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# ANNUAL REPORT

**GROWING  
PEOPLE**



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## MESSAGE FROM THE PRESIDENT AND THE GENERAL DELEGATE

*“Particularly in sub-Saharan Africa, we continue to face immense needs – but also see immense potential.”*

Like the preceding year, 2021 was marked by the Covid-19 pandemic. As early as the first quarter of 2020, COLEACP began to put in place a specific action plan with the intention of contributing to reducing the negative impact of Covid-19 on the production and marketing of horticultural products in ACP countries; and seizing this major macroeconomic constraint as an opportunity to contribute positively to a needed paradigm shift in the agri-food system in ACP countries. This is based on the knowledge that the fruit and vegetable sector was growing steadily before the pandemic, and will be even more needed in the post-Covid period in terms of employment, gender, nutrition and environmental balance.

Despite – and also in response to – Covid-19, in 2021 COLEACP continued to remain focused on its mission, including the progressive finalisation of the Fit For Market programme in the service of its partner-beneficiaries, while remaining agile and adapting to the changing



environment in Europe, the ACP countries and the rest of the world. This has been achieved in large part by stepping up digital activities and through increased regional and national anchoring of COLEACP.

Following on from the Fit For Market programme, 2021 was also the year in which the new Fit For Market Plus programme was signed with our partners, the European Union (EU) and the Organisation of African, Caribbean and Pacific States (OACPS). The new programme builds on the recommendations of an external mid-term evaluation of the two Fit For Market programmes in 2021. It focuses on supporting the ACP horticultural sector to access markets in the context of Covid, evolving European regulations and the EU Green Deal. Fit For Market+ will run for 5 years and has a budget of €25 million. Programme support will contribute to the transition of ACP agriculture to a more sustainable food and agricultural system, integrating the priority action areas of the Green Deal's Farm to Fork strategy.

Over the past 20 years, first the PIP programmes and then the two Fit For Market programmes, through their shared objectives, have ensured

the consolidation and continuity of activities, particularly in terms of information production, technical materials such as training tools, and support methodologies.

**Our historical partnership with the EU and ACP countries, as well as the continued commitment of our team and the entire COLEACP family in the 50 countries where we work together,** have enabled us to remain operational and relevant by continuously adapting our activities.

**This is an opportunity to thank you all for your trust and involvement.**

**Thank you also, on a more local level** – which is increasingly our daily business – to the EU Delegation in Kenya regarding the NExT Kenya programme; the World Trade Organization regarding the STDF projects in Togo, Guinea and Cameroon; the United Nations Industrial Development Organization (UNIDO) in Senegal, Guinea and Guinea Bissau; and more recently Enabel in Benin, for having placed their trust in us. In total, we managed 15 programmes during 2021, each with its own specific contexts and challenges, and between which we strive to create synergies that are useful for multiplying the impacts of our activities. Finally, I would like to thank the French Development Agency (AFD),



which co-financed the Fit For Market programme: a fruitful relationship which we hope will form the basis for future collaborations.

**Particularly in sub-Saharan Africa, we continue to face immense needs – but also see immense potential in the agricultural sector,** which provides jobs and new professions for young people, women and vulnerable communities. With our vision, “Growing people”, and our values, as well as our global approach and tools, we have a solid framework to operate in this volatile and vulnerable world, serving those committed to a sustainable economy and planet.

**In 2022, with the start of our new programmes Fit For Market+ and AGRINFO** and a focus on compliance, in all the countries where we work we will continue to facilitate the

transformation of climate and environmental challenges into opportunities in order to make this transition as fair and inclusive as possible.

**Despite the unpredictable international context, we remain confident in the future.** All the more so as horticultural value chains, our main field of action, are sustainable by their very nature. Fruit and vegetables are recognised as environmentally sustainable within the agricultural sector; and from a nutritional and dietary point of view we need them more and more, both locally and internationally. Our objective as an organisation continues to be to support, to the best of our ability, the contribution of these value chains, and more broadly of agriculture, to the achievement of the Sustainable Development Goals.

**Jeremy Knops,**

General Delegate of COLEACP

**Stephen Mintah,**

President of COLEACP

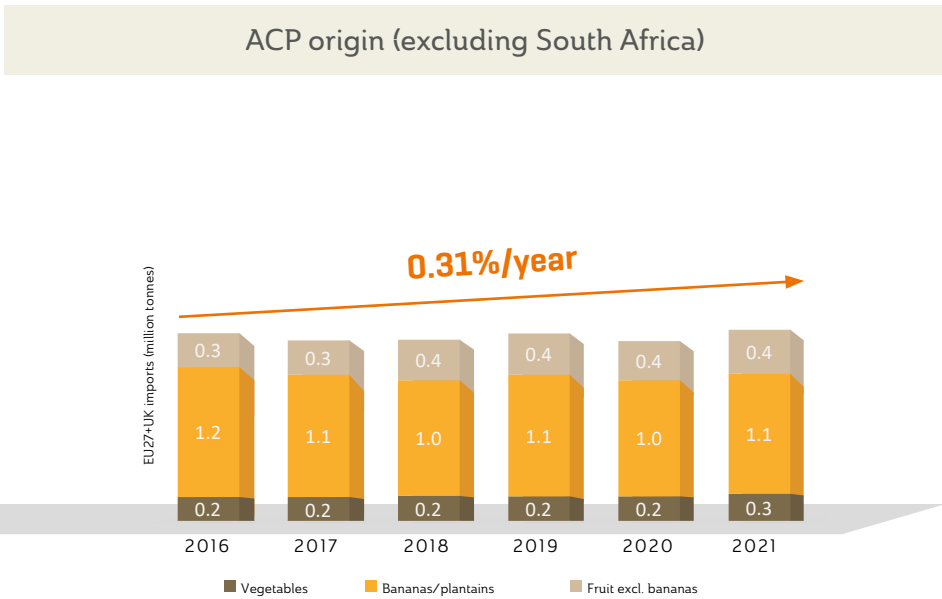
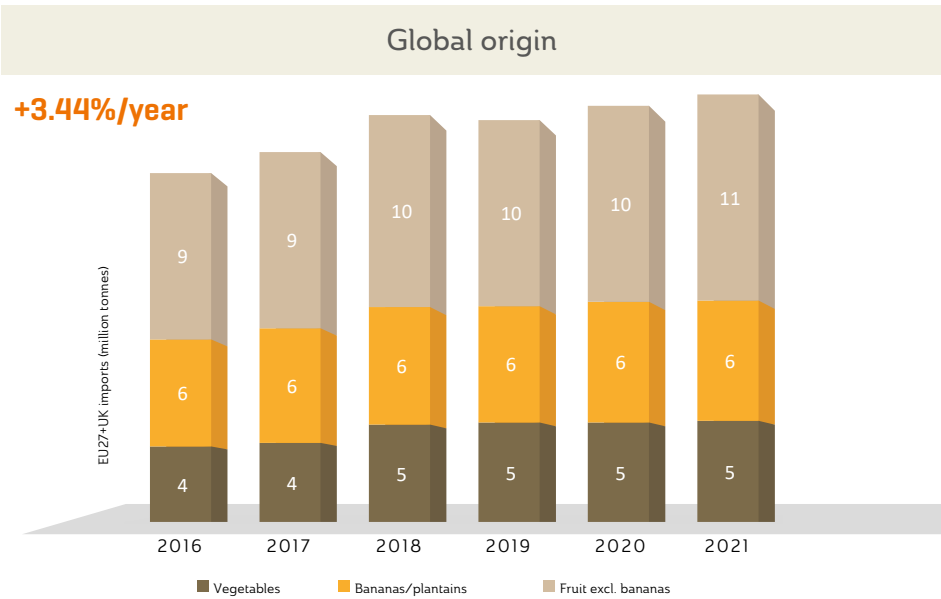
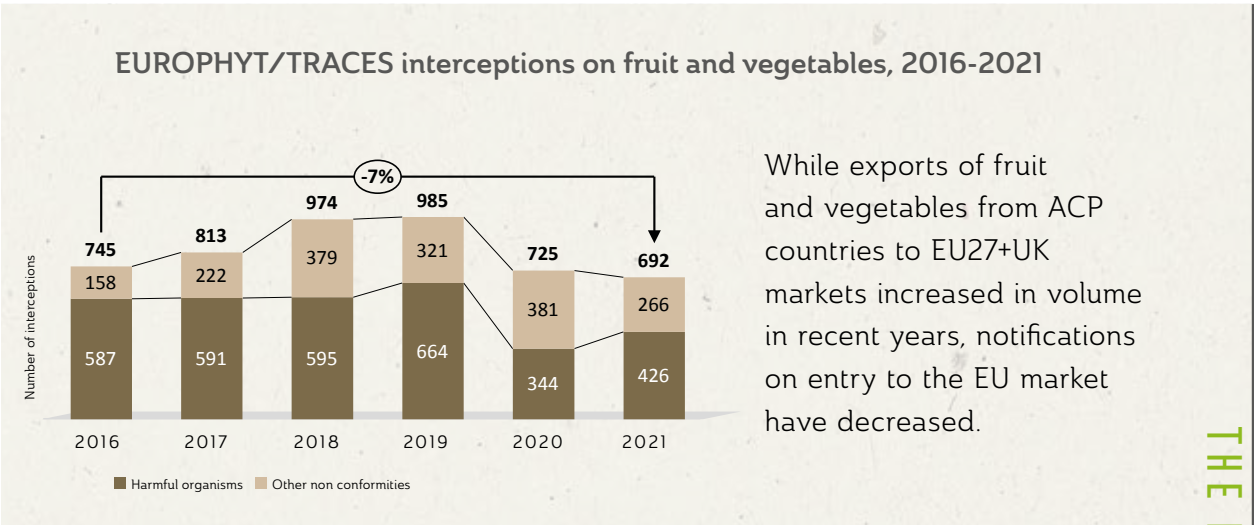


# THE EU AND ACP MARKETS IN 2021

## What was happening in the EU / ACP fruit and vegetable markets in 2021?

This section briefly summarises information from market studies carried out by COLEACP’s Market Insights department between 2020 and 2022.

## EU27+UK imports of fresh fruit and vegetables

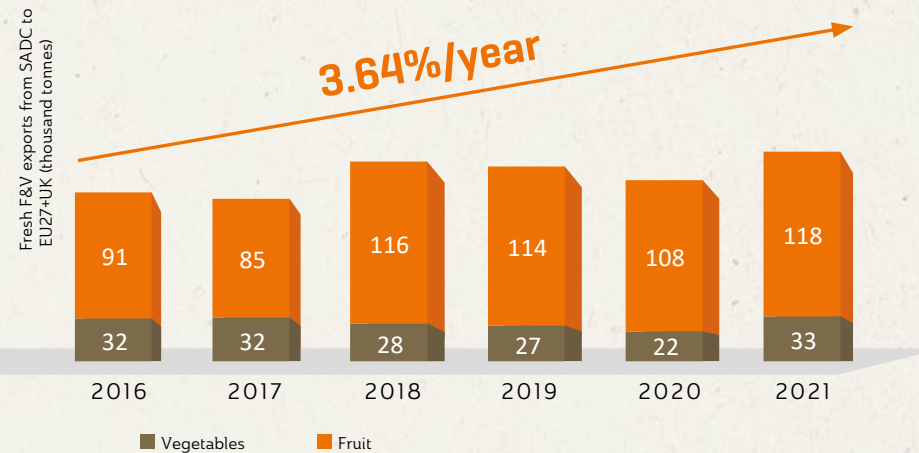
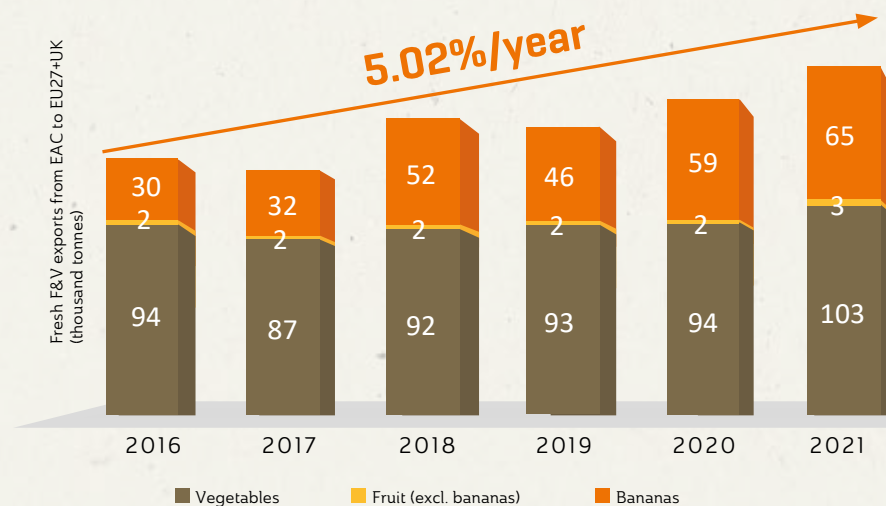


## Main trends in and from ACP countries

## SUB-SAHARAN AFRICA

**Eastern Africa** Globally significant growth of EAC fruit and vegetable exports over 10 years. Over this period, EAC exports to EU relatively less important; those to Middle East / Asia relatively more important. EAC exports performed better than ACP exports to EU, but less well than the global EU import market. Mainly driven by avocados (volume) and fine vegetables (values).

