



INTERNATIONAL FERTILIZER DEVELOPMENT CENTER

Strategic Plan
2017-2021





A Message From IFDC President and CEO J. Scott Angle

For more than 40 years, IFDC has helped millions of farmers produce and sell more food through our fertilizer technology research and agricultural market development. With the global population rising to nearly 10 billion by 2050, our work is more important now than ever before.

As global issues evolve, IFDC is adjusting its strategy to ensure we are meeting the needs of our staff, partners, donors, the private sector, and the farmers and agribusinesses we serve. In 2016, we began reevaluating our priorities going forward. Through discussion sessions and surveys, ideas from more than 1,000 stakeholders were gathered and analyzed.

As a result of these sessions, this document outlines three initiatives that are critical to IFDC's mission and future and emphasizes the institution's continued core focus in soil and fertilizer research and development. Subcommittees are providing a roadmap with deliverables and a timeframe for implementation of the three strategic areas.

I am pleased to present IFDC's strategic plan for 2017-2021.

Sincerely,

J. Scott Angle
IFDC President and CEO



IFDC Strategic Planning Committee

Oumou Camara
Deputy Director, North and West Africa

Alexander Fernando
Deputy Director, East and Southern Africa

Courtney Greene
Editor, IFDC Communications

Grahame Hunter
Chief of Party, Fertilizer Sector Improvement Project,
Myanmar

Upendra Singh
Principal Scientist – Soil Fertility and Systems Modeling



ABOUT IFDC

The International Fertilizer Development Center (IFDC) bridges the gap between soil and fertilizer¹ research and improved livelihoods for farmers. We empower producers with tools and knowledge to increase their yields and incomes while safeguarding the environment. Our purpose is to build a world free of hunger and poverty.

IFDC's work covers a wide spectrum: from researching and promoting agricultural technologies and practices to fostering market development. Specifically, we:

- Conduct research and development in soil fertility and fertilizer management.
- Increase farmer productivity and incomes through good agricultural practices.
- Help farmers access fertilizers and seeds to grow their crops and profitable markets and agribusinesses to sell their harvests.
- Develop fertilizer policy analyses that serve farmers, the fertilizer sector, and governments.

IFDC is an international non-governmental organization² based in Muscle Shoals, Alabama, USA, with global field programs throughout Africa and South Asia. Since 1974, we have conducted agricultural research and implemented development projects in more than 100 nations in sub-Saharan Africa, Asia, Europe, and Latin America.



Our Mission

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

Our Vision

IFDC is recognized as a global center of excellence, empowering farmers and agribusinesses through independent and innovative fertilizer and soil fertility research, technology transfer, agricultural policy advocacy, and market development.

Our Values

We strive for quality and continuous improvement by:

- Responding to beneficiary/stakeholder needs.
- Holding ourselves accountable to high standards.
- Evaluating our performance and implementing solutions.
- Demonstrating accuracy, honesty, and integrity.

We empower our staff and beneficiaries by:

- Listening to their ideas and concerns and advocating for their success.
- Sharing knowledge across organizational boundaries.
- Creating an inclusive environment with shared responsibility, decision-making, and opportunities.

We seek innovation by:

- Challenging the status quo and encouraging risk-taking.
- Exploring new ideas and creative approaches.
- Ensuring our advances address real-world problems.

We create a culture of cooperation and teamwork by:

- Building trusting relationships with frequent, open communication.
- Resolving issues quickly.
- Instilling a “One IFDC” mindset.
- Collaborating across teams, both within IFDC and among external partners.

We prioritize safety by:

- Establishing, evaluating, and communicating clear guidelines, policies, and procedures.
- Instilling a safety culture in which all employees ensure guidelines are met.
- Updating facilities and equipment to maintain a safe workplace.
- Ensuring staff members, particularly those in areas of conflict, are working in a secure environment.

¹ IFDC defines fertilizer as any substance that nourishes soils and plants with nutrients for enhanced growth. This includes, but is not limited to, manufactured chemical fertilizers, organic matter, biostimulants, and indigenous sources of nutrients.

² In addition, IFDC is a public international organization. Under U.S. law, the designation allows IFDC to receive widespread support, cooperation, and backing from the world community it was created to serve.



Strategic Planning

In 2016, the IFDC Strategic Planning Committee embarked on an inclusive process seeking input and advice from both internal and external stakeholders to develop the organization's five-year strategic plan (2017-2021). Committee members, or their representatives, held "listening sessions," conducted surveys, and met individually with current and former employees, board members, farmers, agribusiness owners, industry representatives, research partners, collaborating organizations, and donors. Input was gathered from more than 1,000 stakeholders worldwide.

