 **IFDC**
2015
ANNUAL REPORT



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J. Scott Angle
J. Scott Angle
IFDC President and CEO

A MESSAGE TO OUR PARTNERS



Jimmy Cheek
Jimmy Cheek
Chairperson of the Board

In 2015, IFDC achieved significant progress in its mission to increase global food security and agricultural sustainability. With a budget of \$74 million, we implemented more than 25 development projects and research initiatives.

2015 represented a momentous year for the development community at large. With the adoption of the Sustainable Development Goals (SDGs) and the successes resulting from the United Nations Climate Change Conference, we have challenged ourselves to effect lasting and meaningful change in the world in the next 15 years.

SDG 2, “End hunger, achieve food security and improved nutrition, and promote sustainable agriculture,” speaks to our core activities. In 30 countries, our projects are tapping into the transformative power of agriculture to better the lives of millions of people, from agribusiness dealers to smallholder farmers.

For example, our Feed the Future Ghana Agriculture Technology Transfer project helps farmers boost agricultural productivity and incomes through increasing the availability and use of new agricultural technologies. By partnering with nearly 100 private enterprises, non-governmental organizations (NGOs) and other agriculture sector actors,

more than 30,000 farmers applied improved technologies or management practices. Farmers, agro-dealers and others across the value chain in Northern Ghana are reaping the rewards of these efforts, experiencing significant sales of seed, fertilizer and other inputs.

We see inclusive development as a key to the long-term success of global development. Ensuring that our projects provide men, women and youth with the right tools, knowledge and opportunities, we put the odds in their favor, helping them sustainably achieve better livelihoods.

Our USAID C-4 Cotton Partnership (C4CP) project worked with lead women farmers to establish 22 women-owned and -focused demonstration farms in Benin, Burkina Faso, Chad and Mali. The project is coaching women from each of these countries to be senior trainers and is producing gender-inclusive guides and modules for them to use in training others.

The Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship (2SCALE) project is helping 265,000 smallholder farmers improve crop yields – 30 percent of these producers are women. More than 1,000 small and medium enterprises are involved, injecting millions of

dollars into the local economies of eight countries in sub-Saharan Africa.

Finally, in our Asia Division (EAD), fertilizer deep placement (FDP) adoption continues to enhance agribusiness in Bangladesh and Myanmar. Through garnering higher yields (about 18 percent) and managing fertilizer application, the more than 2 million Bangladeshi rice farmers who have adopted this technology increase their incomes by about \$220 per hectare (ha). Decreased greenhouse gas emissions is an added effect of the increased uptake of nitrogen through application of urea deep placement (UDP) to rice crops, and further research is being carried out with our partners at Bangladesh Agricultural University and the Bangladesh Rice Research Institute.

Our unique holistic approach to disseminating this technology enhances profits and saving for agribusiness dealers and the Government of Bangladesh, respectively. Briquette machine owners, when operating at a minimum of 50 percent capacity, earned an average gross profit of \$5,000 during the 2015 *Boro* (irrigated) rice season, and there is still room for more growth as adoption and utilization of the technology grows. Smallholder adoption of FDP has saved Bangladesh an estimated \$98 million in fertilizer subsidies

over the past five years of the Accelerating Agriculture Productivity Improvement (AAPPI) project in Bangladesh.

Likewise, in Myanmar, the story is shaping up to be successful. The expanded Fertilizer Sector Improvement (FSI+) project rapidly began activities, and in the past two years, 1,468 households have benefited from project interventions. Similar to the case in Bangladesh, rice farmers in Myanmar are experiencing a 26 percent increase in gross margin (\$/ha) with UDP.

The gracious support from our donors, along with the outstanding assistance from our partners, makes all this and more possible. When we look ahead to 2030, we see a world of healthy and well-fed people. We see a profitable and productive global agriculture sector driven by today’s youth, well-prepared to mitigate and manage climate change. We see women and men equally engaged in commercial agribusiness, providing their families nutritious meals, good education and the tools to continue bettering our world. This vision, with your continued confidence, will become reality.

To all our donors, partners and staff: Thank you. Together, we can achieve a world with zero hunger.

EAD

ASIA DIVISION

The Asia Division (EAD) focuses on improving food security and rural incomes in South and Southeast Asia through improved agriculture sector performance, including expansion and improvements in agribusiness and the adoption of improved technologies and practices. In 2015, EAD targeted specific regions throughout Bangladesh and Myanmar (Burma) that continue to struggle with food insecurity, undernutrition and poverty.

The division engages in a wide periphery of activities related to agriculture and associated agribusinesses. Working together with the public and private sectors, EAD seeks to improve soil fertility management practices, enhance resource use efficiency and strengthen the farming sector to support sustainability and economic growth.

Among others, EAD achievement targets include: technology development and diffusion; improved farmer access to agro-inputs and advisory services through more efficient agro-input value chains; agronomic and environmental research; and linking farmers to markets and agro-processing/trade opportunities. Institutional development, policy advisory services, gender integration and human capacity building often cross-cut EAD activities.

In 2015, EAD implemented four projects. EAD countries include Bangladesh and Myanmar.





EAD PROJECTS

Accelerating Agriculture Productivity Improvement (AAPI)

2010-2016

Location: Bangladesh

Objective

AAPI is improving food security and accelerating income growth in Bangladesh by increasing agricultural productivity on a sustainable basis. In order to achieve sustainability, the project emphasizes technology diffusion and development of lasting support systems for rural farmers. The primary technology is FDP, which is particularly well-suited for rice production in all seasons.

In 2015, FDP technology was tested on other crops, an initiative requested by smallholder farmers, with the early results being impressive. To a lesser extent, AAPI supported the diffusion of alternate wetting and drying (AWD) water use management technology. An environmental component of the project that began in 2012 sought to quantify the impact of FDP technology on greenhouse gas (GHG) emissions.

In 2015, conclusive data was obtained, showing that FDP technology significantly reduces GHG emissions and further environmental risks traditionally associated with nitrogen fertilizer use through surface application. In 2013, the Walmart Foundation Activity component of the project

began, with the aim of training an extra 40,000 women in FDP use for vegetable production. An estimated 160,000 women farmers are expected to adopt the technology, leading to increased family incomes and access to more diverse, nutritionally rich foods.

