



# HORIZONS

THE MAGAZINE OF COLEACP AND ITS PIP AND EDES PROGRAMMES - NO. 1 JUNE 2013

## Training

The Fair Training System:  
a sustainable method  
of capacity building

**Kenyan beans:**  
a sector in danger?

**West Africa:**  
how to train thousands  
of small-scale cocoa farmers?

**UNAPAC**

the signer of

**1000<sup>th</sup>**

**PIP protocol**

# Training to strengthen



Legislation and regulations are multiplying. Standards are being updated. Consumer demands are evolving. The climate is changing. Strengthening the capacity of companies and organisations is primarily about enabling them to adapt to a constantly changing environment. This is achieved through training, in addition to other means.

In terms of training, our objective is clear: to help the managers of agricultural companies and food safety bodies to become the masters of their own choices. We want to show them how to use their resources and to define their objectives in order to anticipate changes in the markets they target.

This is because the demands of importers within the European Union (and the rest of the world) are no longer limited to complying with standards and product conformity. They increasingly focus on conditions of production, notably with regard to sustainability and ethics.

The quality of our training results as much from the effective educational methods applied as from the excellence of the scientific and technical content. We offer ACP operators tools that enable them to train their own staff, and their suppliers, independently and sustainably. These tools have been developed by experienced trainers using evolving educational methods.

We are convinced that each operator, from executive to middle manager, worker and supplier (small-scale producer), has a role in ensuring the quality and safety of food products. This is why all our methods and training materials are designed to correspond to the level of qualification, and the needs, of each link in the chain.

The heart of our training system consists of local experts from ACP countries. They know the terrain, its problems and its resources. Thus we focus on their ability to identify relevant training solutions adapted to local realities. Today some of these experts are working at regional and even international levels. By contributing to developing and improving our educational tools and methods, they guarantee the excellence and accessibility of what we could today call the “Fair Training System”.

I want to thank all the businesses, organisations, experts and other ACP stakeholders that have been involved in the gradual development of this training system, and I hope you enjoy reading this first issue of Horizons magazine, the content of which is devoted to training.

**Guy Stinglhamber**  
COLEACP General Delegate  
PIP Director

A handwritten signature in black ink, appearing to read 'Guy Stinglhamber', written in a stylized, cursive script.

# SUMMARY



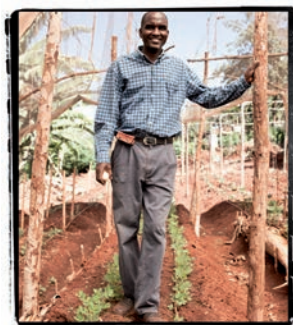
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THE MAGAZINE OF COLEACP AND ITS PIP AND EDES PROGRAMMES  
AN INTERNATIONAL NETWORK PROMOTING SUSTAINABLE HORTICULTURAL TRADE



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# The Fair Training System

COLEACP has developed a Fair Training System as part of its PIP and EDES programmes. The system aims to strengthen people's skills to help them carry out projects sustainably.





*COLEACP guarantees that its expert trainers are fully independent of the suppliers of goods and services, that the confidentiality of the information to which they have access is respected, and that its training approaches, methods and material are excellent.*

*For the impact of the training to be sustainable, it must show people how to master the complexity of the material provided.*

Training is not an end in itself—it is a means to enable a plantation, an exporter, an inspection service, a laboratory or a sector to achieve its aims. These aims may be commercial (e.g. accessing European markets) or qualitative (e.g. obtaining certification). COLEACP offers a range of support services including training for managers, staff and suppliers.

COLEACP places great importance on training. This stems directly from one of its primary objectives: ensuring the assistance it gives is sustainable—that its benefits persist over time and outlast aid programmes. The best way of ensuring sustainability is offering effective training.

### Considering complexity

*“Our aim is to make learning businesses or organisations”, explains Bruno Schiffers, architect of the Fair Training System. “We must provide the ability to deal with complex issues. Managers must be able to anticipate problems, evaluate them and react to them in an appropriate way. They must be able to inform their leaders about problems and explain them to their colleagues, to staff, to agricultural workers and to small-scale producers. This transcends good practice, and is what makes us special. We act in such a way as to enable staff to incorporate the complexity of the material and to control it to achieve their aims. If we want the impact of aid to be sustainable, it is essential that we show people this complexity.”*

Bruno Schiffers, professor at the Agro-Bio Tech college of Gembloux (Belgium) and Guy Stinglhamber, now managing director of COLEACP, have been working on the COLEACP Fair Training System since 2004. Their first objective is to give individuals the necessary competences to face any problem, including the most complicated.

Complexity is not just showing how a sprayer works and what pesticide dose to apply. COLEACP teaches plantation workers how to identify pests and prevent them from spreading, to determine the time for treatment, to choose pesticides, and to measure dosage so the legal rate of residue is not exceeded. Complexity is not just filling out a traceability fact sheet, but understanding why it must be filled out correctly. Those who have taken the training messages on board not only will incorporate them in their own working practices, but also will convey them to others.

This is why COLEACP avoids dogmatic training. *“Our goal is to transmit not just knowledge, but especially know-how and understanding of one’s own capacity”* explains Schiffers. The method is based on case studies, experimentation and practical exercises, in order to move beyond comprehension to understanding and appropriating the subject matter.

### Strengthening skills

This capacity-building logic explains why training is often raised early in initial discussions between COLEACP and beneficiary organisations.

First, the PIP experts conduct a review of the organisation. Where is it in terms of quality, traceability and computerisation, for example? If everything is already working, does its leadership want it to go further? For example, could an internal audit be incorporated to evaluate and permanently improve the organisation? Or could a training system be created for ongoing professional development of staff?

Then, through EDES, the demand is gradually specified until a comprehensive agreement is signed, usually with the government. This agreement specifies the industries and sectors that COLEACP will support. It is at this stage that the experts begin to work with the direct beneficiary organisations in order to assess their training needs.


