



# HORIZONS

THE MAGAZINE OF COLEACP AND ITS PIP AND EDES PROGRAMMES - NO. 2 APRIL 2014

# COLEACP

Supporting agricultural businesses'  
sustainable development

## Evaluations

PIP and EDES:  
concrete results

## Nigeria:

an innovative approach  
to supporting horticulture



**COLEACP**

40 YEARS WORKING FOR DEVELOPMENT

# Broadening our support



On 30 May 2013, the United Nations (UN) published its report on the Programme of Action for development beyond 2015, known as the Post-2015 Development Agenda. The high-level panel of eminent persons tasked with this report expressed a desire to go beyond the Millennium Development Goals (MDGs), which were outlined 13 years earlier to commit the countries of the world to combating the scourges of the past century, including extreme poverty, child mortality and major epidemics.

Why should we go further? In 13 years, half a billion people have been lifted out of extreme poverty, child mortality has fallen by 30%, deaths from malaria have fallen by 25% – there has been real progress. But it is happening far too slowly. In order to go further, the high-level panel began by acknowledging that, in setting the MDGs, the UN did not place enough emphasis on the political, social and economic conditions that make development possible. The Post-2015 Development Agenda will therefore place greater stress on good governance and sustainable development.

Recent political and economic developments have shown how these two factors have been crucial in improving living conditions, particularly in sub-Saharan Africa. It goes without saying for good governance. But it is also clear that developing the private sector, provided this is sustainable and inclusive, has a ripple effect on society as a whole.

This is the focus of COLEACP's activity. Our support enables a business to grow, incomes to rise, subsistence crops to improve, food safety to strengthen, children to go to school, healthcare to become readily available, houses to be built... The formal sector takes over from the informal sector, and more attention is paid to the environment.

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

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

Guy Stinglhamber  
COLEACP General Delegate  
PIP Director

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

# SUMMARY



COLEACP FEATURE PAGES 2-3

Engaging the private agricultural sector in sustainable and inclusive development

COLEACP FEATURE PAGES 4-5

Mission: working to develop agricultural businesses



COLEACP FEATURE PAGES 6-9

Goal: sustainable and inclusive development

COLEACP FEATURE PAGES 10-13

Structure: a team, a network

COLEACP FEATURE PAGES 14-17

Funding: a tool for donors

SECTOR FOCUS: NIGERIA PAGES 18-21

Nigeria: a national team serving an ambitious government project

Stephen Mintah, Chairman of COLEACP

SECTOR FOCUS: IN BRIEF PAGE 22

Côte d'Ivoire: mango festival  
Senegal: tips for waste disposal  
Senegal: the Agriculture Commissioner visits two COLEACP beneficiaries

EVENTS PAGE 23



MARKET FOCUS: KENYA PAGES 24-25

Kenya: a long-awaited audit



PORTRAIT OF STEPHEN MINTAH PAGES 26-27

Stephen Mintah, new Chairman of COLEACP

WORDS PAGES 28-29



COLEACP is a non-profit interprofessional association that works for the development of sustainable agriculture. At the request of the Group of ACP States, COLEACP manages the PIP and EDES cooperation programmes. PIP and EDES are funded by the European Union. This publication was created with the help of the EU. The contents of this publication are the sole responsibility of PIP, EDES and COLEACP and can in no way be taken to reflect the views of the European Union. Photos: © COLEACP, © Aurélien Chauvaud, © Chris Saunders, © iStockphoto, © Reporters, © Vincent Duterne



This document is printed on 100% recycled paper with environmentally friendly ink.





# Engaging the private agricultural sector in sustainable and inclusive development

COLEACP is evolving, as it has done for 40 years. It is now expanding its support to the ACP agro-industrial sector, to strengthen the impact of this development on food safety and on the quality of life of the communities that depend on it.





*COLEACP supports businesses in the ACP agricultural sector, enabling them to make an effective contribution to poverty alleviation and sustainable development.*

COLEACP is constantly evolving. This evolution began 40 years ago in support for private businesses in the agricultural sector in each of the African, Caribbean and Pacific (ACP) Group of States. The appointment of Guy Stinglhamber, until June last year director of the PIP, to the post of COLEACP's General Delegate now brings together the organisation's three core strands of activity – managing the professional association plus the PIP and EDES programmes – in Brussels, and strengthens the synergies between them. This is an opportunity for COLEACP to redefine its position.



*COLEACP is emerging as a resource for the sustainable development of the ACP agricultural sector.*

Established 40 years ago as an association of businesses promoting the interests of the exotic fruit and vegetable trade, COLEACP has evolved as an organisation supporting the development of the ACP horticultural industry. In 2001, at the request of the ACP Group of States, it took over responsibility for implementing the PIP: the EU, a public body, entrusted a certain amount of funding to COLEACP,

an association of private businesses, to help maintain these businesses' foothold in the flow of North-South trade. This was a public-private partnership (PPP) before its time, one of the first to be established across all ACPs.

The PIP initially focused on the conformity of horticultural products exported to the EU. It gradually evolved towards a more entrepreneurial vision: to help ACP exporters meet demand from European buyers and consumers with high qualitative, environmental and social requirements. The support provided by COLEACP no longer solely focused on technical market requirements, but also touched on the businesses' social responsibility.

In 2010, implementation of the EDES programme led COLEACP to extend its focus to all food sectors.

### **A resource for development**

COLEACP is now facing new market trends, which we discuss in the pages that follow: the growth of South-South trade, the increasing importance of the private sector in boosting the economy of developing countries, and a refocusing of development policies on sustainability. COLEACP is taking these changes on board and expanding its role. It will now support ACP agricultural businesses so they can take advantage of these new market trends and thus play their part in alleviating poverty.

*"COLEACP is a resource for development," explains Guy Stinglhamber, COLEACP General Delegate, "a resource with 40 years of expertise in methodologies*

*and in research & development, a resource for the inclusive development of agricultural businesses that is available to all donors who wish to contribute."*

COLEACP has built an effective staffing structure, has formed a powerful network of field experts, and has developed a huge capital of information and know-how, exemplified by its training methods and tools, and its production guides. This constantly improving resource is now supporting the ACP agricultural sector.

***A pioneer in public-private partnerships, COLEACP now wants to help the private agricultural sector play a greater role in boosting the economies of developing countries.***



*While food safety is still the core of its activities, COLEACP is expanding its support to enable agricultural businesses to participate fully in the sustainable development arena.*

# Mission: working to develop agricultural businesses

Both the local and export food markets of the ACP countries are growing. COLEACP is expanding its mission: it no longer focuses solely on exports, but is helping agricultural and agro-industry businesses to participate fully in the changes under way.