Collaborators

Bangladesh Ministry of Agriculture - Department of Agricultural Extension (DAE), Bangladesh Fertilizer Association (BFA), Bangladesh Agricultural Research Institute (BARI), Bangladesh Rice Research Institute (BRRI), Bangladesh Agricultural University (BAU), Bangladesh Agricultural Research Council (BARC), private sector fertilizer and agro-input dealers, and farmers

Donors

U.S. Agency for International Development (USAID) and the Walmart Foundation

Fertilizer Sector Improvement (FSI+)

2014-2019

Location

Myanmar

Objective

FSI+, which began as a three-year project in March 2014, was officially expanded in May 2015 to run through 2019, for a total of five years. FSI+ seeks to increase incomes and enhance food security for smallholder farmers in targeted districts in Myanmar. Project activities are designed to achieve results in improving farmer demand for UDP technology, improving access to supply of UDP products, supporting balanced fertilizer use, developing capacity to achieve sustainability in market development, improving soil fertility management and expanding farm advisory services to farmers. An estimated 52,000 farmers will benefit from FSI+ through higher crop yields and gross margins. Thirty-five small businesses will share the cost of the machinery required to produce fertilizer briquettes and establish supply points to afford farmers access to UDP products. The FSI+ project is also committed to the mission of empowering women in Myanmar's agriculture sector by encouraging them to adopt UDP technology, both through farm demonstrations and linkages with briquette manufacturers and agro-input dealers.

Collaborators

Syngenta, private sector fertilizer and agro-input dealers, farmers, local agribusinesses and NGOs

Donor

USAID

Mitigating GHG Emissions from Rice-Based Cropping Systems through Efficient Fertilizer and Water Management

2015-2016

Location

Bangladesh

Objective

Under this project, IFDC provides technical support to continued GHG emissions research conducted by BRRI. Objectives include the quantification of GHG (methane, nitrous oxide and nitric oxide) emissions from rice-based cropping systems under different water and fertilizer management practices; developing efficient fertilizer and water management technologies that increase crop productivity and mitigate GHG emissions; building local research capacity that is essential to Bangladesh's ability to contribute to environmentally sustainable agricultural systems; creating awareness among respective stakeholders on GHG mitigation to adapt to climate change; and developing climate-smart policies related to GHG emissions reduction and environmental sustainability.

Collaborator

BRRI

Donor

Government of Bangladesh

Dry Zone Agro-Input and Farm Services Project

2015-2018

Location

Myanmar

Objective

This project, which began in December 2015, works in six townships in the Magway and Mandalay regions of Myanmar to strengthen a network of providers of agricultural inputs and services to enable commercial agricultural production, with the ultimate aim of improving smallholder farmer incomes. This goal will be accomplished by training a network of 50 private sector input and service providers and linking these businesses to improved financial services; collaborating closely with Department of Agriculture extension workers and improving coordination between public and private sector extension service actors; and enhancing farmer productivity and profitability through improved crop management products and practices.

Collaborators

Private sector agro-input dealers and retailers, private sector mechanization service providers, farmers, Ministry of Agriculture and Irrigation – Department of Agriculture, and Yoma Bank

Donor

Livelihoods and Food Security Trust Fund (LIFT)



Briquette-Making Inspires Entrepreneurship

Rinku Rani proudly smiles, her hand resting on the machine that changed her family's life. It was only a couple years ago that her contribution to the family income consisted of occasionally fertilizing and caring for her husband Taposh's vegetable plots. Now, she and her husband work together at their agro-input shop, producing urea and NPK briquettes – and making more money than ever before.

After attending an AAPI-Walmart Foundation Activity training on UDP in 2013, she convinced her husband to apply the technology. Seeing UDP's benefits firsthand, the couple

took the first opportunity they had to purchase a briquetting machine to enable neighboring farmers to purchase briquettes and increase their yields.

In the first year of operation, the couple made a profit of about \$3,000. Now they can comfortably afford good education for their children and nutritious food for the whole family. They have purchased a cow and plan to build a brick house within the next two years.

Taposh and Rinku's story is nothing out of the ordinary for AAPI beneficiaries, especially briquette producers. A recent

survey conducted by IFDC found that briquette machine operators, when running machines above 50 percent capacity, averaged a gross profit of about \$5,000 in *Boro* 2015. As Bangladesh's gross national income per capita falls just over \$1,000, the briquette-making business is quite lucrative.

While most operators depend heavily on AAPI promotion, the project is helping shop owners learn to market their products. According to the report, a marketing investment of even 5 percent of their budget would greatly increase market pull and could pay off exponentially.



ESAFD

EAST AND SOUTHERN AFRICA DIVISION

The East and Southern Africa Division (ESAFD) works to increase agricultural productivity and the incomes of smallholder farmers. These goals are accomplished by strengthening farmers' knowledge of best agricultural practices and improved post-harvest treatment and by increasing 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 developing farmers' organizations, association building, enhancing policy analysis and dialogue, and disseminating market information via information and communication technologies (ICT).

In 2015, ESAFD implemented 12 projects. ESAFD countries include Burundi, Democratic Republic of Congo (DRC), Ethiopia, Kenya, Mozambique, Rwanda, Tanzania, Uganda and Zambia.





ESAFD PROJECTS

Agricultural Growth Program – Agribusiness and Market Development in Ethiopia (AGP-AMDe)

2011-2016

Location

Ethiopia

Objective

AGP-AMDe is a multi-partner initiative under the USAID Feed the Future strategy for Ethiopia. The project includes several value chains and is USAID/Ethiopia's largest contribution to the Ethiopian Agricultural Growth Program. IFDC's role is to improve farmers' access to inputs, support development of the commercial input market and promote adoption of yield-enhancing inputs. With IFDC technical support, Ethiopia's first blending plant has been established, and four more plants are under development.

Lead Implementing Partner

ACDI/VOCA

Collaborators

Coffee Quality Institute, Crown Agents USA, Danya International, John Mellor Associates, Kimetrica, farmer-based organizations and private sector agribusinesses

Donor

USAID

Agricultural Input Market Strengthening (AIMS III)

2012-2015

Locations: Beira and Nacala corridors (Manica, Sofala and Nampula provinces) of Mozambique

Objective

AIMS III was an integrated program focused on the development and transfer of agricultural technology to strengthen public sector research and development (R&D) capacity, build private sector-led agro-input markets and support development of a favorable policy environment for agriculture. This was accomplished through 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. IFDC focused on developing local capacity for business development support services. AIMS III was a continuation of the AIMS and AIMS II programs, which ran from 2006 to 2009 and 2009 to 2012, respectively.

Collaborators

National Directorate of Agrarian Services (DNSA), National Directorate of Agricultural Extension (DNEA), Mozambique Institute for Agrarian Research (IIAM), Platform for Agricultural Research and Innovation in Mozambique (PIAIT) and private sector actors in the input supply chain

Donor

USAID

Catalyze Accelerated Agricultural Intensification for Social and Environmental Stability-2 (CATALIST-2)

2012-2016

Locations

Burundi, DRC and Rwanda

Objective

CATALIST-2 promotes agribusiness cluster development, market integration and agricultural intensification. The objective is to significantly improve food security in Central Africa's Great Lakes Region by focusing on effective agribusiness clusters, high-demand commodities and existing agro-dealer networks and infrastructure. Using the "market" as the key driver for agricultural intensification, scarce development resources are maximized through public-private partnerships. By the end of the project, it is estimated that 700,000 smallholder farmers will experience increases in incomes of 50 percent; an additional 1 million metric tons of marketable cereal equivalents will be produced, which will greatly enhance food security in the project's target areas.