**Southern Africa** Regional market becoming more important. Main exports to EU27+UK were oranges, grapes, lychees, avocados; to Asia, cashews, dried legumes. Avocado exports to EU27+UK grew from 1 to 12 000 tonnes (+15.9%/y). SADC exports to EU27+UK closely follow growth of EU27+UK markets, and have grown much faster than total ACP exports to EU27+UK.

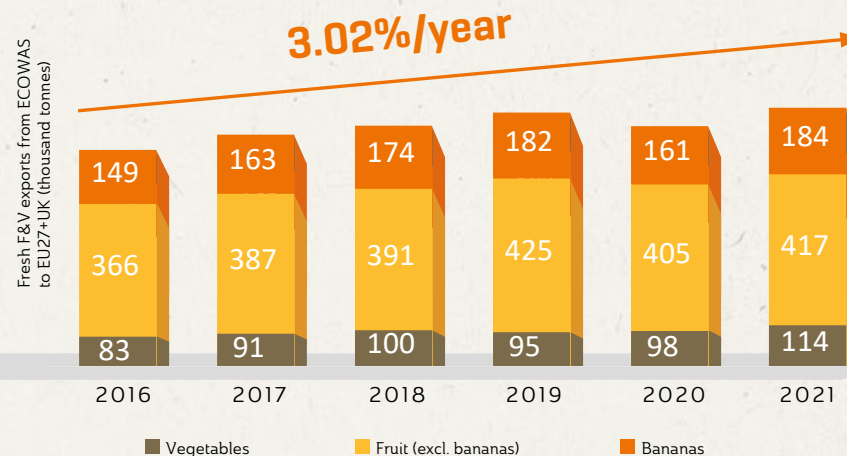
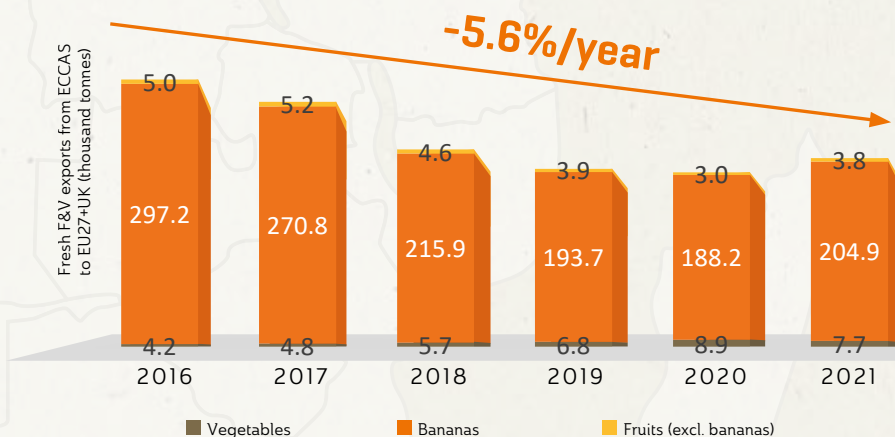




## SUB-SAHARAN AFRICA

**Central Africa** ECCAS countries export only a very small share of the fruit and vegetables they produce. Production is growing; exports are reducing but the share of sub-Saharan markets is growing. Banana (mainly Cameroon) is the main export to EU27+UK. Exported volumes are declining (-6%/year since 2016). There are emerging markets for frozen ethnic vegetables (Cameroon) and peppers (Rwanda) but volumes are still low.

**Western Africa** The regional market has become more important. Main exports bananas to EU (growing) and cashews to Asia. Pineapple exports to EU stable since 2016 (but halved since 2009); mango growing since 2009 (volumes have tripled). ECOWAS exports to EU27+UK increased in ethnic vegetables (+7.1%/year), roots and tubers (+6.1%/year), coconuts (+2.2%/year) and beans (+8.1%/year).



## CARIBBEAN

- Local markets are very important; links with the tourism and food industries are key.
- Caribbean countries are still flooded with imported processed food products, some of which could be produced locally, even at small scale, by encouraging subsistence farming and permaculture.
- Intra-Caribbean trade has room for development; regional agreements now facilitate trade flows within the region.
- Although exports fell over the past decade, an increase in overall domestic production has avoided further growth of imports.
- The Dominican Republic leads exports of organic fresh fruits, especially bananas, and has excellent prospects with avocado, mango and pineapple. Jamaica leads exports of roots and tubers and of value-added products such as sauces, which are entering international markets.

- Many small companies are launching value-added products on the domestic market while also looking at export potential. The Caribbean diaspora of almost 5 million provides ambassadors for its cuisine and products.



## PACIFIC

- Exports decreased by 28% over the past decade.
- 71% of exports were to Oceania (Australia/New Zealand), with North America second and East Asia third.
- Roots and tubers are the largest exported commodities.
- There are opportunities for high value crops and products (kava, vanilla, coconut oil, etc.) and certifications (e.g. organic) to get better prices and compensate for freight costs.
- There is new demand on the local market from a young, urban population.
- An import substitution strategy is needed to meet tourism demand and take advantage of government and NGO strategies to promote consumption of fruit and vegetables.



## Main opportunities in fruit and vegetable markets

EUROPEAN MARKETS	
<b>Main developing European market segments</b>	Hass avocado, organic banana, lime, coconut, mango (Amélie, Keitt, Kent), melon, papaya, sweet potato, pea, pepper, taro, watermelon, Jerusalem artichoke, sweetcorn
<b>Niche markets with high development potential</b>	Sugarloaf pineapple, greenskin avocado, exotic berries, snow pea
<b>Main stable or mature European market segments</b>	MD2 pineapple, banana, plantain, green bean, orange

CARIBBEAN MARKETS	
<b>National/regional:</b>	Processed, e.g. cassava, coconut water, herbs and spices, pickled gherkins, hot sauces. Prepared fruit and vegetables (salads, melons, pineapples, peppers, broccoli, cauliflower) for tourism sector. Import substitution (tomato products, juices, pulses, etc.), also roots and tubers replacing white potato imports (e.g. frozen chips) with locally produced cassava, sweet potato, white potato
<b>International:</b>	Avocado, pineapple, banana, coconut, mango, sweet potato, ethnic roots; organic fruits and vegetables

PACIFIC MARKETS				
CROP		MARKET		
		DOMESTIC	REGIONAL	INTERNATIONAL
Fruits	Bananas	CO	C	C
	Kava		CO	CO
	Noni	C	CO	O
	Pineapple	CO		
	Watermelon	CO		
Vegetables	Roots and tubers	C	CO	
(Processed) Coconuts	Coconut	CO	C	C
	Copra		C	C
	Virgin coconut oil		O	CO
Spice	Ginger		CO	CO
	(Black) pepper		O	O
	Vanilla		CO	CO
	Turmeric		O	O

C - Well established and mature market segment  
O - Market segment with potential and development opportunities  
CO - Well established market segment with further growth opportunities

Note: Graphs and results in this section represent COLEACP data, based on the databases of CEPII BACI, EUROSTAT and UK Trade Info.

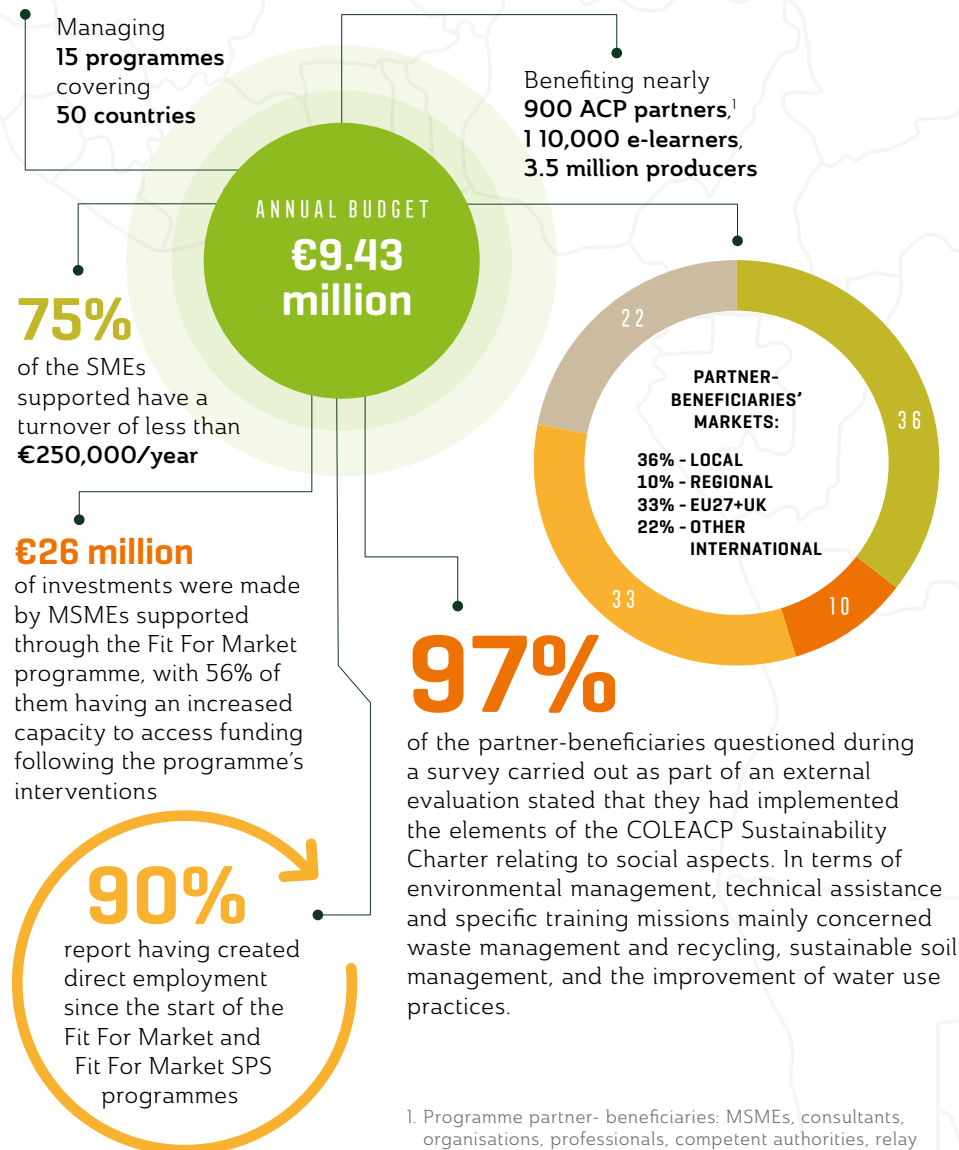






# MAIN DEVELOPMENTS AND ACHIEVEMENTS IN 2021

## Our 2021 operations in figures



## Resumption of international missions...

The first international missions since the beginning of the pandemic were organised in the third and fourth quarters of 2021, involving the COLEACP team based in Europe visiting **Côte d'Ivoire, Kenya, Togo/Benin and the Dominican Republic**



