



© UNICEF/UNo446554/Bashizi

# Lessons from Dutch PPPs on food and nutrition security

A compilation of experiences and lessons of Dutch PPPs addressing food and nutrition challenges

FINAL REPORT, September 22, 2021

# Lessons from Dutch PPPs on food and nutrition security

A compilation of experiences and lessons of Dutch PPPs addressing food and nutrition challenges



The Netherlands Working Group on international Nutrition uses a Creative Commons Attribution 4.0 (Netherlands) License for its reports.

The user may copy, distribute and transmit the work and create derivative works. Third-party material that has been used in the work and to which intellectual property rights apply may not be used without prior permission of the third party concerned. The user must specify the name as stated by the author or licence holder of the work, but not in such a way as to give the impression that the work of the user or the way in which the work has been used are being endorsed. The user may not use this work for commercial purposes.

The Netherlands Working Group on international Nutrition accepts no liability for any damage arising from the use of this publication or the application of the recommendations.

## Colophon

**Authors:** Final report prepared by Marieke de Wal and Stella Pfisterer, senior researchers, with support of Lucy Cosenza, research assistant at the Partnerships Resource Centre, Rotterdam School of Management, Erasmus University



*NWGN - September 2021. The NWGN is a platform of civil society organizations, knowledge institutes, the private sector and the government, based in the Netherlands and working in the field of international nutrition. The NWGN believes that improving nutrition through both nutrition-specific as well as nutrition-sensitive actions contributes to the achievement of all SDGs in a direct or indirect way, while vice versa the achievement of many of the SDGs contributes to improving nutrition.*



*Suggested citation: de Wal, M., Pfisterer, S., Cosenza, L. Lessons from Dutch PPPs on food and nutrition security. A compilation of experiences and lessons of Dutch PPPs addressing food and nutrition challenges. NWGN, 2021.*

# Table of Contents

<b>Abbreviations</b>	<b>4</b>
<b>1. Introduction</b>	<b>6</b>
1.1 Background	6
1.2 Purpose of this study	9
1.3 Scope and focus	10
1.4 How to read this report?	10
<b>2. Research approach</b>	<b>13</b>
2.1 Data collection	13
2.2 Data analysis	16
2.3 Triangulation with other sources	17
2.4 PPP FNS cases	18
<b>3. Dutch PPPs for addressing food and nutrition security</b>	<b>21</b>
3.1 Findings: Dutch FNS PPPs pay less attention to nutrition security	21
3.2 Discussion: Need for system change	23
3.3 Conclusions and suggestions for increasing nutrition sensitivity	24
<b>4. Working in Dutch FNS PPPs</b>	<b>26</b>
4.1 Findings: Dutch FNS PPPs provide opportunities but need to deal with complexity	26
4.2 Discussion: Different institutional logics	28
4.3 Conclusions and suggestions: Making partnerships more resilient	30
<b>5. Inclusiveness of Dutch FNS PPPs</b>	<b>33</b>
5.1 Findings: PPPs focus on inclusion through reach	33
5.2 Discussion: How to develop inclusive PPPs?	34
5.3 Conclusions and suggestions: Unpack the concept to better understand how to ensure inclusion	36
<b>6. Sustainability and scalability of Dutch FNS PPPs</b>	<b>38</b>
6.1 Findings: Dutch PPPs approach sustainability from various perspectives	38
6.2 Discussion: What needs to be sustained and scaled?	39
6.3 Conclusions and suggestions: Strengthening local embeddedness and local business involvement	41
<b>7. Lessons from Dutch PPPs on Food and Nutrition Security and how to use them</b>	<b>42</b>
7.1 What can we learn from Dutch FNS PPPs?	42
7.2 How can we learn from these insights?	44
7.3 Suggestions on how to apply lessons about Dutch FNS PPPs	46
7.4 Concluding remarks	47
<b>Appendix I Food Systems Framework</b>	<b>49</b>
<b>Appendix II Overview of experts interviewed</b>	<b>50</b>
<b>Appendix III Interview guideline</b>	<b>51</b>
<b>Appendix IV Literature</b>	<b>52</b>

# Abbreviations

Amsterdam Initiative Against Malnutrition	<b>AIM</b>
Bottom of the Pyramid	<b>BoP</b>
Centre for Development Innovation	<b>CDI</b>
Corporate Social Responsibility	<b>CSR</b>
Cross Sector Collaboration	<b>CSC</b>
Sustainable and Economic Development	<b>DDE</b>
Dutch Good Growth Fund	<b>DGGF</b>
Dutch Ministry of Foreign Affairs	<b>MoFA</b>
Erasmus University Rotterdam	<b>EUR</b>
Facility for Sustainable Entrepreneurship and Food Security	<b>FDOV</b>
Financially, Institutionally, Ecologically, Technically and socially Sustainable	<b>FIETS</b>
Food and Nutrition Security	<b>FNS</b>
Global Alliance for Improved Nutrition	<b>GAIN</b>
Good Agricultural Practice	<b>GAP</b>
High Level Panel of Experts of Food Security	<b>HLPE</b>
Household Dietary Diversity Score	<b>HDDS</b>
Household Food Insecurity Access Scale	<b>HFIAS</b>
Inclusive Green Growth	<b>IGG</b>
International Corporate Social Responsibility	<b>ICSR</b>
ITAD Results in Development	<b>ITAD</b>
Key Performance Indicators	<b>KPIs</b>
Micro Finance Institute	<b>MFI</b>
MDF Training & Consultancy	<b>MDF</b>
Middle of the Pyramid	<b>MoP</b>
Mid-Term Review	<b>MTR</b>
Minimum Acceptable Diet	<b>MAD</b>
Minimum Dietary Diversity for Women	<b>MDD-W</b>
Millenium Development Goals	<b>MDGs</b>
Ministry of Foreign Affairs of the Netherlands	<b>MoFA</b>
Monitoring & Evaluation	<b>M&amp;E</b>
Netherlands-African Business Council	<b>NABC</b>
Netherlands Enterprise Agency	<b>RVO</b>
Netherlands Food Partnership	<b>NFP</b>

Non-Governmental Organisation(s)	<b>NGOs</b>
Netherlands Working Group on International Nutrition	<b>NWGN</b>
Partnering for Green Growth	<b>P4G</b>
Partnerships Resource Centre	<b>PrC</b>
Policy and Operations Evaluation Department (of MoFA)	<b>IOB</b>
Private Sector Development	<b>PSD</b>
Private Sector Investment programme	<b>PSI</b>
Public-Private Partnerships	<b>PPPs</b>
Public-Private Partnership Lab for Food and Water	<b>PPPLab</b>
Programma Uitzending Managers	<b>PUM</b>
KIT Royal Tropical Institute	<b>KIT</b>
ScalingUp Nutrition	<b>SUN</b>
Schockland Fund and Millennium Agreements	<b>SF&amp;MA</b>
SEO Amsterdam Economics	<b>SEO</b>
Small and/or Medium Enterprises	<b>SME</b>
Smallholder Farmers	<b>SMFs</b>
Sustainable and Economic Development	<b>DDE</b>
Sustainable Development Goals	<b>SDGs</b>
Sustainable Development Goals Partnership	<b>SDGP</b>
Sustainable Water Fund	<b>FDW</b>
Theory of Change	<b>ToC</b>
United Nations System Standing Committee on Nutrition	<b>UNSCN</b>
Wageningen University & Research	<b>WUR</b>

# 1. Introduction

The **policy context of Dutch public-private partnerships for sustainable development**, especially addressing food and nutrition challenges covers more than a decennium. The main policy instruments for stimulating and supporting PPPs are all formally evaluated and in this chapter the main conclusions are summarised. This study aims to **synthesise the key lessons and insights** and hopes to contribute to **the sector wide learning needs to strengthen and improve the cross-sector collaboration** on food and nutrition security.

## 1.1 Background

The Netherlands is considered to be a front runner when it comes to effective cooperation between government, civil society, the private sector and knowledge institutions, aiming at inclusive and sustainable development, also called the Dutch Diamond approach. This collaboration often takes the form of **public-private partnerships (PPPs) to tackle major social challenges, such as food and nutrition security (FNS)**. In the past 15 years, the Dutch Ministry of Foreign Affairs (MoFA) supported different types of PPPs through various financial policy instruments (see figure 1).

- 2Scale, incubator for inclusive agribusiness in Africa (2Scale);
- Facility for Sustainable Entrepreneurship and Food Security (FDOV), including the Amsterdam Initiative Against Malnutrition (AIM);
- Sustainable Development Goals Partnership (SDGP), the successor of FDOV;
- Dutch Good Growth Fund (DGGF);
- Sustainable Water Fund (FDW);
- Private Sector Investment programme (PSI);
- Partnering for Green Growth and the Global Goals 2030 (P4G);
- Schockland Fund and Millennium Agreements (SF&MA).

Text box 1: Dutch PPP instruments

The relevant policy instruments (see text box 1) are linked to the **Dutch development policy agenda on aid, trade and investment**. Most instruments are explicitly funding PPPs, linking aid and trade policy objectives. All instruments include - amongst other objectives - private sector development and food and nutrition objectives,

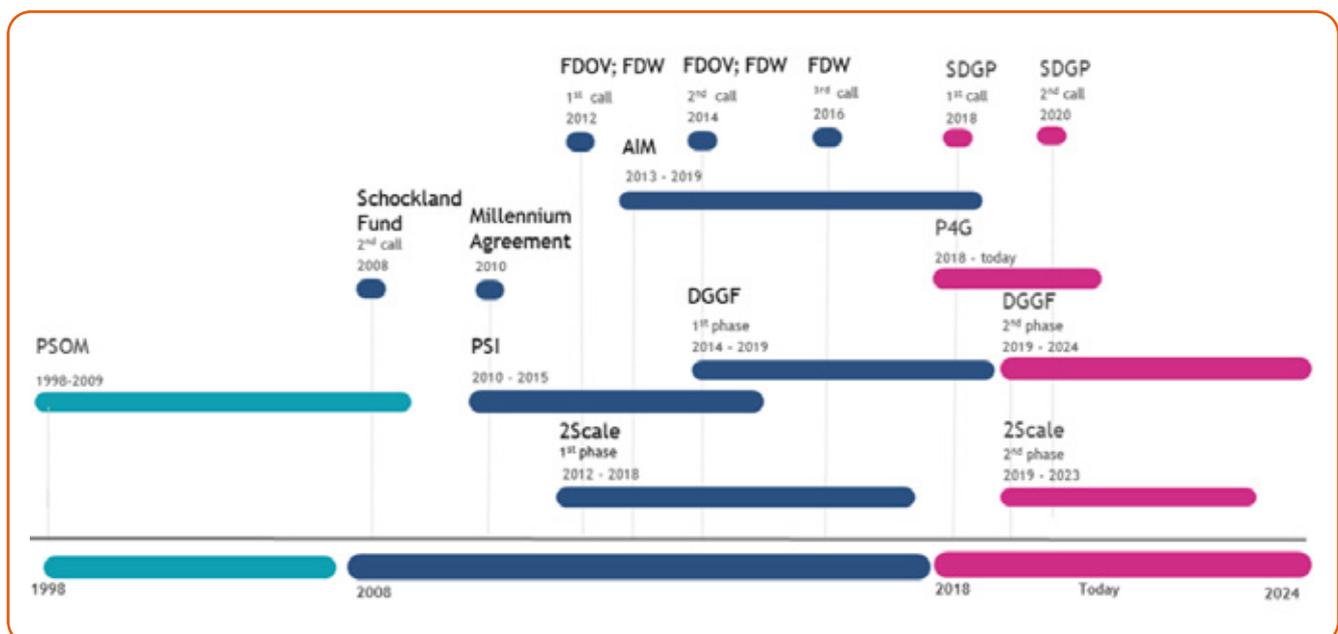


Figure 1: Timeline of Dutch PPP instruments

in which attention for nutrition sensitivity has increased over time (for instance in 2nd calls). Most instruments consider partnerships with the private sector as innovative, non-commercial - usually pre-competitive - collaborations in which the financial contribution of the government is seen as a way to leverage resources and risks.

The PPP instruments represent a diverse spectrum of partnerships, in particular in the implementation phase. For example, 2Scale builds and strengthens private sector partnerships (business to business) with support of non-profit organiza-

tions and government. FDW and FDOV (including AIM) and its successor SDGP, aims at tri-sector partnerships with government involvement. In addition, 2Scale focuses on country level, DGGF on individual companies and FDOV/AIM, SDGP and FDW focus on projects. The duration of the PPPs is medium term (maximum 7 years).

### Theories of Change

The Dutch funded PPPs follow the assumption that **transformation of value chains is needed to resolve global public health challenges including FNS**. More recently, the transforma-

The overall objective of MoFa's private sector development policy is to promote sustainable, inclusive economic development that anyone can benefit from. It is assumed that economic development is key for tackling poverty and that private companies are the driving force. Therefore, in each PPP a private entity must be included (and in some PPPs they are the lead partner). Two domains of action are distinguished: (1) improving the business climate and (2) stimulating entrepreneurship, especially SMEs. Moreover, several overarching areas of attention are mentioned: strengthening the economic role of women, supporting entrepreneurship in conflicting regions, and decoupling growth and environmental impact. Finally, collaboration is considered as a strength of the Dutch, and therefore cross-sector partnerships are promoted. The instruments initiated by the Ministry's department of Sustainable Economic Development (DDE) include FDOV/AIM and SDGP (in collaboration with IGG) and DGGF.

#### *Text box 2: Theory of Change of Private Sector Development*

An important underlying assumption of MoFA's **food and nutrition security** policy is that stabilizing food systems is more effective than aid interventions. A market-oriented approach is part of the solution. Small-scale farmers have potential (they are innovative and enterprising) and empowerment of women leads to improved food production, better intake of nutritious food (more knowledge about healthy food leads to a healthier diet) and better use of income. Furthermore, the surrounding aspects of food security (e.g., water, economy) are important to consider. Economic activity forces governments to set the right preconditions for private sector development. In the ToC, it is stated that involving multiple parties lead to sustainable outcomes. The Dutch Diamond Approach is therefore a fundamental choice. Four objectives are identified: (1) eradicate hunger and malnutrition, (2) promote inclusive and sustainable growth in agribusiness, (3) realising ecologically sustainable food systems, and (4) enhancing preconditions for agriculture and nutrition security. The instruments the Ministry's department of Inclusive Green Growth (IGG) initiated include 2Scale and FDW and SDGP in collaboration with DDE.

#### *Text box 3: Theory of Change of Food- and Nutrition Security Policy*

tion concept was broadened towards the food system in which PPPs operate. To enable the required change in value chains and/or the system, collaboration between actors is a prerequisite to tackle these problems.

The concept of cross-sector collaboration (CSC) is a crucial underlying assumption in the theories of change (ToC's) of respectively private sector

development (PSD) and FNS policies of MoFA. Both ToCs (see textboxes 2 and 3 on the next page) follow the assumption that the Dutch diamond approach is an important and relevant precondition for PSD and for FNS change.

### Lessons learned

The Dutch PPP experiences are regularly used in an international context for illustration and

The following topics were addressed in the midterm reviews and end-evaluations of PPP instruments:

- PPPs provide opportunities, for NGOs as well as private sector partners.
- Because of sharing of resources and risks, PPP partners were able to achieve more together than if they had worked separately.
- Effective PPPs had clear agreements on tasks, roles, and responsibilities. They are robust and flexible at the same time.
- A local public actor with a major role is considered to be vital for the legitimization and justification of a PPP and its success.
- Partnering challenges, including managing complexity, partnering skills, governance arrangements, ownership, conflict of interests, engagement of local (public) actors, different sector logics, etc.
- Different perspectives on risk management (control based on pre-defined risks, laid down in regulations and contracts versus flexible adjustment based on actual developments). Especially difficult for highly innovative PPPs with high and often unknown risks in implementation of these types of projects.
- Risks between partners are not always shared. Often, the lead partner is responsible for the project management and has a direct accountability line to the donor, which puts this organizations in a specific risky position.
- Lack of available funding after projects ended (PPPs phased out as soon as the projects finished).
- Not well-developed gender strategies: inclusion of intended target groups, especially primary beneficiaries, proved difficult.
- Sustainability strategies are developed but prove difficult to implement due to unexpected developments, challenging to have managing constantly changing conditions.
- Limited results on realising nutrition ambitions and objectives.
- Limited results on improving business environment.
- Tension between multiple PPP objectives and cross-cutting themes PPPs had to meet.
- Limited or no alignment with local (policy) priorities, limited understanding of what was locally needed or what potential local barriers were, limited embeddedness in local context.
- Turnover of staff, both at partners as well as at MoFA and RVO (consequence: delay in relationship and thus trust building).
- High administration costs and much time needed for coordination and reporting to donors according to strict guidelines.
- Clash between development relevance (aid) and a viable business case (trade).
- Lack of synergy and complementarity between PPP instruments.

*Text box 4: Topics covered in most PPP instrument evaluations*

inspiration. Over the past years, most Dutch PPP instruments were reviewed. In these studies, cases were described, changes captured, lessons and insights were inventoried. The main conclusions and recommendations of evaluations of Dutch PPP instruments are summarised in a separate document that contains the PPP instruments comparison. This comparison shows that there is an overlap of findings and recommendations (see text box 4).

