

**OECD DAC PEER REVIEW OF THE NETHERLANDS 2017**  
**MEMORANDUM BY THE NETHERLANDS**

September 2016

## Executive Summary

In November 2012, the new coalition government initiated a fundamental revision of Dutch development policy by introducing a combined policy agenda for aid, trade and investment. The cornerstone of this policy shift was the decision to place political responsibility for foreign trade and development cooperation under one minister. This has enabled a broad coherent approach that combines a focus on the poorest with efforts to make trade and investment contribute more to remunerative employment, both in poorer and in middle-income developing countries. While balancing private and public interests, this policy has strengthened the involvement of the national and foreign private sector in Dutch development efforts. The policy document 'A World To Gain' (April 2013) sets out the goals and strategy for this combined agenda. This peer review, and therefore this memorandum, offers an excellent opportunity to review progress in implementing this new policy to date.

One of the cornerstones of the combined agenda for aid, trade and investment is the Dutch Good Growth Fund (DGGF). The DGGF is a EUR 700 million revolving fund for Dutch and local SMEs in developing countries. It offers financing windows for Dutch SMEs investing in and exporting to developing countries, and investment funds for providing finance to local small and medium-sized enterprises (SMEs). So far, DGGF contributions of close to EUR 200 million have catalysed over EUR 600 million in contributions from Dutch private sources and other investors in the 68 eligible low- and middle-income countries. In 2015, the government also introduced the Development Related Infrastructure Investment Vehicle (DRIVE). Together with technical support offered by the new Develop2Build programme and existing ORIO and IDF/FMO funds, this represents a significant Dutch contribution to catalysing private and public investment in public infrastructure in developing countries.

As part of the combined agenda, embassy-led programmes in several partner countries support local projects in, for instance, water and agriculture, thereby leveraging private investments and promoting the involvement of Dutch companies and knowledge institutions. In addition, embassy programmes aim to support these countries in increasing their market access and improving their business climate.

The combined agenda has also changed the character of the traditional economic/trade missions that the Netherlands' government undertakes together with and in support of the Dutch private sector. More of these missions have targeted low-income countries (including the West-African countries hit by Ebola), and issues like sustainability and labour rights figure more prominently on their agendas.

Corporate social responsibility is promoted and has become a requirement for access to government finance. An important aim of the combined agenda is to foster sustainable business practices, in particular in value chains most relevant for developing countries. Organisations like the Sustainable Trade Initiative (IDH) and Solidaridad receive support for their work with key transnational companies to foster the sustainable production of commodities like cocoa, coffee, cotton, tea and palm oil by smallholders. In addition, the government has intensified dialogue with Dutch and foreign stakeholders in several value chains to promote voluntary agreements between all parties (companies, unions, NGOs, consumer organisations, etc.). In July 2016, the first voluntary agreement on textiles was

signed, building on intensive work with stakeholders in the Netherlands and Bangladesh after the Rana Plaza collapse. Several more of these agreements are in the pipeline on, for example, gold, banking, timber and flowers. During the Dutch EU Presidency in 2016, this was also a key theme of the first-ever combined Council Meeting of development and trade ministers.

These and other aspects of policy coherence for development (PCD) remain central elements of Dutch development policy, with an emphasis on trade, tax, and TRIPs and access to medicine. Building on the opportunities offered by the combined agenda for aid, trade and investment, the government has successfully argued for the interests of developing countries to be taken into account in the negotiations on the Transatlantic Trade and Investment Partnership (TTIP). In 2016, the government launched an updated eight-point Action Plan on PCD, with specific targets and criteria. The plan relates to the PCD priorities set at EU level, and all eight PCD themes correspond to specific Global Goals. Parliament receives an annual report on the Netherlands' PCD efforts.

The thematic focus of Dutch development policy has been further intensified, building on initial choices made under the previous government. Water, food security, sexual and reproductive health and rights (SRHR) and security and rule of law were continued as the four priority themes, with private sector development, gender and climate change becoming crosscutting themes. The thematic (rather than geographical and/or by implementation channel) focus has become the primary guiding principle for allocating financial and human resources, in both bilateral and multilateral cooperation. While the Netherlands continued to work closely with the 15 partner countries selected under the previous government, thematic programmes that are centrally managed from The Hague dominate the bilateral allocation of the thematic funds and reach a broader group of developing countries. Specific and publicly available theories of change have been developed for all four priority themes and the three crosscutting themes. Knowledge platforms involving national and international specialists have been set up to expand the knowledge base within the priority themes.

Partnerships with private sector, non-governmental and knowledge organisations have become a cornerstone of Dutch development policy. Major public-private partnership (PPP) programmes have been set up on the priority themes, including the Facility for Sustainable Entrepreneurship and Food Security (FDOV) and the Sustainable Water Fund (FDW). In the innovative policy framework Dialogue and Dissent (EUR 925 million 2016-2020), the ministry works in strategic partnerships with and finances national and international NGOs to strengthen the advocacy of local civil society organisations in low- and lower-middle-income countries on issues related to the Dutch priority themes.

Gender-responsive programming is being fostered in all thematic areas, notably in sustainable value chain development, private sector development, and security and rule of law. The Netherlands is the single largest bilateral donor to women's rights organisations in the world: 2016-2020 commitments amount to EUR 200 million. One of the key instruments for empowering women and girls in developing countries is the Funding Leadership and Opportunities for Women (FLOW) programme (EUR 93 million 2016-2020).

Expenditure on international action on climate change increased to over EUR 500 million in 2015, of which EUR 73 million was mobilised from private sources. Providing access to renewable energy is a core target in the programme.

Major steps have been taken in recent years to strengthen quality control, results management, transparency and accountability. A compulsory quality-at-entry check was introduced for projects and programmes in 2012. Scorecards assess the relevance and effectiveness of multilateral organisations for Dutch policy. Portfolio reviews on the priority themes and on partner country programmes were introduced to tighten up the thematic focus and results orientation. The IATI standard is becoming compulsory for all Dutch funded programmes and projects. A common results framework is being set up to streamline reporting throughout the whole portfolio, using SDG indicators where possible. The 2017 budget will be the first to provide a results framework on the priority themes, including indicators and specific targets for 2017 and beyond (2020). Annual results reporting has been refined, professionalised and extended to include all major areas of work.

*Selected results achieved with Dutch support on priority themes*

- Water: 24.3 million people were provided with improved sanitation between 2010 and 2015. The target of 25 million has almost been reached.
- Food security: 18.1 million people have improved food intake, through treatment of severe malnutrition or targeted supply of food supplements, better access to food, and a more resilient food situation.
- SRHR: In 2015, the Dutch contribution to family planning provided access to contraception for 15 million women and girls, averting four million unintended pregnancies and 1.3 million unsafe abortions.
- Security and rule of law: 12,000,000 m2 of land have been made accessible through humanitarian demining
- PSD: In 2015, nine million people were provided with access to infrastructure through 12 completed infrastructure projects (e.g. roads and public utilities). With private sector development support, 191,000 jobs were secured. In Fragile and Conflict-Affected States, over 70,000 people gained employment or a better income.
- Gender: In 2015, the Netherlands helped strengthen the leadership capacities of more than 60,000 women, 4,880 of whom stood for national, provincial or local elections. The Netherlands helped more than 3,800 women to lead action against gender-based violence. With dedicated funding, more than 85,000 women received assistance in increasing their productivity.
- Climate: two million people gained access to renewable energy in 2015 (cumulative 19 million people in the past five years).
- Humanitarian assistance: throughout 2015, the UNHCR reached 50 million displaced people, 550,000 of them with Dutch funding. The Dutch share in the World Food Programme amounts to 610,000 people, in UNICEF to 230,000 children and in the ICRC to 870,000 people.

The government and private stakeholders have actively contributed to the new 2030 Agenda for Sustainable Development, agreed in 2015. In the preparations for the Addis Ababa Action Agenda, the Netherlands argued for more emphasis on the role of the private sector in financing development and on the importance of mobilising domestic resources by

broadening the tax base. It co-sponsored the Addis Tax Initiative and, at home, started a process of re-negotiating Dutch tax treaties with 23 developing countries to combat tax avoidance. In the negotiating process on the Global Goals, the government emphasised elements like more robust goals on SRHR and on peaceful and inclusive societies (SDG 16). As co-chair of the Global Partnership for Effective Development Cooperation, the Netherlands has worked to position the GPEDC as an inclusive platform for achieving the 2030 Agenda.

Many elements of the 2030 Agenda resonate well with Dutch development policy priorities. The government presented an additional policy paper on inclusive development in Dutch projects and programmes in September 2015. In line with the Global Goals, the paper argues that further efforts are needed to counter inequality and help achieve the ambitions of the 2030 Agenda. The government formulated a 20-point Action Agenda on inclusive development, with the prime objectives of creating employment for women and young people and deepening the dialogue with governments and multilateral organisations on inclusive policies. A first progress report on this Action Agenda is due in October 2016.

In May 2016, the government sent a letter to parliament on national implementation of the Global Goals. A more detailed plan for coordination, monitoring and reporting will be presented this autumn. Private companies and a broad range of other non-state actors have signed up to the SDG Charter NL, fostering actions in all segments of society in support of the Global Goals.

Internationally, the Netherlands has taken a leading role in a broad coalition to 'leave no one behind'. The focus on the poorest groups and countries is also visible in the choice of Dutch partner countries: 11 of the 15 Dutch partners are least developed countries (LDCs), and most are fragile and conflict-affected states. Including ODA spent through various bilateral instruments that benefit LDCs, the Netherlands targeted well over 0.2% of its GNI to LDCs (0.26% in 2015). Allocating scarce ODA where it is needed most and using it as a catalyst for other (private) flows and to facilitate broad coherent approaches with stakeholders is the dual core of Dutch ODA policy.

The Syria refugee crisis, large inflows of refugees and irregular migration across the Mediterranean, have affected Dutch development cooperation. The government has stepped up the humanitarian response by setting up the Dutch Relief Fund. This provides funding (EUR 570 million for 2014-17) on top of the existing humanitarian aid budget, making the Netherlands the eighth largest donor of humanitarian assistance in 2015.

In addition to humanitarian aid, the government has made significant assistance available to improve the situation of refugees hosted in their own region by supporting infrastructure, employment creation and basic services like education, waste collection, etc. This novel approach that goes beyond humanitarian aid recognises that existing mechanisms for humanitarian assistance can fall short in cases of protracted crises, when refugees stay in host communities or refugee camps for several years. In 2016 the government made another EUR 260 million available for the Syria region to support multi-year self-reliance and resilience programmes of this kind for refugees and host communities in Lebanon, Jordan, Iraq and Turkey.

A ministry-wide task force on migration was set up in September 2015, leading efforts to respond to the inflow of migrants from across the Mediterranean. As the biggest donor to the EU Emergency Trust Fund for Africa and as part of its EU Presidency in the first half of 2016, the Netherlands is playing an active role in the follow-up to the Valletta Summit on Migration, working towards migration partnerships with specific African countries. At the same time, new bilateral initiatives have been taken to address the root causes of migration, including the Local Employment in Africa for Development (LEAD) fund for creating employment for young men and women in eight African countries (EUR 50 million) and the Addressing Root Causes of Conflict (ARC) fund (EUR 125 million) for 12 selected countries.

Over the past years, Dutch ODA levels have remained close to or above the international 0.7% GNI target. Development expenditure has been affected by government-wide budget cuts in the aftermath of the financial crisis and as a result of largely unpredictable asylum costs. These cuts have been partly offset by occasional budgetary increases for humanitarian aid and assistance to developing countries confronted with large inflows of refugees.

Appropriate staffing has become a serious challenge. This is related to government-wide imposed staffing cuts, labour-intensive changes in aid delivery modalities (partnerships) and requirements (quality, results orientation, etc.), and to an increase in temporary contracts and the imminent retirement of ageing experts. A recent reform of the ministry's human resources policy seeks to better equip DGIS to address these challenges.

# Table of Contents

- Executive Summary.....2
- 1. Towards a comprehensive development effort.....9
  - 1.1 The global development landscape and Agenda 2030 .....9
  - 1.2 Policy coherence for development.....11
  - 1.3 Innovative financing and using ODA as a catalyst .....14
- 2. Policy vision and strategic orientations.....16
  - 2.1 Overall policy framework.....16
  - 2.2 Approach to aid allocation .....17
  - 2.3 Policy focus: poverty reduction and priority themes .....20
  - 2.4 Other policy issues.....26
- 3. ODA allocations.....28
  - 3.1 Overall ODA volume and trends .....28
  - 3.2 Bilateral ODA allocations .....31
  - 3.3 Multilateral ODA.....34
- 4. Organisation fit for delivering the development cooperation programme effectively .....35
  - 4.1 Towards a more integrated institutional system .....35
  - 4.2 Adaptation to change .....38
  - 4.3 Human resources.....40
- 5. Delivery modalities and partnerships help deliver quality aid .....42
  - 5.1 The delivery system of the Ministry of Foreign Affairs.....42
  - 5.2 The Busan partnership for effective development cooperation .....45
  - 5.3 Strategic partnerships.....46
  - 5.4 Approach and delivery at country level in fragile states .....49
- 6. Results management, transparency and accountability .....51
  - 6.1 Results-oriented management: still a work in progress .....51
  - 6.2 Evaluation system.....52
  - 6.3 Institutional learning.....53
  - 6.4 Transparency, accountability and communication .....54
- 7 Humanitarian assistance .....57
  - 7.1 The four ambitions of humanitarian assistance .....57
  - 7.2 Policy revision since 2011 .....57
  - 7.3 The humanitarian assistance budget 2006-2017 .....59
  - 7.4 Evaluation of humanitarian assistance 2009-2014.....59
  - 7.5 Effectiveness and efficiency of humanitarian assistance.....60
  - 7.6 Organisation fit for purpose.....62
  - 7.7 Results, learning and accountability .....62

Annex 1.	Follow-up on recommendations of 2011 Peer Review of the Netherlands.....	64
Annex 2:	Programming, budgeting, business control and risk management.....	78
Annex 3:	Organisation chart of the Ministry of Foreign Affairs.....	81
Annex 4:	Results framework.....	82
Annex 5:	Results framework security and rule of law.....	84
Annex 6:	List of abbreviations.....	86
Annex 7:	Key references.....	91



# 1. Towards a comprehensive development effort

## 1.1 The global development landscape and Agenda 2030

### 1.1.1 The changing global development landscape and the Dutch response

#### *Challenges*

The global development landscape is rapidly changing. While progress on the MDGs has been substantial, inequality is on the rise in many countries. There are large differences in economic and social progress – including on women’s, workers’ and human rights – within the broad category of ‘developing countries’.

Many developing countries are experiencing long-term growth and socioeconomic development. This facilitates their access to private finance on market terms and attracts foreign direct investment, reducing the importance of concessional finance for their further development.

However, a substantial group of developing countries still largely depend on foreign assistance for the huge investments in social and physical infrastructure needed to eradicate poverty and achieve decent living conditions within this generation. These countries are LDCs and/or fragile or conflict-affected states. In addition, many lower-middle-income countries still lack the capacity to drive development without substantial external support; often, their economic transformation is limited, and high population growth is combined with a lack of employment opportunities.

Instability and insecurity hamper development in many countries, in particular in regions like Southwest Asia, Northern Africa and the Great Lakes. By 2030, almost half of the world’s poor will live in countries affected by fragility, conflict and violence. Today over 60 million people are displaced globally – the highest number since the end of World War II. Violent extremism is a growing concern. Gender-based violence is widespread and is exacerbated in conflict situations. Urban violence is on the rise, and is often connected to inequality. Because of insecurity or lack of prospects, many people are on the move and looking for better opportunities in other countries, including in Europe. Climate change is an underlying threat to development and planetary security as a whole in the long term.

#### *Response*

Since 2012, the Dutch government has used the combined agenda for aid, trade and investment as the main framework for shaping its response to the challenges to global development. As of 2015, the 2030 Agenda has been integrated in this framework, adding specific elements (see next paragraph).

The combined agenda aims to reflect the growing differentiation between developing countries (see 2.1). Firstly, aid is provided where it is needed most: in the poorest countries and in fragile situations (including humanitarian assistance). Aid also addresses key challenges in a wider group of developing countries, fostering women’s health and rights, the rule of law, workers’ conditions and smallholder incomes, and improving food and water security (see 2.2). At the same time ODA has become a catalyst to stimulate private flows and investments where they are not yet commercially feasible without a concessional element. This creates employment opportunities where jobs are scarce, builds vital infrastructure and facilitates investments in climate mitigation and adaptation (see 1.3).

The combined agenda is a strategy that intends to work beyond aid and beyond the use of ODA as such. It has a strong focus on improving the preconditions for trade and private sector development and for making value chains more sustainable, in particular for products most relevant to developing countries. It promotes corporate social responsibility (CSR) and engagement of the Dutch private sector in developing countries. It drives a broad agenda on policy coherence for development to

benefit low income countries, covering issues ranging from fair tax arrangements to access to medicine (see 1.2).

In addition, an integrated government-wide approach to peace and security aims to address the insecurity that threatens development in regions like the Sahel (see 5.5). Mali is one of the countries where the 3D approach (development, defence and diplomacy) is put into practice.

**Box 1. More Dutch economic trade missions visit developing countries**

The combined agenda has changed the character of the traditional economic/trade missions that the Netherlands' government undertakes together with and in support of the Dutch private sector, to promote trade, investments and Dutch services and knowledge. More missions have taken place (86 since 2012) and more have targeted LDCs and lower-middle-income countries, including Cuba and the West-African countries hit by Ebola. Twenty missions visited Africa and the Middle East. Often key CSR issues like sustainability labour and human rights were prominent on the agenda.

**1.1.2 Contributing to and implementing the new 2030 Agenda**

The government and private stakeholders have actively contributed to the new 2030 Agenda for Sustainable Development, agreed in 2015.

