

ACP-EC COTONOU AGREEMENT

**AFRICAN, CARIBBEAN AND
PACIFIC GROUP OF STATES**

**COUNCIL OF
THE EUROPEAN UNION**

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COVER NOTE

from : the Director of the Centre for the Development of Enterprise
dated : 5 October 2005
to : the EU Co-Chairman of the ACP-EC Committee of Ambassadors
Subject : CDE - Centre for the Development of Enterprise
- Draft Programme and Budget for 2006

Delegations will find attached the Annexes 1 and 2 of the draft Programme and Budget of the CDE for 2006.

SECTORAL PROGRAMME SHEETS

1.
CDE/ProInvest/SFP Programme
Continental Aquaculture (East and Southern Africa)

NAME OF THE PROGRAMME		Continental Aquaculture (East and Southern Africa)
Duration: 3 years	Start: end 2005	End (forecast): 2008
<p>Beneficiaries : East and Southern Africa (about 5 countries) About 10 companies from East and Southern Africa At least 1 professional association Network of national and regional tilapia and claria fish farming experts</p>		
<p>Context: The continental countries of Africa have taken some delays in the development of fresh water fish farming. One of the reasons is the economic insecurity following the post-independence period which was not favourable for long term investments required by fish farming projects. Today appears a strong motivation from the operators and the administration to promote and start fish farming for the following reasons :</p> <ul style="list-style-type: none"> • General over exploitation of the natural resources; • Over exploitation of the species most appreciated by the consumers ; • Difficulties to implement good management measures of the resources ; • Demographic explosion and urbanisation of the populations; • Existence of a local market well paid for quality fish, and that for a few thousand tons per year for each country ; • A major advantage, very important for profitability, of the African market is the possibility to sell fish of 250-300 gr. faster and more economically to produce, at generally the same range of price as the 500 gr. fish ; <p>Existence of an export market in the neighbouring countries and in the EU. But for the latter the high sanitary requirements and necessary related investments have to be taken seriously into account</p>		
<p>Global objective: Increase of the industrial and semi-industrial fish farming production of the continental Africa countries, reinforcement of the national and regional expertise and the marketing of this production on the national, regional rural centres and on international markets.</p>		
Specific objectives	Increasing fish farming production through private companies.	
	Support of fish farming companies (technical, economic and commercial)	
	Support of fish feed producer companies.	
	Creation of a national and regional network of aquaculture expertise.	
	Creation and/or reinforcement of fish farming private sector associations.	
Programme strategy	<ul style="list-style-type: none"> ○ CDE will start by an identification phase of the existing situation with the assistance of CDE field network. ○ An analytical entry sheet will be provided to CDE network and to the operators in order to proceed to a preliminary project selection and better assess their specific and common needs/objectives. ○ The implementation programme will focus on the creation of a national and regional technical network of expertise mostly from the fish farming companies. For the small and medium companies the expertise will be adjusted and mobilised in function of the needs and the practical time schedule of the operators, with a simplified CDE control. ○ The staff training will be done in the regional centre based on 1 or 2 of the more qualified companies already involved in the fish farming. ○ A pre-feasibility study will be requested for any companies asking for the programme support. 	

<p>Principal activities in 2005</p>	<ul style="list-style-type: none"> ○ CONCEPTION AND PROGRAMME DRAFTING ○ Finalisation of the terms of reference for the preliminary fish farming survey and its use at CDE field network level. ○ Analysis and synthesis of the survey results at head office ○ Creation of the analytical entry sheet for the analyses of the projects to be selected. ○ Identification of the regional training centre ○ Analysis of the requests already sent to CDE 	
<p>Activities planned for 2006</p>	<p>Implementation and/or analysis of the pre feasibility studies Local/regional expertise identification and training when necessary. Process of new requests to CDE Beginning of the first interventions with the assistances of the local expertise and the training Centre</p>	
<p>Expected results</p> <ul style="list-style-type: none"> ○ Increasing fish farming production, through the private sector, to 800 tons in 3 years (phase 1) and to 6000 tons in 10 years. ○ Support to 10 companies out of which 1 for fish feed production ○ Eventually reinforcement and utilisation on a commercial basis of the regional training centre (1) ○ Support to 1 fish farming association ○ Creation of economic activities and jobs in the companies concerned, but also in the ones directly linked with fish farming activity, such as fish feed production and its marketing. ○ Positive impact on the natural resources protection and management by the regulatory effect on the prices due to marketing of a constant flow of farmed fish. 	<p>Results already achieved by 31/05/2005</p> <ul style="list-style-type: none"> ○ Identification and presentation of a draft programme ○ Creation of the analytical entry sheet for the fish farming opportunity analysis ○ Preparation of the fishery survey terms of reference which have already been sent to the CDE field officers for them to launch the general survey (complementary task to existing sectoral identification and for some background information needed). ○ Identification and agreement in principle with a company for the location of a regional training centre. ○ Initiation of the local and regional expertise identification <p>Process of some related individual projects already at CDE.</p>	
<p>CDE budget 2006</p>	<p>Co-financing 2006</p>	<p>Global budget 2006</p>
<p>€ 300 000</p>	<p>ProInvest : € 60 000 ESIPP complementary activity (intermediary organisation support, investments and regional studies)</p>	<p>€ 360 000</p>
<p>Programme leader</p>	<p>Erik Rotsaert - e-mail : ero@cde.int Tel. +32 2 679 19 33, Fax : +32 2 675 26 03</p>	
<p>Local coordination</p>	<p>CDE Regional Offices Southern Africa Jorge Borges, BEDIA Building, Plot 28 Matsitama Road, Private Bag 00148, Gaborone, Botswana Tel: +267-318 1931 Fax: +267-319 1271 e-mail: jbo@cde.int</p> <p>East Africa Tommy Pedersen, Statehouse Avenue, Liaison House 4th Floor, P.O. Box 49568, 00100 Nairobi, Kenya Direct line: +254.20.273.2285 e-mail: tpe@cde.int</p>	

