after 5 years) the "trigger" indicators are showing that BACP is on track to succeed. However the effort must continue to achieve the intended impact in 5 (or so) more years. For example, policy changes have been defined but need to be adopted widely; new practices have been developed but need refining and rolling out; financial institutions need to adopt sustainability procedures; etc.</p> <p>The IFC impact indicator "# hectares of sustainably managed land" in reality only measures the number of hectares currently enrolled in sustainable management. That is not in itself robust enough, and is also not the impact as committed to GEF, which must be more permanent and must show an increase in the preservation of biodiversity of global significance.</p> <p>Mitigation: IFC should make all efforts to develop and implement a follow-on phase to BACP phase 1 or propose an alternative way for the initiated program to still achieve its intended impact (measured adequately).</p> <p>Status Update to Risk and Related Mitigation Plan If Any : Likelihood and impact of this risk have been reduced to low as the M&amp;E framework of BACP has been revised. Low risk still remains as IFC and GEF (donor) have different definitions for impacts. This will be explained further at PCR.</p>	M	M	M	L	L
External to IFC Risks	Operating Environment (natural disasters, political factors, market factors) - Regulatory environment may negatively impact the ability to deliver the project as planned (e.g., regulations relative to the project are prohibitive, need to be created, or are not enforced)	<p>Description: Update as of December 2012: RISK MITIGATED / SOLVED - A solution has been found and new contract with Chemonics signed therefore continuing with the implementation structure set from project start.</p> <p>Update as of June 30, 2012: A solution has been found and approved: IFC (CSB HQ) will take over BACP management from Chemonics on January 1st 2013 and commits to find the necessary funds for it. The recommended plan to prepare for that move was also approved and is being implemented. There is a new risk associated to that however: IFC has been moving away from grant-making and its capacity to process grant payments with agility is questionable. It is possible that IFC struggles to manage these grants adequately - causing disruption in all the BACP projects, delays in turn causing further costs to IFC and grantees, other material consequences for grantees, and reputational problems for IFC.</p> <p>Previously: If we do not find a solution to manage and supervise the BACP Phase 1 remaining active projects in 2013, the payments would not be made to the grantees amongst other management problems, thus the projects would need to be simply</p>	L	L	L	L	L


Project Name	BDFEF BACP	<b>ADVISORY SERVICES</b>	<b>COMPLETION</b>		 <b>International Finance Corporation</b> <small>World Bank Group</small>
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		<p>discontinued causing disruption and reputational problems for IFC and GEF. Of course, we would not be able to capture lessons learned either.</p> <p>Mitigation: SOLUTION FOUND / ISSUE SOLVED:  Update as of December 2012: Since the last supervision report, with greater input from our Legal, Financial and Operations colleagues, it became clear that receiving the Grants Facility back into IFC's project account and taking over the day-to-day management that Chemonics has been performing would require more resources than anticipated. IFC therefore re-negotiated with Chemonics to extend their financial management role for the Grants remaining. The negotiation with Chemonics included an increase in IFC's technical supervision and approval of project deliverables; leaving Chemonics to provide only financial management, supervision and reporting. This is a step-up from the second level supervision done by IFC to date, but a strategic decision as the last year of implementation is when most of knowledge and lessons learned are collected.</p> <p>Previously: A small IFC committee is working on the solution to address this risk and will propose it for approval early 2012.  Update June 30, 2012: the BACP team is listing the exact IFC capacity needs (staff in quality and quantity, particularly for grants processing) and will recommend them soon for approval so that the capacity is in place before the transfer from Chemonics to IFC.</p> <p>Status Update to Risk and Related Mitigation Plan If Any : SOLUTION FOUND / ISSUE SOLVED</p>				
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Dimension	Rationale	4	4	4	4		
Development Results - Outputs		4	4	4	4		
Development Results - Outcomes and Impacts		3	4	3	4		
Financial - Secured Funding		4	4	4	4		
Financial - Client Cash Fees		0	0	0	0		
Financial - Client Additional Contributions		4	4	4	4		
Financial - Expenses		4	4	4	4		
Implementation Timeline		3	3	3	4		
Staffing		4	4	3	4		
Overall		Not Flagged	Not Flagged	Not Flagged	Not Flagged		

