



**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

Project of FDR of Ethiopia

PROJECT TITLE:	Project for the development of Moringa Value Chain (MVC) in rural communities in Ethiopia”
DURATION:	12 months
EXECUTING AGENCY	UNIDO
AMOUNT	984.230,00 Euro
<i>FUNDED BY</i>	MAE/DGCS

Brief description:

In Ethiopia, the links between agriculture, agro-industry development, active involvement of women, have important implications on fight against malnutrition, poverty reduction, biodiversity conservation and environmental sustainability. In this regard, the aim of this project is to develop the value chain of Moringa, through the strengthening and the connection to the local market of targeted groups (with focus on women) and training/capacity building of key Institutions. The project, for a total duration of 12 months, will be implemented in SNNP regional State.

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ACRONYMS

AAU	Addis Ababa University
AMU	Arbaminch University
EBI	Ethiopian Biodiversity Institute
EFMHACA	Ethiopian Food, Medicine & Health Administration and Control Authority
EPHI	Ethiopian Public health Institute
EU	European Union
FQS	Food Quality and Safety
IADC	Italian Agency for Development Cooperation
ISID	Inclusive and Sustainable Industrial Development
M&E	Monitoring and Evaluation
MTF	Moringa Task Force
MVC	Moringa Value Chain (Project)
NREPA	Natural Resource and Environment Protection Authority
SARI	Southern Agricultural Research Institute
SME	Small and Medium Enterprises
SNNPR	Southern Nations and Nationalities Peoples Region
SNNPRG	Southern Nations and Nationalities Peoples Regional Government
UNIDO	United Nation Industrial Development Organization

1. INTRODUCTION

1.1 Executive Summary

The “*Project for the development of Moringa Value Chain (MVC) in rural communities in Ethiopia*” is part of the initiative “*Establishing Moringa based economic development program to improve the livelihood of rural women of Ethiopia*” presented by UNIDO upon request of the SNNP Region (Southern Nationals Nationalities and People) and the First Lady of the Federal Government of Ethiopia. The Ethiopian have requested UNIDO’s support in developing a project aimed at fostering rural women development in terms of technical assistance through skill development, particularly in the organization of women farmers clusters, introduction of value-adding rural agro-processing units, packaging and quality assurances for domestic, regional and international markets.

In the light of above, the current initiative represents a pilot phase aimed at developing the Ethiopian Moringa Value Chain for improvement of the livelihood of rural producers, with a particular focus on nutritional and gender aspects.

A preparatory assessment mission has been conducted, based on the field visit and discussion has been held with the relevant stakeholders at federal and regional level.

UNIDO and the Regional Government of the SNNP have prepared the project proposal through an extensive assessment undertaken by UNIDO international and national experts, in strict collaboration with both Regional and Federal Authorities, in particular with the *Southern Agricultural Research Institute* (SARI), the *Ethiopian Moringa Task Force* (MTF) and the *Ethiopian Public Health Institute* (EPHI).

The current proposal is also based on successful former UNIDO experiences in other Countries (i.e. Sudan, Burkina Faso) aimed at developing the moringa utilization for nutritional purposes. The project intervention will have a duration of 12 months.

The initiative is aligned with the principles and the strategy of *The Growth and Transformation Plan II* (GTP II), the national vision of Ethiopians to end poverty.

This pilot project intends to contribute to the nutrition and to the gender socio-economic empowerment in rural areas of the Ethiopian SNNP Region. Furthermore the project is complementary and coherent with EU development and cooperation policies, focusing on strengthening nutrition and gender socio-economic empowerment, two priority sectors of the 2011 *Agenda for Change*.

In Ethiopia a virtuous cycle among agriculture, agro-industrial development and active gender participation can have a significant impact in nutritional improvements, poverty reduction, biodiversity conservation and environmental sustainability. In this framework, the project aims at developing the moringa value chain (production, processing, product diversification, commercialization) by strengthening of market linkages and by the involvement of Institutions participating in the moringa value chain, also for a quality control process.

In detail, activities foreseen by the project are aimed at reaching the following results:

- a) Organization, strengthening and domestic market linkages of targeted groups involved in the moringa value chain;
- b) Set up of a pilot plant for moringa and derived products (e.g. oil, tea, nutraceuticals);
- c) Strengthening of the Ethiopian Public Health Institute by technical assistance and set up of a laboratory for moringa quality certification;
- d) Improvement of local communities nutritional level, directly benefiting of moringa utilization in their diet.

The project beneficiaries will be mainly represented by local institutions, women and rural communities in SNNPR. A more precise figure of the beneficiaries will be available after the inception phase period, which is aimed at identifying areas and communities targeted by the project. Nevertheless it is expected a participation of no less than 3000 people (50% women) active in the moringa value chain, benefiting at least 15000 households' members.

The budget available for this project amounts to 984,230 € and UNIDO will be accountable for the whole project implementation.

The overall project monitoring body will be represented by the Project Steering Committee (PSC) composed by representatives of: Italian Agency for Development Cooperation (IADC), UNIDO, Local Institutions and all the stakeholders active in the moringa value chain sector.