2.
CDE/ProInvest/SFP Programme 2006
Added value products – Sanitary improvement (East Africa)

PROGRAMME TITLE		Added value products – With sanitary improvement : East Africa
Duration: 3 years	Start: end 2005	End (forecast): 2008
Beneficiaries: <ul style="list-style-type: none"> • The SMEs willing to produce added value products for local and international markets • The SMEs requiring specific improvements • The fishing sector of the countries covered in the context of pressure on scant fishing resources and of a better use of these resources to achieve sustainable exploitation • Indirectly the very small or even informal service enterprises involved in the commercialisation and/or distribution of added value products 		
Context: <ul style="list-style-type: none"> • CDE sectoral strategy • Intervention requests in this field from ACP companies to CDE have substantially increased • Over exploitation of resources makes impossible a systematic increase of fishing production • Better valorisation by increased added-value of present products or by-products destined to local and international markets constitute an interesting alternative outlet for the survival of enterprises concerned • Increased local market demand; competition on international markets require better added-value products • The greater valorisation of the products also implies (a) strengthening of partnerships with market partners (b) a very strict sanitary standards implementation and (c) the strengthening of professional associations for better information of their members and for improved promotion on the markets. 		
Global objective: Increased added value to products, co-products and by-products from fishing and aquaculture and alleviation of sanitary and market promotion constraints to market production.		
Specific objectives	Assist companies adding value to products aiming at identified markets	
	Assist in the implementation of sanitary standards required for the production of these added value products	
	Assist in the commercialisation and production of these products namely through professional organisation strengthening.	
Programme strategy	<ul style="list-style-type: none"> • Regroup and analyse the requests already received by CDE/ProInvest • Field diagnostic/verification to establish feasibility (markets, capacity) • Identify other requests not submitted to CDE/ProInvest (e.g. to SFP Programme) • Implement assistance to companies and association selected • Organise careful dovetailing of complementary activities with the SFP programme, in view of important sanitary standards component • Facilitate promotion and market penetration by strengthening partnerships, entrepreneurs meetings and specialised fairs. 	
Principal activities in 2005	<ul style="list-style-type: none"> • Individual direct assistance to companies (East Africa) • Dialogue with a number of companies and associations aiming at producing added-value products • Exchange of information and views with EU market players 	
Activities planned for 2006	<ul style="list-style-type: none"> • Finalisation of pending requests (Lake Victoria) • Identification mission of opportunities, potential partnerships and market specialists in EU. • Starting a first evaluation in Uganda • First seminar presenting the results of initial tests in Uganda <ul style="list-style-type: none"> • With the help of SFP reports and identification missions analyse sanitary opportunities and constraints of the country concerned 	

<ul style="list-style-type: none"> One regional meeting on value-added products and the EU markets demand 		
Expected results <ul style="list-style-type: none"> 8 companies supported aiming at local, regional and international markets 1 professional association strengthened to provide better support to members on these markets Promotion and better commercialisation of the products on EU markets as well as on local and regional markets Increased company productivity and profitability (increased profits for same production volume) 		Results already achieved by 31/05/2005 <ul style="list-style-type: none"> Some companies identified and first requests received First reactions of the EU market to proposed products Near completion of the identification study of sanitary constraints in the countries concerned
CDE budget 2006	Co-financing 2006	Global budget 2006
€ 240 000	ProInvest : € 100 000 SFP Direct co-financing not possible but strong complementarity ESIPP Possible complementarity on Tanzania CTA € 20 000	€ 360 000
Programme leader	Erik Rotsaert E-mail: ero@cde.int Tel. +32 2 679 19 33, Fax :+322 675 26 03	
Local coordination	CDE Regional Office: East Africa Tommy Pedersen, Statehouse avenue, Liaison House 4 th Floor, P.O. Box 49568, 00100 Nairobi, Kenya Direct line; +254.20.273.2285 e-mail; tpe@cde.int	

3.
CDE Programme 2006
Fruit and Vegetables

NAME OF THE PROGRAMME		Processed fruit and vegetables and development of the cashew nut sector in West and Central Africa
Duration 3 years	Start: 2005	End (forecast) 2007
Beneficiaries :		
<ul style="list-style-type: none"> - Producer enterprises operating in the fruit and vegetable sector in West and Central Africa - Professional associations and intermediary organisations acting as service providers in the sector 		
Context :		
<ul style="list-style-type: none"> - The fruit and vegetable sector is a key sector in West and Central Africa with high development potential and great impact on rural communities. In some of the countries, it accounts for more than 30% of the GDP. However, the sector faces technical, commercial and finance problems which require external inputs. The industry also suffers from poor management and lacks stringent and safety standards being applied by the industry as a whole. As a result, product quality is fairly poor and the industry is not so competitive. - There is in addition a need for more local added value (especially for the cashew nut sub-sector) and strengthening of local intermediary organizations to support the sector's further development. 		
Global objectives:		
<ul style="list-style-type: none"> - Strengthen existing enterprises making them more competitive on export markets, by helping to upgrade product quality, develop export capability, improve the environment in which they operate and developing the expertise of professional associations/intermediary organizations whose support is essential to the future development of the entire sector; - Increase production volume of local value added products and boost export capacity of the West African region for processed fruits, especially cashew nuts; - Stimulate south-south cooperation and regional trade. 		
Specific objectives	1) Improve companies' management, upgrade production and processing facilities, improve manufacturing and food safety practices;	
	2) Promote use of appropriate technology and techniques adapted to the size of the cashew nut industry in Africa, and help implement sanitary and quality norms required by the EU export markets;	
	3) Promote and popularize post-harvesting techniques for the cashew nuts handling in order to minimise after harvest losses;	
	4) Stimulate the establishment of trade links, partnership and sponsorship arrangements between EU and ACP operators in the fruit and vegetable sector (i.e. companies, professional associations and intermediary organizations)	
Programme strategy	<ul style="list-style-type: none"> - To focus mainly on assisting enterprises to achieve Quality Management Systems for food handling and to upgrade product quality through implementation of sanitary and phytosanitary measures; - To group companies wherever possible to deal with technical, training and marketing problems as well as business management issues; - To stimulate export of local value added products on EU niche markets, 	