**Project Plan Summary**

Stage	Component	Activity	Duration (Months)	Status	Resources
Implementation					
	Support activities for an enabling environment		108	Completed	
		Identify better management practices, prioritize and document them. Also disseminate this information.	108	Completed	
	Support better production		108	Completed	
		Create commodity-specific workbooks, guidance documents and websites	108	Completed	

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	Support increased demand for products with more positive biodiversity impacts	108	Completed	
	Increase awareness raising amongst purchasers of benefits of biodiversity products	108	Completed	
	Support establishment of systems to allow measurability and traceability	108	Completed	
	Support the formulation, field testing, and approval of biodiversity-related principles	108	Completed	
	Encourage the development of financial services to support biodiversity-friendly practices	108	Completed	
	FIs to incorporate biodiversity screens or financial products	108	Completed	
	Monitoring and Evaluation	113	Completed	

#### Exit Strategy:

BACP can be exited at any time if there is a strong reason for doing so but that would cause high costs to IFC for supervising any remaining on-going subproject. Exiting however is not an interesting option in this program that is meant to test new practices and tools and is essentially capturing and disseminating lessons.

#### Follow up Opportunities

**AS:** BACP spearheaded IFC's overall entry into the multi-stakeholder standard setting in the commodity sector with IFC active members in RTRS and RSPO (follow on memberships in Bonsucro (sugar/ethanol), BCI (cotton) followed. At last count, there were 4 active advisory palm oil projects (3 in Africa, 1 in Indonesia), 1 soy (Bolivia) and a number of pipeline investment/advisory projects in those sectors and also in the cocoa sector.

IFC has recently initiated preferential trade finance for banks in the area of the sustainable oil palm trade teaming up with the Banking Environment Initiative (BEI). This development is a very positive sign that banks are beginning to reward producers for producing sustainably. The team is now in discussion with the Financial Markets team responsible for the preferential trade finance product to see how it could be extended to other commodities such as soy and also promoting these products via RSPO and partners so that participating banks and producers can benefit from these programs.

**Investment:** BACP supported two clients, Wilmar (via the ZSL grant in palm oil) and Armajaro (cocoa). BACP was IFC's major project vehicle for supporting the roundtable (RTRS and RSPO) and World Cocoa Foundation relationships and these associations provide excellent business development opportunities for IFC and are now regularly attended by IFC investment colleagues. Other company relationships were established (Gebana) or further enhanced (Mars Inc.) by collaboration under BACP grants.

#### Is Post Implementation Monitoring Recommended(Initial Plan):No

**Comments:** No post completion monitoring is recommended. The Standards team is developing a new sustainable commodities program that will include Palm Oil, Soy and Cocoa and therefore will be able to track progress at a market transformation level; which is the main goal and long term objective of IFC and the BACP donors. Tracking post-completion progress at a BACP sub-component or grantee level is highly cumbersome and complex, as BACP had 3 commodities, 5 components and 21 grantees, and doing it at that scale only does not confirm progress at a market level either.

#### Evaluation Plan:

A comprehensive M&E plan covering both the overall BACP program and each specific grant project is being formulated based on a good initial outline that had been done at appraisal stage. This is conducted and co-financed by a program partner, EcoAgriculture Partners, under a Grant Agreement, separately from the contract for the management of the overall implementation of the program, including the management of the grant making facility, which has been entrusted to Chemonics International after a competitive procurement process.


#### Cost Benefit/Efficiency Analysis:

**Comments:** During program appraisal an incremental cost analysis was done as required by GEF on a prototype project to determine and justify the amount of the grant corresponding to the global public good protected (biodiversity).

