Allanblackia Project:

Standard Setting and Sustainable Supply Chain Management - Phase II.

MID TERM EVALUATION REPORT

FINAL DRAFT

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Acacia Natural Resource Consultants Ltd (UK)

Commissioned by:

The International Union for the Conservation of Nature (IUCN) and Swiss State Secretariat for Economic Affairs

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
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Swiss Confederation

Federal Department of Economic Affairs FDEA
State Secretariat for Economic Affairs SECO

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ACRONYMS AND ABBREVIATIONS

CHF	Swiss Franc
CREMA	Community Resource Management Area
DO	Development Objective
FASDEP	Food and Agriculture Sector Development Strategy
FC	Forestry Commission
FLR	Forest Landscape Restoration
FORIG	Forestry Research Institute of Ghana
FP	Focal Person
FSD	Forest Services Division
GH¢	Ghana Cedi (1 US$ = GH¢1.65)
GSGDA	Ghana Shared Growth and Development Agenda
ICA	Institute for Cultural Affairs
ICRAF	International Council for Research into Agroforestry (World Agroforestry Centre)
LLP	Landscape and Livelihoods Programme
METASIP	Medium Term Sector Investment Plan
MFI	Micro-finance institution
MoFA	Ministry of Food and Agriculture
MLNR	Ministry of Lands and Natural Resources
MT	Mega tonnes (thousand tonnes)
NDGL	Novel Development Ghana Limited
NTFP	Non Timber Forest Product
PACO	Programme pour l'Afrique Centrale et l'Afrique Occidentale
R&D	Research and Development
ROSCA	Rotating Savings and Credit Association
SECO	State Secretariat for Economic Affairs (Switzerland)
SO	Specific Objective
TNS	TechnoServe

EXECUTIVE SUMMARY

Aims and Objectives of the Evaluation.

The Allanblackia II project supports the development of an economically viable, environmentally sustainable and socially equitable supply chain of Allanblackia seeds in Ghana. The project forms part of a broader public-private partnership called the Novella Partnership, which is co-ordinated by a secretariat, funded by Unilever and operates in Ghana, Nigeria and Tanzania. In the context of Ghana, Unilever support a local organisation (registered currently as a not-for-profit company), called Novel Ghana Development Limited (NDGL) which has the mandate to develop the supply chain for Allanblackia all the way from the production of seedlings through purchasing of nuts to processing of the oil and finally to export to Unilever in Holland.

This mid-term evaluation of the Allanblackia Phase II project was undertaken between November 2011 and January 2012 and commissioned by IUCN headquarters on behalf of the funding agency, the Swiss State Secretariat for Economic Affairs (SECO). The Terms of Reference for this exercise state that the overall purpose of the evaluation is "*to provide a basis for the sound implementation of the second half of the project and for an exit strategy to ensure sustainability of project results after project closure*". The mandate of the evaluation focuses on the SECO-funded project and not the wider Novella Partnership. The inter-dependent nature of the two initiatives mean that a review of the SECO-funded project will inevitably raise issues of relevance to the wider partnership.

Relevance and viability

The project design remains relevant to national development priorities as well as local needs and aspirations. The Allanblackia project supports a number of key government strategies such as the Medium Term Agricultural Investment Plan. With regard to farmers needs and priorities, Allanblackia provides an important additional income, can integrate within cocoa production as an agroforestry tree and provides an additional "safety net" for poorer households and women who collect non timber forest products from government forest reserves and other protected areas.

A number of activities developed and implemented to date by the project are both highly relevant and clearly viable. This includes the development of Allanblackia standards, the communication and information work carried out to date (including the draft communication strategy as well as initial work on business development.

The design of the project is participatory, based on lessons learned from the first phase, supports a wider process (the Novella Partnership) and is built around a partnership of in-country organisations. However, the design also had some weaknesses – notably the failure to specify the exact relationship of the project to the Novella partnership, and in particular how the project will relate to and support NDGL. As a result of this latter omission, key (and in some cases "killer") assumptions and risks were overlooked in the design.

Effectiveness

Out of 18 activities within the project document, the evaluation found that 13 were completed or likely to be completed satisfactorily, while five had encountered some constraints. Output 1 (Market differentiation) was performing well and strong overall progress was being achieved. Output 2 (Enhanced market access) was performing satisfactorily, although activity 3 (market diversification) while having made some good progress lacks overall direction and institutional roles are somewhat unclear. Output 3 (Stakeholder skills and knowledge) has performed well under the co-ordination of ICA and TNS. Additional guidance and support will be required to complete activity 3 (micro-credit) and 4 (website development). Output 4 (Forest

Landscape Restoration) is probably the weakest of all the four outputs. While achievement is in general on target, questions remain about the overall effectiveness of this output and its relevance to other activities.

Efficiency (cost effectiveness)

Financial reports generated after one year of implementation indicate that the use of project funds is in line with overall projected spending levels. The total budget of the project is CHF 1.9 million. As of the end of June 2011 (which in reality reflects just about one year of full implementation), the project had spent CHF 564,601, which represents approximately 30% of the total budget[1]. This expenditure rate appears to be uniform along the four outputs, indicating that the implementation is proceeding within budget and at an acceptable pace

Implementation efficiency has in general been strong, as a result of a number of deliberate strategies designed to increase the cost-effectiveness of the project. In contrast to more "traditional" projects implemented by IUCN, this project works through a group of in-country partners, thereby avoiding costs incurred in recruiting and maintaining a team of staff and advisers on the IUCN payroll. Additional support to communities within the project area is (or has been) provided by other IUCN initiatives (such as the Landscapes and Livelihoods Programme and the Pro-poor REDD+ project. The project has also sought to deliberately influence other wider processes relating to sustainable cocoa production (such as the UNDP-Cadbury Partnership for Cocoa and engaging with organisations such as Rainforest Alliance, Forestry Commission and the Ministry of Food and Agriculture).

Output 4 (Forest Landscape Restoration) has questionable cost-effectiveness. This is due to the limited impact of the output (which works in only 8 villages, 2 of which are no longer served by NDGL and the fact that environmental safeguards and monitoring are now mainstreamed through Output 1 and covered under the UEBT Standards system. There is limited understanding and appreciation of what Forest Landscape Restoration is, beyond IUCN and FORIG. Work being carried out by FORM International may also be able to generate research results planned under this output.

Impact and Sustainability

The rationale of this project is to create the conditions necessary for achieving positive social, economic and environmental impacts as well as safeguarding against potential negative ones. The project is investing in feasibility assessments to identify under which local conditions Allanblackia can be integrated within existing farming and livelihood systems. These standards and investment models are being promoted widely and communicated to players across the supply chain. As a result, the project has great potential to generate wide reaching impact, well beyond the current target area.

The design of the project is based around the concept of "mainstreaming", and creating the conditions for economic, environmental and social sustainability. It aims to achieve this by intervening in an emerging market chain in the early stages of its development by creating a framework for promoting and verifying these benefits after the project has been completed. As such, the potential for long-term sustainability exists.

The degree to which both impact and sustainability will be realised rests upon the degree to which the supply chain becomes self-sustaining by generating real value for farmers and other involved actors (such as NDGL). If the collection of Allanblackia seeds reaches economically viable levels (for NDGL and Unilever) the sustainability of the project will have been secured, at least in the medium term, and it is very likely that widespread impact will be achieved.

Overall conclusions

The conclusions drawn from this evaluation are that overall the project is making sound progress and generally on track to achieve the activities and outputs defined in the project document.

[1] These figures do not include the expenditure of UEBT for the period January – June 2011.

The relevance, effectiveness and efficiency of the project are all at satisfactory levels. Some weaknesses have been identified, relating to progress on some of the activities and outputs – such as validity and utility of Output 4 on Forest Landscape Restoration as well as specific activities such as website development (3.4), micro-finance (2.2) and market research (2.3).

The goals and outputs of the project are intricately linked to the broader processes operating in the Allanblackia supply chain, currently being spearheaded by NDGL with support from Unilever. The degree to which impact and sustainability will be realised depends on the viability and expansion of this supply chain.

It is currently not possible to assess whether both impact and sustainability will be achieved in the medium and longer term, due to uncertainties in the supply chain, most notably an inability to meet production volumes demanded by the market. This problem is a result of three underlying constraints:

- Current pricing levels of Allanblackia seeds, although rising slowly, are yet to drive wide-scale collection of on-farm or wild-sourced seeds.
- An inability to scale-up collection of seeds to un-served Allanblackia-endemic areas.
- Challenges faced in domestication and multiplication of Allanblackia seedlings.

If the project is to achieve the levels of impact and sustainability that it has the potential to realize, the three main constraints identified above must first be addressed. The project can contribute towards addressing some of these constraints, but they must be done together by adopting a common approach and vision with the wider Novella Partnership.

<u>Recommendations</u>

Based on the above, ten recommendations are presented to the partners of the SECO project:

1. **Forest Landscape Restoration:** Refocus Output 4 to focus more specifically on on-farm trials and demonstration centres from which lessons and experiences can be shared with the wider community (and neighbouring ones). Link to the FORM International initiative to derive lessons and experiences on forest landscape restoration for use in communication strategy
2. **Community-managed tree nurseries:** Use balance of funding from Output 4 to provide support to community-managed tree nurseries.
3. **Market Diversification:** Agree a coherent strategy and approach for addressing Activity 2.3 (Market diversification). Reallocate funds if needed.
4. **Allanblackia Portal:** Provide external technical support to NDGL to upgrade the Allanblackia website.
5. **Collaboration between the project and NDGL:** Clarify the relationship and collaboration between the project and NDGL.
6. **Business models:** Based on the work that is being developed by TechnoServe on providing business "models" for Allanblackia production, develop communication materials on the various approaches, as well as social and environmental considerations and market these different approaches to like-minded organisations as well as community members.
7. **Micro-finance:** Following on from the work conducted by TNS on micro-finance, provide focussed training and capacity building on developing rotating savings and credit groups (ROSCAs) within existing groups of collectors.
8. **Communications:** Explore alternative formats to radio communications – including a return to radio drama, which was popular in the first collection season. Implement communication strategy and review progress on regular basis.
9. **Review of Allanblackia supply chain:** Undertake analysis of supply chain to identify potential points of diversification

within the Allanblackia supply chain. The study should also identify areas of improvement and new opportunities to raise volumes and improve cost efficiency overall.

10. **Strategic planning:** Provide institutional support from TNS to develop a strategic / business plan and vision for NDGL. Undertake analysis of supply chain to identify potential points of diversification and potential actors institutions that could assume roles (both within and outside Ghana), where applicable.

11. **Phase III?** If there are options for a future phase of support from SECO (or other donors), ensure that NDGL (or other private sector players engaged in the supply chain at that time) are fully integrated into the design of proposed activities, with a shared vision prepared and roles / responsibilities clearly spelled out.

Recommendations are also provided in the report for the wider Novella Partnership with a view to addressing the three critical constraints identified above, namely current pricing levels, scaling up collection, and challenges faced in domestication and propagation of seedlings.

1. INTRODUCTION AND BACKGROUND TO THE PROJECT EVALUATION

1.1 Evaluation background and purpose

The external, mid-term evaluation of the Allanblackia Phase II project was undertaken between November 2011 and January 2012 and commissioned by IUCN headquarters on behalf of the funding agency, the Swiss State Secretariat for Economic Affairs (SECO).

As specified in the Terms of Reference for this exercise (See Annex 1), the overall purpose of the evaluation is "to provide a basis for the sound implementation of the second half of the project and for an exit strategy to ensure sustainability of project results after project closure".

The specific objectives of the evaluation are the following:

- To assess the continued relevance of the project (including the continued viability of the planned intervention logic);
- To assess the effectiveness of project by analysing to which extent the project has delivered on its planned results;
- To assess the project cost effectiveness (efficiency) of the project intervention by comparing the results delivered to the means and time used to achieve the results;
- To determine the impacts likely to happen as a consequence of the project;
- To assess the likeliness of the sustainability of the project results after project closure;
- To make recommendations for enhancing the implementation of the second half of the project;
- To formulate lessons applicable to future project design in this area of work.

The evaluation was carried out by Tom Blomley of Acacia Natural Resource Consultants Ltd (UK), following a selection process co-ordinated by IUCN HQ. The evaluation process was strongly supported by a number of people such as Samuel Kofi Nyame (IUCN-Ghana) who was immensely helpful in organizing meetings and co-ordinating arrangements for the field trip. Further assistance and support was provided by Chris Buss of IUCN HQ.

1.2 Evaluation Methodology

IUCN defines evaluation as follows:

"Evaluation is a periodic assessment, as systematic and impartial as possible, of the relevance, effectiveness, efficiency, impact and sustainability of a policy, programme, project, Commission

or organizational unit in the context of stated objectives. An evaluation may also include an assessment of unintended impacts"[2]

The evaluation policy goes on to list a number of key questions that all IUCN evaluation exercises must address which are derived from the standard OECD/ DAC criteria for evaluation. These are presented in a summary form in Table 1, below.

The terms of reference for the evaluation also refer to these five evaluation domains, but include a further area of lessons learned.

Domain	Evaluation Question
Relevance	To what extent is the policy, programme, project or organizational unit contributing to the strategic direction of IUCN and/or its members and partners?
	Is it appropriate in the context of its environment?
Relevance and Effectiveness	To what extent is the policy, programme, project, or organizational unit meeting its objectives and performing well?
Efficiency	To what extent is the policy, programme, project or organizational unit using its resources cost-effectively? Does the quality and quantity of results achieved justify the resources used to achieve the results? Are there more cost-effective methods of achieving the same result?
Impact	What are the positive, negative, primary and secondary, long term effects produced by an intervention (policy, programme, project) directly, indirectly, intended or unintended?
Sustainability	Is the enabling environment within which the policy, programme, project or organizational unit operates supportive to its continuity? To what extent will the activities and outputs be maintained after development support is withdrawn?

Table 1: Key questions for IUCN Evaluations as per Evaluation Policy (2001)

Based upon the considerations outlined above, a complete list of evaluation questions was developed and which formed the basis for interviews with project implementers, partners, financing agencies and beneficiaries and which were used for this evaluation exercise. The evaluation matrix appears in full in Annex 6.

The evaluation used the following sources and methods for gathering data and information:

- Document review and internet search – both internal project literature, but also wider literature relating to forest based enterprises and natural product market development (For full list of documents consulted, see Annex 5)
- Telephone and Skype interviews (with international partners and peer organisations with relevant experience)
- Individual interviews and briefings with key resource persons (in Gland as well as in Ghana)

[2] IUCN, 2001. The IUCN Evaluation Policy. Approved by the IUCN Council at its 55th Meeting, October 28-30, 2001

- Focus group discussions with beneficiary groups and other potential stakeholders (traders and private sector representatives
- Feedback sessions at which initial findings can be presented back to stakeholders for early validation

A full list of persons consulted for this evaluation can be found in Annex 3.

The evaluation was divided into a number of phases. The initial phase involved a comprehensive literature review process, familiarization with key project documents and interviews with key resource persons and partners. A two-day visit to IUCN HQ in Gland was an important element in this initial preparatory phase. This was followed by a ten-day field visit to Ghana to meet with project staff, partners and beneficiaries. The Ghana country visit ended with an informal debriefing / validation workshop to discuss the main findings and recommendations with in-country partners. The output of that discussion was used in shaping this report. A timetable of meetings and field visits during the review mission in Ghana is presented in Annex 2.

