



# INCEPTION REPORT

Prepared July-October 2015

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## 1 Executive Summary

The objective of the Global Open Data for Agriculture and Nutrition (GODAN) initiative is to support global efforts to make agricultural and nutritionally relevant data available, accessible, and usable for unrestricted use worldwide. The role of the GODAN Secretariat (Secretariat) is **convening** existing partners and recruiting new organizations to join GODAN; supporting the **empowerment** of partners to advocate for high level political and policy change and innovation through open data<sup>1</sup>; and, **equip** partners with tools, stories, case studies, and papers.

We believe that improving the open availability, use and enrichment of data will lead to a world where the value chain for agriculture and nutrition is more efficient, innovative, equitable, and accountable. We will achieve this vision through working with a complex network of actors and partners. In this the role of the Secretariat will be to **Convene, Empower, and Equip** them. **Convening** the ecosystem, bring key actors together as members of the GODAN network, supporting the **Empowering** of stakeholders advocating for high level political and policy change and innovation through open data, **Equipping** them with tools, stories, case studies, and papers.

Key achievements of the Secretariat during the inception phase include:

- Establishment of the Secretariat and recruitment of a full complement of staff as planned, with early employment of an additional staff member to deliver strong support to event management and partner engagement at international events.<sup>2</sup>
- Numerous partner meetings and workshops beginning January 2015 onwards, initiated within days of the establishment of the Secretariat<sup>3</sup>
- Engagement and advocacy at key international conferences<sup>4</sup>
- Development of a partner network already including more than 140 influential and involved organizations (as of October 2015)
- Publication of the GODAN/ODI discussion paper '*How can we improve agriculture, food and nutrition with open data?*' which demonstrates the impact that open data can achieve in the agriculture and nutrition sectors through a showcase of 14 diverse use cases.
- Publisher of the above reference discussion paper have now chosen Agriculture as a priority sector<sup>5</sup>.

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<sup>1</sup> See vision in Section 2

<sup>2</sup> Current staffing arrangements are described in Annex 4.1.2

<sup>3</sup> As described in Section 4.1.9,

<sup>4</sup> See Section 5 and Annex 3.1

<sup>5</sup> <http://aims.fao.org/activity/blog/odi-cooks-new-focus-open-data-agriculture-and-nutrition>

In 2015 the Secretariat also responded to a series of key objectives defined by the GODAN donors for delivery during the inception phase. This series of prescribed tasks and deliverables included:

#### Tasks

<b><i>Establishing the Secretariat</i></b>	The Secretariat has now been established in Wallingford in the UK, with additional staff in Leusden in the Netherlands and in Rome. The Executive Director took up his post on September 1. <i>See Annex 4</i>
<b><i>Recruiting of ambassadors</i></b>	Work to date is described in <i>Section 4.5</i>
<b><i>Preparation of materials</i></b>	A range of materials has been produced and an sample of this is described in <i>Annex 2</i> . This includes the publication of the GODAN/ODI discussion paper and development of a range of communications materials used in partner engagements and events.
<b><i>Holding a GODAN partner meeting</i></b>	The first GODAN partner meeting was held in the Netherlands, January 2015. <sup>6</sup> A second GODAN partner meeting was held May 2015, immediately prior to 2015 International Open Data Conference ( IODC) in Canada. <sup>7</sup> Finally, a third GODAN partner meeting was held in Tanzania on the margins of the Africa Open Data Conference (AODC) in September 2015.

#### Deliverables

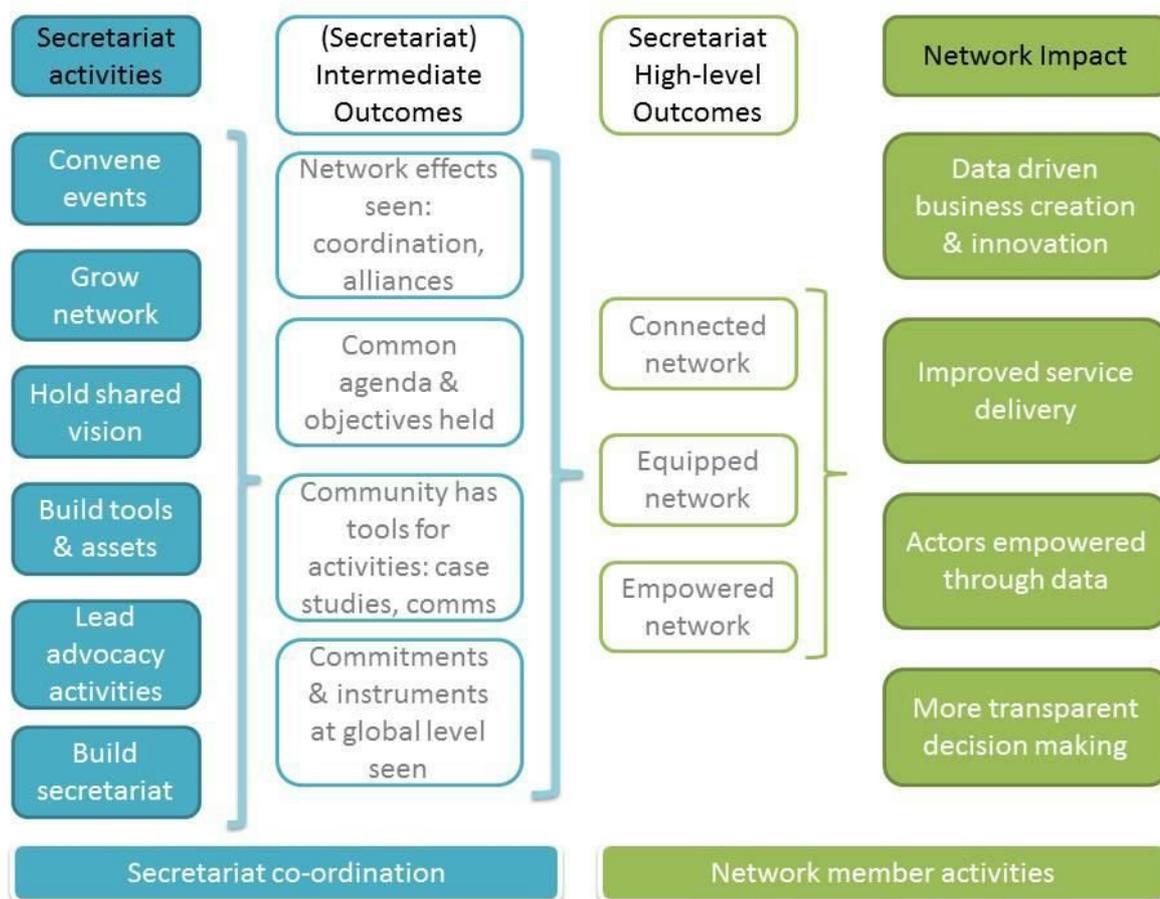
<b><i>Developed a clearly described theory of change for GODAN Secretariat activities, demonstrating how the activities of the Secretariat will lead to impact; assessment of existing evidence; suggested approach and relevant hypotheses</i></b>	A Theory of Change for GODAN describes how the model influences the vision for GODAN and from it the activities of the Secretariat that will lead to positive outputs, outcomes and impacts. It is the starting point for and key component of our Monitoring and Evaluation Framework. <i>See sections 2 and 3</i>
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<sup>6</sup> See section 5

