

Date	Geo-position	Company/Client	Description of task or mission AGRICULTURE ONLY
Dec 2010	Vietnam	Olam	Conducted a due diligence mission on behalf of Olam International for 20 000 ha of diseased sugarcane with a view to improving production. Whilst this mission was primarily to assist in the assessment of the cane supply area to the NGHEAN AN TATE & LYLE (NAT&L) Tate and Lyle factory at Quỳ Hop area in the central north of Vietnam for acquisition, there was obvious evidence of need and opportunity to advise in the report on corrective measures to increase production and to minimise the incidence of GGSD. The intention of NAT&L prior to accusation by Olam was to take the factory from an existing 9000 tons/day crush to a 12 000 tons/day throughput over a 3-year period. The report identified the process and plan of how this was to be achieved. As this was a short mission and I was only engaged for the DD there was no follow up. I have however on the two occasions of being in Vietnam seen the immense potential for improving productivity through applying best practices.
April 2010	Sierra Leone	Agricane	Establishing a sugarcane technical training unit for a green field bio-fuel development in Sierra Leone. This project is one that as the Director of the Agricane Training division I was required to co-ordinate the establishment of a field training unit for the ADDAX bio-fuel plant. This is the only sugar operation in the country and the training and capacity building initiative had to take into cognisance the political history of employing people who in most cases had never had formal employment opportunity in the past. I was in a position of developing the HR function in the early stages and designing both Job descriptions as well as engaging in many risks analysis activities. This was again a remotely managed operation with competent persons placed in country. I however did make several visits to site for regular engagement.
Nov 2009	Malawi	Concern Universal	Providing backstopping support and services to the capacity building of the Malawian sugarcane out growers. This is an EU funded project managed by Concern Universal. Further provision of a regulatory framework for the growing sugar industry. This project was again conducted through the Agricane Training division and was in essence the development of a programme and materials for training and building the capacity of small-scale sugar producers in Malawi. An initial gap and needs analysis were conducted and it is understood that almost 5 years on from this project there has been a 40% increase in sugarcane production by small-scale farmers. It is not possible to ascribe credit to only one part of the entire project, but the project was considered a success. Onward coaching and support is an important factor.
2004 – 2009	Mauritius and RSA	Mauritius Sugar Research Institute	FIRCOP Competitive Grant Project GC/003/006 This project was the survey of 900 small scale sugarcane farmers in South Africa and 800 in Mauritius to identify the reasons for sugarcane non competitiveness, low levels of production and lack of adoption of best practices and technology. <i>Report produced</i>
2003 – 2004	Ghana	FAO Ghana	Responsible in assisting the FAO to customise the Farmer Led Extension programme of the International Institute for Rural Reconstruction (IIRR) from Asia to Africa for delivery in Kenya. <i>Post training report produced</i>
March 2011	South Sudan	Anglican International Development (AID)	Participated in an agricultural delegation to South Sudan hosted by the Episcopal Church and commissioned by the Bishop of Canterbury England. Focus was on investigating import substitution businesses for which sugarcane production remains an option. <i>Report and proposals produced</i> This project came to a standstill as a result of the resumption of the war in South Sudan and it is not envisaged that this will resume.
Dec 2011	Cambodia	Bunge Sugar and bioenergy Sugar Knowledge International Limited (SKIL)	Contracted by Sugar Knowledge International Limited (SKIL) to conduct a scoping exercise on 26 000 ha of new sugarcane development area in Cambodia and to report on the agriculturally related restrictions to production to 5 factories in Vietnam. On-going opportunities exist for project work. <i>Report produced</i> the interest that was generated in this mission was not pursued as Bunge were continuing their Brazilian investment in sugar.
Oct 2011	Tanzania	Kagera Sugar Limited	Provided a specific tailored training course to the section managers of Kagera Sugar on the best practices for managing improved productivity. This training is to be on-going with more modules to be delivered by MJ Eweg Consulting. <i>Report produced and post training assessment done.</i> Kagera Sugar did not resume any agricultural training despite a 5000-ha expansion, nevertheless the initial training of 12 section managers revealed the fact that there were many gaps in the knowledge of basic production and little succession planning. It is again understood that implementation of the training and capacity building has improved practices and yields as well as reduced losses.