In the preparations for the Addis Ababa Action Agenda, the Netherlands argued for more emphasis on the role of the private sector in financing development and on the importance of mobilising domestic resources and broadening the tax base; domestic resource mobilisation is a cornerstone of any policy aimed at increasing self-reliance. Therefore, the Netherlands co-sponsored the Addis Tax Initiative, which aims to broaden the tax base for developing countries through capacity building and international tax cooperation.

In the negotiating process on the Global Goals, the government emphasized elements like more robust goals on SRHR and on peaceful and inclusive societies (SDG 16). As co-chair of the Global Partnership for Effective Development Cooperation, the Netherlands has worked to position the GPEDC as an inclusive platform for achieving the 2030 Agenda.

Once the Global Goals were agreed, the government responded swiftly. Many elements of the 2030 Agenda already resonate well with Dutch development policy priorities. The government presented an additional policy paper on inclusive development in Dutch projects and programmes in September 2015. In line with the Global Goals, the paper argues that further efforts are needed to counter inequality and help achieve the ambitions of the 2030 Agenda. The government formulated a 20-point Action Agenda on inclusive development, with the prime objective of creating employment for women and youth and deepening the dialogue with governments and multilateral organisations on inclusive policies. A first progress report on this Action Agenda is due in October 2016.

Internationally, the Netherlands has taken a leading role in a broad coalition to 'leave no one behind', co-organising a series of events in London and New York in 2016 to mobilise buy-in for this ambitious target. The Dutch EU Presidency in the first half of 2016 worked towards anchoring the 2030 Agenda in European policy. The Global Goals have been taken up in the new Global Strategy for the European Union's Common Foreign and Security Policy, presented in June 2016.

In May 2016, the government sent a letter to parliament on national implementation of the Global Goals. The letter builds on an inventory of national implementation of all 169 targets and identifies areas of specific focus.<sup>1</sup> While the whole government will be responsible for implementation, the Minister for Foreign Trade and Development has the coordinating role, supported by a high-level

---

<sup>1</sup> This document is published on the government website [www.rijksoverheid.nl](http://www.rijksoverheid.nl) and summarises existing policy and policy intentions for each of the 169 targets.

coordinator for national implementation. A more detailed plan for national coordination, monitoring and reporting will be presented this autumn.

Schemes are also being developed for further implementation of the Global Goals in Dutch development policy. Many of the policy's targets relate and contribute directly to specific Global Goals. Reference will also be made to how other targets relate to the Global Goals and how results will be monitored and reported.

Private companies and a broad range of other non-state actors have signed up to the SDG Charter NL, fostering action in all segments of society in support of the goals. The platform connects 75 actors with a view to establishing partnerships to achieve the Global Goals. The Dutch government supports this initiative. Part of the initiative is a website where platform members can share information on their activities ([www.globalgoalsnl.nl](http://www.globalgoalsnl.nl)).

## 1.2 Policy coherence for development

### 1.2.1 Political commitment and policy statements on PCD

As in the previous decade, policy coherence for development (PCD) is a central element of Dutch development policy. Building on the opportunities offered by the combined agenda for aid, trade and investment, the government has successfully argued for the interests of developing countries to be taken into account in the process of negotiating the Transatlantic Trade and Investment Partnership TTIP (see 1.2.4). In addition, the Netherlands organised a dialogue in a number of African countries between local businesses, governments and NGOs on the EU's Economic Partnership Agreements (EPAs) to examine the obstacles that LDCs see to concluding the EPAs. Furthermore, the Netherlands promotes fair tax regimes as a key coherence issue and as a vehicle for domestic resource mobilisation, and has taken several steps to change aspects of Dutch and European tax policies (see 1.2.4).

These and other specific PCD issues have been included in an updated eight-point PCD Action Plan, which the government presented to parliament in June 2016 as part of its annual PCD report. The plan comprises the following themes: international trade agreements, access to medicine, tax avoidance, sustainable value chains, transaction costs of remittances, climate change, investment protection and food security. On each of these themes, specific targets and criteria have been identified in the Action Plan. The plan relates to and builds on the five PCD priorities set at EU level in 2009. Each theme also corresponds to one or more specific Global Goals. In this way, the Dutch agenda on PCD contributes directly to achievement of the Global Goals. Future national reporting on the Global Goals will also cover progress on the PCD Action Plan.

#### **Box 2. Sector agreements on responsible business conduct to promote sustainable business practices**

An important aim in the combined agenda is to foster sustainable business practices. The government has intensified dialogue with Dutch and foreign stakeholders in several business sectors to promote voluntary agreements between all parties (sector associations, companies, labour unions, NGOs and government). In July 2016, the first Dutch sector agreement on international corporate social responsibility (ICSR), the Sustainable Garment and Textile Sector Agreement, was signed. The signatories to this agreement commit themselves to a more sustainable textile and readymade garment industry. In December 2015 the contours of a CSR agreement in the gold sector were agreed; the final agreement can hopefully be signed in the second half of 2016. Several more sector agreements are in the pipeline, e.g. on banking, timber and flowers.

### **1.2.2 PCD coordination mechanisms**

The PCD project group at the Ministry of Foreign Affairs (MFA) is the key mechanism for coordinating the PCD agenda in The Hague and moving it forward. Common efforts on the PCD themes are agreed between the Ministry of Foreign Affairs and the responsible line ministries. In some cases this is facilitated by meetings at political or DG level. Members of the PCD project group cooperate closely with the other ministries on coherence issues. Goals are defined as concretely as possible. Depending on the theme, one ministry takes the lead and the others can make contributions. On tax avoidance there is close cooperation with the Ministry of Finance, which takes the lead. Access to medicine and how access can be enhanced given the agreement on patent protection in the WTO/TRIPS agreement are addressed in close cooperation with two lead ministries, the Ministry of Economic Affairs and the Ministry of Health, Welfare and Sport. Agreed Dutch positions are brought forward at EU level and in other international forums. The Netherlands often seeks to broaden support for PCD goals by cooperating with other countries and civil society organisations.

At EU level, the Netherlands participates actively in the EU Member States' PCD focal points meetings and the PCD Community of Practice meetings (which include the European Commissions, the OECD and NGOs). The ministry has regular meetings with representatives from Dutch civil society to exchange views and analyses on PCD issues.

### **1.2.3 Systems for analysis, monitoring and reporting on PCD**

As part of the PCD Action Plan, several studies have been conducted or commissioned to underpin the analyses and targets. For instance, the ministry commissioned the University of Groningen to conduct research into the expected impact of TTIP on low-income countries. In April 2016, together with the UK and Belgium, the Netherlands organised a technical seminar in Brussels on TTIP and developing countries. It has also conducted a pilot project on Ghana to study the effects of the lack of policy coherence on development in this partner country.

In addition to implementing the PCD Action Plan, the impact of all new EU policy proposals on developing countries is systematically assessed as part of the fiches produced by the government-wide Working Group for the Assessment of New Commission Proposals (BNC). These assessments are shared with parliament after being endorsed by the government.

At EU level, the Netherlands has argued for more attention to be paid to the impact of policies on developing countries. A 'tool kit' has been included in the Better Regulation Package (19 May 2015) for systematic assessment of the impact of new policies on developing countries.

Progress on the PCD agenda is monitored against timelines agreed for each PCD theme. The project group regularly discusses progress across the entire PCD agenda. Dutch Parliament receives annual reports on progress on policy coherence for development. The most recent report was sent on June 13, 2016.

### **1.2.4 Examples of Dutch activities on PCD**

#### *Special reference to LDCs in EU proposal for TTIP negotiations*

Together with the United Kingdom, the Netherlands successfully argued for the inclusion of a specific reference to developing countries in the EU proposal of November 2015 on the chapter on trade and sustainable development in the EU-US Transatlantic Trade and Investment Partnership (TTIP) agreement. This proposal contains an agreement that special attention be given to developing countries in cooperation on sustainable development, and especially to least developed countries (LDCs). This could, for example, take the form of cooperation between the EU and the US on improving working conditions in Bangladesh. The agreement also applies to evaluating the impact of TTIP, with the aim of maximising the positive effects of the agreement on developing countries.

### *TRIPS waiver for LDCs extended – debate initiated on high costs of medicine*

The Netherlands has actively argued in the EU for indefinite extension of the exemption for LDCs from pharmaceutical obligations under the TRIPS agreement. At the WTO TRIPS Council meeting in November 2015, with EU support, the LDCs' exemption was renewed until 2033. This means that LDCs can produce and market generic medicines without danger of complaints from patent holders.

In 2016, the Netherlands was instrumental in instigating an international debate on how to solve the problem of overly expensive medicines and insufficient innovation on new ones. The Netherlands was one of the few governments to present a widely acclaimed written and oral contribution to the UN Secretary-General's High Level Panel (HLP) on Access to Medicines. The Netherlands called on the HLP to cast the net wide in seeking solutions, both within and outside the patent system. It also helped promote a coordinated approach by WHO in researching and developing medicines that the market does not deliver, or only at excessively high prices. This problem no longer applies only to tropical diseases, but can affect everyone.

### *Towards coherent tax policies*

The Addis Tax Initiative (ATI) was launched at the Financing for Development (FfD) Conference, partly on the Netherlands' initiative. Since its introduction, 19 donors, 14 developing countries, nine international organisations and the Bill and Melinda Gates Foundation have joined the ATI. The signatories pledge to double their technical assistance for strengthening tax policies and services in developing countries. The Netherlands is active in ten developing countries, for example by providing training to improve understanding of tax planning by multinationals.

The FfD conference called on donor countries to no longer claim exemptions on import duties and VAT on projects qualifying as government-to-government development cooperation. The Netherlands has applied this to new projects as of 1 January 2016. This will help increase government revenue in the partner countries.

The Netherlands is also taking the lead in implementing the call made at the FfD conference to include anti-abuse provisions in all international tax agreements. It has offered to do this in its agreements with 23 developing countries. Agreement has so far been reached with four countries, and talks are still underway with another 15.

The government has successfully argued for interested developing countries to be included in OECD consultations on how to tackle tax evasion. In this way, greater attention will be given to the problems facing developing countries. In October 2015, the OECD's Base Erosion and Profit Shifting (BEPS) project produced an impressive package of recommended measures, including the sometimes excessive tax interest deductions on company profits.

During the Dutch EU Presidency, important steps were taken at European level in the fight against tax fraud and evasion, including an agreement on a directive on tax evasion and another on country-by-country reporting between tax services.

**Box 3. Rana Plaza – coherent action for improvement of labour conditions**

On 24 April 2013, the Rana Plaza garment factory in Bangladesh collapsed, killing more than 1,100 garment workers. The disaster became an icon of the fight against poor and dangerous labour conditions in the global supply chain. The multitude of policy actions that followed demonstrated that a quick, coherent, multi-stakeholder response, involving both public and private actors, can be effective in terms of development results.

Soon after the disaster the UK, Canada and the Netherlands co-funded a large ILO project focusing on strengthening the Bangladeshi labour inspectorate, labour law reform, rehabilitation of victims and the 'Better Work' labour law compliance programme. The ILO programme cooperates with three private initiatives in Bangladesh.

Trade and development minister Lilianne Ploumen became one of the strong voices calling on all brands sourcing in Bangladesh to join the coalition for better labour conditions in the global supply chain. During its EU presidency in the first half of 2016, the Netherlands emphasised the importance of sustainable global value chains, also in relation to international trade agreements.

Three years after the Rana Plaza disaster, the following results were achieved:

- compensation for all victims and surviving relatives of Rana Plaza;
- labour inspectorate trained and strengthened;
- nearly all 3,500 export-oriented garment factories inspected and remediation plans ready for implementation;
- reform of the labour law;
- 77% rise in the minimum wage, although it is not yet a living wage;
- growth of union registration, although violence against unions continues;
- involvement in and commitment to sustainable production by many international brands, although progress takes time.
- in July 2016, the Sustainable Garment and Textile Sector Agreement was signed and more Dutch RBC-agreements are to follow (see 1.2.1).

### 1.3 Innovative financing and using ODA as a catalyst

To increase the overall financial potential for development, the Dutch government uses ODA to unlock financial flows and expertise from the private sector. In this way, ODA plays more of a double role: directly funding sustainable development where it is most needed and catalysing and mobilising other public and private resources where possible.

Innovative use of ODA is at the centre of the agenda for aid, trade and investment. The Netherlands has developed a number of innovative instruments to mobilise private resources for development, including the Dutch Good Growth Fund (DGGF). EUR 618 million in contributions to private sector and other investors have been catalysed with a DGGF contribution of EUR 187 million in the form of loans, shares, insurance and guarantees. The Development Related Infrastructure Investment Vehicle (DRIVE) combines grants with a bank loan to support infrastructure projects. If necessary, the DRIVE contribution can also be provided in the form of a guarantee or loan. This ensures the most efficient use of ODA funds in each case.

The World Bank's Concessional Finance Facility, which supports Middle Eastern countries like Jordan and Lebanon that host many refugees, is an example of an innovative instrument using ODA to offer loans at substantially reduced rates. Last year, the Netherlands strongly argued in favour of such an instrument at the World Bank and donated EUR 10 million to the CFF when it was ultimately launched in April 2016. In total, the countries concerned can take out soft loans totalling USD 2.7 billion through the facility.

The ministry has set up a task force on innovative financing to give these efforts an extra boost. The task force ensures that knowledge is shared so that, when new activities are initiated, a good decision can be made on the best form of financing.

#### *Climate finance*

In the Paris Agreement on climate change, the developed countries reconfirmed that they will mobilise at least USD 100 billion a year for climate-related activities from 2020. This includes both public and private funding. This obligation has already led to important innovations, including the Entrepreneurial Development Bank FMO's Climate Investor One Fund. Designing commercially feasible projects on renewable energy in developing countries is often an obstacle to investments in this sector. Through this fund, FMO supports the development of such projects and finances them with mixed public and private resources. The Netherlands is also exploring the options for setting up a climate fund together with institutional investors, along the lines of the Danish climate fund. In 2015, Dutch public climate financing amounted to EUR 428 million. Mobilised private funding, first quantified in 2015, totalled EUR 73 million and is expected to increase this year.

#### *Tracking and reporting non-ODA flows*

The MFA does not yet systematically track the leverage of its programmes, but intends to do so in the near future. Over the years, more revolving funds have been established and their size has increased. This trend is expected to continue. The Netherlands annually reports to the DAC on total resource flows for development, including the various private flows at market terms and private grants. FMO flows are included in the private flows at market terms<sup>2</sup>.

#### **Box 4. Innovative insurance and pension schemes**

The Netherlands supports innovative insurance and pension schemes for the poorest groups, together with commercial partners. In Kwara State in Nigeria, for example, a health insurance scheme has achieved good results in improving access to medical care for people who, until recently, were unable to afford insurance. The insurance is a form of public-private partnership between a Nigerian insurance company that focuses on the lower end of the market, the local government and two Dutch foundations that develop innovative financing: the Health Insurance Fund and PharmAccess. The programme was recently awarded the Transformational Business Award by the Financial Times the International Finance Corporation (IFC).

The Foundation for Sustainable (Micro) Pensions in Developing Countries (SDMO), a joint initiative of the Association of Insurers and the Pension Federation in the Netherlands, works with local partners to enable people in the informal sector to participate in a pension fund.

---

<sup>2</sup> See also Benn, J., et al. (2016). Amounts Mobilised from the Private Sector by Official Development Finance Interventions: Guarantees, syndicated loans and shares in collective investment vehicles. *OECD Development Co-operation Working Papers*, No. 26, OECD Publishing, Paris.

## 2. Policy vision and strategic orientations

### 2.1 Overall policy framework

At the time of the previous peer review, Dutch development policy was in the midst of a revision initiated by the coalition government that was in office from October 2010 to November 2012. Central to the revision was a move towards economic sectors – away from social sectors like education – in order to focus Dutch support more directly on promoting economic growth and self-reliance in developing countries. Promoting market mechanisms and private initiatives was recognised as indispensable in the fight against poverty. This shift was accompanied by a reduction in the number of partner countries for development cooperation from 33 to 15. A further key aspect of the revision was narrowing down the thematic focus, with a preference for areas in which the Netherlands could make a more recognisable and effective contribution, with closer involvement of the private sector and knowledge institutions.

Building on these initial changes, the current government has initiated a fundamental transition of Dutch development policy by introducing a combined policy agenda for aid, trade and investment. The cornerstone of this major revision was the decision to place political responsibility for foreign trade and development cooperation under one minister. This has enabled a broad coherent approach that combines a focus on the poorest with efforts to make trade and investment contribute more to remunerative employment, both in poorer and in middle-income developing countries. While balancing private and public interests, this policy has strengthened the involvement of the national and foreign private sector in Dutch development efforts. It encourages investment and trade activities that benefit both people and the environment, create employment opportunities, and foster a transfer of knowledge and skills. Water, food security, sexual and reproductive health and rights (SRHR) and security and rule of law were continued as the four main priority themes, with private sector development, gender and climate as crosscutting themes.

The policy document ‘A World To Gain: A New Agenda for Aid, Trade and Investment’ (April 2013) sets out the goals and the strategy for this combined agenda. The document presents three major ambitions: 1. eradicating extreme poverty in a single generation (‘getting to zero’); 2. sustainable, inclusive growth worldwide; and 3. success for Dutch companies abroad.

The policy distinguishes three kinds of bilateral relationships with other countries, contingent with their level of development.

In the first of these – ‘aid relationships’ – the Netherlands focuses on countries that will need substantial foreign assistance to be able to effectively address poverty, foster sustainable growth and achieve broad human development. This category includes LDCs and fragile states, and conflict-affected and post-conflict countries. Bilateral programmes are set up around the four priority themes. The seven partner countries in this category are Afghanistan, Burundi, Mali, the Palestinian Territories, Rwanda, South Sudan and Yemen. Where possible, a regional approach is being taken in the Great Lakes Region and the Horn of Africa.

The second category comprises ‘transitional relationships’. The focus here lies mainly on low- and lower middle-income countries with burgeoning economies. The basic assumption is that a combination of aid, trade and investment activities can further boost their economic development while realising mutual benefits. In addition to programmes on the priority themes, the Netherlands supports these countries in increasing their market access and improving their business climate. The



eight partner countries in this category are Bangladesh, Benin, Ethiopia, Ghana, Indonesia, Kenya, Mozambique and Uganda.

