



Food & Business Knowledge Platform Annual Plan of the Office 2015



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1 Introduction

1.1 Theory of Change

The Food & Business Knowledge Platform (F&BKP) is the gateway to knowledge for food and nutrition security. It is one of the five Knowledge Platforms initiated by the Dutch Ministry of Foreign Affairs. The F&BKP is an open and independent initiative where representatives from international networks and organizations of business, science, civil society and policy come together. Knowledge generation and sharing between main stakeholders, including stronger and new partnerships, is needed to improve relevance (focus and coherence) as well as efficient use of Dutch, local and international knowledge and research capacity.

By sharing, critically reflecting, generating, deepening and improving (inter- and transdisciplinary) knowledge and by feeding practices and policies, the F&BKP aims to stimulate the following long-term changes to increase food and nutrition security (FNS):

- Coherent policy development and programmes supported by an efficient knowledge and research system.
- Increased investments and collaboration from the Dutch private sector in Low- and Middle-Income Countries (LMICs).
- Thriving SMEs in inclusive agro-food value chains in LMICs.

The F&BKP has developed a Theory of Change (ToC) that explains the logic of how the F&BKP aims to achieve the long-term changes mentioned above. The ToC displayed in the chart in Annex 1 shows a half moon image which visualizes the F&BKP change strategy. To achieve the desired impact, required outcomes over the longer term and short term are defined – although the impact will also depend on many other factors. A set of activities and outputs have been defined, which when implemented and facilitated, should lead to these outcomes being realized.

It is assumed that the activities will be effective in actually leading to the outputs, outcomes and in the end having the intended impact. It is clear that the F&BKP will be less able to control the results of the activities further down the chain. In addition to this attribution issue, it is important to notice that the change process is not linear. The various components of the strategy are influenced by the context in which it is implemented, which also changes overtime. Therefore, the F&BKP should regularly evaluate the context and adapt its strategy if needed. Since the F&BKP works in a complex environment and has multifaceted goals, the approach requires a ‘searching process’ in close interaction with all stakeholders. Defining a rigid strategy and work plan beforehand will not work.

Besides the context, the **assumptions** are crucial to the strategy. The basic assumptions for the establishment of the F&BKP include that knowledge can be leveraged in order to strengthen food systems as well as food and nutrition security. In addition, a multiple scale, coherent and focused Dutch knowledge agenda contributes to more effective policy and practices. It is also assumed that the role of the private sector is important as collaboration between relevant stakeholders persuades co-creation and this mechanism is recognized by all stakeholders.

A lot of knowledge exists in this field and could improve FNS, but is not being utilized enough; better publicity, coherence and co-creation will lead to a qualitatively better knowledge agenda and improved implementation in practices. The F&BKP builds its activities on four **basic strategies or principles**: making knowledge work and have impact on policy or practice; work with networks instead of individual organizations; engage business since they play an important role; build on the Southern Agenda, i.e., be demand driven also when focusing on Dutch knowledge.

Within the limits of available resources, the F&BKP has defined **activities ordered around 3 pillars**: to provide updated overviews of relevant knowledge items related to the Dutch development agenda; to support knowledge activities of networks; to improve the Dutch FNS research agenda and increase its impact. (See Chapter 1.3).

With these activities, the F&BKP foresees results on a number of timescales. The envisaged **outputs** of the first term are that FNS information is better provided, more and more diverse FNS actors start working together within the F&BKP to develop new knowledge products, and the allocation of research funds is supported better by this.

As a result, expected **early outcomes** are that a variety of stakeholders value and use the knowledge shared on the F&BKP website, policy actors consult the F&BKP, networks use the F&BKP to leverage their knowledge activities, and NWO-WOTRO Food & Business Research projects yield preliminary results and implement research uptake strategies. **Medium-term outcomes** include, for example, increased efficiency of Dutch and related policy and practical (business) intervention strategies that stimulate FNS with lessons learned, innovations and good practices of diverse (new) networks and Public Private Partnerships.

The ToC is also used in this Annual Plan to provide additional insight into the coherence of the various activities of the F&BKP, through references to the ToC in the outline of each of the three pillars below. The ToC will be updated regularly, making use of lessons learned and taking account of the constantly changing context. This initial version needs further elaboration in 2015, especially regarding the assumptions – including analysis of the knowledge system and the demand side in LMICs – and descriptions of the actual outcomes in ‘smarter’ terms to form a base for the (midterm) review of the F&BKP.

1.2 The evolving Knowledge Agenda sets priorities

The Knowledge Agenda gives the F&BKP direction towards knowledge activities related to FNS. It contains several key areas that, together, bring focus to the Platform’s work on dissemination, research and other knowledge initiatives within the Dutch development agenda. Since FNS has many dimensions, and many organizations and networks are dealing with these issues, the ambition of the F&BKP is to bring greater focus and coherence to the knowledge activities in which Dutch partners are involved by promoting alignment, collaboration, synthesizing of information and co-creation.

Feeding the Knowledge Agenda

Inputs for the F&BKP Knowledge Agenda can come from suggestions of networks and stakeholders; input from the Steering Committee; consultations such as for the Dutch policy on food and nutrition and open debates on the website; and inventories of trends conducted by the Office. There are general criteria for key areas to become part of the Knowledge Agenda:

- Food and nutrition security and poverty reduction are central (development perspective).
- A clear demand from practice and policy (i.e., from existing and emerging networks or communities of practice, the private sector, ministries, embassies, etc.).
- The Netherlands has an added value and can make a difference.
- Link with networks which have experience to offer and are developing new solutions or business models.
- Focus on impact generation at system level and a prospect to generate new knowledge and innovations (technological, methodology, organizational, institutional).

The Steering Committee has the final responsibility for the Knowledge Agenda and as such guides which key areas should be topics on the F&BKP Knowledge Portal, subjects of collaboration with networks and organizations (e.g. studies, seminars, policy papers, conferences) and included in the content of research calls.

