

AgriProFocus and  
Knowledge Programme for  
Food & Nutrition Security

# **Update to the Annual Plan 2020**

June 2020

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# 1. Introduction

16 October 2019 the Netherlands Food Partnership (NFP) was launched. 2020 is a transition year for AgriProFocus (APF) and the Knowledge Programme for Food and Nutrition Security (KP) since they are merging into the NFP. The transition towards the NFP requires substantial changes in terms of the mission, the organisation and in terms of services and activities. Throughout 2020 APF/KP focuses its work on the NFP mission and profile which is steadily getting shape, while phasing out activities and services that do not fit with the NFP. As the NFP mission will evolve business as usual will change into the new usual.

The APF/KP Annual Plan has been approved by the Ministry of Foreign Affairs (MinFA) and it was agreed to incorporate new insights and developments along the way and develop an update to the plan and the budget associated with the dynamic transition to NFP. Meanwhile the COVID-19 crisis also affected the planning and MinFA also requires an explicit risk analysis including mitigating actions since this was not yet included in the plan.

Activities and deliverables described in the annual plan were a combination of ongoing work, which either fitted in the NFP or needed to be finalized in 2020 as there are obligations to partners. New unforeseen opportunities yet very fitting for the NFP have been taken on board. During the year some deliverables as described turned out to be less relevant or were affected because of the COVID-19 crisis or shifting team capacity.

This update describes the main changes in activities and (intended) deliverables without going into the details. The update should therefore not be considered as a revised annual plan nor as a half-year narrative report. New activities and highlights of the transition are presented. The consequences for the budget 2020 and an outlook for 2021-2022 will be given since there were some uncertainties at the start of the year. In conclusion this update lays out the substantial progress made in the past 6 months on strategy, activities and organisational transition:

- Strategy - a summary of the latest developments on the strategy and approach of NFP as developed by the Steering Committee and taken into account in the plans and activities. The 'NFP Profile' document functions as a framework for defining the services in more detail, for defining the required team capacity, the branding and above all the approach to the ongoing activities and new opportunities.
- Results and deliverables - schematic presentation of progress of ongoing and new activities, results of integrated APF/KP result areas anticipating NFP.
- Organisation - summary of the transition in governance and combined APF/KP team capacities in the Netherlands, and the ending of the overseas teams and exploring future local connectivity.
- Budget - prognosis based upon current APF/KP contracts with IGG and latest information on consequences of the transition for 2020 and the resources for NFP in 2021/2022.

## 2. Strategy 2020 in practice

### 2.1 Transition of APF/KP towards NFP Profile

As of 2020, all actions that APF/KP is engaging in, need to contribute to SDG2: end hunger, achieve food security and improved nutrition and promote sustainable agriculture. The major shift for APF/KP is in focusing more exclusively on food system transformation and healthy diets by accelerating ideas and action of Dutch Diamond (DD) coalitions that are eager to work together to achieve SDG2. The challenge for APF/KP is to stimulate these coalitions to think and act systemically (more triple-win solutions - PPP - rather than “value chain approaches” or “specific themes” oriented). In Chapter 3 various coalitions are described which are currently being supported. In most cases the ambition to contribute to system change in the end and the search for the ‘how to’ are central.

Actually the COVID-19 crisis has reiterated the need for systems thinking. Besides coping with COVID-19 in APF/KP service delivery to coalitions (most now being online and with delays in on-the-ground activities), new initiatives for NFP support have sprouted to address the effects of the crisis on food security in a collective effort around systemic issues.

Early March the NFP Steering Committee published its NFP Profile document. This profile builds on the ‘This is NFP’ memo from October 2019 (World Food Day) which presented the mission and vision. ‘The NFP Profile’ defines in more detail how the NFP will function in terms of connecting people and knowledge, fostering innovation, learning from each other, and communicating and promoting Dutch expertise. These services will be implemented in different combinations and sequences, as each context requires a tailor-made approach. For APF/KP the NFP Profile has been guiding for ongoing and new activities and for further definition of the services, selection criteria for support, and priority setting. The NFP Profile is experienced as an ambitious and challenging framework which is workable if taken into consideration there is no one-size-fits-all.

Coalitions come in all types, sizes and phases. As for the types of coalitions APF/KP is focussing its work in 2020 on those that centre around (new) Dutch knowledge, expertise and investment for SDG2 as a priority, while strengthening the connection to national and international Diamond stakeholders. In the past months delivery for what was in the annual plan already has been taken up (see for progress under chapter 3). At the same time new initiatives have stepped up for NFP support such as around “Human Capacity Building horticulture sector with NI companies”; COVID versus Food Security Response with 4 different coalitions; and Sustainable Soil Management for Food Security in a world of Climate Change.

For all these initiatives and in general local ownership and local solutions are critical for APF/KP and for NFP (not bringing in the Dutch to solve it with their knowledge and expertise but integrating the Dutch by connecting and co-creating the new knowledge and expertise). The shift this year for APF/KP is to find a way for NFP to engage with local networks and demand while not

having itself a permanent foot on the ground. In the past months we have seen already that demand articulation at country level has slowed in relation to the pending closure of the APF country networks. the above. In the second semester APF/KP will work in close consultation with Netherlands Embassies to find context specific options for local connectivity (see chapter 4).

## 2.2 Development of NFP profile and services

In a regular iteration of the NFP Steering Group and in coordination with AgriProFocus Board, the KP consortium and the Interdepartmental Working Group a concrete profile of the NFP was developed. Coalitions can be focused on transformative research, policy, or implementation approaches for sustainable food systems and healthy diets. The profile elaborates on the identification of coalitions, the selection criteria for coalition support, and the services which NFP should offer.

The identification or generation of promising ideas for transformative approaches can follow different pathways. A coalition can be embryonic at the time of being selected for NFP support. Coalitions can request support from NFP, can be scouted by the NFP team, or can be identified through periodic thematic calls for coalitions. National stakeholders from LICs and MICs may request support from NFP to build a coalition to respond to the challenges they face. Agricultural counsellors and food security experts in Netherlands embassies are an important gateway to identify needs and opportunities. APF/KP works with the selection criteria and based on ongoing and new experiences the criteria are being defined in more detail to support NFP portfolio development and strengthening the NFP profile of ongoing activities.



