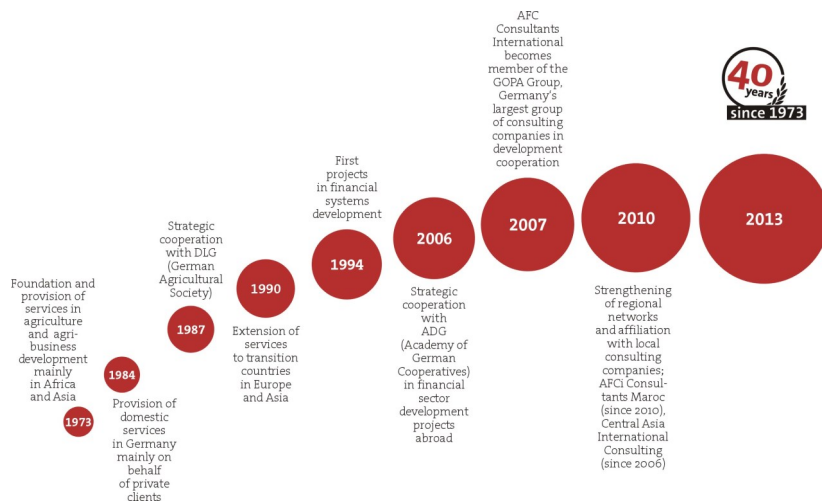


Where We Are 40 Years After Foundation



In this issue of our newsletter we celebrate our 40th anniversary with a brief history and update on our status today.

In 1973 AFC was founded by Prof. Dr. Otto Strecker, focusing on marketing in the agricultural sector. Since then the company has been characterized by permanent organic growth and successful cooperation with selected strategic partners.

In 2007, AFC was split into two companies: AFC Consulting Group AG and AFC Consultants International. While AFC Consulting Group AG is focused on working in the agribusiness sector in Germany, AFC Consultants International serves clients world-wide within bi- and multilateral development cooperation in the field of agriculture, agribusiness as well as financial sector development.

Since 2007, AFC Consultants International GmbH has been a member of the GOPA Group. With an annual turnover of more than EUR 110 mil-

lion, the GOPA Group is one of the leading European development consultants. At the same time, Johannes Buschmeier and Hans Otto were appointed Managing Directors. Hans Otto retired from this function on 31 December 2012. His professional and constructive management style was highly beneficial to the company and well appreciated by the whole AFC team. Wolfgang Schmitt took over his position from the beginning of 2013. He can rely on his experiences in management and technical assistance projects from his previous professional career as managing director of the German Agency for International Cooperation GIZ.

Both companies operate from their joint location in Bonn and use synergies on the international and domestic market.

AFC International is permanently strengthening its strategic partnerships with leading organisations from Germany and abroad. For agriculture

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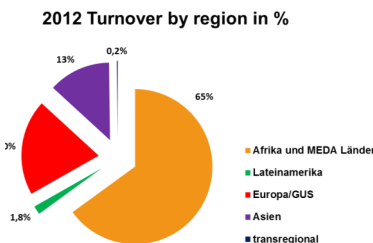
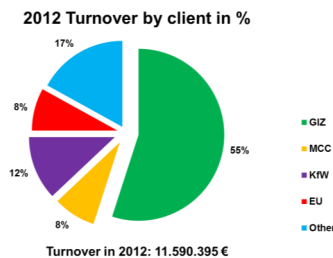
and agribusiness the main German partner is DLG International, a well-known actor in the agricultural sector in Germany and abroad. For financial sector development, our strategic partner is the Academy of German Cooperatives (ADG), the national training center of the "Volks- und Raiffeisenbanken" (cooperative banks) in Germany.

With these strong partners and by utilizing existing synergies within the GOPA Group, we have doubled our turnover from EUR 7 million in 2007 to EUR 14 million in 2013 (est.). Key success factors are a clear strategy, strict quality management and our efforts in human resource development.

In our HQ in Bonn we employ 30 staff members comprised of 7 different nationalities to manage our projects abroad. The team combines specific qualifications strictly related to our core fields of work and it is well balanced in terms of senior experts and young professionals. Consequently, AFC can rely on its motivated staff, some of them working for the company for more than 10 years. We promote the recruitment of young professionals in order to increase our capacity for future challenges and to ensure access to new research skills from relevant universities.

Our AFC-team abroad includes 350 experts from various countries according to our census carried out in March 2013. This demonstrates our multicultural approach to ensure the successful implementation of our projects.

The graphics below depict AFC's main clients and regional activity as in percentage of the annual turnover.



The range of services include some high volume and complex projects as well as various small sized projects. With the implementation of small projects we have managed to broaden our client base and to increase the number of countries we work in. At the same time we have used smaller projects to develop further competences, like agricultural insurance systems, biogas production, credit lines for energy efficiency as well as higher education finance. In terms of regional expansion, we have recently extended our activities to challenging countries such as North Korea and Sudan.

Over the next few years we intend to continue our strategic approach to the

provision of services in the agricultural and financial sectors abroad. We support sustainability in terms of economic and environmental development. In order to serve the growing world population with high quality food, we need to increase agricultural production. In doing this, we also have to nurture the sustainable use of natural resources. The development of special credit lines for the introduction of energy efficient technologies in different projects supports the reduction of emissions.

In order to protect the environment in our practical operation, we have purchased CO2 certificates to neutralize all flights carried out by AFC-staff from Bonn in the year 2012. Furthermore, AFC actively participates in the GOPA Group-wide "Green Economy Competence Unit" (GECU).



As we continue our work in terms of quantitative growth, we will always keep in mind ecological and social standards.

We would like to thank all our clients, partners and friends for their trust and cooperation during the last decades.



Johannes Buschmeier
Managing Director



Wolfgang Schmitt
Managing Director

Green Economy Competence Unit (GECU)



For a greener tomorrow, we provide expertise and holistic concepts in the areas of:

- Environmental & climate protection
- Economic sustainability
- Social equity & inclusion

Economic growth and industrialisation often lead to an unsustainable consumption of natural resources. Climate change impacts are putting additional pressure on ecosystems, societies and economies, especially in developing countries. As a consequence, new environmental and climate-friendly development paths as well as socially sound forms of economic development are needed that generate broad-based employment and income and contribute to the reduction of poverty.

The GOPA Consulting Group has responded to these complex challenges by establishing the 'Green Economy Competence Unit', an interdisciplinary working group and knowledge platform of experts focusing on the acquisition and implementation of projects that support a green economy.

GECU takes advantage of more than 45 years of project experience especially in sectors such as renewable energy, energy efficiency, economic development, education, waste management, transport, tourism, agriculture, forestry, environmental and water management, as well as health promotion.

GECU experts take part in the current international debate on Green Economy/Green Growth and support the integration of the cross-cutting topic of green economy in the day-to-day activities of the GOPA Group.

