



# Annual Report 2021

6 May 2022

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## EXECUTIVE SUMMARY

It is NFP's pleasure to offer this annual narrative report 2021 with the results of its first year of operation to its funders - the Ministry of Foreign Affairs (MoFA) and the Ministry of Agriculture (MoA). In it NFP reports on its performance towards the 3 strategic objectives it has defined for its first two years. Here we highlight the main results.

### NFP strategic objectives 2021 - 2022

1. NFP facilitates the Dutch diamond to have an even greater impact on SDG2 internationally by building a convening platform where relevant partners find opportunities to increase their impact.
2. NFP supports at least 10 existing and/or new collective impact initiatives that contribute to improved food system outcomes in LMIC.
3. NFP evolves into the Dutch backbone organisation with recognized expertise in supporting these collective impact initiatives (coalitions) on food system improvements.

NFP started in a year in which the momentum was fed by global crises (COVID- 19 and climate) and an increased international attention for food systems (UN FSS and Cop 26). As such NFP's mission aligned with urgent developments. NFP took this opportunity and geared its capacity to play a convening and accelerating role in the broad landscape of stakeholders committed to tackle food system challenges. As a result, 'Food Systems' formed the red thread in NFP's work and positioning.

### NFP Convening Platform

NFP's 'delivery-to-plan' for platform initiatives was largely on target. 'Ministry support' and 'Capacity strengthening' initiatives exceeded expectations; 'Communities of practice (CoP)', 'Strategic networks' and 'Scoping' lagged somewhat although the latter two also became a feature of NFP delivery to coalitions.

75% of specific outputs under these initiatives could be finalised in 2021. While partly a result of too ambitious planning - with NFP still building up its capacity - this also spoke to the limited absorption capacity among stakeholders due to COVID 19. In view of that context, NFP delivery was at an acceptable level, although it did result in an underspending. Key highlights of the NFP platform support included:

- ★ NFP succeeded in offering support to a wide diversity of topics. Flagship platform initiatives such as the policy dialogue on UN FSS, the E-course on food systems, CoP events on 'Digital solutions', but also the start of a partnership such as 'Saline water and food' were well used / attended by stakeholders. Across its platform programme NFP organised 85 separate events (small and large) which enhanced the knowledge base and understanding among around 5,000 professionals well spread across all diamond stakeholder groups.

- ★ By providing information and being a linking pin in relation to the Dutch contribution to the UN FSS NFP played a valued role towards (policy) dialogues in line with MoFA and MoA directions. NFP was also able to link up to EU and multilaterals, LMIC networks and to connect specific coalitions to this policy arena. NFP enabled stakeholders to be well prepared for dialogue and for them to lift the Dutch contribution to a higher level.
- ★ NFP brokered knowledge also through numerous (120+) informative and strategic (advice, policy briefs, syntheses and mappings) knowledge products. The majority of which NFP made publicly available through its social media channels and website reaching out to about 50,000 'readers'. Throughout 2021 NFP received unsolicited requests for support. Those falling within its mandate, NFP effectively linked to specific knowledge or stakeholders from NFP's network or to ongoing NFP activities (including to coalitions).

Overall the uptake in enhancing (i) stakeholders understanding and (ii) policy dialogue, can be seen as significant outcomes of NFP support to various platform related initiatives. Co-creation was high with over 140 organisations contributing (Dutch, international and LMIC) emphasising ownership. It has set NFP on the track of becoming a trusted convening partner within the Dutch sector and beyond. And it is an encouragement to aim to understand more about how stakeholders are putting knowledge and opportunities to good use for food system transformation.

### **Collect impact initiatives**

As compared to its two year objective NFP delivered coalition support to 8 out of 10 collective impact initiatives with 50+ unique stakeholders involved from all diamond stakeholder groups. At the end of 2021 NFP had identified potential for more. NFP coalition support focussed for two-thirds on food system innovations in East and West Africa. The other third involved initiatives that were in the process of setting country preferences. Looking at NFP's regional 'preferences' there is room to diversify. In terms of food system challenges being targeted the spread is in descending order of receiving most NFP support: 'Equal access'; 'Resilient Ecosystems'; 'Healthy diets'.

NFP coalition output delivery (including events and knowledge products - about 50 each) in 2021 was around 75% completion for similar reasons as for platform delivery. As a large part of the coalitions were in their initial (preparatory) stages the underspending was quite considerable. Nonetheless in terms of quality coalitions progressed at an acceptable level and NFP's coalition support bore diverse fruit at different coalition 'maturity levels':

- ★ One third of NFP support helped coalitions with establishing a common agenda / vision and creating strong linkages showing initial stages of increased complementarity and synergy.
- ★ Almost half of NFP support enhanced mutually reinforcing activities showing that those coalitions are moving towards enhanced scaling.

- ★ The support of NFP contributed equally to enhancing coalition partners' and stakeholders' understanding and readiness for policy dialogue, setting them on a course for their specific missions towards food transformation..

### **NFP backbone development**

In 2021 NFP has made considerable strides in developing into a strong backbone organisation. The core was building the NFP team. NFP grew from 20 to 22 team members of which 17 were on the payroll of the organisation and 5 seconded by consortium partners, The Broker and WCDI. The latter two also provided a valuable base for engaging expertise for specific assignments. Partnering with other organisations in specific projects has also availed necessary capacities.

In 2021 NFP drew inspiration from the experiences summarised above from its practice. This fed the development of NFPs collective impact approach, (communication) tools, results framework, (financial and operational) systems and team building. It also set the stage to sharpen NFP's strategic orientation with stakeholders .

The work of NFP could not have been done without the driving engagement of diamond stakeholders. Professionals of over 180 unique organisations were mobilised and involved in co-creating initiative agendas, knowledge products and events. This enabled NFP to make a strong first leap in its role of convenor and accelerator of collective impact. A lot is still to be done.

For NFP's first year in operation the glass is more than half full, up to the next!

### **Myrtille danse**

**Executive Director**

**Netherlands Food Partnership**

## INTRODUCTION

NFP convenes collective impact coalitions between international parties and relevant Dutch organisations to achieve urgent transformations of food systems in LMICs contributing to end hunger, achieve food security and improved nutrition and promote sustainable agriculture. As a [backbone organisation](#) NFP supports Collective Impact Coalitions to reach their full potential. And through its Platform it offers a convening space where initiatives can land and grow.

In terms of content focus NFP contributes to tackle food system challenges with regard to:

- ★ Equal access and distribution of food (inclusive sector development, inclusiveness, decent work and income, financial inclusion).
- ★ Healthy diets (availability, accessibility, affordability, inclusivity, facilitative food environment and health system).
- ★ Resilient ecosystems (climate change adaptation, sustainable agriculture, sustainable consumption patterns, sustainable natural resources management).
- ★ Peace, justice and stability (rule of law, strengthened institutions, humanitarian-development nexus, resilience to shocks, conflict prevention).

For its first two years of operation NFP formulated three key performance objectives for 2021-2022:

1. NFP facilitates the Dutch diamond to have an even greater impact on SDG2 internationally by building a convening platform where relevant partners find opportunities to increase their impact.
2. NFP supports at least 10 existing and/or new collective impact initiatives that contribute to improved food system outcomes in LMIC.
3. NFP evolves into the Dutch backbone organisation with recognized expertise in supporting these collective impact initiatives (coalitions) on food system improvements.

Throughout 2021 the focus of NFP has been on delivering on the above objectives following the initiatives that were highlighted in the NFP annual plan under objectives 1 and 2. As some ambitions were formulated quite general at the start, the first half year involved substantial time to develop these into concrete plans. Mid 2021 this allowed NFP to update its work plan to form a solid basis for this first annual NFP report.

In addition, the first half year required NFP to familiarise with itself in its new role and building the backbone organisation - objective 3. This included developing its approach for platform initiatives, collective impact coalitions, as well as its results based monitoring approach, and theory of change.

With MoFA NFP agreed on key performance indicators (KPI's) to measure NFP success against these objectives in terms of its delivery - **outputs** (see annex 1). NFP was to further report on the benefits for stakeholders, partners, and the coalitions it serves: in other words the **outcomes** that NFP has contributed to through its support. In developing its approach NFP has formulated a basic set of outcome indicators - as depicted on the right - that complement NFP KPI's at output level.

NFP outcome areas	NFP outcome indicators
Increased complementarity and synergy	Effective linkages created
	Common agenda / vision established
Scaling enhanced	Mutually reinforcing activities enhanced
	Shared measurement set-up
Accelerated innovation	Capacities / understanding enhanced
Improved institutional environment	Policy dialogue and communication enhanced

This report presents and analyses NFP 2021 following the basic set-up of the annual plan:

- ★ Chapter 1: Platform to increase Dutch impact on SDG2 - focus on platform initiatives support and outcomes
- ★ Chapter 2: Building collective impact initiatives - focus on coalitions supported delivered and outcomes
- ★ Chapter 3: Developing the NFP backbone organisation - focus on internal organisation, key performance indicators and financial statement

# 1. NFP Platform to increase Dutch impact on SDG2

*NFP serves as a convening space to connect stakeholders from business, civil society, academia and government. Connections between stakeholders can be brokered around a particular opportunity, request, or an emerging theme. In all activities NFP will build on the energy of stakeholders, who are in the lead.*

## 1.1 Overview

NFP planned to support 51 distinct initiatives, of which 49 were actually supported. Thus overall NFP support was largely in line with targets set for 2021.