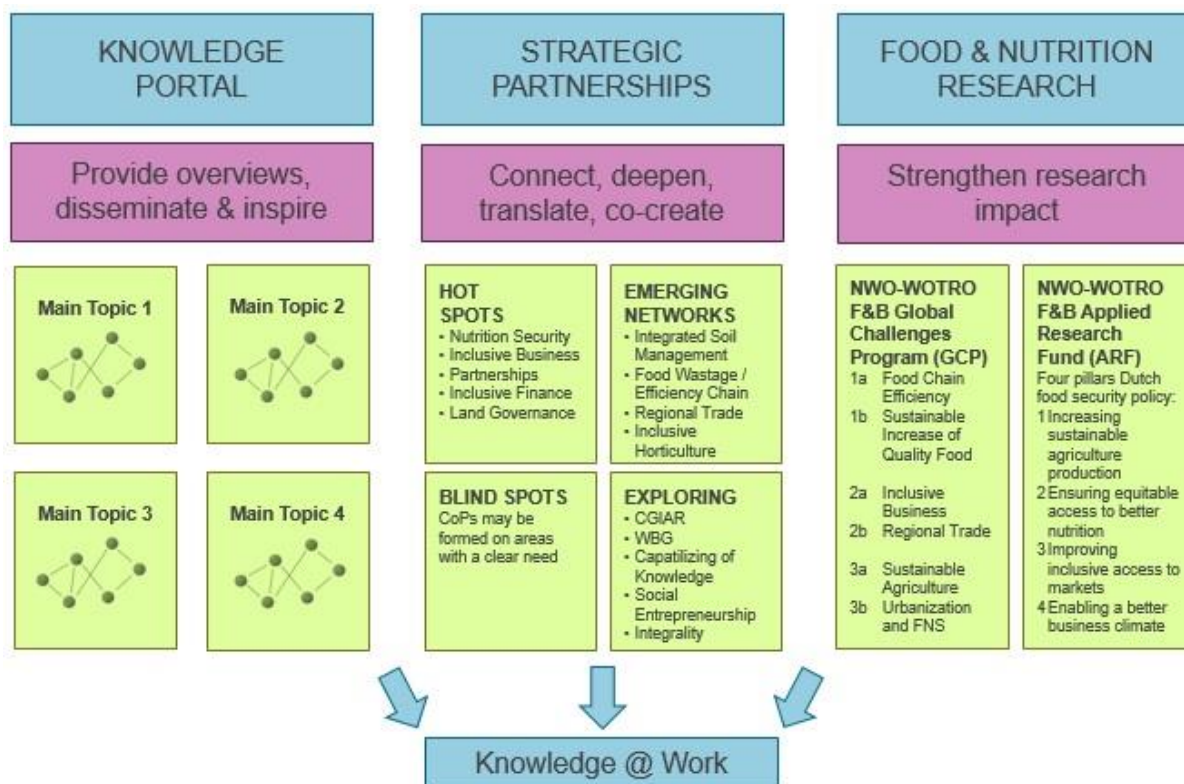
As such, the Knowledge Agenda indicates the content and sets priorities for the F&BKP. The Knowledge Agenda is not carved in stone, but is updated on a regular basis to make sure that it captures key topics related to FNS.

1.3 Three pillars of the F&BKP

The work of the F&BKP to support the Knowledge Agenda can broadly be divided into three pillars:

- Providing overviews, disseminating knowledge and inspiring professionals by presenting good practices and cutting edge knowledge under the selected topics on the F&BKP Knowledge Portal.
- Supporting knowledge activities of networks through sharing knowledge, co-creating knowledge, deepening existing knowledge and translating knowledge into policy and practice. For key themes several knowledge initiatives and studies are organized.
- Preparing the scope of NWO-WOTRO’s F&B Global Challenges Fund (GCP) and Applied Research Fund (ARF), and actively supporting research teams within these programs to achieve impact on practice and policy.

The activities within the three pillars do not thematically overlap since some subjects ask for dissemination, others ask for co-creation and some need more in depth research to be conducted. The pillars are interconnected whenever synergy is possible. For example, networks and thematic pages will be linked to relevant research groups and vice versa; networks and research groups will be able to share their inputs with the Knowledge Portal; etc. In this Annual Plan, (strategic) choices and activities in 2015 are explained per pillar.



2 Pillar: Knowledge Portal

In the first three months of 2015, the F&BKP Office team will put considerable effort into the development and launch of the F&BKP Knowledge Portal (total 2 FTEs in development phase), which is an important addition to the F&BKP website. The F&BKP Knowledge Portal will be set up in such a way that, in line with the ToC, it:

- Provides overviews of new food security related knowledge;
- Highlights relevant knowledge issues and actors;
- Disseminates this knowledge in order to stimulate analysis, sharing and generation of new knowledge;
- Inspires a wide audience of professionals to address food security.

The F&BKP Knowledge Portal provides its audience with selected references to new knowledge, good practices and major developments in the field of FNS. A modest but expandable number of topics relevant to the F&BKP and its network have been selected. The F&BKP Office aims to broker knowledge by highlighting trends, good practices, business models, innovations and hotspots, i.e., the most relevant organizations which offer interesting information regarding the concerning topic. The Office does not pretend to provide a complete overview of recent developments. For the selection of relevant items, the Office looks further than the direct network of the F&BKP in the Netherlands, expanding from there to include the knowledge from - and interests of - wider networks in developing countries and emerging economies and globally. This way bridges are built between groups of the Dutch Diamond and offers fertile grounds for innovative partnerships.

The target groups consist of professionals working in the field of FNS including those who are working on a system level (policy making and implementation, business development) and/or those already connecting knowledge to practice. The range of professionals covers those in the Dutch Diamond as well as beyond. The aim is to connect with existing networks, research groups and other organizations to exchange information.

To collect content for the Knowledge Portal, the F&BKP Office team will scour relevant websites, news sources, email newsletters and social media on a weekly basis to spot relevant items, select them, write short annotations and post them on the website. This process is mostly done by the junior knowledge broker (AMID Student), guided by the knowledge brokers. Approximately one third of the total team capacity is used for the website including the Knowledge Portal.

For each topic at least three new items will be provided each month. The most interesting and current topic posts will also be shared through the F&BKP newsletter, social media and in the future possibly through personalized email updates.

The Knowledge Portal will have also an automatic feed in which 'unqualified' knowledge articles from selected organizations will be presented.

The ambition is a very attractive and informative portal, so that Platform partners, networks working in the domain of FNS and others all like to share their latest information and knowledge directly through the F&BKP Knowledge Portal. A special form will be developed which they can use to submit their item according to certain guidelines set by the F&BKP.