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New Staff Members

Ms Holly Hufnagel

Holly Hufnagel joined the franco-phone Africa team in March 2013 as project manager. She graduated from Cambridge University (UK)



with a double degree in Veterinary Medicine and Human Geography in 2011 and began working at the Food and Agriculture Organisation of the United Nations (FAO) in Rome. During her time at FAO, Holly was responsible for the management of agricultural emergency and disaster risk reduction projects in East Africa with a particular focus on Djibouti, Kenya and Burundi. As a veterinarian she also provided technical support for all matters related to livestock production and pastoralism including the evaluation of the Djiboutian Veterinary Services with regards to strengthening their epidemio-surveillance system. She is currently studying towards a part-time Masters in Managing Rural Development from the School of Oriental and African Studies (SOAS) of the University of London.

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Ms Sonja Kaisler

Sonja Kaisler has been working as a Team Assistant in the Administrative Team of AFC Consultants International since June 2013. She holds a Bachelor's Degree in English Studies



and Media Management. In the context of her studies at the University of Koblenz, she spent two terms in the United Kingdom. At Northumbria University major subjects related to International Business whereas at St Martin's College she focused on English studies. After graduation from university she has been working in the automotive and logistics branch of international companies. Before her studies she attended a vocational training college in order to become a European Secretary. Major subjects included international studies, office management as well as foreign languages. She speaks English, French and Spanish.

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Ms Marie-Laetitia Catta

Since mid-August 2012 Marie-Laetitia Catta has been working with AFC as project manager for francophone Africa. Previously, she graduated in November 2009 as agricultural engineer from the National Agricultural School for Engineers in Bordeaux with a speciality in water, soil and environment management (SupAgro Montpellier). Afterwards she worked as Business and Technical Officer for sorghum seed production between 2010 and 2011. Within this function she was responsible for field tests on the seeds of sorghum supplying the biogas sector in Germany, Belgium and Luxemburg. In 2011 she arrived in Bonn as scientific officer for the French Embassy and the French-German association for science and technology for the French-German scientific cooperation. As international experiences, she has worked in Mongolia, Benin and Germany during internships, respectively in agricultural and environmental projects, and European Common Agricultural Policy.



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Ms Lilian Steinhäuser

Lilian Steinhäuser joined the AFC team in January 2013. She holds a Master's degree in Microfinance for Development from the Autonomous University of Madrid. Previously she worked with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) first as an intern and subsequently as an independent consultant. In 2012 she conducted an impact assessment for a microfinance institution in Costa Rica. Thanks to several years of experience abroad Lilian is fluent in English, French, Spanish and German as her mother tongue. The countries in where she has worked include Burundi, the Republic of Congo, Togo and Costa Rica. At AFC she is now working as a project manager in the department for Financial Sector Development.



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Mr Marcel Pape

Marcel Pape works as Project Manager/ Junior Consultant with AFC Consultants International. He joined the Financial Sector Development Team in November 2012. After 3 months field work in a financial sector development project in Tajikistan implemented by AFC on behalf of GIZ, he began work at AFC's headquarters. Marcel Pape holds a Master's Degree in Business Administration (Diplom Kaufmann). During his studies at University of Mannheim and ESC Montpellier he focused on Banking, Finance, Public-/ Non-Profit Management and as a minor subject Spanish. Besides Spanish, he speaks French and English. Marcel Pape's dissertation focusses on how financial literacy can influence the credit demand in comparing industrialized countries and development countries including a case study from Ghana. Additionally to his theoretical knowledge he gained a variety of practical experience in the field of development cooperation abroad and in Germany. He did internships at two consulting companies, one working in the field of renewable energy and the other in the field of financial sector development. Furthermore he worked as an intern with the GIZ competence field financial sector development and KfW Independent Evaluation Unit. During his studies he gained his first field experience in development projects in Chile and Cameroon. His areas of interest in the topic of financial sector development are financial literacy / financial education, agricultural and informal finance and savings mobilization.



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Tajik Farmers Benefit from Economic Growth

In a context of economic transformation from centralised planning to free markets, AFC is working in Tajikistan on behalf of GIZ to promote rural development. As a result of our services farmers have experienced significant increases in their income and thus benefitted from self-sustainable institutions providing agricultural advisory services.

Programme objectives

The Framework and Financing for Private Sector Development (FFPSD) Programme started in January 2010, comprising three components:

- (1) the private sector development project financed by the German Ministry for Economic Cooperation (BMZ);
- (2) the “Rural Growth Programme” (RGP) in the Sughd Oblast (North Tajikistan), which was co-funded by DFID (UKAID), and
- (3) the “Sustainable Economic Development” (SED) Programme, equally co-financed by DFID (UKAID).

In 2012, these project components were replaced by GREAT, which has a project lifetime until 2015. GREAT is also co-funded by DFID (UKAID) and contributed substantially to form a consolidated FFPSD Programme with the following objective:

“Economic growth in rural areas increased and is more inclusive.”

In 2011 GIZ first outsourced outputs 1 and 2 and then in 2012 also output 3.

AFC is now responsible for the implementation of the following three components:

- (1) Measurable changes of the business enabling environment to facilitate rural economic development;
- (2) Increased economic activity in rural areas;
- (3) Improved access to new and existing financial products in rural areas.

The operational principles and concepts for the entire Programme are value for money, a clear business approach in the framework of the adopted value chain approach, combined with participatory local economic development activities at village level aiming at linking the rural poor population to the supported value chains.

Services provided

The flagship of the Programme is the agricultural advisory service system, called TAG (Technical Assistance Group) system, which was introduced by the Programme in collaboration with the EU-funded project “TAFF”. When the TAG system was first introduced in Tajikistan its scope was limited to only 17,000 ha of cotton farming.

However, it soon became clear that there was much more potential to upscale this successful model. Thus other agricultural products, namely apricot, wheat and melons were included in the system and already in 2012 the outreach had doubled to 34,400 ha.



Group of cotton farmers

Today the advised acreage comprises farms of around 60,000 ha which is the equivalent to 15% of the irrigated areas in Tajikistan. Also apple and potato farmers can now benefit from the advisory services.

Tangible results

The success of the TAG system is most visible at the level of farmer's income. The yield of cotton could be increased roughly by 25% in 2011 and 2012 as compared to non-TAG farmers. Consequently, the net profit of around 21,000 cotton farming families increased in 2012 by some 50% per ha.

For apricot farmers that benefited from TAG advisory, yields increased by 41% as compared to non-TAG farmers. Owing to the improved quality of fruits, the average price for which TAG farmers sell their product at the farm gate increased by 30% as compared to non-TAG farmers. As a result the 3,300 farming families involved in apricot production in 2012 increased their annual net income from apricots by at least 80% or around 350 USD per farming family.

Cost efficiency

The TAG system is a low-cost crop monitoring system operating on large scale. The cost price for a whole season of monitoring the crops and advising the farmers is between USD 16 to 37 per ha, depending on the crop. In the first year of existence of a TAG 50% of these costs are paid by the beneficiary farmers and 50% are subsidies. In the second year the subsidies are reduced to 33% and in the third year to 15%. From the fourth year onwards the costs have to be fully met by the beneficiary farmers.



