



## Annual Report 2016



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# FOREWORD







## The private sector, the miracle solution for development?

(Editorial - « Fiction »)

A key element of socio-economic development, the private sector is capable of the best, but also the worst if it is not properly channelled or regulated. Depending on the choices made by key players in development cooperation, different scenarios could emerge in the coming years. Imagine what the foreword to this annual report might be in 20 years, in the brave new world, or within the “agri-food republics”?



### 01/05/2024 - A world of SMEs on the road to prosperity

*The Secretary-General of COLEACP-SOUTH WORLD launched the second phase of its programme to improve the competitiveness of African agriculture, also known as ALL-4FOOD-FOOD4ALL. This programme is based on the three pillars of sustainability, guided by the principles of corporate social responsibility (CSR) and coordinated by the Agenda for Change launched 13 years ago by the European Commission.*

*Over the past 10 years, small-scale producers, local SMEs and large African companies, partnered with agrifood multinationals, have really changed the socio-economic profile of agricultural Africa.*

*On the eve of the launch, the Food Producers of the South Organisation (OPSPA) announced indicators of inclusiveness and sustainability (new performance indicators) above expectations.*





## 01/05/2024 - The perverse effects of misguided support

*COLEACP regrets having to cease its activities due to lack of members and applications for support. Support to large businesses for the development of African agriculture has ultimately widened the competitiveness gap between local SMEs and multinationals. The latter have absorbed the former, in the best cases.*

*Since certified bodies have made sustainability their mainstay for meeting demand from major distributors, compliance costs and the inadequacy of standards in relation to the realities of SMEs and small-scale producers have amplified this effect.*

*Today, Africa's production potential is shared between just three global businesses. They have gone further with their CSR approach, creating schools, hospitals, shops and housing for the benefit of employees. If one of these three giants were to disappear under competitive pressure, the result would be a regional catastrophe that would affect millions of families, who have become dependent on their quasi unique local employer.*

*Remember that just 10 years ago, African agricultural employment was divided between millions of SMEs, artisans and small-scale producers.*

*It didn't take long for the market to respond. Investors reacted positively, waving the 2025 coupon in order to reinvest their dividends. The AfricAgro and Alicafric companies increased their capital by 30 and 33% respectively, during the trading session of Abuja Street, Africa's leading agri-foodstuffs stock market.*

*In turn, the Chair of OPSPA and boss of Afrilever announced that by 2026, all major retailers wishing to access African products would need to have Global Good Retail Practices and Farmer Full Respect certification. "The European market remains important to us, he added, albeit in third place after China and India. It would be a shame to neglect it."*

*This should certainly reassure European consumers and distributors, who every day face the limitations of agricultural production in the EU, which can no longer meet domestic demand.*

*So, is supporting the private sector for development a dream or nightmare? It is up to us to adopt an intelligent approach to inclusiveness.*

*Let's dream of a happy medium.*

**Guy Stinglhamber,  
COLEACP General Delegate**



# 2016 HIGHLIGHTS

## FEBRUARY



Participation in Fruit Logistica 2016

## MARCH



Official closure of the PIP2 and EDES programmes

## JUNE



Participation in 2016 EDDs



Election of the new board of Directors of COLEACP

## AUGUST



Second Pacific Agri-Food Forum

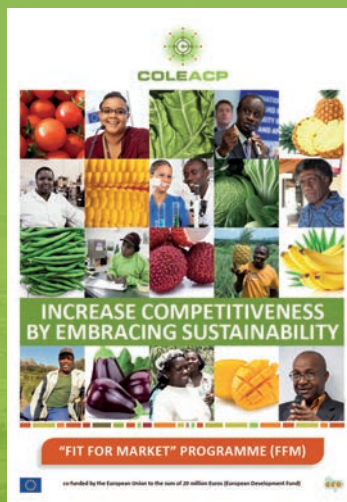


## SEPTEMBER



GFSI (Global Food Safety Initiative) and GlobalG.A.P. meetings

## OCTOBER



First "Fit For Market" mission in Mali

## NOVEMBER



Official launch of the FFM programme at the ACP Secretariat

Meeting of the Board of Directors of COLEACP



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## THE COLEACP ASSOCIATION







## HOW IS COLEACP MANAGED IN 2016

COLEACP is organised into teams

The activity of each team is financed by cooperation programmes.





## BOARD OF DIRECTORS

**GENERAL DIRECTORATE**  
Guy Stinglhamber

**OPERATIONS DIRECTORATE**  
Jeremy Knops



*"In developing our work programme, we had to be careful to ensure that our partners (members and donors) benefit from what we do. Each of us wants something from COLEACP. So, at every step, we have to meet these expectations."*

STEPHEN MINTAH, Chairman of COLEACP





## The workforce

At a time when its field projects are scattered around the globe, when importers are no longer dependent on large centralised markets, it is logical for COLEACP to centre its activities in Brussels, where the European Commission and the ACP Secretariat are based, and where many public and private stakeholders in the field of development meet regularly.

The workforce of around 30 permanent staff is divided into teams, each focused on a particular area of support: it is here that the needs observed in the field are analysed in order to provide pooled solutions in areas such as technical assistance, staff training and business development to beneficiary businesses.

## Governance

COLEACP is managed by a board of sixteen directors. Eight represent members from African, Caribbean and Pacific countries, and eight represent members from the European Union.

The COLEACP association has 300 members (importers, exporters, producers, cooperatives, small-scale producer associations, consultants, NGOs etc.). They meet once or twice a year at a general meeting.

The current Chairman of COLEACP is Stephen Mintah. Stephen Mintah is from Ghana, and is an agronomist. He has chaired COLEACP's Board of Directors since June 2013. He was elected for a three-year term renewed in June 2016. Guy Stinglhamber is COLEACP's General Delegate. Mr Stinglhamber is from Belgium, and is an agronomist specialising in tropical regions. He joined COLEACP in 2001 and was appointed General Delegate in June 2013.







## TRAINING

**Team :** Emmanuelle Prunier, Marine Vande Pitte, Eloïse Noirfalise, Victor Boro, Sandrine Ingabire, Raguini Dupont, Laura Wauters, Florian Le Hung & **Technical support team**



## INNOVATION & DEVELOPMENT

**Team :** Gilles Delhove, Georges Thewys, Morag Webb



## MARKET INTELLIGENCE

**Team :** Emmanuel Bourcelet, Gaëtan Dermien, Denis Felicite-Zulma, Morag Webb



## BUSINESS DEVELOPMENT

**Team :** Nursel Gumusboga, Yessie Meyer, Maud Delacolette, Bénédicte Werner, Emmanuel Bourcelet



## ADVOCACY

**Team :** Morag Webb, Hilary Barry



## INFORMATION COMMUNICATION

**Team :** Emmanuel Bourcelet, Ayélé Gabiam, Gaëtan Dermien, Florian Le Hung



## TECHNICAL SUPPORT

**Team :** Nursel Gumusboga, Yessie Meyer, Maud Delacolette, Bénédicte Werner & **Training team**

## VALUES OF COLEACP\*

### COMMITMENT

Being sincerely and actively involved in the mission of the organisation. Individually and collectively.

### CONTINUOUS IMPROVEMENT

Improving yourself and helping to improve others continuously, by understanding needs and through capacity building.

### DIFFERENCE

Cultivating difference as a rich resource, respecting diversity and making it an asset. Not hesitating to do things differently, to innovate, while being able to adapt to any type of environment.

### PERFORMANCE

Carrying out your work with professionalism, diligence, focused on tangible results.

### HUMANITY

Acting with benevolence. Placing human beings at the centre of our advisory and capacity-building initiatives, both internally and externally.

\*As a result of an internal participatory process, COLEACP's values were redefined in the second half of 2016.

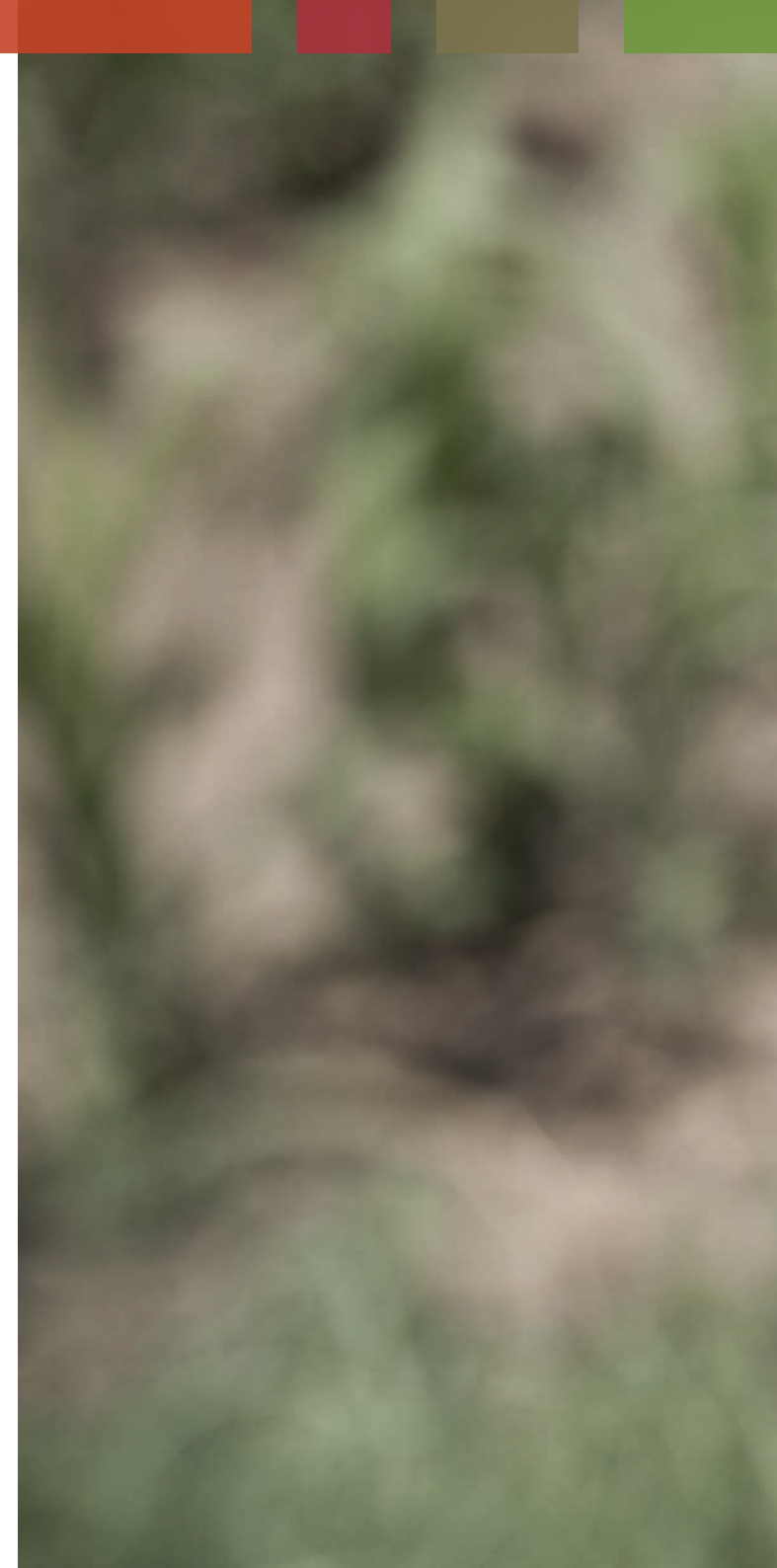


## Blueprint for our work

Developing the private sector, provided this is sustainable and inclusive, has a ripple effect on society as a whole. This is the focus of COLEACP's activity. When our support enables a business to grow, incomes to rise, subsistence crops to improve, food safety to strengthen, children to go to school, healthcare to become readily available, houses to be built... The formal sector takes over from the informal sector, and more attention is paid to the environment.

The Post-2015 Development Agenda hopes to harness "the ingenuity and dynamism of business" to promote sustainable development. This is the meaning of the "global partnership" advocated by the UN report. Developed countries are committed to reforming their trade and tax policies to shape more equitable, more inclusive and sustainable global production and consumption patterns. For their part, developing countries are committed to using the income generated in this way to finance their own, preferably sustainable, development.

This is what COLEACP has long worked towards: helping businesses to pass on the benefits of their growth through value chains, throughout their communities. Changes in markets, which we monitor daily, encourage us to strengthen this positioning by broadening the support we provide to ACP agricultural businesses.