The third category – ‘trade relationships’ – focuses on the promotion of mutually beneficial trade and investment, with activities that contribute to economic growth and employment in the Netherlands. This category comprises a large group of countries as diverse as Belgium, Brazil, the United States and Vietnam. For these countries ODA (for ODA-eligible countries) and non-ODA instruments are available.

In addition, the Netherlands continues to be active in other low- and middle-income countries. Centrally managed thematic programmes are generally open to a large group of developing countries. Also, a very significant amount of ODA is provided through the EU and multilateral institutions like the UN and the World Bank.

As indicated in the previous chapter, the agenda for aid, trade and investment was further refined last year in response to the 2030 Agenda, by placing greater emphasis on inequality, inclusive growth and leaving no one behind.

In reaction to the Syria refugee crisis the government placed more emphasis on the humanitarian response. As part of a novel approach that goes beyond humanitarian aid, the government made significant assistance available to improve the situation of refugees hosted in their own region, by supporting infrastructure, employment creation and basic services like education, waste collection, etc.

**Table 1 - Partner countries in Dutch bilateral development cooperation**

Aid relationship (7)	Transitional relationship (8)
Afghanistan	Bangladesh
Burundi	Benin
Mali	Ethiopia
Palestinian Territories	Ghana
Rwanda	Kenya
South Sudan	Indonesia
Yemen	Mozambique
	Uganda

**2.2 Approach to aid allocation**

**2.2.1 Approach to bilateral ODA**

Dutch aid delivery is structured around priority themes rather than geographical priorities. This thematic focus is the primary policy orientation within the overall ODA delivery model. Thematic programmes that are centrally managed from The Hague dominate the bilateral allocation of the thematic funds and reach a broad group of developing countries. Also, the Netherlands works with 15 partner countries, where the priority themes are supported by a significant bilateral programme managed by the embassy. For this purpose, the embassies have in-country development expertise available.

A results framework has been developed for each priority theme, which applies to both the instruments managed from headquarters and country programmes in the partner countries. The centrally managed instruments often work with tenders, calls for proposals, or modes of co-development, with a focus on partnerships (see also chapter 5). Traditional government-to-

government aid delivery has become less dominant and general budget support has been abandoned at bilateral level<sup>3</sup>.

For the 15 partner countries, the Multi-Annual Strategic Plans (current generation 2014-2017) provide the scope, focus and volume of bilateral ODA. Country-specific analysis provides an opportunity to operationalise the priority themes at local level and work towards specific results. Synergies between trade and aid activities are also fostered locally. The 15 bilateral country programmes managed by the embassies now account for roughly EUR 400 million per annum. A similar amount is spent in the 15 partner countries through the thematic instruments which are open to both the partner countries and other LDCs and (lower-)middle-income countries and are managed from headquarters. The PSD instruments, for instance, are open to 68 LDCs and middle-income countries, including the 15 partner countries. To promote consistency at partner country level, portfolio reviews and more systematic country planning exercises have been set up.

### **2.2.1 Approach to multilateral ODA**

Multilateral organisations are key to forging international agreement on global challenges like climate change, development priorities, conflict etc. These organisations help set the agenda by producing reports like the World Development Report (World Bank), the Human Development Report (UNDP) and the World Population Report (UNFPA), by standard- and norm setting (WHO, FAO and ILO), or by providing humanitarian assistance. The advantages of multilateral cooperation are its scale and potential for coordination, political leverage and a better perspective for a structural long-term effort, burden-sharing and a more equal distribution of risks.

The Netherlands attaches great importance to the multilateral system and makes a continuous effort to promote its effectiveness, for example by supporting the Delivering as One model, which aims to reduce fragmentation and duplication between UN organisations. The Netherlands emphasises that multilateral organisations must share and coordinate their work and harmonise procedures. They should also have added value for the Dutch aid, trade and investment policy. Biannual scorecards are used to assess the relevance and effectiveness of the contribution they make to achieving the ambitions of the Dutch government.

In line with the deliberate choice for theme-driven aid delivery, Dutch multilateral support is now primarily channelled to organisations contributing to the priority and crosscutting themes. In addition, the Netherlands supports multilateral organisations with a systemic function for international cooperation, like the World Bank, UNDP and UNICEF. These organisations play a pivotal role within the international system.

The Netherlands views the World Bank as a valuable implementation channel for effectively achieving concrete results within WB-Netherlands strategic partnerships in priority areas such as water, food security and sustainable energy, linking development, knowledge and trade objectives. Through strategic policy dialogue with the World Bank, including discussions on the full portfolio of the cooperation, the Netherlands seeks synergies between multilateral and bilateral aid delivery channels.

Results on the priority themes are central in assessing the relevance of multilateral organisations for Dutch policy. The Netherlands actively argues for better results management by these organisations in accordance with the IATI standard. As of 2015, the results of Dutch multilateral contributions are part of the annual results report to parliament. To assess the institutional and development

---

<sup>3</sup> This does not affect the fact that, where the conditions are right, the Netherlands is a constructive partner in budget support provided by the European Union and the World Bank as a means to strengthen country ownership, finance national development strategies and promote sound and transparent public finance.

effectiveness of international organisations, the Netherlands works closely together with other donors within the MOPAN network (Multilateral Organisation Performance Assessment Network). The annual results reports to parliament and the scorecards underpinning them are based not only on the reports from the organisations themselves and the MOPAN assessments, but also on evaluations by the Policy and Operations Evaluation Department (IOB) and Board of Auditors' reports.

### **2.2.3 Towards a multiple stakeholder approach**

In line with the recommendations of the Advisory Council on International Affairs (AIV) in their 2013 report on the interaction between actors in international cooperation, the government believes that the traditional division into channels (bilateral, multilateral, civil society organisations and the private sector) is becoming less relevant.<sup>4</sup> Modern cooperation is becoming more 'hybrid'. Broad multi-stakeholder cooperation modalities between companies, research institutions and NGOs, such as the Global Alliance to Improve Nutrition, are being developed more often. New alliances are being sought with countries and philanthropic institutions to address problems at national and international level. Public-private partnerships have become important instruments to foster development initiatives. With Dutch aid now structured around the priority themes and with multiple stakeholders, the question of how much of Dutch ODA is allocated by each channel has become less relevant. Nevertheless, the Dutch parliament has called for 25% of the development budget to be spent through civil society organisations (see chapter 3).

#### **Box 5. Trilateral cooperation**

In recent years, the Netherlands has tried to set up trilateral cooperation projects, with emerging middle-income countries in particular. Some of these initiatives have matured and there is now a small portfolio of such projects. The Netherlands has reserved a budget of EUR 5 million for trilateral cooperation for the 2014-2016 period. Current examples are:

- The Dutch-Sino East Africa Bamboo Development Programme with China, Ethiopia, Kenya and Uganda. The programme builds on Chinese and Dutch expertise in bamboo value chain development, product design, marketing and standardisation to help East Africa unlock the vast potential of its indigenous bamboo resources.
- The Israel (MASHAV)-Ethiopia- Netherlands programme on small scale irrigation and horticulture was set up to combine expertise and experiences. The project includes study visits, seminars and training, and assistance in scaling up demonstration sites for the distribution of improved seedlings and training of farmers.
- The Mexico-Malawi-Netherlands programme for flood and drought management. This was set up through collaboration of the co-chairs in the Global Partnership for Effective Development Cooperation. The programme aims to share lessons learned on flood management by tapping into expertise in the Netherlands and build on existing bilateral relations between the Dutch government and Mexican National Water and Irrigation Commissions. Higher education and research institutes from the three countries will be involved in these efforts.

---

<sup>4</sup> AIV advisory report No. 82, Interaction Between Actors in International Cooperation: Towards Flexibility and Trust, February 2013

## 2.3 Policy focus: poverty reduction, priority themes and crosscutting issues

### 2.3.1 Poverty focus

The focus on poverty and deprived groups is an integral part of current policy. This is visible, for example, in the choice of Dutch partner countries: 11 of the 15 are least developed countries, and most are fragile and affected by conflict. Poverty is not limited to the LDCs: currently, the majority of the poor live in middle-income countries. Most current policy instruments are aimed at both LDCs and lower-middle-income countries and are specifically intended to benefit deprived populations, either directly, or indirectly by fostering inclusive economic development. Smallholders, low-wage labourers, small entrepreneurs, women without proper access to credit, and people with no access to safe drinking water, sanitation or energy are typical recipients of Dutch development efforts (see targets under the priority themes in the next paragraphs). As described in the previous chapter, the Netherlands is taking a leading role in a coalition to *leave no one behind*, building on this core element of the 2030 Agenda.

The Netherlands is also fully committed to the internationally agreed target of spending 0.15-0.2 % of GNI in least developed countries. Including ODA spent through bilateral instruments that benefit LDCs, the Netherlands targeted well over 0.2% of its GNI to LDCs in recent years (0.26% GNI in 2015)<sup>5</sup>. On average, 55% of non-country specific programme funding benefits LDCs. Some of the instruments have specific targets or conditions to ensure that funding also reaches LDCs. DRIVE for instance, uses higher concessionality to facilitate infrastructure projects in LDCs, whereas Develop2Build is open only to LDCs. The second window of the DGGF (finance for local SMEs) has a target of 50% spending in LDCs/lower-income countries. The Funding Leadership and Opportunities for Women (FLOW) programme requires that funded programmes cover at least one LDC.

#### **Box 6. The challenge of inequality**

In response to the adoption of the SDGs in September 2015, the Minister for Foreign Trade and Development Cooperation sent a policy letter to parliament on the need for inclusive development to be integrated into all Dutch development programmes and projects.

The letter was based on a trend analysis on inequality (income inequality and access to opportunities), the impact of inequality on growth, development and poverty reduction, and the international availability of strategies that are effective in addressing high or increasing inequality. The analysis included an assessment of the extent to which Dutch-funded programmes and projects contribute to combating inequality. It concluded that the Dutch development effort takes inequality issues into account across the board. However, an additional effort was considered necessary, in line with the Global Goals and the importance of tackling inequality from within this global agenda. The ambitions of Agenda 2030 can only be met if countering inequality becomes a centrepiece of the global development effort.

In line with this ambition, the letter to parliament on inclusive development contains an action agenda. The main objectives of the 20-point plan are to create employment for women and young people and deepen the development dialogue on the poorest and marginalised groups at both country and international level, including funding and programme management. The implementation of the action agenda is monitored on the basis of a number of indicators. The agenda is implemented through the embassy programmes and through partnerships with civil society and other partners.

<sup>5</sup> OECD/DAC uses a much lower figure: 0.13% GNI in 2015. However, this is based on a calculation that ignores the non-country specific aid of the Netherlands that also reaches the LDCs. The OECD acknowledges the limitations of the current method and has agreed to look into solutions.

### 2.3.2 Water

Water security is one of the four priority themes and one of the Global Goals (SDG 6). Based on its history and geographical location, the Netherlands has strong expertise and professional capacity in water management; water is a top sector of the Dutch economy. For these reasons, water has become a central priority theme in the combined agenda for aid, trade and investment.

Three goals and underlying targets have been identified as part of the results framework of the Netherlands' water policy. All three link to specific SDG targets:

- Improved access to clean drinking water and basic sanitation (SDG 6.1 and 6.2).
  - Target: Between 2016 and 2030, the Netherlands will help ensure that 30 million people get access to improved drinking water sources (e.g. through UNICEF and Water Operator Partnerships), and 50 million people to adequate sanitation (e.g. through the Water Supply and Sanitation Collaborative Council and the international NGO BRAC).
- Improved water productivity, in particular higher agricultural yields per hectare, through more efficient water use and better water management (SDG 6.4).
  - Target: A 25% improvement in productivity through more efficient water use and improved water management in programmes such as Securing Water for Food with USAID and Sweden and in rain-dependent, small-scale agriculture programmes in relatively dry areas in Africa (e.g. DryDev, with ICRAF) and the Middle East, and in irrigated agriculture in areas flanking the Senegal River (OMVS) and the Niger River (e.g. through NGOs in Mali).
- Improved river basin management and safe deltas (SDG 6.5).
  - Target: Capacity building and diplomacy for closer cooperation in seven trans-boundary river basins (CIWA) and integrated planning and water management in seven densely populated deltas and 10 cities, including eight delta cities, (including Jakarta, Dhaka en Beira).

On this priority theme, the ministry works closely with the Ministries of Infrastructure and the Environment and of Economic Affairs, and with drinking water companies, water authorities, knowledge institutions, NGOs and the private sector. The Sustainable Water Fund (FDW) is a key public-private partnership for achieving the SDG targets on water. Multilaterally, the Netherlands works with the World Bank, the Asian Development Bank (Water Financing Partnership Facility), the European Investment Bank, UNICEF, and FAO (on development of a database that enables a comparison of water productivity across Africa and the Middle East). It also cooperates with BRAC, the IUCN and the CGIAR.

### 2.3.3 Food security

Achieving food security by eliminating hunger and malnutrition is a core element of the 2030 Agenda, captured in SDG 2. As with water, the Netherlands is known for its expertise in agriculture and food production and for the innovative solutions that the food business sector can provide. This implies that working on food security fits in well with the combined agenda for aid, trade and investment.

Four goals have been identified under this priority theme:

- Reduce malnutrition, by providing improved nutrition to vulnerable groups (e.g. via UNICEF), promoting improved varieties, supporting productive safety nets (e.g. in Ethiopia), insurance systems, etc.
  - Target/indicator: number of people with improved food intake: 10 million in 2017, 20 million in 2020.

- Promote growth in agriculture, by improving smallholders' access to services, inputs and markets, strengthening innovation and sustainability in value chains, improving rural infrastructure, training smallholders, etc.
  - Target/indicator: double productivity and income of eight million farmers by 2030.
- Create ecologically sustainable food systems, by improved land use, watershed management, etc.
  - Target/indicator: acreage used more eco-efficient: three million hectares in 2017, five million in 2020.
- Improve the enabling environment, by securing land rights (e.g. through embassy programmes in seven countries, the International Land Coalition, the Global Land Tool Network, LANDac and the LAND partnership with Kadaster), improving the knowledge infrastructure (e.g. through NICHE, CGIAR and the Learn4Work partnership) and strengthening farmer's organisations and institutions (e.g. through Agritererra).
  - Indicator: farmers with land tenure security; farmers trained; institutions strengthened.

On this issue, the ministry works closely with the Ministry of Economic Affairs, knowledge institutions such as Wageningen University and Research, the Royal Tropical Institute (KIT), Utrecht University and the Faculty of Geo-Information

Science and Earth Observation (ITC) at the University of Twente, NGOs like ICCO, Oxfam, SNV, HIVOS and Both Ends, the private sector (e.g. banks, local SMEs, DSM, SPAR, Unilever) and international organisations like IFAD, FAO, the World Bank, WFP, IFDC, UNICEF and GAIN. Main instruments include the PPP Facility for Sustainable Entrepreneurship and Food Security (FDOV), the IFC's Global Agricultural and Food Security Program (GAFSP), and the Geodata for Agriculture and Water (G4AW) facility.

**Box 7. Facility for Sustainable Entrepreneurship and Food Security**

The Facility for Sustainable Entrepreneurship and Food Security (FDOV) encourages public-private partnerships in the field of food security and private sector development in developing countries. Government bodies, industry and NGOs or knowledge institutions form a collaborative venture with the Ministry of Foreign Affairs, and in return can be eligible for a grant. The FDOV aims to combine the innovative capacity and economic sustainability of the market with government regulation and social responsibility.

**2.3.4 Sexual and reproductive health and rights (SRHR)**

Ensuring universal access to sexual and reproductive healthcare services, including for family planning, information and education, is part of SDG 3 (3.7). Dutch policy on SRHR focuses on the following outcomes:

- Better information and greater freedom of choice for young people about their sexuality (young people know more and are thus better equipped to make healthier choices about their sexuality);
- Improved access to and use of reproductive health commodities (a growing number of people have access to and can make use of contraceptives, condoms, antiretrovirals);
- Better health care during pregnancy and childbirth, including safe abortions (public and private clinics provide better sexual and reproductive health services, which are used by an increasing number of people);
- Greater respect for the sexual and reproductive rights of groups who are currently denied these rights.

To achieve these outcomes, the ministry works in two ways:

- As a funder and partner of multilateral organisations and funds (such as GFATM and UNFPA), international and Dutch NGOs and knowledge institutes. Programmes include: the SRHR Fund,

Key Populations Fund, Child Marriages Fund, SRHR Civil Society Advocacy Fund, UAFC (Female Condoms), and the UNFPA Global Programme to Enhance Reproductive Health Commodity Security (GPRHCS).

- As an influencer, diplomat and broker, to strengthen international consensus and work with partners in developing countries. A key achievement in 2015 was the inclusion of SDG 3.7 in the Global Goals<sup>6</sup>.

The key target on SRHR included in the ministry's draft budget for 2017 is to provide access to family planning/modern contraception for six million more woman and girls in 2020 compared to 2012 (3 million more in 2017) in 69 Family Planning 2020 focus countries.

### **2.3.5 Security and rule of law**

Dutch policy on Security and Rule of Law (SRoL) focuses on countries suffering from fragility or conflict, poor governance, lack of justice and underdevelopment, often in a vicious circle. It is closely linked to Global Goal 16: promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Four goals have been identified as part of the results framework of the Netherlands' SRoL policy. Thus far, two underlying targets have been developed, which link to SDG targets:

- Improved physical security and freedom from fear as experienced by men and women from all social groups (SDG 16.1).
  - Target: The Netherlands will, through humanitarian demining efforts, ensure that in 2020 24 million square metres of land can once again be safely used by communities.
- Men and women from all social groups have access to effective and independent justice institutions and have confidence in the rule of law (SDG 16.3).
  - Target: Between 2017 and 2020, the Netherlands will ensure that at least 50,000 people annually in six fragile or post-conflict states get access to justice.
- Processes and political governance that stimulate peace and stability are in place (SDG 16.6 and 7).
- Increased and improved (access to) sustainable basic services and employment opportunities aimed at key conflict-related grievances – especially for marginalised groups (SDG 2, 5, 6 and 8).