	<p>wherever possible through the establishment of partnership arrangements between ACP and EU companies, professional associations and intermediary organizations;</p> <ul style="list-style-type: none"> - To ensure that there is no duplication with activities being carried out by COLEACP under their PIP (Programme Initiative Pesticides) Programme.
Principal activities in 2004/5.	<ul style="list-style-type: none"> - Assistance to some selected fruit processing companies in Central Africa for implementation of Quality Management Systems, including development of business plan and marketing assistance; - Fact-finding mission by the CDE Associate expert to identify main operators in the cashew nut sub-sector.
Activities planned for 2006	<ol style="list-style-type: none"> 1) Implementation of quality management and traceability systems in selected companies in the West and Central Africa (target : 10-15 companies); 2) Support to 3 intermediary organizations for capacity building: <ul style="list-style-type: none"> . CARBAP (Centre Africain de Recherches sur Bananiers et Plantains), Cameroon ; . Centre Technique de Quinhamel, Guinea Bissau, to act as training centre for equipment adaptation for the cashew nut industry; . CEBENOR (Centre Béninois de Normalisation) for the development of quality control norms; 3) Preparation and distribution of a Manual on cashew nut post harvesting techniques; 4) Training of operators on cashew nut production, processing and marketing; 5) EU Business exploratory mission to Africa in the cashew business, including a private public sector dialogue meeting to discuss means and ways of increasing export volume of processed cashew nuts.
Expected results	Results already achieved by 31/05/2005
<ul style="list-style-type: none"> - Support to 10-15 local companies and improved turnover for 8-10 of them within 12 months following actual implementation of the programme; - Increase of company overall competitiveness; - Improved industry practices and implementation of HACCP and traceability systems in 8-10 local companies; - Improved product quality and reduction of 20%-30% of scrap/post processing losses within 24 months following actual implementation of the programme; - Increased volume and export sales of processed cashew nuts; - Full compliance of cashew nut processing companies with EU standards and norms; - Adaptation and manufacture of small cashew nut processing equipment by the technical centre of Quinhamel in Guinea Bissau; - Establishment of business links and sponsorship arrangements between EU and ACP operators/professional associations in the cashew sub-sector. - Support to 3 intermediary organizations 	<ul style="list-style-type: none"> - Preparation of strategic plans for some 3 companies in Central Africa; - Upgrade of production facilities as a result of QMS implementation, and improved accounting systems in the companies.

CDE budget 2006	Co financing expected (or to be found) 2006	Global budget 2006
€ 400 000	- ProInvest: € 60 000 - Lux Funds : € 100 000 (to be sought)	€ 560 000
Programme leader		Acquah H. Dodet Malenge e-mail: ado@cde.int Tel : + 32 2 679 19 07 Fax : +32 2 675 26 03
Local Coordination		CDE Regional Office in Dakar/Senegal, Aliou Abdoullahi e-mail: aab@cde.int Tel. + 221 869 60 70 Fax : +221 86 28 00

4.
CDE Sector Programme 2006
Medicinal Plants and Herbs

NAME OF PROGRAMME:		Medicinal Herbs and Plants
Duration: 4 years	Start: 2004	End (forecast): 2007
Beneficiaries :		
<ul style="list-style-type: none"> - A group of selected companies with development potential from East, Central, and West Africa as well as from the ACP Caribbean states - Regional professional associations such as AAMPS (Association for African Medicinal Plants Standards) - Intermediary organisations acting as service providers in the sector 		
Context:		
<p>The Medicinal Plants and herbal sector is a key sector in the ACP countries with high development potential, especially in Africa where medicinal plants are used either as part of a local primary care system or as a component of value-added export programme. However, one the major constraints identified is the lack of suitable technical profiles and quality control standards for African medicinal plants and extracts, which makes it extremely difficult for buyers whether local or overseas to compare batches of product from different places or year to year. Without well documented information of the safety, efficacy and phytochemical characteristics of different compounds, it is difficult for external buyers to make any accurate assessment of the likely utility or value of some new raw materials and extracts of African origin.</p>		
Global Objective: To contribute towards better health systems via locally provided products & services		
Specific objectives	<ol style="list-style-type: none"> 1) To help publish a series of herbal monographs for 52 of Africa's most important medicinal plants for use by farmers, traders, scientists and government health regulators throughout Africa and importers from the rest of the world. 2) To help build and promote a pan-African technical capability in the African herbal sector 3) To help develop a comprehensive strategy for the cultivation, manufacture and sale of Artemisia-based anti-malarias 4) To help develop a natural products and manufacturing herbal sector in Africa 5) To help promote local and international trade in medicinal plants and extracts 	
Programme strategy	<ol style="list-style-type: none"> 1) Development of production and marketing capabilities in the Medicinal Herbs and Plants sector 2) Product development and quality improvement through GAP (Good Agricultural Practices) and GMP (Good Manufacturing Practices) 	
Principal activities in 2004/2005	<ol style="list-style-type: none"> 1) Creation of AAMPS (Association of African Medicinal Plants Standards) 2) a) Individual support to a number of Artemisia projects b) Development of 'trade profiles' for a number of medicinal plants 3) Individual company assistances 	
Activities planned for 2006	<ol style="list-style-type: none"> 1) Support to quality improvement of local herbal and medicinal plants production and to structuring of AAMPS 2) Technical and marketing assistance to medicinal herbs sector 3) Preparation/publication of additional 29 product profiles on Africa medicinal plants 4) Preparation of a Web site and hosting profiles including 1000 CD Rom on the product standards for distribution 	