## UNDERSTANDING THE COLEACP'S METHODOLOGY

### THE PROOF SEEN THROUGH 3 CASE STUDIES ILLUSTRATING COLEACP'S ACTION UP TO 2016

#### Maintaining access to the EU market for the lychee supply chain in Madagascar

##### Context

Madagascar is the third largest producer of lychee. Approximately 100,000 tonnes are harvested each year, of which 20% is exported fresh to the EU. The sector is of considerable importance to the national economy, and a source of rural income and employment. Around 30,000 families are involved in lychee production, with a further 3,000 working as pickers and transport operators. Harvests and exports take place over a short period in November and December, and the highly seasonal nature of production and trade leads to problems and inefficiencies. Up to 50% of production is therefore wasted, and the prices received by producers can halve or double from one day to the next, discouraging investment. Despite its overall success, there were significant opportunities for improvement and development of the sector.

##### Support from COLEACP in Madagascar

Intermediaries (collectors and brokers) sell to export companies, most of which (32) are members of the "Group of Lychee Exporters" association (GEL). COLEACP has worked with GEL and export companies since 2006 to put in place the food safety systems required for accessing EU markets. At the Fruit Logistica international trade fair in 2010, GEL requested additional support. Sulphur residues were detected in the export shipments that exceeded the permitted levels for EU markets (MRLs). This could lead to a restriction, or even a ban, on exports. Sulphur is applied as a post-harvest treatment, and excessive residues can be caused by a number of factors, including the ripeness of the fruit, transport delays, inadequate or poorly maintained equipment, inappropriate application methods, poor storage, or a lack of alternative disease control options.

Once COLEACP started working with GEL, it became clear that the problem of sulphur was complex and required the involvement of various stakeholders from the public and private sectors, from higher education and civil society. Through multi-stakeholder cooperation, a support programme was setup to develop long and

short-term solutions:

- **In partnership with GEL:** organising the sector through the development of a self-assessment guide for the supply chain; improvement of sulphur application processes by informing, training and supervising operators; research to find alternatives to sulphur; GRASP (GLOBALG.A.P. social audit) has developed national interpretation guidelines for the sector.
- **With 24 export companies:** alignment of practices and procedures with European regulations and private standards through quality management systems; revision of paper and digital traceability systems; training of company staff in risk management, internal auditing, HACCP, hygiene and traceability; installation of internal company training systems.
- **With Ecole Supérieure des Sciences Agronomiques de l'Université d'Antananarivo (ESSA) [Antananarivo college of agronomic sciences] and Centre Technique Horticole de Tamatave (CTHT) [Tamatave horticultural technical centre]:** alignment of course content



with industry needs; improving teaching skills; training experts in implementing COLEACP support.

- **With service providers:** training 25 experts from 10 consulting firms to support the supply chain on key topics in the short and long-term.
- **With the EDES programme:** improvement of public sector systems and procedures for inspection and control.

#### COLEACP's results in Madagascar, in the light of the EU's criteria for supporting the private sector

Under PIP2, COLEACP contributed to the reorganisation and "professionalisation" of the sector, which led to greater confidence among EU buyers, the adoption of good agricultural practices and fewer MRLs exceeded. It was easy to measure the results, since every year Madagascar's lychee exports to the EU begin in November and end in December. Private Malagasy companies received support that enabled them to comply with environmental and social standards. In particular, some of them met the GRASP standard.

GRASP helps producers establish a sound social management system on their farms. It offers buyers additional assurance. And it helps to protect people. This sustained action has had a demonstration effect for all industry stakeholders, since there is potential for replication and because there is continued demand for such social and environmental standards in Madagascar, to meet the demands of the export market. COLEACP's support for the industry did not distort the market. Quite the opposite – by addressing and resolving the sulphur problem in colla-

boration with all stakeholders in the Malagasy supply chain, COLEACP helped to develop to the export market.





## Combating fruit flies in Côte d'Ivoire

### Context

The mango supply chain from Côte d'Ivoire has been experiencing a steady growth in exports (22,000 tonnes exported in 2015). The sector nevertheless experienced a crisis in 2014, due to an increase in the number of interceptions in Europe of mangoes infested with fruit flies in that year. Based on European procedures for protection against harmful organisms, and food health and safety procedures, the European Commission informed the Côte d'Ivoire Government of the need to produce an action plan to address the crisis.

### COLEACP action plan for combating fruit flies

- Strengthen the legislative, regulatory and standards framework governing food safety and plant health certification and inspection.
- Improve the organisation and planning of the plant health certification and inspection system.
- Strengthen the plant health inspection and certification system.
- Establish an effective system for monitoring and processing official notifications of interceptions.
- Implement a capacity-building programme for the official inspection services and private operators.

- Establish a quality management system within the competent authority (DPVCQ).
- Implement a national programme to combat fruit flies and other insects harmful to the mango.

### Concrete actions in this area were as follows:

- The obligation for exporters to register with the DPVCQ.
- Inspections prior to shipment (at the fruit collection and processing station, port and airport), based on a sampling plan.
- Decision on the opening and closure of the mango season by MINAGRI.
- The obligation to train and retain the workforce, particularly sorters at the packing station.
- Decision to carry out widespread treatments with Success Appat (spinosad) on 20,000 ha of mango tree stock (200,000 litres distributed by the departmental and regional teams of MINAGRI to producers).

COLEACP's support consisted of technical assistance, training courses and communications or raising awareness.

### The technical assistance enabled:

- Finalising the sampling procedure related to the inspection of shipments, according to the operators' risk profile.
- Establishing a mandatory registration system for mango exporters.

- Designing and implementing a procedure for monitoring and for processing interception notifications and categorising high-risk operators.
- COLEACP has also developed a capacity-building programme for the official inspection services and for the private sector. Specific tools have been prepared for training the different operators. A total of 288 employees at packing stations and 209 producers and traders were trained by exporters (according to the reports submitted to COLEACP by the companies).





### Specific communication initiative

One month before the start of the export season, a meeting organised in Korhogo by COLEACP between the inspection services and exporters was attended by more than 50 people. The meeting was an opportunity to advise key players on the challenges of the season, the main provisions for organising and carrying out inspections and plant health certification, as well as for the training programme offered by COLEACP.

COLEACP also broadcast targeted news bulletins before and during the season to inform exporters, importers, public services and official bodies of the progress made in implementing the action plan.

### The result: a significant drop in the number of mango interceptions on entry to the European market

The export season officially ended on 6 June 2015. More than 22,000 tonnes were exported during the season. The result was a significant drop in the number of mango interceptions containing fruit flies – the number at the end of June fell from 62 interceptions in 2014, to 10 interceptions in 2015. Nine were from exporters registered by MINAGRI, and one from a passenger not registered as an exporter. No other interceptions took place in Côte d'Ivoire. The good result achieved by MINAGRI is set to improve in 2016, to maintain a very low level of interception. MINAGRI is therefore in contact with the European Commission Directorate General for Health and Food Safety, mainly to analyse 2015 (risk analysis based on interceptions).

Depending on the results, appropriate measures could be declared as the export season's first priority. MINAGRI had already planned to continue the action plan in 2016 and to strengthen certain aspects. These include maintaining exporter registration, and the approval of packing stations authorised to export according to the currently defined criteria, as well as strengthening the training of sorting staff at stations and the requirement for a training certificate.

### COLEACP's results in Côte d'Ivoire in the light of the EU's criteria on supporting the private sector

COLEACP's action will have helped the mango sector in Côte d'Ivoire to overcome the plant health crisis very rapidly. Without this action, the consequences would have been very damaging for jobs and for the income of many producers affected (10 cooperatives and several thousand small-scale producers). It was easy to measure the outcome of this action in terms of the change in the number of interceptions and mango exports, and therefore the effect on production and producers' income. COLEACP also contributed to improving the quality of mango production from Côte d'Ivoire even further (coaching in good practices). A key factor in the success of the campaign is the close partnership between the public and private sectors, both in the analysis of the programme and in implementation of the action plan (control measures). The intervention was highly transparent with all market players and the supply chain. No distortion effect was experienced. A single positive direct effect was restoring export sales in line with the dynamics of Côte d'Ivoire's supply chain. More indirectly, this impact, experienced by all, was even more evident for those who did not apply good agricultural practices and had therefore seen mango interceptions (demonstration effect).



## Upgrading fruit and vegetable value chains: Kenya case study

### PIP (Phase 2) support in Kenya

French beans are grown primarily by small-scale producers; according to a study by SNV in 2012, around 50,000 farmers were involved in the vegetable export sector, primarily households with less than 2 acres. Participation in exports helps to improve the lives of households, since a typical farmer makes an average profit of US\$750 per year on the production and sale of French beans. The industry also employs a large number of people at farms and packing stations, around 60% of whom are women.

In Kenya, 85 export companies have been supported by COLEACP since 2001. This has mainly involved the implementation of food safety systems, but more and more companies have also requested support to meet the demands of their buyers, who required proof of good environmental and social practices.

The support provided by COLEACP therefore focused on:

- Capacity-building of middle managers (analysis of training needs, hygiene, safety in pesticide use, crop protection, traceability, integrated pest management, risk analysis, internal audits, occupational health and safety, food safety, environmental and social standards, sustainable agricultural practices).

- The implementation of food safety and traceability systems at field and warehouse level (diagnosis, implementation, pre-audit, certification).
- Environmentally-friendly production, ethical production and the development of production guides.

COLEACP also continues to support the development of local capacity to provide the wide range of services needed for the horticultural sector:

- 55 service providers;
- 5 smallholder support entities (including EAFF); 1 professional organisation (FPEAK), 3 public sector bodies (HCD horticulture office (formally HCDA), KEPHIS, and Pest Control Products Board, PCPB), 1 university (Jomo Kenyatta University of Agriculture and Technology, JKUAT) and 1 research Institute (Kenya Agricultural Research Institute, KARI).
- 3 companies developing biopesticides and 1 local and regional audit and certification body (AfriCert).
- The national working group on horticulture, a platform consisting of public and private sector stakeholders.

In 2012, the Kenyan horticultural sector was facing surplus pesticide residues in peas and French beans, as well as plant health non-conformities, which led to tighter EU controls. The Kenyan authorities reacted pro-actively to the crisis and met to develop and oversee a coordinated and coherent national action plan. With-

in the framework of PIP2, COLEACP organised training and coaching sessions for producers, export companies and outreach services. Tests were conducted to produce data on pesticide residue concentrations and on the development and approval of alternative pesticides.



### The specific case of the French bean supply chain

In recent decades, Kenya has developed a thriving and prosperous horticultural export industry, providing quality products to high-value global supply chains. However, between 2008 and 2012, there was an increase in the number of interceptions of Kenyan French beans by EU border controls, due to exceeding pesticide MRLs. In January 2013, Kenyan French beans were classified as “high risk” under Regulation (EC) No. 669/2009 and subject to further testing on entry to the EU, at a rate of 10%. COLEACP monitored the impact of the situation over the subsequent months, and noted troubling trends. The situation resulted in a substantial decline in export volumes and revenues, along with a significant increase in costs. This had an impact on the export sector, which was already experiencing a tough economic climate that was affecting some of the most vulnerable players, including employers and farmers (mainly female) and small-scale producers.

Several factors contributed to the problem: the establishment of the EU MRLs for the main pesticides at limit of detection (LOD); the lack of accessible or available alternative solutions in response to increased pressure from pests and stricter quarantine controls; supply chain management and traceability problems, due to the EU's procurement practices; the decline in revenues that led to instability in the supply chain and to the poaching of products. The complexity of the issue meant that there was no simple solution. It required the involvement of multiple stakeholders and a combined effort to address

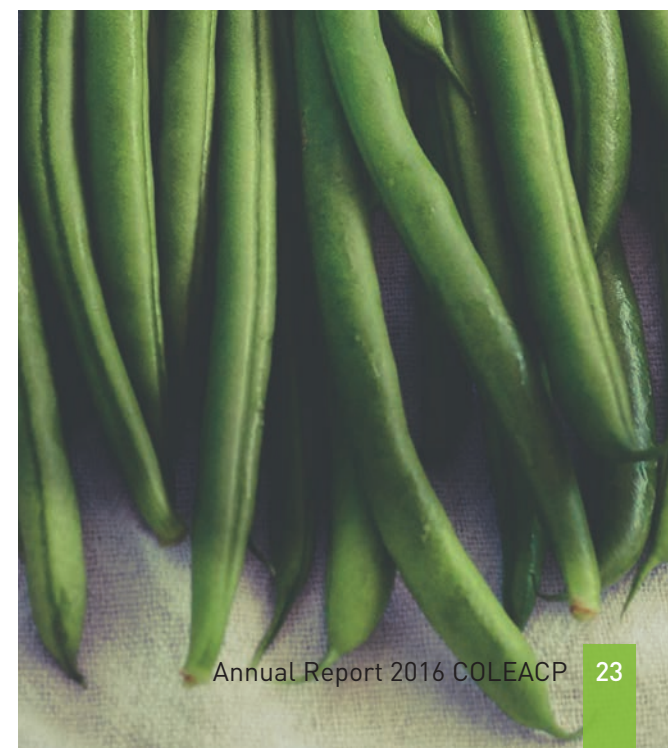
the supply chain issues from field to export.