Collaborators

NGOs, Burundi Ministry of Agriculture and Livestock, DRC Ministry of Agriculture and Rural Development, Rwanda Ministry of Agriculture and Animal Resources (MINAGRI) and the Centre for Development Innovation of Wageningen University and Research Centre (WUR-CDI)

Donors

The Netherlands Directorate-General for International Cooperation (DGIS), Embassy of the Kingdom of the Netherlands in Rwanda and the Swiss Agency for Development and Cooperation (SDC) in Rwanda

Catalyze Accelerated Agricultural Intensification for Social and Environmental Stability-Uganda (CATALIST-Uganda)

2012-2016

Location

Uganda

Objective

CATALIST-Uganda is raising smallholder incomes and enhancing food security through improved productivity and market access development. The project is developing integrated cropping systems for several value chains, including Irish potatoes, cassava, oil seeds (sunflowers and soybeans) and rice using the accelerated agribusiness cluster development model. Project activities also focus on seed and fertilizer market development, output marketing, agribusiness linkages and an improved policy environment for smallholder farmers. By the end of the project, an estimated 110,000 smallholders will have doubled yields and increased their incomes by 50 percent.

Collaborators

Farmer-based organizations, national and international NGOs, and the Uganda Ministry of Agriculture, Animal Industry and Fisheries

Donors

DGIS and the Embassy of the Kingdom of the Netherlands in Uganda

Integrated Seed Sector Development (ISSD) Burundi

2014-2018

Location

Burundi

Objective

ISSD Burundi will improve farmers' access to affordable quality seeds, stimulate entrepreneurship and strengthen institutions involved in the seed sector in Burundi. The project focuses on increasing the volume of quality seeds by 500 percent for rice, maize, potato, banana, cassava and beans. Project activities target 20 percent increases in yields and incomes and the emergence of 200 new companies that provide seeds at local and national levels.

Collaborators

Ministry of Agriculture and Livestock in Burundi and the Royal Tropical Institute (KIT)

Donor

Embassy of the Kingdom of the Netherlands in Burundi

Mozambique Agro-Dealer Development II (MADD II)

2013-2015

Locations

Manica and Tete provinces of Mozambique

Objective

MADD II built on the achievements of the initial MADD project, which strengthened and expanded agro-dealer networks, promoted private sector investment in agro-input technologies and improved farmers' access to these technologies through competitive markets.

Lead Implementing Partner

Agricultura e Mercados Organização para o Desenvolvimento Sustentavel (AGRIMERC)

Collaborators

Agro-dealers, farmer-based organizations and private sector input dealers

Donor

Alliance for a Green Revolution in Africa (AGRA)

Healthy Seeds Boost Producer Profits

Most Ugandan potato farmers recycle seed year after year, rendering it susceptible to diseases. IFDC's CATALIST-Uganda project, in partnership with the Kachwekano Zonal Agricultural Research and Development Institute, equips seed farmers with the skills necessary to produce, multiply and deliver pest- and virus-free seed to other farmers.

"When I get out my hoe to dig, I do not just dig. I am out to do business," says Charles Byarugaba, one of 1,000 farmers trained by IFDC in seed production, storage and cleaning. Prior to the training, Byarugaba underestimated the

importance of planting clean and marketable seed. "All I cared about was to see the tubers coming out. The quality of the clean seed had nothing to do with me," he says. Today, Byarugaba runs a lucrative business multiplying quality seeds for potato farmers in the region. By planting potato seed in sand and buckets and harvesting three times a year, Byarugaba makes more than UGX 37 million (about U.S. \$10,650) per season.

Access to quality seeds also remains a major challenge for producers in Burundi. To expand the nation's seed sector, IFDC's Integrated Seed Sector Development project hosted

a study tour to Uganda for Burundian seed entrepreneurs. After the tour, participant Léonidas Nimpagaritse improved his business services producing maize and potato seeds. He bought a van for home seed delivery and, with ISSD assistance, held two exhibitions to promote his brand of seed. Nimpagaritse now is among the premiere seed contractors in Burundi.

By 2018, ISSD aims to have 200 new seed enterprises supplying the market at local and national levels.



Support Project - National Fertilizer Subsidy Program in Burundi (PAN-PNSEB)

2012-2015

Location

Burundi

Objective

IFDC provided support for the creation and implementation of PAN-PNSEB, which is the only demand-driven subsidy system in Africa. IFDC worked with partner institutions to develop new fertilizer formulas suitable to Burundian soil conditions and built the capacities of the private sector involved in the input market. A new follow-on program was also designed and implemented.

Collaborators

Burundi Ministry of Agriculture, the National Institute of Agricultural Sciences (ISABU), private sectors entrepreneurs, financial operators and farmer associations

Donor

Embassy of the Kingdom of the Netherlands in Burundi

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

2010-2016

Location

Rwanda

Objective

PReFER helped develop an efficient, effective and competitive private sector fertilizer procurement and distribution system in Rwanda. The project's primary objective was to accomplish the government's orderly transition out of nationalized fertilizer procurement and distribution. To that end, PReFER staff and MINAGRI identified policies supportive of private sector enterprise in the fertilizer market and contributed to the development of a sustainable supply system. This effort stimulated fertilizer demand and increased agricultural intensification, farm output and market development.

Collaborators

Private sector entrepreneurs, Government of Rwanda and MINAGRI

Donor

USAID

Production, Finance and Improved Technology Plus (PROFIT+)

2012-2016

Location

Zambia

Objective

IFDC's role in PROFIT+ is to improve the productivity of selected value chains and increase links to commercial agricultural input markets. IFDC is introducing integrated soil fertility management (ISFM) to smallholder farmers who are participating in maize-based farming systems in the Eastern Province and to horticultural producers in the peri-urban districts of Lusaka, Zambia. A range of improved agricultural technologies are demonstrated on farmers' fields. Sustainable agro-input supply systems are being improved to meet the increased farmer demand stimulated by the innovative demonstrations.

Lead Implementing Partner

ACDI/VOCA

Collaborators

Associates for International Resources and Development, Catholic Relief Services, Crown Agents USA, Danya International and Kimetrica

Donor

USAID

Scaling Cassava in Mozambique

2014-2017

Location

Mozambique

Objective

The project increases access to high-yielding, disease-resistant planting materials for small-scale cassava farming households through the development of community-level commercial seed multiplication businesses. The project aims to develop profitable and sustainable farming systems through an enhancement of input-output market linkages.