The NFP profile defines: (i) the type of support / services to accelerate coalitions and (2) services to promote Dutch expertise to the wider (global) community. APF/KP have condensed this into a matrix which shows types of NFP services in different phases. This services overview is a helpful tool in talking and planning with (potential) NFP about their ambition and what can be the added value of NFP for them. The services are not per definition delivered by the NFP team members; if the required expertise is not available within the team external experts (consultants or specialised organisations) will be contracted.

## NFP services overview

	Coalition initiation phase	Coalition acceleration phase	Coalition follow-up phase		Supportive services
Gather the right people around transformative ideas	Network pro-actively with <b>promising transformative coalitions</b>	Facilitate <b>collective visioning and planning</b> on food system transformation	Promote coalitions in <b>NL / international fora</b>		Manage transparent <b>selection process</b> for NFP coalitions
	Organize open coalition <b>cafés and calls</b> for collaboration opportunities	Facilitate <b>design of coalition theory of change</b>	Document <b>coalition impact pathway</b>		Provide podium to <b>showcase results and pitch opportunities</b> @World Food Day
	Organize <b>partner search</b> to build coalition of the needed	Coordinate <b>coalition formation and needs assessment</b> towards (agreement for) joint action			
Collect, connect and combine the knowledge of all involved stakeholders	Network pro-actively with stakeholders to <b>harvest initial questions and ideas</b>	Coordinate landscape analysis into <b>existing know-how, knowledge gaps</b> , similar initiatives			Provide knowledge through <b>Q&amp;A</b>
	Organize <b>quick scans around promising leads</b> for SDG2 topics	Coordinate <b>synthesization of existing know-how</b> for coalition strategy			Manage up-to-date <b>knowledge base</b>
		Facilitate <b>joint donor / market mapping</b> for coalition sustainability			
Create experimental space to prototype new approaches and solutions	Network pro-actively for <b>new approaches and innovative solutions</b>	Coordinate <b>issue mapping and ideation</b> to bring solutions from research to practice	Document (and validate) <b>successful innovations and processes</b>		Update <b>major SDG2 networks / partnerships</b> about solutions that work
	Organize <b>innovation cafés</b> to pitch new solutions	Support coalitions to establish <b>'proof of concept'</b>	Promote coalition's <b>lab to field solutions</b>		
Organize reflection and learning	Network with issue based <b>communities of practice</b> on SDG2 topics	Facilitate design of <b>coalition monitoring, evaluation</b> and learning	Analyse <b>experiences and document insights</b>		Provide space for <b>cross coalition exchanges</b> to share solutions
			Promote <b>coalition achievements and results</b> via different channels		Manage a <b>'Who does and offers what knowledge and expertise'</b> in DD
Scale by demonstrating solutions and lobbying	Organize <b>food systems analysis</b> for specific contexts	Facilitate <b>scaling labs for system transformation</b>	Document <b>coalition impact</b>		Provide space for <b>DD dialogue</b> for informed policy making and improved practice
	Organize <b>podium for influencers</b> to explore frontline transformative agenda	Facilitate coalitions to connect to <b>NI public sector programming and instruments</b>	<b>Promote coalitions</b> in international partnerships / platforms		Connecting <b>NL Expertise to multilateral actors</b>
	Inventorize <b>DD food expertise</b>				Provide podium to <b>showcase results and pitch opportunities</b> @World Food Day

### 3. Results and deliverables

In this chapter APF/KP presents an update focussing on deliverables. Note that the effects of the transition towards the NFP affect delivery both in the Netherlands and overseas. Time spent on NFP profile, services, branding, phasing out of country networks, dealing with staff in an insecure situation cannot go to developing coalitions. COVID-19 has been a major deal breaker postponing every live event and more importantly affecting all stakeholders APF/KP work with, leading to delays and other priorities. Still progress on deliverables is encouraging and picking up. Progress is shown below for each programmed coalition, partnership and set of activities.

- What has been achieved - Done
- What is currently being delivered - Ongoing
- What has been postponed - Delayed
- What was not planned - New

In the first half year new activities were started in response to organisations or partnerships which approached NFP for support. If concerning support to MoFA or embassies and to the World Bank, these are included in the respective paragraphs below. Additional new initiatives as compared to the annual plan on coalitions for sector, cross sector, policy and research impact are:

Coalition	Partners	Delivery 2020 (starter activities)
SeedNL	MoAgri, MoFA, Plantum	Recruitment of SeedNL coordinator who will implement annual plan supported by NFP Office; New coalitions to be explored
Human capacity building horti Africa	Rijk Zwaan + HAS Den Bosch + 7 companies	Meetings on bottlenecks and opportunities. Mapping enquiry among 13 companies
SoilsNL	IFDC, 2Scale	Concept note for discussion in stakeholders meeting (7 July)
Rapid Response & Recovery Facility	Agriterra a.o.	Exploration to support coalition building on financial and IT assistance for producer organizations
COVID-19 response IGG	4 CoPs multiple partners	See deliverables on Ministry Support (chapter 3)
It takes two to trade	RVO, WCDI, KIT.	Connect knowledge with RVO instruments
Youth in Agriculture South-East Asia	East West Seeds, Nuffic, WUR	Exploration on ambition/scope and activities

### 3.1 Impact coalitions for innovation and practice

“Impact coalitions for innovation and practice” intend to build on experiences, learn from them, and scale best practice and/or design of improved programmes with more impact. The below coalitions are clustered along two lines: those that start from having a focus on sector transformation; and those that start from cross sector topics.

