



ANNUAL REPORT

OF COLEACP AND ITS PROGRAMMES



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1

REFLECTIONS

“*Our main objective has been to help mitigate the negative impacts of Covid-19*”

A message from Stephen Mintah, President of COLEACP

African, Caribbean and Pacific countries are rich in diversity and represent many different situations on the continent. However, there are some common key challenges for people working in the agricultural industry, including lack of investments in infrastructure along the value chain (energy, logistics, storage facilities, water development, irrigation); and inadequate budget allocations, insufficient agricultural financing policies and access to finance. Other threats are more external: vagaries of climate change resulting in erratic rainfall patterns and low precipitation, low productivity, yields and food insecurity; and the ever-changing trade context including impacts of Brexit, and the continuous evolution of the EU's market access conditions and in particular its internal market.

In 2020, these structural threats were compounded by the impact of the Covid-19 pandemic. Trade disruptions were particularly severe for MSMEs and associated producer groups supplying and commercialising short shelf-life products, such as horticultural produce.

But fortunately African agriculture has many opportunities for development, in a sustainable

framework and at local and international levels. One of the main challenges in seizing these opportunities is to meet the huge need for skilled people. “*Growing People*” has never made more sense. We need continuous capacity building and training for current and future generations of producers, entrepreneurs, consultants, technicians, and all economic actors in the agricultural and food system.

From March 2020, COLEACP and its ACP and EU partners, via its programmes, successfully designed and implemented its Covid-19 Action Plan. The acceleration of our local anchoring, and of the use of digital tools in our activities, has enabled the association to adapt and continue to deliver the planned support to our partners throughout ACP countries. The main objective has been to help mitigate the negative impacts of Covid-19 on the production and marketing of horticultural products in ACP countries.

The Covid-19 pandemic could also represent an opportunity for a paradigm shift regarding the way people produce and consume food



Overall, 2020 saw an acceleration of our activities despite the Covid-19 pandemic, which is impacting all countries, and of course more particularly the more fragile. Despite facing new challenges, for instance regarding sanitary and phytosanitary (SPS) regulatory compliance, the fruit and vegetable sector was growing steadily before the pandemic, and will be even more necessary in the post-Covid-19 period in terms of employment, gender, and nutritional and environmental balance. The horticultural sector must continue to contribute to strengthening ACP countries' resilience

to face the pandemic and other challenges. More broadly, our sector plays a key role in disseminating good practices and innovations to other agri-food sectors, given its highly diverse and complex nature.

Hopefully our association is dynamic and resilient. 118 new members joined COLEACP in 2020. I would like to acknowledge this positive trend and welcome them all. Last but not least, I would like to take this opportunity to thank our main partners – the European Union, the Organisation of African, Caribbean and Pacific States (OACPS) and the French Development Agency – for their continued support. The EU and OACPS are our historical partners, and we hope this remains so for the foreseeable future in light of the scale of the challenges and opportunities in front of us, as we continue to provide an example of the partnership on sustainable agriculture between the OACPS and the EU.



“*We must ensure that we remain operational and responsive to current and future challenges*”

A message from Jeremy Knops, General Delegate of COLEACP

The year 2020 will be remembered for the spread of the Covid-19 pandemic across the globe and its negative impacts on our societies and economies.

Caught between the pre-pandemic world and the unknowns of tomorrow's society, we must focus on the opportunities for positive change that this situation offers us in order to view life with optimism.

Overall, 2020 has taught us that:

- The Covid-19 pandemic has revealed and even accelerated the evolution of our society and its manifestations.
- The pandemic has increased inequalities all over the world; the most vulnerable populations are once again the hardest hit, and not only in emerging countries.
- The consequences of climate change are increasingly being felt, and globally the main issue of the 21st century will be the environmental challenge posed by human expansion and the large-scale destruction of the Earth's ecosystems.
- The fourth (digital) industrial revolution



is accelerating, bringing constraints but also tremendous opportunities. The place of humans within these evolving systems is crucial, as are mechanisms for continuous learning in order to keep pace with developments.

- We have now entered a multipolar geopolitical dynamic. A united Europe (although unfortunately recently reduced by one) seems to be the most credible way to carry forward a multilateral model centred on sustainable lifestyles, particularly with historical partners such as the member countries of the Organisation of African, Caribbean and Pacific States (OACPS).

- Flooding the world with conflicting news every day has never been easier. So our ability to process information, to cope with change, to constantly reinvent ourselves, to take action, and to maintain a balanced life both personally and professionally, is increasingly essential.

In 2021 and beyond, the COLEACP family has the opportunity, and also the responsibility, to be a frontline player in our major societal challenges. The issues to which we strive to make a positive contribution include: reducing poverty and inequality, enhancing food security and nutrition through a transition to sustainable agri-food systems, and protecting biodiversity in a context of climate change.

Addressing these issues in a holistic and pragmatic way requires concerted efforts with our partners, and also technical and scientific rigour that can stand up to today's complex political and media context.

Our other opportunity is our main field of activity: the fruit and vegetable sector. By its very nature, it is a promising sector because it is recognised as being both sustainable for the planet, and beneficial for consumers' health. All the more so in 2021, which has been designated by the United Nations General

Assembly as the International Year of Fruit and Vegetables. As this sector is historically COLEACP's main area of activity, we welcome this initiative. Especially as structurally on local, regional and international horticultural markets dynamic demand and supply are providing sustainable growth for operators, both those based in the OACPS member countries and those in the European Union.

In this context, we will continue to strive to highlight the women, men and especially young people in ACP countries who are committed to the sustainable and inclusive development of their horticulture. This is a good way to contribute to the defence of virtuous agricultural value chains, the interests of thousands of MSMEs and millions of producers, and a model of ACP-EU partnership based on the sustainability of our agricultural and food ecosystem.

COLEACP's areas of development, determined at the end of 2019 before the emergence of the

In 2021 and beyond, the COLEACP family has the opportunity, and also the responsibility, to be a frontline player in our major societal challenges.



pandemic, must be pursued and accelerated. This implies versatility and complementarity in terms of tasks, roles and responsibilities within the network, as well as digitisation and decentralisation of our activities.

Let us continue to work together, at our own level, to protect and build a better and fairer world, in line with the economic and systemic changes we are facing and will face in the years to come. This is what we want to achieve together in 2021 and beyond, by involving the entire network of the Association in this process.

The international context is difficult and the future is uncertain. But, as we experienced in 2020, by collaborating constructively, innovating and embracing the volatility of change, we can be resilient collectively and individually.

Our vision, "Growing People", our mission and values, and our overall approach provide a

stable framework for working and collaborating with our entire network – but we must continue to evolve to ensure that we remain operational and responsive to current and future challenges in relation to:

- the members of our organisation
- the partners who benefit from our work in the field
- our European donors who are committed – particularly through the European Green Deal and the Farm to Fork Strategy – to a sustainable economy and planet.

In 2021, we will continue to contribute to achieving this goal, particularly in the OACPS member countries where we work, by striving to facilitate the transformation of climate and environmental challenges into opportunities, and by working to ensure this transition is as just and inclusive as possible.





2

ABOUT COLEACP IN 2020

COLEACP is an association built on the foundation of its members, which achieves results supported by the pillars of donor-funded programmes operating in synergy. Our activities, implemented by COLEACP's seven services, promote four key themes for horticultural value chains, based on the 2030 Agenda for Sustainable Development (Sustainable Development Goals): sustainability assessment; regional/local markets; the SPS challenge; and access to finance. Our focus is on capacity building for future sustainability – "*Growing People*". We liaise and collaborate with a wide network of partners in the field of sustainable horticulture.



COLEACP: an association built on the foundation of its members, which achieves results supported by the pillars of donor-funded programmes operating in synergy



COLEACP membership in 2020

During 2020 the association ratified 118 new members. COLEACP's membership now totals 488, from 45 countries across the African, Caribbean and Pacific regions, and from the European Union. We are looking forward to reaching the milestone of 500 members early in 2021.

We especially welcome our first members from Chad, Liberia, The Bahamas, Trinidad & Tobago, Fiji and Papua New Guinea.



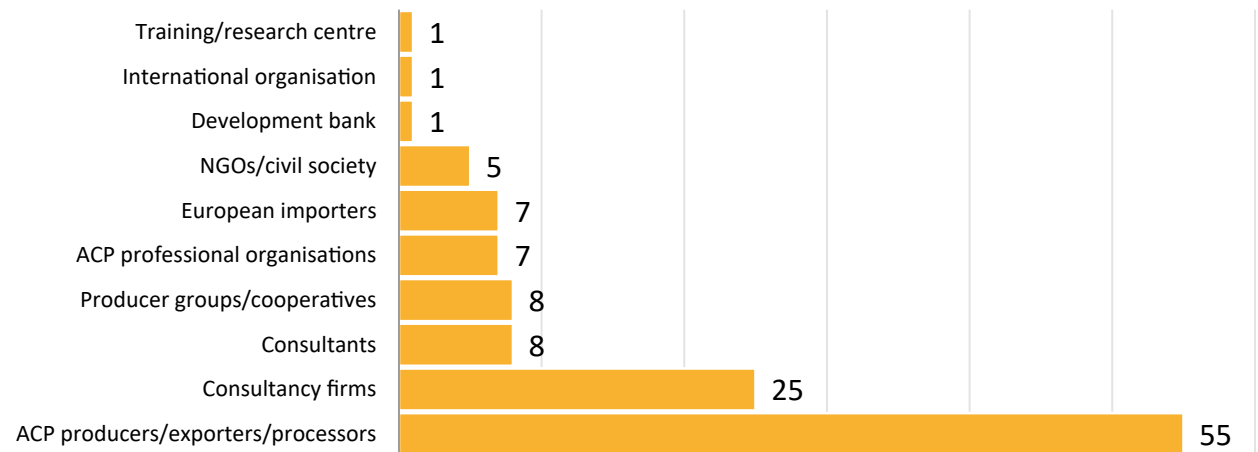
118 new members in 2020, by regions/country

COUNTRIES	NEW MEMBERS	COUNTRIES	NEW MEMBERS
West Africa		Europe	
Togo	14	France	3
Côte d'Ivoire	11	Belgium	2
Ghana	8	Netherlands	2
Benin	6	Switzerland	1
Nigeria	5	UK	1
Mali	3	East Africa	
Guinea	2	Madagascar	7
Liberia	1	Uganda	6
Burkina Faso	1	Kenya	5
Gambia	1	Mauritius	2
Senegal	1	Rwanda	2
Southern Africa		Tanzania	2
Zimbabwe	3	Ethiopia	1
Pacific			
Fiji	1		
Papua New Guinea	1		

COUNTRIES	NEW MEMBERS
Central Africa	
Cameroon	9
DRC	7
Burundi	2
Chad	1
Caribbean	
Bahamas	1
Suriname	1
Dominican Republic	1
Trinidad & Tobago	1

Among the 118 new members, nearly half (47%) are ACP producers/exporters/processors. The remainder comprise consultants, producer groups/cooperatives and ACP professional organisations; also European importers; civil society organisations, a development bank, an international organisation, and a training/research centre. Member companies range from large-scale operators to SMEs.

118 new members in 2020, by category



MEETINGS AND EVENTS

JAN	FEB	MAR	APR	MAY	JUN
BRUSSELS	BERLIN	EVENTS FROM MARCH ONWARDS ARE VIRTUAL UNLESS INDICATED OTHERWISE			
Meetings with EAC delegation and GCCA+	Fruit Logistica 2020 Panel on TR4 global collaboration	GFSI 2020 International Food Safety Conference	STDF Working Group	The Food Bridge webinar: Impact of Covid-19	OACPS Inter-session Summit & Information Session on impacts of Covid-19
MONHEIM	BRUSSELS	COLEACP hosts video-conference on Global UK Tariff Consultation	1st IPPC Working Group on Pest Risk Analysis e-learning	STDF webinar: Future-proofing safe trade during Covid-19	World Banana Forum Steering Committee (Exceptional Session on Covid-19)
Bayer-Solidaridad expert meeting on Banana TR4	Brussels Development Briefing 60		TR4 Task Force meeting	Caribbean Export webinar: Survive and thrive	FERA-Defra UK Plant Bio-security Roundtable
BRUSSELS	Seattle Global Food Safety Initiative			FO4ACP & ABC Fund Steering Committee	FAO webinar: diagnostics & phytosanitary measures
Brussels Development Briefing 59	DG TRADE-COLEACP meeting (DG TRADE, DG DEVCO, DG SANTE, COLEACP team)				GLOBALG.A.P. World Consultation Tour
					FARM Working Group

JUL	SEP	OCT	NOV	DEC
EVENTS FROM MARCH ONWARDS ARE VIRTUAL UNLESS INDICATED OTHERWISE				
Freshfel webinar series (Jul-Nov)	FAO IPPC Design Thinking Creativity Workshops	STDF Working Group & STDF ePhyto webinar	PAFO-COLEACP Innovation Series Session 1	IPPC webinar: Fall armyworm prevention
ProFound webinar: strategies for organic African market	World Banana Forum webinar on gender	OACPS Secretariat Brexit Workshop	WTO SPS Committee	DG DEVCO/OACPS event: Policy Coherence for Development
TR4 Task Force meeting	TR4 Task Force meeting	EC Farm to Fork 2020 Conference	World Banana Forum Steering Committee & Thematic Session on TR4	OECD Fruits and Vegetables Scheme Annual Plenary Meeting
Caribbean Export webinar	Freshfel AGM	African Union SPS Committee meetings	GFSI Food Safety Culture in Global Markets	2nd Dual Vocational Training Business Summit (AHK Nigeria, GIZ & Don Bosco)
	GLOBALG.A.P. World Consultation Tour	ITC Good Trade Summit	PAFO strategic planning workshop	
	AGRF Pre-Session: key role of SMEs (with PAFO)	FARM Working Group	Fit For Market Steering Committee	
	The Food Bridge webinar	Guyana Sustainable Tourism webinar		
	Fit For Market SPS Steering Committee	OACPS/COLEACP BREXIT WORKSHOP (Preparing for the UK's exit from the EU customs union and single market)		

COVID-19 RESPONSES

MAR

Brussels office closed due to Covid-19 restrictions; daily internal planning meetings

COLEACP Covid-19 Action Plan launched

APR

National Covid-19 impact surveys launched in 19 African countries

JUN

New Brussels premises identified

DEC

Move to new Brussels office space completed



TRADE EXHIBITIONS

FEB

BERLIN

Fruit Logistica 2020

NUREMBERG

BIOFACH 2020

SEP

EVENTS FROM MARCH ONWARDS ARE VIRTUAL UNLESS INDICATED OTHERWISE

MACFRUT

OCT

Fruit Attraction

Salon RSE et des IDD,
Madagascar



COLEACP MILESTONES AND PARTNERSHIP AGREEMENTS

JAN	FEB	APR	MAY	JUN	JUL
The Food Bridge	<ul style="list-style-type: none"> ■ ARSO ■ CABI ■ GIZ Togo ■ PAFO 	EVENTS FROM MARCH ONWARDS ARE VIRTUAL UNLESS INDICATED OTHERWISE			
		FARM	Start of NExT Kenya (New Export Trade) programme	COLEACP Board of Directors & Annual General Meeting	Digital launch of NExT Kenya
				<ul style="list-style-type: none"> ■ NM-AIST ■ TAHA ■ WorldVeg 	ABC Fund



OCT

NOV

DEC

EVENTS FROM MARCH ONWARDS ARE VIRTUAL UNLESS INDICATED OTHERWISE

Appointment of NExT
Kenya Programme
Coordinator Dr Chagema
Kedera

COLEACP Board of
Directors

CABI

- EAFF
- ECOWAS
- MINADER (Cameroon)



COLEACP's Covid-19 Action Plan

2020 brought additional challenges related to the Covid-19 pandemic and restrictions, which are still having a major impact on ACP horticultural producers and exporters in local, regional and global markets. COLEACP responded from March by collecting testimonies from ACP members and partners describing the immediate impacts of the pandemic on their agri-food businesses. These first-hand accounts were a valuable accompaniment to more systematic country surveys to assess the impact of Covid-19, carried out in collaboration with partner organisations (see page 65).

This feedback enabled COLEACP to formulate a Covid-19 Action Plan focusing on five priority workstreams, aiming to take full advantage of the opportunities offered by technology for distance learning and digital technical assistance.

The overall objective of the Action Plan was to support ACP smallholders, farmer groups and MSMEs to produce and sell horticultural products in a sustainable manner by improving their access to national, regional and international markets, while at the same time implementing preventive measures to limit the spread of Covid-19.

COLEACP BOARD MEMBER: LUDOVIC AKENAN, IMPORT-EXPORT MANAGER PRONATURA SAS, FRANCE



"In 2020, Covid-19 meant quickly putting protocols in place for all our sites. Overall, import volumes were maintained while European product volumes were lacking.

COLEACP helped us by providing upstream support and information.

I see the main challenges for 2021 as upstream and downstream competitiveness; diversification of sales channels; and customer satisfaction.

For the long-term sustainability of food production and trade, we need to push for improvements in the competitiveness of small operators; and availability of trained and efficient labour.

A future focus for COLEACP could be to become a more dynamic communication channel to consumers."

Agri-food MSMEs in ACP countries have been particularly affected by the Covid-19 outbreak. On top of the health threat it poses to workers and stakeholders along their value chains, the pandemic has highlighted the vulnerability of agri-food supply chains to trade disruption on national, regional and international levels, especially for short shelf-life goods such as fresh produce. MSMEs are already vulnerable due to very limited cashflow reserves, and even a temporary disruption can lead to job losses and declining revenues for small-scale producers that will have severe knock-on effects in terms of poverty alleviation, food security and nutrition in ACP countries.



COLEACP's priority in the short term is to increase the resilience of ACP MSMEs so they can protect the health and safety of employees, workers, producers and their communities; safeguard livelihoods; and contribute to food security and nutrition.

At the national level this involves working through the private sector, for example via farmer organisations and industry associations, and by establishing business-led Covid-19 task forces to identify priorities and combine the public and private resources needed to address them.

Building on current activities under its two Fit For Market programmes, COLEACP is focusing on:

- **Market access and food security** – Matching supply to demand with regard to logistics, diversifying from export to local/regional markets and from fresh to processed, and interactions with customs and border controls
- **Enhancing coronavirus health and safety** – Sensitising and training the ACP agri-food industry on Covid-19

preventive measures to protect the health and safety of workers, employees, producers and their communities

- **Support to business management** – Supporting the ACP agri-food industry to develop contingency plans for cashflow management and access to working capital, and for staff retention and reorganisation
- **Advocacy** – Communicating on behalf of the ACP agri-food industry with governments, international institutions and financial intermediaries to facilitate short-term contingency plans, to ensure consistency of measures across EU and ACP countries to avoid trade and market distortions, and to strengthen national and regional food production and distribution systems in the medium term throughout ACP countries
- **Information and communication** – Keeping the ACP and EU agri-food industry up-to-date on trade and market dynamics, and providing the foundation for all the activities described above



2 About COLEACP in 2020

Each priority workflow serves one or more of COLEACP's ongoing key themes:



SUSTAINABILITY
ASSESSMENT



SPS CHALLENGE



REGIONAL/LOCAL
MARKETS



ACCESS TO FINANCE

Covid-19 Action Plan: Five key workflows

Market access
and food security

Enhancing
coronavirus
health and safety

Support to
business
management

Advocacy

Information and
communication

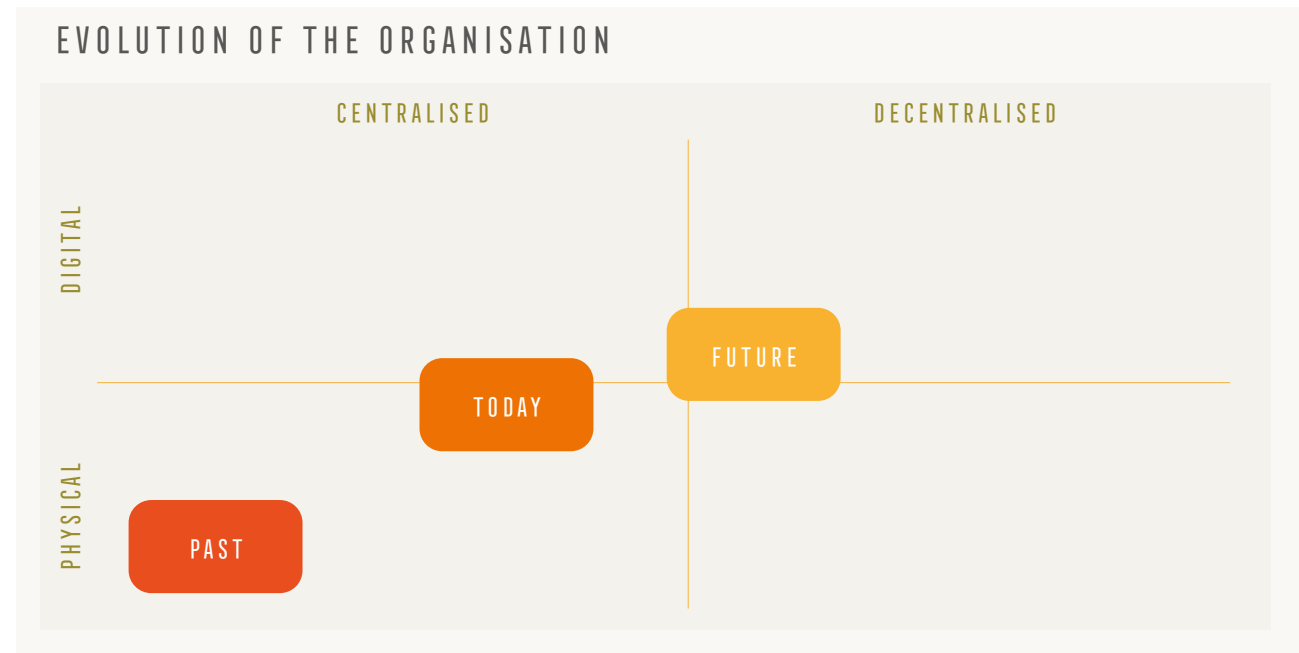
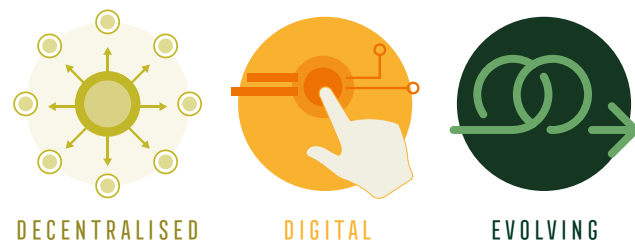


In service of the Sustainable Development Goals



Accelerating COLEACP's evolution

Achieving the focused objectives of the Covid-19 Action Plan in the context of the limitations imposed by pandemic restrictions required a determined acceleration of changes that were already in progress. In particular, to become more :



The impacts of the pandemic have yet to be measured, and many have been harsh, for individuals, livelihoods, and horticultural value chains and businesses. But, paradoxically, these events have also had the effect for many of focusing and accelerating needed change, providing opportunities to transform challenges into opportunities, and this has been the case for COLEACP as an organisation.

2 About COLEACP in 2020

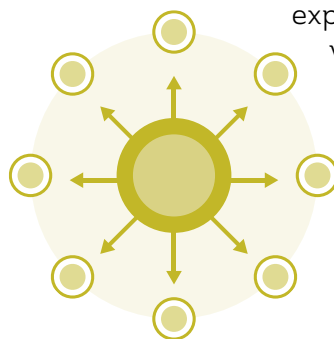
Decentralised

In 2020 COLEACP was able to accelerate its decentralisation model based on the principles of:

- Local ownership
- No substitution of local stakeholders
- Investment in local expertise and human resources
- Sharing problems and solutions to achieve economies of scale
- On-demand interventions
- Participatory approach and cost-sharing
- South–South cooperation
- A cross-cutting focus on young people and women

Our team of national relays

COLEACP has long depended on committed local representatives (“relays”), who contribute their wide-ranging in-country and regional expertise in each of the three ACP regions, keep us in touch with our value chains “on the ground”, and enhance our networks.