<sup>7</sup> See section 5.2

## A Visual representation of the GODAN Theory of Change



<p><b><i>Developed an Advocacy and Influencing Strategy (including governments, private sector and others) and demonstration of engagement with civil society through advocacy and community mobilisation groups</i></b></p>	<p>The Secretariat has developed a communications strategy supported by a detailed communications implementation plan <i>Annex 1</i>. A review of progress created through the Secretariat’s event engagement can be found in <i>Section 5</i> and a review of engagement and future plans for partnership development in <i>Section 4</i>.</p>
<p><b><i>Developed plans for website development using open source tools where feasible and including an outline of existing plans/approaches to linking to relevant datasets including relevant standards</i></b></p>	<p>The Secretariat developed a Digital Communications Strategy and a website built on open source tools is already available at <a href="http://www.godan.info/">http://www.godan.info/</a>. See <i>Annex 1.3</i>.</p>

<p><b><i>Developed a monitoring and evaluation framework, including a log-frame</i></b></p>	<p>An Introduction to the framework which outlines how the theory of change informs the logframe and how survey data and intelligence on partner interactions and media monitoring help us report against progress indicators can be found in <i>Annex 1.3 and Annex 9</i>. The logframe is in <i>Annex 9.2</i></p>
<p><b><i>Established a detailed workplan and budget for year one and an indicative budget/workplan for other years to include priority focal countries and activities</i></b></p>	<p>The Secretariat’s work plan is introduced in <i>Section 3</i> of this report and referenced in relevant sections. A live version is available at <a href="http://teamwork.godan.info/">http://teamwork.godan.info/</a> A PDF snapshot in <i>Annex 10.1</i>. A budget is given in <i>Annex 7.1</i></p>
<p><b><i>A gender mainstreaming approach, clearly outlining an approach to reducing gender inequality, acknowledging gender-related differences in need</i></b></p>	<p>This is a practical document, which uses as its key reference points donor partner programme and organisational strategies<sup>8</sup>. See <i>Annex 6</i>.</p>
<p><b><i>Established ethics policy and ethical clearance protocols</i></b></p>	<p>The GODAN Secretariat seeks to operate in an open and transparent way and we aim to publish information about our funding streams and our partners and to communicate the results of surveys, the outcomes of workshops and the activities surrounding GODAN events on our website. The GODAN Secretariat has been rated by Transparify<sup>9</sup> as a “very transparent organization”. Ethics policy is available in <i>Annex 5.1</i></p>
<p><b><i>Established a risk register to identify and proactively manage delivery, fiduciary and reputational risks</i></b></p>	<p>See <i>Annex 8</i> and the logframe in <i>Annex 10.1</i></p>
<p><b><i>Detailed arrangements for leadership, management and any sub-contracting arrangements of the Secretariat</i></b></p>	<p>CABI’s commitment to deliver a lean, transparent and efficient support to the GODAN Secretariat, with staff and facilities ready to operate from CABI premises from the first day of inception are detailed in <i>Annex 4</i></p>

<sup>8</sup> Includes CABI's Project and Programme Gender Strategy and CABI's Workplace Gender Strategy, as well as referencing specific elements of CTA’s Gender Strategy and DFID’s Business Case: UK Support to the ‘Global Open Data for Agriculture and Nutrition’ (GODAN) initiative. See annex 6.

<sup>9</sup> <http://www.godan.info/godans-commitment-to-transparency/>

## 2 GODAN Secretariat Vision

*GODAN is a group of actors working towards a world where the value chain for agriculture and nutrition is more efficient, innovative, equitable, and accountable; from, for example, greater yields and access to markets for farmers, through to more nutritious and safe food on plates*

We believe that improving the open availability, use and enrichment of data will enable this vision.

Our ambition for GODAN is that it should, in collaboration with the growing list of influential, committed and engaged partners, be successful in spearheading the creation of the open data revolution in agriculture and nutrition. We want to see a data revolution drive a new revolution in agriculture and improvements throughout the food value chain<sup>10</sup>. We seek a default open data approach to information management across government, businesses and research to create innovation and wider lasting impact in global food security and nutrition. By definition the future is unknown, but our mission is to advocate actively for the change that is needed and to communicate the benefits that open data will bring, not only for farmers and consumers, but for the growth of the evidence base needed by governments and policymakers at all levels to make better decisions. We observe that the agriculture and food sector currently suffers from information asymmetries and closed data practices that limit progress, value generation and the fair distribution of resources. Open data has already been shown in some parts of the value chain, and in other sectors, to enable impacts through:

- Data-driven decision making, innovation and business creation
- Improved service delivery
- New, improved and more accessible information products, empowering individuals, businesses and communities
- Increased transparency of decision making and accountability

### Creating an ecosystem of these actors requires:

1. A common vision, agenda & set of objectives held by the community/ network members<sup>11</sup>
2. An overarching enabling policy, political and technical environment at the national and international level (eg, commitments to publishing data, commitments to funding for innovation and projects on open data for agri projects etc.)
3. Network effects (strong connections and alliances) from having time to meet, speak and build relationships that cross sectoral, geographic and thematic boundaries
4. Shared tools and evidence base for activities - assets, policy and advocacy messages, activity/ data maps, case studies

GODAN and the Secretariat in particular, exist to **convene**, **empower** and **equip** the network partners to make change and move towards our vision. These outputs sit at the heart of the Secretariat's programme logframe and workplan:

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<sup>10</sup> <http://www.theguardian.com/media-network/2015/sep/02/open-data-global-food-shortage>

<sup>11</sup> Partners will not always agree on everything including the value of open approaches in different circumstances.

1. **Convening** the ecosystem: **bring key actors together** as members of the GODAN network, providing space for goal oriented discussions, priority setting collaboration and ideas **at events, showcases and data hacks**.
2. **Empowering** the ecosystem: **advocating for high level political and policy actions** that enable action on the ground; that unlock greater data availability, that create public commitments from key actors, and that create space/funds for innovation/ activities for men and women.
3. **Equipping** the ecosystem: **collect & compile tools, stories, case studies, and papers**
4. **Managing** these outputs, sharing information and **reporting** on progress made.