Feb 2012	South Sudan	Uttam Group (INDIA)	Conducting initial scoping exercise and full feasibility studies for the Uttam group of companies on the prospect of investing in a new country some \$250 m in the building of a 6000TCD sugar factory and related irrigated estates and out-grower systems. <i>Report produced</i> The war in South Sudan has had a negative impact on the investment partners and the opportunity is now lost. It is fortunate that the agricultural development plan had not yet begun. Uttam has now invested in other African countries.
Feb 2012	Malawi	SKIL and Bunge	Conducted a visit and assessment of the Limphasa Sugar Project at Nkhata Bay area of Malawi. Project proposes to develop a 3500 tcd factory – estate and outgrower cane supplies. <i>Report produced</i> This DD visit was never going to reveal a development opportunity and despite the insistence of the promoter the investor had to walk away as it was environmentally not sustainable and would have drawn serious international criticism both for Malawi and the investors.
Mar2012	Brazil	SKIL and Bunge	Conducting an assessment for reasons for yield decline on estates producing for the 8 Bunge factories in Brazil. Implementing intervention strategies over 500 000 ha sugarcane lands. <i>Report produced</i>
June 2012	Brazil	SKIL and Bunge International	Conduct a w/shop on institutional integration and change in respect of improving productivity and adding value to the factory capacity shortfall in Brazil. <i>Report</i>

			<i>produced</i> The Bunge group were short on estimate by some 4 million tons cane. SKIL who has a consulting agreement conducted both a field and factory audit to determine the reasons for less than anticipated yields. I was a part of the team that conducted a technical review highlighting the many technical areas as well as management areas resulting in lower yields. The management silos were not conducive to accountability and full regional responsibility over the entire production chain. Bunge were advised to 'grow' their own crop of field managers and to undertake an in-house training and capacity building programme. It is almost impossible to ascribe the implementation of improved management and practices to their improved yields and productivity. The board was however very satisfied that external agents and consultants had had a positive impact on systems improvement and consequentially production.
April 2012 – May 2013	Mozambique	Maragra Acucar, SA Illovo Sugar	Contracted to Illovo to deliver 6 sugarcane Portuguese training courses over 6 weeks related to Estate production systems for Maragra Sugar Estates Mozambique. <i>Training courses delivered</i> This training course was so successful that it was developed into a group strategy and the Illovo Sugar Training Academy was born. The production on this estate has increased from the average of 83TCH to an amazing 96TCH over 3 years. If one was to ascribe a value or ROI this could equate to approximately \$390/ha/annum. On the estate area of 8000ha this is in excess of 3 million USD.
April 2012	South Africa	Gledhow Sugar Co	Contracted for a 6 month period to deliver Irrigation Institutional training and capacity building to out-growers on a 500ha irrigation scheme <i>Report on post training produced</i> The production of these farmers has significantly increased (\pm 6 tons cane/ha/annum) despite the drought having been experienced in South Africa in 2014.
June 2012	Italy	World Farmers Organisation (WFO)	Addressed the global farmers' general assembly on the various aspects in respect of Agricultural Advisory Services and food security in Sub-Saharan Africa.
June 2012	Tanzania	Bunge International	Conducted an agronomic feasibility review/study and due diligence on the Bagamoyo bio-fuel sugarcane project in respect of investment opportunity and East African markets. <i>Report produced</i> This project was rejected by Bunge as a suitable investment opportunity after a visit by a team of specialists. The cost of production was probably the highest of any in the world and cannot show value in returns. The soils were also deemed to be less than ideal. It is understood that the Tanzanian government was hoping to have this project supported as a strategic investment and may therefore still proceed. It has been 5 years and it is still not being developed beyond a pilot stage.
July/Aug 2012	Ghana	FARA/Bunge	Presented a 'case for sugar' to the Forum for Agricultural Research in Africa (FARA) Conducted a scoping exercise for a new sugar plantation in Ghana on the Volta lake <i>Report produced</i>
Sept 2012	Kenya	Bunge / SKIL	Pre-initiation and visit to the Tana River area of Kenya for a possible green field development.