#### Coalitions for systemic sector transformation

##### Sustainable Dairy

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ Discussion/position paper for DD follow-up agenda (incl. EKNs)</li> <li>→ Linkages with 2SCALE, WorldBank, IFAD, CGIAR</li> </ul>	<b>Country Level</b> <ul style="list-style-type: none"> <li>→ Calendar of dairy activities in 5 African countries, Myanmar and Bangladesh</li> <li>→ Facilitation EARNED and IDEAL4ACTION coalition</li> </ul>
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Position paper and an action agenda finalized and endorsed by the ministries of FA and Agri</li> <li>→ Launch paper at a webinar in the context of World Milk day (86 participants).</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Advisory support to EARNED coalition on blended learning in Eth, Ken, Ug.</li> <li>→ Exploring linkages with 2SCALE, WorldBank, IFAD, CGIAR</li> </ul>
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ Inventory country initiatives hampered due to out-phasing the APF Country Networks and COVID-19</li> <li>→ Dairy Africa in Kampala postponed to 2021</li> </ul>
<b>New</b>	<ul style="list-style-type: none"> <li>→ Coalition requests for support: a dairy PPP assessment tool (NEADAP2)</li> <li>→ Coalition requests for support Dairy Delta Academy for blended learning.</li> </ul>

##### Valuable Vegetables

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ Synthesis study Dutch horti programmes, investments and collaboration.</li> <li>→ Publication: systemic change in horti sector (with SNV/WUR-WCDI Kigali)</li> <li>→ CoP learning event - results synthesis study</li> <li>→ Global exchange event and webinars</li> </ul>	<b>Country level</b> <ul style="list-style-type: none"> <li>→ Facilitation of coalition building Ethiopia, Kenya, Rwanda and Uganda- incl EKNs</li> <li>→ (Regional) exchange events on solutions for urgent challenges</li> <li>→ Cross country online learning</li> </ul>
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Synthesis paper (publication foreseen 30 June).</li> <li>→ Webinars Food Safety and COVID-19 in Kenya and Rwanda in the context of World Food Safety day.</li> </ul>



<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Staying in touch and continuing online building of coalitions for learning and action in Kenya, Rwanda, Tanzania and Uganda.</li> <li>→ Relation management with key Dutch stakeholders in horticulture - at a lower pace.</li> </ul>
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ Synthesis study delivery and related global webinar (2nd semester 2020)</li> <li>→ Publication: systemic change in horti sector (with SNV/WUR-WCDI Kigali) (possibly fully cancelled)</li> <li>→ Prepare global NFP horticultural event (postponed to 2021) + coalition building global horti players</li> </ul>
<b>New</b>	<ul style="list-style-type: none"> <li>→ Global webinar series (2nd semester 2020)</li> </ul>

## Sustainable Potato Sector

Planned deliverables	
<b>Netherlands</b>	
<ul style="list-style-type: none"> <li>→ Synthesis study as a stepping stone towards a joint DD vision.</li> </ul>	
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Knowledge trajectory on the effectiveness and impact of Potato Projects in LMICs finalised</li> <li>→ The sounding board initiated multi-stakeholder Platform/CoP (initial discussions on the outline)</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Explore the option of Potato Platform as a sub-group under SeedNL. Short vision document to be compiled with multiple stakeholders</li> </ul>
<b>New</b>	<ul style="list-style-type: none"> <li>→ Co-organising the international conference “Potato futures: impact of hybrid varieties” (November 2020) with WUR, RUG, Rathenau Instituut, and Solynta. Focus: the future of the hybrid potato in a social, political and economic context; both in NL and in emerging economies.</li> </ul>

## Poultry for Nutrition

Planned deliverables	
<b>Netherlands</b>	
<ul style="list-style-type: none"> <li>→ Seek out potential for VIV Africa 2020 as momentum for joint agenda setting with DD stakeholders.</li> </ul>	
Update delivery	
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ VIV Africa postponed to 2021.</li> </ul>
<b>New</b>	<ul style="list-style-type: none"> <li>→ Initial contact with EKN Egypt (exploration for coalition with agric councillor)</li> </ul>

## Coalitions for cross sector systemic transformation

### Sustainable business solutions for SDG2

Planned deliverables	
<b>Netherlands</b>	<b>Country level</b>
<ul style="list-style-type: none"> <li>→ Engage with private sector (networks): a.o. TopSectors, “Feeding Cities”, SUN; VNO-NCW.</li> <li>→ Food paper on private sector for SDG2</li> </ul>	<ul style="list-style-type: none"> <li>→ Facilitating outreach Dutch business solutions Horn/East Africa and Sahel, including Harvest Expo,</li> </ul>

→ Knowledge sharing event on models of business applying sustainable solutions	ESADA 2020 (both Kampala) and possibly VIV Africa 2020) → Promoting sustainable business solutions in 2 -3 countries using MVO SIB modeling
Update delivery	
<b>Done</b>	→ Facilitated Dutch business solutions to reach out to Uganda, Myanmar as well as in Mali
<b>Ongoing</b>	→ NFP support in scaling Dutch business solutions will be taken on board as part of dialogue on future cooperation between NFP and RVO/embassies (see chapter 4). → Discussions started with Topsectors towards World Food Day (working title “smart business solutions for healthy diets”)
<b>Delayed</b>	→ Delayed: COVID has halted any opportunities in that respect for 2020; ESADA and VIV Africa have been postponed to 2021
<b>New</b>	→ It takes two to Trade: RVO, WCDI, KIT connect knowledge with RVO instruments

## Youth in Agri-business

Planned deliverables	
<b>Netherlands</b> → Build linkages between DD stakeholders (to include BoP Inc, ICCO, HIVOS, KIT, Rabobank, Oikocredit, SNV, Agriterro, VHL, WUR, Both ENDS, and Oxfam) → Facilitate coalition building around youth business potential in agroecology	<b>Country level</b> → Mapping studies, youth caravans, innovation sharing activities, mentorship → Ethiopia, Uganda, Rwanda and Kenya coalition building summits
Update delivery	
<b>Done</b>	→ Mapping studies into agric practices, stakeholder and opportunities completed, M&E framework developed, communication strategy developed, reference groups formed
<b>Ongoing</b>	→ Various coalitions including NI and country level stakeholders taking shape. Several NFP proof coalitions expected to continue into 2021. → Transfer of implementation of APF country team services as of 2021 to core partners underway.
<b>Delayed</b>	→ Summits replanned due to COVID to take place around World Food day (oct 2020) (mostly online).
<b>New</b>	→ 4 mapping validation workshops through webinars. Attendance is high (35+ per session))