Experience gained during the inception phase highlights an overwhelming need to acquire and share more potential applications for open data and issues that open data can help address. The relatively recent willingness of some governments and their departments to release data<sup>12</sup> demonstrates an increasing understanding of the potential for open data in agriculture and nutrition to deliver benefits for policymakers to plan more effective insurance cover for livestock holders or for farmers to better manage growing conditions and pest control<sup>13</sup>.

The possibilities presented are considerable, but the road to a future where data is open as default is not always going to be a smooth one; as the open data revolution in agriculture and nutrition gathers pace, discussions<sup>14</sup> are already emerging about the ethical issues involved in equitable sharing and use of data<sup>15</sup>. GODAN will be there to foster<sup>16</sup> and host such debates<sup>17</sup>, and most importantly help our partners to develop solutions whether they be policy or otherwise.

The planned GODAN Summit in September 2016 will present a key opportunity to showcase how open data can make a difference, and give partners a high profile space to pledge policy commitment to do even more. It also presents a learning opportunity; a time to hear and learn about global and local problems and opportunities that GODAN can address through its influencing activities and partner working groups. A range of other events will take us to audiences and partners (current and potential) that we have yet to reach fully. For instance, at the September 2015 Africa Open Data Conference in Tanzania<sup>18</sup> we started to build a strong community of partners in the region; the October OGP meeting in Mexico will do the same for Latin America.

Whilst there are promising examples<sup>19</sup> of open data for agriculture and nutrition, we are still in the early days of identifying and evaluating strategies to make the most of open data in delivering change. Alongside the success stories there have been initiatives that have fallen flat or stalled. Making the most of open data is not about 'one size fits all' solutions: different landscapes,

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<sup>12</sup> see for example <http://burkinafaso.opendataforafrica.org/> and <http://uk-air.defra.gov.uk/data/> for recent examples

<sup>13</sup> see examples in the GODAN discussion paper <http://www.godan.info/wp-content/uploads/2015/04/ODI-GODAN-paper-27-05-20152.pdf> including improved insurance schemes for farmers using smart systems, Ghanaian farmers use of pest predicting mobile phone apps, and examples of Dutch farmers identifying mice damage using open satellite data

<sup>14</sup> <http://www.godan.info/responses-to-odigodan-discussion-paper-may-2015/>

<sup>15</sup> see also <http://www.timdavies.org.uk/2015/09/02/openness-community-ownership-and-the-commons/>

<sup>16</sup>

<http://www.godan.info/challenges-for-global-open-data-in-agriculture-and-nutrition-the-godan-debate-at-aodc/>

<sup>17</sup> <http://www.godan.info/africa-open-data-conference-aodc-dar-es-salaam-tanzania-september-2-5/>

<sup>18</sup> <http://www.godan.info/tag/tanzania/>

<sup>19</sup> <http://www.godan.info/wp-content/uploads/2015/04/ODI-GODAN-paper-27-05-20152.pdf>

cultures, policy environments require different solutions. These solutions must ensure all stakeholders; particularly farmers and consumers are empowered to benefit from data and critical to this is doing so in ways that avoid creating new forms of dependency and exploitation.

Other events and personal engagements for the Secretariat, its Director and a growing group of formal and informal ambassadors from the partner base will extend the membership and message beyond the current areas of strength and influence. The OGP summit in October 2015 will enable the GODAN partners to engage in examining the OGP commitments from several countries. Smaller events and activity coordinated by the Strategic Partnerships function take us to agriculturally important countries and regions, notably India, China, and Latin America. We will focus on getting country-level sign up where possible, with a special effort in engaging the G20.

As we go we will learn from our partners, noting and mapping the evidence we find of what works. We will build upon the body of case studies we have already collected and visualise them in a new website developed and released in early 2016.

Understanding how the Sustainable Development Goals (SDGs) affect the sector will be an important theme in the coming period. GODAN recently joined the new Global Partnership for Sustainable Development Data<sup>20</sup>. If we are to be able to plan for, and monitor delivery of, the post-2015 Sustainable Development Goals, we are going to need a data revolution<sup>21</sup>. New sources of data, and increased access to the data will be needed. We need to consider best practices for collecting and sharing robust data on which plans and policy can be made. And with a focus on using 'big data' captured from satellites and mobile phones we need to consider responsible data practices, respecting privacy whilst ensuring policy is open to scrutiny. The role of the private sector in delivering sustainable development data is also a key theme. In GODAN we will not only look at how open data can be used to monitor the SDGs, but also how open data can promote economic growth and food security to help meet them.

A new Working Group on Nutrition Data Gaps comprising high-level representatives from the GODAN network will identify areas where GODAN partners could focus to improve the availability and quality of data to improve nutrition outcomes. It will seek to advocate for new and existing open data initiatives to set a core focus on agriculture and nutrition data. It will support inclusion of a significant focus for Nutrition in the Global Partnership on Sustainable Data, and will provide a model for how other Working Groups under GODAN might operate later in the programme. Focus on securing high level engagement will ensure that the group deliverables will include high level commitment to well-funded action.

We have sketched out a programme of work for the coming months but have necessarily retained capacity and scope to address emerging and unplanned activities as they emerge, to draw upon thought leadership provided by the new GODAN Executive Director, and steer from the Donor Group - an essential component in developing a creative approach with the flexibility needed to address priorities in this fast-moving agenda.

Our longer term plan must seek to move towards a world where new products and services to address agriculture and food security problems are being built in all regions around the world with open interoperable data. In this world organisations will always safeguard data where it is necessary for reasons of privacy, security, the management of risk and commercial advantage, but

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<sup>20</sup> <http://www.godan.info/godan-joins-new-global-partnership-for-sustainable-development-data/>

<sup>21</sup> <http://www.undatarevolution.org/>

would employ standard protocols to question why data not in such categories ought not to be available, accessible and interoperable; open by default. Consumers will have readily available data on the quality and risks of the food they buy, ideally aggregated with relevant data on health and environmental implications of consumption. Equally, a future with open data should provide agricultural and food entrepreneurs with data on soil conditions and markets to help make sound business decisions, and governments with access to data held by commercial organizations and other governments to support policy development.

To make this future a reality GODAN must create, through its partner network and through external advocacy, the momentum for fundamental change on a global scale to bring about a sustainable transformation in the way that data is managed and shared by all who generate it for the benefit of future food security and nutrition.