Through both PIP and EDES, COLEACP’s analysis also investigates the macro-economic context. State companies and organisations are not always aware of all the obligations they must meet in order to access European markets. Analysis of market trends, current standards and their future development makes it possible to target the aid that can be provided.

When the decision is taken, a training programme is developed and put in place. Over the years, in light of how the markets and the situation of ACP countries have evolved, the Fair Training System has been defined, adapted and enriched. It is structured around five clear principles, proven training methods, and practical, effective educational tools.

## The five principles of the Fair Training System

- The training begins by carefully identifying the organisation's capacity-building needs. This initial assessment puts the trainers in tune with the beneficiary's projects and avoids duplication with other aid programmes.
- These needs are considered by the COLEACP Training Unit in Brussels, which ensures the educational methods and tools used are best adapted based on the organisation's aims, materials and skill levels.
- PIP has been working to replace European expertise with ACP expertise as far as possible, to favour knowledge of the terrain, accessibility, cost control and capacity building.
- The training forms part of a continuous, voluntary approach by both the organisation and COLEACP, and may bear fruit only over the long term.
- COLEACP strives, as far as possible, to increase the reach and impact of its training through partnerships with other development stakeholders, a knowledge-sharing policy, and adaptation of its training tools and methods to other areas of intervention.

*These principles are explained in the following pages.*



PIP training sessions aim to strengthen the abilities of the managers of companies and organisations. The aim is to prepare them both to put health safety management systems in place, and to ensure their continuity.

This primarily involves detecting the gaps in skills that hinder a company or organisation from pursuing its aims.



# Identifying good practice needs

COLEACP always starts with the beneficiary organisation's needs. To gain access to a market (and stay there), a company or industry usually needs to strengthen the skills of some of its stakeholders.

*"We start with the company's needs," explains Emmanuelle Prunier, Head of the PIP Training Cell. "Always. Whether for full support or for training on a specific subject. The trainer, who we have chosen in consultation with the company, meets its leaders and defines its needs with them, while taking account of their situation, their commercial aims, their obligations with respect to importers, etc."*



Once the organisation has formulated its request and general agreement has been reached, a COLEACP expert trainer identifies the training needs of the company or organisation. This

primarily involves detecting the gaps in skills that hinder the company or organisation from pursuing its market aims: exporting towards the European Union, obtaining certification, organic production, etc.

*"The first step that we take with the beneficiary is generally made during the first group training sessions they are invited to," explains Hilary Barry, Head of the EDES Training Unit. "It's really about awareness. We talk about the principles fundamental to any food health safety system. After group training, the organisation, laboratory or inspection service finds it easier to identify the skills that must be improved. Then our expert can engage in a detailed discussion with the leaders and agree on a specific training programme and schedule with them."*

## Analysis and programme

To put a traceability system in place, for example, the PIP expert identifies who should be trained: the quality control managers, the production managers, the workers in the field, the heads of the packing stations, the leaders supervising small producers. If a company wants to opt for organic production, it must train managers to evaluate the rate of insect infestation, identify the insects concerned, and determine the time and type of intervention, among other things. Nor does the expert for-



*Above all, the aim is to identify the skills gaps which hamper the company or organisation in the pursuit of its objectives.*

get about improving good agricultural practices: if, for example, principles of hygiene are not respected when fruit is handled, this undermines efforts made elsewhere. Employees must be trained to comply with rules of hygiene: washing their hands before handling fruit, taking off rings and bracelets so they are not ruined, etc.

The expert develops the training programme based on this analysis, and presents it to the Training Unit in Brussels, ensuring that the sustainable training methods developed by COLEACP are applied. The expert may then be put in contact with specialists or supplied with training materials. This is when the real work begins.

# From pooled to targeted training

The COLEACP Training Unit pools the training needs expressed by beneficiary organisations. By doing so, it can achieve economies of scale while at the same time adapting its training methods and content to each target.



*“A few companies have asked us to teach them how to combat fruit fly,” explains Emmanuelle Prunier from the PIP Training Unit. “We sent them trainers to teach them different prevention and control methods: regular turning of the soil, keeping trees a certain size, determining the rate of infestation before treatment, etc. But all companies in the region faced the same problem. So we organised a four-day group session. At the start of mango season every year, we do a group session for all companies in each of the four countries concerned. The advantage is obvious: we achieve considerable economies of scale.”*

*“In several countries, we receive regular questions about ISO17020”,<sup>1</sup> explains Hilary Barry from the EDES Training Unit.*

*“So we started by training experts to qualify them to address these concerns. Soon after that, an inspection service in Cameroon asked us to offer training in this area, so we sent one of our trainers. Senegal and Mauritania then submitted the same request. As a result, this has become a standardised three-day group training session that we offer regularly to several inspection bodies simultaneously.”*

It is not COLEACP's aim to standardise all its training sessions. On the contrary, with its 10 years of experience, it can identify the best method for enhancing targeted capacities. In some cases, as in the examples described above, this involves group training. Sometimes other methods have to be used. As a rule, group training is very useful for a broad approach, but subjects will be addressed more thoroughly through specialised training. This can take the form of specific or individual training, coaching, self-instruction, distance learning, etc.

## From group through specific to individual training

For example, to set up an internal audit system for a plantation, COLEACP starts with a three-day group training session. The aim is to create an understanding of just what an auditor does and to explain the auditor's role. If the operator decides to set up internal auditing, COLEACP trains the staff in how to build the system into its practices. To do so, the trainer must work on

the company's documents and practices. This has to be done on location through specific training (for staff) and individual training (for the future auditor).