### Gaps in knowledge

What is missing, is a comprehensive compilation of lessons and insights of PPPs in the Netherlands focusing on FNS. The Netherlands Working Group in International Nutrition (NWGN)<sup>1</sup> recognized this gap and asked the *Partnerships Resource Centre* (PrC)<sup>2</sup> to support the collection, organisation and analysis of information and

experiences of the Dutch FNS PPPs. This report contains the findings of this synthesis study.

### 1.2 Purpose of this study

To make the policy instruments and the PPPs they support more effective, to contribute to achieving the sustainability and development goals, learning from experiences is key. Especially because working in partnership is relatively new, we are constantly looking for improvement. As mentioned above, most instruments have been formally reviewed or evaluated. The purpose of this study therefore was to make a **systematic evaluation of the Dutch experiences and lessons in PPPs that are specially aimed at FNS**. From this we formulated the following overarching research question: What are the most important lessons and insights from Dutch FNS PPPs (see text box 5)?

The following sub questions were formulated:

- How do different PPP designs and financing modalities work on FNS? What are the main differences and what effect does this have on the results of the PPPs / modalities in relation to improving FNS?
- How do the different PPPs deal with potential tensions such as conflict of public and private interests?
- How can an optimal balance be achieved between (direct) support from the private sector and support for the business environment more in general?
- What are conditions (or principles) to improve working in partnership, with specific attention to challenges such as private sector engagement, potential conflict of interests and mutual accountability?
- When are FNS related PPPs successful and how do they measure their success? What are proven effective approaches for reaching specific target groups? What conditions must PPPs / modalities meet to actually support these groups?
- How sustainable and scalable are PPPs? Which conditions support successful PPP scaling?

*Text box 5: Research questions*

---

1 [NWGN](#) is a multistakeholder initiative, in which public and private partners jointly promote inclusion of nutrition and nutrition sensitive approaches in policies and strategies of Dutch stakeholders. For the supervision of this study, a committee was formed in which the following NWGN members participated: Unilever, UNICEF, RVO, MoFA, GAIN, RijkZwaan, ETCNL and an independent consultant.

2 [PrC](#) is a specialist research centre at Rotterdam School of Management, Erasmus University aiming to understand how cross-sector partnerships work and how they can contribute to sustainable transformations.

This study has an explicit learning objective as learning is a necessary condition to improve working in PPPs and thus achieve even better results. As research shows, working in PPPs is innovative and a challenging journey for everyone involved. Partners encounter unexpected situations, need to anticipate uncertainty and that requires a lot of flexibility and adaptability. Partners need to deal with often unforeseen challenges<sup>3</sup>, and capturing the impact of PPPs seems to be challenging.<sup>4</sup> It is an ongoing experience, and we hope that the lessons and insights brought together in this study, contribute to strengthening PPPs and improving outcomes. Because the potential is high, the results so far are, although still limited, quite promising. It is therefore relevant to continue working in PPPs.

### 1.3 Scope and focus<sup>5</sup>

Since this is a synthesis study, aiming to bring together existing knowledge of FNS PPPs and stimulates learning from these experiences, it builds on existing secondary data, such as publicly available (evaluation) documents of Dutch PPP instruments and PPP projects.

In addition, **primary data** from interviews with professionals with experience in (FNS) PPPs was collected and used. It was out of scope of this study to evaluate individual PPP projects, programmes or cases. The study used however individual PPP cases as illustration of points that were raised by interviewees. The cases used in this study were frequently mentioned by interviewees. The interview findings and the instrument comparison were enriched and contrasted by a review of international literature on FNS PPPs.

Considering the research questions (see text box 5), the focus of this research concerned the

learning from experiences of the Dutch PPP approach in FNS and the challenges encountered, regarding engaging with the private sector, inclusion of specific target groups and working in partnership. To understand this properly, the following concepts have been used:

- The issue of **food and nutrition security** and identified key pillars to achieve FNS.
- The **Food System Framework** as a clarifying framework to better understand what is needed to address FNS (see Appendix I for the full Framework).
- Zooming in on in particular the **issue of malnutrition** including possible approaches to improve healthy diets. The role the **private sector** should play, being a crucial factor in delivering nutritious food to poor consumers.
- And the contribution **public-private partnerships** may have in stimulating and encouraging private sector to participate in dealing with FNS issues.

In the text boxes on the next pages, these concepts are further elaborated.

### 1.4 How to read this report?

The **research approach** is based on various methodologies as explained in the following section (chapter 2). The **main findings** are structured along the key focuses as outlined above (chapter 3-6). In each chapter we present the findings, discuss identified **key challenges and tensions** related to cross-sector collaboration for FNS challenges and **formulate suggestions** for how to deal with them. Each chapter starts with a short summary paragraph.

Text boxes throughout the main text contain background information that may be important to place the findings in context, short project case descriptions to illustrate findings or litera-

---

3 Van Tulder, R. & Keen, N. (2018); Rein, M. & Stott, L. (2009); Kolk, A., Van Tulder, R., & Kostwinder, E. (2008); Brogaard, L. & Petersen, O.H. (2017).

4 Pfisterer, S., Van Tulder, R. (2021).

5 The researchers are aware of the limitations of this scope. These are addressed in 7.4.

ture references to contrast findings. The last chapter (7) summarizes the **key insights on Dutch FNS PPPs**. It provides an overview of the main lessons and insights per research question. Moreover, it discusses **what is required to apply the learnings in practice**. This should

support FNS related PPPs to better navigate tensions and challenges that maybe inherent in FNS PPPs.

A separate document contains the full detailed comparison of Dutch PPP instruments including

The World Food Summit (1996) considered that *"food and nutrition security exist when all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life"*.

In 2009, the World Summit on Food Security stated that *"the nutritional dimension is integral to the concept of food security"*, and identified four main pillars of Food and Nutrition Security<sup>7</sup>:

1. **Food availability**: availability of sufficient quantities of food of appropriate quality, supplied through domestic production or imports.
2. **Food access**: access by individuals to adequate resources (entitlements) for acquiring appropriate foods for a nutritious diet. This dimension includes physical access to food (proximity) and economical access (affordability).
3. **Utilisation**: utilization of food through adequate diet, clean water, sanitation and health care to reach a state of nutritional well-being where all physiological needs are met.
4. **Stability**: to be food secure, a population, household or individual must always have access to adequate food.

Food and nutrition security is not only considered as an outcome in the food systems but also towards a more sustainable food system.

*Text box 6: Food and Nutrition Security*<sup>6</sup>

The Food Systems Framework helps to understand in what sector or sectors PPPs are positioned: *"a food system gathers all the elements (environment, people, inputs, processes, infrastructures, institutions, etc.) and activities that relate to the production, processing, distribution, preparation and consumption of food, and the output of these activities, including socio-economic and environmental outcomes"*.<sup>8</sup>

*Text box 7: Food System Framework*<sup>9</sup>

---

6 Food security is defined as the availability and the access of food to all people; whereas nutrition security demands the intake of a wide range of foods which provides the essential needed nutrients. Source: [http://www.fao.org/fileadmin/user\\_upload/wa\\_workshop/docs/FOOD\\_SECURITY\\_AND\\_NUTRITION\\_SECURITY\\_%E2%80%93\\_FSN\\_Forum\\_2009.pdf](http://www.fao.org/fileadmin/user_upload/wa_workshop/docs/FOOD_SECURITY_AND_NUTRITION_SECURITY_%E2%80%93_FSN_Forum_2009.pdf).

7 Source: FAO. Policy Brief Changing Policy Concepts of Food Security (2006), p.1. Available from: <http://www.foodsecinfoaction.org/>

8 Source: HLPE (2017). Nutrition and food systems (p.23). Retrieved from [www.fao.org/cfs/cfs-hlpe](http://www.fao.org/cfs/cfs-hlpe).

9 The complete Food Systems Framework is included in Appendix I.

One out of three people worldwide still does not have access to adequate calories or a diversity of healthy, nutrient rich foods. It is a leading cause of poor health and comes with enormous economic and human capital costs. A sufficient nutritional status is influenced by several factors, including improvement of income, access to knowledge, access to food, health and diets.

*"A healthy diet ensures adequacy of energy and all essential nutrients, promotes all dimensions of individual health, and prevents malnutrition in all its forms and diet-related noncommunicable diseases".<sup>10</sup>*

*Text box 8: Malnutrition<sup>11</sup>*

The private sector can cover private individuals (including entrepreneurs, informal food vendors, landowners, farmers, etc.); private companies (local, national and transnational); small and/or medium enterprises (SME) and large companies active at different stages of the food system.

It is obvious and has to be taken into consideration that large-scale intensive farms and companies might have different interests, strategies, challenges and opportunities, when compared to small food producers (including small farmers, pastoralists, forest-dependent people and fisherfolk).<sup>12</sup>

*Text box 9: Private sector*

Public-Private Partnerships (PPPs) are collaborations between public and private entities aiming to jointly accomplish long-term social and/or economic development changes, through sharing costs, risks, responsibilities, competencies, and knowledge.<sup>13</sup> Often, PPPs involve companies, governmental bodies, civil society organizations, knowledge institutions and/or other public actors (Dutch Diamond). PPPs differ in their actor constellation, thematic focus, scope, funding and implementation structures.

*Text box 10: Public-private partnerships*

---

10 This is the first sentence of the definition of healthy diets as used in the Global Food Policy Report (IFPRI, 2021), chapter 3, p.38. Retrieved from: <https://www.ifpri.org/publication/2019-global-food-policy-report>.

11 Source: World Health Organization. Fact sheets - Malnutrition (2012). Available from: <https://www.who.int/news-room/fact-sheets/detail/malnutrition>.

12 High level panel of experts. HLPE High Level Panel of Experts Multi-stakeholder partnerships. 2018;(June):144. Available from: [www.fao.org/cfs/cfs-hlpe](http://www.fao.org/cfs/cfs-hlpe).

13 Brinkerhoff, D.W.; Brinkerhoff, J.M. (2011); Kolk, A.; Van Tulder, R.; Kostwinder, E. (2008); Manning, S.; Roessler, D. (2013); Stadtler, L. (2016); Brogaard, L.; Petersen, O.H. (2018).

## 2. Research approach

This study is based on two main resources of information: **experiences and perspectives of experts** and a **comparison of Dutch PPP instruments**. **Academic literature** on (international) experiences with FNS PPPs is used to put the findings into perspective. **Six case examples** are used as illustrations to the findings and the observed tensions. In this chapter, the research methodology is explained.

### 2.1 Data collection

#### Expert interviews

We have interviewed **21 PPP and FNS experts** from different sectors, including business, government, (I)NGOs and knowledge institutions (see Appendix II for a complete overview). The selection of interviewees was done in close consultation with NWGN. An important selection criterion was their assumed 'umbrella' perspectives to contribute, to aggregate and to synthesize lessons. An interview guideline (included in appendix III), shared in advance with all experts, laid out the main topics to discuss, focusing on their experiences with Dutch FNS PPPs. We used the interview findings in an aggregated way, which means that a majority of the experts have mentioned a particular finding. If different or even contradictory opinions have been expressed, we will state this explicitly.

#### Academic consultation

**Two scholars** were consulted two times during the study: dr Inge Brouwer and prof. dr Rob van Tulder.<sup>14</sup> At the start of the study, they provided advice on the project plan, including the research methodology. Both experts also read the final draft of this report and provided useful feedback that has been incorporated into the final version.

#### Selection of Dutch PPP instruments

**The comparison of Dutch PPP instruments** included initially: 2Scale, DGGF, FDOV (including AIM), FDW, P4G, PSI, SDGP (successor of FDOV), Schockland & Millennium Agreements. The selection of instruments was done in close consultation with NWGN. Sources of information included **publicly available evaluation reports** of Dutch supported instruments and projects, including end-reports of FDOV AIM projects with a nutrition perspective; policy frameworks; project proposals and progress report formats; mid-term reviews and evaluation reports.

In the selection only **policy instruments funded by the Dutch government** were included in which the project implementation would be carried out by a PPP consortium. For each PPP instrument we looked at the extent to which it included FNS as an objective. This exercise showed that this is the case for four programs, including 2Scale, FDOV (including AIM), and SDGP.

The other 5 instruments have funded projects related to FNS: DGGF funded food systems projects, FDW included projects focusing on efficient water use especially in agriculture, PSI included agriculture projects, P4G included SDG2 (Zero hunger) and the Schockland and Millennium Agreements funded projects targeted on MDG1 (Eradicate extreme hunger). However, in the case of three programs, it appeared that the publicly available information is too limited to be included in a meaningful comparison. This applies to the Schockland and Millennium Agreements (which started in 2008 and 2010 and is already closed), P4G (part of a

---

<sup>14</sup> [Dr Inge Brouwer](#) is Associate Professor at the Division of Human Nutrition, Wageningen University. [Dr Rob van Tulder](#) is full professor at the Department of Business-Society Management and Academic Director of the Partnerships Resource Centre, both at the Rotterdam School of Management, Erasmus University.

global platform which started in 2018) and PSI (2010-2015, closed as well). In the case of P4G, only one of the five topics is linked to food and agriculture value chains. However, there is no data available on which projects this relates to. In the case of PSI, an additional factor is that this instrument was not aimed at supporting PPPs but rather was intended to stimulate entrepreneurs to make innovative pilot investments. DGGF also focuses more on private sector development and not on stimulating PPPs. The 1st phase has been evaluated. This evaluation provides relevant lessons for this study, for example in relation to the feasibility of the realization of development goals, inclusiveness, sustainability and scalability. Considerably more detailed

information is available for FDW - such as which projects include FNS - which makes it interesting to include both instruments in the comparison anyway.

These considerations result in an in-depth comparison between the following **six instruments: 2Scale, FDOV (including AIM), SDGP, FDW and DGGF.**

In the overview below, the six compared PPP instruments are introduced. Their specific FNS objective is highlighted, as well as the related SDGs. The number of PPPs supported is mentioned, including the countries in which the PPPs are active. Finally, the total available and spent budget is stated (if this information was available).

## PPP instruments

# 2Scale

Available budget 2<sup>nd</sup> phase (2019 – 2023): € 50 million.

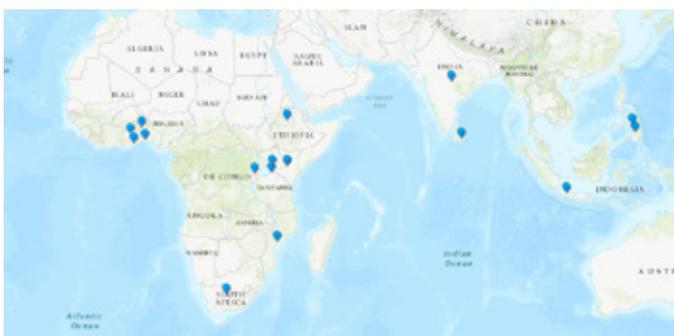


Specific FNS objective:  
Improve access to nutritious food for at least 1 million BoP through inclusion in targeted value chains.

Number of PPPs supported (2020)  
**37** implemented  
**22** started up, of which **6** discontinued

# FDW

Total budget: €111.19 million | FNS budget: €45,99 million



Specific FNS objective:  
FNS related areas: (1) sustainable access to clean drinking water and sanitation (including waste); (2) efficient water use, especially in agriculture

Number of FNS PPPs supported (since 2014)  
**17** implemented



# FDOV & AIM

Total budget: €103 million | AIM: € 21,682,709



Specific FNS objective:  
Improvement of food security situation in developing countries. FDOV is closed and has been succeeded by SDGP.

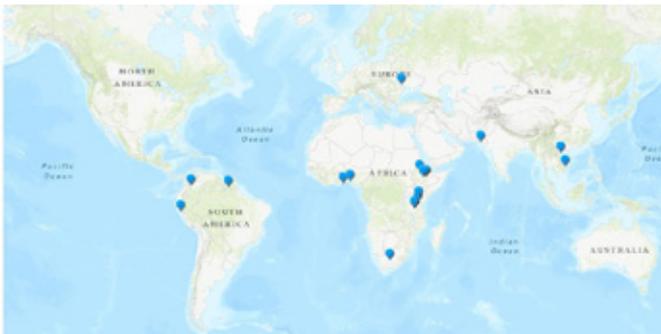
Number of PPPs supported (since 2015)

 **46** implemented of which  
**8 AIM** projects



# DGGF

Total budget: €84.53 million | FNS budget: €34,65 million



Specific FNS objective:  
FNS was not mentioned as a topic, but DGGF funds projects related to food systems (e.g., production of tempeh, coffee, dairy, meat, tuna, nuts) and sustainable food supply chains (e.g., aqua culture, textiles).

Number of FNS PPPs supported (since 2014)

 **19** implemented



# SDGP

Total budget allocated: €53,8 million



Specific FNS objective:  
Three areas are FNS related: (1) reduce malnutrition, (2) promote growth in agriculture and fisheries sector and (3) establishment of ecologically responsible and sustainable food chains.

Number of PPPs supported (since 2018)

 **33** implemented of which **32**  
related to food security and **1** to nutrition



## 2.2 Data analysis

### Themes

The researchers applied a thematic analysis of the data, following the research questions (see 1.2):

- Dutch PPPs for addressing food and nutrition security;
- Working in Dutch FNS PPPs;
- Inclusiveness of Dutch FNS PPPs;
- Sustainability and scalability of Dutch FNS PPPs.