Drying apricots

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Financial Literacy in Tajikistan

In recent years the interest in *financial literacy* and its promotion in transition and developing countries has increased steadily. In the last decade of the previous millennium this topic was still limited to industrialised countries, like the United States of America, where at that time a few scientists did research on the impact of *financial literacy* on financial decisions like taking credits, saving money or taking care of old-age provisions.

Financial literacy is an important topic for industrialised *and* developing countries, as worldwide more than 2.5 billion people lack access to formal financial services, while at the same time financial sectors and their products get more complex and customers encounter problems understanding the variety of products and deciding which is most useful to them. As a consequence *financial literacy* plays an important role in the financial inclusion of marginalised people. As potential participants of the financial sector they have to learn about the benefits and risks of access to finance. This is as true for the people of Tajikistan as



Cartoon in savings brochure

it is for inhabitants of other countries, no matter the continent or state of economic development.

The promotion of *financial literacy* is an important component of the financial sector development activities implemented by AFC on behalf of GIZ in cooperation with ADG and CAICO.

At the end of 2012, AFC designed several financial literacy brochures within the microfinance component of the GIZ "Framework and Finance of Private Sector Development in Rural Areas". These brochures deal with the topics credit, saving, insurance, leasing and household budget. In order to reach the target groups and to awake their interest, AFC published the bro-

chures in both Tajik and Russian. Furthermore, they include tailor-made cartoons which are intended to communicate the key information in an easy and understandable way. However, the brochures do not only explain how specific financial products work but moreover the key issues that a potential client should consider to make best use of them. The dissemination of the brochures started in February 2013 in cooperation with several partner financial institutions.

AFC is convinced that these brochures can help the target groups to get a better understanding of the said topics.

For the current project phase (that started in March 2013) AFC (on behalf of GIZ) envisages to broaden its *financial literacy* activities further in cooperation with several implementing agencies and partners to ensure a sustainable and reliable access to finance for the population of Tajikistan.

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Education Finance in Southeast Europe

With our Higher Education Financing project (funded by KfW), AFC in consortium with GOPA and ADG has entered into a new, interesting area which is a frontrunner topic at the moment. In the project we are assessing the possibility of setting up a regional higher education financing scheme in selected countries in Southeast Europe, namely Croatia, Bosnia and Herzegovina and Kosovo. With a financing scheme for higher education students, we shall contribute to the development of the higher education sector in these countries, especially in the following areas:

- Better access to higher professional and university education in terms of higher participation rates and more equal opportunities for disadvantaged students;
- A reduction in dropout rates;
- Overall economic development and increased competitiveness;
- European Union approximation – reflecting economic and institutional equivalence with other nations of the EU.

The project started in February 2013. Within the first three months we have



Group of students being interviewed

conducted initial field visits to all three countries in which a number of stakeholders had been interviewed and demand surveys among students were conducted to assess the potential of such a financing scheme. The preliminary results of this analysis will be presented and discussed within stakeholder meetings in each country. For each stakeholder meeting we have developed:

- A *country analysis* of higher education issues and institutions with regard to the structure of the higher education system, labour market, the relationship between the two as well as the potential and opportunities for the provision of higher education finance;

- A *demand survey* among students, drop-outs, parents and employers to provide information on the demand for student financial assistance, i.e. how students/parents pay for university; students' interest in a student loan; reasons for student drop out; employers' attitudes towards university programmes etc.;
- A *Student Loan Design Report* that outlines an assessment of finance and risk sharing models, provides recommendations for a national/regional higher education financing scheme; details a potential student loan program, and suggests priority target study fields, loan requirements and risk sharing.

Depending on the results of the stakeholder meetings, selected pilot projects will be started in each of the three countries. The experience gathered in such projects will help us to fine-tune the approach for a larger-scaled project.

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German-Moroccan Excellence Centre for Agriculture

Agriculture is a very important factor in the Moroccan economy. In 2010 this sector contributed around 15% to the GDP and is expected to achieve respectable growth rates throughout the upcoming years. Whereas the citrus and vegetable industry has already been producing on a high standard for several decades, other industries (e.g. dairy products) are also catching up now.

The "Plan Maroc Vert" (Plan for a Greener Morocco) of the Ministry of Agriculture and Maritime Fisheries (MAPM) aims at fostering new investments in agriculture. Essentially, this policy document envisages higher yields for the agricultural sector as well as increasing areas used for tree crops as opposed to field crops. For this purpose, Plan Maroc Vert foresees heavy subsidies for investments in infrastructure and machinery until 2020.



Field day on modern potato production



Training on the use of agricultural machinery

The major challenge for the further development of agriculture in Morocco is the availability of skilled workers and agricultural machinery. For this reason, the MAPM and the German Ministry of Food, Agriculture and Consumers Protection (BMELV) started a joint training project in October 2012 for the regions of Gharb and Meknes. The aim of this project is that Moroccan farmers use the training facilities of the project for a more efficient, profitable and sustainable management of their farms. The focus of the first phase of the project (10/2012 – 12/2015) is put on the improvement of cereal, potato and dairy production.

Based on an approach of public private partnership (PPP), a number of private Moroccan and German companies are actively participating in the project. These companies provide the project with the necessary agricultural

machinery and other inputs (e.g. seeds, plant protection products).

As part of the project, AFC, its subsidiary AFCI Consultants Maroc and its partner ADT are responsible for the day to day management and for the adaptation of the project plan and the activities to the local conditions in Morocco.

The trainings are partly held at the training centre of the Moroccan Ministry located in the Gharb area, but also include practical work in the field. With the assistance of AFC, the project has established cooperation agreements with a cereal farm in the Gharb region and with a potato farm in the Meknes region. The training programmes target different groups of agricultural practitioners such as farm owners, farm managers, field workers and contractors. Topics for training are mechanisation and modern farm management putting a strong emphasis on water efficiency.

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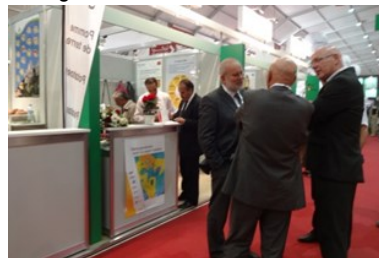


Agricultural Fair SIAM in Morocco

SIAM (Salon International de l'Agriculture au Maroc) took place in Meknès on 23-28 April 2013 for the 8th time. This year's motto was dedicated to agricultural trade with Belgium as a guest of honour. More than 200 exhibitors from 50 different countries were represented at this major event of the agricultural sector. One of them was AFC and its subsidiary AFCi Maroc with an own stall within the German Pavilion. As always the stall was very well organised providing information material and a space for building new

and strengthening existing relationships. Furthermore, AFC was represented by several other projects that presented innovations that were fostered by AFC technical assistance. These projects include the German-Moroccan agricultural centre of excellence, also located in the German Pavilion, the support project for the date value chain, located in the exhibition hall for local production, and the support programme Plan Maroc Vert, located in the hall for research and institutions. Overall, the fair succeed-

ed in providing fertile ground for the exchange on new trends and solutions that promote the development of the agricultural sector.