## Food & Stability

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ CoP events on market systems, and on adaptive management in fragile contexts</li> <li>→ CoP meeting with FNS-REPRO programme launch in Horn of Africa study</li> <li>→ Support to MoFA-WB programme development</li> </ul>	<b>Country level</b> <ul style="list-style-type: none"> <li>→ Liaison to EKNs (Mali, Burundi, Ethiopia, South Sudan, Sudan, Rwanda)</li> <li>→ Coalition building kick off in Mopti, based on RVO report and EKN request</li> </ul>
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ CoP Market Systems Development in fragile contexts organized jointly with Mercy Corps</li> <li>→ CoP Adaptive Management fragile contexts with Knowledge Platform Security &amp; Rule of Law..</li> <li>→ Inventory for World Bank regional Sahel/West Africa resilience programme development delivered.</li> <li>→ Dialogue RVO report on Liptako-Gourma at MoFA (IGG., DDE, DSH, RVO, EKN Niamey) to discuss action and NFP support. Online follow-up meetings with EKN Niamey and EKN Ouagadougou.</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Study “Pathways for market-oriented development on the Humanitarian-Development-Peace nexus” is being finalized,</li> <li>→ Final reference group meeting to take place on 1 July.</li> <li>→ Study ‘Cash Transfers in relation to food and nutrition security and fragility’ initiated / implemented by The Broker; financed and supported by the 3 knowledge platforms INCLUDE, F&amp;BKP + KPSRL.</li> </ul>
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ FNS-REPRO programme launch postponed indefinitely due to COVID-19 crisis.</li> <li>→ Cross-programme exchange to accelerate FNS-REPRO implementation possibly by end of 2020.</li> </ul>
<b>New</b>	<ul style="list-style-type: none"> <li>→ Exploration follow-up CoP meeting(s) on themes: adaptive management/adapting in response to the COVID-19 crisis, implications of COVID-19 generated food insecurity for Liptako-Gourma</li> </ul>

## Food Systems for Impact

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ CoP meeting with business on the added value of the food systems approach for their impact</li> <li>→ FSA tool development for various stakeholders, particularly for practitioners</li> </ul>	<b>Country level</b> <ul style="list-style-type: none"> <li>→ Facilitation of connections research-practice, with a multi-stakeholder, interdisciplinary perspective on food systems</li> <li>→ Learning process on Food Systems Decision Support Tool + development &amp; testing with EKN</li> </ul>
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Two key articles and several Portal items online</li> <li>→ Report Food Environment workshop (A4NH/CGIAR / Food Systems for Healthier Diets) online</li> </ul>
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ CoP meeting with business: explorative talks started, not yet implemented.</li> <li>→ FSA tool development: being implemented by KIT/WCDI with delay; Engagement NFP team prepared + engagement food security policy coalition prepared (vv food systems summit)</li> </ul>

## Circular agriculture

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ Publication on circular agriculture in LMICs will be finalised and disseminated</li> <li>→ Seek out potential for coalition on circular agriculture</li> </ul>	
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Publication circular agriculture finalized</li> <li>→ Conversations with potential coalition members based upon publication</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Follow-up on initial interest from Fermo Feed, Rabobank, PBL, WECR, Ketchup Project, members of the food security policy coalition) for coalition building</li> <li>→ Identifying coalition to scale up PHL solutions for shallots in Indonesia</li> </ul>

## Healthy diets for improved nutrition

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ Seek out potential for new initiatives through NWGN members and Dutch stakeholders in SUN and ATNI</li> </ul>	<b>Country level</b> <ul style="list-style-type: none"> <li>→ Facilitate existing coalitions on nutrition / food safety issues</li> </ul>
Update delivery	
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Support to Tanzania coalition (RijkZwaan, Solidaridad, Arusha City Council, Tanzania Horticulture Association, Rikolto and Trias). Former APF staff now with Rikolto facilitating coalition.</li> </ul>
<b>New</b>	<ul style="list-style-type: none"> <li>→ Collaboration in the Netherlands between strategic partners taken up in response to COVID. CoP on nutrition and value chains (lead with Gain.)</li> <li>→ Explorative talks to be continued with NWGN on possible NFP coalition around nutrition agenda.</li> </ul>

## Topic/ trajectories and activities to be phased out

Planned deliverables	
<ul style="list-style-type: none"> <li>→ Gender in Value Chains: transfer to partners</li> <li>→ Financial Inclusion: finalize</li> <li>→ Organized Farmers: discontinuation</li> <li>→ Support to Networks: discontinuation</li> </ul>	
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ In 2020 APF/KP was to phase out activities in this field (activities in recent years focussed on facilitating market linkages). Due to COVID and the decision to cancel some activities in this field no activities are to be expected in 2020 anymore.</li> </ul>

	→ Network services towards NL networks and CoPs active in LMICs: Postharvest losses; NWGN, Social Entrepreneurship; Fertile Grounds Initiative; Inclusive Business, Extension Services; Land Governance; Landscape Approaches; Feeding Cities have effectively been phased out.
<b>Ongoing</b>	→ GVC Activities in Ethiopia and Uganda are virtually phased out as planned. Support opportunities are being handed over to Fair and Sustainable, long term partner of APF in this field.
<b>Delayed</b>	→ Financial inclusion network events are being phased out at the country level. Due to COVID the final events in Benin and Niger to be held by the end of the third quarter as a final APF activity

