

IFDC GHANA

Developing Agriculture from the Ground Up



ACTIVITIES REPORT 2022

TABLE OF CONTENTS

List of Figures, & Tables.....	3
Acronyms & Abbreviations.....	3
Vision of Henk, President & CEO of IFDC.....	5
Words from IFDC Country Director.....	6
1. Introduction.....	7
Focus on the Country: Ghana.....	7
Fertilizer Use and Consumption in Ghana.....	8
Our Past Intervention in Ghana.....	9
2. IFDC's Current Interventions in Ghana.....	9
Mission.....	9
Objectives of Projects and Programmes Implemented in 2022.....	9
2SCALE.....	9
AfricaFertilizer (AFO).....	9
EnGRAIS.....	10
FERARI.....	10
3. Main IFDC Project Activities in Ghana & Results In 2022.....	10
2SCALE.....	10
Activities.....	10
Results.....	11
AfricaFertilizer (AFO).....	12
Activities.....	12
Results.....	13
EnGRAIS.....	14
Activities.....	14
Results.....	15
FERARI.....	15
Activities.....	15
Perspectives.....	17
4. IFDC Institutional Activities.....	17
Organization of the open days of IFDC's 20th anniversary in Ghana.....	17
38th Ghana National Farmers' Day.....	18
12th Annual Pre-Harvest Agribusiness Conference and Exhibitions.....	19
5. IFDC Investments in Ghana in 2022.....	19
6. Our Partners.....	21
7. Interviews with Our Awards Colleagues.....	22
Interview with Diyana Bawiena Davis.....	22
Interview with Yayra Bansah.....	23
Interview with Moro Gyibrila.....	24
8. Conclusion & Perspectives.....	25

LIST OF FIGURES, & TABLES

Figure 1. IFDC Strategy 2020-2030 to Feed the World	7
Figure 2. Ghana Map	8
Figure 3. The focus of 2SCALE activities in Ghana in 2022	10
Figure 4. Ghana Fertilizer Technical Working Group	12
Figure 5. Ghana Fertilizer Statistics Overview 2023	13
Figure 6. Ghana Fertilizer Dashboard	13
Figure 7. Ghana Fertilizer Facsheet - 2022	13
Figure 9. Fertilizer and Seed Recommendations Map for West Africa and Packages (FeSeRWAM/AIP version 2.0)	14
Figure 8. AFO project's key results in Ghana	14
Figure 10. New version of the West Africa Fertilizer Cost Simulator	14
Figure 11. Attendees of the FPG launch	15
Figure 12. On farm field at Wenchi in Bono Region, Ghana	16
Figure 13. Studentes and farmers visit IFDC-FERARI/AAMUSTED field trial site for soyabean at Mampong, Ashanti Region, Ghana.	16
Figure 14. FERARI student interns in Ghana met to facilitate thesis development.	16
Figure 14. Ghana Open Door Data Captured.....	18
Tables 1.....Appropriate fertilizer recommendations suitable for the main crops and the different AEZs of West Africa including Ghana	8
Table 2.Summary of IFDC investment in 2022 in Ghana	19

ACRONYMS & ABBREVIATIONS

ABC	Agribusiness Cluster
AEZ	Agroecological zones
AGRF.....	African Green Revolution Forum
AIC.....	Informal Alliance for Change
AJVC.....	Youth Association for the Valorization if Cotton
AOPP.....	Association of Professional Peasant Organizations
APSA.....	Activity Agricultural production South
ASSEMA	Ghana Seed Association
ATT	Agricultural Technology Transfer project
BMC	Business Model Canvas
AIC.....	Informal Alliance for Change
COMDT.....	Ghanaian Textile Development Company
COASP	West African Peasant Seeds Committee
COVID.....	Coronavirus Disease 2019
C4CP.....	Country 4 Cotton Partnership
CSA	Climate Smart Agriculture
ECOWAS	Economic Community of West African States
FEPAC.....	Pan-African Cotton Festival
FNDA	National Agricultural Development Fund
FTWG	Fertilizer Technical Working Group workshop
GRN.....	Natural Resource Management
ISFM	Integrated Soil Fertility Management
GFSS	Global Food Security Strategy
ICCO.....	Interchurch Organization for Development Cooperation
IFDC	International Fertilizer Development Center
IITA	International Institution of Tropical Agriculture
IPR-IFRA	Rural Polytechnic Institute of Training and Applied Research
JPO	Open Days
ISSD-SAHEL	Integrated Seed Sector Development
LABOSEM	Seed Laboratory

LOA	Agricultural Orientation Law
MSD	Market System Development
GIZ	German Technical Cooperation
ME	Regional Agricultural Inputs Market
MoU	Memorandum of Understanding
MoFA	Ministry of Food and Agriculture
MPME	Micro, Petites and Moyennes Enterprises
NCA&T	North Carolina Agricultural and Technical State University
OP	Producers' organisation
YEO	Opportunities for Youth Employment
PAFISEM	Support Project for the Seed Sector
PDA	Agricultural development policy
PEA	Agricultural Business Cluster
PFJ	Plant for Food and Jobs
PHTC	Post-Harvest and Trading Center
PME	Small and Medium Enterprises
PolINSAN	National Food and Nutrition Security Policy
PPP	Public Private Partnership
PSSD	Private Seed Sector Development
RTI	RTI International (registered trademark and trade name of Research Triangle Institute)
SAE	Entrepreneurial support structures
SCS	Silvain Sales Department
SOPROTRILAD	Rice Production and Processing Company in the DEBO Lake Area
SPA	Supportive Partnership Agreement
UII	Universal Impact Indicator
SEE	Village Extension Agent(Institute)
SEE	Village Extension Agent(Institute)
SEE	Village Extension Agent
VSF	Veterinarians Without Borders
WACIP	West African Cotton Improvement Program
2SCALE	Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship

VISION

VISION OF HENK, PRESIDENT & CEO OF IFDC

On January 1, 2023, **Henk van Duijn** was installed as the new **President** and **CEO** of IFDC. **Henk's vision** is: "**One mission, one team**" with the ambition to return to the center court of IFDC's expertise areas while building on **IFDC's strategy 2020 - 2030**.

To help address the challenges facing global food systems, IFDC has developed its Strategy 2020-2030, which outlines four pillars of its work: **(1) developing better technologies, (2) catalyzing agricultural productivity, (3) strengthening markets, and (4) enabling impact**.



"Under my leadership, in the coming years, the four pillars of our strategy will strengthen the core of IFDC's research and interventions. Together, the four pillars of our work will help farmers improve the health of their soils, agricultural productivity, and household incomes, thereby contributing to the food security and economic development of their villages, their nations, and the world." **Henk van Duijn**

Henk brings a philosophy of soil health as the basis of a holistic to agricultural development. The realization of this vision will be achieved through staff and capacity development, special projects, the establishment of a Fertilizer and Soil Health Innovation center, and broad-based consulting services.

With the leadership of Henk van Duijn, IFDC wants to return to the forefront of soil health and fertilizer worldwide in the next **3 to 5 years**.

"IFDC will intensify its efforts to find solutions to future challenges through research on soil fertility and nutrient use efficiency. We have the knowledge and expertise to make a significant impact in sub-Saharan Africa, where soil nutrient depletion, both natural and human-induced, is an ongoing challenge."

Henk van Duijn,
President & CEO of IFDC

WORDS

WORDS FROM IFDC COUNTRY DIRECTOR

Dear Partners

We are delighted to share with you the **2022 Country Report** of our activities in Ghana!

Over the past **20 years**, we have been able to make significant progress in the agricultural sector, thanks to our **dedicated team** and **strong partnerships** with **local, national, and regional organizations**. Providing a solution to create **a food-secure, environmentally sustainable world is IFDC's goal**, and we strive to achieve this in all countries where we work, including Ghana.

The past year has been full of challenges following the **post-covid economic and social crises** endured by almost every country in the world including Ghana. However, we have been resilient in carrying out most of our activities to achieve our targets.

In **2022**, we were able to impact the lives of more than **16,000 farmers** and train over **30 Ghanaian MSc students, soil health and fertility management activities**. Our activities in favor of **agricultural value chains**, such as **poultry, soybeans, maize, rice, and sorghum**, have also yielded significant results through the implementation of **demonstration plots, research trials, and training programs**.

We would like to extend our gratitude to our supervisory ministry, the **Ministry of Food and Agriculture (MoFA)**, for their unwavering support and sacrifice, which has allowed us to implement our activities in the country successfully. We are also grateful to our **financial partners** for their trust, which has enabled us to invest over **19 million Ghana cedis** in agriculture development in the past year.

Lastly, we would like to acknowledge and express our gratitude to all our **colleagues** in Ghana for their professionalism and a perpetual commitment to the smooth running of our operations.

We invite you to read the full report to appreciate our activities in Ghana. Once again, we thank everyone who has made this possible.

Olive M'BAHIA,
Country Director



1. INTRODUCTION

IFDC (International Fertilizer Development Center) created in 1974 and based in Alabama in the United States, is an international public institution working for food security, poverty reduction in developing countries through the development and dissemination of technologies. Efficient soil fertility management, development of agricultural input and markets of agricultural products.