Lead Implementing Partner

AGRA

Donor

USAID-funded Scaling Seeds and Technologies Partnership in Africa



Staples Value Chain in Tanzania (NAFAKA)

2011-2016

Location

Tanzania

Objective

NAFAKA is increasing food security by improving the competitiveness and productivity of the maize and rice value chains. Primary beneficiaries are women, youth and other groups. IFDC is working with agro-dealers, farmer-based organizations and financial institutions to increase the availability of quality inputs and to demonstrate their proper use at the farm level.

Lead Implementing Partner

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

AGRA

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

2012-2017

Locations

Benin, Ethiopia, Ghana, Kenya, Mali, Mozambique, Nigeria and Uganda

Objective

2SCALE is improving rural livelihoods, nutrition and food security in eight countries in sub-Saharan Africa, aiming to help 500,000 smallholder families significantly increase their net incomes and multiply sales for 2,500 entrepreneurs. The objective of 2SCALE is to support and expand 50 public-private partnerships to achieve a sustainable supply of food to regional, national and local markets.

Implementing Partners

Base of the Pyramid Innovation Center (BoP) Inc. and the International Centre for development oriented Research in Agriculture (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)

NWAFD

NORTH AND WEST AFRICA DIVISION

The North and West Africa Division (NWAFD) encompasses an area with huge untapped agriculture growth potential due to major structural and natural challenges confronting the sector. To sustainably and effectively contribute to the region's transformative agenda of the agriculture sector, NWAFD focuses on its core competency, improving soil fertility, which is inextricably linked to input and output market development, input policy and regulation, human capital development and adapted financial instruments. A close set of partnerships with organizations at regional, national and local levels enables the division to make a singular contribution toward the transformation of the agriculture sector in the region.

Through an inclusive and participatory approach, NWAFD implements projects focusing on soil fertility improvements, building input and output markets, developing market information systems and advising 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 the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (UEMOA) and their Member States.

In 2015, the division implemented 14 projects. NWAFD countries include Benin, Burkina Faso, Chad, Côte d'Ivoire, Ethiopia, Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Liberia, Mali, Mozambique, Niger, Nigeria, Senegal, Sierra Leone, Tanzania and Togo.





NWAFD PROJECTS

Agricultural Value Chain Mentorship Project (AVCMP)

2011-2015

Location

Ghana

Objective

AVCMP contributed to the government of Ghana's objectives of achieving food security and converting the country's agriculture sector into an agro-industrial economy. Key project activities included: assisting farmer-based organizations, smallholder farmers, agro-dealers, and small and medium enterprises (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; developing a network of agro-dealers and SMEs; developing agribusiness clusters for provision of processing and cultivation equipment services; linking SMEs and farmer-based organizations 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

Ghana Agricultural Associations Business and Information Centre (GAABIC) and Savanna Agricultural Research Institute (SARI)

Donor

AGRA, through Danida

Cocoa Rehabilitation and Intensification Programme (CORIP-Ghana)

2013-2017

Location

Ghana

Objective

CORIP-Ghana is providing support services to cocoa farmers in Ghana through improvements in the cocoa production system and training. Through a public-private partnership between producers, traders, government researchers, NGOs and farmers, the project increases cocoa product sustainability by improving farmers' access to better planting material, quality fertilizers and safe pesticides. The main strategy for implementing CORIP is through the establishment and operation of cocoa rural service centers across the cocoa belt of Ghana. The project will design models for supporting cocoa farmer groups and individual cocoa farmers throughout the major cocoa regions of Ghana.

Collaborators

Cocoa Research Institute of Ghana (CRIG) of the Ghana Cocoa Board (COCOBOD), the Dutch Sustainable Trade Initiative (IDH) and Solidaridad West Africa (SWA)

Donor

Embassy of the Kingdom of the Netherlands

Commercial Vegetable Sector Development in Ghana (GhanaVeg)

2013-2017

Location

Ghana

Objective

GhanaVeg's mission is to establish a sustainable and internationally competitive vegetable sector that contributes to inclusive economic growth and has the capacity to continuously innovate in terms of products and services. The initiative targets the high-end domestic and international markets (high-end supermarkets, hotels, restaurants and exports). Driven by the guiding principle "fast-paced and results-oriented," the program initiated a number of business-led initiatives through a Vegetable Business Platform; Business Opportunities Fund; R&D Co-Innovation Fund and Consultancy Fund; a high-level public-private dialogue; and business-to-business activities.

Implementing Partners

WUR-CDI and the Netherlands-African Business Council

Donors

Embassy of the Kingdom of the Netherlands and the private sector

Communal Approach to Agricultural Market Access in Benin (ACMA Benin)

2013-2017

Location

Benin

Objective

ACMA Benin aims to improve the livelihoods of 70,000 smallholder farmers and rural entrepreneurs through the development of 100 agricultural business clusters in southern Benin. The effort will link the groups to agricultural market opportunities, including markets in neighboring Nigeria. The program focus is to improve the purchasing power of economic agents directly involved in commercial transactions, increase business between domestic and foreign (Nigerian) markets, and build sustainable supply and demand of quality products, including commodities such as maize, cassava, palm oil and peppers.

Implementing Partners

KIT, Care International Benin-Togo, Sahel Capital and Partners Ltd. of Nigeria, and Benin Consulting Group International

Donor

Embassy of the Kingdom of the Netherlands in Benin

Feed the Future Ghana Agriculture Technology Transfer Project

2013-2018

Location

Ghana

Objective

The Feed the Future Ghana Agriculture Technology Transfer Project aims to increase the availability of appropriate and affordable key technologies to sustainably improve the competitiveness of the maize, rice and soya value chains in Northern Ghana through: the increased role and capacity of private sector actors in developing and disseminating improved seed and ISFM technologies; the increased efficiency and transparency of government functions to support seed, fertilizer and ISFM technology development, release and dissemination; and the increased efficiency of targeted agricultural research to develop, release and communicate technologies that support sustainable agricultural productivity.

Implementing Partners

GAABIC, the College of Agriculture and Life Sciences of Iowa State University (ISU) and WUR-CDI

Donor

USAID/Ghana

Feed the Future Nigeria Agro-Inputs Project

2014-2017

Location

Nigeria

Objective

The Feed the Future Nigeria Agro-Inputs Project is training 4,000 farmers to use improved seeds, environmentally friendly pesticides, and crop- and site-specific fertilizer. The project seeks to improve demand for quality inputs and associated technologies in the intervention areas. In addition, 1,300 agro-dealers will be trained on improved technologies and management practices. The project will also support the expansion of dealer networks to rural areas accessible to women, youth and other vulnerable groups and through platforms to link trained agro-dealers to financing institutions and end markets.

