

A woman is shown from the waist up, carrying a large woven basket filled with purple sweet potatoes on her head. She is wearing a red shirt with white polka dots and a grey and white plaid skirt. Her hands are visible, holding the sides of the basket. The background is a soft, out-of-focus landscape with a cloudy sky.

2012 ANNUAL Report

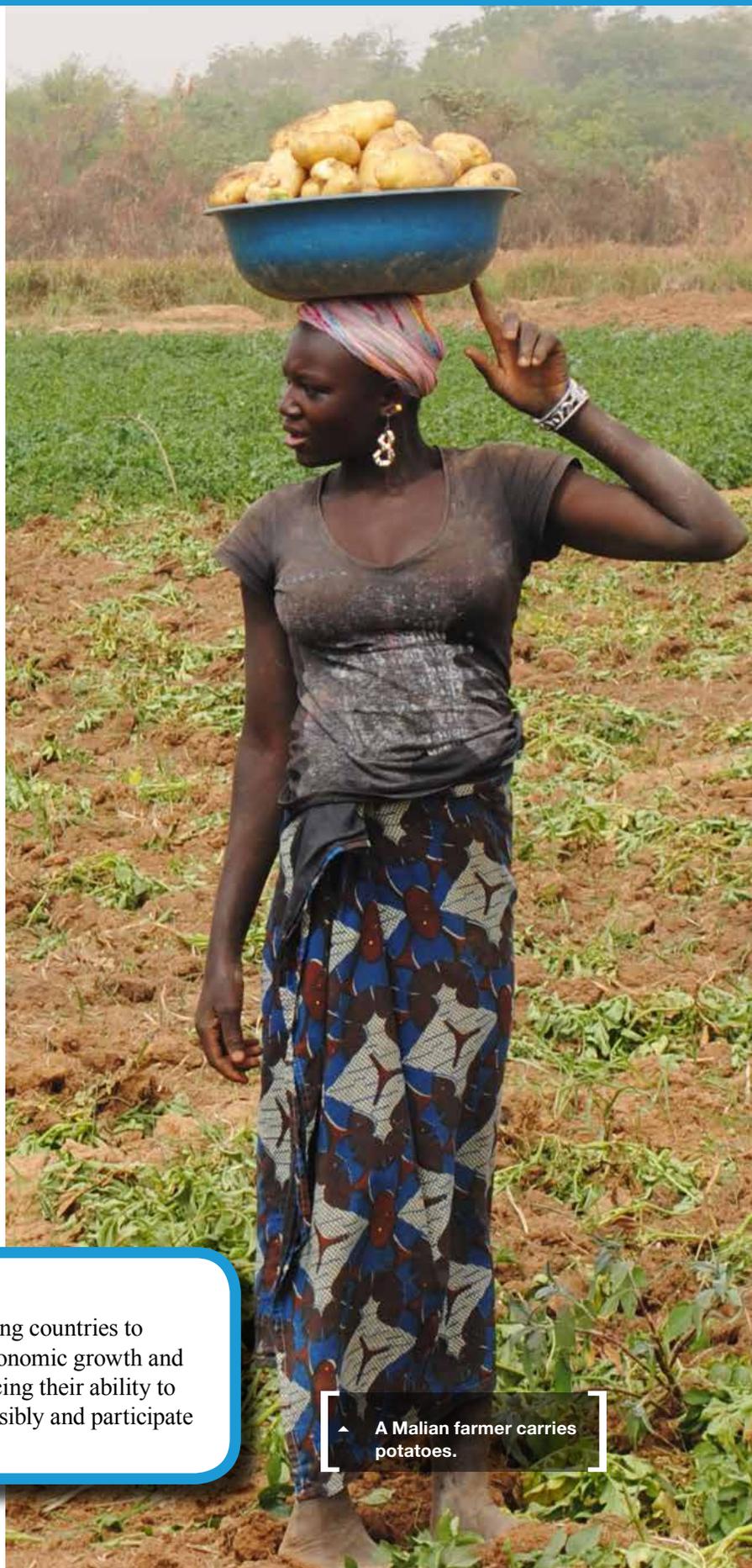
*Increasing Agricultural Progress
and Sustainability
Through Partnerships*

Table of Contents

1	2012 Highlights
2	IFDC Around the World
4	Message from the Chairman of the Board of Directors and the President and Chief Executive Officer
6	2013 IFDC Board of Directors
7	2013 Committee Assignments of the Board of Directors
8	IFDC's Strategic Plan in Action
16	East and Southern Africa Division
24	North and West Africa Division
32	EurAsia Division
36	Research and Development Division
39	Selected 2012 Staff Articles/ Presentations/Studies
41	IFDC Offices and Staff
52	Financial Highlights
54	Revenue Sources
55	Acronyms and Abbreviations
56	Publication Credits

IFDC's Mission

IFDC enables smallholder farmers in developing countries to increase agricultural productivity, generate economic growth and practice environmental stewardship by enhancing their ability to manage mineral and organic fertilizers responsibly and participate profitably in input and output markets.



▲ A Malian farmer carries potatoes.

2012 Highlights

- Four major projects began during 2012 and several other projects were extended.
- The USAID-funded Accelerating Agriculture Productivity Improvement in Bangladesh project (AAPI) was recognized by the Chicago Council on Global Affairs in its *2012 Progress Report on U.S. Leadership in Global Agricultural Development*.
- The Virtual Fertilizer Research Center (VFRC) made its first fertilizer technology development grants. Seven projects are being funded over a three-year period; the ultimate goal is to help smallholder farmers in developing regions to increase crop yields more efficiently and sustainably.
- Two new members were elected to the IFDC board of directors in 2012 – Dr. Jimmy Cheek, chancellor of the University of Tennessee, Knoxville (and also chairman of the VFRC board of advisors), and Dr. Steven Leath, president of Iowa State University. Dr. Osamu Ito of Japan rotated off the board following his term of service.
- IFDC was among nine research and development (R&D) centers that launched the Association of International Research and Development Centers for Agriculture.
- IFDC revised its Strategic Plan (see pages 8-15).
- IFDC projects provided \$11,136,637 in funding to partners and sub-contractors in 2012 (approximately 16 percent of total IFDC funding).
- Through IFDC's field training programs, thousands of smallholder farmers and other members of the agricultural value chain were trained in the use of modern agricultural technologies and improved farming techniques.
- IFDC commemorated 35 years as a public international organization (PIO). U.S. President Jimmy Carter designated IFDC as a PIO on March 14, 1977.
- IFDC commemorated the 25th anniversary of the founding of its Africa Division and 25 years of continuous, on-the-ground work in Africa. IFDC's first project in Africa took place in Ghana in 1976.
- The Fertilizer Industry Round Table (FIRT) held its annual board of directors meeting at IFDC headquarters. FIRT is a forum for fertilizer industry leaders from across the supply chain to share best practices, innovations and market trends.
- IFDC was inducted into the 2012 Alabama (USA) Engineering Hall of Fame.

Additional information about many of these highlights, as well as information about IFDC programs and projects, can be found on the pages that follow and on the IFDC website – www.ifdc.org.

IFDC

Around the World



Countries With Current IFDC Projects

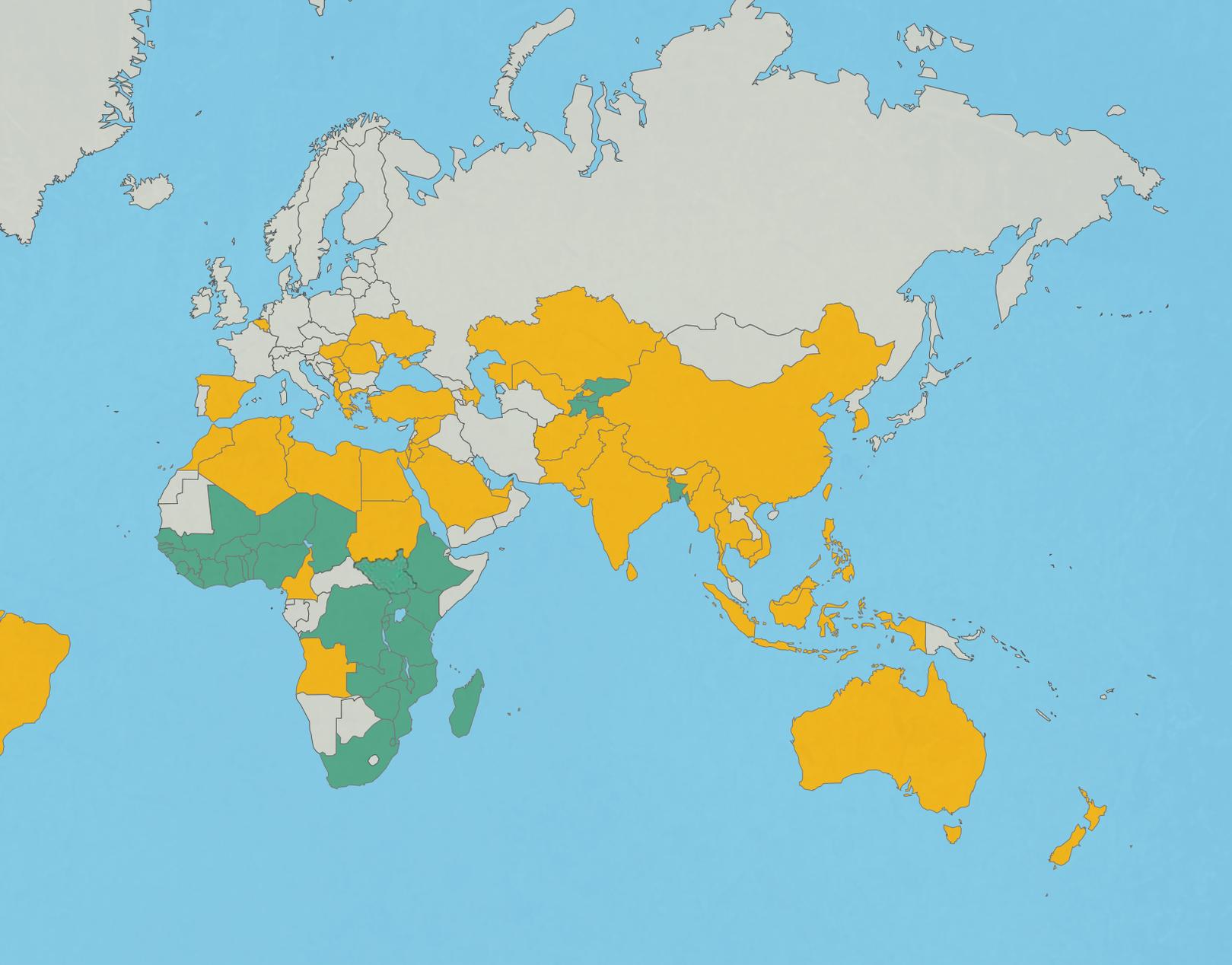
Bangladesh
Benin
Burkina Faso
Burundi
Cape Verde
Chad
Côte d'Ivoire
Democratic Republic of Congo
Ethiopia
Gambia
Ghana
Guinea
Guinea-Bissau
Kenya
Kyrgyzstan

Liberia
Madagascar
Malawi
Mali
Mozambique
Niger
Nigeria
Rwanda
Senegal
Sierra Leone
South Africa
South Sudan
Swaziland
Tajikistan
Tanzania
Togo
Uganda
United States of America

Zambia
Zimbabwe

Countries With Previous IFDC Projects

Afghanistan
Albania
Algeria
Angola
Argentina
Australia
Azerbaijan
Belgium
Bolivia
Brazil
Burma
Cambodia



- | | | |
|--------------------|----------------------------|----------------------|
| Cameroon | Jordan | Spain |
| Canada | Kazakhstan | Sri Lanka |
| Chile | Kosovo | Sudan |
| Colombia | Libya | Syria |
| Costa Rica | Malaysia | Taiwan |
| Dominican Republic | Mexico | Thailand |
| Ecuador | Morocco | Trinidad |
| Egypt | Nepal | Tunisia |
| Greece | New Zealand | Turkey |
| Guatemala | Pakistan | Ukraine |
| Guyana | Paraguay | United Arab Emirates |
| Haiti | People's Republic of China | Uruguay |
| Honduras | Peru | Uzbekistan |
| Hungary | Philippines | Venezuela |
| India | Romania | Vietnam |
| Indonesia | Saudi Arabia | Yugoslavia |
| Israel | Singapore | |
| Jamaica | South Korea | |

Message from the Chairman of the Board and

Partnerships Generate Progress and Sustainability



▲ Rob Groot (right) and a representative of the Permanent Inter-State Committee for Drought Control in the Sahel exchange copies of a memorandum of understanding.

Since its inception, IFDC has led or participated in many partnerships in order to help improve the lives of those with whom the Center works and serves. These partnerships have taken different forms, but their common thread is the intent to help smallholder farmers and others in agricultural value chains move from the poverty cycle to the prosperity cycle. There are various types of partnerships, but one type is becoming increasingly important – the public-private partnership (PPP).

A PPP is defined by www.investopedia.com as “a business relationship between a private-sector company and a government agency for the purpose of completing a project that will serve the public.” Another definition from www.nppc.org states that a “PPP is a contractual agreement between a public agency and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public.”

There are a number of similar definitions of PPPs. What is important about the PPPs that IFDC participates in is that the efficiency and management expertise of the private sector are combined with the financial contributions and oversight of the public sector for public benefit. In other words, *in a successful PPP there is a nexus between the public sector’s needs and the private sector’s goals.*

PPPs at Work in IFDC Projects

PPPs are at the heart of many of IFDC’s major projects. For example, through the USAID Kyrgyzstan Agro-Input Enterprise Development Follow-On project (KAED), IFDC is part of a multi-faceted PPP with the Eurasia Group. The PPP has provided stimulus in such promising areas as poultry production and protein-rich crops for livestock feed. KAED is creating additional PPPs to facilitate technology introduction and business linkage development – both of which are essential to market sustainability.

The Cassava⁺ project is a PPP between IFDC and the Dutch Agricultural Development & Trading Company (DADTCO). This PPP is proving that cassava can be a successful cash crop for millions of farmers in Africa. IFDC improves the capacities of smallholder farmers to produce cassava while DADTCO processes that cassava for a guaranteed market. Cassava⁺ began in Nigeria and has expanded into Ghana and Mozambique. The PPP is increasing participating farmers’ incomes while building new markets for cassava products that strengthen the processing and manufacturing sectors.

IFDC, the International Centre for development oriented Research in Agriculture (ICRA) and Base of the Pyramid Innovation Center (BoP Inc.) are using PPPs to develop competitive rural agricultural systems and viable agro-enterprises in the Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship (2SCALE) project. 2SCALE began in mid-2012 with the objectives of improving rural livelihoods, nutrition and food security in Africa. 2SCALE emphasizes sustainable agricultural production, commodity chain development and partnership with the private sector.