## ... Including...

**256**

technical assistance missions (under the Fit For Market and Fit For Market SPS programmes)

**16**

studies and market profiles produced and disseminated

**14**

trials set up by the Research and Innovation Brokerage department

**450**

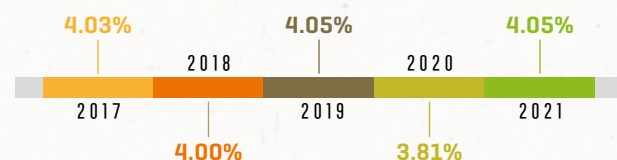
technical, information, communication and training materials, carrying the logos of our financial partners, produced and distributed

**270** TRAINING SESSIONS FOR  
**3,820** PARTICIPANTS

## ... Concrete results achieved through advocacy

- Tackling unfair trade practices
- Support for the release of shipments blocked at EU border controls
- Piloting of the Integrated Farm Assurance Version 6 of GLOBALG.A.P.
- Advocacy for ACP interests in relation to the evolution of the new EU rules on organic farming; cadmium in avocados; and the evolving French regulations on packaging and labelling of plastics

## ... Maintaining the ACP countries' market share of values on the EU market (excluding bananas)



## ... With a drop in RASFF and EUROPHYT/TRACES notifications

Rapid Alert System for Food and Feed (**RASFF**) notifications related to ACP-EU horticultural value chains in which the Fit For Market programme has been active, have decreased from:



European Union Notification System for Plant Health Interceptions (**EUROPHYT**) / **TRACES** notifications have also decreased:



## ... Key partnerships under way

### AFRICA

#### PAFO-COLEACP Innovation Series

#### 6 sessions

Six online innovation sessions were organised in 2021, featuring 25 inspiring entrepreneurs and bringing together nearly 2,500 participants from 92 countries.

### CARIBBEAN

#### IICA-COLEACP Caribbean Agrifood Business Series

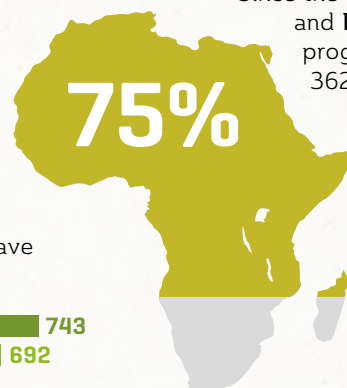
#### 4 sessions

were held in 2021 at which 16 inspiring entrepreneurs presented their businesses to over 1,000 participants from more than 70 countries.

#### OECD-COLEACP Fruit and Vegetable Series

#### 1st session

was held in 2021 on market trends attended by 220 participants, mainly from Europe and Africa.



Since the start of the **Fit ForMarket** and **Fit For Market SPS** programmes, more than 362 managers and inspectors have been trained from 40 ACP countries, covering about 75% of the countries in which COLEACP is active through the Fit For Market and Fit For Market SPS programmes.

## An assessment of the sustainability of partner-beneficiary MSMEs...

2021 saw the completion of the updated Sustainability Assessment Tool (SAE 2.0). 57 second iteration assessments were completed during the period.

459

sustainability self-assessment exercises have also been carried out since 2016 with the partner-beneficiary MSMEs and farmer groups of the Fit For Market programme.

## ... And support for the assessment of competent authorities' SPS systems via the R-SAT tool

The **Rapid SPS Assessment Tool** (R-SAT) has been developed by COLEACP under the EU-OACPS, EDES and Fit For Market SPS programmes to assist competent authorities, in consultation with key public and private sector stakeholders, to assess the status and functioning of SPS systems. Bringing the public and private sectors together allows for the development of a national priority action plan based on a common strategic vision. The objective in each of the ACP countries involved is to develop a roadmap for strengthening national SPS systems and ensuring their alignment with international standards and regulations.



## Fit For Market and Fit For Market SPS recognised for improving the livelihoods of ACP producers

At the request of the EU, the external mid-term evaluation of the Fit For Market and Fit For Market SPS programmes was conducted between September and November 2021. The main findings in the final report of the evaluation are very positive, including that more than

**90% of the partner-beneficiaries** interviewed during the evaluation stated that they had seen an improvement in the livelihoods of their employees/affiliated producers/suppliers since the start of the Fit For Market and Fit For Market SPS programmes.



## €11 million audited by BDO LLP



**ineligible for funding** from relevant funding partners

## End of 2021: engagement of two major new programmes in the continuity and expansion of our activities

**AGRINFO** (€7 million, EU funding):

a 5-year agricultural sector information programme providing sophisticated data and knowledge to developing and emerging countries, on EU policies; regulatory and non-regulatory measures; standards and market trends that have a potential impact on competitiveness; market access; and trade dynamics of agricultural value chains linked to the EU market.

**Fit For Market+** (€25 million, EU and OEACP funding):

a programme designed and being implemented as a continuation of the Fit For Market/Fit For Market SPS programmes, and the results of the COLEACP Covid Action Plan implemented from March 2020. Fit For Market+ support is intended to contribute to the transition of ACP agriculture towards a more sustainable food and agricultural system, integrating the priority areas of action foreseen by the Farm to Fork strategy of the EU Green Pact.

## 46 new members joined the association



COLEACP was pleased to welcome 46 new members in 2021. As of 31 December, the association had 512 members, the vast majority of whom are based in Sub-Saharan Africa and are SMEs, professional associations and experts.

## New sustainable and more flexible premises in Brussels



In a context where remote working has become commonplace, COLEACP Brussels joined a shared workspace in January which has allowed for greater flexibility and rationalisation of the daily management of its premises.

## A consolidated local presence in Sub-Saharan Africa

3 new national relays joined the COLEACP team in 2021 (**Nigeria, Zimbabwe, Rwanda**).

At the same time, the teams in Kenya (NExT Kenya programme) and Benin have been strengthened. The team now has the support of 16 local relays.




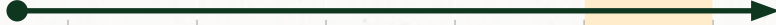









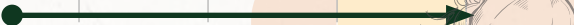






## DISCOVER OUR PROGRAMMES

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PROGRAMME	BUDGET (EUROS)	DURATION (YEARS)	2016	2017	2018	2019	2020	2021	2022	2023
 <b>FIT FOR MARKET</b>	25M	5								
 <b>FIT FOR MARKET</b> SPS	15M	4								
 <b>FIT FOR MARKET+</b>	25M	5								
 <b>NEXT<sup>EU</sup> KENYA</b>	5M	4								
 <b>AGRINFO</b>	7M	5								
 <b>STDF</b> TOGO	530K	3								
 <b>STDF</b> GUINEA	500K	3								
 <b>STDF</b> CAMEROON	500K	3								

DISCOVER OUR PROGRAMMES

# THE THREE FIT FOR MARKET PROGRAMMES

## The evolving context

PIP1  
PIP2  
EDES  
OTHERS



2016

Paris Climate Agreement

Increased scrutiny of environmental and sustainability practices (e.g. private standards)

Strengthening EU plant health rules (e.g. crop-specific dossiers, phytosanitary certificates, etc.)  
Effective loss of plant protection products (PPPs) following revision of EC Regulation 1107/2009 (placing on the market)

New Organic Regulation (EU 2018/848)  
Regulation EU 396/2005 (MRLs)  
Regulation EU 2020/625 (increased level of controls)

Regulatory package translating European Green Deal ambitions

European Green Deal  
Farm to Fork strategy



2022



UK withdrawal from the EU customs union and single market



2019

Worldwide Covid-19 outbreak, leading to major disruptions to supply chains

Uncertainty resulting from the situation in Ukraine and sanctions imposed on Russia, leading to major supply chain disruptions

The three **Fit For Market** programmes are implemented by COLEACP within the Framework of Development Cooperation between the Organisation of African, Caribbean and Pacific States (OACPS) and the European Union. Fit For Market is co-funded by the French Development Agency (AFD).



## Fit For Market by numbers

## What the Fit For Market programme has achieved

1,200+

Training  
and technical  
assistance  
activities



9,000+

Users of COLEACP  
e-learning platform



750

Action plans



## Who benefited



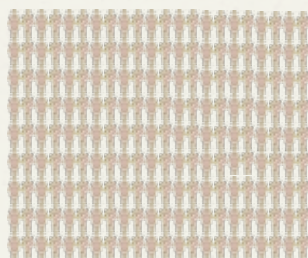
145,000

Direct partner-beneficiaries – company  
employees benefiting from programme  
activities



&gt;250,000

Indirect beneficiaries – MSMEs/outgrowers/  
value chain actors



~3,500,000

Indirect beneficiaries – producers via  
associations/professional organisations





## What they said

The EU's mid-term evaluation of the the Fit For Market and Fit For Market SPS programmes surveyed 89 representative beneficiaries and received 81 responses (91%).



### BUSINESS

**89%** of organisations surveyed had received staff training through the Fit For Market and Fit For Market SPS programmes

**100%** of those organisations said they had put into practice the key takeaways from Fit For Market training: 51% extensively and 49% moderately

**88%** of organisations said their capacity to improve members' livelihoods (suppliers, producers, etc.) had increased due to Fit For Market support

**74%** of survey respondents (2021) have invested in their business in the past 3 years



### JOBS AND LIVELIHOODS

**95%** of respondents had observed an improvement in the livelihoods of their employees / producer-suppliers since the programmes began

**90%** of respondents said they had created jobs directly since the beginning of the Fit For Market and Fit For Market SPS programmes (see chart below)



### SOCIAL COMPLIANCE

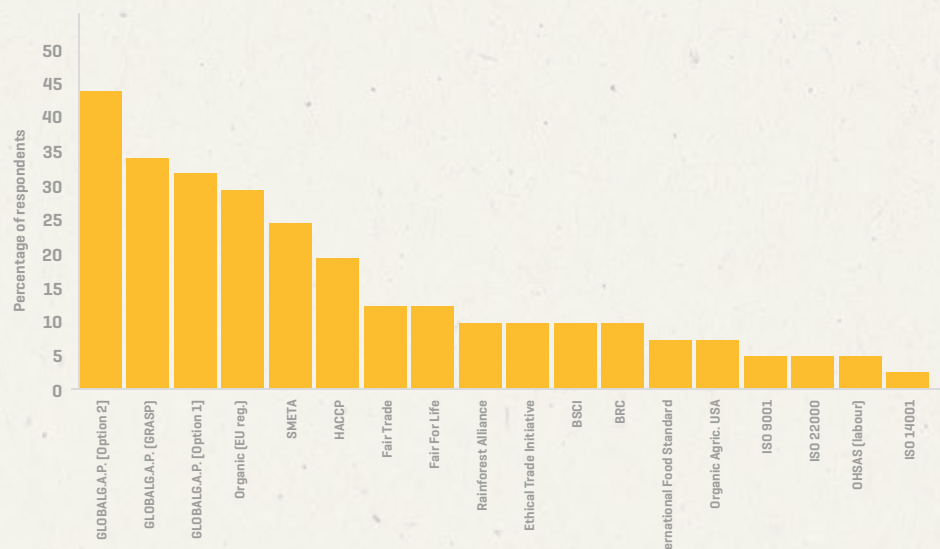
**95%** of organisations surveyed pay their permanent and temporary workers at regular intervals, at more than the minimum wage

**84%** offer formal contracts to permanent employees in accordance with their country's legislation

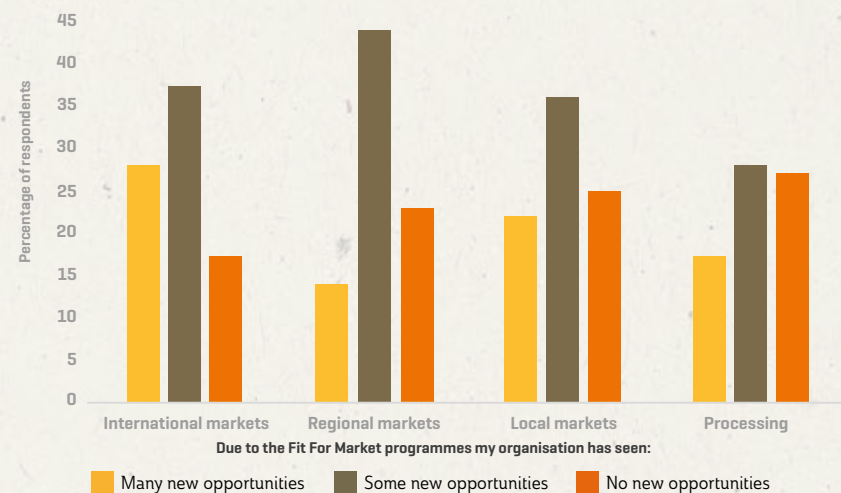
**97%** comply with the social aspects of COLEACP's Sustainability Charter

This illuminating survey will inform the activities and focus of the Fit For Market programmes going forward, in particular with respect to priority-setting; proactive programme dissemination in less represented countries (while respecting the demand-driven principle); closer collaboration with EU delegations and national governments;

promoting active collaboration with government bodies and relevant ministries regarding SPS compliance; improved data-collection tools; and a clearer implementation methodology.