October 2012	Zambia	Bunge / SKIL	Conducted a scoping exercise for acquisition of 6000 ha of sugarcane in Zambia and a further investigation and discussion for the development of an Academy training farm in Northern Kwa Zulu Natal Province of South Africa. <i>Report produced</i> Bunge have ceased their investigations into new 'green field' sugar and bio-energy projects in Africa. This is a recent decision (October 2014) and could be as a result of Emerging markets suffering global turbulence. According to the Financial Times, the current turbulence in the global market has negatively affected emerging economies the most. In fact, data from the Washington-based Institute of International Finance shows that in October investors withdrew as much as \$9 billion from stocks and shares across Africa, Latin America, Eastern Europe and Asia. Reasons behind this are numerous, according to the Financial Times. Sluggish growth from China and the impending winding down of quantitative easing from the US have been major concerns that have been exasperated further by concern over uneven global growth. Since the beginning of September, the FTSE Emerging index, which consists of developing countries including China, Brazil and India, has lost more than 10%. FT, Charles Collyns, chief economist at IIF, said that emerging market flows have stopped. "There has been some stabilisation [in emerging markets] in recent days but we expect the pattern of rising risk aversion and shifting Fed rate expectations to continue." Particularly high outflows have been noted in emerging Europe. This comes on the back of conflict between Russia and Ukraine which has left Russian companies facing a possible credit crunch unless western sanctions are relaxed, according to credit rating agency Moody's.
January 2013 ongoing	Ghana	Bunge / SKIL	Conducted a 2-week soil 'fatal flaws' exercise in Ghana covering 45 000ha. Warren Heathman was the pedologist providing the contracted report. <i>Report produced</i> Ongoing development of a full feasibility study. This Agricultural Development study has been completed and the development report and timelines with associated economics finalised. The proposed 20000ha development was predicted to yield 158TCH on the CaneGrow crop model and this was tempered to be 110TCH realistically on climatic potential.
January 2013	eSwatini	eSwatini Sugar Association SAIEX	Conducting a 'gap analysis' for out-growers as part of a EU funded contract issued to the Southern African Institute for Extension and Rural Development (SAIEX) Enhancing productivity and market growth in the sugar sector: Entrepreneurship and capacity building for Sugarcane out-growers. <i>Report produced</i> The result of this very valuable work as evidence based support for an application to the EU for further funding to apply improved practices in the project SWA/1103/R01- Enhancing Productivity and Market Growth in the Sugar Sector LOT 1: Entrepreneurship and Capacity Building for Sugarcane Growers, Phase I
January 2013	eSwatini	Small Holder Irrigation Project (SHIP)	Developed a set of materials for capacity building and modules for use by extension workers in improving production and sugar yields. <i>Materials produced</i> It is again difficult to determine to what extent the materials have been used and are contributing to a better understanding of the sugarcane production cycle as well as the improvement in yields.

January 2013	South Africa	Bunge	Conducted a 3-day assessment of the Mathenjwa tribal land area on offer for a new development of a green field sugar project. <i>Report produced</i>
February 2013	Mozambique	Maragra Acucar, SA Illovo Sugar	Contracted to Illovo to deliver the second series of 6 sugarcane Portuguese training courses over 6 weeks related to Estate production systems for Maragra Sugar Estates Mozambique.
January 2013 - + 3 years	South Africa	AndisaAgri	Engaged to support a South African Sugar Association project 'Institutional Support to Land Reform CPIs – Southern/Midlands Cluster' This 3-year project will develop tools and materials to be used in Business Understanding and Best Practices for business success and sustainability. Good governance and statutory compliance issues are covered. The resultant outcome of this project will be used as a country roll-out programme to build capacity in land reform farmers.
Feb 2013 – Feb 2014	Mozambique	FOGETERR Community	Contracted to provide 'Fair Trade' compliance coaching for >250 sugarcane out-growers in order that they maintain compliance and fair-trade status. This will include the 'Bonsucro' standards. This project was successfully completed to meet the standards for an unqualified FT standard audit. The supply of FT sugar whilst particularly important to the local community has to be well monitored lest the spending of FT preferential income is used incorrectly. Small scale sugarcane production in Mozambique is steadily increasing much of this is due to the capacity building and technical knowledge training offered.
March 2013	Ghana	Bunge/SKIL	Attended the Ghana agri business 2-day symposium and visited the Bassa area of the proposed new APSD/Bunge bio energy/sugar development. Final Preliminary report generated for new venture. <i>Report produced</i>
May 2013	Zambia	Bunge/Skil	Conducting Due Diligence in respect of a 'brown field' acquisition of a sugar mill and 10000ha irrigated sugar land. <i>(under NDA)</i> This accusation project has finally come to an end with the existing owners not accepting the Bunge offer. The DD report indicates the proposed road map for lifting production from 58TCH to 95TCH over a 5-year period including a 5000ha expansion and an entire estate replant of 8000ha.