1.2 Logical Framework Matrix

	INDICATORS	MEANS OF VERIFICATION	RISKS & CONDITIONS
DEVELOPMENT GOAL			
Contributing to the national poverty reduction and food security strategy as stated on Growth and Transformation Plan II (GTP II).			
OBJECTIVE			
Improve the nutrition and income of the targeted rural women/communities in Southern Nations and Nationalities and People Regional State (SNNPRS) through development of the moringa value chain (MVC).	<ul style="list-style-type: none"> - income level of the target groups, disaggregated by sex (increased); - % of women involved in moringa value chains activities; - Number of products moringa based introduced to the market; - Number of households that have adopted moringa and moringa based products in their nutritional habits. 	<ul style="list-style-type: none"> - Project Team Reports - Local Institutions Reports - Progress and final project reports - Independent evaluation reports - Assessment on moringa yields and moringa based products incomes - Baseline survey on the involvement of women groups into the moringa value chain - Baseline survey on the utilization of moringa and moringa based products in targeted households. 	<ul style="list-style-type: none"> - Ownership by local stakeholders for the implementation of the project initiative - Climate events that can introduce pest and disease affecting moringa production - Regional and local Market acceptance of moringa and moringa based products
OUTCOME			
A Project Coordination Unit is put in place for a better management of the project initiative in order to get achieve the expected results.	<ul style="list-style-type: none"> - Person employed by the project - Communication and visibility activity produced by the project 	<ul style="list-style-type: none"> - Project reports - Woreda and Regional Institutions Database - Progress, final and ex – post reports - Quality control manual and certification manual - Market study for moringa and moringa based products market penetration 	<ul style="list-style-type: none"> - Participation of targeted group and local institutions to the project initiative - Stakeholders' interest to value chain approach - Stakeholders' willingness to collaborate for achieving the expected outcomes.

1. groups active in the moringa value chain are organized, empowered and linked to the local and regional market	<ul style="list-style-type: none"> - Number of group created by the project and trained (both technical and managerial training) involved into the Moringa value chain - Number of women working inside the groups 		
1. A pilot processing line for moringa and moringa based products (i.e. oil, tea and nutraceuticals) is put in place	<ul style="list-style-type: none"> - Number of moringa based products introduced into the market - Number of new jobs created - Number of people employed by the processing line 		
1. The Ethiopian Public Health Institute is empowered for undertaking quality certification activities on Moringa based products	<ul style="list-style-type: none"> - Number of certification process initiated - Number of employees trained - Number of test undertaken 		
1. Food security of the targeted households is improved	<ul style="list-style-type: none"> - Number of families that have adopted moringa and moringa based products in their nutritional habits. 		

ACTIVITIES

1. A Project Coordination Unit is put in place for a better management of the project initiative in order to get achieve the expected results.
 - Set up of the Project Coordination Unit and recruitment of the personnel;
 - Mapping study and baseline study (value chain assessment, training gaps assessment, gender analysis) aimed at the preparation of the project action plan;
 - gender analysis of the women group involved in the project;
 - identification of the project beneficiaries;
 - Development of the Monitoring and Evaluation System with gender disaggregated data;
 - Identification of the most suitable areas for the moringa pilot processing line establishment;
 - Preparation of the communication strategy aimed at giving the proper visibility to the project.

<p>1. Groups active in the moringa value chain are organized, empowered and linked to the local and regional market</p> <ul style="list-style-type: none"> - Organization of the groups active in the moringa value chain with particular attention to women component; - Implementation of training modules related to moringa value chain; - Selection of the most suitable technologies for harvest, post-harvest and processing of Moringa and Moringa –based products; - Preparation of a market study to let moringa and moringa based products penetrate the local and domestic markets; - Creation of direct Market linkages for Moringa and Moringa-based products; - Preparation of promotion material and communication toolkit about moringa value and utilization.
<p>1. A pilot processing line for moringa and moringa based products (i.e. oil, tea and nutraceuticals) is put in place</p> <ul style="list-style-type: none"> - Planning, purchasing, installation and test of the machineries of the pilot processing plant for the processing and packaging of moringa and moringa based products; - Training of the technical staff appointed for the management and maintenance of the processing line.
<p>1. The Ethiopian Public Health Institute is empowered for undertaking quality certification activities on Moringa based products</p> <ul style="list-style-type: none"> - Preparation of moringa quality control manuals based on international recognized standards; - Support to the Ethiopian Public Health Institute staff dedicated to the moringa value chain for the quality certification; - Set up of a laboratory dedicated to the quality analysis and certification based on international recognized standard.
<p>1. Food security of the targeted households is improved</p> <ul style="list-style-type: none"> - Promotion of Moringa Utilization in household nutrition habits in local communities ; - Introduction of Moringa as animal fodder for the agro pastoralist of the targeted area.