The team was formalised and expanded in 2020–21, and now includes 13 National Relays and three STDF National Project Coordinators. In December 2020 and January 2021, our National Relays took part in online orientation sessions about the association and the COLEACP e-services platform.

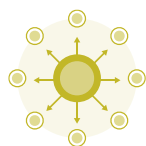




Left to right:

Eddy RANDRIAMIHAJASOA, Madagascar
 Jenna WIJNGAARDE, Suriname
 Kadjala KPATCHA, STDF Togo
 Mikyas BEKELE, Ethiopia
 Grace AKAO, Uganda
 Edit Patric KABRÉ, Burkina Faso
 Mereia VOLAVOLA, Fiji
 Isaac NDAMANHYILU, Tanzania
 Mamadou CONDE, Guinea
 Olga KOUASSI ASSOVIÉ, Côte d'Ivoire
 Guy Jacques WAMBA, Cameroon
 Wédji FALL SYLLA, Senegal
 Mamadouba CAMARA, STDF Guinea
 Karina DE POOL, Dominican Republic
 Bodomziba TCHALA, Togo
 Blondelle Arlette GHOMFO, STDF Cameroon

2 About COLEACP in 2020



WÉDJI FALL

Contributing to the consolidation of COLEACP interventions in Senegal remains my main motivation, despite the Covid-19 pandemic which has accentuated the challenges in the national horticultural sector. In this respect, I will spare no effort in order to liaise between COLEACP and the Senegalese agri-food sector, particularly by promoting synergies with partner projects at national level, and especially to support the implementation of COLEACP's R-SAT tool for the evaluation of the SPS system and the development of a National Action Plan.

MEREIA VOLAVOLA

COLEACP is an organisation of rich experience and learning from around the world over, and has a wealth of experience in providing technical training and assistance programmes in ACP. I am privileged to be part of this organisation and look forward to getting this experience, learning and technical assistance to the Pacific.

JENNA WIJNGAARDE

In Suriname, the horticulture sector will benefit from the operationalisation of the National Institute for Food Safety Suriname (NIVS). It ushers in a new era of food safety governance, with a single body to oversee the safety and quality of foods, whether produced in Suriname or imported, as well as those destined for export.

MIKYAS BEKELE

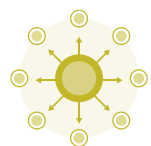
The key needs for Ethiopian horticulture are support with SPS issues and international market standards, and capacity-building for small-scale and commercial farms. In 2021 I am looking forward to creating a strong bond between COLEACP and partners among the horticulture value chain.



MAMADOU CONDE

In 2021, I am looking forward to working in synergy with COLEACP's partner organisations in Guinea, such as UNIDO, ENABEL, DUE in Guinea, to ensure the coherence of interventions and maximise results. Also, providing technical assistance in preparing requests for intervention from interested organisations such as the Kissidougou Pineapple Producers Association in Forest Guinea. Our main needs in the country are mastering technical production itineraries; systematically building resilience to climate change; developing local financial partnerships; and developing entrepreneurship and marketing.

2 About COLEACP in 2020



New workspaces

📍 Nairobi

In 2020 COLEACP established a Nairobi office for the NExT Kenya programme management unit – see page 44.

📍 Brussels

From March 2020, COLEACP staff quickly learned how to work effectively from home while maintaining connections with colleagues both locally and globally. Our new Brussels headquarters, identified and planned in 2020 and opened in January 2021, provide a flexible workspace that encourages agile working between home and office, and between team members. Silversquare Triomphe provides an environment conducive to collaborative working. The “passive building” also contributes to COLEACP’s aim to reduce its carbon footprint in line with our ethos of sustainability.





2 About COLEACP in 2020



Digital

COLEACP's existing plans for increasing digitalisation, both externally and internally, were accelerated in 2020.

For our members, partners and stakeholders, we have pursued innovations in:

- wider use of online and hybrid learning (page 74)
- digital resources such as market platforms (page 93)
- innovative digital solutions such as blockchain (page 98)
- online real-time information resources, e.g. via country websites (page 124)
- a growing community of users via websites and social networks (page 128).

Internally, we have continued efforts to develop:

- our internal communications, necessitated by Covid-19 restrictions
- the security and protection of our digital data
- improved technical and financial management of our activities.

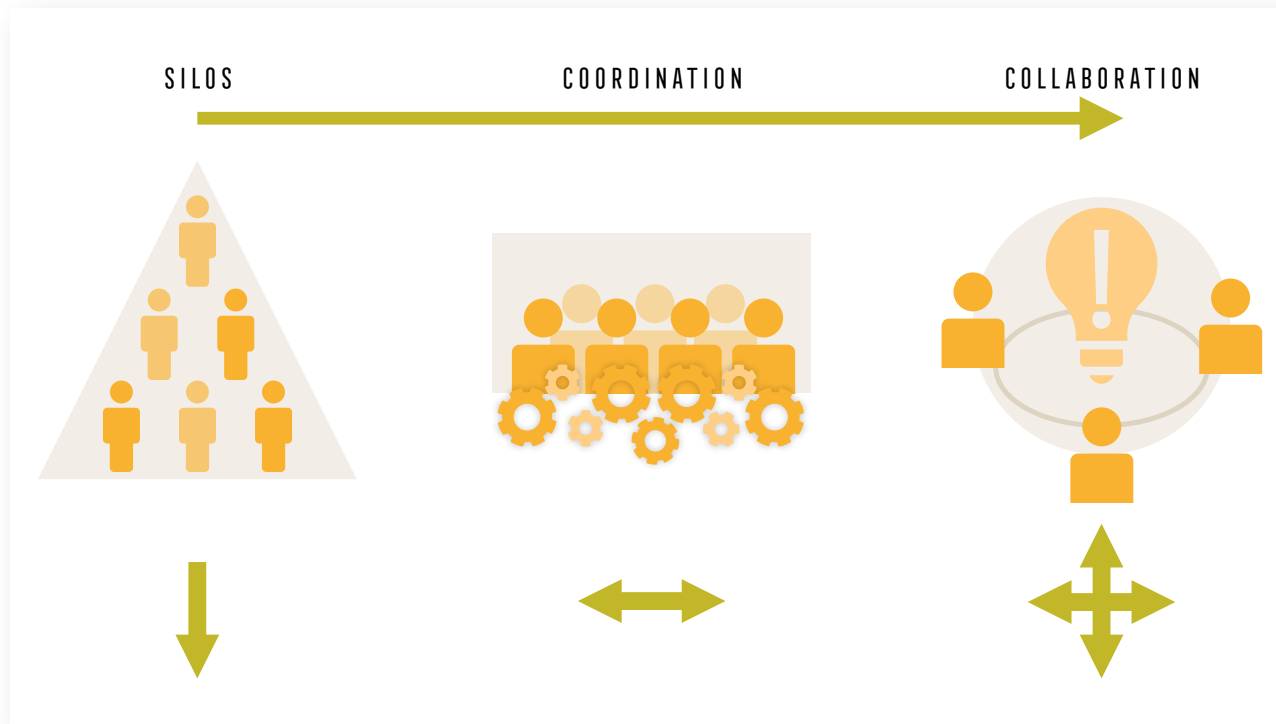


Evolving

Throughout 2020, the Covid-19 context has accelerated the evolution of how we work together.

From March 2020 we:

- equipped all our staff to function remotely
- learned how to work and collaborate (and play) together using online tools
- launched our specific Covid-19 Action Plan to ensure focused continuation of our programme activities
- enhanced our digital offer for training-of-trainers
- supported our partners by providing weekly news and information services
- worked towards a more collaborative and reflexive approach to project management.



Our commitment to sustainability

COLEACP's commitment to corporate social responsibility aims to respect the social, environmental and economic principles of sustainable development. Through our Sustainability Self-Assessment System (page 69) we offer SMEs and organisations in the fruit and vegetable sector a method for implementing sustainable practices.

We also work to ensure that these values also apply to our own practices.

Three focal points are specifically monitored: impacts on environmental and social sustainability; climate; and environment.

The EU Green Deal and Farm to Fork Strategy inform COLEACP's activities

The [European Green Deal](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en)* aims at moving to a clean and circular economy, restoring biodiversity, cutting pollution and contributing to sustainable food systems.

We need to redesign our food systems – which today account for nearly one-third of global greenhouse gas emissions, consume large amounts of natural resources, result in biodiversity loss and negative health impacts (due to both under- and over-nutrition), and do not allow fair economic returns and livelihoods for all actors, in particular for primary producers.

The [Farm to Fork Strategy](https://ec.europa.eu/food/farm2fork_en)** is at the heart of the European Green Deal, aiming to make food systems fair, healthy and environmentally friendly.

COLEACP fully subscribes to the food sustainability agenda, and supports operators across value chains to transition to greener practices and more sustainable economic, social and environmental business models. The association's programmes support its members to enhance sustainable production with low environmental impact, promote resource-efficient practices, support energy and waste management, and promote a green transition making trade more sustainable and responsible.

COLEACP also supports ACP operators to comply with standards and regulatory and non-regulatory measures required to access EU markets (SPS, food safety, organic environmental standards) and promotes the adoption of environmentally friendly technologies and innovations.

* https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en

** https://ec.europa.eu/food/farm2fork_en

Impacts on environmental and social sustainability

100% of our partners have agreed to abide by COLEACP's Sustainability Charter

280+ have now completed Sustainability Self-Assessment reports

85% offer formal contracts to their permanent employees in accordance with the social legislation in their respective countries

67% prevent pollution of water and soil

70% test for soil erosion



Climate

Just as we ask our members and partners to monitor their climate impact through our Sustainability Self-Assessment System, we will continue to take actions to measure and offset our own carbon footprint on an annual basis. However, 2020 was an unusual case as only three field missions were conducted due to Covid-19 restrictions.

**COLEACP BOARD MEMBER: KARIM
DOSTMOHAMED, CEO FRIGOKEN LTD,
KENYA**



“The ongoing Covid-19 pandemic forced us all to ensure the wellbeing of our staff and stakeholders. It has proved that in a crisis we can quickly innovate, adapt and collaborate to survive.

COLEACP helped us through online training, especially during the pandemic; access to experts for support with technical needs e.g. soil and water; and interventions that are tailored to our specific needs as a company.

Our current challenges are how to share good agronomic practices while operating under Covid restrictions; the lack of early warning systems (e.g. the locust invasion in Kenya); and delayed rains in some areas.

We all need to take a more proactive approach in addressing the climate crisis at both field and processing levels, with more collaboration from the whole agro-processing sector.

A future focus for COLEACP should be more professional training in water and soil management; and support with sharing innovative practices/technologies that address the environmental crisis at field and operations levels.”



Our first ECODYN label



In October 2019, after 2 years of implementing a truly proactive environmental policy within COLEACP, we officially obtained our first Ecodynamic Enterprise (ECODYN) label (1 star)^{***}.

This official accreditation, issued by Bruxelles Environment, rewards and encourages companies, non-profit organisations and institutions in the public and private sectors in Brussels to integrate the environment into their daily management. Eco-management allows us to take into account the environmental impact of our activities, to assess it and to reduce it. To do this, the label provides an objective and transparent reference framework, consisting of a set of good practices in nine environmental areas: purchasing, green spaces, energy, water, mobility, waste, soil, noise and organisation.

In April 2020, after 3 successful years, COLEACP's ECODYN team of volunteers passed on the torch to a new committee, newly motivated to reach the second star.

ECODYN during Covid-19

After a few months of teleworking due to Covid-19 restrictions, COLEACP made the decision to move to a shared workspace from the beginning of 2021. As many good practices depend on the building in which the business is located, and the ECODYN label is awarded to an organisation for a particular site of activity, this means we will have to begin the labelling process again.

But the good news is that, informed by our ECODYN experience, and always concerned about our impact on the environment, COLEACP has chosen to establish its offices

in the Silversquare Delta, in Ixelles. Reducing and sharing our working space allows us to reinforce our commitment. And the Silversquare Delta is remarkable for its eco-management, offering a multitude of options to improve our practices, including bicycle parking, charging stations for electric cars and bicycles, a green roof, presence detection lighting, and remote monitoring of the building's energy consumption, in addition to its BREEAM certification as "Very Good".^{****}

So the ECODYN team is fully confident that we will successfully undertake the labelling process again in 2021.

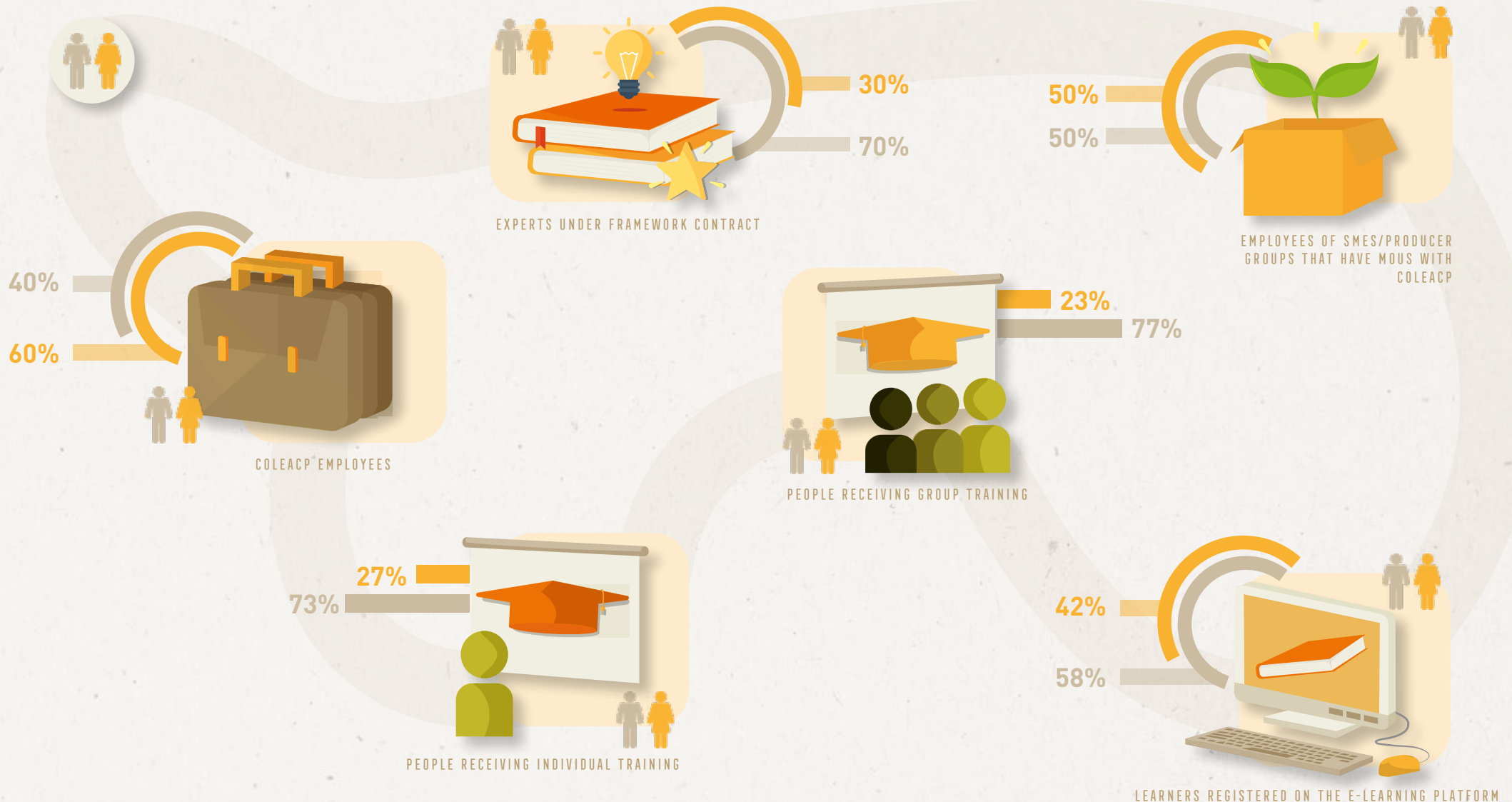


^{****} BREEAM (Building Research Establishment Environmental Assessment Method) is a sustainability assessment method that is used to masterplan projects, infrastructure and buildings. <https://www.breeam.com>

^{***} <http://www.ecodyn.brussels/sitelabel/coleacp/>



2020 Gender breakdown







3 OUR PROGRAMMES



Agricultural production in the OACPS plays a critical role in improving the lives of our people, including vulnerable groups such as youth and women. Well managed agricultural production can contribute substantially to all 17 of the UN Sustainable Development Goals. In this context, COLEACP has been a long-standing instrumental partner in promoting sustainable development of the fruit and vegetable sector in Members of the OACPS in the Framework of OACPS-European Union (EU) Private Sector Development Strategy.

Through the Fit For Market programmes, co-funded by the OACPS, the EU and the French Development Agency (AFD), smallholders, farmer groups and MSMEs have been supported to maintain and improve access to national, regional and international horticultural markets. Our joint initiatives have also supported stakeholders to build back better and stronger post the Covid-19 pandemic. We welcome the dedicated efforts and collaboration with the EU and COLEACP, which have helped a great number of OACPS farmers and agri-food operators to enhance their international competitiveness.

**H.E. GEORGES REBELO PINTO CHIKOTI, SECRETARY GENERAL,
ORGANISATION OF AFRICAN, CARIBBEAN AND PACIFIC STATES (OACPS)**



Covid-19 will have left its mark on the world in 2020, in particular for developing and emerging countries such as the member countries of the OACPS, many of which are struggling to live and survive the negative impacts of the pandemic. It is important to note that COLEACP, notably through the Fit For Market programmes funded by the European Union and the OACPS, was able to react quickly and, through a specific action plan, to continue its activities in the service of its partner-beneficiaries in ACP countries. We would like to salute them for this, both collectively and individually.

The international context remains difficult and the future uncertain. By continuing to work together constructively, COLEACP has shown that it is possible to be resilient and continue to act. In this sense, it is important that development funders and investors continue to support the most vulnerable agri-food economies, especially in OACPS member countries. At the same time, the pandemic also represents an opportunity to accelerate the ongoing paradigm shift and the necessary transition to more sustainable food systems. This is one of the challenges of the Farm to Fork Strategy and the Green Deal, which in the future, and beyond its direct application within the EU, should contribute to positively influencing developing and emerging economies in terms of social, environmental and economic impact, while allowing the strengthening of food security and nutrition in these regions

BRUNO DECLERCQ, EUROPEAN COMMISSION (DG INTPA)



During the year 2020, marked by the emergence of Covid-19, COLEACP has shown strong reactivity and flexibility, in order to adapt its ways of working to enable it to continue implementation of the Fit For Market programme and help ACP horticultural sector actors to cope with the impacts of the pandemic.

**JEAN-RENÉ CUZON, HEAD OF AGRICULTURE PROJECT TEAM,
FRENCH DEVELOPMENT AGENCY**

*

Photo credit © SWAC/OECD

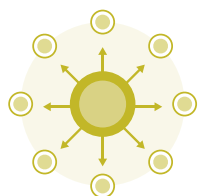


With its technical expertise and inclusive approach, COLEACP's leadership on STDF projects is improving the safety and quality of horticulture products in Guinea and Togo, and Penja pepper in Cameroon. COLEACP's engagement also supports STDF's knowledge work, helping to facilitate safe trade that benefits developing countries.

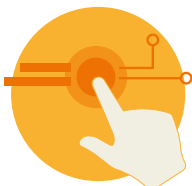
**MARLYNNE HOPPER, DEPUTY HEAD, STANDARDS AND TRADE
DEVELOPMENT FACILITY (STDF)**

3 Our programmes

COLEACP programme activities continued in 2020 despite Covid-19 restrictions, benefiting from and accelerating the association's digital and local anchoring.



DECENTRALISED



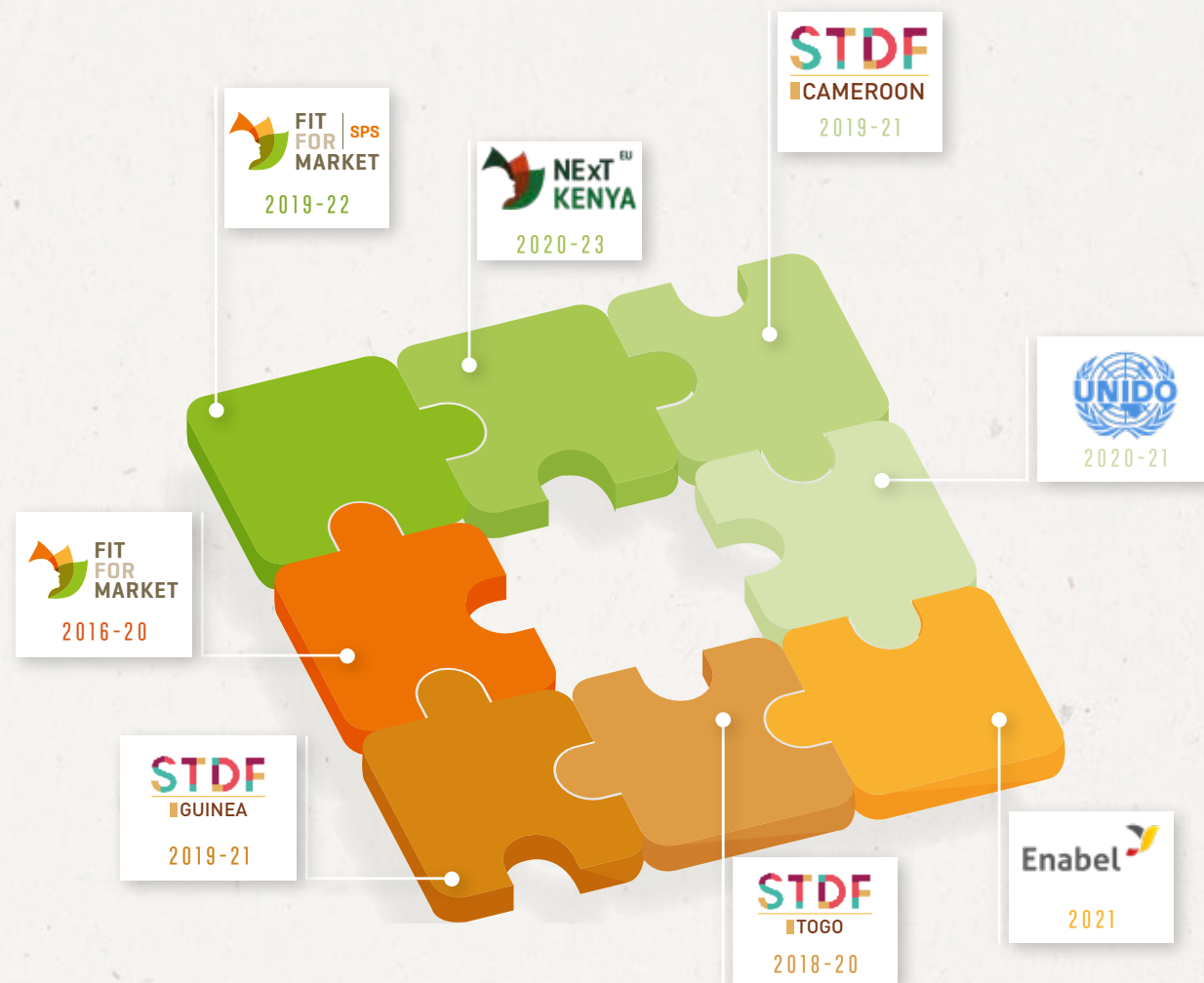
DIGITAL



EVOLVING



COLEACP's programmes and projects work in synergy



3 Our programmes

Programmes implemented by COLEACP in 2020



Project support services and collaboration



2016-20

Improving the competitiveness of the mango sector in Guinea-Bissau – production, local processing and export support

COLEACP provides technical assistance and training services to this project funded by the United Nations Industrial Development Organization (UNIDO)



2020-21

Strengthening knowledge on quality criteria for pineapple export, and good practices during packaging to guarantee quality

COLEACP provides technical assistance and training services to the “Revival of the Pineapple Sector” (Relance de la Filière Ananas, REFILA) project funded by the United Nations Industrial Development Organization (UNIDO)



2021

Support and quality assurance for traceability based on blockchain technology

COLEACP will provide support and quality assurance services for a traceability solution based on blockchain technology in the pineapple sector, funded by the Belgian Development Agency (Enabel)



Launch of NExT Kenya – Enhancing Horticultural Exports

In July 2020 COLEACP launched its new [NExT \(New Export Trade\) Kenya](#) programme. The EU-financed €5 million, four-year programme aims to secure lasting improvement in the capacity of all stakeholders to adapt to evolving sanitary and phytosanitary (SPS), commercial, social and environmental requirements on local, regional and international horticultural markets.