### Tensions

The findings of the interviews and the instrument comparison was categorized under these themes. After the first round of analysis, we noticed that FNS PPPs deal with several (paradoxical) tensions. To address this important challenge, we included the tension framework (see textbox 11) to guide our analysis. Therefore, and in addition to the above-mentioned themes, we have identified the tensions that emerge from the thematic findings.

There are various ways **how to deal with tensions** (see figure 2). For the formulation and development of the lessons, insights and suggestions, we tried (where possible) to think about **ways how PPPs could navigate these tensions** in the future. It becomes evident that tensions are interconnected and therefore also lessons, and insights can be considered as closely interlinked with each other.



Figure 2: Strategies for dealing with tensions<sup>17</sup>

Partnering is a process rife with tensions and paradoxes. Partnering requires to continually resolving dilemmas and tensions across many dimensions. Tensions, and in particular paradoxical tensions are widely used to describe **conflicting demands, opposing perspectives**, or seemingly illogical findings.

In practice, there is a wide interest and call to make full use of the potential of tension to address challenges and opportunities in general.<sup>15</sup>

Organizational scholars define a paradoxical tension as "*contradictory yet interrelated elements that exists simultaneously and persist over time.*"<sup>16</sup> Unlike dilemmas, or either/or choices, paradoxical tensions signify two sides of the same coin. Paradoxes are based on three constituting elements: **contradiction, interdependence and persistence over time.**

The value of using the concept of paradoxical tensions is first, acknowledgment of the coexistence of contradictory elements within a PPP (different interests, roles, responsibilities, institutional logics) and, secondly, developing understandings and practices that **accept and accommodate these tensions.** This is based on the belief that the interrelatedness of competing demands can lead to creative solutions to complex problems.

Text box 11: Paradoxical tensions

15 See for instance <http://www.polaritypartnerships.com/#home>

16 Smith, W. K., & Lewis, M. W. (2011).

17 Figure developed based on the following sources: Lewis, M.W. (2000); Smith, W. K., & Lewis, M. W. (2011); Jarzabkowski, P., Le, J.K. & Van de Ven, A.H. (2013).

## 2.3 Triangulation with other sources

Our analysis was also supported by a literature review that was used for putting the (Dutch-) based findings into perspective. In addition, we refer to PPP cases as illustrations for our findings.

### Literature review

A literature review of a selection of academic articles was conducted to put findings into perspective. The selected keywords were chosen in consultation with NWGN. For all search strings, we limited the search to publications to the period 2000- 2021, we searched only for English publications, and in non-medical and non-computer science related journals. We used the online database *Scopus* to look for combinations of keywords or synonyms related to multi-stakeholder cross-sector collaboration, private sector engagement and food and nutrition security.<sup>18</sup>

The search resulted in 2,403 hits, of which there were 1,517 unique publications. The screening of search results was completed in two stages. First, we screened the titles of all the citations identified. This was done based on the following question: does the publication provide insights about one or multiple of our key concepts? Where the title did not provide sufficient information and researchers were in doubt about the inclusion or exclusion of the publication, abstracts of the respective publication were consulted. We excluded articles if the abstracts did not prove to focus on a collaborative relationship between different societal sectors. This step was done by two researchers for inter-rater reliability and resulted in a selection of 250 publications. Thereafter, we screened each full article on

its fit to our research focus on lessons of FNS related PPPs. This step helped us to identify 28 key articles for the analysis. We added another 7 publications (academic and practice) that were recommended from experts in the field. In total we reviewed 35 articles (see appendix IV for an overview of articles used).

### Cases as illustrations<sup>19</sup>

In order to illustrate our findings, we used PPP insights from six cases. We did not do in-depth case studies but explored the PPP experiences based on project reports and evaluations and interviews with some of the partners involved. Initially we selected three focus countries<sup>20</sup> - Ethiopia, Kenya and Vietnam - but the cases provided by the interviewed experts were not limited to these countries. Of those PPPs focusing on nutrition, there are relevant examples mentioned by the experts from FDOV projects Vegetables for All, Rural Hubs, Flying Food and Pro Poor Potato. In SDGP - successor of FDOV - there is only one PPP that exclusively deals with nutrition: Good Farming, Good Food. From the 2Scale portfolio the project Salem Investments was mentioned.<sup>21</sup> However, Good Farming, Good Food is still in its implementing phase and therefore no results are available yet. The same goes for Sorghum-Salem Investments; no public evaluation of this project is available. Before research findings are described, the six PPP cases are introduced by a short description of topic and objectives, partners involved, implemented countries, funding instrument, and start and end date. Of these six, the first four are used in the following chapters as illustrations because they were highlighted by the experts and contained valuable lessons.

---

18 Reference is made to the project plan of this study in which a complete overview of keywords used is included (March 2021).

19 Project information is derived from the online RVO project database (RVO, 2021). The only additional not publicly available information we received and included in the report are two evaluation reports of the projects V4A and Rural Hub (provided by RijkZwaan).

20 These three countries were selected because here the most PPP projects were implemented.

21 FDOV including AIM, SDGP and 2Scale are the instruments with explicit nutrition objectives.

## 2.4 PPP FNS cases

# Vegetables for All

<b>PPP instrument</b>	<b>Timeframe</b>	<b>Budget</b>
FDOV (AIM)	2012 – 2019	€ 3,153,000

### Project description

Introduction of modern vegetable production of selected high nutrition-rich vegetable in fresh and dried form to BoP consumers. In the northern Tanzanian regions Arusha, Tanga, Kilimanjaro and Mayara, almost 3,000 families were trained in using better quality (hybrid) seeds and improving techniques such as drip irrigation and general Good Agricultural Practices (GAP). Four professional nurseries were established to supply growers with good quality seedlings. Small-scale dryers were introduced to dry vegetables by means of solar heat. Farmer groups were trained in entrepreneurship and financial skills. Providing education on healthy consumption to Tanzanian families. In total a 122 cooking demonstrations were held, reaching almost 8,000 families to educate them on healthy consumption.



### Partners\*



\*Project information on the [RVO website](#) regarding involved partners differed from information in the evaluation report.

# Rural Hubs

<b>PPP instrument</b>	<b>Timeframe</b>	<b>Budget</b>
FDOV (AIM)	2012 – 2019	€ 4,356,600

### Project description

Rural Hubs aimed to increase access to locally produced vegetables for Base of Pyramid (BoP) consumers by sourcing vegetables from local smallholders and, in doing so, shortening the food chain. The objective was to improve the quantity, quality and accessibility of fresh, affordable vegetables, and then to link them to (super)markets in two areas within two South African provinces. Achieved objectives included integration of 58 of smallholder vegetable producers into commercial value chains for vegetable fresh produce; training and mentoring of roughly 58 farmers in vegetable production and local GAP (good agricultural practices) training and seven farmers obtained local GAP certification.



### Partners



# Flying Food

**PPP instrument**  
FDOV

**Timeframe**  
2013 – 2018

**Budget**  
€ 2,000,000

## Project description

The intervention aimed at the development of a sustainable cricket value chain, including rearing, processing, packaging, distribution and retail in Uganda, and Kenya. Achieved objectives: in terms of outputs, methods were developed, a group of trainers was formed, and more than 300 farmers were trained, but not all of these were fully equipped. In terms of outcomes, the production of crickets and resulting income were much lower than targeted. Further, awareness was raised, consumer research was conducted, and innovative cricket products were developed. However, only a few active local markets for crickets were identified and they did not offer the targeted 5,000 affordable servings of cricket products per month.



## Partners



# Pro Poor Potato

**PPP instrument**  
FDOV

**Timeframe**  
2014 – 2019

**Budget**  
€ 6,986,325

## Project description

The goal of the project was to make Vietnam more self-sufficient in potato production and less dependent of fresh potato imports, by developing potato production in different and new agro-ecological zones in order to get year-round domestic supply of potatoes. Fresh Studio Innovations Asia Ltd managed the overall project implementation. Achieved objectives: the target of contracting 2,500 farmers was formally met, the project successfully registered new potato varieties module and on the demand side, the project helped to increase demand for potatoes in Vietnam, however, the scale remained small.



## Partners



# Good Farming, Good Food

**PPP instrument**  
SDGP

**Timeframe**  
2019 – 2024

**Budget**  
1,900,000

## Partners

### Project description

The project aims at simultaneously tackle multiple key constraints to nutrition security in Madhya Pradesh India. Smallholder farmers will be supported to make more nutritious food available through farm and household production and will be enabled to do so through improved access to seeds, agri-inputs, technology transfer and capacity building on improved practices which include effective rotation of soy and vegetables and improved post-harvest handling. Furthermore, the project aims at the development of an industry-grade safe and nutritious soy product which will be brought to the BoP markets and governmental nutrition security programs



### Solidaridad



# Shalem Investments

**PPP instrument**  
2Scale

**Timeframe**  
2014 - 2017

**Budget**  
*Not known*

## Partners

### Project description

Shalem Investments is a sorghum aggregator and trader based in Meru county, Kenya. It has a supply contract with EABL, a leading beer manufacturer with a wide range of products including a sorghum-based Senator Keg beer that targets the BoP market. The sorghum market was largely dependent on the brewer's demand for the grain. Other off takers have been identified in the animal feeds sector where the demand for the grain is growing albeit at a lower price. Their objective is to increase purchases to 6,000 tons of sorghum per year and reach 14,000 farmers (10,000 women) in Meru County. The project involves 18 SMEs of which 3 are female-headed.



# 3. Dutch PPPs for addressing food and nutrition security

In this chapter the Dutch PPP experience is reviewed in terms of **which element(s) of the Food System Framework (see Appendix I) the PPPs address**. In this context the key lessons on their **outcomes on food and in particular regarding nutrition security** are synthesized. First, we present the findings that centre around the insight that **Dutch FNS PPPs pay less attention to nutrition security**. In a next step, we discuss the emerging tensions of PPPs scope in the Food System, followed by defining implications for **increasing nutrition sensitivity**.

## 3.1 Findings: Dutch FNS PPPs pay less attention to nutrition security

Of those PPPs focusing on nutrition, there are relevant examples from FDOV, projects as V4A (Tanzania), Rural Hubs (South Africa), Flying Food (Uganda and Kenya) and Pro Poor Potato (Vietnam). In SDGP - successor of FDOV - there is only one PPP that exclusively deals with nutrition: Good Farming, Good Food (India). From 2Scale we selected the project Sorghum-Salem (Kenya). The results in the area of nutrition improvement show a mixed picture (see text box 12).

In the **V4A** project, evaluators (Benita Williams Evaluation, 2020) found several achievements with regards to nutrition, and specifically with regard to an increase in the diversity of vegetables. There appeared to be a raised awareness in the communities about the need to eat vegetables, how to eat them (not overcook them) and a shift in thinking from vegetables were a poor man's food, to vegetables are something that everyone should be proud to consume. Regarding nutrition outcomes, survey data of the **Rural Hub** project ((Benita Williams Evaluation, 2020) show that the intervention had a statistically significant positive effect on consumers' *perception* of the health benefits of fruit and vegetables. However, this does not imply that consumption *behaviour* has actually changed.

Introducing new and in some context even innovative nutrition products can be challenging.

The **Flying Food** and **Pro Poor Potato** projects show varying degrees of nutritional success. Effectiveness of the first project (SEO, 2019) was reasonable in terms of outputs (i.e., training, equipment, feed, etc.) but these outputs did not result in actual production, income generation, sales, or consumption. That was due to several reasons including an unexpected disease outbreak.

New potato varieties were registered by the Pro Poor Potato project (SEO, 2019b) and the project helped to increase demand for potatoes in Vietnam, but the scale remained small. This resulted in an alternative channel: most potatoes produced as part of the project were processing potatoes used by PepsiCo for making crisps. The newly introduced Dutch varieties are competitive against other locally produced potato varieties.

*Text box 12: Case illustrations regarding nutrition outcomes*

The evaluation report of 2Scale (SEO, 2018) and the MTR of FDOV (KIT, 2017) mention that **PPPs within the agro-food sector could have more focus on improving nutrition outcomes and sensitizing for nutrition**. 2Scale should pay more attention to nutrition and FDOV PPPs mostly focused on increasing food availability and affordability and less to nutrition security. In fact, many FDOV PPPs do not add a nutrition dimension to their focus on agriculture, and most PPPs were found not to be nutrition sensitive. They "(...) *do not integrate nutritional considerations through specifically targeting (access to) improved nutrition for women, girls and children, or enhanced purchasing power of women*" (p.63). (See also Chapter 5 about the challenge of inclusion).

The FDOV MTR suggests that possible important reasons for this are (1) FDOV's emphasis on the PPP business case; (2) the high perceived risk by FDOV partners of working with very small subsistence farmers; (3) and the technology gap between participating Dutch and local companies and subsistence farmers (p.67).

The **need for more nutrition-sensitivity** is echoed by the interviewed experts. Overall, experts appreciate PPPs as an opportunity to work in collaboration with relevant sectors to address FNS challenges. In line with the Dutch ToCs of PSD and FNS (see text boxes 2 and 3), experts emphasise that transformation of food systems and value chains is needed to resolve global public health challenges including FNS. To enable the required change, collaboration between actors is a prerequisite to tackle these problems. The assumption is that effective collaboration can potentially lead to greater impact, including access to resources, development of innovative interventions, new opportunities and ideas and support leadership. Experts provided several explanations why it is difficult for PPPs to have an active nutrition focus.

Some experts suggest that different PPPs should aim at different parts of the value chain or food system in a more holistic approach (dependent on the focus of the PPP). Moreover, they emphasise that to achieve nutrition outcomes, it is important to work on food environments, which are highly context specific. **The question is however whether a whole food system approach** - the entire range of actors and their interlinked value-adding activities involved in the production, aggregation, processing, distribution, consumption and disposal of food products<sup>22</sup> - **is the best approach**. In the case of value chains, for instance, the projects V4A for all and Rural Hubs, were challenged by the high number of partners, uncertainties and unexpected external circumstances. Some experts consider focus more important.

Moreover, there seems to be **hardly a stand-alone business case for nutrition from a Dutch business perspective**. As one of the interviewees put it: "*For Dutch companies is difficult to work with nutrition in developing countries. It is not easy because food needs to be cheap. Therefore, it does not make a good business.*"<sup>23</sup>. For Dutch companies it seems to be difficult to build a business model with nutrition in developing countries because food needs to be affordable, and this is not always the case for BoP consumers. It may be different for in-country companies involved in the PPP, but this needs to be explored more in depth.

In addition, the emphasis on the PPP business case makes a nutrition focus difficult as well as the high perceived risk by (business) partners of working with very small subsistence farmers. That is why the primary beneficiaries of FDOV are farmers that can be considered commercially viable in terms of land size and market orientation (not low-income consumers).

---

22 FAO (2018).

23 Quote from an interview with an NGO expert.

What also comes into play is whether a **PPP is targeting export crops** (such as coffee or tea) or **crops for the local market**. Usually, exports do not directly contribute to improving local nutrition situation (at most indirectly through an increase in income which is then assumed to be spent on a better diet).

Finally, there is a **gap between the disciplines of agriculture and public health nutrition**, not only in the public sector (different finance streams) but also in the private sector (distinction between agricultural and food companies). In view of the mutual relationship between (healthy) food and health, closer coordination would be expected.

### 3.2 Discussion: Need for system change

There is a consensus that **transformation of the food system** is needed to resolve global public health challenges including food insecurity, substantiated by scientific literature (see text box 13). Not only is cross-sector collaboration a precondition for this, but also collaboration aimed at system change. At the individual PPP level, it is possible to try to contribute to change the whole food system. This has the

best chance of success if the contribution fits into a larger, overall vision of how to realize the change needed to address the issue of food and nutrition insecurity. However, PPPs can experience a tension between, on the one hand, aiming for focused nutrition interventions, and on the other hand, the requirement that they need to contribute to a whole food system approach.

Aiming at food availability and affordability in a broad sense may not be the most targeted approach for effectively addressing nutrition and healthy diets. The FDW evaluation (2020) concluded that there is no direct link between drinking water projects and food security. There are no indications that the project cases had a direct impact on food scarcity decreased, food availability and anthropometric measures on children's development. This may be related to an apparent disconnection between a theme such as improving undernutrition (contributing to better access and intake of healthy foods, i.e., promoting healthy diets) whose success is measured by a national core indicator such as reduced stunting. PPPs can at most (indirectly) contribute to such an indicator, a causal relation-

The literature review suggests that transformative systems change is needed to resolve global public health nutrition challenges, including the double burden of malnutrition - a worldwide phenomenon representing the coexistence of maternal and child undernutrition (i.e., wasting, stunting and underweight) and micronutrient deficiencies (iron, vitamin A, iodine and zinc) with child or adult overweight, obesity and non-communicable diseases in affected households, communities or populations.

The reviewed literature highlights that in North-Western countries, PPPs are a mechanism through which healthy-lifestyle initiatives are addressing the increasing childhood obesity problem and noncommunicable diseases in high-income settings. In the Global South (developing countries), PPPs focus on improving diets and nutrition, build market solutions to micronutrient deficiencies and try to simultaneously advance public health nutrition goals and business goals. Closely linked to increasing the quantity and quality of smallholder production and thereby farmers' incomes, while simultaneously decreasing the negative environmental impact of small-holder agriculture.