2. BACKGROUND AND PROBLEM ANALYSIS

2.1 Origin of the project

On the 9th of July 2014 UNIDO received an official letter from the First Lady of the Federal Government of Ethiopia requesting UNIDO's support in developing a project that could foster rural women development in terms of technical assistance through skill development, particularly in the organization of women farmers clusters, introduction of value-adding rural agro-processing units, packaging and quality assurances for domestic, regional and international markets.

UNIDO promptly responded to the request of the First Lady of the Federal Government of Ethiopia and instructed the concerned unit to proceed with the preparation of the project. The project has been made coherent on the pillars of UNIDO's strategy, focusing on inclusive and sustainable industrial development (ISID) in which "no one is left behind" in benefiting from industrial growth, and prosperity is equally shared among women and men all over the world. In this context, it is essential to better integrate women and youth in the process of creating an industrial workforce, especially in the rural communities.

Mobilizing the potential productivity of rural people, and particularly of women, is crucial in order to achieve the resilient economic growth that will bring the targeted population out of poverty. The primary focus of UNIDO's activities in this area is on knowledge, skills, technologies and business support services in order to enable women and youth to engage in productive activities, generate income, and thereby reduce poverty.

The project is also recognizing the need for *Inclusive and Sustainable Industrial Development (ISID)*¹. It has been recognized that industrial development increases productivity as well as employment and generates income, thereby contributing to poverty eradication, while providing opportunities for social inclusion (i.e. gender equality, empowering women and girls and creating decent employment for the youth). As industry develops, it drives an increase in value addition and enhances the application of science, technology and innovation (STI), encouraging greater investment in skills and education, and thus providing the resources to meet broader, inclusive and sustainable development objectives.

The project is also addressing one of the objective that DGCS has stated in the Guidelines for Gender Equality and Gender Empowerment in 2010: "*Securing equal access to women and men to basic resources guarantees equal opportunities in rural development for improving food security and sustainable agriculture*".

2.2 National Context

Ethiopia is located in the horn of Africa stretching from 3°N to 15°N latitude and from 33° E to 48° E longitude with an area of 1,127,127 km². It is a country of great geographic diversity

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UNIDO, February 2014, Inclusive and Sustainable Industrial Development, creating shared prosperity | Safeguarding the environment

with wide altitudinal and physiographic variations. The altitude ranges from 116 meters below sea level in the Danakil Depression in Afar national regional state to the highest peak of 4,620 meters above sea level on Mount Ras Dashen in Amhara national regional state. The Great Rift Valley divides the western and south-eastern highlands, and the highlands on each side give way to vast semi-arid lowland areas in the east and west, especially in the southern part of the country (EFAP, 1994)². Macro- and micro-climatic conditions of the country are highly variable with bimodal rainfall distribution. The major rainy season in most parts of the country lasts from June to September followed by a short rainy season that occurs between February and April. The mean annual rainfall ranges from 500 mm to 2800 mm. Similarly, mean annual temperatures range from below 10 to 30°C.

As a result, Ethiopia is known as one of twelve Vavilov centres of primary plant domestication in the world. Furthermore, due to its geographical position and socio-economic diversity, numerous crop plants that are known to have originated elsewhere have developed an enormous secondary diversification in the Ethiopian region.

Vegetation types in Ethiopia are highly diverse ranging from afro-alpine to desert vegetation. It has a large number of plant species and a recent work indicated that the number of higher plants was over 7000 species from which ca. 12 % are probably endemic. The Ethiopian rural farmers play a significant role in the development of the agricultural sector; they are custodian of important crops genetic materials used as food, industry raw materials, medicinal plants, etc.

Despite the reform of the country and a registered fast-growing economy, the Government of Ethiopia has several challenges ahead to reduce poverty and improve the livelihood of rural communities. Ethiopia actually remains one of the poorest countries in the world; it is prone to weather-related shocks and experiences high levels of food insecurity, particularly among rural populations and smallholder farmers. Women farmers perform up to 75 percent of farm labour, representing 70 percent of household food production in Ethiopia. But they typically produce up to 35 percent less than male farmers because they have lower levels of access to resources.

To develop a sustainable livelihood for the rural farmers/women of Ethiopia it is important to scale up drought resistant and multipurpose indigenous/endemic trees, such as Moringa, coupled with a sustainable agricultural system linked with the processing industry.

The Federal Democratic Republic of Ethiopia has a federal constitution since 1995 and is composed by 9 Regions (Afar, Amhara, Benishangul-Gumuz, Gambela, Harari, Oromia, Somali, Southern Nations e Tigray) and 2 City Administrations (Addis Abeba e Dire Dawa). The decentralized administrative system is composed of about 900 districts called “Woredas” and almost 900 municipalities.

Ethiopia has a total population of 88 million people of which only 17% live in urban areas and particularly in the Federal Capital City, Addis Ababa. With an annual growth rate estimated of about 2.6%, the population of Ethiopia may reach 130 million people within 2025, becoming one of the most populated Countries in the world.

In the last 15 years, Ethiopia has witnessed high and steady economic growth rates, among the highest in the world, mainly thanks to the public investment in the agricultural sector and in economic infrastructures.