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- An operational F&BKP Knowledge Portal that provides new knowledge on six min FNS topics and related (key) networks active in stimulating food security in the Netherlands and worldwide is launched in February.
- A selection of a minimum number of 18 topics are kept up to date at the same time. This selection of topics can be changed on an ongoing basis in response to trends and feedback.
- The target is to provide at least three publications (with introduction, tags, etc.) per month for each topic and references to organizations which offer interesting information for the topic (hotspots).
- An efficient system of selecting knowledge items from many sources (internet, knowledge brokers, networks and key organizations) is in place.
- The portal has an automatic feed system which presents unqualified knowledge articles of selected organizations.
- An increasing number of networks/organizations is using the portal to publish relevant information; this is important for making the portal manageable but it is also an important indicator for the value added as perceived by those stakeholders.

3 Pillar: Strategic Partnerships

As formulated in the ToC, the following activities in this pillar are supporting the stakeholders collaborating within the F&BKP:

- Connecting organizations and (emerging) networks that have complementary knowledge questions to contribute to food security (particularly in hot- and blind-spots).
- Facilitating dialogue and interaction between businesses, civil society, research and policy.
- Deepening, translating and co-creating knowledge and improving impact by funding and supporting studies, conferences and expert meetings. As such, networks are also given an extra communication channel.

Supporting all stakeholders in the Dutch diamond on knowledge management is one of the core tasks executed by the knowledge brokers of the Office team. The knowledge brokers support networks that are active in thematic food security hotspots. In addition, the knowledge brokers also work with specific stakeholder groups and conduct projects that facilitate and enhance the knowledge system.

3.1 Thematic networks

In 2015, the F&BKP Office team will continue to identify thematic hotspots in which identifying and addressing key knowledge questions will (potentially) enhance FNS. Within these existing and new thematic areas, the knowledge brokers will cooperate with networks to support activities focussed on the generation and dissemination of knowledge.

The Office does not have the role of just financially supporting or taking over knowledge trajectories that are core to the organization or network. The aim is to support a forward looking knowledge agenda (and not a stand-alone short term project), including the relationship with FNS and stimulating the connection and collaboration with other stakeholders. It is a matter of increasing the strength of networks or organizations (empowerment), rather than supporting them.

The table in Annex 2 presents the (emerging) networks which the Office is supporting in 2015, the planned activities to be supported and the expected results of the activities scheduled. This overview will be complemented with various other activities to be taken up over the course of 2015.

Also other network activities may evolve from the initial projects described below. In addition, the F&BKP will explore the feasibility of developing networks and/or series of knowledge activities on the themes of the F&B Global Challenges Programme which are not yet covered e.g. Regional Trade, Sustainable Agriculture and Urbanization.

3.2 Specific projects

In addition to supporting networks, the Office undertakes ongoing and planned activities that support the Knowledge Agenda, but which are not (yet) related to one network or one thematic area in particular. Specific knowledge questions from individual stakeholders (e.g. Ministries of Foreign Affairs (FA) and Economic Affairs (EA), Dutch embassies, TopSectors) are addressed. Individual civil society organizations or companies are also supported, under the condition that there is a strong connection with networks or sector organizations and the results of the knowledge activities are of interest for others beyond the individual organization. For example, in 2015, opportunities will be explored to generate knowledge to enhance the involvement of the Dutch private sector in increasing FNS in developing countries and emerging economies

The F&BKP Office is expecting to add several activities to the list presented in Annex 3 as the year progresses. One of the objectives is to (co-)organize a conference on FNS in general or a specific current theme that provides input for a broad forum of professionals. In 2015, the Office team will put extra effort into knowledge issues for the private sector.

Addressing knowledge questions with the private sector

The cooperation of the F&BKP with the private sector requires extra attention, since supporting a very diverse agro-sector with knowledge and increase the role of companies in addressing food security, is not easy. The private sector is interested in addressing knowledge questions, but the answers should help them in conducting their specific business activities. This was confirmed in an exploratory meeting with the companies and organizations that work closely with the private sector in late 2014. The feedback from companies on cooperating with the F&BKP was positive and in 2015 the F&BKP Office is building on that feedback.

The F&BKP Office will explore opportunities to collaborate directly with companies to collect and disseminate good practices and lessons learned. This should result in closer ties with the private sector, clarity on the added value of working with the F&BKP, tackling knowledge questions that are relevant to the private sector and contribute to investing in agri-food sectors. In response to the exploratory private sector meeting, the F&BKP Office will focus on four angles in 2015:

1. Defining more clearly the role of the F&BKP and expressing this to the private sector in order to show the added value of the Platform. This includes emphasizing the differences between the F&BKP and other organizations and platforms active in the Netherlands that support private sector activities in developing countries and emerging economies (e.g. NABC, OIO, RVO, TopSectors, etc.). The F&BKP focuses on knowledge and FNS and not on matchmaking between Dutch and companies in developing countries, business development, market studies, etc.
2. Collecting and disseminating good practices and lessons learned in starting private sector activities in developing countries and emerging economies that could (potentially) stimulate FNS. An issue that was highlighted during the November 2014 private sector meeting was how to address a lack of skills and vocational training in developing countries. As a potential point of entry, the F&BKP will explore support for 'Groen Onderwijs' (e.g. HAS Den Bosch) and companies that have expressed interest in this topic.
3. Mapping and analyzing strategic trends for key commodities in FNS, together with international networks of companies and knowledge institutes. Here, the F&BKP specifically looks for good practice and successful models to combine doing business successfully and stimulating FNS. Although companies have the capacity to trend analyses themselves (to a certain extent), the F&BKP can join forces with them in providing additional capacity to increasingly take into account the implications for FNS and/or identifying opportunities for business activities to trigger a positive impact on FNS.
4. An issue raised by several contacts in the agro-food private sector relates to the skillsets of workforces in developing countries that frustrate opportunities to successfully apply technologies and knowledge that companies would like to apply. This limits the availability to invest in developing countries and to create employment. The question raised was therefore, how companies can adjust to different circumstances where the local context does not match. An inventory of good practices on this topic (back scaling, re-innovation, fit to purpose) and organization of expert meetings will be implemented.