Cost/Benefit analyses may occasionally be part of grant projects, but are not an upfront requirement.

#### Budget Sources

Stage	Source of Funds	Budget		Secured		Cumulative till previous period D	Actuals		
		Original	Current	Amt	%		For this period E	Total F = D + E	% of secured G = F/B
		A	B	C = B/A					
<b>Funding</b>									
<b>Preimplementation</b>		0	662,453	662,453	100	662,452	0	662,452	100
<b>Implementation</b>		8,774,705	9,059,331	9,059,331	100	8,984,045	47,763	9,031,808	100
IFC									
BANK ADMINISTRATIVE FUND : Administrative Budget	BB		16,789	16,789	100	3,308	0	3,308	20
Donors									
BIODIVERSITY AND AGRICULTURAL COMMODITIES PROGRAM : Donors	TF091543		620,000	620,000	100	619,999	0	619,999	100
NIPP Sustainable Business Advisory Services - Biodiversity and Agricultural Commodities Program Supervision Costs : Donors	TF011496		100,000	100,000	100	100,000	0	100,000	100

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SBA FMTAAS EST : Donors	TF010445		68,499	68,499	100	68,499	0	68,499	100	
SBA NIPP EST : Donors	TF010583		30,000	30,000	100	0	0	0	0	
Pooled Funds										
GLOBAL ENVIRONMENTAL : Pooled Trust Fund	BF000107		314,346	314,346	100	282,560	12,763	295,323	94	
IFC FMTAAS FOR GEF PORTFOLIO ADMINISTRATION - BIODIVERSITY : Pooled Trust Fund	TF093297		408,098	408,098	100	408,098	0	408,098	100	
IFC SBI - CHILD/BIODIVERSITY : Pooled Trust Fund	TF057447		24,091	24,091	100	24,091	0	24,091	100	
IFC/GEF BIODIVERSITY AND AGRICULTURAL COMMODITIES PROGRAM (BACP) : Pooled Trust Fund	TF090676		7,000,000	7,000,000	100	6,999,982	0	6,999,982	100	
SBA MDTF EST - Sustainable Business Advisory - Environmental, Social & Trade Standards : Pooled Trust Fund	TF011081		57,382	57,382	100	57,382	35,000	92,382	161	
SBI-NIPP ECOSTDS : Pooled Trust Fund	TF092416		340,905	340,905	100	340,905	0	340,905	100	
SBI-NIPP FY2008: BIODIVERSITY : Pooled Trust Fund	TF090618		79,221	79,221	100	79,221	0	79,221	100	
Client Cash Fees										
Unidentified										
<b>Post Implementation</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
IFC										
Donors										
Pooled Funds										
Client Cash Fees										
Unidentified										
<b>Revenue</b>										
<b>Preimplementation</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Implementation</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Reimbursable Fee										
Advisory Fee										
Success Fee										
<b>Post Implementation</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Reimbursable Fee										
Advisory Fee										
Success Fee										
<b>Total Funds Managed by IFC (does not include Fees not for Project)</b>			<b>8,774,705</b>	<b>9,721,784</b>	<b>9,721,784</b>	<b>100</b>				
<b>Additional Contributions</b>										
<b>Preimplementation</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Implementation</b>			<b>12,862,000</b>	<b>13,000,000</b>	<b>9,185,769</b>	<b>71</b>	<b>11,233,141</b>	<b>1,023,687</b>	<b>12,256,828</b>	<b>133</b>
Client/Beneficiary Parallel Support				13,000,000	9,185,769	71	11,233,141	1,023,687	12,256,828	133
<b>Post Implementation</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Project Size (Total Funds Managed by IFC + Additional Contributions)</b>			<b>21,636,705</b>	<b>22,721,784</b>	<b>18,907,553</b>	<b>83</b>				

**Outstanding Financials:** The total funding provided by the main donor, GEF, was used as expected and results are measurable to the expense. Co-financing and parallel contributions from grantees met expectations of 2:1 for the GEF \$5.8 million Grants Fund.