IFDC is recognized as a global centre of excellence with its coordination offices for the implementation of activities in several countries in North and West Africa, South Africa and Asia. IFDC uniquely addresses global issues of food security and poverty by bridging the gap between

research and impact, combining science-based innovations, holistic market systems development, an enabling policy environment and strategic partnerships to help farmers and countries identify and scale sustainable agricultural solutions. Including better efficiency in nutrient utilization. These approaches are needed to boost soil health and crop productivity while reducing the environmental impact of fertilizer use. IFDC translates research into action using local, environmentally friendly and impact-oriented solutions. Together with our partners, we seek to close the yield gap, eradicate world hunger, safeguard the soils on which our lives depend, and generate economic resilience for farming households and the countries in which they live.

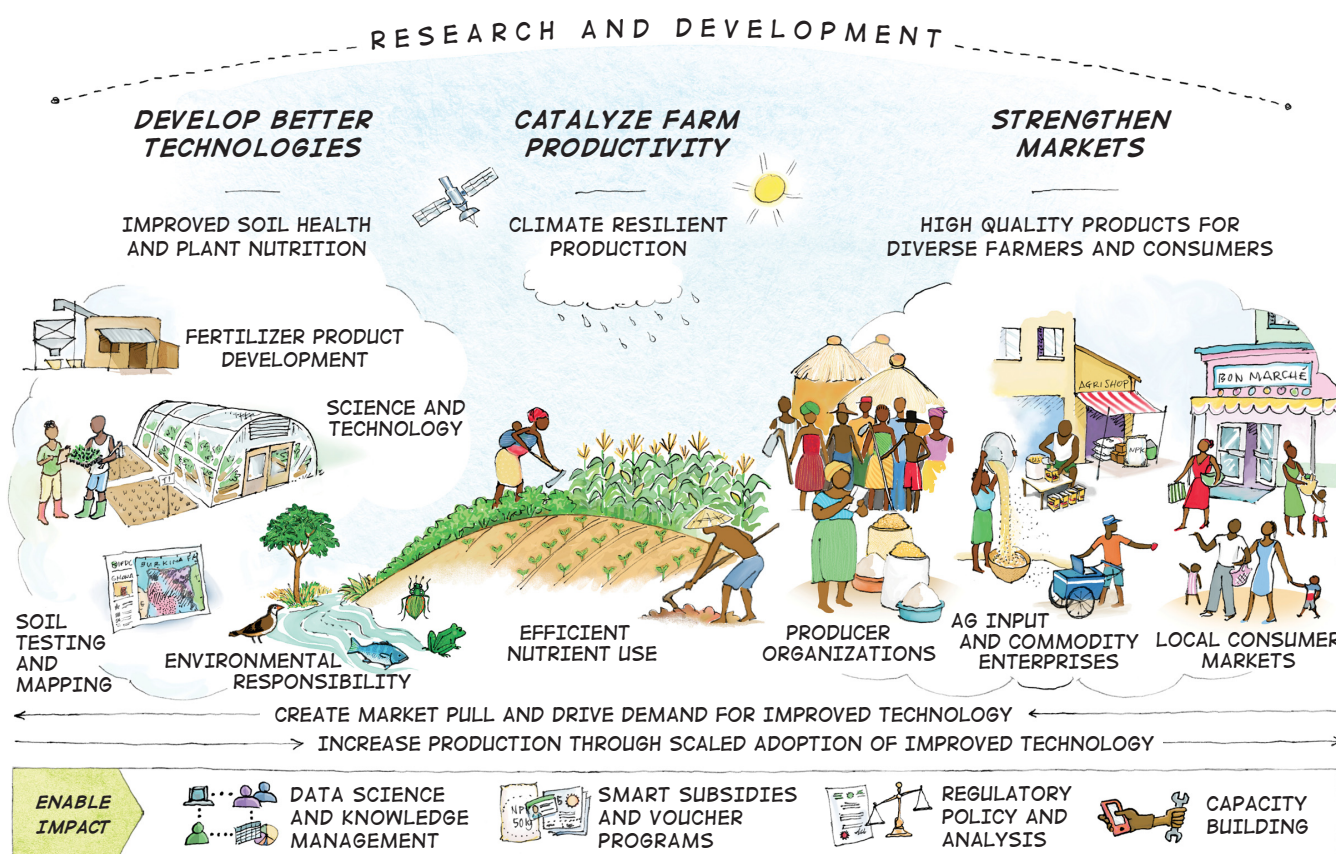


FIGURE 1. IFDC Strategy 2020-2030 to Feed the World

FOCUS ON THE COUNTRY: GHANA

AGRICULTURE STATUS

The Republic of Ghana is located in West Africa and is bordered by the Republic of Togo to the east, Burkina Faso, to the north-west and north, and the Republic of Côte d'Ivoire to the west. The Gulf of Guinea, which is part of the Atlantic Ocean, lies south of the country. Agriculture accounts for approximately 20% of Ghana's GDP and is a major source of employment in Ghana. About 52 % of the labor force is engaged in agriculture (FAO, 2020).

Ghana's farming systems vary with agroecological zones (AEZ). The country has six AEZs, reflected by the natural vegetation and influenced by the soils which are: Sudan savannah, Guinean savannah, transitional zone, hardwood forest, coastal savannah and Ever green in the southwest. The soils have predominantly light-textured surface horizons

in which sandy loams and loams are common. Lower soil horizons have slightly heavier textures varying from coarse sandy loams to clays. Heavier textured soils occur in many valley bottoms and in parts of the Accra Plains. Many soils contain abundant coarse material either gravel and stone or concretionary material which affects their physical properties. (MoFA)

Low soil productivity is one of the main challenges limiting crop Yield in the country. From CSIR, a multitude of constraints is the cause of the high yield gaps at the farm level including increasing land degradation, pests, diseases, climate change, etc. To Tackle these constraints contribution of fertilizers and other inputs as improved seed varieties is key to increasing productivity on a scale.

For those purposes and through many initiatives, IFDC has mapped appropriate fertilizer recommendations suitable for the main crops and the different AEZs of West Africa including Ghana to contribute to sustainably increasing agricultural productivity.

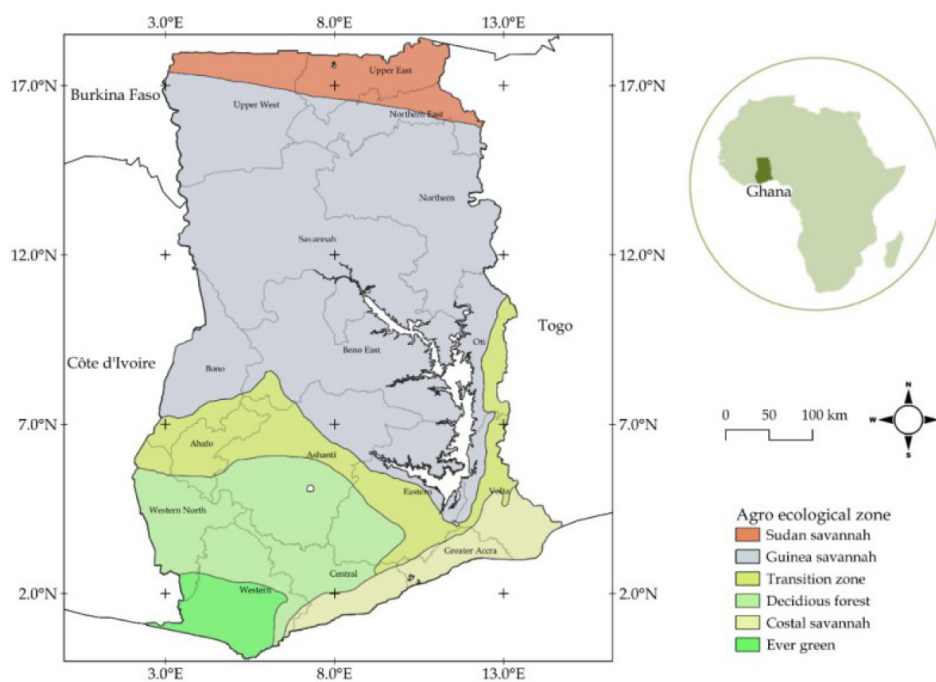


FIGURE 2. Ghana Map

Tableau 1. Appropriate fertilizer recommendations suitable for the main crops and the different AEZs of West Africa including Ghana

Region	Soil pH	%Organic matter	%Total Nitrogen	Available Phosphorus (mg/kg soil)	CEC
Ashanti Region	4.1 - 7.3	0.00-13.83	0.00-0.52	0.00-6.98	0.00-9.62
Brong Ahafo	4.1 - 7.7	0.00-13.83	0.00-0.52	0.00-0.41	0.00-9.62
Central	4.4 - 7.7	0.00-4.30	0.00-0.37	0.00-9.80	0.00-2.40
Eastern	4.1 - 7.8	0.00-8.19	0.00-0.37	0.00-3.48	0.00-9.62
Greater Accra	4.4 - 9.5	0.00-4.00	0.00-0.32	0.00-6.62	0.00-9.28
Northern	4.1 - 7.4	0.00-6.74	0.00-0.14	0.00-7.60	0.00-7.85
Upper East	4.1 - 7.4	0.54-6.74	0.00-0.14	0.00-3.62	0.00-7.72
Upper West	4.5 - 7.7	0.77-6.74	0.00-0.07	0.00-3.62	0.00-4.79
Volta	4.1 - 7.8	0.00-5.63	0.00-0.02	0.00-6.62	0.00-9.28
Western	4.4 - 6.7	0.19-13.83	0.00-0.37	0.00-0.26	0.00-1.21

FERTILIZER USE AND CONSUMPTION IN GHANA

Since 2021, due to excessive inflation and the depreciation of the Ghana cedi against the US dollar, it is still difficult for most farmers in Ghana to afford fertilizer. Considering these factors, the majority of farmers who wanted to stock up on fertilizers for the cropping season discovered that their purchasing power was constrained. For instance, ammonium sulfate’s average price per 50kg increased by over 20% in the first quarter of 2023 (GHS330/\$27.7) compared to the average price in the fourth quarter of 2022 (GHS275/\$26.7).

