

Terms of Reference

Lessons learnt from the Dutch Diamond approach in Food and Nutrition Security

Specialist in nutrition / health policy and public private partnerships

Support to the Netherlands Working Group on International Nutrition (NWGN) in the collection, organisation and analysis of information and experiences of the Netherlands in public private partnerships in Food and Nutrition Security

Duration: 40 days between 1 December 2020 and 30 April 2021

Location: The Netherlands

Background

The Netherlands has a long track record in working in public private partnerships (PPPs) (or *Dutch Diamond approach*, with government, civil society, private sector and academia working together).¹ In the area of Food and Nutrition Security (FNS), the Dutch Ministry of Foreign Affairs launched its first facility The Schokland Fund in 2007², followed by other Public-Private Partnership (PPP) facilities such as the Sustainable Water Fund (FDW)³ and the Sustainable Entrepreneurship and Food Security Facility (FDOV)⁴ in 2012 and more recently the SDGP Partnership⁵. All these programs aim to stimulate private sector participation in dealing with water, food, and sustainable development issues.

At the “The Hague” summit in June 2019⁶, the Netherlands presented a number of examples of the *Dutch Diamond approach* to improve food systems. For the Micronutrient Forum Connected (initially intended for March 2020, now postponed till Nov 2020), the NWGN also prepared a number of case studies, showcasing Dutch public private partnerships in the area of FNS. As contribution to the Nutrition for Growth Summit in Japan (due to Covid-19 postponed till December 2021⁷) the Netherlands would like to present its experience and lessons learnt in working with the private sector in food systems and more specifically nutrition security. However, a systematic compilation of experiences and lessons learnt in working in PPPs specifically addressing nutrition issues is lacking. The following evaluations and analysis are available and relevant to build on.

¹ See e.g. World Bank Group Open Learning Campus. *An Attractive Environment: The Netherlands Approach to Identifying/Screening PPP Projects* <https://olc.worldbank.org/content/attractive-environment-netherlands-approach-identifying-screening-ppp-projects-0>

² <https://zoek.officielebekendmakingen.nl/blg-365296.pdf>

³ <https://english.rvo.nl/subsidies-programmes/sustainable-water-fund-fdw>

⁴ <https://english.rvo.nl/subsidies-programmes/facility-sustainable-entrepreneurship-and-food-security-fdov>

⁵ <https://english.rvo.nl/subsidies-programmes/sdgp>

⁶ <https://nutritionconnect.org/sites/default/files/2019-08/Amended%20Statement%20of%20Conference%20Co-chairs%2010th%20July%202019.pdf>

⁷ https://www.mofa.go.jp/ic/ghp/page25e_000331.html

The Dutch Policy and Evaluation Department (IOB) evaluated the Dutch FNS policy over 2012-2016 and concluded: "*Continue with public-private partnerships for leverage and impact, but ensure additionality, awareness of potential conflicts between public and private interests, and that the public interests are anchored in project design and monitoring. A study comparing different partnership designs and financing modalities of public-private partnerships, and investigating the optimal balance between supporting the private sector directly and supporting the enabling business environment could guide future private sector instruments for food security.*"⁸

The PPPLab analysed and reported the main lessons from Dutch-supported public-private partnerships (PPPs) in food security and water, based on four years (2014-2018) of research by PPPLab⁹. The report recommends three building blocks for making PPPs deliver on the Sustainable Development Goals (SDGs), with fundamental implications for key partners in PPPs and policymakers, both from the Netherlands and from other countries that share the SDG ambitions. For ease of reference and reading we summarise here the three building blocks mentioned:

- *Strategize for systemic change... which includes:*
 - *Applying a long-term lens*
 - *Identifying scaling potential through local actors*
 - *Engaging in issues that matter locally*
 - *Becoming systems players*
- *Improve partnerships' fitness to enable change ... which requires considering:*
 - *Who to partner with?*
 - *How to partner?*
 - *What if circumstances change?*
 - *And how to work on locally embedding the partnership?*
- *Rethink risk and blend finance ... which implies:*
 - *Mitigate risk*
 - *Blended value proposition*
 - *Plan financial graduation*
 - *Get an in-country partner on board*

Specifically, in the area of nutrition, and in the context of international caution related to working with the private sector as e.g. mentioned by the Lancet commission on Obesity¹⁰, the NWGN recommended that we need to "*Learn from the experience of the Dutch Diamond approach in FNS... Reflect on the experiences of a decade of working with the private sector, and take into account external knowledge about effective public private partnerships, to find answers to the questions raised in the reports:*