3.3 Strengthening of the F&BKP

The F&BKP aims to add value to the Dutch knowledge system and is strengthening its initial assignment as formulated in the three pillars. For example, increasing the links with international organizations and local networks in Africa is needed. In addition to strengthening the basic role, the Steering Committee and Office team are exploring opportunities which substantiate the future position of the F&BKP, such as facilitating young professionals and partnerships of the Netherlands with international institutions.

Networks in Africa

In 2015, the F&BKP Office will invest in strengthening links with networks in Africa. So far, the F&BKP indirectly supports stakeholders from the corners of the Dutch diamond, including through the activities of the networks (studies and follow up activities) and the research groups active in the ARF and GCP. Cooperation with organizations from developing countries is inherent to the research programs. Over the next year, the F&BKP will explore opportunities to also work directly with networks based in Africa. Opportunities to support such local networks are emerging in several thematic networks. One example is the Seas of Change organized Inclusive Business course in Uganda in March 2015. Participants on that course include companies from East Africa that are members of the AECF and AAA networks. Additionally, the Office may build on the strong connections of Wageningen International with academic and research networks in Africa.

Young Experts Program Agrofood

The F&BKP will also contribute to the Young Experts Program (YEP) Agrofood. YEP Agrofood will be a work and training program for young Dutch and international professionals. The goal of YEP Agrofood is to rejuvenate and sustainably strengthen professional expertise in the Dutch agro-food sector in both developing countries as well as for companies, knowledge institutes and NGOs in the Netherlands. The program, through its young experts, should also contribute to FNS objectives by strengthening expertise in the area of food security, increasing the commitment of the Dutch private sector, knowledge institutes and NGOs to contribute to aid and trade development policy objectives and stimulating the use of innovative approaches and technologies by young people in aid and trade development programs.

The F&BKP will have a key role in the implementation of the YEP Agrofood program by:

- Promoting the program through the F&BKP newsletter and website.
- Providing access to networks of Dutch companies from the agro-food sector, NGOs and knowledge institutes that are active in international (development) cooperation.
- Engaging with local networks that are active in the agro-food sector of developing countries and emerging economies.
- Providing direct opportunities for secondment of young experts to obtain experience.
- Stimulating the involvement of young experts from the Netherlands as well as abroad in the ARF and GCP research projects.
- Serving as a knowledge gateway for young professionals during their secondment.
- Contributing to training activities.

YEP Agrofood will be implemented over the course of 2015. A vacancy for the project manager has been released at the beginning of the year. The project manager will be contracted by AgriProFocus and will work two days per week for YEP Agrofood on behalf of and in interaction with the F&BKP. During the inception phase of the program (April to June 2015), the setup of the program will be presented during meetings, adjusted in response to feedback and the governance structure of the program will be finalized. After the completion of the inception phase, the program will proceed to the main phase. In 2015, it is foreseen that a first group of 12 young experts will be seconded.

Netherlands – World Bank Group Partnership

The Ministries of FA and EA are developing a partnership with the World Bank Group (WBG). The aim is to jointly contribute to transformational change in agriculture around the world by bringing knowledge, innovation and sustainable growth into the food system and by mobilizing joint public and private action. Within the broader set of pathways to promote agricultural growth and food security, the parties want to focus on three thematic areas:

1. Food safety and health, with a focus on nutrition sensitive agriculture;
2. Inclusive and sustainable agricultural growth, with a focus on value chains;
3. Ecologically sustainable agricultural systems, with a focus on climate smart agriculture.

Gender dimensions will be incorporated within each thematic area, as appropriate. The partnership will link knowledge and innovation from the public and private sectors in the Netherlands and leverage the relevant Dutch expertise in the above thematic areas with the operations supported by the WBG. The partnership aims to support the creation of knowledge and innovation platforms on the above themes, to promote knowledge sharing, and to scale up knowledge and innovation within their organizations and broader constituencies.¹

¹ Explanatory text based on draft Memorandum of Understanding between World Bank Group and the Ministries of FA and EA of the Netherlands.

For the ministries, this will entail facilitation of cooperation across different Dutch institutions and parties, including the public sector, private sector, academia, civil society and NGOs. A number of the intended concrete forms of collaboration on knowledge relate strongly to the overall objective of the F&BKP and whether the F&BKP can have a role in the implementation of this partnership will be explored. If the ministries decide as such, the Office will - in consultation with relevant parties - define a draft work plan including role and responsibilities, to be discussed and decided upon by the Steering Committee.

4 Pillar: Food & Nutrition Research

The F&BKP Office works closely with NWO-WOTRO in order to maximise the added value of Dutch Food & Business Research (FBR) funds that focus on reducing hunger worldwide and to secure the coherence of that research with the wider Dutch knowledge agenda for FNS. In that regard, the F&BKP Office foresees the following main activities for 2015.

Advise on the formulation of ARF and GCP scopes

The F&BKP Office prepares the scope of the F&B research calls for proposals. After the Steering Committee has decided on the scope and objectives, the Office, WOTRO and the Ministry of FA prepare the text of scope and the design (conditions) of the Calls for which NWO-WOTRO has the final responsibility. After selection and awarding the projects by WOTRO, the Office will support research teams with activities to enhance impact.

In the first quarter of 2015, the F&BKP Office will finalize an advice to the Steering Committee on the scope of the third Call for proposals of the GCP and advises WOTRO on the conditions of the Call. The main themes are urbanization and sustainable agriculture. The F&BKP will also prepare an advice on a fourth scope that is to follow at the end of 2015, through identifying and articulating knowledge questions and trends. WOTRO, in consultation with the Office, will prepare an evaluation of the second ARF Call, including the findings of a study on the bottlenecks (including fees) experienced, and the GCP-2 Call. The Steering Committee will decide on the scope and conditions of the ARF-3 Call to be launched before summer 2015 and will prepare for the GCP-4 Call including possibilities for co-financing this Call through partners.

Supporting ARF and GCP research groups

In their project plans, the GCP and ARF research teams have included various activities to generate impact from their research. Those activities concern three main components: Stakeholder engagement, Capacity building and Communication. Currently, there is a perceived lack of expertise in the research teams to successfully implement these components. Additionally, there is a need for expertise on how to enhance capacity within the research teams to develop impact strategies and approaches. The F&BKP will support a coordination team, which includes as its members representatives from all GCP-research projects and WOTRO, to enhance impact of the research projects by the capacity building of project teams to engage with key stakeholders such as the private sector and policymakers.