IFC complemented the GEF funding with other donors and its own annual operation budget, this was fully justified by the scale of the program and the synergy with other sustainability and agriculture projects. Total budget was used as expected.

#### Budget Uses(USD)

Uses if Total Funds managed by IFC	For this period				Total Uses				Total Budget	% Spent
	Budget	Actual Expenses	Amt Variance	% Variance	Budget	Actual Expenses	Amt Variance	% Variance		
	A	B	C = A-B	D = C/A	E	F	G = E-F	H = G/E		
<b>Preimplementation</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>662,453</b>	<b>662,451</b>	<b>2</b>	<b>0</b>	<b>662,453</b>	<b>100</b>
<b>Implementation</b>	<b>0</b>	<b>47,763</b>	<b>-47,763</b>		<b>9,059,331</b>	<b>9,045,288</b>	<b>14,043</b>	<b>0</b>	<b>9,059,331</b>	<b>100</b>
Staff Costs	0	0	0		503,676	501,924	1,752	0	503,676	100
Consultants	0	9,000	-9,000		1,957,384	1,997,808	-40,424	-2	1,957,384	102
Travel Costs	0	3,763	-3,763		194,509	184,659	9,850	5	194,509	95
Staff Representation & Hospitality	0	0	0		942	1,006	-64	-7	942	107
Contractual Services	0	0	0		18,445	19,709	-1,264	-7	18,445	107
Communications & IT Chargeback	0	0	0		524	569	-45	-9	524	109
Other Expenses	0	0	0		83,847	4,628	79,219	94	83,847	6



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**ADVISORY SERVICES**



**COMPLETION**

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Development Grant (Grants, Donations & Ext Participant Cost)	0	35,000	-35,000		6,300,004	6,334,986	-34,982	-1	6,300,004	101
<b>Post Implementation</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	
<b>Total Uses</b>	<b>0</b>	<b>47,763</b>	<b>-47,763</b>		<b>9,721,784</b>	<b>9,707,739</b>	<b>14,045</b>	<b>0</b>	<b>9,721,784</b>	<b>100</b>

Client Invoices

Open Invoices

Fee Type	Invoice Number	Actual Issue Date	Due Date	Client Name	Description	Invoice Amt(USD)	WBS Element	Total Paid	Date Paid	Write-off(USD)	Outstanding Amt(USD)
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Late Invoices


Fee Type	Invoice Number	Actual Issue Date	Due Date	Client Name	Description	Invoice Amt(USD)	WBS Element	Total Paid	Date Paid	Write-off(USD)	Outstanding Amt(USD)
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Paid Invoices

Fee Type	Invoice Number	Actual Issue Date	Due Date	Client Name	Description	Invoice Amt(USD)	WBS Element	Total Paid	Date Paid	Write-off(USD)	Outstanding Amt(USD)
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Legal Agreements