October 2012 – Date	South Africa	Bunge/Skil	Engaged as the Agric consulting specialist for the negotiations on the implementation of a proposed new mill for South Africa, including the proposed shareholding in existing entities. <i>(under NDA)</i> This is a project that has been under discussion with various parties in SA for the past 20 years. We were almost at the point of acquiring the water licence for 200 million cubic meters of dam abstraction when Bunge decided in October to cease all activities in Africa of a sugar and a bio-energy nature. In the process of negotiating with new potential partners and investors.
July 2013	Brazil	Bunge – Moema Usina	Conducted a 5-day phytosanitary workshop with the company technical team to mitigate the risk of pest and disease in the sugarcane crop affecting production. This was a w/shop as arranged to take place after the June 2013 ISSCT conference in Sao Paulo Brazil. Phytosanitary was one of the risks identified the year before when the technical review was done for Bunge Brazil and it was agreed then to conduct this awareness and global best practice w/shop to mitigate some to the yield loss. <i>(Report delivered)</i>
September 2013	Sri Lanka	SKIL/ Imperial group of Companies	Conducting a reconnaissance DD visit to Sri Lanka with a view to establishing new sugar factories. Whilst the Agricultural development report that was produced indicated the suitability for sugar production, there were many social issues that needed attention and the low global price of sugar has discouraged this new development at this time. <i>(Report delivered)</i>
January 2014 July 2019	Southern African Cluster of countries	Illovo Sugar Limited	Contracted to develop course material and deliver the agriculturally related aspects of the 'ILLOVO TRAINING ACADEMY' for South Africa, Tanzania, Zambia, Malawi, eSwatini and Mozambique. At least 220 front line managers and supervisors were engaged in the academy over 5 years. It is anticipated that a yield increase of just 1-ton cane over every hectare will generate an extremely positive return on investment. The improved field practices have a spin-off with improved factory recovery and additional returns as well as additional sales.
April 2014	Madagascar	Under NDA	Investigating the opportunities for sugar industry rehabilitation and improving productivity. New estates are an option.
October 2014 on-going	Zambia	Private SA Farmer consortium	Engaged with a team reviewing the suitability of an area in the Luapula province for development of a new 'green field' project.
December 2014 On-going	Mexico	ED&F Man	Engaged to conduct a Due diligence on two sugar factories with a view of conducting a technical review of outgrowers to increase yields and supply of sugarcane to the factories. <i>(Report delivered)</i> The outcome will involve the extensive intervention of

			practices as well as improved communication between suppliers and factories.
January 2015 - ongoing	South Africa	Destination Farm	Prepared a business plan for the Destination Trust for the operation of a beef herd and all associated activities including but not limited to an EIA, dam construction and animal care. <i>(Plan under review)</i>
May 2015 - ongoing	Ethiopia	Sugar Corporation	Negotiating the review of all field and factory operations with a view to developing a language (Amharic) appropriate sugarcane training course for all government field staff. Further to this proposal it is proposed to conduct a gap analysis on two sugar factory areas in Ethiopia with a view to putting in a full capacity building programme. <i>(In progress)</i>
September 2015	Sri Lanka	MG Sugars Lanka Limited	Engaged by MG Sugars to act as a verification consultant to the development of a new 8000 ha sugar estate including all the required sugarcane training facilities. A scoping and pre-feasibility study report is being prepared for the client with Bosch Projects. <i>(Report in progress)</i>
January 2016	Sri Lanka/UK	Bosch Projects for MG Sugars	Engaged with clients in London to discuss project progression following pre-feasibility work. Next stage agreed to proceed with groundwork in Sri Lanka March 2016. Soils fatal flaws work, hydrology and outgrower focus group meetings. <i>(Pre-feasibility scoping report produced)</i>
January 2016	South Africa	Andisa agri	Participated in a tender/bid process for the construction and development of a new sugar mill in South Africa. <i>(Project suspended)</i>
August 2017 February 2018	Kenya	Stanbic	Engaged to conduct a base line review of KISCOL to determine the way forward in improving practice for greater yields and improving management with ongoing 6 monthly monitoring.
March 2019 ongoing	Kenya	KISCOL	Undertook a review of the 3000ha of physiologically drought compromised fields and reported to the client on an action plan. Retained as an advisory consultant in a new development for soils, LiDAR and planning layout work.
February 2020	eSwatini	Client under NDA	Engaged in the search for a world class agricultural manager for an African Sugar operation. <i>(concluded)</i>