Implementing Partners

ECOWAS, FMARD, AGTHO, FEPSAN, Interproducts Link, Maslaha Seeds, MBS Fertilizers, NAIDA, NABG, Notore Chemical Industries Ltd. and The Stallion Group

Donor

USAID/Nigeria

Media-Based Extension in Ghana

Often in Dalung, Ghana, the cold, dry harmattan winds of winter chase people inside in the evening. But tonight a crowd of 200 villagers gather with their chief in the thoroughfare. Their eyes are glued to a screen flashing in the dark. They lean in to hear a message that challenges all they know about rice farming. They learn better ways to farm, to produce more rice than ever before.

This is one of several ways the Feed the Future Ghana Agriculture Technology Transfer Project reaches rural

farmers through media-based extension. These methods inform farmers quickly and in a cost-effective way. In Dalung, farmers learned about new technology through public video screenings, held on mobile "video vans."

The Feed the Future Ghana Agriculture Technology Transfer Project focuses on producing and curating content that appeals to all demographics of farmers. The project helped produce a reality show, "Kuapa," that promotes good agricultural practices and is aired on Ghana's most popular TV network.

Elsewhere, the project collaborated with Farm Radio International (FRI) to host programs designed to benefit small-scale farmers. This program implements an Integrated Voice Response System to provide on-demand assistance to farmers who desire to learn more on their own time, and in their own language.

Together these initiatives are estimated to have reached more than 1 million smallholder farmers.



Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites II

2012-2017

Location

Nigeria

Objective

IFDC is facilitating a public-private partnership between Notore Chemical Industries Ltd. and Nigeria's National Program for Food Security (NPFS) to promote the use of 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.

Lead Implementing Partner

Chemonics International

Collaborators

Notore Chemical Industries Ltd. and NPFS

Donor

USAID/Nigeria

Programme d'Appui a la Modernisation des Exploitants Familiales Agricoles - Volet Intrants (PAMEFA)

2015-2017

Location

Burkina Faso

Objective

PAMEFA works to improve the availability, accessibility and affordability of quality agricultural inputs in rural areas of Burkina Faso by enhancing the capacity of agro-dealers and institutions; providing training and technical assistance to farmers and agro-dealers by initiating technology transfer centers; and supporting agricultural marketing initiatives and warehouse receipt programs for access to inputs. The project looks to increase the agricultural productivity and incomes of more than 300,000 smallholder farmers in Burkina Faso.

Donor

Swiss Agency for Development and Cooperation (SDC)

Scaling Up Fertilizer Deep Placement and Microdosing Technologies (FDP-MD) in Mali

2014-2017

Location

Mali

Objective

FDP-MD aims to improve food security and incomes of smallholder farmers and rural agro-entrepreneurs in Mali. Its strategic objective is to increase cereal crop productivity through the promotion and dissemination of innovative fertilizer-based technologies for targeted commodities (rice, millet and sorghum) in Mali. The project is introducing FDP and MD technologies through demonstration plots and training.

Donor

USAID/Mali

Nigeria Agro-Input Support (NAIS)

2014-2015

Location

Nigeria

Objective

NAIS aimed to model a private sector-led agricultural input supply channel in Nigeria linked to smallholder farmers in order to ensure improved availability, accessibility and utilization of high-quality agricultural inputs. Targeted agro-dealers in three states were supported by Syngenta through a retail "Store-in-Shop" campaign. These agro-dealers were further linked to a select group of lead farmers that displayed the Syngenta solutions (or "Package of Practices") via demonstration farms.

Donor

Syngenta

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

2012-2017

Locations

Benin, Ethiopia, Ghana, Kenya, Mali, Mozambique, Nigeria and Uganda

Objective

2SCALE aims to deepen and scale at least 50 public-private partnerships in selected high-potential sectors (product groups) in eight target countries in Africa, which together will offer significant and durable opportunities to at least 500,000 smallholder farmers to improve their livelihoods and to at least 2,500 SMEs to improve sales and provide

jobs, while sustainably supplying food to regional, national and local markets, of which 40 percent will be base-of-the-pyramid consumers. 2SCALE focuses on the development of competitive rural agricultural systems, viable agro-enterprises and public-private partnerships to meet its goals.

Lead Implementing Partners

BoP Inc. and ICRA

Donors

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

USAID Liberia Food and Enterprise Development (USAID FED)

2011-2016

Location

Liberia

Objective

IFDC is leading a technical assistance component to recruit and train agro-dealers and promote UDP in rice cultivation. The broader project objectives are to improve nutrition and food security by increasing agricultural productivity and market access and building human capacity. The USAID Liberia FED project is developing rice, cassava and vegetable value chains comprised of smallholder farmers, microfinance institutions and procurement, production and market links. IFDC-trained agro-dealers, trade associations and trainers, in turn, are transferring knowledge to smallholder farmers. IFDC is also helping farmers and agro-dealers form associations and facilitating connections to credit opportunities and service providers. A pilot market-friendly voucher system to transfer purchasing power to smallholder farmers was also established. The voucher systems stimulate demand for agro-inputs and facilitate a competitive input supply chain.

Lead Implementing Partner

DAI

Donor

USAID/Liberia

USAID C-4 Cotton Partnership Program (USAID C4CP)

2014-2018

Locations

Benin, Burkina Faso, Chad and Mali

Objective

USAID C4CP aims to increase food security and incomes for men and women cotton farmers in targeted areas of Benin, Burkina Faso, Chad and Mali. The project will raise the incomes of cotton producers and processors by introducing competitive

and sustainable strategies to boost farm productivity and improve post-harvest processes. The project will help regional organizations achieve their objectives and focus particularly on the regional coordination capacity of cotton developed by UEMOA. USAID C4CP specifically addresses the challenges women face in cotton-producing households and will introduce economic and social strategies to benefit these farmers.

Implementing Partners

Cultural Practice and ICRA

Donor

USAID/West Africa

USAID West Africa Fertilizer Program (USAID WAFP)

2012-2017

Locations

ECOWAS member countries

Objective

USAID WAFP envisions a region where quality fertilizer circulates freely and efficiently to reach every farmer to sustainably increase crop productivity. It seeks to provide regional leadership on a harmonized fertilizer policy and regulatory framework and efficient supply and distribution systems. The project works with strategic regional partners to deliver regional impacts along the lines of creating a conducive fertilizer business environment for the private sector. This work facilitates access to business, investment and financing information and creates the economies of scale in marketing that will allow the private sector to deliver affordable fertilizer to farmers. USAID WAFP also compiles and promotes crop- and site-specific fertilizer recommendations and encourages stakeholder dialogue toward improved enabling fertilizer regulatory and policy environments.

Lead Implementing Partner

African Fertilizer and Agribusiness Partnership (AFAP)

Donor

USAID/West Africa





TRAINING AND WORKSHOP COORDINATION UNIT (TWCU)

More than 875,000 Trained

Training is a strategic tool that IFDC uses to strengthen the capability of fertilizer producers, suppliers, farmers and agro-dealers to increase sustainable agricultural productivity. IFDC conducts field trainings at the project level in its three geographic divisions and coordinates specialized global trainings from its headquarters in Muscle Shoals, Alabama, USA.