In 1973, COLEACP was a private sector organisation. And it still is. More specifically, it is a non-profit association whose members are businesses operating in the food industries of developing countries, including European importers, ACP exporters, small-scale producer associations, input suppliers and consultants. Forming an association of businesses around its project in this way made COLEACP a pioneer in public-private partnerships (PPP).

For the past 13 years, COLEACP has operated as a part of a PPP. In implementing two programmes funded by the EU – PIP and EDES – it became the European Union's private sector partner, using the

public funds entrusted by the latter to support the ACP private sector in its efforts to meet the food safety, quality and ethical requirements of European buyers.

*"And we will strengthen this entrepreneurial dimension," explains Guy Stinglhamber, COLEACP General Delegate. "Until now, our focus was on exports. Our work has allowed us to measure the impact of our assistance on other crops and other industries. This is why we have decided to expand our mission and support the development of agricultural businesses more broadly – particularly small and medium-sized enterprises. We will help them contribute, in their own way, to the Millennium Development Goals and to efforts to alleviate poverty, protect the environment and promote food safety."*

## Connecting agricultural businesses to value chains


This is a strategy that focuses on value chains. By helping large and small-scale producers to modernise their agriculture, the PIP and EDES programmes are not limited to developing export crops. Firstly, the technical assistance and training implemented as part of these programmes benefit all agricultural production, including subsistence crops and those intended for the local market. Secondly, developing production has increased income and employment, helping to reduce poverty in rural areas.

COLEACP presently intends to expand its role as the agricultural products market undergoes radical transformation in the ACP region. The middle class is growing, and regional markets are gaining in importance. For example, supermarkets such as Nakumatt, Pick n Pay, Carrefour and Casino are opening branches in Africa, and introducing their quality criteria. Some exporters are leaving overseas export industries to invest in these growing regional markets. COLEACP wants to ensure as many (small-scale) producers as possible are connected to these new value chains.

One way forward is to work towards transferring information and know-how. Reducing the division between local crops and export crops, and strengthening exchange between sectors, will enable the progress of one to benefit the others.



*COLEACP aims to promote the role of private business in the economic development of agricultural sectors and agro-industry, to generate beneficial effects for the trade balance, social welfare, nutrition and ultimately for food safety.*



*The division between cash crops and subsistence crops often proves to be a male-female divide. COLEACP is looking at ways of transcending this division to enable better dissemination of good agricultural practices.*



COLEACP FEATURE

# Goal: sustainable and inclusive development

COLEACP wants to develop the private agricultural sector. But not at any cost – development must be sustainable and inclusive. This means placing the same priority on both business prosperity and the wellbeing of rural communities plus environmental responsibility. Members, officials and beneficiaries will be required to contribute more.







**Economic growth cannot be pursued at the expense of the environment or the standard of living of workers and small-scale producers.**



COLEACP has set itself the mission of supporting the development of the ACP private agricultural sector. But this goal of economic growth cannot be pursued at the expense of the environment, or the standard of living of workers and small-scale producers. COLEACP believes in inclusive and sustainable development that places equal focus on its three pillars: economic growth, social welfare, and maintaining (or restoring) environmental balance.

In this, COLEACP is aligned with the strategies of all major public and private donors, such as the United Nations, the European Union and the Bill & Melinda Gates Foundation. All advocate balanced economic development that is lasting, without destroying the natural environment or social fabric, and that benefits all of society. These principles form the basis of the Millennium Development Goals (MDGs), the United Nations Sustainable Development Goals<sup>1</sup>, and the Post-2015 Development Agenda, which now provide the framework for all development policies.

### Ethics and governance

*"You are not a member of COLEACP, you do not sit on its board of directors, and you are not a beneficiary of PIP or EDES if you have not embraced and adopted the princi-*

*ples of sustainable development,"* explains Guy Stinglhamber, COLEACP General Delegate. *"A business can obviously only benefit from these programmes if it voluntarily signs on to the MDGs and the Post-2015 Development Agenda, and if their objectives reflect these goals. Entrepreneurs who set their wages at a level below those advocated in the MDGs cannot benefit from programmes such as these."*

These principles are key to COLEACP's strategy, but they are also at the heart of the assistance it provides to businesses. While 50% of the assistance and training rolled out by COLEACP is devoted to strengthening the

safety and quality conformity of food products, the other half of our work involves helping beneficiaries to move towards standards that guarantee their environmental (organic, integrated pest management) and social (ethical trade, fair trade) responsibility, which automatically incorporate sustainability principles. There is clearly a general growing awareness in this area.

This is why COLEACP encourages its members and beneficiaries to commit to sustainability. This commitment is part of a social and environmental programme (see box) under which beneficiaries may, if they wish, receive support and training.



1. See [sustainabledevelopment.un.org](http://sustainabledevelopment.un.org)



*One of COLEACP's key roles is promoting the integration of small-scale producers into the supply chain of local and regional retail networks, which are developing their own quality standards.*



## The Charter: the goal of a sustainability support programme

COLEACP has devised a Sustainability Support Programme. Its aim is to support businesses and organisations that voluntarily decide to commit to sustainable and inclusive development. This technical assistance and training programme is set to offer step-by-step guidance to its beneficiaries in developing their social and environmental responsibilities, leading to their commitment to an ethical charter. This Sustainability Charter centres on seven key principles.

**Complying with the rules** – The business or organisation must operate strictly within the law. It not only complies with national laws and regulations specific to businesses, but also actively fights against abuses such as corruption and plundering of property.

**Demonstrating civic engagement** – The business must be active in the local community, listening to it, working to support its wellbeing and, if necessary, providing it with assistance. This civic engagement must be reflected in its governance principles.

**Respecting partners** – The business or organisation must build relationships based on respect and transparency with its customers, suppliers, partners, investors and even its competitors. This entails, among other things, reasonable payment terms, systematic complaint handling and regular updates.

**Being a good employer** – The business or organisation must ensure decent working conditions for its employees and for the small-scale producers who work for it. This requires compliance with the regulations of the International Labour Organization, but also establishing a pleasant and respectful working environment, providing adequate equipment and training, and drafting detailed employment contracts.

**Protecting the environment** – The business or organisation must minimise its impact on natural resources, biodiversity and ecosystems. This entails, among other things, systematically evaluating this impact (particularly when developing new land) and taking appropriate measures to reduce it. This includes supporting initiatives for the conservation of the natural environment and respect for protected zones.

**Ensuring high quality production** – The business or organisation must guarantee safe, healthy and high-quality products. It respects regulations on food safety, hygiene, trade and pesticide residues, but also endeavours to meet the specific requirements of customers in these areas (standards, certifications, etc.), ensure good traceability, and prevent post-harvest losses and wastage.

**Following good agricultural practices** – The business or organisation must apply good agricultural practices based on the most up-to-date agronomic knowledge. This means making informed choices about varieties and techniques, and ensuring that these insights benefit small-scale producers. It also means using the most suitable and most sustainable energy, fertilisation and crop protection systems, ensuring hazardous substances (pesticides and fuels) are used securely, and preventing incineration when removing waste and clearing land.