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EFAP, 1994. Ethiopian Forestry Action Program, EFAP, Addis Ababa.

Nevertheless, despite this success, according the last UNDP *Human Development Report* (UNDP, 2014), the Human Development Index of the Country is still very low and puts Ethiopia at the 173rd place on 186 worldwide.

Agriculture still employs the 78% of the Ethiopian workforce, contributing to the 40% of the GDP and to the 80% of the export revenues of the Country. It is estimated that almost 12.7 million of farmers owning less than 1 ha, therefore the backbone of the national agricultural supply (about 95%) is represented by family agriculture.

According to the GTP II the rural development is not only important for improving the living condition of the majority of the Ethiopian population, but also because it can represent the base for agribusiness initiatives able to transform raw material in added value processed products.

Ethiopian Federal Constitution (1995) states formally gender equality in the economic, social and political domain. The current legislation forbids any gender discrimination and imposes equal conditions in the any sector of the public life.

The Ministry of Women and Children Affairs – MoWCA has been established and policies oriented to gender equality have been formulated (*National Action Plan for Gender Equality (NAP-GE) 2006-2010, National Strategy and Action Plan on Harmful Traditional Practices (HTPs) against Women and Children in Ethiopia*).

Furthermore, at international level, Ethiopia has ratified the *Convention on the Political Rights of Women* (CPRW) and subscribed the *Convention on the Elimination of All Forms of Discrimination Against Women* (CEDAW), beside adhering to the *1995 Beijing Platform for Action*.

An additional critical issue affecting Ethiopian the rural areas is the relevant malnutrition level intended in the satisfaction of both the calories intake and the micronutrients (iron, vitamin A, zinc, iodine etc.).

Malnutrition causes are several: inadequate nutrition (due to poor level of subsistence production and/or income, due to lack of nutritional information, due to scarce diet diversification), an inadequate care of the children (due to lack of basic hygienic and medical knowledge), an harsh environment (with insufficient access to drinkable water, to sanitation and to basic medical care).

2.3 Regional Context

Southern Nations, Nationalities and Peoples Regional State (SNNPR) is one of the Ethiopian most representative Regions having almost 10% of the whole national surface and 1/5 of the whole national population, for a total of 15 million people.

The majority of the population is living in the rural areas with less than 10% residing in urban areas (more exactly 8,9%). SNNPR is an extremely rich region in terms of ethnic groups (more than 80) different in language, culture and socio-economic organization.

The Region has a diverse ecology, with fertile highlands and wet lowlands counting on the highest population density in Ethiopia, ranging from 100 to 400 pp/km². The Region is divided in 13 zones, 72 woredas and 5 special woredas.



Figure 1: Map of SNNP Region Zones

2.4 Sectorial Context

GTP II (2016 – 2020) has kept the role of the rural development as crucial for the economic growth, for the poverty reduction and for the structural transformation of the Country.

Additional objective of GTP II are the gender equality and the gender economic empowerment, to be achieved by an increasing participation of the women workforce in cooperatives, in micro and small women led enterprises involved in key sectorial activities, such as products transformation and their commercialization.

Equal participation of women to formal agricultural group is indeed fundamental for a sustainable development, considering that in this groups is it possible for them to experience decision making processes, having so a direct impact on their social and economic empowerment both at community than at family level.

Furthermore GTP II is foreseeing to improve the nutritional status of the population: the current “*National Nutrition Programme - NNP*” aims at strategically solve the malnutrition problem in the Country, taking into account the multi dimensional aspect of the nutrition.

The document, endorsed by 9 Ethiopian Ministries focuses on the development of medical nutrition specific activities such as: micro-nutrient and protein supply to strengthen the preg-

nant women diet, promotion of breast feeding, supply of Vitamin A and Zinc for children diet, measures to tackle acute malnutrition.

Moringa Stenopetala represents an immediate solution to the above mentioned problems, considering the rich nutritional properties such as protein and micro-nutrients like iron and Vitamin A. In Ethiopia the lack of proteins is one of the main causes of the *Protein Energy Malnutrition (PEM)* chronically affecting 40% of under 5 children.