2SCALE targets nine countries; in each country, 2SCALE staff members are working with local, national and international partners to develop robust and viable agribusiness clusters (ABCs) and value chains, supplying food to local, national, regional and international markets, as well as to the least fortunate (consumers at the base-of-the-pyramid, or BoP). The project is leveraging Dutch and African expertise in agriculture and agribusiness development. Other successful projects have emphasized IFDC’s Competitive Agricultural Systems and Enterprises (CASE) approach and the benefits of PPPs. 2SCALE is now expanding the proven CASE and PPP solutions. IFDC and others have shown that private sector-driven interventions can significantly improve agricultural development in Africa. Using CASE, IFDC proved that ABC participants can generate substantial, successful and sustainable smallholder-based agricultural development.

The 2SCALE project’s introduction of best agricultural practices such as integrated soil fertility management (ISFM) and cropping systems that increase soil fertility will lead to increased resource use efficiency, including more efficient use of agricultural water and partial mitigation of the effects of climate change.

By the end of 2SCALE, the following results are anticipated: 1.15 million smallholder farming families in the target countries will have increased their productivity by 100 percent and their net incomes by 30 percent; 4,000 small and medium enterprises (SMEs) will have increased their sales volume by 50 percent; at least 40 percent of the beneficiaries will be women; Dutch private sector companies and knowledge centers will have increased their roles in addressing food security in Africa; and agricultural productivity in the target

the President and Chief Executive Officer

countries will increase, generating a marketable surplus of 1.7 million metric tons (mmt) of cereal equivalents (of which 550,000 mt will be channeled to BoP markets).

Two other IFDC projects that began in mid-2012 are also using PPPs to achieve results. Both build on the successes of CATALIST, an agricultural intensification project in Burundi, the North and South Kivu provinces of the Democratic Republic of Congo (DRC) and Rwanda. CATALIST-2 is working in those same countries, while CATALIST-Uganda is adapting IFDC concepts to Uganda.

CATALIST-2's goals are to improve the livelihoods of smallholder farmers and others in the agricultural value chain and to promote regional trade and business linkages. CATALIST-2 staff members are working to maximize scarce development resources through the use of PPPs and are partnering whenever possible with national and international agro-enterprises. By project-end, 700,000 smallholder farmers will increase their incomes by 50 percent; together, they will have produced an additional 1.0 mmt of marketable cereal equivalents, contributing to food security in the region.

The goal of CATALIST-Uganda is to sustainably commercialize smallholder agriculture through PPPs that improve productivity and market development, resulting in marketable surpluses that raise farm incomes in Uganda and increase regional food security in East Africa. CATALIST-Uganda is employing a systems approach to develop integrated cropping systems around priority commodities, combined with an accelerated ABC development approach appropriate for the country. In addition to agricultural intensification, attention is being given to agro-input market development, output marketing, linkages to agribusinesses and improvement of the policy environment. By project-end, 100,000 smallholder farmers will have doubled yields, achieved a 50 percent increase in incomes and will have produced an annual marketable surplus of 200,000 mt of cereal equivalents.

Progress During 2012; Additional Work in 2013

In 2012, agricultural development continued to be a global priority. And while much remains to be done, collective progress was made over the course of the year. Through its agribusiness development-focused activities and broad array of partnerships, IFDC continued to help smallholder farmers and others in agricultural value chains build better and more productive lives.

IFDC's efforts would not be possible without the financial support of the donors that have trusted the Center to implement programs on their behalf. Each IFDC staff member takes that responsibility seriously, and organizationally IFDC strives to be a good steward of those financial resources. In addition, we know that IFDC could not accomplish its mission without the dedication and efforts of its employees.

In their many forms, partnerships have been a key to IFDC's success for nearly 40 years and will continue to be critical to its success in 2013 and beyond.



M. Peter McPherson
Chairman
IFDC Board of Directors



Amit H. Roy
IFDC President and
Chief Executive Officer



2013 IFDC Board of Directors



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Chairman of the Board
President, Association of Public
and Land-Grant Universities
United States of America



Gerard Doornbos
Vice Chairman of the Board
President, Rijnland District
Water Control Board
The Netherlands



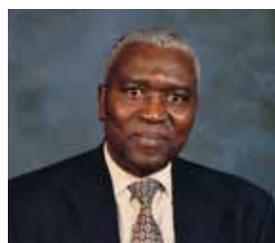
Dr. Mohamed Badraoui
Director General
National Agronomic Research
Institute
Morocco



Margaret Catley-Carlson
Patron
Global Water Partnership
Canada



Dr. Jimmy Cheek
Chancellor
The University of Tennessee,
Knoxville
United States of America



Dr. Josué Dioné
Principal Technical Adviser
Policies and Markets
Technical Centre for Agri-
cultural and Rural Cooperation
Mali



Dr. John B. Hardman
President and CEO
The Carter Center
United States of America



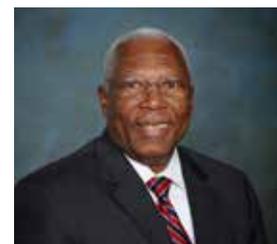
Dr. Agnes M. Kalibata
Minister of Agriculture and
Animal Resources
Rwanda



Dr. Steven Leath
President
Iowa State University
United States of America



Patrick J. Murphy
Vice President and Manager (Ret.)
Int'l. Private Banking Office
Bank of America
United States of America



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Rhoda Peace Tumusiime
Commissioner
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African Union
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Ex Officio Board Member
IFDC President and CEO
United States of America



Vincent McAlister
Ex Officio Board Member
Secretary to the Board/
IFDC Legal Counsel
United States of America

2013 Committee Assignments

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Peter McPherson (Chair)
Gerard Doornbos (Vice Chair)
Margaret Catley-Carlson
Dr. John Hardman
Dr. Agnes M. Kalibata
Patrick Murphy
Dr. Mortimer Neufville
Dr. Vo-Tong Xuan

Africa Committee

Dr. Agnes M. Kalibata (Chair)
Dr. Mohamed Badraoui
Dr. Josué Dioné
Gerard Doornbos
Patrick Murphy
Rhoda Peace Tumusiime
Dr. Vo-Tong Xuan

Audit Committee

Patrick Murphy (Chair)
Margaret Catley-Carlson
Gerard Doornbos
Dr. Agnes M. Kalibata
Dr. Mortimer Neufville

Budget Committee

Margaret Catley-Carlson (Chair)
Dr. Steven Leath
Patrick Murphy
Rhoda Peace Tumusiime
Dr. Vo-Tong Xuan

Nomination Committee

Dr. Mortimer Neufville (Chair)
Margaret Catley-Carlson
Dr. Jimmy Cheek
Gerard Doornbos
Peter McPherson
Dr. Vo-Tong Xuan

Program Committee

Dr. Vo-Tong Xuan (Chair)
Dr. Mohamed Badraoui
Dr. Mortimer Neufville



◀ Left: Dr. Vo-Tong Xuan, Dr. Mohamed Badraoui, Patrick Murphy, Rhoda Peace Tumusiime, Gerard Doornbos and Dr. John Hardman. Above left: Dr. Mortimer Neufville and Dr. Steven Leath. Above right: Dr. Agnes Kalibata. Below: Peter McPherson, Gerard Doornbos, Margaret Catley-Carlson, Patrick Murphy and Dr. Mortimer Neufville.



IFDC's Strategic Plan in Action



IFDC's priority is to help smallholder farmers in developing regions move from subsistence to commercial farming and to escape the poverty trap. IFDC is also committed to helping developing economies increase their agricultural productivity, food security and the nutritional health of their people while protecting the environment.

IFDC has developed a series of strategic plans throughout its history. While all were different, each had a common purpose – to set a direction for the Center over a specific span of time. IFDC undertook the task of updating its current five-year strategy at midpoint because of major internal and external changes that have occurred. Internally, the organization has nearly doubled in revenue since 2009, expanded its scope by establishing itself in East and southern Africa and launched several new initiatives, including the VFRC. Externally, donors have boosted their commitment to food security and emphasized the importance of agriculture to sustainable development. However, many parts of the world continue to experience high and volatile food, fuel and fertilizer prices and significant food emergencies and shortfalls.

The 2012-2015 strategic plan defines IFDC, what it does and how it contributes to a world that is prosperous, sustainable and equitable. The full document can be found on the IFDC website at [www.ifdc.org/About/Strategic_Plan_\(1\)](http://www.ifdc.org/About/Strategic_Plan_(1)).

IFDC's strategic plan set two paramount objectives:

1. Pioneer and catalyze improved plant nutrient performance by developing and disseminating new

technologies and practices to smallholder farmers using a range of innovative delivery mechanisms. IFDC is dedicated to the development of the 'next generation' of fertilizer products and their production and management so that they are more efficient, productive, cost-effective and environmentally friendly. IFDC leverages its research capability through the VFRC and by collaborating with public and private partners in nutrient-related R&D to make improved products available for commercial sale to smallholder farmers around the world.

Such innovations in products and processes will address the well-known challenges of mineral fertilizers, including low rates of nutrient use efficiency by crops, the possible environmental damage that can occur when these chemicals volatilize into the atmosphere and/or leach into ground and surface water and the potential depletion of key crop nutrients such as phosphorus and potassium. One of the overarching considerations for product development is ensuring that new products are affordable and cost-effective for smallholders with limited financial means.

2. Strengthen input and output markets for the benefit of smallholder farmers. Smallholder farmers are best served by organized, well-functioning markets in which credit is available and where they can buy agro-inputs and sell their production. To operate effectively, such markets require widely available and reliable market information, effective protection from unscrupulous practices and an equitable balance of market power among buyers and sellers.



▲ IFDC experts train Bangladeshi soil scientists in the use of chambers to measure the quantity of greenhouse gases emitted by rice production.

IFDC’s fertilizer deep placement (FDP) technology increases crop production while using less fertilizer and reducing environmental pollution. IFDC scientists hypothesize that when FDP is used (compared with conventional surface application of fertilizers), GHG emissions from nitrogen fertilizer are reduced. Quantifying the impact of FDP technology on GHG emissions was added to the AAPI project in 2012.

IFDC staff members conducted nutrient-specific research during 2012. Two ongoing efforts are the Nitrogen Efficiency Initiative and the Phosphate Efficiency Initiative. While the research is different, both focus on increasing the efficiency of these key nutrients.

IFDC’s semi-autonomous VFRC awarded its first fertilizer technology development grants in 2012. The VFRC is focused on research to develop the next generation of fertilizers, particularly those best-suited for the developing world’s tropical and sub-tropical climates.

Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites II (MARKETS II)

- AAPI
- IFDC Nitrogen Efficiency Initiative
- IFDC Phosphate Efficiency Initiative
- RDD Analytical Services Unit
- RDD Fertilizer Technology Unit
- RDD Market Information Unit
- VFRC

Intervention Area 2: Improve Nutrient Use Practices for Better Economic and Environmental Outcomes

Technology alone is not sufficient to make advancements in agricultural production; farmers need training in applying new technologies to achieve agricultural intensification while protecting and conserving natural resources. IFDC delivers

IFDC will continue to work to improve the transparency, efficiency and equity of markets in developing countries through methodologies developed by IFDC staff members.

Strategic Intervention Areas

IFDC specializes in particular intervention areas, each with a well-developed array of supporting and sometimes cross-cutting activities. IFDC projects with goals analogous to each intervention area are listed (using the colors found in the different division sections). Some projects are listed in more than one area because they are multi-faceted. Brief overviews of representative projects are also provided. Further information about each IFDC project can be found in the Division sections of this report and on the IFDC website.

Intervention Area 1: Develop More Efficient Fertilizer Products

Both mineral and organic fertilizers are essential to replenish soil nutrients that are removed by harvested crops, and both types of fertilizers contribute to sustainable crop production. IFDC conducts research and develops products that improve the efficiency of key inputs that smallholder farmers need to ensure the sustainability of soils and natural resources.

Advances in nanotechnology, molecular biology and other technologies will be applied in the development of ‘smart’ fertilizer products that will gradually release nutrients at the time and in the amount needed by plants. Increasing the nutrient uptake efficiencies of nitrogen, phosphorus, potassium and many of the micronutrients permits farmers to optimize application at economically viable rates and will also reduce runoff, greenhouse gas (GHG) emissions and other forms of environmental degradation.



▲ A Seeds for Development in South Sudan staff member monitors a maize field.



▲ Farmers display their vouchers while project staff complete the verification process.

- Africa Soil Health Consortium (ASHC)
- Catalyze Accelerated Agricultural Intensification for Social and Environmental Stability (CATALIST)
- CATALIST-2
- CATALIST-Uganda
- Helping Farmers Produce Cassava for Profit (Cassava+)
- Maize Intensification in Mozambique (MIM)
- S4D
- Staples Value Chain in Tanzania
- Sustainable Energy Production Through Woodlots and Agroforestry (SEW)
- Human Waste Recycling Pilot
- Improving the Access of Non-Cotton Agricultural Producers in Benin (Benin Non-Cotton)
- Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa
- MARKETS II
- Professionalization of Agro-Input Dealers in Burkina Faso (PRODIB)
- USAID Liberian Food and Enterprise Development (USAID FED)
- USAID WACIP
- USAID West Africa Fertilizer Program (USAID WAFP)
- AAPI
- IFDC Nitrogen Efficiency Initiative
- IFDC Phosphate Efficiency Initiative
- RDD Fertilizer Technology Unit
- VFRC

training and technical assistance to farmers, agro-dealers, extension agents and other stakeholders to provide farmers with the current best agricultural practices that include more efficient use of fertilizers and other agro-inputs.

The AAPI project is improving food security and accelerating income growth in rural areas of Bangladesh by increasing agricultural productivity on a sustainable basis. AAPI emphasizes the diffusion of IFDC's FDP technology and development of support systems to achieve sustainability. FDP, which produces excellent results in rice production, is being extended to other crops. AAPI also supports diffusion of the alternate wetting and drying (AWD) water use management technology.

In the new nation of South Sudan, the Seeds for Development (S4D) project is helping transform agriculture from subsistence farming to a market-oriented, competitive and profitable agricultural system. IFDC is educating farmers on the benefits of high-quality seed and modern fertilizer technologies and training them in their proper use. To commercialize the agricultural value chain, integrated seed sector development is being combined with the formation and maturation of specific ABCs.

The Benin Non-Cotton project focused on increasing project-affiliated smallholder farmers' capacity to produce maize, pineapple and rice by providing access to quality agro-inputs, training in the proper use of the inputs and enhanced market linkages. These steps increased production of the high-value crops and increased the farmers' incomes.

In West Africa's Cotton Four countries and Senegal, the West Africa Cotton Improvement Project (USAID WACIP) is boosting the productivity and profitability of the cotton sector. The program is promoting advanced agricultural practices that improve farmers' yields, build their capacities, support the ginning sector and provide greater access to foreign markets.