Key questions varied by location and audience, but the main themes included:

- What external trends will affect IFDC, either positively or negatively?
- What does IFDC do well?
- In what areas should IFDC improve?
- What initiatives should IFDC pursue in the future?

The committee analyzed the data, identified common themes, and recommended three future initiatives. To ensure timely and thorough execution of measurable goals, implementation teams are assigned to each strategic initiative. Progress toward each goal will be evaluated and available online at www.ifdc.org.

Global Trends and External Forces

The following trends and external forces will affect IFDC's work in the future:

More food must be produced using less natural resources to meet the demand of an **expanding global population**. New and improved fertilizer technologies are vital to feeding 9.6 billion by 2050, but **few truly innovative products** are available for farmers in developing countries.

Widespread **fertilizer misuse (underuse or overuse)** underscores the need for technologies and practices that promote balanced fertilization.

Variations in climate necessitate that institutions develop and promote **sustainable solutions** that build resilience and adaptation to extreme weather events, such as drought and flooding.

Urbanization and **demographic shifts**, including a growing youth population and the emergence of middle-income economies, result in changes in consumer choices, dietary preferences, and purchasing power.

Shortage of farm labor increases the need for **mechanized agricultural equipment**.

The United Nations **Sustainable Development Goals** provide a framework for the international community to focus its development efforts.

The Comprehensive Africa Agriculture Development Programme (CAADP) has **energized African governments** to prioritize their nations' agriculture sectors.

Increased political and socio-economic volatility could shift donor priorities away from research and international development.

Technological advancements, particularly in information and communication technology (ICT), increase opportunities in the provision of market information and decision support tools.





Organizational Strengths

The following strengths, both historical and current, are fundamental to IFDC's work and vision. We will maintain this expertise, reinforce our efforts, and continue to allocate resources toward bolstering these areas.

Independent Expertise in Soil and Fertilizer

IFDC is a **historical leader** in fertilizer and soil fertility research. Our **full-scale pilot plant complex** – the world's only independent facility of its kind – has conducted more than 1,600 fertilizer research and development tests.

Since 1974, the organization has served as an **unbiased source** of fertilizer knowledge and policy analysis. Governments use IFDC market research to develop effective fertilizer supply programs and guide fertilizer quality regulations.

Bridging Research and Technology Transfer

IFDC experts implement a **sustainable approach to research** and capacity building. We are the only non-profit organization capable of **bringing fertilizer ideas from the lab to production to the field**, integrating research, product testing, and technology transfer into one system.

Capacity Building

IFDC researchers and development experts **empower people and communities** with productivity-enhancing technologies and better knowledge of soil and fertilizer management. Through **excellence in training**, IFDC assists both farmers and small and medium agribusinesses to improve **economic success**.

Agricultural Market Development

To ensure profitable farming, IFDC links producers to both **input and output markets**. We help farmers **access and use** affordable fertilizers, seeds, and agricultural technologies.

We also connect producers to output markets, usually through public-private partnerships, **agribusiness clusters**, and farmer-based organizations. IFDC establishes **strong partnerships** with governments and agribusinesses to **broker supply relationships** with smallholder farmers. Our partner farmers collectively sell billions of dollars of crops to buyers.

Project Management

Through **high-quality development assistance** and **program implementation**, IFDC reaches millions of farmers, agribusinesses, consumers, and other stakeholders in the agricultural value chain.





Future Initiatives

Three strategic initiatives have been identified as critical to IFDC's mission and future. Implementation teams will lead each initiative and ensure that measurable targets are outlined and achieved. Progress toward each goal will be evaluated and available online at www.ifdc.org.

Initiative 1: Translate Research into Action

IFDC will develop and expand a **science- and demand-driven fertilizer and soil management research program** that strengthens its leadership role in technology development and transfer.

Initiative 2: Knowledge Management

IFDC will implement a **knowledge management system and communication strategy** to measure and demonstrate the organization's impact, strengthen our brand, provide for improvements in project implementation and technology transfer, grow knowledge across teams, and generate income and new business opportunities.

Initiative 3: Strategic Partnerships

IFDC will **establish and strengthen partnerships** across teams and institutions to strengthen research, grow new business, enhance the organization's image, and improve technology transfer.