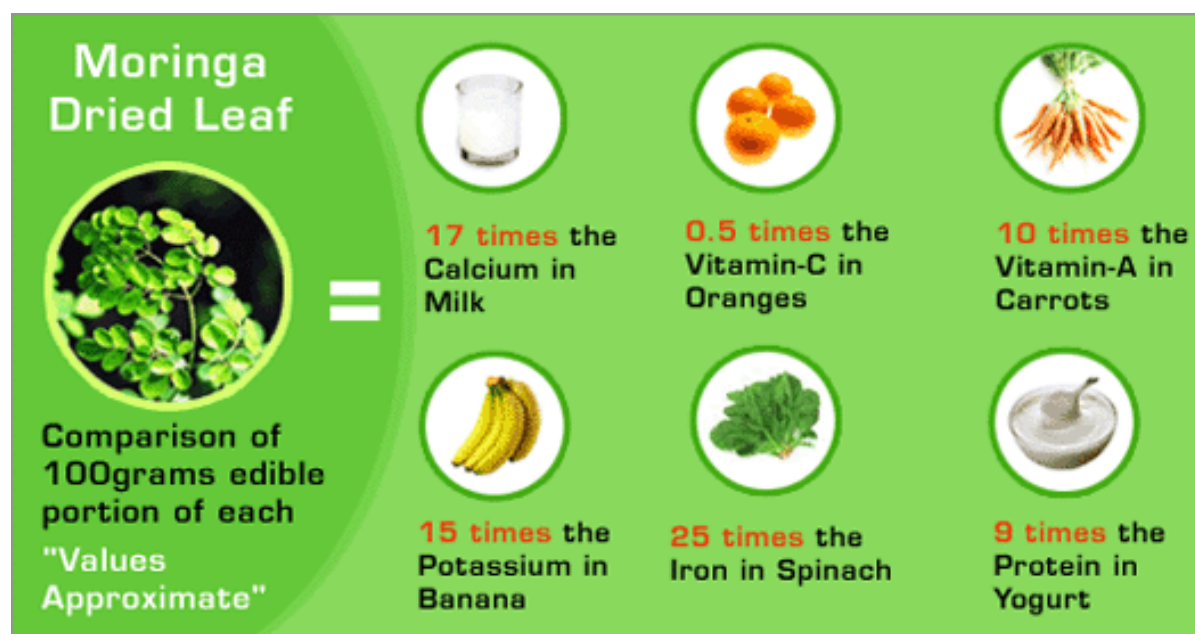


Figure 2: Moringa Nutritional Properties

3. INTERVENTION STRATEGY

The objective of this project is to improve the nutrition and income of the targeted rural women/ communities in Southern Nations and Nationalities Peoples Regional State (SNNPRS) through the development of the Moringa Value Chain (MVC). The Project will take into consideration ongoing activities while envisaging the relevant Value Chain approach to support the development of rural farmers, especially women farmers, and SMEs. It will address the major constraints present in the country and supporting specific target beneficiaries in capacity building with a focus on marginalized and underdeveloped small producers and businesses .

The project is expected to have a duration of 12 months; nevertheless, if the 12 months pilot phase will have a positive impact, it would be also considered its upgrading in other areas or regions of the Country.

The project will have three phases of implementation: Inception, Implementation and Scaling up. In the first year 2 months of inception and 10 months of implementation, including monitoring and evaluation, will take place.

The Inception phase is very important for success of the project as it is the preparatory phase that leads to the identification of the management structure, project stakeholders and beneficiaries. The main activities in this phase will be:

- Identification of the project management structure and establishment of the project office (PO), Project Technical Unit (PTU) and Project Support System (PSS);
- Conduction of detailed baseline studies, assessing the current policy framework and relevant stakeholders role and participation framework;
- Identification of the specific beneficiaries of the project;
- Development of a monitoring and evaluation system;
- Preparation of a marketing assessment indicating the potentialities of the Moringa value chain;
- Preparation of a feasibility study for the transformation centers processing Moringa leaves and seeds for high added value Moringa-based products.

Furthermore, this phase shall cover the review of the current initiatives, and ongoing research and development efforts, including strategies relevant to Moringa Value Chain (MVC). In this regard, one of the challenges identified is the lack of quality and standards parameters of different moringa-based products, with reference to customer protection regulation framework and execution capacity.

The main output of the inception phase will be the action plan proposal that will be submitted to the Project Steering Committee (PSC) for its validation. The PSC will be composed by representatives from the Italian Cooperation, from UNIDO, from local Institutions and from relevant stakeholders active in the moringa sector.

The months following the Inception Phase will be dedicated to the plan of action implementation.

The implementation phase includes training, human and infrastructural capacity building, product development and market structures identification and establishment. The main activities of the Implementation phase will be:

- Publish and disseminate the strategy, including organization of a national consultative forum in cooperation with the Moringa Task Force (Federal and Regional);
- Develop the infrastructural, institutional and human resources capacity building systems for the establishment of a quality control analysis laboratory and for the certification of the Moringa based products in compliance with international standards;
- Provide physical infrastructures to develop moringa-based products (Moringa pilot plant);
- Develop the Moringa production, processing, business management and investment capacity to benefit small farmer holders;

- Develop product standards, establish a traceability system along the value chain, and develop a conformity assessment scheme for market access;
- Promote Moringa based products in the local market with the aim of spreading Moringa utilization among local communities, contributing to malnutrition reduction.

The project will secure the steady implementation of the activities with the Local Institutions and the main stakeholders operating in the moringa value chains, through the monthly meeting of a Technical Committee, led by UNIDO and made of technical representatives from all the involved parties.

Thanks to the successful completion of similar projects implemented by UNIDO in other Countries (e.g. Burkina Faso and Sudan) it will be possible to facilitate the South – South Cooperation for guaranteeing the effective experience exchange and commercial ties in the moringa sector.