Many respondents reported achieving one or more certifications/labels/standards due to Fit For Market support, notably GLOBALG.A.P. options, organic certification (EU), and the Sedex Members Ethical Trade Audit (SMETA).



Asked to qualify the new market opportunities for their organisation due to the Fit For Market and Fit For Market SPS programmes, over half of respondents said they had many, or at least some, new opportunities in international, regional and local markets for fresh produce. Fewer (45%) were aware of new opportunities in processing.



## The future: Fit For Market Plus



Fit For Market Plus

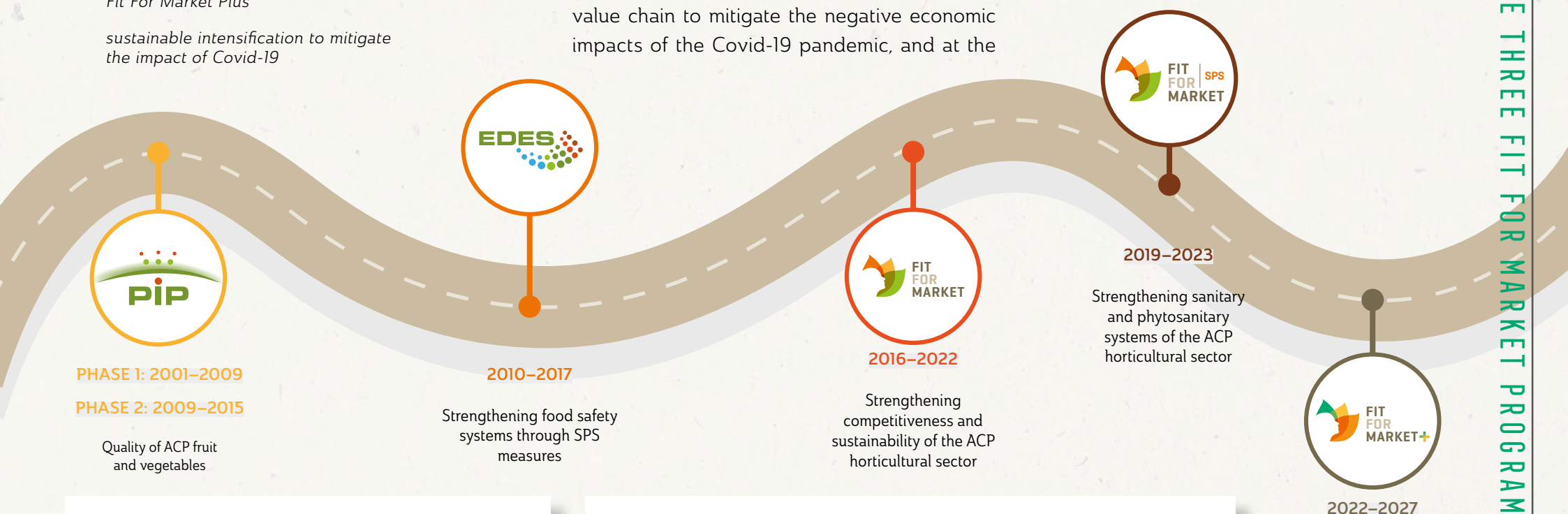
*sustainable intensification to mitigate the impact of Covid-19*

During 2021, with a focus on programme sustainability and continuity, planning took place for a new EU-funded programme that will build on 20 years' achievements to confront the unprecedented challenges – and opportunities – faced by ACP horticultural value chains today.

From 2022 the 5-year, €25 million Fit For Market+ programme will support actors in the value chain to mitigate the negative economic impacts of the Covid-19 pandemic, and at the

same time to seize new market opportunities by embracing green, low-carbon, climate-resilient strategies through developing and adopting relevant practices, skills and technologies.

In line with COLEACP's principles of decentralisation, digitalisation and evolution, six regional launch webinars will be held in 2022.



### KEY PRINCIPLES OF FIT FOR MARKET+

- Contribute structurally to transform agri-food systems
- Secure contingency capacity to react to crises and emergencies
- Test and pilot solutions to evaluate potential for upscaling

### SUSTAINABLE INTENSIFICATION

Fit For Market+ is based on sustainable intensification – increasing production while minimising negative impacts on climate, ecosystems and the overall productive environment. The new programme will support the transition of ACP horticulture towards more sustainable food systems, addressing the priority areas identified in the EU Farm to Fork strategy and the European Green Deal.



The NExT Kenya (New Export Trade) programme, established in collaboration with the EU Delegation in Nairobi and Kenyan stakeholders, aims to secure lasting improvement in the capacity of all stakeholders to adapt to evolving SPS, commercial, social and environmental requirements on local, regional and international horticultural markets. The programme has been instrumental in the revamping of Kenya's public-private National Horticulture Taskforce.

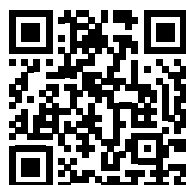
## 2021 Highlights

- Support for **Good Practice Guides** developed by and for the horticultural sector, targeting the value chains for peas and beans, and avocado. Residential workshops for the public-private Technical Working Groups for these two value chains were held in September 2021 to review the respective draft guides.
- **Training-of-trainers**, for example, for master trainers from Vegpro, Flamingo, and Kenya Horticultural Exporters to improve the efficiency of their internal training systems and increase training uptake; and for local experts in crop protection decision-making, scouting, control methods and field training workshops.
- **Business skills training** on book keeping and cost-benefit calculations, for example in February with extension staff of Interveg; and Business Survival Bootcamps in July in collaboration with the African Management Institute.
- **Digital training** for Kenyan SMEs, including on GLOBALG.A.P. standards; Covid-19 health and safety; food safety quality management systems, and others.
- Support for the development and October launch event of the Fresh Produce Exporters Association of Kenya (**FPEAK**) **Strategic Plan 2021–2025**.
- In collaboration with the Avocado Society of Kenya (ASOK), organisation of a **market access roundtable** for the avocado industry.
- Support for the Kenya Flower Council to produce a **promotional video** for the Kenyan flower industry.



### CELEBRATING 1 YEAR OF NExT KENYA

On 29 April 2021, 150 stakeholders took part in a digital event to share views on the current challenges and opportunities facing the Kenyan horticultural industry, and how the NExT Kenya programme is working to address them.





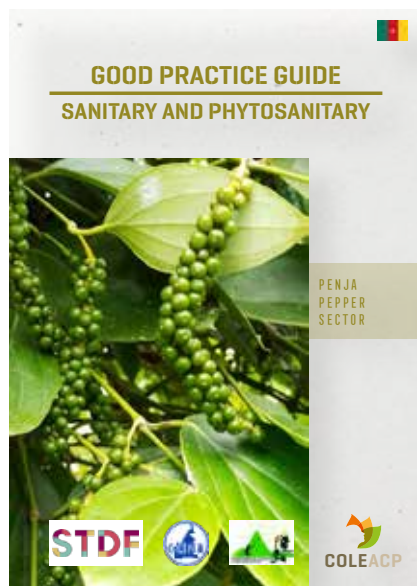


## STDF PROJECTS



The Standards and Trade Development Facility (STDF) is a global partnership to facilitate safe trade. It promotes improved food safety, and animal and plant health capacity, in developing countries.

***COLEACP currently implements three projects on behalf of STDF.***



The aim is to bring Penja pepper into line with international SPS market requirements to facilitate its access to markets. In 2021 we:

- achieved publication of the “Guide to good SPS practices for the Penja pepper value chain” following a workshop to collect feedback from the public and private sectors representing the entire value chain;
- developed training brochures and technical pest fact sheets;
- organised training-of-trainers for experts and strategic actors in Penja pepper;
- organised awareness-raising meetings for operators in the different production basins;
- held several training courses on good SPS practices for production, processing and packaging.

*In March 2022 the European Commission announced the registration of Poivre de Penja in the EU as a protected Geographical Indication (GI), the first ever sub-Saharan GI approved in the EU.*



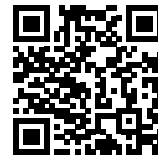
This project entails strengthening the framework and capacities of the inspection and control services in Togo, and of private operators active in producing and exporting fruit and vegetables. Key activities in 2021 included:

- finalising the “incubator for technical managers” project, carried out in collaboration with Togolese companies and development partners (EU Delegation; GIZ, the German Development Agency; Togo’s Plant Protection Directorate, DPV; and the Association of Producers, Processors and Exporters of



Vegetables and Fruit of Togo, APROTELF), followed by a closing awards ceremony for the 22 young participants;

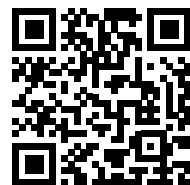
- a meeting of member companies of APROTELF, bringing together about 40 participants from horticultural companies, the DPV and GIZ/ProDRA;
- training on sanitary quality management for supervisors of the Institute of Consulting and Technical Support in Togo;
- ongoing development of a Good Practice Guide for leafy vegetables in Togo.



This project aims to build phytosanitary capacity in Guinea on the basis of a Phytosanitary Capacity Evaluation (PCE) carried out by the IPPC, and consultations with national stakeholders. In 2021 activities included:

- in July, in the Mamou administrative region, a national consultation workshop for stakeholders in the potato sector to launch and determine the next steps for a Good Practice Guide for potato in Guinea (in collaboration with Fit For Market SPS and operational partners);

- continued support for mango sector stakeholders carrying out internal audits to improve the sanitation and fruit fly control procedures put in place in 2020, to ensure successful implementation of the systems approach to reduce the risks of interception of mango consignments on arrival in Europe, required by the “mango dossier”;
- development of procedures and a monitoring system for interception notifications and export statistics.



## CONTRIBUTING TO COLLABORATIVE PROJECTS

In addition to implementing large-scale projects, COLEACP contributes as a sub-contractor, or via a specific service contract, to programmes and projects where synergies are identified.