	<p>5) Artemisia stakeholders meeting (major growers, drugs manufacturers, regulators and users) for East, West and Central Africa, as well as a Buyers sellers meeting on African natural products (East and West Africa)</p> <p>6) Training of operators in Quality Control and Quality Assurance for herbal tea production in East Africa</p> <p>Trade fair promotion for African and Caribbean herbs and medicinal plants</p>	
<p>Expected results</p> <p>1) Sustainable sales of African herbals and increased income for local producers</p> <p>2) Sustainable medicinal herbs sector via a core group of established local companies</p> <p>3) A well-prepared strategy for the cultivation, manufacture and sale of medicinal plants end herbs</p> <p>4) Increased linkages between EU and ACP operators</p> <p>5) 10 companies assisted by the CDE</p> <p>6) Reinforcement of one professional regional organization AAMPS</p>	<p>Results already achieved by 31/05/2005</p> <p>1) Formation of AAMPS in May 2005</p> <p>2) Preparation of 24 Medicinal Product Profiles currently being finalised</p>	
<p>CDE budget 2006</p> <p>€ 200 000</p>	<p>Co-financing envisaged for 2006</p> <p>ProInvest : € 50 000 (to be sought)</p>	<p>Global budget 2006</p> <p>€ 250 000</p>
<p>Programme leader</p>	<p>Acquah H. Dodet Malenge: e-mail: ado@cde.int Tel. +32 2 679 19 07, Fax : +32 2 675 26 03</p>	
<p>Local coordination</p>	<p>CDE Regional Field Offices A. Abdoullahi, Senegal T. Pedersen, Kenya, P. Lamin, Dominican Republic</p>	

5.
CDE/ProInvest Programme 2006
Sustainable Forest Management and Timber Processing

NAME OF THE PROGRAMME		Wood Sector : Sustainable Forest Management and Timber Processing in Central Africa (+ Ghana and Côte d'Ivoire) and the Caribbean Region
Duration: 5 years	Start: 2002	End (forecast): 2007
Beneficiaries :		
<ul style="list-style-type: none"> - Integrated forestry / processing companies - Intermediate organisations: Foresters, Timber and Manufacturers Associations and Federations 		
Context:		
<p>The targeted regions and countries have significant sustainable forest resources and the wood sector:</p> <ul style="list-style-type: none"> - represents a major resource in these countries/regions ; (about 20% of the tropical timber reserves of the world) - is one of the main job providers - contributes significantly to the balance of payment through export (over 11% of exchanges of tropical timber products of the world) 		
Global Objective: Develop Sustainable Forest Management (SFM), downstream processing and export		
Specific objectives	1) Increase Sustainable Forest Management (SFM)	
	2) Increase production and marketing of timber from SFM including promotion of certification	
	3) Develop downstream processing	
	4) Improve quality of products and develop quality standards	
	3) Promote regional trade and cooperation; increase export capacity	
Programme strategy	<p>Assist forestry/production integrated companies in <u>designing and implementing SFM Plans</u>, in production management and all related technical aspects (inventory making, RIL – Reduced Impact Logging) to improve sustainability and efficiency;</p> <p>Provide <u>technical assistance and training</u> through <u>grouped regional actions</u> in the following fields: timber drying, timber treatment, maintenance, tool sharpening and saw-doctoring, management and cost-breakdown, quality standards.</p> <p>Support <u>to marketing and export</u>: promotion of lesser used species, sawn timber and finished products from SFM operations, marketing and export assistance;</p> <p>Support production of <u>value added products</u>: mouldings and joinery components: individual technical assistance;</p> <p>Capacity building and reinforcement of Intermediate Organisations.</p>	
Principal activities in 2004/5	<ol style="list-style-type: none"> 1) <u>SFM</u>: support to Sustainable Forest Management Plans and training of field staff in RIL (training and TA): Belize, Suriname, Central and West Africa; 2) <u>Processing</u>: training in tool sharpening; extension of industrial activities; improvement of productivity; Suriname, Trinidad & Tobago, Central and West Africa; support to Training Centre in Suriname; 3) Racewood I (Gabon): Meeting of ACP-EU companies: follow-up support to individual companies (Central Africa); 	
Activities planned for 2006	<ul style="list-style-type: none"> - <u>SFM</u>: support to Sustainable Forest Management Plans and training of field staff in RIL (training and TA) - <u>Processing</u>: training in tool sharpening; extension of industrial activities; improvement of productivity; promotion of lesser known species (Okoumé, Teak) - Racewood II (Ghana): Meeting of ACP-EU companies; follow-up support - Support to wood sector associations in Central Africa for improvement of public/private dialogue - Support to 4 intermediary organizations. 	

Expected results <ul style="list-style-type: none"> - Design and implementation of Sustainable Forest Management Plans (SFMP) for ca. 8 enterprises - Field staff of ca 10 forestry companies trained in improved logging methods (RIL) - Support to the 3 dominant enterprises in the furniture (upholstery) sub-sector: improved processing, design, management and marketing - Support to 19 enterprises in kiln drying and tool sharpening - Support to 4 intermediary organizations 		Results already achieved by 31/05/2005 <ul style="list-style-type: none"> - Racewood I and follow-up (25 companies) - SFMPs implemented and training assured (24 companies) - Training in Timber drying, tools sharpening assured (20 companies) - Training and TA to upholstery companies in T&T (3 companies) 	
CDE budget 2006 € 500 000		Co-financing 2006 Pro€Invest : € 300 000	
		Global budget 2006 € 800 000	
Programme leader		Anani Togo Adade-Helledy: e-mail: aad@cde.int Tel. +32 2 679 18 12 Fax : +32 2 675 26 03	