The F&BKP Office stimulates, on an ongoing basis, linkages between ARF and GCP research teams, relevant networks and stakeholders. Early in 2015, the F&BKP Office has launched a Research Projects section on its website that provides information on all GCP and ARF research projects. Through this section, the research projects as well as their progress and (preliminary) results will be more visible to a broader audience. The F&BKP Office sees this as an interactive process and research groups are therefore stimulated to send the F&BKP Office suggestions on additions and changes to the content posted and new information, events and documents concerning their research. Additional support to individual research project teams will include providing access to F&BKP events, relevant contacts, advice, etc. Collective analysis, presentation and dissemination of research results is not yet applicable in 2015.

Organization of research team meetings

In 2015, the F&BKP Office has planned to organize two regional meetings with ARF project teams. The first meeting for ARF projects from the first call is planned in September 2015 in East Africa, as many ARF-1 projects are concentrated in this region.

Deliverables 2015

- Advising GCP and ARF applicants on partnerships and cooperation with F&BKP.
- Giving insight to ARF and GCP projects through F&BKP website and sharing results and lessons learned.
- Organizing two regional (cross-country) meetings / conferences in partner countries for ARF programs and engaging with regional actors.
- Organizing with WOTRO kick-off meeting GCP-2 research groups.
- Advising on and supporting activities that enhance research impact.
- Preparing scope of final GCP-3 Call.
- Advising on the scope and conditions for ARF-3 and GCP-4.

The second meeting will be held at the end of 2015 for the ARF-2 project teams. The location of the meeting, somewhere in Africa or Asia, will be selected based on the location of the ARF-2 projects. The first regional ARF meeting will be a two-day session. The first day of the session will focus on research methodology and knowledge activities to realize impact. The second day will have a thematic approach with the aim to strengthen thematic knowledge and understanding. Projects will exchange experiences and will benefit from the input of external experts from practices and/or policy.

WOTRO and the F&BKP will also organize a kick-off meeting for projects from the second GCP-Call, including fast track project groups. The program of the meeting will include presentations by WOTRO and the F&BKP Office, presentations by the project teams in which they pitch their research, an exercise on stakeholder analysis and impact strategies as well as an afternoon session to make an inventory of common impact activities to be taken up within the F&BKP.

5 Overall Management

5.1 Communication

It should be stated that the core work of the F&BKP Office is not distributing information but – as extensively described in the previous chapters – sharing, exchanging, co-creating, deepening and synthesizing knowledge. The role is to cooperate with networks and to build communities. The target group consists of professionals from all components of the Dutch Diamond dealing with FNS and the corresponding stakeholders in emerging economies and developing countries. The Office focuses on the quality and diversity of its partners within the F&BKP and does not aim for as many contacts and website visitors as possible as such.

The main communication channels are the website, the newsletter and the F&BKP Twitter account. These channels are used to inform and engage and feed practice, policy and science debates at global, regional and national level with publications and overview documents related to (thematic areas of) FNS. Through the website, the newsletter and Twitter, the F&BKP also promotes results of its own activities and that of networks and stakeholders. Over 2014, the F&BKP has been able to expand its network in terms of the number of persons it reaches through its communication channels by e.g. the Food Security Consultation in 2014 and the organization of several meetings. The F&BKP newsletter's current reach is over 1,000 persons.

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- F&BKP website provides a stage where the F&BKP can focus on thematic areas where there is direct cooperation with networks as well as release network news including results of studies and events. The website also promotes the research done in the ARF and GCP.
- The Knowledge Portal is a key part of the website and focuses on sharing knowledge and referring readers to other sources. A large and broad range of professionals in the wider F&BKP network of readers, stakeholders, researchers, organizations and professionals value the portal and submit in their publications. (See also deliverables for the Knowledge Portal in Chapter 2.)
- An average of 2,500 website visits per month by 1,250 different users.
- At least six editions of the F&BKP newsletter published, of which each is shared with over 1,500 food security professionals. Each edition of the F&BKP newsletter contains, next to an Events calendar and highlighted items from the Knowledge Portal, at least seven news items from all corners of the Dutch Diamond.
- The F&BKP is active on Twitter where it releases on average one tweet per day and foresees an increase in its followers of at least 100 over the course of 2015, to a total of 500 professionals which form a qualitative and solid group of followers.

In early 2015, the website will be expanded with the Knowledge Portal as well as the Research Projects section for all ARF and GCP projects. The newsletter will also present progress and results of the GCP and ARF research projects. There will also be an increase in the number of Theme pages. The profile and

reputation of the F&BKP will grow with the increasing number of activities, studies, publications and events, organized with other organizations or networks.

5.2 Operational Management

The Office acts as a secretariat for the Steering Committee, which includes the preparations of its quarterly meeting, the more frequent meetings of the 'petit comité' of the Steering Committee, and the regular contacts with the Ministry of FA and the chair of the Steering Committee. The 'tripartite' meetings of NWO-WOTRO, the Ministry of FA and the Director of the Office are held at least on a monthly basis. There are regular contacts between the Director of the Office and the Ministry of FA. The management of the project includes the production of relevant plans, reports, specific action plans, quarterly progress and financial reports and the development and implementation of the monitoring and evaluation framework.

The Office, which is located in the International Water House, was at the start of 2015 at full strength in terms of staffing after a year in which three knowledge brokers left the Office team. Two new knowledge brokers have joined the team on a regular basis and, when needed, the Office has the chance and budgetary space to temporarily hire people who are able to contribute to activities related to the private sector. In addition, an AMID student (Advanced Master International Development) has been contracted for one year to develop and manage the Knowledge Portal and to acquire experience as a knowledge broker.

The Knowledge Management Facility (KMF) is fully operational. The Office team is supported by a contract officer and a financial officer based at CDI-Wageningen UR. Each quarter, the Office will present to the 'petit comité' assembly a list of projects, which are (scheduled to be) financed. In 2015, the F&BKP is expecting to fund at least 20 assignments through the KMF.