*"COLEACP member businesses firmly believe that the economic development of their community is important."*





COLEACP FEATURE

# Structure: a team, a network

Around 40 staff in Brussels, 500 field experts, and over 300 member businesses representing 85% of ACP–EU horticultural trade. Behind these figures is an organisation structured to provide the best possible assistance to the businesses and public services that express a need for it.



**Since the launch of the PIP, COLEACP's goal has been to replace European consultants with ACP consultants, for obvious reasons of durability.**

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

COLEACP's offices overlook the rue du Trône, at the highly symbolic intersection of Brussels' African quarter (Matonge) and its European quarter.

The 40 staff are divided into teams, each focusing on a particular area of support (see box): it is here that the needs observed in the field are analysed in order to provide pooled solutions in areas such as technical assistance, staff training and business development to beneficiary businesses.



### Local consultants

COLEACP is also a network of 500 field experts, 80% of whom are from ACP countries. Since the launch of the Pesticides Initiative Programme (PIP), the goal has been to replace European consultants with ACP consultants as soon as possible, for obvious reasons of durability. This network includes agronomists, trainers, and marketing, certification and inspection specialists. It is largely these experts who make COLEACP's work possible.

Coordinated by the teams in Brussels, these experts are sent out to businesses to assess their needs, train their staff, implement good agricultural practices and enforce a particular quality standard. They do all this using COLEACP-approved methodology and tools.

Managing this network of consultants scattered around the globe is one reason why COLEACP has set up its Planet social network ([planet.coleacp.org](http://planet.coleacp.org)).

Shaped by 40 years' development co-operation and 12 years' public-private partnership (PPP), this facility exists to help agricultural businesses from ACP countries seize the available opportunities for sustainable growth.



**Needs observed in the field are analysed in Brussels to provide pooled solutions for technical assistance or staff training to beneficiaries.**



## The COLEACP teams

### Market access

*Coordinates monitoring of the evolution of voluntary quality and social standards and regulations to identify the changes a business or organisation must undertake to meet market requirements. This analysis work guides the actions of the other COLEACP teams.*

### Technical assistance

*Focuses on strengthening the technical capacities of beneficiaries. This team identifies and coordinates the assistance beneficiaries need to achieve their goals – setting up a quality control system, obtaining certification, using new inputs – all of which relies on the network of local experts.*

### Training

*Develops training tools and coordinates training activities. These are geared towards business managers and beneficiary organisations, and towards independent consultants, who also learn to pass on the materials to their staff and small-scale producers. This team relies on the network of local consultants.*

### Research and development

*Develops agronomic solutions to help members and beneficiaries overcome crop problems: combating pests, introducing new varieties, adapting to standards. Research may be specific, at the request of a beneficiary, but this service generally works on the basis of agronomic monitoring and develops pooled solutions.*

### Information and communication

*Oversees the production and dissemination of materials developed by the other teams (training tools and crop guides) and publicises COLEACP's initiatives and observations to its members, beneficiaries, donors and anyone interested in its work.*

### Networking

*Manages and strengthens the network of COLEACP's 300 members. This involves, among other things, promoting international horticultural trade, establishing partnerships (with input suppliers and financial institutions), and facilitating business development (trade missions, trade fairs and exhibitions).*

### Public relations

*Promotes the interests of the agri-food sectors on the national and international stage, developing relationships with business and government leaders, policy-makers and donors.*



One objective of the Planet social network is to bring together COLEACP experts in a virtual club that allows them to exchange information and experience, learn about developments in COLEACP's methodology and tools, and provide feedback to shape these.  
Address: [planet.coleacp.org](http://planet.coleacp.org)

Planet



# Funding: a tool for donors

COLEACP has become a highly successful development cooperation organisation. Its team, network, tools and methodology are available to donors wishing to join it in supporting the commercial development of ACP agricultural businesses.



**COLEACP, an association of private companies, receives public funding from the European Union to optimise its project of developing the agricultural private sector.**

In 2001, at the request of the ACP States, COLEACP took over management of the Pesticides Initiative Programme (PIP), funded by the European Union. To understand COLEACP's positioning, it is important to understand the nature of this EU

funding. This funding is provided under a grant contract, a method that enables the European Commission to subsidise the activities of a non-profit organisation whose mission is consistent with the objectives of the European Union.

The EU decided to fund the PIP initiative because it shares the same objectives, including poverty alleviation, sustainability, environmental conservation and food safety. In return, COLEACP has an obligation to produce specific results against these objectives. It is also responsible for the use of public funds received from the European Development Fund (EDF).

COLEACP, an association of private businesses, receives public funding from the EU to optimise its mission to develop the private agricultural sector, and is therefore part of a PPP.

The EU has already indicated its satisfaction with the beneficial impact of COLEACP's work, in particular by extending the PIP into phase 2 (from 2009); entrusting the EDES programme to a COLEACP-managed consortium (2010); and, more recently, praising the work of PIP phase 2 and EDES in the mid-term evaluations of these two programmes (see box overleaf).

COLEACP's experience is also perfectly in tune with the latest trends in EU development policy. As part of the programming for the next EDF, the EU announced that it would increase its aid to both the private sector and the agricultural sector, due to the beneficial impact this aid has on the rest of society.

## Donors

COLEACP's goal is now to continue this momentum and to provide further support for agricultural businesses wishing to develop. To do this, it is working hard to ensure it remains a strong, ethical association that is fully representative of the agricultural sector. It is also positioning itself as a cooperation resource available to development stakeholders.

*"We have a vision of development, of the needs of our members and of the agricultural sector as a whole," says Guy Stinglhamber, COLEACP General Delegate. "We have devised a project to assist them, and we will finance this project using funding that comes, for the time being, solely from the EU. Because we now want to broaden our assistance and expand our activities, we are naturally seeking broader funding."*

COLEACP is liaising with the various departments of the European Commission, and with international organisations including the UN Food and Agriculture Organization and the World Trade Organization. It is also working with private international foundations including the Bill & Melinda Gates Foundation, the Syngenta Foundation for Sustainable Agriculture, and the Waitrose Foundation.



*"We have a vision of development, of the needs of our members and of the agricultural sector as a whole. We have devised a project to assist them, and we will finance this project using funding that comes, for the time being, solely from the EU. Because we now want to broaden our assistance and to expand our activities, we are naturally seeking broader funding."*





*COLEACP is working hard to ensure it remains a strong, ethical association that is representative of the agricultural sector, and is positioning itself as a cooperation resource available to development stakeholders.*



## Mid-term evaluations: on target

The European Commission carried out mid-term external evaluations of the PIP and EDES programmes in 2013.<sup>1</sup> This is a standard procedure for all programmes funded by the EU. The aim is both to check the progress of the programmes, and to produce recommendations for improving how they work and maximising their impact.