## 3.2 Partnerships for policy, research and education impact

### Public sector oriented partnerships

#### Ministry and Embassy Support

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ 4 (lunch) meetings/events trajectories to support policy formulation including policy brief/knowledge product</li> <li>→ Regularly connecting to country round tables in the Netherlands organised by RVO, MoFA</li> </ul>	<b>Country level</b> <ul style="list-style-type: none"> <li>→ 6 missions for embassies</li> <li>→ Embassy exposure visit or exchange</li> <li>→ Support to Kaag missions Ethiopia and Indonesia</li> </ul>
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Support to exploration meeting on COVID response organized for IGG funded programmes</li> <li>→ Supported Ministry mission to Indonesia (presentation of publication on SMKs)</li> <li>→ Q@E expert WFP School Feeding; Expert review proposal for Q@E at the Embassy in Cotonou</li> <li>→ Productivity and Income Assessment Framework for SDG2 (finalized in 2020) for MinFA-IGG. Support to IGG Cluster FNS with a decision-making dashboard.</li> <li>→ Support to the Netherlands Virtual Launch Event of IFPRI's 2020 Global Food Policy Report: Building Inclusive Food Systems (28 April 2020; in light of the COVID-19 pandemic).</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Food systems decision-support tool for MinFA-IGG: Developing food systems decision-support tool as a mechanism for country based FNS planning by Embassies.</li> <li>→ Scoping mission Khartoum</li> </ul>
<b>Delayed</b>	→ No additional request from embassies for support partly due to lock-downs/Covis-crisis
<b>New</b>	<p>Support to initiation dialogue COVID-19 response IGG funded programmes resulting in development of 4 CoPs with regular coalition facilitation support (online). Partners are supported to reorient existing bilaterally-funded programmes (funds, capacities and networks) to be meaningful at local scale::</p> <ul style="list-style-type: none"> <li>→ (1) CoP Markets, Supply Chains and nutritious foods (convener GAIN Alliance)</li> <li>→ (2) CoP finance &amp; Outreach (convener NpM Platform for Inclusive Finance)</li> <li>→ (3) CoP Digital Solutions (convener 2Scale)</li> <li>→ (4) CoP Knowledge. Rapid assessments started of COVID-19 impacts on food systems in Bangladesh, Kenya, Ethiopia, Mali, to inform action of CoP members (coordinated by WCDI).</li> <li>→ Webpage on CoP activities (multiple links on resources on Food security and COVID-19 response)</li> </ul>

## Food4All (partnership with World Bank)

Planned deliverables	
<b>Netherlands</b> → Deliverables: Preparatory activities to initiate joint projects → Annual facilitation of a knowledge product (scoping study, event, learning journey)	
Update delivery	
Done	→ Support of the World Bank's Resilient Food System for Africa (RFSA) Program - Strengthening the Resilience of African Food Systems to Climate Change: Quick-scan Dutch expertise and experience
Ongoing	→ Develop a West Africa food system characterization/stock taking paper for stakeholder consultation and for inclusion in WB 'blueprint' report (conducted by WCDI, KIT, ECDPM)

## foodFIRST coalition

Planned deliverables	
<b>Netherlands</b> → 3 - 5 topical exchanges → Contributions to meetings of foodFIRST and vice versa	
Update delivery	
Done	→ Done: Supported foodFIRST event on COVID/geo-political developments, advising on direction and facilitation
Ongoing	→ Ongoing: Coordination of joint activities towards World Food Day

## Food security policy coalition

Planned deliverables	
<b>Netherlands</b> → Facilitate joint agenda setting for relevant topics → Monitoring development NI Food policy development and implementation → facilitate linkages between - and voicing of - local actors and Dutch policy dialogues (3 - 5 exchanges) → Coordination of joint messaging towards Nutrition and the Food Systems summits	
Update delivery	
Done	→ Food security policy coalition has delivered input towards the AIV on COVID 19 (welcomed by IGG)
Ongoing	→ Dialogue started with IGG and LNV on Dutch preparation for Food Systems Summit

## Research oriented partnerships

### NL-CGIAR strategic partnership

Planned deliverables	
<b>Netherlands/ Global</b> <ul style="list-style-type: none"> <li>→ Facilitation of Dutch NL-CGIAR partnership</li> <li>→ Facilitation NL contribution to 2022-2030 CGIAR research strategy (in consultation with NL-CGIAR network)</li> <li>→ Sharing results of CRPs with NL involvement (e.g. A4NH, CCAFS, PIM, WLE, FTA and Gender Platform) a.o. on F&amp;BKP website and Knowledge Portal</li> <li>→ 4 lunch-and-learn meetings (some with WUR) on CGIAR results relevant for MoFA, MoAgri and DD participants</li> <li>→ Support implementation partnership instruments SEP and PPP-expert with NWO-WOTRO</li> <li>→ Joint learning activities on Upscaling CSA Call (GCP4), SSD Call (Midterm meeting)</li> <li>→ Collaboration with A4NH on Food System analysis CGIAR publications to support 12 national governments</li> </ul>	
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Strategy meeting on 20 February: The NL-CGIAR Strategic Partnership; On the road to One CGIAR</li> <li>→ Establish a Sounding Board for input to 'One CGIAR'; first meeting(webinar) on 3 June.</li> <li>→ Lunch &amp; Learn meetings (webinars): 27 May (Food Security and Valuing Water. Food System research in 'Deltas under pressure' and 'Feeding cities &amp; migrant settlements'-WURv and 24 June (Can Sub-Saharan Africa feed itself?)</li> <li>→ Informal consultation meeting (20 February) on the NL-CGIAR Public Private Partnership assignment (PPP-expert)</li> <li>→ Contribution to concept note of PIM/ISSD/WOTRO on The One CGIAR Community of Excellence for Seed Systems Development</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Working group NL-CGIAR meetings; advise on implementation SEP and PPP-expert</li> <li>→ Communication on achievements among others by Lunch &amp; Learn meetings</li> </ul>
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ Joint learning activities on Upscaling CSA Call (GCP4), SSD Call (Midterm meeting); looking for opportunities for virtual meetings</li> </ul>

### FNS research activities

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ GCP/ARF analysis-synthesis study: 8 thematic articles in 19/20 + expert events</li> <li>→ Brochure on ARF/GCP approach</li> <li>→ Final conference ARF/GCP (3-peas-in-a-pod)</li> <li>→ Final factsheets ARF and GCP projects</li> <li>→ Support WOTRO LEAP-Agri mid term (tbd)</li> <li>→ Possible follow-up SKIA consultation</li> </ul>	<b>Country level</b> <ul style="list-style-type: none"> <li>→ Support to event on CSA in East Africa organised by WOTRO and CGIAR-CCAFS</li> <li>→ Advise on links with network and RVO, NABC, APF for follow-up in country</li> </ul>
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Advice provided to thematic articles 'Circular Agriculture'; 'African Indigenous Foods', 'Inclusive Business', 'Smallholder Farmers' and the outcome article 'Private Sector'.</li> </ul>