6.
CDE/ProInvest Programme 2006
Building Materials

NAME OF THE PROGRAMME		Building materials: Productivity and sustainable development in West Africa
Duration: 4 years	Start: 2003	End (forecast): 2006
Beneficiaries :		
<ul style="list-style-type: none"> - Building materials and construction SME (clay products, Ceramics, cement components, aggregates) of the West Africa region - Intermediaries organisations including consultancy and professional organisations and associations - Public sector agencies involved in the sector development 		
Context:		
<p>Overall, the <u>BM industries in West African</u> contribute significantly to the economy of the region by creating employment, adding value to local raw materials, creating opportunities for import substitution and export market prospects (ceramics). It mains characteristics are:</p> <ul style="list-style-type: none"> - There is a continuing growth rate of 5-7% per year in construction in many of the West African countries; - The development of the natural mineral resources in West Africa is encouraged by Government policies; - The targeted sectors are a significant driver of the development of infrastructure projects and construction activities. Those sectors are also a significant employment generator in West Africa. 		
Global objective: To support the sustainable development of the sectors through the improvement of operations efficiency and market prospects while minimising the environmental impacts.		
Specific objectives	1) Improvement of local expertise and skills (financial and manufacturing and operations)	
	2) Improvement in the quality of production and the market opportunities	
	3) Improvement in Safety, Health and Environment (SHE) awareness	
Programme strategy	<p>This is an integrated programme addressing each of the following four key areas:</p> <ol style="list-style-type: none"> 1) Direct Technical Assistance and Training: Supports to projects in terms of materials, products, machinery, organization, investment and strategy, SHE, financial management and project financing. 2) Capacity Building: Training courses, workshops and seminars for West African managers, operators and foremen. 3) Market Awareness: Participation in regional and International Forums and organization of marketing missions. 4) Opportunity studies: Continuous updating and fine-tuning of business opportunities through diagnostic/opportunity missions. 	
Principal activities in 2004/5	<ol style="list-style-type: none"> 1) Individual technical and management assistance (10 enterprises) 2) Grouped mission assistance (3 days plant visit by expert) <ul style="list-style-type: none"> - Manufacturing operations (20 enterprises) - Financial operations (12 enterprises) 3) Marketing support : Participation to international fair in France (Batimat 2005) 4) Workshops: Manufacturing operations management 5) Diagnostics and sectors' survey: <ul style="list-style-type: none"> - Infrastructure sector in Mali, Cameroon and Ghana - Building material in Sierra Leone, Liberia and Guinea - SHE management in 30 enterprises in Côte d'Ivoire, Togo and Benin 6) Publication: Drafting of a technical manual for tiles production 	

Activities planned for 2006	1) Individual technical and management assistance (10 enterprises) 2) Grouped mission assistance (3 days plant visit by Expert) : - SHE management (15 enterprises) - Financial operations (15 enterprises) - Clay-based products manufacturing improvement 3) Marketing support : participation to international fair in Germany (Ceramatech 2006) 4) Workshops (as result of the grouped missions and the management surveys) (15 enterprises): - Manufacturing operations management - Financial management - Clay brick firing - Financing of the small and medium scale housing	
Expected results 1) Improvement of company financial management 2) Increase in operations efficiency 3) Improvement of products quality 3) Opening and enlarging the market prospects	Results already achieved by 15/06/2005 1) 7 individual assistance are started and are on-going 2) 2 grouped missions are committed and the enterprises selected 3) All other activities are committed and started in the majority.	
CDE budget 2006	Co-financing expected (or to be found) 2006	Global budget 2006
€ 500 000	Promoters : € 100 000 Other institutions : € 100 000	€ 700 000
Programme leader	Vaflahi MEITE: e-mail: vme@cde.int Tel. +32 2 679 18 57 Fax : +32 2 675 26 03	
Local coordination	CDE Regional Office in Dakar/Senegal - Aliou Abdoullahi e-mail: aab@cde.int Tel. +221 869 60 70, Fax : +221 86 28 00	

7.
CDE/ProInvest Programme 2006
African Textile Programme

NAME OF PROGRAMME:		AFRICAN TEXTILE PROGRAMME	
Duration: 3 years	Start: 2004	End (forecast): 2006	
Beneficiaries :			
<ul style="list-style-type: none"> - A group of cotton, textile & clothing companies from West, East & Southern Africa with development potential (e.g. in Mali, Senegal, Kenya, Ethiopia, Zambia, Mozambique, Madagascar) - National and/or regional professional associations (e.g. Cluster Textile Mada in Madagascar) - The cotton, textile & clothing sector in general 			
Background:			
The textile sector is a priority sector in a number of countries in UEMOA, SADC and COMESA :			
<ul style="list-style-type: none"> - 10% of GNP of UEMOA, which is directly supporting the lives of more than 12 million people - Clothing sector in countries like Kenya or Madagascar with more than 100.000 people employed - A focus sector for developing countries - under threat after the end of the multi-fibre agreement in 2004 			
Global Objective: To contribute towards increased local valued added/cotton transformation and job creation			
Specific objectives	1) To improve the cotton quality and the development of new markets		
	2) To develop and strengthen the local cotton transformation/textile industry		
	3) To promote the clothing sector in general and in particular the African fashion		
Programme strategy	<p>A sectoral value chain approach covering the three major sub-sectors of:</p> <p>1) Cotton : Development of fair trade in African cotton and creation of a regional cotton based packaging unit in UEMOA countries</p> <p>2) Textile : Definition of economic framework for a significant development of local textile industry and the integration of its 'artisan' branch</p> <p>3) Clothing: Development of clothing clusters in Madagascar and UEMOA countries, export promotion and regionally linked/integrated textile chains in Eastern & Southern Africa</p>		
Principal activities in 2004/5	<p>1) a) Launch of 'Fair Trade' Cotton Project in UEMOA b) Feasibility study for cotton based packaging unit in Mali</p> <p>2) a) Round table in Bamako on local cotton transformation in UEMOA b) Study for implementing a regional strategy on training & services in UEMOA</p> <p>3) a) Launch of clothing cluster project in Madagascar b) Export Promotion for core group of Kenyan & Ethiopian companies and development of regional company linkages in Southern Africa c) Launch of 3 national cluster workshops in Mali, Senegal and Burkina Faso</p>		
Activities planned for 2006	<p>1) Finalisation of 'fair trade' cotton project and realisation/implementation of regional cotton packaging unit</p> <p>2) Development of UEMOA Policy Action Plan for textile sector creation/support</p> <p>3) Further development of clothing clusters in Madagascar and UEMOA and export development/regional company linkages in Eastern & Southern Africa</p>		
Expected results		Results achieved by 31/05/2005	
<p>1) Development of sustainable fair trade cotton product lines and creation of cotton packaging unit</p> <p>2) Approval of UEMOA Textile Action Plan by Heads of states and its implementation</p> <p>3) Creation of sustainable clothing clusters in selected countries as well as export and regional linkages for a core group of companies in East & Southern Africa</p> <p>4) Assistance to 50 enterprises</p>		<p>1) 800t of fair trade cotton produced and sold to France and feasibility of cotton packaging unit proven</p> <p>2) Preparation of textile policy study and business mission to EU plus one spinning mill created in Mali</p> <p>3) Clothing cluster created in Madagascar with secured financial support by other organisations (AFD, IFC), company linkages created in Southern Africa</p>	