- *How to ensure more support goes to family farms, smallholders and small and medium sized enterprises (SMEs) in Dutch Diamond interventions and other public-private-partnerships?*

⁸ IOB – Review of Dutch food security policy 2012-2016 – Food for thought <https://english.iob-evaluatie.nl/publications/policy-review/2017/10/01/419-%E2%80%93-iob-%E2%80%93-review-of-dutch-food-security-policy-2012-2016-%E2%80%93-food-for-thought>, recommendation #7

⁹ https://ppplab.org/wp/wp-content/uploads/2018/11/FINAL_PPPLab-Strategy-Paper-NOV18.pdf

¹⁰ The Lancet 2019; 393: 791–846 Published Online January 27, 2019
<https://www.thelancet.com/commissions/global-syndemic>

- *How to strengthen governance and corresponding capacity development to ensure that governments and civil society take control over developing and implementing evidence-based policies beneficial for health and planet, without vested commercial bias?*
- *How to overcome conflict of interest without undermining benefits to health and planet?*
- *How to encourage the private sector to be part of the solution and leverage the partnership with other diamond actors to developing sustainable and health-promoting business models and shift business outcomes from a short-term profit focus only, to sustainable, profitable models that explicitly include benefits to society and the environment, reaching the most vulnerable groups in particular?*
- *How to increase accountability of all partners in the Diamond to deliver on their commitments and achieve triple duty outcomes?*
- *What are the optimal principles of engagements in PPPs?*

*Share these insights, experience and lessons learned with the international community."*¹¹

Purpose of work

To make a systematic evaluation of the Dutch experiences and lessons learnt in working in PPPs that are specifically aimed at addressing food and nutrition security. Outcomes of the evaluation will be made available to the international community at the N4G summit.

Objectives

- Make a comparison of different partnership designs and financing modalities of public-private partnerships as suggested by IOB.
- Make a literature review to identify and analyse published evaluations of project experiences limited to Dutch supported project experiences.
- Analyse end-reports and experiences of FDOV projects with a nutrition objective, in particular the AIM FDOV portfolio, led by GAIN
- Analyse (qualitative) learnings from cases as prepared for the Micronutrient Forum Connected by the NWGN
- Organise expert interviews with a broad range of practitioners and incorporate the findings in the evaluation report.
- Include a dissemination plan including the options to publish this evaluation in a peer-reviewed journal

Scope

- Build on existing reports as described above but zoom in into for nutrition specific issues such as raised in the NWGN recommendations report.
- Outcomes of the evaluation will be made available to the international community at the N4G summit (Tokyo, Dec 2021) and can also inform the UN Global Food Systems Summit in

¹¹ NWGN, 2019 <https://the-nwgn.org/wp-content/uploads/2019/10/NWGN-recommendations-Dutch-FNS-policy.pdf> p. 10

2021. We aim to present the findings of the evaluation at a pre-meeting towards the UN Global Food Systems Summit that will be scheduled in May 2021.

Constraints

- Time: the work needs to be conducted between 1 December 2020 and 30 April 2021 so that it can inform the Netherlands and other countries making commitments for N4G as well as be presented at the pre-meeting towards the UN Global Food Systems Summit itself.
- Estimated workload for lead consultant max. 40 working days.
- The consultancy contract will be issued by UNICEF NL
- Language of interviews and reporting will be in English

Assumptions

- The consultant / learning organisation will lead the process but there is a possibility to work with NWGN knowledge institute partners (Wageningen UR, Vrije Universiteit Amsterdam (VU), University of Groningen, Hogeschool Den Bosch) for BSc and MSc students to contribute to this evaluation process
- Access to experts can be arranged via NWGN members.

Risks

The applicant should include a risk analysis and mitigation plans to the project including the risks related to difficulties to organise group sessions due to Covid-19 restrictions.

Deliverables and timings

- Deadline applications [15 Nov 2020]
- Selection, confirmation and contracting [30 Nov 2020]
- Detailed project proposal including detailed research methodology [15 Jan 2021]
- Draft report [15 April 2021]
- Final report [30 April 2021]

Application requirements

E-mail your 1) motivation letter, 2) CV with relevant qualifications and evidence of experience with similar type of work and 3) Outline of work plan, time lines and budget to the NWGN (email info@the-NWGN.org), with “application Lessons learnt from the Dutch Diamond approach in Food and Nutrition Security” in the subject.