AFC stall at SIAM (Morocco, 2013)

GOPA Group Presentation in Rabat

In the afternoon of the 22nd of April 2013, AFC Consultants International and the other consultancy members of GOPA Group gathered at the Golden Tulip Hotel in the capital of Morocco together with experts and representatives of donor organisations, namely working in the sectors of agriculture, microfinance, health, water and sanitation, sustainable energy and forestry.

The objective of this meeting was to

present the spectrum of services offered by GOPA Group and to discuss the opportunities to continue working together for the sustainable socio-economic development in Morocco thanks to our strong competencies in the sectors mentioned above.

In Morocco, the consultants of GOPA group are already well known, especially for the results achieved in the promotion of value chains (AFC) and the construction of hospitals (EPOS).

Based on our wide network and our local subsidiary, AFCi Maroc, we will continue to strengthen the capacities of public institutions, private actors and civil society and to develop tools of the highest quality aiming at development in Morocco.

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Improving Cocoa, Coffee and Cashew Value Chains in Sierra Leone

Sierra Leone is slowly recovering from the impacts of a protracted civil war between 1991 and 2002. In 2007, Sierra Leone was ranked 180 out of 182 countries in the UN Human Development Index (HDI); 70% of the population lived below the poverty line and 26% in extreme poverty. Life expectancy is the eighth lowest in the world; maternal and child mortality rates are the highest in the world.

Agriculture, forestry and fishery contribute about 52.5% of GDP, and support the livelihoods of 75% of the population. In the past, Sierra Leone used to be a major exporter of agricultural commodities like cocoa, coffee, ginger, palm kernels, and rubber. However, the displacement of about 500,000 farming families during the civil war led to a decrease in agricultural production by more than 30% compared to pre-conflict levels. The cocoa and coffee sub-sectors, former cornerstones of the agriculture sector, were left in shambles. Since then, most farmers have returned to their plots; food production has increased strongly. The agriculture sector has significant potential for sustained growth and job creation throughout the country. Despite this positive development, the cocoa and coffee sub-sectors are still a long way from their former state of development, as the existing structures and knowledge were lost during the civil war. While exports of cocoa have been increasing from 2006 to 2010 as the crop recovers, exports dropped again in 2011 and 2012. Coffee exports remain insignificant; cashew production has never had the importance of cocoa and coffee and major challenges exist at different levels. No cashew exports are reported.

Government policy now aims to restore and strengthen the country's value chains, bringing abandoned areas back into production, increasing local earnings within the value chain and strengthening the access to international markets.

The targeted sub-sectors need assistance to strengthen production capacity, decrease transaction costs, update outdated legislation and regulations, harmonise production standards and to improve problems of warehousing and port facilities. Information systems and commodity associations are weak or non-existing.

To address these issues and to further develop important commodities, the European Union is financing the 'Agriculture for Development' (A4D) Programme under the 10th EDF of

which the management support component is being implemented by the consortium AFC and GOPA. A4D is designed as a three-and-a-half-year programme, and applies the value chain approach to help rejuvenate value chains for the traditional export crops cocoa and coffee and to diversify the tree crop sector by promoting cashew production.

Primary beneficiaries of the Programme are the smallholder farmers producing cocoa and coffee within the 3 districts of Kenema, Kailahun and Kono in the Eastern Province; and cashew in the 3 districts of Kambia, Port Loko and Bombali in the Northern Province. AFC's team of experts started implementation in early May 2012; the programme has just completed its first year of operation.

Services are provided to ensure technical, administrative and financial management in conformity with EDF procedures. This includes assistance in the preparation, management and implementation of annual Programme Estimates. The programme includes a large grant scheme to finance field activities to improve the three sub-sectors, the team has developed terms of reference for supplies and services tenders as well as calls for proposals. As the grant contracts have now been awarded, the next step will be to assist and strengthen the Ministry of Agriculture, Forestry and Food Security (MAFFS) in the follow-up of the grant contracts.

As functioning information systems are lacking, the team also assists in the set-up of information and monitoring systems. At present, an extensive and detailed baseline survey is being carried out in all six intervention districts.



Baseline survey, Kenema District

Within the sector, gap analysis is being carried out along the value chain and within involved institutions, to identify bottlenecks and design appropriate measures to address these through the development of sector strategies, research, information management, provision of training and improvement of extension services, and through private

sector support activities. Capacity-building of the respective District Councils and other decentralised government offices is supported as well.

To create better framework conditions for private enterprises, a key activity is to review the existing legal and regulatory framework, to propose changes and amendments as needed and draft legislation to be presented to Parliament.

In cooperation with the Sierra Leone Agriculture Research Institute (SLARI), a Memorandum of Understanding has been designed on the identification and import of improved vegetal materials (IVM), the rehabilitation or renewal of the existing research facilities, including clonal gardens for cocoa and coffee, as well as on some other short- and long-term research and demonstration activities.



Cocoa Clonal Garden in need of improvement

The improvement of product quality at different stages is a key area of intervention. The Team supports the government in setting national quality objectives and with recommendations on a total quality management concept for the respective value chains. Technical aspects, i.e. procedures and practices for SPS compliance and quality evaluation, have been identified and will be supported by capacity building measures.

Currently, a mission to support the improvement of port facilities and container handling is on-going, as processes at port have been identified as a significant bottleneck.

The sector lacks commodity associations, which fulfil an important role as service providers to their members, as well as advocacy institutions. Therefore, activities to support the establishment of commodity associations are being undertaken.

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Bringing Together African Expertise in Agriculture

The Comprehensive Africa Agriculture Development Programme (CAADP) is an initiative led by the African Union in order to boost productivity of the agricultural sector. Since 2007, the German development cooperation supports the CAADP process on a regional level through various programmes and projects. In 2012, three GIZ projects were bundled in the Programme "Support to Pan-African reform processes in Agricultural Economic Development (NEPAD / CAADP)". The programme has a duration of five years (2012 - 2016) and is based in Pretoria, South Africa, in close proximity to the NEPAD Planning and Coordination Agency (NPCA).

AFC has been contracted by GIZ since December 2012 to support Pan-African Farmers Organisation (PAFO) in planning and organising the continental forums taking place in 2014 and 2016. Additionally, AFC will assist the following regional farmers organisations in holding forums in 2013 and 2015:

- UMAGRI (Union Maghrébine des Agriculteurs);
- ROPPA (Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest);
- PROPAC (Plateforme sous-Régionale des Organisations Paysannes d'Afrique Centrale);
- EAFF (Eastern African Farmers' Federation);
- SACAU (Southern African Confederation of Agricultural Unions).