During 2015, the number of IFDC field training participants decreased by 8 percent from 956,181 to 876,509. The proportion of women trained slightly increased from 34 percent to 36 percent. The decline in total attendance can be explained by various projects' cycles (close-out and start-up processes) that slowed training activities. The number of projects reporting training activities decreased from 23 to 19.

Despite these cyclical fluctuations, the training audience significantly increased in several regional projects, particularly CATALIST-2 in the Great Lakes Region and the pan-African 2SCALE project. These regions accounted for nearly 60 percent of the total training outreach, which mostly involved farmers.

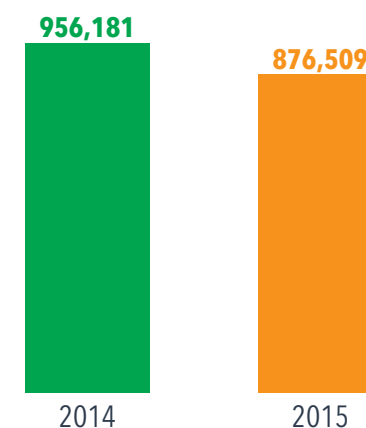
"IFDC is one of the leading fertilizer organizations and is at the forefront of the educational process," says Dr. J. Scott Angle, IFDC President and CEO. "We involve farmers as much as possible in field trials and encourage village opinion leaders to run their own demonstration plots."

IFDC sees development as a long-term, continual process that involves all stakeholders, including entrepreneurs, governments, regional economic communities, local authorities, private sector companies, NGOs, community members, academics and donors. IFDC is building human, scientific, technological and organizational capabilities at all levels: individual, community, institutional and societal. The training topics covered vary according to the specific needs of each IFDC geographic region along the field project lines.

Asia Division (EAD)

The AAPI project and Walmart Foundation Activity in Bangladesh, along with the Fertilizer Sector Improvement (FSI+) project in Myanmar, recorded 159,077 participants, of which 20 percent were women. Compared with 2014, the attendance rate in AAPI decreased by 6 percent because its activities had settled into a slower pace. These results could be attributed to the project entering its sixth year, and most training targets have been met.

IFDC Field Training Participants (2014-2015)



The project focused on sustaining FDP technology adoption and strengthening fertilizer briquette supply chains through targeting briquette machine owners and retailers. The Walmart Foundation Activity, which ended in October 2015, provided women with training on FDP technology in vegetable crops and on nutrition education. The new project in Myanmar, FSI+, provided training to 5,368 participants (30 percent women) on soil fundamentals, water and plant nutrient relationships, UDP technology and good agricultural practices. The impact is highlighted in the story below.

East and Southern Africa Division (ESAFD)

With projects in eight countries, ESAFD has increased the number of participants trained by 19 percent, from 423,541 in 2014 to 504,039 in 2015; 44 percent of trainees were women. CATALIST-2 accounted for 64 percent of the division's total training attendance.

The project focused on creating conditions for institutionalizing and sustaining the results achieved during the life of the project in farmers' cooperatives. Trainings and coaching were organized on inclusive leadership, gender equity, cooperative management, farmer entrepreneurship, marketing and financial management.

COUNTRY-SPECIFIC TRAININGS

Benin

- Vegetable good agricultural practices
- Group marketing

Ghana

- Financial education
- Agro-output marketing
- Poultry
- Village savings and loans

Nigeria

- Cassava production and multiplication
- Milk hygiene
- Group dynamics and gender

Mali

- Competitive Agricultural Systems and Enterprises (CASE) approach
- Access to finance
- Maize production and post-harvest activities

North and West Africa Division (NWAFFD)

The total number of attendees decreased by 42 percent from 368,272 in 2014 to 213,393 in 2015 in nine countries; 30 percent of participants were women. Accounting for 44 percent of the total training reach, 2SCALE/West Africa more than doubled the attendance in the four countries covered (Benin, Ghana, Mali and Nigeria) from 33,854 in 2014 to 94,796 in 2015 (37 percent women involvement).

The project is in a new phase of deepening and scaling, hence the tendency of having more beneficiaries participating in the training activities. Trainings organized were specific to each country based on the needs of actors in the various partnerships (see graphic).

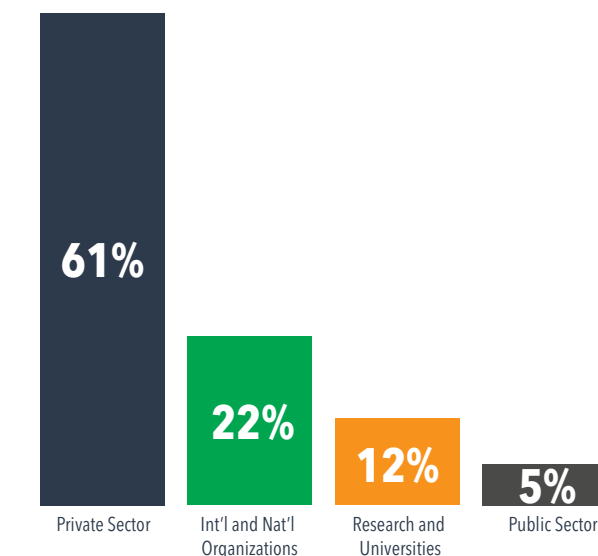
Training and Workshop Coordination Unit (TWCU)

During 2015, TWCU held six international training sessions for 180 participants, of which 24 percent were women. Locations included Austria, Côte d'Ivoire, Germany, Ghana, Kenya and the United States. Participants came from five continents. Combined, Africa and Europe represented 85 percent of the attendees.

International training programs attracted professionals from both the public and private sectors along with national and international development agencies, agricultural research centers and universities. Topics included nitrogen and phosphate fertilizer production technologies, composting of agricultural and municipal waste, farm-to-market linkages, technological advances in agricultural production, water and nutrient management, and balanced fertilizers.

On average, 84 percent of the participants rated the 2015 programs as "very good" or "excellent" on technical delivery, program content, methodology and administration.

Participants in Global Training Per Categories in 2015



Training to Be a Proud Farmer

Daw Hnin Yee and her husband U Aye Moe have a small three-acre farm in the Yangon Region, Myanmar. Of five children, only one can help out on the farm.

Yee used to borrow money to pay for the farm, her daughters' schooling and medical and housing expenses.

Despite using good agricultural practices, Yee and Moe only harvested about 4.7 mt/ha, which was never enough to cover expenses, putting her deeper into debt year by year.

In the summer of 2014/15, the Fertilizer Sector Improvement (FSI+) project established a demonstration in her village. There, Yee learned about UDP. She could not afford the briquettes, but she was willing to try a free sample during the next season.