*Text box 13: FNS PPPs in the literature*

ship cannot be proven. However, to measure the contribution of PPPs, project related indicators such as the Minimum Dietary Diversity for Women (MDD-W), household dietary diversity score (HDDS), household food insecurity access scale (HFIAS), and minimum acceptable diet (MAD) could be used.

Secured income is considered as a supportive but not sufficient pre-condition for sustainable improvements in the field of nutrition and healthy diets. While it is not a guarantee that secured incomes will lead to improved nutrition, PPP interventions following this rationale should be combined with nutrition-sensitive approaches. Some PPPs show **various nutrition focused interventions that are successfully achieved**. Approaches for spreading awareness on nutrition in the form of targeted public campaigns seem to be cost-effective and with a large reach. For example, in the Rural Hubs project, SPAR embarked on an extensive nutrition campaign targeting BoP consumers at the SPAR supermarkets. In Tanzania (V4A) and Vietnam (Pro Poor Potato) cooking workshops were organised to increase the consumption of nutritious foods by the base of the pyramid consumers. Another lesson includes farmers engaging with appropriate technology (i.e., WhatsApp) to obtain technical assistance.

In addition, experts suggested several options to **balance (direct) support of the private sector and support for the business environment** more in general. There seems consensus about not directly funding commercial business activities. At the same time, a PPP approach may indirectly support a business model, in fact, many argue that there must be a clear fit of the PPP intervention to the business strategy of the private partners. The assumption is that such a fit creates opportunities for economic growth and development. Other experts, however, point at the potential of the pre-competitive space to get the whole sector on board because a whole food system approach is required to address nutrition challenges.

### 3.3 Conclusions and suggestions for increasing nutrition sensitivity

To navigate the tension of nutrition sensitivity and its associated challenges, several insights are provided that ultimately increases sensitivity:

**To achieve nutrition outcomes**, it is important to work on food environments, which are highly context specific. This argues for (1) engaging in issues that matter locally, improve local embeddedness and thus scalability potential, (2) more emphasis on support to strengthen the (private sector) environment instead of direct support of business and (3) different PPPs should aim at different parts of the food system, which implies portfolio management on PPP programme level to ensure larger reach, both in terms of involving more parts of the food system as well as in reaching larger numbers of people. This implies that in particular companies should be selected that have nutrition as a core part of their company strategy in order to develop a sustainable business model.

Such a portfolio approach could also be an enabler for **PPPs to focus on changing the system**, because then a more holistic approach is applied. The IOB review of the Dutch Food Security Policy (2017) also recommended such an integrated view that considers the food system approach. According to IOB, this requires more strategic focus on a different level, namely concentrate on less countries, regions and perhaps even sectors. The focus on PPPs and development of economically sustainable solutions makes several PPP instruments particularly suited to countries making the transition from aid to trade. More focus on countries per instrument can be helpful, depending on the objective of the instrument. This is in line with what the PPPLab has argued in its concluding strategic paper (2018): a long-term system lens is needed to develop collaboration models that are truly transformational.

Moreover, when the various PPP instruments be viewed from a portfolio perspective, **overlap can be reduced and synergies can be increased** between programmes such as e.g., 2Scale and

FDOV, or its successor SDGP, in terms of targeted countries, sectors and end-beneficiaries<sup>24</sup>. A spread of objectives and approaches over a clever portfolio of instruments instead of trying to address every objective and approach<sup>25</sup> is of great benefit. This spread of objectives and approaches in every instrument has several benefits, including focus, less discussion, spreading of risks, higher (because of spreading) chance of success (on level of overall objectives), stakeholders can do what they are good at. More harmony in order to achieve greater synergy was already promoted in the IOB evaluation about PSD instruments in 2014.

**To increase nutrition sensitivity**, it is important to analyse (at the beginning) and monitor (during the project) the local nutrition situation. From the start, PPPs should have an explicit goal on nutrition (promoting healthy diets), combined with goals on empowerment of women and behavioural change communication. Moreover, specific and concrete indicators need to be included related to the FNS specific objective - such as the aforementioned indicators (MDD-W, HDDS, HFIAS and MAD) - instead of indirect, generic indicators such as increased income.

---

<sup>24</sup> The 2Scale evaluation (2018) includes a comparison with FDOV (Appendix B, p.95).

<sup>25</sup> Objectives include FNS, local PS development, etc. Approaches include for example: market-based, consumer awareness, guideline development, technical assistance, innovation, etc.

# 4. Working in Dutch FNS PPPs

In this chapter we synthesize findings about **how Dutch PPPs realize their ambitions when actors from different societal sectors collaborate**. The findings first emphasise that **PPPs provide opportunities for all actors**, but that they are **highly complex to design, govern and finance**. The discussion zooms into the tensions related with PPP design, governance and risk sharing due to **different institutional logics**. In the conclusions section, we make suggestions **how to make PPPs more resilient** and emphasise the supportive role of partnering principles.

## 4.1 Findings: Dutch FNS PPPs provide opportunities but need to deal with complexity

**PPPs are seen as an opportunity for all actors** involved. PPPs fit multiple motives:

For **the private sector**, PPPs offer possibilities to engage in precompetitive activities (such as train farmers to increase their yield or use fertilizers in a sustainable responsible way), development of new markets, investment opportunities or development and testing of (new) products and services. Participating in PPPs aiming at

global challenges is also a way for companies to implement their ambition to contribute to positive societal impact (CSR policies).

The **government** aims to engage private and societal actors in endeavors to achieve development goals. From a government perspective, it is not only about the provision of access to basic needs such as nutritious foods, but also about enabling an environment in which the private sector can develop into a sustainable sector that provides for people needs.

For **NGOs**, PPPs are a means to find new resources (knowledge, funding, networks), to reinforce the focus on specific needs, such as FNS for all, and to influence the core business of companies.

The representatives of **knowledge institutions** who we interviewed were not (or have been) directly partners in a PPP, but rather reflected on PPPs from a research perspective. They indicated that involvement in PPPs provides knowledge with the opportunity to apply or validate (new) knowledge. Ultimately, researchers aim to contribute with knowledge development that

Outside of the value chain, Fresh Studio worked to strengthen the cooperation between the private parties and the local authorities. A potato policy discussion platform was established. The main goal of the platform is dissemination of information on relevant legislation. In 2017, Fresh Studio, PepsiCo, WUR, several local research institutes, universities and governments collaborated on writing a policy brief. This policy brief called for a long-term potato vision, a strategy and a coordinated action plan.

Collaboration with Agrico and WUR was fruitful. WUR experts travelled to Vietnam regularly to give trainings on among others the use of the tractors, harvesters and planters. The collaboration with Agrico was successful in the sense that several of Agrico's potato varieties are now fully registered in Vietnam, which would otherwise not be the case.

*Text box 14: Successful cross-sector collaboration*

can be applied in practice to improving the life of vulnerable groups.

While PPPs are not the only approach for addressing FNS, they can be effective when designed and implemented well. An example of an effective collaboration between a company, NGO and a knowledge institute provides the Pro Poor Potato project (see text box 14).

All interviewed experts have the impression that **PPPs can make a valuable, if not necessary, contribution to food and nutrition security.** The challenge is to turn these various contributions into a sustainable intervention with greater impact than the individual contributions alone could realise. A good example provides the V4A project (see text box 15).

Partnerships are different than regular projects; PPPs often **focus on highly complex issues and have a complex design and operational model, including partnership structures, financing and governance.** This complexity can be caused by the partnership configuration and number of partners, or by the ambition of the partner-

ship to operate/replicate a similar approach in different countries and/or regions. Several PPP representatives experienced that a complex PPP design challenged the implementation.

An example of an often-mentioned challenge is the involvement of public actors in the project countries. Local public actor involvement is often relevant and necessary. However, meeting agreed obligations sometimes created problems, in particular for the local government partner (i.e., regarding committed financial contributions). In FDOV and FDW (KIT, 2016; EUR, 2020), involvement of local government appeared to be challenging. This related to both development policy objectives as well as agreed roles of government.

Next to the complex nature of PPP design and structure, PPPs often implement **innovative projects. Implementing innovative projects contains a high risk by nature.** For instance, AIM experienced large difficulties in getting the projects through the inception phase because of the challenge of risk distribution between the partners and RVO (KIT, 2016). It was experi-

The **Vegetables for All** PPP included a public sector partner (TAHA) and several private sector organizations, such as the lead partner Rijk Zwaan. In V4A, the role of the public sector was clear through the engagement of TAHA with government extension workers.

The private sector involvement included provision of quality seeds and technical support by Rijk Zwaan. The Rijk Zwaan website provides some insight into their reasoning for engaging with V4A: *"We cannot contribute to the world's food supply and increase vegetable consumption on our own. Therefore, we are keen to tackle these challenges together with companies, organisations and individuals who share our ambitions...We collaborate with all the links in the vegetable chain and also share knowledge and capacity with other companies in the industry, government organisations, knowledge institutes, NGOs and other stakeholders."*

Other private sector stakeholders became involved after the project started. An example includes private sectors buyers who engaged with farmer groups to provide quality seeds and purchase specific vegetables. However, these additional private sector actors were not part of the PPP design.

*Text box 15: Public and private partners*

enced that private and public sectors can have diametrically opposed perceptions of dealing with potential risks (see also 4.2 about different institutional logics).

Due to the high-risk nature of innovative projects, in some projects a phased approach was adapted, in which assumptions were tested first (KIT, 2016). This approach seemed to be supportive for PPPs, because most PPPs face shifts of focus of planned activities during implementation. These adjustments were crucial to positive performance, including the willingness of (private) partners to take on more risks.

## 4.2 Discussion: Different institutional logics

The complexity of working in PPPs, often reflected in its design, governance and risk approaches, is caused by partnerships combining unique logics of the actors involved. These unique logics determine preferred way of working, envisaged approaches and desired solutions of partners.

The **private sector** thinks from a business case logic including an accompanying revenue model. In PPPs companies may focus on product and/or market development, mainly through farmer trainings, purpose-led and performance driven. However, private sector as such is broad; local companies and SMEs may have very different focuses and approaches compared to Dutch private sector.

The **public sector** builds the enabling environment. Within the Dutch context, the government consists of various players (Ministry as co-founder, embassies to provide access to local knowledge and policy priorities and networks in the food system, and RVO as implementer) that each have their own role; sometimes the donor role differs per instrument. Public actors work from policy frameworks, including (broad) development objectives and targets. Public money must be spent well, i.e., contributing to achieving these objectives and goals as formulated in the ToCs MoFA developed for PSD and FNS (see

text boxes 2 and 3). The local government is an important partner as well. However, it differs per country and context how active local government entities can be involved.

**NGOs** work with development and inclusion goals. They traditionally have a focus on specific target groups. They are advocating and sustaining mutual accountability of stakeholders. They often play the role of neutral broker to create dialogue ensuring commitment and engagement of both private and public sector.

**Academia** provide technical knowledge and assistance or M&E expertise. Academia usually aim for collecting evidence, validate their research, learning and knowledge development.

PPPs are built on **different institutional logics**, e.g., of public, private, NGO and knowledge partners. On the one hand, this is the basis for the great synergy potential of PPPs: it can develop into a new and contextually specific hybrid logic (KIT, 2016).

On the other hand, logics may compete and result in **potential conflict of interests**. For example, in FDOV (including AIM) and SDGP, and in FDW, the private sector logics seem to dominate, since the dominant requirement is a viable business case before granting funding (sources: policy frameworks of these instruments). At programme level, public goals are assumed to be achieved through the provision of grants. 2Scale experienced that it is important to include more systematic attention for costs and risks structures in target value chains and smarter design of M&E systems (SEO, 2018). More specific PPPs may deal with potential conflict of public and private interests. Simultaneously, each sector has a role to play and a contribution to make. Experts do recognize and acknowledge different roles and responsibilities. The private sector is key in **building a business case** to deliver nutritious food to poor consumers that allows for scalability.

The **tension** related to institutional logics manifests itself mainly in three ways:

First, the governments' policy and legal framework is applicable which implies, in the end, spending taxpayers' money needs to be accounted for. This requires a design and monitoring approach based on clearly predetermined objectives and pathways. However, it may not align with private sector logics. Business usually anticipates changes in implementation plans. They are more used to immediately respond to unexpected circumstances - both potential threats as well as potential opportunities. From the perspective of the public partner changes are either not possible (because of sense of control) or not desirable (because of different risk perception). Often, PPPs face potential conflict because of **differences in interests, expectations, timeframes and desired working methods**.

Second, differences in sector perspectives cause **preference for sector specific interventions or solutions** as well. Business has an economic focus and therefore prefers a local market-driven approach. Public actors, including NGOs, are development oriented and therefore focus on

solutions that meet the needs of local communities, such as improving food access or promoting a healthy diet. It is striking that both work from knowledge of the local context and therefore argue for a local approach (developing the local market and working with a bottom-up approach).

Lastly, the tension is often recognized in the **complexity of design, governance and risk approach** of PPPs. Differences of respective perspectives of public and private partners on how risks are viewed and dealt with, can lead to tensions in the risk approach that the PPP develops. In contrast to the dominance of private logics because of the emphasis on a viable PPP business case, when it comes to risks, the public perspective is leading. A consequence of the **dominant public** risk-taking perspective is that PPPs cannot underperform or fail, which is actually incompatible with the desire for innovative interventions.

This mainly relates to the risk of not achieving agreed results, especially in the case of highly

All reviewed PPP evaluations address the inflexibility and bureaucracy of the instruments. The FDOV MTR (KIT, 2017) mentioned the disadvantages of the tender procedure ('complicated, cumbersome and time consuming'), the inflexibility regarding PPP adjustments after approval ('set in stone'), the focus on business models ('project revenue model') and the reputational risk for MoFA supporting development projects that indirectly benefit Dutch companies. The challenges experienced in AIM's PPPs are mainly due to the complicated setup of AIM and deficient communication between parties involved, including RVO (KIT, 2016, MDF, 2017)).

While the insights of these evaluations were considered in the design of new PPP instruments, interviewees consulted for this study, in particular representatives of implementing partners, mention still that they faced difficulties with the high administrative burden of the PPP instruments. At the same time, they emphasized that RVO staff is supportive and tries to be as flexible as possible to accommodate needed project changes. This is an example of the tension between accountability requirements due to tax-payers money involvement and the fact that PPPs need leeway for change and flexibility. This paradoxical tension is faced by both representatives of implementing organizations as well as RVO staff. The example also shows how is tried to deal with the tension in a constructive way, which is necessary because the tension will remain in publicly funded programmes.

*Text box 16: Adding to complexity*

innovative approaches. It entailed the issue of **risk distribution** between public and private partner (i.e., the Dutch government and the lead business partner). PPPs are critical about sharing of risks and return. In most cases experts talked or evaluators wrote about, the private partners took a disproportionate part of the (financial) risks.

### 4.3 Conclusions and suggestions: Making partnerships more resilient

Public and private management structures cannot be simply merged but require redesigning and novel ways of sharing roles and responsibilities. This requires **acknowledging the tension and effectively deal with it**. Based on research (literature review) and practical experience (expert interviews), we can identify several factors that need to be considered to improve working in PPPs.

Most PPPs faced shifts of focus of planned activities during implementation. These adjustments were crucial to positive performance, including the willingness of partners to take on more risks. The success of PPPs is dependent on how risks are dealt with and an important precondition seems to be the **level of trusting relationships between partners**, starting at individual level. Trust often needs to be built in a partner relationship and requires the willingness to enhance trusting relationships between partners (e.g., through partnering principles; see text box 17). Moreover, having a clear process in place allowing for negotiation to settle potential conflicts and tensions, is important.<sup>26</sup>

In partnership terms, it is important that a partnership **creates value for all** stakeholders. Such value is not the same for all partners involved. Therefore, partnerships need to be clear about the value propositions for the involved partners. This is however not easy, given the multi-layered complexity and different institutional logics and

may have the potential for conflict. Developing **partnering principles** can be supportive for aligning partners and co-defining the process of collaboration (see text box 17 for a good example from the nutrition sector). Partnership principles can be considered as common starting points that help partners to properly organise their interaction and build their relationship based on shared values. Partnership principles help partners to navigate working effectively together.<sup>27</sup>

PPPs evolve in unique ways and achieve very different results. **Flexible and interactive strategies** to build a rich portfolio of partnerships and **investment in collaborative and facilitation skills** are needed.

Next to technical conditions to improve working in partnerships (flexible funding, simpler application process and lighter frameworks for progress and results reporting), there are several other suggestions made by experts. They are listed (not exhaustive) in text box 18.

Building an effective, sustaining and inclusive partnership takes time. To create optimal alignment, to build trust, and accomplish mutuality, it is important to **invest in regular meetings, transparent communication and clear decision-making procedures**. Experts told us that organising annual partner meetings are the bare minimum for building valuable collaboration.

All reviewers and evaluators came up with recommendations regarding the enhancement of monitoring of the instruments and at PPP level. What is needed is **developing alternative learning-oriented approaches** to monitoring and evaluation that support innovation and at the same time provide necessary accountability to support (and assess) achievement of innovative PPPs (see also table 3 in Chapter 7).

