PROMOTION CAMPAIGN TOWARDS THIRDS COUNTRIES – MULTI and SIMPLE programmes

2025/2026 - 2026/2027 - 2027/2028

Technical Requirements

REF : COMMEXT 25-27





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The Advertisers









INTERFEL, created in 1976, is the **Interbranch Association of Fresh Fruit and Vegetables**. It is recognized by the public authorities (law of the 10th of July 1976) and by the European Union since the 21st of November 1996.

- INTERFEL's fundamental principles:
 - Representativity : each member is representative, thanks to the public authorities, of a sector trade.
 - Parity: this principle ensures a balance between the production and distribution families.
 - Unanimity: this principle also ensures balance between the production and distribution families.
- INTERFEL's missions:

Develop inter-professional dialogue and formulate inter-professional agreements to improve the supply of fruit and vegetables.

Promote the production of healthy, environmentally-friendly fruit and vegetables.

Develop French and international markets for fresh fruit and vegetables.

For further information, please visit our <u>website</u>

The Advertisers – KAKI RIBERA DEL XUQUER



- **Kaki Ribera del Xúquer** Protected Designation of Origin (Regulatory Council) is the **sole European regime covering kakis.** The Regulatory Council for the KAKI RIBERA DEL XÚQUER Designation of Origin was incorporated in 1998 at the behest of the Cooperatives and various businesses in the area. Recognised as a Protected Designation of Origin by the European Union in 2001 and **comprises 100% of the production of "Kaki Ribera del Xúquer"**.
- The Regulatory Council has contributed significantly to the strong promotion of Kaki in the Ribera del Xúquer (Valencia) and its expansion in foreign markets and the national market, where it is more recognized and valued every day by the consumer. Those associated with the DOP meet the highest demands in terms of quality standards international such as BRC, GLOBALGAP, IFS, etc. The persimmon season is from October to January.
- The commercialized variety is the "Rojo Brillante" (the only variety protected) which is a sweet fruit, with an aroma and delicious flavor, and with very sensitive skin. It has 12,784 registered farmers, 59 municipalities in the area of the D.O.P, 15 operators and a total registered cultivation area of 9,576 hectares, equivalent to 60% of the total area of persimmon cultivation in Spain. Each year, on average, about 45,000 tons of D.O.P certified persimmon Ribera del Xúquer, generating an economic value of more than €100,000,000 for the total covered production. Spain is the main market, which absorbs around 20% of the persimmon certified by the Regulatory Council, while the rest is exported to more than 40 countries, including Germany, France and Italy, as main destinations. The DOP generates more than 5,500 jobs, both direct and indirect, with an impact economical in the area of more than €2,000,000 per year.

The Advertisers – FRESHFEL EUROPE



Who we are

- Freshfel Europe, the European Fresh Produce Association, is the forum for the fresh fruit and vegetable supply chain in Europe and beyond
- Our members from across the entire supply chain in Europe include producers, traders, wholesalers, importers and exporters, logistics providers, and retailers
- Non-profit association under Belgian Law and is registered in the EU Transparency Register

What we do

- Liaise with its members and the European institutions, ensuring that the European fresh fruit and vegetable sector and its interests are well represented and have a strong voice in Europe and globally
- Ensure the European fresh fruit and vegetable sector is dynamic, supplying healthy products using the highest quality, safety, environmental and social standards to meet consumers' changing needs

The Advertisers – FRESHFEL EUROPE



Our mission

Europe is the global leader in the fresh fruit and vegetable industry and Freshfel Europe's mission is to:

- Build a strong European fresh fruit and vegetable sector from production to retail
- Improve the **efficiency and competitiveness** of the sector
- Create the highest safety and environmental standards for fresh produce
- Facilitate intra-EU & international trade of fresh produce
- Advance **research and innovation** in fresh produce
- Promote the benefits of consuming fresh produce for health and the environment

The export markets



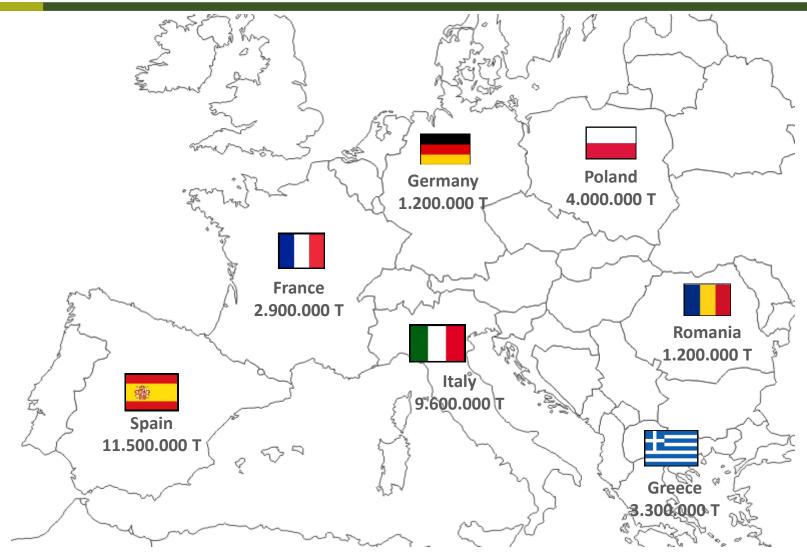


The fresh fruit and vegetable export sector



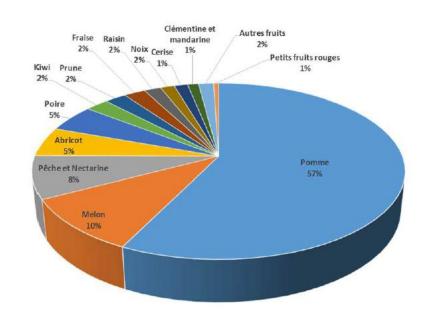
Main producers of fresh fruits in Europe





Source : Eurostat, FAOSTAT, Mapa ; moyennes 2015-2017

Distribution of French fresh fruit production

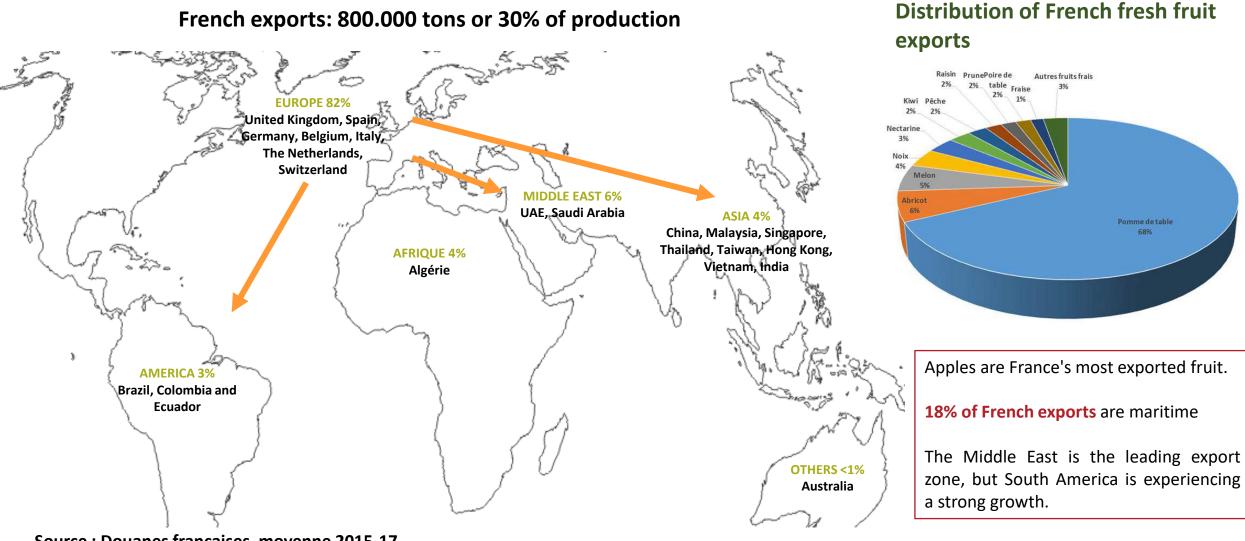


France is Europe's 5th largest producer of fresh fruit.

Apples account for nearly 60% of fresh fruit production in France.

Target of French fresh fruit exports

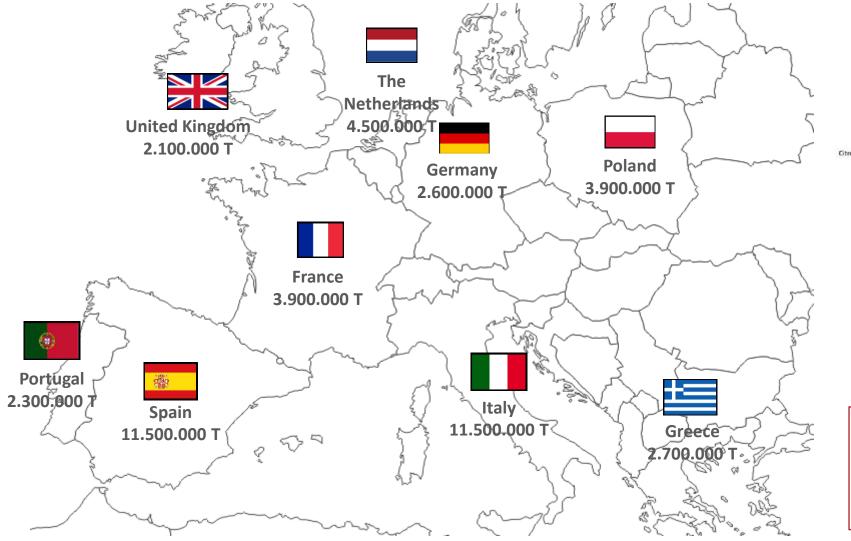




Source : Douanes françaises, moyenne 2015-17

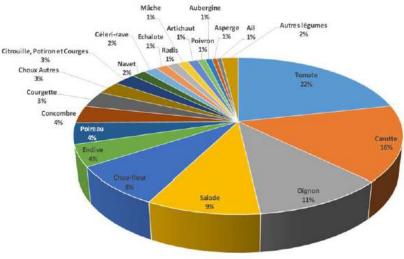
Main producers of fresh vegetables in Europe