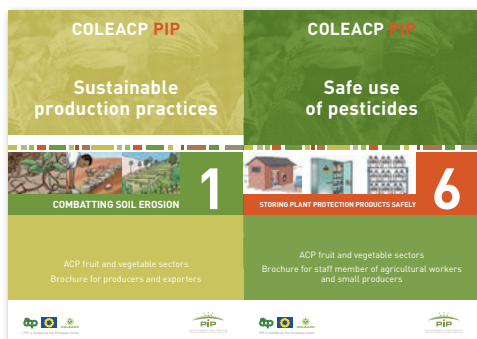
This is where another of COLEACP's strengths comes into play: its adaptability. Training for management staff is different from training for small producers. For training on a given subject, COLEACP adapts the content, tools and methods to the target public. Similarly, group training sessions, which are nevertheless standardised and reproducible, are adapted to the different branches and regions concerned. Local trainers have to customise them based on their target public, especially in terms of the examples presented—it is out of the question to discuss green beans when training is being provided to operators in the cocoa sector.

## Appropriate training tools

### Training manuals

Training manuals—12 from PIP and 100 handbooks (12 topics) from EDES—contain an accessible, global presentation of technical knowledge on the themes addressed by the two programmes: for PIP, hygiene and food safety, traceability, organic production; for EDES, risk analysis and control, monitoring, inspections. They are intended primarily for training experts. These manuals are the benchmark for the online training platform.





*We don't teach managers and small producers in the same way. For the same subject, COLEACP adapts the content, tools and method according to the target audience.*

### Application guides

Application guides translate training manual theories into practical terms. Theory is transposed into concrete measures and good practices. The guides are practical, illustrated documents meant for mid-level managers who train staff.

### Brochures

Brochures contain instructions for good agricultural practices to be shared with agricultural workers and small producers: use of pesticides, hygiene for production and packaging, sustainability, responsibility, etc. The instructions are illustrated and translated into local languages. The brochures are meant for the supervisors of agricultural workers and small producers. They are also used for self-instruction, helping learners to remember instructions.

### Training handbooks

PIP training handbooks are tools offering training plans organised by key sequences. They detail the objectives of each sequence and present training aids, suggesting the point in the training at which they should be used. The suggested timing is for guidance only, to help the trainer judge question times and breaks. The handbooks are tools for trainers, experts and company managers.

1. A standard laying down requirements for the impartiality and quality of the work of inspection bodies.

### Training notebooks

Each notebook sets the training objectives to be achieved by the trainer upon completion of the session and presents the key messages to be transmitted to learners. Each theme is contained in a chapter of two or three pages, summarising the information contained in the longer training manuals. They are used for group training sessions and sometimes for in-company training, and are intended primarily for trainers.

### The e-learning platform

In 2012, COLEACP launched PIP's distance learning platform (e-learning), reserved for beneficiaries. The platform offers training on food hygiene, chemical pest control, risk management, ethical production, crop protection, the difference between regulation and private standards, good plant protection practices and traceability. At the end of each learning unit, the platform proposes certification tests to ascertain whether the content has been mastered. The e-learning platform contributes to wide dissemination of training material.



*Group training is very useful for an initial overview, but has to be followed by in-company training to address the company's specific needs in detail. COLEACP provides a total of more than 320 training sessions per year in its different programmes, one third of which are for groups and two thirds consisting of specific training.*



### Tools suited to different target publics

*Managers are educated, but that is not usually the case for agricultural workers and small producers, who are likely to have little or no formal schooling and are rarely familiar with modern instructional methods. PIP experts have developed tools and activities adapted to their needs, focusing on concrete realities, visuals and experimentation.*



TRAINING ISSUE

# Training and mobilising ACP experts

As COLEACP's representatives in the field, ACP trainers offer agricultural businesses and food safety organisations high-quality consultancy services that remain affordable over the longer term.



*Training experts return regularly to the Training Unit to share their experiences and thus help improve, adapt and develop the training system.*



Diébénou Condé is an agronomist. Her experience at Côte d'Ivoire's Agriculture Ministry qualifies her as an inspection specialist. In February 2013, she spent two weeks in Brussels in the context of the EDES programme. Ms Condé took part in two train-the-trainers sessions, along with 11 other French-speaking participants. She learned how to provide two training sessions: "Organisation of Official Inspections" and "Implementation of Official Inspections".

**The COLEACP Training Unit offers different train-the-trainers packages selected on the basis of the profile and level of the individuals to be trained.**

In March, EDES sent Diébénou Condé to Burkina Faso with the task of training inspectors to optimise the planning and programming of inspections. To do this, she worked on two case studies: mango (for export) and wild chicken<sup>1</sup> (for the local market). Her practical experience with inspections and thorough familiarity with the local situation undoubtedly contributed to the choice of these practical examples, and to the success of the training. Diébénou Condé will be the lead trainer for the sessions that are currently being developed. She will soon be taking part in a train-the-trainers session during which she will transmit to future specialists the training skills she has learned with COLEACP.

*"Over the years, we have made a point of replacing European expertise by ACP expertise wherever possible, for obvious reasons of continuity,"* explains Bruno Schiffers, Director of the COLEACP Training Unit.

Today, the organisation can count on a network of 300 to 400 ACP trainers. A large majority have benefited from training for trainers. What is difficult about their work is that not only must they master the technical content, but also they need to know how to facilitate its assimilation by learners. This draws on other types of skills, which have to be learned.

### **Proximity**

*"ACP trainers know the sectors,"* explains Emmanuelle Prunier of the PIP Training Unit. *"They know the companies. They can be mobilised. It is very important for a company to know that it can turn to an expert like this, someone it knows and who knows its organisation and objectives... And there is obviously a question of cost: it is much less expensive to use local skills than to send for an expert from Europe."*

*"We do away with the culture gap,"* continues Hilary Barry, her counterpart from EDES. *"ACP trainers have a great impact on beneficiaries because they are familiar with the day-to-day reality of sectors and with administrative hurdles... and that really speaks to them."*



More than anything else, though, the presence of these skills on the ground brings capacity building within the reach of companies and organisations. Many of these training experts already work directly with certain companies outside the PIP and EDES programmes.