<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ Preparation of final conference ARF/GCP (3-peas-in-a-pod) and ARF/GCP factsheets</li> <li>→ Advice and support to thematic and outcome articles and brochure on ARF/GCP approach</li> <li>→ Support to lunch meetings and communication activities on ARF/GCP by WOTRO</li> </ul>
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ Possible follow-up SKIA consultation; MinFA to take decision on follow-up steps</li> <li>→ Support WOTRO LEAP-Agri mid term (tbd); Not clear yet if NFPs support to be continued in 2021</li> </ul>

## Education oriented partnerships

### Building the next generation

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ Support YEP agro-food placements (20 ongoing and 30 new positions)</li> <li>→ One Talent Pool Trainee at each Ministry</li> <li>→ Finalising and evaluation of Excellence Programme (30 students)</li> </ul>	<b>Country level</b> <ul style="list-style-type: none"> <li>→ Involvement or participation of YEP-ers in local activities if appropriate</li> <li>→ Three Talent Pool Trainees at embassies (Burundi, Ethiopia, Kenya)</li> <li>→ Cases of embassy programmes and contribution to Excellence Programme</li> </ul>
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ 5 Talent Pool positions filled: 2 extensions - Burundi and Ethiopia, 1 new placement in Kenya and 1 each with MoFA and MoAgri. Embassy placements had to return due to COVID and now work from the Netherlands, Sweden and Greece</li> <li>→ Final event Excellence Programme on 27th January with pitches of all student teams on the report of their assignment</li> <li>→ Evaluation of Excellence Programme is completed, the report will be finalised.</li> </ul>
<b>Ongoing</b>	→ Involvement of Talentpoolers in ongoing work of APF/KP/NFP
<b>Delayed</b>	→ Due to COVID several agro-food Young Experts had to return to the Netherlands or couldn't depart.
<b>New</b>	→ New: YEP training for the new batches (20 +21) are online.

### Strengthening Technical Vocational Education and Training

Planned deliverables	
<b>Netherlands</b> <ul style="list-style-type: none"> <li>→ International workshop on “vertical column in education”</li> </ul>	<b>Country level</b> <ul style="list-style-type: none"> <li>→ Support coalitions Ethiopia, Indonesia, Myanmar</li> <li>→ Coalition building East Africa for dairy (EARNED) and on horticulture</li> </ul>
Update delivery	
<b>Done</b>	→ SMK (agricultural higher education) coalitions supported (with ICCO, Edukans in Ethiopia; publication presented during NI - Indonesia mission).



	<ul style="list-style-type: none"> <li>→ Coalition formed with WUR, RUFORUM, Nuffic for organizing a workshop at the conference 'Africa Knows' (2-4 December); panel on technical and vocational education and training (ATVET) in the agri-food sector.</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ For EARNED focus on blended learning (see under Dairy)</li> <li>→ Study of agro-food vocational education and its linkages in Africa. This mapping will form a knowledge foundation for the Africa Knows panel and provide inspiration/recommendations to strengthen TVET in different African contexts and as input for Orange Knowledge Programme phase 2 of the Netherlands.</li> </ul>
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ Follow-up Bizconnect with MVO in Myanmar delayed due to COVID. Further support from country teams to be phased out before end 2020.</li> </ul>
<b>New</b>	<ul style="list-style-type: none"> <li>→ Support to NFP coalition building of horticultural companies and education institutes, re. Human Capacity Development in the horticulture sector in Africa. (when relevant, linked to Valuable Vegetables)</li> </ul>

### 3.3 Communication and information exchange

Planned deliverables	
<b>Netherlands</b>	
<ul style="list-style-type: none"> <li>→ Deliverables: Ongoing knowledge dissemination existing channels;</li> <li>→ NFP branding / communication strategy;</li> <li>→ Regular newsletter with NFP updates (link to NFP website)</li> <li>→ Follow-up Dutch Knowledge Portal</li> </ul>	
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Two newsletters published with NFP profile, NFP portfolio and new Managing Director</li> <li>→ Dialogue on future Dutch Knowledge Portal held. Decision not to implement as originally foreseen; NFP website/portal should give access to NL expertise.</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ NFP branding track has started and is on course to deliver brand-identity, logo, house style, website and related communication channels and tools as per September 1st.</li> <li>→ APF and KP messaging coordinated with NFP communication. An action plan for phasing-in NFP communication channels and phasing-out APF and KP channels is in place.</li> </ul>

## Network exchange and events

Planned deliverables	
<p><b>Netherlands</b></p> <ul style="list-style-type: none"> <li>→ Establish linkages with Top Sectors Agri &amp; Food, and Horticulture and Starting Materials and sector associations such as Plantum (seeds), NAO (Potatoes), and VNO-NCW.</li> <li>→ Engagement with partnerships and national / regional programmes funded through Dutch ODA aimed at reaching SDG2</li> <li>→ Organize Word Food Day plus publication of related Food Paper</li> <li>→ Develop approach of coalition and Innovation café's</li> </ul>	
Update delivery	
<b>Done</b>	<ul style="list-style-type: none"> <li>→ Cooperation established with SeedNL. Coalition support and recruitment of external capacity being finalized</li> <li>→ Outreach to Topsectors initiated (firstly in view of WFD at request of LNV)</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>→ WFD preparation in full swing. Concept developed and pitched at IGG and LNV (choice for a hybrid event (largely virtual with a studio set-up).</li> <li>→ Linkage to parallel WFD events overseas is being planned</li> <li>→ Dialogues with content partners initiated</li> </ul>
<b>Delayed</b>	<ul style="list-style-type: none"> <li>→ Specific networking events in terms of coalition initiation were not yet planned when COVID arrived. It is not expected that much can be done in this regard this year as far as 'in the room' face to face interaction is concerned</li> </ul>

## 4. Organisation

### 4.1 Governance

A good working relationship has developed between the NFP Steering Committee, the APF Board and the KP Consortium. A director for NFP has been recruited and she will assume office on 1st September 2020. A start has been made with reviewing the governance set-up for NFP (Board of Directors or Board of Trustees), the required changes of the APF statutes to function as statutes of the NFP Foundation, as well as contracting arrangements with MinFA. The new entity as well as clarity on the contracting relationship between NFP and MinFA is to be settled well ahead of 2021. To be able to have NFP in place by 1st January 2020, the planning is to have final-draft statutes ready and decisions taken on contracts before 1st September .