A draft report was prepared following this visit and then shared with project staff and partners in mid December 2011. Comments to the draft report were provided by IUCN HQ and IUCN Ghana, Novel Development Ghana Ltd (NDGL), Unilever, TechnoServe, UEBT and FORM International. Based on feedback received a final report was submitted in January 2012.

2. PROJECT BACKGROUND AND CONTEXT

2.1 Summary of Project Information

Allanblackia Phase II is a project funded by the Swiss State Secretariat for Economic Affairs (SECO), executed by IUCN and implemented by a consortium of partners, namely: Institute of Cultural Affairs (ICA), Technoserve (TNS), Forestry Research Institute of Ghana (FORIG), Union for Ethical Biotrade (UEBT). SECO have committed a total of CHF 1.9 Million to the project over a three-year period. The project document was agreed in June 2010, and implementation began in earnest in August of the same year.

The project forms an important contribution to the wider international "Novella Africa" Public Private Partnership that was established in 2003 with the aim of developing a new commodity and value chain for Allanblackia oil. The Partnership brings together the private sector (Unilever), international organizations (ICRAF, IUCN), international NGOs (SNV, TechnoServe) and in-country partners in Ghana, Nigeria and Tanzania.

The SECO-funded project focuses almost exclusively on supporting the Allanblackia supply chain in Ghana, although some support has been provided to Tanzania through one of the implementing partners UEBT, who are building the capacity of the national purchasing company Novell Development Tanzania Limited (NDTL).

The **Development Objective** (DO) of the project is[3] that "Allanblackia improves livelihoods and landscapes in the Allanblackia endemic communities of Ghana".

The **Specific Objective** (SO) of the project is that "Allanblackia farmers have improved access to markets for sustainably produced Allanblackia improving their livelihoods and the landscapes"

The expected benefits of the project include:

- Reduced poverty in target communities through new income generation possibilities;
- Increased export earnings and improved national-level economic development by mainstreaming Allanblackia into national level development priorities and programmes;
- Improved forest quality and sustainable supply of Allanblackia through restoration of forests and degraded lands with Allanblackia.

The project anticipates four specific outputs:

Output 1 A market differentiation system in place

Output 2 Enhanced market access related to Allanblackia business in program communities by promoting equitable conditions

Output 3 Stakeholders have the skills and knowledge to adhere to standards

Output 4 Mechanisms to ensure sustainable production and planting of Allanblackia in place and functional

[3] The DO feeds into the Development Objective of the Novella Africa public-private partnership "Profitable, sustainable and environmentally sound Allanblackia industry established in Africa, and supplying 40 000 tonnes of oil by 2017". This was developed during the annual Allanblackia partners meeting in 26-27 October 2007 in Yaoundé, Cameroon.

The project document anticipates that approximately 4,000 farmers will benefit directly from the project and the development of the Allanblackia supply chain. 8 communities have been identified as the initial target group; In these groups there are approx. 20 growers of Allanblackia on farms and 30 wild collectors. The 8 communities are located in Wasa Memfi West District, Sefwi Bekwai District, Mpohor Wassa West District and Tarkwa-Nsuaem District in Western Region of Ghana.

Novel Ghana Development Limited (NDGL) is involved in collecting Allanblackia in around 220 communities in Ghana and farmers and collectors in these communities are expected to benefit from tools, communication materials and lessons generated from the SECO-supported project area.

2.2 Project Background

Interest in the Allanblackia value chain began in around 2000 in Ghana. A factory in Ghana, Lever Brothers produced a low-cost soap for local markets from low-grade palm oil – essentially a waste product discarded from production of premium brand soaps such as Lux. Due to growing demands for domestic soap, Lever Brothers started searching for alternative oils produced locally. One of the oils received was a white vegetable fat, which was extracted from Allanblackia seeds. Subsequent analysis of this fat by Unilever established that the oil was very low in saturated fats and with a very sharp melting point, around 34 degrees celsius. This means that it remains solid at room temperature, but melts in the mouth, which is exactly what is required of a yellow fat or cream-based spread like margarine. Unlike palm oil, it does not need any further modification. This reduces the number of processing steps and simplifies the manufacture of margarine. Furthermore, growing concerns over some of the social and environmental impacts of palm oil production meant that Unilever were looking for suitable alternatives but without the associated environmental and social risks (for more information on this see the Unilever Sustainable Living Plan)

Once Unilever recognised Allanblackia's value, it decided to use it in some of its consumer products. To meet the market requirements it was recognised that a significant investment would have to be made in the supply chain. In 2002, the Novella Partnership was established to promote the sustainable harvesting of Allanblackia, and create the organisations and infrastructure needed to collect, transport and process the seeds in a socially equitable and environmentally sustainable manner. This public-private partnership initially comprised Unilever, IUCN and the Netherlands Development Organisation (SNV), but was subsequently expanded to include other players such as TechnoServe and ICRAF.

Novel Development Ghana Ltd (NDGL), and counterparts in Tanzania and Nigeria, were established to develop the supply chain in Allanblackia oil across the three countries where Unilever had established operations and where Allanblackia was endemic. In Ghana, NDGL is registered as a "not-for-profit company". The supply chain is being developed through a network of "focal persons" who operate a community level, and buy seeds from communities on a commission basis, as well as raising awareness and knowledge about Allanblackia planting and collection locally. Supply chain costs incurred by NDGL break even when collection exceeds 60 tonnes of seed. Collection volumes in the 2009/10 season reached 54 tonnes while in 2010/11

they dropped to 37 tonnes[4]. Domestication and production of seedlings is being financed by Unilever on an output basis. Unilever have indicated that they will need approximately 240 tonnes per year to be able to undertake a trial production of margarine. In 2010/11 they received around 100 tonnes. The overall goal of the Novella Partnership is to produce 10,000 tonnes by 2020. Clearly, there is much work to be done if any of these viability thresholds are to be met.

Through support from the SECO, IUCN was able to raise funds to support the Novella Partnership 2005 to 2008. The project was established to develop the Allanblackia supply chain in an economically viable, environmentally sustainable and socially equitable manner. The main achievements of this first phase included:

- Feedback from various stakeholders on the draft best-practice guidelines, and based on the feedback, development of user-specific versions of these;
- Establishment of biological and socioeconomic baselines and monitoring these baselines in order to acquire information to be included in the future version/s of the guidelines and eventually the standards;
- Increasing communities awareness on the Novella Africa undertaking in general and Allanblackia in particular;
- Understanding stakeholders capacity building needs in terms of Allanblackia and small- and medium enterprises and responding to these needs by organizing various training sessions;
- Producing and disseminating information on the Allanblackia supply chain, including the price formulation and legal issues.

Phase II was developed using the experiences gained and lessons learned during the first phase. The formal launch of the second phase took some time due to a number of consultations and studies that were undertaken during the preparation of the Phase II project document. This included a round-table planning meeting in Accra in June 2008. Through the use of unspent funds from Phase I, support was provided to identify an appropriate market differentiation system and institution to support the Allanblackia standards and best practise already developed in Phase I. This resulted in the identification of the Union for Ethical Biotrade (UEBT) and their inclusion in the Phase II project document.

[4] Allanblackia seeding is known to be highly variable from year to year, but also across different regions of Ghana within the same season.

3. PROJECT OBJECTIVES AND OUTPUTS (LFA OR RESULT CHAIN)

3.1 Aims, objectives and outputs

The **Development Objective** (DO) of the project is[5] that "*Allanblackia improves livelihoods and landscapes in the Allanblackia endemic communities of Ghana*".

The **Specific Objective** (SO) of the project is that "*Allanblackia farmers have improved access to markets for sustainably produced Allanblackia improving their livelihoods and the landscapes*"

The expected benefits of the project include:

- Reduced poverty in target communities through new income generation possibilities;
- Increased export earnings and improved national-level economic development by mainstreaming Allanblackia into national level development priorities and programmes;
- Improved forest quality and sustainable supply of Allanblackia through restoration of forests and degraded lands with Allanblackia.

The project is based around the three fundamental principles of economic viability, environmental sustainability and socially equitable outcomes.

The project is divided into a total of four outputs and 18 activities. The project is implemented through a partnership that is co-ordinated by IUCN and composed of the Union for Ethical Biotrade (UEBT), Institute for Cultural Affairs (ICA), TechnoServe (TNS) and Forest Research Institute of Ghana (FORIG). Responsibility for the achievement of each activity has been allocated to one of the partners. In some cases, more than one partner is involved in the achievement of a specific activity, but in these cases, one organization is assigned lead responsibility. Table 2, below presents the four outputs and associated activities with organizational responsibilities

Output 1: A market differentiation system in place	
Activity 1.1 Stakeholder awareness meeting and initial co-ordination	UEBT
Activity 1.2 Develop Allanblackia application guide for UEBT verification framework	UEBT
Activity 1.3 Test and apply verification system	UEBT
Activity 1.4 Training of verification bodies	UEBT
Activity 1.5 Development of impact and monitoring system	UEBT
Activity 1.6 Building awareness on Allanblackia verification	ICA (TNS)
Output 2: Enhanced market access related to Allanblackia business in program communities by	

[5] The DO feeds into the Development Objective of the Novella Africa public-private partnership "Profitable, sustainable and environmentally sound Allanblackia industry established in Africa, and supplying 40 000 tonnes of oil by 2017". This was developed during the annual Allanblackia partners meeting in 26-27 October 2007 in Yaoundé, Cameroon. This global target was subsequently refined in 2010 to "achieve production levels of 10,000 tonnes in 10 years and 60,000 tonnes in 20 years with the involvement of over 40,000 farmers and by sustainable planting of 8 million trees"

promoting equitable conditions	
Activity 2.1 Plan and facilitate stakeholder consultations on ownership & business arrangements of Allanblackia trees and prepare contract agreements between farmers and the appropriate local authorities	ICA (IUCN)
Activity 2.2 Identify and support links to existing micro credit and community development schemes to promote social equitability	TNS
Activity 2.3 Research and develop links with other potential market opportunities for Allanblackia to support the diversification of market access for producers	TNS
Output 3: Stakeholders have the skills and knowledge to adhere to standards	
Activity 3.1 Sensitize targeted stakeholders about Allanblackia	ICA
Activity 3.2 Design and implement Allanblackia-related radio campaigns	ICA
Activity 3.3 Provide Business Development Services (BDS) to target stakeholders on Allanblackia (and other) businesses and develop partnership strategic plan	TNS
Activity 3.4 Maintain and update the Allanblackia-portal	ICA, but shifted to NGDL
Output 4: Mechanisms to ensure sustainable production and planting of Allanblackia in place and functional	
Activity 4.1 Plan and facilitate stakeholder consultations and meetings on FLR using visualisation techniques	FORIG
Activity 4.2 Design and organize training on FLR for target communities	ICA (FORIG)
Activity 4.3 Prepare and implement Allanblackia related FLR action plan	FORIG
Activity 4.4 Prepare Allanblackia FLR monitoring and evaluation framework and train a field team to collect and analyze data	FORIG
Activity 4.5 Create demonstration plots on sustainable Allanblackia farming that follow the standards/guidelines and the principles of FLR	FORIG

Table 2 Activities of the project and institutional responsibilities

The project forms part of a broader partnership called the Novella Partnership, which is co-ordinated by Unilever and operates in Ghana, Nigeria and Tanzania. In the Ghana context, Unilever support a local organisation (registered currently as a company[6]), called Novel Development Ghana Limited (NDGL) which has the mandate to develop the supply chain for Allanblackia all the way from the production of seedlings through purchasing of nuts to processing of the oil and finally to export to Unilever in Holland. Currently, NDGL being the only large scale buyer of Allanblackia in Ghana set the price for purchase on an annual basis, calculated based on the price paid by Unilever for the processed oil.

[6] In discussions with the Director of NDGL, Cyril Kattah, it was explained that the company is a "not-for-profit company", with any profits expected to be ploughed back into the business rather than distributed to share holders. To date, however, the company has not made a profit and is financially dependent on support from Unilever.

4. RELEVANCE AND QUALITY OF PROJECT DESIGN

4.1 Overall relevance of project design

The design of the project is considered highly relevant – it seeks to combine economic, social and environmental objectives through a multi-level partnership between government, NGOs and the private sector. The project approach is derived from a strong link to international markets, but based around working with small-holder farmers and collectors. The rationale of the involvement of organisations such as IUCN, SECO and others are that:

While Allanblackia appears highly promising as an internationally traded commodity, the supply chain needs to be developed from the ground up. Achieving this by working with small-holder farmers provides many exciting opportunities but the costs of achieving this in a sustainable and socially responsible manner are unlikely to be viable, if borne by the private sector alone. Therefore external donor funds are required to help develop the value chain in a way that benefits both people and nature. Furthermore, if the demand for Allanblackia increases significantly (along with the price paid), there are risks that this market stimulation may encourage unsustainable practices. Developing verifiable standards for the supply chain was seen as an important investment that may help offset this risk in the future.

The design of this project is based on experiences gained and lessons learned from the first phase of implementation. Partners involved in the project were heavily involved in the development of plans and strategies for the second phase. The design was undertaken in a participatory manner, with partners engaged in developing specific strategies relevant to their area of expertise. While project beneficiaries were not involved in any meaningful way in the design of the project, their concerns continue to be captured at project management level, particularly through ICA who have developed a two-way communication system that channels messages back from the community level up to project management levels.

The project document defines a number of target groups, including producers and collectors in Ghana (around 4,000 persons), producers and collectors in Nigeria and Tanzania (around 6,000 persons), 200 communities involved in Allanblackia in Ghana and 8 communities as the "initial target group". This rather confusing formulation provides some level of ambiguity, particularly for those not familiar with the project.

In actual fact, there is no one, single target group for this project. Different outputs and activities are targeted at different target groups and institutions (and in some cases in different countries). One reason for this is due to the fact that the project is contributing to the wider Novella Partnership, which operates in three countries. In an attempt to clarify this question, this review has identified the following distinct target groups (Table 3)

Target Group	Outputs / Activities
All potential collectors (and trading institutions) in Ghana and Tanzania (it would appear that Nigeria has not been impacted by this project and its viability is currently questionable). Global buyers of Allanblackia	Output 1: Activity 1.2 and 1.3
All potential collectors across the three districts where	Output 3: Activity 3.2

NDGL is active	
All actual collectors across the 220 communities where NDGL is active	Output 1: Activity 1.1 and 1.6 Ouput 2: Activity 2.1, 2.2, 2.3 Output 3: Activity 3.1 and 3.3
All potential and actual collectors / producers within the 8 communities targeted under this project	Output 4: Activity 4.1, 4.2, 4.4 and 4.5

Table 3: Impact of the project on different target groups

4.2 Relevance of project design to national development goals and agenda

The two government ministries / departments most closely aligned to the project's aims and objectives are the Forestry Commission (within the Ministry of Lands and Natural Resources) and the Directorate of Agricultural Extension Services (within the Ministry of Food and Agriculture). As such, the project fits well within the policies and strategic plans for these government agencies.