### 3 Workplan

The Secretariat's role to **convene**, **empower** and **equip** the network of actors to make change and move towards our vision requires a professional, resourced secretariat, capable of delivering the work programme, liaising with steering mechanisms, monitoring and sharing the impact of own activity. The Secretariat will be the custodian of the vision for GODAN (and its Statement of Purpose), and promote and grow its network, broadening the partner base and stimulating participation in partner organisations. The programme of tasks and activities have been planned around the three core project outputs (and a non-core output not in the logframe to cover project management function); and in the inception phase into eleven main smaller work packages<sup>22</sup>:

- **Convene:** Organise events - convene member events, showcases, hackathons, Working Groups, etc, with at least one large partner event per year and several smaller events (including side-events) organised by partners with some secretariat input.
- **Empower.** Conduct high level advocacy / lobbying for an enabling data, policy and political environment through direct policy engagement, exploitation of event and working group opportunities, use of champions and network contacts, and media engagement.
- **Equip.** Create tools and intellectual assets - collect and publish discussion papers, case studies, narratives, mapping exercises.
- **Manage.** Resourcing, planning, monitoring and evaluation, budgeting, and growing the network.

Work packages will be developed (in some cases for time-limited periods) using Prince2 methodology frameworks<sup>23</sup> using the CABI projects system. Agile methods<sup>24</sup> are used for managing technical developments. All tasks and schedules within workpackages are managed with the help of a simple intuitive cloud based project management system <http://teamwork.godan.info/> that all the team can use, but which is managed by the programme manager who reviews progress with the team on an ongoing basis and at regular team meetings. Overall formal reviews are performed monthly under the chairmanship of the Executive Director, and updates are to be shared monthly with the GODAN partners.

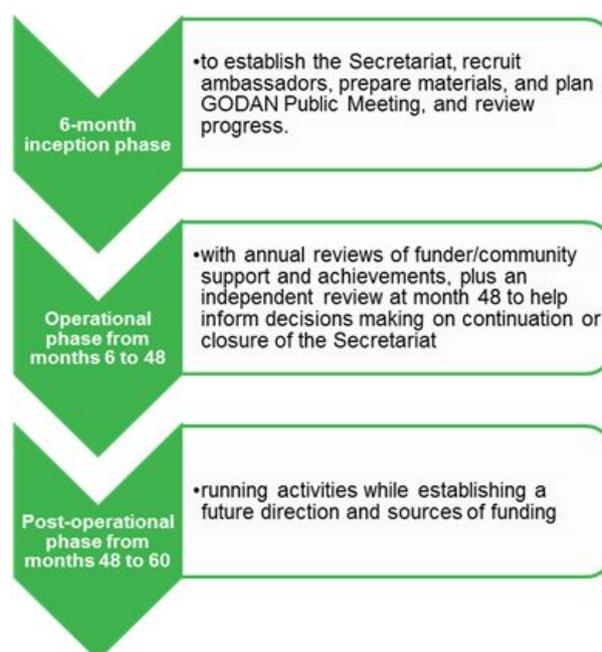
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<sup>22</sup> The programme of tasks and activities have been planned around the four project outputs and in the inception phase into eleven main smaller workpackages: Convene (Events); Empower (Communications, Partnerships); Equip (Evidence & Impact, Think Pieces); Manage (M&E Framework, Project Management, Website development, Budgeting, Contracts, Recruitment, Communication)

<sup>23</sup> <https://en.wikipedia.org/wiki/PRINCE2>

<sup>24</sup> [https://en.wikipedia.org/wiki/Agile\\_management](https://en.wikipedia.org/wiki/Agile_management)

Fig. GODAN's 5-year programme:



The workplan is a living dynamic tool, but a snapshot of activities and schedules is presented in Annex 10.1; In this Annex we present the planning and activities that led to the development of the key deliverables contained in this report, mitigating actions in response to items contained in the programme risk register<sup>25</sup>, as well as the plans used to deliver participation at a range of events and engagements over the inception period.

This report and its annexes contains the deliverables for the phase (or evidence of them) and provides an outline of activities scheduled for the remainder of programme year 1 (2015). These include an in-depth review of the programme M&E framework, the redevelopment of the GODAN website, the setup of the Nutrition Working Group, and side events and presentations at a wide range of events such as the OGP Mexico Summit, the Global Research Alliance Council, Global Partnership for Sustainable Development Data Champions Meeting, AAPARI Policy Workshop, UK Parliament APPG Support Group, Research Data Alliance, Open Government Partnership summit, and the Creating Impact in Agribusiness conference. In Q4 the Director will present an iterated vision and work plan produced with the full Secretariat team.

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<sup>25</sup> This will be considered at the level of task lists and/or descriptions on TeamWork. For example potential gender imbalance in events can be addressed through making the target for participation known by those team members scheduling speakers or panelists (and encouraging positive steps to address), by partners hosting GODAN branded events complying with the same guidelines, and by encouraging all male staff members to decline participation in all male panels.

## Indicative Work plan activities for Years 2-5 (2016-2020)

### Year 2

#### Convene

1. Q1 Mobilize the Nutrition Data Gaps Working Group to plan events, deliverables & commitments. Consider setup of a limited number of other groups.
2. Q1 produce first draft of event schedule. Events already Committed to in 2016 include IODC16 (Spain, October), World Data Forum (venue tbc)
3. Q1 secure location for GODAN summit and plan for staging events and satellite events
4. Q2 Review progress of Extant Working Groups and consider plans for scale up
5. Q2 & Q3 plan GODAN summit
6. Q4 GODAN Summit

#### Empower

7. Q1-Q4 Reinforce the profile of GODAN as a network hub and place of knowledge exchange for credible organisations working to get 'Open Data for Agriculture, Nutrition, Food Security' on government policy agendas around the world.
8. Q1-Q4 Continue Year 1 Communication and Advocacy activities. with focus on country and organisational targets in the Partner Engagement Strategy
9. Q3 Formal Review of Partnership Engagement Plan

#### Equip

10. Q1 new website developed to link to CRM and key datasets
11. Q1 review opportunities for quick-fire research studies in the year. Key Study published on Nutrition Data Gaps
12. Q1-Q4 Position GODAN to become a go-to source of information, knowledge, insight and debate on the key issue areas around the world (thanks largely to the Partner Network) for media and key opinion leaders (KOLs) covering the issue areas.

#### Manage

13. Q1 update logframe
14. Reassess Secretariat capacity and efficiency in meeting network needs
15. Increase participation/leadership in working groups
16. Review scope of monthly news shared with GODAN partners
17. Institute quarterly donor meetings (which could be by VC)

### Year 3

#### Convene

1. Maximise opportunities for GODAN and Partner Network to be referenced in major policy discussions, and representatives invited to decision making events and meetings.

#### Empower

2. Support the Partner Network to grow organically, with a constant stream of best practice guides, case studies and research pouring in from partners and being communicated through network, ecosystem and external audiences.
3. Aim to secure increased prevalence of external audiences including / referencing GODAN (positively / neutrally) in discussions on Open Data and the key issue areas.