The main priority is to strengthen the capacities and skills of MSMEs and business membership organisations in the areas of SPS and market requirements; and of the private and public services that support the horticultural sector. Engagement between the public and private sectors in Kenyan horticultural value chains is supported by COLEACP's history of providing a bridge between the two sectors.

LOCAL ANCHORAGE – ESTABLISHING THE NAIROBI OFFICE



This national programme was established in close collaboration with the EU Delegation in Nairobi and Kenyan stakeholders, through a detailed consultation process with key actors in Kenyan horticulture from both private and public sectors. Implemented by a programme management unit based in Nairobi, NExT Kenya is supported by a growing network of local experts within the country.

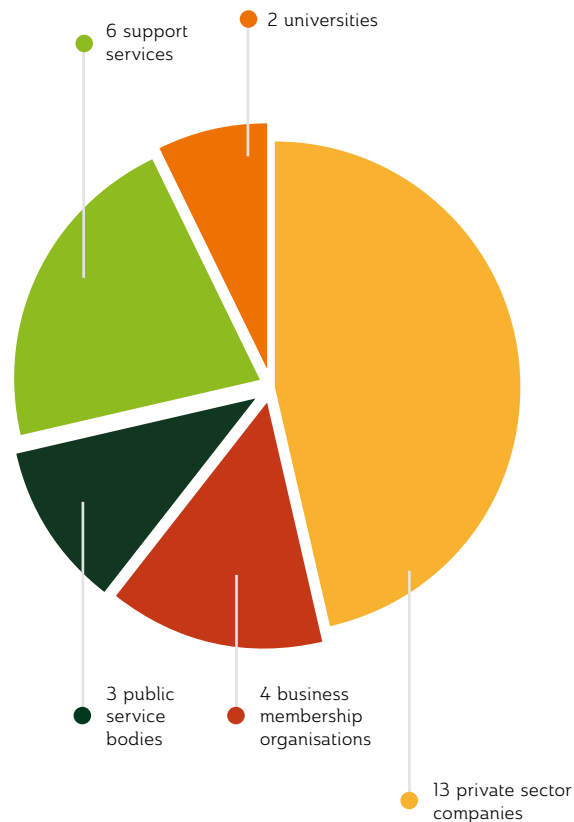
In October 2020 Dr Chagema Kedera was appointed NExT Kenya Programme Coordinator. Dr Kedera, formerly the founding Managing Director of the Kenya Plant Health Inspectorate Service (KEPHIS), currently facilitates the Kenya National Horticulture Task Force.

In 2020, COLEACP established a liaison office in Nairobi. Four technical and administrative staff for the programme's Nairobi office were recruited over the course of the first semester 2021.



Requests for NExT Kenya programme support

28 requests were received in 2020



Key activities in 2020

The first programme activities in 2020, carried out in synergy with COLEACP's two Fit For Market programmes, targeted urgent industry-related bottlenecks, as well as defining the content of the individual action plans. They include:

- Supporting coordination of the Kenya's National Horticulture Task Force for enhanced public-private sector coordination on strategic/policy issues
- Designing a national action plan for French beans and peas to address maximum residue limit (MRL) interceptions on the EU market
- Coaching Kenyan flower companies on management of false codling moth (FCM) and disseminating COLEACP's improved FCM protocol for roses
- Working with KEPHIS to support development of the draft mango dossier for submission to the EU
- Meeting with the PCPB and the Minor Crops Committee to set up a list of trials critical for crop-pest combinations

- Meeting with Union Fleurs, KFC and DG SANTÉ to discuss an increased control regime for flower exports
- Running Business Support Bootcamps – including one bootcamp exclusively for Kenyan participants under the NExT Kenya programme – followed by individual e-coaching for Kenyan companies
- Providing information and links to potential funding
- Organising webinars to inform the National Plant Protection Organisation (NPPO)
- Training lecturers in Kenyatta University's Department of Plant Sciences in the use of digital tools.

3 Our programmes

Partnerships

NExT Kenya works closely with other donor-funded initiatives for the Kenyan horticultural sector to create and optimise synergies. These include, among many others:

- Collaboration with [MARKUP](#) on a baseline study of extension services in Kenya for the French beans and peas value chain, contributing to their broader study including other value chains
- Work with the [Rockefeller Foundation](#) to define and run viable pilots for domestic food safety compliance using the KS 1758 standard
- Participation in Mango Technical Working Group meetings organised by Kenya Crops and Dairy Market Systems (KCDMS), Technoserve and Rockefeller Foundation.

PARTNERSHIP WITH KIEP 250+

COLEACP was approached to be a strategic partner of the KIEP 250+ initiative,* which is part of the larger Kenya Industry and Entrepreneurship Project (KIEP) whose aim is to increase innovation and productivity in selected areas of the private sector. COLEACP sponsored four Kenyan MSMEs active in the fruit and vegetable sectors in 2020. Two of these have been shortlisted by the investment committee to move on to the second phase.

* <https://kiep250plus.co.ke>



Fit For Market – impacts at a glance

Data from the start of the programme in 2016

**50 ACP
countries**

**868 requests
for support**

**643 signed
action plans
(MoUs)**

**50% with MSMEs
and producer
groups;
30% with
support services**

**+160,000
employees
benefited
directly**

**+1.9 m
producers
benefited
indirectly**

**1,556
activities
achieved or
in progress**

**381
sustainability
assessments**

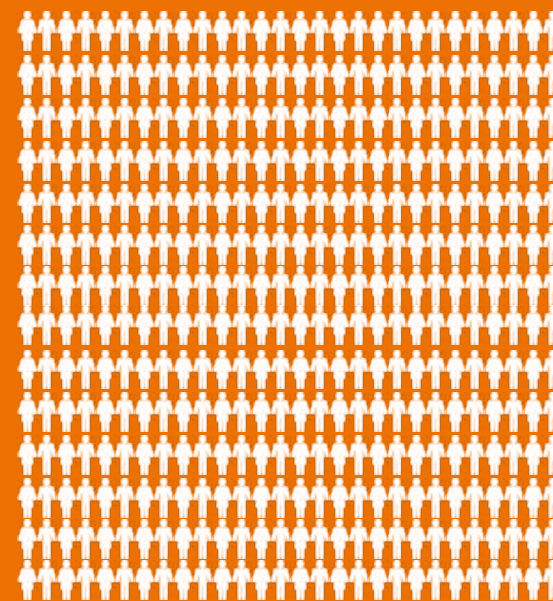
**€25.9 m
cost-sharing by
stakeholders
on signed
action plans**

**1,194
experts/
trainers**

**7,425
e-learners
[+259%
on 2019]**

817 technical assistance
460 training

The multiplier effect

Data from the start of the programme in 2016**+160,000****EMPLOYEES OF COMPANIES
RECEIVING FIT FOR MARKET
PROGRAMME SUPPORT****275,000****SMALL-SCALE PRODUCERS
REACHED DIRECTLY VIA THOSE
COMPANIES [ESTIMATED]****1.9 M****SMALL-SCALE PRODUCERS REACHED
INDIRECTLY VIA SUPPORT TO
PROFESSIONAL ASSOCIATIONS,
FARMERS' ORGANISATIONS, COMPETENT
AUTHORITIES, CIVIL SOCIETY [ESTIMATED]**

Impacts on business - performance of SMEs supported by Fit For Market

Due to Covid-19 restrictions, complete data from the Sustainability Self-Assessment System could not be collected in 2020.

For 2019, among the 114 respondents to the Covid-19 survey among African member companies (see page 65), the average operational margin declared was 24.5%.

44% of respondents to the survey invested in their business in 2019, compared with 65% who invested over the previous 3 years.

within the specific protocols:

€25.9 million

Key activities in 2020

Detailed activities under the Fit For Market programme are described in part 4 of this report.

They include:

- Capacity building for ACP horticultural producers (page 67)
- Capacity building for ACP universities and producer support structures (page 75)
- Towards Sustainability Self-Assessment System v.2.0 (page 69)
- e-GAP online database (page 100)
- Technical publications (page 131)
- Business survival bootcamps and e-coaching (page 88)
- Access to finance (page 86)
- Strengthening partnerships with farmers' organisations and producers' federations (page 106)
- Access to local markets during the pandemic (page 93)
- Support to farmers' organisations (page 104)

Fit For Market SPS – impacts at a glance

Data from the start of the programme in 2019

**31 ACP
countries**

**80 requests for
support**

**74% with
ministries/
public services**

**32 action
plans (MoUs)**

**293 activities
achieved or in
progress**

171 technical assistance
activities
48 training activities
24 research and
innovation activities

Key activities in 2020

- The new regulatory framework (EU 2016/2031) has introduced changes to the requirements for phytosanitary certificates. It also introduces special measures for crops that are a known pathway of entry into the EU by serious pests that could harm EU agriculture or the environment, for which crop-specific dossiers are required as a prerequisite for exports. In 2020 the Fit For Market SPS programme supported the compilation of dossiers and implementation of the measures they set out:
 - Mango: Burkina Faso, Cameroon, Dominican Republic, Gambia, Ghana, Guinea, Mali, Senegal, Togo
 - Capsicum: Gambia, Madagascar, Rwanda, Senegal, Sierra Leone, Togo, Uganda, Zambia
 - Aubergine: Togo
 - Curry leaves: Gambia, Ghana

See pages 63 and 131.

- Fit For Market SPS analyses ACP export volumes by value chain and EUROPHYT/TRACES interceptions, with granular analysis of the underlying

reasons for interceptions (administrative noncompliance or pest occurrences). See page 119.

- The programme also monitors ACP export volumes by value chain and Rapid Alert System for Food and Feed (RASFF) notifications on maximum residue limit (MRL) exceedances, complemented by the consequences of the revision process of EU Regulation 1107/2009 leading to an effective loss of plant protection products. See page 119.
- With the revision of EC Regulation 1107/2009, where evolving regulations and market trends are leading to the loss of access to conventional plant protection products (PPPs), COLEACP is brokering research and innovation to identify alternative solutions. A



prioritisation exercise has enabled identification of the most critical crop-pest combinations. COLEACP is now engaging with research and industry, as well as conducting field trials, to screen and register new conventional and biological solutions. See page 109.

- The COLEACP Rapid SPS Assessment Tool (R-SAT) is a practical step-by-step guide for ACP countries to assess their national SPS systems in order to strengthen them in line with international standards and regulations. See page 64.
- COLEACP produces guidance documents targeting both technical and farmer-level audiences on crop production and crop protection. See page 131.



Standards and Trade Development Facility (STDF) programmes in 2020

STDF Togo

The STDF Togo project aims to strengthen the country's phytosanitary control and certification system for fruit and vegetables. This will improve market access for fruit and vegetables grown in Togo by guaranteeing, as far as possible, the absence of quarantine pests. The project entails strengthening the framework and capacities of the inspection and control services, and of private operators active in the value chain. For the plant inspection and protection services, this involves building capacities in terms of both tools (databases, notification tracking system, etc.) and skills (risk analysis, inspection planning, etc.). For private operators, the project focuses on strengthening their ability to participate in their sector, to exchange information on shared problems, and thus

to take concerted action and speak with a single voice on behalf of their sector, as well as building capacities for individual activities. It is important to improve communication and dialogue between private operators and public services to improve understanding of the problems in the private sector, particularly those faced by enterprises focused on international exports, and facilitate their resolution.

In April a support mission for the Plant Protection Directorate (DPV) of Togo assisted in developing a database of fruit and vegetable exports. The database will be a reliable, easy-to-use operational tool integrating general information on exporters, risk categorisation of exporters, and management of interception notifications. Capacity building throughout 2020 included

digital training on detection and management of whiteflies for Togo's DPV inspectors, and for technical managers of vegetable production companies. There were also many training sessions for Togo's incubator (*pépinière*) for horticultural technical managers (see page 53).

In October, an exchange meeting was held in Lomé between the DPV and fruit and vegetable exporters. It involved information-sharing on the status of interception notifications for the first half of 2020 and the measures taken by the DPV to help exporters comply with the new EU phytosanitary regulations; on measures to be adopted at packaging sites to avoid Covid-19 contamination; and on the current concerns of exporters.

The next workshop of the STDF Togo Project Steering Committee is planned for June 2021.



Togo: Incubator for horticultural technical managers

In 2020 COLEACP started a new project in Togo – an incubator (*pépinière*) for horticultural technical managers. The project aimed to help fill the gap in qualified technical staff on the Togolese job market (quality managers; packaging and production managers) by enabling young graduates to become quickly operational for horticultural companies, through a combination of technical training and practical work experience in companies.

The project was made possible particularly thanks to the strong involvement of nine Togolese companies. During the round table of COLEACP members and beneficiaries in Togo in December 2019, they all expressed their full support for the project and committed themselves to welcoming and supervising the trainees.

The group training comprised a cycle of six courses over a period of 6–8 months, followed up by in-company work placements for participants to put their learning into practice and share their experience.

The incubator had to evolve quickly in response to Covid-19 restrictions from early 2020, and introduced a new digital format. Thanks to the motivation and perseverance of a dynamic group of 22 young people, all participants completed the course successfully

– and made some friendships along the way.

The project was carried out in the framework of the two Fit For Market programmes in Togo and the STDF Togo project.

COLEACP's innovative incubator (*pépinière*) approach to capacity building for young technical managers is a method built on previous training by the PIP programme in Mali in collaboration with AJEX. A project to build on this experience and organise an incubator on responsible horticultural production is planned for Sierra Leone in 2021–22.



Two staff members of GIZ Togo joined the first two courses of the cycle to learn more about COLEACP's approach to group training, with a view to potential future collaboration.

“Working with COLEACP in 2020 was very fruitful. It allowed us to address and work together on different issues related to capacity building for exporters on one hand, and support for actors in fruit and vegetable production on the other.

The Technical Managers' Incubator Project was a success. It enabled the capacities of young Togolese graduates to be strengthened in the area of health quality and the profession of Quality Manager. Thanks to this project, Togo now has the necessary skills to fill the positions of Packaging

Manager or Production Manager. It is precisely because GIZ believes in this that it has supported COLEACP in the training of future production managers by organising field visits with producers. However, we suggest that these experts, in order to be better equipped, would benefit from training courses and professional exchanges with actors from EU countries.

For 2021, the collaboration with COLEACP will be a continuation of the fruitful collaboration of the previous year. The main challenges will be to support the professionalisation of actors in the fruit and vegetable sector, and to help them secure their markets in order to formalise their activities.”

GIZ ProDRA - Togo

3 Our programmes

STDF Guinea

This project aims to build phytosanitary capacity in Guinea, focusing on the potato and mango value chains.

In 2020 an international expert, trained by the International Plant Protection Convention (IPPC) with the support of a Guinean expert, worked remotely to analyse current regulations and propose new legislative and enforcement proposals consistent with the IPPC and the World Trade Organization SPS Agreement.



To strengthen the processes of the phytosanitary system, a local mission assisted us to consult all stakeholders in the potato sector and to identify the main pests. This was followed by validation of the choice of pest to be monitored, initiation of a risk analysis, and development of a pest monitoring system.

For the mango sector, there are synergies with the Fit For Market SPS programme, including consolidation of the fruit fly monitoring system (initially set up by the ECOWAS Regional Fruit Fly Management Project) and developing a strategy for monitoring of orchards by exporters; and support to the National Directorate for the Protection of Plants, Stored Foodstuffs and Technical Control (DNPVDS-CT) to produce the mango dossier submitted to the European Union, which was approved in March 2020. This was followed up by the development of a technical itinerary for mango, and of monitoring and surveillance systems.

In November, a workshop in Coyah brought together several of Guinea's ministries (Justice, Health, Agriculture, and Trade) to validate new legislation governing official control, inspection and phytosanitary certification, in line with the international phytosanitary standards signed and ratified by Guinea.

A steering committee (COPIL) has been established to approve activities and advise COLEACP on follow-up.

STDF Cameroon: Penja Pepper

This STDF project aims to contribute to improving the sanitary and phytosanitary (SPS) quality of Penja pepper to facilitate its access to markets.

The first phase focused on an analysis of the value chain from production to selling, in order to identify all SPS risks and gather them in a Good Practice Guide – a reference document for all stakeholders. In 2020 we focused on producing this Good Practice Guide; 2021 will see capacity building for the different stakeholders, based on the content of the guide.

Cameroon's Penja Pepper Geographical Indication Group is currently also being supported by other programmes such as PAMPIG 2 "Project to support the establishment of geographical indications in African countries" – coordinated by the African Intellectual Property Organization (OAPI) and financed by the French Development Agency. COLEACP is in close contact with this programme to create synergies.

Database and census

In October, COLEACP experts in Penja supported staff of the Penja Pepper Geographical Indication (GI) to create a database of all the main actors in the pepper production and distribution chain in the five production basins of the GI, as well as a census of these stakeholders in the field.



Development of a Good Practice Guide



A stakeholder workshop in November in Penja presented the draft “Guide to good SPS practices for the Penja pepper value chain” to representatives of both public and private sectors, to collect feedback on the document. The aim was to achieve validation of the guide by the entire value chain. COLEACP warmly thanks all the stakeholders in the sector for participating in the workshop, which represents a crucial step for the Penja pepper sector. The Guide will be published in 2021.

Training-of-trainers

Training began in December to strengthen the technical and training skills of experts and strategic actors in the Penja pepper value chain. At the end of the training, participants will be able to act as trainers and coaches, especially for the training courses planned in the framework of this project.

WACOMP-GB AND GUINEA-BISSAU’S MANGO VALUE CHAIN

COLEACP’s new collaboration with the West Africa Competitiveness Programme in Guinea-Bissau (WACOMP-GB) focuses on the mango value chain. Planning took place in 2020 for a Mango Online Workshop with WACOMP-GB and representatives of the European Union, the Ministry of Industry, associations, producers, NGOs, and different private and public sector stakeholders with an interest in the mango value chain, scheduled for early 2021. Further activities – training and technical assistance for both public and private sectors – will be implemented by COLEACP in Guinea-Bissau up to June 2022.

WACOMP is financed by the EU and implemented by the United Nations Industrial Development Organization–Quality Infrastructure (UNIDO-QI). The programme, which has 16 national components and one regional component, aims to support selected value chains at national and regional levels to promote structural transformation and better access to regional and international markets, while taking into account social and environmental concerns.





4

OUR SERVICES AND ACTIVITIES

TECHNICAL ASSISTANCE

TRAINING

BUSINESS DEVELOPMENT

RESEARCH & INNOVATION

PARTNERSHIPS & ADVOCACY

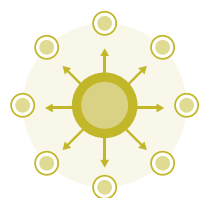
MARKET INTELLIGENCE

INFORMATION & COMMUNICATION

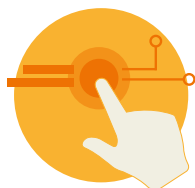
4 Our services and activities

The following sections contain selected examples of the many COLEACP activities throughout the ACP regions in 2020 – highlighting novel initiatives, new partnerships, and changed ways of working as we become more decentralised, digitalised and evolving in response to the pandemic.

Our seven services work together to implement activities within the framework of one or several programmes managed by COLEACP.



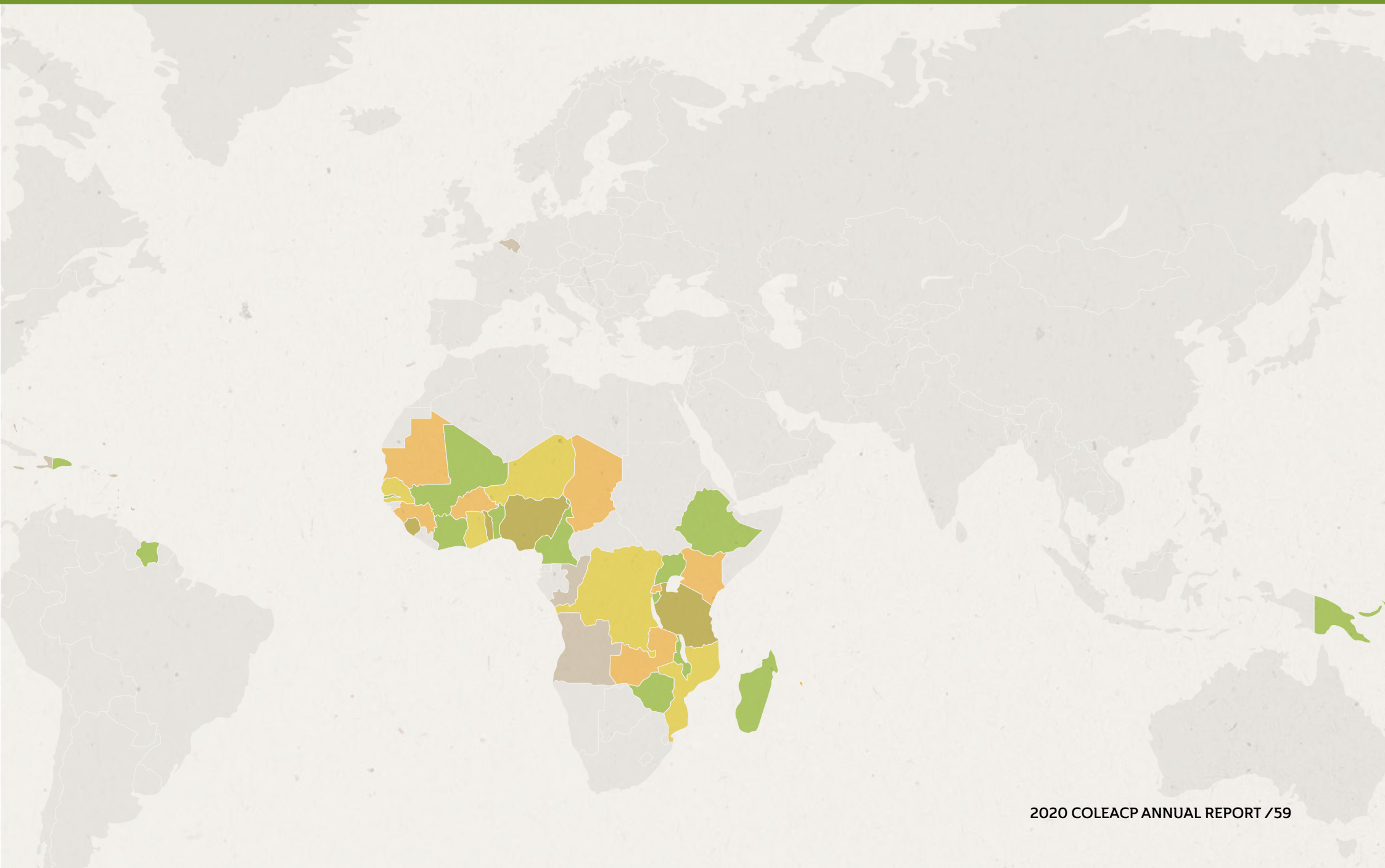
DECENTRALISED



DIGITAL



EVOLVING





TECHNICAL ASSISTANCE



MEET THE COLEACP
TEAM FROM
THE TECHNICAL
ASSISTANCE
DEPARTMENT



Successful mango campaign for Mali and Côte d'Ivoire

Throughout 2020 COLEACP's Fit For Market SPS programme supported NPPOs in ACP regions, and particularly West Africa, to comply with evolving phytosanitary measures. The new EU Directive on mango imports came into force in September 2019, and states that exporting countries must now apply an effective treatment to ensure fruit is free from Tephritidae (fruit flies) and provide evidence in a dossier before export. NPPOs are required to respond to these phytosanitary regulations by developing and submitting to the EU, prior to any mango export, a national action plan to limit the phytosanitary risk associated with the import of mangoes into the EU. The stakes were high as, without a national response to the regulation, no mangoes from third countries in general, and from West Africa in particular, could be exported to the EU during the 2020 campaign.