Once the controls were imposed, the Kenyan authorities reacted pro-actively to the crisis. Public and private sector stakeholders joined together to form a consortium to develop and oversee a coordinated and coherent national action plan on MRLs. The EU required evidence of improved practices and procedures in the supply chain, as well as in the public sector inspection services and the monitoring of pesticide residues.

COLEACP partnered with other national initiatives and donors to support this effort by providing:

- Intensive training of producers and exporters in good agricultural practices, crop protection, integrated pest management, safe and effective use of pesticides and traceability, among other areas.
- The development of targeted teaching aids and information bulletins.
- The coaching of 37 export companies to raise public awareness about the problem, its impact and corrective measures.
- The training of 60 government extension officers.
- The training of 40 government inspection service officers.
- Field trials to validate or challenge the EU's MRLs and identify other products.
- Support for the national pesticide residue monitoring and quality control system.

The EU authorities monitored and audited the actions of the public and private sectors. They recognised the considerable progress made and, in July 2015, Kenyan French beans were de-listed.



## COLEACP's results in Kenya, in the light of the EU's criteria for supporting the private sector

COLEACP's assistance through the PIP2 and EDES programmes was in response to demand from beneficiaries or from the national consortium as part of the support for the Kenyan action plan (specific case of the French bean supply chain). The support provided did not distort the market or the industry (neutrality and additivity of PIP2 support). In addition, the risks and costs were shared between the companies that benefited from PIP2, when and where the programme intervened.

Sustained global action (COLEACP in Kenya) and specific action (French bean supply chain) have produced concrete and beneficial results. For instance:

- Contribution to the growth of Kenya's horticultural exports for several years.
- Recognition by the EU authorities of the considerable progress achieved in resolving the problem of residue surpluses.

The impact was monitored and assessed positively by the EU itself. The action was not designed to disrupt the organisation of the industry. COLEACP has succeeded in facilitating ongoing dialogue between the public and private sectors through a national operational task force on horticulture, a platform consisting of public and private sector stakeholders. In the specific case of French beans, the division of responsibilities per Kenyan entity was as follows:

- KEPHIS: monitoring compliance with

MRLs at farm and exit point level.

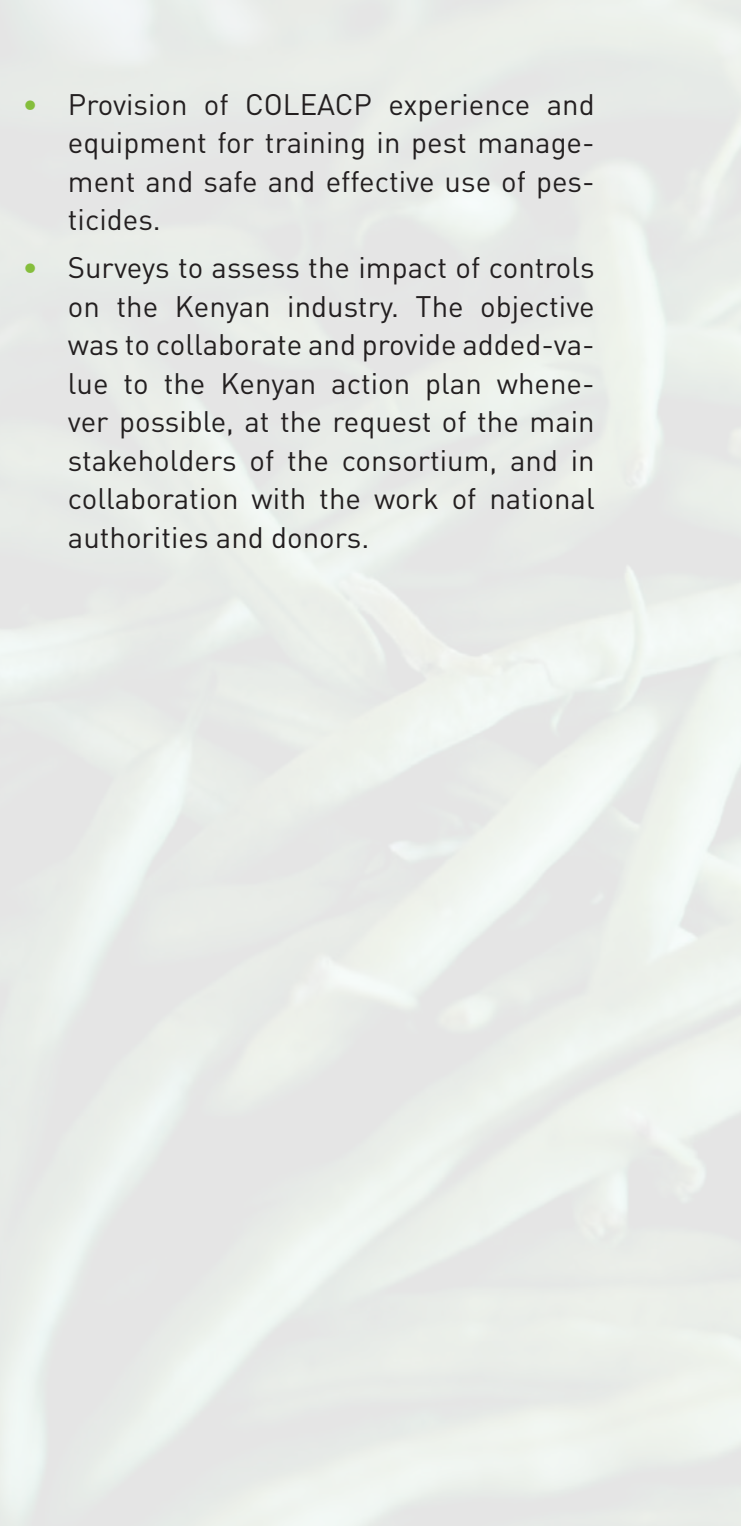
- HCDA: implementation of traceability.
- PCPB: monitoring the quality of pesticide formulations.
- KARI: research on benign chemicals and IPM.
- FPEAK: training coordination.

(hence the neutrality and transparency of COLEACP's support)

Finally, although other initiatives were subsequently developed on request, they involved several initiatives for compliance with environmental standards:

- Support/advice to KEPHIS and other authorities on strengthening the monitoring and analysis of pesticide residues on peas and French beans.
- Production of data to support the submission of a dossier to the EC to establish import tolerances for dimethoate and other pesticides whose MRLs are set at limit of detection.
- Support for the development and approval of other pesticides that could be used to combat pests on peas and French beans (including biopesticides).
- Provision to the authorities, in a more accessible format, of GAP recommendations on pesticides registered in Kenya on peas and French beans (using PIP testing results).

- Provision of COLEACP experience and equipment for training in pest management and safe and effective use of pesticides.
- Surveys to assess the impact of controls on the Kenyan industry. The objective was to collaborate and provide added-value to the Kenyan action plan whenever possible, at the request of the main stakeholders of the consortium, and in collaboration with the work of national authorities and donors.







## ASSOCIATION'S ADMINISTRATION TO 2016 END

Call for tenders	
Activities	2016 end results
Technical analysis and admin 9 lots (3x2+3)	+650 tenders analysed
Call for tenders translation	+400 framework contracts signed
	+1000 experts approved and available for engagements

Monitoring	
Activities	2016 end results
Supply chain analyses	1st monitoring report
Self-assessment tool	Indicators validated
Activities-Output Indicators (efficiency)	VCA4D (Value Chain Analysis for Development) methodology confirmed
Outcomes Indicators (effectiveness)	Supply chain country field visits confirmed
Impact Indicators	

Human Resources	
Activities	2016 end results
Structure/Organisation chart	A new operational structure is outlined
Contracts	All HRs have an employee contract with job description
Regulations	Working regulations for HRs are being drafted
Evaluation	A HR evaluation system is being developed
Insurance	All insurance required for HRs is obtained



Procedures Manual	
Activities	2016 end results
Validation pathways (technical and financial)	First update of the procedures manual completed, for the audit by Statutory Auditors
Procurement procedures	
COLEACP Structure	

AidImpact   Management system	
Activities	2016 end results
Implementation	The new management software is operational



## TECHNICAL ASSISTANCE

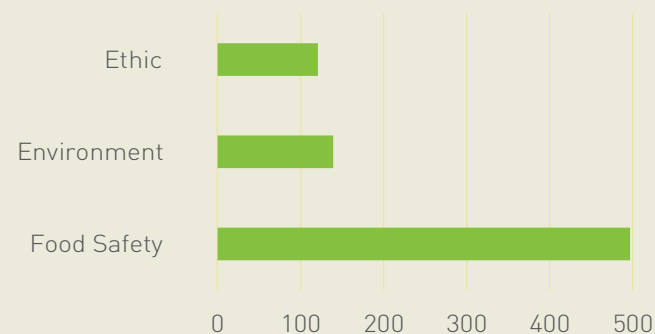
*Political, regulatory and market changes create threats as well as opportunities, posing challenges for organisations and businesses in the food and farming sector. Advising them is about decoding this environment, providing operational information through our ongoing relationship with the field, and formulating strategic recommendations that facilitate decision-making and the implementation of action plans. Particularly in the event of a food safety and plant health crisis.*

*Our technical assistance supports businesses and their service providers or competent authorities in developing their technical capacity, individually or collectively. For example: setting up a quality or traceability system, obtaining certification and accreditation, developing self-assessment, facilitating access to finance, drafting business plans and procedures and inspection handbooks etc.*

### Support to the ACP fruit and vegetable sector

Final evaluation of PIP Phase 2 (officially ended in March 2016) - recap

**Technical assistance advice** (number of support initiatives 2009-2015)



#### Training

320 training tool resources

39,220 person days of training

#### Innovation and development

36 production guides

#### Information

1,800 users of the e-learning platform

32,000 website visitors (85% ACP)

#### Results and impact of the PIP programme in a few figures (2009-2015):

##### Job creation

+ 40% employees in ACP businesses

+ 62% ACP consultants (women)

##### Turnover

+ 60% sales for ACP exporters to the EU market

+ 200% for local service provisions.

