

# COLEAD

COMMITTEE LINKING  
ENTREPRENEURSHIP - AGRICULTURE - DEVELOPMENT

20  
22

ANNUAL REPORT





TO FACILITATE  
AND IMPLEMENT ALL ACTIONS ALLOWING,  
DIRECTLY AND/OR INDIRECTLY, TO INCREASE THE  
**CONTRIBUTION OF THE AGRICULTURAL  
SECTOR, AND HORTICULTURE IN PARTICULAR,**  
TO THE ACHIEVEMENT OF UNITED NATIONS (UN)  
**SUSTAINABLE DEVELOPMENT GOALS (SDGS)**

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Looking forward



# SUSTAINABLE DEVELOPMENT GOALS





## MESSAGE FROM THE CHAIRMAN AND THE GENERAL DELEGATE

*Production and agricultural trade play a crucial role in achieving the Sustainable Development Goals.*

*That is the purpose of COLEAD*

2022 has been a year of transformation for our association: a new name, a new statutory mission, and the launch of new programmes with expanded sectoral and geographical scope.

The process of changing our organisation's name was initiated two years ago in a context of continuous evolution of COLEAD's scope of action and that of its partners.

The choice of COLEAD - Committee Linking Entrepreneurship-Agriculture-Development is the result of a participatory and iterative approach carried out with the Board of Directors, the team, the association's members, and its key partners. The main aims of this change were to better represent the association's mission and vision through its name, to facilitate understanding and ownership of who we are and what we do, rather than where we do it.



### COLEAD is COLEACP with more expertise and networks

The new name, COLEAD, received unanimous support and was voted on during the association's Extraordinary General Assembly in June 2022. It embodies an evolution by retaining the root "COL" from the previous name, thus maintaining the committee's liaison function, while defining the current and future scope of COLEAD's mission:

- **Agriculture:** specifies our field of action.
- **Entrepreneurship:** highlights the organisation's culture and membership, and the primary target of our actions - Micro, Small and Medium-sized Enterprises (MSMEs).
- **Development:** encompasses the development of programme partner-beneficiaries and the value chains in which they operate, as well as the individuals ("Growing people") and countries with whom we work.

COLEAD is COLEACP with more expertise and networks. We will continue to design, manage

and implement development programmes by providing online and on-the-ground technical assistance, professional training, and support services covering research and innovation brokerage, regulatory monitoring, market insights, networks and alliances, and access to finance.





### **The Green Deal sets the course for a food system that must contribute more to the SDGs**

The development of a sustainable global food system is crucial to address the challenges of poverty and inequality reduction, food security for all, and the protection of our planet. In this context of global urgency, and building on over 20 years of action in support of sustainable agricultural production and trade, our new statutory mission is to facilitate and implement activities that directly and/or indirectly increase the contribution of agricultural value chains to the achievement of the SDGs. COLEAD aspires to contribute directly and significantly to the transition of the agricultural sector toward more economically, environmentally and socially sustainable agri-food systems adapted to local contexts.

The European Green Deal and the Farm to Fork strategy set the path for a transformed agricultural production that addresses current environmental challenges. COLEAD believes that the current direction of European Union (EU) policy offers significant opportunities for producers in Africa, the Caribbean, the Pacific, and elsewhere to access markets that value sustainable approaches to production and trade.

### **The most vulnerable must be supported to ensure that the system change promoted by the European Union is sustainable for all**

The European Union's environmental ambitions can contribute to a positive transition in global agricultural practices, and will also influence trade patterns and impact the economies and livelihoods of vulnerable farming communities in low- and middle-income countries worldwide.

To achieve true sustainability, the overall objective of the European Union regarding sustainable food systems must be framed within the context of the SDGs and contribute to them holistically. This means addressing the economic and social dimensions of sustainability, in addition to the environmental dimension. It also means going beyond the position of seeking to do no harm to those outside the European Union, and actively contributing to achieving the most pressing SDGs – ending poverty, improving health and education, reducing inequalities, and promoting economic growth among the most vulnerable.

We are currently in a disruptive environment marked by political, climate and economic crises, full of challenges but also opportunities. These must be approached from economic, social and environmental perspectives to ensure that appropriate support measures are in place to assist us in contributing to building more resilient and

sustainable food systems for all. This is the essence of the new AGRINFO and Fit For Market Plus (FFM+) programmes, launched in 2022 and funded by our longstanding partners, the Organisation of African, Caribbean and Pacific States (OACPS) and the European Union, who we thank once again for their trust.

[COLEAD.link](https://www.colead.link)





# "GROWING PEOPLE"

## OUR VISION

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We believe that the global agri-food model requires the involvement of new generations of actors, particularly in developing economies, where both significant challenges and opportunities exist. We recognize that sustainable agriculture plays a vital role in shaping a sustainable future.







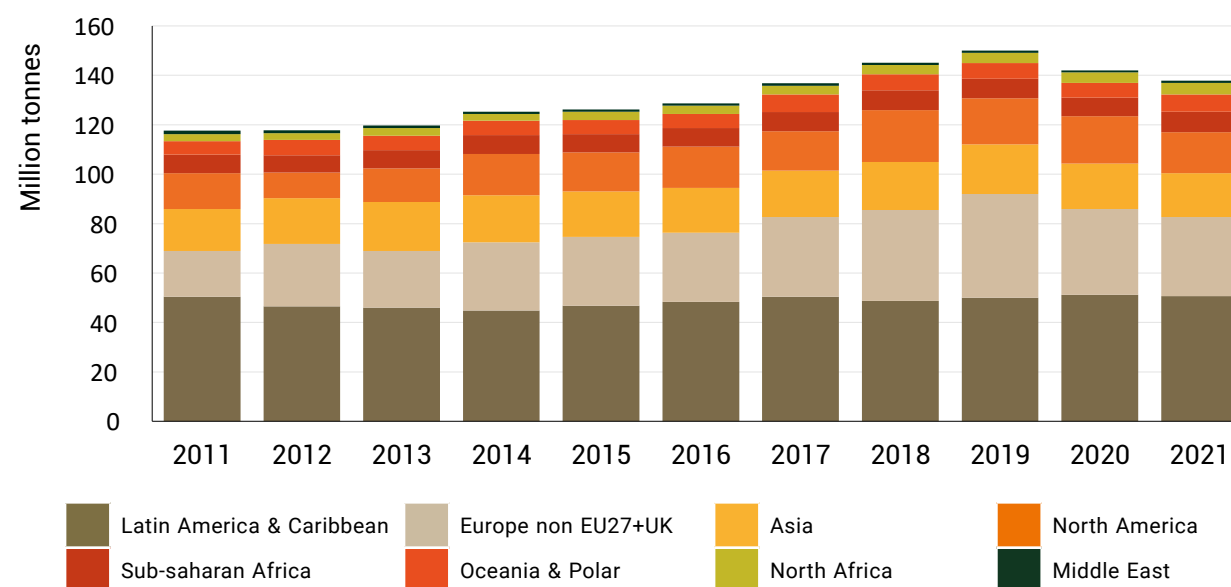
## MARKET OVERVIEW & AGRI-INDUSTRY DEVELOPMENT

### EU27 & UK IMPORTS

#### Main Highlights

- The EU27+UK agricultural import market remains attractive and dynamic throughout the globe.
- The EU27+UK horticultural import has been even more dynamic.
- However, EU27+UK imports from ACP countries (excl. South Africa) are **growing slower** than those from other areas of the globe, **except for fruit, vegetables, and spices**.

#### Evolution of agrifood, livestock and fisheries imports by EU27+UK



Source : COLEAD based on Eurostat and UK Trade Info (volumes)

NB: The data in value has not been corrected for inflation.

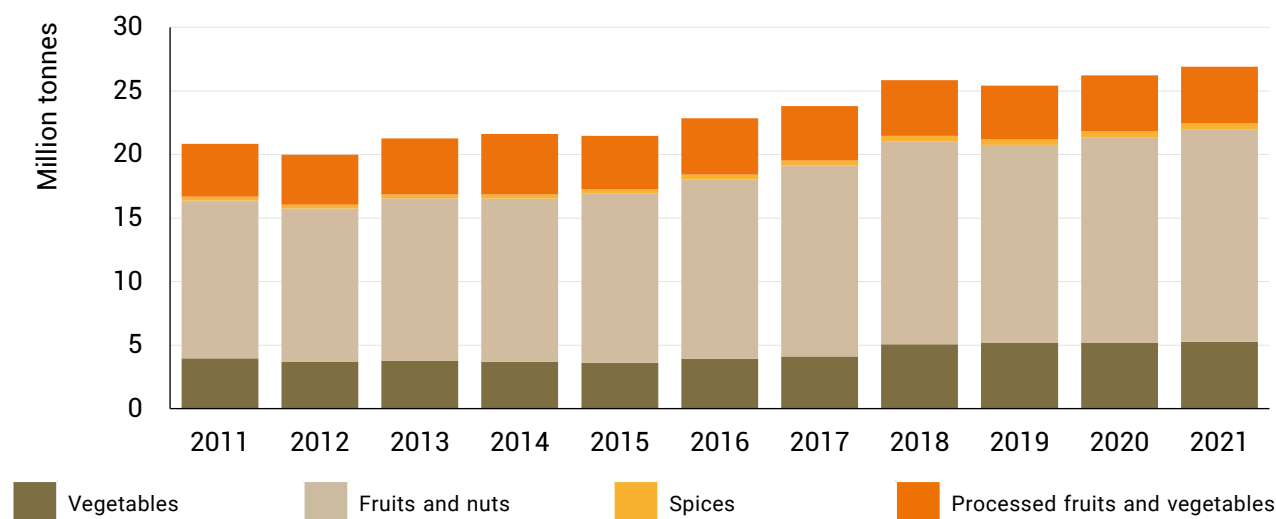
- Of all imports in agriculture, livestock, and fisheries, 93% are edible goods (agrifood) by volume and 91% by value.
- EU27+UK imports increased annually by 1.4% in volume, 2.9% in value between 2011 and 2021.

#### Codes from the Harmonized System (HS) covered in each term:

- Agriculture, livestock and fisheries: HS chapters 01 to 24, 51 to 53
- Agrifood, livestock and fisheries: HS chapters 01 to 05, 07 to 13, 15 to 23
- Fruit and vegetables: HS Chapters 07, 08, 20
- Spices: HS Chapter 09 (except 0901, 0902, 0903)



## Focus on fruit, vegetables, and spices imports by EU27+UK



Source : COLEAD based on Eurostat and UK Trade Info.

- Fruit, vegetables and spices imports in 2021: **27M tonnes, 36B EUR**.
- EU27+UK **fruit, vegetables and spices imports increased** annually by **2.3%** in volume, 4.2% in value (2011-2021). 18% of agricultural, livestock and fishery imports are fruit, vegetables and spices in volume; 22% in value.
- Top 5 imports in volume: **bananas, oranges, pineapples, orange juice and tomatoes**.
- Top 5 imports in value: **bananas, avocados, fresh grapes, almonds and cashew nuts**.

## Focus on EU27+UK imports from across the globe vs. from ACP countries (excl. South Africa)

(EU27+UK) imports across the globe

IMPORTS CAGR (2011-2021)	VOLUME	VALUE (EUR)
Agriculture, Livestock, Fisheries	+ 1.7%	+ 2.9%
Agrifood, Livestock, Fisheries	+ 1.5%	+ 2.8%
Fruit, vegetables & spices	+ 2.3%	+ 4.3%
Flowers	/	+ 2.6%

(EU27+UK) imports from ACP countries (excl. South Africa)

IMPORTS CAGR (2011-2021)	VOLUME	VALUE (EUR)
Agriculture, Livestock, Fisheries	- 0.4%	+ 1.3%
Agrifood, Livestock, Fisheries	- 0.5%	+ 1.3%
Fruit, vegetables & spices	+ 1.3%	+ 4.9%
Flowers	/	+ 2.8%

CAGR (Compound Annual Growth Rate) is a measure used to determine the average annual growth rate over a specific period of time, considering compounding. It smooths out fluctuations and is more suitable to understand evolution over time.