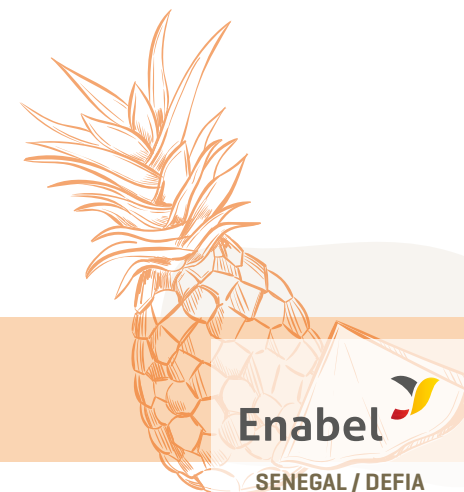
Strengthening knowledge on quality criteria and good practices for pineapple exports



Improving the competitiveness of the mango sector in Guinea-Bissau



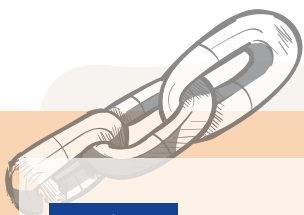
Contributing to the UNIDO INOE project for inclusive and sustainable industrial development for job creation



Support and quality assurance for traceability based on blockchain technology

Support to the agroecological transition of the pineapple sector in Senegal





VCA4D

Performing value chain analyses of commodities' and countries' contribution to growth and job creation



Highlighting the significance of the sector through the online Fruit and Vegetables Industry Series

DeSIRA  
LIFT

Supporting innovation towards environmentally sound, climate smart and socially just agri-food systems transformation



## SNAPSHOTS: SELECTED PROGRAMME ACTIVITIES IN 2021

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The following pages present just a few examples of our programme and project activities in 2021 – highlighting the synergies between them, and some of our many active partnerships with local, regional and international organisations.





# SUPPORTING STAKEHOLDERS' CO-DEVELOPMENT OF GOOD PRACTICE GUIDES

Throughout 2021, COLEACP's team of consultants provided support to national initiatives to develop Good Practice Guides for horticultural value chains. These Guides are developed, disseminated and kept up-to-date by stakeholders working collaboratively within each value chain. The process is facilitated by COLEACP, but the Guides are written, owned and published by Technical Working Groups made up of the professionals within each country/sector who will use them. The first set of **six guides**, for five countries, are: Kenya (Beans & Peas, and Avocado); Uganda (Capsicum); Guinea (Potatoes); Togo (Leafy vegetables); and Benin (Pineapple). In May 2022 the first of these, for Avocado in Kenya, was validated for adoption.

“

*FPEAK participated in recommendations for official adoption, launch & validation of the first draft of Avocado Good Practice Guide. The guide will target capacity building of smallholder farmers, exporters, aggregators, transporters and any other value chain player.*

**@FPEAK**  
(Fresh Produce Exporters Association of Kenya),  
17 May 2022



## TECHNICAL ASSISTANCE FOR

Sustainable production; Plant health; Food safety



## SUPPORT FOR

Producers/Exporters; Competent authorities



## CONTRIBUTING TO MEETING SDGs



## PROGRAMMES





# IMPROVING SPS PRACTICES ALONG THE WHOLE PENJA PEPPER VALUE CHAIN

Stricter European regulations since 2016 have posed a challenge to the export potential of Penja pepper, a unique agricultural product from Cameroon. This **STDF project** supports producers to understand the SPS risks and strengthens their capacity to deal with them. Training topics in 2021 included **Good packaging and storage practices** and **Safe use of pesticides**. A major achievement was the publication of the **SPS Good Practice Guide** for the sector, co-developed with the Penja pepper Representative Geographical Indication Group and Cameroon's Chamber of Commerce, Industry, Mines and Crafts. In March 2022 the European Commission announced the registration of Poivre de Penja in the EU as a protected Geographical Indication (GI).

“

*Cameroonian farmers have increased their incomes six-fold by registering [GI] Penja pepper, with local farmers saying registration of the Penja pepper raised incomes and stimulated stakeholder inclusion, public-private sector dialogue, and growth of other connected industries.*

**FAO and EBRD**



## TECHNICAL ASSISTANCE FOR

Sustainable production; Plant health;  
Food safety



## SUPPORT FOR

Producers/Exporters;  
Competent authorities



## CONTRIBUTING TO MEETING SDGs



## PROGRAMMES



# COMPOST PRODUCTION FROM MANGO INDUSTRY WASTE IN SENEGAL

Within the **UNIDO** project “Investments for New Employment Opportunities in Senegal”, financed by **GIZ**, COLEACP provided training and consultancy for mango production and processing companies in 2021. For example, in November managers from 11 mango companies in Casamance took part in sessions to build their capacity in understanding composting techniques, operating a large-scale compost production facility, and using compost as both fertiliser and soil conditioner. Seven teachers/ students from the Lycée Technique Agricole Émile Badiane in Bignona also joined the sessions. This UNIDO project aims to enhance environmental and social aspects of the Senegalese mango sector to improve its competitiveness.

“

*To support this capacity building, our technical team and Senegalese partners researched local technologies for waste/ co-product recovery in the mango sector, and developed a comparison tool to focus on the most adaptable solutions.*



## TECHNICAL ASSISTANCE; RESEARCH & INNOVATION FOR

Sustainable, environmentally-friendly production



## SUPPORT FOR

Producers/Exporters



## CONTRIBUTING TO MEETING SDGs



## PROJECT



## PROGRAMME









# BUSINESS SURVIVAL BOOTCAMP FOR THE PACIFIC REGION

Since mid-2020, COLEACP and the [African Management Institute](#) have been delivering online Business Survival Bootcamps to support ACP companies coping with the Covid-19 crisis. The Pacific experience has been different from other regions, and in May–July 2021 a two-month bootcamp brought together 20 participants (54% female) from six Pacific countries. Participants gained access to critical and practical tools to assist their businesses in responding to the challenges. Follow-up “pulse checks” revealed that 100% of the businesses were applying what they had learned, 60% “very often”. Afterwards, participants could continue their online discussion forums, and also could apply for customised business coaching via COLEACP.

## PROGRAMME



“

## WHAT HAS THE PROGRAMME HELPED YOU DO DIFFERENTLY?

*“Innovating my supply chain and innovating my promotion via the use of online marketing through Facebook to my networks which has increased my income three times over.”*

## WHAT STOOD OUT TO YOU?

*“The tools were structured well for ease of understanding and I felt they were heaven sent especially during this crucial time.”*



## TRAINING FOR

Business (within the Covid-19 context);  
Capacity building



## SUPPORT FOR

Producers/Exporters;  
Competent authorities



## CONTRIBUTING TO MEETING SDGs



# TWO NEW E-LEARNING TOOLS DEVELOPED IN COLLABORATION WITH FAO/IPPC

As e-learning has become a vital alternative to in-person training, COLEACP partnered with the International Plant Protection Convention (IPPC) Secretariat of the UN Food and Agriculture Organization (FAO) to develop two new e-learning courses for phytosanitary practitioners worldwide. The learning tools allow both self-training and long-distance tutoring. The two courses are **Pest Risk Analysis (PRA)** – detailing the three stages of PRA, how to determine whether an organism is a pest, whether it should be regulated, and the phytosanitary measures needed; and **Export Certification** – covering the step-by-step aspects of this complex process and the key activities for promoting safe trade of plants and plant products.

“

*The course content was developed by plant health experts selected from all over the world, under the auspices of the Secretariat of the IPPC and with the oversight of the IPPC Implementation and Capacity Development Committee.*

IPPC Secretariat



## TRAINING FOR

Plant health; Food safety; Business (export certification)

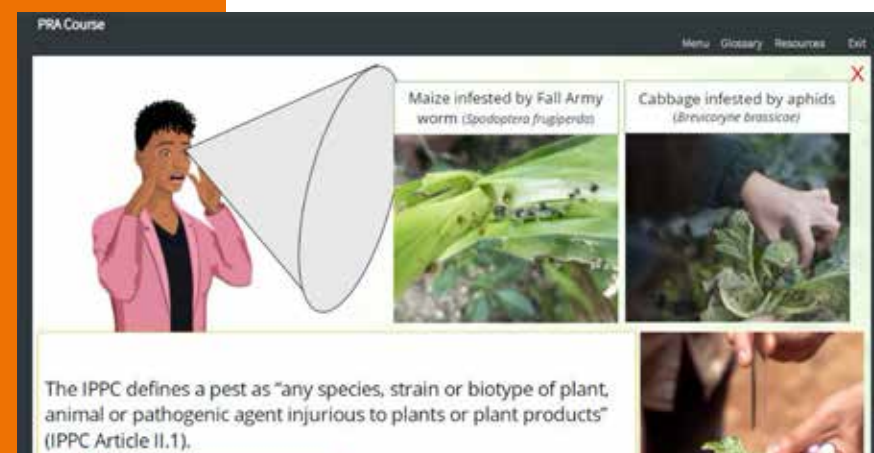


## SUPPORT FOR

Competent authorities; NPPOs



## CONTRIBUTING TO MEETING SDGs



FUNDED BY THE 11<sup>TH</sup> EUROPEAN DEVELOPMENT FUND (EDF) VIA THE COMESA SECRETARIAT



International  
Plant Protection  
Convention



The IPPC Secretariat, at the request of the Common Market for Eastern and Southern Africa (COMESA), along with the Fit for Market SPS Programme, joined forces and shared expertise to develop these new e-learning courses.

PROGRAMME



# ZIMBABWE: PINEAPPLE SMALLHOLDERS ACHIEVE ORGANIC CERTIFICATION

In 2019, Cyclone Idai caused devastation across much of eastern Zimbabwe. Pineapple producers in Rusitu Valley, Chipinge were among those badly affected. As part of the recovery efforts, the National Trade Development and Promotion Organisation, **ZimTrade**, requested COLEACP support for the Rusitu Valley Fruit Growers and Marketing Trust, prioritising the achievement of organic certification. Despite further challenges posed by Covid-19, two years of multi-organisation partnership came to fruition in August 2021 when 45 smallholder pineapple farmers in Rusitu Valley received organic certification from **Ecocert**. For the smallholders, this was a crucial step towards accessing lucrative international markets for their fruit.

“

*“The Trust is excited, ZimTrade is thrilled, GreenStone Foods is over the moon whilst COLEACP is looking at building on this success to help the Trust grow. What a journey!”*

William Zirebwa,  
COLEACP  
National Relay  
Zimbabwe



## TECHNICAL ASSISTANCE FOR

Capacity building; Sustainable production and trade; Environment



## SUPPORT FOR

Smallholder support structures; Operators



## CONTRIBUTING TO MEETING SDGs



## PROGRAMME





## WORKING TOWARDS CERTIFICATION: A QUALITY APPROACH TO TRAINING

COLEACP is in the process of introducing a certification process to improve satisfaction with our training services. The first task was to develop a Skills Framework to ensure that our training offer meets the needs of our experts, members and partners: the jobs carried out by all actors in horticultural value chains have been described through a set of detailed job descriptions. During 2021 this framework was validated by professionals in the sector via a series of online surveys in ACP countries. This stakeholder feedback forms the basis of our new Training Framework, comprising our training offer organised by field and occupation, which will strengthen our Training Management System and contribute to certification.

“

*“COLEACP has been working for years to support the horticultural sector. Today we want to go further and improve the service we offer you. For that reason, we are committing our Training Department to a quality approach.”*

Emmanuelle  
Prunier,  
COLEACP  
Training Quality  
Assurance  
Manager



### TRAINING FOR

Capacity building methodology



### SUPPORT FOR

Producers/Exporters; Competent authorities;  
New roles in the agricultural sector



### CONTRIBUTING TO MEETING SDGs



### PROGRAMMES









## NExT KENYA PROGRAMME AWARDED “BEST DEVELOPMENT PARTNER” BY ASOK

COLEACP’s [NExT Kenya](#) programme was awarded “best development partner” at the [Kenya Avocado Industry Excellence Awards](#), an initiative of the [Avocado Society of Kenya](#), acknowledging its contribution to advancing Kenyan horticulture. Funded by the EU, the NExT Kenya (New Export Trade) programme involves Kenyan horticulture stakeholders. NExT Kenya targets whole value chains, focusing on micro, small and medium enterprises (MSMEs), and has initiated the development of [Good Practice Guides](#) for avocado. The programme supports household incomes through generation of employment opportunities, and improves food security, food safety and nutrition by increasing resilience, inclusiveness and sustainability of Kenyan horticultural value chains.