Overall imports and exports of fertilizer were roughly 586,203 metric tons (MT) and 31,922 MT in 2022, respectively, as opposed to

239,062 MT and 1,244 MT in 2021.

The strong demand for fertilizer in 2021 and the first few months of 2022 is thought to be the primary cause of the increase in fertilizer imports. Additionally, in 2022, farmers modified their farming practices and increased soybean production, which required less fertilizer than maize and rice. As a result, the difficulty in 2022 was the affordability due to the high pricing and not availability.

The adoption of an electronic system to administer the 2022 Planting for Food and Jobs (PFJ) subsidy fertilizer has however led to a decrease in smuggling by eliminating the paperwork previously completed by the supply chain when accessing PFJ fertilizer from the system in the

five northern regions of Ghana, which has led to an increase in fertilizer exports.

The apparent consumption level, which is often computed as production plus import minus export minus non-fertilizer use, was discovered to be quite high in 2022. There were a lot of carryover stocks in the system because it was thought that not all of the fertilizers were used in the country. Unfortunately, the fertilizer industry players have not been open about the carryover stock numbers.

OUR PAST INTERVENTION IN GHANA

IFDC has 20 years of existence in the country and since 2005, has implemented several projects contributing to the improvement in the agricultural value chain development and livelihood opportunities for the rural people. Our main past projects and programs implemented in the country are:

- » **Feed the Future Ghana Agriculture Technology Transfer project (ATT) (2013-2018):** Under this project, innovative technologies for rice, maize, and soybean productivity enhancement were tested and promoted in the Northern Region of Ghana. **IFDC assisted about 1,500 for-profit private enterprises** (e.g., producers, women groups, and community-based organizations) to improve their skills and optimize their output and net incomes. As a result, demand for certified seed grew, with its usage rising from **10% of the total seed used in 2013 to 25% in 2018**. ATT trained **34,264 women** GAPs, labor-saving equipment, and crop budget analysis, and 200 female farmers supplied with Vitamin-A maize seed grown on **five acres** of land.
- » **GhanaVeg Project (2013-2017), and the Strategic Alliance for Agricultural Development in Africa project (SAADA, 2006-2011),** through which agronomists were trained by companies in Ghana to become top experts in crop production technologies and about 230,000 ha of land was farmed using sustainable agricultural practices, leading to a 30% - 60% yield increase among target smallholder farmers.
- » **West Africa Fertilizer Program (WAFP, 2012-2017)** a regional project which facilitates greatly improving agricultural productivity in Ghana. WAFP successfully strengthened the region's fertilizer business environment, including Ghana, by compiling and distributing critically needed market and business information.
- » **Agricultural Value Chain Mentorship Project (AVCMP, 2011-2014)** which facilitate Technical and business training for 26 seed producers and 20 agro-dealers in the development of business plans. Through this project, needs assessments and business gap identifications were conducted for 39 SMEs and 34 SMEs were profiled and geo-referenced.
- » **Commercial Development of Farmer-Based Organizations (CDFO 2008-2012)** from which market linkage activities were conducted on the rice value chain.
- » **Cocoa Rehabilitation and Intensification Programme (CORIP 2007-2013)** the implementation of which has contributed towards improving the sustainability of cocoa smallholder production systems in knowledge in integrated soil fertility management (ISFM).

2. IFDC'S CURRENT INTERVENTIONS IN GHANA

MISSION

In order to contribute to rural development in developing countries, **IFDC's mission** is to develop technologies that improve the incomes and well-being of both producers and entrepreneurs, while preserving the environment and natural resources. This is achieved through a combination of innovative research, agricultural product market expertise and strategic public-private partnerships, sustainable technologies for managing soil fertility and increasing agricultural productivity.

OBJECTIVES OF PROJECTS AND PROGRAMMES IMPLEMENTED IN 2022.

In 2022, IFDC's operations in Ghana materialized through the implementation of **two regional, 2SCALE** and **EnGRAIS** and one **national program** which is **FERARI**. In addition to this, **Africafertilizer** which is a global initiative of **IFDC** also carried out operations in the country especially with actors of the fertilizer private sector.

TOWARDS SUSTAINABLE CLUSTERS IN AGRIBUSINESS THROUGH LEARNING IN ENTREPRENEURSHIP (2SCALE)

The main objective of **2SCALE** is to contribute to food and nutrition security, sustainable and inclusive economic growth, and stability in Africa, through public-private partnerships, which incubate and accelerate inclusive business models in the agricultural sector. The specific objectives of the program are:

- » Improve rural livelihoods, nutrition, and food security through partnerships between the public sector and the private sector (PPP's),
- » Develop a portfolio of robust and viable agribusiness clusters (ABCs) and,
- » Supplying food to regional, national, and local markets. There will be a special focus on improving access to food and better nutrition of low-income groups (base of the pyramid)

AFRICAFERTILIZER (AFO)

IFDC launched the **AfricaFertilizer (AFO)** initiative in **2009**, in response to the **2006 Abuja Declaration** to increase Africa's fertilizer usage levels from **8kg/ha to at least 50kg/ha by 2015**, to provide reliable, accurate, and timely fertilizer market data and information in more than **18 sub-Saharan African (SSA) countries**, including Ghana, to enable policymakers to take fertilizer-related decisions and to assess fertilizer usage levels. AFO's objectives are to:

- » Provide reliable, accurate, and timely fertilizer data and information for fertilizer market information systems in SSA. Illuminate and incentivize the fertilizer market in SSA to promote interest for investments to strengthen the industry.

THE FEED THE FUTURE ENHANCING GRWOTH THROUGH REGIONAL AGRICULTURAL INPUT SYSTEMS (ENGRAIS) FOR WEST AFRICA PROJECT

EnGRAIS is a five-year USAID West Africa-funded project that seeks to address critical issues that constrain the effective supply and use of agricultural inputs in West Africa. EnGRAIS is expected to result in strong, positive, and lasting change toward improving the availability of and farmers' access to appropriate, affordable, and quality agricultural inputs. EnGRAIS works mainly with Regional Economic Communities, including the **Economic Community of West African States (ECOWAS)** and the **West Africa Economic and Monetary Union (WAEMU)**, as well as public and private fertilizer value chain actors in the region, to create the necessary tools and environment for farmers to increase their productivity. The project's objectives are:

- » Work with strategic regional partners to sustainably increase regional availability and use of appropriate and affordable inputs, especially fertilizers.
- » Provide appropriate knowledge, tools, and techniques to regional agricultural value chain actors to support farmers to increase agricultural productivity across West Africa.

FERTILIZER RESEARCH AND RESPONSIBLE IMPLEMENTATION (FERARI)

Fertilizer Research and Responsible Implementation (FERARI) is a public-private program in International Fertilizer Development Center (IFDC), Ghana. The global aim of the project is to develop and promote evidence-based systematic approach to support widespread adoption

of balanced fertilizers by farmers in the less developed markets of **sub-Saharan African countries**, specifically Ghana, to improve their food and nutrition security.

Objectives of the program:

- » Develop on-the-ground experience in pre-competitive activities to create appropriate conditions for a balanced fertilizer market and their widespread adoption by farmers.
- » Convert tacit knowledge into formal knowledge to allow more effective up- and out-scaling of the approach.
- » Train highly qualified MSc and PhD's to enter the international research market after graduation.
- » Strengthen the transdisciplinary scientific capabilities of involved institutions.
- » Set up a platform of multiple relevant stakeholders to discuss and align the actions of stakeholders in the fertilizer and food value chain for smooth operations and informed decision-making by partners and policymakers.

ALIGNMENT WITH THE COUNTRY'S AGRICULTURAL POLICY

Through the approaches adopted by IFDC in the implementation of its programs and projects, in particular, the development of market systems, inclusive financing models, the development of Agricultural Business Hubs... , it fundamentally contributes to the achievement of the key objectives of Ghana's Agricultural strategy.

3. MAIN IFDC PROJECT ACTIVITIES IN GHANA & RESULTS IN 2022

2SCALE

Activities

2SCALE is an incubator program that manages a **portfolio of public-private partnerships (PPPs)** for **inclusive business in agri-food sectors and industries**. 2SCALE offers a range of support services to its business champions (SMEs and farmer groups) and partners, enabling them to produce, transform, and supply quality food products. The program is implemented by **IFDC, SNV** and **BoP inc** in **ten African countries** including **Ghana**.

2SCALE activities in 2022 in Ghana were focused on:



FIGURE 3. The focus of 2SCALE activities in Ghana in 2022

2Scale's activities revolve around various themes, most of which are translated into indicators, namely: Marketing BoP, small producers and their access to various services, green innovations, gender and youth inclusion, financial inclusion...

On the marketing and distribution side of Base of Pyramid (BoP), many partnerships have worked to develop new products to attract low-income consumers without compromising affordability. The availability of sorghum hybrid variety in commercial quantities has further provided support for micro entrepreneurs to develop this product line in the PPP.