The purpose of the CAADP Africa Forum is to act as an on-going sharing and learning platform including diverse agricultural sub-sectors. Its aim is to up-scale best practices across Africa as an input into country-driven development of the agricultural and rural sector.



Mrs Ka Wallah at the Africa Forum in Tunis (2013)

The CAADP Africa Forum targets policy makers and practitioners in agriculture from across the African continent. Countries are represented by 'country teams' with members from the most relevant stakeholder groups (such as central and local government; private sector, farmers' organisations, traditional leaders, the media, academia, parliamentarians, regional organisations and development partners). Participants at the forum will be able to exchange ideas, inspiration, concrete examples and contacts with peers, to help them in their endeavours to address the needs of the poor in their own country.

A fresh start and a new beginning

The CAADP Africa Forum is now at the cross-roads of a number of recent changes resulting in new opportunities that should be captured and new challenges that need to be addressed. Therefore, it is vital to look at the expected achievements of the forum in the medium term (4-5 years) and measures to be taken in this regard. Since the forum became a CAADP platform in 2009, sufficient experiences and lessons have been accumulated that allow for a well-informed planning for the years ahead. A meeting under the auspices of PAFO, with all five Regional Farmer Organisations represented will take place in June 2013. The outcome of this meeting will provide the foundation for the planning of the next two cycles of regional and continental Africa Forums (i.e. from 2013-2016).

A quick look back...

The Africa Forum became a CAADP platform in 2009 with the ultimate aim of speeding up the up-scaling of agriculture success across the continent. From 2010, the forum was placed in the hands of Regional Farm Organisations, as these seemed best placed to identify agriculture success and to help its replication and up-scaling to other regions and countries. The Africa forums that took place in Nairobi (2009), Ouagadougou (2010) and Tunis (2012) were testimony to the fact that agriculture success in Africa is abundant and that there is a great interest among African farmers to hear and learn from each other.



Participatory working group

One of the challenges that the forum has faced, is in ensuring that all the interest and energy generated at the forum, is translated into actual up-scaling of such successes at national level. Nevertheless, some farmer organisations have managed to help their members with study tours, exchange visits or with actual putting into practice of what was learned at the Africa Forum. Also some more up-scaling took place by individual initiative of forum participants, of which forum organisers are unaware.

...and a constructive look ahead

Since 2010, RFOs have highlighted the need for developing a structural approach to ensuring that lessons from the forum are translated in actual replication and up-scaling of such success. The current situation provides a promising momentum to tackle this issue because of the following reasons:

- Since its creation in October 2010, the Pan African Farmers Organization (or PAFO) has strengthened its role as an umbrella organisation and its relation to RFOs is gradually defined and strengthened;
- As international support to farmer organisations is growing they have become an important CAADP player supported by different sources (e.g. EC, IFAD).;
- From 2013 to 2016, AFC (on behalf of GIZ) is providing five technical advisors to regional farmer organisations allowing for more constructive medium-term planning and implementation.

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Trainings for Algerian State Officials of the Agricultural Sector

Within the reform package that the Algerian government has implemented over the last decade, a high priority has been given to the diversification of the economy in order to reduce dependence on oil and gas. To this end the EU-funded Programme for Economic Diversification (DIVECO) supports the Algerian government in implementing its national diversification strategy in the sectors of agriculture, agri-business, and tourism. As part of the DIVECO programme, AFC has been contracted since February 2013 to organise and deliver tailor-made training programmes for the agricultural sector in the following areas:

- Dissemination of good agricultural practices;
- Labelling, certification and traceability of agricultural products;
- Elaboration of agricultural policies and strategies as well as local development plans;
- Training of trainers in agricultural techniques, policies and economy, management of marketing structures, and trade channels, including imports and exports.



Training on value chain analysis

The overall objective of the project is to further develop the human resources of the agricultural sector in order to enable them to contribute efficiently to the implementation of the Algerian policy of agricultural and rural modernisation.

The training activities target more than 700 staff members of different state institutions, namely the following:

- *Ministry of Agriculture and Rural Development*, particularly its administration and training facilities;
- *Technical institutes*, such as the Technical Institute of Horticulture and Industrial Crops (ITCMI), National Institute of Agricultural Research in Algeria (INRAA) and the Technical Livestock Institute (ITELV);

- *Directorates for Policy and for Training*, namely the Directorate of Training, Research and Extension (DFRV) and the Directorate of Planning for Investments and Economic Studies (DPIEE);
- *National Chamber of Agriculture (CNA)*, including the Wilaya Chambers of Agriculture (CAW).

Thanks to the close collaboration between the Algerian state actors and AFC's team of experts, the first training sessions took place in very good conditions. The subjects that have already been covered include the analysis of value chains, statistics, public dissemination of information, public policy and the role of elected members in the Chamber of Agriculture. AFC is looking forward to continuing these training series and thereby contributing to good governance for the agricultural sector in Algeria.

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Sugar Programme in Ivory Coast

In May 2013 AFC was awarded a new contract funded by the European Union to support the implementation of the "Sugar" Programme in the Ivory Coast. Since the 1970s, Sugarcane has played an important role in agricultural production and export in the Ivory Coast. The industry has since undergone some major changes with privatisation of production and processing units in the 1990s. Production was particularly affected during the socio-political crisis of 2002-2007, as the 4 major processing complexes are located in the north of the country, an area which was not under the control of the government.

Since the return of political stability, the government launched in March 2007 a strategy for the revival of the sugar sector in Ivory Coast which is articulated around three major axes:

- Improvement of the sugar industry's productivity and environmental management;
- Support to village producers and the populations surrounding the major processing complexes;



Sugar cane fields in the west of Ivory Coast

- Improvement of the macroeconomic climate and strengthening of the institutional framework of the sugar sector.

Ultimately the aim of this strategy is for the Ivory Coast to become completely self-sufficient in its own sugar production and to also supply the markets of the sub-region. In charge of implementing this strategy is the "Cellule d'Appui au Programme Sucre" (CAPS). AFC has been contracted to support the CAPS over the next three years in the implementation of the national sugar programme.

AFC will technically support the CAPS through the following 4 axes:

- Consolidation of the institutional framework;
- Assist in the programming of the actions;
- Assist in the operational management of the Technical and Financial Sugar Support Programmes;
- Ensure the financial monitoring and accountancy of the Sugar Support Programmes.

This will be achieved through, on the one hand working jointly with the CAPS and other institutions involved with regards to the sectorial negotiations, programming and organisation and financial monitoring, and on the other hand through direct actions to strengthen their capacities such as training on administrative procedures, financial monitoring and the establishment of manuals and guides.

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Food Security in North Korea

Since 1st January 2013 AFC, in consortium with GOPA, is in charge of managing the Food Security Office (FSO) in the Democratic People's Republic of Korea (DPRK) financed by the European Commission. The overall objective of the FSO is to improve food security in the DPRK by Linking Relief to Rehabilitation and Development (LRRD), and to provide support to DG DEVCO services in order to improve the effectiveness of the EC intervention.