“

*“The award shows confidence in the COLEACP approach and methodology developed over the years, and will strengthen the commitment to working with stakeholders to unlock the full potential of horticultural value chains and contribute to improved livelihoods.”*

Dr Chagema  
Kedera,  
Programme  
Coordinator,  
NExT Kenya



### BUSINESS DEVELOPMENT FOR

Sustainable production and trade;  
Plant health; Food safety



### SUPPORT FOR

Whole value chain



### CONTRIBUTING TO MEETING SDGs



### PROGRAMME





# FINDING ALTERNATIVES TO CONTROL PRIORITY PESTS AND DISEASES

Every year, the use of many plant protection products (PPPs) is affected by regulatory changes, and growers must often change production methods to comply with the new rules. Any non-compliances can lead to the interception and destruction of produce, causing significant financial losses and reputational damage. Supported by Fit For Market SPS, COLEACP experts have drafted a list of priority crop–pest combinations. Existing PPPs with the potential to address these, but which are not currently tested or registered in ACP countries, are shortlisted. COLEACP experts then seek to identify the most relevant solutions and broker their development. This research also informs our technical assistance and training activities.

“

*“Even if they are less toxic and leave no residues, biocontrols need to be locally registered. More investment is needed in this area from both private and public sectors.”*

Edouard  
Lehmann,  
Research &  
Innovation  
Manager,  
COLEACP



## RESEARCH & INNOVATION BROKERAGE FOR

Food safety; Sustainable production



## SUPPORT FOR

Producers/Exporters;  
Competent authorities



## CONTRIBUTING TO MEETING SDGs



## PROGRAMME



# SUPPORT FOR RESILIENT GREEN AGRICULTURAL AND AGRIFOOD SECTOR IN THE CARIBBEAN

COLEACP is partnering with the [Inter-American Institute for Cooperation on Agriculture](#) to deliver the [Caribbean Agrifood Business Series](#) supporting the agricultural and agrifood business sector in the Caribbean. The online sessions focus on entrepreneurship development, and feature successful MSMEs across the region. The series was launched in June, with the first event covering resilience-building and new opportunities for Caribbean businesses post-Covid. Three further sessions in 2021 featured promoting the bioeconomy and green businesses; agritourism links post-Covid; and how to ensure food quality and safety. To date, five sessions have gathered around 1,200 participants from over 70 countries.

“

*“We need to progress and implement concepts such as Caribbean regionalism, agrotourism, the bioeconomy, international trade, youth inclusion and technology transfer.”*

Manuel Otero  
Director General,  
IICA



## NETWORKS & ALLIANCES FOR

Business; Environment; Sustainable production and trade; Food safety



## SUPPORT FOR

Producers/Exporters



## CONTRIBUTING TO MEETING SDGs



## PROGRAMME



# SHOWCASE FOR INNOVATIONS AND SUCCESSES OF AFRICAN BUSINESSES AND SMEs

The Pan-African Farmers' Organization ([PAFO](#)) and COLEACP launched the collaborative [Innovations Series](#) in November 2020 to share inspiring stories and best practices from African agripreneurs and SMEs. During 2021, six bimonthly webinars showcased 35 businesses/farmer groups. The series focuses on innovations across value chains to transform food systems, promote sustainable agriculture and leverage investment. It highlights organisations that support an enabling environment for African farmer-led businesses and SMEs to grow, create jobs and impact rural communities. Regularly published business profiles present contributors' successful business models. Recordings can be viewed on [PAFO's](#) and [COLEACP's](#) YouTube channels.

“

*Oluwaseun Sangoleye is one of the many women entrepreneurs who contributed to the Innovation Series webinars. She is CEO of Baby Grubz, Nigeria, an innovative social enterprise manufacturing packaged infant meals and snacks made from grains, fruit and vegetables.*



## NETWORKS & ALLIANCES FOR

Innovative agricultural production and processing; Business



## SUPPORT FOR

Producers/Exporters; Business management organisations



## CONTRIBUTING TO MEETING SDGs



## PROGRAMMES







# UNFAIR TRADING PRACTICES DIRECTIVE BECOMES LAW IN MOST EU COUNTRIES

For over 10 years, COLEACP has been part of a coalition, including Oxfam, the Fair Trade Advocacy Office (FTAO) and the International Federation of Organic Agriculture Movements (IFOAM-EU), lobbying the EU to tackle unfair trading practices in agricultural supply chains. We advocated strongly for new legal provisions to extend beyond the EU to also protect third country suppliers. The groundbreaking [EU Directive 2019/633](#) was officially adopted in 2019. During 2021 COLEACP continued to work with a group of advocacy organisations to monitor how EU Member States are bringing the Directive into force, and to ensure supply chain operators are informed about their rights under the Directive and the procedures that they can use.

“

*In November 2021 we supported FTAO to disseminate an information leaflet for operators in third countries, and to publicise an online workshop with a focus on developing and emerging economies.*



## NETWORKS & ALLIANCES FOR

Sustainable production and trade;  
Social issues



## SUPPORT FOR

Operators; Smallholder support structures



## CONTRIBUTING TO MEETING SDGs



## PROGRAMMES



# EUROPEAN MARKETS FOR ACP FRUIT AND VEGETABLES

This major market study was published by the Market Intelligence department in September 2021. Four years on from COLEACP's original 2017 report, this new publication provides an update on the evolution of the European market, and development opportunities in this market for fruit and vegetables of ACP origin. This qualitative and quantitative analysis identifies opportunities in three categories: main developing market segments; niche markets with high development potential; and main mature market segments. The report highlights that in the future it will be important to promote the contribution of imported produce to the sustainable development of agriculture in developing countries, particularly in the ACP regions.

“

*“Organic produce is contributing to the re-evaluation of fruit and vegetable production, whose image has been damaged by media coverage of health scandals and the negative impact of intensive farming practices on the environment.”*

COLEACP  
European  
Market Study



## MARKET INSIGHTS FOR

Business; Sustainable trade



## SUPPORT FOR

Producers/Exporters; Business management organisations



## CONTRIBUTING TO MEETING SDGs



## PROGRAMME





# GROWING PEOPLE – GETTING THE MOST OUT OF TRADE FAIRS

In 2021, as trade fairs began to open up again after the pandemic, we organised training sessions via live Zoom events and personalised coaching. And in collaboration with [ProFound](#), organiser of the Organic Africa Pavilion at BioFach eSpecial in February, we produced Trade Fair Guides to support visitors and exhibitors before, during and after a show. At October's hybrid Fruit Attraction event, COLEACP offered support to 80 companies using the online LIVEConnect platform. One of the main challenges for ACP horticultural exporters is finding the right buyers – but participating in trade shows is only worth the investment if exporters are well prepared and know how to present their company and products.

“

*“The trade show  
is a good place  
to get new perspectives  
to talk about people,  
the planet and profits.  
How can you do  
business regionally  
and sustainably?”*

COLEACP's  
Adegboyega  
David Sodade,  
[Fruit Logistica  
Newsletter](#)



## TRAINING; MARKET INSIGHTS FOR

Business development;  
Sustainable trade



## SUPPORT FOR

Producers/Exporters; Business  
management organisations



## CONTRIBUTING TO MEETING SDGs



## PROGRAMME



## COVID-19: WORKING IN SAFETY THROUGHOUT THE VALUE CHAIN

Since 2020 COLEACP has been developing simple, innovative visual tools to convey key messages about Covid-19 safety, aimed at all staff of ACP horticultural enterprises from labourers, through street-food vendors, to company managers. In 2021 we disseminated over 1,000 copies in French and English to our partner horticultural companies, via our national relays and coordinators. In collaboration with the relays, COLEACP produced a video presenting the tools and explaining their use. Our Covid-19 safety training is now improved with new information on vaccines and updated Covid measures, and enhanced exercises and teaching content. Group training sessions continued during 2021, and in-company coaching was provided on request.

“

### HOW TO PUT ON THE MASK?



#### TECHNICAL ASSISTANCE; TRAINING FOR

Capacity building; Social support; Sustainable production and trade



#### SUPPORT FOR

Entire value chain



#### CONTRIBUTING TO MEETING SDGs



### PROGRAMME



### Washing your hands

1



Wet and soap your hands

2



Rub your palms together

3



Rub in between your fingers

4



Rub the back of your hands

5



Rub the back of your fingers







## STRENGTHENING LINKS BETWEEN SMALL PRODUCERS, FARMERS' GROUPS AND MSMEs

Through two collaborations, COLEACP aims to strengthen the links between small-scale producers, farmer groups and organisations, and MSMEs. COLEACP has held its first sessions of pilot training on implementing a commercial service within a professional organisation. This training, carried out in collaboration with Senegal's National Agency for Agricultural and Rural Consultancy – Niayes Area Directorate (ANCAR Thiès), was aimed at producers in the market gardening sector operating on the local informal market. The training was based on the COQUA (Commercialisation and Quality) IPM tools developed by FAO for extension workers/facilitators working with producer groups in West Africa.

With the industry association [Global Shea Alliance](#) we are focusing on two challenges: the crop provides only part-time and seasonal employment; and a holistic approach to production is lacking. In 2021, capacity building on cost-benefit analysis for small-scale producers provided new planning and budgeting tools for lead farmers and staff from the NGO [Cord](#).

“

*Under the Global Shea Alliance's pilot project to enable members to have another source of income outside the shea season, a COLEACP Field Training Workshop was held in March 2021 for women of the Tupoare cooperative in Ghana, who have taken up fruit and vegetable growing. They learned to pass on good production practices to workers and small producers.*



### TECHNICAL ASSISTANCE; NETWORKS & ALLIANCES FOR

Capacity building; Sustainable production and trade; Social issues



### SUPPORT FOR

Smallholder organisation structures; Business management organisations



### CONTRIBUTING TO MEETING SDGs



### PROGRAMME



# R-SAT: NEW COLEACP TOOL FOR RAPID ASSESSMENT OF NATIONAL SPS SYSTEMS

COLEACP experts have developed a new Rapid SPS Assessment Tool (R-SAT), a step-by-step guide that assists ACP countries to strengthen their SPS systems in line with international standards. R-SAT leads to a national priority action plan that is firmly based on a common strategic vision agreed by all stakeholders. It does not replace existing tools (e.g. FAO and WHO guidelines, IPPC's Phytosanitary Capacity Evaluation, STDF's Prioritizing SPS Investments for Market Access); rather, R-SAT enables a rapid preliminary assessment and generates information that can be fed into these more in-depth evaluations. During 2021, SPS experts took part in online training in R-SAT, and their feedback informed the finalisation of the tool.

“

*Côte d'Ivoire is among the pilot countries to use R-SAT. In June 2021, a national stakeholder workshop agreed to focus on the Capsicum sector (chilli). With support from COLEACP experts, a public-private technical working group developed a priority action plan for the sector. In October 2021 the plan was validated by the Directorate of Plant Protection, Control and Quality, and implementation is under way.*



## TECHNICAL ASSISTANCE FOR

Plant health; Food safety;  
Business development



## SUPPORT FOR

Producers/Exporters;  
Competent authorities



## CONTRIBUTING TO MEETING SDGs



## PROGRAMME



## VERT LIMITED, KENYA: RETHINKING BUSINESS STRATEGY DURING COVID

**In a short video**, Jane Maina, Managing Director of Kenyan exporter Vert Ltd, describes how COLEACP programme support since 2009 has been instrumental in the company achieving compliance with food safety standards. During 2021, in response to the pandemic, the key requirement was rethinking and refocusing the business, achieved through customised business coaching and reviewing the company's financial arrangements, as well as effective on-site consultancy to streamline its mango drying operations. The company has been able to offer employment to 250 young people (around 85% women), and to introduce farmers to premium products, increasing revenues. Vert Ltd sources 100% of the produce it exports to the EU from smallholder farmers.