5.3 Budget

The F&BKP has a budget for the Office and separately manages the Knowledge Management Facility (KMF), which is a fund for knowledge activities of networks cooperating under the umbrella of the Platform, to address specific knowledge questions of stakeholders and for facilitating projects that improve the knowledge system.

Food & Business Knowledge Platform Office

The annual available budget (according to the proposal), the expenses in years 2013 (4 months), 2014 and the budget for 2015 are presented in Annex 4.² Realized total expenditure in 2013 (4 months) was 78,000 euros below budget and 172,000 euros below budget in 2014 (75% of budget was spent). Salary costs were 92% of those budgeted and expenses 55% of those budgeted. Meetings and events in 2014 were often organized in cooperation with networks. The development of the website, the consultation for the Dutch policy on food security and the preparation for the research Calls took more time for the Office team than expected. Consequently, expenses for organizing events and conferences and related expenses for publicity, publications, travel, etc., were below budget. The financial administration of the Office is managed by AgriProFocus - on behalf of the other consortium partners, The Broker and CDI-Wageningen UR – and subject to the external audit of AgriProFocus by the accountants.

The budget for 2015 is to a great extent comparable to the original annual budget. Improvement of the website and especially the development of the Knowledge Portal, will require extra budget. Total salary costs will be slightly (13 %) higher, due to the recruitment of a junior knowledge broker (AMID-student), salary increases and an extension of the contract of the Office Manager. Secretarial work on ICT, overall administration, organizing meetings and especially the content management of the website - including the Knowledge Portal - require more investments of time and should not become a burden on the shoulders of the knowledge brokers.

The budget for events and conferences as well as related expenses, such as travel and communications, will be substantially higher in 2015 compared to 2014. The Office team will organize, for example, one regional meeting for the awarded research projects of the first round of the F&B Applied Research Fund and, if feasible, also for the second round of ARF projects. The objective is also to (co-)organize one (international) meeting on FNS in general or on a specific current theme.

² Only made available for accountable organizations: Steering Committee, Ministry of FA and consortium partners.

Knowledge Management Facility (KMF)

The KMF consists of 1 million euros per year. The demand (from organizations and networks) was less than expected and the capacity of the Office to assign studies, events, etc., was limited. The estimated budget for 2014 was 400,000 euros but only 102,000 euros was realized due to delays in activities of networks, the substantial time investment of the Office team in consultation for the policy brief, the development of the Knowledge Portal and GCP-3 preparatory work.

The number of activities (to be) financed by the KMF already increased at the end of 2014. To enhance the use of the facility, a greater focus of the Office team is needed on cooperation with networks and on the articulation and implementation of knowledge questions of stakeholders. In addition, the Cluster Food Security (including the Ministries of FA and EA and embassies) is invited to submit more requests to the Office. A formal 'Call for Proposals' - e.g., for knowledge activities that support the recent policy brief - is not feasible since the Office does not have the capacity for quality assessment, selection and the formal awarding of many proposals. The Office will continue to communicate to stakeholders the opportunities the KMF offers.

5.4 Mid-term review and future of the F&BKP

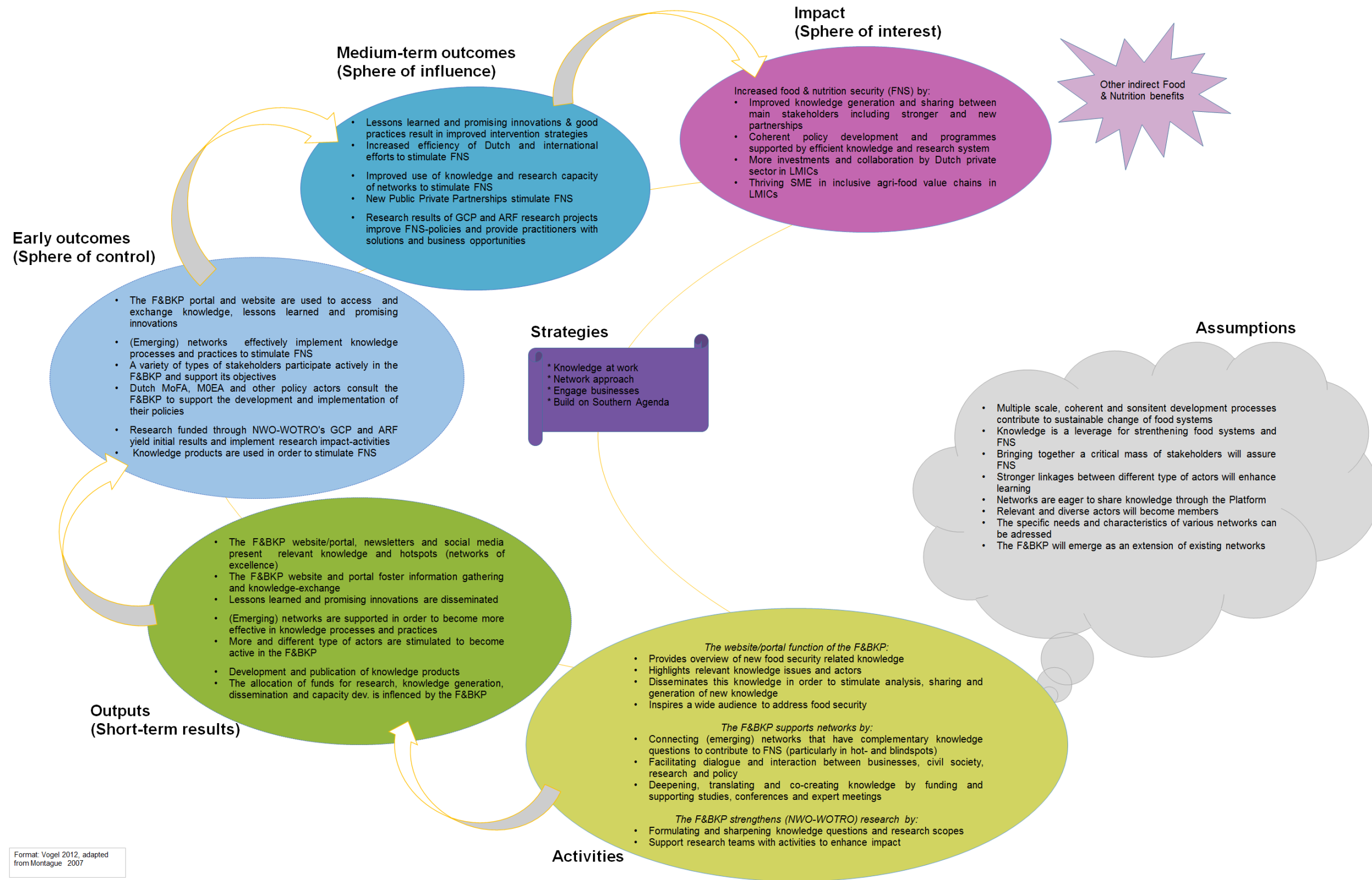
In early 2015, the 'Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie' (IOB) conducted an (internal) review of the progress and results of the five Knowledge Platforms. The findings of IOB and conclusions of the Ministry of FA will be discussed by the Steering Committee in May. The overall strategy and priorities for this year may be adapted based on the conclusions.