Both evaluations were extremely positive. They reflect the opinions and perceptions of the beneficiaries and ACP food sector stakeholders, who completed questionnaires on their assessment of the role played by the two programmes in the development of their businesses and their industry.

### PIP: the highest praise

To evaluate PIP phase 2, the experts visited six countries: Senegal, Côte d'Ivoire, Uganda, Kenya, Madagascar and the Dominican Republic.



The evaluation found that PIP has played a role in maintaining fruit and vegetable export levels from ACP countries to the EU by helping producers comply with food safety regulations and assimilate buyers' commercial standards.

This contribution has had a real impact on alleviating poverty, in particular by increasing the number of small-scale farmers who supply the exporters and who benefit from their oversight. However, keeping very small-scale producers in the supply chain remains a challenge due to the cost of certifications and the difficulty for exporters to practise self-assessment when production is very dispersed.

The experience gained by COLEACP during the first phase of the programme has led to great strides: the methodology was up and running, contacts with stakeholders were (and still are) very good, and the network of local experts was mobilised immediately. The evaluation also highlights the programme's adaptability to changing issues, particularly the emergence of local and regional markets and the increase in social corporate responsibility standards for businesses.

Strengths identified by the evaluation include the cost advantage of the network of ACP consultants, South-South cooperation, and durability, achieved through the lasting nature of the capacity-building rolled out to large and small-scale producers. Dissemination of technical equipment and training tools via the internet also contributes to the programme's effectiveness.

1. This mid-term evaluation was carried out by British company HTSPE.

## PIP – Key recommendations

- Strengthen the capacities of other stakeholders in the horticultural sector, particularly small-scale pesticide retailers, brokers<sup>2</sup>, credit organisations and local consumer associations.
- Expand the areas of intervention, in particular to improve the agronomic expertise of small-scale producers, to help growers and exporters develop their business and financial management, and to give exporters the means to recognise and reject unscrupulous brokers.
- Make greater use of information and communication technology to provide advice and training to small-scale producers (SMS, video clips).
- Consider other sources of funding to promote the durability of the programme's work, and to open it up to other non-ACP and non-fruit and vegetable beneficiaries.
- Strengthen monitoring and evaluation systems by developing synergies with existing systems, at both state and commercial level.
- Continue and strengthen interactions between PIP and EDES at national level, in particular to enable a more holistic approach to preventing risks in pesticide use.
- Extend the programme's duration to the end of 2015 to allow it to fulfil its budgetary capacity.

## EDES: back on track

To evaluate EDES, the experts visited six countries: Mauritania, Senegal, Cameroon, Kenya, Mauritius and the Dominican Republic.

Despite the delay during its launch, the programme was able to catch up, in particular with the conclusion of memoranda of understanding (with governments) and memoranda of agreement (with beneficiaries). This delay explains why most of the projects launched are generally still in progress. It is mainly for this reason that the programme is set to be extended over a longer period.

But one thing is certain: EDES is well received and keenly anticipated among supply chain operators, mainly due to the support it provides in adapting legislation and strengthening referral bodies (official controls, laboratories, etc.).

Implementing EDES is problematic in countries where dialogue between private businesses (in charge of self-assessment) and public institutions (in charge of official controls) is weak. This represents a challenge.

The evaluators expect EDES to achieve its goals thanks to its strategic approach and its ability to adapt to the realities of each country. The report highlights the effectiveness of the methodology COLEACP has developed under PIP, and from which EDES is currently benefiting, in particular the network of local consultants, the cascade approach to training, and the training tools. These synergies also help achieve economies of scale.

## EDES – Key recommendations

- Continue strengthening inspection services.
- Step up the involvement of official controls in preparing sector-specific self-assessment guides.
- Strengthen synergies with PIP for improved integration of the two programmes within COLEACP.
- Optimise how platforms for dialogue operate between businesses and public services – a key element for ensuring the effectiveness of food safety systems.
- Contribute further to revision of the statutory and regulatory requirements for sanitary and phytosanitary aspects.
- Extend the programme's duration until the end of 2015 to compensate for the delay in implementing it.

---

2. Brokers are intermediaries who collect goods from small-scale producers to supply exporters.



# Nigeria: a national team serving an ambitious government project

COLEACP is now active in Nigeria. The Federal Ministry of Agriculture and Rural Development has asked it to support the development of the horticultural sector in the country. An action plan will be put in place in 2014.



*Akinwumi Adesina, Federal Minister of Agriculture and Rural Development of Nigeria.*

***COLEACP proposes to identify and select candidates in Nigeria with various skills and experience who will benefit from a practical and theoretical training programme lasting several months.***

***After this training they will form a task force of experts charged with steering the development of the country's fruit and vegetable sector.***



In early October 2013, a delegation of four COLEACP representatives travelled to Nigeria. The delegation consisted of general delegate Guy Stinglhamber, strategic advisor Morag Webb, director of operations Jeremy Knops and geographic chief Bénédicte Werner. Their mission was to submit the draft action plan aimed at developing the country's fruit and vegetable sector.

This project is innovative in several ways. First, Nigeria is a new country for operations: COLEACP has worked with only a few beneficiaries there so far, and never on a national scale. Second, the federal government requested COLEACP's direct involvement based on bilateral funding. Third, COLEACP proposes to establish a new type of support that could become the benchmark. But let's not get ahead of ourselves.

It all began six months earlier, in March 2013, when Dr Akinwumi Adesina, the Federal Minister of Agriculture and Rural Development of Nigeria, travelled to Brussels to attend a conference on agricultural resilience. He met COLEACP directors and asked them to support the programme to develop the horticultural export sector in his country.

This project is part of a bigger picture. After focusing on the oil and gas sector for years, the Nigerian federal government wants to develop the country's agriculture to improve food security. To do so, in 2011 it launched an agricultural development programme, the Agriculture Transformation Agenda, based on energising the private sector. Expanding the fruit and vegetable sector is one of its pillars.



After two preparatory missions, COLEACP created a three-year action plan to meet the sector's technical support and training needs. The first stage of the action plan involves conducting extensive market research to form a full and accurate picture of Nigerian horticulture and its potential.

#### **Dream team**

What is original about this action plan is COLEACP's proposed new type of support structure, hinging on a national task force of experts charged with steering the horticultural development of the country.

***"We use the logic of the Fair Training System, but expand it to all our operations", explains Guy Stinglhamber. "In fact, our aim is to create a nationwide conveyor belt that can carry our expertise to all the Nigerian businesses and organisations that need it."***



The task force must first recruit and train members. COLEACP proposes to identify and select candidates in Nigeria with various skills and experience among universities, research centres, professional associations, consulting firms, organisations that support small-scale producers, and elsewhere. These candidates will benefit from a practical and theoretical training programme lasting several months that will take them to the field, to Europe and to various ACP countries, so they can see for themselves the situation of the fruit and vegetable sector and immerse themselves in COLEACP's tools and methodology.