On this priority theme, the ministry is working closely with NGOs, knowledge institutions and the private sector. Multilaterally, the Netherlands collaborates with Multilateral Development Banks – such the World Bank, the International Finance Corporation and the European Bank for Reconstruction and Development – and UN organisations, such as UNDP, the ILO, UNICEF and WFP (see also section chapter 5.4).

### **2.3.6 Private sector development**

Poor countries will have to expand their private sectors and ensure decent working conditions to enable people to work their way out of poverty. Globally, the private sector is the major driver of economic growth, innovation and job creation. However, in many developing countries, important preconditions for a thriving business sector are still lacking, in particular for small and medium-sized enterprises. Such preconditions range from physical infrastructure (energy, roads, ports, etc.) and access to credit, to rules and regulations that facilitate entrepreneurship and business start-ups. SDG 8 (inclusive and sustainable economic growth and employment) and SDG 9 (infrastructure and sustainable industrialisation) are the relevant key goals in the 2030 Agenda.

---

<sup>6</sup> 'By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.'

Dutch policy on private sector development aims at improving the local business climate and strengthening entrepreneurship. The policy has a special focus on women, young people and sustainability. Where possible, the ministry works with expertise and funding from the Dutch private sector, as part of the combined agenda for aid, trade and investment.

Under the two goals of improving the business climate and strengthening entrepreneurship, five sub-goals have been set:

- Infrastructure development: access to new and improved infrastructure.
  - Main instruments: DRIVE, IDF/FMO, Develop2Build.
  - Indicator: number of end-users with access to infrastructure.
- Financial sector development: access to finance and insurance.
  - Main instruments: FMO Massif, Health Insurance Fund, IFC/FIRST, IFC/FISF, TCX.
  - Indicator: number of new financial products introduced; clients with a bank account; people with insurance.
- Business development: supporting entrepreneurs in investing and trading in low- and middle-income countries.
  - Main instruments: Dutch Good Growth Fund, FDOV.
  - Indicator: number of companies (Dutch and other) with a plan for investment, trade or service provision; number of direct jobs; volume of private co-investment.
- Improved market access and expansion of sustainable trade, by easing border procedures and adoption of sustainable production practices.
  - Main instruments: IDH, Solidaridad, CBI, TradeMark East Africa.
  - Indicator: time to import; workers with improved labour standards; number of trained small farmers.
- Peer-to-peer capacity building of economic institutions for an enhanced business climate.
  - Main instruments: Agriterra, Dutch Employers' Cooperation Programme, Trade Union Cofinancing Programme, Addis Tax Initiative.
  - Indicator: membership of supported economic institutions.

**Box 8. The Dutch Good Growth Fund**

The Dutch Good Growth Fund (DGGF) was launched mid-2014. It is an innovative EUR 700 million revolving fund for Dutch and local SMEs in developing countries. The DGGF operates in 68 developing countries and emerging markets. The fund offers financing windows for:

- Dutch SMEs wishing to invest in low- and middle-income countries;
- SMEs in low- and middle-income countries wishing to invest locally;
- Dutch SMEs that wish to export capital goods to low- and middle-income countries.

Funding can be in the form of credits, shares, insurance and guarantees. To qualify, activities must be relevant for development. The fund focuses in particular on young female entrepreneurs and entrepreneurs in fragile states.

The DGGF is supporting, for example, a Dutch SME's investment in a dairy factory in Kenya that will buy its milk from local smallholders. Also, the DGGF has facilitated the delivery of ambulances, including medical and communication equipment and training, to Mali. Support for local SMEs is for instance provided by means of a EUR 5 million loan to Microcred Africa that develops financial products for young local entrepreneurs and start-ups in six African countries. The funding supports the expansion of Microcred into another seven African countries over the coming years.

**2.3.7 Gender equality and women's rights**

Women's rights and gender equality constitute an integral component of Dutch foreign policy. SDG 5 calls for the achievement of gender equality and empowering all women and girls. Progress for the world's women has been slow and uneven. Globally, the majority of people living in extreme poverty are women and millions of women and girls are victims of physical and sexual violence or other



forms of discrimination. Women are still largely excluded from processes to shape the future of their society. Alarming, resistance to equal rights for women, in particular their right to decide about their sexuality and whether or not to have children, is growing in many places. The ideal of equality enshrined in international agreements has to be defended continuously. The Netherlands seeks to help create a world in which men and women have equal rights and opportunities.

The Netherlands' commitment to improving the position of women focuses on four goals:

- preventing and eliminating violence against women and girls;
- a fair share in political and decision-making power;
- economic empowerment and self-reliance;
- a fair share in conflict resolution, peacebuilding and reconstruction.

The Netherlands pursues these goals through a three-track approach:

- Financial support to women's rights organisations through a variety of grant schemes. The Netherlands is the single largest bilateral donor to women's rights organisations in the world: 2016-2020 commitments amount to EUR 200 million.
  - One of the key instruments for improving the position of women and girls in developing countries is the Funding Leadership and Opportunities for Women (FLOW) programme. FLOW funds activities of not-for profit organisations in low- and lower-middle income countries (plus selected other middle-income countries) aimed at combating violence against women, women's participation in politics and public administration, and women's economic participation and self-reliance. For the 2016-2020 period, EUR 93 million was made available. Based on a tender in 2015, ten programmes have been selected for funding.
  - In the field of women, peace and security, the third National Action Plan 1325 was adopted in early 2016 and a tender was published aiming at working in cooperation with civil society in eight selected (post-)conflict countries (EUR 15 million 2017-2020).
- The gender-responsiveness of work across the different policy priorities has been stepped up by specific measures ensuring that women benefit from investment in trade and development cooperation, e.g. in subsistence and market-oriented agriculture, drinking water and sanitation, renewable energy, decent work and development of entrepreneurship.
- Diplomatic work is the third dimension of the government's efforts to promote women's rights worldwide. As a UN and EU member state, the Netherlands promotes consensus among nations on norms and measures to achieve gender equality and ensure compliance with universally agreed principles.

### **2.3.8 Climate change**

Addressing climate change (MDG 13) is a crosscutting theme in Dutch development policy: climate change adaptation and mitigation are integrated in development programmes where relevant, and there is also a budget to support climate-specific programmes. Goals build on the SDGs and follow the Paris climate agreement. There are four key themes:

- Providing access to renewable energy (SDG 7), by supporting programmes like ENDEV, Africa Biogas, Lighting Africa, ESMAP, etc.
  - Target/indicator: 50 million people provided with access to renewable energy between 2015-2030 (2.3 million by 2017, 11.5 by 2020).
- Halting deforestation (SDG 15), in particular in relation to agricultural supply chains such as palm oil, soy and cacao (through covenants, standards and programmes), through the EU FLEGT facility, the Amazon Treaty Cooperation Organisation, PROFOR etc.
- Climate-smart agriculture and sustainable land use, through activities such as diversification of crops, enhancing water efficiency, changing production methods, and landscape programmes

(e.g. IFAD's Adaptation for Smallholder Agriculture Programme, IDH Initiative for Sustainable Landscapes).

- Indicator: number of farmers who have become more resilient to climate change; hectares of land under sustainable management.
- Promoting climate resilience in drinking water programmes (like WASH) by using integrated water resources management, and flood protection (e.g. ADB Water Financing Facility Partnership programme, Partners for Resilience).
  - Indicator: number of people with sustainable access to improved clean water sources; number of people with increased flood protection.

The Netherlands contributes to multilateral climate funds that finance climate change adaptation and mitigation programmes in developing countries, in particular the Green Climate Fund and the Climate Investment Funds. Since 2013, international climate expenditure increased year on year, reaching EUR 501 million in 2015, of which EUR 73 mobilised private climate finance.

## 2.4 Other policy issues

### 2.4.1 Refugees, migration and development

The Syria refugee crisis, large inflows of refugees and irregular migration across the Mediterranean have had an impact on Dutch development cooperation. The government has stepped up its humanitarian response by setting up the Dutch Relief Fund (see section 5.3). In addition to humanitarian aid, the government has made substantial assistance available to improve the situation of refugees hosted in their own region by supporting infrastructure, employment creation and basic services like education, waste collection, etc. This novel approach that goes beyond humanitarian aid recognises that existing mechanisms for humanitarian assistance can fall short in cases of protracted crises, when refugees stay in host communities or refugee camps for several years. In 2016 the government made another EUR 260 million available for the Syria region to support multi-year self-reliance and resilience programmes of this kind for refugees and host communities in Lebanon, Jordan, Iraq and Turkey (see also chapter 5.3.2).

A ministry-wide task force on migration was set up in September 2015, leading efforts to respond to the inflow of migrants from across the Mediterranean. As the biggest donor to the EU Emergency Trust Fund for Africa and as part of its EU Presidency in the first half of 2016, the Netherlands is playing an active role in the follow-up to the Valletta Summit on Migration, working towards migration partnerships with specific African countries. At the same time, new bilateral initiatives have been taken to address the root causes of migration, including the Local Employment in Africa for Development (LEAD) fund for creating employment for young men and women in eight African countries (EUR 50 million) and the Addressing Root Causes of Conflict (ARC) fund (EUR 125 million) for 12 selected countries. Also, Dutch policy supports improved migration management, including a greater focus on combating migrant smuggling and human trafficking. Support is provided for voluntary return and structural reintegration, including for third (intermediary) countries that are hosting groups of stranded migrants (e.g. Morocco).

#### **Box 9. VNG International supports public services in Lebanon and Jordan**

The Netherlands contributes to the Local Government Resilience Programme for the Middle East and North Africa of the VNG International, the international cooperation agency of the Association of Netherlands Municipalities. The programme aims to relieve the pressure on public services in Jordan, Lebanon and other countries in the region caused by the Syrian refugee crisis. This includes work in and around the biggest refugee camp in Jordan, Al Za'atari, to improve access to clean drinking water, proper waste collection, and better ambulance and medical services.

### 2.4.2 Human rights

For the Netherlands, human rights are the cornerstone of its foreign policy. Human rights and development go hand in hand. It is difficult to protect economic, social and cultural rights if development lags behind. Conversely, the advancement of political and civil rights makes a contribution to development. Accordingly, together with other countries, the Netherlands successfully argued for the integration of a strong rights-based approach in the Global Goals. The new goals underline the importance of rights, respect and dignity for all, including the principle of leaving no one behind.

The Netherlands has a rich tradition in defending human rights, both at home and abroad. It is only by cooperating with partners that we can best achieve concrete results. The Netherlands therefore attaches great importance to cooperation through international forums as the United Nations, international tribunals, the Council of Europe, the Organisation for Security and Cooperation in Europe (OSCE) and the European Union. We also seek strategic alliances with non-like-minded partners in other regions. We seek common ground, without in any way lessening our allegiance to universal values. Credibility is an important precondition for cooperating effectively in an international context. This means maintaining an attitude of openness to recommendations and criticism from outside.

Regarding our overall policy, the emphasis lies on protecting human rights defenders, equal rights for lesbians, gays, bisexuals, transgender and intersex people (LGBTI) and equal rights for women. Other areas in which the Netherlands maintains a strong profile are promoting freedom of expression (online and offline), freedom of religion and belief, human rights and development, protection of civilians in conflict, accountability and strengthening opposition against the use of the death penalty and torture.

Given the overarching Dutch policy of combining trade, aid and investment for sustainable development, business and human rights is also a key theme for the Netherlands. The government promotes corporate respect for human rights in accordance with the UN Guiding Principles on Business and Human Rights. In 2013, the Netherlands was one of the first countries worldwide to adopt a National Action Plan (NAP) to implement the principles. The NAP's objective is to prevent companies being involved in human rights abuses. Promoting this agenda was a priority during the Dutch Presidency of the European Union in the first half of 2016, resulting in EU Council Conclusions on business and human rights in June 2016. The Netherlands also chaired the negotiations on a Council of Europe Recommendation on business and human rights which was adopted in March 2016. On the basis of a risk analysis, the government aims to foster sustainable business practices by promoting voluntary RBC agreements (see section 1.2) with the sectors that are most at risk in terms of human rights and other corporate social responsibility issues. The Netherlands has also introduced domestic legislation to lower barriers for access to remedy for victims of business-related human rights abuse. The government supports a number of NGOs with projects geared towards corporate accountability. The Dutch Human Rights Fund supports several projects that contribute to the implementation of the UN Guiding Principles.

#### **Box 10. Dutch Human Rights Fund**

The Dutch Human Rights Fund combines ODA and non-ODA funds in supporting organisations that work for human rights worldwide. The Fund focuses on countries where the human rights situation is under pressure and the Netherlands can make a difference through funding and collaboration. Projects contribute to the implementation of countries' human rights obligations by strengthening the capacity of local NGOs and human rights defenders. They can act as change agents to achieve sustainable positive change. When granting funds specific attention is paid to the severity of the human rights violations in relation to the priorities of the Dutch Human Rights policy and the effectiveness of the intended revenue.

### 3. ODA allocations

#### 3.1 Overall ODA volume and trends

##### 3.1.1 ODA target

The Netherlands remains committed to supporting growth and prosperity in poorer countries and to targeting its expenditure for sustainable development effectively in accordance with international agreements. For many decades, the Netherlands has surpassed the 0.7% GNI target by a significant margin. However, the long-standing, broad-based political consensus on maintaining the target at that level (or higher) has eroded.

The financial and economic crisis of 2008 has led to major budget cuts from which the ODA budget could not be exempted. Therefore, the ODA budget was reduced from 0.8% to 0.7% of GNI in 2010, followed by a structural annual downward revision of EUR 750-800 million for the period 2014-2016, to be further revised to EUR 1 billion less per annum on a structural basis.

As a consequence, for the first time in several decades, ODA expenditures fell below 0.7% of GNI in 2013 and 2014, amounting to 0.67% and 0.64% respectively, followed by an increase to 0.75% in 2015. The projection for 2016 is 0.69% and for 2017 0.56%.

**Table 2. ODA net disbursements (OECD/DAC database)**

Fund flows		Net Disbursements				
Amount type		Current Prices				
Donor		Netherlands				
Year		2011	2012	2013	2014	2015
Aid type	Unit					
I. OFFICIAL DEVELOPMENT ASSISTANCE	US Dollars, Millions	6,343.96	5,522.84	5,435.45	5,572.97	5,725.51
ODA % GNI	Percentage	0.75	0.71	0.67	0.64	0.75

##### 3.1.2 Attaining the LDC target

The Netherlands disputes the method used by the OECD/DAC to calculate spending on less developed countries (LDCs). According to this method<sup>7</sup>, Dutch spending on LDCs has decreased to 0.13% of GNI over 2010-2015, which would mean that it has not met the internationally agreed target of 0.15%-0.20% ODA/GNI spending on LDCs.

Poverty targeting is an important principle for development policy decisions. Eleven out of the selected 15 partner countries, for example, are LDCs. The DAC calculation method underestimates the Netherlands' LDC spending for the following reasons:

- since 2011, the budget has been structured thematically rather than geographically, which requires a different way of calculating actual spending in LDCs (see below);

<sup>7</sup> Table 3. ODA expenditures in LDCs – OECD/DAC calculation

Contribution to LDCs (official DAC figures)	2010	2011	2012	2013	2014	2015
ODA to LDCs (in EUR millions)	1,442	1,134	907	971	854	984
LDC share as % ODA	29%	23%	21%	24%	20%	17%
LDC share as % BNP	0.24%	0.17%	0.15%	0.16%	0.13%	0.13%

- the Netherlands favours programmatic funding modalities and geographically non-earmarked funding when financing multilateral organisations and/or international NGOs. An important percentage of these expenditures ends up in LDCs, but is not currently recognised in the DAC method.

On the basis of our own research and in consultation with the DAC secretariat, an alternative calculation method has been developed, which shows total (direct and indirect) Dutch ODA allocations to LDCs.

**Table 4. ODA expenditures in LDCs – revised calculation**

<i>Contribution to LDCs (revised calculation)</i>	2011	2012	2013	2014	2015
<b>ODA to LDCs (in EUR millions)</b>	2,038	1,712	1,544	1,614	1,964
<b>LDC share as % ODA</b>	41%	40%	38%	38%	34%
<b>LDC share as % BNP</b>	0.31%	0.28%	0.25%	0.24%	0.26%

### **3.1.3 Expenditure on climate change mitigation and adaptation**

In 2012-2015, public climate change expenditure has increased to EUR 1,230 million in total for the four-year period. The annual increase amounted to €145 million in 2012, €287 million in 2013, € 395 million in 2014 and a preliminary figure of €428 million in 2015. Activities consist of climate projects and programmes in the fields of renewable energy, forestry, water management and climate-resilient agriculture. Resources were made available for both mitigation and adaptation. In addition, contributions were made to multilateral climate funds for adaptation and mitigation.

The Netherlands uses the OECD/DAC method to determine climate change expenditures, i.e. the Rio markers for projects and the ‘climate relevance percentage’ established by OECD for core contributions to multilateral organisations and climate funds. In determining climate change expenditures until 2014, only ODA was taken into account. As of 2015, mobilised private finance is also included.

In 2015, preliminary public climate expenditures amounted to EUR 428 million, mostly spent by central departments (80%) and a smaller part by country programmes and embassies (20%). Of total expenditures, 28% was spent on climate change adaptation, 9% on mitigation and 63% on dual objective activities. Mobilised private finance amounted to EUR 73 million in 2015 (the share of private finance leveraged through the multilateral development banks was not yet included).

Climate financing is expected to rise to EUR 660 million in 2017, of which EUR 360 million are public and EUR 300 million private funds. Private finance will be mobilised through contributions to public-private partnerships, multilateral climate funds, multilateral development banks and the FMO.

In future, the Netherlands aims to:

1. further integrate climate adaptation and mitigation goals into its development programmes.
2. increase the climate relevance of its support for multilateral organisations.
3. enhance cooperation with the private sector to mobilise more private finance.