The box provides the overview per platform initiative type planned and realised. It shows that that realisation was not completely according to the original division:

Type of NFP platform initiatives	Planned for 2021 #	Active in 2021 #
<b>Scoping</b>		
EKN support	8	7
Ministry support	2	6
Stakeholder support	5	3
<b>Communities of practice</b>	5	4
<b>Strategic networks for scale</b>	12	9
<b>Capacity strengthening and learning</b>	8	10
<b>Communication and policy influencing</b>	5	5
<b>Total</b>	<b>45</b>	<b>44</b>

- ★ Ministry support and capacity strengthening initiatives exceeded expectations.
- ★ Communities of Practice (CoP), Strategic network and Scoping initiatives lagged behind although the latter two also became a feature of NFP support delivery to coalitions not reflected here.
- ★ In a few cases initiatives fell through because they turned out to not fit well with NFP's mandate.

Throughout 2021 NFP also received unsolicited requests for platform support. While not all of these were meticulously recorded, 85 were monitored on their result:

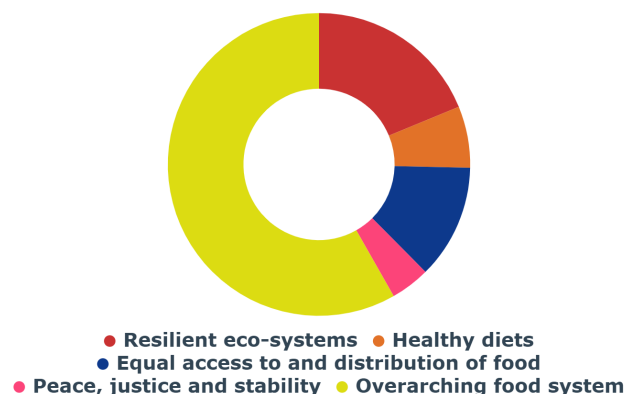
- ★ 40% of these requests did not qualify for NFP support (funds, regions, activities unrelated to NFP).
- ★ In 25% of these cases NFP provided effective linkages to specific knowledge or stakeholders from NFP's network or provided a (brief) presentation at an external event / meeting.
- ★ The remaining 35% of unsolicited requests NFP linked to (to be) planned activities (e.g. to the Digital Agriculture Collective, NFP's support on UN Food Systems Summit - UNFSS - related activities, or the YALTA coalition).



Throughout the year NFP was able to tap into the driving momentum of the UN FSS. NFP directly and indirectly supported and connected relevant events, and knowledge products within the perspective of food systems.

The graph on the right confirms this. It shows NFP's attention for specific food system challenges in its delivery. And it brings out a strong focus on the overarching food system debate and learning in 2021. Food systems thus formed the red thread in NFP's platform support and positioning.

**NFP Platform Delivery by Food System Challenge**



The work of NFP could not have been done without the engagement of stakeholders. Professionals of over 140 unique organisations were involved in co-creating agendas, knowledge products (128) and events (85) reaching out to 4,846 participants from different stakeholder groups. a.o. This enabled the growth of a community of stakeholders finding each other through NFP..

## 1.2 Scoping

*The NFP platform provides a space to identify food system challenges that need further collaborative action. This includes: (i) Scoping support to Netherlands Embassies (EKN) and to MoFA to enhance impact of public sector FNS interventions, and (ii) Scoping support to stakeholder groups.*

### Ministry and Embassy scoping support

Ministry support by NFP exceeded planned delivery. NFP facilitated support to 6 instead of 2 initiatives for MoFA. This included consultancies and support to strategic and learning questions bringing together MoFA staff around specific topics. Regular management interaction made sure this direct support was in line with evolving needs, coordinated within appropriate deadlines and also connected to other platform and coalition initiatives MoFA participated in.

In 2021 NFP connected on a regular basis to between 10 and 15 embassies to identify needs for support and to pitch relevant opportunities for linking EKNs to stakeholders and activities in the wider NFP network. Embassy staff regularly participated in NFP platform initiatives to bring in and gather knowledge and experiences and were involved in various coalition tracks.

Direct NFP support to EKNs was almost on par with planning (7 out of 8 initiatives supported). Initiatives supported included strategic support in knowledge exchange as well as organising advisory missions. The depletion of the EKN fund for such outgoing support missions was however below expectation. This was largely due to the impact of the COVID-19 crisis limiting absorption at EKN level as well as the possibilities for international travel. The box below presents the NFP 2021 results for Ministry and Embassy support.

Initiative	Output	Outcome
<b>Ministry Strategic Support</b>	<ul style="list-style-type: none"> <li>★ 4 Lunch &amp; Learn Webinars facilitated</li> <li>★ Strategic advice towards drafting IGG Strategic Knowledge and Innovation Agenda (SKIA)</li> <li>★ Science policy futures debate (see under 3.2.5)</li> </ul>	<p><b>Increased understanding</b> and <b>Vision established</b> of MoFA and its staff (122 participants (80% public servants; plus resource persons from other stakeholder groups) on:</p> <ul style="list-style-type: none"> <li>★ Nature-Based Solutions for agriculture water management and FNS;</li> <li>★ World Benchmarking Alliance: accountability mechanisms as a driver for change;</li> <li>★ Digitalisation for FNS;</li> <li>★ Climate Smart Agriculture after COP26;</li> <li>★ Strategic Knowledge and Innovation Agenda</li> </ul>
<b>Ministry Fund</b>	<ul style="list-style-type: none"> <li>★ 4 Consultancies facilitated (advice on ToR, Expertise search and funding)</li> <li>★ E-course on food systems facilitated with WUR-WCDI (1st round for NL public servants)</li> </ul>	<p><b>Increased understanding and vision established</b> of IGG for:</p> <ul style="list-style-type: none"> <li>★ Development MoFA nutrition policy framework</li> <li>★ opportunities for West Africa from FNS and private sector policy perspectives</li> <li>★ Trained 132 NL public servants (Embassies, MoFA, MoA and RVO) on concepts, tools and practices on Food Systems</li> <li>★ Opportunities MENA region (finalised in 2022)</li> <li>★ Impact pathway development (finalised in 2022)</li> </ul>
<b>EKN Strategic Support</b>	<ul style="list-style-type: none"> <li>★ Regular strategic exchanges with 10 - 15 Embassies</li> <li>★ Follow-ups with strategic advice in the form of pitches / inputs / proposals for support</li> <li>★ 3 Webinars facilitated in cooperation with EKN and Agribiz Booster Benin</li> </ul>	<p><b>Increased understanding</b> and more <b>effective linkages</b> among EKN's regarding:</p> <ul style="list-style-type: none"> <li>★ Roadmap for Food Estate Development North Sumatra</li> <li>★ Circular solutions for maize PHL reduction / valorisation Uganda / Rwanda</li> <li>★ Protein transition among EKN Washington, IFC and WB group and Dutch companies</li> <li>★ Sector issues and opportunities among key partners horti sector Benin (about 100 stakeholders)</li> </ul>

<b>EKN Fund</b>	<ul style="list-style-type: none"> <li>★ 3 Consultancies facilitated (advice on ToR, Expertise search and funding)</li> <li>★ International E-course on food systems facilitated with WUR-WCDI (2nd round for international diamond stakeholders)</li> </ul>	<p><b>Increased understanding</b> and more <b>effective linkages</b> of EKNs and related partners:</p> <ul style="list-style-type: none"> <li>★ On Benin FNS vulnerability situation</li> <li>★ Issues and opportunities around food loss Kenya</li> <li>★ Horticulture programming opportunities Nigeria</li> <li>★ Trained 565 international diamond stakeholders on concepts, tools and practices on Food Systems</li> <li>★ Coffee Yemen (in pipeline for 2022)</li> </ul>
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### Stakeholder scoping support

NFP planned to support 5 stocktaking processes to develop forward looking agendas for food systems innovations. 3 out of 5 planned initiatives were taken up and largely finalised. Scoping for a collective impact coalition on food systems resilience, with World Bank FSRP in Mali, Burkina, and Niger proved not realistic in the current context. As mapping also became a key NFP support activity in various coalitions (reported in the next chapter), NFP thought it less expedient to initiate additional scoping activities.

