



Mission and Strategy review

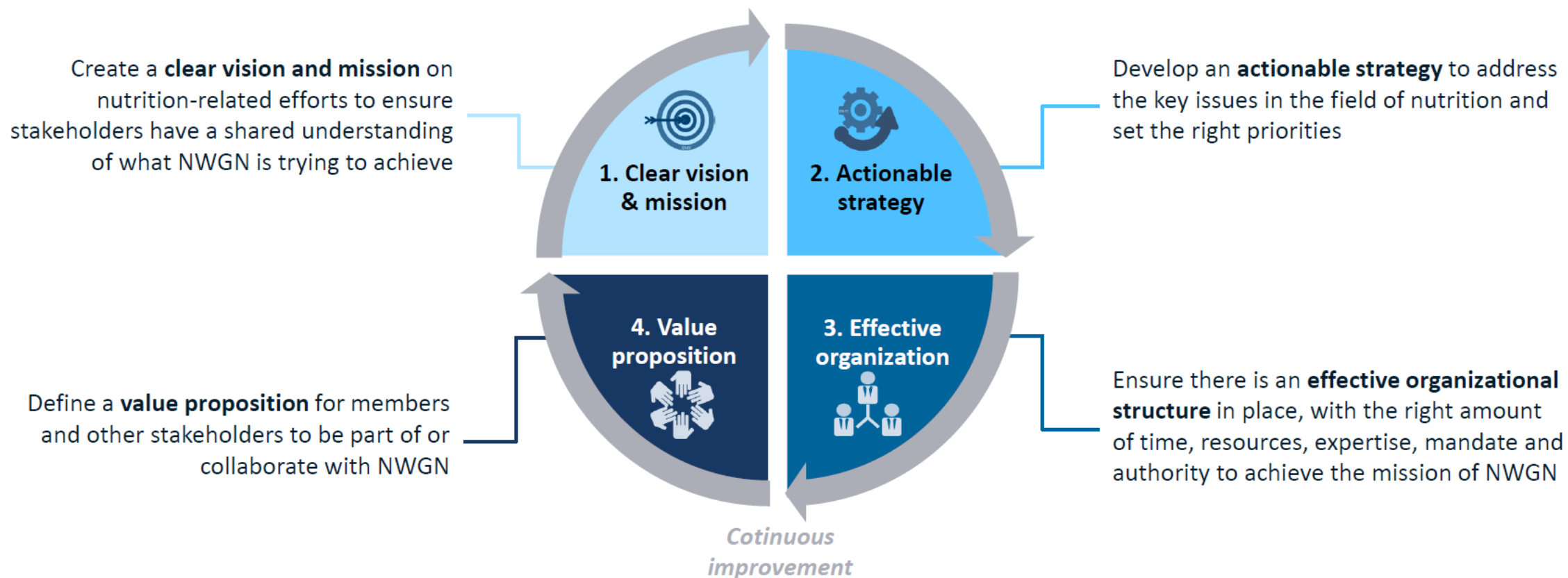
Netherlands Working Group on International Nutrition

This document is an evaluation of the Netherlands Working Group on International Nutrition, by means of four key success factors for impact-driven partnership organizations

Introduction – Evaluation

This document contains an **evaluation** of the Netherlands Working Group on International Nutrition (NWGN) in the past 5 years. This evaluation builds on **insights from NWGN members** (see Annex 1, sources), and is part of an evaluation and new vision and strategy development process.

The evaluation is structured around **4 key success factors** for impact-driven partnership organizations:



NWGN's mission is to ensure Dutch stakeholders include nutrition in their policies and programs targeting the SDGs, and its activities support that mission

Introduction – NWGN

The problem

Malnutrition is directly or indirectly associated with a high percentage of deaths worldwide and is the main contributor to the burden of disease in the developing world. NWGN aims to lift this burden of malnutrition on the global population.