CDE budget 2006	Envisaged co-financing for 2006	Global budget 2006
€ 700 000	ProInvest : € 200 000 France (MAE/AFD):€ 500 000 Other (IFC, etc.): € 200 000	€ 1 600 000
Programme leader	Klaus Niederländer: e-mail: kni@cde.int , Tel. +32 2 6791858, Fax : +32 2 6752603	
Local coordination	CDE Regional Field Offices A. Abdoullahi - Senegal, T. Pedersen - Kenya, J. Borges - Botswana	

8.
CDE/Pro€Invest Programme 2006
Reliability Centred Industrial Maintenance

NAME OF THE PROGRAMME		Reliability Centred Industrial Maintenance Programme in the Caribbean Region
Duration: 3 years	Start: 2004	End (forecast): 2006
Beneficiaries: - Enterprises from Priority Sectors in the Caribbean Region. Professional and intermediary Organizations in the area of Industrial Maintenance and services to Industries in the Region The whole cluster revolving around Industrial Maintenance, as well as sub-contracting, Benchmarking, Productivity Enhancement Programme, in general		
Context: The World economy is undergoing a very rapid globalisation process which is in turn making it mandatory for all countries to set up various productivity enhancement programmes, in order to safeguard the performance of their country's productive sectors by tracking world industrial trends and developments, in terms of overall company competitiveness. In this context the Caribbean Region States are acutely aware of the need to design and implement comprehensive competitiveness enhancement schemes, which include state-of-the-art Industrial Maintenance Programmes based on the most up-to-date and cutting-edge practices in the field. In close consultation with its Caribbean Region business support partners, the Brussels-based Centre for the Development of Enterprise (CDE) has designed and is implementing an Industrial Maintenance Programme aimed at addressing the maintenance aspects of the various productivity enhancement initiatives in process in the Region.		
Global Objective: To significantly contribute to the productivity enhancement and cost reduction endeavours in the Caribbean Region		
Specific Objectives	1) To network the enterprises and intermediary organisations active in the sector of Industrial Maintenance and Benchmarking in the Caribbean Region 2) To systematically assist the best companies operating in key sectors and to assist them to start a company-specific Maintenance Programme 3) To organise grouped and individual Training Programmes and workshops aimed at upgrading skills in the Caribbean.	
Programme strategy	Main CDE traditional sectors concerned : 1) Agro-Food 2) Woodworking Industries 3) Non-Metallic Minerals Extractive Industries 4) Tourism & Hospitality Sector 5) Other	
Principal activities in 2004/5	1) Foundation Workshop Seminar organised at Port of Spain Trinidad for 46 Caribbean Region stakeholders in July 2004 2) Follow-up Sub-Programme planned and approved October 2004 3) Four Company Audits rounds organised April-June 2005 with an aim of reaching some 80-100 companies 4) Four Capacity Building cum skills Upgrading Workshop planned and approved for second Semester 2005 5) Expert Consultants in Maintenance Database finalised for the Caribbean Region	
Activities planned for 2006	1) Implementation of ±40 company-specific in-house Maintenance Programme in the Caribbean Region 2) Further involvement of CDE in the on-going overall regional drive aimed at improving overall Caribbean Region companies competitiveness in 2006 3) Repeat Workshop depending on demand from the Caribbean stakeholders	
Expected results Enterprise level: -40 direct assistance given during 3-year programme cycle	Results already achieved by 31/05/2005 1) A hard core of ±80 companies identified 2) Group Training through the July 2004 Port of Spain Foundation Workshop Seminar	

-audits conducted and maintenance programmes started -6 hands-on skills upgrading workshops organized -attendance at Maintenance fairs for company executives .		3) Follow-up Programme presented and agreed by Directorate
CDE budget 2006	Co-financing expected (or to be found) 2006	Global budget 2006
€ 400 000	Pro€Invest : € 100 000	€ 500 000
Programme leader	Corentin Georges Tatepo e-mail: gta@cde.int Tel. +32 2 679 18 04, Fax : +32 2 675 26 03	
Local coordination	Regional Field Office for the Caribbean e-mail: pla@cde.int	