In the 1990s DPRK suffered from major humanitarian problems, including a great famine, resulting from large floods, which destroyed crop lands and harvests as well as emergency grain reserves, and an economic decline and isolation, which restricted the import of food and other resources. The acute problems have been overcome, mainly by foreign humanitarian aid and some small-scale economic adjustments introduced in 2002.

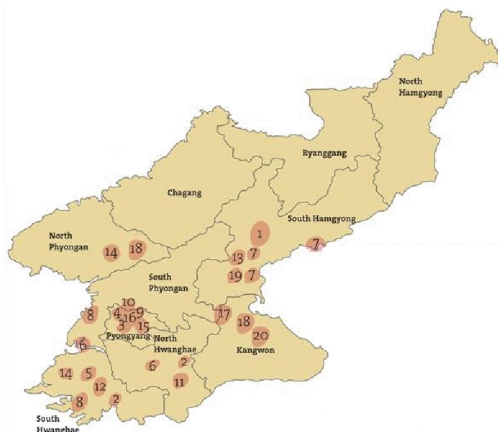
However natural disasters, such as floods, draughts and harsh winters, during the last 10 years have reduced the overall domestic food production and availability, and additional emergency aid was required. The food and nutrition situation in DPRK remains fragile. Particularly vulnerable population (children, elderly people, pregnant and lactating women) suffer from the structural shortfall of food production and a lack of dietary diversity.

Since 2007 most EC assistance to DPRK is provided by the Food Security Thematic Programme (FSTP), which finances community-based projects implemented by a few European NGOs, partnership projects between DPRK and foreign technical institutions, supplies of equipment to cooperative farms to increase food productivity, diversity and sustainability, as well as the Food Security Office based in Pyongyang.

The FSO shall increase the efficiency and effectiveness of the Food Security assistance provided by the EC and ensure the following results:

- All EU Programme Support (EUPS) projects have been advised, monitored and evaluated in a timely and precise manner;

- The provision and use of agricultural products and equipment by the EC has been followed up, monitored and evaluated in a timely and precise manner;
- DPRK authorities have increased their capacities to enhance food security in a sustainable way;
- National and international stakeholder organisations have been informed on the relevant topics of EC food security interventions in the DPRK in a timely and precise manner;
- Technical input has been provided to DG DEVCO for the preparation of tender dossiers and calls for proposals for the supply of agricultural products and equipment to the DPRK.



Intervention areas of EU projects

The technical input for the FSO is provided by a team of three international long-term specialists in agriculture production and processing, natural resources management as well as nutrition, which are supported by a local project team and further short-term specialists.



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AFC's Financial Administration Goes VARIAL



In January 2012 AFC introduced the ERP-system VARIAL which by now is used by the entire GOPA Group, not only to enhance the accounting efficiency and to increase the level of details but also to reach a common standard. Currently, three modules (namely financial accounting, human resources management and cost accounting) can be processed with the new system. A major advantage of the new solution is that these modules are interconnected to prevent

error-prone double entries. As the new system was adapted to the specific needs of AFC, the introduction phase ran smoothly without any loss of information.

For the daily management of currently 50 projects and 350 staff members, the financial administration team, consisting of six people, mainly uses the module "financial accounting". Each individual project is registered in there including the original calculation of its budget lines and peculiarities. In a next step actual events are entered into the system in real time. In this way we are able to monitor our projects up to the smallest details. We can thus quickly identify deviations to the project schedule and take immediate action. These are the ideal conditions for efficient financial project management.

Informative forecasts, breakeven analyses, deviation analyses, and plan-target-actual comparisons can now be generated quickly and with only reasonable effort. Based on these new functionalities, the system serves as a risk tool and forms the basis for the preparation of our quarterly management report.

As a first step, the introduction of the new system is now completed after one year. From today's point of view AFC thinks that the immense time invested was worth it - another small component of our company success.



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New sub-department : Agricultural Risk Management and Insurance

AFC entered the field of financial sector development more than 15 years ago. This step was originally founded on a firm believe that granting agricultural businesses access to appropriate financing was one of the key factors driving change and development in rural areas. This approach was complemented by comprehensive risk management strategies of our agricultural department which has long been supporting farmers based on arrangements made at different institutional levels: farm household or community level, market based mechanisms and government policies.

Despite the positive impact of improved credit facilities on the lives of many poor farmers, they remain facing a variety of risks, of which adverse weather events are one of the most threatening. These natural catastrophes can jeopardize the economic improvements achieved by credits and other rural development programmes. Realizing the challenge, innovative insurance products have increasingly moved into the focus of international development cooperation.

Index insurance is insurance that is linked to the triggering of an index, such as rainfall, temperature or wind speed levels, rather than to actual losses. This approach solves some of the problems that limit the application of traditional crop insurance for smallhold farming. Some of the key advantages are the lower operational costs and the quick payouts as the insurance company does not need to visit farmers' fields to assess losses. Instead, it uses the data from weather stations or satellites to check the pre-defined threshold and disburse the funds if the trigger is met. The process hence reduces adverse selection and moral hazard problems. These significant advantages are, however, linked to some challenges as the coverage does not fully correlate with the expected loss of the farmer. This so-called basis risk can result in farmers suffering harvest failure but not receiving a payout, conversely the trigger can lead to insurance payments to farmers who had no damage.

Hence, index insurance has its limitations as stand-alone product and works best when integrated into broader programs for rural development. Within its comprehensive approach and the rich experience in the agricultural sector, AFC is exceptionally well positioned to help low-income farmers to better absorb shocks and to temper down-turns, which are a major impediment to escaping poverty.

Our agricultural department has long

been assisting farmers in developing risk coping strategies. This includes amongst other fields of work the set-up of improved warehouses and other infrastructure, or the establishment of efficient extension systems, consulting the farmers on diversifying their income sources as well as on the effective use of irrigation systems, fertilizers and pesticides. In the financial sector development department, pro-active approaches to clients' risk management covered the promotion of savings mobilisation as well as the support of informal risk-sharing groups and credit cooperatives.



Making use of its rich experience in the agricultural sector, AFC is aiming to contribute to overcoming the challenges of traditional crop or livestock insurance and the basis risk challenge of index-based insurance by creating linkages between insurance companies and existing agricultural infrastructure and by proactively encouraging complementing insurance schemes with established individual and cooperative risk mitigation strategies. One such approach is supporting the building of new weather stations. A higher density of weather stations not only allows a more efficient premium calculation, but also decreases the geographical distance between farms and the location of index measurement, hence lowering the basis risk. Typically, weather stations are set up and maintained by meteorologists. Instead including agricultural projects in the process could make effective use of synergies and lower transactions costs. The same argument holds for the design and development of adequate products. To ensure sufficient demand for an insurance product, it is important that its cover extends to the most prominent risks. Given the high volatility of prices of agricultural output, a sufficient calculation of expected losses also requires the expertise of agricultural practitioners. For both

aspects, we see a great potential for cooperation between our agricultural and financial sector department.