The guiding document for the agriculture sector in Ghana, namely the Medium Term Sector Investment Plan (METASIP) defines an implementation plan for the Forest and Agriculture Sector Development Policy (FASDEP) over the period 2011 – 2015. The targets developed in METASIP conform with and are aligned to the agricultural performance targets of the Ghana Shared Growth and Development Agenda (GSGDA). Within METASIP, some key programmes are of relevance to Allanblackia II:

- **Programme One**: Food Security and Emergency Preparedness; Component 3: Support for diversification of livelihoods of the poor with on and off-farm activities linked to agriculture
- **Programme Two**: Improved Growth in Income; Component 2: Promotion of pilot value chains for selected commodities in each ecological zone
- **Programme Three**: Increased Competitiveness and Enhanced Integration into domestic and international markets; Component 2 Increasing export of non-traditional export commodities
- **Programme Four**: Sustainable Management of Land and Environment; Component 1: Awareness creation and use of sustainable land management strategies

The 1994 Forest and Wildlife Policy provides a general strategic direction to the forestry and wildlife sector. It is, in general in line with the aims and objectives of the Allanblackia II project. Two policy / legal areas that have been identified by the project that have impacted (or may impact) activities are as follows:

Currently, the Forestry Commission allows collection of NTFPs (such as Allanblackia seeds) free of charge, when it is for "domestic" use and not for "commercial purposes"). While most NTFPs are collected for sale (*Griffonia simplicifolis, irvingia gabonensis* and *Voacanga africana* fruits, snails as well as Allanblackia) forestry staff indicated that while they are aware that people are collecting for commercial purposes, they turn a "blind eye" as harvesting levels are so low and to collect such small amounts of revenue would be impractical and counter-productive. However, if harvesting levels went up significantly (perhaps as a result of prices offered for seeds) this would

require them to step in and issue licences, which may in turn discourage sales. While this is currently not a problem, it would be worth keeping this in mind as the programme develops and ensuring that communication with senior staff within the Forestry Commission (FC) remains open.

A second conflict with prevailing law arises as a result of Ghana's complex and somewhat archaic systems of tree tenure. All naturally occurring trees belong to the state, even if they occur on farms. Planted trees can be claimed by the land-user, if registration takes place. However, currently the law does not recognise user rights over economic timber trees that have been deliberately tended and nurtured, during land clearance. As such, farmers clearing land for cocoa have an incentive to clear fell their land (regardless of the value of trees for timber, fruits or shade) as they have no ownership rights over the tree. This is an issue that has attracted a great deal of criticism from many players in the forest sector and is under discussion now that the Forest and Wildlife Policy is up for review.

4.3 Relevance of the project to local needs and aspirations

The primary relevance of the Allanblackia project to local needs and aspirations is through the provision of additional incomes to farmers and collectors. The project has estimated that farmers collecting from 15 trees (either on-farm or in-forest) can expect to raise an additional US$100 per year. Clearly this is not seen as a substitute for other income sources (such as cocoa production, other agricultural crops or income generating ventures such as trading), rather it is seen as an additional income that can diversify rural livelihoods. It can also play an important role as a "safety net", providing incomes at a time of year when other sources of income are not available and when savings are low. Allanblackia is compatible with crops such as cocoa and as such can provide additional benefits per unit area when intercropped with cocoa in an agroforestry system. Early research conducted by ICRAF and FORIG point to the fact that production of cocoa increases with the addition of Allanblackia as a shade tree (Jamnadass et al, 2010). However, much work still needs to be done to identify ideal intercropping systems to establish optimum spacing arrangements so that the outputs of both Allanblackia and cocoa can be maximised (Rik Sools, personal communication).

Allanblackia represents an important commodity for poorer households, who may not have land and who depend on selling their labour to make money. During the dry season when demand for labour is low, Allanblackia collection represents a small but important source of income. Women traditionally are involved in the collection of non-timber forest products (NTFPs) and as such Allanblackia forms one element of the potential range of products that can be collected from the forest – including also snails, wild fruits and medicinal plants. Informal discussions with resource persons (community-level buyers and promoters) revealed that well over three quarters of collectors in their communities were women. In addition to selling to NDGL, Allanblackia has local uses, being used for making cooking oil and for making local soaps.

Allanblackia is found across much of the tropical belt of Africa, in areas that have relatively high levels of poverty as well as being rich in biodiversity. By supporting a sustainable supply chain in Allanblackia, the project can address the dual goals of poverty reduction together with biodiversity conservation at the same time.

Given the qualities described above, Allanblackia as a commodity is highly relevant to the needs and aspirations of the target group. However, as discussed later in this report, constraints in the supply chain (such as outreach capacity, seedling supply, knowledge about tree propagation and improvement and the pricing of seeds from farmers) all constrain its potential to achieve the benefits described above.

4.4 Risks and assumptions

The project document has a limited number of assumptions and risks. However, during the first year of the project implementation a more in-depth risk analysis was undertaken and the following risks identified with the potential to impact upon the achievement of the development objective. These risks are presented below in Table 4. Of the five risks, two are high risks and already impacting upon the project.

Risk Description	Mitigating measure	Nature of risk, impacts and comments
1. Variable growing conditions may reduce the up-take of pre-existing knowledge on germination and appropriate planting techniques.	Ongoing work within the Novella partnership to analyse and share knowledge on improved domestication of Allanblackia	High risk and medium impact: Production of seedlings remains one of the biggest constraints to scaling up on-farm production of Allanblackia. This in turn is caused by the challenges relating to propagation
2. Competition with other crops and respective income benefits are greater than for Allanblackia.	Continue to share lessons and experiences on the benefits from intercropping Allanblackia and cocoa and the supplementary benefits from Allanblackia. Allanblackia is an excellent additional source of income but should not been seen as a sole source.	High Risk and High Impact. Pricing appears to be one of the most important drivers of adoption (planting) and collection. Current pricing levels mean that significant numbers of seeds are left un-collected.
3. Large scale producers may start negatively impacting on the environment and reduce small scale producers income	Through developing a standard for sustainable Allanblackia production in the UEBT system sustainable production is being encouraged. If different actors within the supply chain become UEBT members then this promotes sustainable practices. The involvement of large scale producers is limited due to the small harvesting period for Allanblackia	Low – no change
4. Climate change causes changes to Allanblackia growing conditions	Currently, the project is not concentrating on the fringe areas where Allanblackia grows and therefore potential changes in rain patterns and consequently, potential changes in growth areas will not immediately impact the project. It has also been stated that changes in rain patterns might contribute to Allanblackia becoming common in areas where it previously was not growing.	Low – no change

5. Governmental policy becomes unfavourable towards development of NTFPs.	The current attitude of Government of Ghana towards development of NTFPs is favorable. If and when Allanblackia becomes cultivated crop, there is a theoretical risk that the government attitude changes. However, the current policy in Ghana stimulates the development, use and export of agricultural crops.	Low – no change

Table 4 Project Risks and mitigation measures

Perhaps one critical risk that was not identified in the project (but implicit within the first and second risk above) is that production volumes from wild and on-farm collection will take too long to reach sustainable volumes, within the investment window identified by Unilever. If this risk was to materialize, this would threaten the viability of the SECO project and the Novella Partnership.

In order to meet potential market demand the aim of the Novella Partners is to achieve production levels of 10,000 tonnes in 10 years and 60,000 tonnes in 20 years with the involvement of over 40,000 farmers and by sustainable planting of 8 million trees[7]. Currently, these target are far from being met and current trends point to a low probability of them being met within the time period specified.

4.5 Logic and consistency of project activities

The project document is, in general, consistent and logical, with a clear link between activities, outputs and the achievement of the Specific Objective and Development Objective.

What is less clear, however, is how this project fits within the wider context of the Novella Partnership and in particular, the activities of NDGL. The only clear reference to this is as a footnote to the Development Objective of the project (namely that the project's Development objective "feeds into" that of the Novella Partnership). The roles, responsibilities and contributions of NDGL to the project and the partners are not provided. This appears to be a major omission, given that the whole *raison d'être* of the project is to support the development of the Allanblackia supply chain process, for which NDGL and the Novella Partnership have responsibility. In discussions with implementing partners of the project, it was reported that NDGL was actively involved in the design of the project, contributed to the development of specific activities and were supportive of the final outcome. However, given SECO's concerns regarding providing support to profit-making (or potentially profit-making) entities, the final project document does not include NDGL, nor does it define their role with regard to project implementation.

As will be discussed later in the report, this omission may go some way towards explaining some of the misunderstandings that continue to arise with regard to co-ordinating the work of the project with NDGL in particular. Furthermore, as indicated in Section 4.4 above, there are some critical assumptions regarding the viability of the whole Allanblackia supply chain and Unilever's

[7] IUCN, UEBT and Unilever. 2010. Communication note for coherent messaging on Allanblackia. Novella Partnership Communications: Key messages

long term intentions given the challenges faced in reaching sustainable volumes of seed production which have been omitted in the original project document.

4.6 Linkages to IUCN goals and objectives

Globally, IUCN develops four-year work-plans, approved at the World Conservation Congress meetings. The plan developed to cover the work of the Forest Conservation Programme (FCP) for the period 2009 – 2012[8] has five priority themes. The Allanblackia II project contributes specifically to two of these five themes.

The first thematic priority area – "Conserving Biodiversity for Life" aims to "identify and reconcile the explicit differences between local and global stakeholders' biodiversity values, including, which it undertakes by:

- Operationalizing the landscape and ecosystem approaches by establishing a network of sites with landscape approaches implemented on the ground
- Developing field level models of conservation programmes where local and global biodiversity values are balanced and trade-offs are explicit
- Supporting networks of industrial and community-based logging, plantations and NTFP extraction areas with biodiversity friendly management

Under this theme, two "sub-results" are presented to which the Allanblackia project contributes directly:

- Best-practice guidelines for Allanblackia production and harvesting finalized in Ghana and modified for, and applied within, the context of a second African country
- Small-scale producers in at least four landscapes where IUCN is active benefit from improved access to markets for sustainably and equitably managed forest goods or services

The fifth thematic priority area within the inter-sessional plan is "Equitable and sustainable future local and global markets for forest products". A particular emphasis of this thematic area is the impacts of globalization and the expansion of the forest industry across many parts of the tropics. A specific area of interest is developing the capacity and potential for small scale forest enterprises.

Under this theme, one sub-result is presented, to which the Allanblackia is making a concrete contribution:

- Best practice guidelines for Allanblackia finalized and peer reviewed by a widely-recognized body, such as the Sustainable Agriculture Initiative

[8] IUCN. 2009. Forest Conservation Programme (FCP) Component Programme Plan for 2009-2012 Inter-sessional Period

5. EFFECTIVENESS (ACHIEVEMENT OF PURPOSE)

This section highlights the extent to which the projected has been able to deliver outputs and contribute towards the achievements of the Development and Specific Objectives, half way through the project life. In considering the effectiveness of the project, the evaluation considered the indicators that were set out in the logframe against the current achievement status (Annex 4), as well as reviewing the continuing relevance (and viability) of activities being promoted under each of the four outputs and 18 activities.

A "traffic light" system is used to provide an indication of the progress achieved, as well as the overall viability of each of the activities being implemented. Green, amber and red indicators are used below as a means to provide a quick "health check" on project implementation, as well as to alert management to activities that may require intervention to ensure targets are met and remain relevant.

Activity is either completed or likely to be completed satisfactorily and without any significant problems

Some constraints encountered – either relating to progress or continuing viability of this Activity. Remedial action required

Significant problems or delays mean achievement of activity unlikely. Intervention required urgently

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5.1 Achievement of Development Objective and Specific Objective

The Development Objective (DO) of the project is that "*Allanblackia improves livelihoods and landscapes in the Allanblackia endemic communities of Ghana*". This was deliberately worded to integrate with the overall vision of the Novella Partnership. Clearly, the SECO-funded project cannot achieve this goal – it can only contribute towards it. As such, the project has made important contributions to this, in particular by focusing on developing and mainstreaming environmental and social safeguards within the developing supply chain through Output 1.

Indicators for achievement of this Development Objective are as follows:

- Average household income of Allanblackia farmers in the target communities increased by at least 10% by end 2012
- A 30% increase of farmers in the Allanblackia target communities incorporating Allanblackia into their farming systems, improving the forest landscape, by end 2012

Other than figures provided in the baseline, no specific data exists for either of these indicators, although it is assumed (but not explicitly stated) that these indicators are to be met by the Novella Partnership and not the project alone.

The Specific Objective (SO) of the project is that "*Allanblackia farmers have improved access to markets for sustainably produced Allanblackia improving their livelihoods and the landscapes*". It

is not clear whether "improved access" refers to increased numbers of farmers accessing the Allanblackia market, or an improvement in terms for those farmers already engaged in marketing activities. Assuming the former definition (which tallies with the indicator presented below), it is not totally clear how the project will achieve or contribute to this objective as the supply chain for Allanblackia is driven by NDGL and not the project and as a result gaining "improved access" to this market is largely beyond the reach of the project.

The indicator for achievement of the SO is:

- 120 MT of Allanblackia seeds (equivalent to 40 MT of oil) per year, meeting the industry standard, are supplied to the main buyers

To date, this indicator has not been reached. In the 2009/10 season 54 metric tonnes (MT) of Allanblackia seeds were collected while in 2010/11 this figure dropped to 37 tonnes.

5.2 Achievement of Output 1 – progress to date

Output 1: A market differentiation system in place (UEBT).

This output represents a key aspect of the second phase of the Allanblackia project. Standards were developed in the first phase of the project, which provided important guidelines on how environmental and social safeguards could be achieved. However, the standards do not have a system in place for the verification of standards during implementation. Furthermore, if demands for Allanblackia increase and additional buyers enter the market chain, there is no guarantee that current practises will be maintained. Consequently this output was introduced into the second phase of the project to formalise the best practice guidelines within the context of internationally accepted norms and standards on bio-trade. UEBT was identified as a suitable system that most closely followed the best practice guidelines developed to date. Overall this output has largely been completed and has been the most successful output implemented to date. This output (unlike others in the project) spans both Ghana and Tanzania. As of December 2011, the final draft of the application guide has been developed (Activity 1.2) and is now being used. An audit was undertaken in Ghana in 2010 (Activity 1.3) and will be repeated in the first quarter of 2012. As of the end 2011, both Novel Ghana and Novel Development Tanzania are now full members of UEBT. This means they passed the audit, and developed work-plans to reach compliance with the full UEBT standard over time. The work plans have been approved by the verification body (in this case Rainforest Alliance).

Activity 1.1 Stakeholder awareness meeting and initial co-ordination (UEBT)

This activity was undertaken in 2011, under the leadership of UEBT. Initially, a six day workshop was held with a view to briefing all interested stakeholders in the Allanblackia supply chain on the UEBT standard, the key principles, criteria and indicators and the proposed methodology for developing the application guide for Allanblackia. A standards committee was formed to lead the process of developing the application guide, with representation from Novel Ghana, Nigeria, Tanzania as well as IUCN Ghana, FORIG and Novel International. An initial draft was prepared that was then field-tested by Rainforest Alliance (Ghana) who were able to make a number of valuable inputs based on its application across the supply chain.