In the field of training of agri-food clusters and access to inputs and services, the major activities to remember are the training of staff and coaches on the training and development strategy of Agri Business Clusters (ABC), the recruitment of a consultant to help with the implementation of ABC activities and an ABC specialist. In order to create visibility and to trigger the processing of the product in commercial quantities, women entrepreneurs were given the opportunity to showcase the pop sorghum during the commissioning of a micro-processing plant for BoP products by Faranaya. Through these linkages, the 2SCALE program is making strides in connecting smallholder farmers to larger stakeholders, resulting in increased access to agro inputs and revenue, as well as opportunities for business development.

In relation to the theme of inclusive green innovations in the value chain system, for access to producers' inputs, Inclusive green innovations in the value chain system: Several green innovations have been facilitated across partnerships in order to guide ABCs in the right direction to sustain them. 8 crop demonstration plots have been established in the various clusters to promote inclusive green innovations within the partnership. These initiatives are having a positive effect on the decisions farmers make in their operations. Additionally, a learning visit to the Center for No-Till Agriculture (CNTA) was facilitated to enhance the knowledge of farmers in zero or minimum tillage.

Women's economic empowerment and youth inclusion: trainings were held on the AYA strategy, the concepts of gender, gender equality, equality and equity, and the importance of promoting gender equality for all.

With regard to the inclusion of young people, several training sessions and follow-up meetings were organized on the themes of access to finance, start-up capital, targeting employment opportunities for young people in the value chain.

Results

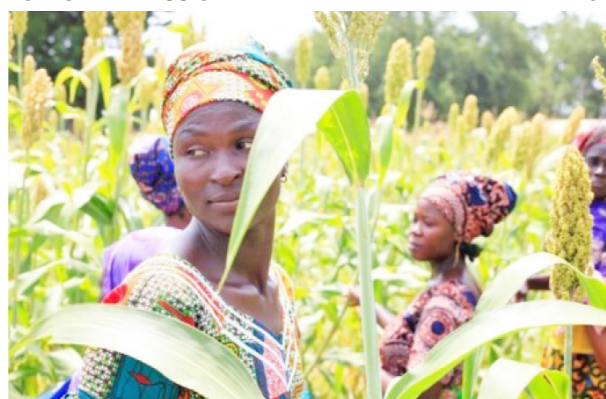
The main results of 2SCALE actions in the country are the following:

- » The certification of the Faranaya, Tamanaa, and Kedan products.
- » Capacities of BCs to increase their output of BoP products have also risen.
- » An online market platform has also been developed to ensure PPPs have markets outside of their traditional distribution zones. This is called Ghanafie food (Ghana home grown foods) and is piloted for BCs and SMEs in the PPPs.
- » linkages between BCs, smallholder farmers, and larger stakeholders. For instance, the Rockland partnership is using farmers in clusters as outgrowers to supply maize and has since raised **3,000 broilers**.
- » Ten micro input outlets have been set up by the BC in the Faranaya partnership, and a business development training was organized for fourteen of the micro distributors. As a result, the 2SCALE program is helping to create a more equitable and efficient agro-



food system.

- » Training of hundred and twenty-eight (128) community coaches to support value chain linkages to boost inclusive agribusiness activities in the PPPs as part of measures to consolidate gains made. (44 women and 84 men) **2,000 farmers** have been supported by the BC to access weather alert services while **338 farmers** have received claims totaling **GHS 16,224 (EUR 1,972.6)**.
- » **3700 smallholder farmers** exposed to green innovations for adoption and **700 farmers** have been introduced to conservation agricultural practices for replication in their fields.
- » **Loyalty and Supply Chain Coordination:** The BC, through



Guinness Ghana, provided **two small town community water system** for farmers who in the 2022 supplied the largest volume of sorghum through Faranaya to Guinness Ghana. The water system is providing potable water to over **10,000 smallholder farmers**. Other public facilities such as hospitals, schools and markets were also connected to the water system in the communities that water system is serving. In partnership with Guinness Ghana, Faranaya introduced a supply chain coordination tool to increase connection between the BC and smallholder farmers profiling farmers by their location, land size, credit ratings, resource needs, production potential etc.

- » **Women's Economic Empowerment:** Rockland supported a group of 12 women maize farmers to take part in a pilot broiler production project. Each woman was given 200 birds and the cycle was completed in 7 weeks, resulting in 2,400 broilers in their first cycle. Three women were awarded GH12,000 (EUR1,460) by the BC to finance their business ideas, and a training schedule was developed to teach 223 women (90 under the age of 35) in soft skills such as credit management, business management, records keeping, negotiation, contracting and customer care. The

activities of the women community coaches are also driving the sustainability of Village Savings and Loan Associations (VSLAs). Faranaya provides input credit and guarantees to women for service providers, helping them to access services. This is enabling women to become more independent and successful in their business ventures.

- » **Youth inclusion** The Rockland partnership in Amoamong community in the Nsuta cluster has initiated a pilot program to engage four youths in poultry production. Fifteen youth in the



KEDAN partnership have been trained in last mile input retailing and nine in the Faranaya partnership have been set up as last mile distributors of agro inputs. Additionally, thirty young men were mobilized to venture into planting services provision, thirty participated in a three-day technical training to provide expert spraying services, fifteen were trained as community livestock workers, and four hundred and four young men and women have been trained using the OYE new manual. These initiatives are part of a larger effort to engage youth in sustainable agricultural practices and improve the economic outcomes of rural communities.

- » **Financial Inclusion:** 157 (Faranaya-32, Kedan-55, Vester-94, Rockland-76) VSLAs were formed in 2022. The total value of savings realized by all VSLAs (old and new) in 2022 was GHS 5,103,687 (EUR 620,546.78). Out of the total savings, 52.5% representing GHS 2,680,358 (EUR 325,899.15) was given out as loans to finance value chain activities mainly in farm inputs, farm related services and aggregation of grains. To increase capital mobilization to VSLAs members to fund high ticket activities, the country team has taken the initiative to link matured VSLAs to banks or micro finance institutions.

In 2023, The program perspectives is as follows:

- » The figures associated with FI have been increasing, yet informality remains a distinguishing trait of many of the lower-income persons who are the target of market systems facilitation and agribusiness inclusion by way of PPPs. Due to their lack of data collection systems, largely informal people are at the risk of being excluded from participating in PPPs, as evidence of financial data is required. This could lead to the temptation of focusing on those who can provide the data, meaning interventions would not be reaching those who need it most. It is the belief of the country team that our program should embrace informality, rather than wishing for it to be replaced with structural transformation.
- » The completion of the certification process will set the stage for increased market penetration activities to increase BoP consumer awareness on the availability of affordable and appropriate products that satisfy their nutritional needs.
- » It is prudent to promote activities in the future as what has

been significant in this process is the facilitation of joint market activations. Tamanaa and Rockland PPPs organized market activations at the same location on the same day, given that the products are complementary.

- » While new distributor outlets are being opened in the short term, the long-term objective is to increase the number of sales outlets that are not directly managed by Rockland Farms.
- » To further enhance the inter-partnership trade, discussions are ongoing to link Tamanaa and Rockland for the offtake of rice bran for poultry feed.

AFRICA FERTILIZER (AFO)

AFO Key Activities Targeting Ghana in 2022

Key Activities

Over the years, AFO has been working closely with the **Ministry of Food and Agriculture** in **Ghana**. When it rebranded as **AfricaFertilizer** and launched an improved **AfricaFertilizer.org** website in **Nairobi, Kenya** in **November 2022**, AFO invited a delegation from the government of Ghana to participate. **Michael Owusu, Deputy Director of Crop Services Directorate**, led a delegation to represent the government, and made a presentation, during a side event, on the fertilizer situation in Ghana and discussed the strategy set by the government to address the fertilizer crisis.

AFO, in collaboration with national partners, organized its annual



FIGURE 4. Ghana Fertilizer Technical Working Group

Fertilizer Technical Working Group (FTWG) meeting in Ghana to present, analyze/discuss, and publish fertilizer data. In March 2022, AFO brought together key fertilizer industry actors and agreed on national statistics on imports, exports, and apparent consumption, after critical analysis and discussions.

With funding from **Bill & Melinda Gates Foundation**, AFO worked with **Development Gateway, an IREX Venture**, to select Ghana as one of the beneficiary countries of the **Fertilizer Dashboard**. After the development and launch of the dashboard in September 2021, the tool has been providing information on fertilizer trade, apparent consumption, prices, fertilizer cost build-up, subsidy amounts as well as fertilizer plants mapped across the country.

Data from AFO's international prices has been used corroboratively with the Feed the Future EnGRAIS project's West Africa Fertilizer Cost Simulator to advise the government of Ghana on subsidy prices since 2019. In 2022, AFO continued to provide that critical assistance to the government.

AFO collected and compiled information on fertilizer plants from fertilizer manufacturers, blenders, and organic plant owners across



FIGURE 5. Ghana Fertilizer Statistics Overview 2023

SSA countries, including Ghana, and published the 6th edition of the annual Fertilizer Plant Register, a product that showcases various fertilizer plants and their capacities across SSA, excluding South Africa. Ghana's fertilizer plants were duly captured in the 2022 Register.

Throughout nine months of 2022, AFO published the FertiNews, a monthly e-newsletter, which captures fertilizer market information, price data, statistics, and fertilizer industry-related information across SSA, and disseminated it widely to various stakeholders, including those in Ghana, which fertilizer supply chain actors used to make key decisions.