Intervention Area 3: Improve Efficiency of Input Markets

Smallholder farmers require timely access to affordable fertilizers and other agro-inputs for profitable farming. Over the past 20 years, IFDC has developed a holistic approach to input market development, which has four pillars: 1) policy and regulatory systems; 2) human capital development; 3) access to business finance; and 4) market information. Deficiencies in any pillar can cause poor input sector performance. Therefore, IFDC's approach is to simultaneously address shortcomings in each of the four pillars.



▲ An agro-dealer responds to questions during a farmer field day sponsored by the GADD project.



▲ Agro-input companies demonstrate agricultural and veterinary products and post-harvest materials during a farmer field day held in collaboration with the RADD project.

IFDC has implemented agro-dealer development projects in numerous countries. While each is different (in order to respond to different needs in each country or region), IFDC's development programs strengthen the ability of agro-dealers to create business linkages with input suppliers and extend their retail networks to reach more farmers. The primary goal of each program is to increase agricultural productivity and boost the incomes of smallholder farmers. This is achieved by increasing the availability, accessibility and affordability of quality agro-inputs in rural areas. Activities include building agro-dealer capacity, strengthening institutional bodies, providing financial support, increasing technology transfer through training programs, facilitating favorable agro-input policies and regulations and monitoring and evaluating project progress. By building the capacity of private sector agro-dealers, development projects also generate interest in sector development and support private investments in agro-input import and distribution.

Agro-dealer development projects address the challenges many smallholder farmers have in accessing improved agricultural technologies and practices, particularly modern agro-inputs such as improved seeds, mineral fertilizers and crop protection products (CPPs). IFDC staff members identify policies supportive of private sector enterprise in the fertilizer market and contribute to the development of a sustainable supply system. This effort stimulates fertilizer demand and increases agricultural intensification, farm output and market development.

During 2012, IFDC completed agro-dealer development projects in Ghana (Ghana Agro-Dealer Development, or GADD) and Mozambique (Mozambique Agro-Dealer Development, or MADD). There are ongoing agro-dealer development projects in Burkina Faso (PRODIB) and Rwanda (Rwanda Agro-Dealer Development, or RADD).

IFDC's Privatization of Rwanda's Fertilizer Import and Distribution System, or PReFER project is helping the Government of Rwanda (GoR) develop an efficient, effective and competitive private sector fertilizer procurement and distribution system so that the current nationalized fertilizer procurement and distribution system can be transitioned to the private sector. PReFER is also stimulating farmers' fertilizer demand and should lead to increased agricultural intensification, farm output and market development.

IFDC has also implemented fertilizer voucher programs across the developing world. These programs enable smallholder farmers to obtain quality agro-inputs in a timely manner using vouchers in lieu of cash. At the same time, the projects focus on building the professionalism of rural agro-dealers and strengthening a country's private sector fertilizer supply and distribution channels.

In 2012, IFDC implemented a fertilizer voucher program in Nigeria's Taraba State in collaboration with fertilizer suppliers Springfield Agro and Notore Chemical Industries and the Federal Ministry of Agriculture and Rural Development (FMARD).

- Agricultural Growth Program – Agricultural Marketing Development in Ethiopia (AGP-AMDE)
- Agricultural Input Markets Strengthening (AIMS) II
- CATALIST
- CATALIST-2
- CATALIST-Uganda
- Cassava+
- MADD
- PReFER
- RADD
- S4D
- Staples Value Chain in Tanzania
- GADD
- Marketing Inputs Regionally Plus (MIR Plus)
- MARKETS II
- Nigeria Voucher Program
- PRODIB
- USAID FED
- USAID WAFP
- AAPI
- Market Development in the Fertilizer Sector of Bangladesh (Katalyst I)
- RDD Economics, Policy and Trade Unit



▲ Farmers in northern Kyrgyzstan learn about spring seedbed preparation using modern agricultural equipment from USAID KAED Follow-On staff.

The USAID Kyrgyzstan Agro-Input Enterprise Development (KAED) Follow-On project is enhancing food security through the expanded adoption of improved production technologies, value chain linkages and PPPs. Technology transfer is a key strategic intervention area, with an emphasis on the introduction of improved seed and fertilizers, minimum tillage technology, composting and modern agricultural machinery to improve productivity and contribute to an increase in the competitiveness of Kyrgyz agriculture. The project is being implemented in a market-oriented manner, nurturing private sector development to improve import efficiencies and strengthen agro-dealer networks. KAED Follow-On provides farmers with training and access to key business resources to

increase soybean and high-quality edible oil production and increase the domestic production of protein meal for domestic egg production. The goal is to reverse the low-input/low-output cycle by boosting yields for corn and sunflowers and generating higher incomes for Kyrgyz farmers.

Intervention Area 4: Improve Management Capability and Profitability of Farm Enterprises

Helping smallholder farmers and their organizations develop the skills needed to manage their farms as enterprises is a critical component of IFDC’s work. These skills allow farmers to transition from subsistence farming to commercial production, generating profits that are used to ensure their food security and are reinvested to generate enterprise growth. IFDC trains farmers in the agronomic, environmental protection and business management practices necessary for them to regard their farms as businesses, regardless of the size of their operations.

The third phase of IFDC’s Agricultural Input Markets Strengthening project (AIMS III) is an integrated effort to develop and transfer agricultural technology to benefit Mozambique’s smallholder farmers. Project staff members are introducing IFDC’s Commercialized Sustainable Farming Systems (CSFS) solution while continuing to build competitive markets and improving agro-dealer networks. The overall project goal is to build a skilled private agriculture sector to achieve sustainable targets for food security and agricultural development and to improve the profitability of smallholder agriculture.

The Agricultural Value Chain Mentorship Project (AVCMP) is helping transform the agricultural value chain into a more productive, efficient, competitive and sustainable system by strengthening the capacities of agro-dealers, SMEs and farmer-based organizations (FBOs). Beneficiaries are being provided training programs on entrepreneurship, technical and business skills and monitoring and evaluation (M&E).

- AIMS III
- A Study of the Relationship Between Farmer Savings and Sustainable Food Security (BASIS)
- CATALIST
- CATALIST-2
- CATALIST-Uganda
- Cassava⁺
- MIM
- MADD
- S4D
- SEW
- Staples Value Chain in Tanzania
- 2SCALE
- AVCMP
- Benin Non-Cotton
- Development of Sesame Production and Processing for Export from Mali
- GADD
- Grassroots Development of ABCs in Mali (DEBPEA)
- Linking Farmers to Markets
- Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa
- Millennium Challenge Compact Agricultural Project
- Nigeria Voucher Program
- Prevention of Seed Cotton Contamination in West Africa
- Projet d’Appui au Developpement de l’Agriculture au Togo (PADAT)
- USAID FED

USAID WACIP

AAPI

USAID KAED Follow-On

USAID Productive Agriculture in Tajikistan

Intervention Area 5: Strengthen and Support Robust Output Markets

Increased production at the farm level only results in improved farm income when there are functioning markets available in which farmers can sell their produce. IFDC is increasingly focused on the development of output markets, and helping farmers identify and access profitable markets at all levels. This is best accomplished by working with all segments of the agricultural value chain. IFDC works to connect farmers to market opportunities by supporting the creation or strengthening of a variety of farmer-owned and farmer-controlled business structures or mechanisms to market their output. IFDC's training methodologies prepare farmers to grow products that meet the increasingly strict quality and sanitary standards demanded by buyers in the global marketplace. IFDC generally does not engage directly in interventions aimed at value-added processing and other forms of downstream value creation that prepare the commodity for sale to the ultimate consumer, but it does work with client-constituents to link them to such output markets.

2SCALE is improving rural livelihoods, nutrition and food security in 12 countries across Africa, aiming to help 1.15 million smallholder families ultimately increase their productivity by 100 percent and their net incomes by 30 percent. A key component is the development of a portfolio of 500 robust and viable ABCs and value chains targeting regional, national and local markets, including commodity and food product markets for BoP consumers. 2SCALE focuses on the development of competitive rural agricultural systems, viable agro-enterprises and PPPs to meet its goals.



▲ The CATALIST-2 project participates in an agricultural fair in Kigali, Rwanda.

The Development of Sesame Production and Processing for Export from Mali (CFC-KIT) project's goal is to reduce smallholder farmers' poverty by strengthening their position in the sesame value chain and improving sesame production and processing. To achieve this, CFC-KIT is supporting the establishment and development of sesame ABCs and value chains. Project-affiliated farmers' capacities in sesame production are being increased. Effectively applying good agricultural practices is expected to increase yields by at least 50 percent.

CATALIST-2 is promoting agribusiness cluster development, market integration and agricultural intensification. Improving the livelihoods of smallholder farmers and others in the agricultural value chain and promoting regional trade and business linkages are project goals. By focusing on effective ABCs, high-demand commodities, existing agro-dealer networks and infrastructure, CATALIST-2 will improve regional food security. Using the 'market' as the key driver for agricultural intensification, scarce development resources are being maximized through PPPs. The project seeks to increase surplus agricultural production linked to vibrant markets. By project-end, 700,000 smallholder farmers will have seen their incomes increase by 50 percent; together, they will have produced an additional 1.0 mmt of marketable cereal equivalents.

CATALIST
CATALIST-2
CATALIST-Uganda

Cassava+
S4D
SEW

Staples Value Chain in Tanzania
2SCALE

AVCMP
CFC-KIT
DEBPEA

Linking Farmers to Markets
Prevention of Seed Cotton

Contamination in West Africa



▲ A market scene in Juba, South Sudan. The 2SCALE project promotes output markets.

Intervention Area 6: Analyze, Inform and Influence Policy Reform

Policy reform is a critical element of the dynamics of development because the policy environment determines the circumstances influencing economic success and the extent to which the atmosphere is conducive for sustainable agricultural growth. A certain degree of policy coherence is needed as a pre-condition for development interventions to be effective, and the reverse is also true: if the prevailing policy environment is hostile to economic growth, even good development practices will usually fail.

Policy also exerts its influence at all levels of a nation's economy and hence can be a determinant of development success or failure at multiple junctures.

For example, macro-economic policy influences a country's appeal for business investment and robust economic performance, which is a key factor in the development of the private sector through locally generated and direct foreign investment. However, the policy structure dominating a particular business sector must provide the proper structures and opportunities in order for that segment of the economy to succeed.

Once a minimum level of reasonably favorable policy exists, development interventions operate within that policy environment, but the policy also becomes a target of the development process itself. Stakeholders who are constituents of development interventions become empowered to participate in and influence the prevailing policy structures. Because policy permeates so many levels of the business and agricultural environment, policy interventions must, by necessity, address issues throughout all segments of the value chains in which IFDC activities operate.

IFDC's policy work spans the range of application from policies that are imposed at the level of local markets

to national, regional and international policy arenas. As an example, IFDC was the organizer of the Africa Fertilizer Summit held in 2006, from which the *Abuja Declaration on Fertilizer for an African Green Revolution* was issued. In addition, IFDC has prepared numerous action plans for the creation of effective fertilizer markets and has strengthened civil society organizations to enhance their ability to promote legal and regulatory reform as it pertains to plant nutrients and agricultural marketing.

The Marketing Inputs Regionally Plus (MIR Plus) project is improving policy and regulatory environments in the 15 nations of the Economic Community of West African States (ECOWAS). The MIR Plus project is a joint effort of ECOWAS and the West African Monetary Union (UEMOA). Both share an ongoing mission to create a common market based on free movement of persons, goods, services and the establishment of common tariffs and trade policies. In their agricultural policies, ECOWAS and UEMOA recognize that national agro-inputs markets in West Africa are too small to foster an environment that is dynamic and competitive. The promotion of a broader market that permits free movement of agro-inputs within the region, without endangering public health or the



▲ With MIR Plus support, ECOWAS and UEMOA are promoting a broader market that permits the free movement of agro-inputs in the region.



Workers unload bags of fertilizer from a ship at the port of Tema, Ghana. Policy reform makes importing and distributing fertilizer more efficient.

Ethiopia, Ghana, Kenya, Mozambique and Tanzania. By estimating the level of fertilizer consumption required to meet the targets for crop yield increases, analyzing the challenges in the fertilizer value chain and offering policy options that will support achievement of these consumption goals, IFDC provides a roadmap for progress for each of the countries profiled.

- CATALIST
- CATALIST-2
- CATALIST-Uganda
- NEPAD-FAO Fertilizer Subsidy Study
- PReFER
- SEW
- Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa
- MIR Plus
- Katalyst I
- Fertilizer Compost Licensing Project (Katalyst II)
- RDD Economics, Policy and Trade Unit

environment, is likely to increase farmers’ access to a more diverse and more competitive range of products.

The Fertilizer Compost Licensing Project (Katalyst II) facilitated an investor-friendly organic fertilizer market in Bangladesh through efficient licensing procedures. The project interventions facilitated the Ministry of Agriculture’s (MoA) initiation of a policy review of organic fertilizer licensing; developed and presented recommendations for a policy amendment; and lobbied to incorporate recommendations in the policy. Katalyst II achieved the establishment of a technical committee to review organic fertilizer-related policies at the MoA. A second achievement was the committee’s approval of a waiver for organic fertilizer field tests.

In order to help countries meet their Comprehensive Africa Agriculture Development Programme (CAADP) targets, IFDC is conducting research in up to 12 countries to quantify current fertilizer use and future needs. The purpose of these USAID-funded assessments is to estimate the amounts and types of fertilizer needed to achieve each country’s agricultural growth targets, identify key constraints and opportunities and offer policy options to ensure that these levels of fertilizer use are achieved. Five country assessments have been completed to date –

Conclusion

IFDC operates in a rapidly changing and dynamic world. The economic, scientific and physical circumstances that drive global agriculture are moving at an ever-increasing rate of change and with considerable unpredictability. Geopolitical forces that shape how the world responds to food insecurity and poverty are also in a constant state of flux.

IFDC’s updated strategic plan more clearly aligns the organization’s vision, mission and objectives with its activities and interventions. Furthermore, the strategic plan identifies areas of need for future action in terms of organizational growth and the skills and approaches that will allow IFDC to continue as a robust, relevant and leading organization in addressing the world’s food, agriculture and development challenges now and for years to come.

ESAFD

East and Southern Africa Division



Overview



The East and Southern Africa Division (ESAFD) works to increase agricultural productivity and farmer incomes. These goals are accomplished by improving farmers' knowledge of best agricultural practices, such as ISFM, and by improving their access to quality agro-inputs and to output markets.

Through collaboration with national and regional partner organizations, governments and donors,

ESAFD supports initiatives to develop competitive and sustainable agricultural value chains and to create an enabling environment for agricultural intensification and private sector development.

Other activities include farmer professionalization, association building, policy development, disseminating market information via modern information and communication technologies (ICT) and decreasing the competition between energy production and agricultural production. ESAFD's goal is to reach millions of farmers in the region, increasing their productivity by 50-100 percent and family incomes by 30-50 percent.