A first success was the EU's validation in March 2020 of the mango dossier presenting Mali's systemic approach to reducing the presence of fruit flies on mangoes exported to the EU. And further success is now seen in the historically low number of interceptions of Malian mango consignments in Europe during the 2020 campaign: only one lot exported to Europe was intercepted, a remarkable improvement compared with previous years.

More than 12,500 tonnes were exported from Mali in 2020, including nearly 3,000 tonnes by road. This achievement was due to the combined efforts of all our partners in Mali: the National Directorate of Agriculture, the NPPO, the Mango Value Chain Interprofessional Organization (Interprofession de la Filière Mangue du Mali, IFM-Mali), and the whole private sector, as well as experts and other programmes, including the Project d'appui à la compétitivité agro-industrielle au Mali (PACAM).

Similarly to Mali, Côte d'Ivoire had only four fruit fly-related notifications (compared with 15 last year) on entry to the EU market. Côte d'Ivoire exported 26,000 tonnes of mangoes to Europe. COLEACP support to the competent authorities will continue to maintain this situation and support them to meet future challenges.

AIR FRANCE-KLM – SUPPORTING WEST AFRICAN MANGO DURING COVID-19



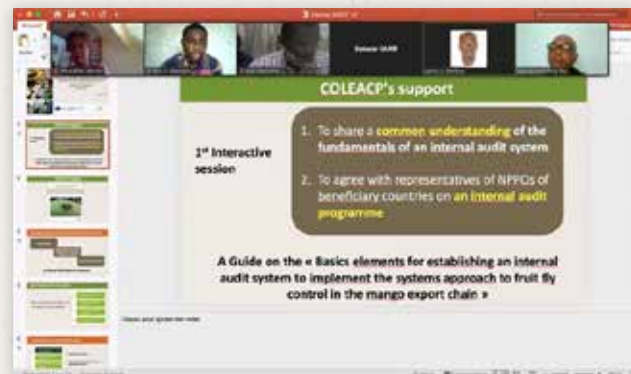
Vincent Omer-Decugis, Managing Director of Société Internationale d'Importation (SIIM) and COLEACP Treasurer, spoke with *Commodafrica* in May 2020 about the impacts of Covid-19 on mango production, logistics, and consumption on European markets. Despite changes in trade patterns, overall volumes had been compensated. But the produce range had to be reduced due to both changing demand and supply difficulties, particularly for small exotic products that could no longer be transported due to the stoppage of global air connections. *"On 15 March, the entire industry had to reinvent its entire operating procedures, with extreme agility and adaptability. In order to be able to preserve the necessary freight capacities (transport of health products, etc.), de-commercialised planes transformed into cargo planes were set up. We were thus able to set up a fantastic operation with Air France to fly 400 tonnes of mangoes from Côte d'Ivoire to Europe in April."*

[Commodafrica, 19 May 2020](#)

Services for National Plant Protection Organisations

Sharing experiences of internal audit systems

Fit For Market SPS has been supporting National Plant Protection Organisations (NPPOs) to set up internal audit systems to support the preparation and implementation of dossiers submitted to the EU's DG SANTÉ with regard to the requirements of the new EU Plant Health Regulation for control of quarantine pests on certain fruit and vegetables. Throughout 2020, a series of interactive online meetings with representatives of NPPOs were held in the different ACP regions. Experiences were shared on the implementation of internal audits; operational difficulties encountered; and concrete ways to continue to improve the system within each structure.



Regional webinars for NPPOs

In December 2020 COLEACP began a series of regional e-meetings for NPPOs. The first was held in collaboration with the Common Market for Eastern and Southern Africa (COMESA), followed by sessions for Economic Community of West African States (ECOWAS) countries, and for Pacific NPPOs. These interactive sessions, supported by Fit For Market SPS, aimed to update and discuss key plant health issues affecting NPPOs and the fruit and vegetable sector. Topics included completion of phytosanitary certificates; prior information requirements for priority quarantine pests on some fruit and vegetables; and information on Brexit affecting ACP horticultural exporters.



COLEACP experts to facilitate collaborative sector Good Practice Guides

In 2020 the Fit For Market programme provided training to local experts in developing horticultural sector Good Practice Guides with value chain stakeholders, to support compliance with SPS standards. Local experts benefited from a three-part training course to master the many and varied hard and soft skills that they will need. In total, 99 experts – 46 English-speaking, 53 French-speaking – enrolled in the training.

The Good Practice Guides will be developed, disseminated and kept up to date by stakeholders within each value chain. They are not COLEACP publications – they will be written, owned and published by the professionals within each country/region and crop sector who will inform and use them. The stakeholders in the sector who take on this task will receive practical support throughout the process from COLEACP expert consultants.

Once the training is complete, work will begin on the first step of the five-step development process from January 2021.



Developing a new Rapid SPS Assessment Tool – promoting dialogue and engagement

COLEACP has been working with local experts to develop a new Rapid SPS Assessment Tool (R-SAT). The tool provides an integrative change management model to help competent authorities in ACP countries assess their national sanitary and phytosanitary (SPS) systems.

At the heart of the model is the facilitation of dialogue and engagement between the key stakeholders, both public and private.

R-SAT – to be published in 2021 – will offer a practical, step-by-step guide to assist ACP countries in their assessment of national SPS systems in order to strengthen them in line with international standards and regulations. The aim is to facilitate the development of a national priority action plan to strengthen SPS systems that is firmly based on a common strategic vision, agreed by all stakeholders.

The COLEACP R-SAT will not replace existing dedicated tools such as the various Food and Agriculture Organization and World Health Organization guidelines to assess national food safety systems; the Phytosanitary Capacity Evaluation (PCE) developed by the International Plant Protection Convention; and the STDF's Prioritizing SPS Investments for Market Access (P-IMA) framework. Instead, it is designed to be complementary to these tools, enabling a rapid preliminary assessment and generating information that can be fed into these more in-depth evaluations as necessary.



Impact of Covid-19 – surveys of the horticultural sector in Sub-Saharan Africa

Since the start of the pandemic, COLEACP has been closely monitoring the impact on operators across the ACP regions through bilateral and group exchanges, country surveys, and information received from our partners in the field.

Between March and August, in partnership with regional and national horticultural professional associations, COLEACP organised surveys in 19 sub-Saharan African countries. In total, 175 businesses responded from 18 countries, ranging from MSMEs to large-scale exporters, and including different types of operators throughout the value chain. Most of the responding companies sell on more than one market: 39% are operating on local markets, 14% on regional markets,

65% on European markets and 15% on other international markets.

The number of operators taking part from each country ranged from three to 23 and varied greatly in size and operation. Some surveys were carried out early in the pandemic, others later when different levels and types of impacts were being felt, and some were repeated over several months. A few of the surveys organised on COLEACP's behalf by national producers' associations followed a different format that was specific to the context. But the results provide an illuminating qualitative snapshot of the key impacts of Covid-19 to date, and have been used to inform COLEACP's and partner organisations' priorities going forward.

In June the Organisation of African, Caribbean and Pacific States (OACPS), with the support of COLEACP, organised a session focusing on the impact of Covid-19 on the agri-food production and supply sector in ACP countries, which was informed by COLEACP's research and surveys with our ACP members and partners. Among the 50 participants were the OACPS team, representatives of numerous Embassies, experts from ACP countries, and representatives of African regional communities and the European Commission.

The feedback obtained allowed COLEACP to take immediate actions to support our members and partners through technical assistance, training, business-to-business linkages and key business information.



Key impacts identified:

- Companies in all 18 countries reported disrupted domestic logistics (e.g. curfews and checkpoints) as the number one issue. Exporting companies cited disruption to air freight and increased cargo costs as the key impacts.
- For 82% of companies, orders were down on initial projections; 45% of companies had suffered a reduction in turnover of more than 50%, with 14% reporting losses over 80%.
- 76% had reduced the number of casual seasonal workers they employed; 23% employed none at all due to the pandemic. 85% reported some level of impact on permanent staff, although only 19% were forced to actually lay off staff.
- 32% of companies were unable to guarantee a market for their small-scale outgrowers, 24% could not honour existing contracts, and 17% could not pay outgrowers for their fresh produce. Companies were scaling down on new planting schedules, which will have an impact on future supply.
- 55% of companies had not yet identified any alternative markets but were looking for opportunities, 28% were

selling more on domestic markets, and 11% had started processing their fresh produce. Just 19% had access to an online platform to market their products.

- Only 7% of companies said they had received any government or local authority support.
- The main areas for support identified by the survey respondents included

access to finance, assistance in identifying alternative markets, skills development in commercial negotiation and crisis management (including cashflow management), and support for implementing Covid-safe health and safety practices.

Detailed results for each country surveyed are available on the respective COLEACP country websites (see page 124).

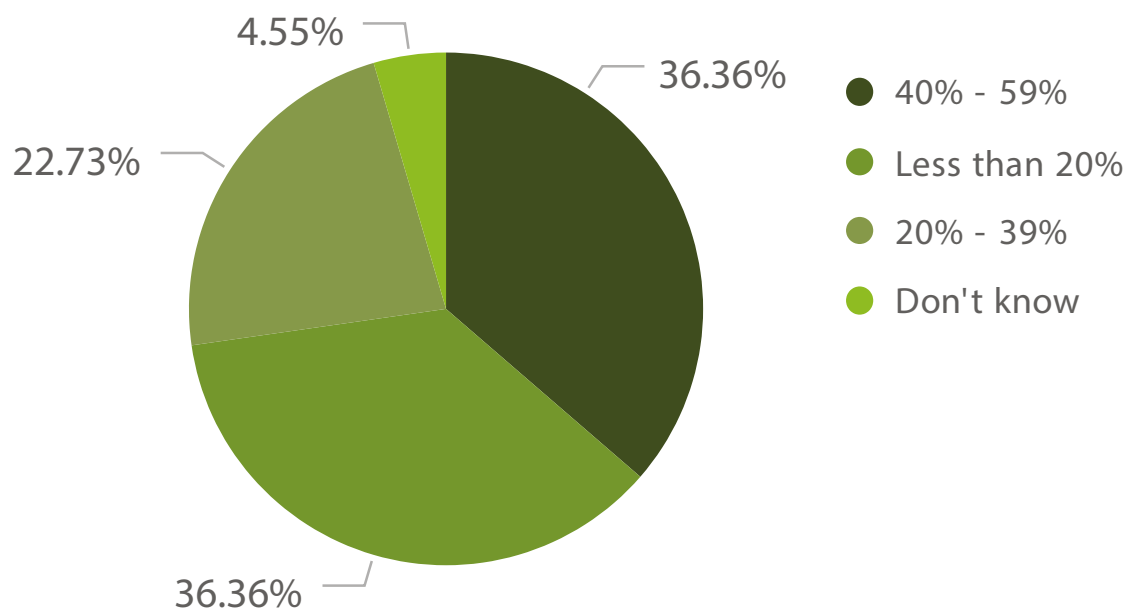


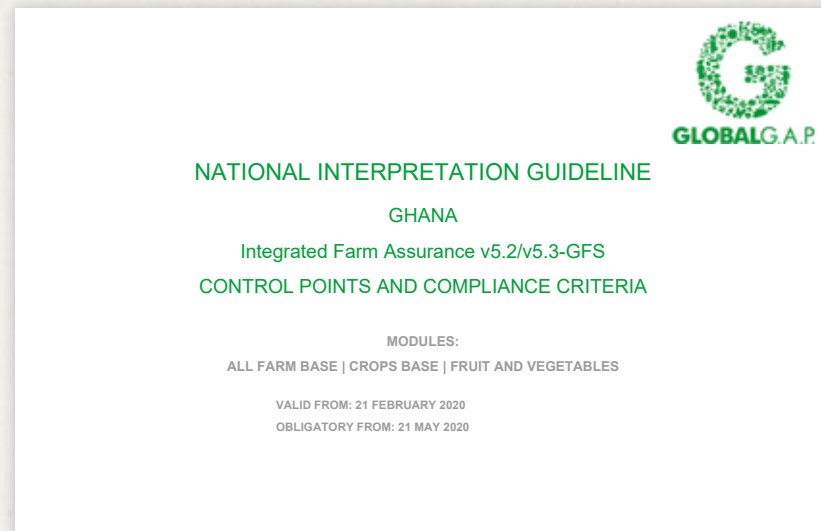
Figure 15: Percentage of survey respondents citing relative weight of 2020 Q2 sales on annual turnover

Focus on certification

GLOBALG.A.P. National Interpretation Guideline for Ghana

The National Interpretation Guideline for Ghana was published by the GLOBALG.A.P. Document Centre in July 2020. It was achieved by Ghana's National Technical Working Group (NTWG), with support from GIZ and COLEACP and the engagement of local stakeholders. The NTWG successfully formulated the guideline and worked through the complex approval process. Victor Avah of Gaps Consulting Limited, Secretary to Ghana's NTWG, said:

"I'd like to thank COLEACP very much for making funds available for us to do this work. The Ghana team was determined that we had to do it, and the calibre of people who were on board were determined to do it. And we did it. I'd also like to thank GIZ because they helped a lot – they were behind us, pushing us, making sure that we had everything that we needed to make sure this work goes on. They were very supportive. I'd also like to thank Mr Owusu, and our consultant in the UK."



Improving quality management systems

Through the Fit For Market programme, COLEACP has been supporting businesses to improve their quality management systems to reach compliance with the GLOBALG.A.P. quality standard.

Examples include, among others, Agricado Farms (pictured), a new company in Kampala, Uganda that targets the European and Middle Eastern markets for avocado, macadamia, chillies and other fresh fruit and vegetables; and Probest, a Zimbabwean company specialising in fresh snow peas (mange-tout and sugar snaps) and fine beans for the export market, and a variety of fresh vegetables for local markets.





Nigeria: Setting up a documented food safety management system

In 2020 COLEACP piloted a remote training approach to provide capacity building for Nigerian consultants on setting up and managing a documented food safety management system that is compliant with international food safety standards, with a practical focus on GLOBALG.A.P. option 1 for operators in the fruit and vegetables sector (V.5.2). The training uses a combination of asynchronous remote learning via COLEACP's existing e-Learning modules, combined with specific synchronous training sessions to dive deeper into the practical applications.



Kenya: Support in meeting social standards

Through Fit For Market, Wamu Investments Ltd, a Kenyan exporter of French beans and snow peas, received support to meet SMETA requirements. The Sedex Members Ethical Trade Audit (SMETA) is a social standard that is commonly requested by European customers, including some of Wamu's clients. On-site refresher training (respecting local Covid-19 measures) was organised for Wamu's team on the ETI (Ethical Trading Initiative) Base Code, an internationally recognised code of labour practice founded on the conventions of the International Labour Organisation. The training was followed up with customised coaching to adapt requirements to the company's context.



New country for COLEACP

Good agricultural practices in Somalia

A meeting with representatives of Somali horticultural companies, cooperatives and producers' associations was organised in December 2020 to introduce COLEACP's ongoing programmes and activities, and learn more about the activities of the different stakeholders. In 2021, COLEACP will begin working with a leading horticultural company in Somalia to strengthen the technical skills of extension staff on food safety, hygiene, traceability, and good agricultural and postharvest practices. COLEACP support will also contribute to capacity building for extension staff to enable them to raise awareness and to train workers and small-scale farmers in good practices using COLEACP's distinctive cascading training approach.

Towards Sustainability Self-Assessment System v.2.0

COLEACP's commitment to corporate social responsibility aims to respect the social, environmental and economic principles of economic development. We offer SMEs in the fruit and vegetable sector a method for implementing sustainable practices, based on three pillars:

- a Sustainability Charter
- training in good sustainability practices
- a Sustainability Self-Assessment System to measure and monitor sustainability.



The sustainability performance of a company from Sierra Leone in 2019

The first version of the Self-Assessment System consisted of two parts: a checklist on social, environmental and business practices; and objective measures (metrics) for calculating key performance indicators including profit, performance, energy efficiency, water savings, employee engagement and soil health. In 2020 COLEACP planned and began to execute revisions to version 1.0. This will involve moving to a more appropriate digital platform; streamlining the completion process by consolidating the checklist and measurement surveys into one comprehensive questionnaire covering both qualitative and quantitative aspects; simplifying some questions and enhancing guidelines to improve understanding.

In 2021 it is planned to finalise the development and roll-out of the Self-Assessment System v.2.0. This will include a new wave for companies that have already self-assessed before December 2018 in order to monitor the evolution of company practices in relation to the sustainability themes addressed, as well as – at a later stage – assessment for new companies joining both the Fit For Market programmes, aiming for a total of around 150 completed assessments by year end.

**COLEACP BOARD MEMBER:
VOLKERT ENGELSMAN, CEO EOSTA,
THE NETHERLANDS**



"In 2020, Covid-19 meant increased demand for organic as consumers realised vitality starts with a healthy diet.

COLEACP helped us by providing inspiration, co-creative power, and

prototyping the new normal.

For the long-term sustainability of food production and trade, we need healthy and chem-free food, a fair distribution of wealth, and resilient eco-systems.

A future focus for COLEACP could be helping to contribute to a level playing field in the market, in which the polluter no longer gets away with a competitive advantage."



KEY FOCUS AREAS FOR 2021

- With national experts, continue to develop hybrid digital/face-to-face support, respecting Covid-19 restrictions
- Launch the revised and updated Sustainability Self-Assessment System (2.0)
- Strengthen support to producers' organisations and professional associations in Sub-Saharan Africa
- Promote regular virtual meetings with and for members and partners (public and private), embassies, donors and other stakeholders





MEET THE COLEACP
TEAM FROM
THE TRAINING
DEPARTMENT

TRAINING



COLEACP's cascading training system

As part of its programmes, COLEACP implements a “cascading” training system, the result of 20 years of development.



**OUR ACP EXPERTS RECEIVE FACE-TO-FACE
AND ONLINE CAPACITY BUILDING**



**WITH ACCESS TO COLEACP E-LEARNING
AND RESOURCES**

PRIVATE



PUBLIC



EXPERTS THEN WORK WITHIN LARGE AND SMALL AGRIBUSINESSES, AND COMPETENT AUTHORITIES, TO BUILD TECHNICAL AND TRAINING CAPACITY FIRST VIA COACHING FOR SENIOR STAFF, THEN THROUGH MIDDLE MANAGERS TO OPERATIONAL OR EXTENSION STAFF, AND THEN CASCADING TO SMES INCLUDING OUTGROWERS



The move to blended and digital training

COLEACP swiftly responded to the Covid-19 restrictions in early 2020 by accelerating an already intended move towards blended and digital learning for COLEACP trainers and partners in ACP countries.

Digital Methodology Advisors were deployed to support our experts and trainers in the ACP regions to prepare for the new normal and the transition to online digital learning.

A “From face-to-face to distance” coaching programme was quickly organised via COLEACP’s e-Learning platform. The training, by a specialist Learning Experience Designer, enabled participants to develop their first distance learning course, based on one of their own face-to-face courses. At the end of this 6-week training course, the experts were able to give a tailor-made digital training course themselves, with total mastery of digital tools and skills in distance learning.

60 experts trained in new digital methodologies

20 training courses transposed from face-to-face to digital



H5P is a free, open-source content collaboration framework.

The HTML5 Package (H5P) makes it easy for all users to create, share and reuse interactive content such as videos, presentations and quizzes.

COLEACP’s e-Learning platform switched its introductory modules to H5P to facilitate the development and sharing of interactive content among our learners.





Supporting higher education

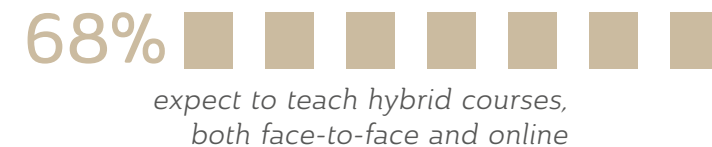
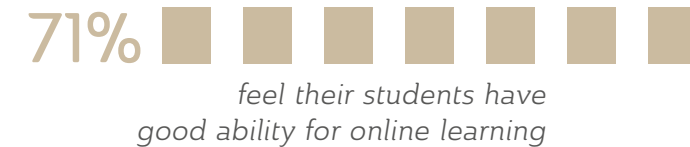
In 2020, COLEACP stepped up its efforts to support academic institutions in the ACP regions.

Training in digital learning for university professors

COLEACP provided online training for university professors on how to create and animate online digital training. The courses were carried out with two universities in Senegal (Universite Cheikh Anta Diop de Dakar (UCAD) and Université Gaston Berger); The Bahamas Agriculture & Marine Science Institute (BAMSI); the Plant Science Department of Kenya's Kenyatta University; and Ecole Supérieure des Sciences Agronomiques (ESSA), Université d'Antananarivo, in Madagascar. The training focused on how to transit from face-to-face teaching to online digital training using various online tools on the Moodle platform. Participants learned how to create their courses online (using different Moodle tools) and how to convert their PowerPoint presentations into videos that can be uploaded on YouTube to build up online resources for the department. At the end of the course, a YouTube channel was created for each institution, with the professors already

uploading their presentations with links sent to their students and embedded on the institution's Moodle platform.

A follow-up survey with participants found that:



Tanzania: New collaboration with TAHA, NM-AIST and WorldVeg

TAHA Tanzania
@taha_tanzania

Deal done! A key partnership spearheaded by TAHA aims to bridge practical skills gap in the horticultural industry has been sealed. The 5-year pilot program will be jointly executed by Nelson Mandela University, @COLEACP, @go_vegetables World Vegetable Center and TAHA



This collaboration will establish an accredited Horticultural Practical Training Programme, offering certificate and diploma courses in Tanzania and other countries in Eastern and Southern Africa. The MoU was signed by the Tanzania Horticultural Association (TAHA), the Nelson Mandela African Institution of Science and Technology (NM-AIST), the World Vegetable Center (WorldVeg), and COLEACP.

Tanzania's *Citizen* newspaper reported on this new strategic

partnership on 29 June, describing it as a "Marshall Plan" intended to produce highly skilled personnel to spur the industry's growth and earn the economy \$1.85 billion per annum in the next five years (up from the current \$779 million), as well as create jobs and wealth for youth and women."

"The MoU signing between Taha, COLEACP, WVC and NM-AIST marks a turning point in bridging practical skills gap in Tanzania's horticulture value chains. The 5-year pilot programme will see thousands of youths being imparted with prerequisite skills to unlock the industry potential" said Taha Group chief executive officer Ms Jacqueekine Mkindi.

Madagascar: Support to ESSA to develop new SPS training courses

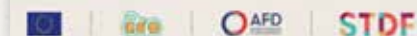


CELLULE FORMATION

APPUI AU GROUPE DE TRAVAIL DE L'ESSA
SUR L'ÉLABORATION DE NOUVEAUX MODULES
OU D'UN CURSUS SUR LA THÉMATIQUE SPS

Quick Off Meeting de la mission

Pr Dr Ir Bruno Schiffrers
COLEACP Training Expert



As part of the Fit For Market Programme, COLEACP supported Ecole Supérieure des Sciences Agronomiques (ESSA) to develop new modules and training courses on SPS themes, either by adapting existing courses or by developing a new training offer. ESSA is the only public training institution for agricultural engineers in Madagascar. Attached to the University of Antananarivo-Ambohitsaina, it trains professionals, researchers and decision-makers in the fields of agronomy and natural resource management.

Working towards accreditation

Training needs are constantly evolving over time, and this has been especially highlighted by the Covid-19 pandemic. In 2020, COLEACP's Training service took steps towards introducing an accreditation process, which involved ensuring that our training offer meets the needs of our experts, members and partners.

The first step was to develop a Skills Framework. Following a process approach, the jobs carried out by actors in the horticultural industry (company staff, agents of competent authorities, experts and trainers) were identified and described through a set of job descriptions detailing responsibilities, activities and required skills. This Skills Framework is now being validated by professionals in the sector via a survey conducted remotely in various ACP countries.

The next step will be to draw up our Training Framework, compiling COLEACP's training offer organised by field (SPS, Management, Training, etc.) and by job.

At the same time, the Training service is mapping its work processes and organising its documentation system in order to strengthen its quality system and qualify for accreditation.