To provide a summary of Ghana's trade data information of a 10 years' time series on fertilizer import and apparent consumption, AFO

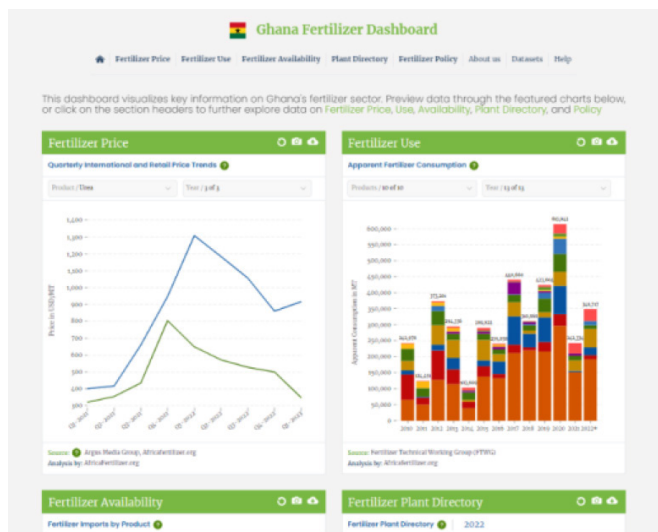


FIGURE 6. Ghana Fertilizer Dashboard

published the Ghana Fertilizer Country Factsheet which also gave a snapshot of fertilizer production, blending plant sites, and crop and season calendar of Ghana.

Following the FTWG event in 2022, AFO published national fertilizer statistics overview and output tables, which are summaries of discussions of the FTWG fertilizer validated data, to guide industry decision making across the board in Ghana. The overview contains Ghana's monthly fertilizer imports, production, apparent consumptions, and comments from participants of the FTWG meeting. All the data can also be dynamically accessed on the fertilizer dashboard.

Both public and private sector actors use the outcomes of AFO's FTWG meetings because they provide credible fertilizer data and information which are critical for policy and business decision-making.

AFO's e-newsletter, FertiNews, exposed key fertilizer stakeholders in Ghana to happenings around the continent, which they took advantage of in their day-to-day activities.

Ghana's fertilizer plants and their capacities have been included in AFO's 6th edition of the SSA Fertilizer Plant Register, with the potential to provide information and promote investments in the industry at the national level.

AFO's 2022 Fertilizer Country Factsheet on Ghana provides the

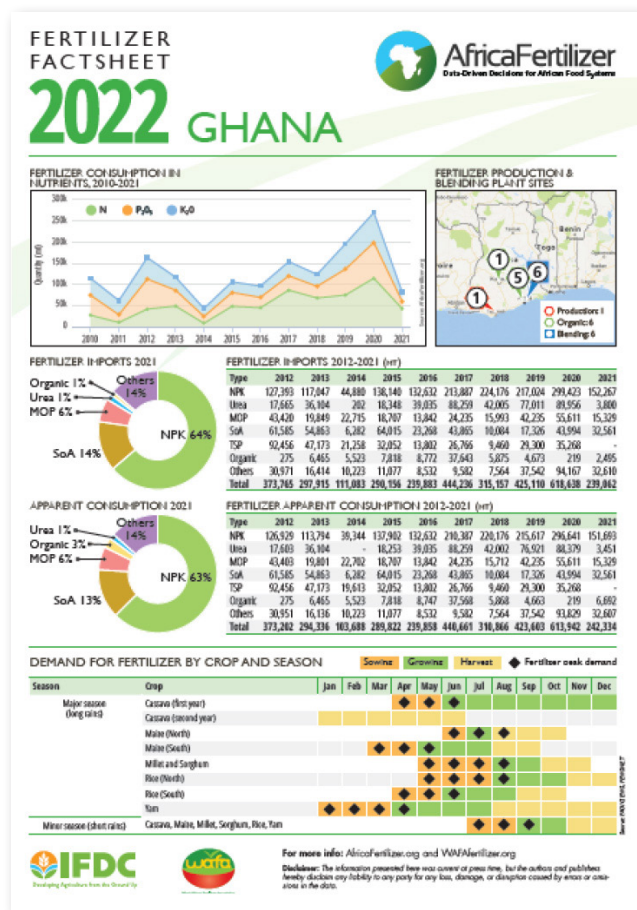


FIGURE 7. Ghana Fertilizer Factsheet - 2022

country's trade data information of a 10 years' time series on fertilizer import and apparent consumption which stakeholders can use as a reference resource for their operations.

Results

The key results of the AFO project's intervention in Ghana are the following:

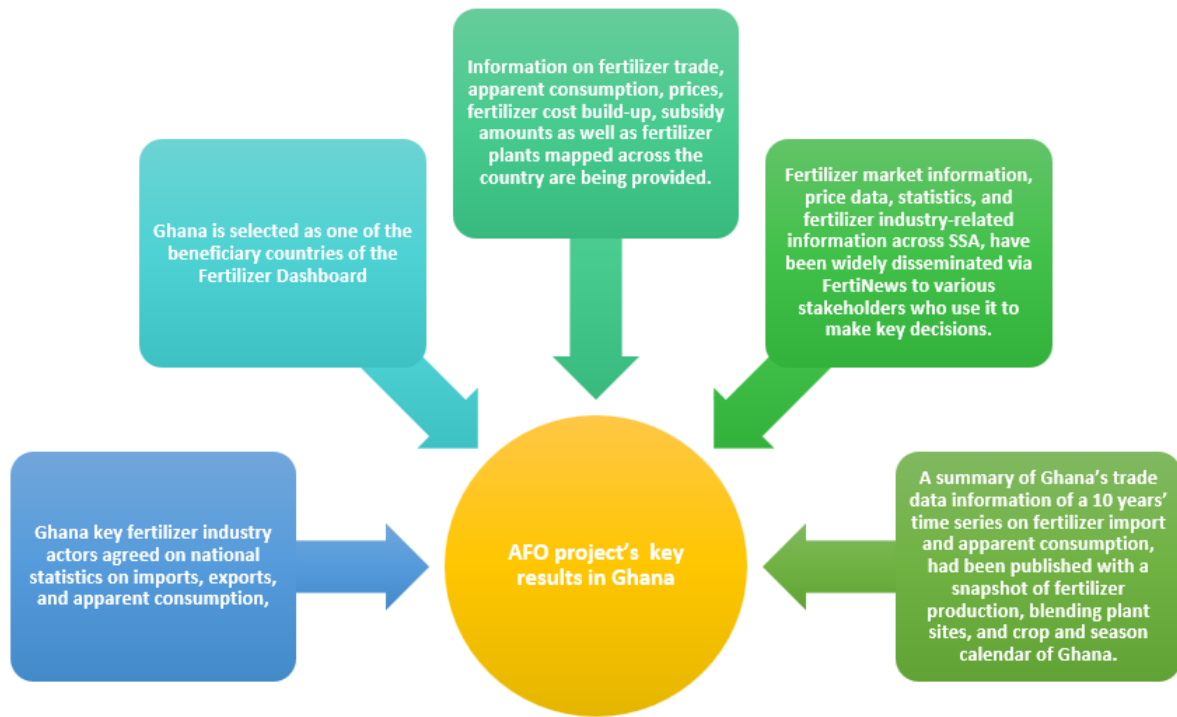


FIGURE 8. AFO project's key results in Ghana

ENGRAIS

EnGRAIS Key Activities Targeting GHANA in 2022

EnGRAIS released the revised version of the **Fertilizer and Seed Recommendations Map for West Africa and Agro-input Packages (FeSeRWAM/AIP version 2.0)** www.feserwam.com. Researchers from Soil Research Institute and other stakeholders in Ghana actively participated in providing critical data and information to develop and revise the platform.

EnGRAIS contracted **Farm Radio International** to carry out mass media campaign activities in Ghana on the use of the **FeSeRWAM** and **AIPs** to equip extension agents, agro-dealers, and local Non-Governmental Organizations to support in-country dissemination activities of the tool to reach farmers in Ghana.

In collaboration with the **African Plant Nutrition Institute** and the **West African Fertilizer Association**, EnGRAIS trained private sector fertilizer stakeholders from Ghana, among other stakeholders, on the 4Rs principles for appropriate and responsible nutrient management, especially fertilizer use.

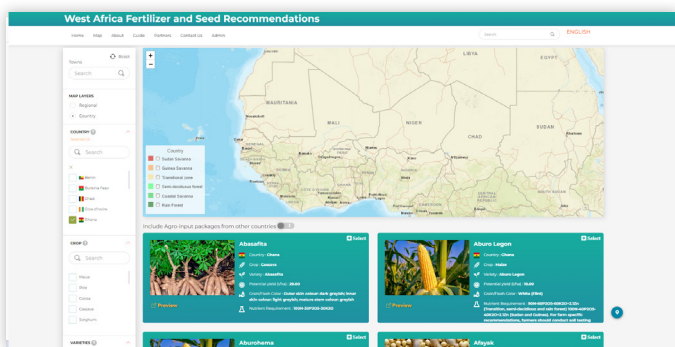


FIGURE 9. Fertilizer and Seed Recommendations Map for West Africa and Packages (FeSeRWAM/AIP version 2.0)

EnGRAIS officially released the new **Fertilizer Bulk Blending Guide for West Africa**. Fertilizer value chain actors in Ghana were actively involved in the development process as well as the launch event.

EnGRAIS worked with blenders across the region, including those in Ghana to gather information to develop the Guide. After the launch of the tool, EnGRAIS organized a regional training program at Akosombo in Ghana for interested stakeholders on the use of the platform.