Initiative	Output	Outcome
<b>Innovative horticultural business models</b>	<ul style="list-style-type: none"> <li>★ Two-pager possible collaboration MSM-HGT and EKN Uganda</li> <li>★ Horticulture business model exploration event organised for Uganda with EKN collaboration and Holland Green Tech.</li> </ul>	<ul style="list-style-type: none"> <li>★ <b>Effective Linkages between</b> MSM and HGT, EKN Uganda and national stakeholders</li> <li>★ <b>Increased understanding</b> among 27 Ugandan horti professionals (50 - 50 development organisations and companies)</li> </ul>
<b>Circular agriculture</b>	<p>NFP supported Bopinc and MVO Nederland to bring together clusters of Dutch and local businesses and stakeholders to advance business opportunities for SMEs in circular agriculture. Planned delivery was close to 90% including:</p> <ul style="list-style-type: none"> <li>★ 2 ideation labs plus a coalition exchange for in Nigeria and Indonesia</li> <li>★ 2 scoping studies, reports and blogs</li> </ul>	<ul style="list-style-type: none"> <li>★ <b>Increased understanding</b> among 50 Nigerian and Indonesian stakeholders about most promising waste streams for valorisation (criteria: overall sector size, waste volume; contribution to local food security).</li> <li>★ The tool developed was used to initiate a <b>common agenda</b> around 3 business models (cocoa fruit waste to create healthy consumer products; rice husk to create high calorific pellets; cashew apple waste to create healthy consumer products). Follow-up in terms of developing clusters around promising models yet to materialise.</li> </ul>
<b>Digital agriculture</b>	<p>Scan on global trends, networks, donors and associated policy priorities for MoAgri policy on DigiAgri International</p>	<ul style="list-style-type: none"> <li>★ Work is to be finalised in 2022 in consultation with MoA, including an event to validate and increase understanding about the issues with stakeholders</li> </ul>

## 1.3 Communities of Practice

*NFP facilitates Communities of Practice (CoPs), which bring together Diamond actors in cross-sectoral and cross-programmatic exchange. In a results-oriented way, participants capitalise on the Dutch position at the forefront of knowledge for SDG2. The CoPs serve as a platform space in which partners fulfil specific networking and knowledge needs, and as such form a breeding ground for action coalitions.*

NFP planned to support a maximum of 5 CoPs in 2021. 3 delivered good results. 'Digital' and 'Food and Stability' developed a common agenda on specific actionable topics. The CoP on Food Systems formed a strong backbone for the NFP support to the UN FSS process delivering in effective linking, joint learning and visioning, as well as policy influencing. This confirms the vision of NFP that CoPs are both a catalyst for learning but also has potential for collective action to innovate and influence the food system (governance). The development of a Post Covid-19 CoP was cancelled in coordination with MoA.

Initiative	Output	Outcome
<b>Digital Agriculture Collective (DAC)</b>	<p>NFP supported learning on barriers that stand between newly developed digital services and agribusinesses, low-income producers (and consumers). NFP delivery in 2021 was at 100% of planned outputs:</p> <ul style="list-style-type: none"> <li>★ 1 exchange event, 2 'sprints' ('digital divide and 'viable business models)</li> <li>★ 4 knowledge products including a learning review capturing the results and lessons learned of the DAC</li> </ul>	<ul style="list-style-type: none"> <li>★ <b>Effective linkages</b> created between Bopinc, 2scale, SNV, Cordaid, ICRA, Solidaridad, WUR, IDH, NSO, NPM, RVO and MoFA)</li> <li>★ The exchanges <b>increased the understanding</b> among 80+ professionals (20% public, 40% development, 20% knowledge, 15% private; 5% financial) on how to 'narrow the digital divide' and 'commercial viability'. 15 organisations (knowledge, private sector and development organisations) signed a pledge to action ( for a common agenda and partnerships in 2022)</li> </ul>
<b>CoP Food security &amp; stability</b>	<p>NFP supported this CoP to align insights and ideas for interventions that increase realisation of SDG2 while tackling the root causes of conflict and instability. NFP delivery was at 85% of planned outputs:</p> <ul style="list-style-type: none"> <li>★ 3 workshops / CoP exchange events on 'resilience' and on 'flexible programming'</li> <li>★ 4 knowledge products including a <a href="#">paper on food systems resilience</a></li> <li>★ Start paper on flexible programme which is to be finalised in 2022</li> </ul>	<ul style="list-style-type: none"> <li>★ <b>Effective linkages</b> created between WCIDI, WEcR, CARE, ZOA, Cordaid, KPSRL, MoFA, Mercy Corps, CARE and The Broker</li> <li>★ The resilience paper provided input towards <b>common agenda</b> setting for the Food Systems Summit. Potential was explored for a collective impact coalition following up paper (linked to REPRO in the Horn of Africa)</li> <li>★ <b>Increased understanding</b> about the needs of CoP members vis a vis policy makers around flexibility in programming for 180+ professionals (15% public, 50% development, 35% knowledge)</li> </ul>
<b>CoP Disability inclusion</b>	<p>Exploration meeting with ZOA, African Disability Forum, See You Foundation, a.o.</p>	<p>It was decided not to proceed as it was not in NFP.</p>

	<p>("We Are Able!" programme to assess potential of NFP support</p>	
<p><b>CoP Food systems</b></p>	<p>NFP facilitated a CoP on the food systems approach to exchange Dutch knowledge and expertise. In 2021 the focus was on engaging NL stakeholders towards the UN Food Systems Summit. Delivery exceeded planning as interest grew among stakeholders and included:</p> <ul style="list-style-type: none"> <li>★ 10+ pre, during and post UN FSS events including policy dialogues and network exchanges a</li> <li>★ Production of <a href="#">10+ knowledge products</a> such as activity reports and blogs</li> </ul>	<ul style="list-style-type: none"> <li>★ <b>Effective linkages</b> enhanced between a cross section of Dutch diamond stakeholders (100+ organisations exchanging view and ideas)</li> <li>★ Stakeholders were able to <b>enhance their understanding</b> of the issues at stake and came better prepared for the Pre-Summit. More than 530 participants (10% public, 25% development and knowledge each, 20% private sector) benefitted</li> <li>★ NL government received policy input from participants from the Dutch Diamond contributing to an <b>improved enabling environment</b></li> </ul>

## 1.4 Strategic networks for scale

*NFP maintains strategic relations with LMIC stakeholder groups, directly and via Dutch stakeholders, with the Top Sectors and other private sector networks, and facilitates the engagement of the Dutch sector with multilaterals. This serves to have a focused dialogue on challenges and to identify opportunities for these stakeholders' engagement, participation in coalitions, and scaling.*

NFP planned to support 12 strategic networks in 2021 and realised support for 9. The overview box below presents delivery and outcomes of NFP support to specific networks. Supporting these strategic partnerships formed an important part of capitalising on the Dutch position at the forefront of knowledge for SDG2. This is especially so in NFP's support to NL-CGIAR (reported separately below with multifaceted outcomes). In its network support role NFP also capitalised on opportunities for synergy by enabling cross linkages, to mention:

- ★ NFP linked networks to its delivery to specific coalitions and in the context of policy influencing.
- ★ Working with EU and multilaterals was done in conjunction with foodFIRST
- ★ Linkage to LMIC networks took place in various NFP youth related activities and in YALTA.

## Support to SDG2 related networks

Initiative	Output	Outcome
<b>ATVET network</b>	<ul style="list-style-type: none"> <li>★ Presentation TVET-background document by ICRA at RUFORUM</li> <li>★ Development of an ATVET roadmap was postponed to 2022 in consultation with MoFA, MoA, RUFORUM, WUR, Nuffic, GroenPact</li> </ul>	<b>Enhanced understanding</b> of African stakeholders on the barriers faced by African ATVETS in providing and recommendations for future support to agro-food TVET
<b>foodFIRST</b>	NFP provided foodFIRST with strategic advice and co-funding to organise 4 policy dialogues / exchanges on EU/Africa policy issues and collaborated around World Food Day (digitization / youth).	<ul style="list-style-type: none"> <li>★ More than 700 stakeholders from different sectors (35% public, 15 % private, 15% knowledge, 25% development, plus 10% other). 45% female and about 10% youth <b>enhanced their understanding</b> a.o. of EU-Africa Relations, the EU's Farm to Fork (F2F) Strateg, the opportunities and pitfalls of F2F for African food systems; and the importance of multi stakeholder collaboration in food systems.</li> <li>★ Anecdotal evidence suggest that stakeholders have benefitted to use the information in their connection to UN FSS related events</li> </ul>
<b>NWO-WOTRO</b>	14 knowledge products finalised and communicated through various (NFP) channels on closure of the Food and Business Research programme	Lessons on F&BR Research for Impact approach systematically described contributing to the <b>enhanced their understanding</b> of the international F&BR community
<b>Private sector Networks and other associations</b>	Regular strategic advice meetings with <b>Netherlands Working Group on Nutrition</b> to contribute to the quality of each other's activities	<b>Effective linkages</b> for mutual information sharing and building on each others' network and activities including linkage UN FSS related activities
	Linkage private sector networks such as <b>Topsector tuinbouw and Topsector agrofood</b> around World Food Day (3.2.5)	
	Strategic meetings with <b>Transitie Coalitie Voedsel</b> to contribute to mutual quality of each other's activities	

<p><b>Saline Water and Food Systems Partnership</b></p>	<ul style="list-style-type: none"> <li>★ Thematic session organised on Saline Water &amp; Food Systems (SW&amp;FS) at the Amsterdam International Water Week (AIWW), November 2021</li> <li>★ Activities to develop a partnership postponed to 2022</li> </ul>	<ul style="list-style-type: none"> <li>★ Session generated awareness on Saline Water &amp; Food Systems among 50 stakeholders attending and contributed to enthusiasm for a SW&amp;FS Partnership</li> <li>★ First step made towards a <b>common agenda</b> among stakeholders from the Netherlands water and food sectors exploring how a partnership could show a unified Dutch voice, and intensify cross-sectoral collaboration</li> </ul>
<p><b>Water - Food Nexus partnership</b></p>	<p>Roadmap towards 2023 UN Water COP and scoping study / brochure postponed</p>	<ul style="list-style-type: none"> <li>★ Agreed with MoA to 2022 awaiting results on SW&amp;FS) and build on that</li> </ul>

**NFP results for NL-CGIAR Partnership**

The NL-CGIAR Strategic Partnership between the Netherlands and CGIAR focusses on domains where CGIAR and Dutch partners have complementary expertise. It promotes research impact through interdisciplinary approaches, co-creation and downstream partnerships, a.o. private sector and civil society organisations. The NL-CGIAR Working Group - consisting of MoFA, MoA, NWO-WOTRO and NFP - coordinates, supports, facilitates and communicates about the partnership to interested FNS partners.