See the video [here](https://youtu.be/Dc0I58KaOZk)*

* <https://youtu.be/Dc0I58KaOZk>

4 Our services and activities

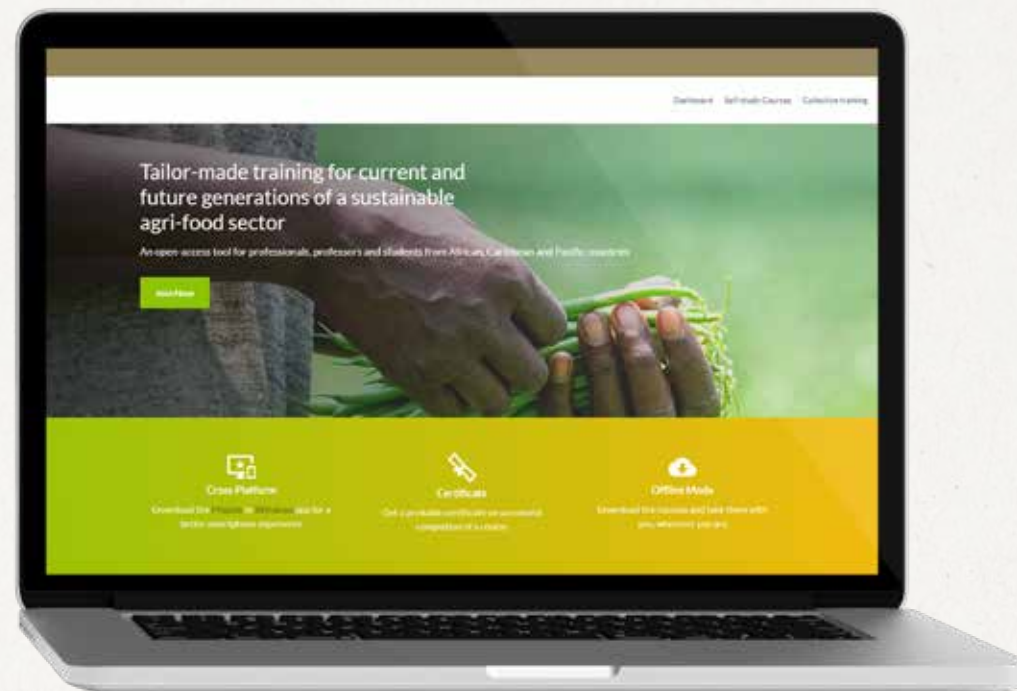


Developing the e-Learning platform

Faced with the emergence of the global pandemic, COLEACP had to translate its face-to-face training into 100% digital training. The training department, as well as around 30 ACP experts, followed an 8-week training course aimed at developing their skills in digital learning methods and digital tools for training. New tools, including H5P, Miro, Zoom, Wooclap and Camtasia, have been introduced into our digital training framework.

A new section has been created on the e-Learning platform, bringing together all the digital group training courses, organised by training theme in line with COLEACP's self-learning courses. This section also includes courses to train teachers in higher learning institutions to use Moodle for online courses.

A new graphic theme was installed to improve the appearance of the platform, to facilitate the browsing experience, and to offer new functions to users.



	2019	2020
Number of sessions or visits	20,683	88,836
Number of visitors	6,926	18,492
Total page views	254,351	1,184,544
Number of accesses created	743	2,506

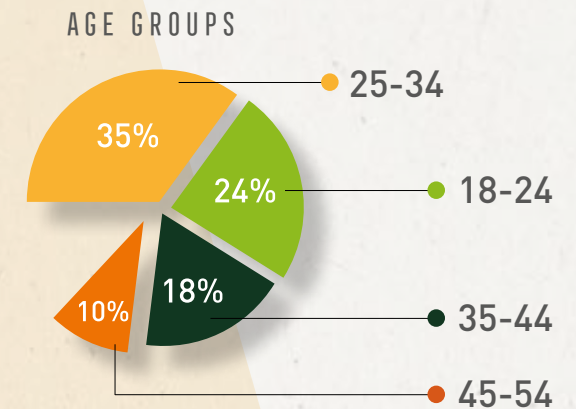
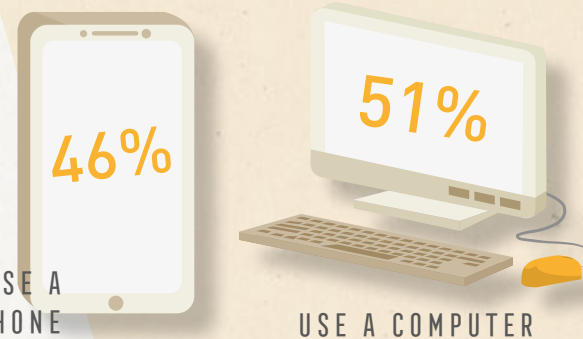
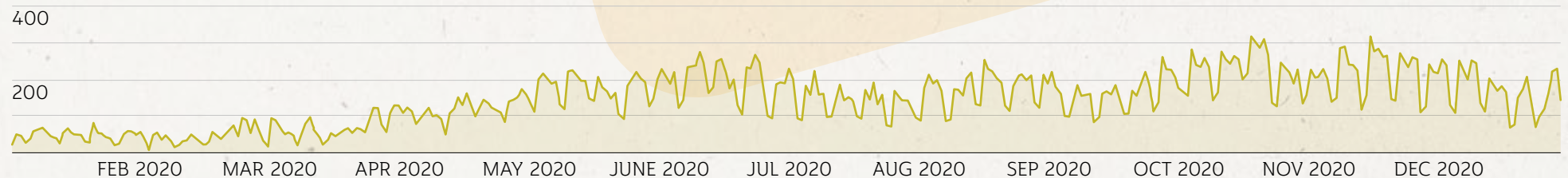
Our users

The 10 most represented ACP countries on the e-Learning platform in 2020:

COUNTRY	USERS
Total visits: 18,492	
1. Cameroon	3,858 (27%)
2. Uganda	1,634 (12%)
3. Kenya	1,083 (8%)
4. Togo	920 (7%)
5. Madagascar	833 (6%)
6. Côte d'Ivoire	829 (6%)
7. Rwanda	566 (4%)
8. Senegal	565 (4%)
9. Nigeria	471 (3%)
10. Ghana	447 (3%)

* These 10 countries represent 79% of African visitors.

USERS





Covid-19: Health and safety training, coaching and dissemination

From early in 2020 there was an urgent need to raise public awareness of the coronavirus, how it is spread, the barrier actions to apply, the principles to employ and, most importantly, the new behaviours to adopt to avoid contaminating colleagues, families and communities.

COLEACP quickly adapted its training offer to enhance the capacity of smallholders, farmer groups and horticultural MSMEs to implement preventive health and safety measures related to Covid-19.

The first step in developing a distance learning course was to define the content, based on World Health Organization and Food and Agriculture Organization recommendations, working with experts in food safety compliance training.

New online training modules in both French and English include:

- Information on the coronavirus and Covid-19
- Practical guidelines on how horticultural companies can integrate Covid-19 measures in their food safety management system
- Private voluntary standards: new requirements, with a focus on the BRCGS and GLOBALG.A.P. standard – additional Covid-19 compliance criteria and certification.

As well as basic knowledge on the virus, the resources provide information on good practices that horticultural companies and farmers' organisations should adopt to continue their activities during the pandemic, as well as how to disseminate barrier gestures within communities of workers and outgrowers. The training also provides tools to support horticultural companies and farmers in applying these measures.

By October 2020 461 individuals had subscribed, including 232 employees of companies/cooperatives, 57 experts, and 92 NPPO staff, among others.

As a follow-up to this online training, COLEACP organises coaching for companies and cooperatives in response to requests, in partnership with the experts who have successfully completed the training. By October 2020, 20 companies had requested coaching and six coaching sessions had already been carried out. Covid-19 training and coaching is now fully integrated in COLEACP's food safety compliance quality management training.

Partnership with PAFO

COLEACP is working with the Pan-African Farmers' Organization (PAFO) and its regional members to disseminate key messages to public and private stakeholders and rural populations, particularly family farms exposed to Covid-19 risks (see page 127).

AAA GROWERS IN KENYA SHARES FEEDBACK ON COLEACP'S DIGITAL COVID-19 TRAINING

"Overall, our team has been very positive of this intervention. We have to appreciate these online sessions are part of the way to go."



Frank Obure, General Manager Packhouses of AAA Growers in Kenya, describes how digital learning contributes to his company's overall mission.

"This was our first real experience with digital, remote learning. I have to say we were not willing to let go of this coaching opportunity provided by COLEACP, as compliance and risk mitigation are important processes for the company."

Discipline and habits are different from physical sessions, though very well manageable. It is even more lean and efficient compared to physical training: there are less logistical challenges to get staff and trainer(s) together on site; no interruption of day-to-day operations as sessions do not extend over 1h30/session. You also have more time to review and absorb technical content. People participate even from the field or from more remote growing areas."

Throughout the process, we have had very interactive live and follow-up sessions to discuss priorities, review documentation and procedures, comment, etc. In addition, we could bring in relevant staff when required. Of course, learning will now be shared with the rest of the staff and community."



Environmental and social sustainability

New training-of-trainers on Sustainable Environmental Management

COLEACP's training-of-trainers on Sustainable Environment Management enrolled 61 experts across different environmental sustainability topics – water, soil, biodiversity, waste management, energy – with a special focus on the horticultural sector in ACP countries.

The training has a dual purpose: both to improve technical understanding of the topics, and to build the digital training skills and methods of the experts taking part, who are able to practise giving live presentations that are assessed by the team.



Training-of-trainers in Ethical Production and Corporate Social Responsibility

The first stage of COLEACP's new training-of-trainers in Ethical Production and Corporate Social Responsibility took place in 2020, delivered first for 14 French-speaking experts from Benin, Burundi, Cameroon, Côte d'Ivoire, Madagascar, Senegal and Togo. The training includes practical exercises and group presentations. The second stage, in January–February 2021, will be provided in English.

OTHER TRAINING INNOVATIONS IN 2020 ARE COVERED ELSEWHERE IN THIS REPORT:

- Business Survival Bootcamps, coaching and e-Learning page 88
- Togo: Incubator for horticultural technical managers page 53
- Covid-19 health & safety page 127



Participants say:

"Today, as a trainer, I can and I fully intend to use these achievements for the benefit of horticultural companies in my country [...] I would like to thank the entire COLEACP team for the opportunity given to me to participate in this training, and to congratulate the trainers for the expertise, the good atmosphere, the group harmony, the teamwork and the conviviality they have established during the 3 weeks of training. It was an amazing experience."

"The notion of human rights has been something very important for me because people always talk about it but I have never made the link with the agricultural sector or business. In the agricultural sector, teaching the rights of these workers is essential because the wages of day labourers are imposed because of the absence of trade unionism. I believe that talking about it could change the situation of these people who are reduced to modern slavery."



The multiplier effect in action

Group training in the Democratic Republic of the Congo has reached 2,000 producers

Between 2018 and 2020, 21 horticultural organisations in the DRC participated in COLEACP group training courses on food safety management; traceability; and integrated crop protection and safe use of pesticides, in order to support capacity building for their extension workers. These field agents are essential relays for reaching the thousands of producers who daily supply large cities such as Kinshasa, Bukavu and Goma with fresh and processed fruit and vegetables.

Eighteen of these 21 organisations took part in a 2020 COLEACP survey to gather information on the impacts of the training and future needs. All the respondents indicated that those who participated in the training sessions organised by COLEACP in turn trained their fellow field agents. On average, one agent trained by COLEACP passed on the training to three or four colleagues. And 100% of the organisations indicated that they have also held between two and 13 sessions relaying the training to their producers, together reaching a total of around 2,000 growers.

All the survey respondents said they had observed significant improvements in the practices of the producers they supervise with regard to pest management, the use of plant protection products, and compliance with good hygiene practices throughout the production process. They highlighted that future needs for capacity-building activities include market access, conservation of horticultural products, stock management, fruit and vegetable processing, environmental protection, and the management of agricultural associations and cooperatives.



* On average, 3.3 producers trained internally by each participant trained by COLEACP

** On average, 9.6 producers trained per trainee (2,000/208)

KEY FOCUS AREAS FOR 2021

- Achieve external accreditation of COLEACP's training system to strengthen links with academia and build loyalty among trainers
- Pilot group training on commercial aspects (managing commercial disputes; simplified management of agricultural enterprises for small producers)
- Continue to accelerate digital learning
- Develop new content and tools for: business recovery plan, business management, processing, Covid-19, market access, ethics and environment

BUSINESS DEVELOPMENT



MEET THE COLEACP
TEAM FROM
THE BUSINESS
DEVELOPMENT
DEPARTMENT



4 Our services and activities

Access to finance

COLEACP, in the framework of the Fit For Market programme, formalised a partnership agreement with the ABC (Agri-Business Capital) Fund in July 2020. An independent private investment fund, ABC Fund is managed by Bamboo Capital Fund, with Injaro Investments Ltd as investment advisor. It has received contributions from the European Commission, the Organisation of African, Caribbean and Pacific States (OACPS), the International Fund for Agricultural Development (IFAD), Luxembourg, and the Alliance for a Green Revolution in Africa (AGRA).

The ABC Fund provides loans and equity investments adapted to the needs of rural SMEs, farmers' organisations, agripreneurs and rural financial institutions. It particularly targets commercially viable ventures that can help create employment, in particular for youth and women, and improve rural livelihoods. The fund also prioritises climate-smart projects that promote sustainable production.



Business development

At the end of 2020, COLEACP had supported the revision of 32 business plans, 18 of which have been shared with investors including ABC Fund, MCE, CORDAID and SIDI. One company in Ghana supported by the Fit For Market programme has already benefited from a loan (ABC), with several others currently in the pipeline.

COLEACP actively develops relationships with international financial institutions and other donor programmes that provide support to the horticultural sector, and shares information on calls for application.



EXAMPLE: KENYA

- EU-funded AgriFi Challenge Fund in Kenya: following a call in August 2020 more than 200 companies applied for funding. This will be followed by a third and final award of financial support in early 2021.
- KIEP 250+ (Kenya Industry and Entrepreneurship Project) implemented by the Ministry of Industrialization, Trade and Enterprise Development (MoITED) with support from the World Bank.
- Common Fund for Commodities: this United Nations fund organises a yearly call for applications; the next one is due before 15 April 2021.



ASHIBON MWANGI, CEO, INSTAVEG LTD

“We would like to thank COLEACP for the support we have received through the Fit For the Market programme. Notable is the introduction to the AgriFi Challenge Fund – we have since been granted €260,000 for a packing facility, which will enable GLOBALG.A.P., BRC and Smeta certification. GLOBALG.A.P. certification, achieved in 2020, assisted us with our first ever experience of the international market in UK, Netherlands and Germany. Although not smooth, with most challenges from the cold chain, the experience will enable us to improve in 2021.

Our business plan funded by COLEACP has enabled us to get oral guarantee of a loan from the Kenya Commercial Bank. This will enable us to fund our operations and improve our cashflow. This and other interventions – like financial literacy training; book-keeping and cost-benefit analysis; and standards training – will not only help us become a stronger business, but also a consistent supplier, employer and farmers’ partner.”

Business Survival Bootcamps, coaching and e-Learning

Business Survival Bootcamps



**African
Management
Institute**

In June 2020 COLEACP partnered with the African Management Institute (AMI) to create a series of six Business Survival Bootcamps aimed at supporting entrepreneurs in the horticultural sector. The bootcamps, open to entrepreneurs/managing directors and financial managers, provided practical tools for companies to plan and cope with the challenges resulting from the Covid-19 pandemic, focusing on financial projections and cost management in an economic slowdown. An interactive 2-hour webinar was followed by 2 months of access to COLEACP's Business Survival Bootcamp private community on AMI's platform, and full access to all the tools and training materials available on COLEACP's e-Learning platform. Each bootcamp in June involved an average 30 to 40 ACP companies, business experts and COLEACP team members – in total over 200 participants throughout the ACP regions.

"The boot camp was really useful. I have learned on assessing scenarios, assessing risks, cash flow planning and forecasting and setting short term goals."

"I am excited I got very relevant information we wanted. The tools are excellent."

"Thanks COLEACP, that was pretty enlightening to the business community."

Focus on Kenya



**NExT
KENYA**

One bootcamp, on 23 June, was held exclusively for Kenyan participants under the NExT Kenya programme. 73 Kenyan participants actively participated in the AMI-COLEACP Business Survival Bootcamps during June–July 2020.

During the second half of 2020, six Kenyan SMEs took part in coaching sessions, which provided valuable feedback on how to address acute business needs. Priorities differed, depending on each company's unique situation, but included cost and cashflow management; improved human resources management; and supply chain management.

Mrs Maina, Director of Vert Ltd, a company specialising in fine vegetables and mango processing, reported that the experience provided valuable insights for the company to pivot its operations and verify its assumptions for a new business line.

Business coaching

Following on from the bootcamps, some companies requested more in-depth support. In 2020 COLEACP supported 33 companies through a series of individual e-coaching sessions covering cashflow management, cost management, and human resources issues and challenges. Among the companies that have received business coaching are Lucy Agricultural Development Plc and SMUR Agricultural Development Plc (Ethiopia); Vert Ltd (Kenya); KIMEX (Senegal), among others. These coaching sessions pave the way to rebuild resilience in preparation for the recovery phase, by providing MSMEs and producer groups with decision-making support and guidance to enable them to take informed choices in light of the challenges and issues they are facing.

Business e-Learning

COLEACP's new business-oriented e-Learning materials cover Accounting and corporate finance, Business development and entrepreneurship, Marketing and communication, Corporate funding management, Human resources management, and Commercial and financial risk management.

"It was a life-changing training."

Training on commercial negotiation

In November COLEACP organised a lively digital training course on commercial negotiation for Kenyan and Tanzanian directors of horticultural companies. The training took place on COLEACP's e-Learning platform and via Zoom – participants were eager to learn and interact to share their experiences. Trainees followed the course materials, watched video testimonies on negotiation (filmed in February at the Fruit Logistica exhibition), and completed exercises. They also role-played as buyers and sellers in negotiations via Zoom.





Business-to-business

In 2020, trade fairs were particularly impacted by Covid-19 restrictions, and COLEACP had to adapt to take part in digital-only events.

Only two trade fairs could be held face-to-face in February (Fruit Logistica and Biofach in Germany). MacFrut Digital in Italy (September), Fruit Attraction Live Connect in Spain (October) and RSE-IDD in Madagascar (October) all had to convert their physical trade fairs to digital formats.

Fruit Logistica, February, Berlin

At Fruit Logistica, COLEACP welcomed on its stand a range of partners including three African interprofessional organisations (Rhorticam, Cameroon; IAB, Benin; Afruibana, Belgium), and a representative of the European Commission's DG-AGRI. COLEACP's 19 team members held 120 meetings with partner companies and met with 30 European companies, eight of which expressed their wish to become members of COLEACP, and 17 of which expressed their interest in blockchain technologies.

The 2021 exhibition, which had been scheduled as a virtual special edition, has now been postponed until February 2022.

BIOFACH, February, Nuremberg

COLEACP was a co-exhibitor on the BIOFACH Organic Africa Pavilion managed by ProFound. Three COLEACP representatives met with nearly 100 companies, including 42 from ACP countries (exhibitors or visitors), and about 50 European companies (support organisations and importers).

During October to December 2020, COLEACP was involved in planning for the new, entirely digital format of the BIOFACH eSpecial 2021. COLEACP will be co-sponsor of the Organic African Digital Pavilion in partnership with ProFound. Visiting companies will benefit from a tailor-made support programme (study tour, building a marketing plan, getting to know the European organic market better, using the exhibition's digital tools to approach future buyers), funded by COLEACP and implemented by ProFound. COLEACP is planning a webinar to review the new EU organic regulations and the consequences of Brexit for trade between Africa and the UK.

MacFrut Digital (1st edition), September

MacFrut Digital recorded 87 exhibitors, more than 18,000 visitors, 208,000 pages viewed, 49% of visitors from abroad, and 11 technical forums (many of which exceeded 300 participants).

Fruit Attraction Live Connect (1st edition), October

Webinars and various sessions were offered throughout October, and the exhibition welcomed 500 companies from 24 countries. The platform provided exhibitors and visitors with digital tools to facilitate live video calls and online business meetings. The published results are: 15,000 business contacts made, 41,000 messages exchanged, over 500 meetings organised and 186 video calls made.



Digital market access with national professional associations

**AKINTUNDE SAWYERR,
EXECUTIVE SECRETARY AND
CO-FOUNDER, AFGEAN**

“The working experience with COLEACP over the past year has been very pleasant. The organisation has been very responsive and supportive of AFGEAN, with meaningful contributions and constructive ideas. We have felt supported and listened to. We have worked together around ideas for better governance, logistics, marketplace development, and introduction of a supermarket-led food safety standard in collaboration with GlobalG.A.P. Over 2021, we look forward to consolidation and completion of the projects we have commenced. COLEACP has been a fantastic partner to AFGEAN and to Nigeria’s horticultural farmers.”

COLEACP’s research on the impacts of Covid-19 revealed that impacts on logistics and access to markets were key issues for members and partners.

So we began working on innovative, web-based, national and international logistics and trade solutions to help ensure continued trade in agricultural and food products. The aim is to provide ACP producers/exporters and their professional organisations with continually updated information on developments in logistics and in national, regional, European and international fruit and vegetable markets; and to facilitate the marketing of ACP fruit and

vegetable production at local, regional and international levels where access has been disrupted.

A 3-month pilot phase in five countries (Côte d’Ivoire, Ghana, Guinea, Kenya, Nigeria) used a digital Marketplace interface designed by COLEACP. The first matches between local fruit and vegetable suppliers and local buyers were recorded in Guinea and Nigeria, thanks to the involvement of the professional associations FEPAF (Fédération des Planteurs de la Filière fruit) and the Agricultural Fresh Produce & Exporters Association of Nigeria (AFGEAN).

The digital Marketplace enables professional organisations to collect the offers of their producer members and then send them to local and regional buyers, who are identified and mobilised by local COLEACP experts. For example, FEPAF in Guinea has used its website to facilitate access to buyers of chilli peppers, potatoes, and processed products such as mango juice.

The aim now is to build on this trial by developing a more comprehensive web platform customised for national professional associations, integrating this and other services such as access to logistics information, market developments, training and promotional activities.

Home | Logistics | Training | Market Analysis | E-GAP | Become a Member

**A TOOL TO LINK PRODUCERS
AND PURCHASERS ON LOCAL
AND REGIONAL MARKETS**



Potential impacts of Brexit on ACP exporters

Throughout 2020, COLEACP monitored the potential impacts of the United Kingdom's imminent departure from the EU customs union and single market. A 30 October workshop in collaboration with the Organisation of African, Caribbean and Pacific States (OACPS) presented a set of practical recommendations (and remaining points of uncertainty) for ACP horticultural businesses trading directly or indirectly (via the EU) with the UK. Representatives from the Fresh Produce Consortium and Freshfel Europe also shared their analyses and priority areas for action. COLEACP's Brexit [Background Information Document](https://eservices.coleacp.org/sites/default/files/file_fields/2020/Brexit/Brexit%20workshop%20-%20Background%20information%20document.pdf)* for the meeting summarised the current issues and provided areas for action in each case, covering both actions to be considered by ACP horticultural agri-businesses and exporters, and recommendations for advocacy with governments regarding the potential impacts on ACP SMEs.

A short post-meeting survey found that all of the participants felt the information provided met their overall expectations, with 70% "very satisfied" and 20% "completely satisfied". One respondent summed up the generally positive response: "*Time well spent.*"

In December, ahead of the UK's departure from the EU customs union and single market at the end of the year, COLEACP updated all its information on the Brexit process in [Background Information Document N°2](https://eservices.coleacp.org/sites/default/files/file_fields/2020/Brexit/Brexit%20readiness%20assessment%20tool%20-%20Dec2020.pdf)**.



**COLEACP VICE PRESIDENT:
LEENA MALDE, GENERAL MANAGER
WEALMOOR LTD, UK**



"During 2020, impacted by Covid-19, our end-to-end local and global supply chain communities worked extremely hard, despite any anxieties and concerns for their individual wellbeing.