Activity 1.2 Develop Allanblackia application guide for UEBT verification framework (UEBT)

The UEBT application guide for Allanblackia was developed in May 2011 (UEBT, 2011 (b)). The guide defines the general requirements for organizations sourcing Allanblackia to comply with the requirements of the UEBT Verification Framework for Native Natural Ingredients, also referred to as the UEBT Standard. The UEBT standard applies through out the supply chain, emphasising key aspects such as environmental sustainability, conservation of biodiversity and safeguarding minimum social standards relating to equity and benefit sharing. For producers, the standard is used principally in the production and harvesting of nuts, while for buyers the guide refers mostly to supply chain management issues.

The standard is based around seven core principles, as follows:

1. Conservation of biodiversity
2. Sustainable use of biodiversity
3. Fair and equitable sharing of benefits derived from the use of biodiversity
4. Socio-economic sustainability
5. Compliance with national and international legislation
6. Respect for the rights of the actors involved in biotrade activities
7. Clarify land tenure, the right of use and access to natural resources

Activity 1.3 Test and apply verification system (UEBT)

The verification system was tested including an audit of NDGL and several supply chains in different parts of the collection area. The audit ascertained that NDGL complied with the minimum standards for UEBT membership and as a result, were accepted as provisional members. UEBT has emphasized the importance of the IUCN project partners supporting the implementation of the NDGL work-plan through this project. To this end it has organised a meeting between NDG and project partners to discuss progress and identify areas of support needed. A similar process was undertaken in Tanzania and Novel Development Tanzania Ltd (NTDL) are also now accepted as provisional members.

Activity 1.4 Training of verification bodies (UEBT)

A training workshop was undertaken to train verification bodies on the application of the standards and their use in audits. Organisations trained included Rainforest Alliance / Smartwood, as well as project partners IUCN, FORIG, ICA and TNS. In total 8 persons were trained in the use of the verification system.

Activity 1.5 Development of impact and monitoring system (UEBT)

Impact monitoring indicators were developed during the development of the application guide and formed part of the first audit undertaken by Rainforest Alliance / Smartwood. As a result, a baseline of the indicators was prepared for those communities involved in the first audit. Following the development of the indicators a meeting was held in the second half of 2011, with which to realign the overall SECO project logframe in conformity with the impact indicators developed under the UEBT system. This innovative move now means that the monitoring of many of the project indicators are now mainstreamed fully in the audit process undertaken as

part of the verification system. A new logframe was developed and approved in November 2010 and now forms the basis for project impact monitoring and evaluation[9].

Activity 1.6 Building awareness on Allanblackia verification (ICA / TNS)

This is an activity jointly carried out by ICA together with support from TNS. ICA organized workshops to educate participants on aspects of the final draft application guide in relation to the best practice guidelines developed earlier by project partners. Furthermore, all partners have committed to ensuring that the messages contained within the application guide are communicated to collectors as part of their on-going work and interactions with community members

5.3 Achievement of Output 2 – progress to date

Output 2: Enhanced market access related to Allanblackia business in program communities by promoting equitable conditions.

Activity 2.1 Plan and facilitate stakeholder consultations on ownership & business arrangements of Allanblackia trees and prepare contract agreements between farmers and the appropriate local authorities (ICA)

This activity was introduced in the project in response to the complex laws relating to tree tenure on farmed land. Tree ownership may be conferred on planted trees only (and not trees that grew naturally and have been left within crops). Securing tree tenure provides other benefits such as strengthening possibility of securing rights to carbon as well as clear ownership over fruits (which may increase in value as demand increases). Consequently, ICA working together with IUCN is collaborating with Forest Services Division to register individual planted trees and secure legal title. For this activity to be successful, it must be preceded by an awareness raising exercise to explain existing laws relating to tree tenure and how rights can be registered and secured. By the end of June 2011, 439 farmers had been trained and made aware of the advantages of tree registration. Data for the number of farmers who have registered trees is not yet compiled.

Activity 2.2 Identify and support links to existing micro-credit and community development schemes to promote social equitability (TNS)

Allanblackia collection and trade is seen as a supplementary and relatively minor activity when compared with other livelihood strategies (such as farming and petty trade). As such, its viability is not constrained by access to credit. However, this activity was designed to provide additional incentives to Allanblackia collectors, entice others to join the Allanblackia collection group and assist with addressing wider livelihood needs. TechnoServe have already conducted a scoping study of existing MFIs within the project area in the first year of the project. The study concluded that while there were some MFIs, most were confined to urban areas, worked with urban entrepreneurs and were not targeting efforts towards working with groups of rural farmers. Furthermore, there is no provision within the budget to support an injection of credit through an

[9] IUCN and partners, 2010. Allanblackia Phase II. Project Monitoring and Evaluation Framework.

existing MFI, or some form of loan guarantee fund. As such, the strategy of TNS appears to be to strengthen existing Allanblackia collector groups with a view to facilitating their access and linkages to existing MFIs. One option discussed is strengthening existing saving and credit groups ("*Susu*" groups) as this builds skills in financial management, record keeping and repayment discipline – all essential preconditions for accessing more formal lines of credit from MFIs. Following the writing of the report, TNS organized trainings in banking and micro finance for 140 project beneficiaries (Focal Persons, Collectors and Group Executives) in 2011. At present a decision regarding a way forward for this activity has yet to be made and as such little progress has been made beyond the initial feasibility study.

Activity 2.3 Research and develop links with other potential market opportunities for Allanblackia to support the diversification of market access for producers (TNS)

Relatively limited work has been done on this activity in Ghana, due to the fact that currently NDGL have a monopoly over the Allanblackia market chain and there is little space for diversifying actors at any point along the supply chain. This apparent conflict is not addressed in the project document. However, as a result of increase concern regarding the overall viability of the Allanblackia supply chain and Novel Partnership, IUCN invited UEBT to explore alternative markets in Europe – focusing more specifically on lower volume markets such as cosmetics. So far, progress in this area has been limited – due to the poor quality of samples received at UEBT10. A datasheet has been developed, outlining the principle chemical and physical properties, but this is based on other research conducted and not on oil sourced in any of the Novel countries. In May 2010, UEBT invited NDGL to participate in the UEBT annual conference 'Beauty of Sourcing with Respect' in Paris, but they declined the invitation (including the offer to fund their travels). Instead it was decided that Novel Tanzania (NDTL) would attend and report back to the other Novel companies. NDTL was introduced to various actors of the cosmetics sector including Kenzo, Weleda, Laboratories Sérobiologique, Cognis-BASF. TNS have undertaken some research on local Allanblackia markets are planning to hold a national forum next year with potentially interested buyers, particularly those involved in soap manufacture such as Global Soap Ltd and Kingdom Soap Ltd – both national companies. This activity remains an important area for focus and will require additional work during 2012 and 2013, guided by a shared agreement on roles and responsibilities.

5.4 Achievement of Output 3 – Progress to date

The underlying goal of this output is that of communication. In order to scale up the collection and planting of Allanblackia, it is important that potential participants are aware of the initiative, how they can get involved, the prices and how and where they can sell their seeds. The project recently engaged an international consultant to work with project partners to develop a unified communication and learning strategy[11]. This important document provides an overall framework for how partners communicate through a detailed analysis of messages, audience and

[10] Samples were requested from both Tanzania and Ghana. Only Tanzania complied, but the sample was of a poor quality and packed in unsanitary packaging making detailed chemical sampling impossible.

[11] Novella Partnership. 2011. Communication and Learning Strategy for Allanblackia Oil Supply Chain Development Ghana. 2011-2014. (Draft)

approaches. Business development skills have been shown to have a positive effect not only on Allanblackia-related activities, but also on other small-scale income-generating project such as petty trading and commercial agriculture.

Activity 3.1 Sensitize targeted stakeholders about Allanblackia (ICA)

Under this activity, public meetings are held across all participating communities with a view to raising interest and awareness in Allanblackia trade, as well raising understanding around environmentally sustainable and socially equitable production techniques. In many cases, these public meetings are programmed to coincide with market days, when large numbers of people are present at one point, allowing a wider target group to be met. In some cases, a "docudrama" has been screened, using public video, providing further communication on issues such as Allanblackia harvesting, processing, marketing, domestication as well as issues relating to deforestation and reforestation. Flyers and brochures are provided at these events, providing information on Allanblackia collection and management. In 2010, a total of 14 communities were reached (totalling 943 persons) and in 2011, 120 communities (totalling 2400 persons) were reached. At just under half way through the project, just under half of the villages being served by NDGL have been reached. As such this activity appears to be on track to being fully achieved, if the current pace of activities continue. Organisation of the trainings has been strongly supported by the Focal Persons who have been able to communicate with collectors and ensure that they are invited on appointed days.

Activity 3.2 Design and implement Allanblackia-related radio campaigns (ICA)

Radio campaigns are carried out, on an annual basis, during the harvesting and collection season (from December through to end of April). The radio programmes are jointly prepared by ICA working closely with NDGL. Three local FM radio stations with an operational area coinciding with the Allanblackia-endemic area (Western Region) air programmes three times a week. In the first year of the project, a drama was aired and this appears to have been very popular. In this season, radio broadcasts take the form of a panel discussion and is scheduled at between 6.30 and 7.00 pm – a time deliberately selected to ensure maximum number of listeners. Furthermore, a catchy jingle, played twice a day, is also aired in the morning and evening hours. Feedback solicited by ICA (and confirmed from discussions with participants as part of this evaluation) indicates that the radio programme constitutes an effective mode of communication, with many listeners calling with questions and asking for more information. A number of listeners expressed a concern that during the 2010/11 season, collection started late and in some areas never took place.

While panel discussions may be one way of raising awareness on Allanblackia, the project should consider alterative approaches. Significant experience has been built across Africa on the use of radio as a means to impart messages, such as through the use of radio-dramas / soap operas, music, rapping and other means.

Activity 3.3 Provide Business Development Services (BDS) to target stakeholders on Allanblackia (and other) businesses and develop partnership strategic plan (TNS)

BDS training is targeted at focal persons and Allanblackia executive members across all 270 villages, and is generic in nature, not being confined specifically to Allanblackia businesses. TechnoServe developed a training programme (and supporting documents / guidelines) that is being rolled out across the project area. The training covers a range of areas, including record keeping, entrepreneurship, identifying business opportunities. As of the end June 2011, 70 focal persons and executive members had been targeted. Interaction with beneficiaries of the training indicate that it was well received, and that many have begun to change their business practices (through better record keeping, keeping accounts and so on). Collectors who were neither focal persons or executive members expressed a wish that the programme could be extended to include them directly.

An additional activity completed under this heading includes training provided by TNS (working closely with NDGL) on group dynamics. As of end June 2011, 40 groups have been reached and provided with training on leadership, roles of executive members, communication and conflict resolution. Groups have also been assisted to develop their constitutions.

A recent and important element of this activity has been an analysis of the profitability of Allanblackia production under different systems, such as woodlots, plantations and agroforestry. The models appear to suggest that agroforestry models, where Allanblackia is integrated with cocoa as shade trees provides greatest return per hectare, as it does not compete with cocoa – a highly profitable (and popular) cash crop across the project area. Interestingly, the report appears to reject wild collection as non-profitable. This rather simplistic finding appears to neglect the fact that NTFP collection is an important source of small amounts of income for poorer (eg landless) households and for women for whom cocoa production may not be a possible economic option.

Activity 3.4 Maintain and update the Allanblackia-portal (ICA, but moved to NDGL)

This activity was originally intended to be run by ICA, but has been transferred to Novella International and hosted by NDGL on behalf of the partners. The website is now operational, although key documents produced during the implementation of the SECO-funded project have yet to be uploaded to the website and some parts of it appear to be somewhat out of date, with partners listed who are no longer involved. While the site provides a useful overview of the partnership, it would benefit from an overhaul, regular updating and improved graphics to bring it up to international standards. Furthermore, it is not totally clear what the objective of the site is – either as an information-sharing tool (for institutions involved in Allanblackia production and development) or as a more deliberate effort to market the unique properties of Allanblackia oil.

5.5 Achievement of Output 4 – progress to date

Output 4: Mechanisms to ensure sustainable production and planting of Allanblackia in place and functional

While progress has been adequate for this output and in line with targets set in the project document, questions remain regarding its overall performance, impact and relevance with regard to the project as a whole and the wider Novell Partnership. A number of the activities implemented under this output appear to have been implemented in isolation of other actors and there have been no efforts to mainstream the FLR approach within the activities of NDGL

across the target area. Given that this output works in only 8 villages (of which NDGL has withdrawn from two due to lack of supply from collectors), this is of some concern. Given the development of the UEBT standards, and in particular indicators relating to sustainability of production and harvesting some of the activities under this output appear somewhat redundant. Furthermore, FORM Ghana, a private company providing specialist advice on tree production and propagation, have been engaged by Unilever to establish 50 hectares of trial plots of Allanblackia as well as developing a monitoring methodology for assessing performance of planted trees across Ghana, Cameroon and Tanzania. Consequently, there appears to be some duplication of activities within the SECO project with those being developed under the Novella Partnership.

Activity 4.1 Plan and facilitate stakeholder consultations and meetings on FLR using visualisation techniques (FORIG)

This activity involved a process of participatory planning together with the eight target communities. Initially, a stakeholder analysis was undertaken to identify all persons and institutions with an interest or direct stake in Allanblackia production, collection or trade. Furthermore, the analysis looked at the both the level of interest of different groups as well as their relative power (or influence) over decisions. Visualisation techniques were used to identify possible future scenarios as well as identifying how Allanblackia trees could be best integrated within existing land-uses (such as cocoa production). Using FLR techniques (which FORIG have developed jointly with IUCN), farmers were encouraged to consider issues of environmental sustainability in addition to integration within existing production systems. This activity has been now been fully completed.

Activity 4.2 Design and organize training on FLR for target communities (ICA)

Training was undertaken across all 8 communities during 2010 through ICA extension staff. A total of 102 Allanblackia collectors from the five communities were trained in the topics listed below:

- Importance of forest landscape restoration
- Forest health and security
- Soil properties and fertility maintenance
- Promotion of sustainable livelihoods
- Reactivation of abandoned farmlands
- Increase of biomass and biodiversity of deforested areas
- Restoration of over-exploited charcoal-making and fuel wood sites
- Planning and implementation

Activity 4.3 Prepare and implement Allanblackia related FLR action plan (FORIG)

Based on the stakeholder analysis and consultations as well as trainings provided in activities 4.1 and 4.2, farmers with a strong interest in on-farm planting of Allanblackia were identified in each

of the communities and assisted to prepare and-use plans for their own farms, and showing in particular where and how trees would be integrated within the existing farming systems being used. 52 farmers across the 8 villages were selected for the first planting season of 2011 and tree seedlings provided. This activity appears to have been constrained rather significantly, however, by the availability of tree seedlings. It was reported by FORIG that a standing agreement existed that sufficient Allanblackia seedlings would be provided by NDGL. For whatever reason, it appears that seedling demand massively exceeded actual supply. The situation was made worse by the fact that a large number of Allanblackia seedlings were provided to FORM International – through the Novella Partnership with a view to establishing a trial plantation of 50 hectares. This meant that FORIG were left without sufficient seedlings to meet demands. The situation was helped somewhat by the availability of tree seedlings at FORIG (that had been produced through the Novel Partnership in collaboration with ICRAF). Ironically, FORIG was then required to buy seedlings from another department of FORIG at a cost of US$1 per seedling. This example illustrates the rather significant problem faced by partners and beneficiaries within the project regarding meeting the demand for tree seedlings.

