



Engaging local market gardeners in Senegal, Morocco, Brazil and Indonesia

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Quick facts

-  Type of procurement: **all-inclusive vacation resorts**
-  Year of inception: **2008**
-  Type of business: **Hotel**
-  Organisation name: **Club Med**
-  Number of staff: **25,000**
-  Country/region: **Senegal, Morocco, Brazil and Indonesia**
-  Procurement value: **178,000 USD since project inception**

Background information

Local supply was inadequate to meet Club Med resorts' demand for fresh produce for a number of reasons. For example, in some regions, risks related to transport (political instability, regular road blockades) led to supply shortages; in Casamance, Senegal, suppliers were not necessarily able to provide fresh produce meeting Club Med expectations in terms of quantity or quality, while also facing administrative limitations (inability to issue invoices or receive payments by bank transfers).

The challenge

Identify a long-term match between the local supply of fresh produce and the demand of Club Med resorts, that meets quality, quantity, diversity, and regularity expectations at reasonable costs, while ensuring fair remuneration for producers and redistribution of incomes to the local communities.

The strategy

Club Med entered into a partnership with the Non-Governmental Organisation Agrisud in 2008. AgriSud enabled local producers to supply Club Med villages by guiding them towards more sustainable land use, based on the principles of agroecology. More specifically, the initiative intends to support women market gardeners in Casamance, Senegal; orchards in Asni and market gardening in the palm grove near Marrakech, Morocco; as well as market gardeners near Rio de Janeiro in Brazil and on Bali Island in Indonesia.

The partnership between Club Med and Agrisud materialized with the following activities:

- Field missions to consider the potential demand and map those existing production systems and farms operating in a precarious situation;
- Local partnerships were set up accordingly to accompany the technical upgrade of farms, support the matchmaking of farms with buyers, define the purchasing modalities (nature of products, quantity, quality, delivery schedule, fair pricing etc.), engage with producers to collaboratively develop forecast production tables and tariff grids; as well as group producers into commercial cooperatives.
- Agroecological¹ training was provided to strengthen producers' technical capacities (including on issues such as bulk purchase of seeds, maintenance of irrigation systems, etc.) to produce vegetables in sufficient quantity and quality in a sustainable manner, considering local production constraints.
- Management training and tools were made available to local farmers on various themes such as accounting.
- Club Med engaged its own staff (sustainable development and procurement managers, chefs, hotel services managers etc.) to raise awareness on the partnership and connect them with producers, local NGOs and the Agrisud representatives;
- Guests were also engaged through on-site exhibitions, sale of cookbooks to support Agrisud activities, local farm tours, fundraising events run by the Club Med Corporate Foundation, etc.

¹ Agroecological agriculture (of which organic is one system) supports small farms that are diverse, integrated and use low levels of input to ensure the long-term balance between food production and the sustainability of natural resources

Impacts



Over 8 years, between 2009 and 2017:

- 407 micro enterprises were supported in 2017;  x 407
- The total number of project beneficiaries (producers and their families) in the four countries reached 2 488 in 2017;
- The cumulated revenue generated for the farmers since the project inception in 2009 is 1,622,000 USD; 
- Increasing share of local purchases in Club Med overall procurement (about 20% in 2017);
- Increased tonnage of agroecological production in the four supported countries to reach 409 metric tons in 2017; 
- In 2017, 32.3 metric tons were purchased by Club Med from supported micro businesses, bringing the total purchases from local micro enterprises to 129 metric tons between 2009 and 2017, hence reducing CO2 emissions and costs related to the transport of supplies; 
- Guests supported the efforts of Club Med in favouring sustainable procurement practices: fundraising among them helped finance four solar pumps (91,000 USD) in Casamance, Senegal and an irrigation system in Asni (Morocco).

"Thanks to the project, we found a market for our vegetables, which allowed us to organise the work of the women from the various neighbourhoods and expand our market gardening activity. Working conditions improved and the gardens became more dynamic and more attractive. (...) We've learnt new techniques and methods that have helped us improve our production and considerably reduce our expenses."

- Combé Badji, President of the Batiyaye GIE (Economic Interest Group), Diembering, Senegal



Lessons learned

Nurturing the partnership and engagement with local producers in the long run requires the continuous attention of the Sustainable Development Department and Group Purchasing Department, specifically to:

- ✓ Maintain regular dialog between Club resorts and producer consortia and agree on production schedules, purchasing commitments and prices at a sufficiently early point in the season;
- ✓ Ensure Club Med staff are aware that the project is not a philanthropic exercise nor a traditional procurement exercise, so that negotiation terms with local producers consider Club Med commitments and further support the development of local markets.



Garden of Etama, in Diembering (Casamance, Senegal)

For further information

-  <http://sustainability.clubmed/contribute/supporter-of-local-development/>
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Supported by:

 Federal Ministry for the Environment, Nature Conservation and Nuclear Safety

Based on a decision of the German Bundestag