Source : Eurostat, FAOSTAT, Mapa ; moyennes 2015-2017

Distribution of French fresh vegetable production

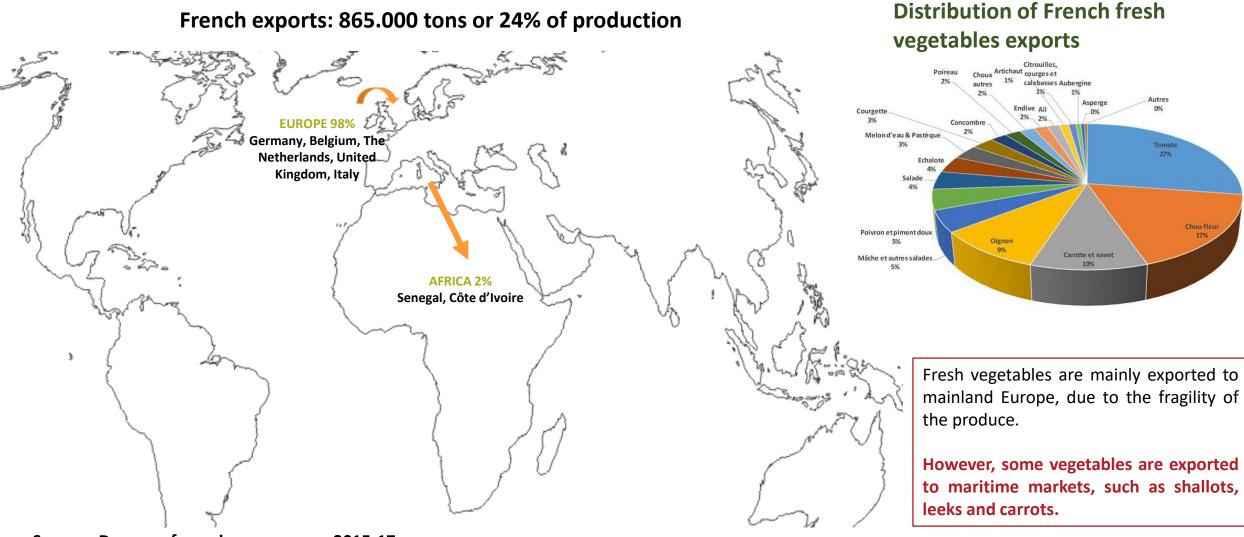


France is Europe's 4th largest producer of fresh vegetables.

Tomatoes, carrots, onions, lettuce and cauliflower are the main crops grown in France.

Target of French fresh vegetables exports





Source : Douanes françaises, moyenne 2015-17

Focus on main exported products (Apples, kiwis, pears, leeks and shallots)



European and French production of apples



| - | 1 | _ | |
|---|---|---|---|
| 6 | | - | |
| | | | 1 |
| | 1 | 1 | |

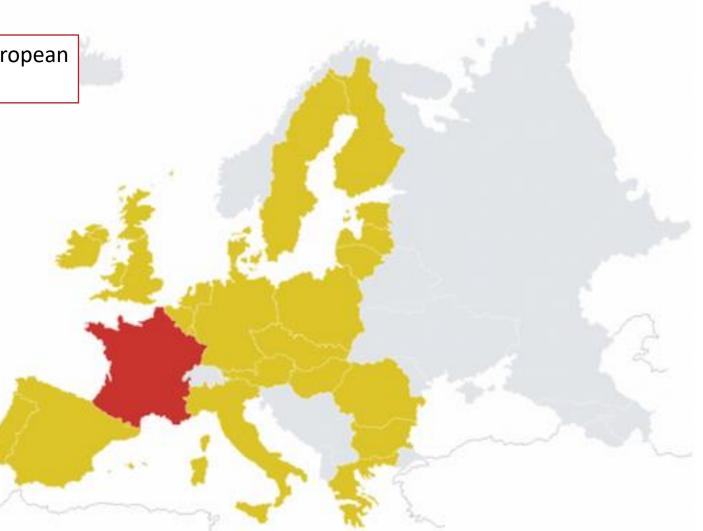
In 2023, apple production in the European Union reaches **12.168 million tons**.



France is the **3rd producer of apples in Europe** after Poland and Italy



French apple production in 2023 is estimated at **1.614 million tons**



French production of apples



9.39

14.8%

Provence

allée du Tarr

French production : 1.614.000 tons



Production is essentially distributed as follows:

- Vallée du Tarn and Garonne : 19%
- Val de Loire : 18,4%
- Provence : 14,8%
- Alpes : 9,3%
- Vallée du Rhône-Pilat : 7,2%
- Limousin : 5,8%



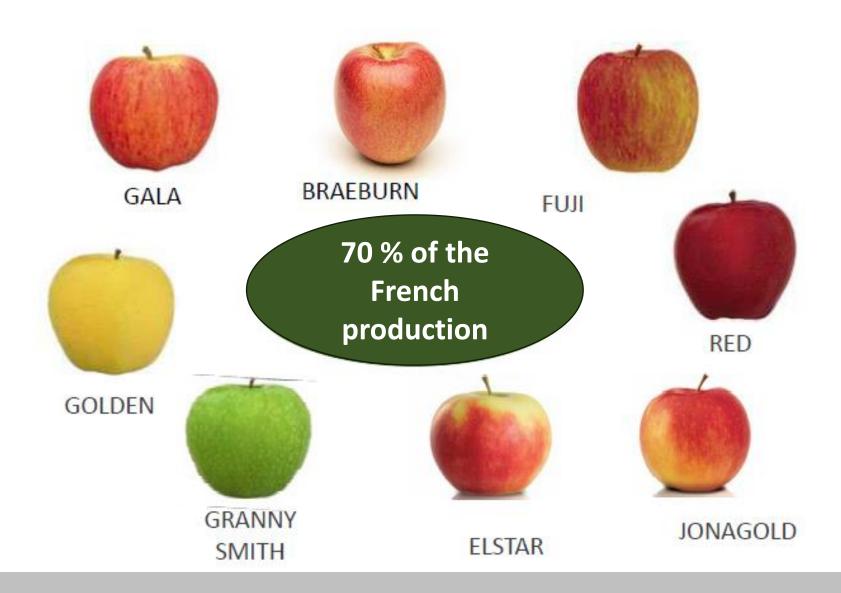
All growers have developed a Quality Charter of high environmental quality identified by the "Vergers Ecoresponsables" label (also known as eco-friendly orchards).



5,8%

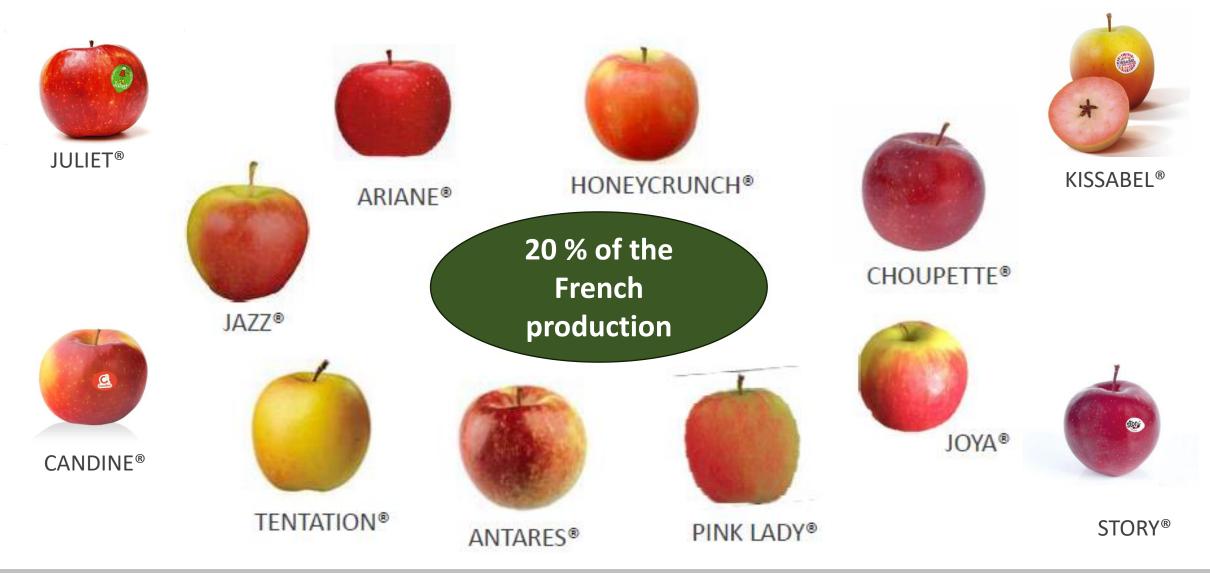
Main traditional varieties





Main Club varieties





Official Quality Labels













Protected Geographical Indication (PGI) : Pommes des Alpes Haute Durance

Pommes/ Poires de Savoie

Θ

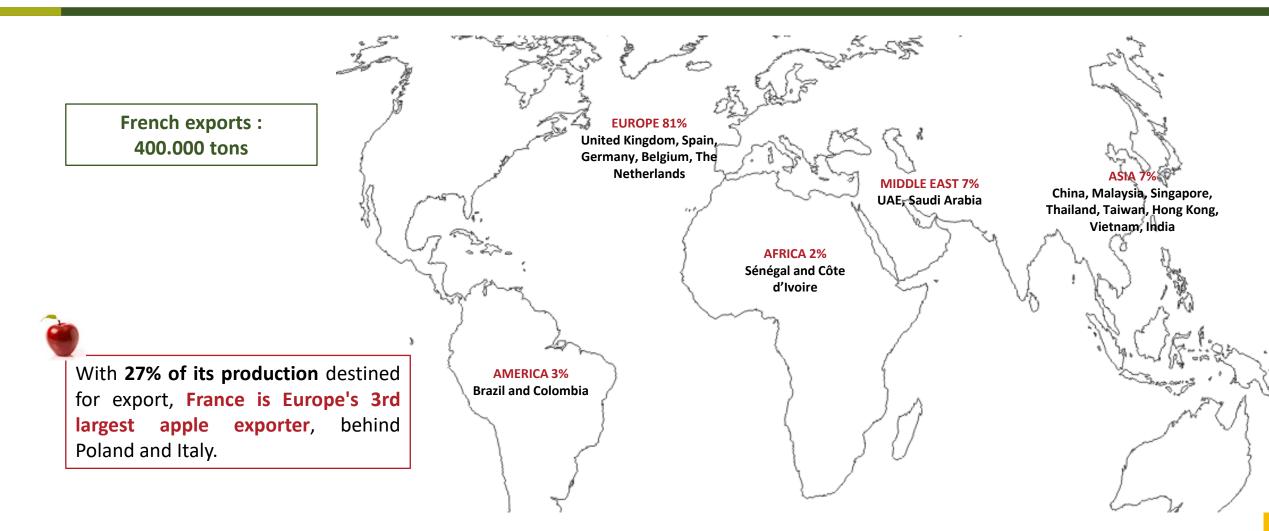


Organic Farming : 10% of orchards surfaces in France



French Apples Exports





Marketing and Product Arguments



I Marketing

Overseas destinations are mainly marketed from August to February/March.