ESAFD Activities in:

- | | |
|------------------------------|--------------|
| Burundi | Mozambique |
| Democratic Republic of Congo | Rwanda |
| Ethiopia | South Africa |
| Kenya | South Sudan |
| Madagascar | Tanzania |
| Malawi | Uganda |
| | Zambia |

▲ The CATALIST project increased farmers' yields and incomes.

ESAFD Projects

Africa Soil Health Consortium (ASHC) 2011-2014

Objective – ASHC provides services to clients spanning public, private and academic organizations whose daily work involves assimilating ISFM technologies into practice at local levels. IFDC provides monitoring and evaluation (M&E) services to ASHC. Services include leading assessments of the processes, collecting observations from stakeholders and conducting formal evaluations to assess the value of the communications products and the manner in which the products contribute to outcomes in the ongoing development initiatives.

Lead Implementing Organization – Center for Agricultural Bioscience International (CABI)

Collaborators – Advanced Research Institutes, Alliance for a Green Revolution in Africa (AGRA), African Soil Information Service (AfSIS), Information and Communications Technology and Knowledge Management (ICT-KM) Program, International Plant Nutrition Institute (IPNI), National Agricultural Research and Extension Systems (NARES) and Soil Health Program Technical Advisory Group

Donor – Bill & Melinda Gates Foundation

Location – Sub-Saharan Africa (SSA)

Agricultural Growth Program – Agricultural Marketing Development in Ethiopia (AGP-AMDe) 2011-2015

Objective – AGP-AMDe seeks the long-term reduction of poverty and hunger through improvements in the productivity and competitiveness of value chains that offer income opportunities for rural households. As a member of the ACIDI/VOCA Support for Food Security Activities (SFSA) team, IFDC is helping build agro-input supply and distribution systems and facilitating farmers' access to and use of agro-inputs. IFDC is also supporting the development of private sector agribusinesses to produce and market seeds.

Lead Implementing Organization – ACIDI/VOCA

Collaborators – Coffee Quality Institute, Crown Agents USA, Danya International, John Mellor Associates, Kimetrica, FBOs and private sector agribusinesses

Donor – U.S. Agency for International Development (USAID)

Location – Ethiopia

*Agricultural Input Markets Strengthening (AIMS) II 2009-2012

Objective – The second phase of the AIMS project promoted private sector investment in agro-input technologies and marketing in Mozambique. The project improved farmers' access to technologies by building competitive markets and improving agro-dealer networks. Key components were agro-dealer business development and capacity building, association-building, technology transfer and extension support, increased production of improved seeds and improved policy environments.

Collaborators – International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Mozambique MoA, Mozambican fertilizer industry and Food and Agriculture Organization (FAO) of the United Nations

Donor – USAID

Location – Mozambique

Agricultural Input Markets Strengthening (AIMS) III 2012-2014

Objective – AIMS III is an integrated program focused on the development and transfer of agricultural technology to benefit Mozambique's smallholder farmers. This is being accomplished through the introduction of IFDC's Commercialized Sustainable Farming Systems (CSFS) solution and by continuing to build competitive markets and improving agro-dealer networks.

AIMS III, which began in the fourth quarter of 2012, is a continuation of the AIMS and AIMS II projects. Key components are agro-dealer business development and capacity building, association-building, technology transfer and extension support, increased production of improved seeds, improved policy environments, improved public R&D capacities and continued support to build a skilled private agriculture sector to achieve sustainable targets for food security and agricultural development.

As part of the project, and based on its expertise and experience since the initiation of AIMS in 2006, IFDC is: 1) strengthening the capacities of public sector partners – particularly the *Instituto de Investigação Agrária de Moçambique* (Mozambique Institute for Agrarian Research, or IIAM), National Directorate of Agricultural Extension (DNEA) and members of the Platform for Agricultural Research and Innovation in Mozambique (PIAIT) – to develop and transfer CSFS best practices to improve the profitability of smallholder



agriculture; 2) continuing to strengthen private sector capacities to develop viable agro-input and output markets; and 3) assisting the Government of the Republic of Mozambique (GRM) and partnering to develop policies and legislation needed for agriculture-led economic growth (with particular attention to fertilizers).

Collaborators – Agro-dealers, FBOs, DNEA, IIAM, PIAIT and SNV

Donor – USAID

Locations – Beira and Nacala Corridors (Manica, Sofala and Nampula provinces) of Mozambique

A Study of the Relationship Between Farmer Savings and Sustainable Food Security (BASIS) 2009-ongoing

Objective – This field experiment in Mozambique studies the impact of fertilizer subsidies; the interaction of fertilizer subsidies and savings; and the impact of savings facilities and savings matches. Key assessments include farm output, household consumption and other household indicators (e.g., nutrition, health, child schooling) in the short- and long-term resulting from subsidies, savings and savings matches.

Implementation Partners – University of Michigan and University of Wisconsin

Donor – USAID

Location – Mozambique

*Catalyze Accelerated Agricultural Intensification for Social and Environmental Stability (CATALIST) 2006-2012

Objective – The CATALIST project’s mandate was to increase food security, reduce poverty, improve regional collaboration and foster peace and security in Central Africa’s Great Lakes Region (CAGLR) through agricultural development. The project enabled over 250,000 farmers to increase their crop production and incomes through an integrated approach combining sustainable agricultural intensification technologies (including ISFM) with farm-to-market linkages, agroforestry and infrastructure construction.

Collaborators – FBOs, national and international non-governmental organizations (NGOs), Burundi Ministry of Agriculture and Livestock (MAL), DRC Ministry of Agriculture and Rural Development (MARD) and Rwanda Ministry of Agriculture and Animal Resources (MINAGRI)

Donor – The Netherlands’ Directorate-General for International Cooperation (DGIS)

Locations – Burundi, DRC and Rwanda

CATALIST-2 2012-2016

Objective – CATALIST-2 builds on the successes of the CATALIST project. CATALIST-2 is continuing to promote agribusiness cluster development, market integration and agricultural intensification. Project goals are to improve the livelihoods of smallholder farmers and others in the agricultural value chain and

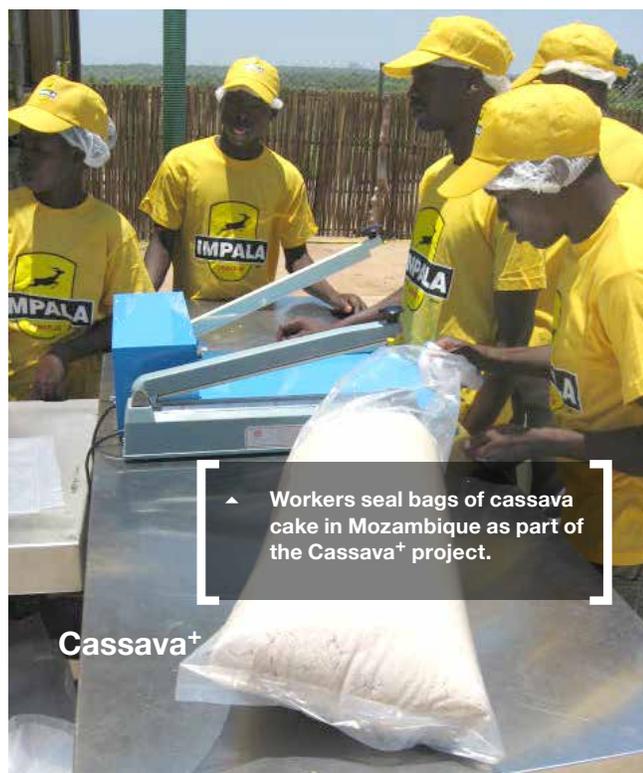
promote regional trade and business linkages, which will support regional peace and stability. The project objective is to significantly improve food security in the CAGLR by focusing on effective agribusiness clusters, high-demand commodities, existing agro-dealer networks and infrastructure. Using the ‘market’ as the key driver for agricultural intensification, scarce development resources will be maximized through the use of PPPs. National and international agro-enterprises will be PPP targets and the project will also collaborate with Dutch knowledge centers and other agricultural development projects. CATALIST-2 will increase surplus agricultural production linked to vibrant markets. By project-end, 700,000 smallholder farmers will have seen their incomes increase by 50 percent; together, they will have produced an additional 1 mmt of marketable cereal equivalents, contributing to food security in the project’s target areas.

Support is provided by the Centre for Development Innovation of Wageningen University and Research Centre (WUR-CDI), which is implementing an integrated seed sector development component. Its goal is to increase farmer access to improved seed to enhance crop yields and product quality. WUR-CDI also will conduct studies and create linkages with national, regional and international research institutions.

Collaborators – FBOs, national and international NGOs, MAL, MARD, MINAGRI and WUR-CDI

Donor – The Netherlands’ Ministry of Foreign Affairs through the embassies of the Kingdom of the Netherlands (EKNs) in Burundi, DRC and Rwanda

Locations – Burundi, DRC and Rwanda



Workers seal bags of cassava cake in Mozambique as part of the Cassava+ project.

Cassava+



MIM

An agro-dealer shop in Manica Province, Mozambique.

CATALIST-Uganda 2012-2016

Objective – CATALIST-Uganda is helping to sustainably commercialize smallholder farmer agriculture through improved productivity and market development, resulting in marketable surpluses that raise farm incomes and food security in Uganda. The project employs a systems approach to develop integrated cropping systems around Irish potatoes, cassava, oil seeds (sunflowers and soybeans) and rice, combined with accelerated agribusiness cluster development. Attention is also focused on seed and fertilizer market development, output marketing, linkages to agribusinesses and an improved policy environment. By project-end, 100,000 smallholders will have doubled yields and increased their incomes by 50 percent.

Collaborators – FBOs, national and international NGOs and the Uganda Ministry of Agriculture, Animal Industry and Fisheries

Donor – The Netherlands’ Ministry of Foreign Affairs through the EKN

Location – Uganda

Helping Farmers Produce Cassava for Profit (Cassava+) 2009-ongoing

Objective – Cassava+ is improving the livelihoods of targeted smallholder farmers in SSA through cassava value chain development and sustainable intensification of agricultural production. Cassava+ is a PPP between DADTCO and IFDC. Cassava+ has revolutionized cassava production, moving the tuber from a subsistence crop to a commercial crop for involved farmers. IFDC improves the capacities of these smallholder farmers to produce cassava, working with project-affiliated farm groups to facilitate cassava planting, harvesting and processing. IFDC also provides access to agro-inputs, training and new technologies. DADTCO’s mobile processing unit eliminates crop loss caused by rapid post-harvest deterioration. The cassava is processed into cassava

cake (which can last for months) near where it is harvested. DADTCO guarantees payment on delivery of participating farmers' crops.

In Mozambique, the cassava grown by the project-affiliated farmers is used in Impala, the first-ever commercial-scale, cassava-based clear beer. Impala is brewed by SABMiller's Mozambican subsidiary, *Cervejas de Moçambique*.

Implementation Partner – DADTCO

Donor – DGIS/Schokland Fund

Collaborators – FBOs and SABMiller

Locations – Ghana, Mozambique and Nigeria

*Maize Intensification in Mozambique (MIM) 2008-2012

Objective – The MIM project demonstrated how farmers can increase on-farm productivity and maize yields through improved management and increased use of fertilizers, quality seed and CPPs. Demonstrations were implemented through FBOs to show how incomes and livelihoods of smallholder farmers could be enhanced by improving their purchasing power and their access to input and output markets. The project not only proved the profitability of NPK fertilizer use but also underlined the importance of using fertilizers containing micronutrients.

Collaborators – FBOs, agro-dealers and MoA extension services



▲ Rwandan farmers apply fertilizer to their crops during the PReFER project.

Donors – International Fertilizer Industry Association (IFA), IPNI and International Potash Institute (IPI)

Location – Mozambique

*Mozambique Agro-Dealer Development (MADD) 2009-2012

Objective – MADD built on the achievements of the AIMS project, which promoted private sector investment in agro-input technologies and improved farmers' access to these technologies through competitive markets and stronger agro-dealer networks. Adding to these efforts, MADD strengthened and expanded agro-dealer networks in the Manica and Tete provinces of Mozambique.

Collaborators – Agro-dealers, FBOs, fertilizer companies and seed supply companies

Donor – AGRA

Locations – Manica and Tete provinces of Mozambique

*NEPAD-FAO Fertilizer Subsidy Study 2011-2012

Objective – The New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency (NPCA) commissioned a study of fertilizer subsidy programs in eight African countries. The guiding hypothesis of the NEPAD/IFDC study was that there is a direct link between the design, characteristics and implementation modalities of a subsidy program and its performance. The study analyzed various subsidy models, identified major issues that affect the implementation of programs in SSA and provided a menu of options to improve the management and implementation of ongoing subsidy programs.

Collaborator – NPCA

Donors – AGRA and FAO

Locations – Burkina Faso, Ghana, Malawi, Nigeria, Rwanda, Senegal, Tanzania and Zambia



▲ A 50-kg bag of fertilizer is examined in Mozambique.

Privatization of Rwanda's Fertilizer Import and Distribution System (PReFER) 2010-2015

Objective – PReFER is helping to develop an efficient, effective and competitive private sector fertilizer procurement and distribution system in Rwanda.

The project's primary objective is to accomplish the GoR's orderly transition out of nationalized fertilizer procurement and distribution. To that end, PReFER

with the expansion of the RFA, the future foundation for the enhanced network. In addition to its support of efforts by CATALIST (and now CATALIST-2), the RADD project assists PReFER's work for an orderly transition of nationalized fertilizer procurement to the private sector.

Collaborators – RFA and agro-dealers

Donor – AGRA

Location – Rwanda



Seeds for Development

An agro-dealer and his assistants stack part of the first shipment of fertilizer to arrive in South Sudan.

staff are identifying policies supportive of private sector enterprise in the fertilizer market and contributing to the development of a sustainable supply system. This effort is expected to stimulate fertilizer demand and will increase agricultural intensification, farm output and market development.

Collaborators – Private sector entrepreneurs, Rwanda Fertilizer Association (RFA), GoR and MINAGRI

Donor – USAID

Location – Rwanda

Rwanda Agro-Dealer Development (RADD) 2010-2013

Objective – The RADD project addresses supply-side agro-input issues by building the capacity of Rwanda's agro-dealers. RADD is generating interest in sector development and supporting private investments in agro-input import and distribution. The project focuses on agro-dealer network development in conjunction

Seeds for Development in South Sudan 2011-2013

Objective – Seeds for Development is helping transform agriculture in South Sudan from subsistence farming to a market-oriented, competitive and profitable agricultural system. The project harnesses the entrepreneurial spirit of agro-dealers, seed companies, farmers, food processors and financial institutions to commercialize the agricultural value chain. A key methodology utilized is integrated seed sector development combined with the formation and maturation of specific ABCs. Through Seeds for Development, IFDC is educating farmers about the benefits of high-quality seed and modern fertilizer technologies and training them in their proper use.