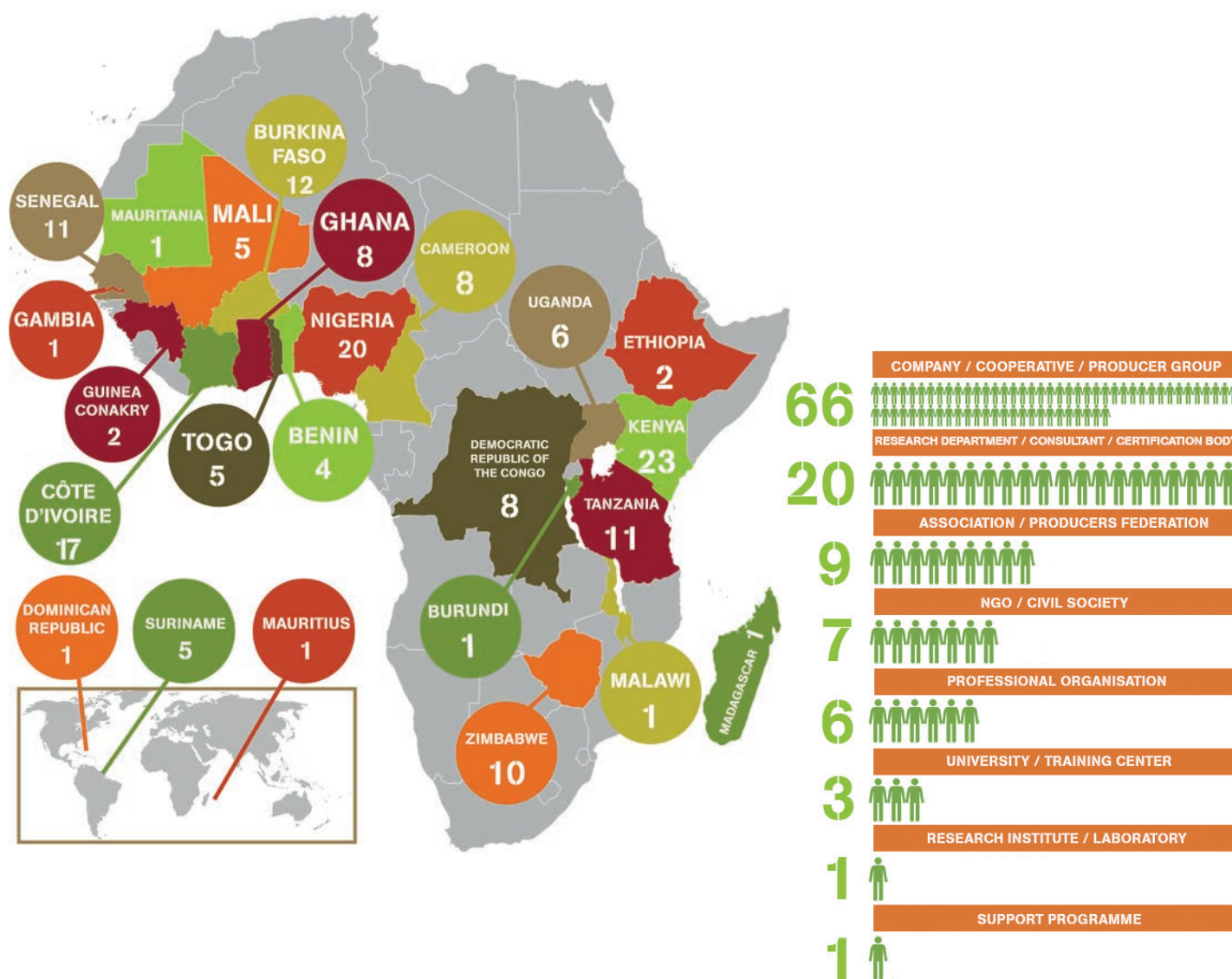


## First Fit For Market initiatives (to February 2017 end)

Officially launched on 6 December 2016 at the ACP Secretariat, the Fit For Market (FFM) programme very soon received over 100 requests for support from 23 countries from Africa and the Caribbean.

Over 60% of requests came from businesses and producer groups. They related to the fruit and vegetable supply chain, and more specifically support for the sustainability of production and business management systems, as well as plant health and food safety compliance.

This project will gather pace with successive missions led by the COLEACP team in countries in Africa, the Caribbean and the Pacific. The map shows the geographical distribution of support requests.



## TRAINING

*Designing, implementing and/or coordinating collective or specific training activities, in the field or via distance learning, to enable the training beneficiaries involved at each stage of the value chain (from the trainer of trainers to the small-scale producer, local experts, technicians, competent authorities, interprofessional federations within supply chains) to achieve their food safety and sustainability goals. Transferring skills to local partners (extension workers, training experts, interprofessional bodies etc.).*

The end of the two PIP and EDES programmes and the launch of the new Fit For Market programme provided an opportunity to reconfigure COLEACP's training system.

### The defining purpose of COLEACP's training initiatives

As part of the Fit For Market programme, the aims of the training system were rewritten as follows:

- **To help ACP operators** (producers, small businesses, producer groups etc.) to retain their market share and to take advantage of niche markets that offer attractive trading opportunities, such as fair trade, first-stage processing, new packaging, organic farming etc., and to support their access to local and regional markets. Capacity-building of the business environment. Middle and senior managers, as well as local experts and public service officials must **have the skills and tools necessary** to support the project of **improving business performance**.
- **To enhance operator awareness of the market challenges** (local, regional and international) **and of the principles of sustainability, the importance of links between companies and small-scale producers** (community of interests). **To satisfy the specific needs for information and specific skills** of small-scale producers, to avoid a reduction in their ability to access export markets in favour of major corporate entities.
- **To help operators to position training initiatives around capacity building** and improving business performance. To help operators to meet regulatory requirements and private-sector standards imposed by local, regional and international markets by dealing **with a series of thematic issues** proposed by COLEACP (such as the environment, waste management, labour laws, human rights, corporate social responsibility, the prevention and protection of health, sustainable agriculture and the protection of biodiversity, private standards and good farming practices, governance, etc.).
- **To prepare operators** for rapid changes in the horticultural sector (value of strengthening links between small-scale producers and export companies, or links between companies and service providers; changes in plant health and food safety legislation; changes in labelling and traceability etc.). Operators from ACP countries are under constant pressure to adapt their production and processing techniques, and must develop greater management, communication and compliancy management capacity.



## Identification of needs

As part of the Fit For Market programme, particular attention will be paid to identifying the training needs of each target group. Analysing training needs is an essential step in the development of a training programme. It enables a coherent training strategy to be built, and to develop a training plan suited to the challenges of the business, and the needs of the workers/employees/officials. In essence, the purpose of analysing training needs is identifying **training initiatives to undertake** to reduce or close a **skills gap** (= the training need), i.e. gaps between current skills and those the organisation is aiming for. To determine the relevance of a training project more precisely, **it must be able to take place within a more overarching performance analysis process**. This means addressing all the factors responsible for poor performance and adopting a systemic vision of skills improvement.



## Founding principles of the training system

- ▶ **Field-oriented training activities.** COLEACP seeks to continually keep up to speed with the immediate and future needs of its beneficiaries.
- ▶ **Improve skills in a sustainable and in-depth way.** To achieve this ambitious goal and guarantee sustainability, COLEACP will continue to develop training courses based on analysis of the skills needed by businesses. To do this, a (technical and behavioural) skills framework will be developed, defined for the different job profiles.
- ▶ **Combine collective training with a specific offer.** COLEACP is able to organise individual training (targeted capacity building in a specialist field), specific training within a single entity, or collective training involving staff from several entities around a common theme.
- ▶ **Adapt the capacity-building tools and method to the target groups identified as priorities, based on their impact on the supply chain.** Each target group is important for COLEACP, since they each indirectly or directly play a role in the quality and safety of products, and have an impact on the performance of businesses in the horticultural export sector.

- ▶ **The ultimate outcome of COLEACP training activities must be greater than the sum of the individual initiatives offered to each beneficiary.**
- ▶ **Integrate local resources, model approaches, capitalise on know-how and tools, gather feedback in order to do more with fewer resources.**
- ▶ **Take advantage of multiplier effects.** Resources are limited and the challenges immense. The training system that COLEACP has established therefore maximises potential multiplier effects for its initiatives, for example by seeking out synergies with other development projects or programmes.
- ▶ **A principle of continual improvement.** The world is changing, regulatory requirements are constantly shifting, learning methods are improving, and there is much to be learned from the experience of local trainers. COLEACP therefore seeks to continually improve the effectiveness of its system (communicating key messages increasingly effectively), the efficiency of its initiatives (securing greater leveraging effect through training on the performance of businesses with less investment in training) and the sustainability of its initiatives (far-reaching action to change current practices in a sustainable way, and seeking to change bad habits through staff buy-in to good practices). Similarly, COLEACP is constantly reviewing its training materials; handbooks, brochures, activities and

teaching guides have been completely revised and updated. Each time a new theme emerges, COLEACP modifies its training courses and develops new tools. Its work is therefore never done.

- ▶ **Share knowledge, experience and tools.**
- ▶ **Never compromise on quality.**
- ▶ **Establish cost-shared training initiatives.**
- ▶ **Respect ethics and codes of conduct.**





**The main focuses of intervention are as follows:**

- Prioritise the development of a skills framework
- Enhance the technical and teaching skills of local resources, extend the network of experts
- Outline the types and the content of the training offered to each target group
- Measure the effectiveness of the transfer of skills.
- Engage internal and external resources (partners) to boost the number of training activities.
- Develop know-how, experience, secure development and external financing for some of COLEACP's tools and materials.
- Constantly evolve, adapt, modify and improve the training system.



## Strenghts of COLEACP's training system

- Easy adaptation
- Response to identified needs
- Rapid response
- Structured training system
- Methods / tools / materials
- Teaching expertise
- Technical expertise
- Extensive network of experts
- Renowned for training
- COLEACP members / membership of the association
- Optimum size of the COLEACP team

## Target groups for the training system

- Experts – trainers
- Business managers
- Middle managers/Leading producers
- PO Coordinators/Leaders
- Extension/Support workers
- Public service officials responsible for inspection (Plant Health & Residues).
- Training centre coordinators





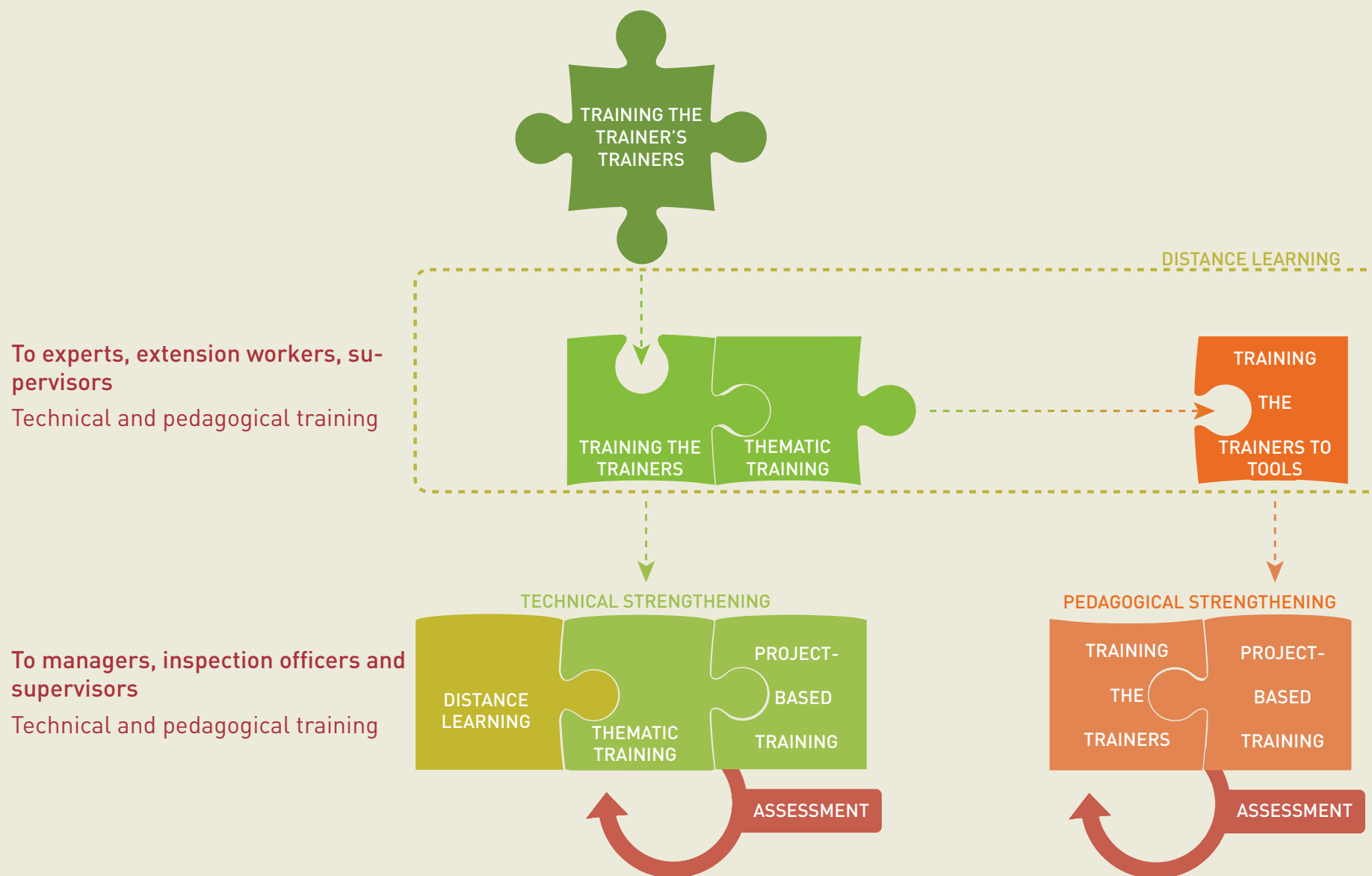
## Training methods / types

- **DL: Distance learning or e-learning**
- **TTT: Training the trainers' trainers**
- **TT: Training the trainers** (teaching methods, communication).
- **ThT: Thematic training.** These are short courses (4-5 days on average).
- **PBT: Project-based training.** Project-based training is reserved for certain suitably qualified beneficiaries (experts, managers, PO coordinators). It includes the implementation of learning outcomes in real life situations
- **CBT: coaching-based training.** Coaching-based training means training through practice, in tandem with an expert in the field who "coaches" an "alter ego" (e.g. to become an external auditor/certifier; or a manager who wants to become an internal auditor or to implement a traceability system, HACCP etc.).
- **TPT: Training offered by third party organisations.** The number of training courses of this type will remain limited and on very specific subjects.