In 2021 NFP - as coordinator - provided support and advice with the goal to establish and maintain an enabling environment around the Strategic Partnership in which partnerships with CGIAR can flourish. NFP facilitated one international exchange event and regular meetings of key stakeholders towards One CGIAR. NFP supported the production of 12 knowledge products including advice on focal themes, and regular newsletters and blogs.

A Strategic Partnership Event and publication, with a focus on strengthening CGIAR’s engagement strategy with the private sector, and the signing of a new partnership MoU were postponed to 2022; this to ensure that both would be appropriately timed to COVID regulations and institutional developments of CGIAR. NFP delivery was at 80% of planned outputs. Progress towards outcomes is shown in the box below.

<p><b>Key NFP outcome areas</b></p>	<p><b>Evidence on key success indicators</b></p>
<p><b>Increased complementarity and synergy</b></p>	<p><b>Effective linkages created:</b> Activities by the NL-CGIAR working group are aligned with interest of CGIAR, with more potential for impact on the process towards One CGIAR.</p>
	<p><b>Common agenda / vision established:</b> MoFA supported in development of renewed MoU</p>

<b>Scaling enhanced</b>	<b>Mutually reinforcing activities enhanced:</b> Progress of PPP-expert- and 17 SEP- assignments assessed and experts guided on the focus and content of the outreach and communication activities, to increase the impact of the PPP and PEP assignments.
	<b>Shared measurement set-up:</b> n.a.
<b>Accelerated innovation</b>	<b>Capacities / understanding enhanced:</b> Scientists guided to provide input on agro-ecological developments in LMICs resulted in MoFA being well informed
<b>Improved institutional environment</b>	<b>Policy dialogue and communication enhanced:</b> (i) Broad public informed on main outcomes of discussion during NL Global Food Policy Report Launch; (ii) Wider network (175 professionals) better informed on NL-CGIAR Strategic Partnership

## 1.5 Communication and policy influencing

*NFP develops a strategic communication and policy influencing approach in 2021 to strengthen the results of NFP coalitions delivering professional publications, knowledge products and national or international stakeholder meetings. These took stock of progress on SDG2, and helped document good practices and effective change pathways and communicating about innovations. These activities are to be strategically interlinked to all other NFP platform functions and impact pathways of coalitions.*

NFP planned to support 5 communication and policy influencing initiatives in 2021 and realised support for 5. The overview box below presents delivery and outcomes of NFP support to specific initiatives. Strategic interlinking was high:

- ★ NFP generated content for the various initiatives from other NFP supported platform and coalition initiatives by mobilising specific cases / synthesised knowledge / specific knowledge holders.
- ★ In consultation with stakeholders NFP synchronised calendars of various initiatives to maximise synergy pre- and post events (e.g. linking the CoP food systems, the UN FSS and World Food day).
- ★ Reports and briefs were published through NFP communication channels to maximise knowledge outreach beyond events.

By providing information and being a linking pin in relation to the Dutch contribution to the UN FSS NFP has played a valued role towards (policy) dialogues in line with MoFA and MoA directions. It has also helped NFP become visible as a convening partner within the Dutch sector and internationally.



Initiative	Output	Outcome
<b>Food System Summit</b>	<ul style="list-style-type: none"> <li>★ Besides the work in the CoP Food Systems (see 3.2.3) NFP facilitated in coordination with Rabobank, WUR, Oxfam Novib, VNO-NCW, MoFA, and MoA an Independent Food Systems Dialogue on MSPs.</li> <li>★ Publication of <a href="#">knowledge documents</a> (a.o. recommendations for UN FSS)</li> </ul>	Members of Dutch network (NFP attracted 120 stakeholders in balance from all corners of the Dutch Diamond) <b>enhanced policy dialogue</b> with concrete input to NL government
<b>Influencing Dutch policy</b>	<ul style="list-style-type: none"> <li>★ Together with Partos, The Broker, WUR-CDI NFP published <a href="#">Opinion piece in AD</a></li> <li>★ Subsequent discussion paper and expert meeting developed / facilitated</li> </ul>	Contributed to an <b>enhanced policy dialogue</b> by giving attention to NFP and a broad Development Cooperation agenda under a broad Dutch public
<b>Science-policy dialogue on agricultural futures</b>	<p>NFP facilitated MoAgri, MoFA and EKN's to exchange views and experiences on how to deal with different views on sustainable agricultural futures and the sometimes fundamental debates. Outputs delivered included:</p> <ul style="list-style-type: none"> <li>★ Discussion paper on agricultural futures</li> <li>★ Event organised on agricultural futures for MoAgri, MoFA-FNS, and EKNS</li> </ul>	Contributed to an <b>enhanced policy dialogue</b> through raising the awareness of 35+ public servants on alternative views on agricultural futures
<b>NFP newsletter and website</b>	<ul style="list-style-type: none"> <li>★ NFP published regular newsletter (9 in total) linking subscribers to content on the NFP website</li> <li>★ Online media channels LinkedIn and Twitter as well as facebook campaign added to online outreach</li> </ul>	Over 50,000 visitors acquired information and knowledge online through the NFP website and social media channels.
<b>World Food Day</b>	<p>NFP organised together with MoFA, MoA, Dr. Monk,, Topsector tuinbouw, Topsector agrofood and foodFIRST WFD 2021. The activity included a.o:</p> <ul style="list-style-type: none"> <li>★ an online event worldwide,</li> <li>★ a live event at Pakhuis de Zwijger.</li> <li>★ Publication of an <a href="#">e-magazine</a></li> </ul>	<ul style="list-style-type: none"> <li>★ <b>Enhanced the understanding of</b> close to 300 participants (on and offline) on the outcomes of the UN FSS</li> <li>★ Contributed to <b>an enhanced policy dialogue</b> on: enabling healthy and sustainable food choices; potential of advanced digitalisation work for entrepreneurial food actors; breakthroughs in achieving a living income.</li> </ul>

## 1.6 Capacity strengthening and learning

*NFP fosters the capacity strengthening and learning of agrifood professionals and entrepreneurs with special attention to the professional development of young entrepreneurs. Engagement with the agri food education sector in the Netherlands and in LMICs is to be an integral part.*

NFP planned to support 8 Capacity strengthening and learning initiatives and realised 10. Results of specific supported initiatives are captured in the box below. In 2021 NFPs support in this area engaged the agri food education sector in the Netherlands and in LMICs around food system issues and challenges, both theoretically and practically' and came in different shapes and sizes:

- ★ Programmatic support (Yep-agro and Talentpool)
- ★ Support to stakeholder activities (i.e. Design Academy, Future Food Heroes)
- ★ Guest lectures on demand
- ★ Integrated in other initiatives (e.g. E-course on food systems and various coalitions)

Initiative	Output	Outcome
<b>FSS design project</b>	<p>NFP and the Design Academy Eindhoven (DAE), MANN studio and NethWork explored how design can offer new perspectives on the elimination of hunger in LMICs. Delivery was at about 70% of planned outputs and included:</p> <ul style="list-style-type: none"> <li>★ Coaching of Master students of DAE to research, reflect, question, and speculate on the objectives of SDG 2</li> <li>★ Elected as one of the side events during the FSS presummit. The only side event on design and food systems.</li> <li>★ Design of 11 projects were presented during the Dutch Design Week</li> </ul>	<p>110 Master students (40 nationalities) <b>enhanced their understanding</b> of the power of design for food system transformation contributing to an Increased awareness among visitors of DDW about food systems challenges</p> <p>70 participants of the FSS presummit meeting were informed about the added value of design to developing action agendas on food system transformation.</p>
<b>Future food heroes</b>	<p>NFP supported Future Food Heroes (initiative of WUR and a number of civil society organisations) to facilitate the organisation of youth-led action towards the UNFSS and related summits. For that a temporary Facebook group was created</p>	<p>Contributed to <b>improve the enabling environment</b> in the context of UNFSS by engaging close to 400 youth in exchanges</p>