**NB:** The data in value has not been corrected for inflation.

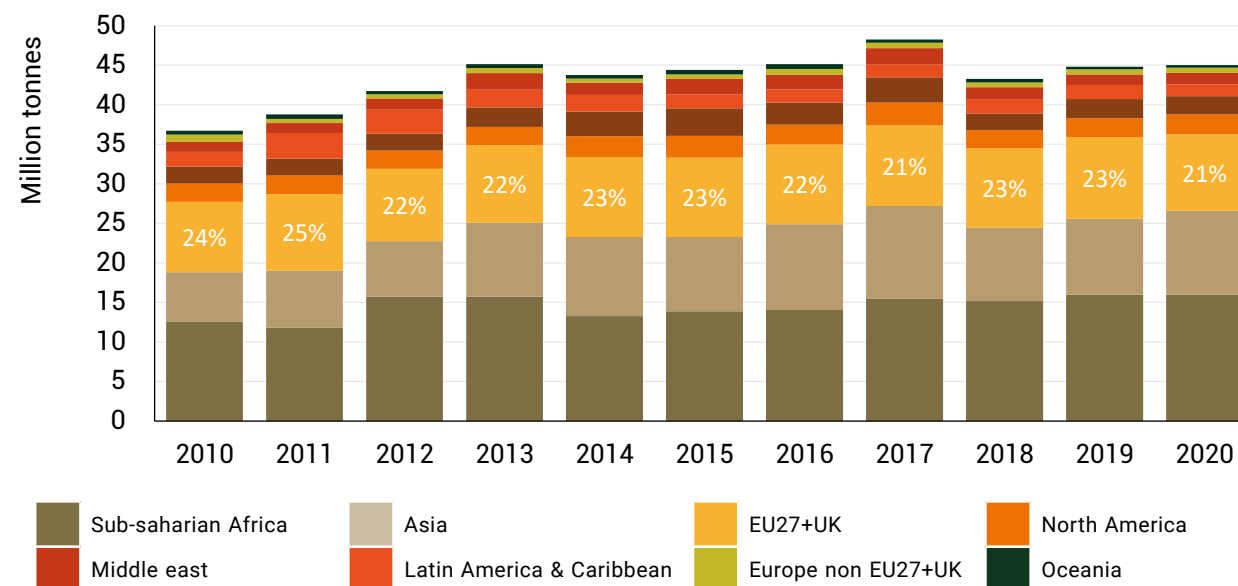


## ACP EXPORTS (excl. South Africa)

### Main highlights

- **Increase** in agricultural exports from ACP countries to other areas of the globe.
- To the world and to the EU27+UK, **fruit, vegetables, and spices have a higher increase in exports** compared to other sectors.

### Evolution of agrifood, livestock and fisheries exports by ACP countries (excl. South Africa)



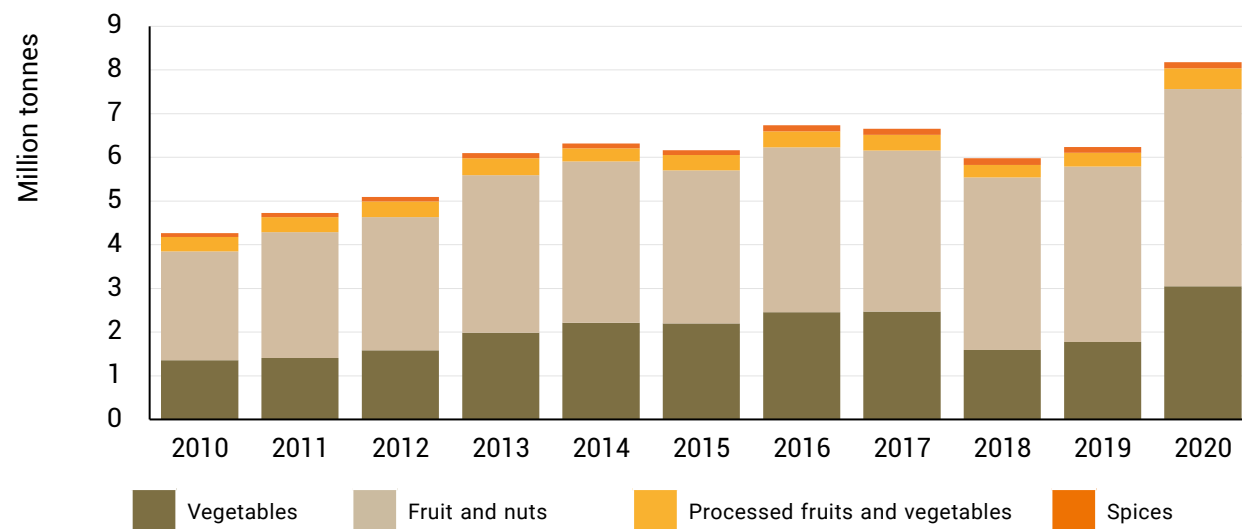
- ACP **agrifood, livestock, fishery exports increased** annually by 1.9% in volume, 1.8% in value (2010-2020).

Source : COLEAD based on CEPII BACI, IFPRI, Eurostat and UK Trade Info

**NB:** The data in value has not been corrected for inflation.

Export data to the world are currently available up to 2020.

## Focus on fruit, vegetables, and spices exports by ACP countries (excl. South Africa)



Source : COLEAD based on CEPII BACI, IFPRI, Eurostat and UK Trade Info.

- ACP fruit, vegetables and spices exports increased annually by 6.1% in volume, 6.5% in value (2010-2020).
- 17% of agricultural+LF exports are fruit, vegetables and spices in volume; 14% in value.
- Top 5 exports in volume : cashew nuts, bananas, onions, dried leguminous and dried kidney beans.
- Top 5 exports in value : cashew nuts, bananas, vanilla, ethnic vegetables and dried leguminous.
- For spices : Ginger is the first spice in volume, vanilla is the first spice in value.

## Focus on ACP exports (excl. South Africa) to across the globe vs. to EU27+UK

ACP (excl. South Africa) exports across the globe

IMPORTS CAGR (2010-2020)	VOLUME	VALUE (EUR)
Agriculture, Livestock, Fisheries	+ 1.8%	+ 1.4%
Agrifood, Livestock, Fisheries	+ 1.9%	+ 1.8%
Fruit, vegetables & spices	+ 6.1%	+ 6.4%
Flowers	/	+ 2.1%

ACP (excl. South Africa) exports to the EU27+UK

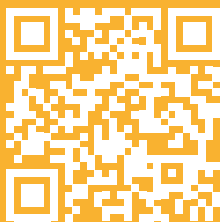
IMPORTS CAGR (2010-2020)	VOLUME	VALUE (EUR)
Agriculture, Livestock, Fisheries	+ 0.8%	+ 2.1%
Agrifood, Livestock, Fisheries	+ 0.8%	+ 2.2%
Fruit, vegetables & spices	+ 1.6%	+ 4.3%
Flowers	/	+ 2.1%

CAGR (Compound Annual Growth Rate) is a measure used to determine the average annual growth rate over a specific period of time, considering compounding. It smooths out fluctuations and is more suitable to understand evolution over time.

NB: The data in value has not been corrected for inflation.

Export data to the world are currently available up to 2020.



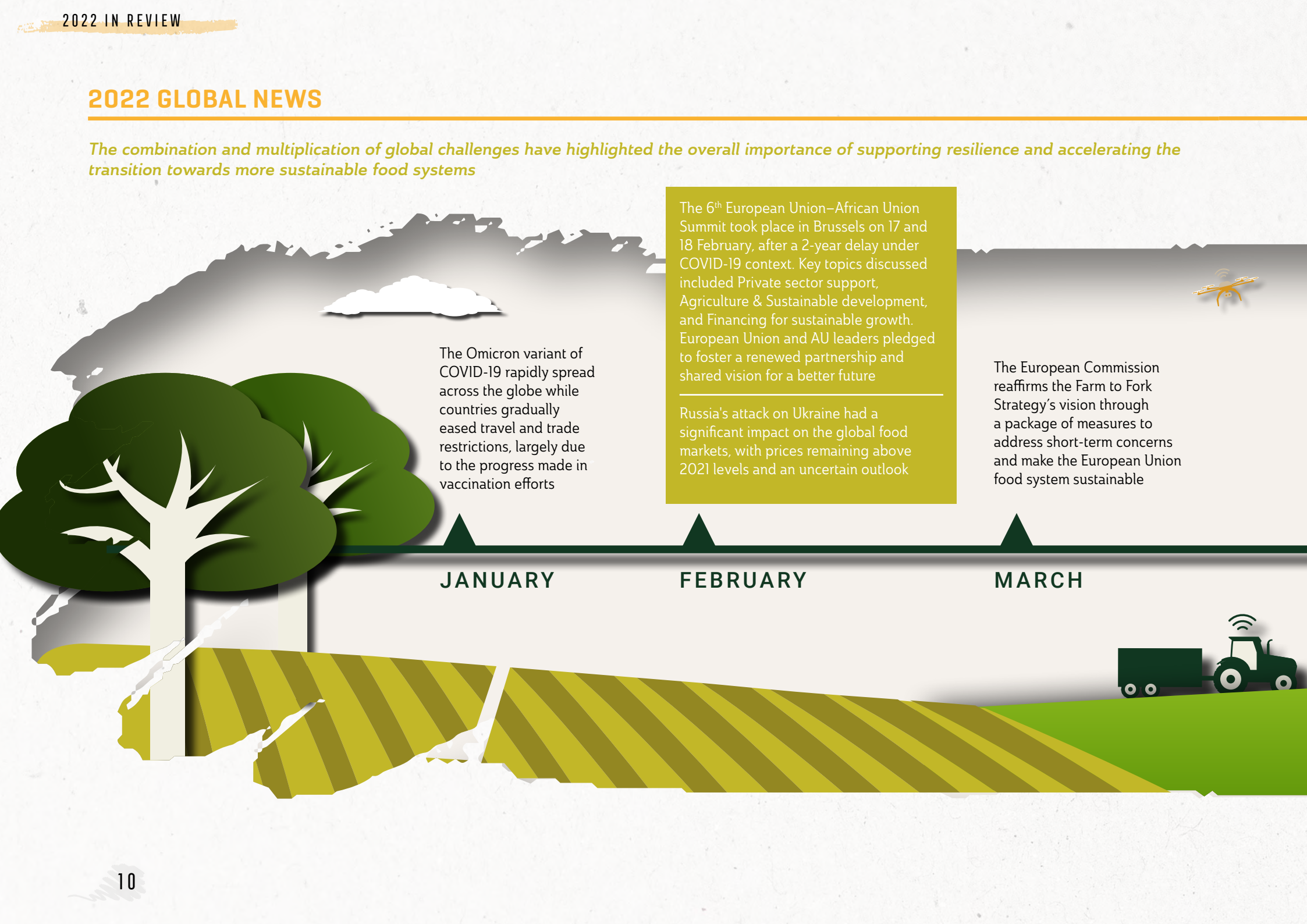


COLEAD'S ONLINE DATABASE



## 2022 GLOBAL NEWS

*The combination and multiplication of global challenges have highlighted the overall importance of supporting resilience and accelerating the transition towards more sustainable food systems*



The Omicron variant of COVID-19 rapidly spread across the globe while countries gradually eased travel and trade restrictions, largely due to the progress made in vaccination efforts

The 6<sup>th</sup> European Union–African Union Summit took place in Brussels on 17 and 18 February, after a 2-year delay under COVID-19 context. Key topics discussed included Private sector support, Agriculture & Sustainable development, and Financing for sustainable growth. European Union and AU leaders pledged to foster a renewed partnership and shared vision for a better future

Russia's attack on Ukraine had a significant impact on the global food markets, with prices remaining above 2021 levels and an uncertain outlook

The European Commission reaffirms the Farm to Fork Strategy's vision through a package of measures to address short-term concerns and make the European Union food system sustainable

JANUARY

FEBRUARY

MARCH



## SUSTAINABLE DEVELOPMENT GOALS

The European Union, the Organisation for Economic Co-operation and Development (OECD) Sahel and West Africa Club, and the Global Network Against Food Crises co-organised a high-level meeting in response to the food and nutrition crises in the Sahel and Lake Chad regions. Commissioner Urpilainen (International Partnerships) and Commissioner Lenarčič (Crisis Management) participated, readressing the European Union's strong political commitment, in favour of structural policies and investments, to address the underlying causes of crises