### Training method/type proposed for each target group

Target group	DL	TTT	TT	ThT	PBT	CBT	TPT
Experts – Trainers, ACP service providers							
Business managers							
Middle managers   Leading producers							
PA Coordinators   Leaders							
Extension   Support workers							
Public service officials responsible for inspection							
Training centre coordinators							

## Overview of training course organisation (training cascade diagram)





## Organisation of training sessions according to theme

THEMES	TARGET GROUP
Management of inputs-outputs	Experts – Trainers, Extension workers, Middle managers
Impacts of practices on the environment	Experts – Trainers, Extension workers, Middle managers
Organisation of the SSA's management systems	Public service officials responsible for inspection
Establishing an FSQMS in a company	Experts – Trainers, Extension workers, Middle managers
Sustainable production	Experts – Trainers, Extension workers, Middle managers
Crop protection	Experts – Trainers, Extension workers, Middle managers
First-stage processing	Experts – Trainers, Middle managers
CSR and ISO 26000	Experts – Trainers, Senior and Middle managers
Human rights and ethics	Experts – Trainers, Senior and Middle managers
Quarantine pests	Public service officials responsible for inspection
Residue issues	Public service officials responsible for inspection
Governance and project management in PAs	PA Coordinators / Leaders
Management of small-scale producers	Experts – Trainers, Senior and middle managers, Business, DAF / HR
Management of resources	Experts – Trainers, Senior and middle managers PA Coordinators / Leaders
Market analysis	Experts – Trainers, Senior and middle managers PA Coordinators / Leaders
Marketing	Experts – Trainers, Senior and Middle managers

## Exploring new methods

Some methods have not yet been sufficiently explored. These include: story telling (limited so far to a combination with the image box), the field or orchard school, the workshop school, exchange of practices etc.

These methods could be tested with trainers and extension workers, provided they are properly “formalised” beforehand. The “field/orchard school” (or workshop school to promote first-stage processing techniques) is an effective method, since it enables techniques to be “placed in a genuine work context”, when well run and when the logistical conditions are met, but it requires heavy investment in time and resources.

This type of method is typically one of the methods implemented with local partners (projects, NGOs, training centres). The “gamification” of certain tools/materials is another area to develop further: serious games (on a computer, with the platform) could then be created (for example in the field of the environment and sustainable production) to get across the complexity of the links and interaction between the various components of sustainability.

## Other activities of the training team during the period

Over the period, the team worked on training tools and materials. In particular:

- the reorganisation of training handbook content;
- outlining the themes of the new handbooks, which will give shape to the new system;
- the production of handbooks (2016-2017);
- research on capacity-building tools in business administration;
- the implementation of a COLEACP e-learning platform based on the earlier PIP and EDES platforms.

In terms of training initiatives, the team has been active in Mali as part of the activities of the ECOWAS programme to combat and control fruit flies (PLMF).

In particular, the team organised the “training the trainers” course in January 2017 and facilitated an increase in the number of in-company training courses within the mango supply chain, in collaboration with the PLMF project (training scheduled in March 2017).







## Production of training tools over the period

- ▶ “Soil Management” Handbook
- ▶ Update of the “Plant Health” training handbooks
- ▶ Update of the “Food Production and Processing” training handbooks
- ▶ Update of the “Food Safety” training handbooks
- ▶ “Sustainable waste management” Handbook
- ▶ “Sustainable energy management” Handbook





## INFORMATION & COMMUNICATION

*Designing, producing and/or coordinating activities and the materials needed to achieve communication goals. Illustrating and demonstrating the results and impacts of our initiatives and investment. Exerting direct or indirect influence to promote or shape a decision or action. Facilitate partner relationships in the pursuit of shared goals.*

The Information and Communication (Infocom) team's work has been tied to COLEACP's transition during 2016, between the end of its two main programmes, PIP and EDES, and preparing for the implementation of FFM.

During the first half of the year, the team continued its corporate communication

By participating in two major events - Fruit Logistica 2016 and the 2016 European Development Days.



The **2016 EDDs** were an opportunity, through the design and implementation of a stand in the development village, and participation in various workshops, for discussion with development practitioners and donors. An opportunity to promote COLEACP in a European development cooperation setting.



Two corporate materials were finalised over the period, to ensure continuity in the association's communication, despite the break in activity linked to the end of PIP and EDES, and the launch of Fit For Market.

- ▶ New COLEACP website designed to showcase all of the materials produced as part of the programmes



- ▶ The production of the COLEACP's 2015 annual report



The second half of 2016 saw the revival of COLEACP's activities, notably through the launch and implementation of Fit For Market.

The technical and budgetary situation of the team has changed:

- ▶ Activities are completed internally wherever possible (graphic design, fine-tuning).
- ▶ Development of existing activities: use of social media, market analysis, promoting COLEACP in connection with new fundraising.
- ▶ Development of a new Human Resources work area (design and implementation of an evaluation system) with the aim of re-engaging the full-time team.
- ▶ Bringing all Infocom materials into line with the COLEACP style guide.

The **Infocom strategy** has been adapted to this new situation, with new goals being set for the team:

1

## (Re)asserting the organisation's positioning in its environment

- \* Defining and putting the values of COLEACP into practice
- \* Creating an image of COLEACP in the minds of target groups that is consistent with COLEACP's vision, mission and values
- \* Firmly establishing COLEACP's core messages in the priority target groups (internal and external)
- \* Helping to ensure that COLEACP's environment evolves (donors, development cooperation practitioners and public and private sector stakeholders from the food and farming sector)

2

## Implementing FFM


- \* Developing the (minimalist) identity of FFM
- \* Publicise FFM among its priority target groups
- \* Provide capacity-building tools to the beneficiaries of FFM
- \* Publicise FFM's activity and its results to its priority target groups





### 3 Fundraising

- \* Help to promote COLEACP to potential donors by developing ad hoc tools and materials
- \* Help to foster and maintain links with existing COLEACP donors by developing ad hoc tools and materials



### 5 Contributing to "board team" communication

- \* Help to establish regular discussion and communication between the board of directors and the team
- \* Hear from members of the board and "champion" members of COLEACP more regularly



### 4 Stabilising and (re)engaging the full-time team

- \* Implement HR engagement and motivation processes, in line with COLEACP's values
- \* Improve the efficiency of internal meetings
- \* Introduce an evaluation system based on individual progress and participation

## Target groups of COLEACP's communication

External targets	Internal targets
European Union ACP authorities Collaborative network Non-EU donors Fruit and vegetable sector Other agricultural and food sectors	The full-time team Board of directors Members/beneficiaries



## Infocom matrix

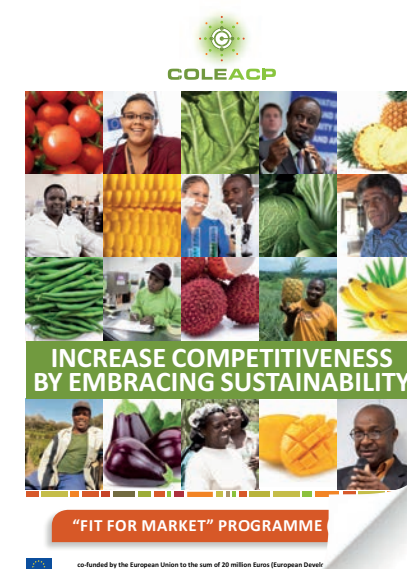
EXTERNAL TARGETS	Editorial Comms				Corporate Comms			Public Relations			Media		
	E-Flashes	Horizons*	COLEACP Website	FFM Website	Flyer	Annual Report	Literature, B.C.	Events	1-to-1 Meetings	Scattering Corporate doc.	Professional press	Political and Eco Press	Social Media
European Union	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓
ACP authorities	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓
Collaborative network	✓	✓	✓	✓		✓		✓		✓		✓	✓
Non-EU donors	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓
Fruit and vegetable sector (1)	✓		✓	✓				✓			✓		✓
Other agricultural and food sectors	✓		✓					✓			✓		✓



## Key results of Infocom activities to 2016 end

Activities	Results to 2016 end
Corporate comms	FFM literature, COLEACP website
Editorial comms	COLEACP newsflashes, FFM
Production	2015 Annual Report
Public relations	Board/FFM event, participation in events
Media	EU trade press and ACP financial press relations
Internal comms	4 internal meetings
HR tasks	Evaluation and meeting processes
Administration	Calls for tender, Scheduling

E-platform activities	Expected results to 2016 end
E-learning	New COLEACP platform
Websites	FFM section
Social networks	Proactive presence



## ADVOCACY

COLEACP defends the interests of ACP agri-food chains on a national and international level, developing relationships with business leaders and governments, policy makers and donors.

2016 KEY DATES	PARTNERS	AIM
March	RIKILT, Wageningen UR (Netherlands) Natural Resources Institute, University of Greenwich, UK & Nigeria	Support Nigerian institutions in managing issues surrounding French bean interceptions following notifications for exceeding MRLs on entry to the EU market.
August Apia, Samoa	PIPSO, CTA, IFAD, SPC and SPTO	2nd Pacific Agri-Food Forum. Identification of potential for collaboration between the CTA and COLEACP to streamline use of resources in the Pacific, particularly through the partnership with PIPSO (Pacific Islands Private Sector Organisation).
September Minneapolis	GFSI (Global Food Safety Initiative)	GFSI Global Markets Programme Review of a new guide for agricultural producers covering their food safety requirements, and what auditors will audit and verify. Future useful tool, particularly for the monitoring and capacity-building of the beneficiaries of COLEACP's work.
September Amsterdam	GLOBALGAP	Monitoring trends in food safety certification, consumption and retailer requirements.
September Geneva	ITC et WTO Trade for Sustainable Development Forum (T4SD)	The Forum on Trade for Sustainable Development is one of the leading events on voluntary sustainability standards and sustainable value chains. COLEACP has participated every year since its launch in 2014. COLEACP is a member of the T4SD advisory panel and has collaborated on the training component of the T4SD toolkit. More broadly, COLEACP has worked with T4SD in the development of its self-assessment tool.
October London	Joint project between Traidcraft, M&S, Finlays Horticulture, the Kenya Human Rights Commission (KHRC).	Sharing of views on what supply chain meetings could deliver: raising disputes, identifying and accepting action to be taken as a result, sharing actions, moving forward, taking into account the different stakeholders.
October Geneva	WTO SPS Committee Workshop on MRL levels	Platform for experience-sharing, discussing developments and good practices in the field of maximum residue limits for pesticides and veterinary medicine residues.



## BUSINESS DEVELOPMENT

Identification and search of business opportunities including through the participation in business forums and fairs. Promotion of ACP origin. Improvement of competitiveness. Facilitating access to finance.



*Fruit Logistica 2016 was an opportunity for meetings with ACP exporters and European importers*

An opportunity to announce and promote the new sustainability programme (the future Fit For Market). In particular the three mainstays of FFM:

- ▶ The **sustainability charter**, based on 7 key principles that, if observed, help operators to ensure that they comply with regulations (local, European and international food safety and plant health standards and regulations), that they are able to fulfil buyer requirements, are competitive and apply environmentally-friendly and worker-friendly practices.
- ▶ A **sustainability training programme**, tailored to the ACP horticultural export sector.
- ▶ A **self-assessment system** with key indicators to evaluate and demonstrate progress in the adoption of good practices.

More generally, this was also an opportunity to **promote** the association to potential members, **meet** existing members and enhance COLEACP's **visibility** among key players in the international trade and production of fruit and vegetables.

## INNOVATION & DEVELOPMENT

*COLEACP develops agricultural solutions to help its members and beneficiaries improve the quality and profitability of their products and services. For example: controlling a pest, adapting to a standard or introducing a new variety.*

Following the end of the PIP and EDES programmes, and since the FFM programme does not include a specific research and development component, the activity of this team was relatively low in 2016.