### 4.2 APF/KP team

#### Operations

After collaborating in the years before, APF/KP started working as one team. The APF/KP team works flexibly from different locations to enable close interaction with key partners (Utrecht office at walking distance from relevant partners, at WUR-WCDI close to other layers WUR; in The Hague close to MoFA and MoAgri and other partners). Regular team meetings are held in Utrecht (online from mid March) on ongoing activities and the NFP-process (in depth discussions on the NFP Profile, required services, criteria for selection, portfolio development, etcetera).

At the same time APF/KP is operational in Benin, Burundi, Ethiopia, Indonesia, Kenya, Mali, Myanmar, Niger, Rwanda, Tanzania, Uganda and Zambia. Early 2020 the NFP Steering Committee decided that a permanent country presence outside the Netherlands does not suit the NFP functions. Following this, APF decided to discontinue its country teams per 2021. The decision has been widely communicated but is not always well understood or appreciated and may affect ongoing relations with partners in terms of identifying new - NFP proof - initiatives. And while the preparation for dismantling the country teams is on course, the attention for local connectivity and demand for stakeholders at country level for NFP remains important. Several ideas to address this issue were developed by APF including a regional approach. In order to look for practical and flexible (contrary to structural) solutions it has been agreed with MoFA and LNV to organize several round tables with Embassies to explore local coalition opportunities and identify capacity needed for local connectivity for NFP and options and ways to organize this. The aim is to finalize this by the end of September to be able to include relevant approaches in the NFP budget. Subsequent contracting of local capacity would be treated as external expertise.

#### Capacity

In the first semester of 2020 an assessment has started to specify the NFP competencies as well as the current capacity of APF/KP staff. This so-called “HR trajectory” under guidance of an

external consultant has resulted in a picture of the NFP organisation and needed capacities in terms of competencies and FTE. The organisational profile paved the way for the next phase: matching current capacity with the new profile. The objective of the Steering Committee is to finalize phase 3 of the HR-trajectory, i.e. the actual implementation of required changes in the team, before the new managing director starts (originally expected to start by July 1st, now by September 1st). If this can be finalized before September 1st is yet to be seen. A provisional budget based on the proposed NFP-organisation in terms of FTE is presented in chapter 5.2.

As a result of COVID most staff are now still working from home (in both NL and in the countries) or in shifts. Roll out of activities on the ground has ceased and are expected to only pick up after August. Slowly but steady online activities have led to renewed energy. But activities that do not continue under NFP will need to be finalized by November 1st in order to smoothen closure of country networks. In some cases this will mean that activities will not be resumed.

In view of the various upcoming changes, staff at NL and country level have started looking for new job opportunities. At the country level staff is actively looking for new employment as APF teams will be dissolved by end 2020. Due to COVID job opportunities are however scarce so outflow is less than could be expected (we have said goodbye to Ethiopian and Tanzanian staff so far and NL staff especially on HR). In general gaps are primarily filled from within the team as onboarding of successors will ask a lot of investment in this transition phase. Where needed temporary staff or consultants are hired such as for communication, office and HR support. While some of these changes have a cost saving effect the downside is increasing workloads and breaks in continuity. The lengthy change process draws heavily on staff motivation while commitment to the APF/KP/NFP cause(s) remains high. To assist APF/KP staff in dealing with the anxieties and disruptions additional HR support in the second semester will be dearly needed.

### 4.3 Monitoring, Evaluation and Learning

APF/KP will focus in 2020 on monitoring results at output and outcome level with regard to the results areas mentioned in chapter 3, in particular the added value of APF/KP for the various coalitions and the sharing and promotion of NL expertise.. As part of the transition to NFP the global results frameworks and result indicators of APF and KP will be attuned in 2020. This is planned for the second semester.

Within the framework of the subsidy agreement MoFA and APF a mid term review (MTR) was supposed to take place, It has been agreed to cancel this MTR and instead organize at the request of MoFA a reflective review on APF looking at the full period of APF since its inception. Goal is to take stock of what has been achieved, draw conclusions on its meaning for stakeholders as well as collect and mark lessons learned valuable for NFP. A terms of reference has been agreed upon and the reflective review is to be finalized by November 2020 to be published in a report and an accompanying publication: working title “The Story of APF”. The review will build on data already collected as well as interviews and validation sessions with stakeholders.

## 5. Budget

### 5.1 Budget prognosis

For 2020 APF/KP budget the following principles were applied:

- APF/KP subsidies from IGG following the same budget lines as in 2019
- Covering of NFP transition cost shared between APF and KP
- Contrary to the APF financial strategy and 2018-2019 annual plans, no financial target
- Agreement with MoFA to recover any end-of-year deficits within the APF/KP multi-year budgets

#### AgriProFocus

The overview presented below provides the original budget as approved and a prognosis for 2020 for APF. Note that:

- Changes (so far) in staff, office, administration, and operational cost are taken into account. Budget lines in particular for travel, external meetings, and office cost will not be depleted due to COVID-19. In the prognosis additional temporary staff to fill up gaps in HR, office support and communication have already been factored in. As we expect more staff leaving in the second semester (especially at the country level) the cost saving effect will most likely turn out higher than indicated in the table.
- At the level of both NI and country networks it is expected that activities will pick up in the second semester, but on the whole live interaction will be less than expected across the year. Planned project cost and contributions from third parties will most likely remain at the level of already contracted projects at the start of the year, contrary to previous years when new contracts were signed during the year.
- The budget covers transition activities at the request of the NFP steering group and of MoFA including various organisational, branding and activity costs. Expenditures in that respect are within the budgetary limits and expected to stay that way.
- Overall as compared to the budget, the prognosis shows a positive result of 45K Euro as compared to the predicted negative result in the annual plan of about 60K by the end of the year.