*"My cooperation with PIP has really helped enhance my profile as a service provider in the fruit and vegetable sub-sector,"* explains Anne Chepkoech, a trainer active in Kenya and throughout East Africa, *"at both national and regional levels. I owe this to the skills I learned in the training sessions and coaching programmes in which I took part. I am getting many requests for all types of training. It's thanks to PIP that I'm able to offer these services today."*

**With their proximity to beneficiaries and their involvement in the development of training tools, APC experts are at the heart of COLEACP's training system.**

When contacts occur directly between the ACP trainer and organisations without going through programmes, it means that COLEACP has achieved its aims. Capacity building is part of a local process, which guarantees that it is here to stay.

1. Referred to colloquially as "bicycle chicken"—locally raised chickens taken live to market, generally transported suspended by their feet from the handlebars of a bicycle.



# Incorporating participants in a voluntary and continuous process

COLEACP's training actions aim to strengthen participants' skills in depth and bring sustainable change to their practices. This requires time and a continuous commitment from those receiving training.





**The approaches to training aim to improve leaders', managers' and experts' knowledge sustainably and in detail. They require time and genuine commitment from the beneficiary company or organisation.**

*“With the training, we wanted to work in a dimension that complements the technical treatment of the actions,”* explains Bruno Schiffers, Director of the COLEACP Training Unit. *“Our aim is that the stakeholders of the company or organisation understand, simplify and communicate the problems they are facing. In short, we teach them to become independent in tackling their goals.”*

To achieve this ambitious aim and ensure that the material taught is retained, COLEACP has developed targeted approaches to training and has established a repository of technical and behavioural skills. These approaches are designed to improve leaders', managers' and experts' knowledge, sustainably and in detail. This requires time and genuine commitment from the beneficiary company or organisation.

### **Conveying messages to everyone**

*“We want the trained managers to convey the key messages and good practices in their businesses all the way to workers and small producers,”* explains Emmanuelle Prunier, head of the PIP Training Unit. *“To make that possible, our way of working has evolved. Now we do things on three levels. The first level is group training. At the second level, we ask managers to apply what they have learned to their business so that they may really appropriate it. Putting this into practice may be supported by a trainer—what we call*

*coaching. At the third level, we debrief the managers to draw conclusions from this experience. We are doing this with increasing frequency. The advantage lies in strengthening the people trained, who are positioned in their businesses as potential trainers. It is effective, but it takes time. Business leaders must be integrated into the process, because they have to give managers the time and opportunity to apply the knowledge they have acquired.”*

***During their training, experts participating in the sessions to train trainers do not receive any fees or stipends. Valued by PIP, these financial efforts, voluntarily agreed by those taking part, have reflected their commitment since the beginning of the programme.***

This voluntary and continuous process is also necessary for external reasons: standards, legislation and regulations are constantly changing; new market trends are placing ethics and the environment at the centre of consumers' concerns. ACP stakeholders must be trained to master this new reality so that their products are always able to maintain their market share. These developments also require a continuous, long-term commitment to the training process.



### **A principle of constant improvement**

*The continuous process has benefits beyond those receiving training. COLEACP constantly strives to improve the effectiveness, efficiency and sustainability of the training it provides. Training sessions must ensure that the key messages (effectiveness), the improvement of business performance (efficiency), and the profound modification of behaviour and practices (sustainability) are properly conveyed. From this perspective, its manuals, brochures, organisational and educational guides are constantly reviewed, enriched and updated. Businesses' needs evolve at the same time as market pressures and trends. Each time a new theme emerges, PIP modifies its training approach and develops new tools. Its work is never done.*



# Increasing the reach and impact of training

The means are limited, the challenges immense. So COLEACP is seeking opportunities to enhance the impact of its training. The keys include synergies, adaptations, and sharing with other development stakeholders.





**COLEACP avoids duplication by contributing to what is already in place. Competition among development stakeholders is costly and unnecessary.**

COLEACP's educational methods and tools were created for the horticultural sector as part of the PIP. The purpose of these methods is to combat poverty – thus they are also well suited to other sectors including coffee, tea and cocoa.

Naturally, the first programme to benefit from this approach is EDES. Coming under the aegis of COLEACP in 2011, this programme was immediately able to benefit from the educational methodology developed by PIP since 2001. It also has all the COLEACP characteristics described in the preceding pages: full training pathways, combinations of common and specific training, a certain level of care given to spreading key messages, etc.

In addition to EDES, other cooperation programmes, international organisations, or independent contractors may take advantage of COLEACP's educational methods and materials, including, for example, the FAO<sup>1</sup>, CTA<sup>2</sup> and the World Bank, as well as NGOs and technical centres in ACP countries.

### Developing partnerships

COLEACP also makes use of the tools and skills of other organisations in order to avoid duplication. Thus it enlists the services of competent organisations while providing training. In December 2012, EDES organised a five-day regional training session on official monitoring, in conjunction with OIE<sup>3</sup> in Botswana, at which OIE experts dealt with international standards for animal products.

Similar forms of cooperation exist between EDES and experts of the International Cocoa Organization, the International Coffee Organization and the South Pacific Committee, which specialises in strengthening laboratories of the Pacific island countries. In a similar fashion, PIP uses the tools of the International Trade Centre to aid ACP businesses to navigate the different voluntary standards.

### EDES benefits from the educational methods and tools developed by PIP since 2001.

In the context of PIP, COLEACP collaborates with other development projects or programmes (GIPD<sup>4</sup>, GIZ<sup>5</sup>, CUD<sup>6</sup>, ...), aiming to strengthen the capacities of trainers working in support organisations and NGOs that are in direct contact with farmers' associations. With COLEACP's methods and tools, these trainers are better prepared to spread their messages and good practices among small-scale producers in the ACP horticultural sector. The impacts of this action may have a significant impact, even on local markets.