In the second half of 2015, a 'mid-term' review of the Platform will take place. The Steering Committee has to decide on the methodology, scope and planning of this review which will probably consist of an external review by an independent consultant building on a self-evaluation made by the F&BKP Office.

The M&E at project level and Call-level of F&B GCP and ARF is the responsibility of NWO-WOTRO (and conducted by Syspous GmbH); the F&BKP Office will provide information and advice when needed. The F&BKP also has specific interest in M&E at the Call-level of GCP and ARF on the incentives that aim at improving the impact of research (i.e. making knowledge work).

This year, activities will be organized to explore options for the long-term strategy of the F&BKP, beyond the contract period of three years plus two optional extensions of one year.

Annex 1 – F&BKP Theory of Change



Format: Vogel 2012, adapted from Montague 2007

Annex 2 – Co-creation with thematic networks

Network & Theme	Activities in 2015	Projected results
<i>Seas of Change</i> (Inclusive Business)	Two-part Inclusive Business course for East African agri-food companies supported. First part of the course will be early March. Guidance frame work finished in January.	<ul style="list-style-type: none"> • Sharing of knowledge on inclusive business models that can be applied by 40 participating East African agro-food SMEs. • Receiving feedback from those SMEs on the application of inclusive business models and knowledge questions.
	Innovation Forum: Partnering for Inclusive Agribusiness co-supported. Best practice exchange to enable innovation and scale in Asia Pacific in inclusive business. Planned for August in Vietnam. (With GROW Asia, DFAT-AusAID + CSIRO, Global Donor Platform).	<ul style="list-style-type: none"> • Business leaders and senior development practitioners share experiences and lessons on inclusive agri-food business in the Asia Pacific in order to identify strategies for scaling up the reach and impact of such efforts. • Establishing a format for a forum that can be copied annually as well as in Africa on an annual basis.
<i>Nyenrode Business University, BoP Inc., MDF Training & Consultancy</i> (Inclusive Business)	Massive open online course (MOOC) for Inclusive Business. Development and implementation of an online impactful educational program on IB. Target groups are local entrepreneurs in developing countries and students in business related fields.	<ul style="list-style-type: none"> • The F&BKP is asked to support this initiative financially. A draft proposal is available and the Office explores the added value for the F&BKP, the focus on the agro-food sector, possibilities for including different networks, etc.
<i>Postharvest Network</i> (Food Wastage)	Contribution to International waste conference organized by Dutch Ministry of EA based on HLPE study & F&BKP study & Visie agrologistiek.	<ul style="list-style-type: none"> • Better insight in relation food wastage and food security, to be more specifically defined in consultation with Ministry of EA.
	Inventory study to map knowledge on chain efficiency in reducing waste.	<ul style="list-style-type: none"> • Insight in opportunities for Dutch companies and knowledge institutes
<i>Netherlands Working Group on Nutrition</i> (Nutrition Security)	NWGN action oriented discussion meeting in March on outcomes Global Nutrition Report supported (jointly with Ministry of FA, Unilever, AIM). Two follow up meetings (2nd meeting will centre around nutrition sensitive agricultural value chains; 3rd meeting's topics to be defined).	<ul style="list-style-type: none"> • To make policy makers and practitioners aware of the findings presented in the Global Nutrition Report. • To find practical ways to scale up Dutch efforts towards achieving Nutrition Security. • To feed practitioners from private sector, embassies, civil society, with specific ideas on opportunities to implement nutrition-sensitive and nutrition-specific actions, within a particular domain.
<i>PPPLab</i> (Partnerships)	Stakeholder-analysis of food security PPPs (by Office). Analysis of FDOV-projects and relevance for FNS (by PPPLab) Collaboration with PPPLab, on basis of PPPLab's knowledge agenda (to be ready June 2015)	<ul style="list-style-type: none"> • Quick scan sheds some light on the stakeholders who are involved in key international and regional PPPs for food security. • Conclusions (e.g. knowledge questions) on analysis of FDOV-projects to be defined
<i>NpM - Platform for Inclusive Finance</i> (Inclusive Finance)	The NpM study 'Agricultural finance for smallholders and producer organizations' to be finalized. Follow-up knowledge activities in 2015 to be defined.	Dissemination and capacity development, e.g.: <ul style="list-style-type: none"> • Dissemination of knowledge, and lessons learned regarding linking Financial Institutions and Producer Organizations, especially as an input for policy development and to improve implementation of programs of the NpM and AgriProFocus members. • Expert meetings in countries: Rwanda, Burundi, Ethiopia, Mali, Netherlands