					Grant Agreement between Ecoagriculture International and IFC						Jan 17, 2008
					Closing Memo						Jun 10, 2008
					Amendatory Letter to Grant Agreement, dated January 17, 2008, between Ecoagriculture International and IFC						Jun 09, 2008
					Closing Memo						Jun 26, 2008
					Closing Memo						Aug 01, 2008
					Grant Administration Agreement between Chemonics International Ink. and IFC						Jul 25, 2008
					Closing Memo						Jul 26, 2008
					Closing Memo (Waiver Letter, dated March 27, 2009)						May 08, 2008
					Waiver Letter						Mar 27, 2007
					Modification to Cntract No. 7145691						Mar 31, 2010
					Closing Memo (Modification to Cntract No, 7145691 dated March 31, 2010)						Apr 06, 2010
					Amendment No.1 to the Grant Administration Agreement						Jun 08, 2010
					Closing Memo (Amendment No. 1 to the Grant Administration Agreement dated Jnne 8, 2010)						Jul 28, 2010
					Amendment No.2 to the Grant Administration Agreement						Apr 06, 2011
					Closing Memo (Amendment No. 2 to the Grant Administration Agreement dated April 6,2011)						Jun 22, 2011
					Letter to Chemonics						Jul 31, 2012
					Closing Memo (Letter to Chemonics dated July 31, 2012)						Aug 02, 2012
					Cooperation Agreement between ECOAGRICUL TURE INTERNATIONAL, INC. and INTERNATIONAL FINANCE CORPORATION						Apr 19, 2012
					Notice of Assignment & Assumption						Aug 06, 2012
					Closing Memo (Cooperation Agreement, dated April 19, 2012; Notice of Assignment & Assumption; dated August 6, 2012)						Sep 06, 2012
					Notice of Assignment & AssumptionbetweenChemonics International Inc.,Rainforest AllianceandIFC						Oct 19, 2012
					Closing Memo (Notice of Assignment & Assumption dated October 19,2012)						Jan 30, 2013
					Notice of Annulment of Assignment & AssumptionbetweenChemonics International Inc.andIFC						Jan 24, 2013
					Closing Memo (Notice of Annulment of Assignment & Assumption dated January 24, 2013)						May 02, 2013
					Notice of Annulment of Assignment & Assumption from IFC and Chemonics International Inc. (&quot;Chemonics) to Rainforest Alliance						Jan 24, 2013
					Notice of Annulment of Assignment & Assumption from IFC and Chemonics to Roundtable on Sustainable Palm Oil						Jan 24, 2013
					Closing Memo (Notice of Annulment of Assignment & Assumption - Chemonics, Notice of Annulment of						Jul 16, 2013


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		<b>Assignment &amp; Assumption - Roundtable both dated January 24, 2013</b>		

**Issue Tracking Table**

<b>Issue Tracking Table</b>					
Issue Category	Issue Description and Potential Impact	Resolution Details	Target Resolution Date	Actual Resolution Date	Issue Comments

**Lessons Learned**

Area	What IFC expected	What actually happened	Lessons for the Future	Date
Design/ planning	IFC designed BACP to deal with the transformation of 4 commodities in 10 years, focusing initially on 2 commodities (palm oil and soy) for the initial 5 years. This has proven to be the right approach.	Even trying to slowly start activities in the next 2 commodities (cocoa and sugarcane) is proving difficult.	IFC would need one person allocated strictly to one commodity in the management team.	
Implementation/ delivery	IFC designed an initial phase of 5 years.	However, the commodities chosen (palm oil and soy) have proven to be riskier as an investment sector as initially thought (e.g. palm oil pause, the need for an IFC/ WB strategy, etc).	IFC had to adapt the duration of the program to allow for additional risk reducing activities to occur such as communications and etc.	
Implementation/ delivery	IFC expected that each of the grants would have similar output, outcome and impact indicators	BACP's results are the aggregation of outputs, outcomes and impacts from the portfolio of grants. The tracking and aggregation of those results was complicated by the lack of standardized indicators from the beginning of BACP. Having now completed BACP's first phase with 21 grantees, it is clear that a standardized set of indicators to measure BACP's success is necessary.	The adaptation of our M&E system is an early success and lesson for future replication. A program of this magnitude should have an M&E system and standard indicators defined before implementation.	04-30-2014
Implementation/ delivery	IFC expected that the review and approval of grant deliverables would be straightforward and not time consuming.	Of all BACP's activities, the administration and supervision of grants is the most difficult to quantify. Following the development of each MTS and the evaluation and negotiation of grant agreements, grant administration and supervision ? which includes review and approval of all grant deliverables and reports ? was by far the most time consuming and labor intensive of BACP's processes.	For IFC to run a successful program with as many sub-project components (grants, contracts or other) the supervision of those has to be designed with efficiency and cost-awareness from the start.	04-30-2014
Design/ planning	IFC expected that Requests for Proposals (RFA) would yield a balance of projects across all components in the market transformation strategies.	RFAs for all three BACP target commodities were issued immediately following the approval of each commodity's MTS. The number and spacing of RFAs released under each commodity was generally a reflection of the quality and number of applications received. This system allowed for new ideas and initiatives to be discovered and considered by IFC. Unfortunately, the system meant that not all components of the MTS were address by the grantees and Components 4 and 5 had less progress and interest by the applicants.	The balance between a pre-determined strategy and open-door for innovation is difficult to attain, therefore a program should choose the implementation design based on the primary objective.	04-30-2014
Funding leverage	The overall plan was to leverage the grant pool of USD5.8 million by 2:1 (i.e. minimum of USD12 million of co-contributions)	This target was surpassed with all of the grantees having to provide the 2:1 match. It Some innovative projects were not able to be pursued due to the lack of a sufficient co-funding match and was an inhibitor for smaller groups (researchers, NGOs, companies) to be involved.	Take an overall portfolio approach to the grantee pool with more flexibility at the specific grant level to provide a waiver if the project is sufficiently innovative to be recommending a more significant up-front investment from GEF.	04-30-2014
Project Team	Branding of the program was developed (including a distinct logo) that would differentiate the program from IFC's existing advisory services branding due to the nature of the program (i.e. grantmaking), managed by an external consultant	Stakeholders identified with the BACP brand and often did not realise that the program was executed by IFC as the day-to-day grant management and M&E was done by external consultants.	Should a second phase commence it is recommended that the branding is changed to reflect IFC's executing agency role. and that some of the roles (e.g. M&E) are done internally.	04-30-2014