3.1 Institutional Framework

The initiative envisages the following Institutions:

- Donor: Ministero Affari Esteri e della Cooperazione Internazionale (MAECI);
- Executing Agency: UNIDO (United Nations Industrial Development Organization), accountable for the implementation, for the monitoring and the evaluation of the initiative;
- Implementing Agency: UNIDO, jointly with all the local stakeholders active in the moringa value chain.

The project approach is need-based and the sustainability will be guaranteed by integrating the technical assistance into the institutional framework and by maximizing the farmers' benefits from value chain development. Major Institutions involved in the implementation phase of the project are the following:

- Regional Government of the SNNP: will secure the project implementation by providing all the needed support and infrastructure. The Regional Governor has already appointed, during the project formulation, the SARI (Southern Agricultural Research Institute) as the technical counterpart. The local office for the project implementation will be placed in the SARI premises.
- Office of First Lady of the Federal Democratic Republic of Ethiopia: will provide support for the promotion both at Federal and Regional level for the project implementation.
- SARI (Southern Agricultural Research Institute): will be in charge of the research for the processing and promotion of Moringa and Moringa based products.
- EPHI (Ethiopian Public Health Institute): will be the Institution in charge of the laboratory for the analysis of Moringa and Moringa based products. EPHI will work in strict collaboration with UNIDO with the aim of guaranteeing the Moringa and Moringa based certification for their easier international recognition.

- MTF (Moringa Task Force): will be responsible of all the Research and Development related to Moringa and Moringa based products. It represents a technical body for promoting Moringa use at national level, to capitalize its properties both in the nutritional and environmental domains. The MTF will be the main stakeholder with whom UNIDO will execute the project activities, with the aim of guaranteeing the sustainability of the initiative. The MTF is present both at national and regional level and is composed by the following stakeholders:

National Level:

- Ethiopian Public Health Institute (EPHI)
- Ethiopian Environment Development Organization
- AAU (Addis Ababa University), Faculty of Life Science, College of Natural and computational Sciences, Addis Ababa
- AAU, Department of Pharmacology, School of Medicine, College of Health Sciences, Addis Ababa
- Ethiopian Biodiversity Institute (EBI)
- Ethiopian Institute of Agricultural Research
- Community elder from Konso
- Ethiopian Food, Medicine & Health Administration and Control Authority (EFMHACA)
- Horn of Africa Regional Environment Centre and Network Addis Ababa University (HoA-REC&N).

Regional level:

- Arbaminch University (AMU)
- Southern Agricultural Research Institute (SARI)
- Hawassa University
- Natural Resource and Environment Protection Authority (NREPA)
- Agriculture marketing and cooperatives Bureau
- Regional health bureau
- Health and Health related Regulatory Bureau
- Kalehiwot Church
- Global Team for Local Initiatives.

3.2 Objective, outcome and output of the Project

The **Development Goal** of the project is to contribute to the national poverty reduction and food security strategy as stated on Growth and Transformation Plan II (GTP II).

The **Objective of the Project** is to improve the nutrition and income of the targeted rural women/communities in Southern Nationals and Nationalities and People Regional State (SNNPRS) through the development of the Moringa value chain (MVC).

The implementation phase of the project will have place in SNNP Region. In the light of the above the **direct target beneficiaries** of the project are:

- Rural women active in Moringa value chain will be identified during the project inception phase, will be organized, strengthened and liaised to domestic market.
- The Ethiopian Public Health Institute will be endowed with a laboratory and with a trained laboratory technicians with the aim of performing analysis and quality certification of Moringa based products with reference to international standard.

- Local communities will be directly benefitted by Moringa and Moringa based products. Furthermore the utilization of Moringa for the production of animal feed will support the agro-pastoral communities.

Indirect beneficiaries of the project are:

- Household members and local communities of the persons involved into the Moringa value chain that will use Moringa based products in their nutritional habits.
- Farmers, private sector and local communities that will use moringa in the pilot processing plant.
- SNNP Regional Government will be benefitted by moringa value chain development;
- Private sector (with particular focus on women) and Small and Micro Enterprises active in the food processing activities, that will be advantaged by Moringa and Moringa based products commercialization.

A precise figure about the number of the beneficiaries will be available after the completion of the inception phase period. Nevertheless it is foreseen an involvement of at least 3000 direct beneficiaries (at least 50% women) in Moringa value chain with a positive impact on respective households (with an average of 5 members) for a total of 15.000 persons.

The **expected results** related to the Objective of the Project will be achieved by the organization of the Project Coordination Unit (Expected Result N 1) in charge of the implementation, monitoring and evaluation of project activities.

1. A Project Coordination Unit is put in place for a better management of the project initiative in order to get achieve the expected results.
2. The groups active in the moringa value chain are organized, empowered and linked to the local and regional market.
3. A pilot processing line for moringa and moringa based products (i.e. oil, tea and nutraceuticals) is put in place.
4. The Ethiopian Public Health Institute is empowered for undertaking quality certification activities on Moringa based products.