In addition, satellite-based technology has recently moved into the limelight of insurance companies. Here, remote sensing is used to monitor and forecast the growth of specified crops. This information is used both, for the calculation of premiums as well as for the verification of actual losses, allowing for a timely and efficient issuance of payouts. This could be a small revolution for crop insurance, which AFC will be happy to support on the ground in our project. Last but not least, we believe there is great potential to make use of agricultural service providers, such as extension services and consultancies, agricultural associations or input providers, to lower loss adjustment costs and moral hazard in traditional crop or livestock insurance. While these players may not be considered as neutrally positioned, they do follow a strict work ethos and are bounded by social controls. Using technologies such as digital cameras on mobile phones, verification of losses can be undertaken and communicated to the insurance companies in real time.

To streamline and further develop our work in this field, we have now established a new sub-department at AFC within the financial sector department. Main persons responsible will be Ms Gaby Ramm, senior advisor with more than 20 years of experience in international (agricultural) micro-insurance and integrated risk management, who will join AFC as an associated consultant. Ms Ramm is also a member of the steering committee of the ILO Microinsurance Innovation Facility funded by the Bill&Melinda Gates Foundation. In addition, Ms Simona Helmsmüller will join the new sub-department, who holds academic degrees specializing in insurance mathematics. Parallel to working as Project Manager in the financial sector development department within AFC since 2010, Ms Helmsmüller is now also pursuing her PhD degree in Economics.

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STORIES OF SUCCESS

Fully Operational Mountain Farmers Federation in Romania

On behalf of GIZ, AFC supported between 1994 and 1999 the Mountain Farmers Federation (FAMD) founded in 1993 in Vatra Dornei in the north of Romania. After end of the communist era in 1991 especially mountain farmers faced a post-revolution period during which all government services broke down. It was Dr. Radu Rey (president of honor) dedicated to the favour of the mountain population and environment who initiated the foundation FAMD.



FAMD Headquarters

During the start-up phase, priorities of the project were set on the organisation and management, service structure and staff development of the Federation, at a later stage completed by the establishment and operation of urgent needed social and commercial services for small-scale farmers. Especially the enlargement and offer of commercial services during the second half of the 1990s resulted in the self-financing of the non-profit organisation. The construction of a FAMD headquarters with financial assistance from GIZ was the high point at

the handing over of the project. Financial monitoring during the following 2 years guaranteed a sustainable financial management, last but not least the basis for financial and economical successful operations of the FAMD to date.

All together very good reasons to celebrate the 20th anniversary of FAMD.

The continuity of the presidency and management staff not only reflects the success story of the Federation but was also the cause for the invitation of AFC and other the German partners. It is noteworthy that such an agricultural organization with small-scale farm members has survived especially in post-revolution periods and sustainably established in challenging and changing markets. The surprise, pleasure and honour to be invited to this event was therefore great.

As the responsible project manager during project implementation, Mr Ressmann (AFC) joined the celebrations on Saturday 11th and Sunday 12th of May. The reception and hospitality was impressive and he had the opportunity to meet and exchange stories with many actors and partners.

The ceremony included various speeches, folk dance presentations, and tasting of regionally produced food specialities from member farmers during a final ceremony.

All speakers praised the German project and partners, and especially

thanked for the strong engagement of the long term expert Dr. Hans Jakob (former AFC expert), a veterinarian and farmer from Bavaria, who perfectly understood the mentality and needs of mountain farmers during this difficult period. Unfortunately he died in a traffic accident short after his return to Germany.

Today FAMD is a recognized and accepted actor in the National Rural Development Plan and Agricultural



Staff members of FAMD

Community Policy and maintains close relations to EUROMONTANA, Swiss Cooperation and partnerships with many international mountain development organizations. This network results in continuous exchange of experiences and financial support for special projects.

With 7 permanent employees the FAMD today offers a broad range of commercial and financial services for their members, still following the same development principals as in the early 90s. With the foundation of 7 Sub-Federations, the FAMD multiplied their own development concept and activities in the western part of Suceava province.

The employees of many years standing, and their viable management, the increasing development of memberships and finally the impressive number of participating guests during the anniversary are convincing indicators that the organisation is on the right way.

AFC expresses gratitude - also in the name of other German partners involved - for the invitation and hospitality, being happy that we contributed to laying the foundation stone of FAMDs success story.



Ceremony of FAMD 20th anniversary

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FROM PAST PROJECTS

Fully Licensed Microfinance Institution in Kyrgyzstan

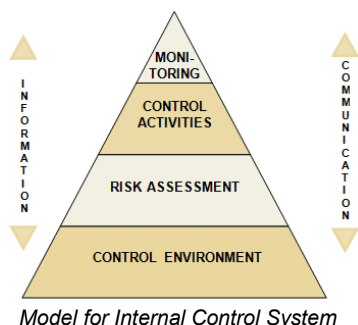
Bai Tushum was the first microfinance institution (MFI) in Central Asia to be awarded a full banking license from the National Bank of the Kyrgyz Republic on 14th November 2012. AFC Consultants International is proud to be part of this success story as it is thanks to our services that Bai Tushum today disposes of a sound internal control and audit framework.

Back in 1996, AFC started to implement a project in the South of Kyrgyz Republic on behalf of GIZ to support private farmers in the region. During the project implementation, the TES-Center (Training and Extension Center) was founded to support private farmers with training and qualified extension services, which is still operating successfully.

Furthermore, the Osh Credit Fund was set-up in cooperation with ACDI on behalf of USAID and GIZ/AFC. This Osh Credit fund developed further to a MFI, re-

named itself Bai Tushum and recently received a full-banking license. Again we had the opportunity to support this development.

From November 2010 to November 2011, an international expert sent by AFC, working in partnership with CAICo and ADG, assisted Bai Tushum in strengthening their Internal Control Systems as part of a project funded by the International Financial Corporation (IFC). To be more specific, our expert advised the MFI in revising the organizational structure, policies and pro-



cedures, including the Management Information System (MIS), in view of enhancing their capacities in risk management and internal auditing.

As the first transformed MFI in the region, Bai Tushum Bank will implement best international banking practices, promoting transparency in the financial sector and enhancing trust in the banking system. At the same time the MFI remains dedicated to carrying out its social mission, supporting entrepreneurs and farmers in rural areas, as well as job creation. In sharing this success story, AFC is looking forward to share their expertise with many more financial institutions worldwide that aim at contributing to transparent and inclusive financial sectors.

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New National Microfinance Association in the Dem. Rep. of Congo

Commissioned by KfW, AFC in consortium with ADG supported the set-up of the Association Nationale des Institutions Micro Finance (ANIMF) in the Democratic Republic of Congo (DRC). Even though the microfinance sector in the DRC exists since 1956, it only recently started to grow and nowadays serves around the same number of clients as commercial banks. Nevertheless, there are hardly more than 100,000 clients – a small number compared to a population of more than 70 million people. Various Microfinance Institutions (MFIs) exist, but no association had yet been formed which could speak on their behalf and offer valuable services. In partnership with the Central Bank of the DRC and KfW, our team worked closely together with the MFIs to support the set-up of such a national association.