NWGN's mission

To address the problem of malnutrition, NWGN has defined the following mission:

“Ensuring Dutch stakeholders include nutrition in their policies and programs targeting the SDGs”

Dutch stakeholders, to NWGN, are governments, private sector actors, NGOs and knowledge institutions based in the Netherlands, but with a focus on Low- and middle income countries in their activities. ***Nutrition*** includes all forms of malnutrition, including both undernutrition as well as obesity. To ***include it in their policies and programs*** means it gets or remains high on their agenda. NWGN believes that improving nutrition 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

Objectives

The objectives of NWGN are threefold:

- Nutrition intervention and targets remain on the agenda in policies and strategies of Dutch stakeholders
- The nutrition related efforts of the members of the NWGN are strengthened and collaboration between government, civil society, knowledge institutes and private sector is stimulated
- NWGN is recognized as a focal point within the Netherlands for nutrition issues in the international context

Activities

NWGN formulated the following activities to achieve its mission and objectives:

“Strengthen nutrition related efforts”

“Knowledge and information exchange”

“Focal point within NL for nutrition security”

“Formulate and publicize joint views and positions”

“Provide technical advice to (non) members”



Key insights evaluation

The mission statement is too broadly defined, leading to variable impact results on an internal or external level

Key conclusions



Vision



Mission



Strategy



The overall vision to improve global nutrition is clear and widely supported. NWGN consists of a group of highly motivated and knowledgeable members working on nutrition security.

The exact mission and objectives of NWGN are too broadly defined. Internal objectives have been achieved over the past 5 years, however, external influence is more difficult to assess.

There is a lack of focus in NWGN's scope, making it difficult to formulate a clear intervention logic and measure the strategy's impact. Activities with an internal focus – strengthening efforts through collaboration and knowledge exchange – have been most successful.

NWGN is a unique organization in the nutrition landscape with the right members on board; Its mission and strategy could however be sharper

Conclusions per success factor



Clear vision & mission

Achievement of mission: The impact of NWGN in terms of reaching its mission is hard to define

Support of mission: There is a high commitment among NWGN members to achieve the mission

Clarity of mission: The mission is very broadly defined and should be formulated in a sharper manner



Actionable strategy

Scope: NWGN addresses a broad range of problems in the field of nutrition – there is no clear focus

Intervention logic: Following the broad focus, it is difficult to formulate a clear intervention logic

Activities: NWGN's activities have an internal focus – especially on networking and knowledge exchange activities

Achievements: NWGN has a number of major achievements over the past 5 years



Effective organization

Members: NWGN has the right group of members on board to reach its mission

Growth: NWGN has grown significantly over the past 5 years, which is a proud point but also comes with difficulties

Time: There is relatively limited time available to achieve NWGN's broad mission

Financial resources: Sufficient funding is available but there is a risk of a conflict of interest



Value proposition

Value and incentives: The value to members is clear and the incentives for members to be part of NWGN are in place

Impact: Some members are proud of the external impact NWGN has made, while others think it could have been higher

Uniqueness: Overall, NWGN is perceived as a unique organization in the Dutch landscape on international nutrition

NWGN should start by sharpening their mission statement and formulating an actionable strategy with a clear focus in order to create a more focused impact

Recommendations



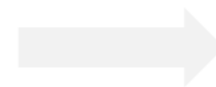
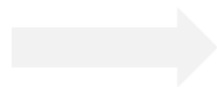
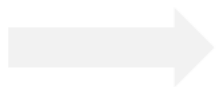
Clear vision & mission

- The overall mission of NWGN should remain the same: To improve global nutrition security, thereby contributing to the achievement of the SDGs
- The mission statement “To ensure Dutch stakeholders include nutrition in their policies and programs targeting the SDGs” should be sharpened
- NWGN should consider when the mission will be achieved – How can we define success?



Actionable strategy

- NWGN should create clarity on the scope of problems and stakeholders they are trying to address, i.e. the extent to which NWGN can achieve the mission
- NWGN should define a clear intervention logic to address the chosen problems and influence or support the chosen stakeholders
- NWGN should specify which focused activities will contribute to the achievement of their mission



- **Implications for NWGN:** Having an actionable strategy with a clear focus will allow NWGN to create a more effective organization, which in turn leads to a better value proposition for members and other partners
- **Next steps:** In order to sharpen the mission and identify the right scope for NWGN, they need to identify the current situation in global nutrition, the desired situation, the gap between the two and the means and mandate NWGN has to close that gap

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For any questions you may have, please feel free to reach out.