1. Food security of the targeted households is improved.

To reach the above listed results, the following activities are foreseen:

1. Expected Result 1:

A Project Coordination Unit is put in place for a better management of the project initiative in order to get achieve the expected results.

- Set up of the Project Coordination Unit and recruitment of the personnel;
- Mapping study and baseline study (value chain assessment, training gaps assessment, gender analysis) aimed at the preparation of the project action plan;
- gender analysis of the women group involved in the project;
- identification of the project beneficiaries;
- Development of the Monitoring and Evaluation System with gender disaggregated data;
- Identification of the most suitable areas for the moringa pilot processing line establishment;
- Preparation of the communication strategy aimed at giving the proper visibility to the project.

1. Expected Result 2:

Groups active in the moringa value chain are organized, empowered and linked to local and regional market

- Organization of the groups active in the moringa value chain with particular attention to women component;
- Implementation of training modules related to moringa value chain;
- Selection of the most suitable technologies for harvest, post-harvest and processing of Moringa and Moringa –based products;
- Preparation of a market study to let moringa and moringa based products penetrate the local and domestic markets;
- Creation of direct Market linkages for Moringa and Moringa-based products;
- Preparation of promotion material and communication toolkit about moringa value and utilization.

1. Expected Result 3

A pilot processing line for moringa and moringa based products (i.e. oil, tea and nutraceuticals) is put in place

- Planning, purchasing, installation and test of the machinery of the pilot processing plant for the processing and packaging of moringa and moringa based products;
- Training of the technical staff appointed for the management and maintenance of the processing line.

1. Expected Result 4

The Ethiopian Public Health Institute is empowered for undertaking quality certification activities on Moringa based products

- Preparation of moringa quality control manuals based on international recognized standards;
- Support to the Ethiopian Public Health Institute staff dedicated to the moringa value chain for the quality certification;
- Set up of a laboratory dedicated to the quality analysis and certification based on international recognized standard.

1. Expected Result 5

Food security of the targeted households is improved

- Promotion of Moringa Utilization in household nutrition habits in local communities ;
- Introduction of Moringa as animal fodder for the agro pastoralist of the targeted area.

3.3 RISK MANAGEMENT MATRIX

The risks related to the project implementation are enclosed in the following matrix.

N°	Risks	Potential adverse impact	Risk level (H/M/L)	Risk management strategy	Responsibility
1.	Moringa development strategy is not completed and made available for the public.	The quality of the baseline study and performance is reduced	L	More commitment and collaboration among stakeholders during the Inception Phase	UNIDO, OFL, SNNPRG, MTF
2.	The Moringa value chain actors are not interested to participate in the project.	The impact of the project is limited or none	M	Importance and benefits of Moringa are promoted among all the actors.	UNIDO, PCU, MTF
3.	Farmer families and/or farmers unions are not interested to be organized and be part of the Moringa growers union	No unions and/ cooperatives are established.	M	Identify interested farmers and/or farmers unions, capitalize and intensified existing experience on organizing farmers.	UNIDO, SNNPRG
4.	Potential private sector participants are limited or no interested parties.	Increase of moringa use and value addition not achieved.	L	Identify potential private participants and promote the project benefit.	UNIDO, SNNPRG, PCU
5.	Researchers are not interested to develop products and scale it up.	No new moringa products are accessible locally.	L	Developing incentives for the researcher to participate and developing partnership with private and public institutes.	UNIDO, PCU, SNNPRG, EPHI,
6.	Products of moringa are not trusted and not accepted by the community.	No impact on combating malnutrition and food security.	L	Developing quality and standard for the products. Establish consumer protection system and regulate the distribution.	UNIDO, EPHI, MTF, FMHACA
7.	Products of moringa not acceptable by the community as food supplement, feed, fodder or water purifying agent.	The assumption of combating malnutrition and food security, access to cleaner water is not achieved.	L	Promoting the values, benefits and different uses of moringa, via mass media and truest worthy communication systems.	UNIDO,OFL, EPHI, NREPA

8.	Growers are not interested to participate on scaling up their products and certification.	Certification and quality products marketing are not achieved.	L	Research for farmers interested to be trained in GAP, to improve the quality and production system for better income.	PCU, UNIDO, SNNPRG,
9.	Farmers are interested to produce any more because of demand supply in balance.	The income and benefit from moringa decrease.	L	Post-harvest handling, processing, value addition and marketing strategy is developed, including quality packaging, branding and labeling of products to win the trust of the high end health conscious market improve market access.	UNIDO, PCU
10.	The national concerned institutes do not agree on the project stakeholders' role.	The project implementation is delayed.	M	Roles and responsibilities of each and every stakeholder shall be defined in the strategy document without overlap of duties, to avoid conflict of interest.	OFL, SNNPRG, UNIDO, MSTC
11.	The concerned actors are not interested in certifications.	The certifications such as fair-trade, organic labels are not achieved.	L	Importance and benefits deriving from international labels and certificates are promoted among all the actors	UNIDO, PCU
12.	The stakeholders do not agree to participate on international trade fairs.	International market promotion does not take place.	L	Values and benefits of promoting the products to international market are clarified to concerned stakeholders.	SNNPRG, UNIDO, PCU