### 3.1.4 ODA trends and plans to meet targets

As a consequence of the trends described in section 3.1.1, the Dutch ODA/GNI ratio is expected to decrease further to approximately 0.5% in 2018 and 2019. Given current budgetary constraints, the Netherlands will not be in a position to attain the 0.7% target in the medium term. The elections due in 2017 will indicate whether there is sufficient public and political support for a return to the previously agreed consensus on achieving or outperforming the 0.7%.

**Table 5. Earmarked allocations as a percentage of Total ODA**

(amounts in EUR millions)	2011	2012	2013	2014	2015
Total ODA	4,693	4,371	4,220	4,311	5,241
Of which allocated	674	677	604	1,027	1,516
<b>Balance</b>	<b>4,019</b>	<b>3,694</b>	<b>3,616</b>	<b>3,284</b>	<b>3,725</b>
Percentage ODA excl. allocations	86%	85%	86%	76%	71%
Percentage of earmarked allocations	14%	15%	14%	24%	29%

The above table shows that the share of earmarked expenditures within ODA has increased in the past two years, mainly due to the increasing cost of the first-year reception of asylum seekers. Therefore, assuming that ODA resources will remain scarce, alternative and additional funding for development needs to be actively mobilised. This is in line with the philosophy underpinning the Addis Ababa Action Agenda. ODA will be concentrated where it is needed most. In addition, scarce ODA resources will increasingly be used to leverage other development-relevant financial flows (both private flows and domestic revenues). This approach has already yielded significant results: for example, a contribution of EUR 187 million in loans, shares, insurance and guarantees from the Dutch Good Growth Fund generated contributions from the private sector amounting to EUR 618 million. In 2015, an additional amount of EUR 73 million was mobilised from the private sector for climate finance (see 3.1.3 for details). Innovative instruments, e.g. for investment in renewable energy, are being developed, with the format of the Danish climate fund as an option.

The preliminary conclusion is that the prospects for leveraging development-relevant non-ODA funding with targeted ODA investments are good. There is growing evidence that partnerships with the private sector and other stakeholders to achieve the Global Goals will have an impact far beyond ODA. Therefore, the Netherlands is determined to continue pursuing its aid, trade and development agenda. Policy coherence for development (PCD) will remain a centrepiece of its development policy, which means that it will seize the many opportunities offered by its combined agenda to promote the interests of developing countries.

### 3.1.5 ODA reporting and forward-looking information

The Netherlands has made progress in tailoring its ODA expenditure to the 2015 Agenda on Sustainable Development (see chapter 1), in concentrating its aid where it is needed most and in using its ODA budget to leverage other domestic and international development-relevant financial flows and partnerships with a range of stakeholders. All these efforts are in line with the financing for development principles set out in Agenda 2030 and the Addis Ababa outcome document. Therefore, with its aid, trade and development agenda, the Netherlands is well prepared for to implement the SDGs.

Although thematic budget allocation has led to less emphasis on geographical targeting, indicative budgets for partner country and exit country programmes for the coming budget year are made

available on an annual basis in an annex to the Homogeneous Budget for International Cooperation (HGIS) memorandum. This annex does not include a multiannual outlook; this information is provided in the forward spending survey. At the same time, accessibility and usability of information have improved substantially. IATI reporting, Openaid.nl, the ministry’s budget website and the annual letter to parliament on development results provide a host of information that partners can also use for planning purposes.

**3.2 Bilateral ODA allocations**

**3.2.1 Ratio of bilateral to multilateral ODA**

The shift from country to thematic programming has not influenced the ratio of bilateral to multilateral ODA, which remained more or less constant over the 2011-2015 period (70%-30%). However, there was a slight increase in favour of bilateral ODA in 2014 and 2015.

**Table 6. Shares of bilateral and multilateral ODA for the period 2011-2015 (net disbursements in current prices)**

	2011	2012	2013	2014	2015
OFFICIAL DEVELOPMENT ASSISTANCE	100%	100%	100%	100%	100%
Bilateral	68%	70%	67%	72%	73%
Multilateral	32%	30%	33%	28%	27%

**3.2.2 Bilateral ODA allocations**

Significant shifts in bilateral ODA allocations took place between 2011 and 2015. The most important are:

- halving the share of programmatic support (budget support and other programmatic funds) from 24% to 12%, with general budget support being abandoned altogether;
- the share of in-donor expenses (including the cost of the first-year reception of asylum seekers) increased from 11% in 2011 to 32% of bilateral ODA (and 23% of total ODA) in 2015;
- a steady decrease in the share of debt relief, currently representing only 1% of bilateral ODA expenditures.

The changes in bilateral ODA are in part a consequence of active policy choices, including the focus on diverse partnerships (leading to an increase in project-type interventions) and the decision to end general budget support (explaining the 0% share). In part, they are also related to the unexpected influx of refugees, skewing the 2014 and 2015 distribution of bilateral ODA towards in-donor expenses.

**Table 7. Distribution of bilateral ODA between 2011 and 2015 (net disbursements in current prices)**

	2011	2012	2013	2014	2015
I.A.1. Budget support	4%	2%	1%	0%	0%
I.A.2. Bilateral core contributions & pooled programmes & funds	20%	13%	16%	14%	12%
I.A.3. Project-type interventions	50%	54%	57%	47%	40%
I.A.4. Experts and other technical assistance	8%	8%	9%	9%	7%
I.A.5. Scholarships and student costs in donor countries	2%	2%	2%	1%	1%
I.A.6. Debt relief	3%	3%	2%	2%	1%
I.A.7. Administrative costs not included elsewhere	7%	10%	7%	6%	8%
I.A.8. Other in-donor expenditures (incl. care for asylum-seekers)	11%	9%	10%	23%	32%
I.A.9. Recoveries on bilateral ODA grants / negative commitments	-4%	-1%	-3%	-2%	-1%
Total	100%	100%	100%	100%	100%

### 3.2.3 Sector allocations

As can be seen in the table below, some major shifts have occurred in the period under review. The current emphasis on the policy agenda for aid, trade and investment was accommodated from sectors 100, 300 and 400, partly by keeping budgets stable and partly from budget growth made possible by substantial reduction of the budgets for education (sector 100) and the environment (sector 400), which are no longer focus areas under the policy of the current government.

As a result of current crises, expenditure on humanitarian aid (sector 700) and in-donor refugee costs (sector 930) almost doubled in 2014 and again in 2015, when those two sectors absorbed almost one third of total expenditures. Although partially offset by higher ODA figures, as a result of this expenditure, both the absolute figures and the relative share of the expenditure on the focus areas declined.

**Table 8. Sectoral distribution of ODA between 2011 and 2015**

[Dataset: Creditor Reporting System \(CRS\)](#)

		Recipient	Developing Countries, Total				
		Flow	Official Development Assistance				
		Channel	All Channels				
		Amount type	Constant Prices				
		Flow type	Gross Disbursements				
		Type of aid	All Types, Total				
		Unit	US Dollar, Millions, 2014				
Donor	Sector	Year	2011	2012	2013	2014	2015 est.
Netherlands	1000: Total All Sectors		4,498,508	4,180,383	3,851,655	4,180,104	5,726,000
	100: I. Social Infrastructure & Services, Total		1,555,091	1,970,866	1,882,773	1,757,398	1,516,000
	200: II. Economic Infrastructure & Services, Total		376,235	386,573	342,954	342,068	263,000
	300: III. Production Sectors, Total		200,960	336,851	399,557	332,641	290,000
	400: IV. Multi-Sector / Cross-Cutting, Total		1,115,436	311,734	308,121	156,127	208,000
	500: VI. Commodity Aid / General Programme Assistance, Total		178,814	104,539	68,176	57,552	43,000
	600: VII. Action Relating to Debt, Total		119,574	126,890	62,042	63,044	46,000
	700: VIII. Humanitarian Aid, Total		175,141	159,596	152,061	300,313	534,000
	910: Administrative Costs of Donors, Total		287,792	418,698	259,021	232,755	337,000
	930: Refugees in Donor Countries, Total		475,942	357,630	375,351	935,379	1,326,000
	998: IX. Unallocated / Unspecified, Total		13,525	7,005	1,599	2,827	1,163,000

Data extracted on 01 Aug 2016 06:43 UTC (GMT) from OECD.Stat



As mentioned before, within the agenda for aid, trade and investment, the Netherlands focuses in particular on women’s rights and sexual and reproductive health and rights (SRHR), water, food security, and security and rule of law. This is further supported by programmes around three crosscutting themes: private sector development, gender equality and climate change.

The table below shows the expenditure of the ODA budget on the priority themes and the crosscutting themes for the 2011-2015 period. Expenditure on good governance, the environment and education in low- and middle-income countries is being reduced more quickly; contributions to multilateral organisations are falling and earmarked expenditure to civil society organisations was reduced when the MFS II co-financing programme ended in January 2016. As can be seen from the table, roughly one third of the ODA budget is spent on the priority themes.

**Table 9. Expenditure per priority theme 2011-2015 in EUR millions**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Security and rule of law	309	314	345	309	256
<i>of which decentralised</i>	79	80	115	77	74
Food security	74	280	343	296	288
<i>of which decentralised</i>	35	77	123	137	123
SRHR	394	377	400	416	372
<i>of which decentralised</i>	62	71	73	75	74
Water	167	140	158	157	153
<i>of which decentralised</i>	74	62	85	84	69
Gender	39	44	52	44	42
<i>of which decentralised</i>	2	4	4	4	4
Climate	259	223	165	97	83
<i>of which decentralised</i>	29	27	20	10	9
PSD	372	308	272	240	237
<i>of which decentralised</i>	18	14	12	8	11
<b>Total</b>	<b>1,614</b>	<b>1,686</b>	<b>1,735</b>	<b>1,559</b>	<b>1,431</b>
<b><i>total decentralised</i></b>	<b>299</b>	<b>335</b>	<b>432</b>	<b>395</b>	<b>364</b>
<b>% of net ODA</b>	<b>36%</b>	<b>37%</b>	<b>38%</b>	<b>34%</b>	<b>32%</b>

The table also includes expenditure on the priority theme areas of the embassies in the 15 partner countries. Total efforts devoted to private sector development, gender and climate change are much more substantial than shown by the budgets specified above, as these crosscutting themes are mainstreamed in all other efforts.

### 3.2.4 Geographical allocations

As pointed out before, the Netherlands’ policy focus is thematic rather than geographical. Hence, thematic policies are implemented not only through significant delegated country programmes in the 15 partner countries, but also through thematic programmes whose geographical scope is determined in accordance with their objectives. For example, the Dutch Good Growth Fund and other private sector development instruments and are open to 68 countries. This is to allow private sector partners to determine themselves where and how private sector development can best be

achieved. A similar approach is used for the support for advocacy through NGOs and civil society organisations.

Since ODA budgets are planned thematically, only a relatively small share of these budgets is allocated in advance through country-based programmes. Of the total ODA in 2015, the country of destination was determined in advance for 13.6% (780 million USD in 68 different countries). Of this total country-specific expenditure, 68% is directed to the 15 partner countries, 18% is used for crisis response and emergency aid in for example Nepal, Syria, Lebanon and Jordan, and 14% is used in 47 different countries, mainly to promote human rights, gender, freedom of the press and good governance. For most other thematic programmes and contributions, it is only possible to determine the geographical destination in retrospect, based on the actual expenditure by the implementing structures.

### 3.3 Multilateral ODA

Overall, the relative shares of multilateral expenditures show a rather stable picture, with the exception of the International Development Association contribution, which changes in line with the needs of IDA and the availability of resources of the Ministry of Finance.

Cooperation with the World Bank Group has a significant leverage effect for the Netherlands. It views the Bank as a valuable implementation channel for effectively achieving concrete results within WB-Netherlands strategic partnerships in priority areas such as water, food security and sustainable energy, linking development, knowledge and trade objectives. Through strategic policy dialogue with the World Bank, including discussions on the full portfolio of the cooperation, the Netherlands seeks synergies between multilateral and bilateral aid delivery channels. The Netherlands will continue to call on the IFIs to develop innovative financing mechanisms and become even more efficient with available funding, including scaling-up through leveraging equity and crowding in of private sector finance. The Netherlands will continue to further streamline its trust fund portfolio in accordance with its aid and trade priorities. Furthermore, it is paying increasing attention to the overall effectiveness of multilateral partners when entering partnerships and funding relationships. See 2.2.1 for further information on the approach to multilateral ODA.

**Table 10. Distribution of multilateral ODA between 2011 and 2015 (net disbursements in current prices)**

	2011	2012	2013	2014	2015
I.B.1.1. UN agencies	28%	33%	32%	29%	23%
I.B.1.2. EU institutions	34%	36%	36%	42%	35%
I.B.1.3. IDA	23%	12%	14%	5%	25%
I.B.1.4. Other World Bank (IBRD, IFC, MIGA)	0%	3%	1%	0%	2%
I.B.1.5. Regional development banks	5%	8%	9%	11%	8%
I.B.1.6. Global Environment Facility (96%)	3%	3%	1%	2%	0%
I.B.1.7. Montreal Protocol	0%	0%	0%	0%	0%
I.B.1.8. Other agencies	7%	4%	7%	11%	7%
Total	100%	100%	100%	100%	100%

## 4. Organisation fit for delivering the development cooperation programme effectively

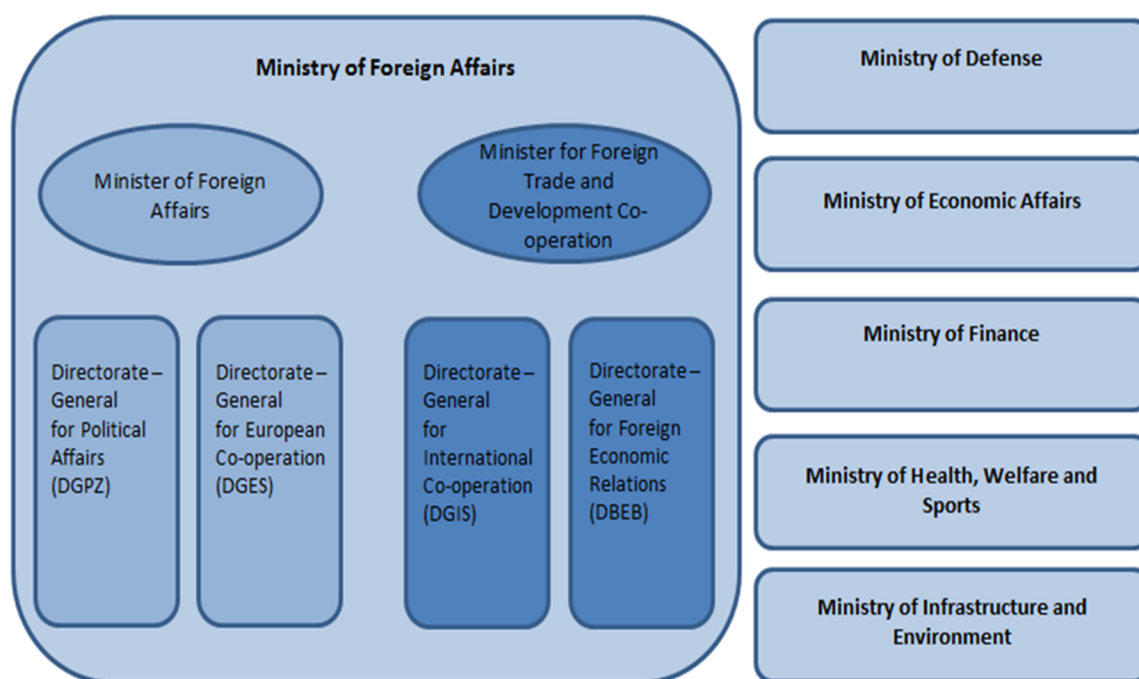
### 4.1 Towards a more integrated institutional system

#### 4.1.1 Leadership and management

Development cooperation is fully integrated into the structures of the Ministry of Foreign Affairs. There are two ministers heading the ministry: the Minister of Foreign Affairs and the Minister for Foreign Trade and Development Cooperation. Both ministers represent the Labour Party (PvdA) in a coalition with the conservative-liberal VVD. The current government has been in place since 2012 with new elections scheduled for early 2017. It is the first time there has been a combined position for development cooperation and foreign trade within a government. The Ministry of Foreign Affairs is managed by a Secretary-General.

The Director-General for International Cooperation (DGIS) is the leading DG, but there is close integration with the three other directorates-general: for Foreign Economic Relations (aid and trade), for European Affairs (intra-European collaboration on development cooperation), and for Political Affairs.

**Figure 1. Organisational structure of the Ministry of Foreign Affairs**<sup>8</sup>



The ministry cooperates with other ministries in areas of mutual interest, for example:

- Ministry of Infrastructure and Environment: sustainable development goals.
- Ministry of Economic Affairs (Agriculture): food and nutrition security.
- Ministry of Infrastructure and Environment and Ministry of Economic Affairs: international water cooperation.
- Ministry of Health, Welfare and Sport: access to affordable drugs.
- Ministry of Defence on the Defence, Diplomacy and Development (3D- approach).

<sup>8</sup> See 'OECD (2009). *Managing aid: Practices of DAC Member Countries*' to compare the current organisational structure with the situation in 2009.

Each ministry remains responsible for its own policy area, but coordination is a key principle in determining Dutch action. The Netherlands Enterprise Agency (RVO) is particularly relevant as the implementing agency for private sector development.

#### **4.1.2 Towards a more integrated approach: 3D in practice**

The complexity and interdependency of present-day problems call for multidisciplinary solutions. This is particularly relevant for the Dutch policy on Security and Rule of Law (SRoL, see 2.3.5). In the case of international conflicts, Dutch contributions can only be effective if defence, diplomatic and development efforts are coordinated. The integrated '3D' approach enables the government to combine available financial, developmental, diplomatic and military capacity for the effective promotion of security and stability in fragile states and conflict areas. The Dutch government has a range of instruments at its disposal that can be used for this purpose. The joint funding structure (the International Security Budget) and inter-ministerial consultative structures, such as the Missions and Operations Steering Committee, ensure that solutions are found to put the integrated approach into practice by ensuring that the ministries follow an integrated step-by-step process aimed at coordinated or joint action. There is also considerable focus on coherence between implementing parties on the ground in conflict areas and fragile states. See 5.4 for approach and delivery at country level. The successful '3D' model may be the best developed example, but ongoing cooperation with other ministries on matters of international cooperation is bringing about progress towards a more integrated 'whole government' approach.