During our work, two main challenges were faced and successfully overcome. On the one hand, there is a felt divide between the Microfinance Institutions of the East (around Goma) and the West (around Kinshasa). Meetings and discussions between all representatives of the sector were therefore of utmost importance; with only limited infrastructure and high costs for transportation, this presented a major challenge. On the other hand, we had taken on the tremendous challenge to create this association without

any external financing beyond our consultancy work. In order to ensure true sustainability and to generate commitment and ownership from the MFI side, a model was found which is based solely on revenues from membership fees.

To tackle these two challenges, our team facilitated a highly participatory approach, benefiting from the proactive attitude and eager interest of the potential member MFIs. We moderated meetings, organised round table discussions in Goma and Kinshasa and subsequently drew up the legal documents, procedures and code of conduct. Furthermore, we suggested an innovative solution to ensure equal representation of the East and West in the Board of Directors (BoD): While in this first round the President and the Vice President were elected simultaneously, the Vice President will in following rounds automatically be assigned the position of President for the next term. Furthermore demanding that the President and Vice President originate from different states of the DRC, this then leads to a rotating Presidency between East and West, while at the same time allowing for sufficient consistency. Due to the budgetary constraints, the elections were conducted via email vote, for which a number of legal hurdles had to be overcome.

With the newly elected Board of Directors and Audit Committee, a strategic planning session was furthermore conducted. During this session, the mission, vision and values were defined and the long-, medium- and short-term goals (including corresponding lists of services) formulated. An adequate budget and financial projections will remain crucial for the continued independence and financial sustainability of the organisation. A first staff member is to be recruited once membership fees have been collected for the staff's remuneration. Office space and equipment for the association is generously provided free of charge by one member MFI.

While naturally a number of issues remain to be addressed and solved, we are convinced that the impressive dedication of the member MFIs as shown during the past months, together with the sound foundation which has been laid, will lead to a stable development of the association and hence to a conducive environment for the whole sector. We wish the young organisation and its members much success and all the best for their future!

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New Projects

AFGHANISTAN: Review of the seed sector. EC, 2012. IAK Lead, AFC Partner.

AFRICA (regional): Promotion of agricultural qualification and education under CAADP - organisation of the CAADP Africa Fora. GIZ, 2013-2016. *

ALGERIA: Implementation of a training programme for the benefit of institutions and actors of the agricultural sector in Algeria. EU, 2013-2015. *

BENIN: Final evaluation of the project "Institutional Support to the Ministry of Agriculture, Livestock and Fisheries". CTB, 2013. *

BOSNIA AND HERZEGOVINA, CROATIA, KOSOVO: Feasibility Study and Pilot Project Preparation for Higher and Professional Education Finance. KfW, 2013-2014. AFC Lead, GOPA and ADG Partner.

BURKINA FASO: Technical assistance to promote private entrepreneurship in the agricultural sector. DANIDA, 2013-2018. NIRAS Lead, AFC Partner.

CAMBODIA: Handling of Greater Mekong Subregion (GMS) Trade Project: Project Management and Implementation. ADB, 2013-2017. *

CHAD: Support the organisational development of 9 new NGOs. DEZA, 2012-2014. *

CHINA: Microfinance technical assistance. WB, 2012-2015. AFC Lead, ADG and Suzhou DX Financial Consulting Partner.

CONGO (Dem. Rep.): Peace Fund. KfW, 2012. GOPA Lead, AFC Partner.

CONGO (Dem. Rep.): Establishment of a national microfinance association. KfW, 2012. AFC Lead, ADG Partner.

ETHIOPIA, NAMIBIA, SIERRA LEONE, BENIN: Comprehensive review of best practices on ATVET in Africa. GIZ, 2013. *

GHANA: Market-orientated agriculture. GIZ, 2012-2013. *

GHANA: Consulting services to support the roll out of the e-zwich biometric payment infrastructure in rural areas. KfW, 2012-2014. AFC Lead, ADG and PHB Partner.

IVORY COAST: Technical Assistance to the Ivory Coast Sugar Programme. EU, 2013-2016. *

KAZAKHSTAN, KYRGYSTAN, TAJIKISTAN, UZBEKISTAN: Market Research of the Food Sector. IFC, 2013. AFC Lead, CAICO Partner.

KOREA (Dem. People's Rep.): Food security office in the Democratic People's Republic of Korea. EU, 2013-2015. AFC Lead, GOPA Partner.

LAOS: Mid Term Evaluation of the LAO/021 BOLIGO - Bolikhamxay Livelihood Improvement and Governance Project. Lux-Dev, 2013. *

MONGOLIA: German-Mongolian Project "Sustainable Agriculture". BMELV, 2013-2016. GFA and IAK Lead, AFC Partner.

MOROCCO: German-Moroccan Excellence Centre for Agriculture. BMELV, 2012-2015. AFC Lead, ADT Partner.

MOROCCO: Technical Assistance to the *Plan Maroc Vert* Support Programme. AFD, 2013-2015. AFC Lead, AFCi Maroc Partner.

ROMANIA: Promotion of agricultural finance: study and sector event. European Fund for Southeast Europe, 2013. *

SAUDI ARABIA: Set-up of a date processing facility: consulting services for quality control and process advice. YALJ, 2012-2014. *

SIERRA LEONE: Technical Assistance to the agriculture development project. EC, 2012-2015. AFC Lead, GOPA Partner.

SOUTH-EASTERN EUROPE: Energy Efficiency Showcase Series. GGF, 2013-2015. AFC Lead, ADG and SEEC Partner.

SUDAN: Technical assistance for the effective and efficient management of the rural smallholders component under the Sudan food security programme. EU, 2013-2016. Landel Mills Lead, AFC Partner.

SUDAN: Impact Evaluation Assessment MFI Sector. WB, 2013. AFC Lead, ADG and PACT Partner.

TAJIKISTAN: Sustainable use of natural resources: wildlife management. GIZ, 2012-2014. DFS Lead, AFC Partner.

TAJIKISTAN: Framework and Financing for Private Sector Development in Tajikistan: Finance Sector. GIZ, 2013-2015. AFC Lead, ADG, CAICO and Oxford Policy Management Partner.

TAJIKISTAN: Sustainable Economic Development Programme: Private sector development in rural areas (1) and Microfinance and instruments for financing (2). GIZ, 2012-2013. AFC Lead, ADG and CAICO Partner.

TURKEY: Technical support to resource-efficient and environmentally friendly use of animal waste for biogas. GIZ, 2012-2014. AFC Lead, Partner.

VIETNAM, CAMBODIA: Country market assessment for the Asia Regional Biogas Fund. KfW, 2012 *

* = AFC only



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