*The aim is to provide producers from ACP countries with updated plant protection recommendations, to facilitate compliance with the EU's regional and regulations.*

The focus of activity has been defined as follows:

- ▶ Updating the Codex and EU MRL tables as part of updating COLEACP's harvest guides and protocols. This means updating the list of active substances, providing modifications and/or comments for the amended MRLs.
- ▶ Liaising with the InfoCom team to update information on COLEACP's website.
- ▶ Verifying the existing official lists of PPPs recorded in ACP countries, to inform beneficiaries about new PPPs available (especially low-risk PPPs).
- ▶ Gathering and analysing the EU's MRL notifications; Informing other COLEACP teams in the event of a potential crisis.
- ▶ Advising on the preparation of crisis support initiatives to be set up by COLEACP.
- ▶ Responding to crop protection-related issues.

The first initiatives in 2016 consisted of:

- ▶ Contacting the relevant authorities in around ten ACP countries, to obtain the list of the new approved PPPs.
- ▶ Preparing for the meeting of manufacturers and distributors of plant protection products at Fruit Logistica 2017.
- ▶ Understanding plant health issues specific to Kenya, Tanzania (FCM in Kenya, in partnership with CABI, fruit flies on avocados, fruit flies on mangos in Kenya, FCM on avocados in Tanzania, black spots on avocados) and Senegal (problem of availability of the required plant health products, but not approved by the CSP on vegetable crops).
- ▶ Completing and amending the chapter entitled "Developing an Integrated Pest Management Strategy" as part of the development of the "Integrated Pest Management" handbook. Illustrate the topic with representative examples from the horticultural sector in ACP countries, bearing in mind that the information is aimed at managers of horticultural businesses, middle managers responsible for the sustainable production of their business, consultants and trainers or teachers (school and university teachers).







3

## THE COLEACP PROGRAMMES









## FIT FOR MARKET

### Official launch of Fit For Market

The official launch of the “Fit For Market” programme took place on 6 December 2016 at the ACP Secretariat. Beyond the event itself, this was a great opportunity to celebrate the historic Public-Private Partnership between ACP countries, the European Commission and COLEACP.

The unanimous support for COLEACP’s action was appreciated by the team and members of the board of directors, also present. This was a great source of motivation and enthusiasm to deliver FFM’s future initiatives.



**Dr Patrick I. GOMES**

Secretary General, ACP Group of States

“The ACP countries have always been very proud of COLEACP (...) It has done remarkable things. This can be attributed to its sector of intervention, food, which is so central to life itself. But also because, through its action, we feel that something very tangible is being implemented for the benefit of the ACP populations (...)”



**Mr Régis Méritan**

European Commission DG-DEVCO

“It truly is one of the success stories of EU-ACP cooperation. COLEACP is a pioneer (...) And all the experience it has built up offers an excellent base for future initiatives (...)”





**Mr Stephen MINTAH**  
Chairman of COLEACP

"COLEACP is at the forefront of the changes and challenges of ACP and European agriculture (...) COLEACP designed the Fit For Market programme to enhance support for producers, exporters and importers in their work. FFM focuses on competitiveness and sustainability. The goal is competitiveness, i.e. ensuring that the technical expertise acquired by companies enables them to improve their economic performance, and beyond that help to unleash agro-industrial potential in developing countries. We are enthusiastic, because we see so many of our values in Fit For Market. I promise you that you will once again see excellent results."



**Mr Viwanou GNASSOUNOU**  
Assistant General Secretary, ACP Group of States

"Our mandate is clear and unique. We must focus our work on the well-being of our populations. (...) 20% of the trainers (of COLEACP) used to be from ACP countries (15 years ago), but the figures we saw before giving our OK to the new programme showed that the trainers in the field are now 90% ACP and 10% European. And that's the kind of transformation we want."





**Mr Thomas HILDENBRAND**

Head of the fruit department | SIPEF

" (...) As an importer, I began my career in West Africa 32 years ago in production, and my history with COLEACP goes back more than 15 years. We have seen big changes imposed by the markets, today we find ourselves on the eve of new challenges (...) social protection (...), ethical responsibility (...), the environment (...) The new programme will help us to achieve these new goals".



**Mr Moctar FOFANA**

Managing Director | Agrumes et Oléagineux du Mali

"I am a mango exporter from Mali." I oversee 1,000 producers, 200 of whom are certified. I joined COLEACP almost 20 years ago (...) I've gone from 300 tonnes in 2005 to 2,000 tons today. In my country, our production has increased to 40,000 tonnes of mango. There has been an interesting ripple effect. The small-scale producer wins. (...) The new project is a logical continuation. I welcome the project and all policymakers here and locally (...) who believed in it. (...) and the COLEACP team, which is not like the others (...)





## First field missions

### Mali | October 2016

The organisation of a national workshop was an opportunity to set up a working group bringing together public authorities and private operators to prepare and approve, in consultation, the action plans to provide to DG Health and Food Safety by 24 October 2016. In this context, and with all involved, several discussions took place to identify causes of the plant health crisis, and solutions to be implemented to address it. Roles and responsibilities were distributed, and an action plan was formalised at the end of the workshop.

A meeting with a group of businesses and consultants that may potentially benefit from COLEACP's new Fit For Market programme was organised. The aim was to introduce them to this new technical assistance programme and its innovations, following on from COLEACP's two earlier support programmes, PIP and EDES. Following the presentation, a question and answer session allowed potential beneficiaries to hear further explanations on the practical aspects of membership of the association, as well as on COLEACP's areas of intervention as part of Fit For Market.

### Mali | February 2017

COLEACP transferred all the methodology required for delivering the cascade training to operators to the fruit fly programme.

All aspects of COLEACP's training system, including the training, monitoring and evaluation tools, have been transferred to the PLMF national committee, to facilitate the implementation of this essential training for businesses, particularly against the backdrop of the plant health crisis that is severely weakening the sector. This support must continue remotely; COLEACP's capacity-building team is available to answer questions if necessary. The team also wanted to be updated on the progress of these activities.

During the workshop, operators were informed about:

- The new inspection and control system arrangements. The necessity of these arrangements for ensuring a reduction in interceptions due to fruit flies, in the case of exports to the EU, was clearly explained. They also assessed the impact these arrangements would have on how the season was organised.

- The self-assessment system provided them with a tool, to enable them to evaluate themselves. This self-assessment is a predominant criterion in the risk-based categorisation of exporters.
- The training that will be offered to their managers and the scaling-up required to guarantee the training of sorting staff, producers and traders in recognition and management of affected fruit.



## Senegal | November 2016

The “Fit For Market” launch event was an opportunity to present the aims, developments and conditions for accessing COLEACP’s new programme to operators in the horticultural supply chain. Following this presentation, all attendees were able to express their expectations of this new programme and ask questions about how they could benefit from it. The participants, many of whom were beneficiaries of the earlier programmes, were surprised at the absence of an R&D component to help them with approval issues. They nevertheless showed great interest in the issues addressed by FFM (those already addressed in the earlier PIP and EDES programmes, as well as the specific new themes of FFM).

During the mission, over forty practitioners working in Senegal’s horticultural supply chain were met (businesses, cooperatives, consultants etc.). On several occasions (launch event, workshop organised by CBI, meetings in the field), they had the opportunity to describe the difficulties they encountered in their work, their support needs and their expectations of the new programme. The mission was also able to meet representatives from other projects with future collaboration potential (PDIDAS, LuxDev, the Mise à Niveau project, CIR mango competitiveness project etc.).

COLEACP will work on the 2017 AWPB with PDIDAS, CFAHS and Gaston Berger University, to propose a coherent training strategy that could be applied to the pilot experience in Ngnith and to the irrigated production areas, once they are

operational.

## Kenya, November 2016 (Paris, SIAL 2016)

The mission provided an opportunity to liaise with Kenyan stakeholders and potential beneficiaries of the Fit For Market programme, as well as to gather the information needed to draft a national FFM/Kenya strategy. This strategy covered the main questions raised, while continuing the approach of the earlier COLEACP programmes and exploring potential opportunities for enhancement and synergies with other existing support programmes.

Discussions with a delegation from FPEAK’s board of directors were constructive. Main topics covered: analysis of the association’s current situation, services offered and challenges facing members. It was then expected that FPEAK would provide further contributions and submit a formal support request to COLEACP in early 2017.

The self-assessment tool linked to the sustainability charter commitment was also discussed and highlighted as the main entry point for benefiting from the programme.





## Other technical missions over the period

### In ACP countries

Participation in the “New Generation” Cocoa-Coffee international forum in Yaoundé, **Cameroon**.

Mission in Kenya: Mapping **KENYA** - FPEAK Action

Participation in the third World Cocoa Conference (WCC3), **Dominican Republic**.

Mission in **Samoa**: Represent COLEACP at the 2nd Pacific Agribusiness Forum.

### Participation in forums/meetings

Participation in the “Trade for Sustainable Development Forum 2016”, ITC Geneva, **Switzerland**.

Participation in the SIAL Afri-Food Fair in Paris, **France**.

Maison de l'Afrique CSR Meeting Mission, Paris, **France**.

Participation in the African Union-EU investing in a Food Secure Future Mission, **Netherlands**.

Participation in the GLOBALGAP Summit in Amsterdam, **Netherlands**.

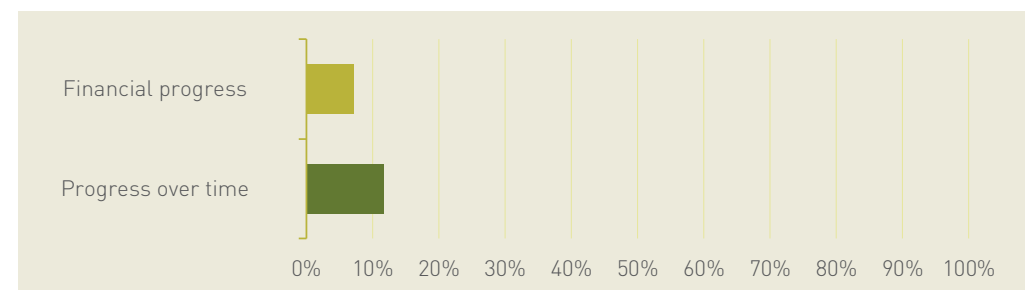
Attendance at GFSI Technical Working Group, Autumn 2016 meeting, **USA**.

COLEACP/Fit For Market stand in the development village at the 2016 EDDs, **Belgium**.

Presentation of the Fit For Market programme to the General Secretariat of the ACP Group of States, **Belgium**.

## Administrative and financial progress (to 31 December 2016)

During the first 7 months of the programme (at around 11.7% of the progress over time), the FFM had a budgetary expenditure of €1.8 million, i.e. 7.2% of the programme's overall budget. The difference is due to an administrative, technical and operational relaunch phase (including the initial field missions and activity planning).



At administrative level, the implementation of the contractual framework for the provision of external expertise created a considerable workload during the first months of the programme. As a result, nine major calls for tender were launched in August. More specifically:

- ▶ COLEACP/AO/16001: “Support to strengthen the competitiveness of the ACP horticultural industry through technical assistance and training in food safety and quality – lot 1 and lot 2”
- ▶ COLEACP/AO/16002: “Support to strengthen the competitiveness of the ACP horticultural industry through technical assistance and training in environmental and social practices – lot 1 and lot 2”

- ▶ COLEACP/AO/16003: "Support to strengthen the competitiveness of the ACP fruit and vegetable sector through technical assistance and training in business management and managing links with producers – lot 1 and lot 2"
- ▶ COLEACP/AO/16004: "Support to develop training and monitoring tools in food safety and quality and environmental and social practices"
- ▶ COLEACP/AO/16005: "Support to develop training and monitoring tools in business management and managing links with producers"
- ▶ COLEACP/AO/16006: "Support to strengthen the competitiveness of the ACP horticultural industry through technical assistance in market access, private standards and regulatory requirements"

We received and reviewed over one thousand expressions of interest, of which around 400 were accepted and resulted in the signing of a framework contract with around 200 service providers. The FFM programme consequently has a database of 1,000 external experts to deliver its activities. Over three-quarters of them come from ACP countries.





## FRUIT FLY PROGRAMME

COLEACP is involved in the consortium that manages the support project to the regional plan to combat and control fruit flies in West Africa, known as the “Fruit Fly Programme”, in collaboration with two partners (the office for agricultural research for development and SOGEROM). This project is being delivered in eight countries of the Economic Community of West African States (ECOWAS) over the 2015-2019 period. The project’s coordination committee is based in Bamako (Mali) and is made up of a project leader and the managers of the monitoring, control and capacity-building components. COLEACP’s role in this programme is to provide the coordination committee with methodological and technical support.