L: Low

M: Medium H: High

3.4 TIMELINE OF THE ACTIVITIES

Months		1
Activities per Expected Result N 1		
1.1 Set up of the Project Coordination Unit and recruitment of the personnel;		
1.2 Mapping study and baseline study (value chain assessment, training gaps assessment, gender analysis) aimed at the preparation of the project action plan;		
1.3 gender analysis of the women group involved in the project;		
1.4 identification of the project beneficiaries;		
1.5 Development of the Monitoring and Evaluation System with gender disaggregated data;		
1.6 Identification of the most suitable areas for the moringa pilot processing line establishment;		
1.7 Preparation of the communication strategy aimed at giving the proper visibility to the project.		
Activities per Expected Result N 2		
2.1 Organization of the groups active in the moringa value chain with particular attention to women component;		
2.2 Implementation of training modules related to moringa value chain;		
2.3 Selection of the most suitable technologies for harvest, post-harvest and processing of Moringa and Moringa –based products;		
2.4 Preparation of a market study to let moringa and moringa based products penetrate the local and domestic markets;		
2.5 Creation of direct Market linkages for Moringa and Moringa-based products;		
2.6 Preparation of promotion material and communication toolkit about moringa value and utilization.		
Activities per Expected Result N 3		
3.1 Planning, purchasing, installation and test of the machineries of the pilot processing plant for the processing and packaging of moringa and moringa based products;		
3.2 Training of the technical staff appointed for the management and maintenance of the processing line.		
Activities per Expected Result N 4		
4.1 Preparation of moringa quality control manuals based on international recognized standards;		
4.2 Support to the Ethiopian Public Health Institute staff dedicated to the moringa value chain for the quality certification;		
4.3 Set up of a laboratory dedicated to the quality analysis and certification based on international recognized standard.		
Activities per Expected Result N 5		
5.1 Promotion of Moringa Utilization in household nutrition habits in local communities ;		

5.2 Introduction of Moringa as animal fodder for the agro pastoralist of the targeted area.		
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4. BUDGET

The total budget for the current initiative is € 984,230 and is detailed in the following table:

Budget Line	Unit Cost €	Units	Total Costs
CTA Technical Adviser	14,000	10	140,000
National Project Coordinator	3,000	12	36,000
Project Assistant	2,500	12	30,000
Support Personnel (Secretary – Driver)	1,500	24	36,000
International Consultant	14,000	10	140,000
National Consultant	2,500	24	60,000
Project Travel	20,000	1	20,000
UNIDO staff travel	3,000	3	9,000
Trainings	75,000	-	75,000
Equipment, Machinaries and Project Vehicle	230,000	-	230,000
Communication and Promotion	20,000	-	20,000
M&E	25,000	1	25,000
Miscellaneous	50,000	-	50,000
SUB-TOTAL			871,000
Support Cost (13%)			113,230
TOTAL			984,230

5. SUSTAINABILITY

The project approach is need-based and sustainability will be insured by integrating the technical assistance into the institutional framework and by maximizing the farmers' benefits from value chain development. The project will strive to create an innovative development strategy and action plan, taking into account local knowledge as well as community based institutional structures and support systems. The project will make sure to maximize the number of farmers associations and women groups involved in the production and processing of Moringa. It will help to improve their livelihood and secure access to cleaner water, food supplements as well as feed and fodder for their livestock. Moreover the project will improve the entrepreneurship capacity of youth and women in SNNPRS by integrating its activities to the on-going traditional effort of rural people and to the institutional initiatives at federal and regional level.

The project will contribute to environmental sustainability through combating desertification and deforestation.

1. MONITORING AND EVALUATION

UNIDO and the national focal point (SNNPRG) will develop a reporting structure in line with the accountability of the project management unit, taking into account the existing UNIDO reporting guidelines.

Inception report:

Prepared after approval of the final project structure by the project overseeing body (UNIDO & SNNPRG), with implementation plans based on baseline data.

Semi-annual report:

Prepared no later than 30 calendar days after the last day of the 6th month.

Final report:

Prepared no later than 45 calendar days after the end of the implementation period.

Performance monitoring will be executed based on a detailed work plan and log frame, taking into account the baseline indicators that are going to be established during the inception phase. The monitoring will be performed by the project management unit and/or by consultants evaluated on a need basis. Day-to-day technical and financial monitoring will be part of UNIDO responsibilities. A Project Oversee Committee will be established and will be responsible for the overall program oversight and guidance. The gender expert will support the collection of sex-disaggregated data as well as the regular monitoring and reporting of gender issues and behavioural changes towards greater gender equality.

The program will be subject to an independent review process assisted by the UNIDO Evaluation Group. It will include:

- mid-term review;
- final evaluation, at the beginning of the closing phase;

The counterparts and beneficiaries shall collaborate efficiently and effectively with the monitoring and/or evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.