---

26 Reference is made to techniques such as [interest-based negotiation](#) and [multi gains approach](#).

27 PrC Insight Series on [Partnering Principles](#) (2020).

In the USA, representatives of more than a dozen food-nutrition, and health-related scientific societies and organizations, food industry scientists, and staff of the USDA, the CDC, the Food and Drug Administration, and the NIH reached consensus on 12 guiding principles for the development of research-oriented, food-and nutrition-related PPPs.<sup>28</sup>

### Prerequisite principle

1. Have a clearly defined and achievable goal to benefit the public.

### Governance principles

2. Articulate a governance structure including a clear statement of work, rules, and partner roles, responsibilities, and accountability, to build in trust, transparency, and mutual respect as core operating principles—acknowledging there may be “deal breakers” precluding the formation of an effective partnership in the first place.
3. Ensure that objectives will meet stakeholder partners’ public and private needs, with a clearly defined baseline to monitor progress and measure success.

### Operational principles

4. Considering the importance of balance, ensure that all members possess appropriate levels of bargaining power.
5. Minimize conflict of interest by recruiting a sufficient number of partners to mitigate influence by any single member and to broaden private-sector perspectives and expertise.
6. Engage partners who agree on specific and fundable (or supportable through obtainable resources) research questions to be addressed by the partnership.
7. Enlist partners who are committed to the long term as well as to the sharing of funding and research data.
8. Along with government and the private sector, include academics and other members of civil society (e.g., foundations, NGOs, consumers) as partners.
9. Select objective measurements capable of providing common ground for both public and private-sector research goals.
10. Adopt research questions and methodologies established by partners with transparency on all competitive interests, ideally in the precompetitive space.
11. Be flexible in implementing the PPP process.
12. Ensure ongoing transparent communications both among partners and between the PPP and the public continually.

*Text box 17: Partnering principles supporting the work in the partnership*

Important is to include more **systematic attention for risk structures and distribution arrangements**. The IOB literature study on PPPs in developing countries (2013) already highlighted that many PPP evaluations focus on resource sha-

ring, while little attention is usually given to the risk-sharing and revenue distribution dimension of partnerships. The partnership is usually conceived as a cooperative agreement focusing on common goals and sharing inputs and resources.

---

<sup>28</sup> Alexander N., Rowe S., Brackett R.E., Burton-Freeman B., Hentges E.J., Kretser A., et al (2015).

- Sustainably engage all parties equally and equitably.
- Inclusiveness contributes to the acceptability and legitimacy of an PPP.
- A shared common goal as the driving force.
- Trusting relationships to share information, to promote innovation, to leverage financial or in-kind resources, and manage legitimacy.
- A collaborative structure to ensure that organizational assets are aligned with common missions, goals, and objectives to reach populations with larger-scale activities than each partner can deliver on its own.
- Selection of the “right” partners in terms of values, commitment, fit with the cause, trust, leadership, and mutual benefits.
- Clear roles and responsibilities recognize partners’ unique strengths and areas of expertise, promote transparency, and mitigate potential conflicts of interest.
- Clear guidelines within the partnership protocol further align partners’ assets in support of their common goal and help build mutual trust and respect.
- Conducting due diligence to assess partnership compatibility.
- Jointly agreed mechanism to manage conflicts of interest and biases.
- Using co-branded activities to support healthy diets
- Continuous dialogue is central to the dynamics of PPPs and should be facilitated by neutral partnership brokers.

*Text box 18: When are FNS PPPs successful?*

# 5. Inclusiveness of Dutch FNS PPPs

This chapter synthesises lessons on inclusiveness of Dutch FNS PPPs. The findings emphasise that **FNS PPPs mainly realize inclusion through reaching the target group**. In the discussion section, the emerging tension on how and when to involve the target group, is described.

The conclusions section suggests **a need for a more fine-grained conceptualization of the term inclusiveness of PPPs** and suggests applying **a framework of ownership, voice, risk and reward** to better understand and capture the inclusiveness of PPPs.

## 5.1 Findings: PPP focus on inclusion through reach

PPP aim to be inclusive. FNS PPPs primarily **consider inclusiveness targets in terms of reach** and therefore **focus on specific target groups** that are aimed to be targeted by the Dutch development policy (see the ToCs of PSD and FNS in text boxes 2 and 3), including small-scale farmers, and SMEs. When it comes to gender focus, women and youth are included as well. Some instruments (for instance FDW) are more explicit about the types of interventions that must be considered regarding the targeted groups (see text box 19).

**2Scale:** BoP consumers smallholder farmers (specifically for women and youth), MSMEs (specifically led by women / young entrepreneurs), including small-scale processors, employees of all companies involved in core and supplier value chains, including grassroots organisations.

**FDOV:** Poor households, subsistence farmers and fishermen, vulnerable groups, local SMEs, and local government staff. Projects should explicitly address the position of women. Gender is mentioned as a cross cutting theme. Moreover, the primary beneficiaries of FDOV are farmers that can be considered commercially viable in terms of land size and market orientation (not low-income consumers). Finally, FDOV gender as a concept is not very well developed in FDOV.<sup>29</sup>

**FDW:** Small farmers and fishermen, local SMEs and to some extent government authorities. Vulnerable groups, such as the poorest people, women and girls, or ethnic groups. More specifically, involving women in decision-making, planning, and implementation and through activities that help to achieve or create the necessary conditions for women's social and economic empowerment. Furthermore, activities supported should help improve living conditions for these groups. Attention must be paid to creating an enabling environment and setting up revenue models that benefit the poorest people.

**SDGP:** Local SMEs, farmers, and fishermen. Particular attention is paid to strengthening entrepreneurship for and by young people and vulnerable groups (poorest, women and girls or ethnic groups).

*Text box 19: Intended target groups*

---

<sup>29</sup> None of the proposals reviewed in the FDOV MTR (KIT, 2016) were found to have comprehensive gender-specific activity strategies or plans, nor did they seem to have been developed during the inception

The **Flying Food** project had an initial high potential to reach the BoP, especially SMF, women and youth because of its focus on income generation and food security (in particular protein deficits) (SEO, 2019). The project targeted groups with limited alternative income generation capacities. The project was assumed to be especially well suited for smallholder farmers (BoP producers). Moreover, within this group, it seemed particularly suited for women and youth who tend to be most constrained in terms of access to land and capital. While the project originally targeted 33% female farmers, it turned out (ex post) that more than half of the farmers trained by the project were female (SEO, 2019). Further, many of these women would not have had many (or any) alternative income generation activities. They therefore eagerly welcomed this additional (potential) source of income and considered cricket rearing a meaningful and productive way to spend "idle" time. An unintended side effect (i.e., not part of the project's ToC or design) was that it also improved their status in the community, in part due to the weekly visits by trainers.

*Text box 20: Flying Food for the BoP*

Sometimes it works; the project design of Flying Food included smallholder farmers and women and youth with a successful result (see text box 20). It showed that characteristics of the project (such as no access to land required and dedicated daily care) were very well suited for the target group.

Nevertheless, all instrument evaluations highlighted that inclusiveness is a challenge because projects may be too innovative and are therefore too risky. Given the novelty of some projects it was challenging to include the above-mentioned poor and vulnerable groups.

Investments may even create inequality. The evaluation of the 1st phase of DGGF (ITAD, 2020) shows that DGGF was not designed to

stimulate inclusiveness of target groups. In fact, the evaluator wrote that while "*Investments may even meet all DGGF's selection criteria while they increase inequalities and (relative) poverty and ignore vulnerable groups*" (p.7). The evaluators concluded that DGGF does not systematically assess its investments effect on inequality nor monitor other negative externalities.

The literature review (see text box 22 on the next page) underlines that inclusion of target groups must be carefully and thoughtfully designed in view of the potential risks involved.

## 5.2 Discussion: How to develop inclusive PPPs?

Inclusion also often entails exclusion of stakeholders to make partnerships manageable.

In Vietnam, about 70% of all potato farmers is female. The **Pro Poor Potato** project (SEO, 2019b) did not really target this group. Gender specific targets were largely met. 62 percent of the contracted farmers and 71 percent of the farmers that attended all three training modules were found to be female. The targets of 70 percent can therefore be considered (largely) met. Meeting the targets set was simply a reflection of the gender ratio among potato farmers.

*Text box 21: Female participation in Pro Poor Potato project*

The literature review suggests that companies are not always focusing on minority or disadvantaged populations; business led PPPs often reach smallholder producers that are relatively wealthy. In fact, sometimes they may even increase economic inequality among smallholders. Moreover, PPP projects need to comply to too many rules and might not be flexible enough to be designed in a risky way. Working with the poorest of the poor is risky and working with better off farmers that have better infrastructure and capabilities is more promising for all involved in the PPP.

In addition, there is an underestimated risk for smallholder farmers (SMF): they are potentially vulnerable to changes in company strategy or exploitation if the partnership fails to protect their interests. Especially when SMF are participating in a PPP but not full and effectively participating, i.e., really included, which implies equally involved in representation mechanisms, decision making and implementation process. Research suggest that SMF' commitment can increase if they are not merely considered as aid receivers but as business partners.

*Text box 22: Literature insights about working with smallholders in PPPs*

Not all stakeholders can be involved in PPP governance structures from the beginning, but the primary targeted beneficiaries (SMFs, BoP, women, youth) should be represented at a given moment. Therefore, as a partnership develops, governance arrangements need to be refined (if needed) to ensure the inclusion of target groups and other key stakeholders. For example, 2Scale (2Scale, 2020) takes deliberate action measurements to ensure inclusion of women entrepreneurs and women farmer groups, such as participation quotas. Another approach 2Scale uses to ensure inclusion of local and national public authorities, is to ask relevant public authorities to 'validate' action plans and other outcomes.

PPP evaluations and experts are rather **critical about the level of inclusion of PPPs and the way they address gender issues** (or better: the lack of addressing this). Several causes are suggested. Gender is mentioned as a cross cutting theme in FDOV (Staatscourant, 2012), next to good governance, climate and environment. Too many cross-cutting themes are at odds with focus. It could also be related to **unclear inclusion assessment** (what is being measured) and **insufficient indicators** (how is it measured).

According to the evaluators of the AIM FDOV portfolio (Benita Williams Evaluation, 2020), gender can be assessed from mainly two perspectives. Assessment of the project aimed to make women better at what they currently do (e. g. feeding their families more nutritious food) and assessment of the project' intentional efforts to engage women farmers and therefore did shift women's economic status (p.23). These PPPs are transformational in involving women in decision-making, planning and implementation and through activities that help to achieve or create the necessary conditions for women's social and economic empowerment. The AIM-V4A project, for instance, had one generic gender indicator: the number of producers and processors (by sex) with increased income related to sales of nutritional foods and food products. However, this indicator did not cascade down to the V4A M&E plan and no target was set (ibid, p. 41).

Another explanation can be found in the case of V4A (Benita Williams Evaluation, 2020) in which a **lack of cultural and contextual understanding** was found of what barriers existed that would prevent women from participating and/or accessing benefits, and what would facilitate

women's involvement, was not identified. Therefore, in V4A, data were not clear with regards to what barriers or facilitators existed that prevented or supported women to participate in the activities such as attending training sessions at the demonstration plots or joining farming groups. The evaluator of the Flying Food project (SEO, 2019) pointed at a rather striking paradox: the focus on BoP producers may have been partly responsible for less success on reaching the BoP, because the project was so innovative and therefore included a high risk (p.37). The evaluators suggest, given the novelty of the project, it would have been preferable to focus initially on the Middle of the Pyramid (MoP) and then roll out lessons learnt to the BoP.

### 5.3 Conclusions and suggestions: Unpack the concept to better understand how to ensure inclusion

A first step to navigate the tension is to unpack the concept of inclusion. The conceptualisation needs more attention, including possible implementation strategies. Relevant guiding questions include: **who needs to be included in what way and at which moment in time?** It could make an important difference, especially for food security impact. Because when these questions are answered, targeted interventions can be developed to involve specific target groups. Moreover, a stronger methodology is needed for measuring inclusion and gender impact.

**Much more use can be made of previous experience in**, for example, 2Scale partnerships. They have described their experiences and lessons learned in organizing and promoting insights in publicly available insight papers.<sup>30</sup> More use can also be made of frameworks that have been developed based on research and which have been successfully applied in practice. One such framework is the **framework of**

**ownership, voice, risk and reward** (Vermeulen and Cotula, 2010).

This framework helps PPPs to assess their level of inclusiveness. The framework embraces four aspects of inclusiveness that are closely inter-linked and allow for an integral and processual perspective:

- **Ownership** deals with the question who owns what part of the business, and assets such as land and processing facilities.
- **Voice** is the ability of marginalized actors to influence key business decisions, including weight in decision-making, arrangements for review and grievance, and mechanisms for dealing with asymmetries in information access.
- **Risk** includes commercial (i.e., production, supply and market) risks, but also wider risks such as political and reputational ones.
- The distribution of reward is about sharing of economic costs and benefits, including price setting and finance arrangements.

With this framework it is possible to develop an integrated perspective on how to realize inclusion. Moreover, the framework does justice to the fact that inclusion is a process that may change in the lifecycle of a PPP, depending on the needs of the PPPs. This iterative nature makes it challenging to measure inclusion solely with straightforward KPIs. More innovative and sophisticated markers for change are needed to monitor the extent and progress of inclusion ambitions.

When we apply this framework to the current situation regarding FNS PPPs, the following picture emerges:

---

<sup>30</sup> Source: <https://www.2scale.org/resources/#banner2phases>.

Dimension	Definition	FNS PPPs
<b>Ownership</b>	The ownership of the business, equity shares, property rights and ownership of key assets, as land or processing facilities.	It is generally difficult to identify who leads or owns a farm. Farms are typically managed by households, in which both men and women have specific tasks. Who (male or female) controls the revenues from the commodity? It may make an important difference for food security impact.
<b>Voice</b>	The ability of partners to influence key business decisions, the weight they have in decision making processes when reviewing the business.	The extent to which target groups are participating in a PPP. Eligibility criteria may restrict who is fully and effectively participating, which implies equally involved in representation mechanisms, decision making and implementation process.
<b>Risk</b>	The risk that comes with uncertainties in supply or production, changes in demand of the consumer and supply of the producers, political and reputational risk.	PPPs do not provide for risky interventions (i.e., working with the poorest and vulnerable groups); both public and private sector do not have a risk appetite.
<b>Reward</b>	The way economic costs and benefits are shared, the way prices are set, and finance is arranged.	PPPs focus on individual behavioral changes instead of influencing environmental contexts that shape lifestyles - not likely to be beneficial to socially disadvantaged groups.

# 6. Sustainability and scalability of Dutch FNS PPPs

This chapter synthesizes lessons on sustainability and scalability of Dutch FNS PPPs. The findings provide an overview of the various perspectives from which PPPs approach sustainability. The discussion section emphasises the need for more clarity about what needs to be sustained and scaled and the supportive factors for it (such as being in line with bilateral policy objectives). In the conclusions section, we reemphasise the call that navigating the tension of what needs to be scaled and its associated challenges requires embeddedness in the local context<sup>31</sup> and in the (local) business model.

## 6.1 Findings: Dutch PPPs approach sustainability from various perspectives

Sustainability<sup>32</sup> is considered to be a prerequisite for scalability<sup>33</sup>; perhaps that is the reason that the focus is much more on how PPPs can sustain their activities. Sustainability is approached from various perspectives. We list the most important ones (i.e., the most common ones or the most explicitly formulated points of view):

**Sustainability assessed through pre-checked criteria.** In FDOV, FDW and SDGP, FIETS<sup>34</sup> and ICSR<sup>35</sup> are standard requirements for PPPs.<sup>36</sup>

**Sustainability managed throughout the process.** For example, in FDOV PPPs, commercial activities must have a lasting economic effect on local businesses and producers. Sustainability must be incorporated into the system for monitoring and corrective action.<sup>37</sup>

**Sustainability integrated in program theory.** The 2Scale sustainability strategy (2Scale, 2019) is built on three related impact pathways: (1) incubating inclusive agribusiness; (2) replicating inclusive agribusiness; and (3) facilitating alignment of partnerships and industry sector policies (p.g). Thus, 2Scale works on embedding governance structures in public and private networks (through the creation or strengthening of value chain platforms and agribusiness hubs), and decentralization and levy systems to cover costs. The underlying assumption (ibid, annex 1) is that overtime lead firm and other stakeholders take

---

31 E.g., <https://ppplab.org/2017/06/explorations-05-working-with-the-public-p/>

32 Sustainability for PPPs involves the broad definition of this concept (In 1987, the United Nations Brundtland Commission defined sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs”) and therefore goes beyond “merely” financial sustainability. It concerns social, environmental, and economic sustainability.

33 Scalability is dependent on the internalization of the partnership in the business models and financial strategies of all participants (e.g., Lashitew, A., van Tulder, R., Mucche, L. (2020).

34 PPPs must be financially, institutionally, ecologically, technically and socially sustainable (FIETS criteria).

35 International Corporate Responsibility Standards ([ICSR standards](#)).

36 Sources: IMVO kaders PPP faciliteiten, RVO, 2012; Policy framework FDW 3rd call, RVO, 2016; Policy framework SDGP, RVO (2018).