Network & Theme	Activities in 2015	Projected results
		<ul style="list-style-type: none"> • Adjust curriculum Masters of Management and Economics in Wageningen UR
<i>LANDac</i> (Land Governance)	Series of public lectures and debates in the Netherlands which elucidate linkages between food security, business and land governance.	<ul style="list-style-type: none"> • Knowledge sharing & dissemination on these rather unexplored linkages.
	Scoping study on local food security effects of floriculture and land governance in East Africa. Phase 1: November – January in Kenya. Phase 2: Feb – May in Ethiopia, Uganda, Tanzania	<ul style="list-style-type: none"> • Insight in added value of floriculture and relation with land issues for FNS. • Cases and study insights to be included in training course and eventual following up knowledge trajectory by LANDac.
	Development of a 4-day country-specific capacity development trajectory on land governance issues. (Initially in three Netherlands partner countries: Ethiopia, Uganda and Rwanda).	<ul style="list-style-type: none"> • Participants and their organizations are provided with the capacity to deal with issues of land governance and food security in their countries.
<i>Fertile Grounds Initiative (FGI)</i> (Integrated Soil Management)	Study on African networks working on the improvement of soil fertility is finalized early January 2015. Follow-up knowledge activities in 2015 to be defined.	<ul style="list-style-type: none"> • This overview study is important to allow the FGI network to further articulate and decide on choices for strategic partnerships with relevant international stakeholders, connect with networks based in LMICs and/or to include unknown actors and factors that are important to take into account.
	FAO pointed 2015 as International Year of Soils. 'Kennislink' will publish knowledge articles on soil management which have an international perspective and build on Dutch policy and research.	<ul style="list-style-type: none"> • Publication of 7 articles on soil fertility and land use on Kennislink.nl, website of F&BKP and other networks, knowledge institutes, etc.
<i>Topsector TU</i> (Horticulture)	Explorative study: 'The Food and Nutrition Security potential of Fruits and Vegetables' Discussion meeting about preliminary results of explorative study Forming a CoP of Dutch stakeholders working on horticulture in LMICs, with a focus on the food and nutrition security potential of the Fruits and Vegetables sector	<ul style="list-style-type: none"> • Study report provides insight in the added value of the Fruits and Vegetables sector in LMICs for food and nutrition security (dimensions: income security (employment), nutrition, gender, youth) and the opportunities for the Dutch horticulture sector. • CoP formed and implemented 1-2 specific joint knowledge actions

Annex 3 – Specific projects

Project/activity	Activities in 2015	Projected results
<p><i>Utrecht University Social Entrepreneurship Initiative, Droomzaken, De Investeerdersclub</i></p> <p>(Social Entrepreneurship)</p>	<p>Explorative meeting (27-2) of social entrepreneurs and impact investors on how the dynamics, innovation power and skills of social entrepreneurs can be used more effectively for FNS in LMICs. They try to solve local issues in the food system by (social and technical) innovation which are embedded locally.</p>	<ul style="list-style-type: none"> • Clarity on the need for a thematic network or CoP which can take up the knowledge agenda on this theme and organize activities.
<p><i>Ministry of EA / TopSectors</i></p> <p>(Capitalizing on Knowledge)</p>	<p>Ministry of EA commissioned study implemented by LEI Wageningen UR: <i>What were critical success factors for the formation and continuation of international PPPs, in which knowledge generation and capitalization play a role?</i> Many seed-money projects encounter difficulties when initial phase (with subsidy/seed money) ends.</p>	<ul style="list-style-type: none"> • Critical success factors for the formation and continuation of international PPPs, in which knowledge generation and capitalization play a role. • Overview of (un)successful business models in which Dutch knowledge from business and knowledge institutes is exported on a commercial base and during a longer period of time.
<p><i>Ministries of FA and EA and knowledge institutes</i></p> <p>(Framework for a Netherlands – CGIAR Partnership)</p>	<p>The Office supports the process that aims to strengthen the synergy between the innovative work of the Consultative Group on International Agricultural Research (CGIAR) and Dutch knowledge providers including knowledge institutes, the private sector and civil society, for the benefit of working towards a food-secure world.</p>	<ul style="list-style-type: none"> • The result – being a framework of priority knowledge domains, instruments and incentives - will be discussed at a stakeholder meeting in April. Together these will form the basis for a formal partnership agreement between the Netherlands and the CGIAR. • This partnership aims at more effective research programmes; more input from the Dutch research institutes, other knowledge organizations, NGOs and private sector; and consequently more effective use of Dutch expertise.
<p><i>TopSectors A&F and TU</i></p>	<p>Meeting with TopSectors to discuss whether exchanges of project proposals for different funds are possible (under strict conditions). In 2014, ten Agri&Food Seed Money Projects were awarded, but due to budget constraints, 10-15 project proposals had to be rejected despite their quality.</p>	<ul style="list-style-type: none"> • To be defined.
<p><i>Private sector</i></p> <p>(Fit-to-purpose)</p>	<p>Workshop on re-innovation (back-scaling). Proposed issue by many private sector stakeholders.</p>	<ul style="list-style-type: none"> • Insight into business models for Dutch business with 'high-tech' solutions, who want to invest in LMICs.
<p><i>Applied science institutes (Groen Onderwijs)</i></p> <p>(Support private sector development with capacity building)</p>	<p>Private sector asks for support on best practices for capacity building and vocational training. Options are to give an overview of the actors/service providers in NL, the demand side in sectors/countries and best practices/showcases.</p>	<ul style="list-style-type: none"> • To be defined (exploration of the best option for facilitation by F&BKP has started with HAS Den Bosch, Aerdes, etc.)
<p><i>To be defined</i></p> <p>(Integrated approaches)</p>	<p>Inventory of state of the art on integrated methodologies (territorial, landscape approaches, etc.)</p>	<ul style="list-style-type: none"> • To be defined.

Project/activity	Activities in 2015	Projected results
<i>Proposal for overview study</i>		
<i>Network in Kenya</i> (Extensive Livestock Expo) <i>Proposal</i>	Support to the knowledge activities during the first extensive livestock expo on November 4–6, 2015 in Kenya. Organized by AgriProFocus Kenya, Eastern Africa Farmers Federation (EAFF) Kenya Commercial Bank Foundation (KCBF), Kenya Livestock Producers Association (KLPA), and Kenya Livestock Marketing Council (KLMC).	<ul style="list-style-type: none"> • Presentations, policy documents, etc., at the conference and dissemination afterwards. • Starting an extensive livestock value chains platform.
<i>EKN Dhaka, Bangladesh</i> (Inclusive growth)	In the context of the MASP, EKN Dhaka wants to study whether higher quality standards in food production, food safety and animal health hinder inclusive growth and/or favor exclusive growth.	<ul style="list-style-type: none"> • Provide Food Security professionals insight into the complex relations between inclusive growth and the achievement of higher quality standards (HQSs), particularly in Bangladesh. • Report and mini-seminar useful for programming the future interventions of development partner organizations.

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