<b>Guest lectures</b>	On food systems for <b>University Leiden / ASC</b> (Africa Dynamics 2021-2022, and Critical Engagement with Advancing the SDGs)	Contributed to an <b>enhanced understanding</b> on food systems among 200 youth in education
	Presentation given on the role of SMEs in circular food systems during the Environment Forum of the <b>Asia-Europe Foundation Annual Conference</b>	
	Van <b>Hall Larenstein</b> on Dairy and Climate (CSDEK) guest lecture (closure programme 2020)	
<b>International E-course on food systems</b>	See 1.1.1	
<b>Talentpool</b>	NFP facilitated placement of young professionals (including ToRs) to MoA and MoFA as well as for Netherlands embassies and assured their preparation / training / and coaching with AMID and NWP	5 placements realised ensuring Youth <b>enhanced understanding</b> and involvement in policy/ food systems.
<b>YALTA</b>	See chapter 2	
<b>Yep AgroFood</b>	NFP is a partner to NWP in this program to motivate NL organisations to apply, and select, place and train candidates. NFP delivered content (co-screening of applications) and implementation capacity support	6 national positions and 4 Dutch positions realised ensuring Youth <b>enhanced understanding</b> and involvement in policy/ food systems.
<b>Youth in agri-value chains in SouthEast Asia</b>	<p>NFP supported Nuffic, Agriterro, Cordaid, EastWest Seed, WUR, Aeres, De Heus to develop a common agenda for youth inclusion in agri-value chains through:</p> <ul style="list-style-type: none"> <li>★ Ideation labs and a draft theory of change</li> <li>★ Facilitation to contribute to Nuffic's Launch of Changemaker Challenge</li> </ul>	<ul style="list-style-type: none"> <li>★ Contributed to a <b>joint vision</b> to inspire youth for agriculture</li> <li>★ In one <b>mutually aligned activity</b> stakeholders enhanced the understanding of 250 participants on food system challenges</li> </ul>

## 2. Building collective impact initiatives

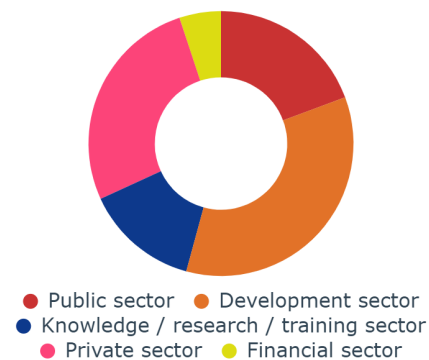
*NFP aims to support at least 10 collective impact initiatives over the course of 2020-2022. The collective impact initiative strives to create a community around solving one or multiple problems which goes beyond implementing a cross-sector or multi-stakeholder initiative.*

### 2.1 Overview

In 2021 NFP worked on coalition support to 8 coalitions. At the end of 2021 NFP identified potential for two more coalitions. The details are presented per coalition below. This coalition work of NFP could not have been done without the driving engagement of diverse diamond stakeholders (see graph). Professionals of over 50 unique organisations (Dutch and from LMIC's) were involved in co-creating agendas, knowledge products (56) and events (46) reaching out to close to 1,000 participants from different stakeholder groups.

NFP coalition support is skewed towards East and West Africa. A number of coalitions are working out their country preferences as part of setting a common agenda. Looking at the coalitions' regional 'preferences' there is thus room for improvement towards for instance the MENA region and Asia. In terms of contributing to food system challenges, 'Equal access' scored highest in terms of NFP coalition output (42%), 'Resilient Ecosystems' was at 32% and 'Healthy diets' scored at 22% of all outputs. There were no coalition processes yet on stability (likely the most challenging area). When the focus shifts to coalition outcomes an interesting picture emerges which confirms that NFP's coalition support is bearing diverse fruit at different coalition 'maturity levels':

Division diamond stakeholders in NFP coalitions



- ★ Almost 35% of NFP efforts helped with establishing a common agenda / vision and creating strong linkages showing initial stage of **increased complementarity and synergy**
- ★ Over 45% of NFP support enhanced mutually reinforcing activities meaning that the coalitions are moving towards **enhanced scaling**. Although only 5% of NFP efforts helped with the set-up of shared measurement.
- ★ The remaining delivery of NFP contributed equally to enhancing coalition partners and stakeholders' capacity and policy dialogue, giving a first contribution to **accelerated Innovation / improved institutional environment**.

## 2.2 SeedNL

### \* Food system challenge: Equal access and distribution of food (socio-economic outcomes)

This partnership aims to strengthen the seed sector in developing countries, provide appropriate access to quality seeds for all farmers and increase productivity and farmer income. The SeedNL strategy and activities have been formalised by way of a covenant among Plantum, MoFA and MoA.

### Delivery and outcomes

In 2021 NFP supported SeedNL to strengthen the coalition; create visibility of SeedNL and explore opportunities to develop the seed sector in selected countries with stakeholders. Delivery was at 72% of planned outputs with a strong focus on facilitating various knowledge products (17 including blogs, overviews and collaboration agreements) and regular process facilitation within the coalition. Ambitions of the coalition were high and some processes got delayed for capacity reasons. The final version of the Seed Road map will be ready early 2022 and the development of the Seed Law Toolbox will start in 2022. The annual Seed NL event was postponed to fit better with the other processes.

Key NFP outcome areas	Evidence on key outcome indicators
Increased complementarity and synergy	<b>Effective linkages created:</b> Linked in the Potato Platform, de Nederlandse Aardappel Organisatie (NAO) now sits on the Sounding Board. Links established to stakeholders in Nigeria, Ethiopia for expansion of partnership
	<b>Common agenda / vision established:</b> Established / updated SeedNL guiding principles and ensuring strong internal and external communication of its common agenda
Scaling enhanced	<b>Mutually reinforcing activities enhanced:</b> (i) Started up pilots for seed activities in Ethiopia and Nigeria. and (ii) initiated testing of the seed roadmap
	<b>Shared measurement set-up:</b> n.a.
Accelerated innovation	<b>Capacities / understanding enhanced:</b> Developed 2 scoping sets of overviews on Dutch funded seed activities and on experts which have strengthened the understanding about the concept of partnership approach and the umbrella of projects for seed activities among stakeholders
Improved institutional environment	<b>Policy dialogue and communication enhanced:</b> (i) Outside audience (Dutch and International) abreast (through Seed NL website and content blogs) of the SeedNL initiative with a focus on potential for collaboration in the seed sector; (ii) joint call for action on voor seed to UN FSS

## 2.3 Sustainable Potato Sector Development

### \* Food system challenge: Equal access and distribution of food (socio-economic outcomes)

The Dutch potato sector has a strong global reputation, also in Africa and Asia. Stakeholders realise that a collective contribution between industry, government, regulatory bodies, knowledge and educational organisations, civil society and farmers' organisations to improve potato production systems and markets demands a more integrated and targeted approach: a joint ambition and partnerships.

### Delivery and outcomes

In 2021 NFP has supported Dutch Potato Organisation (NAO), to link up to private sector companies, knowledge institutes, the public sector and SeedNL to facilitate the composition of a common vision for sustainable sector development (following synthesis of experience a.o. in the previous year). Moreover a scoping study was supported on Hybrid True Potato Seeds (HTPS) in Africa with Solynta to explore potential for coalitions and/or programmes.

In total NFP delivered 6 knowledge products among which a position paper, a scoping report and an exchange event (24 sector stakeholders - together with SeedNL) and organised / facilitated exchange online among stakeholders. Delivery was at 82% of planned outputs. Planned follow-up activities were postponed to 2022.

Key NFP outcome areas	Evidence on key outcome indicators
Increased complementarity and synergy	<b>Effective linkages created:</b> Connections consolidated between NAO, Agrico, Lamb Weston Meijer, KIT, WUR, MoA, MoFA, RVO and SeedNL
	<b>Common agenda / vision established:</b> Position paper was widely validated at the Potato Platform and was adopted by SeedNL with NAO in the lead for future programming
Scaling enhanced	<b>Mutually reinforcing activities enhanced:</b> n.a.
	<b>Shared measurement set-up:</b> n.a.
Accelerated innovation	<b>Capacities / understanding enhanced:</b> overview and insight on opportunities for Hybrid True Seed Potato
Improved institutional environment	<b>Policy dialogue and communication enhanced:</b> scoping study on HTPS raised awareness on the value of Hybrid true Seed Potato among FNS experts and Agricultural Counsellors of the Dutch embassies in LMICs and relevant stakeholders in the Netherlands

## 2.4 Skills for horticulture

### \* Food system challenge: Equal access and distribution of food

The Dutch horticulture sector is well represented in various parts of Africa, with a range of activities from horticultural production to the provision of key inputs such as seeds. Many companies see the need to (further) strengthen human capacities in the sector, for staff, future staff and for the entrepreneurs they work with. Rijk Zwaan and HAS University of Applied Science took the initiative to collaborate with a group of Dutch horticulture companies and their African branches to jointly address this challenge.

### Delivery and outcomes

In 2021 NFP supported this collaborative effort by identifying potential coalition partners, and exploring existing practices and opportunities for joint action. Delivery (due to COVID-19 restrictions), stood at 30%. Collaboration was iterative with NFP adapting its support to what was needed and possible.

Key NFP outcome areas	Evidence on key outcome indicators
Increased complementarity and synergy	<b>Effective linkages created:</b> between RijkZwaan and HAS University of Applied Science with a.o. Beekenkamp, Holland Green Tech, Koppert, Hoogendoorn, and Schoneveld Breeding.
	<b>Common agenda / vision established:</b> Emerging agenda for a sustainable training approach with HAS in the lead
Scaling enhanced	<b>Mutually reinforcing activities enhanced:</b> Partners mutually aligned in a second training (first held in 2020) in Tanzania
	<b>Shared measurement set-up:</b> n.a.
Accelerated innovation	<b>Capacities / understanding enhanced:</b> 25 East African horticulture professionals skilled in state of the art horti-skills greatly appreciated by partners
Improved institutional environment	<b>Policy dialogue and communication enhanced:</b> n.a.