Activity 4.4 Prepare Allanblackia FLR monitoring and evaluation framework and train a Field team to collect and analyse data (FORIG)

This activity was originally designed to build upon monitoring work started in the first phase. Plots were identified (on farm and within forest reserves) where key characteristics regarding the growth, phenology, regeneration and seed production. However, on revisiting a number of the on farm plots established during the first phase, it was established that farms had been heavily disturbed during the interim period, through weeding, clearance and burning of fields, rendering the majority of the plots useless for on-going monitoring purposes. As a result, much of this work has had to start again from scratch, with new plots established under Phase II. Baselines have however been undertaken in all new plots and initial measurements taken.

Activity 4.5 Create demonstration plots on sustainable Allanblackia farming that follow the standards / guidelines and principles of FLR

This activity, serves a double purpose. On one hand the demonstration plots are meant to provide visual examples to farmers of how Allanblackia trees can be integrated into existing farming systems, while on the other, different treatments across different sites provides opportunity for comparing levels of performance. To date, four demonstration plots have been established in four villages (out of a target of “at least five”). Obtaining land for demo plots has proven harder than initially envisaged, in large part due to the lack of availability of common land within the eight focal villages. Instead FORIG has been forced to negotiate with individual farmers to allow them to establish demonstration plots on private farmland. This necessitated lengthy negotiations – which have been formalised in an agreement with farmers.

6. EFFICIENCY OF PLANNING AND OPERATION

6.1 Financial

Funds are disbursed from SECO to IUCN HQ, who in turn transfer it to IUCN PACO. IUCN PACO then transmit the funds directly to implementing partners based on the approved annual work plan. Accounts are prepared on a six monthly basis, and compiled by IUCN PACO and finally by IUCN HQ. The project is not subject to external periodic audits. Auditing is done in-house, at the regional level.

The total budget of the project is CHF 1.9 million. As of the end of June 2011 (which in reality reflects just about one year of full implementation), the project had spent CHF 564,601, which represents approximately 30% of the total budget[12] (Table 5). This expenditure rate appears to be similar across all the four outputs, indicating that the implementation is proceeding within budget and at an acceptable pace. A detailed breakdown of expenditure to date, by activity and by year can be found in Annex 7.

Output / Item	Total Project Budget	Total Expenditure to Date	Total Project Balance	Percentage Spend
Sub-Total for Output 1: A market differentiation system in place	454,450	134,607	319,843	30%
Sub-Total for Output 2: Enhanced market access related to Allanblackia business by promoting equitable conditions	195,200	53,519	141,681	27%
Sub-Total for Output 3: Stakeholders have the skills and knowledge to adhere to standards	270,500	97,088	173,412	36%
Sub-Total for Output 4: Mechanisms to ensure sustainable production and planting of Allanblackia	266,875	81,751	185,124	31%
Sub-Total for Project Technical Assistance and Management	515,100	126,111	388,989	24%
SUB TOTAL DIRECT IMPLEMENTATION	1,702,125	493,076	1,209,049	29%
Management Overheads	204,205	71,525	132,680	35%
GRAND TOTAL	1,906,380	564,601	1,341,779	30%

Table 5 Summary of Project Expenditures as of end June 2011

6.2 Project Delivery

The project has been co-ordinated by IUCN, which operates at three distinct levels. Overall responsibility for the project rests with IUCN HQ, who are the signatories to the project agreement with SECO. IUCN HQ has responsibility for reporting back to SECO and co-ordinating with IUCN regional office (PACO) and IUCN-Ghana. IUCN-PACO, who have a signed agreement with IUCN-HQ, are responsible for overall administration of the project in Ghana, as the IUCN-Ghana office is simply an extension of the IUCN-PACO office and not an independent or autonomous body. As such IUCN PACO have developed bilateral agreements with the implementing partners such as FORIG, TNS and ICA. In-country co-ordination is provided by a representative of the regional office who is dedicated full-time to the project. His primary role is to ensure smooth co-ordination and communication between implementing partners and between the implementing partners and the Novella Partnership (most specifically NDGL). Furthermore, he ensures that project financial and activity reports are prepared on time and submitted up the chain, to IUCN-PACO for consolidation and forwarding to IUCN-HQ for onwards transmission to SECO. Work plans are prepared by the partners at the beginning of each calendar year and presented to the Project Steering Committee, which meets in February or March of each year. Work plans and budgets are approved at this time and then transmitted to partners for implementation. Co-ordination between Allanblackia partners (IUCN, TNS, FORIG, ICA and NDGL) takes place through occasional Allanblackia Ghana Partnership meetings.

[12] These figures do not include the expenditure of UEBT for the period January – June 2011.

Overall levels of co-ordination have improved significantly as compared to the first phase and as pointed out during the Phase 1 mid term review. IUCN play an important role in co-ordinating the project nationally and is appreciated by the partners. Linkages between the project and the wider Novella Partnership (and in particular NGDL) appear to be less robust however and more work needs to be done here to tighten up any misunderstandings and mis-communications. The following recent example of this illustrates the problem. FORIG was of the understanding that NDGL would provide seedlings for the FLR activities under Output 4. When they approached NDGL, however, NGDL were not aware of this agreement and had allocated the seedlings to other areas (eg FORM International who had been commissioned to establish a trial plot of 50 hectares planted within a degraded forest reserve). To avoid disappointing community members identified during the visualisation exercises, FORIG searched for seedlings elsewhere. Alternative supplies were found within another department of FORIG (the Tree Domestication Division, who had a separate contract with Unilever on domestication). Tree seedlings were then purchased by the Environment, Biodiversity and Land-use Division from the Domestication Division (at US$1 / seedling) to supply farmers and trial plot establishment across the 8 villages. Despite this, the actual numbers of seedlings planted was about 50% of that anticipated and seedlings were delivered late to the villages well after the onset of the rains.

The project is based around an approach of creating partnerships between government, private sector and NGOs. This is a major departure from traditional project-based approaches where a single organisation (such as IUCN) hires in national staff and international advisers, but where little capacity is left behind. In the long term, this project achieves additional benefits through the forging of new and mutually beneficial partnerships, as well as building capacity of national organisations and institutions. As such, it represents an efficient model of project delivery.

Additional gains in efficiency through deliberately situating the project within the focal area of other existing IUCN initiatives such as the Landscape and Livelihoods Strategy (LLS) and the Pro-poor REDD project. This creates multiplier effects and additional benefits to beneficiaries of each individual project. Other IUCN-initiated initiatives such as the Growing Forests Partnership can also play an important role in providing additional support through the Locally Owned Forests component, by providing some seed funding to initiatives that provide local benefits.

IUCN has adopted a strategy of seeking to influence other processes related to forest use and agriculture in the region, and attempting to mainstream Allanblackia (and other initiatives such as landscape restoration) within these. For example, the Rainforest Alliance is now actively promoting Allanblackia within its projects as is Samartex, a large timber concession who provide support to local livelihood development and NTFPs. Through the Cadbury Cocoa Partnership and in conjunction with UNDP, IUCN has been able to ensure that Allanblackia planting is being mainstreamed into environmental guidelines being developed by UNDP for sustainable cocoa production in Ghana. All of these initiatives are helping raise awareness, understanding and acceptance of Allanblackia within a context of environmental sustainability and social equity, as well as increase the efficiency of the project overall.

This evaluation has highlighted some concerns relating to the efficiency and effectiveness of the fourth output relating to FLR. A total of CHF 198,000 has been invested in this output, but apart from trial plots, its overall contribution to the project's goal appears to be limited and the value-

for-money achieved is questionable, particularly given the severe constraints seen elsewhere in the supply chain (such as scaling up seedling production).

7. IMPACTS (EFFECT OF THE PROJECT AND VALUE ADDED)

The rationale of this project is not about creating impact, but rather about creating the conditions for impact and influencing market processes. The project is attempting to influence the supply chain of a new product, by developing clear and verifiable standards for achieving positive social and environmental impacts and avoiding negative ones. Experience from other supply chains of natural products that have been exposed to high demands (for example *Prunus africana* bark, used in production of drugs to treat prostate cancer) suggests that if these safeguards are not put in place, there are very real risks that there will be negative environmental impacts caused by unsustainable harvesting and negative social impacts caused by limited bargaining power for those involved in collection and sale of raw materials.

Furthermore, through Output 3, the project is identifying under which "business model" conditions, Allanblackia is likely to be most profitable to adopters and then seeking to promote this, with a view to creating economic impacts down the line. Through these two channels (and supported by extensive communication) the project is creating the conditions for social, environmental and economic impact. So, while the impacts generated to date (and presented below) may be rather small, this does not mean that future impacts will be similarly small – particularly if Allanblackia production achieves sufficient volume to make it attractive for large-scale investors such as Unilever.

7.1 Environmental and landscape impacts

There is no specific monitoring information available at the time of undertaking this review, relating to environmental, biodiversity or landscape impacts of the project. However, the project has incorporated UEBT Standard 2.1 and 2.2 in their monitoring framework, as follows:

"*The use of natural resources shall be supported by management documents addressing, inter alia: harvest rates, monitoring systems, productivity indexes and regeneration rates*" (UEBT, 2010).

This standard is assessed by verifying that, for example, "the harvest rate is based on an assessment of the managed populations that defines general characteristics of the population and identifies gaps in information for wild management" and that "harvesting rates are sustainable in the long term" (UEBT, 2010).

The baseline undertaken in 2011 reported "near compliance" in this standard, although it has not been possible to ascertain how this was exactly verified or reported.

Given the relatively low level of planting that has been achieved to date, the overall impact at a landscape level is likely to be positive, but minimal. The project has undertaken a strong communication campaign, targeted at all farmers across three districts, and a core message in this campaign is environmental sustainability, encouraging the planting of Allanblackia (and other indigenous trees) on farms, and encouraging the protection, tending or planting of shade trees within cocoa. Farmers and collectors interviewed as part of this evaluation indicate that this message has been clearly received across the target area, and there does seem to be a slow

but steady increase in acceptance of the importance of leaving and planting shade trees on farm.

Current levels of collection of Allanblackia seeds from forest reserves appears to be at a relatively low level and it would seem very unlikely that collection at current levels has any negative impact on regeneration rates in the wild.

7.2 Economic Impacts

The economic impacts of the project to date have been relatively small. Within the eight pilot communities supported intensively by the project, there were a total of 33 collectors for the 2010/11 season (25 of whom were female). The 33 collectors together collected 690 kgs (495 kgs from females and 195 kgs from males) of Allanblackia nuts and earned a total of GH¢207.00 (138.5 for the females and 68.5 for males). On average, each female collected 19.8 kgs of nuts earning on average GH¢5.94 (about US$3.96) per female for the season[13]. Discussions with community focal persons indicate that these figures are fairly representative of the other 200 communities within the wider NDGL collection area.

Recent work undertaken by TNS,[14] reviews various options for integrating Allanblackia within existing farming systems. The most economically viable option involves intercropping of Allanblackia with cocoa in an agroforestry system. The model assumes that 16 trees are planted per hectare and that the tree produces between 70 and 20 fruits per tree per year (Allanblackia fruiting varies significantly from year to year). Furthermore, the model assumes a purchase price of GH¢ 0.3 per kilo, but prices announced for this harvesting season have been raised to GH¢ 0.4 per kilo, which raises the potential profitability. However, with these assumptions, the model predicts a gross income of between GH¢ 96 – 336 per year per hectare planted (US$ 60 – 210).

In conclusion, therefore, the economic impacts of Allanblackia are rather low to date, as a result of the fact that income is generated from small collections of seeds from occasional trees found on farms, and trees found in forest reserves. This is reinforced by the rather low prices paid per kilo (even taking account of the price rise this year). However, if planting levels were to increase significantly, accompanied by a rise in price, this would generate important additional income benefits to rural households.

7.3 Social Impacts

The project has sought to support the emergence and development of groups, based around Allanblackia collection and planting. These groups are still in their infancy and have yet to generate significant local benefits. However, training provided by TNS around group dynamics and capacity appears to be well appreciated. Furthermore, if links can be developed between these groups and MFIs, or internal systems of savings and credit (such as *Susu* groups) could be developed, this would further reinforce social capital.

The emphasis of the project (and the Novella Partnership) has been on scaling up on-farm production through integration of Allanblackia with cocoa. However, wild harvest of NTFPs

[13] IUCN and partners. 2011. Year 2 Mid Year Technical Report. 1st January – 30th June 2011

[14] TechnoServe Ghana (2011). Options For Developing A Business Model For Allanblackia.

provides important incomes for poorer and more vulnerable members of the community who may not have access to land and who make ends meet by selling their labour during peak-demand times for agriculture. In “off seasons”, such as the dry season, demands for farm labour may be low and additional income from collection of NTFPs, such as Allanblackia, are important. Women too are much more likely to engage in Allanblackia collection, (along with a range of other NTFPs, which are collected from wild areas such as forest reserves) such as snails, *Griffonia simplicifolia*, *Irvinga gabonensis* and *Voacanga africana*. When asked during this evaluation, Focal Persons indicated that over 75% of those who collected seeds during last season were women. Studies carried out across Africa have shown repeatedly that income generated by women is much more likely to be used for the benefit of the family (for meeting domestic needs) than when income is generated by men.

8. SUSTAINABILITY, REPLICABILITY AND MAGINIFICATION POTENTIAL

8.1 Sustainability

The design and rationale of the project is based around the concept of mainstreaming and creating the conditions for economic, environmental and social sustainability. It aims to achieve this by intervening in an emerging market chain in the early stages of its development and creating a framework for promoting and verifying these benefits after the project has been completed.

The degree to which sustainability will be secured (as with impact) rests upon the degree to which the supply chain becomes self-sustaining by generating value for farmers and other actors involved in it (such as NDGL). If the collection of Allanblackia seeds reaches economically viable levels (for NDGL and Unilever) the sustainability of the project will have been secured, at least in the medium term.

If other actors intervene in the supply chain, the hope is that they will adopt and use the standards developed by UEBT, although this remains an assumption which to date is untested.

8.2 Replicability and Magnification Potential

The project has enormous potential for replication and magnification. Already the project has been able to generate benefits in another country involved in the collection of Allanblackia, (Tanzania) under Output 1. If the value chain can reach sustainable trading volumes (estimated at around 240 tonnes per year across Africa), it is likely that the project benefits will be replicated as new collectors become engaged in the market. The need for external subsidies from donor funds will progressively diminish until private sector forces become fully operational.

In Ghana, IUCN has adopted a strategy of seeking to influence other processes related to forest use and agriculture in the region, and attempting to mainstream Allanblackia (and other initiatives such as landscape restoration) within these. For example, the Rainforest Alliance is now actively promoting Allanblackia within its project areas in the Central and Western regions and as is Samartex, a large timber company who provide support to local livelihood development and NTFPs. Through the Cadbury Cocoa Partnership and in conjunction with UNDP, IUCN has been able to ensure that Allanblackia planting is being mainstreamed into environmental guidelines being developed by the UNDP for sustainable cocoa production in Ghana. All of these initiatives are helping raise awareness, understanding and acceptance of Allanblackia within a context of environmental sustainability and social equity, as well as increase the efficiency of the project overall.