##### **Box 11. The Stability Fund: a pillar under the integrated approach**

The Stability Fund (SF) was created to finance projects related to peace, security and development in a rapid and flexible manner. Resources from both the development budget (ODA) and the foreign policy budget (non-ODA) are made available for the same cause. In 2016 the SF budget comprises EUR 55 million ODA and EUR 40.6 million non-ODA. This includes EUR 10 million from the international security budget set aside for promoting coherence between defence, diplomacy and development in international crises and operations. Both geographical and thematic priorities are set annually in line with the security and justice priority area in Dutch development policy and with international security policy. As a result, the activities enjoy a broad mandate. The 2016 geographical priorities are: the Mashreq region, Ukraine, Mali/Sahel/Nigeria, the Horn of Africa, the Great Lakes Region, Libya and Central African Republic. The priority themes are transnational organised crime, counterterrorism, the Netherlands' integrated approach, cybersecurity and freedom of the press. Additionally, activities financed by the Stability Fund should be gender sensitive and/or contribute to the implementation of UN Security Council Resolution 1325.

#### **4.1.2 Internal coordination at the Ministry of foreign Affairs**

Development cooperation has a thematic approach, in which policy theme departments take the lead in policy preparation, budget allocation and personnel policies. There are four policy theme departments:

- Sustainable Economic Development (DDE): private sector development and youth employment
- Inclusive Green Growth (IGG): water and sanitation, food and nutrition security, and climate
- Stability and Humanitarian Aid (DSH): security and rule of law, migration and humanitarian aid
- Social Development (DSO): sexual and reproductive health and rights (SRHR), civil society organisations, tertiary education and gender. Additionally, there are departments with specific tasks in development cooperation:
- Multilateral Organisations and Human Rights (DMM): multilateral funding and human rights policy and funding

- European Integration (DIE): European development cooperation
- Foreign Economic Relations (EAB, IMH, DIO): aid and trade, corporate social responsibility
- Regional departments (DAO, DAF, DAM, DWH, DEU): coordination with embassies
- Office for International Cooperation (BIS): strategic outlook, results-oriented management, coordination
- Financial and Economic Affairs (FEZ): budget, transparency, reporting
- Human Resources (HDPO): human resources policy

The ministry includes two autonomous entities:

- Policy and Operations Evaluation Department (IOB): independent evaluation of development cooperation policy and practice
- Central Government Audit Service (ADR): accountability and efficiency

Internal coordination at the ministry is structured around formal hierarchical structures, temporary task forces and informal coordination.

Formal structures include:

- SG + DGs management meeting (every week)
- DGIS management team meeting (every week)
- DGIS staff meeting (every week)
- Department management team meetings
- Department staff meetings

Task forces, which comprise staff from several DGs, include:

- Migration Task Force
- Task Force on Women's Rights and Gender
- Task Force on Innovative Financing for Development (IFO)
- Task Force on Global Partnership for Effective Development Cooperation (GPEDC)
- Task Force on Policy and Implementation (B&U)

Informal structures:

- The ministry management fosters an open culture in which inter-departmental relations are highly encouraged. This is supported by the open space environment in which all staff members share office space, irrespective of rank.

#### ***4.1.3 Coordination and joint approaches at partner-country level***

The Netherlands has selected 15 partner countries. The programmes for these countries are laid down in Multi-Annual Strategic Plans (MASPs), the current generation of which cover the 2014-2017 period. Embassies in these countries have a full-fledged team of development cooperation experts (typically one expat and one local expert per theme). Embassies are expected to coordinate within the appropriate forums, including the EU, sector groups and overall coordination. The MASPs give embassies a mandate to engage within these forums without further approval from the ministry headquarters.

The Netherlands is also active in other countries through its thematic instruments (e.g. the civil society support programme and private sector support facilities). These interventions are increasingly coordinated through embassies in countries of destination (beyond the 15 partner countries) to ensure synergies on the ground.

Since 2015, a portfolio review instrument has been piloted in five partner countries (Bangladesh, Burundi, Ethiopia, Mozambique and Rwanda) and one regional programme has been implemented (Great Lakes) to strengthen synergies between different funding modalities. The instrument is being reviewed by the Policy and Operations Evaluation Department (IOB), which should produce recommendations on how to further strengthen programmatic coordination at country level.

## 4.2 Adaptation to change

### 4.2.1 *Managing organisational change*

The global financial crisis has imposed significant budgetary constraints on the ministry's operations (and within the Dutch government as a whole). In March 2012, the Minister of Foreign Affairs established the Advisory Committee on Modernising the Diplomatic Service, and asked it to produce 'an in-depth analysis of the challenges facing the Ministry of Foreign Affairs and the diplomatic service, in light of the new thinking on diplomacy which has been evolving in other countries'. This has led to five areas of organisational change:

- The missions and The Hague are working together as a single flexible network organisation: this includes flexible entities across the hierarchical structures, 'laptop diplomats', a one-team philosophy, open space, etc.
- I-diplomacy: the introduction of technological solutions to enable working anytime, anywhere.
- Human resources policy reform: HR policy has been devolved from a central HR unit to the Directorates-General to strengthen the link between policy and human resources. Strategic Personnel Planning (SPP) was introduced in 2016.
- Economic and consular services
- Streamlining policymaking and implementation: the objective is to equip staff and management to better organise work processes, taking the policy cycle as a point of departure. Typical areas of intervention are standardisation of working methods and procedures, relations between contracting authorities and contractors, improved tendering, coordinated commissioning, creating a culture of learning, and reducing work-related stress. In 2016, a curriculum, toolbox and network-based expertise centre will be established.

Starting in 2012, the organisation has undergone significant change to meet the expectations of tomorrow's world and be more visible within Dutch society. A new vision was also defined, to make the ministry an outstanding diplomatic service centred on three common values: collaboration, responsibility and a focus on results.

Since culture and attitude are considered key ingredients for successful change, a unit (DARE) has been established to stimulate innovation and change in these areas. DARE encourages, supports and assists departments and embassies in internalising and operationalising the values of modern diplomacy, and adapting successfully to the array of innovations that have been rolled out since 2012.

### 4.2.2 *Incentives for innovation*

Innovations take place at different levels of the organisation. Since culture and attitude are considered key factors underlying successful change and innovation, a unit (DARE) has been established to stimulate a culture and attitudes conducive to innovation and change, provide incentives and support change processes. DARE encourages, supports and assists departments and embassies in internalising and operationalising the values of modern diplomacy, and adapting successfully to the array of innovations that have been rolled out since 2012.

Policy innovation is supported by a more flexible personnel policy. For example, task forces are used to harness expertise from different directorates around specific subjects in order to deliver more effectively and create stronger institutional buy-in.

Policy innovations are readily taken up and the organisation adapts promptly to the external development environment. Policy innovations in the area of international cooperation include combining aid, trade and investment. The current policy on international cooperation is solidly based on a stronger link between aid, trade and investment. This has led to a number of structural, conceptual and operational innovations that are still in the process of meeting their full potential. In structural terms, the collaboration between the Ministry of Foreign Affairs and the Ministry of Economic Affairs has been strengthened. The DG for Foreign Economic Relations has been integrated into the Ministry of Foreign Affairs and the Dutch Enterprise Agency (RVO) has become one of the key implementing agencies for international cooperation, in close collaboration with embassies and embassy programmes in recipient countries. In conceptual terms, foreign economic policy and international cooperation are becoming increasingly integrated, e.g. through joint annual planning. Operational innovations have occurred in the way the toolbox of private sector support instruments has been brought together; private sector development coaches have been trained to coordinate and advise the private sector and embassies on the applicability and application of the tool box.

SDGs and leaving no one behind: the adoption of the Sustainable Development Goals is a significant policy innovation which needs to be fully factored into priority setting and modes of delivery. The Netherlands has championed the principle of leaving no one behind, both in the Netherlands and at international forums. As such, the SDGs are gradually finding a place within the Netherlands' priority themes and are expected to determine the next generation of Multi-Annual Strategic Plans.

Innovative financing: Following the Addis Ababa Action Agenda on financing for development, a task force has been established to further the policy and application of innovative financing in international development cooperation. The task force aims to broaden knowledge on innovative financing instruments, encourages innovation within thematic programmes, and looks into the usefulness of specific instruments (in terms of successes and risks).

**Box 12. Blue Box**

To stimulate creative 'out of the box' thinking, DGIS organised the first edition of the Blue Box contest in 2016. This internal contest rewards creative ideas to improve the quality of the organisation. Winning proposals in 2016 include greening the embassies to meet our internal climate objectives (leading by example) and developing an App that replaces the traditional travel files of ministers and DGs.

## 4.3 Human resources

### 4.3.1 Staffing levels

Organisational changes are reflected in the composition of staff and in staffing levels. This includes DGIS, since development cooperation is fully integrated into the ministry. See the following table for DGIS staffing levels.

**Table 11. DGIS staffing levels**

	Staffing 2011	Staffing 2016			ODA budget managed in EUR millions			
	Fixed	Fixed	Temp	Total	2010	2011	2014	2015
DGIS	8	6	5	11	24	25	0	3
DEC/BIS	32	13	2	15	24	5	5	4
DAF	27	40	1	41	1	1	0	0
DDE	35	29.5	11	40.5	288	256	407	419
DME	47				149	225	139	
IGG		50.5	10	60.5				225
DVF	43				560	665		
DMH	59				231	228		
EFV	23				107	115		
DMM		58	13	71 <sup>9</sup>			519	633
DSH		41.5	10	51.5			406	479
DSO	58	30.5	12.5	43	982	905	888	780
				0				
Total HQ	329	269	64.5	333.5	2,365	2,424	2,363	2,543

### 4.3.2 Staff development

DGIS is working more and more with other DGs, other ministries, the diplomatic missions, the private sector, knowledge institutions and CSOs as a flexible network organisation, using its budget more and more not only to address the needs of the most deprived, but also as a lever for partnership and as investment capital to enhance self-reliance in LDCs and MICs. This creates specific staffing requirements that are being met by changes in HR policy and changes brought about by the project to modernise the diplomatic service (see section 4.2.1).

Development cooperation expertise is perceived as a discipline within the MFA. The link between policy and human resources was strengthened by current changes in the ministry's HR policy. In 2015 the HR department introduced an instrument for strategic workforce planning which generates a 'map' of staff and their expertise. By improving HR appraisals and introducing strategic personnel planning, it is now possible to work towards more strategic succession planning and ensure continuity of expertise. Like all DGs, DGIS now has a dedicated HR partner to advise the DGIS departments on these personnel matters and to assist them in developing policy with regard to succession planning, career paths etc. Flexible entities working on a single issue or programme are becoming more characteristic of the way in which working on development is managed. The ministry's decentralised HR policy in combination with strategic personnel planning at DGIS level (including at the level of its departments) now opens up possibilities to adapt to changing requirements in a more flexible way. The system is based on staff members taking responsibility for

<sup>9</sup> Not all DMM staff work on development cooperation. This is compensated for by staff working elsewhere on developmental issues, such as DGBEB staff working on corporate social responsibility and on development-relevant aspects of international trade policies (incl. the Doha Development Agenda.)



the administration of their own personnel matters, including profiling. Professional personnel officers are available for guidance and advice. So far, the performance of the system has been satisfactory.

Career prospects for locally employed staff are limited in comparison with expatriate staff, due to differences in legal status. However, the ministry is increasingly working with and relying on local staff, since budget cuts have entailed a fall in expatriate staff numbers. Therefore, an update of HR policy with regard to local staff is high on the agenda. Already, efforts are being made to build in performance incentives. Meetings in The Hague for locally employed staff, the promotion of learning opportunities, and occasional exchanges of local staff between embassies are examples.

Appropriate staffing will remain a challenge for the coming years. Although the total number of staff has remained roughly the same between 2011 and 2015, there are qualitative changes in the policy environment that need to be managed efficiently. These are:

- changes in aid delivery mechanisms and modalities. The change from a programmatic government-to-government to a strategic partnership approach has caused a shift from managing programmes to managing partnerships, innovative financing mechanisms and comprehensive portfolio management. As a consequence, aid delivery has become more labour intensive than in the past, with other professional demands.
- a shift from fixed contracts to more temporary contracts. This presents challenges in terms of a higher turnover of staff and the consequences for institutional learning. Having more temporary staff does have the advantage of enabling specific expertise to be recruited where required.
- ageing of development cooperation staff. The average age of staff members has gone up, making the demographic pyramid of development cooperation staff lopsided. The consequences that need to be managed include upcoming retirement and the related loss of expertise and human capital.

Overall government policy is to reduce government staff. Hence, it is expected that the ministry will have to optimise its operations against decreasing staff levels in the coming period.

## 5. Delivery modalities and partnerships help deliver quality aid

### 5.1 The delivery system of the Ministry of Foreign Affairs

Strategic policy planning, budgeting, staffing and programming processes are embedded in a system consisting of five cycles (see Figure 1, page 14). Each cycle is essential in the delivery of results in accordance with the ministry's mission and strategic plans as set out in the Inter-ministerial Policy Framework and the ministry's Multi-Annual Strategic Plan. The development of this system, which is still a work in progress, builds on good practice and lessons learned in managing aid. The delivery of quality aid as defined in Busan is an integral part of this delivery system, which is summarised in the following overview.

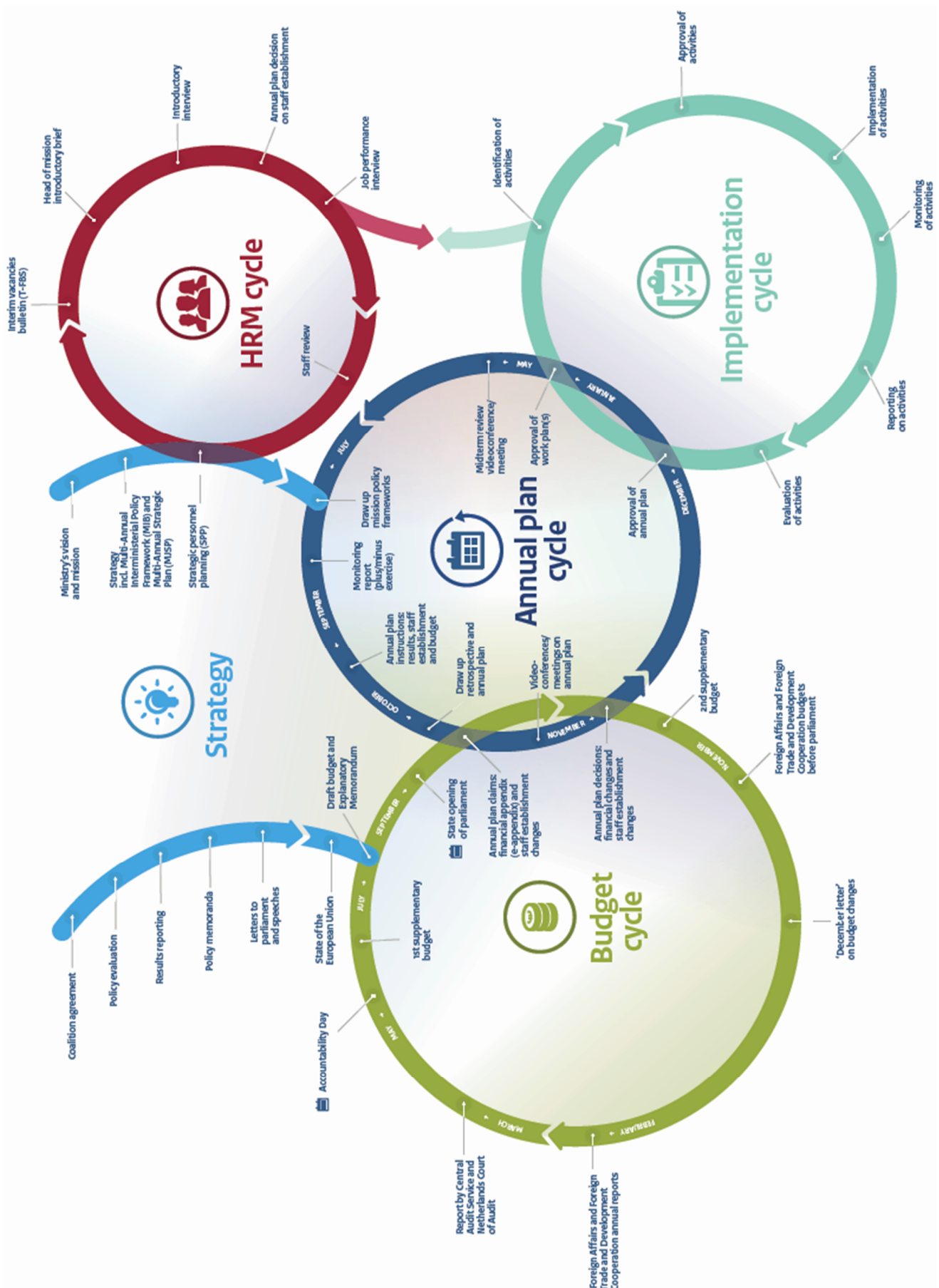
The strategic policy and planning cycle provides the broad policy orientations, from the government's programme, through policy letters to multi-annual strategic planning and finally to results reporting (see section 6.1.2). Apart from the basic policy orientations, the cycle includes thematic focus areas and medium-term objectives. The current multi-annual strategic planning cycle runs from 2014 to the end of 2017. In the past, strategic plans were limited to embassy programmes with a delegated mandate and to large embassies. In the future, strategic planning will be institutionalised for all embassy programmes.