Global G.A.P. launched its BioDiversity Add-on to boost farm biodiversity, requiring farmers to dedicate more land and improving environmental standards

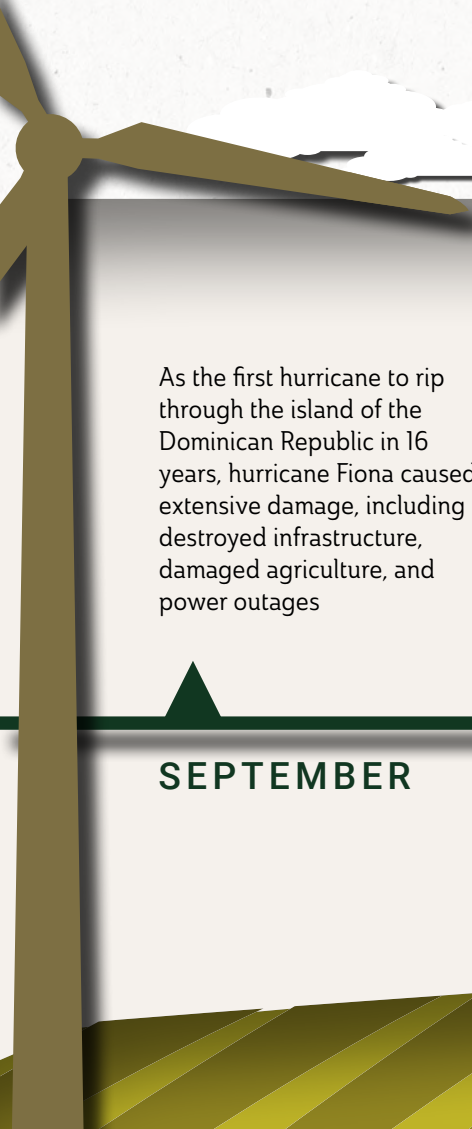
Europe's heatwaves and droughts (worst in 500 years) was estimated to significantly reduce crop yields, potentially worsening price increases and food security concerns amidst the Ukraine war

The Horn of Africa faced its worst drought in 40 years, with four consecutive failed rainy seasons in Ethiopia, Kenya, and Somalia, resulting in 22 million people at risk of starvation

APRIL

JULY

AUGUST



As the first hurricane to rip through the island of the Dominican Republic in 16 years, hurricane Fiona caused extensive damage, including destroyed infrastructure, damaged agriculture, and power outages


Nigeria experiences its deadliest floods in a decade, with over 600 deaths and 2 million people affected, causing significant destruction and raising concerns of widespread hunger

The Commission and the High Representative implemented the Youth Action Plan in the European Union external action for 2022-2027, the first-ever policy framework for a strategic partnership with young people around the world to build a more resilient, inclusive and sustainable future



Discussions around the importance of agriculture and food systems in light of and mitigating the effects of climate change and adapting to them, were discussed during COP27. "Food and Agriculture for Sustainable Transformation", or FAST, was launched by COP27 Egyptian Presidency, to improve climate finance

Food and Agriculture Organisation of the United Nations (FAO)'s report "The State of Food and Agriculture 2022" emphasizes the potential of digital automation in agriculture and identifies barriers, particularly for smallholder farmers, necessitating tailored solutions and inclusive financial investment



SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER



## OUR RESPONSE IN 2022: OVERVIEW OF COLEAD'S ACTIVITIES

*In a highly disrupted environment, COLEAD supported public and private stakeholders to increase their resilience, in particular in the ACP agricultural industry.*

# 2022

### FEBRUARY

Catalysing young African agri-entrepreneurs' investments (PanAfrican Farmers Organisation (PAFO) COLEAD Innovation Series Session n°8)

Establishment of COLEAD West Africa office in Cotonou

### APRIL

COLEAD returns to Fruit Logistica 2022 after 2 years of digital exhibition, whereby 150+ meetings were conducted in person

**Successes from women-led agribusinesses in Africa (PAFO COLEAD Innovation Series Session n°9)**

### MAY

To mark the regional launch of the new Fit for Market Plus programme, six online regional events were conducted in May 2022, catering to organisations based in East Africa, Pacific, Caribbean, West Africa, Southern Africa, and Central Africa, attracting a participation of over 1,000 attendees. Additionally, 16 local onsite events, strategically scheduled during the summer season, were organized, drawing the participation of more than 400 individuals. The collective outreach efforts led to an impressive response, with a total of 478 applications received by the end of 2022

### JUNE

During the European Development Days in Brussels, a panel discussion about "Catalysing the Success of Young Agri-Entrepreneurs" was organised by COLEAD and its partners. Three young Caribbean entrepreneurs had the opportunity to present their business model promoting sustainability, links with research, development and adoption of technologies, and the use of digital tools

Election of the new COLEAD board of directors. Approval of the association's new name at the General Assembly. Consolidation of the organisation into 3 activity clusters and 7 departments

### JULY

Successes in export markets from Small and medium-sized enterprises (SMEs) and entrepreneurs (PAFO COLEAD Innovation Series Session n°10)

### SEPTEMBER

Biennial Africa Climate-Smart Agriculture Stakeholder Conference was held in Ghana, where COLEAD-participated programme, DeSIRA LIFT, co-organised 2 events on the topic of agroecology

### OCTOBER

COLEAD visited Fruit Attraction in Madrid, engaging with 137 countries and 90,000 visitors. We had fruitful exchanges with ACP exhibitors and European buyers, as well as attending a meeting on sustainable African bananas organized by Afruibana

### NOVEMBER

On 18 November 2022, COLEAD brought together its main financial partners to share the assessment of the last period and, above all, to put it into perspective concerning the lessons learned, the agendas and priorities of each partner, and the association's strategy. The committee aimed to improve the efficiency of the association's activities in the service of the sustainable development of the agricultural and food system, particularly in the OACPS member countries.

Promoting circular economy and reducing food losses and waste: Successes by SMEs and entrepreneurs (PAFO COLEAD Innovation Series Session n°11)

# 2023

### JANUARY

The official launch of AGRINFO, a new program aimed at informing European Union partners about ongoing developments in European Union agricultural regulations and measures, was a resounding success. The event drew the participation of 119 attendees, including embassy representatives from 45 countries worldwide, as well as European Commission Services and industry associations.



The organization is committed to empowering youth and women in agriculture. You can find the related activities highlighted in the report.



## 2022 IN A NUTSHELL

**COLEAD ANNUAL  
BUDGET:  
10.1 MILLION EUROS**

**MANAGEMENT OF  
12 PROGRAMMES**

**EXPANSION OF  
ACTIVITIES TO MORE  
THAN 140 EUROPEAN  
UNION PARTNER  
COUNTRIES**

Through its development programmes, COLEAD provides, online and on-site, technical assistance, vocational training and support services in regulatory monitoring, market insights, partnerships, research and innovation and access to finance. All of this COLEAD expertise is structured around three areas of activity: facilitating market access, strengthening value chains and increasing the impact of our activities.



**FACILITATING  
MARKET ACCESS**



**STRENGTHENING  
VALUE CHAINS**



**LEVERAGING  
IMPACT**

## FACILITATING MARKET ACCESS

### Market Insights

#### 11 market publications

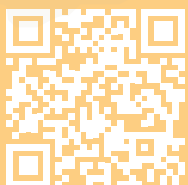
published in 2022 including

 3 market studies &  8 market profiles

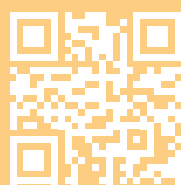
Participation in 5 international trade fairs (Fruit Logistica, Macfrut, BIOFACH, Fruit Attraction, SIAL Paris)

Continuous development and improvement of the interactive online trade dashboards

**COLEAD'S  
ONLINE DATABASE**



**AGRINFO.EU**



### Regulations and standards

Design & development of a new online AGRINFO information tool, monitoring changes in European Union policies, regulations and standards (launched in January 2023)

Expansion of COLEAD's scope, to be able to provide information to partner-beneficiaries within all agrifood value chains including fish, meat and animal products

#### **160** Records drafted, covering all EU regulatory changes

impacting low and middle-income European Union partner countries, with assessments of potential implications, and recommended actions, for partner-beneficiaries

COLEAD inputs into European Union consultations on European Union Health and Environmental Standards for Agri-Food Imports, Sustainable Food Systems and Sustainable Use of Pesticides Regulation

### Research and Innovation Brokerage

#### 11 new Plant Protection Product (PPP) registrations in West Africa to control mango pests and diseases (3 other dossiers pending)

Among them, 1 efficacy trial on Integrated Pest Management to control Fall Armyworm on sweet corn

#### **62** responses to technical enquiries on emerging Sanitary and Phytosanitary (SPS) issues

Publication of a review on digital technologies relevant for ACP horticulture and of carbon footprinting methodologies and calculation


Participation in the Technical and Steering Committees of the Freshfel Environmental Footprint Initiative

1 trial using image recognition and machine learning to predict yields in mango orchards



## STRENGTHENING VALUE CHAINS

### Technical Assistance

 **478** new applications for support received from partner-beneficiaries across West Africa (34%), East Africa (29%), Southern Africa (19%), Central Africa (11%), the Caribbean (6%) and the Pacific (1%)

**200** new development projects designed and signed by partner-beneficiaries

300+ intra-organisation capacity building activities implemented for partners-beneficiaries


5 Good Practice Guide are in progress and 3 were finalised (Penja pepper in Cameroon, Capsicum in Uganda and Avocado in Kenya)

**44** Sustainability Self-Assessment System (SAS) reports shared with partners

6 Rapid SPS Assessment Tool (R-SAT) finalised (Cameroon, Côte d'Ivoire, Madagascar, Uganda, Suriname, Zimbabwe)

### Training

Digital self-paced learning: Successful migration of the e-learning platform to Moodle 4.0 and attracted  **8,000+** new learners on the platform from the private and public sector, but also from universities and other organisations

**200** organised training sessions - 1,380 persons were trained during tutored trainings (**35% of whom are female**) 

**120+** referenced training documents, record forms, general documentation prepared, **63 job description sheets** validated, and a new training catalogue developed with more than a hundred training programmes



## LEVERAGING IMPACT

### Networks and Alliances

PAFO, OECD and Inter-American Institute for Cooperation on Agriculture (IICA) Webinars:

- 9 highly informative and engaging webinar sessions
- 40 inspiring seasoned entrepreneurs and industry experts
- **2,300 participants.**

Consolidated financial partnerships : European Union (DG INTPA), OACPS, AFD, ENABEL, WTO, OECD...