#### Equip

4. At least one high profile publication revisiting the ODI / GODAN discussion paper to produce a white paper containing case studies of impact from partners/

#### Manage

1. Maximize external visibility and advocacy
2. Secure sustainable knowledge sharing mechanisms within network

## Years 4-5

1. Maintain activity
2. Establish sustainability or retirement/archiving plan

## 4 Partner Engagement

### 4.1 Partner Engagement Plan

The Secretariat has listened to the views of Partners expressed at the Wageningen meetings in January, followed by ideas from the growing numbers of partners who have since joined GODAN, and through surveys and engagements to many more. These views have helped to shape our *Partnership Development and Engagement Plan*<sup>26</sup> with the Strategic Partnerships lead from FAO. This document provides engagement focus for the first 12 months of the project. It will be reviewed on an ongoing basis, and formally in mid 2016. Key points from the plan are summarised below.

#### 4.1.2 Tools and mapping

##### 4.1.2.1 CRM Planning

During the Inception Phase we have worked to build a deeper understanding of our partners through a programme of mapping and the implementation of CIVI, an online open-source Customer Relationship Management System (CRM). This allows us to build a dynamic partner-focused dataset and, in developing a record of our communications, creates a detailed understanding of their involvement in the GODAN initiative. The CiviCRM system will be pivotal in supporting the development, logistics and focus of our working groups in the coming months.

##### 4.1.2.2 Strategic CRM plan

A strategic CRM plan to document our partnership activities will lead this resource to become fully integrated with a new website in early 2016 to provide a consolidated resource for partnership information and communication channel delivery through a monthly newsletter. We are now finalising the process for entering partner information in CiviCRM, and have created a plan to enhance this data to document contact relations for multiple individuals across current and potential partner organisations. We can now identify points of contact with key representatives in organisations and understand what working groups they have expressed interest in, what events they have attended, publications they have worked on, etc. A CiviCRM manual is being created for team members and training from a Circle Interactive (a CRM hosting company) representative will be provided for the Secretariat.

##### 4.1.3 Partner Mapping

GODAN has mapped its partners geographically and by activity through use of a baseline questionnaire sent to each, following sign-up. The responses provide insight to our partner organizations, their location and the focus of their work. When aggregated and interrogated through our CiviCRM system it provides us with both valuable information on our partners and a resource that we are able to use to facilitate partner attendance and involvement at events, both as delegates and speakers. This has already proved particularly useful in mobilizing appropriate speakers for events including AODC in September 2015. As we identify and update the interests of

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<sup>26</sup> See Annex 1.2

partners on an ongoing basis we are also able to propose their involvement and contribution to working groups.



Map of GODAN partner locations representative of headquarter locations. See interactive map <sup>27</sup>  
 Acknowledgements: CartoDB, Stamen Design, under CC BY 3.0. Data by OpenStreetMap, under ODbL



Map of GODAN partner locations displayed based on area density. Darker hexagons indicate more partners.

Acknowledgements: CartoDB, Stamen Design, under CC BY 3.0. Data by OpenStreetMap, under ODbL

#### 4.2 Partnership development priorities

During the next twelve months we will seek to:

- Define the position of GODAN towards other Initiatives for open data in agriculture, especially CIARD and the Research Data Alliance
- Strengthen the role of GODAN in Brazil, India, and China
- Understand and engage with African partners
- Seek engagement from potential Latin American partners
- Strengthen our involvement in other European countries (especially Germany, France, Italy)
- Enlarge the nutrition focus in GODAN influencing and engagement
- Consolidate the role of partners in GODAN, this includes defining the role of a partner
- Provide opportunities for partners to function actively in the GODAN process and clear collaboration mechanisms with other organizations
- Develop a strategic CRM plan to strengthen partnership activities
- Strengthen engagement with agriculture and nutrition business
- Strengthen collaboration in the GODAN core donor group.

<sup>27</sup> <https://godan.cartodb.com/viz/b5319e82-3694-11e5-be14-0e43f3deba5a/map> <http://www.godan.info/partners/partner-locations/>