These marketing periods determine the dates of proposed actions and should be taken into account.

I Product Arguments

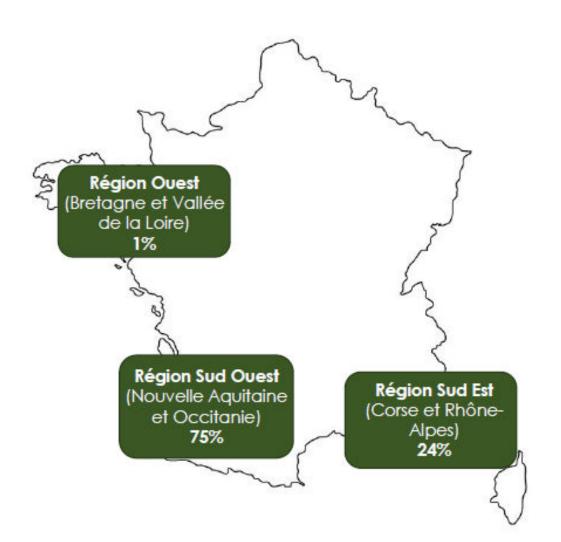
- **Freshness of the new harvest,** symbolized by the arrival of the Gala apple (a sweet, fragrant and colorful variety).
- I Wide range of varieties
- **Environmentally-friendly production methods:** the "Vergers Ecoresponsables" label, recognized by the French Ministry of Agriculture, was the first in the fruit and vegetable sector to obtain environmental certification for farms (level 2) in 2013.
- I Multiple and varied uses for apples

French production of kiwifruit



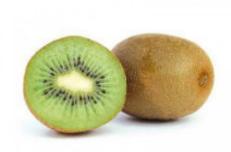
French production : 45.000 tons

- France is Europe's 3rd largest producer of kiwifruit, after Italy and Greece.
- Most French production is based in south-western France.
- France's terroirs are particularly well-suited to growing kiwifruit, resulting in a high-quality production.
- French know-how and technical expertise with high added value.
- Few phytosanitary treatments, thanks to the hardiness of the plants and the small kiwifruit orchards.



French supply of kiwifruit

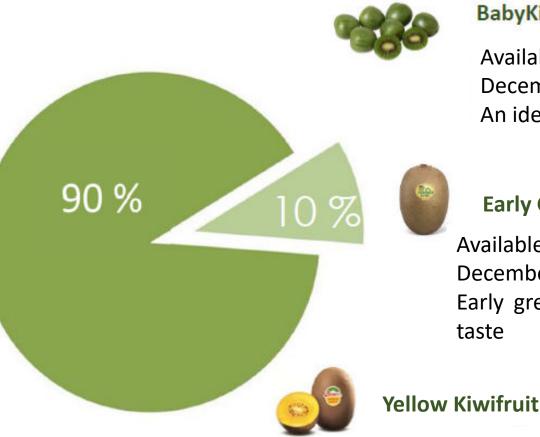




Hayward Kiwifruit

Available from late October to June.

French Hayward kiwifruit is particularly sweet thanks to its optimal harvest date, defined by interprofessional agreement.



Available from November to June. Yellow kiwifruit has a sweeter, more exotic taste.



Available from September to December. An ideal fruit for snacking.

Early Green Kiwifruit

Available from October to December Early green kiwifruit has a sweeter taste



Red Kiwifruit

Red kiwifruit is sweeter than its green cousin.

Official Quality Labels







Protected Designation of Origin (PDO) and Label Rouge : *Kiwi de l'Adour*



Protected Geographical Indication (PGI) : *Kiwi de Corse*

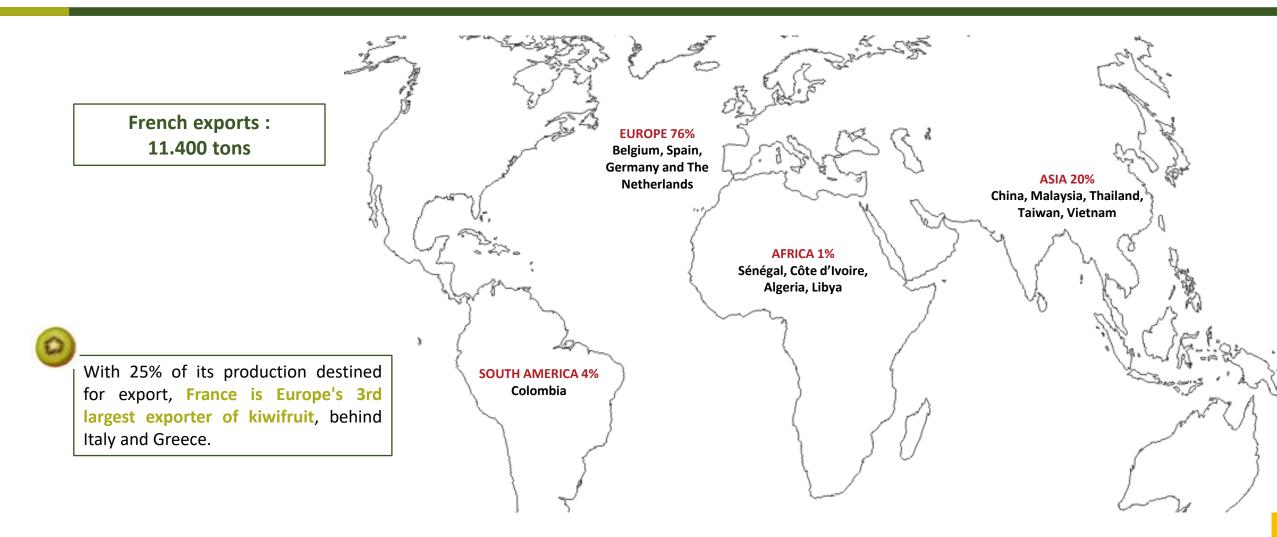




Organic Farming : 10% of the kiwifruit production in France

French Kiwifruit Exports





Marketing and Product Arguments



I Marketing

Overseas destinations are mainly marketed from December to April.

These marketing periods determine the dates of proposed actions and should be taken into account

Product Arguments

- **I** Special management to promote fruit quality: manual thinning to limit the number of fruits per tree (for better size and caliber), controlled irrigation, rational fertilization.
- Fruit harvested at **optimum ripeness** and **marketed as they ripen**.
- **Regular inspections** of orchards and packing stations.

French and European production of pears 🟅

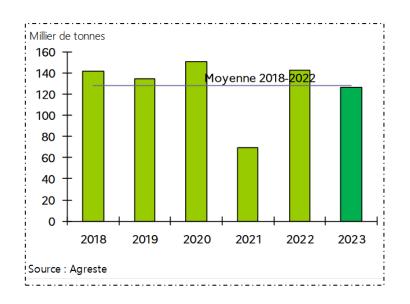
French production: 138.000 tons (average) Except in 2021 due to freezing temperatures (69.000 tons)

- France is Europe's 5th largest producer of pears -
- Most French production is based in:
- 8% in Center/ Val de Loire
- 11% in Pays de la Loire
- 13% in Auvergne Rhône-Alpes
- 13% in Occitanie
- 38 % in Provence-Alpes-Côte d'Azur

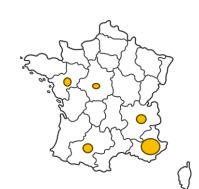
France's terroirs are particularly well-suited to growing pear, resulting in high quality production.

French know-how and technical expertise with high added value.

European production in 2022: 2.074.000 tons (source WAPA) with Italy, Holland, Belgium Spain and France

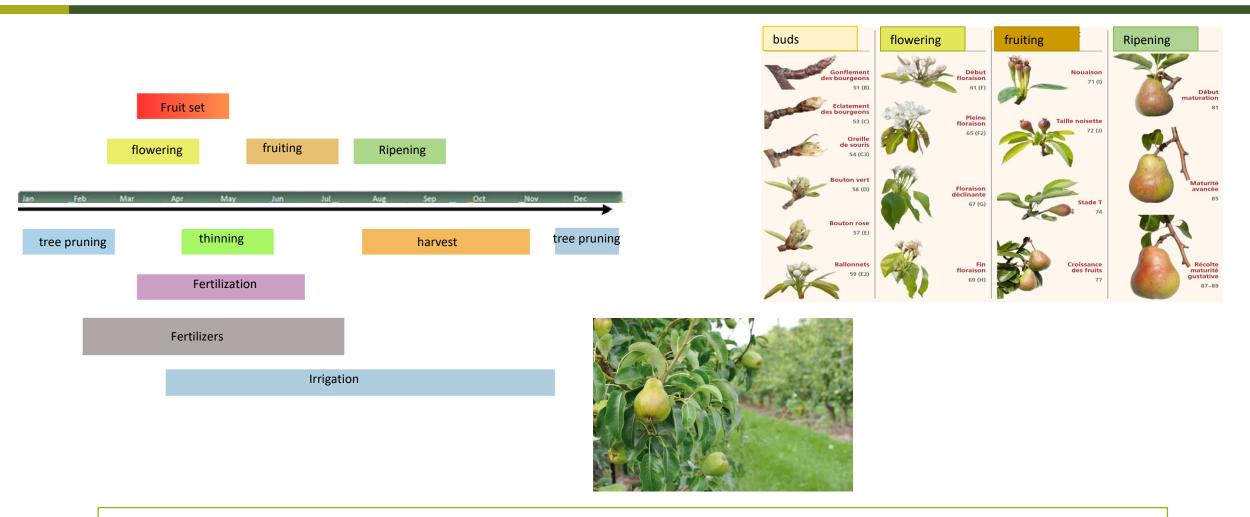






Pears: growing and production



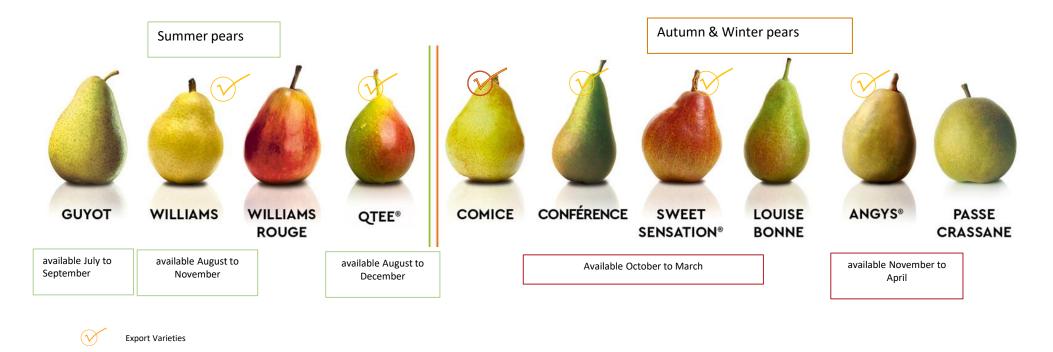


Throughout its development, the pear tree is monitored by the arboriculturist. Apart from specific technical practices such as pruning and thinning, pear trees need to be monitored to avoid any attacks by disease and parasites

French supply of pears



In France, a dozen varieties are produced, including Williams and Guyot pears, which account for 70% of French production.