### New and innovative collaborative initiatives in the sustainability domain

with FAO (agroecology), CIRAD and a start-up company (SOWIT), KU LEUVEN (water consumption linked to avocado production), the European Commission's Joint Research Centre (Quantifying and improving soil health in Africa -AFSOH) or Freshfel (Environmental Footprint Initiative)

New technical alliances including Global Coalition of Fresh Produce, Agriculture Livestock Fisheries Africa (ALFA)

**36<sup>new</sup> members** joined COLEAD between May and November 2022. By January 2023, the association counted 494 members

**200+** ongoing technical partnerships that the COLEAD departments collaborate with through activities

### Access to finance (A2F)

Reviewing sources of finance for agriculture in Sub-Saharan Africa

Identifying A2F blocking factors upon which COLEAD can act

Design and development of the COLEAD proposal on A2F

## INCREASING VISIBILITY

17,000+ people are following COLEAD's activities via various social media channels. Several social media posts reached the visibility of over 50,000 views. As an example of the progress and importance of the European Union's visibility on social media via the FFM SPS programme: the "did you know" campaign had over 103,000 views

More than

**2 million** people have interacted with or seen the content of FFM SPS posts on Facebook in 2022.









## PROGRAMMES AND PROJECTS MANAGED BY COLEAD

As a private sector association (not-for-profit), our purpose is to facilitate and implement actions allowing to increase the contribution of the agricultural sector to the achievement of the SDGs. COLEAD designs and manages development programmes in the agriculture and food sector. Online and in the field, we supply technical assistance, vocational training and support services covering research and innovation brokerage,

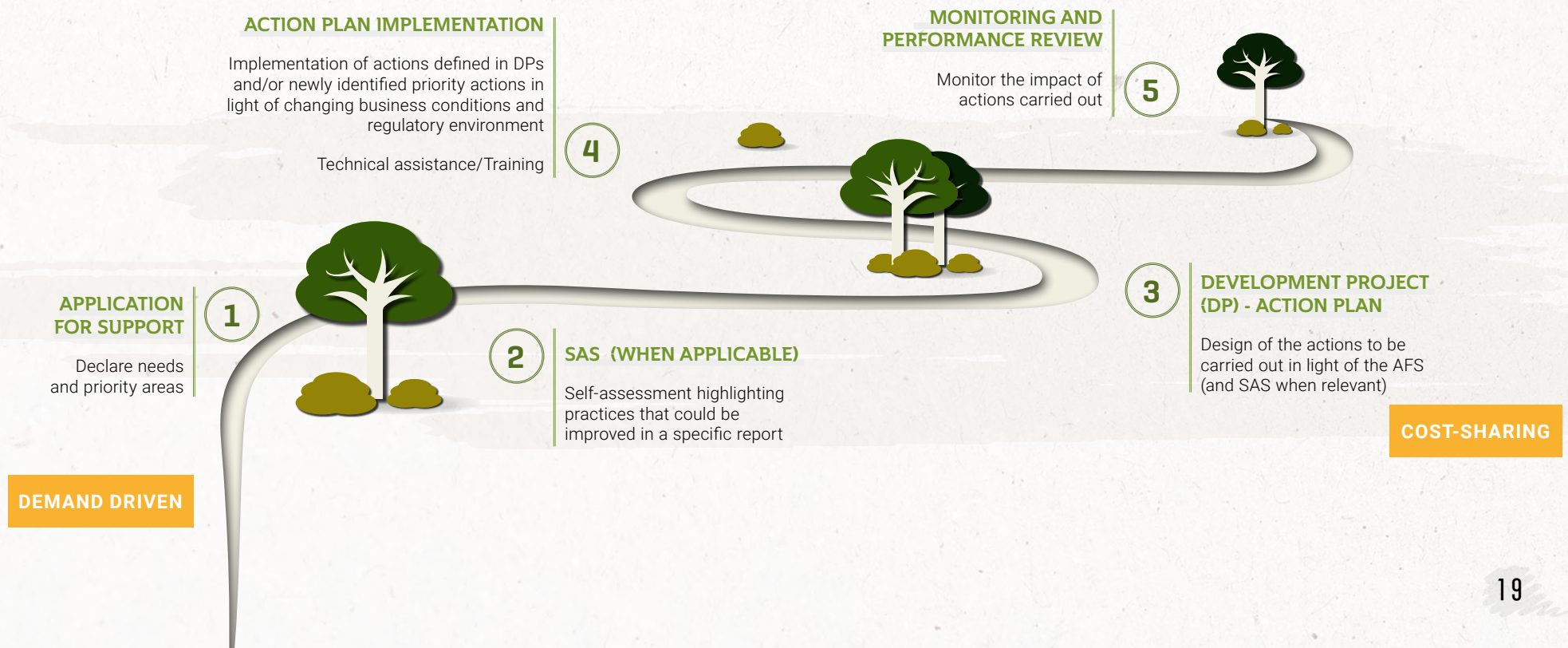
monitoring of regulations and standards, market insights, networks and alliances, and access to finance

COLEAD works in the low and middle income countries with a specific emphasis in African Caribbean and Pacific countries.

The programmes managed by COLEAD are funded by donors (mainly the European Union and OACPS). COLEAD also contributes to

programmes implemented or co-financed by other donors, including the French Development Agency (AFD), the Standards and Trade Development Facility (STDF), Enabel Belgian development agency (Enabel), the UN Industrial Development Organisation (UNIDO) and the OECD.

*TYPICAL SUPPORT JOURNEY FOR ALL Partner-beneficiaries*





## AGRINFO

2022



143 EU  
partner countries



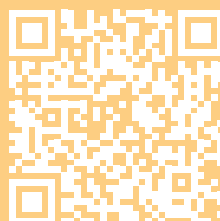
5 YEARS



7 MILLION €



AGRICULTURE



### Funder



AGRINFO is implemented at a time when the European Union is setting out an ambitious regulatory programme to tackle climate change objectives, reflected in its Green Deal and Farm to Fork Strategy. The far-reaching nature of new policies means that trading partners also face changes in order to maintain access to European Union markets, and must remain informed and engaged. AGRINFO identifies, monitors and communicates information on changes that have a potential impact on the competitiveness, market access and trade dynamics of partner-beneficiaries. It adds value to existing information sources by focusing on and highlighting changes that are most relevant to low- and middle- income countries, by identifying potential implications and recommended actions, and by proactively communicating so that this information reaches the people who need it at the right time, and in an understandable form.

AGRINFO was initiated in January 2022. While it was inspired by ideas and activities developed under earlier European Union-funded technical assistance programmes managed by COLEAD, this is a new programme with a scope that goes beyond the past technical and geographical scopes of the association.

### Expected results

- European Union policies, regulatory and non-regulatory measures, and standards that have a bearing on agricultural value chains in partner countries supplying the European Union market are monitored and documented.
- New, upcoming and amended European Union regulatory and non-regulatory measures are evaluated to assess the potential social, economic, and environmental implications for agricultural value chains in partner countries.
- Information on new, upcoming and amended European Union regulatory and non-regulatory measures and their potential social, economic, and environmental implications for agricultural value chains in partner countries is available and disseminated for all relevant stakeholders.

### Direct Partner-Beneficiaries

- Competent authorities at national/ regional level in partner countries, including relevant sector line ministries as well as official controls, and national SPS committees.
- Business membership organisations (BMOs) and national farmer organisations in partner countries and the European Union.
- Partner countries are those listed as low-income (least developed), lower-middle income and upper-middle-income economies in the [Development Assistance Committee List of ODA Recipients](#) of the OECD.

## KEY RESULTS IN 2022

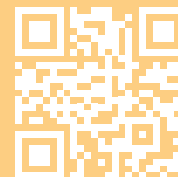
The first year of AGRINFO was an inception phase to put in place the necessary expertise, information systems, procedures, partnerships, and methodologies. Delivery of concrete outputs against the programme indicators will only begin at scale from Period 2 (2023) onwards. Period 1 priorities were to:

- Recruit internal expertise and contract external service providers to cover the wider scope
- Map information sources; develop and test procedures for monitoring and documentation
- Develop a new information system, including a relational database
- Develop and test methodologies for prioritisation and impact assessment
- Prepare communication strategies, and initiate development of database content

A Steering Committee, and regular working sessions with the contracting party, were held to present, discuss, refine and approve the methodologies and tools under development.

**The targets for Period 1 were fully achieved.** The tools, frameworks, systems and procedures needed to deliver against the programme objectives were in place by end of Period 1. AGRINFO was producing consistent and quality content, and records were available and uploaded into the database on all relevant European Union policy and regulatory changes published in the second half of 2022. These records include assessments of potential implications, and recommended actions, for partner-beneficiaries. Methodologies for prioritisation and impact assessments were developed and tested, and in place to be rolled out in Period 2. Building of the AGRINFO network and partner-beneficiary contact list was initiated, and the first elements of a proactive communication mechanism to reach end-users was ready for launch at the start of 2023 with a two-weekly newsletter, designed to keep beneficiaries up-to-date with the most recent changes.

AGRINFO.EU





## FIT FOR MARKET SPS (FFM SPS)

2020



ACP states



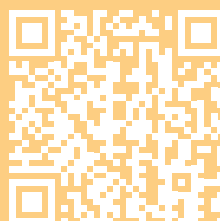
4 YEARS



€15 MILLION



HORTICULTURE



The FFM SPS programme has been extended until 31 December 2023. In year 4, COLEAD decided to accelerate the implementation of all activities under the FFM SPS programme, and particularly under results 1 to 3, to continue to support the private sector while preparing for a progressive closure of the programme. The main operational challenge was to continue to manage SPS emergencies according to the economic situation while making full use of the technical solutions developed in years 2 and 3 of the programme (good practice guides, R-SAT, crop production guides, trial results, etc.) for the implementation of development plans (systemic support) with the competent authorities in ACP countries.

### Expected results

- Capacities of smallholders, farmer groups and organisations, and horticultural MSMEs to access local and international markets are strengthened by complying with SPS measures and other market requirements.
- Smallholders, farmer groups and organisations, and horticultural MSMEs have the business skills and tools to be efficient, profitable and inclusive.
- Linkages between smallholders, farmer groups and organisations, and horticultural MSMEs are reinforced.
- Conditions for market access and competitiveness in ACP horticultural value chains are monitored and ACP interests are represented.
- Competent authorities have an enhanced capacity to support the horticultural sector, ensuring management and enforcement of SPS standards.
- Technical innovation and research brokerage generate the knowledge and technologies needed to supply safe and quality horticultural produce in line with regulations and standards.

### Direct Partner-Beneficiaries

- Target operators: horticultural MSMEs (including outgrowers, brokers/intermediaries and transporters linked to the value chain in formal markets); farmer groups and organisations; smallholders linked to formal markets.
- Support services (consultants and consultancy companies, ...)
- Competent authorities at national level
- Regional Economic Communities (RECs)

### Funders





## KEY RESULTS IN 2022

- 67 applications for support (AFS) received (vs. 30 predicted).
- 135 development plans signed with partner-beneficiaries (vs. 50 predicted).
- 180 technical activities carried out (vs. 234 predicted) under expected results 1 to 3. In light of the higher number of AFS received and development plans signed, a collective support approach was systematically preferred when practicable.
- 63 technical activities carried out (vs. 60 predicted) under expected result 5, out of which 52 were technical assistance support missions.
- The visibility of the European Union's contribution (as well as AFD and OACPS) was ensured by the signing of 119 (including 28 videos) technical, information, communication and training deliverables of the FFM SPS programme in 2022.
- Over the period – and excluding technical assistance, training and missions activities – 30 events were organised through the FFM SPS programme.
- The programming for the last year of FFM SPS was adjusted for certain activities to take into account the preparation and officialisation of the operational launch of the FFM Plus (April/May 2022) and AGRINFO (December 2022/January 2023) programmes; and the relatively limited resources remaining under FFM SPS due to high levels of activity and budgetary consumption over the period under consideration.
- 245 emails were sent to the 9,726 contacts in the COLEAD contact database over the programme period, with an opening rate of over 40%.
- 541 posts were made with the signature of the FFM SPS programme and its donors over the period (LinkedIn: 205; Facebook: 197; Twitter: 113; Instagram: 26). Posts about the FFM SPS programme are accompanied by the hashtag #FFMSPS.



## FIT FOR MARKET PLUS (FFM+)

2022



ACP states



5 YEARS



€25 MILLION



HORTICULTURE



FFM+ provides support to the horticultural sector in member countries of the OACPS. It aims to maintain and improve the capacity of smallholders, farmer groups and horticultural MSMEs to access domestic, regional and international markets through the progressive sustainable intensification of the horticultural sector, while adapting to changes in their operating environment due to COVID-19 and climate change. FFM+ has been designed and will be set up in the continuity of FFM programmes and the results of the COLEAD COVID action plan established in March 2020. This 5-year, €25 million programme is financed by the European Union and the OACPS. FFM+ support is tailored to facilitate the transition of ACP horticulture towards more sustainable food systems, addressing the priority areas identified in the Farm to Fork strategy of the European Green Deal.

### Expected results

- Capacities of smallholders, farmer groups and horticultural MSMEs are strengthened to access domestic, regional and international markets.
- Smallholders, farmer groups and horticultural MSMEs have the business skills and tools to pursue and improve their operations.
- Fair and sustainable business linkages between smallholders, farmer groups and agri-food MSMEs are strengthened.
- Market opportunities resulting from COVID-19 disruptions are leveraged and conditions for market access and competitiveness are monitored in the interest of the ACP horticultural sector.
- Competent authorities have an enhanced capacity to support the agri-food sector.
- Technical innovation and research brokerage generate the knowledge, skills and technologies needed to facilitate the transition of ACP horticulture towards more sustainable food systems.