When their training is over, these experts will become members of the COLEACP consultants network, and will form the national steering team under the authority of the Federal Minister of Agriculture and Rural Development. The advantage of this approach is clear: the skills acquired are capitalised on within the country and ensure its autonomy in terms of agricultural know-how.

This is a pilot experiment. If it is successful, the new support system could be adapted to other countries that want to boost their agricultural sector.

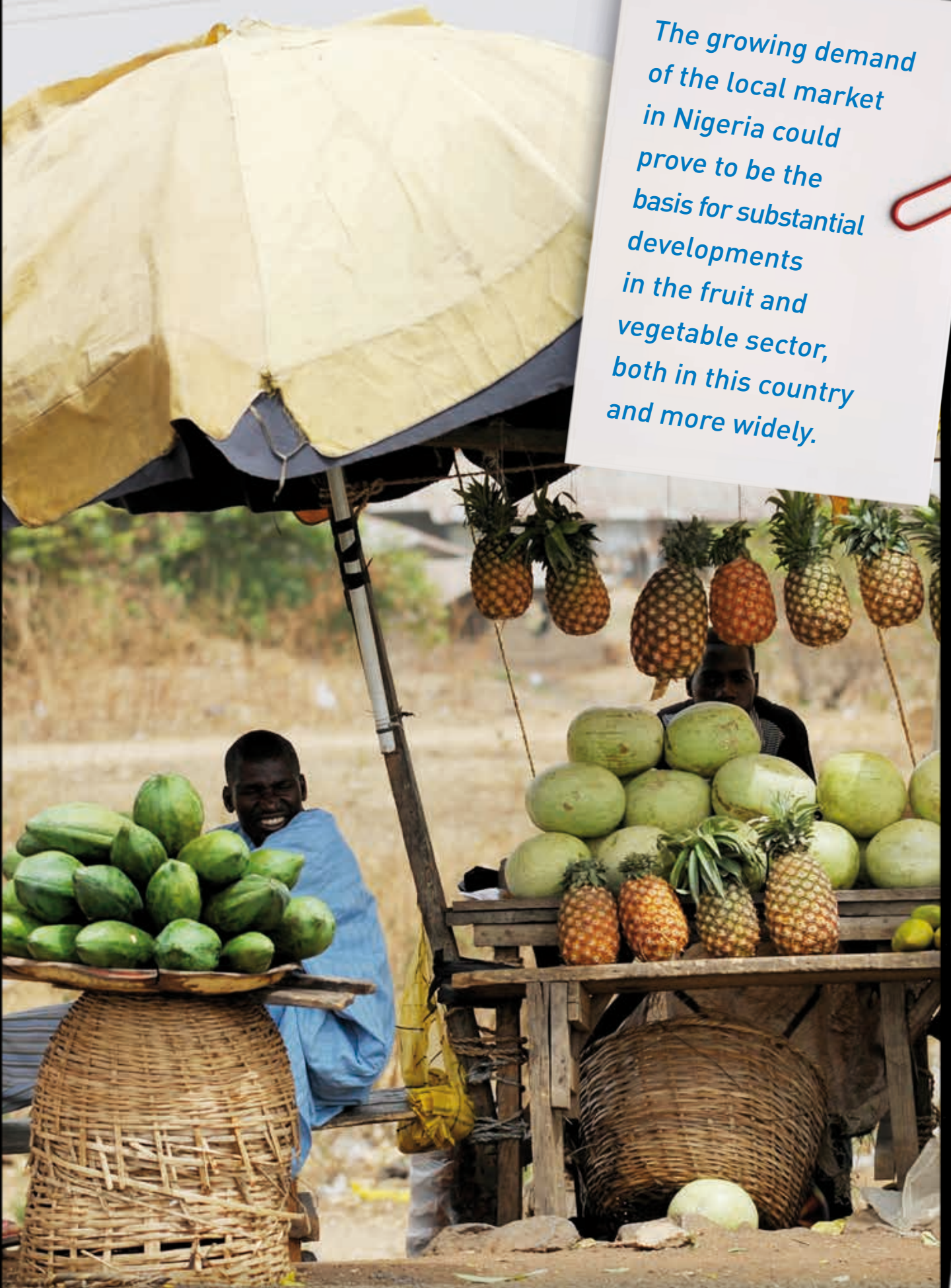
## Horticulture in the making

*The Nigerian fruit and vegetable sector is not very developed. Export crops basically focus on typical Nigerian foods such as pumpkin leaves (ugu) intended for Nigerians living abroad. However, this country of 160 million people has vast agricultural potential. The territory covers several agro-ecological zones, which allows for a wide range of crops, and has an estimated 32 million hectares of unused agricultural land.*

*To seize this opportunity, the sector's stakeholders have rallied under the banner of the Agricultural Fresh Produce Growers & Exporters Association of Nigeria (AFGEAN). As well as production matters, the country must resolve important logistical problems including the lack of infrastructure and means of transport, and breaks in the cold chain.*

*"Exporting is a long-term objective", explains Bénédicte Werner, COLEACP's geographic chief for Nigeria. "It is important to proceed step by step, especially since the local market demands fresh, healthy and quality products. There is a middle class here, there are supermarkets and hotels... However, their supply of fruit and vegetables now comes from imports, because buyers can't find local products that meet their criteria in terms of quantity and quality. The local market should be the basis for any initial developments in the horticultural sector."*

*The growing demand of the local market in Nigeria could prove to be the basis for substantial developments in the fruit and vegetable sector, both in this country and more widely.*





## Côte d'Ivoire: mango festival

For the first time since the crisis of 2000, Côte d'Ivoire has celebrated mango. The event took place on 15 June 2013 in Korhogo, in the north of the country, with the support of COLEACP. It was organised by Arexma, a new association of exporters that accounts for 80% of the profession and brings together more than 1000 small-scale producers. Arexma wanted to throw a large party to bring all its members together. The programme included a parade with 300 people, speeches, demonstrations, an honorary diploma ceremony, a dinner, a show and more. For the occasion, three teams of producers challenged each other in a mango diseases quiz.



## Senegal: tips for waste disposal



In 2013, COLEACP conducted a study on eliminating waste with four Senegalese vegetable producers/exporters. The study aimed to identify ways to dispose of hazardous waste including used plastics, pesticide containers and garage waste (batteries, oil, tyres). The study's findings suggest appropriate solutions for each type of waste: cement kiln incineration for tyres and drippers, internal incineration for certain plastics, crushing/compacting for recoverable plastics, and composting for organic waste. The study also advises companies to enter into agreements with services specialising in the treatment of pesticide containers and in recycling of used motor oil.