After the first year of using UDP, she harvested an average of 6.8 mt/ha – about 40 percent more than before.

Due to flooding in her region, Yee could not harvest a second crop. So she used her surplus income to buy goats and create residual income. By the next summer, she was able to

purchase the briquettes, and it is estimated her yields will increase to 7.6 mt/ha. Now she anticipates living debt-free and having enough to provide for her family.

"I have found a way to pay back the money lenders," Yee said. "We have enough to eat and plenty left for selling. I can now be a proud farmer in our village. I can start raising goats and making more money. It is a new life for us."





OFFICE OF PROGRAMS (OOP)

Overview

The Office of Programs (OOP) operates under the premise that agricultural productivity enhancement is the cornerstone for improved food security and economic growth in developing and emerging market economy countries.

OOP's extensive experience in matters related to cost-effective fertilizer production, soil fertility management, fertilizer policy and supply/demand strategies provides the scientific and policy knowledge base required to help transition smallholders from low input/low output systems to one in which investments in proven nutrient management strategies and required agro-inputs are possible.

Together, OOP and IFDC's field projects target fundamental and applied research geared toward nutrient use efficiencies and policy actions that produce improvements in the fertilizer supply chain in order to support IFDC's global efforts in fertilizer market development for smallholders. As a result, OOP's staff collaborate with public and private sector organizations, international institutions and development partners in issues related to fertilizer production and use.

Fertilizer Technology

The Fertilizer Technology group conducts research and development projects that characterize and identify the most efficient use of fertilizer raw materials and recovery of nutrients from waste and byproducts to develop fertilizer production processes. These activities are conducted under contract and in collaboration with private companies, government institutions and international organizations.

In 2015, the group conducted research/testing for 11 private client projects in the pilot plant. In addition, a number of product analyses, industry trainings and fertilizer manufacturing facility evaluations were conducted. The group also provided technical assistance to IFDC projects in the Center's Asia and Africa divisions and supported numerous specialized trainings and workshops conducted by IFDC's Training and Workshop Coordination Unit.

Soil and Plant Nutrition

The Soil and Plant Nutrition team develops and validates technologies, decision support tools and management practices that improve the productivity of cropping systems and the efficient use of soil and water resources. The program contributes to more economical, sustainable and environmentally sound food production. This is accomplished by fostering the adoption of technologies that enhance efficiency of nutrient use by crops, nutrient recycling and soil fertility maintenance.

The program works closely with IFDC field projects, universities, international agricultural research centers, and national agricultural research and extension systems from developing countries.

Major areas of research included:

1. Laboratory, greenhouse and field testing of new fertilizer products.
2. Cost-effective ISFM practices that utilize mineral fertilizers and available organic resources.

3. Efficient delivery mechanisms for micronutrients.
4. Evaluation of GHG emissions from lowland rice.
5. Updated decision support systems (i.e., crop simulation modeling) to reflect new knowledge on nutrient management strategies' resilience to climate change.

Markets and Economics

The Markets and Economics team provides policy and economics expertise to support the achievement of IFDC's mission. Through extensive market assessment, project development and advisory services, and policy analysis and dialogue, the unit supports developing and transitional economies in providing an enabling environment for agricultural markets. Additionally, the unit analyzes the feasibility of investment programs, socio-economic effects of new technologies, implications of regional trade on agriculture and agribusiness, and policy measures required to advance national agricultural growth objectives. The group also provides analysis for more effective implementation of agro-input subsidy programs.

During 2015, the group conducted a number of studies and assessments for partners and donors such as AFAP, the African Union/New Partnership for Africa's Development (AU/NEPAD), DGIS, the Food and Agriculture Organization of the United Nations (FAO), the USAID FTF initiative and the Walmart Foundation, among others.

Market Information Unit

The Market Information Unit conducts research and maintains data and information on fertilizer raw materials and products worldwide. As a result, it increases the use of regional agricultural information by improving and linking efforts to generate, disseminate and commercially use input market information. The ultimate objective is to improve information flow among public and private sectors associated with policy creation, agricultural production, input markets and trade.

Publications produced in 2015 include:

- 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.
- 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 confidential statistical reports for The Fertilizer Institute (TFI) related to the North American fertilizer industry. These reports involve collecting statistical data, verifying data and summarizing/preparing various reports for dissemination. The following publications and studies were completed for TFI in 2015:

- Fertilizer Record (quarterly).
- U.S. Phosphate Material Exports Report (monthly).
- Ammonia Production Costs, 2014.
- Toxic Release Inventory Summary, 2014.
- Operating Rates, July-December 2014.
- North America Fertilizer Capacity.
- North America Fertilizer Capacity Survey.

Analytical and Greenhouse Services

OOP analytical chemists provide critical support to the Program's research efforts. In-house analytical work supports IFDC's research efforts focused on increased agricultural production and improved fertilizer technologies. In support of agricultural productivity intensification, thousands of fertilizer products and soil and plant tissue samples generated from the pilot plant, laboratories, greenhouses and field tests are analyzed on an annual basis. In addition, analyses that focus on the physical and chemical properties of various fertilizers produced in the IFDC pilot plant help establish high-quality and economical fertilizer products for both large-scale and smallholder farmers.

The Greenhouse Services team maintains IFDC's two greenhouse facilities and some field trials and coordinates with OOP scientists to move research from the laboratory to the greenhouse evaluation stage of the technology development process. In some instances, the team is involved in the final evaluation at field level, particularly for trials conducted domestically. This service 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.

Virtual Fertilizer Research Center (VFRC)

While IFDC's major focus is on scaling-out proven crop intensification technology packages such as ISFM (e.g., UDP), longer term needs and solutions are currently being researched with the VFRC. Current collaborations include moving beyond NPK fertilizers to look at cost-effective delivery mechanisms for micronutrients designed to improve crop yields and the nutritional value of crops produced. This two-pronged approach will ultimately support improved human nutrition and overall health. IFDC hosts VFRC research in its labs and provides technical and analytical support. VFRC reports for 2015 can be accessed at www.vfrc.org/research/vfrc_reports/2015.

IFDC INITIATIVES

African Fertilizer and Agribusiness Partnership (AFAP)



AFAP works with fertilizer companies to establish more competitive and sustainable private sector-led fertilizer markets in Africa that meet the needs of their principal client – the smallholder farmer. Partners include the Common Market for Eastern and Southern Africa (COMESA), AfricaFertilizer.org, Agricultural Market Development Trust (AGMARK), AGRA, the African Development Bank (AfDB), IFDC and NEPAD. In 2015, in partnership with COMESA's Alliance for Commodity Trade in East and Southern Africa (ACTESA), AFAP established the East and Southern Africa Fertilizer Trade Platform (ESAF) to be the region's premier focal point for fertilizer trade discussions, public-private policy dialogue and business-to-business networking.

