

POLICY BRIEF



FERARI

FERTILIZER RESEARCH & RESPONSIBLE IMPLEMENTATION



TOWARD ESTABLISHING A GHANA MULTI-STAKEHOLDER FERTILIZER PLATFORM: INSIGHTS FROM STAKEHOLDER AND NETWORK ANALYSIS

This policy brief presents the result of research¹ conducted to understand stakeholder dynamics in Ghana's fertilizer value chain in preparation for the launch of a multi-stakeholder platform that addresses fertilizer value chain challenges. With 36 interviews conducted among various actors, the stakeholder analysis and network analysis results follow.

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INTRODUCTION

Agriculture, through sustainable intensification, presents an opportunity to improve food security and reduce poverty and inequality, provided appropriate fertilizers are adopted. Notwithstanding several programs targeted to increase fertilizer use by farmers, the average fertilizer use in Ghana is still only about 21 kilograms per hectare, which is insufficient to achieve sustainable agricultural growth and food production. In view of this, a multi-stakeholder platform is being proposed to bring stakeholders in the fertilizer value chain together to share resources and ideas for addressing challenges in the value chain. For this, it is necessary to first understand the value chain by identifying the key stakeholders involved and their roles. This will ensure that all essential stakeholders are engaged in the platform and that any marginalized group is subsequently empowered and well represented.

ESSENTIAL STAKEHOLDERS IN GHANA'S FERTILIZER VALUE CHAIN

The research shows that many government agencies have a great deal of interest and much power in the value chain compared to private sector actors, which generally have a lot of interest but not much power. However, governmental bodies (e.g., the Ministry of Food and Agriculture's [MOFA] Plant Protection and Regulatory Services Directorate and MOFA's Statistics, Research, and Information Directorate) and research institutions lack the needed resources to carry out their activities (Figure 1). Similarly, private sector actors face limitation of finance to conduct their business due to the

Contributing partners:



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high collateral and interest rates demanded by financial institutions. Results further show that many of the activities in the value chain have critical involvement of development partners. Of five value chain management categories, development partners are the most influential in at least three: research and development, financing, and strategic support (the other two categories are production till distribution and regulations and policies). From the initial 24 groups of stakeholders, analysis showed that 19 of these are essential in the fertilizer value chain (Box 1).

ESTABLISHING THE MULTI-STAKEHOLDER PLATFORM

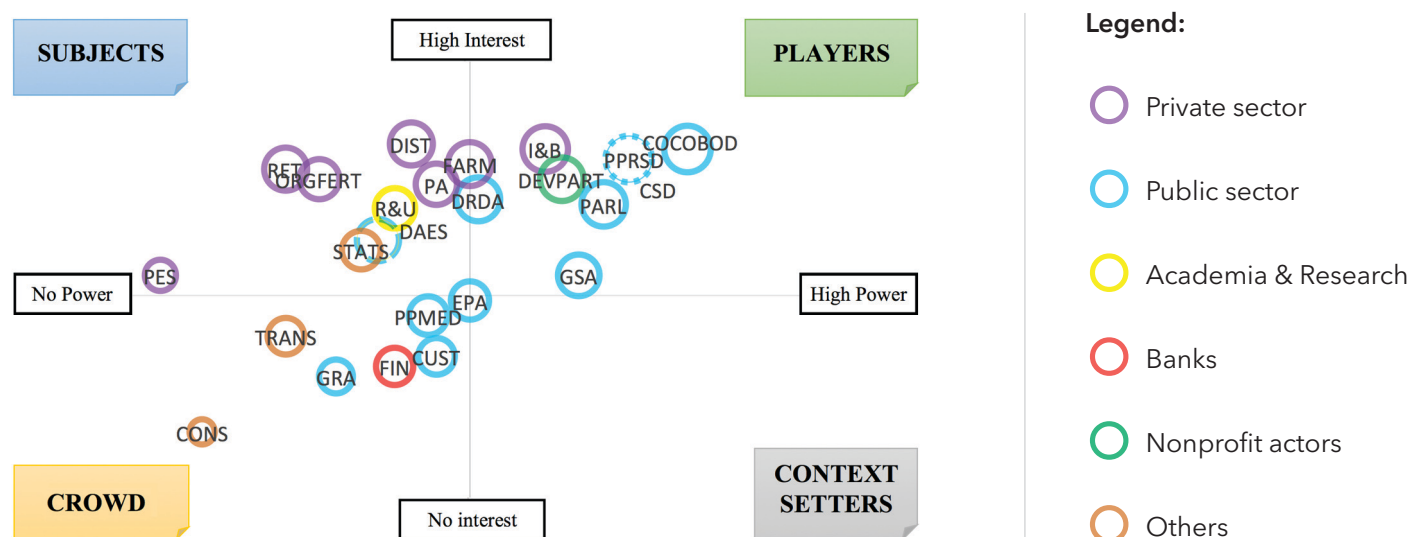
Stakeholders that were interviewed responded positively to the idea of establishing a multi-stakeholder fertilizer platform. However, there were different opinions on who should host the platform. While some respondents prefer an independent organization (26%) for this, others prefer MOFA (22%). Other suggestions included co-hosting by the public and private sectors (13%), farmer organization (13%), PPRSD/GSA (9%), and civil society (9%).

Although the idea of establishing the fertilizer platform was well received, stakeholders were concerned that factors such as participants' diverse interests, power differences, change in policy or government, partisanship on the platform, lack of decision-making power, lack of trust, and lack of finance may affect the platform's achievements.

GOING FORWARD

The 19 groups of essential stakeholders identified need to be engaged as steering members in the initial planning and design of the platform. The remaining six groups – and others – can later be included when a clear goal and objectives have been agreed upon. The question of hosting requires critical deliberation for sustainability. A semi-autonomous entity with representatives from the stakeholders involved in the value chain may be preferred over a single (governmental or private) group or development organizations to prevent termination upon a change of government or donor (funding). A sustainable means of financing, such as dues by members, is also important for the sustainability of the platform.

Figure 1. Power-Interest Grid of Stakeholders in the Value Chain (players have high interest and high power; subjects have high interest but low power; crowd has low interest and low power; and context setters have low interest but high power)



BOX 1. ESSENTIAL STAKEHOLDERS: Development partners (DEVPART); farmers; district and regional Departments of Agriculture (DRDA); MOFA-Directorate of Agricultural Extension Services (DAES); MOFA-Crop Service Directorate (CSD); MOFA-Plant Protection and Regulatory Services Directorate (PPRSD); Cocoa Board (COCOBOD); fertilizer retailers (RET); professional associations (PA); Ghana Standards Authority (GSA); Parliament (PARL); Environmental Protection Agency (EPA); importers and blenders (I&B); fertilizer distributors (DISTR); research institutions and universities (R&U); statistics bodies (STATS); organic fertilizer companies (OGFERT); private extension agents (PES); and financial institutions (FIN).

NON-ESSENTIAL STAKEHOLDERS: Ghana Customs (CUST); MOFA-Policy Planning Monitoring and Evaluation Directorate (PPMED); Ghana Revenue Authority (GRA); fertilizer transporters (TRANS); and food consumers (CONS).