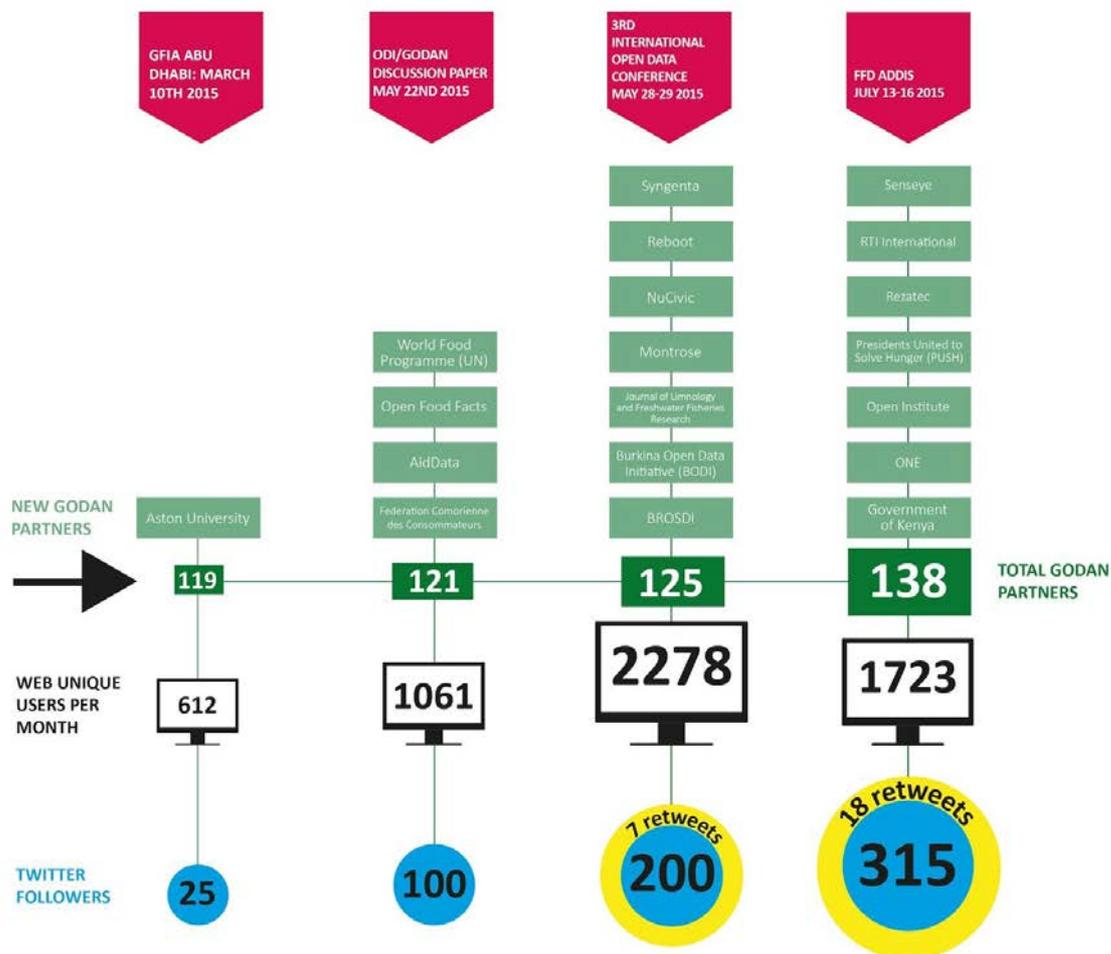


#### 4.3 Key country partner activities during the Inception Phase

- **Kenya:** After discussion the Government of Kenya has officially joined GODAN in July; formal announcement was made at FFD3 in Addis and the office of the deputy president were fully engaged with the delivery of sessions at AODC
- **Mexico:** we are in the process of finalising steps for Government of Mexico to become a partner; a presentation was given at IODC15 by Office of the President's representative
- **Canada:** we are in active discussion with the Ministry of Agriculture and other government agencies and research bodies and hope to secure multi-agency membership of GODAN in 2015
- **Germany:** as of May 2015 three German institutes had joined GODAN. The Agricultural Ministry and its technical Institute BLE will be engaged and been encouraged to join this year. We will also engage with important faculties and GIZ and the Laender Technical Institute. We have also contacted Landesanstalten.
- **France:** strengthening ties with government; we will follow up with INRA and explore collaborations with French partners and the Ministry of Agriculture, Agrifood and Forestry
- **EU:** Already in Q4 contacts have been established with a number of EU institutions which expressed interest in GODAN. Formal collaboration avenues are being explored.
- **India:** We are strengthening GODAN advocacy through presentations in Bangalore at ISI, in Delhi at IARC, in Hyderabad at ICRISAT and in Kanpur at IIT in October 2015. We are promoting strong collaboration with CABI India and making connections to pilot projects to connect in networks on the ground.
- **China:** organizing GODAN presentations at the Provincial Chinese Academies of Agricultural Science and the Chinese Academy of Tropical Agriculture; our Strategic Partnerships lead met Dr Meng (Xian Xue) on 19 June in China and presented GODAN at CAS. Also: Guandong meeting; meeting Lina Yip on 25 June - also met Feng Zhang (CABI); GODAN presentation made at INBAR - (an AIRCA member). Options presented around open data as part of a coherent KM approach
- **Brazil:** Organized meeting with EMBRAPA to discuss possible advocacy actions for end of November 2015; recognise a need to engage with Ministry of Health as they are a prospective partner.
- **UN:** As of September 2015 the UN sponsored Global Partnership for Sustainable Development Data has joined the GODAN while GODAN in turn joined GPSDD. Other initiatives are being carried out with additional UN agencies/components.

#### 4.4 Partner Growth

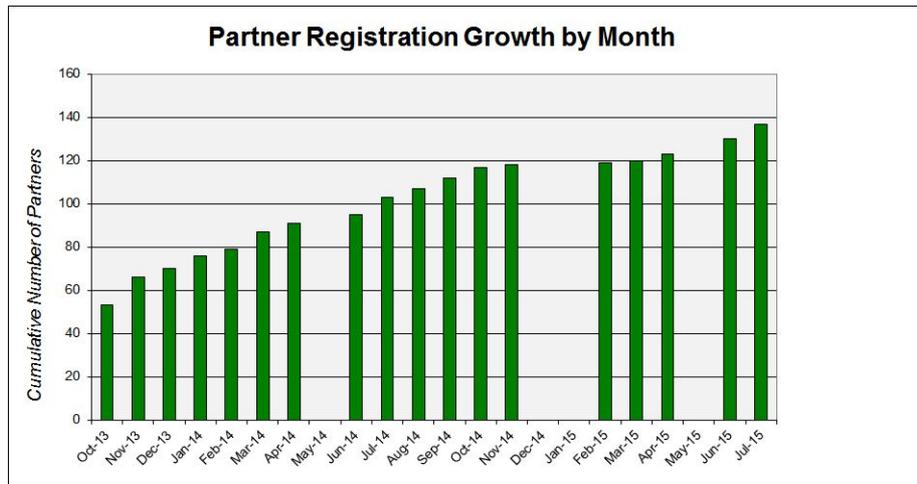
As of August 2015 GODAN had 138 partners, (more than 140 by October 2015 - and rapidly increasing) drawn from national governments, research institutes, business and non-governmental organizations. Some have a focus on agriculture and nutrition, while others lead on open data in a broader field. Each has committed to the GODAN principles set out in the Statement of Purpose and we will be seeking their active engagement through working groups, events and activities as these arise. Our progress in securing new partners, achieving growth in website use and social media follower is mapped against our engagement in external events to show sustained growth in this integrated activity.



#### 4.4.1 Partner growth VS events participation, web use and social media activity

After an initial 70 partners recruited following the launch of GODAN in 2013, a further 48 joined in 2014. There was a slow start to recruitment in 2015, then an increase in subsequent sign-ups as the Secretariat team became established. There appears to be a positive correlation between sign-ups and participation by GODAN in external events, as shown in growth following the suite of Wageningen meetings, a small increase between February and April following attendance and subsequent comment on 'Data Revolution for Agriculture' in February and the 'Forum on Innovations in Agriculture (GFIA)', Abu Dhabi in March. Engagement at IODC Ottawa at the end of May is correlated with significant partner growth throughout the following weeks in June and July.

## Partner Growth since GODAN launch October 2013



Twenty three partners have joined GODAN so far in 2015<sup>28</sup> and we anticipate a further growth in partners to be prompted by our engagement in the Africa Open Data Conference at Dar es Salaam on September 2-5 and at the Open Government Partnership (OGP) Global Summit in Mexico City on October 27. A partner list and updated logo sheet are both available in Annex 2.2 and 2.3

### 4.5 Ambassador development

GODAN's first formal ambassador is Dr. Meng for CAAS in China who has a programme of engagements planned around Chinese institutes on our behalf. We also note the significant role played by informal ambassadors for GODAN including Secretary Woteki in the US, and Deputy Chief Scientist Tim Wheeler in the UK. We will focus on building on the Ambassador network under the guidance of the new Executive Director of the GODAN Secretariat, André Laperrière in Q4 2015.

