



THE FRUITS AND VEGETABLES INDUSTRY SERIES

10 Avril 2025



Session n°9

Impact of Labour Shortages in the Fruits and Vegetables Industry (F&V)



FRUIT AND VEGETABLES SCHEME



BIOGRAPHY OF ALICE RIOUALL



□ **Fatoumata Alice Riouall** , Founder and CEO of Mango-So SARL, has succeeded in transforming her small business into a leading agro-industrial company in Burkina Faso.

□ **In 2000**, it moved to Toussiana, a 7-hour drive from Ouagadougou, at the heart of mango production and orchards, to better control the availability and supply of fruit.

□ **In 2009**, she expanded her skills by becoming president of GIE CDS, which specialises in organic dried fruit and vegetables. In 2016, Mango-So was officially registered as a limited company, employing more than 500 people, 95% of whom are women, and exporting 95% of its dried mangoes and coconuts to Europe.



□ Beyond her entrepreneurial achievements, Alice is passionate about supporting education, gender equality and community development, making a significant impact both in the business world and in her local community.

□ **Alice's commitment** to quality is reflected in the implementation of standards and the award of HACCP and BRCGS organic certificates.

□ In addition to her entrepreneurial successes, she continues to innovate with new products such as jam and mango syrup, and plans to diversify further by processing cashew nuts.

□ **Alice**, commonly known as Maman Qualité, was awarded the prize for the best exporter of dried mangoes by APEX in 2015. She also won the prize for the best processor at the first edition of the mango fair (**Bobo-Dioulasso, 21-22 July 2022**).



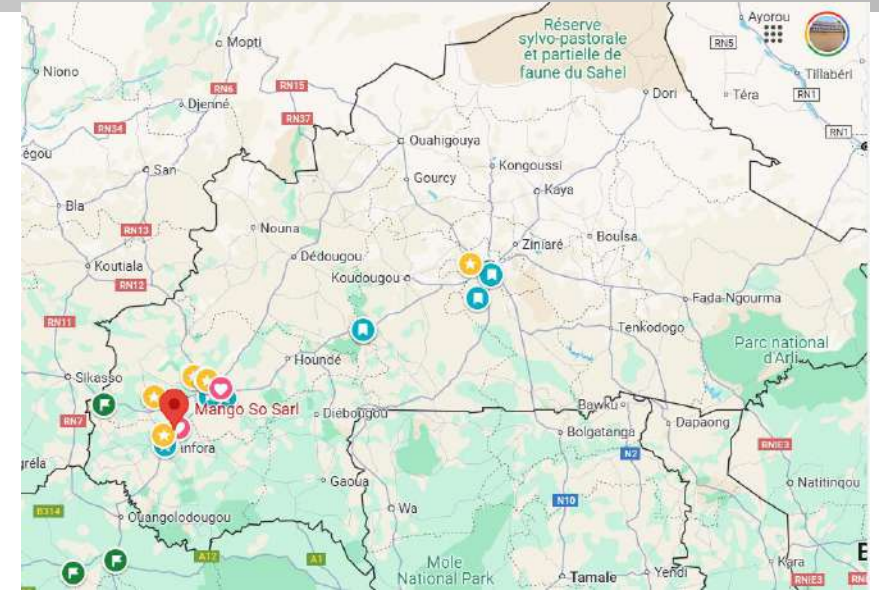


MANGO SO FACES LABOUR PROBLEMS



KEY DATA ABOUT MANGO SO SARL

- ❑ Status: Limited company run by a group of 3 women;
- ❑ Location: in the Hauts-Bassins region on the Bobo-Toussiana-Banfora road (route nationale n° 7);
- ❑ Year of existence: 25 years;
- ❑ Main products processed: Dried mango and dried coconut;
- ❑ Product target markets: European Union;
- ❑ Producer network: two cooperatives with one hundred producers and around thirty collectors.

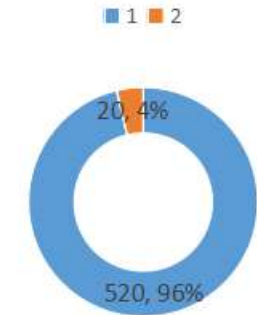


DATA ON MANGOSO.SARL

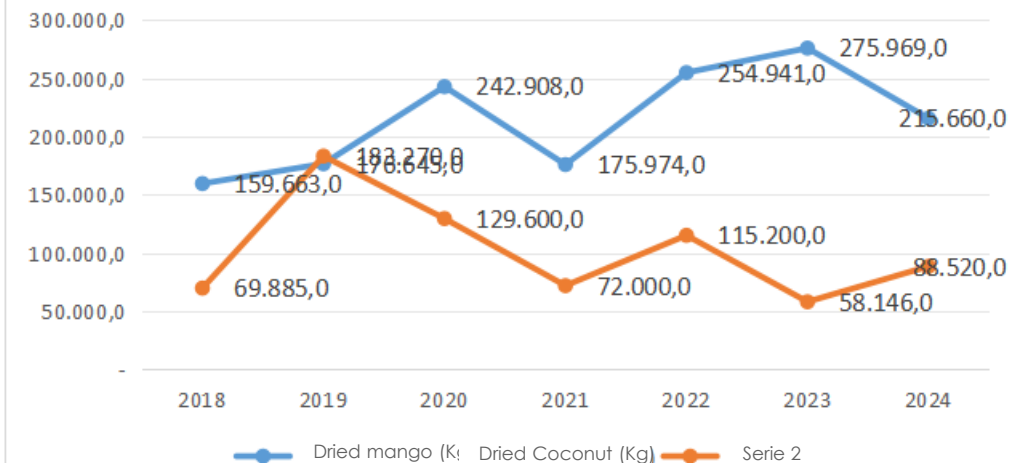
- Total employees: 540
- Permanent employees: 20
- Seasonal employees: 520
- Certificates: organic:
HACCP/BRCGS(GRADE A)