### Direct Partner-Beneficiaries

- Horticultural MSMEs, farmer groups/cooperatives, smallholders linked to formal markets.
- Consultants and consultancy companies.
- Training centres (technical and vocational institutions; universities).
- Smallholder support structures.
- Organisations/associations with a representative function.
- Horticultural business membership organisations (BMOs).
- National/regional technical working groups and ACP certification and standard-setting bodies.
- National/regional public-private stakeholder platforms.
- Competent authorities at national level.

### Funders



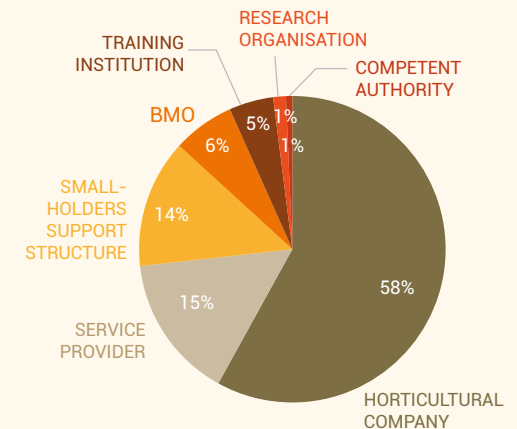
## KEY RESULTS IN 2022



- 6 FFM+ presentations: 6 regional virtual events and 20 FFM+ presentation workshops with a total of: 1,600 participants.
- FFM+ promotion during trade fairs and conferences (Fruit Logistica, Biofach.)
- 585 AFS were received by March 2023 through the new online application system.
- The profile of MSMEs and producer groups that submitted an AFS FFM+ has changed compared to those supported by the previous programme.
- FFM+ MSMEs profile: Globally smaller and less export-oriented operations. More active in processing / commercialisation of processed products. New to COLEAD support .
- Training activity: 17 collective training sessions + e-commerce new training (test).
- Self-assessment system (SAS): 114 MSMEs were listed to conduct the SAS.
- Based on past SAS reports and all Applications for Demand

(under FFM+), COLEAD initiated a significant Research & Innovation prioritisation exercise to select key challenges/topics and identify critical crop production issues based on multiple criteria.

- Communication activity: 118 emailing campaigns, 29 videos, 60 news, 226 social media posts.



*Sources of AFS received by March 2023 through the new online application system*





## NEXT KENYA

2022



KENYA



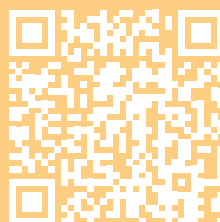
4 YEARS



5 MILLION €



HORTICULTURE



The European Union-financed NExT (New Export Trade) Kenya programme works to increase the contribution of Kenya's horticultural sector to household incomes, and to improve food security, food safety and nutrition by increasing the resilience, inclusiveness and sustainability of the country's horticultural value chains. This €5 million programme aims to secure lasting improvement in the capacity of all stakeholders to adapt to evolving sanitary and phytosanitary (SPS), commercial, social and environmental requirements on local, regional and international markets.

### Expected results

- The capacities of agribusinesses and BMOs in the Kenyan horticultural sector to compete on domestic, regional and international markets are reinforced.
- The capacity of the Kenyan horticultural sector's enabling environment is improved to strengthen the competitiveness of the Kenyan origin.
- Bottlenecks affecting the competitiveness of Kenyan agricultural exports are assessed and addressed through enhanced policy dialogue.

### Direct Partner-Beneficiaries

- Operators linked to the horticultural value chain – MSMEs; brokers/intermediaries and transporters; farmer groups/cooperatives; outgrowers linked to formal markets.
- Competent authorities – at national and county levels, including official controls.
- Support services – consultancies; producer organisations/professional associations; technical/ educational institutions; certification bodies/auditors; NGOs; public/private extension services; logistics/freight organisations; national/ regional technical working groups.
- Indirect support Purchasing, processing and retail companies Consumers, consumer associations and rural communities MSMEs in the cut flower sector via producer organisations/ professional associations.

### Funders



## KEY RESULTS IN 2022



- 42 Application for Support (AFS) were received, out of which 34 were converted into Development Projects with partner-beneficiaries.
  - 35 technical assistance activities consisting of technical assistance support or specific on-site training sessions to address the needs identified in the (specific) development projects with the partner-beneficiaries were implemented with MSMEs and producer groups, while 11 activities implemented for BMOs. 24 collective trainings (8 digital and 16 presential), aimed at MSMEs and producer groups, have been organised in 2022. 13 MSMEs completed COLEAD's Sustainability Self-Assessments (SAS), reaching a cumulative 29 completed exercises since the operational launch of the programme.
  - A study on the bottlenecks affecting the competitiveness of Kenyan horticultural exports was conducted. The study aimed to contribute to policy decisions to take and resources to allocate in order to circumvent the main structural and cyclical bottlenecks identified in the short, medium and long term and to enable to seize new market opportunities.
- 47 bottlenecks are identified based on a literature review of 70+ reports and a survey of around 60 industry stakeholders. Each bottleneck was described on 4 dimensions: explanation, causes, consequences, news & developments, assessed based on Impact & Actionability, and further categorized into 2 tiers. Based on that, 17 short-term quick win recommendations and 20 overarching recommendations are proposed.
- During March and April, an European Union trade mission (see more in case study) was organised with representatives from 10 public sector actors in Kenyan agriculture industry. During the 10-day mission, the Kenyan delegation had the opportunity to discuss with public and private actors in France, Belgium, the Netherlands, and Germany, the challenges and opportunities of the Kenyan horticultural sector in the light of:
    - the evolution of the European market and regulations
    - the partnership between Kenya and the European Union
    - the shared vision to contribute to the SDGs



## STDF PROGRAMMES



In 2022, COLEAD successfully concluded two STDF national programmes that were designed to strengthen the phytosanitary monitoring and certification system for the fruit and vegetables sectors in Cameroon and Togo. During the implementation period, various stakeholders, including National Plant Protection Organisations (NPPOs), public and private extension services, MSMEs and many more along the value chain, have been benefitted from COLEAD's capacity building services. Meanwhile, STDF Guinea has witnessed a successful completion of the third year of implementation and has extended the implementation period until 2024.

### CLOSED IN 2022



Nov. 2018 –  
Oct. 2022

#### Objective:

- To strengthen the framework and capacities of the public services involved in inspection and control, as well as private operators active in the production and export of fruit and vegetables

#### Partner-beneficiaries:

- NPPO, public and private extension services, MSMEs, professional organisations, experts

#### Key results during the implementation:

- 50 technical assistance activities
- 30 specific training sessions
- 291 trained participants



Oct. 2019 –  
Oct. 2022

#### Objective:

- To improve the sanitary and phytosanitary quality of Penja Pepper in Cameroon to facilitate access to international markets

#### Partner-beneficiaries:

- Nursery growers, small- and large-scale producers, agricultural input distributors, processors and exporters (all involved in the Penja Pepper value chain), also involving national and regional competent authorities and the Chamber of Commerce

#### Key results during the implementation:

- 15 experts trained, to then collaborate with COLEAD
- 32 training sessions implemented
- 722 trained participants (31% of whom are women)



Oct. 2019 –  
Apr. 2024

#### Objective:

- To strengthen the capacities of the NPPO to address the main weaknesses of phytosanitary control, particularly in relation to the challenges and requirements of compliance and competitiveness for market access to agricultural products of Guinean origin

#### Partner-beneficiaries:

- NPPO, MSMEs, associations, professional organisations along the mango and potato value chain

#### Key results in 2022:

- 56 NPPO agents, experts and inspectors trained
- 24 lists of pests per production established
- 8 procedure documents created

## ENABEL PROJECTS



Jan. 2022 –  
July. 2023

### Objective:

- Enable the pineapple value chain operators to begin a gradual transition to agroecology while meeting the local, regional and international market requirements

### Partner-beneficiaries:

- 15 clusters (processing or export companies, associated producers, suppliers), support services, competent authorities

### Key results in 2022:

- Deployment of the COLEAD self-assessment tool in 15 companies
- Realisation of diagnostics on the agroecological practices of 15 clusters with the FAO TAPE tool
- Establishment of action plans with the clusters for their transition towards agroecological practices
- Support to 4 companies for the implementation of an organic production system
- Identification of waste management methods adapted to the pineapple sector in Benin
- Constitution of a pool of 15 experts on sustainable agriculture and agroecology



Nov. 2020 –  
Mar. 2023

### Objective:

- To provide support and quality assurance for traceability based on blockchain technology

### Partner-beneficiaries:

- 3 clusters (processing or export companies, associated producers, suppliers), support services, competent authorities

### Key results in 2022:

- Mapping of seven ICT companies suitable for the sought services
- Coaching and technical backstopping of the ICT company to deliver a traceability solution fit for purpose, e.g. adapted to the pineapple supply chain in Benin
- Consolidated a final report highlighting recommendations for further development and improvement of mission/support activities as well as a proposed way forward to foster upscale of the developed digital traceability system (field testing/validation, economic model, further development, or transfer of the solutions to new developers, etc.)





## UNIDO PROJECTS



### Guinea-Bissau



Jan. 2021 – Sept. 2022  
(extended until Mar. 2023)

#### Objective:

- To strengthen the capacities of public-private stakeholders involved in the production, transformation and export of mango

#### Partner-beneficiaries:

- MSMEs, associations, professional organisations, competent authorities

#### Key results in 2022:

- 4 onsite training sessions attracting 68 participants
- 5 technical assistance actions



### Guinea



Jul. 2020 –  
Dec. 2022

#### Objective:

- To improve the performance of the pineapple sector in Guinea and foster its growth, by stimulating its contribution to the industry, regional trade, exports and job creation (COLEAD contributed to this specific objective)
- Improve the business climate in Guinea, notably through the integration of regional competitiveness policies into national policies

#### Partner-beneficiaries:

- Professional organisations, companies, leading producers

#### Key results during the implementation:

- 4 technical assistance activities organised for 10 structures
- 13 training sessions organised
- 316 trained participants



### SENEGAL



Apr. 2021 –  
Jun. 2022

#### Objective:

- Create jobs for youth and women by promoting sustainable investment and private sector development in the agro-industrial and related fields in Senegal

#### Partner-beneficiaries:

- Mango processing SMEs from Casamance region

#### Key results during the implementation:

- 6 training sessions organised on business and management topics
- 100 participants (of whom 46% are female)

## OTHER COLLABORATIVE PROJECTS



Jun. 2021 –  
May. 2025

### Objective:

- To catalyse the current and future activities of the European Union's DeSIRA programme in supporting the Development of Smart Innovation through Research in Agriculture to enhance its impacts

*COLEAD is the lead of the second service area (with support from the Natural Resources Institute), working closely with African research organisations, such as The Comprehensive Africa Agriculture Development Programme ex-Pillar 4 (CAADP-XP4)*

### Key results in 2022:

- Supported The Forum for Agricultural Research in Africa (FARA) on Climate Smart Agriculture (CSA) and climate change by (i) contributing to the Biennial CSA Conference (focus on agroecology); (ii) commissioning two strategic studies
- Supported CAADP-XP4 with: their contributions to Malabo Declaration commitments; capacity development for agricultural innovation systems (CD4AIS)



2021 –  
present

### Objective:

- To increase business operators' knowledge of market in local and export fruit and vegetable (F&V) markets
- To promote sustainable production and consumption of F&V and share lessons from European public and private operators which can be of interest to African operators

### Key results in 2022:

- Organised two sessions of the F&V Industry Series with 620 participants
- Increased involvement of COLEAD Board Members as webinar panelists
- Designed and implemented an e-learning course based on the publication *OECD fruit and vegetables scheme's recommendation on conformity checks of fresh fruits and vegetables*



2020 –  
present

### Objective:

- The Value Chain Analysis for Development (VCA4D) project is a tool funded by the European Commission DG-INTPA and implemented in partnership with Agrinatura. VCA4D conducts value chain analyses in European Union partner countries to assess their contribution to growth and job creation. It also evaluates the extent to which value chains contribute to inclusive economic growth while being socially and environmentally sustainable

### Key results in 2022:

- Published five Market Profiles focused on three European Union partner countries (Colombia, Ecuador, Tanzania) and four commodities (cocoa, coffee, cheese, seawater fishes)



## SUPPORTING UGANDA'S CAPSICUM SUBSECTOR: LAUNCH OF A GOOD PRACTICE GUIDE AND R-SAT OUTCOMES

### Programme affiliated:



Oct. 2022  
Uganda, Kampala,

### Objective:

- Mobilisation of the public and private sector around the launch of a Good Practice Guide and presentation of main R-SAT outcomes for Capsicum in Uganda

### Stakeholders involved:

- Ministry of Agriculture, Animal Industries and Fisheries
- European delegation to Uganda
- Uganda BMOs, associations and companies involved in the horticultural production and trade
- COLEAD representatives and experts



*I would like to highlight the importance of the capsicum subsector in terms of exports to the European Union, noting that this is key to Uganda Government because it is a contributor to economic development. More support is therefore needed and should be provided in the future. The public and private sector requires working together and fostering communication among them for the benefit of the sector.*

Nadia Cannata, Head of Section, Rural Development,  
European Union Delegation in Uganda

### MAIN OUTCOMES LEADING TO THE ORGANISATION OF THE CAPSICUM EVENT IN 2022:

In mid-2021, private sector operators and public sector officials launched the project to develop a “Good Practice Guide”(GPG) for Capsicum in Uganda – a tool that was necessary for the sector to adopt if it is to regain its competitiveness in the European market place. The GPG was finalised in September 2022.