The annual planning cycle translates broad policies into concrete plans and programmes and is increasingly results-oriented. Annual plans are prepared by all embassies and departments. They contain sections looking back on results and forward to objectives and targets. Decisions on budgets and HR are integrated into the annual planning cycle. Currently, annual plans are submitted and approved in advance of the start of the fiscal year. The budget cycle is determined by the Ministry of Finance and has a number of annual milestones, including the ceremonial submission of the annual budget and government programme on the third Tuesday in September. The Ministry of Foreign Affairs submits two separate budgets: one for foreign affairs, and one for foreign trade and development cooperation.

The HRM cycle is undergoing significant changes. Human resources competencies used to be located within the central HR department but, under the new system, they have been delegated to the different Directorates-General to strengthen the link between policy orientations and personnel planning. Furthermore, strategic personnel planning has been introduced for all entities within the ministry. Other innovations that have significantly changed the HR environment are the introduction of time- and place-independent working, flexible task forces, and a one-team philosophy.

The activity cycle translates policy into actual programmes and projects. The cycle starts with approval of the annual plan and passes through the stages of project identification, appraisal, implementation, monitoring, reporting and evaluation. Several innovations have been introduced in recent years to strengthen upstream quality assurance, including a compulsory Quality@Entry assessment and the Portfolio Review. The latter is currently being piloted within the country programmes (centrally funded and delegated programmes combined).

Figure 2. The Delivery System of the Ministry of Foreign Affairs



### 5.1.1 Budgeting and programming

The budgeting and programming processes are based on priorities set out in the Coalition Agreement. The objectives for the years to come are described in the annual Explanatory Memorandum. The international cooperation budgets of all ministries are reflected in one budget: the Homogeneous Budget for International Cooperation (HGIS).

### 5.1.2 Homogeneous budget for International Cooperation (HGIS)

Since 1997, the Homogeneous Budget for International Cooperation (HGIS) has been a separate part of the central government budget. The HGIS combines the international cooperation budgets of all ministries in one budget and enables government and parliament to decide on them in conjunction with each other. It thus provides an overview of the principal foreign spending items. The HGIS distinguishes between spending that qualifies as official development assistance (ODA) and other, non-ODA spending on international cooperation. The Minister of Foreign Affairs coordinates the HGIS, while the Minister for Foreign Trade and Development Cooperation coordinates the ODA budget within it. Total HGIS spending in 2015 was EUR 6.7 billion, EUR 5.2 billion of which went to development cooperation. The HGIS is divided into nine policy themes. The table shows HGIS spending by policy theme, indicating the ODA share:

**Table 12. HGIS spending by policy theme**

Actual spending in 2014 and 2015 in million euros	2014		2015	
	Total	ODA share	Total	ODA part
<b>1. Strengthening the international legal order and respect for human rights</b>	135.4	42.4	145.9	44.2
<b>2. Security and stability</b>	1,154.0	638.7	1,255.5	815.8
<b>3. European cooperation</b>	578.5	487.9	596.2	489.6
<b>4. Consular services and the promotion of Dutch values and interests internationally</b>	54.2	0.1	64.0	0.1
<b>5. Sustainable trade and investment</b>	397.4	318.5	395.4	323.1
<b>6. Sustainable development, food security and water</b>	583.4	551.0	559.1	528.5
<b>7. Social progress</b>	1,078.0	1,069.2	965.7	952.9
<b>8. Peace and security for development</b>	1,036.3	1,031.3	1,887.5	1,876.6
<b>9. Other spending</b>	721.1	171.9	782.5	210.1
<b>Total</b>	<b>5,738.3</b>	<b>4,310.9</b>	<b>6,651.8</b>	<b>5,240.8</b>

For a more detailed description of the annual programming process, the activity cycle, business control and risk management, see Annex 2.

## 5.2 The Busan partnership for effective development cooperation

### 5.2.1 Use of country systems

The Netherlands fully adheres to the Busan principles on effective aid delivery. Since 2010, however, there has been a significant shift from traditional government-to-government support to a more diversified array of partnerships. General budget support instruments have been phased out since 2010, and only one sector budget support operation is still active (Rwanda; justice sector). Overall, the shares of both bilateral and government-to-government assistance within these programmes have gone down. Furthermore, a number of country programmes have been constrained by the prohibitive political situation (Burundi, South Sudan, Yemen) or severe fraud cases (Benin in 2015, Mozambique in 2016), which have led to restrictions on working with or through country systems. Typical areas where the Netherlands still builds on country systems are support for taxation (see section 1.3.3), safety net systems (e.g. Ethiopia) and public infrastructural investment (DRIVE, through in-country procurement).

### 5.2.2 Untying aid and conditionality

As agreed internationally, Dutch ODA is provided with few conditionalities. The proportion of non-earmarked contributions to multilateral organisations is relatively high. Dutch ODA is almost completely untied. Within the framework of private sector development, the Netherlands is encouraging Dutch small and medium-sized enterprises (SMEs) to support local entrepreneurship in boosting inclusive development in developing countries. This approach may seem partially tied, but is expected to have a positive effect on the efficiency of Dutch PSD support in these countries as it will encourage and support local entrepreneurs in integrating into international value chains.

### 5.2.3 Focus, division of labour and joint approaches

In 2010, building on the recommendations of the 2010 WRR report 'Less Pretension, More Ambition', the number of partner countries was reduced from 33 to 15 and the number of priority themes to four: water and sanitation, food and nutrition security, sexual and reproductive health and rights (SRHR), and security and rule of law. In line with overall aid and trade policy objectives, three crosscutting themes were identified: private sector development, climate and gender. Each bilateral programme focuses on a maximum of three of these priority areas, while factoring in the crosscutting themes to the greatest extent possible. This has been formalised for the 15 partner countries in the 2012-2015 multi-annual strategic plans, and their successors for 2014-2017.

Through its 15 bilateral programmes, the Netherlands is actively supporting in-country and EU coordination. The presence of development professionals at embassies allows for active leadership of sector groups.

In enhancing international aid effectiveness commitments, three tracks stand out:

- **EU Joint Programming**: EU Joint Programming was initiated in 2011 to strengthen the joint approaches of the European Commission and EU member states at recipient country level. It comprises a number of steps, from a joint road map, through joint analysis, to joint programming and joint implementation. Since 2011, the Netherlands has seconded a policy officer to the European Commission to support this agenda. Under the Dutch EU presidency, European Council Conclusions were adopted in May 2016 with a view to further implementation of joint programming between the European Commission and EU member states. Dutch embassies have been instructed to contribute actively to these processes.
- **Global Partnership for Effective Development Cooperation**: Since the first High Level Meeting of the Global Partnership for Effective Development Cooperation (GPEDC) in Mexico City (April 2014), as incoming co-chair with Mexico and Malawi, the Netherlands has worked to re-engineer and position the GPEDC as an inclusive platform for achieving the 2030 Agenda for Sustainable Development without compromising the development effectiveness

principles. It has strived to improve the GPEDC's monitoring by increasing the number of participating countries and making its findings more useful to policy-makers. The partnership's initiatives, which often spearhead innovation, have been given their rightful place in the overall GPEDC architecture. At the same time, a design has been made to improve knowledge-sharing on effective development cooperation between countries and actors. The Netherlands will hand over its role as co-chair during the forthcoming second High Level Meeting (HLM2) which will be held in Nairobi from 28 November to 1 December 2016. The HLM2 will focus on analysing trends in development effectiveness, interlinkages with the 2030 Agenda, South-South and triangular cooperation, the implications of 'leaving no one behind', the contribution of the private sector and the potential of multi-stakeholder partnerships.

- The Netherlands endorses the five goals for peace- and state-building agreed at the fourth High Level Forum on Aid Effectiveness in Busan (2011), since shortfalls in this field are among the foremost causes of fragility. This is reflected in the four Dutch policy goals of SRoL: human security, rule of law, peace processes and political governance, and social and economic reconstruction. These goals are enabling conditions for promoting legitimate stability and a prerequisite for sustainable development. They include both tangible improvements to people's lives and more process-related results, determined in each case on the basis of analysis.

## 5.3 Strategic partnerships

### 5.3.1 Strategic partnership with the private sector

The government's policy on private sector engagement is set out in two letters to parliament (Entrepreneurship for Development and Entrepreneurship in Foreign Markets). The Netherlands seeks to promote sustainable and inclusive development, for which increased employment is a precondition. As most jobs are generated by and within the private sector, particularly SMEs, the private sector is one of the Netherlands' preferred partners in international cooperation for development. The policy aims to improve the business climate in low- and middle-income countries and support enterprises involved in foreign trade and investment. This is achieved by improving legislation and generating sustainable, decent employment, which creates market opportunities for the poor, particularly women and young people. The Netherlands also supports low- and middle-income countries in their efforts to become more productive and innovative by integrating into local, regional and global value chains. Private companies can only be partners in Dutch international cooperation for development if they fulfil the requirements of international corporate social responsibility. Dutch private sector interest in sustainable and inclusive efforts for development has increased and this trend toward more responsible, development-friendly entrepreneurship is encouraged by the government. Stakeholders from the private sector, trade unions and NGOs participate in sectoral or international agreements with the government, e.g. to improve labour conditions in the garment industry or to enhance the sustainability of global value chains.

As a complement to regular peer reviews, the OECD/DAC has introduced peer-to-peer learning. The first peer learning exercise took place 2015-2016 and focused on working with and through the private sector. The exercise aimed to identify lessons in private sector engagement. The OECD/DAC Private Sector Development Peer Learning Report on the Netherlands identified the following key lessons:

Main lessons learned from the Private Sector Development Peer Learning Report

- A **coherent narrative** combined with the **clear communication** of objectives, activities and results is an important success factor in the implementation of private sector engagement strategies.

- Clearly **define roles for all partners involved**, harness their comparative advantages and encourage mutual trust between the partners.
- When adopting new strategies and approaches, **time and resource requirements (including human resources)** should be factored in.
- Focus on a **limited set of policy goals, instruments and sectors**, where the Netherlands has a comparative advantage.
- **Embassies require ownership and support** to effectively harness new strategies and approaches developed at headquarters level.
- Monitoring private sector engagement activities requires **new and updated data management and information systems**.
- Develop **shared results indicators**, where possible across private sector engagements. Result indicators could be better aligned with policy goals and communicated to implementing partners.
- **Expertise on corporate social responsibility** should be strengthened.
- An important way to **support innovation** is by acting as **first mover on high risk opportunities** and by making a long-term commitment.

The results of the peer learning process will be presented in The Hague on 7 November 2016 and shared with partners in the Dutch aid, trade and investment community<sup>10</sup>.

### *5.3.2 Strategic partnerships with civil society organisations*

The Netherlands has a long tradition of supporting civil society organisations (CSOs), which operate at the interface between state, citizens and market. Due to their independent position and their roots in society, CSOs link and represent the interests of a range of groups. They play a range of different roles, depending on the need, context and the type of organisation. Many local organisations in low- and middle-income countries have grown steadily stronger in recent years.

The Dutch government is keen to see CSOs play a substantial role in implementing the agenda for aid, trade and investment. Global issues are increasingly interconnected, calling for coherence between local and global policy agendas. This not only requires analysis of the links in the relevant chains and of the complementary roles of CSOs worldwide, but also new forms of cooperation between governments, research institutions, companies, CSOs and private individuals.

This new form of collaboration is reflected in several partnerships between the ministry and NGOs (or consortia of NGOs), working together in pursuit of a common strategic goal that is difficult to achieve through individual effort.

The strategic partnerships are based on mutual trust and respect for each other's identity, expertise, experience and networks, as well as for each other's independent roles and responsibilities. At the same time, they also identify opportunities for joint, complementary action to advocate change and

---

<sup>10</sup> The Private Sector Development Peer Learning exercise was launched with a survey of all DAC members and selected non-members to take stock of, and understand better, current priorities and practices. Twenty-seven responses were received. Following the survey, the OECD organised an inception workshop, convening private sector focal points from member country governments, to share lessons and to refine the analytical scope and desired outcomes of the peer learning exercise. Germany, the Netherlands, Sweden and the United States volunteered to be reviewed. The Netherlands and Sweden were reviewed in November 2015, Germany in February 2016, and the US later in 2016. On 9–13 November 2015, representatives from Australia and Denmark participated in a mission to the Netherlands as part of the Peer Learning Exercise. Supported by the OECD-DAC Secretariat, the mission conducted discussions with a range of government actors including headquarters and field staff, implementing partners, private sector representatives, academics and civil society representatives. Discussions touched on all aspects of the analytical framework for the peer learning exercise, including policies, institutional make-up, human resources, government coordination, operational frameworks and key insights related to the management of private sector engagement mechanisms and specific partnerships. Cross-cutting issues such as ensuring additionality, results, and monitoring and evaluation were also prominent themes covered during the week. The 9 lessons were selected from the OECD/DAC 'Peer Learning Report. Lessons from the Netherlands'.

influence policy effectively. This type of relationship demands a critical attitude among the partners. By voicing their differences, they keep each other focused. In the interests of flexibility and the ability to respond quickly to new developments, agreements are formulated in general terms, leaving scope for variation and adaptation. This also implies that partners will take risks together. The ministry's Civil Society Division (DSO/MO) works through strategic partnerships for lobby and advocacy within the Dialogue and Dissent policy framework. These partnerships are based on the idea that joining forces and coordinating lobbying and advocacy instruments and methods enhances overall effectiveness.

In addition, the Stabilisation and Humanitarian Aid Department (DSH) works with 'strategic partnerships for protracted crises' to implement programmes that address the root causes of armed conflict, instability and irregular migration. The Health and AIDS Division recently entered into several SRHR partnerships with NGOs to contribute to the result areas of Dutch SRHR policy (see 2.4.1). The Syria refugee crisis, large inflows of refugees and irregular migration across the Mediterranean have had an impact on Dutch development cooperation through NGO's. The Dutch Relief Alliance (DRA) was set up in 2014. The DRA is a consortium of Dutch NGOs enabling them to respond quickly and efficiently during a crisis and increase quality and effectiveness by working together. A mid-term evaluation of the DRA by the Overseas Development Institute, completed in July 2016, is positive overall and envisages a role for the DRA in preparedness and the capacity building of local NGOs.

### *5.3.3 Strategic partnerships with knowledge institutions*

The government fully recognises that knowledge institutions (universities, think tanks, etc.) play a pivotal role in strengthening the knowledge base of development cooperation. This has been translated into a number of concrete partnerships:

- Five thematic knowledge platforms<sup>11</sup> have been established in the areas of food and nutrition security, security and rule of law, water, SRHR, and inclusive development policies. These platforms bring together the 'Dutch Diamond' (see 5.2.3.4) of government, knowledge institutions, private sector and civil society around a common knowledge agenda. Each knowledge platform jointly determines research questions which are then tendered by NWO-WOTRO, a specialised funding organisation. The challenge remains to ensure that the knowledge gains are sufficiently taken into account in the policy perspectives and programmes of the ministry and other participants in the platforms. The number of working sessions at MFA with external knowledge providers is considerable and spread broadly throughout the organisation.
- Regional departments maintain learning relationships (Asia Department: Asia Carousel, Africa Department: WikiDAF, and cooperation with the African Studies Centre at Leiden University, and the North Africa and Middle East Department: Henriette van Lynden lectures).
- In 2010, a specific platform on land governance (LANDAc) was established, co-funded by the ministry and a number of knowledge institutions. LANDAc acts as both a policy platform and a research platform. The platform is complemented by a periodic High Level Multi-stakeholder Policy Dialogue on land governance. LANDAc has recently been extended until 2021.
- The Conflict Research Unit (CRU) at the Netherlands Institute of International Relations Clingendael receives special research grant to support the ministry and other international

---

<sup>11</sup> <http://www.knowledgeplatforms.nl/>



actors in developing and implementing policies and programmes on stability, development and rule of law in fragile and conflict-affected states.

- Partnership with the European Centre for Development Policy Management (ECDPM), a think tank providing knowledge and advice on a range of policy issues, including food security, trade facilitation, European Partnership Agreements and the future of EU-ACP cooperation (post-Cotonou).

#### **5.3.4 Multiple stakeholder partnerships: the Dutch Diamond approach**

In the context of the 2030 Agenda and the Sustainable Development Goals, the Dutch government is increasingly aware of the importance of cooperating with partners. As the Dutch Advisory Council on International Affairs (AIV) has noted, governance is no longer a role for government only. Experience shows that the policy process for these complex issues requires the contribution of a broad range of actors. Not in a triangle – in an alliance between the government, businesses and knowledge institutions – or in a rectangle – comprising CSOs and representatives of employers, employees, and trade and industry – but in a true five-point diamond formation, with financial institutions also included in the consultations. Hence the term ‘Dutch Diamond approach’.

As the recently concluded voluntary agreement on responsible business conduct (RBC) in the textile sector shows, the importance of such a multi-actor approach goes beyond the need to involve all relevant stakeholders in consultations about international cooperation. Because of the networking function of partnership and the creation of lateral bonds, overall capacity to solve sustainability issues and policy coherence for development is enhanced. Within the diamond structure, other layers of the public sector are also increasingly recognised as important actors. For instance, the authorities in large cities such as Rotterdam and Amsterdam possess expertise on urban agglomerations in delta and coastal areas threatened by climate change that can be harnessed to help implement the Global Goals.

### **5.4 Approach and delivery at country level in fragile states**

The main principle of the theory of change underlying Dutch policy on Security and Rule of Law (SRoL) as described in section 2.3.5 is that human needs must take priority over those of states. This calls for government and a legal order that put people first, to strengthen both social cohesion and inclusive decision-making processes. The policy priority’s overarching goal is to promote ‘legitimate’ stability in fragile countries with a view to resolving and preventing armed conflict, protecting people and laying the foundations for sustainable development.