## Senegal: the Agriculture Commissioner visits two COLEACP beneficiaries

On 3 October 2013, Dacian Cioloş, the European Commissioner for Agriculture and Rural Development, made a visit to Senegal to offer European Union support for the Senegalese government's food security policy, based on agricultural development. During his trip, the Commissioner visited two businesses that benefit from COLEACP's support under the PIP programme: the family business Soleil Vert (mangoes, beans, melons for export) and the Bio Niayes organisation of small-scale producers (mangoes for export; onions, carrots, potatoes and cassava for the local market). The choice of these two businesses is telling. Aside from the fact that they benefit from European Union support, both share a European vision of agricultural development – the farmers are its central stakeholders, they work in secure tenure, and benefit from support to organise their sector and acquire the knowledge necessary to establish modern agriculture.







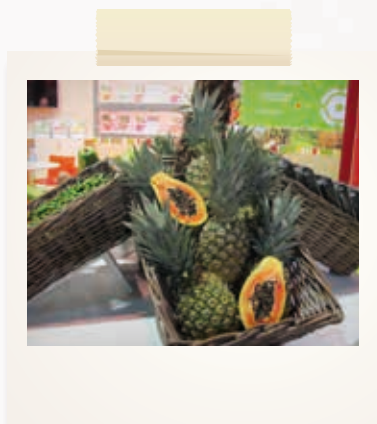
### EU-Africa Business Forum: COLEACP involved in discussions

The EU-Africa Summit taking place on 2 and 3 April 2014 in Brussels will be preceded by a business forum organised by the European Commission. The aim of this forum is to enable African and European business leaders to compare their expectations and investment needs and formulate them in view of the policy discussions to follow.

At the request of the European Commission, COLEACP is co-organising two events at this forum. The first is a high-level roundtable on the role of the private sector in developing agriculture in Africa. It will be co-chaired by Akinwumi Adesina, Federal Minister of Agriculture of Nigeria; Jerzy Plewa, DG of the European Commission's Directorate-General for Agriculture and Rural Development; and Guy Stinglhamber, COLEACP's general delegate. The roundtable, on the theme "How to leverage the private sector for inclusive and sustainable development", will take place on Monday 31 March from 2-4 pm.

The second is a workshop on innovation in agriculture conducted in cooperation with the European Commission's Directorate-Generals for Agriculture and Research and Innovation. On the eve of the EU-Africa Summit, the private and public sectors will explore how innovation and research contribute to food security and nutrition in Africa (Tuesday 1 April, 10 am-12 noon).

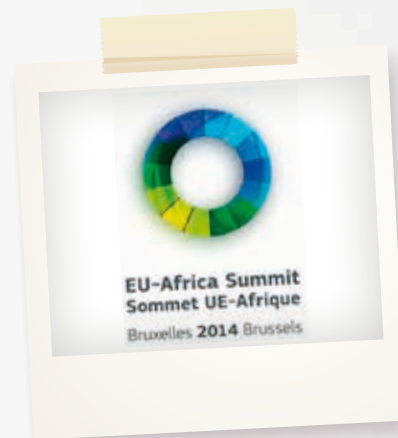
**5<sup>th</sup> EU-Africa Business Forum  
Brussels (Belgium)  
31 March-1 April 2014  
<http://euafrica-businessforum.eu>**



### Fruit Logistica 2014: nearly 100 candidates for membership

Fruit Logistica, the leading global trade fair for fresh fruit and vegetables, takes place each year in Berlin. This year, from 5 to 7 February, 2600 businesses from 84 countries participated in this event, which draws the main European buyers. COLEACP was there for the fifth year in a row. This annual gathering of all the sector's stakeholders, from producers to distributors, is the occasion for the association to meet with its members and beneficiaries. It can also present and promote its activities supporting sustainable development in the sector. The fair is also the ideal place to learn about trends and developments in the global fruit and vegetable market. Top billing this year went to the avocado, the sweet potato, vegetable scraps, ready-to-eat meals and kids' marketing. In terms of membership, COLEACP received 92 statements of interest to join the organisation.

**Fruit Logistica 2014  
Berlin (Germany)  
5-7 February 2014  
[www.fruitlogistica.de](http://www.fruitlogistica.de)**



### 4<sup>th</sup> EU-Africa Summit: Investing in People, Prosperity and Peace

The 4<sup>th</sup> Summit between the European Union and the African Union will focus on the shared Africa-EU strategy first adopted at the Lisbon Summit in 2007. This strategy aimed to move beyond traditional systems of development aid, towards actions that more broadly involve parliaments, donors, the private sector, civil society and youth.

On the eve of the European elections and renewal of the European Commission, this summit between African and European Union heads of state and government is devoted to re-energising this strategy. Budgetary issues will be crucial and will call for priorities to be redefined in light of "Agenda for Change", the 2011 European policy that targets European action at alleviating poverty and sustainable development.

In this context, discussions will focus on development of the private sector, raw mineral materials, migratory flows, trade (especially the Economic Partnership Agreement between the EU and the ACP countries), resilience, agricultural markets and food security problems.

**EU-Africa Summit  
Brussels (Belgium)  
2-3 April 2014  
[www.africa-eu-partnership.org/4th-africa-eu-summit](http://www.africa-eu-partnership.org/4th-africa-eu-summit)**



MARKET FOCUS: KENYA

# Kenya: a long-awaited audit

COLEACP is involved in finding solutions to overcome the crisis affecting pea and bean exports from Kenya. This entails implementing the measures in the Kenyan action plan as quickly as possible, particularly to strengthen official control and promote the proper use of pesticides.



**The Kenyan authorities are beginning to implement measures in their action plan, launched in April 2013 with the coordination of KEPHIS, the Kenya Plant Health Inspectorate Service.**



A delegation of the European Union's (EU) Food and Veterinary Office (FVO) travelled to Kenya in mid-November 2013 to examine the food safety control system for exports to the EU. Its mission had been scheduled far in advance, but was undertaken at a time of crisis. Since January 2013, Kenyan exports of green beans and snow peas have been subject to a system of increased control at points of entry to the European market because they repeatedly exceeded the maximum residue limits (MRLs) for pesticides<sup>1</sup>.

**For fruit and vegetable producers, self-inspection works throughout the production chain from field to packing station.**



Since the introduction of this system, which checks a 10% sample of all exports, the EU's rapid warning system has continued to detect excessive MRLs in Kenyan shipments. There were nine over the course of the second semester of 2013. The FVO's report will therefore carry great weight in the European

Commission's decision on maintaining or strengthening the control system.