Collaborators – AGRA, AGMARK, South Sudan Ministry of Agriculture, Forestry, Cooperatives and Rural Development, USAID FARM project, agro-dealers, farmers, financial institutions and seed companies



Donors – USAID and the Howard G. Buffett Foundation through AGRA

Location – South Sudan

Staples Value Chain (NAFAKA) in Tanzania 2011-2015

Objective – To increase food security, the NAFAKA project is improving the competitiveness and productivity of the maize and rice value chains while expanding the benefits from this growth to women, youth and other vulnerable groups. As a member of the ACDI/VOCA SFSA team, IFDC is working with agro-input suppliers, agro-dealers, FBOs and financial institutions to increase the availability of quality agro-inputs and to demonstrate their proper use at the farm level.

Lead Implementing Organization – ACDI/VOCA

Collaborators – Associates for International Resources and Development, Catholic Relief Services, Crown Agents USA, Danya International, Kimetrica, Tanzanian Ministry of Agriculture, Food and Cooperatives and farmers

Donor – USAID

Location – Tanzania

Sustainable Energy Production Through Woodlots and Agroforestry (SEW) 2009-2013

Objective – More than 90 percent of household energy in CAGLR is derived from biomass, contributing to rapid deforestation. SEW promotes sustainable energy production through reforestation and the development of wood fuel and charcoal value chains. Project staff members are also working to decrease competition for land use between the energy and agriculture sectors by increasing the efficiency of wood production, agricultural productivity and incomes. Since its inception, SEW has planted more than 22,000 hectares (ha) of woodlots and agroforestry plots.

Collaborators – National and regional NGOs, business development services, farmers, FBOs, charcoal producer organizations and national ministries

Donor – EKN in Rwanda

Locations – Burundi, North and South Kivu provinces of the DRC and Rwanda

Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship (2SCALE) 2012-2016

Objective – 2SCALE is improving rural livelihoods, nutrition and food security in 12 countries across Africa, aiming to help 1.15 million smallholder families ultimately increase their productivity by 100 percent and their net incomes by 30 percent. A key component is the development of a portfolio of 500 robust and viable ABCs and value chains targeting regional, national and local markets, including commodity and food product markets for BoP consumers. 2SCALE

focuses on the development of competitive rural agricultural systems, viable agro-enterprises and PPPs to meet its goals.

Implementation Partners – BoP Inc. and ICRA

Collaborators – Dutch knowledge centers, other agribusiness projects, private enterprises, ABCs and value chains

Donors – DGIS (50 percent) and private sector enterprises (50 percent)

Locations – Benin, Burkina Faso, Ethiopia, Ghana, Kenya, Mali, Mozambique, Niger, Nigeria, South Sudan, Togo and Uganda

***Denotes a project that ended in 2012.**



2SCALE

▲ A potato farmer in Kenya works in her field.

NWAFD

North and West Africa Division



Overview

The North and West Africa Division (NWAFD) encompasses an area with huge agriculture potential but at the same time faces major infrastructure, climatologic and agronomic challenges. NWAFD works in close partnership with organizations at regional, national and local levels, including regional economic communities (RECs), FBOs, government agencies, NGOs,

research institutes, financial institutions and the private sector.

Projects address soil fertility improvements, build input and output markets, develop market information systems (MIS) and advise on appropriate regional and national agro-input policies. Facilitating the active participation of national, regional

and international agro-enterprises in value chain development together with national actors aimed at improving access to food in the region is one of the key interventions.

NWAFD supports the development and implementation of regional

agricultural policies within ECOWAS and UEMOA. For more than 25 years, NWAFD projects have assisted millions of smallholder farmers, helping to move them away from subsistence farming. They are now agricultural entrepreneurs, able to actively participate in local and regional agricultural trade.

The division's agricultural intervention strategy addresses constraints to agricultural development through four areas of expertise: ISFM, input market development, output market development and policy support.



NWAFD Activities in:

Benin	Guinea-Bissau
Burkina Faso	Liberia
Cape Verde	Mali
Chad	Niger
Côte d'Ivoire	Nigeria
Gambia	Senegal
Ghana	Sierra Leone
Guinea	Togo

Members of a women's cassava cluster work in Niger.

NWAFD Projects

Africa Soil Health Consortium (ASHC) 2011-2014

Objective – ASHC provides services to clients spanning public, private and academic organizations whose daily work involves assimilating ISFM technologies into practice at local levels. IFDC provides M&E services to ASHC including leading assessments of the processes, collecting observations from stakeholders and conducting formal evaluations to assess the value of the communications products and the manner in which the products contribute to outcomes in the ongoing development initiatives.

Lead Implementing Organization – CABI

Collaborators – Advanced Research Institutes, AGRA, AfSIS, ICT-KM Program, IPNI, NARES and Soil Health Program Technical Advisory Group

Donor – Bill & Melinda Gates Foundation

Location – SSA

Agricultural Value Chain Mentorship Project (AVCMP) 2011-2014

Objective – AVCMP is contributing to the Government of Ghana's objectives of achieving food security and converting the country's agriculture sector into an agro-industrial economy. The goal is to transform the agricultural value chain into a highly productive, efficient, competitive and sustainable system. Key project activities include: assisting FBOs, smallholder farmers, agro-dealers and SMEs to improve their entrepreneurial and technical skills, develop business plans and link to commercial banks to access capital through loans; linking agro-dealers to fertilizer suppliers and seed producers and developing a network of agro-dealers and SMEs; developing agribusiness clusters for provision of processing and cultivation equipment services; linking SMEs and FBOs to domestic, regional and international markets; creating awareness of ISFM technologies through radio programs, video, drama, print media and farmer learning centers and capacity building of national institutions to support the scaling up of ISFM technologies.

Collaborators – AGRA, Ghana Agricultural Associations Business & Information Centre (GAABIC) and Savannah Agricultural Research Institute (SARI)

Donor – Danish International Development Agency through AGRA

Location – Ghana

Development of Sesame Production and Processing for Export from Mali (CFC-KIT) 2011-2013

Objective – The project goal is to reduce smallholder farmers' poverty by strengthening their position in the sesame value chain and improving sesame production and processing. To achieve this, the project is supporting the establishment and development of sesame ABCs and value chains. In addition, the project includes farmer field schools (FFS) that build or reinforce large numbers of farmers' capacities in sesame production. The rigorous application of good agricultural practices is expected to increase yields by at least 50 percent. According to exporters, however, sesame impurity is still too high to yield a profit. To address this issue, ABC participants are being taught to apply IFDC's CASE solution. A study is being conducted to develop a sesame quality control system at the farm level, which will allow the development of specific guidelines that include quality standards and quality management systems.

Donors – Common Fund for Commodities (CFC) and Royal Tropical Institute (KIT)

Location – Mali

Fertilizer and Sustainable Agricultural Development (F&SAD) 2009-ongoing

Objective – The F&SAD project is improving access to agro-inputs and promoting their efficient use in the West African nations of Mali, Niger and Togo. Focusing on ISFM, the project provides agricultural intensification support. In addition, the project includes participatory development of technology packages and improved linkages between farmers and input and output markets.

Donors – IFA and USAID

Locations – Mali, Niger and Togo

*Ghana Agro-Dealer Development (GADD) 2008-2012

Objective – GADD improved agricultural productivity by increasing the sale and use of fertilizer and improved seeds among 850,000 smallholder farmers across Ghana. The project addressed the challenges confronting access to improved agricultural technologies and practices, especially modern inputs such as improved seeds, mineral fertilizers and CPPs in the food crop sector.



IFDC implemented GADD in collaboration with GAABIC and worked to ensure that the organization and its consortium associations were organizationally, managerially and financially sustainable. The project's primary activities included: building agro-dealer capacity and training them to provide improved support to their farmer-customers; building the capacities of seed producers; strengthening GAABIC's consortium of trade associations; and providing financial support and technology transfer.

Collaborators – AGRA and GAABIC

Donor – AGRA

Location – Ghana

Grassroots Development of ABCs in Mali (DEBPEA) 2010-Ongoing

Objective – An extension of the completed From Thousands to Millions (1000s+) project, DEBPEA is reinforcing and expanding agricultural development in Mali. The project is increasing the number of ABCs in Mali and making agribusinesses sustainable and accessible – economically, organizationally and environmentally. DEBPEA is achieving this goal by designing and testing innovative instruments in rural finance such as contract financing, the inventory credit system and harvest insurance. To improve ABC competitiveness and sustainability, DEBPEA is prompting ABC participants to determine effective strategies to promote their product value chains by creating synergies and developing multi-participant action plans.

Donor – EKN in Mali

Location – Mali

Helping Farmers Produce Cassava for Profit (Cassava+) 2009-ongoing

Objective – Cassava+ is improving livelihoods of targeted smallholder farmers in SSA through cassava value chain development and sustainable intensification of agricultural production. Cassava+ is a PPP between DADTCO and IFDC. Cassava+ has revolutionized cassava production, moving the tuber from a subsistence crop to a commercial crop for involved farmers. IFDC improves the capacities of smallholder farmers to produce cassava, working with project-affiliated farm groups to facilitate cassava planting, harvesting and processing. IFDC also provides access to agro-inputs, training and new technologies. DADTCO's mobile processing unit eliminates crop loss caused by rapid post-harvest deterioration. The cassava is processed into cassava cake (which can last for months) near where it is harvested. DADTCO guarantees payment on delivery of participating farmers' cassava.

In Nigeria, the cassava cake is then processed into high-quality cassava flour, which is used in a variety of baked goods, pastas and other products. In Ghana, the cassava grown by the project-affiliated farmers is used in Eager Lager beer, a commercial-scale, cassava-based clear beer. Eager Lager is brewed by SABMiller's Ghanaian subsidiary, Accra Brewery Limited.

Implementation Partner – DADTCO

Collaborators – FBOs and SABMiller

Donor – DGIS/Schokland Fund

Locations – Ghana, Mozambique and Kogi, Kwara, Osun, Rivers and Taraba states of Nigeria

Human Waste Recycling Pilot

2009-2013

Objective – The project is identifying deployable, environmentally and socially acceptable, scalable and replicable methods to collect, transport and process human waste from sanitation blocks in densely populated areas. The 2009 pilot project proved the viability of a waste recycling business model by constructing and operating communal service blocks and processing local waste streams for small-scale energy and fertilizer production. Project achievements include: technical data has been gathered as proof of viability; a solid organic fertilizer product is being developed by the Biotechnology and Nuclear Agricultural Research Institute (BNARI) in Legon; and testing continues at the Ashaiman pilot plant until the end of 2013. A proposal for roll-out funding is being submitted by Safisana to the African Development Bank (AfDB).

Collaborators – Safisana Ghana Ltd., BNARI and the municipal government of Ashaiman, Ghana

Donor – AfDB

Locations – Ashaiman and Legon, Ghana

*Improving the Access of Non-Cotton Agricultural Producers in Benin (Benin Non-Cotton) 2009-2012

Objective – The Benin Non-Cotton project increased high-value crop productivity while increasing smallholder farmers' incomes. The project focused on increasing farmers' capacity to produce maize, pineapple and rice by providing access to quality agro-inputs, training in the proper use of the inputs and enhanced market linkages. In addition, lending institutions established guaranteed micro-financing programs.

Collaborator – EKN in Benin

Donor – EKN in Benin

Location – Benin

Linking Farmers to Markets (FtM)

2010-2013

Objective – The FtM project's primary goal is to ease the flow of produce from farm-gate to the market by linking smallholder farmers to commercial buyers and processors. The project is forming alliances with partners to build the organizational management,

CASSAVA+		
Sustainable Cassava Production and Cropping Systems		
Demonstration Plot:		
Cowpea	Variety + zero fertilizer	Variety + 400kg NPK 15:15:15
	Local Check	Local Check
	Pathway	Pathway
	TMS 30572	TMS 30572
	Pathway	Pathway
	98/0508	98/0508
	Pathway	Pathway
TMS 92/0067	TMS 92/0067	
Pathway	Pathway	
98/0581	98/0581	
Pathway	Pathway	
TME 0419	TME 0419	
Pathway	Pathway	

Contact institutions: IFDC and TADP

▲ A Nigerian farmer stands next to a display board at a Cassava+ demonstration field.



▲ A farmer in Benin uses a machine to remove maize kernels from the cob as part of the Benin Non-Cotton project.

Benin Non-Cotton

endangering public health or the environment, is likely to increase farmers’ access to a more diverse and more competitive range of products.

Collaborators – ECOWAS and UEMOA

Donors – DGIS, ECOWAS and UEMOA

Locations – Benin, Burkina Faso, Cape Verde, Côte d’Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo

productivity and entrepreneurial skills of smallholder farmers; training SMEs in commercial buying and processing; and linking approximately 50,000 smallholder rice, maize, sorghum and soybean farmers with structural markets in northern Ghana.

Donor – AGRA

Location – Ghana

Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa 2010-2013

Objective – The project is improving the livelihoods of smallholder farmers in West Africa by focusing on resource-poor farmers, FBOs and community associations. Utilizing a holistic ISFM approach, the project is improving depleted soils and land husbandry while increasing access to and efficient use of fertilizer. The project is also focusing on natural resources, improved technologies, competitive markets, private enterprise development and national policy advocacy.

Donor – International Fund for Agricultural Development (IFAD)

Location – West Africa

Marketing Inputs Regionally Plus (MIR Plus) 2009-2013

Objective – MIR Plus is improving policy and regulatory environments in the 15 ECOWAS nations. The MIR Plus project is a joint effort of ECOWAS and UEMOA. Both share an ongoing mission to create a common market based on free movement of persons, goods, services and the establishment of common tariffs and trade policies. In their agricultural policies, ECOWAS and UEMOA recognize that national agro-inputs markets in West Africa are too small to foster an environment that is dynamic and competitive. The promotion of a broader market that permits free movement of agro-inputs within the region, without

Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites II (MARKETS II) 2012-ongoing

Objective – IFDC is facilitating a PPP between Notore Chemical Industries Ltd. and Nigeria’s National Program for Food Security (NPFS) to promote the use of fertilizer deep placement (FDP) technology and facilitate the supply and demand of urea briquettes in Nigeria. IFDC also is continuing to strengthen Nigeria’s fertilizer sector by improving targeted farmers’ access to agro-inputs, loaning urea briquette manufacturing machines to Notore and training the company’s workers to use the machines. Notore is distributing the briquettes via its supply channels to agro-dealers located in rice-growing regions where the project is facilitating FDP demonstration fields.



▲ The market in Tamale, Ghana, is a busy place.

FtM



▲ Partial view of an input fair in Nigeria.