### 4.6 Working groups

Proposals for working groups emerged from partner meetings in Wageningen in January, and IODC15, Ottawa in May. Partners discussed further proposals during the GODAN meeting at the Africa Open Data Conference, in Dar es Salaam in September. Initial working groups will be set up in Year 1 and early Year 2, with the first major group to address 'Nutrition data gaps and standards' commencing in September 2015. A think-piece will be commissioned to support this work.

Two smaller working groups were set up in January to support delivery of Inception Phase deliverables:

- Director recruitment (led by Elizabeth Dodsworth, CABI)  
The group has now been disbanded as the Director has been appointed.
- Development of a revised Theory of Change<sup>29</sup> (led by Liz Carolan, ODI)

<sup>28</sup> As of mid August 2015

<sup>29</sup> Published online version at <http://www.godan.info/about/theory-of-change/>

Phase one of this work is now complete and the working group as currently constituted is disbanded. We will revisit the need for a group to do more work on this in Q4 2015 in consultation with M&E advisors.

As a result of discussions at the partner meetings in Wageningen and Ottawa (IODC) we are actively pursuing the setup of working group to focus on:

- Nutrition Data Gaps and Standards<sup>30</sup>, starting in September 2015. This high-level group will mobilize policy and funding commitment. Meetings are chaired by Drs. Cathie Woteki and Tim Wheeler and meeting outcomes are collected in a collaborative 'hackpad'. It is hoped that this group will provide a model for how other working groups can operate. A think-piece will be commissioned to highlight issues raised by this group.
- Research evidence for Open Data Impacts

In addition we are in discussion with partners over the merits of working groups on:

- Relevance of the Open Data Charter to the sector
- Geospatial Data
- Sector open data approaches in support of the SDGs (under GODAN membership in the Global Partnership for Sustainable Development Data)
- Agriculture Open Data standards
- Data rights and data ownership in the sector
- Regional focal hubs for Africa

#### **4.7 Defining the position of GODAN**

**Issue:** GODAN must work without duplicating the other agriculture and data initiatives already active before GODAN commenced. Therefore, GODAN has to define its partnership relations to optimize resources in each initiative and avoid duplication.

**Measures:** GODAN will define its relationships with other Initiatives including CIARD, the IDAG (Interest Group in Agricultural Data) of the Research Data Alliance and GODAN Partners CTA and CGIAR and their open data programmes to agree a statement of alliance and partnership.

##### **4.7.1 GODAN and National Governments**

###### **4.7.1.1 Focus on Brazil/Latin America, India, and China**

**Issue:** We need to build momentum in our engagement to grow GODAN partner organizations in Brazil, India and China. Those organizations that have already joined as GODAN partners need opportunities to become proactive in spreading the word to achieve the real influence and critical mass needed. These are significant countries, which represent nearly half of the world's population and which are important agricultural countries which will need to meet global challenges in agriculture and nutrition to address the need for food security.

**Measures:** To encourage partnerships from these countries we will translate relevant GODAN documents into key languages (e.g. Simplified Chinese, Portuguese and Spanish). We will focus our efforts on target contacts in these countries and encourage partnership sign-ups. We will organize meetings to discuss possible advocacy actions within Brazil (EMBRAPA), India, and China. We will engage prospective partners through GODAN presentations in Bangalore at ISI, in Delhi at IARC, in Hyderabad at ICRISAT, and in Kanpur at IIT. We will also organize GODAN presentations at the Provincial Chinese Academies of Agricultural Science and the Chinese Academy of Tropical Agriculture.

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<sup>30</sup> Working Group Charter <http://bit.ly/GODANnutritionWG>



#### 4.7.1.2 Focus on Africa

**Issue:** Whilst there are promising examples, both of open data in Africa, and of open data for agriculture and nutrition, we are still in the early days of identifying and evaluating strategies to make the most of open data in delivering change. Despite the scale of work in the open data area, there are still too few examples of impact in African agriculture, as we found in the CTA funded GODAN review of smallholder impacts of open data<sup>31</sup>. Making the most of open data in Africa is not just about taking approaches that have worked in Europe, America or Asia, and transporting them cookie-cutter style to other countries: different landscapes require different solutions<sup>32</sup>.

**Measures:** We took the debate to Africa by convening a Partner Meeting, Agriculture Track and Community Data sessions at the Africa Open Data Conference. This event was used as a jumping off point to follow on collaborations with African partners. We note especially the Kenyan Government's keenness to engage with GODAN. Among the next steps will be greater presence in West Africa and through mechanisms such as the African Union and its regional representations.

#### 4.7.1.3 Focus on Europe

**Issue:** Other than the Dutch and UK Governments, there is currently no larger scale engagement of other European Governments or Institutions in GODAN. We will be proactive about building our relationships with the French and German governments (and governments from other G20 countries) and from important institutions including GIZ and national departments of agriculture.

**Measures:** We will compile a list of European government offices and wider institutions to be contacted and encouraged to join GODAN. We will schedule visits to selected Institutions to introduce and present GODAN. We will proactively seek out representatives of European ministries at events we attend. We will design and initiate a GODAN Webinar for European institutions.

#### 4.7.2 Enlarging the Nutrition focus

**Issue:** GODAN is currently perceived to be "agriculture focused". Nutrition is not only in the name of the initiative, but nutrition issues will be of equal importance for human well-being in the future. The nutrition issue should encompass all levels of malnutrition, including the growing problem of obesity and related illnesses, which are not confined solely to developed countries. GODAN has the opportunity to add value to current health-related initiatives relating to nutrition on a global scale. We therefore need to identify synergies between nutrition and health to pursue this agenda.

**Measures:** We will develop a priority list of nutrition data that will determine GODAN priorities and refine our focus in collaboration with GODAN's partner working group on nutrition, nutrition data gaps and standards. This work will inform our list of key organizations to approach in order to explore opportunities for collaboration on key topic areas and create opportunities for GODAN partnership sign-ups.

#### 4.8 What it means to be a GODAN partner

**Issue:** Currently the concept of GODAN partnership is broadly defined and there are few opportunities clearly set out for proactive engagement. No mechanisms exist to monitor current levels of activity required to maintain partnership status.

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<sup>31</sup> [http://www.cta.int/images/Opendataforsmallholders-report\\_.pdf](http://www.cta.int/images/Opendataforsmallholders-report_.pdf)

<sup>32</sup> From <http://www.godan.info/four-key-issues-to-tackle-at-the-africa-open-data-conference/>

**Measures:** A short download of what it means to be a GODAN partner is available on the GODAN website titled: 'Thinking of becoming a GODAN partner?'<sup>33</sup> We acknowledge that defining what it means to be a partner may need to change as the initiative develops, and the Strategic Partnerships Lead will prepare a paper to present to the Donor Group on this matter later in 2015. Our partner package folder includes numerous documents, all of which are contained in Annex 2.