## 2.5 Digitised Smallholders Ecosystem

### \* Food system challenge: Equal access and distribution of food

Digital platforms can enable key services to be provided efficiently and at low transaction costs to smallholders. In addition, they can help create traceability, boost the true value of food and provide extra income streams. Many digital platforms already exist and are currently being developed to serve smallholders. Yet many smallholders are beyond the reach / benefits of these emerging platforms.

### Delivery and outcomes

In 2021 NFP on behalf of Global Farmer Network (GFN), International Fund for Agricultural Development (IFAD), ISEAL Alliance, Rabobank (Foundation), Syngenta Foundation for Sustainable Agriculture and The Sustainable Trade Initiative (IDH) led an emerging coalition building process. The aim was to connect the evolving platforms and digital product and service providers into a functioning digital ecosystem that addresses the basic needs of smallholders more directly. NFP facilitated regular coalition building meetings, facilitated the development of a mapping report by bringing in external expertise to conduct interviews and consolidate experiences and challenges with key stakeholders and potential coalition members. This nascent coalition formulated a call for action that was presented to the UN Food System Summit Secretariat and in November NFP helped the coalition to participate in the StrikeTwo event, which resulted in a roadmap for 2022. Delivery was on target. Specific outcomes are reported in the box below

Key NFP outcome areas	Evidence on key outcome indicators
Increased complementarity and synergy	<b>Effective linkages created:</b> between Global Farmer Network (GFN), International Fund for Agricultural Development (IFAD), ISEAL Alliance, Rabobank (Foundation), Syngenta Foundation for Sustainable Agriculture and The Sustainable Trade Initiative (IDH).
	<b>Common agenda / vision established:</b> Roadmap develop for 2022 including: (i) design principles for digitization for smallholder farmers; (iii) assessment in short listed countries (Zambia, Kenya, Indonesia and Colombia); (iii) development of improvement plans on SHF digitization)
Scaling enhanced	<b>Mutually reinforcing activities enhanced:</b> n.a.
	<b>Shared measurement set-up:</b> n.a.
Accelerated innovation	<b>Capacities / understanding enhanced:</b> consolidated existing experiences among coalition members and other stakeholders on digital ecosystem challenges and opportunities
Improved institutional environment	<b>Policy dialogue and communication enhanced:</b> Joint call to action launched to the UN FSS drawing the attention to the relevance of digital ecosystems for smallholders



## 2.6 Ghana Urban Food

### \* Food system challenge: Healthy Diets

A diverse range of Dutch and Ghanaian stakeholders from public health campaigners to large food companies, informal market women, urban planners, sustainable fruit & vegetable producers and government regulators are joining forces to enable urban consumers to make healthier food choices. At the intersection of the diverse dimensions of the food environment they are active in, they have formed the Ghana Urban Food Environment Collective Impact Coalition (GUFEC).

### Delivery and outcomes

In 2021 NFP supported GUFEC to develop four action plans from a food systems perspective. Delivery included 11 events (coalition meetings, seminars, training and policy dialogues reaching out to 395 participants), and 15 knowledge products (blogs, strategic agreements and lessons learned reports). Delivery was at close to 100% of planned outputs. Progress towards outcomes is shown in the box below.

Key NFP outcome areas	Evidence on key outcome indicators
Increased complementarity and synergy	<b>Effective linkages created:</b> between diverse Dutch and Ghanaian stakeholders - 70+ in total - from public health campaigners to large food companies, informal market women, urban planners, sustainable fruit & vegetable producers, nutritionists and government regulators have connected to form 4 action groups with a Ghanaian and Dutch co-lead
	<b>Common agenda / vision established:</b> Framework and vision developed and agreed upon on four key parts of the urban food environments: Urban Consumer; Trading and Purchasing Environment; Healthy Food Availability; Enabling Environment.
Scaling enhanced	<b>Mutually reinforcing activities enhanced:</b> Coalition members have gathered a solid knowledge base through the interactive development of 5 quick scans including presentations with concrete advice to sharpen and improve their activities.
	<b>Shared measurement set-up:</b> Transition Pathways developed with WUR and University Ghana to address concrete leverage points. Action groups monitor implementation of their plans and share ideas for cross-fertilization with other action groups
Accelerated innovation	<b>Capacities / understanding enhanced:</b> (i) Participating youth introduced to an urban permaculture farmer roadmap;(ii) Processors and growers assessed on their understanding and appreciation of food safety and quality control for upcoming training.
Improved institutional environment	<b>Policy dialogue and communication enhanced:</b> (i) Ghanaian government officials and related professionals have a joint understanding of possibilities for nutrient profiling for Ghana; (ii) Market traders, transporters and other market related actors enhanced their perception on what constitutes a healthy market food environment

## 2.7 Netherlands East African Dairy

### \* Food system challenge: Resilient ecosystems

The Netherlands East African Dairy Partnership (NEADAP) offers a platform for testing and scaling innovative approaches that tackle current challenges and leverage development in East African dairy. Core partners are Agriterra, SNV, Solidaridad and WUR. NFP and EKN Addis are represented in the advisory committee. Partners bring in their own knowledge, expertise, networks, local partners and projects in East Africa.

### Delivery and outcomes

In 2021 NFP supported in tool development and uptake (PPP sustainability in dairy), scaling of Rumen8 (animal feeding software) and by exploring several topics on dairy with a range of NL and East African partners. NFP facilitated internal and external communication. NFP delivered 6 events (outreach 230) and 8 knowledge products. Delivery was at 82% of planned outputs. Moreover, NFP support kept NEADAP activities going in a gap year; by the end of 2021, MoFA decided for a contribution to the second phase of NEADAP for 2022 and 2023. A dialogue on dairy for human nutrition, and production of an insight brief on blended learning was postponed to 2022. Progress towards outcomes is shown in the box below. The NEADAP initiative shows success in all four NFP outcome areas

Key NFP outcome areas	Evidence on key outcome indicators
Increased complementarity and synergy	<b>Effective linkages created:</b> Enhanced overview among 100+ - both Dutch and LMIC - dairy professionals on blended learning, parent-paid school dairy, milk quality and antibiotics, and extension as a basis for joint action on these topics in 2022
	<b>Common agenda / vision established:</b> Facilitated the agenda setting of the coalition towards new support from MoFA at € 2,8 million for 2 years per Nov 2021.
Scaling enhanced	<b>Mutually reinforcing activities enhanced:</b> Development of PPP sustainability Tool and testing in programmes in Ethiopia and Uganda
	<b>Shared measurement set-up:</b> Consolidated and exchanged first results of Dairy Sustainability Assessment tool
Accelerated innovation	<b>Capacities / understanding enhanced:</b> Promotion of Rumen8 software for East Africa dairy professionals
Improved institutional environment	<b>Policy dialogue and communication enhanced:</b> n.a.

## 2.8 Youth in Agroecology

### \* Food system challenge: Resilient ecosystems

Youth in Agroecology and Business Learning Track Africa (YALTA) is a partnership between NFP and IKEA Foundation. The initiative focuses on advancing business opportunities in agroecology for Youth in Ethiopia, Kenya, Rwanda and Uganda. YALTA follows a market-based approach and convenes a wide range of stakeholders consisting of agripreneurs, practitioners, policy makers and experts. In doing so, the initiative contributes to increased market opportunities for young agroecological entrepreneurs, to the improvement of their capacity to apply agroecological principles in their businesses and to an improved environment that allows agroecological businesses to flourish.

### Delivery and outcomes

In 2021 NFP facilitated a mentoring programme for youth; contributed to the market introduction of youth-driven agroecology business models; and established coalitions that work towards an improved environment for young agroecological entrepreneurs, for example through mainstreaming agroecology in education and advancing youth participation in policy making.

Together with its partners NFP delivered 19 events (field visits, training, policy dialogues, topical deep dives and coalition meetings). Event outreach to youth and stakeholders was at 815 participants. Numerous knowledge products were developed including policy briefs and the preparation of an Agroecology Story Map for which 137 young entrepreneurs were visited.

Delivery was at 75% of planned outputs. Some activities (notably in Ethiopia) had to be postponed due to insecurity. Finalising coalition action agendas for each country is rescheduled to early 2022.