### Reactions

In this context, the Kenyan authorities are beginning to implement measures provided for in their action plan, launched in April 2013. Coordinated by the Kenya Plant Health Inspectorate Service (KEPHIS), this action plan aims to strengthen national control over pesticide residues, improve supervision of the quality of pesticides in circulation, and educate small-scale producers to use these products rigorously. It joins recommendations made by the European Commission following the previous FVO mission in 2007, which advised the Kenyan authorities to strengthen official controls and broaden the spectrum of products analysed by the designated laboratory. COLEACP is involved in several actions scheduled in the plan through the PIP and EDES programmes.

The reaction of exporters, who have been working for over ten years to improve their ability to control phytosanitary risks, was swifter. Most took drastic measures. Some reduced their use of brokers<sup>2</sup>, at least when they did not control the quality of their supply network effectively. Others took total control of pesticide supplies and spraying for the plots of their small-scale producers.

This is the point that COLEACP stresses during discussions with the various decision-makers involved. Most Kenyan exporters have made considerable efforts, and

self-control works effectively throughout the production chain from field to packing station. It would be a shame to further penalise these businesses, whose development also plays a significant role in alleviating rural poverty.

What is important now is to act on the crux of the crisis. Authorities, public services and professional organisations must pool their resources to ensure the entire sector benefits uniformly from the attention of official control, the discipline of self-inspection and efforts at agricultural extension.

1. See "Kenya: beans and peas experiencing growing pains" in *Horizons*, no. 1, June 2013, pp. 14-16.
2. The broker is an independent buyer used by exporters to supplement their own supply chain.

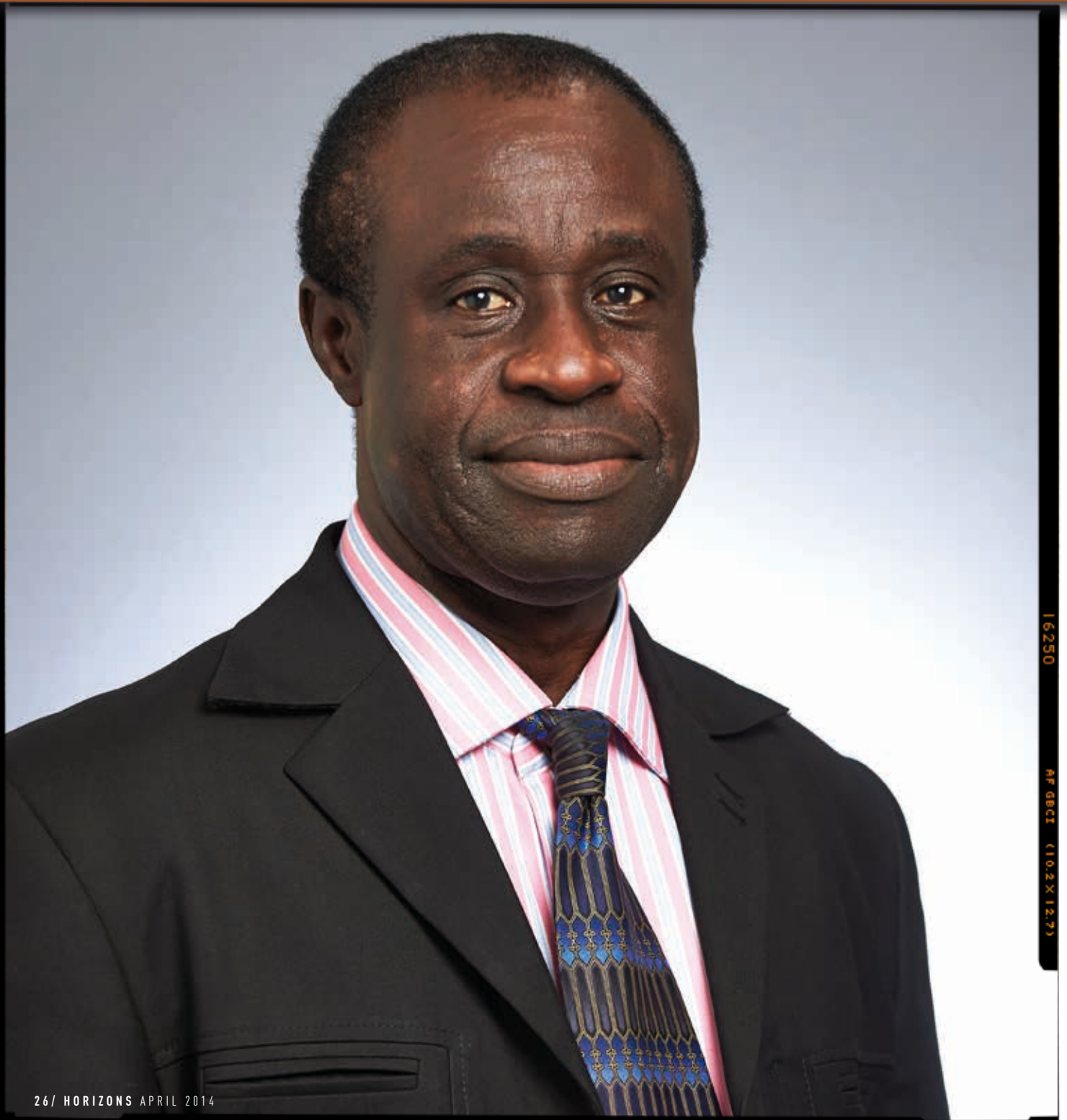




PORTRAIT OF STEPHEN MINTAH

# Stephen Mintah, new Chairman of COLEACP

Stephen Mintah is the new Chairman of COLEACP. He was appointed to the post in 2013. This Ghanaian agronomist takes up his new post with a clear vision and 15 years' experience as both a beneficiary and a member of the association.



16250 AF GBCI (10.2 X 12.7)

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

What is striking about Stephen Mintah is his calmness and approachability. Although a little surprised by the request for this interview, he accepted immediately, sat down with a glass of apple and cherry juice, and answered our questions directly in a soft and steady voice.

Originally from Obo, in Ghana’s mountainous east, Stephen Mintah’s parents wanted him to study medicine. But due to a lack of places, he ended up at the Faculty of Agriculture, his second choice during his orientation interview. He soon realised that agriculture was his calling. He graduated in 1976 and was hired by the Agriculture and Development Bank, where he was in charge of funding development of the Ghanaian agricultural sector. He worked there for 20 years, during which time he became intimately familiar with the agriculture of his country.

*“After that, I told myself it was important for the private sector to take advantage of my experience,” he explains. “So in 1998, I joined the Sea-Freight Pineapple Exporters of Ghana (SPEG). It’s an association that brings together Ghana’s main pineapple producers and provides its members with technical, commercial and logistic support. Our members are mid-sized producers, but they are linked to small-scale producers who also benefit from our services.”*



*The Ghanaian Stephen Mintah has been Chairman of COLEACP since June 2013. Married and the father of two grown children, he lives in Accra (Ghana) where he is the General Director of Sea-Freight Pineapple Exporters of Ghana (SPEG).*



It was around that time, in 1999, that Stephen Mintah first got in touch with COLEACP. The SPEG was then facing increasingly stringent demands from European buyers and called on COLEACP for technical support.