Uganda was also one of the pilot countries implementing the “COLEAD R-SAT”. The R-SAT has been developed by COLEAD to support competent authorities, in consultation with key public and private sector stakeholders, to assess the status and functioning of SPS systems. The aim is to develop a pathway for the strengthening of national SPS systems and ensure their alignment with international standards and regulations. The R-SAT tool process was finalised in Uganda during the first semester of 2022.

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the European Union

## FFM+ LAUNCH IN 2022: 450+ POTENTIAL DEVELOPMENT PROJECTS FROM NEW PROFILE PARTNER-BENEFICIARIES

### Programme affiliated:



May–Dec. 2022,  
online & onsite in  
20+ countries

### Objective:

- Presentation of the new FFM+ programme to potential partner-beneficiaries based in the OACPS member states, raising awareness

### Stakeholders involved:

- Potential direct partner-beneficiaries of the programme (MSMEs, consultants, training institutions, smallholder support structures, farmers' associations, BMOs, research institutes, competent authorities at national level, and more)
- European Commission (DG-INTPA) representatives
- OACPS representatives
- European delegations
- COLEAD team members and experts
- Technical and financial partners



*The launch event in Senegal brought together 40 actors from the Senegalese horticultural sector, from both the private and public sectors. The exchanges made it possible to identify some of the challenges facing the horticultural sector, and the support of the FFM+ programme for a better competitiveness of the sector.*

Maud Delacollette, COLEAD Technical Assistance  
Department Manager

### MAIN OUTCOMES:

COLEAD began the proactive presentation of the programme in May 2022, with 6 regional virtual events and 20 FFM+ workshops expected to be held by March 2023. The following countries were targeted in the first year of the programme, based on factors including requests received from the countries, planned COLEAD visits to the country to follow up FFM SPS activities, and COLEAD's history in the region.

- Western Africa: Sierra Leone, Benin, Togo, Senegal, Gambia, Nigeria, Côte d'Ivoire, Ghana
- Eastern Africa: Tanzania, Rwanda, Uganda
- Central Africa: Cameroon, Angola
- Southern Africa: Malawi, Madagascar (Tamatave and Antananarivo)
- Caribbean: Suriname, Trinidad and Tobago, Guyana

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the European Union



## AGRINFO.EU: A NEW GLOBAL AGRI-FOOD INFORMATION SYSTEM DESIGNED, DEVELOPED AND LAUNCHED AFTER ONE YEAR

### Programme affiliated:



Jan. 2022-  
Jan. 2023

### Objective:

- One year after the start of the AGRINFO programme, an online information system was planned to be available to potential AGRINFO partner beneficiaries at the official launch of the programme.

### Stakeholders involved:

- Competent authorities at national/regional level in over 140 low-and middle-countries, business membership organisations (BMOs) and national farmer organisations in partner countries and the European Union
- European Union Commission Services (including DG-INTPA)
- European Union delegations in European Union targeted partners countries
- Embassy representatives of targeted partner countries
- Industry associations in the agricultural, livestock and fishery sectors
- COLEAD team members and experts



*European Union regulation represents a challenge for developing and emerging countries which are European Union partners. With AGRINFO, we draw on the experience of FFM programs in supporting these countries*

Dr Leonard Mizzi, Head of Unit at the European Commission DG-INTPA

### Funders



Funded by  
the European Union

### MAIN OUTCOMES:

AGRINFO was initiated in January 2022. While it was inspired by ideas and activities developed under earlier European Union-funded technical assistance programmes managed by COLEAD, this is a new programme with a scope that goes beyond the past experience and mandate of the team.

The first year of AGRINFO was an inception phase to put in place the necessary expertise, information systems, procedures, partnerships, and methodologies. One of the period 1 priorities was to develop a new information system, including an online information tool. A new open resource AGRINFO website in place by end Period 1. AGRINFO produced clear and concise records for all relevant European Union policy and regulatory changes published in the second half of 2022, including identification of implications and recommended actions for partner-beneficiaries.

**Agrinfo.eu was launched officially on 31<sup>st</sup> January.**

## ENHANCING HORTICULTURAL EXPORTS: EUROPEAN UNION TRADE MISSION WITH KENYAN DELEGATION

### Programme affiliated:



Mar. – Apr. 2022,  
France, Belgium, the  
Netherlands, Germany



### Objective:

- to discuss the challenges and opportunities of the Kenyan horticultural sector in the light of: the evolution of the European market and regulations, the partnership between Kenya and the European Union, and the shared vision to contribute to the SDGs

### Stakeholders involved:

- Kenya – National Horticulture Taskforce (NHT)
- European Union – a group of main stakeholders from public & private sectors in horticulture industry including importers and professional associations, Kenyan embassies, international organisations, logistics players, competent authorities

*The mission was an eye opener on several fronts as it laid bare the available opportunities and what was needed to exploit them. For example, the lack of horticulture product calendar to inform potential buyers what was available, in what quantity, when, and from who was clearly glaring.*

Hosea Machuki, CEO FPEAK

**Funders**



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the European Union

### MAIN OUTCOMES:

- Kenya's horticulture reputation has improved, making logistics more competitive than South America. The country's focus on sustainable agriculture, innovation, and ethical production sustains its global export market competitiveness.
- Reliable data on volumes, quality, and sustainability is crucial for European Union buyers, emphasizing the need for data transparency.
- Key recommendations include establishing an accessible digital platform, adhering to specific avocado export requirements, using approved chemicals, educating growers on the Green Deal, promoting sustainability, increasing sea freight usage, and maintaining regular communication with foreign missions and trade partners.



## DIAGNOSIS OF THE AGROECOLOGICAL PRACTICES OF 15 CLUSTERS PARTNERS OF DEFIA WITH THE FAO TAPE TOOL

**Programme affiliated:**

# DEFIA



Jun. 2022,  
Benin

### Objective:

- Assess the agroecological performance of the clusters to develop action plans for their step-by-step transition towards more sustainable systems

### Stakeholders involved:

- 307 producers associated to the 15 clusters partners of DEFIA

**Funders**

Enabel 



### MAIN OUTCOMES:

- Collection of data on agroecological practices from producers.
- Preparation of reports on the level of agroecological transition for each cluster.
- Compilation of a comprehensive report on the agroecological transition across all 15 cluster partners of DEFIA.
- Development of action plans to facilitate the gradual transition of clusters to more sustainable systems.

## NIGERIA: 14 BUSINESSES TRAINED IN CROP PROTECTION STRATEGIES IN IBADAN

### Programme affiliated:



Oct. 2022,  
Ibadan, Nigeria



### Objective:

- To equip participants with knowledge and skills in crop protection strategies through a training mixed with theory and practice.

### Stakeholders involved:

- Technical managers, extension staff, agronomists, production managers and staff involved in making crop protection decisions at primary production level from 14 companies



*This training is a direct and concrete response to the difficulties faced by COLEAD programmes' partners-beneficiaries in the country.*

Wester SCHEPERS, Senior Project Manager,  
Technical Assistance Department of COLEAD

### MAIN OUTCOMES:

- Able to list and identify major crop pests
- Describe crop protection methods
- Choose the most appropriate control method according to the targeted pests and apply the method without endangering consumers
- Know the risks associated with the use of crop protection products
- Adopt best practices for pesticide application to reduce risks to the applicator
- Update and disseminate their company's current good agricultural practices

Funders



Funded by  
the European Union



## BIOFACH - ACCESS TO THE EUROPEAN MARKET FOR ACP ORGANIC AGRICULTURAL PRODUCTS

### Programmes affiliated:



Jul. 2022  
Nuremberg,  
Germany

### Objective:

- To meet ACP partner beneficiaries and facilitate connections with European buyers
- To promote & communicate of COLEAD programmes and areas of expertise
- To network & gather information about market trends, market research updates etc.

### Stakeholders involved:

- ACP horticultural exporters
- European importers

### Funders



Funded by  
the European Union



### MAIN OUTCOMES:

- 130 meetings with stakeholders in the organic market to understand the opportunities and challenges
- Support Malagasy exhibitors promote their products (vanilla, ginger, fruit juice, dried fruits, spices, etc.)
- Keep updated with the latest developments in the organic sector, including the changes in European organic regulations
- Gather useful information for its study on the organic fruits and vegetables market (published early 2023) through conferences and meetings with various market actors

## ZIMBABWE: COLEAD SUPPORTS FARM FARE PRODUCE IN IMPLEMENTING THE 4 PILLARS OF SMETA [SEDEX MEMBERS ETHICAL TRADE AUDIT] QUALITY STANDARD

### Programme affiliated:



Sep. - Dec. 2022,  
Zimbabwe



### Objective:

- Implement the SMETA standard at Farm Fare Produce to improve their vegetable production and marketing practices.

### Stakeholders involved:

- Farm Fare Produce
- Local expert

*The training and coaching was hugely beneficial and has prepared us extremely well for our SMETA accreditation.*

Anesu Faranisi Director and  
Sasha Madzivire Manager

### MAIN OUTCOMES:

Farm Fare Produce, a company established in 2015 in Goromonzi, Mashonaland East province, Zimbabwe. The company has 3 permanent employees in management positions and 25 workers at the Sambiri farm. In 2021, the company obtained GlobalG.A.P. option 1 certification for peppers, snow peas, and passion fruits through training and coaching under FFM programme

During three months in 2022, it received training and coaching that prepared them well for SMETA accreditation

The company is now able to develop and implement procedures and meet the requirements for a successful final audit.

Funders



Funded by  
the European Union



## SURINAME: MARKET ACCESS SUPPORT TO SURIVIT FOR THEIR PROCESSED PRODUCTS

### Programme affiliated:



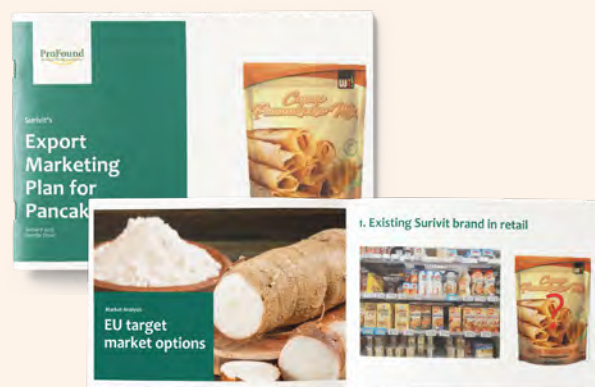
Oct. - Dec. 2022  
Suriname

### Objective:

- To facilitate market access to the EU and the United States for SURIVIT's pre-mixed pancake flour (based on cassava) by
  - Analysing the international market and identifying export opportunities
  - Specifying an export marketing plan for Surivit
  - Identifying potential market entries and buyers

### Stakeholders involved:

- SURIVIT - a Surinamese social enterprise specialized in fruit and cassava processing. It works with 38 subcontracted growers across the country
- COLEAD Market Insights Department
- Export expert



An example of final deliverables -  
Export Marketing Plan

### MAIN OUTCOMES:

- Since 2021, SURIVIT has been developing a social enterprise model with a focus on economic sustainability.
- Together with the expert, COLEAD created a targeted export marketing plan to assist SURIVIT in achieving their goals.
- The development project produced a marketing plan that identifies the best business opportunities for SURIVIT in the EU, the US, and the gluten-free product market in the Netherlands, Belgium, and Germany.
- A list of potential customers was provided for retailers and bulk sales market.