We are in the process of creating a mechanism for partners to contribute to GODAN news through the monthly newsletter we send out to partners and subscribers. Our plans for website development will include resources to promote engagement and content resources to provide a rich source of material to promote future sign-ups and engagement. See Annex 1. The website will also be a repository for research and topic-specific resources of relevance to existing and prospective members.

We will create a marketplace of partners with the possibility to offer specific knowledge services in collaboration with the CIARD RING, which will be beneficial to engagement with other existing networks.

In turn however this means that as the membership increases, the level of effort required from the Secretariat to meet the needs of GODAN also increases. This happens in a context where the Secretariat wishes to maintain and increase the intensity of actual participation from and within the GODAN network in general and its work groups in particular.

#### **4.9 Engagement with Agriculture and Nutrition Businesses**

**Issue:** Greater engagement with the private sector is needed, in particular with agribusinesses but also food companies. We will define private sector offerings, and what GODAN means to SMEs versus large-scale players.

**Measures:** We will support our approach to the private sector by developing suitable marketing collateral and by building existing relationships. A key focus will be to connect with existing private sector/agro-industry partners in GODAN and share with prospective partners our joint success in moving forward the open data agenda in agriculture and nutrition. We plan to deliver this through a range of actions including workshops such as the one being prepared with GODAN partner Alterra that documents the impact of open data with a special focus on business in 2015 and by defining/refining a 'business model approach' to Open Data in the private sector, and adjusting our communication strategy accordingly

##### **4.9.10 Strengthening the GODAN Donor Core Partnership**

**Issue:** The wider donor group has a light touch in GODAN's decision-making process and there is tremendous value in growing their involvement and in developing formal mechanisms for engagement by FAO, GFAR, CTA, and CGIAR.

**Measures:** We will grow involvement from the broader donor group and begin a review of the steering group structure. We will engage at a senior level with donor group partners in CTA, CGIAR and GFAR and institute steering/donor group telephone or VC meetings every 3 months to ensure a more inclusive process and develop clear communication channels for donor groups. We will seek advice and endorsement from leaders and aim to develop dialogue to clarify synergies and overlaps in our respective agendas.

##### **4.9.11 Conclusion**

These priorities aim to increase GODAN's outreach and achieve a global critical mass around the declaration of intent. We recognise that GODAN has a challenge in engaging at the appropriate

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<sup>33</sup> <http://www.godan.info/partners/become-a-godan-partner/>

level in organisations and countries. We need to understand the needs at all levels, but will engage more at higher levels to drive institutional policy change. It is essential that we reach agreement with our partners on priorities for their engagement to create the impact necessary to achieve change; but we recognise that achieving a consensus across all partners is challenging.

## **5 Event Highlights**

From day one the Secretariat has used a number of key events as a platform to engage with partners, encourage new partner sign-ups, get input from partners and communicate to the media and the wider public. In addition the first major discussion paper which included a number of key case studies was created in conjunction with the ODI and promoted widely.

The major events for GODAN in 2015 to date include:

A series of meetings in Wageningen, including a GODAN public meeting, provided the starting point for the GODAN Inception Phase and opportunities to shape activity over the following months in line with our Terms of Reference with the input of partners. It was also an opportunity to participate in an international forum and begin the process of creating an identity as well as networking. A donor meeting and Hackathon augmented the programme.

The International Open Data Conference (IODC) in May, which included the launch of our first key publication ‘How can we improve agriculture, food and nutrition with open data?’ This was produced by authors from several GODAN Partner organisations on a challenging tight six week timescale. Prior to the launch at IODC 15 the Secretariat shared a pre-publication version of the discussion paper with all partners by direct mailing and actively sought their comments to help refine the final version. This consultation period also provided the Secretariat with an opportunity to call for partners to share examples of real-world problems in Agriculture and Nutrition that they believe that open data has the potential to solve.

Further consultation took place at the pre-ODI meeting. At this event GODAN invited its partners to share further news of use cases and ideas, as well as to identify problems that open data might solve.

At the full ODI meeting US Secretary Cathie Woteki formally launched the discussion paper before chairing a panel discussion around themes explored in the paper. A webcast of this session was later published on the IODC website.

The GODAN / ODI discussion paper has been distributed widely. At IODC the initial ODI print run was exhausted and GODAN has since had the report reprinted locally twice, once for distribution at FFD3 in Addis Ababa in June and again for distribution in Tanzania at AODC in September (since initially drafting this report, the paper has been distributed at further events and meetings). It has been promoted both on the ODI and GODAN websites and continues to feature widely on social media, especially twitter. ODI also promote the publication at their workshops.

The discussion paper is a powerful tool in creating engagement with existing partners and provides them with a published example of the power of open data in agriculture and nutrition. In advocacy to prospective partners the report provides a compelling case for change and places GODAN in the forefront of conveying the case for a new approach.

The inaugural Africa Open Data Conference (AODC), which took place in Dar es Salaam between 2nd – 5th September, allowed GODAN to bring together partners and interested participants for the first major opportunity to discuss open data for agriculture and nutrition on the African continent. The absence of African voices at IODC 15 had been noted and a conscious effort to engage with current and potential partners at AODC was our response.<sup>34</sup>

The OGP Summit is planned in Mexico at the end of October.

## 6 Conclusion

The GODAN Secretariat was born during this inception phase. As soon as the decision was made to award the Secretariat function action was taken immediately within and in close collaboration with CABI as a host, and with key partners, resulting in:

- Putting a fully operational Secretariat in place within CABI premises
- Mobilizing more than 140 partners/network members in less than one year
- Defining the GODAN operation mechanisms, logframe, and communication strategy
- Recruiting staff in Wallingford, London and Rome, including the Secretariat's Executive Director
- Aligning the GODAN budget with the priorities defined by donors
- Contributing to three major summits in Canada, Tanzania and Mexico, in addition to numerous sessions held in other countries (Netherlands, Belgium, India, Abu Dhabi, etc)
- Preparing a 5 year action plan designed to achieve GODAN's mission during its foreseen period of existence.

The completion of the *Inception period* constitutes a key milestone in the existence of GODAN. It is to be followed by an *operational period* during which maximum impact is going to be sought through the active involvement of the GODAN partners, current and new. For this purpose, close monitoring and reporting will be the norm, and proactive initiatives will be performed to stimulate performance at all levels. Therefore the text included in this report and its attachments should not be considered as a static product, but rather, as a tool to be used, adjusted and reinforced as needed during GODAN's journey towards excellence. The reception of this report concludes the Inception Phase.

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<sup>34</sup> A more comprehensive list of events and engagements is given in Annex 3