MIR Plus

Lead Implementation Organization – Chemonics

Collaborators – Notore Chemical Industries Ltd. and NPFS

Donors – NPFS and USAID

Location – Nigeria

Millennium Challenge Compact (MCC) Agricultural Project 2006-ongoing

Objective – The goal of the MCC project, also known as the Ghana Compact, is to reduce poverty by raising farmers’ incomes through private sector-led agribusiness development. The project focuses on increasing the production of high-value cash and food staple crops in certain areas of Ghana and is charged with enhancing the competitiveness of Ghana’s export base in traditional agricultural crops.

Collaborators – ACDI/VOCA and Adventist Development and Relief Agency International

Donor – Millennium Development Authority

Location – Ghana

*NEPAD-FAO Fertilizer Subsidy Study 2011-2012

Objective – NEPAD’s NPCA commissioned a study of fertilizer subsidy programs in eight African countries. The guiding hypothesis of the NEPAD/IFDC study was that there is a direct link between the design, characteristics and implementation modalities of a subsidy program and its performance. The study analyzed various subsidy models, identified major issues that affect the implementation of programs in SSA and provided a menu of options to improve the management and implementation of ongoing subsidy programs.

Collaborator – NPCA

Donors – AGRA and FAO

Locations – Burkina Faso, Ghana, Malawi, Nigeria, Rwanda, Senegal, Tanzania and Zambia

Nigeria Voucher Program 2009-ongoing

Objective – The Nigeria fertilizer voucher program enables farmers to obtain quality agro-inputs in a timely manner using vouchers in lieu of cash. At the same time, the project focuses on building the professionalism of rural agro-dealers and strengthening Nigeria’s private sector fertilizer supply and distribution channels. In 2012, the program was implemented in Taraba State in collaboration with fertilizer suppliers Springfield Agro and Notore Chemical Industries and FMARD. Each of nearly 40,000 farmers was able to access two 50-kilogram (kg) bags of discounted fertilizer from the private sector. Telephone numbers and other information for more than 30,000 farmers were collected, enabling them to participate in the 2013 program using their mobile telephones.

Collaborators – Springfield Agro, Notore Chemical Industries and FMARD

Donor – FMARD

Location – Taraba State, Nigeria



▲ Nigerian farmers display a fertilizer voucher.

Nigeria Voucher Program



▲ At a community meeting in Burkina Faso, farmers await a presentation on fertilizers from staff of the PRODIB project.

PRODIB

*Prevention of Seed Cotton Contamination in West Africa 2009-2012

Objective – This three-year pilot project helped cotton traders, FBOs and farmers in Burkina Faso, Côte d’Ivoire and Mali to significantly reduce high cotton contamination. Over the life of the project, 100,000 mt of seed cotton were affected. The project demonstrated that enhanced efforts to produce uncontaminated cotton lint are rewarded with higher world market prices and increased revenues for both cotton enterprises and smallholder farmers.

Donors – European Union (EU)/CFC

Locations – Burkina Faso, Côte d’Ivoire and Mali

Professionalization of Agro-Input Dealers in Burkina Faso (PRODIB) 2011-2014

Objective – PRODIB is strengthening the ability of agro-dealers to create business linkages with input suppliers and extend their retail networks to reach more farmers. The primary goal is to increase agricultural productivity and boost the incomes of the country’s smallholder farmers. This is being achieved by increasing the availability, accessibility and affordability of quality agro-inputs in rural areas. Activities include building agro-dealer capacity, strengthening institutional bodies, providing financial support, increasing technology transfer through training programs, facilitating favorable agro-input policies and regulations and monitoring and evaluating project progress.

Collaborator – Association of Agro-Input Wholesalers and Retailers of Burkina Faso (AGRODIA)

Donor – AGRA

Location – Burkina Faso

Projet d’Appui au Développement de l’Agriculture au Togo (PADAT) 2012-2015

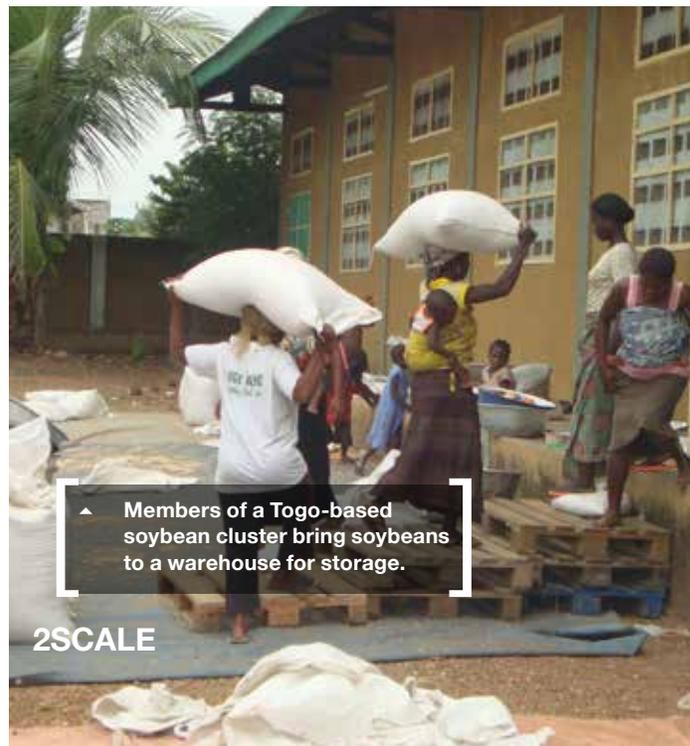
Objective – PADAT is one of three projects designed to complement Togo’s National Agricultural and Food Security Investment Program (PNIASA), which was launched in 2012. IFDC is implementing the ISFM component of PADAT in Togo’s five economic regions (Centrale, Kara, Maritime, Plateaux and Savanes). The project focuses on three crops – cassava, maize and rice. Its goal is to disseminate information about ISFM and other beneficial agricultural practices to increase production of these crops and increase incomes in Togo.

Donors – IFAD, ECOWAS Bank for Investment and Development, West African Development Bank and the Global Agricultural and Food Security Program

Location – Togo

Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship (2SCALE) 2012-2016

Objective – 2SCALE is improving rural livelihoods, nutrition and food security in 12 countries across Africa, aiming to help 1.15 million smallholder families ultimately increase their productivity by 100 percent and their net incomes by 30 percent. A key component is the development of a portfolio of 500 robust and viable ABCs and value chains targeting regional, national and local markets, including commodity and food product markets for BoP consumers. 2SCALE focuses on the development of competitive rural agricultural systems, viable agro-enterprises and the use of PPPs to meet its goals.



▲ Members of a Togo-based soybean cluster bring soybeans to a warehouse for storage.

2SCALE

Implementation Partners – BoP Inc. and ICRA

Collaborators – Dutch knowledge centers, other agribusiness projects, private enterprises, agribusiness clusters and value chains

Donors – DGIS (50 percent) and private sector enterprises (50 percent)

Locations – Benin, Burkina Faso, Ethiopia, Ghana, Kenya, Mali, Mozambique, Niger, Nigeria, South Sudan, Togo and Uganda

USAID Liberian Food and Enterprise Development (FED)

2011-2016

Objective – IFDC is leading a short-term technical assistance (STTA) component to recruit and train agro-dealers and develop extension materials to promote ISFM in cassava cultivation. The broader project objectives are to improve nutrition and food security by increasing agricultural productivity and market access and building human capacity. FED is developing cassava value chains comprised of smallholder farmers, micro-finance institutions and procurement, production and market links. IFDC has recruited and is training agro-dealers, trade associations and trainers who, in turn, are transferring knowledge to smallholder farmers. IFDC is also helping the farmers and agro-dealers form associations and facilitating connections to credit opportunities and service providers. Market-friendly voucher systems to transfer purchasing power to smallholder farmers are also being established. The voucher systems will stimulate demand for agro-inputs and facilitate a competitive input supply chain.

Lead Implementing Organization – DAI

Donor – USAID

Location – Liberia

USAID West Africa Cotton Improvement Program (WACIP) 2007-2013

Objective – USAID WACIP is boosting the productivity and profitability of the cotton sector in Benin, Burkina Faso, Chad and Mali (known as the Cotton Four [C-4]) as well as Senegal. The program works with farmers,



Women card cotton in Banamba, Mali.

USAID WACIP

researchers, agro-dealers, private enterprises, inter-professional associations and textile artisans. In addition, the program is promoting advanced agricultural practices that improve farmers' yields, build their capacities, support the ginning sector and provide greater access to foreign markets. USAID WACIP also conducts activities to improve the quality of cotton seed and fiber processing and developed cascade training sessions on demonstration plots to train farmers who received harvesting kits.

Collaborators – Abt Associates, Aid to Artisans, Auburn University, Michigan State University and Tuskegee University

Donor – USAID

Locations – Benin, Burkina Faso, Chad, Mali and Senegal

USAID West Africa Fertilizer Program (WAFP) 2012-2017

Objective – USAID WAFP seeks to significantly increase food security and reduce poverty and hunger in West Africa. The program's goal is to increase the use of fertilizer by smallholder farmers by lowering its cost, reducing the distance between the farm-gate and agro-dealers and increasing the efficiency of fertilizers by accurately matching soil type and crop variety to recommended fertilizer types and quantities. To achieve this goal, IFDC is working closely with a sub-grantee, the African Fertilizer and Agribusiness Partnership (AFAP). Through this collaboration, supply-side constraints will be lessened, achieving a more reliable, affordable fertilizer supply in West Africa.

Collaborator – AFAP

Donor – USAID

Locations – ECOWAS countries (with a focus on the FTF countries of Ghana, Liberia, Mali and Senegal)

*Denotes a project that ended in 2012.



Bags of fertilizer are stacked in a warehouse.

USAID WAFP

EAD

EurAsia Division



Overview

The EurAsia Division (EAD) focuses on improving food security and rural incomes through improved agriculture sector performance, including expansion and improvements in agribusiness. The division's primary emphasis in

2012 was on targeted countries in Central and South Asia. The division is engaged in a broad spectrum of activities related to crop and livestock agriculture and associated agribusinesses. Improving soil fertility management and the development of crop and livestock systems that support sustainability are at the heart of EAD programs.

Among others, activity priorities include: technology development and diffusion; improved farmer access (to agro-inputs and advisory services) through more efficient agro-input value chains; linking farmers to

markets; and agro-processing/trade opportunity development. Institutional development and human capacity building (with an emphasis on alleviating constraints to private sector development and stimulating private sector investment) are included in all EAD activities. Gender sensitivity and environmental protection are also objectives.

The division offers specialized programs to address specific needs in target areas, while also addressing the common factors that lead to sustainable progress. Successful PPPs within the countries served by EAD have contributed to progress in technology introduction and trade expansion.

EAD Activities in:

Bangladesh

Kyrgyzstan

Tajikistan

▲ A farmer from the Konibodam District of Tajikistan poses with pallets of her apricot crop.

EAD Projects

Accelerating Agriculture Productivity Improvement (AAPI) 2010-2015

Objective – The AAPI project is strengthening and re-orienting agricultural production systems in Bangladesh. The project is improving food security and accelerating income growth in rural areas by increasing agricultural productivity on a sustainable basis. The project emphasizes technology diffusion and development of support systems to achieve sustainability. The primary technology is FDP, which is well-suited to rice production. FDP technology is being extended to other crops, often at the initiative of smallholder farmers; results are impressive. To a lesser extent, AAPI supports diffusion of the AWD water use management technology. An environmental component of the project was added in 2012 – to quantify the impact of FDP technology on GHG emissions. It is IFDC's hypothesis that GHG emissions from nitrogen fertilizer will be reduced when FDP is used, compared with conventional surface application of fertilizers.

Collaborators – Bangladesh MoA, Bangladesh Department of Agricultural Extension (DAE), Bangladesh Fertilizer Association (BFA), Bangladesh Agricultural Research Institute (BARI), Bangladesh Rice Research Institute (BRRI), Bangladesh Agricultural University (BAU) and Bangladesh Agricultural Research Council (BARC)

Donor – USAID

Location – Bangladesh

Fertilizer Compost Licensing Project (Katalyst II) 2012-2013

Objective – Swisscontact-Katalyst and IFDC acted as co-facilitators of the Katalyst Business Enabling Group to facilitate an investor-friendly organic fertilizer market through efficient licensing procedures. The project was implemented for 11 months (April 2012 through February 2013). The project staff planned, designed and implemented interventions to: facilitate the MoA initiation of a policy review of organic fertilizer licensing; develop and present recommendations for a policy amendment; and lobby to incorporate recommendations in the policy. The project faced critical challenges in attempting to reform an established policy, including following institutional norms while presenting policies for reforms. The project achieved a milestone when a committee to review organic fertilizer-related policies at the MoA was established. In addition, two

external members from the Soil, Water and Environment Department of Dhaka University were included on the MoA technical committee to ensure objectivity and practicality of decisions. This was a major improvement on efforts by the first Katalyst project; most were short-lived due to the inability to channel initiatives through a sustainable mechanism. A number of important issues were presented to the technical committee on soil fertility and were discussed to determine realistic and market-appropriate solutions. A second project achievement was the technical committee's approval of a waiver for organic fertilizer field tests. Another milestone was the decision to present the issue for final adjudication to the National Fertilizer Standardization Committee.

Collaborators – MoA, BARC, Bangladesh Soil Resources Development Institute (SRDI), BFA, DAE and private sector organic fertilizer producers

Donors – United Kingdom's Department for International Development (DFID), Swiss Agency for Development and Cooperation (SDC), Canadian International Development Agency (CIDA) and the EKN

Location – Bangladesh

Kyrgyzstan Local Economic Development Project (KLDP) 2010-2013

Objective – This project stimulates rapid, diversified and sustained agro-economic growth at the local level through advancements in Kyrgyzstan's business and investment environment. KLDP is increasing municipal finance and capital investment and improving competitiveness of sectors with the most economic potential. These sectors are specifically agriculture and processing; KLDP is implementing grants to 55 SME beneficiaries with cost-sharing investments. Support is provided in the form of new equipment, marketing assistance and in-house extension services for fruit and vegetable processors, cold storage facilities, grading/sizing/packing lines, dried apricot handlers, kidney bean cleaners, livestock and fish feed mills, flour mills and milk collection and cooling points. This support is enabling outreach to 70,000 smallholder farmers and suppliers of raw materials as well as targeting regional and international markets with products exhibiting improvements in quality, packaging and labeling.

Lead Implementation Organization – Chemonics International



Katalyst I

▲ Katalyst I improved farmers' access to fertilizers, which increased their yields.