Funders



Funded by  
the European Union

# SUSTAINABLE DEVELOPMENT GOALS







↑ Halls 25 + 27  
Americas →  
Asia

Ghana★

AFREX  
Baby Vegetables  
Edible flowers  
Micro herbs  
Fresh Herbs  
Chillies

KENYA

Leboah Kwesi Farm

LINKING  
AGRICULTURE-DEVELOPMENT



## PARTNERSHIPS AND COLLABORATIONS

**COLEAD and its programmes have a partnership strategy** that aims to consolidate and improve the effectiveness, impact and sustainability of its activities supporting the new generations of private and public actors who are capable of transforming agriculture into a sustainable and inclusive development system, particularly for ACP countries. The objectives of COLEAD's partnerships, through its programmes, have a technical dimension: key alliances should ensure that technical capacity is commensurate with the association's holistic ambition towards a sustainable horticultural sector. We have a track record of networking and collaborating with stakeholders at national, regional and international levels. These alliances involve around **240 COLEAD partners** (excluding beneficiaries and members). Through the implementation of its programmes, COLEAD is at the core of stakeholder communities involved in the development of more sustainable agriculture from local and international, public and private sectors. The main partnership highlights of 2022 are as follows:

- Consolidated financial partnerships : European Union (DG-INTPA), OACPS, AFD, ENABEL, WTO, OECD.
- 200+ ongoing technical partnerships including partnerships in research via DeSIRA LIFT (including the Agricultural Research Centre for International Development, CIRAD; Wageningen, Agrinatura); partnerships with international professional organisations (such as Freshfel, IFOAM, FIBL); and with national/sector associations (such as Fresh Produce Consortium, the French Chamber of Fresh Fruit and Vegetables Importers, CSIF; Fresh Trade Belgium, and Organic Processing and Trade Associations). Besides, in 2022, a new collaborative initiative was launched with CIRAD and a start-up company (SOWIT) around the use of an image recognition tool to estimate yields in agricultural production
- 2022 witnessed the launch of new research initiatives on sustainable agriculture: FAO (agroecology), KU LEUVEN (water consumption linked to avocado production), the European Commission's Joint Research Centre (Quantifying and improving soil health in Africa -AFSOH), Freshfel (Environmental footprint initiative).
- Webinars in collaboration with PAFO, OECD and IICA Webinars: nine highly informative and engaging webinar sessions featured 40 inspiring entrepreneurs and industry experts, with 2,300 participants.
- New technical alliances including the Global Coalition of Fresh Produce and the Agriculture-Livestock-Fisheries-Africa (ALFA) initiative.
- 36 new members joined COLEAD between May and November 2022. By January 2023, the association numbered 494 members.

COLEAD is working to categorise these communities, focusing on our technical and financial partners. The challenge is to systematise, monitor and optimise their effectiveness of our partner communities. This will form part of our new customer relationship management (CRM) system, which will facilitate the circulation and updating of information shared by COLEAD with all its partners.



## COLEAD ECOSYTEM – On-going categorisation





### **ALFA: French private sector partners contributing to sustainable development of agriculture and livestock in Africa**

Recognising that Africa represents an exceptional lever for sustainable growth, the Agriculture-Livestock-Fisheries-Africa (ALFA) initiative aims to explore and develop value chains in the agriculture and livestock sector, primarily through private entrepreneurship. The goal is to address the economic and food autonomy challenges facing the African continent, particularly by promoting practices that preserve natural resources, combat climate change, and uphold human rights. ALFA was born from the collective will of

around 100 French companies, professional organisations, and research and training institutions with activities in Africa to commit to the sustainable development of agriculture on the continent, in dialogue with African, French and European public authorities. On the basis of its experience and expertise in the development of sustainable agriculture in sub-Saharan Africa, COLEAD has been involved in ALFA since its inception, and became one of the directors when the association was created on 14 March 2023.

### **Caribbean Agrifood Business**

This series of online events focuses on innovations and successes of Caribbean farmer-led businesses and SMEs. The events are organised by the Inter-American Institute for Cooperation on Agriculture (IICA) and COLEAD. Sustainable agriculture, good practices, bioeconomy, trade, food safety and quality, resilience, and the links between agriculture and tourism are some of the key focus areas for collaborative efforts. The sixth session, held on 25 August 2022, focused on “High-end market opportunities for Caribbean agri-food products”. On 23 November 2022, during the Seventh Caribbean Agrifood Business Session, several Caribbean companies shared their journey to successfully entering lucrative markets.



*On 24 March 2023, the ALFA initiative was officially established as a non-profit association with 50 founding members present, including COLEAD.*

### **... Caribbean Agrifood Business Series**





## Global value chains for fresh produce – an urgent call for policy measures

The Global Coalition of Fresh Produce brings together fresh produce associations from around the world, based on their shared vision to create resilient global value chains for fruit and vegetables that bring a myriad of economic, environmental and societal benefits. The Coalition's mission is to voice solutions to address disruptions in global supply chains for fresh produce, including – but not limited to – rising costs, and to share and promote

best practices. COLEAD is one of the founding members of the Global Coalition. Ron Lemaire of the Canadian Produce Marketing Association (CPMA), Canada has chaired the coalition since the creation of the initiative.



Strategic exchanges between CPMA and COLEAD took place during Fruit Logistica 2023



AN URGENT CALL FOR  
POLICY MEASURES



drafted by founding members of the  
coalition in end of 2022









COLEAD Consultative Committee, 18 November 2022



## GOVERNANCE

COLEAD is a non-profit association founded in 1973 in Paris-Rungis (France). COLEAD is governed by French law (Loi de 1901).

COLEAD's governing body is its General Assembly, which is composed of all the members of the Association. COLEAD is managed by a Board of Directors comprising of at least 12, and at the most, 16 members, half of them from ACP countries and the other half from European Union countries. The Directors are elected by the General Assembly for a term of four years. The Board of Directors elects from among its members an Executive Committee comprising of a Chairman, a Vice-Chairman, a General Secretary and a Treasurer. The Board of Directors delegates the implementation of its programme's activities to a permanent structure, the General Delegation, headed by a General Delegate, who is appointed by the Board of Directors and must be chosen from outside its members list.

As the term of office of COLEAD's Board Members expired in June 2022, elections were held at the COLEAD Ordinary General Meeting on 22 June. 14 Board Members were elected.

- |  |  |  |
|--|--|--|
| ▪ Chairman: Mr Stephen MINTAH, SEA FREIGHT PINEAPPLE EXPORTERS OF GHANA (SPEG, Ghana)        | CENTRALE DES PRODUCTEURS-EXPORTATEURS D'ANANAS ET DE BANANES (OCAB, Côte d'Ivoire) | ▪ Mr Volkert ENGELSMAN, EOSTA B.V. (The Netherlands)   |
| ▪ Vice-President: Mrs Leena MALDE, WEALMOOR LTD. (UK)  | ▪ Mr Moctar FOFANA, AGRUMES ET OLEAGINEUX DU MALI SARL (AOM, Mali)                 | ▪ Mr Olivier HERRERA MARIN, FRESAL (France)  |
| ▪ Secretary General: Mr Jean-Marie SOP, GIC UNAPAC (Cameroon)                                | ▪ Mr Karim DOSTMOHAMED, FRIGOKEN LTD. (Kenya)                                      | ▪ Mr Edouard CHOUBIYI, ROYAL EXIM (Benin)  |
| ▪ Treasurer: Mr Vincent OMER-DECUGIS, SOCIETE INTERNATIONALE D'IMPORTATION (S.I.I.M, France) | ▪ Mr Hans-Willem VAN DER WAAL, AGRO FAIR BV (The Netherlands)                      | ▪ Mr Komadou TOZO, GREEN AGRI NOVA (Togo)  |
| ▪ Mr Gabriel OUIDI, ORGANISATION   | ▪ Mr Thomas HILDENBRAND, SA SIPEF N.V. (Belgium)                                   | ▪ Mrs Virginie TOURE DE BAGLION DE LA DUFFERIE, SOCIETE GUINEENNE POUR LE DEVELOPPEMENT DURABLE (Guinea) |

They are appointed from 22 June 2022 for a period of three years. We thank the Board Members whose terms have ended and offer congratulations to those newly elected.



## COLEAD TEAM IN 2022



*Adegboyega David*  
**SODADE**



*Alexandra*  
**WAFFLARD**



*Alice*  
**JACQUES DE DIXMUDE**



*Amalia*  
**BANGUERO COLLAZOS**



*Audrey*  
**VERGER**



*Axelle*  
**RUPERT**



*Bénédicte*  
**WERNER**



*Bianca*  
**MOITAS DE ALMEIDA**



*Brice*  
**MOUREAU**



*Bruce*  
**CHEMJOR**



*Camille*  
**DE WERGIFOSSE**



*Carine*  
**KARUHIJE**



*Carolina*  
**OTERO**



*Chagama*  
**KEDERA**



*Chloé*  
**VIERENDEELS**



*Chris*  
**DOWNES**



*Claire-Catherine*  
**PEREZ**



*Colmar*  
**SERRA**



*Darya*  
**SILCHENKO**



*Debora*  
**ADOSSI**



*Denis*  
**FELICITE-ZULMA**



*Dorothée*  
**VANDELEENE**



*Eddy*  
**RANDRIAMIHAJASOA**



*Edit*  
**KABRE**



*Edouard*  
**LEHMANN**



*Edouard*  
**CHOUBIYI**



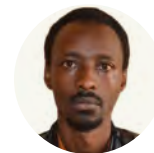
*Elena*  
**THIEL**



*Emmanuel*  
**BOURCELET**



*Emmanuelle*  
**PRUNIER**



*Ernest*  
**MURINDWA**



*Florian*  
**LE HUNG**



*Francis*  
**NIAGNE**



Frédéric Le Roi  
ABALO



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



Ingrid  
MORVAN



Isaac Paul  
NDAMANHYILU



Isolina  
BOTO



Jean-Marie  
SOP



Jenna  
WIJNGARDE



Jeremy  
KNOPS



Julien  
DILLY



Karim  
DOSTMOHAMED



Kelvin  
WACHIRA MAINA



Koen  
VANDERHAEGEN



Komabou  
TOZO



Laïssa  
KAYITANA



Laura  
WAUTERS



Laurence  
REKK



Leena  
MALDE



Lilian  
MURIUKI



Louise  
ABAYOMI



Lucie  
BLONDIAU



Mamadou  
CONDE



Marco  
DIAZ



Margaux  
MUYLE



Marian  
RENKENS



Marie-Hélène  
KESTEMONT



Martin  
VAN BRAKEL



Marygoretti  
GACHAGUA  
KAMAU



Maud  
DELACOLLETTE



Mereia  
VOLAVOLA



Merlene  
ODERO



Mikyas  
BEKELE





*Moctar*  
**FOFANA**



*Morag*  
**WEBB**



*Nicolas*  
**SCHÜMMER**



*Nour*  
**SADDODD**



*Nursel*  
**GUMUSBOGA**



*Océane*  
**RENNOTTE**



*Olga*  
**KOUASSI**



*Olivier*  
**HERRERA MARIN**



*Oumar*  
**BODIAN**



*Peter*  
**NGOGA**



*Sami*  
**CHAUVET**



*Sandra*  
**ATINO**



*Sandra*  
**BORMA**



*Sebastian*  
**MARINO COTO**



*Septime*  
**HOUSSOU-GOE**



*Soline*  
**MALBURET**



*Stephen*  
**MINTAH**



*Tchala*  
**BODOMZIDA**



*Thomas*  
**CHEVALIER  
MENDES LOPES**



*Thomas*  
**HILDENBRAND**



*Tracy*  
**McGEE**



*Vanessa*  
**SIEG**



*Véronique*  
**DANS**



*Vincent*  
**CALLOUD**



*Vincent*  
**OMER-DECUGIS**



*Virginie*  
**TOURE DE BAGLION  
DE LA DUFFERIE**



*Volkert*  
**ENGELSMAN**



*Weiting*  
**YAO**



*Wester*  
**SCHEPERS**



*William*  
**ZIREBWA**



*Zuzana*  
**MAJESKA**







## FINANCIAL TRANSPARENCY

COLEAD is guided by principles of rigorous and prudent financial management. This approach serves not only to ensure the smooth operation of the association, but also to fully respect the purpose of our association's mission and to maintain unfailing transparency in all our actions. While ensuring budgetary balance, we are committed to implementing healthy and balanced management of our programs, as well as the other activities of the association. Our priority is to guarantee the effectiveness and sustainability of our actions, while respecting our financial commitments.