1. Food and Agriculture Organization of the UN
2. Technical Centre for Agricultural and Rural Cooperation
3. World Organisation for Animal Health
4. Gestion Intégrée de la Production et des Déprédateurs (Integrated Production and Pest Management)
5. Deutsche Gesellschaft für Internationale Zusammenarbeit (German technical cooperation agency)
6. Commission universitaire pour le Développement (University Commission for Development)



## Sharing information

*In addition to its website and its presence on social networks, PIP has developed an online training platform. Easy access to this platform allows other large sectors in ACP countries, such as cocoa, tea and coffee, to benefit from PIP's experience and recent developments.*

**training.coleacp.org**



# Kenya: beans and peas experiencing growing pains

The European Union has increased the control on Kenyan imports of French beans and peas in pods. The reason—too much pesticide residue. COLEACP is actively participating in an action plan to enable the industry to emerge from this crisis.





# In Kenya, 50 000 families of small-scale producers participate in the development of the horticultural industry and take home a sizeable average annual income of approximately € 600.



## The regulatory context

The European Union (EU) Member States need to ensure imported foodstuffs of plant origin respect legal maximum residue levels (MRLs). If their border controls reveal a recurrent problem, the foodstuff concerned is registered on a list of high-risk products.<sup>1</sup> The control sample then increases from 1% to 10% of the volume imported for 3 months. If the problem is resolved during this period, the control sample returns to 1%. If the problem is not resolved, the sample level is maintained or even increased.

## The Kenyan agricultural context

In Kenya, the success of fruit and vegetable exports over recent decades has stimulated the development of the horticultural industry. Over the past 10 years, exports of Kenyan French beans to the EU have increased by 75% (37 855 tonnes in 2012), and exports of peas in pods by 27% (5327.6 tonnes in 2012). For the most part, beans and peas in pods are produced by small-scale family farmers, on plots of several acres. 50 000 families are involved in this development and obtain an average annual income of approximately € 600. Their production is collected by exporters, either directly or via intermediaries referred to as brokers.

## The problem

Since 2008, border controls carried out in Europe on batches of French beans and peas in pods of Kenyan origin have re-

vealed that the MRL was exceeded. Several pesticides were to blame, the main one being dimethoate, an insecticide used worldwide to combat leaf miner fly, thrips, aphids, whitefly, etc. The fact that this limit had been exceeded resulted in the European Commission's decision in December 2012 to place Kenyan beans and peas on the list of high-risk products.

## The current situation

Since 1 January 2013, Kenyan beans and peas have been subject to a heightened monitoring regime, sampling 10% of the volume imported. In the first four months of this year the European Food Safety Authority's rapid alert system recorded 11 notifications of cases where the MRL was exceeded. In June 2013, the European Commission took the decision to maintain the sample controlled at 10%.

## Human health

For the active substances in question, regulations set the MRL at a level close to what specialists refer to as the determination limit, well below the real toxic threshold. Analysis of the data on the beans and peas fortunately showed that in the large majority of cases where the MRL was exceeded there was no immediate risk for consumer health as the levels were well below the acute toxicity threshold. COLEACP puts the situation into perspective—all the more so as just a dozen exporters, out of 134 licence holders, are affected.

## Environmental causes

Recent years in Kenya have been marked by increasing numbers of pest attacks and extreme meteorological conditions, two phenomena which many experts associate with climate change. In order to compensate for the drop in agricultural yields resulting from this situation, horticulturists increase all kinds of inputs, including pesticides.

## Economic causes

Large and medium-sized plantations seem more capable of maintaining the conformity of their products. The causes are thus more likely to be found among small-scale producers who have less room for manoeuvre when it comes to resisting the vagaries of nature and the economic crisis.

### → Pressure on prices

- the current economic crisis keeps foodstuff prices very low, while the cost of inputs continues to rise. As a result certain exporters—and their associations—reduce their costs and decrease support to small-scale producers. These return to cheaper, but more risky, conventional pest control methods, often with products of mediocre quality that need to be sprayed in larger quantities.

### → Pressure on volumes

- faced with increasing demand by European buyers, and as a direct consequence of the reduction in yield, exporters and brokers are increasingly having to get hold of products from outside their trusted networks, from producers who they have neither the time nor the means to train in the correct use of pesticides.



**The challenge** is to make sure the increased capacities of large and medium-sized plantations can be relayed as far as possible along the supply chain, all the way to the small producers.

## A far-reaching challenge

This crisis shows the extent of the work that needs to be accomplished so that the increased capacities of large and medium-sized plantations and exporters can be relayed as far as possible along the supply chain, right down to the small producers. This challenge must be taken up so that the Kenyan model, which has succeeded in integrating small farmers within the export industry and in modernising its local agriculture, continues to improve the rural populations' living standards.

## The consequences

The increase in border controls poses a financial problem: they are in reality payable by the European importers who transfer the cost to their suppliers. They also pose a commercial problem: the merchandise is immobilised for longer at the border; which reduces its shelf-life and, naturally, increases the amount of unsold stock. As a result Kenyan beans and peas become less competitive and distributors purchase supplies from other countries. According to an internal study by COLEACP, exports of Kenyan beans and peas to the EU fell by 21% and 44%, respectively, in the first quarter of 2013 in relation to the first quarter of 2012. The main victims of this crisis are the small-scale family producers, a third of whom have already been excluded from the industry. The workers in the packaging plants also pay the price of this reduction in trade.