9. CONCLUSIONS AND OVERALL ASSESSMENT

9.1 Relevance, effectiveness and efficiency

The conclusions drawn from this evaluation are that overall the project is making sound progress and generally on track to achieve the activities and outputs defined in the project document. The relevance, effectiveness and efficiency of the project are all at satisfactory levels. Some weaknesses have been identified, relating to progress on some of the activities and outputs – such as validity and utility of Output 4 on Forest Landscape Restoration as well as specific activities such as website development (3.4), micro-finance (2.2) and market research (2.3). However, overall the majority of project-supported activities are proceeding well and are on target. The organizations involved in the project appear capable and committed to achieving their specific targets and strong co-ordination and leadership is provided by IUCN, both within Ghana and internationally. The overall goals described in the project document are as relevant now as they were when the project was designed.

For a number of reasons, the linkage between the SECO-funded project and the wider Novella Partnership seems to be rather weak. This may be partly due to the some weakness during project design, as the role of the project partners with regard to NDGL and Novella is not specified. The problem has been compounded by a rather sporadic engagement by NDGL in some aspects of the SECO project. This may explain some of the co-ordination challenges between the project implementers and the partnership that seemingly still persist today.

9.2 Impact and sustainability

The rationale of the project is to influence the development of the supply chain for Allanblackia, with a view to ensuring that environmental, social and economic safeguards are met. As such, the project has created a strong foundation for achieving both impact and sustainability. The project is well on its way to producing and packaging systems for ensuring that social, economic and environmental benefits are inserted into the supply chain over the long term.

The outputs of the project are intricately linked to the broader processes operating in the Allanblackia supply chain, currently being spearheaded by NDGL with support from Unilever. The degree to which impact will be achieved and sustainability is met depends on the viability and expansion of this work.

It is currently not possible to assess whether both impact and sustainability will be achieved in the medium and longer term, due to uncertainties in the supply chain, most notably an inability to meet production volumes demanded by the market. This problem is a result of three underlying constraints:

- **Current pricing levels of Allanblackia seeds, although rising slowly[15], are yet to drive wide-scale collection of on-farm or wild-sourced seeds**. The prices offered by NDGL are linked to the price offered for the processed oil by Unilever, which in turn is a function of the

[15] Prices for nuts over the past four collection seasons are as follows: 2008/09: GH¢ 0.2/kg; 2009/10 GH¢ 0.3/kg; 2010/11: GH¢ 0.3/kg; 2011/12 GH¢ 0.4/kg

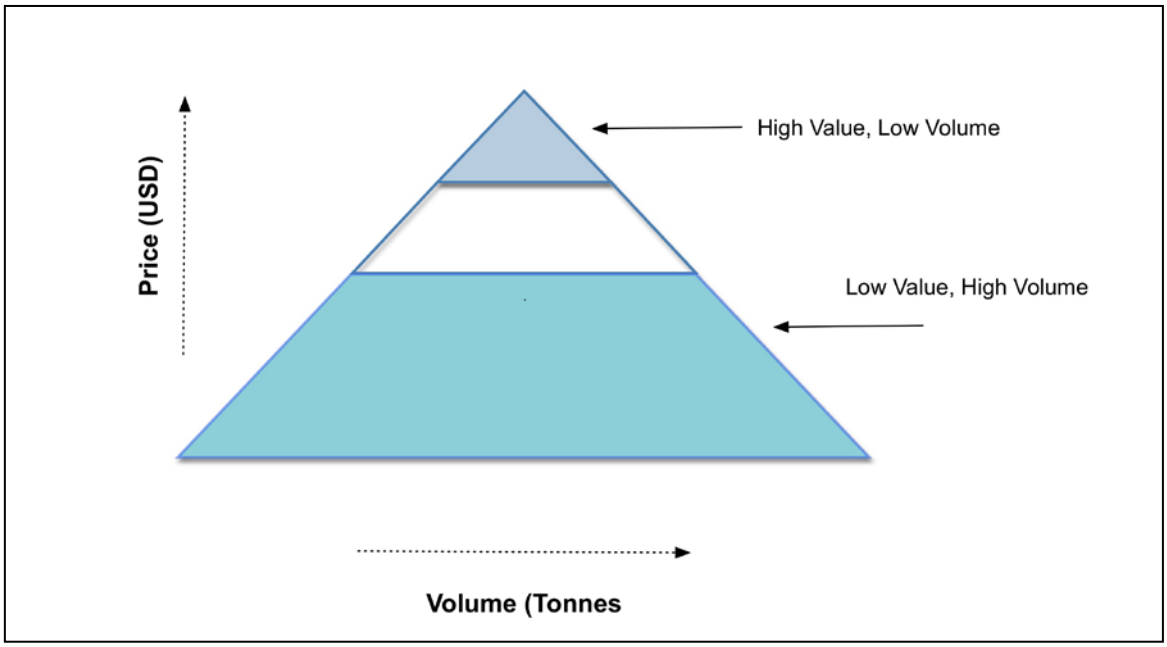
recurrent price for oil palm oil. Given that NDGL is itself unable to break even at current production volumes, they find themselves in a position of being unable to raise prices as it will further undermine their chances of meeting supply chain costs. Informal discussions with farmers within the project area indicate that the "tipping point" for wide-spread interest in collection is around GH¢ 1 per kilo (around 2.5 times the current price). Clearly this is an important area that needs more analysis

- **An inability to scale-up collection of seeds to un-served Allanblackia-endemic areas**. It is known that there are a number of areas where Allanblackia is endemic and fairly widespread, but where no collection currently takes place. Again, given the severe financial constraints faced by NDGL, they are not in a position to invest the funds required to build new collection points from scratch. Indeed, poor collection figures from around 50 villages in the original 270 communities selected by NDGL have resulted in the withdrawal of focal persons due to high costs and low returns.

- **Challenges faced in domestication and multiplication of Allanblackia seedlings**. Despite over a decade of research by FORIG and the World Agroforestry Centre (ICRAF), much work needs to be done in terms of tree improvement, research and development and propagation if sufficient numbers of productive seedlings are to be planted at the levels required by the market. Furthermore, no tested and proven Allanblackia production systems exist that have advanced to the fruiting stage, due to time lags between germination and fruiting. However, early trials are beginning to come on line during 2012. Responsibility for seedling provision within the Novella Partnership (in Ghana at least) rests with NDGL, through direct support from Unilever and with FORM Ghana. The degree to which adequate support for this important activity can be maintained is questionable.

Novella Partners have agreed to take on the laudable task of supporting the development of a new supply chain based around a natural product, harvested in the wild and with some on-farm collection. This is a long-term investment, requiring patience, innovation and flexibility. Furthermore, they are targeting production towards a palm-oil substitute in the production of margarine, requiring huge volumes to become financially viable. Emerging experiences from other organizations seeking to establish supply chains from scratch, (based on wild-soured or on-farm production) suggests that it will take years, or even decades to meet the requirements of such "high volume - low price" markets, requiring significant levels of external donor / NGO support (Figure 1). An alternative model, being favoured by organizations such as Phytotrade Africa, is the development of "high value - low volume" markets (Gus Le Breton, personal communication).

Figure 1: Two different approaches to developing supply chains for natural products



Working from the top of the diagram downwards, rather than from the bottom up, means that farmers can be fairly rapidly linked directly to markets, at a price that stimulates widespread collection. High levels of participation by collectors means that volumes rapidly increase (assuming that environmental safeguards are introduced and enforced) which offers opportunities of new markets being developed. A decision by NDGL and Unilever to fundamentally change approach, and switch to high value – low volume markets is clearly beyond the mandate of this project. However, the project can support actors in the market chain to analyse and review various options as discussed in the following section.

In summary, if the project is to achieve the levels of impact and sustainability that it has the potential to realize, the three main constraints identified above must first be addressed. The project can contribute towards addressing some of these constraints, but they must be done together, and adopting a common approach and vision with the wider Novella Partnership.

Given this, the final chapter of this report is split into two sections. Firstly recommendations are provided to the project partners to address some of the weaknesses identified in this review. Secondly, broader recommendations are presented to the Novella Partnership, some of which may be addressed by tapping into alternative sources of funding (such as IUCN Growing Forest Partnership), and others, which may require going to other donors.

10. RECOMMENDATIONS FOR THE WAY FORWARD

10.1 Recommendations to partners of the SECO project

1. **Forest Landscape Restoration:** Refocus output 4 to focus more specifically on on-farm trials and demonstration centres from which lessons and experiences can be shared with the wider community (and neighbouring ones). Ensure that NDGL are actively invited participate in the outcomes of the on-farm trials. Create a closer and more collaborative link between this output and the FORM Ghana work being supported through the Novella Partnership with a view to capturing and communicating workable FLR business models.

2. **Community-managed tree nurseries:** Use balance of funding from this output to provide support the development and promotion of community-managed tree nurseries. These nurseries will operate on a "contract basis" initially (whereby the project, or NDGL will guarantee to purchase the seedlings at an agreed cost. As demand grows for the seedlings (as they are anticipated to do, if prices rise and new markets are identified), demands for seedlings will rise and the nurseries can move into a cost-recovery mode, before finally operating on a profit-making basis. Subsidy for the nurseries will be progressively withdrawn over time. Encourage nurseries to produce a range of seedlings (including Allanblackia), such as *Terminalia*, which are in relatively high demand as a shade tree and could help to boost cost recovery from local sales. Specific inputs from the project could include work to develop a business models for private or group-run nurseries, communications work, identifying and training individuals and groups and supporting NDGL to take this work forward after the project is completed. It is recognised that even with support to community nurseries, additional sources for Allanblackia seedlings will need to be identified if demands are to be met. This is discussed more in section 10.2, below, under constraint 3.

3. **Market Diversification:** Agree a coherent strategy and approach for addressing Activity 2.3 (Market diversification) including goals (ie where and how the supply chain could be diversified) and clearly identify who is doing what and how responsibilities could be shared between NDGL, TNS and UEBT. Reallocate existing project funds if needed. Review opportunities in both Ghanaian and European markets. Invest strongly in reviewing potential of "high end, low volume" markets such as cosmetics and pharmaceuticals, which could attract a higher price and further drive development of the market chain. When undertaking this activity, assume a "worst case scenario" (ie that Unilever are pulling out from supporting the Allanblackia supply chain) but also seek to identify opportunities that would maintain the structure (and investments) put in place by NDGL to date. Liaise with other African organisations based on collection and processing of wild-harvested products such as Phytotrade to ensure best practices and lessons learned are captured. Consider modifying Allanblackia portal to aid in promotion and marketing of Allanblackia oil to new markets.

4. **Allanblackia Portal:** Provide technical support to NDGL to upgrade the Allanblackia website, make it more "live", strengthen links to members of the wider Novella Partnership, update

web pages to reflect the current situation and upload recent reports. Improve overall appearance and graphics.

5. **Collaboration between the project and NDGL:** Clarify the relationship and collaboration between the project and NDGL. Where necessary move from "informal" communications to a more systematic system for co-ordinating project activities with NDGL.

6. **Business models:** Based on the work that is being developed by TechnoServe on providing business "models" for Allanblackia production, develop communication "packages" on the various approaches/models and market these different approaches to like-minded organisations in the NGO, private sector and government (such as Cocoa Board, MoFA, Forest Services Division, Rainforest Alliance, Samartex, CARE, WWF and CREMAs) as well as businesses and communities. Communication materials should include economic, as well as social and environmental considerations, and cover a wide range of systems (including wild harvest, FLR and private/community nurseries). If needed, consider engaging consultant to help with this assignment.

7. **Micro-finance:** Following on from the work conducted by TNS on MFIs, provide focussed training and capacity building on developing rotating savings and credit associations (ROSCAs) within existing groups of collectors. Where possible, roll-out tried and tested approaches developed by other organisations working on this (such as the CARE International experience across West Africa). Promote groups to existing MFIs following capacity building work.

8. **Radio communications:** Explore alternative formats to radio communications – including a return to radio drama, which was popular in the first collection season. Implement key strategies laid out in the draft communications strategy and undertake periodic review of progress in implementation.

9. **Review of Allanblackia supply chain:** Undertake analysis of supply chain to identify potential points of diversification and potential actors or institutions that could assume roles (both within and outside Ghana), where applicable. The study should also assess the overall performance of the current supply chain and identify areas of improvement and new opportunities to raise volumes and improve cost efficiency overall.

10. **Strategic planning:** Provide institutional support from TNS to develop a strategic / business plan and vision for NDGL, and focusing on issues such as identity (whether an NGO or limited company, or alternatively a body that would embrace both of these entities) market diversification and domestication / production.

11. **Phase III?** If there are options for a future phase of support from SECO (or other donors), ensure that NDGL (or other private sector players engaged in the supply chain at that time) are fully integrated into the design of proposed activities, even if they are not direct recipients of financial support, with a shared vision prepared and roles / responsibilities clearly spelled out. The project design should be based on shared a vision of the Allanblackia sector beyond 2013. Consider how planned support to "Investing in Locally Controlled Forests" by IUCN could be used to take activities forward.

10.2 Recommendations to the wider Novella Partnership

Recommendations are provided based on the three constraints identified in Section 9.2. Some of the recommendations provided here are unsurprisingly, closely linked to those in Section 10.1 above.

Constraint 1: Current pricing levels of Allanblackia seeds, although rising slowly, are yet to drive wide-scale collection of on-farm or wild-sourced seeds.

A key risk for NDGL, and other stakeholders involved in the Allanblackia supply chain, is that Unilever will be unable to sustain its investment in the Novella Partnership and the purchase of processed nuts. What is needed is **for Unilever to clarify its short, medium and longer term plans within the Allanblackia supply chain based on an analysis conducted with all partners**. If it transpires that they remain committed over a five to ten year period (a realistic time frame needed to develop the supply chain to viable levels), then the current strategy of gradually stimulating on-farm production and increased collection seems sensible.

As indicated in Recommendation 3 above, **assessing opportunities for market diversification beyond Unilever** represents a good use of project funds and as a risk mitigation strategy, should this risk materialise. This has already been planned within the SECO project but needs to be substantially scaled up and undertaken in a more deliberate and directed manner, involving a reallocation of existing funds if needed. Markets should be sought (with the support of UEBT) in "low volume, high price" markets (such as cosmetics). Once secured, **planned expansion could be secured to increase scale and impact** by moving into larger markets involving food markets over time.

NDGL has been supporting FORM International to undertake some **trials of producing Allanblackia within a degraded forest ecosystem**, using the principles of landscape restoration. This is important work and needs to be continued and up-scaled. **Developing partnerships with multi-national companies operating in Ghana, with established interests and expertise in plantation production** may also be worthwhile exploring in the medium to longer term. Models exist elsewhere of responsible plantation production, including options such as developing contract-farming systems with local small-holders. However, this can only be done once issues relating to research and development have been addressed and resolved. According to FORM International, if sufficient targeted R&D was undertaken, it is likely that Allanblackia production would be commercially viable at a wider scale after approximately five years. A further five years would be required to establish production to a point where volumes were significant.