The platform aims to create a policy and regulatory environment that promotes increased fertilizer trade in order to increase food security in the region. The first annual ESAF meeting convened on September 24, 2015, in Lusaka, Zambia. Over 250 delegates attended, mainly representing private fertilizer companies from all levels of the value chain, along with financial institutions, development partners as well as policymakers and other decisionmakers driving the regional fertilizer agenda. The meeting provided a unique opportunity for large private sector companies to link up with small and medium enterprises (hub-distributors and agro-dealers) along the fertilizer value chain in the COMESA region. The private sector contributed U.S. \$84,500 in sponsorship toward the annual meeting, and a number of private fertilizer companies have expressed their interest in continuing to sponsor the event as well as to support general ESAF activities. Moreover, through the partnership with COMESA-ACTESA, the Trade Platform has opened up access to high-level decisionmakers from the public sector that are driving the regional fertilizer agenda.

Association of International Research and Development Centers for Agriculture (AIRCA)



AIRCA is a nine-member alliance focused on increasing global food security by supporting smallholder agriculture within healthy, sustainable and climate-smart landscapes. In December 2015, AIRCA participated as an Implementing Partner at the Global Landscapes Forum in Paris. As part of its agenda, AIRCA leaders hosted a Discussion Forum on the topic of "Climate-Smart Agriculture for Healthy Landscapes and Livelihoods." The session featured examples of how AIRCA members, including IFDC, have developed different aspects of climate-smart agriculture and how this has contributed to healthy landscapes and improved livelihoods.

AfricaFertilizer.org (AFO)



AfricaFertilizer.org facilitates the exchange of information on soil fertility, fertilizers and good agricultural practices in Africa. The initiative coordinates partnerships and data-sharing mechanisms that provide fertilizer statistics and fertilizer market intelligence. In 2015, AFO launched a revamped version of its website, featuring new content and media, including company profiles, product catalogues, business directories and relevant industry research. The redesign also incorporates bold colors, modern graphics, completely new navigational tools and a responsive design viewable via computer and smartphone. The website's launch coincided with the Argus FMB Africa Fertilizer 2015 Conference in Addis Ababa, Ethiopia, attended by more than 400 of the world's key fertilizer industry actors operating in Africa. AFO is led by IFDC, in partnership with the International Fertilizer Industry Association (IFA), AFAP, FAO through CountrySTAT and the African Union Commission.

2015

FINANCIAL HIGHLIGHTS

Balance Sheet - For the year ended December 31, 2015

Assets:	US \$'000
Cash and cash equivalents	12,328
Contracts receivable, net of allowance for doubtful accounts	3,227
Other receivables	314
Supplies inventory	46
Prepaid expenses and advances	760
Total current assets	<u>16,675</u>
Buildings and equipment, net	10
Contributions receivable, noncurrent	
Total assets	<u>16,685</u>
Liability and Net Assets:	
Accounts payable	1,762
Accrued salary, w/holding and leave	1,367
Deferred revenue	15,851
Other liabilities	
Total current liabilities	<u>18,980</u>
Unrestricted net assets	(2,303)
Permanently restricted net assets	8
Total liabilities and net assets	<u>16,685</u>

Revenue Sources

ACDI/VOCA	LIFT Fund
African Fertilizer and Agribusiness Partnership	Ministry of Agriculture (Togo)
Agricultural Materials Group, LLC	Monomeros Colombo Venezolanos S.A.
AgriMerc ODS	Netherlands' Directorate-General for International Cooperation
Alliance for a Green Revolution in Africa	OCP S.A.
Argus Media Limited	Ostara USA LLC
Centre for Development Innovation (CDI)	Plantacote B.V.
Chemonics International, Inc.	Royal Embassies of the Kingdom of the Netherlands
Compass Minerals	Rutgers University
Cytec Industries, Inc.	Saudi Basic Industries Corporation
Development Alternatives, Inc.	Solidaridad West Africa
Enviro Applied Products, Ltd.	Swiss Agency for Development and Cooperation
Haifa Chemicals, Ltd.	Syngenta Crop Protection AG
ICL Africa	The Fertilizer Institute
International Crops Research Institute for the Semi-Arid Tropics	The Walmart Foundation
International Fertilizer Industry Association	U.S. Agency for International Development
International Food Policy Research Institute	Valagro SPA
International Institute of Tropical Agriculture	VitAG Corporation

Statement of Revenue and Expenses - For the year ended December 31, 2015

Revenue and Support:	US \$'000
ACDI/VOCA	573
Alliance for a Green Revolution in Africa	211
AFAP	586
Chemonics International, Inc.	908
Centre for Development Innovation	252
DAI	519
Dutch Embassies	16,123
International Crops Research Institute for the Semi-Arid Tropics	539
International Fertilizer Industry Association	304
DGIS	9,400
The Fertilizer Institute	180
Solidaridad West Africa	264
Swiss Agency for Development and Cooperation	3,641
Walmart Foundation, Inc.	454
U.S. Agency for International Development	24,485
Others	3,070
Total revenues and support	<u>61,509</u>
Expenses:	
Research and development	2,599
Field projects	39,613
Capacity building	10,194
VFRC	1,044
Support activities	10,390
Total expenses	<u>63,840</u>
Decrease in unrestricted net assets	<u>(2,331)</u>

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ACRONYMS

2SCALE	Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship	ICT	information and communication technology
AAPI	Accelerating Agriculture Productivity Improvement	ISFM	integrated soil fertility management
AFAP	African Fertilizer and Agribusiness Partnership	ISSD	Integrated Seed Sector Development
AGRA	Alliance for a Green Revolution in Africa	MINAGRI	Rwanda Ministry of Agriculture and Animal Resources
BRR	Bangladesh Rice Research Institute	NEPAD	New Partnership for Africa's Development
C4CP	USAID C-4 Cotton Partnership	NGO	non-governmental organization
COMESA	Common Market for Eastern and Southern Africa	NPK	nitrogen/phosphorus/potassium
DGIS	Directorate-General for International Cooperation	NWAFD	North and West Africa Division
DRC	Democratic Republic of Congo	OOP	Office of Programs
EAD	Asia Division	R&D	research and development
ECOWAS	Economic Community of West African States	SMEs	small and medium enterprises
ESAFD	East and Southern Africa Division	UDP	urea deep placement
FAO	Food and Agriculture Organization of the United Nations	UEMOA	West African Economic and Monetary Union
FDP	fertilizer deep placement	USAID	U.S. Agency for International Development
FSI+	Fertilizer Sector Improvement	VFRC	Virtual Fertilizer Research Center
GHG	greenhouse gas	WUR-CDI	Centre for Development Innovation of Wageningen University and Research Centre
ICRA	International Centre for development oriented Research in Agriculture		

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