9.
CDE/Pro€Invest Programme 2006
ICT (West and Central Africa and the Caribbean)

NAME OF THE PROGRAMME		Information and Communications Technologies West and Central Africa and the Caribbean
Duration: 4 years	Start: 2004	End (forecast): 2008
Beneficiaries :		
<ul style="list-style-type: none"> - Enterprises in the ICT sector in West Africa, Central Africa and Caribbean Regions - Regional and/or National Professional Organisations e.g. OPTIC in Senegal - Telecom regulators, regional organisations e.g. UEMOA, CANTO 		
Context:		
<ul style="list-style-type: none"> - The tertiary sector in general (with ICT in particular), has become the driving force of the economic growth in Central and Western regions of Africa. The teleservices alone (such as the call centres) represented more than 10% GDP for Senegal in 2004. - The high capacity optic fibre cable SAT3/WASC provides the necessary bandwidth to support rapid development of the sector; - The regional private sector is increasingly implicated in the implementation of strategies of telecom infrastructures modernization (fix, mobile, data transfer, Internet) and requires training and certification. 		
Global objective: Contribute to the development of ICT by improving the environment of the sector, by efficient public/private dialogue, by the reinforcement of the capacities of professional organisations and by technical assistance to the private sector.		
Specific objectives	1) "Mutualization" of infrastructures, creating level playing field for all operators (PPD)	
	2) Creation of regional platform and local services to eliminate the need for expensive overseas relays	
	3) Leapfrog decades of development by leveraging through ICT's multiple sectors (like Education, Commerce, Health, Agro-Industry, ...)	
	4) Enable local SMEs in servicing infrastructure maintenance, repairs etc. and providing ICT services to other sectors	
	5) Initiate Partnerships between ACP and EU SMEs in delocalization of value-added ICT "products"	
Programme strategy	<ul style="list-style-type: none"> - Private / Public meetings (Pro€Invest) - Identification of specific enterprise needs/ potential studies - Assistance to regional bodies in programme formulation to attract donor funding (e.g. UEMOA) - Training for SMEs in required technical skills - Certification of ACP companies (e.g. in CISCO, Oracle, Microsoft) 	
Principal activities in 2004/5	<ul style="list-style-type: none"> - Private/public meetings on the problematic of the liberalisation of the sector in Ouagadougou, January 2004 where 50 professionals met (telecom operators, regulators, enterprises, consultants etc.); - Preparation and organisation of a partnership meeting in Dakar in May 2005 (100 participants coming from 14 ACP and EU countries); - Study the implication of the private sector within the framework of WSIS in Tunis; - Preparation of a mission for 10 ICT enterprises to WSIS in Tunis; - Assistance to the creation of a regional sectoral organisation; 	

	<ul style="list-style-type: none"> - Reinforcement of OPTIC capacities in Senegal; - Technical Assistance to some enterprises within the sector. 	
Activities planned for 2006	<ul style="list-style-type: none"> - Follow up of Dakar meeting with specific technical assistance to 10 SMEs - Follow up of ProInvest Novatech in Caribbean (October 2005) with specific technical assistance to +/- 30 SMEs - Follow-up of ProInvest Novatech West Africa and Caribbean 2006 with specific technical assistance to +/- 40 SMEs - Finalise joint-funding mechanism with EU Commission's funds for ICTs for SMEs: <ul style="list-style-type: none"> o 2 training Workshops West Africa (+/- 30x2 companies) o Certification (30 companies) o 1 Training Workshop Caribbean (+/- 30 companies) <p>Setting-up a regional service platform in West Africa.</p>	
Expected results	<ol style="list-style-type: none"> 1) Easy access to the bandwidth of SAT3/WASC at an acceptable cost ; 2) Reinforcement of the enterprises' capacities within the sector via certifications in order to allow them to improve competitiveness; 3) Introduction of adapted technologies (wireless technologies); 4) Promotion of ICT enabled applications in manufacturing and service sectors – health, education, agriculture, tourism etc. to improve competitiveness. 5) Preparations for the NOVATECH Caribbean Investment conference in October 2005. 	Results already achieved by 31/05/2005
	<ol style="list-style-type: none"> 1) A clear overview of the ICT sector in West and Central Africa and the Caribbean 2) Private/public regional meetings followed by recommendations in the execution phase 3) Partnership Meetings gathering more than 100 professionals from 14 ACP and EU countries with assistance to 10 projects 4) Meeting of West African partners for the creation of a Call Centre of more than 150 job position in Dakar 5) Technical Assistance to enterprises. 	
CDE budget 2006	Co financing expected (or to be found) 2006	Global budget 2006
€ 500 000	ProInvest € 500 000 SIDA € 40 000 Fonds luxembourgeois € 80 000	€ 1 120 000
Programme leader	Peter Alling e-mail: pal@cde.int Tel. +32 2 679 18 07 Fax : +32 2 675 26 03	
Local coordination and monitoring	CDE Regional offices - West Africa - Caribbean	