Above all we saw outstanding team work, resilience and empathy for each other. With seeds already planted, crops nurtured, cash invested, we played our part in supporting global farming communities, re-routing cargo from grounded passenger airlines to cargo freighters, despite considerably higher costs and colleagues overwhelmed by the logistical challenges. The sudden surge in consumer demand, while obviously good news, put considerable pressure on an already fragile workforce. We were very grateful for the degrees of support extended by our customers, from increasing prices to rationalising specifications and removing unnecessary complexity in the supply chain.

* https://eservices.coleacp.org/sites/default/files/file_fields/2020/Brexit/Brexit%20workshop%20-%20Background%20information%20document.pdf

** https://eservices.coleacp.org/sites/default/files/file_fields/2020/Brexit/Brexit%20readiness%20assessment%20tool%20-%20Dec2020.pdf



The benefit of working with COLEACP during 2020 was, first and foremost, the people. Their passion, commitment, skill and expertise is immeasurable – a pragmatic, holistic approach I find totally remarkable. Advocacy, networking, bringing focus, attention and understanding to wider industry issues and concerns, contributions to seeking change, in-country training resources, learning and development, key subject matter workshops ...

In 2021 and beyond, I hope COLEACP can continue to do more of the same, especially with a focus on sustainability; full recognition of the fair value of food and the risks faced by growers; and promotion of plant-based foods for healthier nations.”

KEY FOCUS AREAS FOR 2021

- Continue regular business e-coaching sessions with companies (follow up to Business Survival Bootcamps) focusing on preparing and revising business plans
- Support access to local markets through developing online services for national professional organisations
- Promote access to finance through structuring of key partnerships
- Develop new technical and financial partnerships
- Take part in new exhibitions (physical and digital), with guides and support for our partners





RESEARCH & INNOVATION



MEET THE COLEACP
TEAM FROM THE
INNOVATION
& DEVELOPMENT
DEPARTMENT



West African mango blockchain – making supply chains more transparent

What is blockchain technology?

Blockchain technology has emerged as a very promising solution to improve ACP food supply chains and meet consumer demand for transparency and accountability. A blockchain is basically a shared, traceable and transparent digital ledger for record-keeping.

Blockchain for the West African mango sector

COLEACP teamed up with a major European importing company to test this technology under real conditions in the West African mango supply chain. A proof-of-concept was developed in partnership with a Belgium Start-up (Block'O) and tested during the 2020 mango season in Côte d'Ivoire. The aim was to assess the added value of blockchain technology as a B2B (importers–distributors) and B2C (distributors–importers/consumers) communication tool. The objective for the importer was to be able to provide information to the distributors (marketing plus), and also to ensure that the produce reached the consumer without alteration (to increase trust).

FR | EN

Events

#0 : Pick up at farm

Event time : 5/5/2020, 2:00:00 AM

Batch number : 66666

Product : mango (variety : "Haden", size : 14)

Location : Farmer (David)

Manager : SODEXPO

#1 : In transit

Online Check Tool

You can request a traceability check for this product. This

The West African mango sector is very important in terms of both value and volume. Although exports to Europe have been increasing, the number of plant health interceptions is still high, particularly for Côte d'Ivoire (the second most intercepted origin in the past 5 years after Mali). Supply chains remain vulnerable to fraud, and much still needs to be done in terms of traceability. Improving the sector's image is a major challenge in order to compete with non-ACP origins increasingly present on the market (Brazil, China, India, Mexico, Peru, Thailand).

Using a practical case study, COLEACP aimed to generate concrete and transferable knowledge on the potential applications and suitability of new information and communications technologies to meet the challenges faced by its members and partners. This first experience helped both the exporter and COLEACP gain better understanding of the opportunities offered by blockchain technologies. With the support of COLEACP, the exporter successfully received a grant to further develop the proof-of-concept under the EU-funded programme [BlockStart](https://www.blockstart.eu)*.

* <https://www.blockstart.eu>

Finding alternatives to control priority pests and diseases

Future collaboration with DEFIA in Benin

COLEACP is now using the knowledge acquired to replicate this kind of support to other supply chains. In 2020, a collaboration was initiated with the Enabel programme DEFIA (Développement de l'Entrepreneuriat dans la Filière Ananas; Entrepreneurship Development in the Pineapple Sector) to develop an improved traceability system for the pineapple export sector in Benin that will aggregate the information from farm to fork, also including sanitary information requested by the national competent authorities.



Research & Innovation activities at COLEACP aim to ensure that solutions are available to farmers to tackle priority pests and diseases. Every year the use of many plant protection products (PPPs) is affected by regulatory changes in approvals and maximum residue limits (MRLs). This has a direct impact on producers, who often must change their production methods (good agricultural practices) to comply with the new rules. But many recently banned PPPs in the EU have been widely used for many years as inexpensive and effective broad-spectrum compounds, and in many cases no comparable alternatives are currently available.

COLEACP acts as a research broker, bringing together diverse resources to adapt and disseminate technologies and solutions that contribute to safe and sustainable food. In the framework of the Fit For Market SPS programme, our team of experts have drafted a list of key priority crop-pest combinations. The next step is to identify existing crop protection products that have the potential to address these priorities, but which are not currently tested or registered in ACP countries. By bringing together farmers' knowledge, the

research, start-ups and PPP manufacturers, COLEACP experts seek to identify the most relevant solutions and fast-track their access to the market. In practice, this support is reflected in field trials and targeted studies. Based on the prioritisation exercise conducted in 2019, COLEACP is implementing a field trials programme to generate the necessary data and knowledge to fast-track registration of relevant technologies.

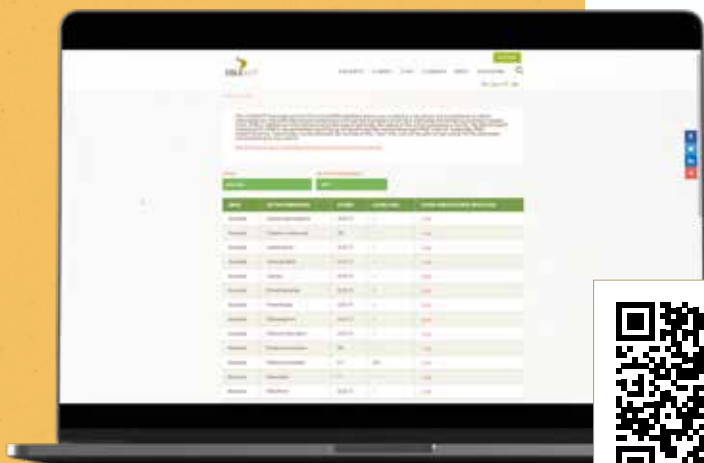
In the framework of the new NEXt Kenya programme, a prioritisation exercise is ongoing to establish 3-year planning for trials for registration, targeting alternative solutions for minor crops. In 2021 COLEACP will continue to update its research programme based on priorities highlighted by its partners and by regulatory changes.



E-GAP DATABASE

Keeping track of PPP authorisations and MRL changes is complex and time-consuming, but essential to ensure regulatory compliance. COLEACP has responded to this need by releasing E-GAP, a database of MRLs and good agricultural practices. E-GAP is a unique online tool that allows you to easily find up-to-date EU and Codex MRLs, and information available on GAP to help ensure compliance under local conditions. To date, it is one of the few sources of this information specifically dedicated to the horticultural sector in ACP countries.

In 2020 COLEACP released a short video introduction to E-GAP along with a user guide. The E-GAP database is accessible to all members and partners.



Contributing to the Minor Use Foundation/IR-4 prioritisation exercise

COLEACP has been working closely with the Minor Use Foundation and the IR-4 Project (Interregional Research Project No. 4), contributing to a major prioritisation exercise to identify global minor use priorities for plant protection products in speciality crops.

All the collaborators selected the top 10 global crop–pest priorities in each of three sectors – tropical, temperate and greenhouse; then expert panels conducted Merit Analyses for these 30 crop–pest priorities. The results of the prioritisation exercise were discussed

at the Global Minor Use Priority Setting Workshop in September, to inform decisions on the top 10 projects to progress between October 2020 and September 2021.

COLEACP represents the interests of the ACP countries by contributing to all stages of this exercise, and led the panel of experts conducting the Merit Analysis for the Aubergine–Thrips combination, as well as taking part in the panels assessing the Tomato–*Tuta absoluta* and Mango–Anthracnose combinations.



Updating guidance for crop production/protection

Over time, COLEACP has developed a series of around 34 crop technical itineraries and plant protection guides for operators in ACP horticulture. These provide essential information on crop production, and aim to promote and support implementation of the good agricultural practices needed to achieve regulatory and commercial compliance.

These COLEACP publications now need to be updated and extended to reflect changes to the regulatory, commercial, policy and operating environments, and in particular to address sustainability. Climate change, increasing pressure on natural resources

(particularly soil and water), and the loss of biodiversity all require urgent improvements to be made to food and agricultural systems.

Numerous initiatives are driving the transition to sustainable agriculture, including the Farm to Fork Strategy at the heart of the EU Green Deal (see page 30). This transition offers new opportunities for producers, and for the horticultural sector in general. But its implementation in practice is a significant challenge, especially in the ACP production environment. This update of the COLEACP crop production and crop protection guides aims to provide information that horticultural operators need to produce safely and sustainably in the

short and long term, addressing the areas of critical importance.

In 2020, updates included crop protection/production protocols for Sugar Loaf pineapple and mango, and technical brochures on the management of false codling moth (FCM) on roses and peppers to provide growers and packhouse staff with information on preventive and control measures. These included seven local editions that included control methods registered at national level for The Gambia, Madagascar, Senegal, Sierra Leone, Rwanda, Togo and Uganda.





KEY FOCUS AREAS FOR 2021

- Increase the rate of field trials of priority plant protection products
- Achieve results of trials on mangoes (anthracnose and fruit fly control methods) and update technical itineraries
- Carry out first pilot with blockchain technology on the ananas value chain (collaboration with Enabel)
- Finalise updating and automation of reports from the Sustainability Self-Assessment System
- Evaluate potential partnerships for waste management



PARTNERSHIPS & ADVOCACY



MEET THE COLEACP
TEAM FROM THE
PARTNERSHIPS
& ADVOCACY
DEPARTMENT



A renewed focus on partnerships in 2020

The rapid evolution of the agri-food sector due to new challenges and opportunities requires both constant strengthening of existing partnerships and forging of new alliances. The impact of Covid-19 will be felt in the coming years and is likely to have long-term consequences. While some will be negative, others already offer new opportunities, and will accelerate the adoption of innovations at different levels and the creation of new alliances.

Achieving this transformation requires new approaches and extensive coordination between all actors in the agri-food system. Building a multi-stakeholder partnership is a long-term undertaking, and those responsible

**HON. CHRISTOPHE BAZIVAMO,
EAST AFRICAN COMMUNITY,
DEPUTY SECRETARY GENERAL IN
CHARGE OF PRODUCTIVE AND
SOCIAL SECTORS**



I have discovered a very meaningful partner (COLEACP) for an EAC pro-poor and -development strategic sector, fruits and vegetables, where postharvest losses, above 40% on average, can rise up to 61%. At EAC level we appreciate and commend the commitment and team spirit COLEACP has in promoting the fruit and vegetable trade in general, and intra-trade in the EAC region, including adequate measures to reduce postharvest losses. We look forward to fast-tracking implementation of the EAC-COLEACP MoU for the betterment of EAC citizens' wealth. A big challenge for 2021 will be Covid-19 recovery programmes for the disrupted agro-industry and cross-border trade getting adequate funding.

for partnerships must continue to improve and refine their approach over time.

The scale of the challenges to be addressed requires joint efforts: by pooling resources, partnerships broaden the scope of partners' respective missions and maximise impact on the ground.

The objectives of COLEACP's partnerships have both technical and financial dimensions. Key alliances should provide the technical capacity to enable an overarching ambition for a sustainable ACP-EU horticultural sector; and COLEACP finances the design, development and implementation of its activities mainly through external national, regional and international financial resources.

During 2020, COLEACP mapped its alliances with more than 200 partner organisations (excluding members and organisations receiving support) to facilitate the prioritisation and optimisation of multi-partner and multi-programme activities.

In 2021, specific efforts are planned to strengthen partnerships with the Pacific and Caribbean regions, farmers' organisations, the Regional Economic Communities in Sub-Saharan Africa, and the African Union. Work on systematising and automating information on COLEACP's partnerships is also under way at regional and local levels. This should improve monitoring of partnership relations and their impacts, as well as strategic prioritisation of partnerships.

ELIZABETH NSIMADALA, PRESIDENT OF THE PAN-AFRICAN FARMERS' ORGANIZATION (PAFO) AND PRESIDENT OF THE EASTERN AFRICA FARMERS FEDERATION (EAFF)

PAFO signed an MoU in February 2020 with COLEACP aimed at supporting PAFO and its members to improve competitiveness through improved capacities to produce better and safer food, increased access to markets and solid business and management skills. We have implemented very successful activities in 2020 such as training and innovation sessions showcasing successful businesses in the value-added sector, which contribute to providing MSMEs and farmers' organisations with improved skills and business linkages at local level. Our next challenge for 2021 will be to attract finance to some of the businesses so that they can expand, create more jobs and support the local economy. Thanks to this partnership, PAFO and its members are better equipped to make an impact and bring solutions to the farmers and businesses in the field.



Partnership Agreements developed in 2020



ABC (AGRI-BUSINESS CAPITAL) FUND



EASTERN AFRICA FARMERS FEDERATION (EAFF)

FONDATION POUR L'AGRICULTURE ET LA RURALITÉ DANS
LE MONDE (FARM)NELSON MANDELA AFRICAN INSTITUTION OF SCIENCE
AND TECHNOLOGY (NM-AIST)AFRICAN ORGANIZATION FOR STANDARDISATION
(ARSO)ECONOMIC COMMUNITY OF WEST AFRICAN STATES
(ECOWAS)Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

GIZ TOGO



PAN-AFRICAN FARMERS' ORGANIZATION (PAFO)



WORLD VEGETABLE CENTER (WORLDVEG)



CABI



THE FOOD BRIDGE

MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT
(MINADER), CAMEROON

TANZANIA HORTICULTURAL ASSOCIATION (TAHA)



Advocacy on behalf of ACP producers and exporters

New EU organic rules

The ACP organic sector is an important driver of sustainable production and trade, and plays a key role in the development of robust and resilient food systems. COLEACP has a range of activities in progress to help strengthen organic value chains, focusing in particular on small-scale production where organic trade provides unique opportunities to access high-value export markets.

After several years of intense negotiations, in June 2017 the European Parliament and Council reached agreement to overhaul the existing EU rules on organic production and labelling. The new regulation was published in the Official Journal in 2018, and will apply from 1 January 2022; several delegated and implementing acts are being introduced in the meantime.

COLEACP continues to engage actively on this topic as the secondary legislation is rolled out. As well as contributing to the formal consultation process, COLEACP participates in multi-stakeholder and bilateral discussions with the European Commission (EC). Our aim is to inform and influence the drafts wherever

there is a risk that new rules will have a negative impact on ACP organic suppliers. Our main areas of concern are changes to size, composition and organisation of farmer groups as defined by the legislation, and the use of plant protection products and biocides. Alongside lobbying, as each item of legislation is introduced, COLEACP keeps partners and operators informed, and is working on the communication and training packages that will be needed to help operators prepare for and adapt to the changes.

In early 2020, the EC amended procedures for issuing the Organic Certificate of Inspection (COI), which created major problems for ACP exports. COLEACP joined with others to advocate on behalf of the sector, resulting in essential amendments to the requirements. COLEACP also intervened successfully when ACP shipments were blocked during roll-out of new rules due to lack of information among EU Member State authorities, as well as problems with the EU TRACES system.



COLEACP BOARD MEMBER: GABRIEL OUIDI, EXECUTIVE SECRETARY, OCAB, COTE D'IVOIRE



"In 2020, Covid-19 meant additional operating costs within plantations; major difficulties in maritime transport; and commercial losses on European, sub-regional and national export markets,

undermining the financial equilibrium of production and export companies.

COLEACP helped us by providing regular information on SPS issues, and through exchanges with the French inspection services for the compliance of shipping documents for Fair Trade bananas.

The main issues for us now are protecting all banana farms from TR4; and protecting ACP origins from the lowering of tariffs on Latin American origins.

We would like to see COLEACP extend its activities in the banana sector, which is increasingly involved in Fair Trade and needs support."

GLOBALG.A.P.

COLEACP signed an MoU with GLOBALG.A.P., the world's leading farm assurance programme, in 2018. During the early months of the Covid-19 crisis, to help keep businesses running and maintain supply chain verification, COLEACP contributed to GLOBALG.A.P.'s consultation on how best to conduct controls, including remote inspections and audits. Also in 2020, a revision of the GLOBALG.A.P. Integrated Farm Assurance (IFA) standard to version 6 was launched. COLEACP took part in the "World Consultation Tour" (a series of events for stakeholders to provide feedback and influence the revision process), and contributed actively to e-meetings on the IFA and farmer group certification. We then worked alongside GLOBALG.A.P. to plan pilot field trials of IFA version 6 that will assess

its effectiveness (and identify any potential problems) under different conditions. COLEACP will run pilots in ACP countries during 2021.

GLOBALG.A.P. also asked COLEACP to provide technical inputs into the development of a new "Entry Level" checklist for the localg.a.p. Primary Farm Assurance programme, focusing particularly on Africa. This is a basic checklist with minimal documentary requirements. It is a useful capacity-building tool, providing a first step towards certification, but can also be seen as a standard for producers (especially small and emerging) to supply local high-end markets. COLEACP collaborated in the development of control points and compliance criteria for the Entry Level (All Farm Base - Crops Base - Fruit and Vegetables Primary Farm Assurance), which was adopted by GLOBALG.A.P. in October 2020.



Evolving EU pesticide policy

Sustainable intensification forms the core of COLEACP programmes, supporting an increase in productivity while contributing positively to climate, ecosystems, and the environment. In particular, we promote integrated pest management (IPM) and help producers to control pests while minimising any negative impacts on people or the environment. When plant protection products (PPPs) are an important element of an IPM system, COLEACP works to ensure that producers can access appropriate and less harmful products, and can use them safely.

Under the EU Farm to Fork Strategy, reducing the dependency on pesticides is a major focus. Within this context, the EU horizontal pesticide regulations continue to evolve, creating some challenges for ACP growers as they adapt to a narrowing range of PPPs that can be applied to crops for export to the EU.

In August 2020, COLEACP responded to a public consultation on the “Combined evaluation roadmap and inception impact assessment of the revision of the Sustainable Use Directive”. This Directive aims to achieve sustainable use of pesticides in the EU by reducing risks and impacts on human health and the environment, and by promoting non-chemical alternatives and integrated pest management. While the scope of the Sustainable Use Directive primarily



concerns pesticides in the EU, the revision also addresses the use of pesticides in third countries. COLEACP’s concern is that any new policies affecting low-income countries must be considered in a broader development context, and with sufficient flexibility to allow for different socio-economic and agro-ecological circumstances. This an opportunity to have a positive influence on sustainable production and trade, while guarding against changes that could have negative impacts, particularly in terms of poverty and food security.

Alongside developments in the policy environment, COLEACP continues to monitor changes to EU PPP approvals (Regulation (EC) 1107/2009) and MRLs (Regulation EC 396/2005 and amendments). ACP suppliers are kept informed of critical changes, and given advice on any actions needed. Efforts are also made to identify key crop–pest combinations where regulatory changes risk leaving operators with inadequate control options. In this case, COLEACP liaises with manufacturers and ACP regulatory authorities to broker and coordinate efforts to identify and register alternative solutions.



Continuing the fight against unfair trading practices

For over 10 years, COLEACP has been part of a coalition of organisations, including Oxfam, the Fair Trade Advocacy Office and the International Federation of Organic Agriculture Movements (IFOAM-EU), lobbying the EU to tackle unfair trading practices (UTPs) in agricultural supply chains. Smaller suppliers are particularly vulnerable to unfair practices such as last-minute cancellation of orders and late payments.

In April 2019 this lobbying activity finally bore fruit and the groundbreaking [EU Directive 2019/633 on Unfair Trading Practices in](#)

[Business Relationships between Businesses in the Agricultural and Food Supply Chain](#) was formally adopted.

Each EU Member State had two years from April 2019 to give force to (or “transpose”) the Directive by 1 May 2021. During 2020, since the approval of the UTP Directive, COLEACP has been liaising with civil society organisations advocating for a more ambitious transposition by individual Member States. For example, Member States can expand the list of forbidden (“black”) UTPs by also prohibiting some practices that the Directive does not forbid but only limits: “grey” UTPs. They can also include abusive practices beyond those listed in the Directive, or institute a general

ban on UTPs. And finally, they can expand the scope of their laws to prevent UTPs not only in agri-food, but also in other supply chains.

When the UTP Directive comes into force, for the first time there will be a shared minimum standard for fair trading practices enforced throughout Europe. This will provide regulatory certainty to buyers and confidence to suppliers – even those based outside the EU – that they will be able to access protection regardless of where their European buyer is based.



Webinars and collaborations

COLEACP instigated, organised, collaborated in and attended a very wide range of online events and webinars during 2020, including these highlights.

PAFO-COLEACP Innovation Series

A new webinar series in collaboration with the Pan-African Farmers' Organization (PAFO) was launched in 2020. The first in the series on "Innovations and successes of African farmer-led businesses and SMEs" took place on 19 November, and focused on "Increased market opportunities through added-value and branded products". The participants – experts from research, policy and finance in addition to SMEs and businesses – discussed successful models and value chains with operators and experts



COLEACP panel at AGRF: the key role of SMEs in serving urban food markets

On 7 September, COLEACP partnered with PAFO, AKADEMIYA 2063 and the European Commission to host a virtual side-panel in the lead-up to the Tenth Annual Summit of the African Green Revolution Forum (AGRF). In total, more than 400 participants followed the debate. The discussion on the key role of SMEs in serving urban food markets focused on the rapid urbanisation and population growth in the continent, and the implementation of free trade agreements, offering new opportunities for SMEs in the agri-food sector serving local and regional markets.



Absolutely Caribbean

COLEACP partnered with the Caribbean Export Development Agency (CEDA) and the Caribbean Chamber of Commerce in Europe (CCCE) on a virtual trade mission – Absolutely Caribbean Virtual Expo 2020* – in November. Market links were facilitated between more than 100 Caribbean suppliers to reach buyers across European markets in the agro-processing sector (sauces and condiments, chocolate, coffee).



KEY FOCUS AREAS FOR 2021

- Defend ACP interests relating to EU regulatory developments (e.g. the new organic regulation, postponed to January 2022)
- Contribute to the review of EU trade policy
- Develop new format of think-tank events in collaboration with OACPS and EU, combining knowledge and policy development
- Continue to develop and support strategic alliances with national/regional associations (particularly Pacific and Caribbean), and global partnerships

ENA C. HARVEY, IICA REPRESENTATIVE, BARBADOS AND AGROTOURISM SPECIALIST

The IICA–COLEACP Agreement developed in 2020 is already bearing fruit, through the committed efforts of the teams from both agencies, in support of greater competitiveness of MSMEs in the Caribbean. The main challenges for our operations in 2021 include keeping MSMEs engaged and motivated amidst the challenges posed by Covid and the downturn in economic activity; matching MSMEs with relevant sources of funding and technical assistance; and facilitating the creation of networks across the OACPS which could result in enterprise development and trade.

* <https://expo.absolutelycaribbean.com/>





MARKET INTELLIGENCE



MEET THE COLEACP
TEAM FROM
THE MARKET
INTELLIGENCE
DEPARTMENT



COLEACP's Market Intelligence service aims to keep up-to-date, to communicate on available data on global fruit and vegetable trade and to develop materials for a better understanding of the evolution of horticultural markets. Our databases combine available resources, and we work to ensure the most accurate data representing reality as closely as possible. We constantly check new sources, follow webinars to stay in touch with the latest trends in trade, and keep up with new tools.

COLEACP market studies

With input from local consultants, we research the state of the market in either a specific region or a specific product market.