“

*“COLEACP actually reached out to us on a very personal basis to find out what we were doing, what we were struggling with, and found a way of providing support targeted at alleviating where we needed it most.”*

Jane Maina,  
MD, Vert Ltd



### TECHNICAL ASSISTANCE FOR

Access to finance;  
Business development



### SUPPORT FOR

Producers/Exporters



### CONTRIBUTING TO MEETING SDGs



### PROGRAMMES







## THE COLEACP GLOBAL COMMUNITY

COLEACP is a not-for-profit interprofessional association representing the interests of African, Caribbean and Pacific (ACP) producers / exporters and European Union (EU) importers of fruit, vegetables, flowers and plants.

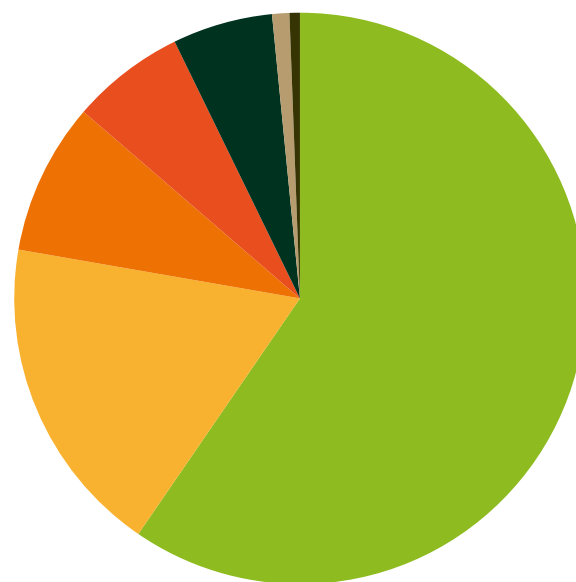
A network of companies, professional organisations and experts committed to inclusive and sustainable agriculture, COLEACP supports sustainable and inclusive development of both private and public sectors through technical cooperation and capacity building programmes in 50 ACP countries, financed by international donors (mainly the EU in cooperation with the OACPS).

### Membership update

In 2021, COLEACP ratified 18 new members, taking the total above 500 for the first time – we now have 512 members. We are pleased to welcome the new members from Cameroon, Côte d'Ivoire, Ghana, Kenya, Madagascar, Mali, Rwanda, Sierra Leone, Togo and Zimbabwe.

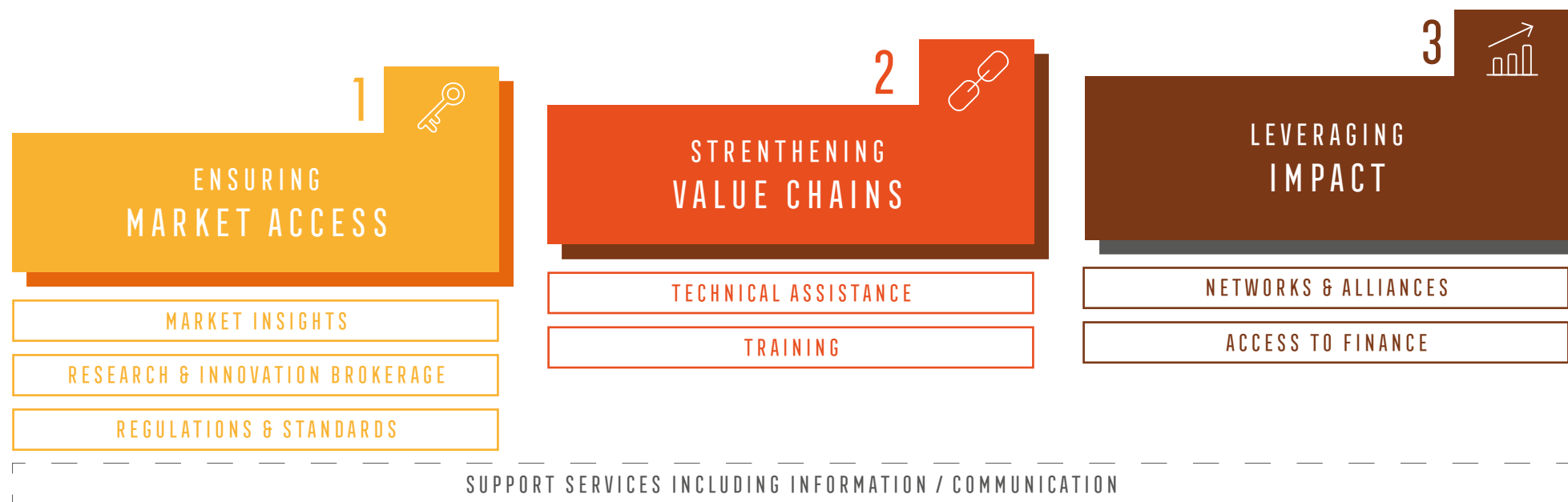
Our membership now represents 44 countries from across the ACP regions and from the European Union.

Over half of COLEACP members are ACP producers/exporters/processors, ranging from large-scale operators to SMEs.



### Our organisation

COLEACP's activities are organised around three themes. They are managed and implemented by six departments plus cross-cutting support services, and funded by our programmes.



- COLEACP's offices are located in Brussels in a new flexible workspace, in Paris Rungis (HQ), in Nairobi, and soon in West Africa.
- Our operating model prioritises on-demand interventions; investment in local capacity and expertise; and South-South cooperation.
- Our 16 committed local representatives ("relays") in each of the ACP regions keep us in touch with our value chains on the ground and enhance our networks.



- Since the 2020 pandemic, like many organisations, we have enhanced our flexible working patterns and digital capacity.
- In 2021 we continued to develop and expand our use of online and hybrid learning by offering our wide network of expert trainers specific training in e-learning methods.
- Our recent activities include a focus on digital resources such as market platforms, and innovative digital traceability solutions such as blockchain.



- As some programmes reach completion and new ones come on stream, COLEACP is working towards a more agile, collaborative and reflexive approach to project management.
- During 2021 our Covid-19 Action Plan continued to provide a clear focus for our programme activities.
- Our increasingly widespread global team is learning how to work, collaborate (and play) together using online tools.





## OUR SUSTAINABILITY COMMITMENT

### Working towards Self-Assessment System 2.0

Sustainability – environmental, social and economic – is key to COLEACP's mission. Our members are encouraged to sign up to our Sustainability Charter, and to regularly complete our Sustainability Self-Assessment System, initially developed through the Fit For Market programme.

The system enables producers and agribusinesses to monitor their evolving impacts in all three areas, and to demonstrate their progress to current and potential customers.

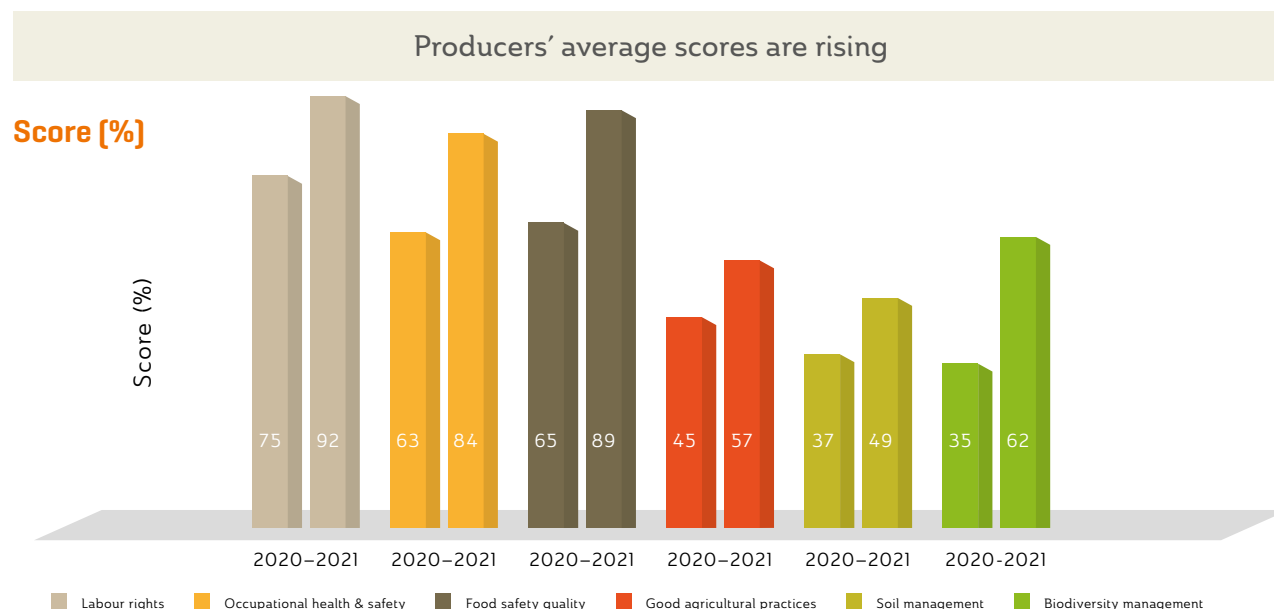
In 2021 the upgrade to version 2.0 began, including simpler completion, enhanced guidance, automated reporting, and the option for single or multiple respondents. Feedback from experts receiving training in the beta version is being used to inform the final system development.

### COLEACP Sustainability Charter

As fruit and vegetable producers and exporters in ACP countries and importers in the EU, we are committed to conducting our activities in a sustainable manner.

We recognise that sustainability requires an ongoing commitment on our part, both as individual companies and in our work with other stakeholders. This charter defines our commitment to sustainability around seven areas:

- LAWS AND REGULATIONS
- CORPORATE PRACTICES
- BUSINESS PRACTICES
- LABOUR CONDITIONS
- ENVIRONMENT
- PRODUCT QUALITY
- GOOD AGRICULTURAL PRACTICES



## PARTNERSHIP ACTIVITIES

The partnership strategy of COLEACP and the programmes it implements is to consolidate and improve the effectiveness, impact and sustainability of our approach and activities to support the emerging new generations of private and public actors capable of transforming agriculture into a sustainable and inclusive development system for ACP countries. COLEACP's partnerships through its programmes have a technical dimension: the building of key alliances provides the technical capacity to match the holistic ambition of its approach towards a ACP-EU horticultural sector. Operationally, this involves exchange of useful information in the field or in the research design phase; joint advocacy activities for the ACP horticultural sector in national, regional and international forums; joint communication activities; or complementary programme activities within countries. In 2021 COLEACP's departments had regular exchanges with around 250 partner organisations, some of which are the subject of formal agreements.

### Examples of partnership activities in 2021

#### Webinars



Developed with the Inter-American Institute for Cooperation on Agriculture (**IICA**), the **Caribbean Agrifood Business Series** launched in June 2021.



To celebrate the UN International Year of Fruit and Vegetables, the **Fruit and Vegetables Industry Series** organised in partnership with the Organisation for Economic Cooperation and Development (**OECD**) was launched in September 2021.



Launched in November 2020 with the Pan-African Farmers' Organization (**PAFO**), five sessions of the **Innovations Series** were held in 2021, showcasing successes of African farmer-led businesses and SMEs.

#### e-Learning



With the International Plant Protection Convention (**IPPC**), we co-developed two new online courses for phytosanitary practitioners worldwide, on **Pest Risk Analysis** and **Export Certification**.



Our **Business Survival Bootcamps** in collaboration with the African Management Institute (**AMI**) were launched in June 2020 in response to Covid-19, and continued in 2021.







## Events



In July, during the Science Days for the UN Food Systems Summit 2021, we co-organised a side event with **Agirinatura**, **DeSIRA LIFT** and the Forum for Agricultural Research in Africa (**FARA**).



With the **Food Bridge**, we supported the organisation of the African Diaspora Food Forum in September.



With the Alliance for a Green Revolution in Africa (**AGRA**) we co-hosted a session at the AGRF 2021 Summit.

## Business



With the Caribbean Agro-Industrial Association (**CABA**), the Caribbean Association of Investment Promotion Agencies (**CAIPA**) and **Caribbean Export**, we are working to attract investment in high-tech agribusiness.