37 Sources: FDOV policy frameworks 2012 and 2014.

The project **Vegetables for All** showed a general increase in awareness around the health benefits of eating vegetables. The evaluators (Benita Williams Evaluation, 2020) assume that the increased awareness, likely results in increased demand for vegetables among consumers. Moreover, the four targeted regions are well connected to the rest of the country with a good road network. Next to that, the established market links are likely to be sustained in two ways. First, buyers are now attracted to go to the farmers because of increased volume of commodities through collectivization of farmers. Traders can communicate and engage with the farmer groups to collect larger volumes of vegetables. Second, contract farming arrangements are important because they provide farmers with the necessary support such as key inputs (seeds) and close advisory services.

*Text box 23: Local demand and market links*

increasing ownership of the partnership. Then they may decide on adjustments to governance arrangements to bring structures closer to stakeholders and/or sectoral institutions, and to make them financially sustainable.

**Sustainability as risk management:** Through DGGF (ITAD, 2020), Dutch companies can take risks they would not take otherwise. However, the DGGF-supported part of these companies' export stream would stop if DGGF's financing discontinued. DGGF seeks to reduce the financial missing middle in the countries in which it operates by sharing experience and knowledge and engaging with governments and regulators.

**Sustainability as embeddedness in the local system:** From a sustainability perspective it is important that support is based on local demand (see text box 23).

Involving local stakeholders and the target groups is crucial. FDW (EUR, 2020), for instance, aimed to increase the chance of a system breakthrough and the complementarity of the

role of local government is explicitly linked to interventions since water is an important public resource. The partner country government's role is crucial for the long-term economic and financial sustainability of the project activities.

**Sustainability through private sector involvement.** A recurrent answer by the interviewees was that private sector needs to be involved to sustain the PPP approach, because the private sector has an important role in sustaining and scaling ambitions. Local companies and local oriented companies are in particular successful because they are dependent on the longevity of the intervention. In both boxes below this is illustrated by several cases (text box 24 and 25).

## 6.2 Discussion: What needs to be sustained and scaled?

To ensure sustainability and scalability it is important to be **clear about both concepts**. SDGP project results, for instance, are expected to contribute to a more sustainable environment and living conditions in the target country. Sustainability is defined by the three main cross

The sustainability of the **Flying Food project** was potentially high but due unexpected circumstances not able to achieve objectives. However, the evaluators gave credit to the project for being able to attract a Micro Finance Institute (MFI).

*Text box 24: Sustainability potential attracts new funding*

The **Pro Poor Potato** project helped professionalizing the agricultural sector in Vietnam and contributed to local private sector development. Lead partner Fresh Studio remained active stimulating the potato market, providing high quality seed, promote efficient use of fertilizers and transfer of knowledge.

The **Rural Hubs project** continued without the partnerships and managed to scale up in other areas in South Africa and will do in other countries. Moreover, the leading business partner SPAR, incorporated the hub model in its business strategy.

The **V4A project** became sustainable as farmers use and know the seeds provided by Rijk Zwaan during the intervention. Moreover, the project created farmer groups making growers able to communicate easier both with each other and with suppliers and buyers.

*Text box 24: Sustainability potential attracts new funding*

cutting themes climate adaptation, circular economy and gender equality. Next to this, applicants were asked to explain how the project can be scaled up (no specifications given).<sup>38</sup> Here, sustainability is defined in a particular way and scalability is not defined at all. This does not give much guidance. The same applies to only making it mandatory to comply with international standards, such as FIETS and ICSR in FDW and FDOV.<sup>39</sup> In fact, it has the risk of becoming a ticking the box exercise instead of stimulating to think carefully about how an intervention or collaboration can be made sustainable and what is needed for this.

In line with this, it is also important to make a **distinction between sustainability of the PPP itself or the project(s) and intervention(s) it pursues**. The FDW evaluation (EUR, 2020) made this clear. PPPs phased out as soon as the projects were finished. The evaluators mentioned that given the instruments' character of a 'special purpose vehicle' elimination of the PPP is a logical step, moreover, formally, partners have agreed to a partnership for a limited period of time.

From a sustainability perspective it is important that support is based on **local demand**. Involving local stakeholders and the target groups are crucial. PPPs must be aimed at initiatives that contribute substantially to local needs.

In addition, it is vital for the justification and success of a PPP that the **local government plays a role**. There needs to be a necessary link with bilateral programme or policy to prove complementarity of the PPP. In FDW (EUR, 2020) for instance, PPPs were noncommercial, usually pre-competitive, aimed at stimulating the development of the sector. From a sustainability perspective it was important that support was based on local demand.

If a local or regional government cannot or does not take up its expected role (such as assisting with regulations or agreements) because of political disruptions or economic developments, this can have **negative effects** on PPPs. It causes often major delays, which in most cases were beyond repair.

In FDW, complementarity of the role of local government was explicitly linked to interventions

---

38 Source: Policy framework SDGP, RVO (2018).

39 Reference is made to foot notes 33 and 34.

since water is an important public resource. The partner country government's role was crucial for the long-term economic and financial sustainability of project activities.

In the reviewed cases there are several **examples of promising elements**, necessary for sustaining and/or scaling results, including established market links between farmers and buyers, providing high quality seed, technology interventions, promote efficient use of fertilizers, transfer of knowledge (including promoting transparency of cost and income transactions for farmers) and awareness raising about nutrition food.

Nevertheless, sustainability and scaling are complex processes in which partners will always be confronted with unexpected developments and unexpected consequences of well-intentioned choices or decisions. Sustainability and scaling therefore require navigating the ever-changing environment in which PPPs operate. Reflexive editing can help, and governance design should support this.

### 6.3 Conclusions and suggestions: Strengthening local embeddedness and local business involvement

To navigate the tension of what needs to be scaled and its associated challenges, local embeddedness and local business involvement are key. In the following selected navigating strategies are provided:

Be clear about **what needs to be sustainable and scaled**. This applies not only to what exactly needs to be made sustainable, but also from which point of view sustainability is viewed.

Investing in **good relationships with local government** through advocacy and lobbying are essential. The Dutch government could play a

more active role as a partner. As recommended by the IOB review of the Dutch Food Policy (2017): embassies can play a crucial role as they know the country context. This also enlarged coherence and synergy with the country policies and priorities on FNS as well as the overall Dutch policy on aid, trade, and investment. Research by the PPPLab showed that Dutch embassies play a key role in facilitating PPPs in the project countries, but they also face tensions and challenges when working in partnerships with the private sector.<sup>40</sup>

(Local) **private sector has an important role** to play in sustainable and scaling ambitions of PPPs. A business partner with existing local presence is of incredible value; local market knowledge is of great benefit to the sustainability target. However, also public partners have an interest in a sustaining result and develop a sound business model

All partners involved should **develop a financial strategy beyond the project**, as the PPPLab (2018) also advocated when stated: '*All those financing a PPP should make a joint effort to keep the business case around the intervention sound and healthy*' (p. 11). In addition, from a Dutch government perspective, a better coordination of PSD instruments would be supportive for scaling. One element is a clear sequence for funding and investing in PPPs. For instance, private partners can "first apply for funding from 2Scale to develop and build value chain linkages, then scale up to partnerships with support from SDGP and eventually - once commercially viable - invest in further growth using market based (non-concessional) funding such as DGGF" (SEO, 2018, p. ii).

---

<sup>40</sup> <https://ppplab.org/2018/11/explorations-07-understanding-the-role-of-dutch-embassies-and-the-challenges-they-face/>

# 7. Lessons from Dutch PPPs on Food and Nutrition Security and how to use them

## 7.1 What can we learn from Dutch FNS PPPs?

In the following a summary of lessons and insights is provided. It is evident that these insights and lessons are highly interconnected with each other.

Lessons and insights	
<p><b>Increase nutrition sensitivity</b></p>	<p><b>To achieve nutrition outcomes</b>, it is important to work on food environments, which are highly context specific. This argues for: (1) engaging in issues that matter locally, improve local embeddedness and thus scalability potential, (2) more emphasis on support to strengthen the (private sector) environment instead of direct support of business and (3) different PPPs should aim at different parts of the food system which implies portfolio management on PPP programme / facilities level is needed to ensure larger reach, both in terms of involving all parts of the food system as well as in reaching larger numbers of people.</p> <p>A <b>portfolio approach</b> could also be an enabler for <b>PPPs to focus on changing the system</b>, because then a more holistic approach is applied. That requires more <b>strategic focus</b> on a different level, namely concentrate on less countries, regions and perhaps even sectors. Moreover, when the various PPP instruments are looked at more from a portfolio perspective, then <b>overlap can be reduced and synergies can be increased</b> between instruments.</p> <p><b>To increase nutrition sensitivity</b> (to stimulate better performance of healthy diets) of PPPs, specific and concrete intervention strategies and indicators should be chosen (see the advice from NWGN<sup>41</sup>). Instead of indirect, generic indicators such as increased income.</p>
<p><b>Make FNS PPPs more effective</b></p>	<p>The success of PPPs is dependent on how risks are dealt with and that is mainly based on the <b>level of trusting relationships between partners</b>, starting at individual level.</p> <p>It is important creating a partnership that <b>creates value for all</b> stakeholders. There is a large potential for potential conflict. Developing <b>partnering principles</b> can be supportive for aligning partners and co-defining the process of collaboration.</p>

Table 2: Overview of lessons and insights

<sup>41</sup> <https://the-nwgn.org/wp-content/uploads/2019/10/Pathways-interventions-table-2021.pdf>

## Lessons and insights

<p><b>Make FNS PPPs effective</b> (continued)</p>	<p>PPPs evolve in unique ways and achieve very different results. Flexible and interactive strategies to build a rich portfolio of partnerships and investment in facilitation skills are needed. Navigating tensions and interest-based negotiation are examples of necessary skills.</p> <p>Building an effective, sustaining and inclusive partnership takes time. A lot of time is often not available in the perspectives of partners. At the same time to create optimal alignment build trust, and accomplish mutuality, it is important to invest in regular meetings, transparent communication and clear decision-making procedures.</p> <p>Monitoring of the instruments and at PPP level should be enhanced. What is needed is <b>developing alternative approaches</b> to monitoring and evaluation <b>that support innovation</b> and at the same time provide necessary accountability to support (and assess) achievement of innovative PPPs.</p> <p>Important is to include more <b>systematic attention for risk structures and distribution arrangements</b>. Many PPP evaluations focus on resource sharing, while little attention is usually given to the risk-sharing and revenue distribution dimension of partnerships.</p>
<p><b>Make FNS PPPs more inclusive</b></p>	<p>The concept of <b>inclusion should be better unpacked</b>. The conceptualisation needs more attention, including possible implementation strategies. Relevant guiding questions include: who needs to be included in what way and in which moment in time? It could make an important difference, especially for food security impact. Because when these questions are answered, targeted interventions can be developed to involve specific target groups. Moreover, a stronger methodology is needed for measuring inclusion and gender impact.</p> <p><b>Much more use can be made of previous and existing frameworks. One such framework</b> is the <b>framework of ownership, voice, risk and reward</b> (Vermeulen and Cotula, 2010).</p> <p>With this framework it is possible to <b>develop an integrated perspective on how to realize inclusion</b>. Moreover, the framework does justice to the fact that inclusion is a process, which is iterative in essence and therefore cannot be measured solely with straightforward KPIs. More innovative and sophisticated markers for change are needed to monitor the extent and progress of inclusion ambitions.</p>

Table 2: Overview of lessons and insights

## Lessons and insights

### Increase sustainability and scalability of FNS PPPs

Be clear about **what needs to be sustainable and scaled**. This applies not only to what exactly needs to be made sustainable, but also from which point of view sustainability is viewed.

Investing in **good relationships with local government** through advocacy and lobbying are essential. The **Dutch government** could play a more active role as a partner, including **embassies** in the countries. This also enlarged coherence and synergy with the country policies and priorities on FNS as well as the overall Dutch policy on aid, trade, and investment.

(Local) **private sector has an important role** to play in sustainable and scaling ambitions of PPPs. A business partner with existing local presence is of incredible value; local market knowledge is of great benefit to the sustainability target. However, also public partners have an interest in a sustaining result.

All partners involved should **develop a moving on financial strategy**. In addition, from a Dutch government perspective, a **better coordination of PSD instruments would be supportive for scaling**. One element is a **clear sequence for funding and investing in PPPs**.

Table 2: Overview of lessons and insights

## 7.2 How can we learn from these insights?

The synthesis of insights on Dutch FNS PPPs may be recognized by experts (including practitioners, researchers and evaluators) in the field as not being new insights. This study did not aim to develop new insights, but to synthesize existing lessons and bring together the state-of-the-art knowledge about Dutch FNS PPPs.

We gained the impression that the learning from previous efforts of PPP evaluations and reviews has not been fully exploited. This is sometimes due to suboptimal timing of evaluations, and perhaps also because recommendations have not always been adopted or publicly shared. We think it is also due to the fact that the concept of learning does not always immediately offer an action perspective. PPPs are action oriented, however, and have **little resources and time dedicated for organising learning** and capturing

lessons in a systematic way. In the event they do so, learning across PPPs seems to be challenging. PPPs are often unique in their objectives, focus and partner constellation. Applying generic lessons or tools to specific PPP contexts seems to be **burdensome for partnerships in practice**.

In addition, PPPs often try out new things. The insights around (how to realise) FNS and inclusion are rather new as well, so it is important to be open to learning, in fact be open to adjust the interventions and strategies according to the captured lessons and insights. This may also require to be open to **underperformance or even failure**. While failing may be an acceptable option for companies (because they need to improve their operations for not running out of business), it is a challenging concept in the light of public funding and development cooperation.

Monitoring systems of PPPs rather steer for outputs and outcomes than for impact and often do not include **a systematic approach of learning**. This also has to do with the objective for what monitoring is used. Is it used for accounting public funding? Or is it used for capturing lessons and learnings that can be supportive for improvement of PPPs and serving as insights for organizations and other PPPs?

Experts highlighted that the PPP monitoring requirements were rather bureaucratic and did focus on outputs and results and less on learnings. PPPs struggle with combining the underlying rationales of accountability and learning in a productive and meaningful way. Accountability and learning may be contrasting (see table 3 on the next page), but they are also interlinked. PPPs may combine some of these elements in practice but do it not in a systematic and conscious way.

**Learning is about across and between sectors, partner organizations and individuals.** It must therefore first be clear at what level the learning must take place and what the possibilities for learning are. In this context, we want to try to become more clearer that applying lessons and learning (need to) happen(s) at various scales

and ways from, within PPPs, in partner organizations, with other PPPs and from PPPs in general.

**Learning at organizational level:** All organizations that were part of our research and that have collaborated in PPPs have gained rich experiences on many different aspects of working in PPPs. Lessons are learned on what works and what not and why for individual projects. Organizations transferred these learnings within their own approach to partnerships and learned how to improve the design and working in next partnership projects. This may have happened rather intuitively and ad hoc instead of systematically.

RVO, for instance, internally evaluated experiences with FDOV and included lessons into the design of the SDGP PPP instrument. Such lessons encompassed a better embedding of PPPs in local context, cooperation with local partners (SMEs, NGOs, government, social enterprises), specific themes to stimulate the achievement of specific results (including nutrition), more flexibility and customization in the implementation phase, involving embassies in setting up PPPs; and application procedure providing time and support to set up solid PPPs.

Purpose	Accountability	Learning
Aim	To prove	To improve
Focus	Results	Process
Framework	Logic mode/result chain	Theory of Change/Impact Pathways
Approach	Evaluation ☒ Consultation	Assessment ☒ Participation
Role of partners	Involvement	Engagement
Role of evaluator	Expert	Facilitator
Indicator	Key Performance Indicator	Markers for Change
Result	Evidence Insights	Insights

Table 3: Monitoring and evaluation rationales<sup>42</sup>

<sup>42</sup> De Wal, M.I. (2017).

**Joint learning between PPPs:** Joint learning and development of complementary between PPPs or within PPP tracks or projects was so far not well developed, as highlighted by respondents and evaluation reports. DGGF's evaluators (ITAD, 2020), for instance, observed that the instrument's leverage effect was smaller than originally envisioned. Another example where learning was challenging was AIM (MSF, 2017) One of AIM's strong points was the potential for synergies and learning. However, it turned out being difficult to capitalize on this potential. Partners were mainly focused on their own projects which meant that projects were being developed and implemented independently of one another. 2Scale (2Scale, 2020b), as another example, tried to apply flexible and interactive strategies to build a 'rich' portfolio of partnerships. That required a substantive investment in facilitation and coordination skills.

As far as we know, recent learning activities on and about PPP instruments are organized by RVO (see text box 26), what may have the potential to stimulate joint learning.

**Learning between PPP instruments:** Similarly, it showed that learning from and between different instruments is challenging. For instance, based on the 2Scale experience, thematic and insight papers are developed, addressing topics such as: BoP markets and distribution strategies, building inclusive agribusiness, gender mainstreaming, access to finance, attracting youth, local network building.<sup>44</sup> Such lessons could support other PPPs as well. Moreover, mutual exchange of experiences between different PPPs is hardly organized systematically.

### 7.3 Suggestions on how to apply lessons about Dutch FNS PPPs

There is a need for a **system for capturing lessons** from PPPs that can generate learnings at a more synthesized scale and trajectories that can support PPP learning (individual and collectively). This knowledge should be publicly available and accessible.