USAID Kyrgyzstan Agro-Input Enterprise Development Follow-On 2010-2014

Objective – The USAID KAED Follow-On project extends the impact of KAED on improving food security and rural incomes. The project is enhancing food security through expanded adoption of improved production technologies, value chain linkages and PPPs. KAED Follow-On has helped diffuse livestock sector capital investment under the Economic Development Fund III (EDF III). Technology transfer is a key strategic intervention area, with an emphasis on the introduction of improved seed and fertilizers, minimum tillage technology, composting and modern agricultural machinery to improve productivity and contribute to an increase in the competitiveness of Kyrgyz

agriculture. The project is being implemented in a market-oriented manner, nurturing private sector development to improve import efficiencies and strengthen agro-dealer networks. KAED Follow-On provides farmers with training and access to key business resources to increase soybean and high-quality edible oil production and increase the domestic production of protein meal for domestic egg

Collaborators – Finance institutions, agro-dealers and agro-processors

Donor – USAID

Location – Kyrgyzstan

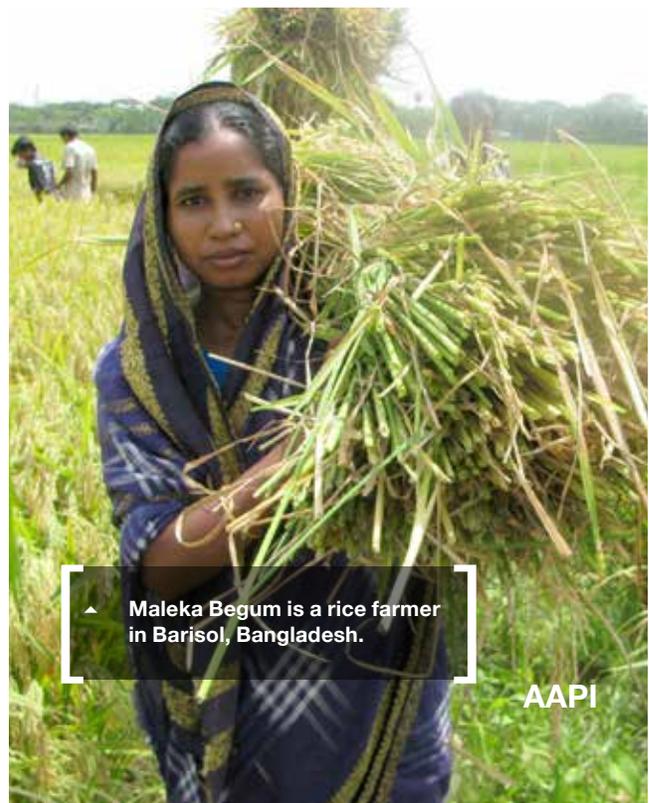
*Market Development in the Fertilizer Sector of Bangladesh (Katalyst I) 2010-2012

Objective – The Katalyst project targeted removal of constraints that impeded private sector participation in the fertilizer market. Creating a market environment and policy framework to enable private sector-led, systemic growth in the fertilizer sector was emphasized. Policy support to the MoA contributed to progress in such key areas as expanded agro-dealer networks (to improve farmer access to fertilizers) and improved efficiency in import procurement procedures. The project emphasized improving the linkages between government policymakers and the BFA to strengthen interaction that contributes to improved awareness of policy-related issues impacting the market.

Collaborators – Swisscontact-Katalyst, Ministries of Agriculture and Commerce and policymakers

Donors – CIDA, EKN, SDC and DFID

Location – Bangladesh



▲ Maleka Begum is a rice farmer in Barisol, Bangladesh.

AAPI



▲ An engineer from the Eldan seed farm poses in front of farm machinery during a KAED project event.

production. In addition, a Global Development Alliance (GDA) is continuing with the Eurasia Group, which includes Pioneer, John Deere, DuPont and Monsanto. The PPPs with the Eurasia Group and Oasis Agro have proven highly beneficial in spurring agricultural productivity and provide examples for other companies to invest in the country. The goal is to reverse the low-input/low-output cycle by boosting yields for corn and sunflowers and generating higher incomes for Kyrgyz farmers. A land reclamation and soil fertility restoration component is contributing to improved production potential in targeted areas.

Collaborators – Eurasia Group and Oasis Agro

Donor – USAID

Location – Kyrgyzstan

USAID Productive Agriculture in Tajikistan 2009-2013

Objective – The USAID Productive Agriculture in Tajikistan project is targeting strategic development of commercial non-cotton agriculture in Tajikistan. As a USAID FTF initiative project, activities are linked with producers located in the 12 districts of western Khatlon Province. A value chain approach is used that works from markets back to farmers and targets commercial businesses critical to supporting the overall project goal of increasing farmers’ income opportunities. There are two primary objectives. The first objective is market

development – to identify and promote products in high demand, catalyze investment in the infrastructure necessary to add value as products are brought to market, facilitate the inter-business linkages that will move product from farms to market and enable access to the financing necessary for sustainable industry growth. The second objective is to increase agricultural productivity – increasing the supply of certified agro-inputs, improving the policy environment for registering inputs in the country, ensuring that farmers have the production knowledge they need to successfully utilize these inputs and encouraging farmers to invest in the machinery they need to produce efficiently.

Lead Implementation Organization – ACDI/VOCA

Collaborators – Agribusinesses and farmers

Donor – USAID

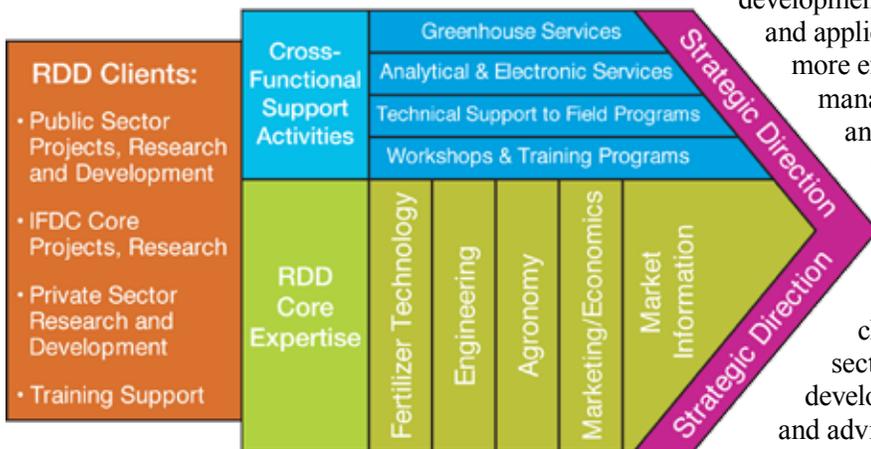
Location – Tajikistan

***Denotes a project that ended in 2012.**

RDD

Research and Development Division

Overview



Research and Development Division (RDD) activities encompass multiple disciplines associated with fertilizer technology, production, use and market development. RDD engages in and conducts fundamental and applied research to produce cost-effective and more efficient fertilizers, develops integrated nutrient management strategies for agricultural intensification and addresses policy and supply/demand issues – all of which provide an enabling environment for fertilizer market development. Research is geared toward nutrient use efficiencies while market development initiatives pursue improvements in the fertilizer value chain. As a result, national governments, private sector organizations, international institutions and development partners seek RDD staff members' input and advice to support decisions in these critical domains. Additionally, IFDC's field programs draw on the scientific and technical expertise and assistance of RDD staff in implementing projects and programs more effectively.

Above: A graph illustrating the interaction of groups within IFDC's Research and Development Division.



▲ Ian Gregory (center left) and Dr. Joshua Ariga (center right) lead an international study tour of a fertilizer blending plant in the U.S. state of Alabama.

RDD Projects

Economics, Policy and Trade

Through extensive market research and assessment activities, project development and advisory services and policy analysis and dialogue, this group helps developing and transitional economies provide an enabling environment for building both fertilizer supply chains and agricultural markets as a whole. Additionally, the group analyzes the feasibility of investment programs, socio-economic suitability of new technologies, implications of multilateral trade agreements on agriculture and agribusiness and economic and policy measures required to advance national and regional trade efforts. The group also develops and implements IFDC agro-input subsidy programs.

During 2012, the group developed a number of studies and assessments for partners and donors such as AFAP, AU/NEPAD, Chemonics, FAO, Rutgers University and the USAID FTF program, among others.

Fertilizer Technology

The primary function of the Fertilizer Technology group is to conduct R&D projects that characterize and identify the most efficient use of fertilizer raw materials and develop processes to use them in fertilizer production. These activities are conducted under contract and in collaboration with national and international R&D agencies, government institutions, fertilizer trade associations and fertilizer manufacturers.

In 2012, the group conducted research/testing for more than 20 private client projects in the IFDC laboratories, greenhouses/fields and pilot plant. In addition, a number of product physical property tests, industry trainings, product analyses and fertilizer manufacturing facility evaluations were conducted. The group also provided technical assistance to 16 IFDC projects in the Center's EurAsia and Africa divisions, and supported numerous specialized trainings and workshops conducted by IFDC's Training and Workshop Coordination Unit.

In addition, the group provided support to the VFRC in the development of requests for proposals and the vetting of various technology development efforts for possible funding.

Nutrient Use Efficiency Research Initiatives

The research team engaged in several fertilizer development projects under the IFDC Nitrogen Efficiency Initiative, which focuses on increasing the efficiency of nitrogen fertilizers (including improving the efficiency of nutrient uptake by plants and reducing nitrogen volatilization and

leaching) and the Phosphate Efficiency Initiative, among other nutrient-specific research efforts. Major areas of research included:

- Field trials for zinc (Zn)-fortified grain and vegetable crops.
- Ongoing development of Zn seed core technology (ZSCT) – mini-granular seed cores coated with urea.
- Seed core inhibitors containing sulfur (elemental and sulfate forms).
- Techniques to rapidly evaluate nitrification inhibitors.
- Agronomic efficiency of the direct application of phosphate rock (PR).
- Matching plant phosphorus (P) demand to P supply from applied P fertilizer.
- In situ rhizosphere acidification with organic acids.
- Agronomic evaluation of nano-size PR for direct application.
- Quantification of residual P fertilizer availability for subsequent crops.
- Technical support for the Global TraPs project.

Market Information Unit

Market data and information are researched and publications and studies are developed to support RDD projects, as well as other IFDC projects and contract proposals. Industry publications are reviewed to keep fertilizer capacity information current and to maintain knowledge of the industry. Publications produced in 2012 included:

- *Eurasia Fertilizer Situation.*
- *Global and Regional Data on Fertilizer Production and Consumption, 1961-2010.*
- *Latin America Fertilizer Situation.*
- *North America Fertilizer Capacity.*
- *North America Fertilizer Situation.*
- *Western Europe Fertilizer Situation.*
- *Worldwide Ammonia Capacity Listing by Plant.*
- *Worldwide Ammonium Nitrate/Calcium Ammonium Nitrate Capacity Listing by Plant.*
- *Worldwide Diammonium Phosphate (DAP)/ Monoammonium Phosphate (MAP) Capacity Listing by Plant.*
- *Worldwide Nitrogen/Phosphorus/Potassium (NPK) Capacity Listing by Plant.*



▲ Robert Bosheers, coordinator, greenhouse and pilot plant services, gives a tour of IFDC's large-scale pilot plant for international training attendees.

- *Worldwide Phosphoric Acid Capacity Listing by Plant.*
- *Worldwide Potash Capacity Listing by Plant.*
- *Worldwide Sulfuric Acid Capacity Listing by Plant.*
- *Worldwide Urea Capacity Listing by Plant.*

In addition, the group prepares statistical reports for The Fertilizer Institute (TFI) about the North American

fertilizer industry. These reports involve collecting statistical data, verifying data and summarizing/preparing various reports. Due to market sensitivity, IFDC is diligent in keeping all data confidential. The following publications and studies were completed for TFI in 2012:

- *Fertilizer Record* (monthly).
- *U.S. Phosphate Material Exports Report* (monthly).
- *Ammonia Production Costs, 2011.*
- Toxic Release Inventory Summary, 2011.
- Operating Rates, July-December 2011.
- Operating Rates, January-June 2012.
- Annual Report: *2011-2012 Fertilizer Record.*
- North America Capacity Survey.

The annual North America Capacity Survey is conducted to support the TFI *Fertilizer Record* project and to update IFDC capacity files. This survey includes basic producers in the United States and Canada that participate in the *Fertilizer Record*, as well as producers in Mexico and the Caribbean. It provides updates on existing and planned plant production capacities throughout the region.

Analytical Services

In addition to providing analytical support to all IFDC divisions, RDD analytical chemists conducted analyses for over 20 external client projects in 2012. In-house analytical work primarily supports IFDC's research efforts focused on increased agricultural production and improved fertilizer technologies. In support of agricultural productivity advancement, thousands of soil and plant tissue samples generated from the laboratories, greenhouses and field tests are analyzed for nutrient content on an annual basis to establish best fertilizer management practices in the developing world. In addition, analyses that focus on the physical and chemical properties of various fertilizers produced in the IFDC pilot plant help establish the most economical fertilizer products for both large-scale and smallholder farmers.

Greenhouse Services

This critical support service group is responsible for maintaining IFDC's two greenhouse facilities and coordinating with RDD scientists to move research from the laboratory to the greenhouse evaluation stage of the technology development process. This includes identification of soil sources and their collection for use, maintaining and monitoring crops and collecting analytical data during the growth cycle and post-harvest.

Selected 2012 Staff Articles

Dr. Sampson Agyin-Birikorang, scientist-systems agronomist, co-authored “Agro-Ecological Nitrogen Management in Soils Vulnerable to Nitrate Leaching: a Case Study in the Lower Suwannee Watershed,” published in *Nutrient Cycling in Agroecosystems* (Volume 92, Number 1). Agyin-Birikorang also co-authored “Environmentally Sustainable Nitrogen Fertilizer Management for ‘Tifton 85’ Hay Production in Sandy Soils,” published in *Crop Science* (Volume 52, Issue 1).

EAD Director **John Allgood** wrote “Agro-Dealer Development in Developing and Emerging Markets” for the World Bank publication *Agricultural Innovation Systems: An Investment Sourcebook*.

Dr. Joshua Ariga, scientist-economics, wrote “Encouraging Private Investment in Agricultural Research: Myth or Necessity for Developing Countries,” published as a part of CTA’s Science and Technology Policy Dialogue.

Dr. Oumou Camara, senior scientist – economics and Ethiopia country representative, wrote “Towards the Achievement of an African Green Revolution: Key Accomplishments Since the 2006 Africa Fertilizer Summit,” which was published in *AU Echo*.

Chief Communications Officer **Scott Mall** wrote “IFDC – 35 Years On,” which describes the organization’s designation as a PIO, its key accomplishments/projects and continuing expansion of activities. The article was published in the September/October issue of *Fertilizer Focus*, a bi-monthly journal serving the international fertilizer industry.