*“It was crucial for ensuring our presence on the market,” he recalls. “And we made it. By a wide margin. We had to diversify from Smooth-Cayenne to MD2, and Ghanaian farmers knew nothing about this variety. COLEACP helped us acquire the know-how to develop production guides, notably from Costa Rica. And that enabled us to maintain the pineapple sector until today.”*

### **Time for reflection**

Strengthened by that collaboration, Stephen Mintah decided to support COLEACP from within. He became a member of the Board of Directors, and since June he has been its Chairman, a role he considers far from strictly honorary.

*“Forty years ago, the exporters in ACP countries were different than they are today,” he explains. “Even European expectations and needs were different. Everything was different. As a result, our approach cannot be static. We have to continually change. This is why the services we provide are still effective.”*

For him, this is also a time of evaluation. COLEACP is initiating a period of reflection on how its members, beneficiaries and donors perceive the association and what they expect from it.

*“We’re currently coming back to the members, who are the backbone of the association, so they can tell us if their expectations have been met and especially what their new needs are,” he says. “That’s crucial. This is how our activity will be able to focus on our members’ concerns... We take it very seriously. We have a working group studying this now.”*

1. Smooth-Cayenne and MD2 are varieties of pineapple.

## European Development Days 2013 Selected comments about public-private partnerships

26 November 2013, **Denis Salord**

Head of Unit, Regional Programmes Sub-Saharan Africa and ACP wide, Directorate-General for Development and Cooperation (European Commission)

*"Public-private partnerships are twofold. One part is about going to the private sector as such to get it to participate in major public utility projects – the needs in terms of water, sanitation, transport, energy, space conservation and the environment are huge. The other part is about promoting constant dialogue between the public authorities and the private sector through policies to be implemented that ensure the creation of a business-friendly environment and a legally safe environment for investments."*



26 November 2013, **Mialy Ranaivoson**

Investment Officer, Investments and Partners (Madagascar)

*"Working with a small business allows you to have a very direct impact, in a precise place, so you can respond to a specific problem. As part of our work on child malnutrition, with a small company, we went to highly disadvantaged areas the multinationals had no idea existed. You could say that, with small companies and small projects, you can provide tailor-made, specific solutions."*

27 November 2013, **Aggrey Mahanjana**

Secretary-General of the African Farmers' Association of South Africa

*"The farmers are talented. Very talented. Everybody knows that. They know how to do many things. But one problem is that they cannot participate fully and freely in negotiations because they don't have enough information for that. So they have to be provided with information. That's the role of governments and large private companies. They must provide the farmers with information so they can participate in discussions that concern them most of all."*



27 November 2013, **Jason Clay**

Vice President of Market Transformation for the WWF

*"Development is change. It's not doing the same thing on a bigger scale, hoping to get different results (which is a definition of insanity). It is not maintaining poverty. It's not postponing improvements to later generations – with 850 million people, that isn't possible. And it's not working on a differential either, like 5% more productivity. Development must entail a transformation. Thus we must examine what governments do best and what the private sector does best. And based on this analysis, we have to see how to use the mechanisms of the market to change how we work, and that means going back to the suppliers."*



## 27 November 2013, Céline Charveriat

Campaign Director of Oxfam International

*"Hunger doesn't happen by accident. It is a denial of rights, the right to food, the right to earn a decent living. The cause is shortcomings in local, regional and international structures and policies to get people out of poverty. When you take that into account, you see the issue of public-private partnerships differently. But what's important is putting the small-scale producers at the heart of any partnership. There are 500 million farms around the world earning a livelihood for a third of the human race. And when they become part of the discussion, you clearly see that the main issue of partnerships is about the imbalance of power."*

## 27 November 2013, Ernest Ruzindaza

Permanent Secretary to the Rwandan Ministry of Agriculture and Animal Resources

*"Government alone cannot fund a country's development. We need the private sector to sustain and fund development. This partnership must not only be made with large businesses, but also with producers and farmers. Our job is to set up a legal framework in which farmers can play their role."*



## 27 November 2013, David Croft

Director of Quality and Technical at Waitrose

*"We should not come to view public-private partnerships as a cure-all. They work when there are real commercial opportunities. They do not work in post-conflict or post-crisis situations, for which they are even less of a remedy. Wherever there is international or local trade, there is an opportunity... But there must be mutual benefit as well."*

## 27 November 2013, Jethro Green

Vice President of the Caribbean Farmers Network

*"We appreciate this concept of partnership. We are more than 500,000 small business leaders, farmers, and our intention is to ensure that we provide the right investments to make us guardians of food security and to put affordable food on the market."*



## 27 November 2013, Irchad Razaaly

Member of cabinet of Andris Piebalgs, European Commissioner for Development

*"It surprises us to receive so much support for something that is only just beginning. We are in the process of developing a private sector support policy for the ACP. COLEACP's 'Public-Private Partnerships for People, Planet and Profit' declaration shows us the way. It is a clear example of where we want to go."*

# PPP4PPP

## “Public Private Partnerships for People Planet Profit”



We, the private sector participants at European Development Days 2013 and, more specifically, industries representing the agrifood sector, taking stock of recent declarations and commitments made at the G8, the United Nations (UN), the Organization for Economic Co-operation and Development (OECD) and World Trade Organization (WTO),

declare:

- ▶ our renewed commitments in support of the European Commission's development efforts towards achieving the Millennium Development Goals (MDGs);
- ▶ our full support to the spirit and goals of the 2011 Communication “An Agenda for Change” and the 2013 Communication “A Decent Life for All”
- ▶ our commitment to expanding on our principles of Corporate Social Responsibility (CSR), bringing to bear the capacities/strengths of core business, value chains and innovative partnerships towards achieving the MDGs, with particular emphasis on:
  - ▶ inclusive and sustainable growth, in order to eradicate poverty, protect the planet and offer a future to young people;
  - ▶ the adoption of sustainable agricultural practices and new low-carbon technologies; and
  - ▶ building a solid Sustainable Development Goals (SDGs) framework in which Public Private Partnerships (PPP) play a central role.

We express our commitment to engage in an active dialogue that will allow us to build trust and work together to identify common goals, and to develop practical mechanisms for partnerships that enable us to achieve these goals.

We will work with the European Commission, partner countries, non-governmental organizations (NGOs) and development organizations to establish a structured partnership platform that we will launch formally at the fourth Africa-EU summit in April 2014.

We will leverage the strengths of our constituency and development initiatives in support of this renewed partnership.

We will seek concrete and measurable results through our support for growth, job creation, agriculture, food and nutrition security, climate adaptation, and health.