Project Name	BDFEF BACP	<b>ADVISORY SERVICES</b>	<b>COMPLETION</b>	 <b>Version: 1.0</b> Date: Thu 22 May 2014 6:32:9 EDT
Project ID	523359			
Project Status	Active			
PL	Bruce Wise			
	(Chemonics) with a specialized third-party retained for monitoring and evaluation (Ecoagriculture Partners)			This will also help with the business promotion aspects on the investment side and with internal ownership of the program in the regions.

**Owning Dept/Div:** CSBBD-Eco-standards GEF

**Implementing Dept/Div(s):**

**Team Tab**

Core Team			Management			Consultants
Role	Primary	Proxies	Role	Primary	Proxies	Pipeline
Communications Officer	Emmanouela Markoglou		AS Director	Warrick P. Smith	Julian Bernard Moreaux, Mariann Kurtz Weber, Pia Farah Reyes, Rosalva Canipa	<b>Hired</b> Anne Christine Casson, Carneiro Vanessa, Chemonics International Inc, Juan Jose Dada, SAP vendor 10924, Susanne Josee Leluop, Susanne Lelouop
Finance Officer	Dianne Garama	CES Finance and Budget Team, CPAFM, CPAFR SBA, Luzviminda Samson Tatlonghari, Wai-Keen Wong	Global Business Line Director	Mary Porter Peschka	Daniela Silva, Danelva Montas, John V. Kellenberg, Mariann Kurtz Weber, Marina Fedorova, Stacy A. Swann	
Lawyer	Sabina Beg	Alejandro Vargas				
Env & Soc specialist	Marjanne Gilbert Sevenant	Isabelle Paris				
Monitoring and Evaluation Officer	Helle Lilly Andersen	Marina Fedorova, Thanh Thuy T. Nguyen	Global Product Specialist	Larissa Luy Vasquez	Bruce Wise, Fayana A. Willie, Ivan Ivanov, Juan Jose Dada, Kathleen Anne Bottriel, Maria Soledad Requejo	
Other Specialist	Marieme Esther Dassanou	Ana Belen Barbeito, Evgenia Shumilkina, Feruza Akbarovna Abduazimova, Hiroyuki Hatashima, Kelly Andrews Johnson, Nadia Asgaraly, Sudha Bala Krishnan	Global Business Line Manager	John V. Kellenberg	Marina Fedorova	
Procurement Officer	Kimberly Shires	Radhia Jihane Guizani	IDD Reviewer	Maria Cussianovich	Julian Bernard Moreaux, Maria Christina S. Javier, Mariann Kurtz Weber, Panagiotis Tzanopoulos	
Global Sustainability Champion		Maria V. Arsenova				
AS Portfolio Officer	Marina Fedorova		Regional Industry Director	Atul Mehta		
TATF Officer		Luzviminda Samson Tatlonghari, Wei-Jen Leow	TATF Manager	Urkaly Isaev		
TATF Team Assistant	Sophana K. So	Eliso Skhulukhia, Veronica Torres Banez	Vice President	Snezana Stoiljkovic	Hester Marie DeCasper, Julian Bernard Moreaux, Pia Farah Reyes, Vanessa D. Manuel, Warrick P. Smith	
Team Assistant		Evelyn M. Dimaandal, Fayana A. Willie				
Project Leader (PL)	Bruce Wise	Kathleen Anne Bottriel				