### 2016 activities

COLEACP’s work consisted of providing technical backstopping for the project’s coordination unit (CU) team. COLEACP does not directly implement initiatives; the backstopping is reactive, when advice has been requested on an ad hoc basis by the CU, or proactive, when validation is required (annual plans, procedures manuals, terms of reference, training tools, skills transfer platform, methodology and intervention strategy).

The backstopping team consists of four COLEACP experts. The work is coordinated by one of the experts (Yessie Meyer).

### Scheduling of activities

For the period from January to June 2017, the project to support the regional plan to combat and control fruit flies in West Africa (PLMF) is reaching its mid-term phase in the delivery of activities. The goals are:

- ▶ documenting the rates of infestation with fruit flies at regional and national level, with a view to launching alerts;
- ▶ the implementation of an effective and targeted control campaign, and its coordination at regional level according to the following three pillars: preventive control, intensive control in areas with high infestation, and integrated control for areas with high economic potential;
- ▶ the setting up of a training system for the effective deployment of training modules and plans with a view to building the capacities of national committees and public and private entities in control and monitoring;

- ▶ coordinated implementation of control and monitoring activities at national level, under the impetus of national committees (NC);
- ▶ implementation of the communication strategy.

In relation to these goals, COLEACP, which is responsible for technical backstopping, will continue to support the coordination unit in Bamako in implementing regional activities.

COLEACP will also intervene via the “Fit For Market” programme for crisis management. In this vein, COLEACP has already been called upon to support Mali in producing and delivering its action plan to reduce mango interceptions. A series of interventions, including on-site training, are planned for early 2017.

## PRODEFIMA PROGRAMME

The project to develop the mango sector in Guinea (PRODEFIMA-Guinea) is headed by the Guinean Agency for Export Promotion (Aguipex). It receives US \$3 million in funding from the International Trade Centre (ITC) of the World Trade Organization, through its Enhanced Integrated Framework (EIF) development programme.

COLEACP is in charge of building the capacity of these stakeholders. Synergies with the Fruit Fly Programme are also to be established.

The project has a national focus, but will be delivered in the main production areas of mango exports. These are the prefectures of Kindia and Témimélé in Lower Guinea, and the prefectures of Kankan, Mandiana and Siguiri in Upper Guinea.

## COLEACP-PRODEFIMA activities in 2016

**Contribution to outcome 2:** The players in the sector fully understand the technical, commercial, financial and organisational functions in exporting mangoes from Guinea

**Output 2.5** Training of key players in minimising post-harvest losses is carried out

**Activity 2.5.1** Development of technical guidelines and training materials for good post-harvest practices

**Activity 2.5.3** Training of 15 technical officials in field harvesting techniques

The project's overall goal is to increase the incomes of the supply chain players, particularly small-scale producers, through:

- improving the fiscal and regulatory environment;
- improving productivity and mango quality;
- building capacity for collection, packaging and conservation of mangoes for export;
- building the capacity of the stakeholders and organisations in the mango sector, and supporting marketing;
- strengthening the institutional framework and capacities of CAFEX-AGUIPEX's (project implementing agency) management staff.



**Contribution to outcome 4:** Key players and professional organisations in the mango sector have a better understanding of the organisational and member support functions

**Output 4.1.** The capacity of target players is strengthened in product certification and quality control

**Output 4.1.1** An operational scheme to grant producers access to GLOBALGAP certification is developed (access to market)

**Activity 4.1.1.1** Awareness raising campaigns on opportunities for farmers to benefit from market access (access to market)

**Output 4.1.2** A product quality control system is in place

**Activity 4.3.3.3** Creation of partnerships with export operators in the EU market

- ▶ Train quality managers (auditors and inspectors) at group level and fruit collection and processing station level on implementing the quality handbook, to be carried out in Q1 2017
- ▶ Complete the validation of a food safety and quality management system (validation of a food safety and quality management system): to be completed in Q1 2017
- ▶ Organise the training of CAFEX technical bureau and quality control agents in applying export standards: to be completed in Q1 2017

## Scheduling of activities

The project ends in June 2017, so all activities not yet completed must be completed before this date.

- ▶ Development of technical guidelines and training materials for good post-harvest practices: in progress, to be finalised by 2016 end
- ▶ Training of 15 technical officials in field harvesting techniques: complete, but coaching is still be organised in March 2017
- ▶ Training technical officials on packaging practices at packing stations: to be completed in Q1 2017
- ▶ Develop a quality handbook for the establishment and approval of a food safety and quality management system (establishment of a food safety and quality management system): to be completed in Q1 2017

## PAEPARD

COLEACP has continued to support the three consortia set up under the ULP (user-led process) and the theme: Developing non-food uses of the mango in West Africa.

### On the agenda from June:

#### Interview with Laboratoires Melvita and L'Occitane in Manosque

Progress report on the work undertaken by the consortium's research members on the roles of European partners in the consortium and on developments regarding future activities.

#### Identifying funding appeals for research proposals

COLEACP's ULP enabled the livestock feed consortium to **access incentive funds** from PAEPARD by participating in the PAEPARD writing workshop organised in Accra in July. 4 members of the consortium: two research institutes from Burkina Faso and Senegal (INERA, EISMV), the agricultural research funding organisation for Ivorian producers (FIRCA), and Burkina Faso's professional organisation (APROMA-B) were able to participate in the workshop and submit costed research proposals to the African Union's funding appeal, due to close at the end of August.

**A further call for funding** from the German Ministry for Food and Agriculture (BMEL) with a closing date in early December could not come to fruition, due to a lack of German research partners.

#### Peer-led distance training using the communication tool

5 members of the consortia (3 covering cosmetics, 1 energy and compost, and 1 livestock feed) were trained in using the communication tool provided to each consortium. From now on, all consortia of COLEACP's ULP will have their own Intranet site allowing members to communicate with each other, to learn about the activities developed by other consortia and to share the consortia's initiatives with PAEPARD's management and other programme partners. During the training workshop in Cape Town (October 2016), the consortia were able to access a new tool for setting up a website, for more effective external communications.

#### Communication and advocacy

Two parallel workshops were organised at international conferences: **FARA science week in Kigali (June)**, **Ruforum Biennial in Cape Town (October)**. The activities of COLEACP's ULP and of the consortia were presented on these occasions. COLEACP will participate in the **EFARD conference** (European Forum for Agricultural Research for Development) in Prague (28-29 November), whose central theme is the future of the ULP in research and innovation partnerships. On this occasion, four examples of user-led processes will be presented: processing of mango waste, the problem of aflatoxin in peanuts, potato seeds, soil fertilisation using the Trichoderma fungus.

**COLEACP's participation in the Task Force Publications** of PAEPARD, for example producing the publication "Findings from the sector and multi-stakeholder consultations conducted in the framework of the PAEPARD between 2010 and 2012", which have provided food for thought on the innovative processes of partnerships.



## Scheduling of activities

### Support for the COLEACP's ULP consortia

**Cosmetics consortium:** launch in February of the first trials for mango butter extraction for the Valencia variety, with two French partners (Huileries Emile Noël) and toxicology tests by the Melvita & L'Occitane laboratories). Other tests on the oil content of local mango varieties will also be carried out.

**Livestock feed consortium:** monitoring the results of the submission to the African Union's funding appeal and, if successful, overseeing the implementation of research and development activities within the consortium.

**Energy & compost consortium:** consolidating the consortium's leadership by SNV Burkina Faso, strengthening cooperation with Soil and More (German partner).

**Training the consortia in the use of communication tools:** development of a communication strategy within the ULP and the consortia, for more effective online and external communication. Continuation of distance learning using communication tools.

### Other scheduled activities

**Development of trade activities between members of the consortium, or inter-consortia:** with the support of local or regional business incubators (AAIN) and local and international programmes (ITC and support for national integrated frameworks; COLEACP's Fit4Market)

**Implementation of a tool for evaluating the progress made by the consortium (ULP Coordinator and consortium):** Following the training workshop organised by PAEPARD from 15 to 17 October 2016 in Cape Town, a tool for monitoring and evaluating the progress of the consortia's activities must be set up in all consortia.

**Researching funding opportunities.**

**Maximising ULPs workshop:** lessons learned (successes, failures, outlooks) from four years of implementing this innovative partnership process (date to be determined).

**End of the PAEPARD programme workshop:** this will bring together PAEPARD's partners to take stock of the past 4 years of the programme's phase 2 (date to be determined).

## PARTNERSHIPS

In 2016, COLEACP chose to maintain a permanent team equal to the task of addressing the needs expressed by individuals working in the field and able to ensure that COLEACP's various departments operate effectively and efficiently.

To fund COLEACP's operations, to build on its past successes with further activities and to realise the full potential of its departments, COLEACP needs to secure, over the next three years, a budget execution capacity of 12 to 15 million Euros per year.

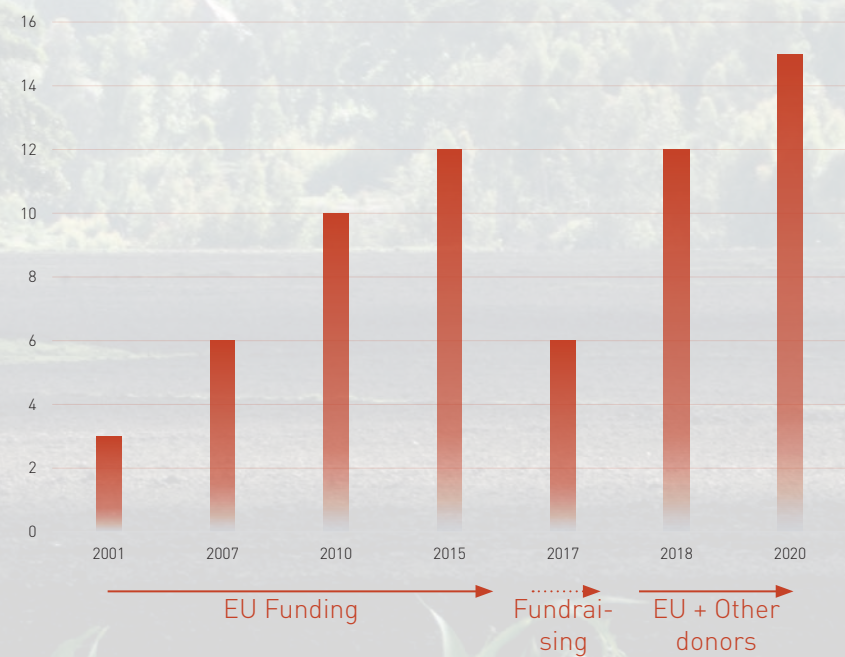
**COLEACP has thus launched a call for donors:**

- \* Public or private backers
- \* Foundations
- \* Development agencies
- \* Banks
- \* States
- \* Regions
- \* Private companies, approached directly



## Budget of the COLEACP action

(in Mio euros per year)



## MEETINGS AND DISCUSSIONS IN CONNECTION WITH POTENTIAL FINANCIAL PARTNERSHIPS

DONORS	REGION   COUNTRY	PROJECT   PROGRAMME
A.F.D.	Sub-Saharan Africa	Fit For Market
Multi-stakeholder platform (PPP)	Sub-Saharan Africa & ACP	Development of a competitive and sustainable agribusiness
WTO	Guinea Conakry	PRODEFIMA II
European Union	Rwanda	Support the agricultural sector
BAD/EU/EIB	Sub-Saharan Africa	Boost Africa
EU TRADECOM II	COMESA 9 pilot countries	Promoting regional trade, plant health and food safety
AFDB: EU	Nigeria	National training and capacity-building in horticulture and primary products
WTO: STDF	ACP	Plant health and food safety support to national authorities
WTO: STDF	Zimbabwe	Plant health and food safety support to national authorities
World Bank	Mauritania	Capacity building of the private sector on food safety Compliance, Certification for Export
HORIZON 2020	EU/ACP	Research / Innovation / Advocacy
ACP/UE	ACP	Support for the private sector
European Union	Caribbean and Pacific	Support for links between agro-industry and tourism in developing small island States
DFID / Swiss Dev cooperation	Ghana	Agroforestry: Horticulture TA and training 57 Cooperatives
EU Valetta Fund	Cameroon	Capacity building of young farmers in 8 regions.



