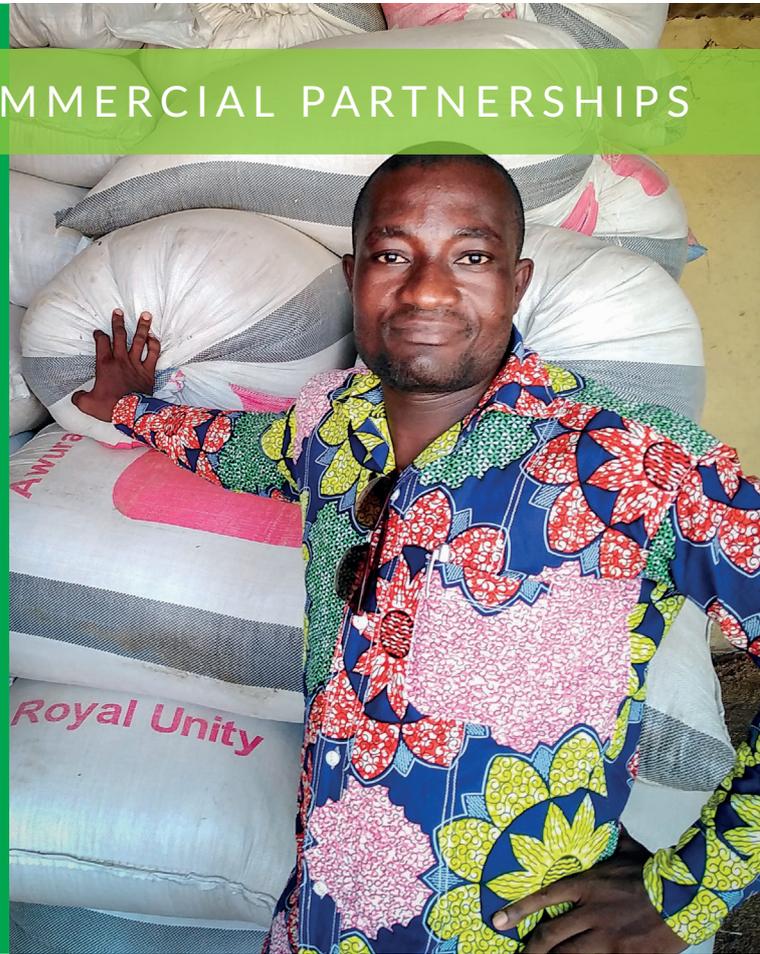


SNAPSHOTS OF COMMERCIAL PARTNERSHIPS

RHINOSAS

Rhinosas is a MADE lead firm that works in seed production, input retail and aggregation with a focus on rice, soya, maize and cowpeas. The company has a 150-acre farm and, in 2019, worked with 2,100 smallholder farmers (SHFs) in the Yendi Municipality on seed multiplication, employing 10 Farm Enterprise Advisors (FEAs) and an FEA manager. Rhinosas has set up demonstration plots and is focusing on intercropping, zero tillage, crop rotation and climate-smart agriculture.



Business-to-business partnerships through MADE

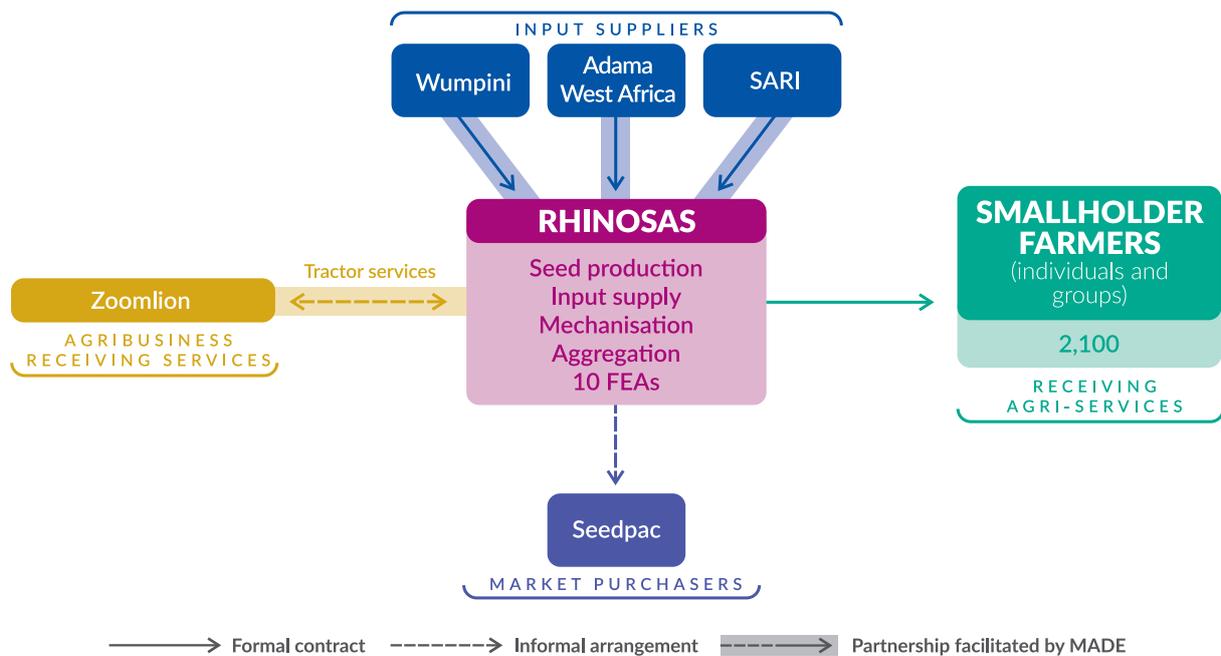
Rhinosas has formal contracts with Wumpini Agrochemicals and Adama West Africa for inputs, mainly fertilisers. The commercial partnership with Wumpini has not been going well due to disputes over the timing of payments, and this relationship will not be continuing.

Other business-to-business partnerships

The company's most important commercial relationship is with Zoomlion and is in the process of being formalised by a written contract. Zoomlion supplies tractors, combine harvesters and shellers to Rhinosas farmers and is paid twice per year, normally in June for pre-season work and then again in December for post-harvest services. Rhinosas also has a formal contract with the Savanna Agricultural Research Institute (SARI) for the supply of foundation seed, and works with the Ghana Seed Inspection Unit for compliance and quality control. Seedpac is the company's most important wholesale seed customer but the relationship does not have a formal contract.

Business-to-farmer relationships

Rhinosas identified new SHFs through word of mouth from existing groups. The company has formal contracts with all farmers on an individual basis; these farmers itemise the cost of inputs and mechanisation services. The company supplies extension to the farmers at no cost, but typically takes a 5% margin when it facilitates other services. The prices for buy back are set with lead farmers in October/November at mutually acceptable 'market levels'.



Business-to-business and business-to-farmer relationships for Rhinosas

Smallholder farmer safeguarding

The company has a keen interest in drought-resistant and shorter-growing-season crops which will also benefit SHF out-growers.

Constraints and opportunities

There is real pressure on machinery at key times in the season. For example, at the time of interview, Rhinosas had 500 acres waiting for a combine harvester.

Growth potential

Rhinosas has grown nearly threefold over the past three years, from a turnover of GHS 300,000 to more than GHS 900,000. The company plans to grow further and is looking to invest in more FEAs to make this possible

Additional insights

Microsoft Access was introduced too late in the season for the company to use it, so for now Rhinosas captures farmer information in spreadsheets.



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