Breakdown of employees categories



Evolution of products sold



MANGO-SO'S WORKING ENVIRONMENT

- ❑ In the dried mango sector, factories operate for a maximum of 90 days of the year;
- ❑ The mango industry employs almost 28,000 people, ¼ of whom work indirectly, mostly on a seasonal basis;
- ❑ the majority are manual workers with no qualifications to start with;
- ❑ Burkina's mango processing units recruit temporary employees every year, over 85% of whom are women;
- ❑ Most SMEs have unstable staff, with rapid turnover;
- ❑ Work output varies from unit to unit;



LABOUR PROBLEMS & STRATEGIES ADOPTED



ISSUE 1: WORKING CONDITIONS

Description of the problem

- ☐ Working hours: no rest during the three months of the campaign;
- ☐ Punctuality

Strategies and measures adopted

- ☐ Improving working conditions
- ☐ Offer flexible working hours



PROBLEM 2: CONSTANT CHANGES IN STANDARDS & SAFETY & REGULATIONS

Description of the problem

- ☐ Too many requirements linked to European standards and regulations

Strategies and measures adopted

- ☐ Training and raising awareness of standards and regulations;
- ☐ proactive approach



PROBLEM 3: GEOGRAPHICAL LOCATION OF THE SITE

Description of the problem

- ❑ Setting up in a rural area;
- ❑ Not always an attractive area for attracting the best talent

Strategies and measures adopted

- ❑ Create accommodation for staff coming from elsewhere;
- ❑ facilitate integration into the local community



PROBLEM 4: SEASONALITY & VARIABILITY

Description of the problem

- ☐ Temporary activity with 2-3 months off;
- ☐ Break in the supply chain during the campaign

Strategies and measures adopted

- ☐ Introduce the processing of other products;
- ☐ Diversifying sources of raw materials;
- ☐ Partnership with cooperatives



PROBLEM 5: MANAGING PAY AND EXPECTATIONS

Description of the problem

- ☐ Inflation and rising cost of living;
- ☐ Incessant demands for pay rises

Strategies and measures adopted

- ☐ Increase salaries
- ☐ Ongoing discussions with staff



- **IMPACT OF LABOUR PROBLEMS ON THE VALUE CHAIN**



IMPACT OF LABOUR PROBLEMS ON THE VALUE CHAIN

1. Lower productivity
2. Reduced yield
3. Less competitive internationally
4. Decline in sales
5. Failure to achieve company objectives
6. Product delivery delays
7. Loss of credibility
8. Decline in value added with a negative impact on the national economic fabric



PROSPECTS ENVISAGED BY MANGO SO SARL FOR FUTURE WORKFORCE MANAGEMENT



PROSPECTS FOR ACTION

Idea 1

Reduce labour dependency by 60% and increase wages by 40%.

- ☐ Mechanisation of certain operations;
- ☐ Change of payment methods;
- ☐ Better organisation of work

Idea 2

Reward those who stand out for their quality, regularity and dedication

- ☐ Set up a performance indicator for each person;
- ☐ Setting up an incentive system

Idea 3

Formalising a social unit and providing greater support for communities

- ☐ Create a foundation to support communities;
- ☐ Setting up social care;

Idea 4

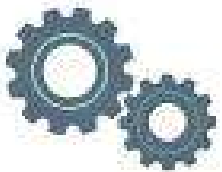
Ensuring the health and safety of workers

- ☐ Set up programmes to monitor workers' health;
- ☐ safety, health, hygiene & sanitation training ;
- ☐ for certification

Idea 5

Strengthening the technical capabilities of teams

- ☐ Develop partnerships with agri-food training centres;
- ☐ Working with sector support agencies;
- ☐ Drawing up an innovation facilitation programme



KPI



MANGO SO THANK YOU!!!





THE FRUITS AND VEGETABLES INDUSTRY SERIES

Thank you



FRUIT AND VEGETABLES SCHEME



The OECD-COLEAD Fruits and Vegetables Industry Series focuses on market access conditions and opportunities for the fruit and vegetable sector, especially for fruit and vegetables producers and exporters from ACP-countries. This activity is supported by the Fit For Market Plus programme, implemented by COLEAD within the Framework of Development Cooperation between the Organisation of African, Caribbean and Pacific States (OACPS) and the European Union.