An element of this system should include support for PPPs to **create trajectories that combine learning and accountability indicators and mechanisms to be included in M&E systems.**

In response to lessons of previous PPP evaluations, RVO organized several activities for learning, exchange, and networking between PPPs of certain instruments. For instance, they developed a SDGP community for project partners and an Impact Accelerator<sup>43</sup> for the SDGP and the FDOV PPPs with the aim to increase the impact of PPPs. Activities include:

- Investigating the effects of drip irrigation for small-scale farmers within various FDOV and SDGP projects (in collaboration with Wageningen University & Research).
- Advice on how to measure the impact on nutritional value in food security projects (in collaboration with NWGN).
- Training in effective partnership management (in collaboration with the Partnership Broker Association). With practical tips, exchange and feedback, the partners learn about the dynamics within their partnerships.

*Text box 26: Recent learning activities organized by RVO*

<sup>43</sup> Source: Website of RVO: <https://www.rvo.nl/onderwerpen/internationaal-ondernemen/kennis-en-informatie/impact-accelerator-voor-publiek-private-partnerschappen>

<sup>44</sup> Reference is made to [2Scales website](#).

Another element is to **organise mutual learning much more consciously and focused**. This would require joint reflection: what do these lessons mean for the (ongoing or upcoming) program? Does it need to be adjusted? Consciously and focused on how it has been done before and actually learn from it. This implies a **learning attitude** and a **learning environment** in which adjustments are allowed and in which explicit attention is paid to learning from failures, what is also at the essence of innovation and of pilots.

Such a learning attitude would include that in case PPPs are not able to deliver and/or when a project goes off track, a careful assessment takes place, focusing on the question why targets were missed. This would provide valuable insights on why PPPs do not manage to achieve their objectives. In addition, a too narrow focus and pressure on output targets could lead to output driven activities without regard to outcomes.

A learning environment for Dutch PPPs may also be supported by a **better link of instruments with the ToCs of PSD and FNS**. Alternatively, a common ToC for all food security and PSD programmes could be developed which would allow for an easier comparison between the different

programmes and capitalization on synergies and complementarities.

A final recommendation is to appoint a **programme manager for PSD and FNS** instruments with the explicit task of safeguarding synergy, complementarity and learning. The success of such a function highly depends on the extent to which this person has the necessary authorization to actually adapt instruments (to each other), if necessary.

## 7.4 Concluding remarks

This study aims to **bring together existing knowledge of FNS PPPs and stimulates learning** from these experiences. The study focused on publicly available information and on expert interviews.

We are aware that additional relevant insights on FNS PPPs may be locked within partnering organizations. Not many organizations systematically collect and share their insights publicly.

Interviews are one way of unlocking information. We selected a restricted number of experts for the interviews. This happened in collaboration with the NWGN working group and may have

Next to PPP instruments, the Dutch government, businesses, NGOs and knowledge institutes have recently started specific (multi-stakeholder) initiatives that have the importance of nutrition as an explicit objective. The [Netherlands Food Partnership](#) (NFP) contributes with Dutch initiatives to increase synergies and reduce negative trade-offs between social, economic and ecological food system outcomes. [Seed NL](#) supports access to sufficient, safe, and nutritious food while promoting innovations that enable sustainable seed sector transformation. Which contributes towards food security and the Sustainable Development Goals.

There is also an international network that works on engaging and mobilizing business at global and national level to act and invest responsibly in improving nutrition. The [SUN Business Network](#) is the private sector branch of the SUN Movement and aims to support businesses in growing the role they play in improving nutrition and to support countries in developing national business engagement strategies. The approach modelled some key elements of the SUN framework, and which closely resembles success factors for PPPs, such as national ownership, rapid scale up, multi-sectoral platforms and capacity building.

*Text box 27: Variety of FNS initiatives*

resulted in speaking to “the usual suspects” that also have been interviewed for previous PPP FNS studies. We recognized indeed that data saturation, i.e., the possibility to obtain additional new information from the data, was received at an early point. We would suggest that future studies should try to obtain information as well from “unusual suspects”, for instance from PPP applicants that did not receive PPP funding or PPPs that were discontinued in an early stage. Interviews with experts can provide a great deal of in-depth knowledge, for example about the reasons behind certain findings. At the same time, this form of data collection also has a limitation: every conversation is different; not all topics are covered in the same way. Therefore, we presented aggregated findings based on the interviews.

Furthermore, the chosen scope for this study was the concept of PPPs in the Dutch context. We have not investigated how this data relates to data from other countries or donors or to other (development) interventions. There is a wide variety of collaborative forms of FNS initia-

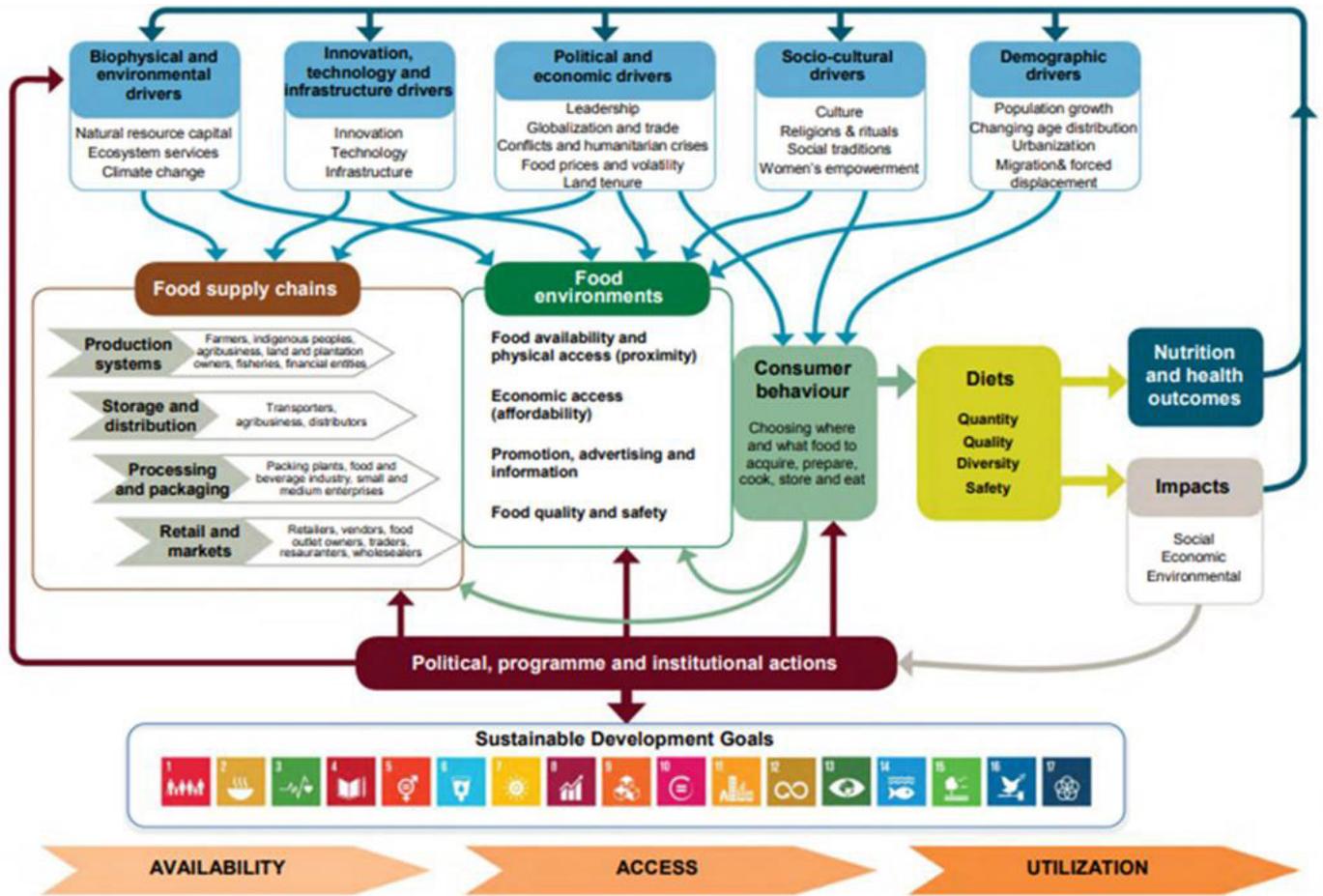
tives where multiple stakeholders are involved in (see for some interesting examples text box 27). Therefore, based on this study, no substantiated statements can be made about the impact of Dutch (FNS) PPPs.

This report brings key insights together. PPPs are still not fully exploited but promising and we hope that **these insights will help all stakeholders involved to understand the barriers, especially related to addressing the transformative FNS agenda.**

We added the dimension of dealing with tension to the analysis as we recognised that partners and donors have difficulty dealing with paradoxical tensions, inherent to working in partnership. Therefore, we added this concept to the analysis (see 2.2) and in doing so, hope to **contribute to unlock ways for partners to effectively address the challenges** they encounter.

**Vital precondition is learning, and governance processes should enable this.**

# Appendix I Food Systems Framework



Source: [High Level Panel of Experts of Food Security, 2017.](#)

## Appendix II Overview of experts interviewed

Date of interview	Function	Organisation	Sector
March 19, 2021	Senior Policy Officer FNS	MoFA/IGG	Government
March 29, 2021	Sr. Policy Advisor Sust. Econ. Dev. & FS	MoFA/IGG	Government
March 29, 2021	Coordinating Policy Researcher	MoFA/IOB	Government
March 26, 2021	Project Advisor FDOV/SDGP	RVO	Government
April 8, 2021	Sr. Programme Advisor PPPs	RVO	Government
April 12, 2021	Advisor Renewable Energy & Sustainability	RVO	Government
March 26, 2021	Project Advisor FDOV/SDGP	RVO	Government
April 6, 2021	Senior Policy Officer Food Security & Water	Embassy Kenya	Government
March 18, 2021	Senior Advisor	GAIN	NGO
March 18, 2021	Head of GAIN	GAIN	NGO
March 24, 2021	Managing Director	BoP Inc	NGO
March 26, 2021	Senior Partnership Manager	Solidaridad	NGO
March 17, 2021	Coordinator UNSCN	UNSCN	NGO
March 31, 2021	Sr. Programme Manager	Access to Nutrition Index	NGO
March 19, 2021	Senior Accountmanager Organics	Rijk Zwaan	Business
March 24, 2021	PPP Manager	DSM	Business
March 18, 2021	Director/CEO	PUM	Business
March 26, 2021	Director Business Development	NABC	Business
March 17, 2021	Director	East West Seed	Business
March 19, 2021	Manager Business Development	WUR / CDI	Knowledge Institute
March 29, 2021	Emeritus professor	WUR	Knowledge Institute

# Appendix III Interview guideline

## Guideline for interviews with the experts

### Research project

On behalf of the Netherlands Working Group on Nutrition (NWGN), The Partnerships Resource Centre (PrC) carries out a systematic research study on experiences and lessons of Dutch Public-Private Partnerships (PPPs) addressing food and nutrition security (FNS) challenges.

In this research, particular attention will be paid to the role of the private sector in such arrangements. Moreover, we selected three countries (Ethiopia, Kenya and Vietnam) for focused country-based insights on Dutch PPPs for FNS.

### Interviews

This guideline lays out the main topics we would like to discuss with experts working in/on Food and Nutrition Security (FNS) and Public-Private Partnerships (PPPs). The main purpose of the interviews is to provide us researchers with detailed information about experiences of the Netherlands in FNS PPPs. Experts from different sectors, including NGOs, businesses, government, and knowledge institutes will be part of these interviews.

### Permission

We would like to ask your permission for recording the interview and using your name in the final report (in the annex the experts we have interviewed will be listed).

*Note: the recording and notes made during the interview will not be shared with others. Researchers will use these for internal research purposes only.*

### Food System Framework

We will focus on FNS using the food system framework of the High-Level Panel of Experts on Food Security (HLPE): "A food system gathers all the elements (environment, people, inputs, processes, infrastructures, institutions, etc.) and ac-

tivities that relate to the production, processing, distribution, preparation and consumption of food, and the output of these activities, including socio-economic and environmental outcomes".

### Interview topics

We would like to focus the conversation on the following topics during the interview. Of course, there is also an opportunity to discuss other relevant topics.

## Background information

### Dutch FNS PPPs

- Experience with FNS and PPPs and/or financing facilities;
- Organization's focus within the food system (see framework in Figure 1);
- Experience with FNS and PPPs in Ethiopia, Kenya and Vietnam;
- Target group of the organization related to FNS.
- Dutch approach of PPPs related to FNS;

### Collaboration

- Challenges/ tensions in FNS PPPs;
- How to improve the collaboration of PPPs for FNS.

### Value in food systems

- Added value of PPPs in the food system (see framework in Figure 1).

### Impact of FNS PPPs

- What are results on FNS PPPs
- Key insights related to what is needed to make PPPs for FNS more effective;
- Who is reached by Dutch FNS PPPs (why and in what way).

### Sustainability and scalability of FNS PPPs

- Sustainability
- Scalability

# Appendix IV Literature

## Literature references

Alexander N, Rowe S, Brackett RE, Burton-Freeman B, Hentges EJ, Kretser A, et al. (2015). Achieving a transparent, actionable framework for public-private partnerships for food and nutrition research. *Am J Clin Nutr.* 1;101(6):1359-63.

Brinkerhoff, D.W, Brinkerhoff, J.M. (2011). Public-private partnerships: Perspectives on purposes, publicness, and good governance. *Public Adm. Dev.*, 31, 2-14, doi:10.1002/pad.584.

Brogaard, L, Petersen, O.H. (2018). Public-private partnerships (PPPs) in development policy: Exploring the concept and practice. *Dev. Policy Rev.*, 36, O729-O747, doi:10.1111/dpr.12277.

De Wal, M.I. (2017). *What does it take to evaluate a partnership in a participatory way? Exploring the role of brokers to promote learning and partner engagement in evaluation studies* (PBA Accreditation, 2017).

FAO (2006). Policy Brief *Changing Policy Concepts of Food Security*. <http://www.foodsecinfoaction.org/>

FAO (2009). Food Security and Nutrition Security - What is the problem and what is the difference? [http://www.fao.org/fileadmin/user\\_upload/wa\\_workshop/docs/FOOD\\_SECURITY\\_AND\\_NUTRITION\\_SECURITY\\_%E2%80%93\\_FSN\\_Forum\\_2009.pdf](http://www.fao.org/fileadmin/user_upload/wa_workshop/docs/FOOD_SECURITY_AND_NUTRITION_SECURITY_%E2%80%93_FSN_Forum_2009.pdf)

FAO (2018). Sustainable food systems concept and framework: what is a sustainable food system? Why take a food systems approach? Changing food systems. <http://www.fao.org/3/ca2079en/CA2079EN.pdf>

Fazo, J. et al (2020). Food System PPPs: Can they advance public health and business goals at the same time? Analysis and ideas for moving forward. *Gain Discussion Paper Nr.6*. <https://www.gainhealth.org/sites/default/files/publications/documents/gain-discussion-paper-series-6-food-systemsy-ppps-can-they-advance-public-health-and-business-goals-at-the-same-time.pdf>

HLPE (2017). *Nutrition and food systems*. [www.fao.org/cfs/cfs-hlpe](http://www.fao.org/cfs/cfs-hlpe)

HLPE (2018). *Multi-stakeholder partnerships for finance and improve food security and nutrition in the framework of the 2030 Agenda*. [http://www.fao.org/fileadmin/user\\_upload/hlpe/hlpe\\_documents/HLPE\\_Reports/HLPE-Report-13\\_EN.PDF](http://www.fao.org/fileadmin/user_upload/hlpe/hlpe_documents/HLPE_Reports/HLPE-Report-13_EN.PDF)

IFPRI (2021). *Global Food Policy Report. Transforming Food Systems after Covid 19*. <http://ebrary.ifpri.org/utills/getfile/collection/p15738coll2/id/134343/filename/134557.pdf>

Jarzabkowski, P., Le, J.K. & Van de Ven, A.H. (2013). Responding to competing strategic demands: How organizing, belonging, and performing paradoxes coevolve. *Strategic Organization*. Vol. 11(3), 245-280.