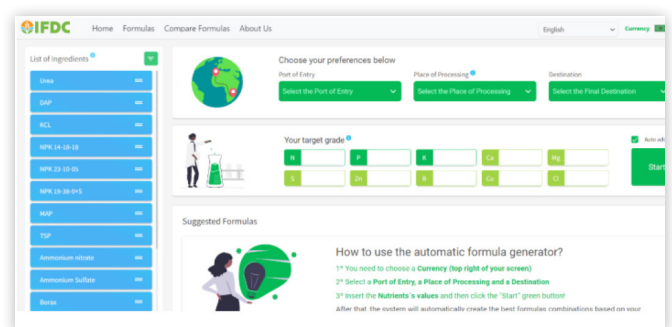


FIGURE 10. New version of the West Africa Fertilizer Cost Simulator

Out of the West Africa Bulk Blending Guide, EnGRAIS, in cooperation with the Alliance for a Green Revolution in Africa (AGRA), developed a Ghana-specific blending guide to help fertilizer blenders in Ghana blend quality fertilizers to help minimize the circulation of poor-quality fertilizer and help farmers increase their productivity.

To improve access to knowledge about fertilizer costs along selected strategic corridors in West Africa, EnGRAIS launched the new version of the West Africa Fertilizer Cost Simulator, together with reports and factsheets related to a cost build-up study based on which the Simulator was developed. The virtual launch event was attended by stakeholders in Ghana. The Simulator provides information to guide the choice of routes to use to reduce the cost of fertilizers to farmers, including those in Ghana.

The EnGRAIS project organized a virtual pre-consultation regulatory capacity strengthening meeting of the West African Committee for Fertilizer Control (WACoFeC), which included stakeholders from Ministries of Agriculture and discussed the state of readiness of ECOWAS Member States, including Ghana, to establish WACoFeC to address challenges associated with fertilizer quality control.

Results

The FeSeRWAM platform is responding to the specific agroecological needs on appropriate fertilizer, improved seed, and good agronomic practices of Ghanaian farmers to increase their yields.

EnGRAIS developed 72 Ghana country-specific AIPs in a brochure to help farmers in Ghana increase their productivity and improve their livelihoods.

Stakeholders from Ghana who participated in the 4Rs Nutrient Stewardship training have acquired the necessary skills to train and advise farmers on best management practices for fertilizer use.

This Fertilizer Bulk Blending Guide for West Africa and the Ghana-specific Guide addresses the challenges of poor fertilizer blending practices and harmonizes blending activities to align with international standards that help blenders in Ghana improve quality of their fertilizers.

The Cost Simulator benefits all fertilizer supply chain actors, including those in Ghana, as it is a free cost management tool for sourcing, importing, blending, and trading fertilizers in West Africa.

Over 500 copies (in French and English) of the WAFBIG were printed and distributed across West Africa to provide advice, data, and information to a range of stakeholders, including those in Ghana, on fertilizer prices and market crisis, and update stakeholders on up-to-date fertilizer trade and consumption.

Following the launch of version 2.0 of the FeSeRWAM, EnGRAIS carried out in-country FeSeRWAM dissemination activities in several countries, including Ghana, and conducted national- and farmer-level training programs in Ghana on the use of AIPs. The Ghana-specific AIP brochure will guide farmers to properly apply the recommendations to increase their productivity.

Because the WACoFeC seeks to assist ECOWAS and UEMOA Commissions, as well as the Executive Secretariat of CILSS, to implement ECOWAS Regulation C/REG.13/12/12, focusing on fertilizer quality control, stakeholders in Ghana will benefit from it to develop an efficient fertilizer sector that will add value to agricultural productivity.

As a result of the technical training on fertilizer inspection and quality control, Ghana delegates gained a good understanding of the key provisions of the ECOWAS Regulation, fertilizer quality control, and the different inspection modalities as well as their specific procedures. The delegates were also equipped enough to train other fertilizer inspectors in Ghana to improve fertilizer quality in the country.

FERARI

FERARI Key Activities in Ghana: Cumulative Achievements 2020, 2021 and 2022

Activities of the FERARI Program align with the Ghana government's Planting for Food and Jobs initiative as well as the Fertilizer Expansion Program.

FERARI established the Fertilizer Platform Ghana (FPG), which is a public-private multi-stakeholder, membership-based dialogue platform for addressing fertilizer sector issues in Ghana. The FPG provides a platform for fertilizer stakeholders to identify and resolve

policy issues and constraints facing the fertilizer sector through collaboration and partnerships. The FPG was formed through a series of stakeholder mobilization and consultation activities - Fertilizer Stakeholder Roundtable meeting - organized by the FERARI program, in collaboration with the Government through its Ministry of Food and Agriculture (MoFA) and Ghana Fertilizer Expansion Program (GFEP) in 2020 and 2021.

In the Fertilizer Stakeholder Roundtable meeting in November 2021, the FPG established a formal organizational structure including its leadership (executive and sub-committees) and registered membership. Following its formal registration, the FPG was officially launched in September 2022, with attendance from the platform members and



FIGURE 11. Attendees of the FPG launch.

government representatives.

During the first two years of the FERARI program, much data from Ghana has been generated and analyzed, and captivating reports and policy briefs in line with the project's objectives. These reports and policy briefs largely explain the important areas of food security, crop yield response to fertilizers, factors influencing crop yield variability, and fertilizer cost components and their effect on fertilizer prices.

FERARI's annual operations are informed by the results of the previous year's analyses. The variety and volume of data continues to gradually increase. To provide appropriate fertilizer recommendations, FERARI has moved from the blanket selection of fertilizer experimental sites to the selection based on soil properties. FERARI is introducing a new mode of analysis, known as crop and soil modeling, to its existing statistical, geostatistical, and machine learning modes of analysis.

As part of its research and implementation activities, FERARI engages **six public universities** and **2 research institutions** in Ghana. Also, towards developing its mapping unit, the program is in collaboration with the University of Cape Coast where FERARI staff are trained on field operations with drones for gathering farm-level images. This is to help unravel the causes for the huge variability observed in maize yields, which can be difficult estimating with drone imaging.

FERARI participated in the Forum for Agricultural Research in Africa (FARA) Stakeholder Consultation meeting in September 2022 for developing the Soil Initiative for Africa (SIA).

FERARI has conducted over 350 researcher-managed fertilizer trials in research stations of local institutions and on farmers' fields. The trials focused mainly on maize, rice, and soybean. To improve farmer knowledge and adoption decisions on appropriate fertilizer recommendations, FERARI engaged farmers through demonstration days (Figure 3). Such field allows FERARI to showcase the outcomes of different fertilizer formulations to the farmers, agricultural extension agents and MOFA directors. The inputs from the field day participants helps to sharpen activities to reflect the expectations of farmers without compromising on the project goal. Farmer surveys were also conducted to understand the views of farmers on fertilizer and production behaviours.



FIGURE 12. On farm field at Wenchi in Bono Region, Ghana



FIGURE 13. Students and farmers visit IFDC-FERARI/AAMUSTED field trial site for soyabean at Mampong, Ashanti Region, Ghana.

Since 2020, FERARI has trained over **30 MSc Ghanaian students and over 12 MSc students** from **Mohammed VI Polytechnic University (UM6P)** on various topics in the fertilizer value chains. The training was part of a series of surveys and field experiments the program has conducted with the involvement of the students and researchers from Ghanaian universities and research institutions. In addition to the MSc students, the program engaged **five PhDs** to substantiate the evidence-based fertilizer recommendations.

Following the wide acknowledgment of FERARI in Ghana, the program is now raising its profile abroad. At the AGRF in Kigali, FERARI made an agreement with the Regional Universities Forum for **Capacity Building in Agriculture (RUFORUM)** to generate support for student internships, scholarships for M.Sc. education, and the development of a master's-level course in Fertilizer Science and Soil Health in Ghana. The program also engages in continuous dialogue with the Ministry of Agriculture, and in 2022 about the impact of the fertilizer crisis and the contribution of FERARI to assist in mitigating adverse impacts. In addition, the FERARI approach was highlighted by the directors of the **Soil Research Institute (SRI)**, with the aim of introducing the FERARI program as an important case in the Africa Fertilizer and Soil Health Action Plan to be endorsed by the African Union at the anticipated.



FIGURE 14. FERARI student interns in Ghana met to facilitate thesis development.

Perspectives

In 2023 and 2024 the program seeks to:

- » Analyze all data collected from 2020-2022 (i.e., Field experiments spatial and socio-economic surveys).
- » Develop the initial digital soil map of Ghana as a baseline version.
- » Determine the potential, water limited and nutrient limited yield levels of maize and rice yields in Ghana.
- » Produce fertilizer recommendations that are spatially explicit for years 2023/2024 & beyond.
- » Provide opportunities for fertilizer marketing by exploring NPKS in the market.
- » Continue developing the role of briquettes in improving productivity.
- » Train students and staff in modern tools in fertilizer science and soil health through the development of curriculum with universities (requested by Government).
- » Initiate discussions about research and development agenda of Ghana.
- » Provide technical support and improve viability / sustainability of the Fertilizer Platform Ghana.
- » Train extension agents for dissemination (requested by the government, but not current FERARI objective).
- » Improve the capacity of local universities/institutes to be custodians of soil/crop data and maps.

4. IFDC INSTITUTIONAL ACTIVITIES

In addition to the activities carried out within the framework of the various projects implemented by IFDC in Ghana, IFDC organized numerous institutional activities and participated in many activities organized either by the Ghana government or by other partners.