Published in 2020

Market study of the fruit and vegetable industry in sub-Saharan Africa

This COLEACP market study presents the state of trade in fruit and vegetables from sub-Saharan Africa to the rest of the world (EU, Asia, Africa, etc.), as well as regional and domestic trade. The most promising markets are the domestic and East Asian markets, although the EU – historically the main

destination for exports – is still a stable and important partner. New export markets have emerged (e.g. the Middle East and Russia). The dynamism of exports varies between countries, and still depends mainly on each country's historical position as an exporter. The study also notes the large potential for processed fruits and vegetables. Trade in the regional market of sub-Saharan African countries is expected to increase further in the coming years due to the African Continental Free Trade Area (AfCFTA). The report concludes on perspectives for future markets, taking into account factors such as Covid-19, Brexit, AfCFTA, healthy food trends, etc.



In progress in 2020, for publication in 2021

European Union market study

This study focuses on the main consumption trends in the EU (organic, healthy, exotic fruits), as well as purchasing habits (e.g. the growth of e-commerce) and marketing trends for fruit and vegetables (e.g. less plastic packaging, more transparency). It also looks at the ACP supply of fruit and vegetables on the European market, giving detailed information for 21 commodities. The study shows that the growth trend is generally good: exports from ACP countries to the EU have increased 23% in volume between 2009 and 2019. However, ACP countries face incremental challenges, as well as difficulties linked to constantly changing EU regulations and events such as Brexit. Despite these challenges, ACP countries are managing to further penetrate and compete on the EU market with fresh (niche) products, and also with processed fruit and vegetables.

Pacific market study

This study shows the main trends in production (coconuts, roots and tubers, pumpkins and gourds, spices), and in imports and exports in the ACP-Pacific countries. Even where production is stable, these countries are not self-sufficient and depend on imports due to diverse internal and external factors, as well as the fact that tourism has overtaken agriculture in GDP value. The research identifies demand for high-value products, such as ginger, vanilla and turmeric, as opportunities to access international niche markets, especially in organic form. In addition, “organic tourism” means there is ever-increasing demand for organic, healthy and locally produced food in the Pacific countries. ACP-Pacific countries need support from partnerships and all agricultural stakeholders.



Planned future market studies

Caribbean: the status of supply and demand of ACP-Caribbean fruit and vegetables on domestic, regional and international markets, as well as market opportunities for a selection of specific commodities.

Processed fruit and vegetables: the main consumption trends for the sector; supply with a focus on production from ACP countries; and the opportunities for specific commodities and types of processed products.

Organic trade: the main consumption trends and supply, with a focus on the trade of organically produced fruit and vegetables in ACP countries.



COLEACP market profiles

These are targeted studies, often carried out on request by stakeholders, focusing on specific countries and/or commodities.

Forthcoming in 2021

Madagascar Frozen fruit purée for European and international markets. Processing fruit into (frozen) purée creates added value and helps to limit the waste of fresh fruit, although little data is available for this specific market segment. European demand for (frozen) exotic fruit purée could be particularly interesting for producers, but imposes stringent production and sanitary standards.

Senegal Processed tomatoes in West African and international (European) markets. The markets for double concentrate tomatoes are saturated (due to strong competition by e.g. Chinese products), but the markets for African tomato-based sauces (consumed by the local and regional population), and possibly the ketchup market (mainly for wealthy urban consumers), have more potential.

Côte d'Ivoire Mango purée and pulp products in local, regional, African and European markets. Little data is available on the consumption of processed fruits and

vegetables in Africa, which makes strategic decisions such as investments in any processing unit (pulp or purée) require further detailed local research. There are possibilities for dried mangoes, which require less complex technology and output volumes.

Mauritius Valorisation of products that do not reach quality standards. This initial study concludes that fresh fruit juices and preservative-free vegetable-based sauces that follow local culinary codes represent opportunities to be explored. A detailed market study will be launched soon to identify the local market opportunities for a selection of products.

Mali Dried mangoes in the markets of Africa and Europe.



Processed pineapples in Guinea, investigating local, regional and global market opportunities for processing of pineapples that do not meet quality standards for fresh exports.

In partnership with Value Chain for Development (VC4D)

Mango market in Burkina Faso and Aquaculture in Georgia. Both studies have been finalised and delivered to VC4D to be incorporated in their larger value chain analysis. After field research by VC4D, the work by the COLEACP Market Intelligence team will be completed and published.



4 Our services and activities

COLEACP country profiles

These are short studies highlighting the main commodities exported, imported and produced in each country, as well as the main trends.

Part 2 of the *Market study of the fruit and vegetable industry in sub-Saharan Africa* comprises 20 country profiles which are currently in press. These studies will be made available in pdf format, and in interactive form via COLEACP's Market Intelligence website: <https://market-intelligence.coleacp.org/>, and on the respective country websites (see page 124).

Covid-19 logistics news

A new online platform specifically for Covid-19 news enabled us to publish regular logistics updates on the latest air, sea and land freight issues in ACP countries. The regular logistics news also included a searchable spreadsheet tool detailing the current availability of cargo flights, and a database of the individual logistics situation and operations for each ACP country.

ERIC MAUROUX,
DIRECTOR VERTICALS & GLOBAL HEAD
OF PERISHABLES, AIR FRANCE-KLM
CARGO AND MARTINAIR CARGO



"Over the past few years, Air France-KLM has joined forces with COLEACP to foster the development of African fresh produce. In 2019 and 2020 our joint efforts to promote good distribution practices and connect all key players of the sector, as well as the various initiatives and regional fruit fly management programmes, have permitted us to significantly develop air exports of West African mango to Paris Charles de Gaulle. Moving forward, we need to intensify our cooperation in order to build together a more efficient supply chain based on effective collaboration, innovation and data sharing as key drivers to provide quality distribution of perishables, comply with food safety requirements, and increase shelf-life – thus creating the conditions for sustainable growth."

photo credit : <https://www.caasint.com/>



Tracking plant health interceptions

COLEACP continuously reviews two EU monitoring programmes.

European Union Notification System for Plant Health Interceptions (EUROPHYT), recording EU notifications of plant health noncompliance.

In 2020, significant concentration of EUROPHYT/TRACES interceptions from ACP countries was observed in 10 countries, which together account for almost 80% of notifications: Uganda, Dominican Republic, Kenya, Nigeria, Suriname, Cameroon, Togo, Ghana, Senegal, Mali and Côte d'Ivoire.

Rapid Alert System for Food and Feed (RASFF), recording exceedances of pesticide maximum residue limits (MRLs) recorded by EU Member States.

Key country/sector combinations were Dominican Republic (peppers and chillies; aubergines; yardlong beans); Kenya (beans); Sierra Leone (watermelon seeds); Uganda (Capsicum sp.).

The Market Intelligence service maintains a live dashboard system using MS PowerBI, which enables continual, up-to-date monitoring

using the EU's EUROPHYT and RASFF data, generating clear visuals that are easy to interpret. The dashboard system enables us to generate country-specific data for country websites (see page 124), for marketing and training purposes, and for market analyses on request by partners and stakeholders.

KEY FOCUS AREAS FOR 2021

- Publish and disseminate market research on dynamics of the fruit and vegetable trade by region and sector
- Develop specific market profiles on request
- Strengthen data exchange to continuously improve the quality of the databases used by COLEACP and its partners.
- Continue production of interactive multi-stakeholder scorecards





INFORMATION & COMMUNICATION



MEET THE COLEACP
TEAM FROM THE
INFORMATION &
COMMUNICATION
DEPARTMENT



4 Our services and activities

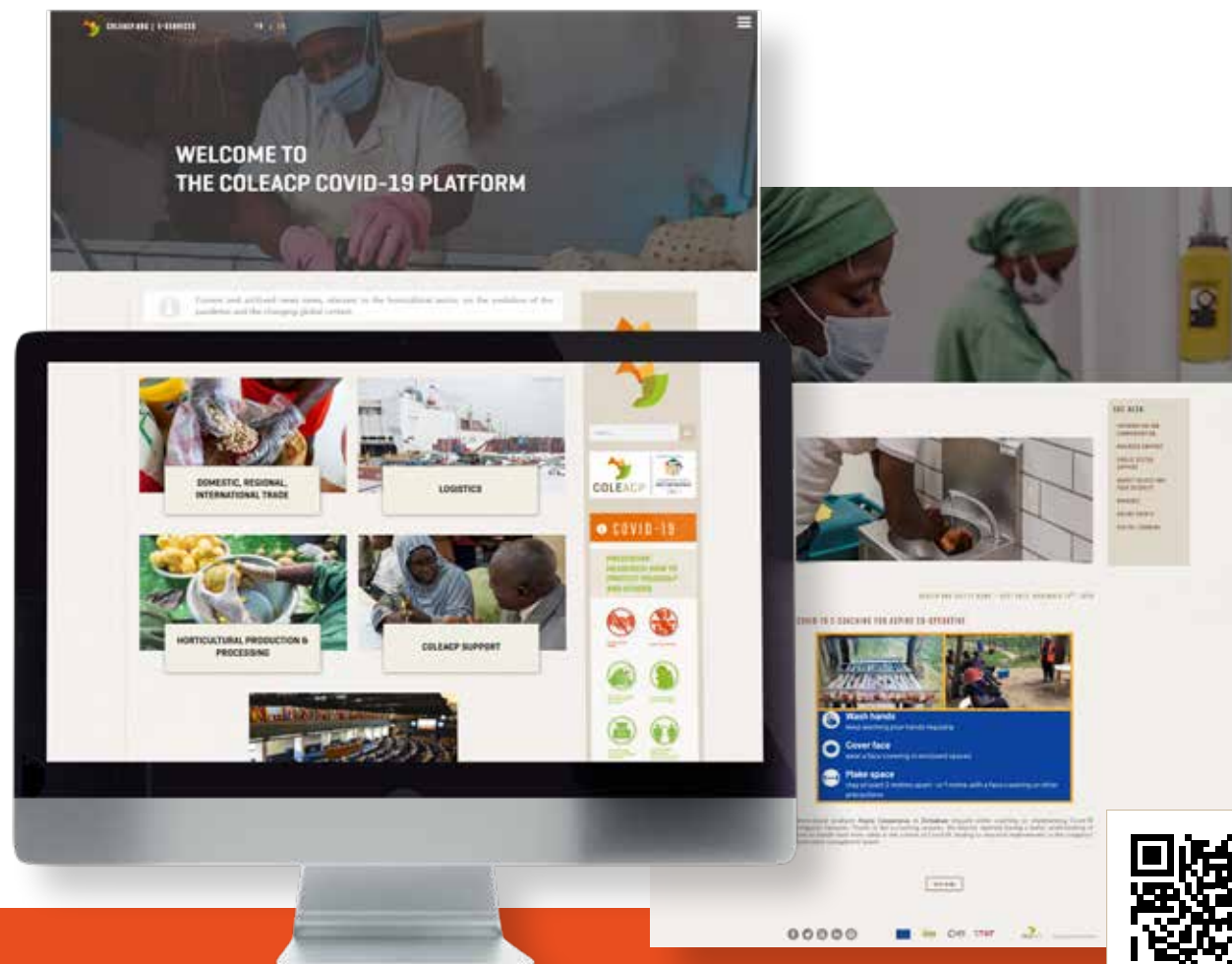


The power of communication

2020 increased everyone's awareness of the importance of communication, particularly digital communication. As part of our Covid-19 Action Plan, the Information & Communication service accelerated the provision of vital online news and information; enhanced digital communication both internally among COLEACP staff and in support of partner organisations; published new training materials such as Covid-19 health and safety information, and the move from face-to-face to digital; and supported partner organisations in developing their own communication strategies.

Online resources expedited in response to Covid-19

To handle the growing demand for reactive situation updates, COLEACP began to distribute a regular Covid-19 newsletter. COLEACP's new Covid-19 platform enabled us to make available regular information, including logistics updates covering the latest air, sea and land freight issues in ACP countries (see page 118).



News from the agri-food sector & markets, and from COLEACP

By the autumn of 2020 our News platform, news.coleacp.org, further enhanced our ability to publish timely news from the agri-food sector & markets, and from COLEACP.

Our members and partners are kept informed via a monthly newsletter with links to the News pages, and are able to search the platform for information relating to specific countries and sectors.



[NEWS.COLEACP.ORG](https://news.coleacp.org)



HEADLINES



4 Our services and activities

National and regional websites of the COLEACP and its programmes

By the end of 2020, COLEACP's first 25 country and regional websites were online, covering 23 African countries plus the Caribbean and Pacific. While the home pages are open access, the deeper content is limited to COLEACP members and partners. The websites include news items; live information and data on the horticultural sector in the country/region; and information on COLEACP's specific local objectives and activities. A further set of country websites is planned for 2021. Visit www.coleacp.org/country-websites.

COLEACP Board of Directors and General Assembly go digital

On 25 and 26 June, COLEACP held its first fully digital Board of Directors and General Assembly via Zoom. The Covid-19 situation speeded up an already existing intention to include remote participation in these meetings to increase the ability of members from all over the world to attend and contribute. The experience was positive, with 92 participants in the General Assembly on Friday. It was also a learning experience, and members' and partners' responses to surveys on both events are being used to inform future developments and improvements, particularly regarding the possibilities for more interaction.



Focus on video



Growing People, Growing Business

In June, on the occasion of World MSME Day, we launched a video series – Growing People, Growing Business – to share the testimonies of our public and private sector partners committed to the sustainable development of ACP agri-food value chains.

The 16 episodes included contributions from our members, partners and collaborators ranging from producers and exporters through national and regional associations to funding bodies, including Tanzania Horticultural Association (TAHA); Standards and Trade Development Facility (STDF); Caribbean Export; Union des AgroPasteurs du Cameroun (UNAPAC); Caribbean AgriBusiness Association; ZIMTRADE (Zimbabwe); Agence française de développement (AFD); Fair Trade Enterprises Ltd (Kenya); Distribution Plus (Senegal); Dewfresh Veggies (Nigeria); E Darkey and Associates (Ghana); Probest Veg (Zimbabwe).

See [COLEACP's YouTube channel](https://www.youtube.com/user/pipcoleacp/videos).*

* <https://www.youtube.com/user/pipcoleacp/videos>



4 Our services and activities



Growing Young People – Youth promoting sustainable agriculture

For International Youth Day on 12 August, COLEACP asked young people in ACP horticulture to share their vision for sustainable agriculture on video, with contributors from the Bahamas, Cameroon, Kenya, Nigeria and Togo. View their thoughts on the future [here](#)*.

Promoting bananas from West and Central Africa

As part of our series on ACP horticultural value chains, COLEACP's video "West & Central African banana: action for a sustainable supply chain" was revised and re-launched in October. You can see it [here](#)**.

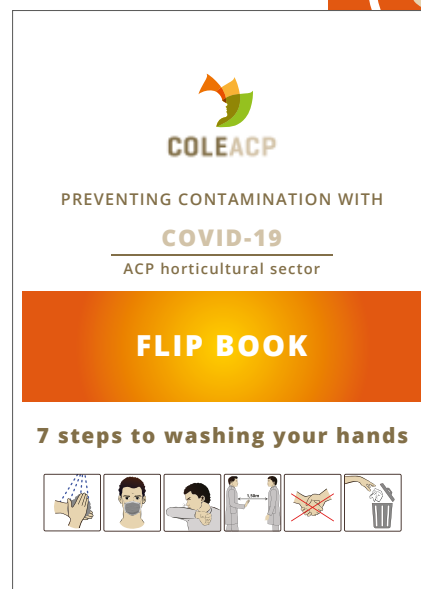
* <https://www.youtube.com/watch?v=dq3-TH2IEOY>

** <https://www.youtube.com/watch?v=33yRy8XpW8g>



PAFO–COLEACP targeted communications about Covid-19








In partnership with the Pan-African Farmers' Organization (PAFO), COLEACP has produced a series of posters, banners and other resources, including a Flip Book, to communicate the basic health & safety and social distancing measures required in workplaces and other public places, including the correct practices for effective handwashing and sanitation. These effective tools, some of which can be customised, focus on conveying clear visual messages that need to be understood and complied with.

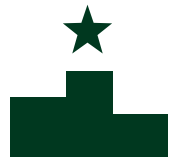




Stepping up social media engagement

In 2020 COLEACP fully utilised the value of social media to keep in touch with our members, partners and stakeholders, and expanded to make more use of Instagram and YouTube.

						
 NUMBER OF POSTS IN 2020		662	164	606	800	21
 ENGAGEMENT RATE IN 2020 (COMPARED WITH 2019)		+89%	+273%	+327%	+106%	n/a
WHO WERE OUR FOLLOWERS IN 2020?	NUMBER	4,211	760	4,091	1,784	397
	% FEMALE	23	38%	n/a	32	33%
	% MALE	77	62%	n/a	68	67%
	TOP 3 COUNTRIES	Uganda, Burkina Faso, Togo	Nigeria, Tanzania, Kenya	Belgium, France, Italy	n/a	France, Kenya, Cameroon

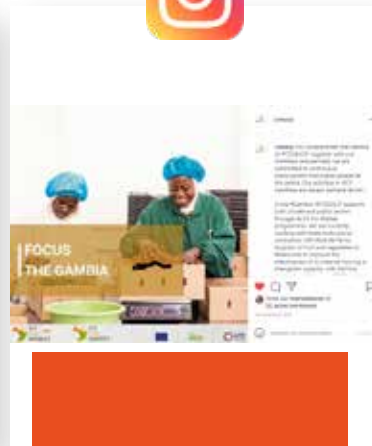


MOST POPULAR POST



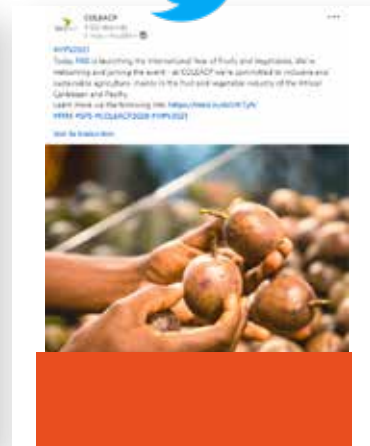
NExT Kenya
launch in
December

Reached: 1,383



Our programmes:
The Gambia

Impressions: 3,493



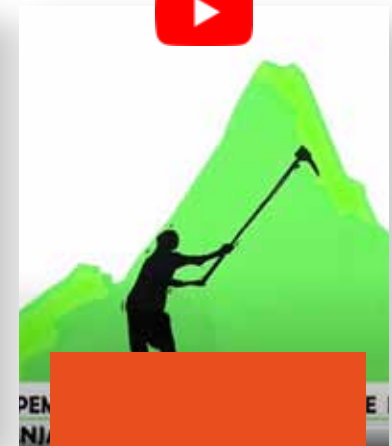
International
Year of Fruit and
Vegetables

Impressions: 720



Supporting
Avocado Society
of Kenya

Impressions: 1,867



Cameroun - Focus
sur le poivre de
Penja

Views: 1,137

4 Our services and activities

A photo of you in your job

In April, in collaboration with Mr Seun, a young farmer from Nigeria, COLEACP launched a challenge on Twitter inviting all professionals in the agriculture industry to

“Join the challenge to post a photo of you in your job. Just a picture, no description. The goal is to flood social media with our profession as we continue feeding the nations #COVID19 #lockdown”

296 farmers from all over Africa participated.

Join the challenge to post a photo of you in your job. Just a picture, no description. The goal is to flood social media with our profession as we continue feeding the nations. #COVID19 #lockdown



Technical publications in 2020

In 2020 COLEACP began to publish a series of guidelines in response to the new Plant Health Regulation that came into operation in December 2019. COLEACP's guidelines for national authorities and export sectors aim to help orient the development of national action plans (and, where relevant, dossiers) to meet the new rules. They provide a framework to guide the process, and outline the various elements that can be incorporated into a national approach to manage the pests concerned. They also identify the possible information to be provided, and actions to be taken, at all stages from production to export, by both public and private sectors. The guidelines series will continue to be expanded in 2021.

We also published a range of technical support documents to support the ongoing updating of COLEACP's crop technical itineraries and plant protection guides for operators in ACP horticulture (see page 101).

Partnership with FAO (IPPC)

In the field of plant health, the International Plant Protection Convention (IPPC) is the world's reference organisation. It offers many high-quality publications, including Capacity Development guides that support the activities of National Plant Protection Organisations (NPPOs).

COLEACP collaborated with the IPPC to co-publish French versions of eight of these guides, which were originally published in English, particularly with the intention of making them available to the francophone countries in West Africa. The guides draw extensively on requirements specified in several International Standards for Phytosanitary Measures (ISPMs) of the IPPC. They will be useful to NPPOs, and to other COLEACP members and partners, in the context of Fit For Market SPS programme activities responding to the new EU plant health rules.