## The Kenyan action plan

KePHIS<sup>2</sup> is heading the Horticultural Competent Authority Structure, a working group made up of representatives of the Kenyan organisations concerned: KARI,<sup>3</sup> HCDA,<sup>4</sup>

PCPB<sup>5</sup> and FPEAK.<sup>6</sup> This group has joined forces with international contributors, including USAID and COLEACP, in order to draw up an action plan. This plan has two parallel objectives: stepping up training in relation to pest control in the entire agricultural sector; and strengthening the national programme for the control and monitoring of pesticide residues. In the long term, the task is to extend—and maintain—the strengthening of capacity to every smallholder, especially in relation to the fight against pests and regarding traceability norms.

**The social consequences of this crisis are likely to be dramatic: the first victims are small-scale producers and workers in packaging plants.**

## The role of COLEACP

Meetings held with the different Kenyan and international players have enabled us to define the role COLEACP will play in the Kenyan plan.

### → PIP

- with HDCA, the programme will focus on the improvement of traceability and increasing inspectors' capacity. With PCPB, COLEACP will participate in an awareness campaign about the rigorous use of pesticides and will work to improve accreditations. PIP has also established collaboration with KePHIS in order to develop a pest monitoring system.

### → EDES

- a convention has been concluded between EDES and KePHIS in order to improve the monitoring programme. EDES will also help PCPB to improve the regulation system and pesticide monitoring. EDES will also collaborate with HCDA.



The role of COLEACP in the Kenyan action plan has been defined, in consultation with the other international players, to make efficient progress. For example, EDES will consult with Smap<sup>7</sup> in order to direct the beneficiaries toward one or the other certification. PIP will work closely with USAID, with a strong commitment to providing support to small producers. Always on the lookout for synergies, the PIP has also drawn closer to SNV<sup>8</sup> and UNIDO.<sup>9</sup>

COLEACP participates wholeheartedly in efforts aimed at ending this crisis. There is a lot at stake. Kenyan smallholders can seize this opportunity to choose more agro-ecological production methods with fewer risks for product conformity. COLEACP has taken a leading role in this area and is contributing valuable know-how.

1. Annex 1 of Regulation (EC) No 1235/2012  
 2. Kenya Plant Health Inspectorate Service  
 3. Kenya Agricultural Research Institute  
 4. Horticultural Crops Development Authority  
 5. Pest Control Products Board  
 6. Fresh Produce Exporters Association of Kenya  
 7. Standards and Market Access Programme  
 8. SNV Netherlands Development Organisation  
 9. United Nations Industrial Development Organization



### European Development Days

COLEACP will be participating in this year's European Development Days, organised by the European Commission. This event consists of a series of workshops bringing together a large number of development cooperation protagonists: international organisations, NGOs, businesses, political institutions and civil society bodies. The goal is to encourage debate and the exchange of experiences and good practices, reflection and contacts. In 2012, COLEACP organised a highly popular workshop on the theme "Small farmers, big business" ([www.smallfarmersbigbusiness.org](http://www.smallfarmersbigbusiness.org)), in partnership with UNIDO<sup>1</sup>, GIZ<sup>2</sup> and SNV<sup>3</sup>. The workshop dealt with the need to encourage sustainable growth within the agricultural sector as part of the fight against poverty. This year COLEACP is planning again to make an active contribution to the global reflection on development issues.

**European Development Days  
Brussels (Belgium)  
26–27 November 2013  
Information:  
<http://eudevdays.eu>**



WTO OMC

### Aid for Trade: the public-private partnership

COLEACP is participating in a workshop on the theme of public-private partnerships organised by the Standards and Trade Development Facility, a partnership between FAO<sup>4</sup>, OIE<sup>5</sup>, the World Bank, WHO<sup>6</sup> and the WTO<sup>7</sup> to encourage the implementation of sanitary and phytosanitary standards in developing countries. This event takes place in conjunction with the global review of the WTO's Aid for Trade initiative. The objective is to take stock of the advantages and implications of public-private partnerships within the context of implementing standards and regulations for food safety, and to encourage dialogue between experts, all based on concrete examples. COLEACP's experience in these matters will enable it to make a vital contribution.

**Public-private partnerships  
in a value chain context  
Geneva (Switzerland)  
9 July 2013  
Information:  
[www.standardsfacility.org](http://www.standardsfacility.org)**



### COLEACP celebrates its 40th

Since 1973, COLEACP has been helping ACP exporters and producers, as well as European Union importers, to develop trade in agricultural products between the two regions. COLEACP, which today boasts 354 EU and ACP members, has always pursued its goal by encouraging the private sector to participate in development by facilitating trade between the EU and ACP. In this respect it was a forerunner of current cooperation policy, which aims to involve businesses in the socio-economic development of countries in the Global South. COLEACP intends to mark this four-decade milestone at the upcoming European Development Days by taking stock of the developments that have marked its years of activity: the management of the PIP and EDES programmes, the quest for continued development, and EU importers' more recent focus on the conditions of production, notably with regard to sustainability and ethics.

**Information: [www.coleacp.org](http://www.coleacp.org)**

1. United Nations Industrial Development Organization
2. Deutsche Gesellschaft für Internationale Zusammenarbeit
3. SNV Netherlands Development Organisation
4. Food and Agriculture Organization
5. World Organisation for Animal Health
6. World Health Organization
7. World Trade Organization



# Cocoa: partnerships to reach small producers

EDES is building a new network of trainers to support the cocoa sector. The purpose is to ensure compliance with international standards for beans and semi-processed products. This achievement comes at the right time to meet a new challenge: respecting maximum cadmium limits.





*Setting a maximum limit for cadmium will bring changes. Some fertilisers have a higher cadmium content than others; some varieties of cocoa absorb more cadmium than others; some soils contain more cadmium than others.*

The EDES programme is making great strides in the cocoa sector, mainly in Côte d'Ivoire, Ghana and Cameroon. A self-assessment guide for the sector has been drafted for Ghana and adapted for the other two countries in cooperation with professional associations and relevant authorities. This guide identifies the good practices and risk assessment measures that the cocoa sector must implement to ensure the compliance of its beans and semi-processed products.