Harvesting takes place when the fruit is still firm:

- \rightarrow Autumn and winter varieties are harvested as early as September.
- \rightarrow Summer pears are harvested between mid-July and mid-September.

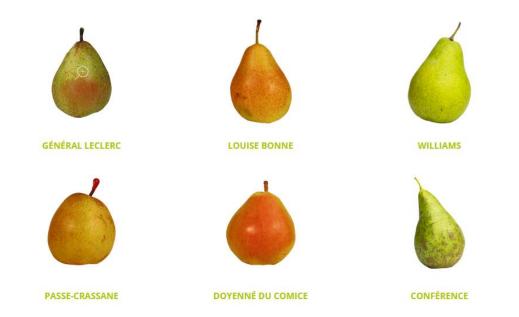
Official Quality Labels





Protected Geographical Indication (PGI) :

Auvergne-Rhône-Alpes, Poires de Savoie



"Poires de Savoie" PGI are grown on 110 ha in Savoie and Haute-Savoie.

Small, round, slender, yellow, green, reddish... they come in all shapes and sizes.

You'll find them on the shelves from September to February.

Export of French pears in value (2021)

25 %

Allemagne

Italie

5 %

Royaume-Uni

Pays-Bas

French pears Exports



9 %

Belgique

Autres pays

19 %

Suisse

23 %

Espagne

Irlande





Marketing and Product Arguments



Marketing 6

Overseas destinations are mainly marketed from August to February/March.

These marketing periods determine the dates of proposed actions and should be taken into account.

I Product Arguments

- Special management to promote fruit quality: manual thinning to limit the number of fruits per tree (for better size and caliber), controlled irrigation, rational fertilization.
- Very hardy, the pear tree is resistant to cold and wind, but its flowers can be damaged by late frosts. It accepts full sun and light shade.
- **Regular inspections** of orchards and packing stations.

French production of leeks

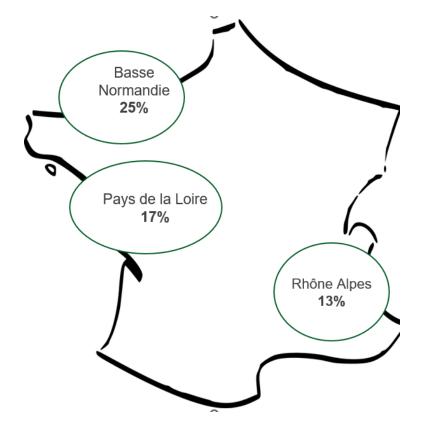


French production: 170.000 tons (average) Area harvested: 5.700 ha

- France is Europe's 2nd largest producer of leeks after Belgium and ahead of Germany -
- Most French production is based in:

French production is mainly located in temperate regions favorable to the development of this crop or vegetables (the Nantaise region, Central Loire Valley, Normandy, Hauts de France, Brittany, New Aquitaine and Burgundy)

French know-how and technical expertise with high added value



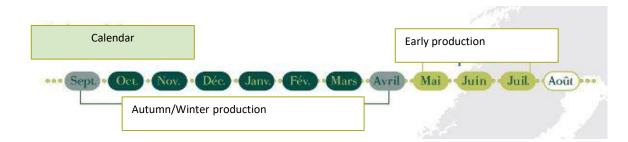
Leeks: growing and production



Autumn/winter leek: Sown in nurseries for 2.5 to 3 months, leeks are then replanted until they reach maturity over a period of 4 to 8 months, depending on their earliness and the selection made by growers to ensure optimum production throughout the season.

Staggering production allows us **to respect the harvesting window and enhance the leek's qualities**.





2 types of early leek:

- Sown early leeks, which are sown in September and harvested from late April to May 20, are on the market for a month.

- Planted early leeks are identical to autumn/winter leeks, sown and raised in nurseries. It is planted in February and harvested from May 20 to the end of July.



Official Quality Labels







Protected Geographical Indication (PGI) :

Poireau de Créances, Normandy



French leeks Exports



| | (tons) | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|-----------------|--------|--------|--------|--------|--------|--------|
| | Spain | 6 403 | 6 532 | 6 238 | 4 273 | 4 845 | 4 920 |
| | Belgium | 2 139 | 927 | 1 474 | 1011 | 1 183 | 943 |
| ✓ French exports: | Germany | 1 792 | 1 085 | 1 272 | 1 498 | 1 083 | 914 |
| 11.119 tons (average) | Canada | 846 | 1 432 | 1 522 | 1 577 | 1 118 | 901 |
| | United Kingdom | 826 | 769 | 652 | 317 | 616 | 658 |
| | Italy | 1 347 | 862 | 1 366 | 800 | 746 | 457 |
| | Poland | 1 901 | 1 329 | 2 126 | 405 | 874 | 457 |
| | Switzerland | 874 | 395 | 360 | 420 | 574 | 272 |
| | Czech Republic | 646 | 435 | 473 | 120 | 417 | 239 |
| France is Europe's 4th largest leek export | er, Netherlands | 537 | 389 | 128 | 398 | 290 | 150 |
| behind the Netherlands, Belgium and Spai | Portugal | 186 | 98 | 72 | 24 | 40 | 74 |
| , 6 1 | TOTAL | 18 268 | 14 991 | 16 262 | 11 018 | 12 092 | 10 246 |

| Source: Eurostat | 2019/20 | 2020/21 | 2021/22 | 2022/23 | +/- in % |
|------------------|---------|---------|---------|---------|----------|
| IMPORT | | | | | |
| World | 23.389 | 23.341 | 19.124 | 16.649 | -13% |
| EU27 countries | 21.873 | 22.018 | 17.666 | 15.391 | -13% |
| EU27 extra | 1.515 | 1.323 | 1.458 | 1.258 | -14% |
| | | | | | |
| Belgium | 15.347 | 13.869 | 13.470 | 11.419 | -15% |
| Spain | 2.950 | 3.134 | 1.569 | 1.284 | |
| Portugal | 1.574 | 2.559 | 408 | 1.110 | +172% |
| Netherlands | 964 | 1.630 | 1.485 | 897 | -40% |
| Morocco | 970 | 833 | 995 | 781 | -21% |
| Other | 1.583 | 1.315 | 1.197 | 1.158 | -3% |

France: Import of leek (in tons)

Marketing and Product Arguments



I Marketing

Overseas destinations are mainly marketed from August to February/March.

These marketing periods determine the dates of proposed actions and should be taken into account.

I Product Arguments

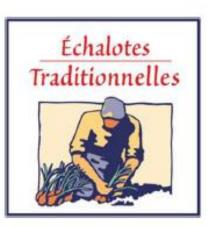
- With so many varieties to choose from, leeks are practically available all year round, even though they are a winter vegetable par excellence
- Leeks only need water in the event of prolonged drought or hot weather
- Long known for its many benefits and virtues: rich in vitamins C and E, fiber and pro-vitamin A
- Leeks can be eaten raw or cooked, but most leek-based recipes favor cooked leeks

French production of traditional shallots



French production : 50.000 tons

- France is Europe's leading producer of traditional shallots
- 90% of traditional French shallots are produced in Brittany.







Traditional shallot: growing and production

| | Year-round production | | | | | | | | | | |
|---------------------|------------------------------------|----------|----------|------------|------------|---------------------|---------|-----------|---------|----------|---------------------|
| Soil preparation | Plant preparation / planting | Planting | Planting | Processing | Processing | Harvest mid-July | Harvest | Storing | | | Soil preparation |
| January | February | March | April | Мау | June | July | August | September | October | November | December |







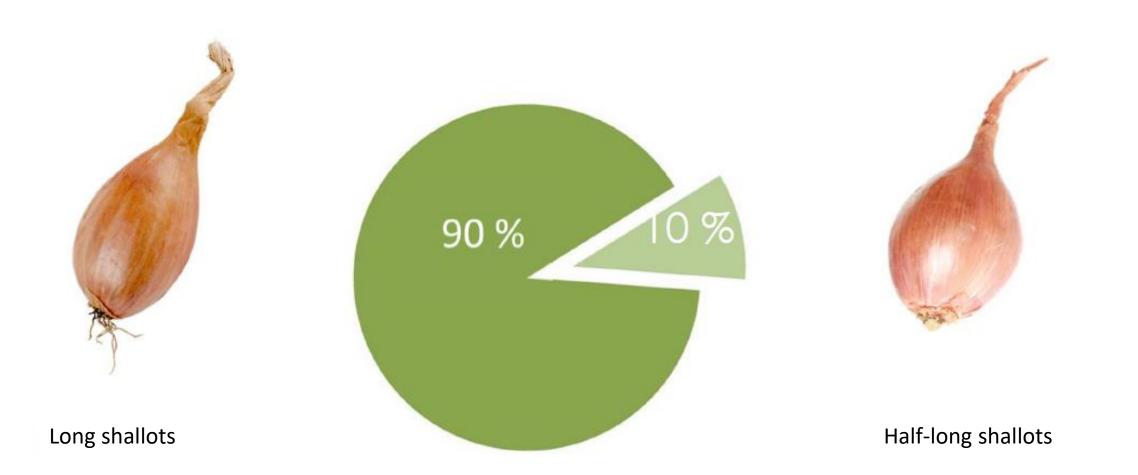






The supply of traditional shallots





Official Quality Labels





Part of Anjou's traditional long shallot production is PGI certified



Organic farming accounts for around 3% of French production



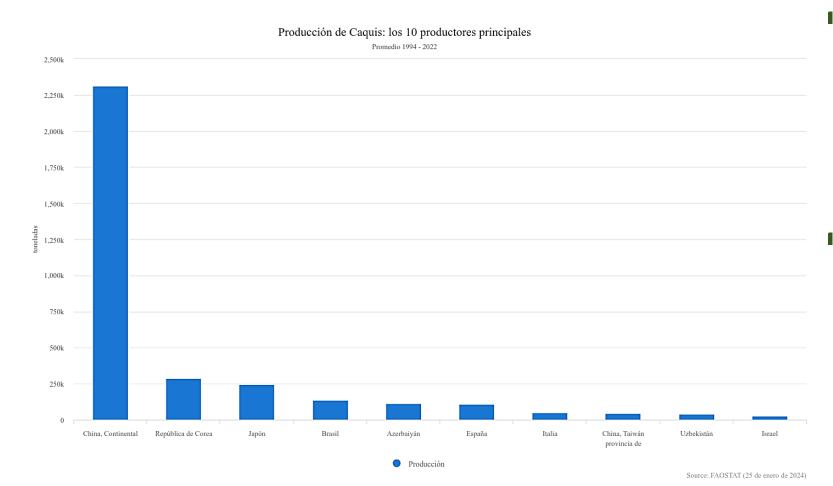


The kaki export sector









- According to FAOSTAT, in Europe there are basically only three producing countries, **mainly Spain and Italy**. The table on the right shows the top ten world producers, where only Spain and Italy appear, although the data is not updated due some countries don't provide the data, but according to FAOSTAT, only Slovenia produces some volumes.
- According to FAOSTAT, the value of exportations during 2021 from Spain and Italy were **185.966 tonnes from Spain** and 4.091 from Italy. **Spain exports about 80% of their production**, while Italy have a short production, which is consumed mainly in the domestic market, with hardly any exports.