ORGANIZATION OF THE OPEN DAYS OF IFDC'S 20TH ANNIVERSARY IN GHANA.

The open doors activities were held in Ghana the **8th -10th February 2022** on the theme **"20 Years developing Agriculture from the ground up" from.**

The International Fertilizer Development Centre Ghana (IFDC) reiterated its commitment to increasing local economic development through increasing food and agriculture productivity. **Dr. Oumou Camara** who was the **Regional Director for North and West Africa**, stated how IFDC's interventions particularly in Ghana are aimed at significantly boosting the production of higher quality food by eliminating waste and environmental destruction.

The Open Doors event was to provide an invaluable opportunity for IFDC to strengthen its relationships with the local community, build positive relationships and showcase our services, products, and culture. Through creating an interactive and engaging Open Doors experience, IFDC could create more awareness and visibility, collect feedback from current and potential partners, and network with other organizations in the local area. Ultimately, the Open Doors event was to create an opportunity for partners to experience IFDC first-hand and in person.

Delivering remarks at the launch, Dr. Camara said, IFDC has through effective and environmentally sound crop nutrient technologies, boosted agriculture productivity particularly in Ghana and other parts of the sub-Saharan region. At IFDC, we are committed to providing innovative solutions to create a food secured and environmentally sustainable world. Additionally, she made it known that IFDC is on top of promoting climate-smart and resilient farming systems and technologies among smallholder farmers to reduce environmental

impact associated with agriculture productivity.

IFDC in collaboration with the Government of Ghana and other parts has been working to address challenges in the fertilizer industry, to enable farmers and other stakeholders to overcome these and become more productive, using tools such as the Fertilizer dashboard and Ghana Food Expansion Program. Dr. Camara further underscored the need for climate change investments aimed at improving the environment, food security, and boosting farm yields and productivity.



Dr. Oumou Camara, Vice President - IFDC Global Programs



FIGURE 14. Ghana Open Door Data Captured.

38TH GHANA NATIONAL FARMERS' DAY

IFDC sponsored and participated as an exhibitor at the **2022 farmers day** event at the **Jubilee Park of the Eastern Regional Capital of Koforidua, Ghana**. IFDC took advantage to promote its current projects in Ghana (**2SCALE, FERARI, ENGRAIS, and AFO**). Other project documentation, including the capability statement of IFDC Ghana, were distributed. The awards ceremony was held in the presence of the **Ministry of Fisheries**, the **Ministry of Agriculture**, and the **Honorable President of the Republic of Ghana** with the **Minister for Food and Agriculture, Hon. Dr. Owusu Afriyie Akoto**, presiding over the launch. In attendance was also the Deputy-Minister for Fisheries and Aquaculture Development, Hon. Moses Anim and Hon. Mavis Hawa Koomson.



Mr. Oumarou (from left), Miss Kuukua, Mr. Amuzu, and Miss Batse at the event

Hon Frank Aidoo, MCE for the Akuapim South Municipal Assembly, commended IFDC's EnGRAIS project for their West Africa Fertilizer Business Information Guide and the brochure of Agro-Input Packages for Ghana. The majority of the Eastern Region farmers who visited our stands showed interest in our projects and initiatives as well as expressed a desire for IFDC to implement some projects in the Eastern Region which will involve farmers. Additionally, they asked that the brochures be distributed to farmer groups and that local dialect translations of the booklets be made available if possible.



Mrs. Olive M'Bahia (from left), IFDC Country Director, with Hon Aidoo (middle), MCE, Akuapem South at the event

12TH ANNUAL PRE-HARVEST AGRIBUSINESS CONFERENCE AND EXHIBITIONS

IFDC partook in the event as an exhibitor and was represented by Miss. Eleonorah Mawuse Batse, Mr. Radjib Oumarou Hamissou, and Mr. Simon Kofi Amuzu; all young professionals within the Business Development team at the IFDC, Accra office. IFDC use the conference to promote its projects in Ghana (**2SCALE, FERARI, ENGRAIS, and AFO**), through extensive branding and distribution of IFDC's Capability Statement as well as other marketing documents with our stand visitors.

The profile of our visitors included former IFDC staff mostly working within the MSR project now, representatives of farmer-based association and groups, and agro-input dealers, government officials, agro-tourism companies, and private companies.

During our interactions with visitors, we had them learn about IFDC, our competencies, and running projects in Ghana especially FERARI which is the one active in northern Ghana. Interactions with stakeholders at the conference revealed high interest and appreciation of many farmers in IFDC's activities, especially its fertilizer support, soil testing and fertilizer recommendations, and market access expertise.

The agro-input dealers were particularly interested in the FERARI project and their research trials on fertilizer use and recommendations, as well as the Fertilizer Platform recently launched.



Mr. Amuzu (from left), and Mr. Oumarou at the event

5. IFDC INVESTMENTS IN GHANA IN 2022

The following table summarizes the cost of implementing activities and maintaining IFDC Representation in the country in 2022:

Tableau 2. Summary of IFDC investment in 2022 in Ghana

ACTIVITIES	USD	GHS
FERARI		
Investment / Equipment	317,853.41	2,946,501.14
Salary / Operating Expenses	509,121.58	4,719,557.06
Contracts with Service providers	15,934.56	147,713.40
Sub Total 1	842,909.56	7,813,771.60
2SCALE		
Investment / Equipment	156,459.06	1,450,375.52
Salary / Operating Expenses	184,210.16	1,707,628.15

ACTIVITIES	USD	GHS
Sub Total 2	340,669.22	3,158,003.67
EnGRAIS		
Investment / Equipment	30,869.90	286,163.96
Salary / Operating Expenses	11,066.69	102,588.20
Sub Total 3	456,374.08	4,230,587.70
DG AFO		
Investment / Equipment	30,869.90	286,163.96
Salary / Operating Expenses	11,066.69	102,588.20
Sub Total 4	41,936.59	388,752.16
ISSD SAHEL		
Investment / Equipment	39,418.76	365,411.87
Salary / Operating Expenses	19,121.81	177,259.14
Sub Total 5	58,540.56	542,671.01
SAPEP GUINEA		
Investment / Equipment	22,094.23	204,813.50
Salary / Operating Expenses	14,068.04	130,410.77
Sub Total 6	36,162.27	335,224.27
SAPEP RRVCCD		
Investment / Equipment	11,034.94	102,293.90
Salary / Operating Expenses	24,352.01	225,743.14
Sub Total 7	35,386.95	328,037.04
OVERHEAD		
Investment / Equipment	96,648.96	895,935.86
Salary / Operating Expenses	144,317.62	1,337,824.
Sub Total 8	240,966.58	2,233,760.21
TOTAL	2,052,945.81	19,030,807.66

6. OUR PARTNERS

Thanks to strategic partnerships, IFDC was able to achieve our objectives in 2022 and at the same time have the expected impact on our beneficiaries. We would like to acknowledge the immense contribution of our partners to our success story in Ghana, and to promise our commitment to strengthening our collaboration and partnerships with them, through closer working relationships in 2023 to achieve better results.



7. INTERVIEWS WITH OUR AWARDS COLLEAGUES

Each year, IFDC launches a staff nomination exercise to reward the hard working most deserving colleagues who have been the best ambassadors of IFDC in their daily work and contacts. In 2022, the Ghana office was felt proud to produce three colleagues who received this recognition. We offered them an opportunity to express their opinions of IFDC's work in Ghana.

INTERVIEW WITH MRS. DIYANA BAWIENA DAVIS, BILINGUAL PROGRAM ADMINISTRATIVE FINANCE & GRANT ASSISTANT: 2nd Place, IFDC Superwoman Award

1- CAN YOU TELL US ABOUT A PROJECT YOU WORKED ON THAT YOU ARE PARTICULARLY PROUD OF?

- » The second phase of WAFP during which we organized a Fertilizer forum where participants went to visit a factory and farmlands. it was an outreach/educational activity that helped to raise awareness among farmers and policymakers about the importance of sustainable and responsible fertilizer use. Valuable lessons were learnt.

2- HOW DID YOU CONTRIBUTE TO THE COMPANY'S SUCCESS OVER THE PAST YEAR?

- » Contributing to the conduct of research and information assembly gathering led to the development of the app for monitoring fertilizer that help governments to track fertilizer during COVID-19.
- » Contributed on the training of Fertilizer inspectors for fertilizer quality control and many more.

3- HOW LONG HAVE YOU BEEN WORKING FOR THIS COMPANY?

- » I have been working for IFDC for 9 years now (since 2014)

4- WHAT MOTIVATES YOU TO COME TO WORK EVERY DAY?

I feel a sense of responsibility and commitment to my team and IFDC and take pride in doing my best work every day.

5- CAN YOU DESCRIBE A TIME WHEN YOU WENT ABOVE AND BEYOND YOUR JOB DUTIES?

- » During a conference, a participant received the news of her mother's death and became unwell. Being very upset, she needed someone to console her. Therefore, I offered her my help, provided her with emotional support, ensured she took her medication, and stayed with her until she fell asleep. Later, I assisted her in arranging a flight back to her home country, and she woke up feeling much better. This experience left a lasting impression on me, highlighting how IFDC employees demonstrate their compassion towards our stakeholders.
- » Another experience was a participant at departure with a positive COVID test result. I had to arrange for all necessary needs to help with the quarantine situation of the participant being in a foreign country.

6- WHAT DO YOU THINK ARE THE MOST IMPORTANT QUALITIES FOR A SUCCESSFUL TEAM?