**Collaboration Comments**

Creation Date	Person	Department	Comments
05/09/2014 15:55:16 PM	Nazira Abdukhalilova	CPAFM-CPA Financial Management	The document is reviewed and cleared by finance. Ready to be submitted to workflow.
05/08/2014 19:47:27 PM	Larissa Luy	CSBO1-ESG & Industry Standards	This 10 year project on agriculture and environmental & social standards supported the alignment of international sustainability standards with IFCs Sustainability Framework and increased IFCs visibility as a relevant stakeholder in the area of agri value chains. All comments have been included and this PCR is cleared for workflow.
05/08/2014 13:03:05 PM	Helle Lilly Andersen	CSBSC-Strategy & Impact	Hi, Bruce Thank you very much for sharing the revised PCR for review. The PCR is cleared from my end once the following adjustments have been made: (a) adjust language in DE and Outcome sections to reflect that most outcomes have been achieved, not all to reflect two areas of shortfall: results & targets for a few indicators; outcomes not achieved for the financial component. (b) indicate when the independent mid-term evaluation was undertaken; was it at the 5 year mark? (c) move last paragraph in the impact section on grantees' satisfaction to the output section. Helle

**Close Out Review Meeting**

**Date:** 05-02-2014

**Post Implementation Monitoring PCR Decision:** Approved with NO post implementation monitoring expected

Indicator end dates and the post implementation end/financial close dates in IBIS need to be revised to reflect that there is no post-implementation

**Other Follow up items before PCR:** The meeting was held on te 2nd May with John Kellenberg, Helle Andersen and Bruce Wise. Issues raised included

- 1) provide more of the historical background around the program so that a first time reader can see how the program evolved.
- 2) Provide more concrete examples of outcome and impacts of the grants

Project Name BDGEF BACP  
 Project ID 523359  
 Project Status Active  
 PL Bruce Wise

**ADVISORY SERVICES**

**COMPLETION**



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3) change outcome rating from excellent to satisfactory

4

**Comments:**

Public Disclosure

**Project Description**

**Expected Development Impact**

**Environment & Social Risks and Mitigation**

Performance Standard	Risk Name	Description & Potential Effect	Mitigation
Other	PS 6. Biodiversity Conservation and Sustainable Management of Living Natural Resources		

**Development Results**

Indicator	Results(CY - 2014)	Cumulative
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## **Workflow Details**

Project Leader Approval - approve by Bruce Wise at 5/22/2014 6:46:30 AM.

Comment : Cleared for workflow, PCRMs issued have been addressed in this final version..

GBLM Approval - approve by John Kellenberg at 5/27/2014 5:46:21 PM.

Comment : .

FO Approval - Global - approve by Dianne Garama at 6/12/2014 10:31:48 AM.

Comment : All expenses posted. No commitments outstanding. All elements closed..

GBLD Approval - approve by John Kellenberg at 6/12/2014 11:27:55 AM.

Comment : Approved on behalf of Mary Porter Peschka..