Key NFP outcome areas	Evidence on key outcome indicators
<p><b>Increased complementarity and synergy</b></p>	<p><b>Effective linkages created:</b> At ecosystem level the YALTA programma has established regular linkages between 50+ diamond stakeholders . These are specific to each country at county and national level, but also cut across the region..</p> <p>This includes: National government ministries, Dutch organisations (Agriterria, Oxfam, SNV) , national NGOs such as PELUM, enterprise networks (AAA, Eastern African Farmers Federation), Universities, International organisation (Biovision, GiZ, Brot für die Welt, Action Aid, and the World Vegetable Centre).</p>
	<p><b>Common agenda / vision established:</b> Coalition meet-ups inspired development of four common agendas (one per country) by specific country-led coalitions accelerated by five Topical Deep Dives to support coalitions’ focus on a particular challenge.</p>

<b>Scaling enhanced</b>	<b>Mutually reinforcing activities enhanced:</b> 4 coalitions set-up with a first action plan (mainstreaming agroecology in (i) education and research (Rwanda); (ii and iii) youth in agroecology policy-making processes (Uganda and Kenya) and (iv) acid soil reclamation (Ethiopia))
	<b>Shared measurement set-up:</b> YALTA M&E framework and tools and national team capacity in data collection and analysis improved
<b>Accelerated innovation</b>	<b>Capacities / understanding enhanced:</b> (i) During the Youth caravans, groups of youth in each country learned practically from other young entrepreneurs that are applying agro ecological principles. 160 Youth were mentored with an 87% satisfaction rate. (ii) 10% of them graduated to business acceleration receiving expert support by practitioners on the development of their business (model, plan and skills) to be prepared for pitching to potential investors. (iii) YALTA training modules that will become publicly available
<b>Improved institutional environment</b>	<b>Policy dialogue and communication enhanced:</b> (i) Multiple YALTA network meetings increased attention for Youth in AE in research, policy agendas and education curricula and served to identify main agro ecological challenges. (ii) Policy briefs on systemic changes validated by stakeholders consolidated opportunities for youth in agroecology. (iii) At a general public level campaigns reached 120,000 with messages to the same.

## 2.9 Soil health coalition

### \* Food system challenge: Resilient ecosystems

Soil Health is a growing concern for farmers and other value chain actors in all parts of the world. In 2021, soils were amongst others high on the agenda at the UN Food Systems Summit. Connected to this global policy debate, NFP facilitated a group of Dutch stakeholders to explore the opportunities for a collaborative effort in specific countries within Africa.

### Delivery and outcomes

NFP facilitated three coalition meetings with active participation of about 10 organisations from different backgrounds - development organisations, private sector and research. Delivery stood at 57% of planned outputs. A formal coalition agreement has not yet been established and a global assessment report on soil fertility was not made, as partners proposed to develop needs-based plans for country level joint action first, based on assessment reports by country.

Key NFP outcome areas	Evidence on key outcome indicators
Increased complementarity and synergy	<p><b>Effective linkages created:</b> among various stakeholders including IFDC, 2Scale, NL-FSA, G4AW, Commonland Foundation, Ferm O Feed BV, Just Diggitt Foundation, Rabobank, Royal Eijkelpark, Woord en Daad, WUR, the UNFSS-Coalition for Soil Health (C4SH), MoA, MoFA, YALTA, and PUM.</p>
	<p><b>Common agenda / vision established:</b> For 2022 a choice was made to develop a common agenda for Ghana and Ethiopia and two other African countries (to be determined).</p>
Scaling enhanced	<p><b>Mutually reinforcing activities enhanced:</b> n.a.</p>
	<p><b>Shared measurement set-up:</b> n.a.</p>
Accelerated innovation	<p><b>Capacities / understanding enhanced:</b> Aligned orientation and understanding between the work of soils stakeholders and work of MoA/ FAO.</p>
Improved institutional environment	<p><b>Policy dialogue and communication enhanced:</b> Enhanced the readiness for dialogue of a group of Dutch experts with interest in soils to partake in UN FSS related events on Soils.</p>

### 3. Developing the NFP backbone organisation

*The NFP team needs to strengthen and further develop its capacity as a backbone organisation of collective impact coalitions. NFP will create one multidisciplinary team, expand its capacity by developing a flexible pool of experts, develop a tailor made methodology, and specific tools that will help the team to provide quality support in an efficient and effective way.*

#### 3.1 Overview

The box below provides a bird's eye overview of NFP developing its backbone to capacitate itself for its role. Resources developed cut across the organisation. The overview below shows the overview of innovations / improvements developed and implemented in 2021.

Level	Innovation
<b>Strategy / PME</b>	<ul style="list-style-type: none"> <li>★ Future oriented NFP Theory of Change</li> <li>★ Work plan and monitoring tool (ODESSA)</li> <li>★ Result framework (output and outcome indicators)</li> <li>★ Planning 2022</li> </ul>
<b>Tools</b>	<ul style="list-style-type: none"> <li>★ Collective Impact approach</li> <li>★ Briefing notes food system challenges</li> <li>★ Youth Vision</li> <li>★ M&amp;E survey tools for data collection</li> <li>★ IATI reporting tool (Promeva) adapted</li> </ul>
<b>Operational</b>	<ul style="list-style-type: none"> <li>★ Procurement policy and tools</li> <li>★ Contracting templates</li> <li>★ (draft) Project Cycle Management</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>★ Allsolutions finance admin adapted</li> <li>★ New auditor contracted</li> <li>★ Quarterly reporting</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>★ Social media channels and Website</li> <li>★ Newsletter</li> <li>★ CRM update, event planning and events module</li> </ul>
<b>Team / HRM</b>	<ul style="list-style-type: none"> <li>★ Holacracy principles / Glassfrog</li> <li>★ Team trainings (facilitation, internal systems)</li> <li>★ Performance management</li> <li>★ Terms and conditions</li> <li>★ Code of Conduct</li> </ul>
<b>Office</b>	<ul style="list-style-type: none"> <li>★ Google drive for business implemented</li> <li>★ Shared office design and refurbishment</li> </ul>

Highlights are provided in the paragraphs below. Investments were lower than anticipated but fitting for the absorption capacity in this start-up year. In sum, in 2021 NFP has developed the basic framework with follow-up work and embedding in day to day processes to further be enhanced in 2022.

## 3.2 NFP strategy and approach

In 2021 NFP let itself derive inspiration from: (i) emerging work with collective impact coalitions and the approach it developed internally; (ii) convening role in facilitating dialogues and stakeholders to connect to and participate in the UN FSS and COP26; (iii) consultations with key stakeholders to get a good grasp of the ecosystem NFP intends to serve. This fed the development of NFPs collective impact approach as well as its related results framework and tools (see box above). It also set the stage to sharpen NFP's strategic orientation:

- ★ NFP aims to contribute to healthier, more sustainable and more equitable food systems. NFP will contribute to SDG 2, but also to other SDGs. NFP does this by supporting coalition development processes, and as such SDG 17 in the centre of its work.
- ★ NFP aims to be a frontrunner in the application of the approach for food systems transformation in LMICs. NFP helps to showcase key insights from multiple sources, connecting Dutch stakeholders to key food system actors, supporting (development and implementation of) national food systems transformation pathways and related climate actions.
- ★ Dutch coalitions that wish to address food system challenges in LMICs need to create shared value, innovate and scale what works. NFP wishes to support collective impact coalitions with process facilitation, ensuring good communication and trust among stakeholders, and with the development of instruments to monitor aligned activities and - where required - with communication and learning support, policy influencing, and identification of funding.

## 3.3 NFP team and capacity

In 2021 NFP grew from 20 to 22 team members of which 17 are on the payroll of the organisation and 5 seconded by consortium partners, The Broker and WCDI. The Broker and WCDI provided a solid and valuable first ring of experts to count on. Quarterly consortium meetings helped to assess and organise the engagement of specific expertise depending on needs in specific projects. Partnering with other organisations in specific projects has also availed necessary expertise.

In 2021 NFP integrated the holacratic approach engaging outside expertise to train and accompany staff. Instead of a traditional top-down hierarchy, the holacratic organisation model supports NFP to combine self-organising circles that are fit-for-purpose with the NFP objectives. This has enabled:

- ★ An explicit description of work to be done with necessary responsibilities and authority.
- ★ Coordination of delivery of NFP work in specific circles that allowing coordinated support to either platform or coalition oriented activities

★ Adjustments made in view in the annual plan for 2022

NFP - similar to other organisations - saw an increase in absence as a result of COVID-19 directly and indirectly, increasing work pressure. The busy period towards the end of the year drew on staff. In view of the ambitions for 2022 additional staff will be hired both for senior content staff and support capacity.

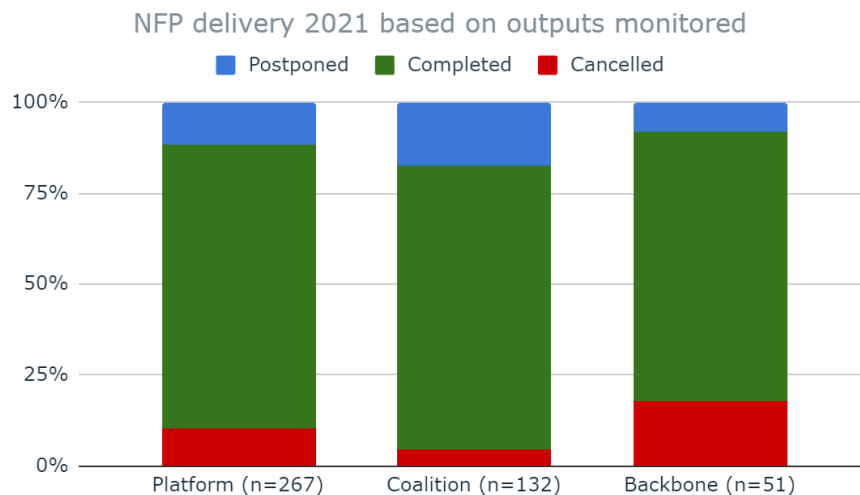
### 3.4 NFP performance

Annex 1 gives a listed overview of scores on NFP KPI's agreed upon with MoFA based upon all documented deliverables of NFP. Here we highlight 3 key trends.