The association's accounts are audited annually by the auditing firm Caderas-Martin. COLEAD is also subject to expenditure verification requirements, as imposed by our funders, in the context of the implementation of programs for which grants have been received.



### EXCERPT FROM THE STATUTORY AUDITOR'S REPORT ON THE ANNUAL ACCOUNTS FISCAL YEAR ENDED DECEMBER 31, 2022

« We certify that the annual accounts, in view of French accounting rules and principles, are regular and sincere and provide a true image of the result of operations for the past year as well as the financial situation and the assets of the association at the end of this fiscal year »

Paris, June 28 2023  
The Statutory Auditor  
Caderas Martin



## MANAGEMENT REPORT

It is important to consider that the year 2022 represents a transitional period for the organisation. Indeed, this year was marked by the administrative and financial closure of the FFM programme, as well as the operational launch of two new major programmes, FFM Plus and AGRINFO.

Transition years are typically very delicate and complex to manage due to simultaneous technical and administrative requirements, as well as the overlapping of different technical implementation timelines. One of the biggest challenges was managing the increased pace of program implementation while ensuring the proper administrative and financial closure of the FFM programme. Faced with this operational challenge, it is important to put into perspective the overall pace of implementation, which resulted in an increase in grant revenue and a loss of KEUR 51 for the fiscal year.

The year 2022 was marked by the administrative and financial closure of the FFM programme, the accelerated technical implementation of the FFM SPS and NExT Kenya programmes, as well as the gradual start of the FFM Plus and AGRINFO programmes. In this context, the association experienced an 8% increase in operational expenses allocated to the various programmes. Despite our initial projections made in June 2022, which anticipated a stabilization of these expenses, this growth reflects the work accomplished during this challenging year for the organisation. The increased levels of activities led to grant revenue of 10.1 million euros.

The loss for the fiscal year will be allocated to the association's retained earnings and results from exceptional transactions that took place in 2022, rather than from a structural deficit in the operating result. In fact, the operating result of the association is KEUR 87,

a considerable improvement compared to the previous fiscal year (KEUR 37 for the 2021 fiscal year). This improvement in the operating result is mainly due to the increase in grant income, which generated an additional margin in the associative resources through indirect costs, while the level of association's operating expenses remained relatively stable.

It should be noted that these factors have resulted in cash management challenges in the first half of 2023, mainly due to the significant pre-financing by COLEAD in the context of the FFM SPS program (over 1.7 million euros as of December 2022).

### Balance Sheet 31 December 2022

ASSETS		
EUR	2022	2021
Fixed assets	36 440	24 801
Current assets	6 614 505	8 963 812
<b>Total assets</b>	<b>6 650 945</b>	<b>8 988 613</b>

LIABILITIES		
EUR	2022	2021
Own funds	816 535	867 110
Provisions for risks and charges	35 102	45 565
Short and long-term liabilities	5 799 308	8 075 934
<b>Total Liabilities</b>	<b>6 650 945</b>	<b>8 988 613</b>

## Income Statement 2022

SIMPLIFIED INCOME STATEMENT (EUR)		
	2022	2021
Operating income <sup>(1)</sup>	10 259 316	9 435 262
Operating expenses <sup>(2)</sup>	(10 168 026)	(9 398 026)
Operating profit <sup>(3) = (1) + (2)</sup>	91 290	37 236
Financial results <sup>(4)</sup>	4 028	(46)
Operating profit before tax <sup>(5) = (3) + (4)</sup>	87 262	37 190
Exceptional items <sup>(6)</sup>	(137 837)	(8 901)
Income tax <sup>(7)</sup>	-	-
Net result of the year <sup>(8) = (5) + (6) + (7)</sup>	(50 576)	28 288





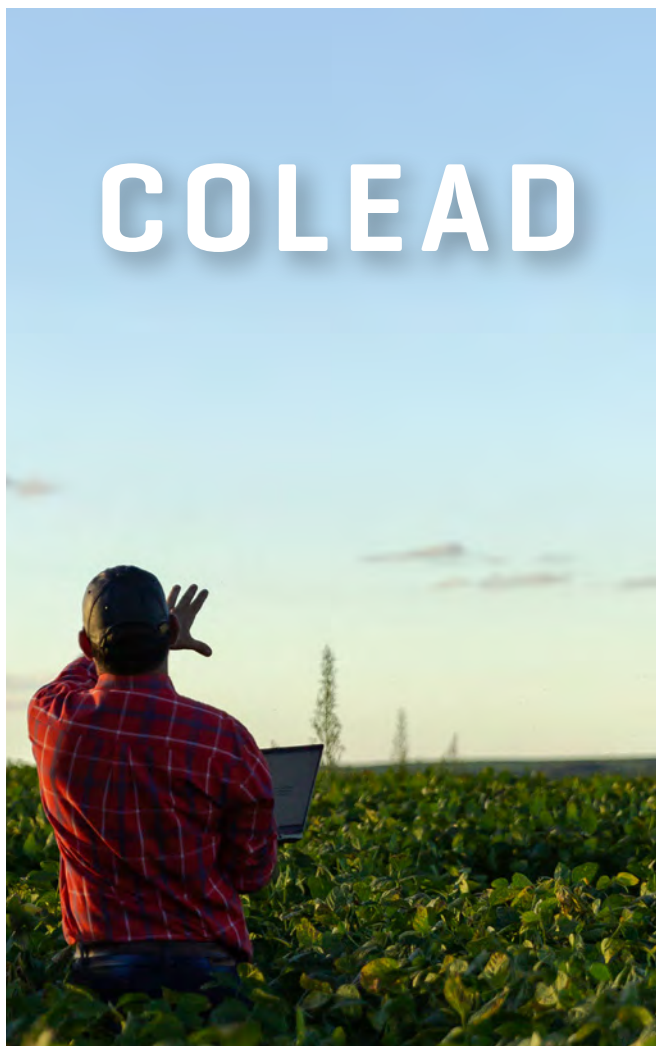
## LOOKING FORWARD

*On 18 November 2022, three years after the previous Consultative Committee meeting, COLEAD convened its primary financial partners (DG-INTPA, OACPS, AFD, WTO, Standards and Trade Development Facility (STDF), ENABEL, etc.) to present an evaluation of the past three years in the context of lessons learned, individual agendas and priorities, and the association's overarching strategy. The objective was to collaborate on COLEAD's present and future contributions to the sustainable development of the agricultural and food systems, particularly in OACPS member countries. The confidence demonstrated by our partners during this committee meeting was significant as our association is at a pivotal point, solidifying the changes initiated in 2016. We have successfully achieved diversification of funding sources, and expansion in geographical scope, topics, sectors and target groups. .*

**To realise COLEAD's potential to serve the SDGs, it is crucial to strengthen strategic partnerships.**

The continuous consolidation of our organisation involves reinforcing strategic partnerships, both technical and financial. This is imperative to realise the potential of the "COLEAD toolbox and network", and to meet the challenges faced by our partner-beneficiaries and members through an ambitious approach to amplifying the impacts of our initiatives.

In pursuit of this objective, the association underwent a change in its statutory purpose and name in 2022, becoming the Committee Linking Entrepreneurship-Agriculture-Development. Going forward, our aim is to facilitate and implement all actions that directly and/or indirectly enhance the contribution of agricultural and horticultural value chains towards achieving the SDGs.



The increasingly complex global landscape, together with recurring crises of the past five decades, and ongoing challenges such as post-Covid economic turbulence, accelerated climate change, and the war in Ukraine, necessitate intelligent policies rather than mere multi-billion-dollar announcements. At the same time, we should remain humble in the face of uncertainty and the volatility of the global economy. There is no one-size-fits-all solution, or magic formula, except for the certainty that building resilience at every level is essential. We must absorb shocks and crises, adapt, and engage in genuinely transformational approaches for the long run. This is the commitment that COLEAD is making, with a focus on human capital.



## Supporting the partner countries to ensure a positive Green Deal for everyone

The European Union Green Deal has introduced a significant set of policy initiatives to address the challenges of climate change and environmental degradation, both within the European Union and globally. Through the evolving policy and regulatory framework, the European Union's trading partners have the opportunity to align themselves with its commitment to global cooperation and collaboration on environmental and climate issues. However, the potential implications for European Union partners are substantial, requiring proactive adjustments to ensure alignment with sustainable practices, and with the objectives of the Green Deal and Global Gateway initiatives. Otherwise, there is a risk of horticultural and agricultural trade diverting



from the European Union to less-demanding markets, and European Union partners moving away from the Green Deal, which is recognised as a pathway towards a paradigm shift in global sustainability.

To address this, particularly in the agricultural sector, programmes supporting the private sector and facilitating dialogue with the public sector remain essential. These programmes enable SMEs to adapt, foster global cooperation on environmental issues, and maximise the benefits of European Union business partnerships.

Agricultural trade with the European Union must continue to play a vital role in the development of many countries, particularly those with lower incomes. Any political and regulatory changes should avoid disrupting trading partnerships.

The AGRINFO and Fit For Market Plus programmes, managed by COLEAD, offer excellent examples of accompanying measures and demonstrate how support can effectively contribute to achieving the objectives of the European Union's Green Deal and, more broadly, the SDGs. These programmes extend beyond the European territory, aligning with the objective of creating a more sustainable planet.

Helping our partner countries meet the EU's Green Deal ambitions - The AGRINFO & FFM+ examples



## COLEAD: An operational response to the agricultural sector needs of vulnerable countries

COLEAD aims to support the private sector and foster dialogue with the public sector, within a sustainable framework. COLEAD's role as a liaison organisation has never been more relevant. Our association acts as a sounding board, facilitating public-private partnerships and providing operational resources to enable actors in the agricultural value chains of partner countries to adapt to climate change within a sustainable framework.

To achieve this, we remain committed to:

- Identifying, understanding, and translating market trends and requirements into tangible technical solutions for producers.
- Enhancing the capacities of stakeholders in the agricultural and food systems through vocational training and advisory support.
- Amplifying the impacts of our actions through innovative partnerships, and contributing to access to finance for MSMEs.

### Scaling up while optimising resources

COLEAD represents an operational response to real and urgent needs in the agricultural sector. Given the limitations of resources, our challenge is to identify the most effective methods to scale up without necessarily increasing financial resources. The needs of our target European Union partner countries remain vast.

To address this challenge, we must strike a balance between a holistic and a specialised approach, expanding thematically, sectorally, and geographically while remaining focused on our core expertise. We aim to diversify our funding sources and consolidate existing ones, utilise both digital learning and face-to-face support in the field, leverage centralised expertise, and ensure local implementation. By doing so, we can continue to increase the positive impacts of our contributions towards transitioning to more sustainable agricultural and food systems.











The information and views expressed in this annual report are those of COLEAD and do not necessarily reflect the views of the donors of its programmes. The use of particular designations of countries or territories does not imply any judgement by COLEAD as to the legal status of such countries or territories, of their authorities and institutions or of the delimitation of their boundaries. The mention of names of specific companies or products (whether or not indicated as registered) does not imply any intention to infringe proprietary rights. Kindly note that part of the content of this report was produced using artificial intelligence technology. All ideas, content, and cases presented are original and AI-generated content was thoroughly reviewed with diligence and vetted by COLEAD.



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# COLEAD

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