BUDGET 2020	APF NL		APF CN		KP via APF	KP via WCDI	Total KP	Total APF/KP		Total via APF	
	Budget	Prognosis	Budget	Prognosis	Budget	Budget	Budget	Budget	Prognosis	Budget	Prognosis
Staff	1.299.774	1.288.719	1.022.411	975.219	466.543	556.384	1.022.927	3.345.111	3.286.865	2.788.727	2.730.481
Office	114.172	108.728	170.950	170.950	25.000	0	25.000	310.122	304.678	310.122	304.678
Admin.	155.966	155.966	234.248	231.694	0	0	0	390.215	387.661	390.215	387.661
Operations	185.553	163.053	29.100	29.100	112.073	0	112.073	326.726	304.226	326.726	304.226
Activities	360.000	275.000	1.003.364	1.003.364	405.000	935.000	1.340.000	2.703.364	2.618.364	1.768.364	1.683.364
<b>TOTAL COST</b>	<b>2.115.465</b>	<b>1.991.466</b>	<b>2.460.073</b>	<b>2.410.328</b>	<b>1.008.616</b>	<b>1.491.384</b>	<b>2.500.000</b>	<b>7.075.538</b>	<b>6.901.793</b>	<b>5.584.154</b>	<b>5.410.409</b>
<b>INCOME</b>											
APF subsidy	1.233.875	1.233.875	1.233.875	1.233.875	0	0	0	2.467.750	2.467.750	2.467.750	2.467.750
KP subsidy	0	0	0	0	1.008.616	1.491.384	2.500.000	2.500.000	2.500.000	1.008.616	1.008.616
Members fee	84.000	84.000	0	0	0	0	0	84.000	84.000	84.000	84.000
YEP subsidy	29.375	29.375	0	0	0	0	0	29.375	29.375	29.375	29.375
Proj. income	373.018	298.018	1.272.364	1.272.364	0	0	0	1.645.382	1.570.382	1.645.382	1.570.382
Other income	290.957	296.024	0	0	0	0	0	290.957	296.024	290.957	296.024
<b>TOTAL INCOME</b>	<b>2.011.225</b>	<b>1.941.292</b>	<b>2.506.239</b>	<b>2.506.239</b>	<b>1.008.616</b>	<b>1.491.384</b>	<b>2.500.000</b>	<b>7.017.464</b>	<b>6.947.531</b>	<b>5.526.080</b>	<b>5.456.147</b>
<b>RESULT 2020</b>	<b>-104.239</b>	<b>-50.174</b>	<b>46.166</b>	<b>95.911</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-58.073</b>	<b>45.738</b>	<b>-58.073</b>	<b>45.737</b>

- Cost related to the effects of the HR trajectory for individual staff members (in case of redundancy) are not yet taken into account and are not yet calculated as changes have not materialized yet.
- It is therefore important to note that APF has two reserve facilities: a continuity reserve of about 360K and a special purpose reserve of 218K Euro which was already planned to offset the bulk of losses in 2019 registered due to NFP preparatory activities. Note that the preliminary audit results for 2019 show a negative result of about 300K Euro which is lower than predicted in the February prognosis.

## Knowledge Programme

- A detailed prognosis of the expenses in 2020 for the KP part of the budget cannot be presented. The 3 consortium partners have their own expenses / bookkeeping. An overall financial report will be compiled in July for the first semester to evaluate progress and to claim the costs. It is expected that cost of Staff and Office in 2020 will be as budgeted.
- Cost of Operations and Activities will for sure not exceed budget, but instead underspending is expected for various reasons:
  - ◆ The transition to NFP will take time to get new activities (coalitions) running.
  - ◆ Planned activities such as studies and events are postponed or will have less expenses due to the virtual meetings without field visits and facilitation costs.
  - ◆ In addition the NFP process required substantial time investment of the team, which put pressure on the core work.
- Due to the COVID-19 crisis it is foreseen that embassies will put forward less questions/proposals than expected and activities with ministries and multilateral organizations will be fewer.

## 5.2 Budget outlook NFP 2021-2022

Based upon the NFP organisation profile (FTE and competencies) presented in HR trajectory report a first calculation can be made estimating the planning of resources within the framework of the current APF and KP contracts with MinFA. The following table provides a rough estimate of staff, operational cost and available means for support from external experts, coalition activities (including seed money for studies, meetings, events, etcetera), regular activities (including promoting NL expertise) for the year 2021. The estimate does not include other than MinFA resources, e.g MoAgri for SeedNL, World Food Day and coalition partners who will pay for services and invest in activities in kind or in cash.

Estimate budget NFP 2021						
Staff cost	Euro	Operational cost	Euro	Activity cost	Euro	Sumtotal
Management	250,000	Office	125,000	Coalition activities	1,000,000	
Coalition building	650,000	Administration	90,000	Regular activities	750,000	
Knowledge brokering	400,000	Implementation	115,000	External experts	1,250,000	
Communication	150,000					
Office and HRM	100,000					
Finance and procurement	70,000					
Other staff cost	50,000					
<b>Total</b>	<b>1,670,000</b>		<b>330,000</b>		<b>3,000,000</b>	<b>5,000,000</b>

This budget is based on the original average annual budgets of APF and KP (both 2.5 mln/year). The current contracts of APF and KP continue in 2021 and 2022, which implies a minimum budget of 5 mln/year. KP had an underspending in 2018 and 2019 due to among others the transition from F&BKP to KP with more focus on organizing learning trajectories preferably in-country and less (financial) supporting activities of other stakeholders. Also embassies put forward less questions/proposals than expected and the activities with ministries and multilateral organizations were fewer than foreseen. The main cause was the transition towards the NFP which instigated uncertainties about what activities would fit in the future NFP portfolio and which required substantial time investment of the team. It is estimated that this underspending implies an extra €500,000 annually for 2021 and 2022. It can be concluded that the financial resources for the next two years are sufficient to realize the ambitions of NFP.