### **The French Development Agency (AFD) and COLEACP: FFM/ PRCC**

Since May 2016, COLEACP and AFD have been working more closely together, notably to examine possible synergies between COLEACP's new FIT for Market programme and AFD's PRCC (Trade Capacity Building Programme).

The PRCC seeks to promote exchanges between developing countries, in particular the Least Developed Countries (LDC), and their integration into the world trade system. Growth and job creation linked to the development of markets and companies shall contribute to the ultimate objective of combatting poverty. This is a shared objective for COLEACP and AFD. More specifically, the goal of the PRCC programme is to support any type of project which strengthens export trade capacity. COLEACP's 15 years of experience in supporting SMEs working in the agricultural sector in ACP countries means that this partnership will make an effective contribution towards achieving the PRCC's specific objective. By helping ACP countries to better assimilate the market regulations which govern international trade, and to conform with them, the two partners shall contribute to greater commercial integration.

### **Multi-party "Public Private Partnerships for People Planet and Profit (PPP4PPP)" platforms (Private groups and civil society)**

Since the launch, in November 2013, of its PP-P4PPP initiative, COLEACP has continued to develop dialogue with other civil society organisations, EU-ACP political institutions, investment and development banks such as AFDB, stakeholders in the international agri-food supply chain and with multinationals committed to meeting sustainable development targets before 2030. Particularly, several private groups active in the sector are interested in COLEACP's integrated ap-proach to cooperation in the context of developing African agriculture. During 2017, the current discussions should result in the setting up of new types of collaboration aimed at developing competitive and sustainable agribusinesses in ACP countries and in Sub-Saharan Africa in particular.

### **Partnership for the promotion of regional trade (COMESA, ARSO and COLEACP)**

In recognition of the experience it has acquired with the PIP and EDES programmes, COLEACP was approached by the secretariat of the COMESA (Common Market for Eastern and Southern Africa) in May 2016 and asked to coordinate joint discussions into how to promote regional trade and harmonise the development and application of SPS measures in the COMESA economic region. The African Organisation for Standardisation (ARSO) was invited in October 2016 to join the discussions with a view to developing and implementing harmonised standards. The further discussions scheduled for 2017 should culminate in the establishment of an initial common project.

## SYNERGIES IN THE FIELD - 2016 Examples

### In Mali

In October, as part of implementing FFM, meetings were organised with other programmes, support entities and projects active in the fruit and vegetable supply chain (mango in particular) and/or as part of managing the plant health crisis surrounding fruit flies. The aim was to identify new partnerships that could strengthen COLEACP's interventions in resolving the plant health crisis in particular, and as part of future technical partnerships in general.

The following programmes and projects were discussed:

- The project to support the regional plan to combat and control fruit flies in West Africa by ECOWAS (PLMF), funded by the European Union and the French Development Agency;
- The Agricultural Competitiveness and Diversification Project (ACDP), funded by the World Bank;
- The Support Programme for the Sub-Sector Small-Scale Irrigation (PAS-SIP), funded by GIZ.

A meeting with Mr Abdoulaye Kabdaogo, Programme Manager of the European Union delegation in Mali, was organised to inform him about COLEACP's activities and the background to the project. It was stressed that the project would also be an opportunity to identify potential collaborations between COLEACP and other support entities and projects based in Mali, in order to improve the efficiency of their interventions, and the coherence of the respective activities.

### In Senegal

#### CFAHS - PDIDAS

The Chairman of CFAHS, Mr Cheick Ngane, presented the activities planned by CFAHS as part of the PDIDAS sustainable and inclusive agribusiness development project. This was followed by a visit to PDIDAS in the Saint-Louis region, during which COLEACP met with the coordinator and her entire team. COLEACP presented its programme and visited a production area that may soon benefit from PDIDAS support. The possible activities are to be discussed with Gaston Berger University, PDIDAS's implementing agency in charge of training initiatives.

#### CBI business week

During CBI business week, COLEACP met several players from Senegal's horticultural sector. These were primarily producers and cooperatives, but also financial organisations, insurance companies and importers. A reflection process began around the following subjects: expertise and know-how, financing, services and providers, and access to markets. Various issues related to these subjects were identified, and possible solutions discussed, some of which could be supported by COLEACP.

COLEACP also met with other project representatives in Senegal, with whom partnerships and other synergies could be fostered (LuxDev, IFC, Enhanced Integrated Framework).



### In Kenya

In November, COLEACP met representatives of complementary programmes and projects active in the Kenyan fruit and vegetable sector. Some of these programmes will be implemented simultaneously with the Fit For Market programme, such as SNV's Hortimpact programme and CABI's Plantwise programme. Other interventions are in their closing stages, such as the SMAP project funded by UNIDO, the KAVES project funded by USAID, and NTF III Kenya, implemented by ITC, while others, such as AGRIFY, will begin soon. Collaborative ventures will be set up with several of these initiatives as part of the Fit For Market programme.

A meeting was held at the EU delegation in Nairobi with Andrea Ferrero, from agriculture and rural development, John Mungal, who oversees the SMAP programme, and Alessandro Tonoli from the trade department. The Fit For Market programme was presented, and Mr Ferrero gave a description of the new AGRIFY programme for Kenya. Mr Mungal outlined the SMAP project. These presentations were followed by a brainstorming session on relevant intervention areas for the Fit For Market programme. Finally, a discussion took place on the study measuring the impact on the value chain of French beans, commissioned by DG-DEVCO, which will be scheduled for the first half of 2017.

### In Nigeria

#### Partnership with AFGEAN, NABG, the Dutch embassy and GIZ

The Nigeria Agri-Business Group (NABG), the Agricultural Fresh Produce Growers and Exporters Association of Nigeria (AFGEAN), COLEACP, GIZ and the Dutch embassy have opened discussions into a potential partnership to support the Plateau State Government (PSG) in Nigeria. The State is looking to improve agricultural practices and market access for its farmers. It plans to create "clusters" of farmers in every district. PSG intends to develop an effective and efficient agricultural ecosystem over a 3 to 5 year period. The first target group is potato producers. Discussions shall continue in 2017 between the partners to determine the best way to work together.

### In Togo

In 2016, the Togolese authorities approached STDF and COLEACP to seek assistance in strengthening the capacity of its exporters and of the competent authorities responsible for official control duties, notably the inspection departments. The collaborative work began in November 2016. COLEACP intends to organise a national workshop in April 2017, following on from a technical assistance mission aimed at identifying capacity building requirements in the fruit and vegetables sector.

### In Cameroon

COLEACP has worked with the CICC (the interprofessional cocoa and coffee council) since 2012. The CICC's "NEW GENERATION" programme assists and supports young people graduating from agricultural training centres with their transition into a professional career. Through its close collaboration with this programme, COLEACP has emphasised its willingness to promote any initiative which makes it possible for young professionals to realise their full potential in the agricultural sector and which increases the appeal of agriculture to young people.





5

## OUTLOOK







## TOGETHER FOR INCREASINGLY COMPETITIVE ACP AGRICULTURAL SECTORS

At the end of 2014, having given overwhelming support for the “Agenda for Change” at the EDDs (European Development Days) with the Brussels Declaration “PPP4PPP”, we wrote that the poor did not have time to wait.

In 2015, they set off on foot, by boat, on the shoulders of their parents, towards the European dream, risking their lives in the process.

That dream has taken on a different dimension, with the increasing use of ICT in poor countries. It has been transformed from “virtual reality” into “real virtuality”; identified, geo-located, and much closer than paradise.

In 2017, there is an urgent need to give hope to young Africans, and to convert this hope into reality, to avoid this tragic exodus and aggressive indoctrination.

### The private sector is a source of hope!

COLEACP and its members are certain that the proper management of their businesses contributes, and must contribute even more, to the well-being of the entire community. Each entrepreneur, from the microenterprise to large multinationals, has a responsibility for the socio-economic development of their region.

African agriculture is seeking its path, it must reinvent itself to face up to the challenges of hunger and poverty, and to feed the world in a not so distant future.

Africa has major assets to take up this challenge:

- ▶ available arable land,
- ▶ significant margins for improvement,
- ▶ and above all, ingenious and courageous human resources with traditional know-how. COLEACP has focused on developing these human resources for over 15 years.

All this, combined with new technologies, translates into the concept of “sustainable intensification”. Europe is also reinventing its agriculture and agro-industry: closer to humankind, more respectful of nature, in what could be called “sustainable disintensification”.

Our organisation, COLEACP, is at the forefront of these changes.


Our traditional members, ACP exporters and European importers, are teaming up with small-scale producers and their organisations to supply rapidly-changing international, national and regional markets. We are seeing volume retail to gain a stronger foothold locally.

There is now general consensus that African agriculture will not be successfully transformed if small-scale producers are not properly integrated into its value chains.

Competitiveness cannot be based on poverty. Profitable small-scale producers, successful SMEs, and large companies must therefore contribute their technology, know-how and investment capacity.

We now have an exceptional opportunity to drive this world forward. This world that explores the infinity of space and the infinitely small, but that has failed to eradicate hunger and extreme poverty.





For the first time, large private corporations, the public sector and civil society are joining forces to combat these problems. Let us, together, make sure this becomes a reality, not just an idea. Let us not disappoint small-scale producers. Let us allow them to dream, allow their children dream, and turn their dreams into a local “real reality”, rather than a virtual, remote one. Dream local and consume global!

COLEACP designed and launched the “Fit For Market” programme precisely to better support them in this daily challenge.

COLEACP is changing its approach to support for agribusiness in developing countries.

To pursue this aim, COLEACP has redefined its strategy, how it operates and the nature of its missions. Behind this rethink: the observations received by its experts during their field missions, the expectations expressed by ACP agri-food companies, by consultants and public authorities, as well as the guidelines drawn up by the European Union recent support strategy for the private sector in developing countries.

The goal is competitiveness. In other words: ensuring that the technical expertise acquired by companies enables them to improve their economic performance and help unlock the potential of agro-industrial production in developing countries. COLEACP support will therefore extend to all aspects of business development, including market analysis, marketing, packaging, the cold chain, logistics, invoicing and administration.

This diversification aims to create a virtuous circle that will help solve the number one problem facing SMEs in developing countries: access to credit. By helping them to consolidate their economic pillar, COLEACP will help to improve their bankability, to enable them to obtain finance from credit agencies, accelerating their development.

## Competitiveness and responsibility

Profitability, competitiveness and bankability...yes, but with a broader vision. For COLEACP, the economic pillar can only be consolidated alongside the two other pillars of sustainable development: contributing to social well-being and minimising environmental impact. It is only by combining these three pillars that sustainable competitiveness can be fostered in sectors and businesses.

The Sustainability Charter has been drawn up in line with this goal. It is gradually being implemented, based on a training programme designed to incorporate these principles into daily management of the business. This charter gives businesses a clear framework through which they can communicate their commitment and progress towards sustainable development without necessarily having to invest in certification. However, COLEACP designed the charter as a management tool, an integral part of the new programme.

COLEACP was able to draw on its long experience to reflect on the needs of its beneficiaries and the guidelines of its donors, mainly the European Union.

## Call for Financial Partners:

The Fit For Market programme, initially designed for a 7-year period, and a budget of €80 million has, so far obtained an initial budget of €20 million from the European Union. To fulfill its full development potential, and to follow the recommendations of the technical evaluations, COLEACP launched a call for financial partners, to complete this initial budget and achieve the initial goals.

- \* Involving the private sector in development?
- \* Fighting poverty?
- \* Developing agriculture, improving nutrition, eradicating hunger?
- \* Making agriculture a key driver of economic development in developing countries?
- \* Guaranteeing food safety and increasing market resilience and resilience to climate change?
- \* Creating jobs and offering attractive career choices in agriculture... one of the solutions to the migration problem?

Does this sound good to you?

If so, join us, support COLEACP and let's move forward together!





## INTERNAL EXPERTISE

(30 people)

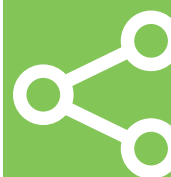


## FINANCIAL MANAGEMENT CAPACITY

(12 to 15 Mio €/yr)



## 1000 CERTIFIED CONSULTANTS IN 50 DEVELOPING COUNTRIES



## PUBLIC-PRIVATE MULTI-AGRO-FOOD CHAINS NETWORK



## e-SERVICES

(e-LIBRARY,  
e-LEARNING)



## WARRANTY OF RESULTS + MANAGEMENT & MONITORING FO- CUSED ON RESULTS