KEY FOCUS AREAS FOR 2021

- Enhance the e-services platform to optimise the user journey
- Continue to update and improve COLEACP websites, including national/regional websites, and pilot platforms with professional associations
- Focus on videos for social media and COLEACP YouTube channel, including promotional videos for certain sectors
- Step up the social media campaign on all platforms
- Develop and promote training materials and methods

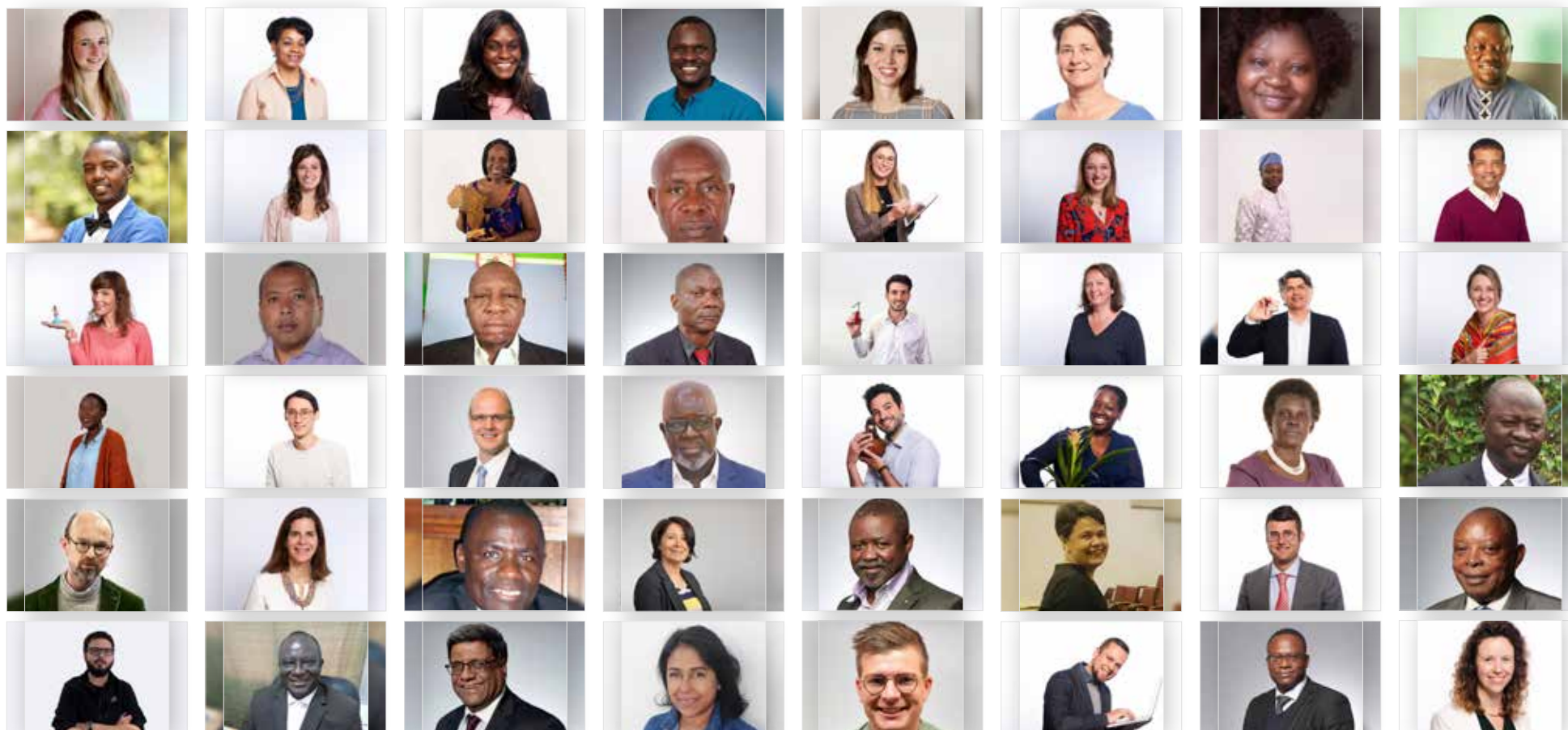


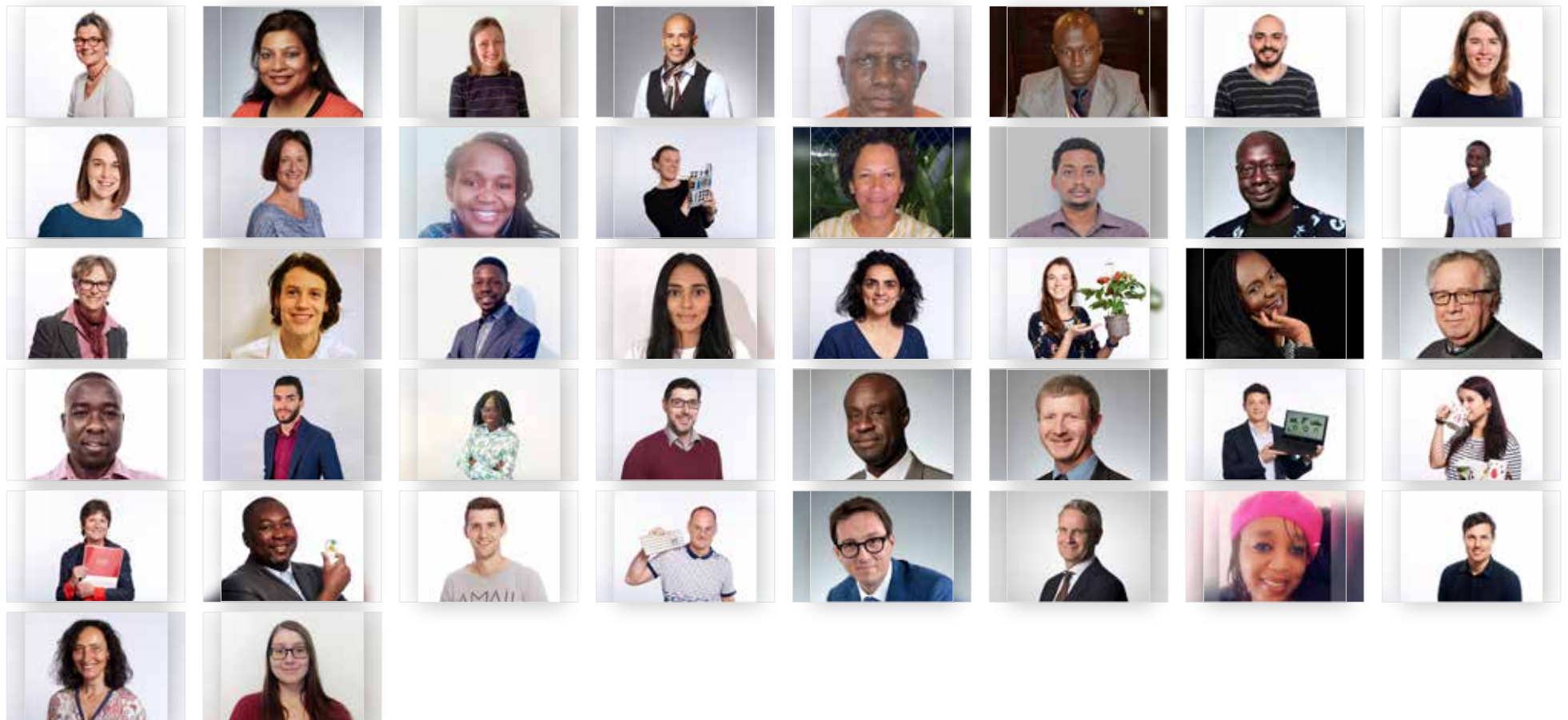


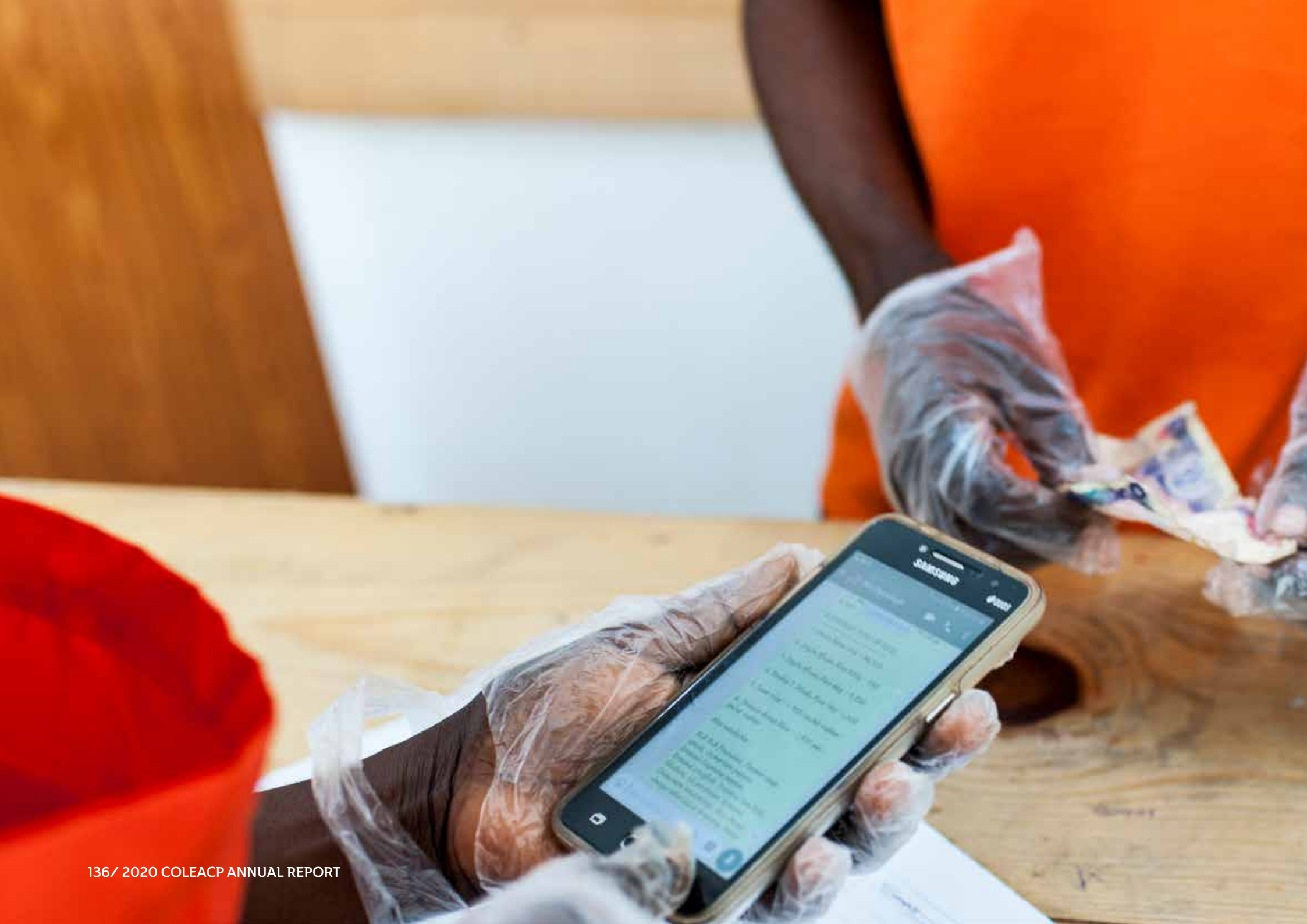
4 Our services and activities

Meet the COLEACP team

All COLEACP staff, national relays and Board members manage and develop activities within their own field based on the association's values. Together we strive to maintain a culture that aims to achieve results for the public good. Individually we seek meaning in what we do, and find it by contributing to building a world that we hope will be more sustainable. We aim to also apply our recommendations to ourselves through capacity building with companies and organisations that are committed to sustainable agriculture and agribusiness.









5

FINANCIAL REPORT

Financial Report 2020

Financial transparency

COLEACP, as a non-profit association governed by the law of 1901, manages its finances with the key words «reason» and «prudence», within the framework of the good functioning of the association, in conformity with the objectives of the association and with a concern for transparency, by seeking a budgetary balance in the management both of the programmes it implements, and of the association's related activities.

The association's accounts are audited annually by the accounting firm Caderas Martin. COLEACP is also subject to expenditure audit requirements, as imposed by our donors, in the implementation of programmes for which grants have been received.

EXTRACT FROM THE AUDITOR'S REPORT ON THE ANNUAL ACCOUNTS

FINANCIAL YEAR ENDING 31 DECEMBER 2020

"In our opinion, the annual accounts give a true and fair view of the results of the operations of the past financial year and of the financial situation and assets of the association at the end of that year, in accordance with French accounting rules and principles."

Paris, 18 June 2020

Statutory auditor

Caderas Martin

Management report

The fiscal year 2020 ended with a positive net result after tax of EUR 55,803, reflecting the efforts undertaken in recent years to diversify the sources of financing and to further increase the operational efficiency of the organisation in the implementation of its activities.

The 2020 fiscal year was marked by the COVID-19 pandemic, which led to a significant reduction in the unit cost of actions implemented in 2020, which will certainly continue in 2021 and beyond. This gain in budgetary efficiency results in particular, but not exclusively, from the digitalisation of our activities, particularly in the Technical Assistance and Training departments, in order to be able to continue their implementation in the current international health context.

The individual and group face-to-face support offered by COLEACP within the framework of the Fit For Market programme was interrupted at the beginning of March 2020, anticipating and/or following decisions on containment and social distancing taken by the authorities in the countries where programme activities were being carried out. This naturally resulted in a substantial reduction in financial resources for national/international travel, *per diems*

and accommodation/conference rooms for technical assistance and training activities.

In the case of group training courses in particular, we have observed a reduction in unit cost of around 40% for digital training courses compared with their face-to-face equivalent. This is the case at present, and we anticipate a further reduction, possibly up to 55%, once the digital training offer is fully mature.

This reduction in unit cost is also accompanied by a reduction in the translation of digital training courses, thanks to the possibilities offered by the platforms used for simultaneous interpretation services. This will allow participants from different language groups to be grouped together in the same session.

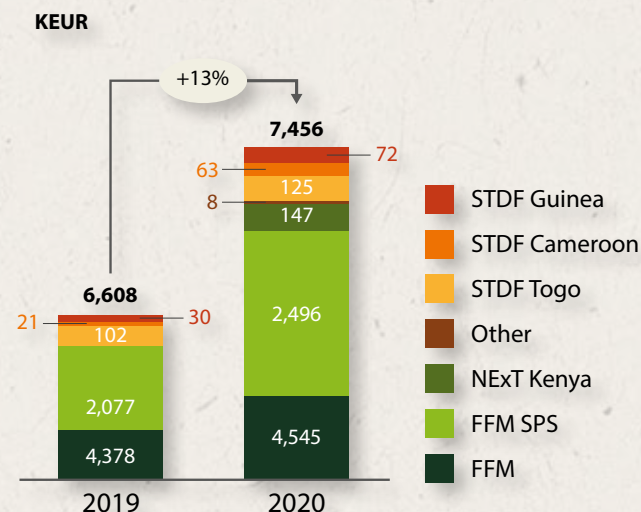
Income

The association's resources break down as follows: (i) income from grants relating to the implementation of ongoing programmes (representing more than 99% of operating income), (ii) income generated by services provided under service contracts, and (iii) membership fees paid by members (representing approximately 1% of resources).

The positive evolution observed in the 2020 financial year is mainly due to the increase in grant income related to the FFM and FFM

SPS programmes as well as the acceleration of disbursements on the STDF Guinea, STDF Cameroon and STDF Togo programmes.

It is important to note that the NExT Kenya programme was officially launched in May 2020 and the first months of the programme's start-up were mainly devoted to the operationalisation of the action plans with the programme's beneficiary partners as well as the recruitment of the programme management and implementation unit team in Nairobi.



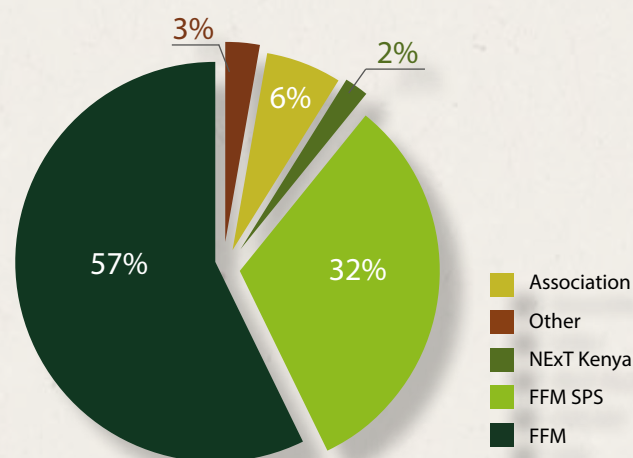
Expenses

A breakdown of expenditure by type of expense and by COLEACP services allows for a more detailed descriptions of the activities carried out during 2020.

Breakdown of costs by source

The distribution of jobs reflects the relative importance of the FFM and FFM SPS programmes in COLEACP's activities in the year 2020, with these two programmes alone accounting for almost 90% of the total expenditure incurred in the year.

The association's employment in activities outside the managed programmes represents 6% of total expenditure.



Breakdown of expenses by type

Internal expertise (human resources of the association) and external expertise (mobilisation of COLEACP's network of expert trainers) is the main item of expenditure.

Wages and salaries and related **social charges** have increased due to the evolution of the number of full-time equivalents on average in FY 2020 (+11 compared to FY 2019).

In terms of **other purchases and external expenses**, 2020 was marked by a significant decrease in logistics costs, as well as in travel and per diem expenses, given the measures imposed by the authorities to prevent and/or reduce the spread of Covid-19. Despite these restrictions, COLEACP continued its operational activities and had to adjust its modus operandi, which led to an increase in office running costs, mainly due to the implementation of technical solutions and IT tools allowing the continuity of remote operations.

Exceptional expenses, amounting to EUR 66,100 for the financial year, consist of (i) ineligible expenditure relating to the Fit For Market SPS programme for a total amount

of EUR 5,069; and (ii) provisions for risks and charges. In the interests of prudent and sustainable management of the association, it was decided to make provision for risks totalling approximately EUR 60,000 in anticipation of ineligible expenditure to be recognised in future years relating to ongoing programmes, in particular to cover possible ineligible expenses relating to the Fit For Market programme expenditure verification exercise in 2021, and to take account of the refurbishment costs of the offices of the Programme Management and Implementation Unit in Brussels, which moved to new premises in January 2021.

The transition to the selected co-working space will allow an optimisation of structural costs, via an average reduction of costs related to rent and charges of approximately 45% - 55% over the next 3 years. In addition to budget optimisation, this new configuration will allow us to be more agile and flexible in managing the number of workstations according to our activity and future needs.

COLEACP still has a significant amount of deficit carry-forward relating to the loss generated in the 2016 financial year, resulting from a lag period between the administrative and financial closure of the PIP2 programme and the start-up of the FFM programme. The accumulated deficit is deducted from the profits made in the current year.

Breakdown of operating expenses by service

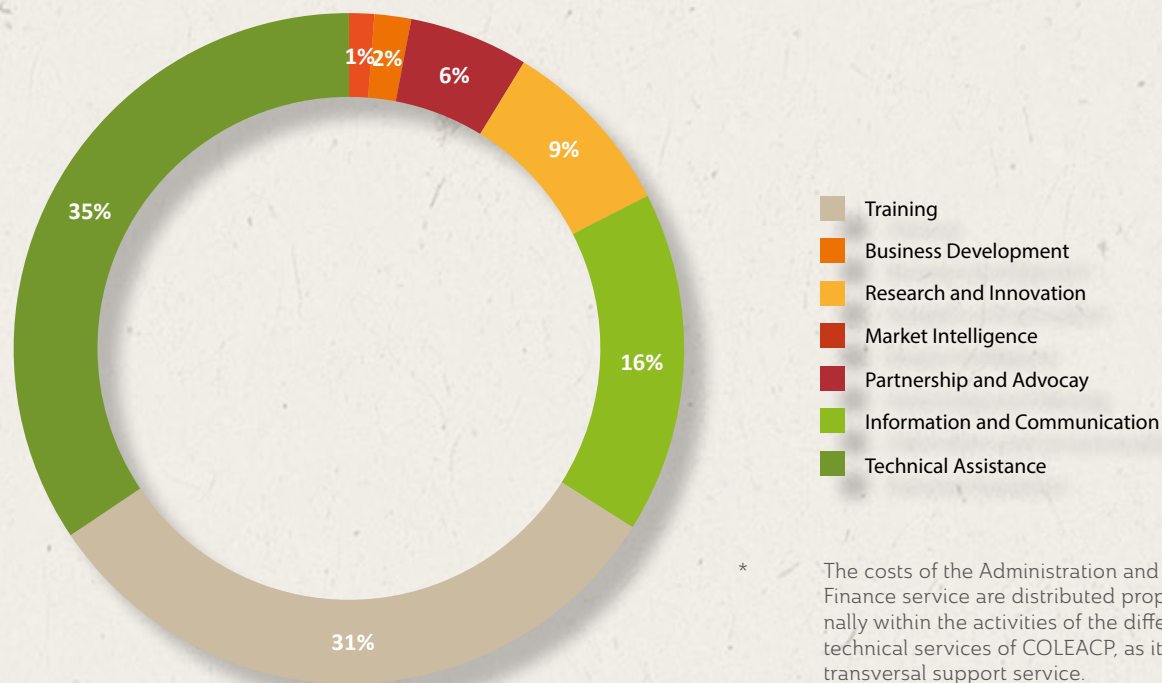
The breakdown of operating expenses by service illustrates the wealth of «programme activities», particularly in the FFM and FFM SPS programmes. The Technical Assistance and Training services account for 34% and 31% respectively of total operating expenses. In the 2020 financial year, the vast majority of these expenses relate to the mobilisation of external expertise in the context of the implementation

of the memoranda of understanding with the beneficiary partners of the programmes.

The Information & Communication service was particularly mobilised in financial year 2020 in order to design, format, produce and disseminate news (especially in the context of the Covid-19 pandemic), as well as knowledge and information adapted to target groups, in close collaboration with the other technical services. The operational costs related to these activities concern the mobilisation of targeted expertise, the production and editing

of static and multimedia materials, translation/interpretation, and to a lesser extent printing.

The activities of the Research & Innovation service gradually increased during financial year 2020, in particular with the resumption of field trials and updating of technical itineraries. As with the other technical assistance services, the operating expenses relating to these activities concern the mobilisation of external expertise.



Balance sheet as at 31 December 2020

ASSETS		
EUR	2020	2019
Fixed assets	24,801	4,461
Current assets	7,334,584	6,684,274
Grand total	7,359,385	6,688,735

LIABILITIES		
EUR	2020	2019
Equity	838,822	783,019
Provisions for liabilities and charges	65,498	11,849
Long-term debt	5,415,406	5,171,348
Short-term debts	1,039,659	722,519
Grand total	7,359,385	6,688,735



Income statement 2020

SUMMARY INCOME STATEMENT		
EUR	2020	2019
Operating income (1)	7,518,918	6,735,134
Operating expenses (2)	(7,403,320)	(6,694,668)
Operating result (3) = (1) + (2)	115,599	40,504
Current result before taxes (5) = (3) + (4)	115,599	40,504
Extraordinary result (6)	(59,795)	208
Corporate taxes (7)	-	
Result for the year (8) = (5) + (6) + (7)	55,803	40,712





VISIT THE NEW WEBSITES OF COLEACP AND ITS PROGRAMMES

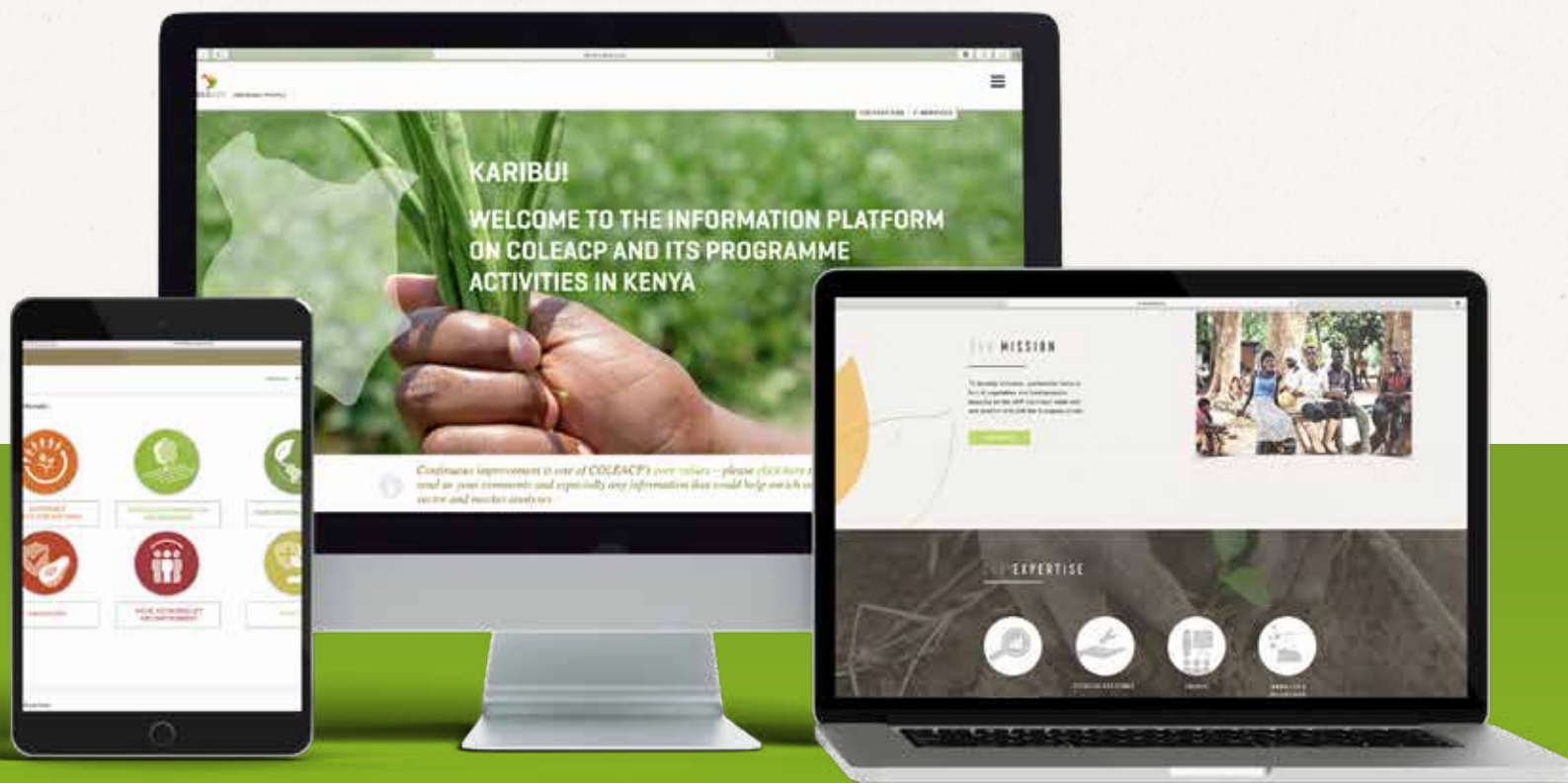
www.coleacp.org



www.eservices.coleacp.org



COLEACP country website





This document has been prepared by the COLEACP as part of co-operation programmes funded by the European Union (European Development Fund – EDF), the Organisation of African, Caribbean and Pacific States (OACPS), the Agence Française de Développement (AFD) and the Standards and Trade Development Facility (STDF).

COLEACP is solely responsible for the content of this publication, which may in no way be considered to represent the official position of the European Union, OACPS, AFD or STDF.