IUCN, through other ongoing projects, is undertaking work relating **to economic valuation of environmental goods and services**. One such initiative is the pro-poor REDD project, which among other things is seeking to create **incentives for socially and environmentally sustainable landscape restoration through carbon financing**. Allanblackia may be one important element within this mix and additional incentives could be created for its propagation and planting when linked to anticipated REDD financing through government

Constraint 2: An inability to scale-up collection of seeds to un-served Allanblackia-endemic areas.

Building supply chains of wild-harvested (or farm-produced) products from the ground up is an immensely time-consuming and costly activity. However, given the lead time required to produce on-farm, planted trees, wild-harvested is necessary as an interim measure until on-farm supplies come on line. Furthermore, wild-harvested seeds can provide important supplementary income opportunities for poor (landless) households, already involved in NTFP collection. Experiences elsewhere in southern Africa point to one solution that uses donor funds to offset risk and upfront investments at community level. Applied to Ghana this would work as follows:

The first activity would be to **identify communities, or clusters of communities with suitable densities of Allanblackia trees** (either on farm or within forest reserves) and which are currently un-served by NDGL. In discussions with NDGL as part of this review, one such potential area might be Sefwi Wiawso District, in Western Region[16].

Using donor funds, engage an NGO to build community-level supply chains. This would involve training on economic, environmental and social aspects, and generally raising awareness around collection and planting. If NDGL was able to clearly separate itself into two entities – one for profit (limited company) and one non-profit (NGO), then theoretically, the NGO-arm of NDGL could do this.

An agreement must be made from the outset that **once production at community level reaches an agreed threshold (kgs / year) then the NDGL supply chain will step in and assume responsibility for this**. They could even take over from an existing focal person, so that there would be continuity at the community level and limited confusion would take place. At this point, it would be economically viable for NDGL to integrate this community within their broader supply chain.

Constraint 3: Challenges faced in domestication and multiplication of Allanblackia seedlings.

Currently NDGL produces seedlings based on an agreement with Unilever that is negotiated on an annual basis. A significant risk exists that Unilever will be unable to continue to maintain the necessary support to cover this. In order to address this, it is proposed that **tree nursery production should be outsourced to an external service provider**, using donor funding (such as the anticipated Investing in Locally Controlled Forests initiative under IUCN). If NDGL were to make a clear division between for-profit and non-profit arms of its activities, this could easily fall under the non-profit section. Samartex, or FORM may also be suitable alternatives. Based on ICRAF and FORIG protocols, FORM have developed Allanblackia propagation procedures and established nursery infrastructure suitable for large-scale plant production. Currently, FORM have been able to control the processes of seed collection, storage, germination and seedling management and are improving cutting and grafting protocols and practices. They have expressed an interest in assisting IUCN and other players in meeting demands for Allanblackia seedlings in coming years.

As discussed in Recommendation 2, above, it is proposed that the SECO project consider reallocating some funds from Output 4 to support this, through supporting community-based

[16] Sefwi Wiawso District is also an area where FORM sources Allanblackia fruit for seedling production. Expanding NDGL collection in this area may conflict with existing FORM activities. Clearly this would need to be harmonised to avoid unnecessary overlap.and if necessary, other areas identified.

nurseries. However, this will still not be sufficient to cover the demand for seedlings that will be needed into the future and additional funding and sources will be required in the short and medium term.

Strengthening community-level nursery production. As discussed under project-level recommendations, community level or private nurseries must be a central aspect under this strategy, but it may be insufficient, initially at least, to generate the required level of production needed by all stakeholders. However, a model that moves from contract-based production (with purchases by the project) moving into cost-recovery and finally profit making should be the ultimate goal.

ANNEX 1: EVALUATION TERMS OF REFERENCE (SUMMARY)

Scope of evaluation

The overall purpose of the mid-term review is to provide a basis for the sound implementation of the second half of the project and for an exit strategy to ensure sustainability of project results after project closure.

The specific objectives of the evaluation are the following:

1. To assess the continued relevance of the project (including the continued viability of the planned intervention logic);
2. To assess the effectiveness of project by analysing to which extent the project has delivered on its planned results;
3. To assess the project cost effectiveness (efficiency) of the project intervention by comparing the results delivered to the means and time used to achieve the results;
4. To determine the impacts likely to happen as a consequence of the project;
5. To assess the likeliness of the sustainability of the project results after project closure;
6. To make recommendations for enhancing the implementation of the second half of the project;
7. To formulate lessons applicable to future project design in this area of work.

Methodology

The IUCN Evaluation Policy[17] sets out IUCN's institutional commitment to evaluation, and the criteria and standards for the evaluation and evaluation of its projects, programmes, organizational units. IUCN's evaluation standards and criteria are based on the widely accepted OECD DAC Evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability.

Documentation, Identification and Preliminary Review

The MTR should begin with a preliminary review of documentation identified in partnership with the MTR manager and the appointed IUCN Global Forest Programme focal person. Initially, the evaluator will briefly look at documents, websites and other sources relevant to the mandate.

Development of an Inception Note

The inception note developed by the evaluator will contain the following:

A mapping of the Project intervention logic

A refined methodology and a draft evaluation matrix

[17] IUCN Evaluation Policy, approved by the IUCN Council in 2001.http://www.iucn.org/themes/eval/index.htm

The evaluator will developed a more detailed methodology and a draft evaluation matrix designed to guide the data gathering and analysis process. The matrix will detail the issues to be addressed and sub-questions to be covered, as well as performance indicators, sources of information and information-gathering methods for each issue.

A list of stakeholders to be consulted and draft questionnaires

The evaluator will identify a list of stakeholders to be consulted in the context of the review. This will include the following stakeholder groups i) IUCN Global Forest Programme staff and relevant IUCN staff in the regions, ii) project implementing partners identified in section 2 above, iii) Novella partners, iv) local verification bodies, v) relevant government department, vi) local NGOs and vii) beneficiaries in communities identified as initial target group. Draft interview protocols for these stakeholder groups will be included in the inception note.

A detailed work plan

The reviewers will propose a detailed work plan building on the draft work plan

Data Collection

Data collection methods will include face-to-face interviews during missions to IUCN HQ in Gland and the partners in Ghana, telephone interviews with various stakeholders and beneficiaries, and questionnaires circulated by email, when relevant.

Data Analysis and Reporting

At the data analysis stage, the evaluator will analyze all of the data collected. To the extent possible, data triangulation will be achieved by analyzing information from multiple sources. A draft report adhering to the evaluation terms of reference and highlighting the principal findings of the review will be presented and submitted to a peer review process before a final report is submitted.

All data collection tools are to be included as an Annex to the final report. The link between evaluation questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the review findings.

ANNEX 2: EVALUATION TIMETABLE IN GHANA

Date	Time	Activity	Location
Tuesday 6th December	Evening	Arrival of international consultant	Accra
Wednesday 7th December	Morning	Initial briefing with project co-ordinator at IUCN Projects Office	IUCN Project Office
	Afternoon	Meeting with SECO office at Swiss Embassy	Swiss Embassy
Thursday 8th November	Morning	Meeting with ICA Ghana	ICA offices
	Afternoon	Interaction with TechnoServe Ghana	TechnoServe Offices
Friday 9th November	Morning	Travel from Accra to Kumasi to meet with FORIG in Kumasi	Kumasi
	Afternoon	Interaction with FORIG team and if possible visit to NDGL Nursery at Efiduase	Kumasi
Saturday 10th November	Morning	Travel from Kumasi to Asankrangwa	Asankrangwa
	Afternoon	Interaction with group of focal persons in Asankrangwa	Asankrangwa
Sunday 11th November	All Day	Visit to Wassa Berekum, Nkrankrom and Kamaso AB FLR demo fields and if possible individual farmers fields	Asankrangwa
Monday 12th November	Morning	Meeting with FSD Staff at district level	Asankrangwa
	Afternoon	Travel back to Accra	Accra
Tuesday 13th November	Morning	Meeting with Novel Development Ghana Limited	NDGL Office, Tema
	Afternoon	Interaction with Executive Director of FSD or Oppon Sasu at FC and Lovelace	MoFA Extension Division
Wednesday 14th November	All day	Meetings and time to prepare presentation	IUCN Offices
Thursday 15th November	Morning	Debriefing to Implementing partners to receive any feedback on issues identified.	Accra
	Evening	Departure of international consultant	Accra

ANNEX 3: PERSONS MET OR CONSULTED

Name	Position	Institution
International partners and resource persons		
Anne Schick	Programme Manager	Federal Department of Economic Affairs, State Secretariat for Economic Affairs, Berne.
Agatha Quayson	Trade / Private Sector Development Specialist	SECO / Embassy of Switzerland, Ghana
Stephen Kelleher	Deputy Head, Forest Conservation Programme	IUCN HQ
Chris Buss	Senior Programme Officer, Forest Conservation Programme	IUCN HQ
Michael Verdone	Global Economics and the Environment Programme	IUCN HQ
Marie-Karin Godbout	Programme Officer Planning, Monitoring and Evaluation Unit	IUCN HQ
Gretchen Walters	Regional Forest Programme Co-ordinator	IUCN West and Central Africa Programme, Yaoundé
Stephanie Paquin	Programme Officer: Verification and Standards System	Union for Ethical Biotrade, Switzerland
Rik Kutsch Lojenga	Executive Director	Union for Ethical Biotrade, Switzerland
Jukka Tissari	Forestry Officer - Forest Products Trade and Marketing Economics, Policy & Products Division	Food and Agriculture Organisation, Rome
Gus Le Breton	Director (and former director of Phytotrade Africa).	Bio-Innovations Zimbabwe
Rik Sools	Consultant	FORM International

Implementing partners and collaborating institutions in Ghana		
Samuel Kofi Nyame	Project Co-ordinator (Allanblackia II)	IUCN Project Office, Accra
Adeleke Adewale	Project Co-ordinator (Pro-poor REDD)	IUCN Project Office, Accra
Maha Misbah	Senior Project Leader, Supply Chain Innovation	Unilever (Amsterdam)
Wisdom Mensah	Executive Director	Institute of Cultural Affairs, Accra
Peter Maar	Programme Officer	Institute of Cultural Affairs, Accra
Samuel Baba Adongo	Deputy Country Director	TechnoServe, Ghana
Tweneboana Adu-Sarkodie	Project Manager	TechnoServe, Ghana
Luke Anglaare	Head: Environment, Biodiversity and	Forest Research Institute of

	Land Use Division	Ghana
Cyril Kattah	Director	Novel Development Ghana Ltd.
Mercy Dzahene	Supply Chain Manager	Novel Development Ghana Ltd.
Joseph Bempah	District Forestry Manager,	Forest Services Division Asankrangwa
Okai Michael	District Customer Services Officer,	Forest Services Division Asankrangwa
John Lovelace Kpodovinah	Senior Agricultural Officer	Directorate of Extension Services, Ministry of Food and Agriculture

Community level collectors, planters and focal persons		
William Akofi	Focal Person	Kamaso, Godukrom, Nkronkron villages
Adico Malak	Focal Person	Abrewa, Nkwanta villages
Kwame Owusu	Focal Person	Orousudapa village
Mary Kwaakowa	Focal Person	Anomatua village
Sophia Boakyenoa	Focal Person	Pokukrom village
Opoku Agyemon	Focal Person	Sika Nti village
Madam Afia	Focal Person	Atobrakrom village
Sampson Adjei	Focal Person	Kofie Krom village
Hannah Blay	Focal Person	Sika Nti village
Kuma Joseph	Focal Person	Wassa Berekum village
Kwasi Oteng	Next Officer	NDGL
Yaw Barimah	Community member	Wassa Berekum village
Comfort Foriwaa	Community member	Wassa Berekum village
Opanyim Jacob Yaboah	Chief	Wassa Berekum village
Rose Mimse	Community member	Wassa Berekum village
Kofi Bayamine	Community member	Wassa Berekum village
Stephen Opoku	Community member	Wassa Berekum village
Kwame Asare	Community member	Wassa Berekum village
Kwame Takyi	Community member	Wassa Berekum village
Janet Atta	Community member	Wassa Berekum village
Elizabeth Addai	Community member	Wassa Berekum village
Naomi Prah	Community member	Wassa Berekum village
Comfort Yaboah	Community member	Wassa Berekum village
Samuel Kumah	Community member	Wassa Berekum village
Kwame Kumi	Community member	Wassa Berekum village
Emmanuel Prah	Community member	Wassa Berekum village
Kwaku Yeboah	Community member	Wassa Berekum village
Augustine Sarfo	Community member	Wassa Berekum village
Isaac Amponsah	Community member	Wassa Berekum village
Salamane Yabaya	Community member	Wassa Berekum village
Isaac Dadzi	Community member	Wassa Berekum village
Nana Essandoah	CREMA Chairperson	

ANNEX 4: LOGICAL FRAMEWORK AND PERFORMANCE IN MEETING INDICATORS TO DATE

Project Element	Indicator(s)	Progress
Development Objective Allanblackia improves livelihoods and landscapes in the Allanblackia endemic communities of Ghana.	Average household income of Allanblackia farmers in the target communities increased by at least 10% by end 2012. A 30% increase of farmers in the Allanblackia target communities incorporating Allanblackia into their farming systems, improving the forest landscape, by end 2012.	Allanblackia purchase started very late in February so information from NDGL on the target communities yet to come in. However, data from three of the 8 projects sites gave a total of 33 collectors for the season. A total of twenty five (25) females were engaged in the collection of Allanblackia and only eight (8) males from these three communities. The 33 collectors together collected 690 kgs (495 kgs from females and 195 kgs from males) of Allanblackia nuts and earned a total of GH¢207.00(138.5 for the females and 68.5 for males). On average, each female collected 19.8 kgs of nuts earning an amount on average of GH¢5.94 about US$3.96 per female for the season.
Specific Objective Allanblackia farmers have improved access to markets for sustainably produced Allanblackia improving their livelihoods and the landscapes.	120 MT of Allanblackia seeds (equivalent to 40 MT of oil) per year, meeting the industry standard, are supplied to the main buyers.	37 tons of Allanblackia nuts collected this season because of the late start of purchases. This has not yet been milled by Novel Development Ghana Limited.
Output 1 A market differentiation system in place	80 farmers have been successfully audited against the UEBT verification framework/ Allanblackia standard by end of 2012.	Not recorded to date
Activity 1.1 Stakeholder awareness meeting and initial co-ordination	*All key actors along the supply chain are aware of the process for system development*	*Initial stakeholder consultations undertaken with key implementing partners and NDGL*
Activity 1.2 Develop Allanblackia application guide for UEBT verification framework	*Application guide developed*	*Completed - Review required when UEBT standard revision is finalised (end 2011)*
Activity 1.3 Test and apply verification system	*Verification system finalised and ready for use*	*Novel Development Ghana & Tanzania are member of UEBT*
Activity 1.4 Training of verification bodies	*10 local auditors trained in use of verification system and with all actors along the supply to provide feedback into monitoring and impact system.*	*Rainforest Alliance auditors trained and draft training materials available*
Activity 1.5 Development of impact and monitoring system	*Impact and monitoring system integrated into overall system design*	*UEBT impact system being applied to Allanblackia with impact base-lines established for Ghana and Tanzania*
Activity 1.6 Building awareness on	*By the end of the project, at least two different types of*	*Various efforts made by UEBT, including Biodiversity Food Awards, Press releases,*