Dr. Latha Nagarajan, IFDC scientist-economist and Rutgers University research associate, co-wrote the chapter “The Impact

of Bt Cotton and the Potential Impact of Biotechnology on Other Crops in China and India,” which appeared in the book *Genetically Modified Food and Global Welfare (Frontiers of Economics and Globalization, Volume 10)*. Co-authors are Carl E. Pray, Jikun Huang, Ruifa Hu and Bharat Ramaswami. In addition, Nagarajan and Hiroyuki Takeshima co-wrote “Minor Millets in Tamil Nadu, India: Local Market Participation, On-Farm Diversity and Farmer Welfare,” which was published in the October 2012 issue of the journal *Environment and Development Economics*. Nagarajan and Pray also co-wrote “Innovation and Research by Private Agribusiness in India,” a discussion paper published by International Food Policy Research Institute (IFPRI).

Dr. Upendra Singh, principal scientist-systems modeling (soil fertility), **Dr. Joaquin Sanabria** (scientist-biometrician), **Dr. Rick Austin** (coordinator of analytical services) and **Dr. Sampson Agyin-Birikorang** published “Nitrogen Transformation, Ammonia Volatilization Loss and Nitrate Leaching in Organically Enhanced Nitrogen Fertilizers Relative to Urea” in *Soil Science Society of America Journal*, 76(4):1842-1854.

Dr. Paul Wilkens, scientist-programmer, co-authored a chapter in the book *Methods of Introducing System Models into Agricultural Research*. The chapter, “Estimating DSSAT Cropping System Cultivar-Specific Parameters Using Bayesian Techniques,” was co-authored by Wilkens, James W. Jones, Jianqiang He, Kenneth J. Boote, C.H. Porter and Z. Hu.

Dr. John Wendt, ESAFD natural resources program leader, wrote “Potash Fertilizers in Africa: Background, Assessments and Prospects,” which was published in the November 2012 *Journal of the International Potash Institute*.

Selected 2012 Staff Presentations

Dr. Sampson Agyin-Birikorang presented “Can Controlled-Release Phosphate Fertilizer Improve Phosphorus Efficiency?” at the annual meetings of the American Society of Agronomy (ASA), Crop Science Society of America (CSSA) and Soil Science Society of America (SSSA). Co-authors were **Dr. Upendra Singh**, **Dr. Joaquin Sanabria** and **Wendie Bible**, senior laboratory analyst. Singh presented “Minimizing Nitrogen Losses from Cropping Systems: Effectiveness of Organically Enhanced Nitrogen Fertilizer,” co-authored by **Sanabria**, **Austin**, **Agyin-Birikorang** and **Bible**. **Sanabria** presented “Multivariate and Non-Parametric Methods for Identification of Factors that Decide the Adoption of Fertilizer Use by Rwandan Farmers,” co-authored by **Dr. Joshua Ariga**, **Dr. Deborah Hellums**, senior program support specialist and leader of the IFDC Agro-Economics Research Program; and **Martin Drevon**, chief of party of the PReFER project.

Edward Baars, 2SCALE regional agribusiness coordinator, and **Beatrice Obara**, 2SCALE access to finance specialist, attended the eighth annual Business Development Services Conference in Mombasa, Kenya. The conference theme was “Private Sector-Driven Value Chain Development.” Baars made a 2SCALE presentation, focusing on the development of competitive rural

agricultural systems, viable agro-enterprises and the use of PPPs in nine African countries.

NWAFD Director **André de Jager** presented “Scaling Up Agricultural Productivity Increases in Africa” at the “From Islands of Success to Seas of Change” workshop held in the Netherlands. The Seas of Change initiative focuses on how businesses, in collaboration with governments, donors, research organizations and NGOs, can increase agricultural market development to ensure food security for a growing population.

Martin Drevon attended the Agribusiness Forum 2012 in Dakar, Senegal. Drevon gave a presentation on PReFER, which is assisting the Rwandan government to transition away from its previous policy of nationalized fertilizer procurement and distribution.

Ian Gregory, agribusiness specialist, conducted an Agriculture Council Seminar on “Voucher Schemes for Enhanced Fertilizer Use” in Washington, D.C., for the USAID Bureau for Food Security. His presentation covered essential voucher program objectives; planning and targeting required for successful implementation; voucher systems’ role as a tool in sustainable market development; and exit strategies.

ESAFD Director **Rob Groot** presented “Fertilizer Demand Prospects in SSA” during the IFA annual conference in Doha, Qatar in May.

Paul Makepeace, IFDC senior scientist-marketing and AFAP senior fertilizer specialist, presented “Increasing Fertilizer Use in SSA” at the third annual Gulf Petrochemicals and Chemicals Association fertilizer convention held in September in Dubai, United Arab Emirates.

IFDC President and CEO **Dr. Amit Roy** participated in a panel on “Catalyzing Public-Private Partnerships in Agriculture and the Food Supply Chain” during the workshop “Implementing Public-Private Partnerships in Agriculture,” held by IDRC and the Syngenta Foundation for Sustainable Agriculture in Ottawa, Canada. Roy’s presentation focused on IFDC’s partnership with DADTCO to shift cassava from a subsistence crop to a cash crop through the Cassava+ project in Ghana, Mozambique and Nigeria. Roy also presented “Food Security in Africa: Increasing Productivity with an Agri-Food Chains Approach” at Innovagro’s Second Annual International Seminar, “Innovation for Family Farming and Food Security,” in Buenos Aires, Argentina. In addition, Roy presented “Improving Fertilizer Use by Smallholder Farmers in Developing Countries” at the Industry Perspectives on Gaining Access to Agronomic Inputs session of the ASA, CSSA and SSSA 2012 annual meetings in Cincinnati, Ohio.

Dr. Joaquin Sanabria participated in an ECOWAS workshop to validate two fertilizer quality control manuals for West Africa. Sanabria presented the preliminary results of a MIR Plus fertilizer quality assessment in five ECOWAS countries. He also made a presentation on the physical and chemical analytical methodologies contained in the draft of the fertilizer analytical manual proposed to ECOWAS.

Steven Van Kauwenbergh, principal scientist and leader of IFDC’s Phosphate Research and Resource Initiative, presented “Phosphate Mining Development Potential in Africa” during the annual meetings of ASA, CSSA and SSSA.

Dr. John Wendt presented “Beyond ISFM: A market-driven approach to profitable, sustainable farming,” at the “Integrated Soil Fertility Management in Africa: From Microbes to Markets” Conference, held in Nairobi, Kenya. Wendt discussed applying CSFS to ISFM, which emphasizes developing sustainable farming systems based on the costs and benefits of both ISFM and non-ISFM interventions, while controlling investment risks.

Selected 2012 IFDC Studies

“Improving Regional Fertilizer Markets in West Africa” analyzes the structure and performance of fertilizer markets and offers recommendations to improve market performance. This IFPRI policy brief was written by **Dr. Balu L. Bumb**, IFDC consulting policy economist and trade specialist; **Dr. Porfirio A. Fuentes**, IFDC senior scientist in trade economics; and **Dr. Michael E. Johnson**, an IFPRI research fellow. The brief is based on the 2011 IFPRI/IFDC Discussion Paper “Policy Options for Improving Regional Fertilizer Markets in West Africa” by the same authors. The brief analyzes data from both regional and country-specific studies by IFDC on fertilizer markets in Ghana, Mali, Nigeria and Senegal.

Fuentes also conducted the “Haiti Agricultural Inputs Study” on behalf of Chemonics under the USAID-funded WINNER program. Data on the fertilizer market were collected and qualitative information was collected from fertilizer market stakeholders, including private sector organizations, the donor community, NGOs and Government of Haiti officials.

IFDC conducted a study identifying the links between the production of cotton among the West African C-4 countries of Benin, Burkina Faso, Chad and Mali and overall food security in the region. The study, led by **Dr. Sarah Gavian**, chief economist, identifies the role of the cotton sector in the agricultural economies of the C-4; defines the extent to which the cotton sector contributes to economic growth, poverty reduction and food security in the region; and identifies the investments required to reinforce that role.

A joint ECOWAS/UEMOA/MIR Plus study, “The Quality of Fertilizer Traded in West Africa: Evidence for Stronger Control,”

was conducted by **Dr. Joaquin Sanabria**, **Dr. Georges Dimithe**, MIR Plus project leader and **Emmanuel K.M. Alognikou**, fertilizer policy expert, and serves as a baseline assessment of fertilizer quality in West Africa. Funded by DGIS, the report contributes to national and regional efforts coordinated by ECOWAS and UEMOA to intensify the use of fertilizers. The report reminds policymakers that while promoting greater fertilizer use, it is also important to control its quality to promote fair competition among sellers and ensure that farmers get value in their purchases; both are efforts that will lead to greater fertilizer use and improved food security.

Dr. Maria Wanzala, senior scientist-economics/senior policy economist, **Dr. Porfirio A. Fuentes** and Solomon Mkumbwa of FAO conducted a NEPAD-FAO Policy Study on “Fertilizer Subsidy Programs in Africa.” NEPAD commissioned the study, FAO funded it and IFDC and FAO implemented it. The report identifies issues affecting voucher management, implementation and outcomes and makes recommendations to improve the programs and bring about a more positive impact on food security. Four West African countries (Burkina Faso, Ghana, Nigeria and Senegal) and four East African countries (Malawi, Rwanda, Tanzania and Zambia) were studied.

RDD staff conducted “USAID Feed the Future Country Assessments” that estimate the amount of fertilizer required to meet Comprehensive Africa Agriculture Development Programme (CAADP) goals for 12 African nations. The studies’ results support AFAP activities to raise fertilizer use and increase food security. Initial 2012 studies included Ghana, Kenya, Mozambique and Tanzania.

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 Md. Sarower Hossain Mollah, Security Guard – AAPI
 Md. Fahim Mollik, UDP Mechanic – AAPI
 Md. Abdul Momin Mondal, Field Monitoring Officer – AAPI¹
 Md. Monir, Security Guard – AAPI
 Md. Moniruzzaman, Field Monitoring Officer – AAPI
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 Abu Jafor Muhammad Nur Nabi, Field Coordinator – AAPI
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 Habibur Rahman, Field Monitoring Officer – AAPI
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¹Left during 2012

²Retired during 2012

³Short-term staff 2012

⁴On extended leave

⁵Deceased 2012

⁶Student attachment

Financial Highlights

The following is a summary of financial information for the year ended December 31, 2012. The full financial statements and the independent auditors' reports are available from IFDC upon request.

Balance Sheet – For the year ended December 31, 2012	<i>US \$'000</i>
Assets:	
Cash and cash equivalents	22,355
Contracts receivable, net of allowance for doubtful accounts	8,847
Other receivables	635
Supplies inventory	132
Prepaid expenses and advances	786
Total Current Assets:	32,755
Buildings and equipment, net	34
Total Assets	32,789
Liability and Net Assets:	
Accounts payable	4,126
Accrued annual and sick leave	1,714
Deferred revenue	24,834
Total Current Liabilities	30,674
Unrestricted Net Assets	2,107
Permanently Restricted Net Assets	8
Total Liabilities and Net Assets	32,789

Statement of Revenue and Expenses – For the year ended December 31, 2012	US \$'000
Revenue and Support:	
ACDI/VOCA	1,265
AFAP	441
AGRA	1,751
Chemonics International Inc.	1,850
COMESA	377
Common Fund for Commodities	1,228
DAI	425
Developing Business Services Markets	270
DGIS	12,631
Embassies of the Kingdom of the Netherlands	11,436
Government of Taraba State, Nigeria	798
ICRISAT	671
IFA	120
IFAD	522
Shell Oil Products U.S.	1,190
The Fertilizer Institute	158
University of Michigan	174
USAID	29,265
Others	3,109
Total Revenue and Support	67,681
Expenses:	
Research and development	2,322
Agribusiness	37,887
Natural resource management	6,901
Capacity building	9,814
VFRC	977
Support activities	9,869
Total Expenses	67,770
Increase (Decrease) in Unrestricted Net Assets	(89)

Revenue Sources

ACDI/VOCA
African Fertilizer and Agribusiness Partnership
Agrogen S.A. de C.V.
Alliance for a Green Revolution in Africa
Centre for Agricultural Bioscience International
Chemonics International Inc.
Common Fund for Commodities
Common Market for Eastern and Southern Africa
Developing Business Services Markets
Development Alternatives, Inc.
Ecofas Ltda.
Fertilizers Europe
Honeywell International, Inc.
International Crops Research Institute for the Semi-Arid Tropics
International Fertilizer Industry Association
International Food Policy Research Institute
International Fund for Agricultural Development
International Raw Materials
International Zinc Association
Ministry of Agriculture and Rural Development (Nigeria)
Ministry of Agriculture (Togo)
Nagarjuna Fertilizer and Chemicals Limited
Namibian Marine Phosphate (Pty) Limited
National Programme for Food Security (Nigeria)
Netherlands' Directorate-General for International Cooperation
NFT Industries, LLC
Produquimica Ind E Com SA
R&D Technologies
Remote Sensing Applications Center
Royal Embassies of the Kingdom of the Netherlands (Benin, Burundi, Mali, Rwanda and Uganda)
Royal Tropical Institute
Rutgers University
Shell Oil Products U.S.
Sulvaris Inc.
Swiss Confederation
Taraba State Government (Nigeria)
Teck Resources
The Fertilizer Institute
Unity Envirotech
University of Michigan
U.S. Agency for International Development
YPF S.A.

Acronyms and Abbreviations

ABC – agribusiness cluster
AFAP – African Fertilizer and Agribusiness Partnership
AFO – www.africafertilizer.org
AGRA – Alliance for a Green Revolution in Africa
AUC – African Union Commission
BOP – base-of-the-pyramid
BOP Inc. – Base of the Pyramid Innovation Center
CAGLR – Central Africa’s Great Lakes Region
CASE – Competitive Agricultural Systems and Enterprises
CSFS – Commercialized Sustainable Farming Systems
DADTCO – Dutch Agricultural Development & Trading Company
DGIS – Netherlands’ Directorate-General for International Cooperation
ECOWAS – Economic Community of West African States
EKN – Embassy of the Kingdom of the Netherlands
FAO – Food and Agriculture Organization of the United Nations
FBO – farmer-based organization
FDP – fertilizer deep placement
FFS – farmer field schools
ICRA – International Centre for development oriented Research in Agriculture
IFA – International Fertilizer Industry Association
IPNI – International Plant Nutrition Institute
ISFM – integrated soil fertility management
M&E – monitoring and evaluation
MIS – market information system
MoU – memorandum of understanding
mt – metric tons
NEPAD – New Partnership for Africa’s Development
NGO – non-governmental organization
NPCA – NEPAD Planning and Coordinating Agency
PIO – public international organization
PPP – public-private partnership
R&D – research and development
REC – regional economic community
SME – small and medium enterprise
SSA – Sub-Saharan Africa
UEMOA – West African Economic and Monetary Union
USAID – U.S. Agency for International Development
VFRC – Virtual Fertilizer Research Center

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Research

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Printing

Ebsco Media

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▲ Africans and Bangladeshis bond during an FDP technology exchange visit.

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IFDC
Circular IFDC S-36
ISSN-1536-0660
April 2013
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