#### Delivery to plan at an acceptable level

In 2021 NFP planned to support a total of 55 different initiatives; 10 under coalitions (for two years and 45 under platform. In numbers this target was almost met (8 coalition of which two nascent) and 44 under platform although not according to the original division (see chapter 1 for elaboration). Unsolicited requests were effectively incorporated in ongoing (net)work emphasising NFP relevance for stakeholders.

Mid 2021 NFP updated its work plan. This doubled the # of monitored deliverables as they had become more clear and specific in coordination with partners. The graph shows that on average 75% of all monitored deliverables in 2021 were completed by the end of the year. For various reasons the completion of 15% of deliverables was delayed to 2022. 10% was cancelled for not being relevant or realistic (any more).



#### Knowledge products for dual purpose

NFP realised a total of 184 knowledge products. Overall NFP supported knowledge products were spread evenly across the year with Advice, Policy briefs and Mapping studies doubling in the second semester. Just over 50% of these NFP knowledge products had a **strategic purpose**, including advice to stakeholders, knowledge syntheses, policy briefs, mapping studies, strategy notes and work plans and terms of references for coalitions a.o. Almost all of these 'strategic knowledge products' resulted from a collective effort in Coalitions, CoPs, Strategic networks and Policy Influencing.



The remaining 45+% of NFP knowledge products had an **informative purpose** summarising and spreading knowledge through newsletters, blogs, activity reports and presentations; many of these related to NFP supported events.

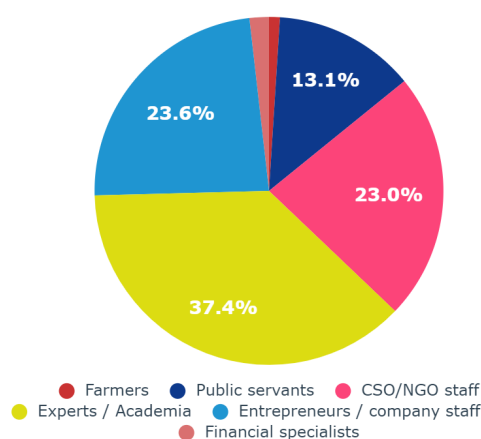
Type of NFP supported knowledge products	Total 2021	% of total
Advice / linkages	20	11%
Activity report / presentation	41	22%
Business case / insight note	2	1%
Funding overview	2	1%
Policy brief / position paper	15	8%
Knowledge overview / synthesis	7	4%
Magazine / newsletter	36	20%
Scoping / mapping study	13	7%
Strategy note / agreement	13	7%
Work plan / terms of reference	20	11%
Tool / knowledge kit	5	3%
Video / blog / podcast	10	5%
<b>Total</b>	<b>184</b>	<b>100%</b>

Over 50,000 visitors acquired this information and knowledge online through the NFP website and social media channels. 75% of that traffic manifested itself in the 2nd semester of 2021 showing a good pick up of NFP communication goals as a result of an increase of events. Data do currently not support an analysis of the identity of these visitors in terms of stakeholders reached nor how they have used the information.

### Diamond stakeholder outreach

NFP realised a total of 131 events of which about half was covered by coalitions / working group meetings facilitated by NFP plus (mostly) online seminars facilitated by NFP plus (mostly) online seminars (co)-organised with partners. More than 60% of all these events took place in the 2nd semester of 2021. Actually coalition and Learning events more than doubled in numbers in the second semester. The above confirms needed lead-in time but also mounting work pressure on the NFP team towards the end of the year.

Stakeholder participation in NFP events

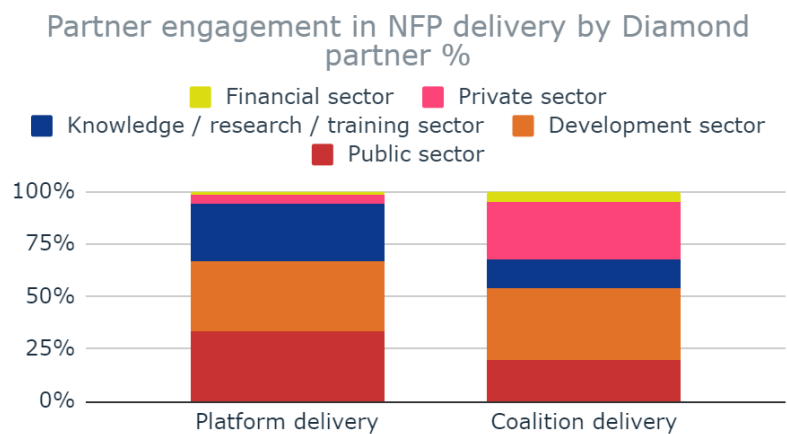


About 6,000 stakeholders participated in NFP supported events in 2021 with 75 % registering their details. Participation was in line with NFP diversity and multi-stakeholder indicators:

- ★ Age representation - 22% under 35
- ★ Female / male participation 46% versus 54%
- ★ Dutch Diamond participation (see graph)
- ★ Feedback from surveys is generally positive but not yet systematically performed to draw overall conclusions

### Engagement in co-creation

NFP connected in co-creation of its delivery to over 180 individual organisations who invested time, expertise and resources to reach relevant results. The NFP multi-stakeholder approach showed itself in both platform and coalition initiatives. It is noticeable that the private sector was especially attracted to coalition related initiatives as they related to a larger extent to actionable issues for them. LMIC partners were better represented in NFP coalition initiatives than in platform related initiatives in terms of partnering, most likely for similar action oriented reasons.



### Diversity in outcomes

NFP contributed through its delivery to all its key outcome areas (see overview below showing delivery to outcomes in %) with 'Accelerated Innovation' and 'Increased complementarity and synergy' combining two thirds of total delivered outputs. These outcomes were relevant in themselves as well as conditional for the other two outcome areas - 'Improved Institutional Environment' and 'Scaling Enhance' receiving the remaining third of NFP support. While NFP scores highest on 'accelerated innovation', the various examples as reported in previous chapters show that this is a mix: (i) individual stakeholders and organisations knowledge and perceptions being improved, and (ii) actual innovations being taken up.

<b>NFP key outcome areas</b>	<b>Outcome indicators</b>	<b>Share of delivery %</b>
<b>Increased complementarity and synergy</b>	Effective linkages created	12%
	Common agenda / vision established	17%
<b>Scaling enhanced</b>	Mutually reinforcing activities enhanced	14%
	Shared measurement set-up	2%
<b>Accelerated Innovation</b>	Capacities / understanding enhanced	37%
<b>Improved Institutional Environment</b>	Policy dialogue and communication enhanced	18%

A concrete promising example is the uptake of the E-course on Food Systems. 10% out of 700 participants filled in a survey indicating they had used the knowledge obtained through the E-course in their work:

- ★ 50% of respondents used it for strategy / planning purposes
- ★ 60% applied new insights in implementation
- ★ 35% relied on the knowledge obtained while participating in national food system dialogues

This shows potential for significant benefits for stakeholders both internally and externally. Systematically collecting verifiable data on the actual application (uptake) of NFP generated knowledge will be a priority.

### 3.5 NFP finance

Find below an overview of NFP revenues and expenditures as compared to the approved amended budget 2021. Note that these are un-audited figures as the audit will only be finalised by July 2022 as agreed upon with MoFA. As it stands the following can be observed:

- ★ NFP MoFA subsidy 2021 was at 58% depletion
- ★ KP MoFa assignment was at 80% depletion
- ★ LNV subsidy 2021 45% depletion

Overall the start-up of NFP resulted in an underspending as activities took some time to germinate. Also late agreement with LNV on funds to be allocated impacted the uptake of a number of initiatives.

<b>INCOME</b>	<b>Approved amended budget 2021</b>	<b>Realisation total: Q1-Q4 2021</b>	<b>Realisation % vs Budget 2021</b>
MoFA Grant contract APF	2,389,841	1,379,060	57.71%
Financial result previous years (2019)	0	0	0
MoFa Assignment KP	2,867,137	2,284,669	79.66%
<b>Grants available</b>	<b>5,256,978</b>	<b>3,663,729</b>	<b>69.69%</b>
IKEA-Yalta	493,503	358,570	72.66%
NWP-Yep-agro	54,529	54,881	100.64%
Van Hall Larenstein	826	826	100.00%
Misc partners WFD 2021	0	9,132	0
EKN Benin	0	10,672	0
<b>Project income available</b>	<b>548,858</b>	<b>434,081</b>	<b>79.09%</b>
LNV	600,000	272,674	45.45%
<b>Project income to be contracted</b>	<b>600,000</b>	<b>272,674</b>	<b>0</b>
<b>TOTAL INCOME</b>	<b>6,405,836</b>	<b>4,370,484</b>	<b>68.23%</b>
<b>COSTS</b>			
Organisation cost	2,694,273	2,332,991	86.59%
Impact coalitions	1,265,315	590,936	46.70%
Platform for expertise	1,670,502	937,071	55.98%
NFP backbone organisation	270,000	125,132	46.35%
Unforeseen (3%)	361,847	312,395	86.33%
<b>SUMTOTAL COSTS</b>	<b>6,261,936</b>	<b>4,296,524</b>	<b>68.61%</b>