This guide is essential: it is the basis for work to prevent health and phytosanitary risks. EDES will guide official control, laboratory work, the regulatory framework and training programmes based on its findings.

### **Small producers and cadmium**

In terms of training, the main challenge facing the cocoa sector is its segmented production structure. Although there are some large-scale plantations, the core of production is ensured by small-scale farmers, generally grouped into associations or cooperatives.

*"A business that can supervise its staff can manage the risks linked to its own human resources, for example by choosing to use a fertiliser or a particular method to fight pests,"* explains Christophe Schiffers, the EDES director. *"But when we work with small-scale farmers, these risks are harder to master and control. Consequently, we're committing farmers to move towards agro-ecological practices that present fewer risks... and are still profitable."*



In addition to complying with maximum PAH levels,<sup>1</sup> cocoa producers face a new challenge: that of maximum limits (MLs) for cadmium, currently being developed by the European Union (EU). These MLs focus on the finished product, such as chocolate or candy. They therefore concern processors first of all. But there is a direct consequence for ACP sectors, as European buyers will add these new requirements to the exporters' specifications.

Meeting this new challenge will involve changes at the production level. Certain fertilisers are richer in cadmium than others; certain varieties of cocoa absorb more cadmium than others; certain soils, notably in volcanic areas, contain more heavy metals and therefore more cadmium. The choices to be made will lead to the introduction of new practices, control plans, preventive analyses for laboratories, etc. Training needs will be significant.

### **Partnerships**

*"In terms of training, we can engineer the content and method, but to actually carry*

*it out we have to rely on partnerships in both financial and organisational aspects,"* says Christophe Schiffers. *"We're not talking here about training 300 company managers per country, but 300 managers, plus 1000 to 2000 plot owners, with tens of thousands of producers behind them. So to reach everyone, we have to act in partnerships."*

***Health and phytosanitary risks are harder to master for small-scale farmers. So we are assisting them to move towards agro-ecological practices that involve fewer risks.***

In Ghana, a partnership has been formed with the QCC<sup>2</sup>, an office charged by the government with ensuring the quality of cocoa production. In Ivory Coast, the Ministry of Agriculture coordinates EDES' work through two structures: FIRCA<sup>3</sup>, in charge of managing agricultural development programmes; and ANADER<sup>4</sup>, a service that supports rural development.



*The advantage of Public—Private Partnerships for training is that they allow us to transfer COLEACP methods and tools to local know-how, thus ensuring their continuity beyond the lifetime of EDES.*



## Training materials

*Training materials aimed at the cocoa sector have been inspired by those developed for fruit and vegetables as part of PIP. For the training of managers and experts, PIP's long-distance training platform is the most suitable tool: the topics are similar, as are the beneficiaries' levels of knowledge. With respect to the training of employees and small-scale farmers, PIP's educational activities have been adapted to particular aspects of the cocoa sector, especially as some stages of the production process, such as drying and fermentation, are quite specific. EDES now has 21 educational activities on cocoa.*

In Cameroon, training will be managed by the CCIB<sup>5</sup>, the interprofessional organisation of producers; and the NCCB<sup>6</sup>, the public authority promoting cocoa cultivation. EDES has also formed a partnership with the ICCO<sup>7</sup> to work in all three countries, as well as in Togo and Nigeria. Discussions have also taken place with CAOBISCO<sup>8</sup>. The search for partnerships clearly never ends.

The trainers are chosen from people working with these partners, and the training programmes are created with them. In Ghana, 80 people have already been trained as part of a pilot action. Based on this experience of training the trainers, COLEACP has created specific training materials (see box). The programme is currently under way in all three countries.

The advantage of these partnerships is that they allow COLEACP's training methods and materials to be transferred to local expertise, ensuring that they will last beyond the lifespan of EDES.

***In order to train tens of thousands of farmers in the cocoa sector, EDES must develop partnerships with local operators.***

- 
1. Polycyclic aromatic hydrocarbons (Regulation (EU)No 835/2011)
  2. Quality Control Company
  3. Interprofessional Fund for Agricultural Research and Consultancy
  4. National Agricultural Development Support Agency
  5. Cocoa and Coffee Interprofessional Board
  6. National Cocoa and Coffee Board
  7. The International Cocoa Organization
  8. Association of Chocolate, Biscuit and Confectionery Industries of Europe

## EDES – Instructions for use

*In the context of the cocoa sector, as well as in other sectors, EDES aims to uphold the efforts of exporters wishing to invest in the European market and/or stay there. With this goal in mind, the programme helps people working in the sector to provide products that comply with EU regulations and buyers' demands, whether these products are raw (beans), semi-processed (butter) or processed (powder, chocolate). The way to do this is to assist these people to acquire the knowledge and know-how necessary to minimise the risks of not complying with these international standards.*

- For businesses (producers and exporters), this entails developing prevention and self-assessment so that operators are able to control the risks at every stage of the production process.
- For the competent authority, it involves optimising official control by overseeing adaptation of the efforts already made by the private sector in terms of self-assessment. The more producers adopt and adhere to the good practices promoted in the self-assessment guide for the sector, the more official control must take this effort into account when scheduling and planning controls and inspections conducted among producers.
- In terms of governance, it requires advising public authorities about regulations, standards, support structures, control services and funding to ensure product compliance.
- At the level of the whole industry, it means creating a communication system that maintains a continuous dialogue among all stakeholders: businesses, control services, laboratories, research centres, consumer associations, training centres, regulatory bodies, etc.





PORTRAIT OF JEAN-MARIE SOP

# The man of letters who dreamt of being a farmer

Jean-Marie Sop, 49, is the 1000<sup>th</sup> ACP operator to sign a PIP Memorandum of Understanding. He signed in his capacity as representative of the Union agropastorale du Cameroun, a common-interest group of small-scale producers who wish to develop their exports.