As mentioned previously, European production is limited to two countries, with Spain as the main producer and in addition to being the first exporting country in the world, given that the main producing countries ahead of Spain dedicate practically all of their production to the internal market, so the European production from Spain is the most important exportation of persimmon in the world.



Focus on main exported products (Kaki)



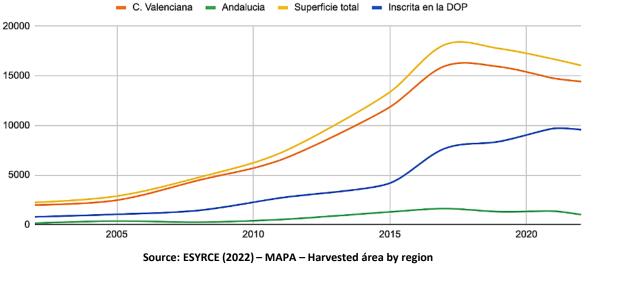


- The main variety grown in Spain is the "Rojo Brillante" variety, the only one covered by the PDO, and therefore the only variety protected by a quality seal in Europe. Marketed in its "firm" consumption form and marketed by the PDO under the registered trademark "Persimon", this variety accounts for more than 90% of the production from Spain, followed by the Sharoni variety, although it has been the introduction of the "Rojo Brillante" variety that has caused this commercial success.
- As mentioned previously, the PDO KAKI RIBERA DEL XÚQUER is the only protected designation of origin recognized by the EU for a variety of persimmon, in this case the "Rojo Brillante" variety.



Spanish production of kaki

- The Valencian community is the main producer of persimmon in Spain, followed by Andalusia. Approximately 90% of Spanish production is produced in the Valencian Community, and within it in the production area covered by the Denomination of Origin, which in recent years has shown a decrease in the cultivated area.
- The cultivation of persimmon just 20 years ago was practically unknow and, in this period, it has become one of the few fruits that have experienced such significant commercial growth in Europe.
- The PDO has been a definitive boost for the development of this crop and its commercial success, especially in Europe, thanks to the work of the PDO and the promotional effort carried out to publicize this fruit and its European quality seal.

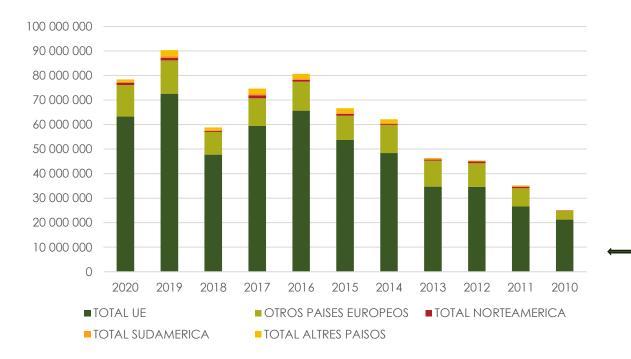




Spanish kaki exports



Spanish exports currently reach more than 40 countries, although more than 90% is destined for European markets, and to a lesser extent America and the Middle East, in addition to other less important markets.



Main destinations for Spanish persimmon exports

| | 20 | 17 | 20 | 18 | 20 | 19 | 20 | 20 | 20 | 21 |
|----------|-----------------|-----------------------|-----------------|-----------------------|-----------------|-----------------------|-----------------|-----------------------|-----------------|-----------------------|
| | Volume n (t) | Valor (miles €) | Volume n (t) | Valor (miles €) | Volume n (t) | Valor (miles €) | Volum en (t) | Valor (miles €) | Volume n (t) | Valor (miles €) |
| | | | | | | | 210.81 | | | |
| Total | 215.693 | 191.729 | 171.539 | 175.647 | 210.088 | 194.268 | 8 | 205.204 | 189.831 | 206.120 |
| Alemania | 47.885 | 43.584 | 42.276 | 44.184 | 51.335 | 48.064 | 49.617 | 49.379 | 46.962 | 51.709 |
| Italia | 30.041 | 25.073 | 25.097 | 23.222 | 32.048 | 26.079 | 30.365 | 25.802 | 27.177 | 27.307 |
| Francia | 23.002 | 20.872 | 19.092 | 18.525 | 24.039 | 20.585 | 24.149 | 22.029 | 21.451 | 21.989 |
| Polonia | 14.541 | 9.593 | 8.454 | 7.650 | 11.692 | 9.890 | 9.950 | 8.908 | 10.646 | 10.588 |
| P. Bajos | 12.680 | 7.733 | 10.455 | 6.611 | 12.448 | 9.515 | 11.898 | 7.463 | 7.504 | 7.681 |
| Portugal | 5.027 | 9.363 | 4.595 | 8.805 | 5.487 | 9.488 | 6.271 | 10.613 | 6.710 | 7.433 |
| R. Unido | 8.810 | 4.265 | 6.927 | 4.627 | 8.580 | 4.887 | 8.244 | 6.095 | 6.490 | 6.894 |

Souce: Trademap (UN Comtrade)

Historical data of DOP exports by geographical area expressed in kilos

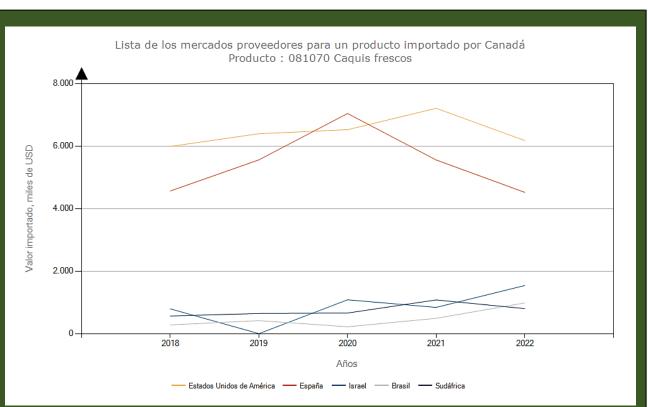
Target of Spanish kaki exports



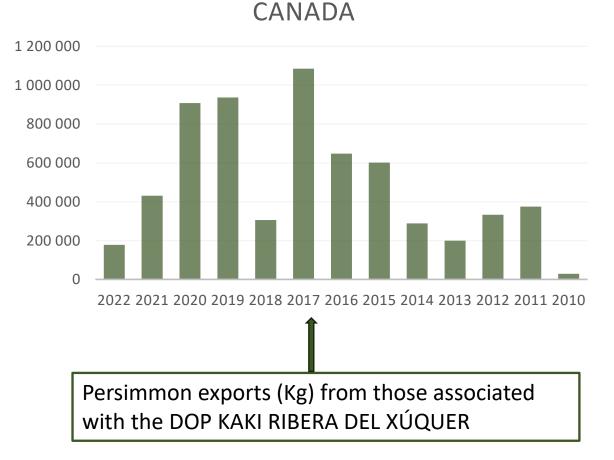
- The two target countries, Canada and Brazil are important to expand markets, where it has been exported for years, and with commercial stability, which with the support of promotional campaigns can give an important push that would help increase export levels.
- Both markets know the product, although they have traditionally been consumers of soft varieties, so the arrival of the "Rojo Brillante" variety, marketed under the Persimon[®] brand by the PDO, has meant greatly expanding the consumption possibilities given that it has in general, a greater acceptance than soft or traditional consumer varieties, so they present many possibilities commercially, although knowledge of this new form of consumption must be improved and, above all, the confusion of the traditional consumer who sometimes doesn't understand the difference between classic varieties and the way of consumption of the "Rojo Brillante" variety in its commercial way (Persimon [®] brand).
- Brazil is a traditional producer of persimmon, so specially at the area of Sao Paulo there's a knowledge of the fruit. Canada has also a historical relation with the America's productions, although they aren't producers, but in both cases, there's a lot of consumers that really don't know the fruit, and the differences between the classic and our "Persimon®".
- As shown in the next slides, the last years have been complicated due to the weather conditions that have **limited the production and therefore export** which are usually more exposed to a lack of product.