10.
CDE/ProInvest Programme
Sustainable Management Action Research and Training - SMART

NAME OF THE PROGRAMME		Sustainable Management Action Research and Training - SMART	
Duration: 3+2 years (Phase 3)	Start 2004	End (forecast) 2006-2008	
Beneficiaries: -Environmental professionals (private consultants); Enterprises from regional priority sectors (environmental certification); Intermediary organisations and professional organisations.			
Context: Globalisation of the world economy leads towards fast growing standardisation. In order to guarantee competitiveness in the future enterprises and in particular SME (90 % in the world) which most of them are suppliers of international chains will have to show track records of regular positive environmental management. Traditional methods for implementation of ISO 14001, EMAS, HACCP are not suitable for SME and micro enterprises. In order to reduce barriers to the environmental management systems (EMS) the new generation of management tools need to be adapted and implemented in a cluster approach and in an empowering and participatory manner.			
Global objective: Capacity building of environmental consultants in EMS new generation methods for SME and environmental certification for enterprises.			
Specific objectives	1) Reinforcement of local capacities in EMS providing more professionals who can assist in the development of EMS in companies		
	2) Environmental certification for companies in a cluster approach		
	3) Improve networking . CDE/SMART consultants network+ INEM (International Network on Environmental Management)		
Programme strategy	<p>SMART Programme should ultimately help the private sector in each ACP region to built environmental management know-how, expertise and capacity and develop markets. The strategic approach includes three main phases for each ACP region:</p> <ul style="list-style-type: none"> - Gap analysis and prospective study (mapping out existing know how and initiatives, review of existing stakeholders and assessment of future needs in the local market); - Regional seminar (5 days seminar on transfer of know-how and proven concepts); - Implementation of EMS in companies (cluster approach) by SMART consultants, promotion and development of small eco-enterprises and reinforce local consultants capacity and markets. 		
Principal activities in 2004/5	<p>1) a) Caribbean 2004: Phase 1(prospective study) and Phase 2 (regional seminar in Port of Spain) b) Caribbean 2005 : Phase 3 (implementation of EMS in 8 food supply companies in Jamaica ; assistance to a Jamaican professional organisation JIEP) 2) a) Southern African 2005: Phase 1 (prospective study) and Phase 2 (regional seminar in Maputo)</p>		
Activities planned for 2006	<p>1) Continuation of Caribbean Phase 3 : 5 more projects expected 2) Starting of Southern Africa Phase 3 : 5 projects foreseen 3) Two Prospective studies in East Africa and West Africa or the Pacific 4) One regional seminar</p>		
Expected results		Results already achieved by 31/05/2005	
<p>1) Implementation of EMS cluster in 8 companies 2) Training for 22 local companies 3) Capacity building for 20 private consultants</p>		<p>1) 31 participants from 7 Caribbean countries in the Seminar of Port of Spain. 25 private consultants; 2) 8 Jamaican private companies agreed to participate in implementation of EMS and environmental certification; 3) JIEP Jamaican association of environmental professionals is starting a process for a regional</p>	

		professional association; 4) Almost 160 professional and stakeholders met during the prospective study mission in Southern Africa/SADC countries; 5) 45 Participants to attend the Maputo seminar in September have been selected.
CDE budget 2006	Co-financing expected (or to be found) 2006	Global budget 2006
€ 460 000	CTA € 40 000	€ 500 000
Programme leader	Alberto Marcolino e-mail: ama@cde.int Tel. +32 2 679 1816; Fax: +32 2 675 26 03	
Local coordination	Regional Field officers Caribbean :Paulo Lamin, e-mail: pla@cde.int Southern Africa: Jorge Borges; e-mail: jbo@cde.int East Africa :Tommy Pederson, e-mail: tpe@cde.int West Africa : Aliou Adboullahi, e-mail: aab@cde.int	

PROGRAMMES *A LA CARTE*

Introduction

Two programmes *à la carte* will start in 2006:

- a programme complementary to PRO€INVEST's activities for tourism in the Caribbean and the Pacific
- a programme for leather in East and Southern Africa.

Preliminary studies and actions will also be launched in 2006 to explore intervention possibilities in the domains of water, energy, shea nut butter, and luxury arts and crafts.

TOURISM

Region	Caribbean and Pacific
Description of programme	Preparation of a strategic plan for CDE/Pro€Invest's niche approach in the sector.
Objectives	<ul style="list-style-type: none">(a) Review previous programmes and activities of CDE/Pro€Invest and of other organisations(b) Reorganise a usable sector database of companies assisted, consultants used, etc. for CDE/Pro€Invest(c) Redefine niche strategies for CDE/Pro€Invest per member country(d) Strengthen related activities in these niches(e) Identify constraints of intermediary organisations(f) Assist 24 companies (staff training, management, marketing) and 4 associations (management and studies)
Expected results + Target group	<ul style="list-style-type: none">(a) Strategic plans for CDE/Pro€Invest in the sector for at least four countries(b) A database that can be used for fast further decision, workshops and evaluations (at company and association level)(c) A clearly defined activity niche in the ecotourism sub-sector(d) About 24 enterprises and 4 intermediary organisations(e) Regional experts: economic, IT and specialised in relevant sub-sectors
Activities	<ul style="list-style-type: none">(a) Sector diagnosis to establish CDE/Pro€Invest niche choices(b) Finalise strategy for CDE/Pro€Invest by country(c) Consultants database development and use(d) Technical assistance to enterprises and intermediary organisations(e) Training consultants in specific areas (economics, rating system, etc.)
Budget	€ 250 000

LEATHER

Region (Countries)	East and Southern Africa (Kenya, Ethiopia, Uganda, Tanzania, Zimbabwe)
Objectives	(a) Increased company competitiveness (b) Improved quality of raw material (c) Strengthening of intermediary leather organisations
Expected results + Target group	(a) 1-2 international cooperations between EU/ACP companies (b) Improve product design and development skills (c) Standard classification for quality of raw material (d) Support to 40 companies and 2 associations
Activities	(a) Company competitiveness - Tannery: targeted technical support for supply of quality finished leather - Footwear: product design and development training plus marketing assistance for international cooperations and specific pilot projects - Leather goods/garments: product design and development training and combined marketing approach with footwear sub-sector for cooperations (b) Quality of raw material - Development of intergrated value chain from farm level to tannery (c) Capacity building on intermediary/meso level - Strengthening of business associations and service providers, e.g. as local programme coordinator, use of local training institutions (d) Cooperation: Pro€Invest and bilateral co-financing - Pro€Invest 2 nd Leather Investech, trade mission to EU and policy dialogue - ICE: continuation of partnership for specific training project.
Budget	€ 250 000

EXPLORATION OF NEW SECTORS

Regions:	All ACP regions to begin with
Description:	Studies and identification of the possibility of assisting the following domains: water, energy, shea nut butter, luxury arts and crafts
Objectives:	(a) Determine whether the Centre can assist these domains and, if necessary, define what could be the added value of the Centre's intervention. (b) Identify the main players in these domains in the ACP countries.
Expected results	Identification studies including recommendations, together with an action plan for the years ahead.
Budget	€ 135 000