The COLEACP signed the 1000<sup>th</sup> PIP action plan with UNAPAC (a group of exporters from Cameroon) in March 2013. The objective: more GlobalGAP and organic certifications.



**"We employ about a hundred workers. Our members send their children to school and each one has a house. This is a real success story for people who, in the beginning, felt that life had dealt them a bad hand."**

Despite his management degree from the University of Yaoundé, and the reservations expressed by friends who believed that farming was not a suitable occupation for an educated man, Jean-Marie Sop did, in fact, become a farmer, settling in Loum in the Littoral Province, where he lives with his wife and four children.

When he graduated in 1997, he decided to launch a horticultural project along with 12 other young entrepreneurs. Some of them had family lands in the Loum region, and that is where they founded the Union agropastorale du Cameroun (UNAPAC), a common-interest group for the production of fruit and vegetables.

**"We wanted to form a group to create a profitable business and survive the economic crisis," Jean-Marie Sop explains. "We all came from different backgrounds, with different types of education. But we were united by the desire to do something to fight poverty."**

They set up a plantation, composed of one common 30-hectare plot and a series of individual plots ranging from 1 to 5 hectares. The common plot is used for experiments and training, for example to learn techniques or try out new crops. The common ground also provides insurance of sorts, as its production can make up for setbacks in the individual plots.

From the beginning, UNAPAC has produced for selling. The main crop is export pineapples. The group has gradually diversified its production to include mangos, passion fruit, avocados and bananas for export, along with other rotation crops for the local and national markets, especially potatoes. Cooperation with PIP was first established in 2004 as part of this move to diversify, with the aim of improving product conformity and developing contacts with European purchasers through trade fairs.

### Staying in the European market

UNAPAC has grown in the ensuing years. It now boasts 48 members, farmers with an annual production of 1300 tonnes. Some members follow the GlobalGAP standard, and three have moved into organic farming.

**"The crucial issue for us is to stay in the European market, something which is becoming harder and harder," Jean-Marie Sop explains. "But we also care about protecting our environment. We want to evolve, taking into account the laws of nature, and to improve our yield in order to increase our profits and the number of growers."**



By signing a new action plan with PIP, UNAPAC aims to apply the GlobalGAP standard throughout its plantation and to steer more members towards organic farming, primarily to meet demand from buyers in Switzerland. It also intends to extend its African market to neighbouring countries.

When he recalls how far UNAPAC has come, Jean-Marie Sop realises that his dream has come true, of which he is quite proud.

*"We employ about a hundred workers. Our members send their children to school and each one has a house. This is a real success story for people who, in the beginning, felt that life had dealt them a bad hand."*

Thanks to his dream, Jean-Marie Sop was awarded the title of Officer of Cameroon's Agricultural Order of Merit in 2010.

Interview by **Vincent Galuszka**



31 January 2013,  
**Bill and Melinda Gates**

*"At the Bill & Melinda Gates Foundation, we recognize that increasing agricultural productivity and promoting good nutrition are deeply interrelated aspects of addressing hunger and poverty. We believe that we will more effectively reduce the critical problems of hunger and malnutrition among women and children in the developing world if the agriculture and nutrition sectors work together."*

10 April 2013, **Dacian Cioloș**  
European Commissioner for Agriculture  
and Rural Development

*"The international community has pledged to restore agriculture to the heart of development policy, particularly in the framework of the G8 and G20. The European Union is committed to ensuring that the action plan established by the G20 is implemented effectively and that it also involves the private sector. I remain actively involved in this process (...) The actors in the food chain are the most directly affected and the most capable of developing and upgrading this chain. This includes European private stakeholders, who have skills and knowledge to put forward. Each stakeholder can play an important part in boosting the integration of the first link in the chain, small-scale producers, into local, regional and international markets."*



10 April 2013, **Andris Piebalgs**  
European Commissioner for Development

*"Developing a viable and vibrant agriculture sector in Africa is a development challenge. However, it is also a significant market opportunity for companies—especially small and family farmers, who are the largest private investors in African agriculture. For African agribusinesses to make the most of the opportunities in the agri-food sector there needs to be a sustainable shift from subsistence agriculture to a productive agricultural industry that allows farmers to take part in the market economy."*



29 and 30 April 2013,

## Alhaji Muhammad Mumuni

ACP Secretary-General

*"The full implementation of the outcomes of the Rio+20 can only be achieved if we move forward in a collaborative manner by involving all relevant stakeholders (...) the post-2015 overarching framework should not be undertaken in isolation from the on-going process to achieve the MDGs by 2015. In fact, both processes should be merged to ensure that issues of poverty eradication and sustainable development are addressed in a comprehensive manner."*



30 May 2013, **Ban Ki-moon**

United Nations Secretary-General

**Susilo Bambang Yudhoyono**

President of Indonesia

*The High Level Panel (established by United Nations Secretary-General Ban Ki-moon and co-chaired by Indonesian President Susilo Bambang Yudhoyono, Liberian President*

*Ellen Johnson Sirleaf and United Kingdom Prime Minister David Cameron) on the Post-2015 Development Agenda today released "A New Global Partnership: Eradicate Poverty and Transform Economies through Sustainable Development," a report which sets out a universal agenda to eradicate extreme poverty from the face of the Earth by 2030, and deliver on the promise of sustainable development. The report calls upon the world to rally around a new Global Partnership that offers hope and a role to every person in the world. The President of Indonesia said: "Besides capturing inputs from as many sources as possible, the most remarkable fact of this report is that we, the panelists and co-Chairs alike, were able to rise above national interest and address the Global Partnership and Sustainable Development issues with a true universal perspective."*

# \*European Development Days 2013

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**\*Journées Européennes du Développement 2013**  
Une vie décente pour tous d'ici 2030 – Construire un consensus  
pour un nouvel agenda du développement