Target of Spanish kaki exports

CANADIAN MARKET

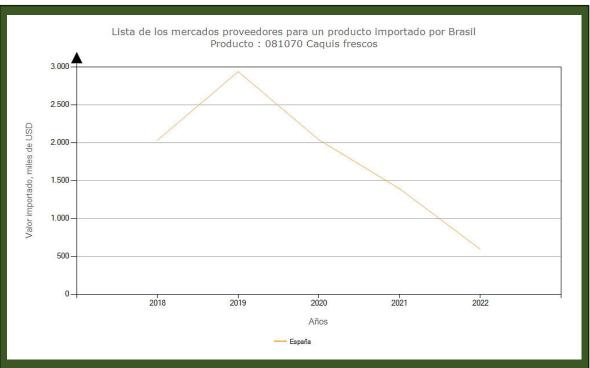


Origin of persimmon imports by Canada Source: Trademap

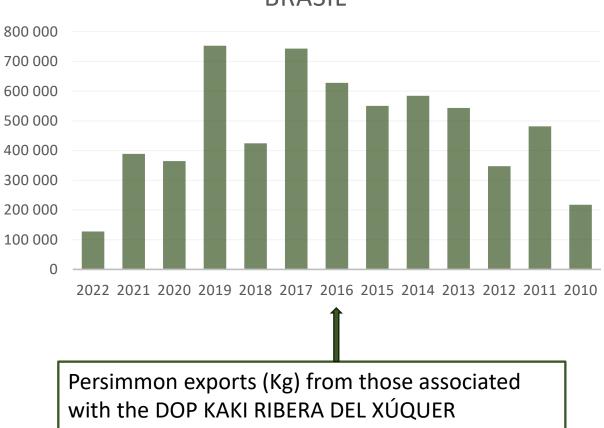




BRAZILIAN MARKET



Origin of persimmon imports by Brazil Source: Trademap



BRASIL



The European Market



| 08081080 - Fresh apples | | | | |
|-------------------------|----------|------------|------------|--|
| Destination | Exporter | Volume (t) | Value (€) | |
| | Total | 53.129 | 53.249.734 | |
| | Italy | 31.396 | 31.857.938 | |
| Brazil | Portugal | 15.022 | 13.899.253 | |
| | Spain | 5.871 | 6.616.386 | |
| | France | 841 | 876.157 | |
| | Total | 2.495 | 3.875.345 | |
| | Italy | 2.053 | 3.146.728 | |
| Canada | France | 319 | 522.498 | |
| | Spain | 106 | 159.699 | |
| | Portugal | 17 | 46.420 | |
| | Total | 148 | 183.926 | |
| | Italy | 82 | 116.090 | |
| USA | France | 66 | 67.823 | |
| | Portugal | 0 | 13 | |
| Maviaa | Total | 24 | 22.679 | |
| Mexico | France | 24 | 22.679 | |
| То | tal | 55.796 | 57.331.684 | |

| Exporter | Volume (t) | Value (€) |
|----------|------------|------------|
| Italy | 33.531 | 35.120.756 |
| Portugal | 15.039 | 13.945.686 |
| Spain | 5.977 | 6.776.085 |
| France | 1.249 | 1.489.157 |
| Total | 55.796 | 57.331.684 |



| 08105000 - Fresh kiwifruit | | | | |
|----------------------------|-------------|------------|-------------|--|
| Destination | Exporter | Volume (t) | Value (€) | |
| | Total | 32.070 | 57.622.979 | |
| | Italy | 17.809 | 35.299.362 | |
| USA | Greece | 14.261 | 22.322.963 | |
| | Portugal | 0 | 23 | |
| | France | 0 | 631 | |
| | Total | 13.366 | 21.463.642 | |
| Brazil | Italy | 11.086 | 17.311.882 | |
| Drazii | Spain | 1.621 | 2.921.537 | |
| | Portugal | 659 | 1.230.223 | |
| | Total | 11.410 | 21.783.131 | |
| | Greece | 6.627 | 10.567.800 | |
| Canada | Italy | 4.781 | 11.207.178 | |
| | Netherlands | 2 | 5.694 | |
| | Spain | 0 | 2.459 | |
| Maviaa | Total | 4.860 | 10.209.496 | |
| Mexico | Italy | 4.860 | 10.209.496 | |
| То | tal | 61.706 | 111.079.248 | |

| Exporter | Volume (t) | Value (€) |
|-------------|------------|-------------|
| Italy | 38.535 | 74.027.918 |
| Greece | 20.888 | 32.890.763 |
| Spain | 1.622 | 2.923.996 |
| Portugal | 659 | 1.230.246 |
| Netherlands | 2 | 5.694 |
| France | 0 | 631 |
| Total | 61.706 | 111.079.248 |



| 07039000 - Leeks | | | | | |
|------------------|-------------|------------|-----------|--|--|
| Destination | Exporter | Volume (t) | Value (€) | | |
| | Total | 957 | 1.021.808 | | |
| Canada | France | 901 | 967.308 | | |
| Canada | Belgium | 30 | 23.294 | | |
| | Netherlands | 26 | 31.206 | | |
| | Total | 26 | 30.106 | | |
| | Belgium | 15 | 11.887 | | |
| | Netherlands | 11 | 15.339 | | |
| USA | Bulgaria | 0 | 434 | | |
| | Spain | 0 | 121 | | |
| | Denmark | 0 | 2.282 | | |
| | France | 0 | 43 | | |
| То | tal | 983 | 1.051.914 | | |

| Exporter | Volume (t) | Value (€) |
|-------------|------------|-----------|
| France | 901 | 967.351 |
| Belgium | 45 | 35.181 |
| Netherlands | 37 | 46.545 |
| Bulgaria | 0 | 434 |
| Spain | 0 | 121 |
| Denmark | 0 | 2.282 |
| Total | 983 | 1.051.914 |



| 08083090 - Fresh pears | | | | |
|------------------------|----------|------------|------------|--|
| Destination | Exporter | Volume (t) | Value (€) | |
| | Total | 27.442 | 27.429.872 | |
| | Portugal | 23.396 | 22.216.163 | |
| Brazil | Spain | 3.479 | 4.434.431 | |
| | Italy | 379 | 537.270 | |
| | Belgium | 188 | 242.008 | |
| | Total | 2.158 | 2.924.768 | |
| | Portugal | 1.958 | 2.427.031 | |
| Canada | Italy | 168 | 430.458 | |
| | Spain | 31 | 67.086 | |
| | France | 0 | 193 | |
| | Total | 35 | 63.180 | |
| USA | France | 35 | 63.136 | |
| | Portugal | 0 | 44 | |
| То | tal | 29.635 | 30.417.820 | |

| Exporter | Volume (t) | Value (€) |
|----------|------------|------------|
| Portugal | 25.354 | 24.643.238 |
| Spain | 3.510 | 4.501.517 |
| Italy | 547 | 967.728 |
| Belgium | 188 | 242.008 |
| France | 35 | 63.329 |
| Total | 29.635 | 30.417.820 |



| 07031090 - Shallots | | | | |
|---------------------|-------------|------------|-----------|--|
| Destination | Exporter | Volume (t) | Value (€) | |
| | Total | 5.613 | 8.951.394 | |
| | Netherlands | 3.149 | 5.612.197 | |
| USA | France | 2.126 | 2.899.490 | |
| USA | Belgium | 219 | 347.189 | |
| | Spain | 119 | 72.787 | |
| | Denmark | 0 | 19.731 | |
| | Total | 115 | 173.506 | |
| Canada | Netherlands | 69 | 97.542 | |
| | France | 45 | 75.964 | |
| То | tal | 5.727 | 9.124.900 | |

| Exporter | Volume (t) | Value (€) |
|-------------|------------|-----------|
| Netherlands | 3.218 | 5.709.739 |
| France | 2.171 | 2.975.454 |
| Belgium | 219 | 347.189 |
| Spain | 119 | 72.787 |
| Denmark | 0 | 19.731 |
| Total | 5.727 | 9.124.900 |



| 08107000 - Fresh persimmons | | | |
|-----------------------------|----------|------------|-----------|
| Destination | Exporter | Volume (t) | Value (€) |
| Canada | Total | 1.430 | 3.443.782 |
| | Spain | 1.430 | 3.443.782 |
| USA | Total | 763 | 1.265.536 |
| | Spain | 763 | 1.265.485 |
| | Portugal | 0 | 51 |
| Brazil | Total | 245 | 543.131 |
| | Spain | 245 | 543.131 |
| Total | | 2.438 | 5.252.449 |

| Exporter | Volume (t) | Value (€) |
|----------|------------|-----------|
| Spain | 2.438 | 5.252.398 |
| Portugal | 0 | 51 |
| Total | 2.438 | 5.252.449 |

The Strategy on Third Countries

OBJECTIVES

- Highlight the environmental specificities of European and French production, in connection with the "Farm to Fork" policy, to increase exports of fresh fruit and vegetables to target markets: America (INTERFEL, Kaki Ribera del Xuquer, FRESHFEL Europe) and the Middle East (only for INTERFEL).
- Highlight the **environmental sustainability** of EU agriculture and **promote the consumption** of fresh fruit and vegetables as part of a balanced and healthy diet.
- The promotion policy will make a significant contribution to increasing awareness and sustainable consumption of European and French fresh produce.

Objectives and strategy of the Third Countries programme project

I STRATEGY TO SET UP 1/2

Propose a promotional programme strategy that supports the objectives of the European Green Deal to promote sustainable European production methods.

→ Guarantee a **farm-to-fork strategy** to accelerate our transition to a healthy, high-quality, sustainable food system!

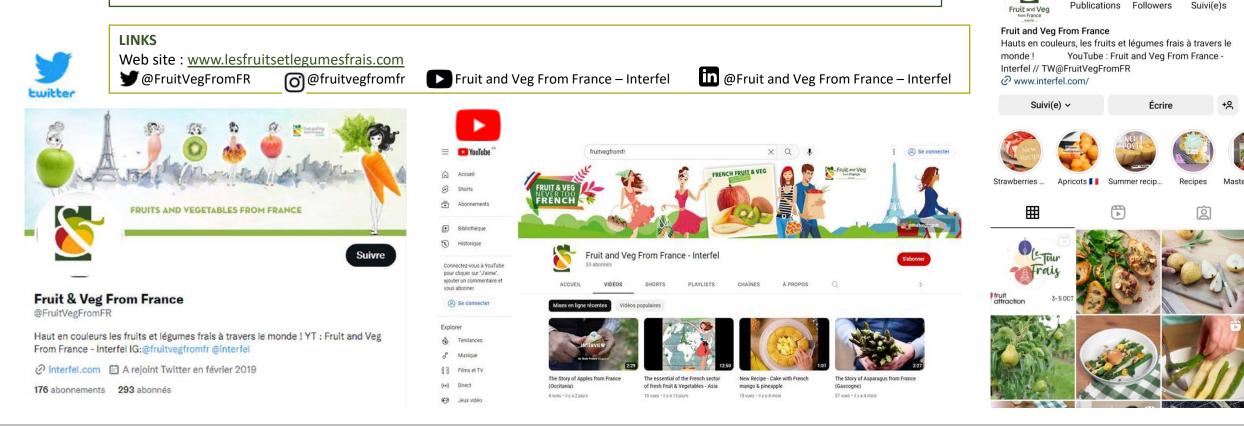
- Consider the **environmental aspect** and **varietal diversity** in the communication strategy, and highlight the steps taken by the players in the sector.
- Develop the community dimension of the programs by proposing a common thread through actions linked to Europe.
- Highlight the European and Mediterranean Art de Vivre in its gastronomy, pleasure and taste, thanks to specific and controlled environmental approaches that preserve the environment while complying with European regulations.
- Use of a **common creative base** for all programs, which can be adapted by product and geographic area.