- » There are many important qualities that contribute to the success of a team, but if I had to choose one, it would be effective communication.
- » Effective communication involves not only expressing ideas clearly and concisely but also actively listening to others and providing constructive feedback. When team members communicate well, they can share their expertise, collaborate effectively, and avoid misunderstandings and conflicts.

7- WHAT KIND OF TRAINING OR PROFESSIONAL DEVELOPMENT WOULD YOU

LIKE TO RECEIVE FROM THE COMPANY?

- » Training in project management. project management will help me in the performance of my duties. It will also provide me with the tools needed to improve project outcomes, reduce costs, increase efficiency, and improve stakeholder satisfaction.

8- WHAT DO YOU THINK THE COMPANY CAN DO TO PROMOTE A POSITIVE WORK-LIFE BALANCE FOR EMPLOYEES?

- » Offer flexible work arrangements, such as flexible schedules or remote work options and encourage employees to use their vacation time and personal days to recharge and spend time with family and friends.

9- CAN YOU DESCRIBE A TIME WHEN YOU RECEIVED RECOGNITION OR AN AWARD FOR YOUR WORK?

- » I received the superwoman award 2022 which was an honor and a dream come true. I felt humbled to be recognized by my colleagues and to be in the company of other hard-working individuals with whom I shared the prize.

10- HOW DO YOU FEEL ABOUT THE COMPANY'S CULTURE AND VALUES?

- » Overall, the culture and values in IFDC is a good one and all efforts must be made to continuously evaluate and improve it through employee surveys, focus groups, and other feedback mechanisms. There must also be regular review of policies and practices to ensure they align with our values and support a positive work environment.



Mrs Diyana Bawiena Davis, Bilingual Admin, Finance & Grant Assistant.

INTERVIEW WITH MR. YAYRA KOFI BANSAH, NATIONAL ADMIN & FINANCE OFFICER: 1ST PLACE, IFDC SUPERMAN AWARD

HOW DO YOU HANDLE DIFFICULT SITUATIONS OR CONFLICTS WITH CO-WORKERS?

- » We all have our differences as individuals and our approach to handling issues always makes the difference. My approach to resolving the issue is understanding the root cause of the problem and finding solutions to it. Sometimes you just need to apologize, sometimes you appreciate the contributions of staff and sometimes trivialize issues. By engaging people in a hearty conversation to bring down tempers.

2- HOW HAVE YOU DEMONSTRATED LEADERSHIP SKILLS IN YOUR ROLE?

- » Staff had issues with salary increment and that was very key because the morale of staff was down, so I had to organize staff and petition Management to come to our aid.

3- HOW DO YOU STAY MOTIVATED AND PRODUCTIVE AT WORK?

- » By staying focused and following my agenda for the day. Things that will take much time when I am stressed is pushed to another day.
- » I don't like to be pressured to accomplish a task, so I set priorities and work accordingly.

4- WHAT DO YOU THINK SETS YOU APART FROM OTHER EMPLOYEES IN YOUR DEPARTMENT?

- » I believe my calm and result-focused approach, willingness to get issues resolved and not shifting blame. I do my best to provide solutions most of the time.

5- HOW LONG HAVE YOU BEEN WORKING FOR THIS COMPANY?

- » I started working in IFDC since November 2005

6- WHAT DO YOU THINK THE COMPANY COULD DO BETTER TO IMPROVE 1-EMPLOYEE SATISFACTION?

- » I think engaging staff and knowing the issues on the job and providing solutions to meet the organizational objective is key. Micromanaging issues in IFDC are not helping. Staff should be allowed to take the initiative.
- » Standardization should be the way forward (salary and benefits). Staff training is also key to get the best from staff. Staff rotation should be encouraged. It will only be possible if the standards are the same across the subregion.

7- WHAT DO YOU THINK ARE THE MOST IMPORTANT QUALITIES FOR A SUCCESSFUL TEAM?

- » When you have a selfless leader who engages and works with feedback of his team members.
- » When members of the team are committed to the task assigned and there is a good working relationship among the team. When that flexibility among the team members exists.

8- WHAT KIND OF TRAINING OR PROFESSIONAL DEVELOPMENT WOULD YOU LIKE TO RECEIVE FROM THE COMPANY?

- » Budgeting and French

9- WHAT DO YOU THINK THE COMPANY CAN DO TO PROMOTE A POSITIVE WORK-LIFE BALANCE FOR EMPLOYEES?

- » Constant engagement of staff on the way forward for their respective projects.
- » Flexible working hours and remote working should be encouraged.
- » Getting sustainable projects that will last beyond 3 to 4 years.
- » Staff rotation to other countries.
- » Reward staff for long service.

10- CAN YOU DESCRIBE A TIME WHEN YOU RECEIVED RECOGNITION OR AN AWARD FOR YOUR WORK?

- » Yes, last year and two years after I joined IFDC.
- » For selfless hard work and for championing staff grievances to ensure that our grievances had solutions.

11- DO YOU FEEL THAT YOUR OPINIONS AND FEEDBACK ARE VALUED BY THE COMPANY?

- » I think IFDC can do more because I have always engaged top Management to find a lasting solution for renting an office space, but to date nothing drastic has been done.
- » Considering the amount we pay every year, just five years will make us own a property and those funds can be channeled to other areas of priority.



Mr. Yayra Kofi Bansah, National Admin. & Finance Officer.

INTERVIEW WITH MR. MORO GYIBRILA, REGIONAL FINANCE OFFICER FOR NORTH AND WEST AFRICA: 2ND PLACE, IFDC SUPERMAN AWARD

1- CAN YOU TELL US ABOUT A PROJECT YOU WORKED ON THAT YOU ARE PARTICULARLY PROUD OF?

- » The only project that I have always been particularly proud of is IFDC. I have successfully worked with so many different projects from different donors and IFDC has always created the enabling environment to achieve the milestone.

2- HOW DO YOU HANDLE DIFFICULT SITUATIONS OR CONFLICTS WITH CO-WORKERS?

- » I 'tie' my emotions and pride down and approach the issue in a humble manner without blame game with the sole objective of finding amicable solution. I always approach the issues optimistically with utmost honesty and empathy.

3-HOW HAVE YOU DEMONSTRATED LEADERSHIP SKILLS IN YOUR ROLE?

- » Listen and learn, communicate clearly, take responsibility, set strong example, and include everyone.

4- HOW DO YOU STAY MOTIVATED AND PRODUCTIVE AT WORK?

- » Yes, first of all I love what I do at the workplace and that motivates me a lot. Secondly, as a result-oriented person, I always make sure I maximize my working hours and sometime beyond to achieve any set goals.

5-WHAT DO YOU THINK SETS YOU APART FROM OTHER EMPLOYEES IN YOUR DEPARTMENT?

- » I have always seen other employees in my department to have unique and special roles to contribute to the departmental goals, so my focus has always been how to utilize these unique talents to the realization of the departmental goals.

6-HOW LONG HAVE YOU BEEN WORKING FOR THIS COMPANY?

- » I have been working in the organization for almost 11years (10years 11months)

7-WHAT MOTIVATES YOU TO COME TO WORK EVERY DAY?

- » To solve a problem and satisfy the needs of IFDC stakeholders.

8-WHAT DO YOU THINK ARE THE MOST IMPORTANT QUALITIES FOR A SUCCESSFUL TEAM?

The following are the qualities of a successful team:

- » They communicate well to each other.
- » They focus on goals and results.
- » Everyone contributes their fair share.
- » They offer each other support.
- » They are organized.

9-WHAT DO YOU THINK THE COMPANY CAN DO TO PROMOTE A POSITIVE WORK-LIFE BALANCE FOR EMPLOYEES?

- » I will propose five things the organization can do to promote positive work-life balance:
 - » Ask the needs of employees.
 - » Consider flexible work arrangements.
 - » Create a workplace that encourages healthy behavior.
 - » Emphasize efficiency over hours worked.
 - » Leadership must walk their talk.

10-WHAT ADVICE WOULD YOU GIVE TO NEW EMPLOYEES STARTING AT THE COMPANY?

- » To be hardworking and dedicated to their job while making sure that they treat the least person in the organization the same way they would treat the CEO at any given time. Also, understand that there is equal opportunity for everyone but should focus on brightening their corner where and whenever they find themselves.



Mr. Moro Gybrila, Regional Finance Officer, North & West Africa.

8. CONCLUSION & PERSPECTIVES

During the past year, we made significant progress in connecting farmers to markets and supporting the fertilizer value chain through public-private partnerships and access to information to stimulate fertilizer demand. However, the year 2023 presents us with even more opportunities as we strengthen our partnerships with local stakeholders. We aim to support Ghanaian universities in training experts in fertilizer science and soil health to promote the sustainable intensification of national agriculture. We will also provide ongoing support to MoFA to ensure access to market information while improving the quality of fertilizer available in the country to make it more accessible and affordable.

To maximize the impact of our actions on agricultural productivity

and bridge the gap between research and the field, we have planned capacity-building activities for our program beneficiaries, on good agricultural practices and integrated soil fertility management. Finally, we aim to reposition our organization as a leader in improving soil health and fertility management to ensure sustainable impacts on food systems and smallholder farmers' livelihoods. Our actions will be closely linked to the Ghanaian government's agenda to promote soil health and fertility management in the country. To achieve this, we will actively seek opportunities to collaborate with our strategic partners in improving agricultural productivity for national food sufficiency while being more resilient to shocks such as the COVID-19 pandemic and climate change, to which we must adapt quickly.

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