Partnerships are under way with the financial institutions **ABC Fund** and **EDFI AgriFI** for a number of African SMEs.



COLEACP worked with **GLOBALG.A.P.** to pilot and give feedback on the Integrated Farm Assurance Version 6.

## Unfair trading practices



For over 10 years, COLEACP has been part of a coalition of organisations, including **Oxfam**, the Fair Trade Advocacy Office (**FTAO**) and the International Federation of Organic Agriculture Movements (**IFOAM-EU**), lobbying the EU to tackle unfair trading practices (UTPs) in agricultural supply chains.

## Academia



In collaboration with the Tanzania Horticultural Association (**TAHA**), the Nelson Mandela African Institution of Science and Technology (**NM-AIST**) and the World Vegetable Center (**WorldVeg**), we are developing an accredited **Horticulture Practical Training Programme** in Tanzania.

## MEET THE TEAM

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**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.





*Adegboyega David*  
**SODADE**



*Alexandra*  
**WAFFLARD**



*Alice*  
**JACQUES DE  
DIXMUDE**



*Amalia*  
**BANGUERO  
COLLAZOS**



*Apollo*  
**OWUOR**



*Axelle*  
**RUPERT**



*Bénédicte*  
**WERNER**



*Bruce*  
**CHEMJOR**



*Camille*  
**DE WERGIFOSSE**



*Carine*  
**KARUHIJE**



*Carolina*  
**OTERO**



*Chagama*  
**KEDERA**



*Chloé*  
**VIERENDEELS**



*Chris*  
**DOWNES**



*Claire-Catherine*  
**PEREZ**



*Colmar*  
**SERRA**



*Debora*  
**ADOSSI**



*Denis*  
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*Dorothée*  
**VANDELEENE**



*Eddy*  
**RANDRIAMIHAJASOA**



*Edit*  
**KABRE**



*Edouard*  
**LEHMANN**



*Edouard*  
**CHOUBIYI**



*Elena*  
**THIEL**



*Emanuel*  
**RAMOS**



*Emmanuel*  
**BOURCELET**



*Emmanuelle*  
**PRUNIER**



*Ernest*  
**MURINDWA**



*Florian*  
**LE HUNG**



*Frédéric*  
**ROSSENEU**



*Gabriel*  
**OUIDI**



*Gaetan*  
**DERMIEN**





*Géraud*  
**GNANGA**



*Gisèle*  
**MIZERO**



*Gnissa Victor*  
**BORO**



*Grace Ahou*  
**YEBOUET**



*Grace Ahou*  
**AKAO**



*Guy*  
**WAMBA**



*Hans-Willem*  
**VAN DER WALL**



*Inês*  
**BASTOS**



*Isaac Paul*  
**NDAMANHYILU**



*Isolina*  
**BOTO**



*Jean-Marie*  
**SOP**



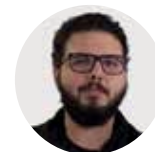
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**WIJNGAARDE**



*Jeremy*  
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**KAVUMA**



*Julien*  
**DILLY**



*Karim*  
**DOSTMOHAMED**



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**VANDERHAEGEN**



*Koen*  
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**TOZO**



*Laura*  
**WAUTERS**



*Laurence*  
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*Louise*  
**ABAYOMI**



*Lucie*  
**BLONDIAU**



*Mamadou*  
**CONDE**



*Marco*  
**DIAZ**



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**ODERO**



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**BEKELE**



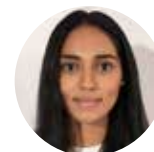
*Moctar*  
**FOFANA**



*Morag*  
**WEBB**



*Nicolas*  
**SCHÜMMER**



*Nour*  
**SADDODD**



*Nursel*  
**GUMUSBOGA**



*Océane*  
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*Sebastian*  
**MARINO COTO**



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*Vincent*  
**CALLOUD**



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**YAO**



*Wester*  
**SCHEPERS**



*William*  
**ZIREBWA**



*Zuzana*  
**MAJESKA**



## 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 proper functioning of the association. In conformity with the association’s objectives and with a concern for transparency, we seek a budgetary balance, as much at the level of the management of the programmes implemented as in the management 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 funders, in the implementation of programmes for which grants have been received.

## Management report

The 2021 financial year ended with a positive net result after tax of €37,549, reflecting the efforts made over the last few years to diversify the sources of funding and to further increase the operational efficiency of the organisation in the implementation of its activities. These profits, allocated to reserves, will increase the

### EXTRACT FROM THE AUDITOR’S REPORT ON THE ANNUAL ACCOUNTS FINANCIAL YEAR ENDING 31 DECEMBER 2021

“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, 15 June 2022*

*Auditor - **Caderas Martin***

financial capacity of the association to address the various current and future projects. This room for manoeuvre is particularly important at a time when COLEACP must anticipate the decentralisation of European budgetary envelopes intended for the implementation of national/regional cooperation programmes.

The 2021 financial year was – like the 2020 financial year – marked by the Covid-19 pandemic, which led to a significant reduction in the unit cost of the actions implemented in 2021. This gain in budgetary efficiency results particularly, but not exclusively, from the digitalisation of part of the activities, particularly at the level of the Technical Assistance and Training departments, in order to continue the implementation of activities planned in the respective programmes, despite

a complicated and rapidly changing health context. The reduction in unit cost observed is of the order of 35–40% for digital training compared to the face-to-face equivalent. This reduction can be explained by reduced logistical costs (e.g. transport allowances for participants, rental of training rooms, etc.). The digitisation of training courses also makes it possible to implement a linguistic/regional logic, thus avoiding excessive duplication of the training offer.

In addition, 2021 was marked by the resumption of field missions by team members of the COLEACP programme management and implementation units between September 2021 and December 2021. This series of missions continued in 2022, as did the resumption of collective face-to-face training activities.

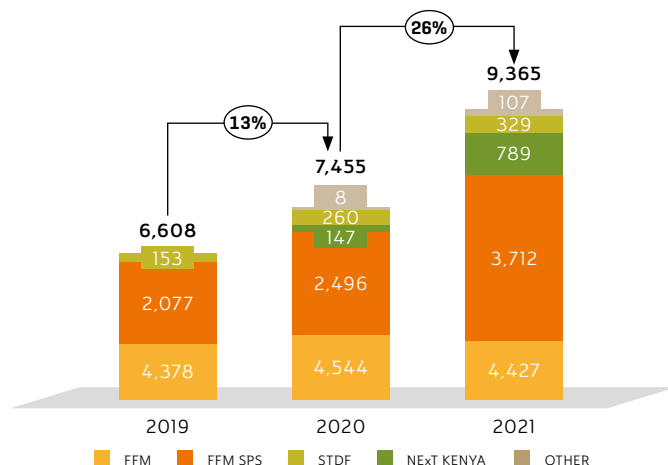


## Products

The association's resources are broken down as follows: (i) income from grants relating to the implementation of ongoing programmes; (ii) income generated by services provided under service contracts; and (iii) membership fees paid by members.

The positive evolution observed in the 2021 financial year is mainly due to the increase in grant income related to the Fit For Market and Fit For Market SPS programmes, as well as the acceleration of the disbursement on the NExT Kenya, STDF Guinea, STDF Cameroon and STDF Togo programmes.

Evolution of the income from operating grants



It is important to note that the pace of implementation of the Fit For Market SPS and NExT Kenya programmes accelerated significantly during the year. In addition, COLEACP started the implementation of several country interventions in Guinea, Guinea-Bissau and Senegal, funded by UNIDO.

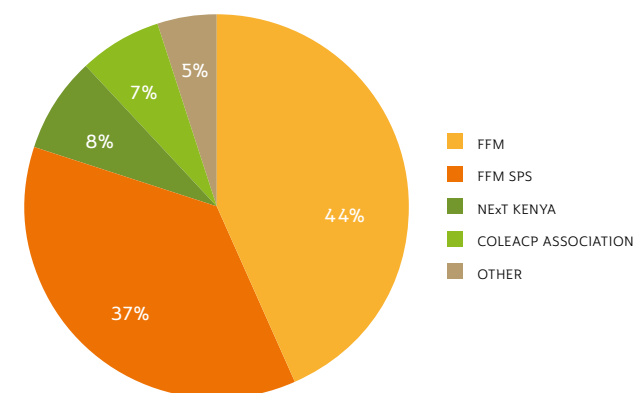
## Charges

The breakdown of expenditure by type of expense allows a more detailed assessment of the activities carried out during the 2021 financial year.

The distribution of jobs reflects the relative importance of the Fit For Market and Fit For Market SPS programmes in COLEACP's activities in 2021, with these two programmes alone accounting for more than 80% of the total expenditure incurred in the year. This is due to the significant acceleration of implementation on these two programmes, with Fit For Market technically closed as of 31/12/2021 and the Fit For Market SPS programme in its final year of technical implementation (subject to possible extension, on a constant budget basis).

The association's jobs relating to activities outside the programmes under management represent 7% of total expenditure. Nevertheless, it should be noted that significant efforts have been made in the 2021 financial year to: (i) secure funding for the next 5 years; (ii) continue the professionalisation of the association, in particular through preparatory work for the implementation of a quality management system adapted to education/training organisations (ISO 21001:2018); and (iii) to maintain links between the teams of the various programme management and implementation units through the organisation of internal meetings, which naturally led to a higher charge on the association in relation to the programmes under management.

Breakdown of costs by source



## Breakdown of expenses by type

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

**Wages and salaries** and related **social charges** have increased due to the change in the number of full-time equivalents on average over the year 2021.

In terms of **other purchases and external expenses**, the 2021 financial year was marked by a slight increase in logistics costs as well as travel and per diem expenses, compared to the 2020 financial year, due in particular to the partial resumption of missions in the third and fourth quarters of 2021. The increase is mainly

due to a higher mobilisation of external expertise during the year, principally due to the accelerated implementation of the Fit For Market, Fit For Market SPS and NExT Kenya programmes.

**Exceptional expenses**, amounting to €38,076 for the year, are composed of: (i) €18,498 relating to the exit indemnities to be paid following the relocation of the headquarters of the programme management and implementation units located in Brussels; (ii) €10,507 of ineligible expenditure relating to the Fit For Market and Fit For Market SPS programmes (of which almost 70% was due to segregation problems by years, i.e. expenditure ineligible in 2021 but eligible in 2022 because it relates to operating costs which are shared between all programmes); and (iii) additional provisioning.

A sum of €9,071 was identified in anticipation of ineligible expenditure to be recognised in future financial years, relating to current programmes, and in particular with a view to covering any ineligible expenditure relating to the verification of expenditure on the various programmes under management.

COLEACP still has a considerable amount of carried-forward loss relating to the loss generated in the 2016 financial year and resulting from a latent period between the administrative and financial closure of the PIP2 programme and the start of the Fit For Market programme. The accumulated deficit after deduction of the profits made in the current year will be reimbursed by the French tax authorities in the year 2022.

## Balance sheet as at 31 December 2021

Assets			Liabilities		
EUR	2021	2020	EUR	2021	2020
Fixed assets	24,801	24,801	Equity	876,371	838,822
Current assets	8,965,280	7,269,127	Provisions for liabilities and charges	45,565	65,498
			Long-term debt	6,887,373	5,415,406
			Short-term debt	1,180,773	1,039,659
Total	8,990,082	7,359,385	Total	8,990,082	7,359,385

## Income statement 2021

Summary income statement		
EUR	2021	2020
Operating income (1)	9,447,570	7,518,918
Operating expenses (2)	(9,382,576)	(7,403,320)
Operating result (3) = (1) + (2)	64,995	115,599
Financial result (4)	(46)	-
Current result before tax (5) = (3) + (4)	64,949	115,599
Extraordinary result (6)	(27,400)	(59,795)
Company taxes (7)	-	-
Result for year (8) = (5) + (6) + (7)	37,549	55,803



This document has been prepared by COLEACP as part of cooperation programmes funded by the European Union (European Development Fund – EDF), the Organisation of African, Caribbean and Pacific States (OACPS), 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.





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