Objectives and strategy of the Third Countries programme project 3

STRATEGY TO SET UP 2/2

Propose a strategy for a promotional program linked to the **social networks** set up by the organizations to **increase the online visibility** of the various actions.

(here, example of INTERFEL's social network)



Instagram

2 978

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102

I TARGET PRODUCTS

The entire range of fresh fruit and vegetables, with special emphasis on key export products such as apples, kiwis, pears, leeks, shallots and kaki.

I TARGET COUNTRY GROUPS

- America (INTERFEL, Kaki Ribera del Xuquer, FRESHFEL Europe): United States, Canada, Mexico, Brazil
- Middle East (only for INTERFEL) : Saudi Arabia, Bahrein, United Arab Emirates, Kuwait and Qatar

I TARGET CATEGORIES

Priority : decision-making institution, importers, wholesalers, distributors (retailers and supermarkets) **Secondly :** consumers, professional press and general public

Programme structure by zone 1/2

AMERICA

Objectives : promote French and Spanish fresh fruit and vegetable offer to professional specifiers, as well as maintain European projects via interactions, conferences and seminars, while relying on the various environmental and quality initiatives of the "farm to fork" strategy.

Targeted countries : United States, Canada, Mexico and Brazil.

Must-do activities:

- > Promotional actions with our collaborating retailers and wholesalers for the Spanish Kaki offer.
- Propose influence actions to boost the French and Spanish products at the mentioned trade show : Fruit Attraction in Brazil and Global Produce and Floral Shows in USA.
- Propose actions on social networks with a selection of culinary influencers and professional chefs
- Participation to Global Produce and Floral Show (USA) trade show
- Propose conferences, seminars or interactions with professionals, decision-making bodies/institutions and the European representant FRESHFEL Europe

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Programme structure by zone 2/2



MIDDLE EAST

Objectives : continue to develop exports of fresh fruit and vegetables to this growing region, by promoting the environmental and quality initiatives of the European "farm to fork" strategy.

Targeted countries: Saudi Arabia, Bahrein, United Arab Emirates, Kuwait and Qatar

Must-do activities :

- Promotional actions in partner stores of the French offer
- Professional seminars
- > Propose actions on social networks with a selection of culinary influencers and professional chefs
- > Event activities in conjunction with promotional activities with partners.
- Trade events with professionals

LOT N°1

Creation and provision of graphic elements for every communication tools of the campaign

Estimated amount

AMERICA

| LOT 1 | INTERFEL | DOP KAKI | FRESHFEL | TOTAL |
|--------|----------|----------|----------|---------|
| Year 1 | 29 000€ | 19 000€ | 2 000€ | 50 000€ |
| Year 2 | 15 000€ | 9 000€ | 1 000€ | 25 000€ |
| Year 3 | 15 000€ | 9 000€ | 1 000€ | 25 000€ |

MIDDLE EAST

| LOT 1 | INTERFEL |
|--------|----------|
| Year 1 | 40 000€ |
| Year 2 | 20 000€ |
| Year 3 | 20 000€ |

Requested creation



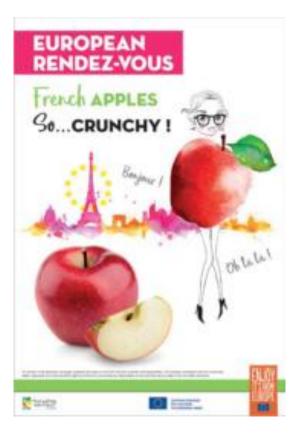
- In line with programme strategy, the aim of this lot is to propose a cross-country creation that can be adapted to specific products: apples, kiwis, pears, leeks, shallots, kaki... or other fruits and vegetables with export potential in the target zones.
- The creation will be based on the European and Mediterranean Art de Vivre axis, while taking into account :
- varietal diversity
- Respect of the environment and biodiversity
- gastronomy
- natural products
- conviviality
- The agency will propose a common theme and a "green" plant tagline for the new advertising campaign.
- The agency will have to propose evolving creative tracks per year and all rights will be assigned.

Evolution of our communication (example for INTERFE



PROGRAMME 2018-2021

THE EUROPEAN RENDEZ-VOUS



PROGRAMME 2022-2025

EUROPE NEVER TOO GREEN



PROGRAMME 2023-2026

EUROPE NEVER TOO GREEN



Provision of the creation (example INTERFEL)

The proposed creation must be adaptable to all the tools used in the media or non-media actions for the various campaigns, as shown in the example below:











LEGAL INFORMATION

| Origin | Brands |
|---|--|
| In third countries, the mention of origin can appear at the same level as the campaign's main message. | Basic principle: each brand must be equally visible . A minimum of 5 brands must be present. Brand banners must not exceed 5% of the total surface area. Visibility authorized on demonstrations, tastings and websites. |

TECHNICAL INFORMATION

All campaigns must include the following in the baseline: **the European Union logo, the "Enjoy It's From Europe"** logo and the **logo of the funding organization**. Please refer to the "Enjoy It's From Europe" graphic charter:



EU logo + mandatory mention of campaign financing



Logo of the organization (ex: Kaki)



Logo Enjoy It's From Europe



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.

LOT N°2

Construction of fruit and vegetable stands at international trade fairs

Estimated amount

AMERICA

| LOT 2 | INTERFEL | DOP KAKI | TOTAL |
|--------|----------|----------|----------|
| Year 1 | 187 000€ | 34 500€ | 221 500€ |
| Year 2 | 187 000€ | 34 500€ | 221 500€ |
| Year 3 | 187 000€ | 34 500€ | 221 500€ |

MIDDLE EAST

| LOT 2 | INTERFEL |
|--------|----------|
| Year 1 | 72 000€ |
| Year 2 | 72 000€ |
| Year 3 | 72 000€ |

Context, objectives and concept

Context

INTERFEL has been taking part in and organizing the Pavilion under the European banner for many years in third countries.

During the previous campaign, INTERFEL took part in various trade fairs, including Gulfood in the United Arab Emirates, Global Produce & Floral Show in the United States, Fruit Attraction in Brazil.

Objectives

The objectives of these events are to :

- Provide industry professionals with an opportunity to meet and exchange ideas with operators in target markets.
- Develop the reputation of the French offer by promoting the products of professionals to operators in the targeted markets.

Concept

The stand(s) are conceptualized and laid out around a tasting area and culinary animations by French & Spanish Chef. Each professional has a space with tables and chairs to welcome their clients, and display furniture adapted to the products on show.

Example of stands - INTERFEL



PROGRAMME 2018-2021

THE EUROPEAN RENDEZ-VOUS





PROGRAMME 2022-2025

NEVER TOO GREEN







Requirements for the new three-year period

| TRADE SHOW | FRUIT ATTRACTION | GLOBAL PRODUCE & FLORAL SHOW | GULFOOD | |
|-----------------|--|---|---|--|
| Time | April | October February | | |
| Location | Brazil | United States of America United Arab Emir | | |
| Required Space | +110 m ² (80 m ² for INTERFEL and 20/30 m ² for DOP KAKI) | nd +/- 100 m ² (90 m ² for INTERFEL and 10 m ² +/- 70 m ² (only for INTE for DOP KAKI) | | |
| Technical needs | All-inclusive culinary demonstration with Plexiglas panel to protect the space under the bar and 1 water inleculinary utensils, espresso coffee matching values and the storeroom with refriger All-inclusive storeroom with refriger Meeting space Modular workspace with display and Plasma screens, DVD/Blue Ray played Set of tables and chairs, modern des Electricity, lighting, water, cleaning and plasma screens, water, cleaning and plasma screens, bet of tables and chairs, modern destruction of the store of tables and chairs, modern destructions and plasma screens between the store of tables and chairs, modern destructions and the store of tables and chairs, modern destructions and tables and chairs and tables and tab | d storage units + tables and chairs ers and complete sound system (with micropho sign displays for products | countertop, sink, 4-burner hob microwave), worktop, storage kets for oven, hob and various e waste garbage cans. | |

LOT N°3

Proposal and implementation of media and/or non-media resources in America MULTI programme

Estimated amount

| LOT 3 | INTERFEL | DOP KAKI | FRESHFEL | TOTAL |
|--------|----------|----------|----------|------------|
| Year 1 | 540 000€ | 490 000€ | 45 000€ | 1 075 000€ |
| Year 2 | 540 000€ | 490 000€ | 45 000€ | 1 075 000€ |
| Year 3 | 590 000€ | 490 000€ | 45 000€ | 1 125 000€ |





Objectives

- Promote the environmental qualities of French and Spanish production in line with the European Green Deal policy, in order to meet consumers' societal expectations by guaranteeing them healthy, sustainable food to help develop French and Spanish exports of fresh fruit and vegetables to this area.
- **Raise the reputation of European fruit and vegetables** in the region
- Targeted markets

Unites States, Canada, Mexico and Brazil

Targets

- Institutions, importers, wholesalers and distributors
- Consumers
- Reminder of the strategy :
- > Propose influencing actions to boost the French and Spanish presence at the above-mentioned trade show
- > Propose social networking initiatives with a selection of culinary influencers and professional chefs
- > Propose promotional and press events in Canada
- > Participate in Global Produce and Floral Show (USA) and Fruit Attraction (Sao Paulo) trades shows, with appropriate PR activity for each show.

America 2/3 COUNTRIES PROJECT TO PRESENT For each market, the agency's market analysis must include : A description of trade (imports, exports), distribution channels and main retail outlets for fruit and vegetables, and kaki, including a SWOT analysis for each country.