Project Element	Indicator(s)	Progress
Allanblackia verification	*communications material has been developed and disseminated to at least 1000 project beneficiaries*	*media briefs* *Contributions provided to communication guidelines.*
Output 2 Enhanced market access related to Allanblackia business in program communities by promoting equitable conditions.	Number of actors (primary producers; collectors & farmers) at 1st stage in native species supply chain (UEBT implementation indicator 4). The organisation has knowledge of the market and/or strategies to reduce dependency of one product or one buyer (UEBT Standard Indicator 4.1.4) The organisation has identified the target markets and the supply and demand of the market (UEBT Standard Indicator 4.2.1) 80 farmers in target communities have registered planted Allanblackia trees with FSD by end of 2012; 1. The contractual agreement ensures farmers tenure and/or access rights to Allanblackia, Degree of economic participation and opportunity for women within the area (UEBT impact indicator) Micro-credit schemes are available to target communities.	4,500 Actors as a baseline NDGL and NDTL compliant - progress to be monitored through NDGL work plan to assess any change NDGL compliant - progress to be monitored through NDGL work plan to assess any change See activity 2.1 Medium as measured through UEBT impact measurement system Study on micro credit done with banking and micro-credit included in the BDS training.
Activity 2.1 Plan and facilitate stakeholder consultations on ownership & business arrangements of Allanblackia trees and prepare contract agreements between farmers and the appropriate local authorities	*Stakeholder consultations conducted and contracts signed*	*Registration of trees ongoing as farmers who plant trees including Allanblackia are given certificates by FSD* *Stakeholder consultations with farmers ongoing. So far consultations were held in six community centres for farmers.*
Activity 2.2 Identify and support links to existing micro credit and community development schemes to promote social equitability	*At least one micro-credit scheme/revolving fund established and functional by the end of the project*	*Study on feasibility of micro credit done and recommendations made. See report of study in year 1*
Activity 2.3 Research and develop links with other potential market opportunities for	*An investigation into alternative market opportunities undertaken and results integrated into the short term*	*Investigation done by TNS and found the following in Ghana so far, 1 processor; 2 local soap manufacturers show interest but cannot get quantities of Allanblackia*

Project Element	Indicator(s)	Progress
Allanblackia to support the diversification of market access for producers	*planning process*	*oil; local women in the western region using Allanblackia to enhance palm kernel oil production*
Output 3 Stakeholders have the skills and knowledge to adhere to standards	Proportion of people in the impact measurement area, per year, receiving training capacity building focused on economic, environmental or social issues, including relating to productive practices (UEBT impact indicator 2.1)	Medium as measured through UEBT impact measurement system. See activity trainings below. 70 focal persons and group members received training and have adopted good practices during the period.
Activity 3.1 Sensitize targeted stakeholders about Allanblackia	*At least 5000 stakeholders have been reached by project's communication efforts*	*912 stakeholders sensitized in 48 communities*
Activity 3.2 Design and implement Allanblackia -related radio campaigns	*At least 5000 stakeholders have been reached by the radio campaigns*	*Radio programmes that ended in March 2011 reached more than 2,000 People within the Western and central regions*
Activity 3.3 Provide Business Development Services (BDS) to target stakeholders (focal persons) on Allanblackia (and other) businesses and develop strategic partnership plan	*Target stakeholders have acquired needs-based knowledge on trade and business*	*70 focal persons and Allanblackia group members trained in BDS so far from 40 communities*
Activity 3.4 Maintain and update the Allanblackia -portal	*The Allanblackia -portal is used as the main information sharing platform between the Novella Africa partners and provides good quality and updated information of the Novella Africa developments to external audience*	*Management of portal ceded to NDGL and content being reviewed.*
Output 4 Mechanisms to ensure sustainable production and planting of Allanblackia in place and functional	80 farmers are compliant against criteria for 2.1 & 2.2 as prescribed in the UEBT Standard through the specific application guide for Allanblackia by the end of 2012.	Near compliance for 2.1 & full compliance for 2.1 and progress to be monitored for any change through NDGL work plan. 255 framers in the project communities ready to plant Allanblackia trees.
Activity 4.1 Plan and facilitate stakeholder consultations and meetings on FLR using visualisation techniques	*At least 3 stakeholder consultations conducted*	*8 stakeholder consultations held so far in the 8 target communities* *Achieved in year 1*
Activity 4.2 Design and organize training on Forest Landscape Restoration (FLR) for target communities	*At least 3 trainings with a total of 100 people attending*	*102 community members trained in FLR* *Achieved in year 1*
Activity 4.3 Prepare and implement Allanblackia -related FLR action plans	*AT least 3 action plans developed* *Degree of implementation in the field*	*Plans being prepared*

Project Element	**Indicator(s)**	**Progress**
Activity 4.4 Prepare Allanblackia -related FLR monitoring and evaluation framework and train a field team to collect and analyze data	*M&E framework developed* *Data collected regularly and is of good quality* *Data analyzed by the local field team*	*Team formed and trained at FORIG Achieved in year 1* *Data collection and analysis on going by team.*
Activity 4.5 Create demonstration plots on sustainable Allanblackia farming that follow the standards/guidelines and the principles of FLR	*At least 5 demonstration plots with regards to the key recommendations and principles of the standards/guidelines and FLR*	*Between 2 – 2.5 ha created in target communities and different planting models to be tried*

ANNEX 5: DOCUMENTS REVIEWED

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Union for Ethical Biotrade, 2011 (a). GUI20 – Final D – Application guide for Allanblackia to the UEBT Standard

Union for Ethical Biotrade. 2011 (b). Allanblackia Market Study Details. Preliminary Report.

ANNEX 6: EVALUATION MATRIX

Evaluation Criteria	Evaluation Question
Relevance	To what extent is the policy, programme, project or organizational unit contributing to the strategic direction of IUCN and/or its members and partners? Are the goal and purpose of the project still relevant, i.e. to what extent has the project responded to priority conservation, socio-economic and other identified issues of concern? If not, what has changed from when the project was designed and why? How relevant, appropriate and strategic are the project results (outputs, outcomes and impact) to national goals, local needs and market conditions? Given the project goal and purpose, have the implementation strategies been appropriate, i.e. is the LFA logically consistent? Has the target group been clearly identified, as well as their needs and priorities and does the project meet these? Has the project monitoring system, including design of indicators, been appropriate and how? Have the assumptions and estimation of risks been complete and realistic and in which way? Does the project have buy-in and support from all stakeholder levels, i.e. has it met stakeholder expectations and how? Is the project aligned with other donor or government projects and programmes in the project area and in which way?
Effectiveness	With reference to the LFA indicators, other criteria if appropriate, and project monitoring data, is the project on target to meet its purpose and outputs, and to what extent will the project contribute to the overall goal? Which have been the key factors leading to project achievements and to what extent can these be attributed the project? Is the monitoring system sufficient to capture, track and assess performance? Are monitoring results widely available and feeding back to inform management? Has the project failed in any respect, and if so explain why? What are the views of the various stakeholders on the achievements of the project? How effective is co-ordination between the different players of the project, both at country level and internationally"
Efficiency	What % of available funding has been utilised (analyse by budget line and total expenditures)? Explain any over or under expenditures. Have funds been transferred efficiently from donor to the project and then utilised efficiently and in which way? To what extent do the financial resources for various budget lines, outputs and activities appear to have been converted efficiently into outcomes? What % of activities in the workplan has been delivered? Has project implementation been adaptive and pro-active, responding to

	changes and lessons learned and review results and recommendations and how?
	Have risks been identified, monitored and mitigated during Project implementation and how?
	What learning processes have been in place and who has benefitted (e.g. training, self-evaluation, exchanges with related projects etc.) and how has this influences project outcome?
	Does the project organization and management structures appear efficient?
	Did the project experience any capacity gaps and in which way?
	Is the project managed efficiently and does it represent value for money?
	How has the working relationship within the team and with partners, stakeholders and donors been?
	Has internal and external communication been effective and efficient and in which way?
	Has reporting been timely and with good quality and in which way?
Impact	What impacts has the project had on people in the project area in terms of access to markets, income, empowerment and influence or is likely to have
	To what degree have benefits of the project been equitably distributed among different groups within participating communities (poorer, marginalized, women-headed households, youth etc)?
	What impacts has the project had on biodiversity conservation or is likely to have?
	Are there trade-offs between different objectives (economic gains and sustainable forest management) and if so, how have these been addressed?
	Are there any measureable negative impacts of the project?
	Has the project met stakeholder expectations (women, men, old, middle aged and young) and in which way?
	What impact, if any, has the project had on policy, legal and institutional frameworks relating to sustainable natural resource management, trade and regulations relating to sustainable use of forest products?
Sustainability	To what degree are project activities likely to be socially, economically and environmentally sustainable? Are there trade-offs between these objectives and if so, how have they been addressed?
	Has the Project had a clear exit strategy, including how to ensure continuity of benefits and activities required to ensure long-term economic benefits as well as conservation gains?
	Is the social, legal and political environment conducive to sustainability and replicability and if not, has the project developed strategies to address these constraints?
	Which are the key constraints to sustainability of project benefits?
	Is there evidence of organisations/partners/communities that have copied, up-scaled or replicated project activities beyond the immediate project area and why, and is such replication or magnification likely to continue to grow?
	Can the project be replicated without additional donor funding and technical assistance? If no, how longer would be appropriate for future investment?

ANNEX 7: DETAILED BREAKDOWN OF CONSOLIDATED PROJECT EXPENDITURES AS OF END JUNE 2011

Activity	Description	Implementing agency	Inputs	Total Project Budget	Total Year One Budget	Total Yr 1 Expenditure	Total Yr 2 Budget	Total Yr 2 Expenditure	Total Yr 1 & Yr 2 Exp	Total Project Balance	Percentage Spend
1.1	Stakeholder awareness meeting and initial co-ordination	IUCN & UEBT	Workshop costs (venue, facilitation, consultants, meals, accommodation, travel)	23,500	9,165	8,015	5,103	0	8,015	15,485	34%
1.2	Develop Allanblackia application guide for UEBT verification framework	IUCN & UEBT	Workshop costs (venue, facilitation, consultants, meals, accommodation, travel); Field testing and consultation costs (meals, accommodation and travel)	125,250	48,848	41,358	54,055	1,941	43,299	81,951	35%
1.3	Test and apply verification system	IUCN & UEBT	Supply chain audit discussion with RA, FSC - in EU and Africa	87,000	33,930	23,178	20,964	885	24,063	62,937	28%
1.4	Training of verification bodies	IUCN & UEBT	Training costs (venue, materials, consultants, meals, accommodation and travel)	55,500	21,645	22,271	14,564	0	22,271	33,229	40%
1.5	Development of impact and monitoring system	IUCN & UEBT	Field testing and consultation costs (meals, accommodation and travel)	42,000	16,380	10,000	20,480	0	10,000	32,000	24%
1.6	Building awareness on Allanblackia verification	UEBT, TNS & ICA	Building awareness to all stakeholders knowledge sharing events and promotion of Allanblackia at local & international levels	121,200	47,268	14,471	39,736	12,488	26,959	94,241	22%
Subtotal for Output 1 "A market differentiation system in place"				**454,450**	**177,236**	**119,293**	**154,902**	**15,314**	**134,607**	**319,843**	30%
2.1	Plan and facilitate stakeholder consultations on ownership & business arrangements of Allanblackia trees and prepare contract agreements between farmers and the appropriate local authorities	IUCN & ICA	Implementation of the consultations, meeting costs (venue, meals, travel costs)	102,200	39,858	0	36,000	13,152	13,152	89,048	13%
2.2	Identify and support links to existing micro credit and community development schemes to promote social equitability	TNS	Identifying the scheme to be implemented, putting in place the structures required for the scheme	31,500	12,285	34,434	9,765	838	35,271	-3,771	112%
2.3	Research and develop links with other potential market opportunities for Allanblackia to support the diversification of market access for producers	IUCN & TNS	Consultation costs anf facilitation of linkages between supply chain actors and new parket opportunities	61,500	12,285	4,051	28,890	1,045	5,096	56,404	8%
Sub-Total for Output 2 " Enhanced market access related to Allanblackia business by promoting equitable conditions".				**195,200**	**64,428**	**38,485**	**74,655**	**15,034**	**53,519**	**141,681**	27%
3.1	Sensitize targeted stakeholders about AB	ICA	Sensitization campaigns	71,000	27,690	14,869	19,000	8,216	23,085	47,915	33%
3.2	Design and implement AB -related radio campaigns	ICA	Radio campaigns	54,500	21,255	10,109	19,444	3,458	13,567	40,933	25%
3.3	Provide Business Development Services to target stakeholders on AB (and other) businesses and develop strategic partnership plan	TNS	BDS design and implementation	137,000	53,430	28,632	64,000	29,435	58,067	78,933	42%
3.4	Maintain and update the AB-portal	IUCN & ICA	Maintenance costs/year	8,000	3,120	1,450	1,845	919	2,368	5,632	30%
Sub-Total for Output 3 "Stakeholders have the skills and knowledge to adhere to standards"				**270,500**	**105,495**	**55,060**	**104,289**	**42,028**	**97,088**	**173,412**	36%
4.1	Plan and facilitate stakeholder consultations and meetings on FLR using visualization techniques	IUCN	6 consultations meetings	9,000	3,510		6,300	0	0	9,000	0%
4.2	Design and organize training on landscape restoration for target communities	IUCN & ICA	Design and training	59,250	23,108	14,531		0	14,531	44,719	25%
4.3	Prepare and implement AB-related FLR action plans	IUCN & FORIG	Preparation and implementation	31,000	12,090	10,905	15,000	9,014	19,919	11,081	64%
4.4	Prepare AB-related FLR monitoring and evaluation framework and train a field team to collect and analyse data	FORIG	Regularly updating the exisiting baselines, setting up FLR M&E framework, training field team	74,250	28,958	13,016	27,750	3,921	16,937	57,313	23%
4.5	Create demonstration plots on sustainable AB farming that follow the standards/guidelines and principles of FLR	IUCN & FORIG	Creating the demonstration plots	93,375	36,416	9,254	32,250	21,111	30,364	63,011	33%
Sub-Total for Output 4 "Mechanisms to ensure sustainable production and planting of Allanblackia in place and functional"				**266,875**	**104,082**	**47,705**	**81,300**	**34,046**	**81,751**	**185,124**	31%
					0		-				
Sub-Total for Project Technical Assistance and Management				**515,100**	**200,890**	**73,983**	**210,263**	**52,129**	**126,111**	**388,989**	24%
					0		-				
SUB TOTAL				**1,702,125**	**652,131**	**334,526**	**625,409**	**158,550**	**493,076**	**1,209,049**	29%
					0		-				
Management Overheads				**204,205**	**79,660**	**51,769**	**68,811**	**19,756**	**71,525**	**132,680**	35%
					0		-				
GRAND TOTAL				**1,906,380**	**731,791**	**386,294**	**694,220**	**178,307**	**564,601**	**1,341,779**	30%