- Kolk, A., Van Tulder, R., Kostwinder, E. (2008). Business and partnerships for development. *Eur. Manag. J.*, 26, 262-273, doi:10.1016/j.emj.2008.01.007.
- Lashitew, A., van Tulder, R., Muche, L. (2020). Social Value Creation in Institutional Voids: A business model perspective, *Business & Society*, online: <https://doi.org/10.1177%2F0007650320982283>
- Lewis, M.W. (2000). Exploring Paradox: Towards a more comprehensive guide. *Academy of Management Review*, 25(4), 760-76.
- Manning, S., Roessler, D. (2013). The Formation of Cross-Sector Development Partnerships: How Bridging Agents Shape Project Agendas and Longer-Term Alliances. *J. Bus. Ethics*, 123, 527-547, doi:10.1007/s10551-013-1853-5.
- Pfisterer, S., Van Tulder, R. (2021). Navigating governance tensions to enhance the impact of partnerships with the private sector for the SDGs. *Sustainability*, 13, 111.
- PPPLab (2017). How can PPPs work effectively with the Public P? *Explorations Nr. 05*. <https://ppplab.org/2017/06/explorations-05-working-with-the-public-p/>
- PPPLab. (2017). Scaling through PPPs. *Insight Series 06*. <https://ppplab.org/wp/wp-content/uploads/2017/11/PPPLab-Series-06.pdf>
- PPPLab (2018). Delivering on the promise of transformational change: what does it take for Dutch supported PPPs? *Strategy Paper*, [https://ppplab.org/wp/wp-content/uploads/2018/11/FINAL\\_PPPLab-Strategy-Paper-NOV18.pdf](https://ppplab.org/wp/wp-content/uploads/2018/11/FINAL_PPPLab-Strategy-Paper-NOV18.pdf)
- PPPLab (2018). Understanding the role of Dutch Embassies and the challenges they face. *Exploration Series Nr. 7*. <https://ppplab.org/2018/11/explorations-07-understanding-the-role-of-dutch-embassies-and-the-challenges-they-face/>
- Rein, M. & Stott, L. (2009). Working together: Critical perspectives on six cross-sector partnerships in Southern Africa. *Journal of Business Ethics*, 90, 79-89.
- Smith, W. K., Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36, 381-403.
- Stadtler, L. (2016) Scrutinizing PPPs for Development: Towards a Broad Evaluation Conception. *J. Bus. Ethics*, 135, 71-86.
- Van Tulder, R. & Keen, N. (2018). Capturing Collaborative Complexities - designing complexity sensitive theories of change for transformational partnerships, *J. Bus. Ethics*, 150, 31-332.
- Vermeulen, S. & Cotula, L. (2010). *Making the most of agricultural investments: A survey of business models that provide opportunities for smallholders*. FAO and IIED, [http://www.fao.org/fileadmin/user\\_upload/newsroom/docs/agric-investment\\_web-2010.pdf](http://www.fao.org/fileadmin/user_upload/newsroom/docs/agric-investment_web-2010.pdf).

World Health Organization. Fact sheets - Malnutrition. <https://www.who.int/news-room/fact-sheets/detail/malnutrition>.

## Sources used for the PPP instrument comparison

2Scale (2020). Year-One Narrative Progress Overview FY2019: January 1 - December 31, 2019. <https://aidstream.org/files/documents/4000002015-annex-A-2SCALE---2019-Narrative-Progress-Report---FINAL-20200603090644.pdf>

2Scale (2021). Highlights 2020. [Highlight reports - 2scale](#)

APE and MDF (2014). Evaluation of Schokland and Millennium Agreements 2008-2013. [Evaluation of Schokland and Millennium Agreements 2008-2013 \(bijlage bij 28753,nr.34\) - Parlementaire monitor](#)

Benita Williams Evaluation (2020). External Evaluation of the AIM-FDOV Project Portfolio. No public source; made available by RijkZwaan.

BoP Innovation Center and MDF Training and Consultancy (2018). Inclusive PPP's Emerging best practices drawn from the Netherlands Sustainable Water Fund (FDW) and the Facility for Sustainable Entrepreneurship and Food Security (FDOV). Commissioned by RVO, The Hague. [Inclusive-PPP-14-09-2018\\_o.pdf \(rvo.nl\)](#)

Dutch government response to the External Evaluation of DGGF (2020) [In Dutch]. [Kamerbrief inzake Kabinetsreactie externe evaluatie DGGF | Kamerstuk | Rijksoverheid.nl](#)

EUR (2020). Evaluation of projects co- financed by the Sustainable Water Fund (FDW). [Evaluation of projects co-financed by the Sustainable Water Fund, FDW | Report | Government.nl](#)

IOB Study (2013). Public-Private Partnerships in developing countries. A systematic literature review. <https://www.government.nl/documents/reports/2013/06/13/iob-study-public-private-partnerships-in-developing-countries>

IOB Evaluation (2014) In search of focus and effectiveness Policy review of Dutch support for private sector development 2005-2012 (extensive summary). [IOB - In search of focus and effectiveness: Policy review of Dutch support for private sector development 2005-2012 \(extensive summary\) | Report | Government.nl](#)

IOB Evaluation (2017). Food for thought. Review of Dutch food security policy 2012-2016. [IOB Evaluation: Food for thought. Review of Dutch food security policy 2012-2016 | Tweede Kamer der Staten-Generaal](#)

ITAD (2020). Evaluation of the Dutch Good Growth Fund. [Evaluation of the Dutch Good Growth Fund | Rapport | Rijksoverheid.nl](#)

Fairtrade Foundation (2014). A seat at the table? Ensuring smallholder farmers are heard in public-private partnerships. [A seat at the table - Full report v2.pdf \(fairtrade.org.uk\)](#)

KIT (2017). Mid-Term Review of the Facility for Sustainable Entrepreneurship and Food Security (FDOV). [Report On Youth Employment In Agricultural Value Chains: Niger \(rvo.nl\)](#)

MDF (2017). Evaluation of GAIN Programme Driving Nutrition Impact in Food Security. [Evaluation of GAIN Programme Driving Nutrition Impact in Food Security | Report | Government.nl](#)

Ministerie van Buitenlandse Zaken. Directoraat Generaal Internationale Samenwerking (DGIS). Directie Duurzame Economische Ontwikkeling (DDE) (2018). Buitenlandse Handel en Ontwikkelingssamenwerking. Theory of Change Private Sector Ontwikkeling Narratief. <https://www.rijksoverheid.nl/documenten/publicaties/2018/11/08/theory-of-change-ontwikkelingssamenwerking>

Ministerie van Buitenlandse Zaken. Directoraat Generaal Internationale Samenwerking (DGIS). Directie Inclusieve Groene Groei (IGG) (2018). Buitenlandse Handel en Ontwikkelingssamenwerking. Theory of Change Voedselzekerheid Narratief. [Theory of Change Ontwikkelingssamenwerking | Publicatie | Rijksoverheid.nl](#)

OECD (2016). Understanding Key Terms and Modalities for Private Sector Engagement in Development Co-operation. Private Sector Peer Learning, Peer Inventory 1. <https://www.oecd.org/dac/peer-reviews/Inventory-1-Private-Sector-Engagement-Terminology-and-Typology.pdf>

PPPLab (2018). Delivering on the promise of transformational change: what does it take for Dutch supported PPPs? *Strategy Paper*, [https://ppplab.org/wp/wp-content/uploads/2018/11/FINAL\\_PPPLab-Strategy-Paper-NOV18.pdf](https://ppplab.org/wp/wp-content/uploads/2018/11/FINAL_PPPLab-Strategy-Paper-NOV18.pdf)

RVO (2012). IMVO kader PPP faciliteiten FDW en FDOV. [IMVO kader PPP faciliteiten FDW en FDOV \(rvo.nl\)](#)

RVO (2018). Policy framework for the SDG Partnership Facility (SDGP). <https://english.rvo.nl/sites/default/files/2018/08/Policy%20of%20framework%20SDGP.pdf>

SEO Amsterdam Economics (2018). External Evaluation 2SCALE, 2012-2017. [External Evaluation 2Scale, 2012-2017 - Final Report | Report | Government.nl](#)

SEO Amsterdam Economics (2019a). Evaluation of the "Flying Food" Project in Kenya: Can a Cricket Value Chain Fly? [Evaluation of the "Flying Food" • Project in Kenya: Can a Cricket Value Chain Fly? - SEO Economisch Onderzoek](#)

SEO Amsterdam Economics (2019b). Independent Evaluation of the FDOV Project "Pro Poor Potato". [Independent Evaluation of the FDOV Project "Pro Poor Potato" - SEO Economisch Onderzoek](#)

Staatscourant (2012). Call for ideas PPP faciliteit duurzaam ondernemen en voedselzekerheid [in Dutch]. [wetten.nl - Regeling - Besluit vaststelling Call for ideas PPP faciliteit duurzaam ondernemen en voedselzekerheid 2012 - BWBR0031473 \(overheid.nl\)](#)

Staatscourant (2104). Tweede call Fonds Duurzaam Ondernemen en Voedselzekerheid [in Dutch]. [Besluit van de Minister voor Buitenlandse Handel en Ontwikkelingssamenwerking van 13 juni 2014, nr. MINBUZA-2014.313047, tot vaststelling van beleidsregels en een subsidieplafond voor subsidiëring op grond van de Subsidieregeling Ministerie van Buitenlandse Zaken 2006 \(Tweede call Fonds Duurzaam Ondernemen en Voedselzekerheid\)](#)

Staatscourant (2018). Subsidieprogramma SDG Partnerschapsfaciliteit [in Dutch]. [Besluit van de Minister voor Buitenlandse Handel en Ontwikkelingssamenwerking van 11 juni 2018, nummer Min-BuZa.2018.1211-42, tot vaststelling van beleidsregels en een subsidieplafond voor subsidiëring op grond van de Subsidieregeling Ministerie van Buitenlandse Zaken 2006 \(Subsidieprogramma SDG Partnerschapsfaciliteit\)](#)

Triodos Facet (2010). Evaluation PSOM/PSI 1999-2009 and MMF. <https://www.government.nl/documents/reports/2010/07/14/evaluation-psom-psi-1999-2009-and-mmf>

Wageningen Economic Research (2018). Value Chain Laboratory. Alternative evaluation method for assessing value chain dynamics. [\(PDF\) Value Chain Laboratory : Alternative Evaluation \(amanote.com\)](#)

Woersem, van B., Heun, J. and Caplan, K. (2015). Mid Term Review FDW. [Sustainable Water Fund DEF.pdf \(rvo.nl\)](#)

## Literature used for the literature review on FNS PPPs

Alexander N, Rowe S, Brackett RE, Burton-Freeman B, Hentges EJ, Kretser A, et al. (2015). Achieving a transparent, actionable framework for public-private partnerships for food and nutrition research. *Am J Clin Nutr.* 101(6):1359-63.

Ballard RM. (2018). A National Collaborative for Building the Field of Childhood Obesity Research. *Am J Prev Med.* 54(3):453-64.

Block DR, Thompson M, Euken J, Liquori T, Fear F, Baldwin S. (2008). Engagement for transformation: Value webs for local food system development. *Agric Human Values.* 25(3):379-88.

Castronuovo L, Allemandi L, Tiscornia V, Champagne B, Campbell N, Schoj V. (2017). Análise de uma iniciativa voluntária para reduzir o teor de sódio em produtos alimentícios processados e ultra-processados na Argentina: As perspectivas de representantes dos setores público e privado. *Cad Saude Publica.* 33(6).

Clapp J, Scrinis G. (2016). Big Food, Nutritionism, and Corporate Power. *Globalizations,* 14(4):578-595. <https://doi.org/10.1080/14747731.2016.1239806>

de Visser-Amundson A (2020). A multi-stakeholder partnership to fight food waste in the hospitality industry: a contribution to the United Nations Sustainable Development Goals 12 and 17. *J Sustain Tourism.* online. <https://doi.org/10.1080/09669582.2020.1849232>

Dentoni D, Ross RB. (2013). Towards a theory of managing wicked problems through multi-stakeholder engagements: Evidence from the agribusiness sector. *Int Food Agribus Manag Rev.* 16(SPECIALISSUE):1-10.

Drewnowski A, Caballero B, Das JK, French J, Prentice AM, Fries LR, et al. (2018). Novel public-private partnerships to address the double burden of malnutrition. *Nutr Rev.* ;76(11):805-21.

Florini A, Pauli M. (2018). Collaborative governance for the Sustainable Development Goals. *Asia Pacific Policy Stud.* 5(3):583-98.

Hand RK. (2015). A Framework for Public-Private Partnerships in Food and Nutrition Research: Implications for Registered Dietitian Nutritionists and the Academy of Nutrition and Dietetics. *J Acad Nutr Diet.* 115(8):1320-2.

HLPE (2018). *Multi-stakeholder partnerships for finance and improve food security and nutrition in the framework of the 2030 Agenda.* [http://www.fao.org/fileadmin/user\\_upload/hlpe/hlpe\\_documents/HLPE\\_Reports/HLPE-Report-13\\_EN.PDF](http://www.fao.org/fileadmin/user_upload/hlpe/hlpe_documents/HLPE_Reports/HLPE-Report-13_EN.PDF)

Huang TTK, Ferris E, Crossley R, Guillermin M, Costa S, Cawley J. (2015). A protocol for developing an evaluation framework for an academic and private-sector partnership to assess the impact of major food and beverage companies' investments in community health in the United States. *BMC Obes.* 2(1).

Ingram V, van Rijn F, Waarts Y, Gilhuis H. (2018). The impacts of cocoa sustainability initiatives in West Africa. *Sustain.* 17;10(11).

Fazo, J. et al (2020). Food System PPPs: Can they advance public health and business goals at the same time? Analysis and ideas for moving forward. *Gain Discussion Paper Nr.6.* <https://www.gainhealth.org/sites/default/files/publications/documents/gain-discussion-paper-series-6-food-systemsy-ppps-can-they-advance-public-health-and-business-goals-at-the-same-time.pdf>

Johnston LM, Finegood DT. (2015) Cross-sector partnerships and public health: Challenges and opportunities for addressing obesity and noncommunicable diseases through engagement with the private sector. *Annual Review of Public Health.* 36: 55-71.

Kaan C, Liese A. (2011). Public private partnerships in global food governance: Business engagement and legitimacy in the global fight against hunger and malnutrition. *Agric Human Values.* 28(3):385-99.

Kraak VI, Harrigan PB, Lawrence M, Harrison PJ, Jackson MA, Swinburn B. (2012). Balancing the benefits and risks of public-private partnerships to address the global double burden of malnutrition. *Public Health Nutr.* 15(3):503-17.

Kraak VI, Story M. A (2010). Public Health Perspective on Healthy Lifestyles and Public-Private Partnerships for Global Childhood Obesity Prevention. *J Am Diet Asso,* 110(2):192-200. <http://dx.doi.org/10.1016/j.jada.2009.10.036>.

- Kretser A, Murphy D, Starke-Reed P. (2017). A partnership for public health: USDA branded food products database. *J Food Compos Anal.* 1; 64:10-2.
- Leenaars K, Van der Bruggen MJ, Renders C. (2013). Determinants of successful public-private partnerships in the context of overweight prevention in Dutch youth. *Prev Chronic Dis.* 10(7).
- Lie AL. (2021). 'We are not a partnership'-constructing and contesting legitimacy of global public-private partnerships: the Scaling Up Nutrition (SUN) Movement. *Globalizations.* 18(2):237-55.
- Mabeya J, Ezezika OC. (2012). Unfulfilled farmer expectations: The case of the Insect Resistant Maize for Africa (IRMA) project in Kenya. *Agric Food Secur.* 1;1.
- Mialon M, Gaitan Charry DA, Cediél G, Crosbie E, Baeza Scagliusi F, Pérez Tamayo EM (2020). "The architecture of the state was transformed in favour of the interests of companies": Corporate political activity of the food industry in Colombia. *Global Health.* 12;16(1).
- Moench-Pfanner R, Van Ameringen M. The Global Alliance for Improved Nutrition (GAIN): a decade of partnerships to increase access to and affordability of nutritious foods for the poor. Vol. 33, *Food and nutrition bulletin.* 2012.
- Muraguri L. (2021). UNPLUGGED!: AN ANALYSIS OF AGRICULTURAL BIOTECHNOLOGY PPPs IN KENYA. *Journal of International Development,* 22:3, <https://doi.org/10.1002/jid.1689>.
- Potrykus I. (2010). The private sector's role in public sector genetically engineered crop projects. *New Biotechnology.* 27: 578-81.
- Rowe S, Alexander N. (2014). Public-Private partnerships in nutrition: Meeting the public-private communication challenge. *Nutr Today.* 49(2):83-6.
- Sablah M, Baker SK, Badham J, De Zayas A. (2013). 'FAN the SUN brighter': Fortifying Africa nutritionally (FAN) - The role of public private partnership in scaling up nutrition (SUN) in West Africa. In: *Proceedings of the Nutrition Society.* 2013. p. 381-5.
- Schouten, G., Vellema, S. (2019). Partnering for inclusive business in food provision. *Current Opinions in Environmental Sustainability,* 41, 38-42.
- Simon C, Kocot SL, Dietz WH. (2017). Partnership for a Healthier America: Creating Change Through Private Sector Partnerships. *Current obesity reports.* 6: 108-15.
- Swinburn BA, Kraak VI, Allender S, Atkins VJ, Baker PI, Bogard JR, et al. (2019). The Global Syndemic of Obesity, Undernutrition, and Climate Change: The Lancet Commission report. *Lancet.* 393(10173):791-846.
- Tomich TP, Lidder P, Dijkman J, Coley M, Webb P, Gill M. (2019). Agri-food systems in international research for development: Ten theses regarding impact pathways, partnerships, program design, and priority-setting for rural prosperity. *Agric. Systems,* 172: 101-109. <https://doi.org/10.1016/j.agsy.2018.12.004>

Treurniet M. (2020). *The Impact of Public-Private Partnerships in Food Value Chains in Lower Middle-Income Countries*. Dissertation, Wageningen University. <https://library.wur.nl/WebQuery/wurpubs/564905>

Vellema. S., Schouten, G. & van Tulder, R. (2020). Partnering capacity for inclusive development in food provision. *Development Policy Review*, Vol 38, Issue 6, 710-727

Weaver CM. (2020). Who Is an Expert? Who Gets to Decide?: More Transparency in Selection of Expert Panels Who Determine Food and Nutrition Public Policy Will Improve Public Trust and Scientific Integrity. *Nutr Today*. 55(6):278-82.