- An analysis of market and consumer expectations in terms of the environment will also be proposed for each target country.
- → Consumer expectations should be sourced (links, titles, year of literature review should be indicated).
- Calculations of return on investment should be provided for each of the proposed activities.
- The agency must present a community dimension in its project and explain it.
- Agencies should submit detailed and quantified action proposals.
- A precise description of the actions based on the table in point 6 of PART B. (see following provision and consultation rules).
- A presentation of the teams dedicated to each action and the working methodology.
- A financial offer clearly showing the budget for each proposing organization, per year and per action, as well as reasonable agency fees.
- A completed European budget table. This table shows the financial offer for all partners, by year and by cost category.

| UNITED STATES | The agency will have to implement a 36-month communications plan, with the following priority actions: : Include the organization of trade shows and influence activities Propose influencing actions to boost the European presence at the above-mentioned trade show. Meetings and seminars with the local NPPO, the Agriculture and Trade department, the EU Delegation and National embassies of the Member States (Year 1) Conduct social media activities to highlight the value and complementarities of the EU assortment | Year 1 : 105 000 € Year 2 : 60.000 € Year 3 : 60.000 € |
|---------------|---|--|
| CANADA | Propose PR Activities : Professional and consumers Propose point of sales actions for French fruit and vegetables as well as Spanish kaki Propose promotional and press events in Canada. Conduct social media activities to highlight the value and complementarities of the EU assortment | Year 1 : 500.000 € Year 2 : 500.000 € Year 3 : 500.000 € |
| MEXICO | Propose seminars with professionals Meetings with the local NPPO, the Agriculture and Trade department, the EU Delegation and National embassies of the Member States Conduct social media activities to highlight the value and complementarities of the EU assortment | Year 3 : 95.000 € |
| BRAZIL | Propose PR Activities : Professional and consumers Propose point of sales actions for French fruit and vegetables as well as Spanish kaki Propose promotional and press events in Brazil. Meetings and seminars with the local NPPO, the Agriculture and Trade department, the EU Delegation and National embassies of the Member States (Year 2) Conduct social media activities to highlight the value and complementarities of the EU assortment | Year 1 : 470.000 € Year 2 : 515.000 € Year 3 : 470.000 € |

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BUDGET HT

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America 3/3



Repartition of the budget by patnership

| | | Yea | ar 1 | | | Yea | ar 2 | | | Ye | ear 3 | | | TOT | AL | |
|---------------|-----------|-----------|----------|-------------|-----------|-----------|----------|-------------|-----------|-----------|----------|-------------|-------------|-------------|-----------|-------------|
| | INTERFEL | DOP KAKI | FRESHFEL | TOTAL | INTERFEL | DOP KAKI | FRESHFEL | TOTAL | INTERFEL | DOP KAKI | FRESHFEL | TOTAL | INTERFEL | DOP KAKI | FRESHFEL | TOTAL |
| BRAZIL | 230 000€ | 240 000 € | -€ | 470 000€ | 230 000 € | 240 000 € | 45 000€ | 515 000€ | 230 000 € | 240 000 € | -€ | 470 000 € | 690 000 € | 720 000€ | 45 000 € | 1 455 000 € |
| CANADA | 250 000 € | 250 000 € | -€ | 500 000 € | 250 000 € | 250 000 € | -€ | 500 000€ | 250 000 € | 250 000 € | -€ | 500 000 € | 750 000 € | 750 000 € | -€ | 1 500 000 € |
| MEXICO | -€ | -€ | -€ | -€ | -€ | -€ | -€ | -€ | 50 000 € | | 45 000€ | 95 000 € | 50 000€ | -€ | 45 000€ | 95 000 € |
| UNITED STATES | 60 000 € | | 45 000 € | 105 000 € | 60 000 € | | | 60 000 € | 60 000 € | | _ | 60 000 € | 180 000 € | -€ | 45 000€ | 225 000 € |
| TOTAL | 540 000 € | 490 000 € | 45 000 € | 1 075 000 € | 540 000 € | 490 000 € | 45 000 € | 1 075 000 € | 590 000 € | 490 000 € | 45 000 € | 1 125 000 € | 1 670 000 € | 1 470 000 € | 135 000 € | 3 275 000 € |

Project to be presented: precise description of actions

Presentation of the programme's range of actions (in English) in the form of a table as follows :

| Durée | | Bénéficiaire principal : | INTERFEL | | | |
|----------------------------------|---|--------------------------|-------------|-----|--------|---|
| Objectifs | 5 | | | | | |
| | s spécifiques cibles : | | | | | |
| 2.1 Activ | ités de relations | publiques en continu – | | | | |
| N° de Nom de la tâche | | Descriptio | Description | | cipant | Contributions en nature et sous- traitance |
| | | | | Nom | Rôle | |
| | | lget prévisionnel | ANNÉE 2 | | | IÉE 3 |
| Calendri | | ANNEE 1 | ANNEE 2 | | ANN | IEE 3 |
| | | | | | | |
| Élément Budget Sous-tota | s livrables prévisionnel al pour l'activité | | 1 | | | |
| Budget (| prévisionnel | | | | | |

LOT N°4

Proposal and implementation of media and/or non-media resources in Middle East SIMPLE programme

Estimated amount

| LOT 4 | INTERFEL |
|--------|----------|
| Year 1 | 780 000€ |
| Year 2 | 780 000€ |
| Year 3 | 780 000€ |

Middle East 1/3



Objectives

- Promote the environmental qualities of French production in line with the European Green Deal policy, in order to meet consumers' societal expectations by guaranteeing them healthy, sustainable food to help develop French exports of fresh fruit and vegetables to this area.
- **Raise the reputation of European fruit and vegetables** in the region
- Targeted markets

Saudi Arabia, Bahrein, United Arab Emirates, Kuwait, Qatar

Targets

- Importers, wholesalers and distributors
- Consumers
- Reminder of the strategy :
- > Participate in Gulfood (UAE) trade show, with appropriate PR activity for each show.
- > Propose influencing actions to boost the presence at the above-mentioned trade show
- > Propose social networking initiatives with a selection of culinary influencers and professional chefs
- > Propose promotional events in all countries

Middle East 2/3



| COUNTRIES | PROJECT TO PRESENT | BUDGET HT/YEAR | | | | |
|---|--|----------------|--|--|--|--|
| A description of trade (imp An analysis of market and → Consumer expectations shote Calculations of return on in The agency must present a Agencies should submit de A precise description of th A presentation of the team A financial offer clearly shote | For each market, the agency's market analysis must include : A description of trade (imports, exports), distribution channels and main retail outlets for fruit and vegetables including a SWOT analysis for each country. An analysis of market and consumer expectations in terms of the environment will also be proposed for each target country. Consumer expectations should be sourced (links, titles, year of literature review should be indicated). Calculations of return on investment should be provided for each of the proposed activities. The agency must present a community dimension in its project and explain it. Agencies should submit detailed and quantified action proposals. A precise description of the actions based on the table in point 6 of PART B. (see following provision and consultation rules). A presentation of the teams dedicated to each action and the working methodology. A financial offer clearly showing the budget for each proposing organization, per year and per action, as well as reasonable agency fees. A completed European budget table. This table shows the financial offer for all partners, by year and by cost category. | | | | | |
| SAUDI ARABIA/BAHREIN | The agency will have to implement a 36-month communications plan, with the following priority actions: : Propose influencing actions to boost the French presence at the above-mentioned trade show. Propose social networking initiatives with a selection of culinary influencers and professional chefs. Propose promotional events Propose point of sale promotions Trade shows in Saudi Arabia | 220 000 € | | | | |
| KUWAIT | Propose influencing actions to boost the French presence at the above-mentioned trade show. Propose social networking initiatives with a selection of culinary influencers and professional chefs. Propose promotional events Propose point of sale promotions | 150 000 € | | | | |
| UNITED ARAB EMIRATES | Participation in the Gulfood (Dubai – United Arab Emirates) trade show, with appropriate PR activities for each season. Propose influencing actions to boost the French presence at the above-mentioned trade show. Propose social networking initiatives with a selection of culinary influencers and professional chefs. Propose promotional events Propose point of sale promotions Trade shows in United Arab Emirates | 260 000 € | | | | |
| QATAR | Propose influencing actions to boost the French presence at the above-mentioned trade show. Propose social networking initiatives with a selection of culinary influencers and professional chefs. Propose promotional events Propose point of sale promotions | 150 000 € | | | | |
| | TOTAL | 780 000 € | | | | |

Middle East 3/3



Project to be presented: precise description of actions

Presentation of the programme's range of actions (in French and English) in the form of a table as follows :

| Durée | | Bénéficiaire principal : | INTERFEL | | | |
|-----------------------------|------------------------------------|------------------------------|-------------|-----|--------|---|
| Objectifs | k. | | | | | |
| Objectifs Groupes | spécifiques cibles : | | | | | |
| 2.1 Activ | ités de relations | publiques en continu – | | | | |
| N° de Nom de la tâche tâche | | Description | Description | | cipant | Contributions en nature et sous- traitance |
| | | | | Nom | Rôle | |
| Élément: Calendri | | dget prévisionnel ANNÉE 1 | ANNÉE 2 | | ANN | IÉE 3 |
| Élément | s livrables | ANNELT | ANNEE 2 | | ANN | |
| | | | | | | |
| | prévisionnel Il pour l'activité | | | | | |

LOT N°5

Evaluation of the entire promotional programme in targeted third-country markets

Estimated amount

AMERICA

| LOT 5 | INTERFEL | DOP KAKI | FRESHFEL | TOTAL |
|--------|----------|----------|----------|---------|
| Year 1 | 28 000€ | 19 000€ | 1 000€ | 48 000€ |
| Year 2 | 28 000€ | 19 000€ | 1 000€ | 48 000€ |
| Year 3 | 45 000€ | 30 000€ | 2 000€ | 77 000€ |

MIDDLE EAST

| LOT 5 | INTERFEL |
|--------|----------|
| Year 1 | 30 000€ |
| Year 2 | 30 000€ |
| Year 3 | 56 000€ |

Context and objectives

- Since 2011, actions financed by EU public authorities have had to be evaluated by an independent agency.
- The aim of the evaluation process is to obtain reliable information on the following points (in whole or in part), both during the program and once it has been completed:
 - Whether the programme and its actions are justified in terms of relevance, coherence, efficiency, effectiveness, added value and sustainability.
 - > Whether the program and its actions :
 - achieved objectives or produced unforeseen results
 - have been carried out efficiently and cost-effectively
 - produced the expected impacts, and whether these impacts are sustainable
 - represented the best means of achieving the objectives set. Should these objectives be pursued? If so, in the same way or in a different form?
 - > Which programme objectives are still relevant for the future?

Work requested from the agency

- The evaluation agency will assess the actions carried out directly by the proposing organizations and those entrusted to the implementing body chosen in parallel.
 - > Product information and promotion stands at the indicated trade fairs
 - Media and non-media actions in America
 - Media and non-media actions in Middle East
- The proposal should include :
- 1. The recommended evaluation approach, including a working and information-gathering methodology and a provisional evaluation timetable
- 2. A financial proposal, clearly indicating the budget for each proposing organization and per year
- 3. The completed European budget table. This table shows the financial offer for all partners, by year and by cost category.

Selected agencies

- The agencies selected will have to comply with the provisions laid down in the Community regulations and contracts predefined by the European Union:
- > presentation of the annual report in accordance with the rules laid down by the European Union.
- Payments will be made by bank transfer, on presentation of the corresponding bank details, based on detailed invoices.
- If the programme is accepted by the European Commission (a decision is expected in October 2025), the agreement to be signed with the successful bidder for each market will specify the invoicing and payment procedures, as well as all the elements required for the execution of each market.
- The contract with the European Commission via the member state will be signed in January.