Conflict and fragility problems manifest themselves differently from one country to another. Dutch-funded SRoL programmes are therefore country-specific, based on thorough political and economic (MASP) analysis by Dutch diplomatic missions in coordination with MFA policy departments. Currently, the Netherlands funds bilateral SRoL programmes in 11 of the 15 partner countries, mainly – but not exclusively – conflict/fragile states. In addition, centrally managed SRoL programmes are funded in six geographical focus areas.<sup>12</sup> SRoL programmes managed at ministry level are also financed in non-partner countries. Section 2.4.1 explains how the Syrian refugee crisis, large inflows of refugees and irregular migration across the Mediterranean have led to more emphasis on assistance to improve the situation of refugees hosted in their own region. Since 2015, this approach has included the creation of more synergy between Dutch activities on SRoL, humanitarian aid and irregular migration at policy, programme and project level. Thus the Netherlands aims to address the

---

<sup>12</sup> The partner countries receiving bilateral SRoL support are Afghanistan, Burundi, Mali, Yemen, Rwanda, South Sudan, the Palestinian Territories, Iraq, Syria, Libya and Somalia. The six geographical focus areas are the Middle East and North Africa, the Horn of Africa, Afghanistan-Pakistan, the Sahel and the Great Lakes.

root causes of conflict, instability and irregular migration in a more integrated and systematic manner.

#### ***5.4.1 The Dutch integrated approach***

The complexity of present-day conflicts calls for multidisciplinary solutions. See section 4.1.2 for a description of the Dutch integrated '3D' approach. This approach provides a practical way of working that enables the Dutch government to combine the available instruments and relevant actors as effectively as possible in order to promote security and stability in fragile states and conflict areas. The Netherlands endorses the five goals for peace- and state-building agreed at the fourth High Level Forum on Aid Effectiveness in Busan (2011) and has adopted the Guidelines on the Integrated Approach to security and stability in fragile states and conflict areas in 2014. The purpose of the guidelines is to increase knowledge, uniformity, continuity and the effectiveness of the Dutch government's integrated approach and to incorporate the lessons learned from Dutch contributions into policy and practice. Cooperation with government representatives in fragile and conflict-affected areas, international organisations and both domestic and international civil society partners is considered to be a precondition for achieving an impact.

#### ***5.4.2 Coordination within government and other donors in fragile contexts***

Partners are chosen in each specific situation for their capacity to help achieve the goals most effectively. International organisations have a clear role to play in many SRoL policy fields, not only through their mandate, but also because problems are often too complex for bilateral actors to address alone. The UN is usually responsible for facilitating peace talks (track one), because bilateral partners are more likely to be seen as having their own political agenda. Multilateral organisations often have a mandate to coordinate the diplomatic and donor effort, and are active in many more countries. The Netherlands recognises the importance of international structures, such as those of the EU (working groups and councils, the Instrument contributing to Peace and Stability, Common Security and Defence Policy missions and the Early Warning System), the UN (the Security Council, the Peacebuilding Commission & Fund, peace missions and UN institutions) and regional organisations. The Netherlands actively helps to improve the functioning of these international forums and institutions, through critical dialogue and by providing human and financial resources and actively supports and promotes coordination with other bilateral donors and multilateral partners at policy and field level. This varies from funding the UN's Peacebuilding Fund, UNDP's Funding Facility for Immediate Stabilisation in Iraq, the World Bank's Multi-Partner Fund for Somalia and UNDP's Law and Order Trust Fund for Afghanistan to chairing local donor-government justice sector coordination working groups, such as in Mali and the Palestinian Territories.

At the bilateral level, the Netherlands mainly takes on tasks to which it can bring considerable added value.<sup>13</sup> As the private sector has a crucial role to play in generating employment in fragile and conflict-affected states (FCAS), bilateral private sector development programmes may be implemented in these countries, provided conflict-sensitive approaches can be applied. Direct funding of governments, however, will remain restricted to exceptional cases. In recent years, the funding of civil society work in FCAS has increased considerably. Sustainable peace and development call for assertive citizens and an arena of powerful non-state actors. Dutch and international civil society is often in a unique position to strengthen the role of local counterparts in lobbying and advocacy, in providing basic services at community level, in resolving local conflicts and in facilitating dialogue between government and population groups. CSOs also have a major role to play in reconstruction and the transition from humanitarian aid to development, and some of them have specialist knowledge, enabling them to act as think tanks, mediators or advisers to governments and regional organisations.

---

<sup>13</sup> For example the integrated approach to peace missions, developing the rule of law, community security, mobilising women's organisations in peace processes, and facilitating multi-party politics.

## 6. Results management, transparency and accountability

### 6.1 Results-oriented management: still a work in progress

The five-cycle system described in chapter 5 (section 5.1) combines policy planning, budgeting, staffing and programming for the delivery of results. Over the years, results-oriented management has gradually been introduced into all development interventions, but is still a work in progress. Results-oriented management is considered to contribute to five objectives: steering, accountability, transparency, communication and, last but not least, learning. The Netherlands is committed to aligning its indicators and targets with the Global Goals. As not all efforts and results can be quantified, however, certain elements of qualification should be included.

#### 6.1.1 Theories of change

The foundation of results-oriented management for our thematic portfolio is laid down in the theories of change for each theme. A theory of change clarifies how medium- and long-term objectives and the underlying assumptions fit together, so that programmatic risks also become clear. This creates opportunities to communicate the complexity of development interventions, and explain better that working on development is not a linear process but one that involves assumptions, changing circumstances and risks. Results and indicators are derived from the theory of change<sup>14</sup>. Theories of change are also adapted to the programme-specific situation, and form a key ingredient for proposals submitted to the ministry (e.g. through the Addressing Root Causes of Conflict Fund (ARC) or the programme promoting advocacy through CSOs (Dialogue and Dissent)). Embassies increasingly adapt the more generic thematic theories of change to their specific contextual situations.

#### 6.1.2 Annual results report to parliament

Systematic results reporting to parliament and the public at large was introduced more than ten years ago. Since 2012, an annual results report is submitted to parliament, which covers the priority themes of development cooperation. The results report is part of an overall objective to increase the visibility of development results<sup>15</sup>. Results are still collected and collated manually before being made public. With the introduction of the IATI standard for all Dutch-funded programmes and projects, results information is expected to become more readily available in the future (see section 6.4).

#### 6.1.3 Budget and annual reporting cycle

The latest changes in the budget and annual reporting cycle – in line with the Ministry of Finance guidelines – have refocused the budget on financial issues. However, there is increasing demand from parliament to reintroduce results information in both budget and annual report, to strengthen parliamentary oversight and encourage learning. The 2017 budget will therefore include a set of substantive targets.

#### 6.1.4 Common results frameworks for all priority themes (incl. humanitarian assistance)

Over the years, much effort has been put into establishing a common results framework, which should streamline results reporting throughout the ODA portfolio. The framework focuses on the ministry's priority themes and establishes a link with the SDG results framework at *outcome level*. Where possible, internally accepted indicators (e.g. job creation) are adopted. Some areas are more

---

<sup>14</sup> See for example: <https://www.government.nl/documents/regulations/2015/12/10/theory-of-change-for-security-rule-of-law-dsh-2015>

<sup>15</sup> Results reports have been available online since 2012: <https://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/inhoud/resultaten-ontwikkelingssamenwerking>

advanced in stabilising a common results framework than others. A comprehensive results framework is currently being worked on. Furthermore, the reference documentation for each indicator still needs to be developed to stabilise the use and interpretation of the indicator set across the portfolio.

### **6.1.5 Organisational culture**

Results-oriented management thrives within a results-oriented organisational culture. Among the key values of modern diplomacy, a results-orientation is central, together with collaboration and responsibility. Beyond the introduction of tools and instruments, the Netherlands has recognised the need to foster results at all levels. For that reason, in 2016, experiments have started to establish a results dialogue, within both the priority themes and the DGIS Management Team.

### **6.1.6 Monitoring individual programme results in fragile contexts**

The Netherlands has adopted a thematic approach to results monitoring, including in fragile contexts. A results framework has been developed for the security and rule of law priority theme, including activity or context-specific indicators. The results framework has been included in annex 5.

## **6.2 Evaluation system**

### **6.2.1 Evaluation policy and evaluation unit**

The aim of evaluations is to learn from and account for policy decisions. Evaluation policy is part of the policy and activity cycles. Every year, the budget contains a multi-annual update on the evaluation programming. The annual report provides an overview of evaluations published and their policy implications. The Ministry of Foreign Affairs has its own Policy and Operations Evaluation Department (IOB), responsible for evaluating the Netherlands' entire foreign policy, including policy on foreign trade and development cooperation. The Financial and Economic Affairs Department (FEZ) monitors implementation of the evaluation system.

The ministry distinguishes two main types of policy evaluations:

- Policy reviews focus on a specific policy area, addressing questions about cost-consciousness, effectiveness and the degree to which objectives are achieved. If possible, they determine whether the policy concerned could have been or could be implemented differently and/or more efficiently. Since two years ago, every policy review includes a chapter that describes a budget cut variant of -20%. The policy reviews are discussed in the cabinet and sent to the House of Representatives with the government's response. They are then published on the IOB's website.
- Impact evaluations provide insight into the long-term policy achievements of priority themes, instruments, funds, programmes, projects and activities.

To take full advantage of the learning effect of evaluation, all policy reviews and bigger impact evaluations are discussed with stakeholders. Possible follow-up is discussed six months after the evaluation by the responsible department, IOB, FEZ and the responsible DG.

### **6.2.2 Independence of evaluation**

The IOB is part of the Ministry of Foreign Affairs, but has a mandate from the House of Representatives, which guarantees its independence. The IOB can take the initiative to conduct an evaluation. It draws up the Terms of Reference (ToR) and the final report. The ToR are shared with the House of Representatives so that it can ask questions. For each policy review and impact evaluation, the IOB cooperates with at least two independent experts. Its independence has also been strengthened since the ministry decided to take on two consecutive external directors in 2010.

### **6.2.3 Planning and budgeting for evaluations**

The planning of the evaluations is based first of all in the obligation to review all budget articles at least once every seven years in the interests of accountability. All grants have to be evaluated every five years. Within DGIS, all activities costing more than five million euros also have to be evaluated every five years. The programming is updated annually in consultation with the different policy departments and DGs. This is part of the preparations for the budget.

The IOB has its own budget for policy reviews and impact evaluations. For evaluations of programmes and activities, funds are usually reserved in the budget concerned.

### **6.2.4 Evaluation partnerships and strengthening capacity**

Both the IOB and departments and missions have conducted joint evaluations with other donors. This is not always easy, as donors have different cycles and requirements for evaluations. The main problem is that Dutch aid delivery is structured around thematic rather than geographical priorities, while many other donor countries place greater emphasis on country priorities.

The IOB participates in several international fora, including the OECD/DAC Network on Development Evaluation and the European Evaluation Society. It also participates in the International Program for Development Evaluation Training (IPDET), and supports other efforts to strengthen evaluation capacity through grants to IPDET and ad hoc financing of scholarships for evaluation conferences.

## **6.3 Institutional learning**

### **6.3.1 Learning from and using evaluation findings**

Learning from evaluations has been institutionalised at several levels. Policy evaluations are discussed in the cabinet and submitted to parliament, accompanied by a policy letter. Since each policy evaluation contains a chapter looking forward, there is a direct link between the lessons learnt and possible consequences for the policy environment. Impact and effect evaluations conducted by the IOB are submitted to parliament, and can be accompanied by a policy response from the responsible minister if considered necessary. Furthermore, the ministry's annual report contains an overview of evaluations and increasingly shows where evaluation conclusions have led to policy or budgetary revisions. Parliament can also request a policy response from the government as part of its regular supervisory role.

For larger policy or impact evaluations, dissemination meetings are organized to discuss their consequences. Furthermore, a follow up meeting has recently been introduced to assess the follow-up to evaluation recommendations. These meetings should typically take place six months after the submission of an evaluation.

### **6.3.2 Knowledge management**

Knowledge management is seen as a key challenge for the quality of aid delivery. It has been structured both internally and externally. Internally, a number of challenges have been identified over the years, including the need for staff training, the ageing of development cooperation staff and the subsequent need to transfer knowledge from older to younger generations, the lack of standard procedures linking policy and implementation, and the high turnover of junior staff.

Responses to these challenges include the following:

- The establishment of the Academy for International Relations (AIB)<sup>16</sup>. The AIB was established in 2015 to become the main centre for all ministries for training and formal learning. The Academy supervises and structures the training programme, and helps departments to set up training on

---

<sup>16</sup> <https://www.academieinternationalebetrekkingen.nl/en/Home/Homepage>

demand. Part of the training is managed in-house and part is provided by or in close collaboration with external knowledge institutions (e.g. Clingendael, WUR, UNESCO, SHIFT and Leiden University). To increase participation by embassy staff, part of the training is provided as e-learning or blended learning. It is open to all civil servants at ministries and government agencies.

- In each department, a strategic policy advisor has been tasked with strengthening knowledge management. These policy advisors are part of the management team. They meet on a regular basis (in principle bi-weekly) to discuss emerging issues that should inform policymaking. Furthermore, the ministry co-sponsors three professorships.
- DGIS has introduced the option of a short 2-6-week internship for policy officers with limited prior experience with development cooperation. The internships are accessible for both headquarters and embassy staff (including locally employed staff).
- Policy theme departments have taken the lead in encouraging joint learning by thematic staff, both at headquarters and embassies. Thematic learning events are held annually or bi-annually. Under current HR policy, the policy theme departments are responsible for thematic staffing.
- Young diplomats joining the ministry receive training in all aspects of international cooperation, including development cooperation. This training is currently provided by the Clingendael institute, with input from ministerial staff. In addition, the Advanced Master in International Development (AMID) (in collaboration with the University of Nijmegen) offers young professionals a combined learning/working experience.
- To strengthen the link between policy and implementation, a task force has been established to address a number of ministry-wide concerns regarding the knowledge-base on internal processes of partner selection, modality and project appraisal and portfolio management. The special task force will be transformed into a ministry-wide expertise centre in 2016. One of its expected deliverables in 2016/17 is a revised and reinforced curriculum.
- The ministry sponsors a small number of professionals conducting research for Ph.D. degrees.

The issue of the ageing of development cooperation staff and retirement of experienced experts still requires a suitable response. The Netherlands would be interested to learn about how other DAC members are dealing with this issue. It was one reason for setting up a Young Expert Programme (YEP) in the areas of water and food & nutrition security. Furthermore, a pilot has been launched to link experienced professionals who are nearing retirement to young professionals under a kind of coaching scheme.

There is a strong recognition that knowledge institutions (universities, think tanks, etc.) play a pivotal role in strengthening the knowledge base of development cooperation. See chapter 5.2.4 for an overview.

## **6.4 Transparency, accountability and communication**

### **6.4.1 Transparency and accountability**

The Netherlands has adopted the International Aid Transparency Initiative (IATI) as the common reporting standard for its development cooperation activities, including all partners that implement activities with Dutch ODA. In recent years, experience has been gained on using open data systems.

Information on Dutch development cooperation activities is made available online<sup>17</sup>. The Netherlands ranked 16<sup>th</sup> on the Aid Transparency Index 2016.<sup>18</sup>

The Netherlands has set high ambitions for increasing transparency:

- by 2018 the Netherlands will include results in its IATI publication for at least 50% of all funded activities;
- by 2021 80% of the implementing partners of activities funded by Dutch ODA, will report results in IATI.

To achieve these aims, the following milestones have been identified:

- detailed guidelines for reporting using IATI were issued to partners and suppliers in November 2015;
- as of 1 January 2016, all new contracts, grants, agreements and arrangements contain the obligation to report results through the IATI standard for contracts signed at headquarters;
- as of 1 January 2017, all new contracts, grants, agreements and arrangements signed at embassies will contain the obligation to report results through the IATI standard;
- stabilization of a common results framework to increase the comparability of results across activities and across countries (see section 6.1);
- organisations that report progress via IATI are no longer obliged to submit a physical report to ascertain that all results information will be available online;
- development of reporting and visualisation tools;
- collaboration with multilateral partners to increase the transparency of the results achieved from non-earmarked funding.

The share of activities reported through the IATI standard is expected to increase progressively in the coming years, generating high levels of results transparency.

#### **6.4.2 Communicating results and risks**

Progress made in Dutch development policy is presented to parliament in the annual report 'Development Results in Perspective', which focuses on results achieved on the main priority themes. Qualitative and quantitative information is provided on bilateral results in key partner countries as well as through other channels, such as NGOs and humanitarian assistance. The report also devotes attention to instances where progress is slow. As of 2015, the theories of change for all priority themes are included in the report.

Together with IATI reporting, Openaid.nl and the ministry's budget-website, the annual publication of Development Results in Perspective shows that the government attaches great importance to transparency.

The accessibility and usability of information has improved substantially. The content of the report is therefore also being used for general communication purposes. It serves as a body of evidence that underpins the MFA's overall communication strategy and, at the same time, is used by the ministry's Communication Department (COM) to provide content for social media channels such as Facebook

---

<sup>17</sup> <https://www.openaid.nl/>

<sup>18</sup> (<http://www.publishwhatyoufund.org/index/2016-aid-transparency-index/>).

and Twitter.<sup>19</sup> That helps embassies to sustain their vibrant Facebook pages, which are used frequently to communicate on programmes, events and results. Field visits by the minister, ministry staff and parliamentary committees, and other stakeholders also present opportunities to enhance the visibility of development results to which the Netherlands has contributed.

### **6.4.3 Communication and engagement beyond awareness raising and campaigning**

Rapid changes in the international development agenda call for a new approach to communication and education on development issues. ‘Old school’ development ‘awareness raising’ and campaigning no longer seem adequate or effective. Despite decades of investing in awareness raising the ‘public support paradox’ (‘a mile wide, an inch deep’) is still at work: according to recent research there is ample support for ‘helping people in developing countries’, but at the same time knowledge is limited and there are huge misconceptions about how development works and about the role of different actors (especially of government). Another element of the paradox is that development cooperation is ranked among the lowest policy priorities and among the top priorities for budget cuts. An informed public debate about and public engagement with Dutch development policy seem to be more necessary than ever. Against this background, the Netherlands has adopted a new communication and public engagement strategy with the following key features:

- accountability and transparency;
- a focus on:
  - Dutch development policy, its programmes, results and context;
  - the relevance to the public of investing in international cooperation for inclusive sustainable development;
  - development policy as a normal policy domain worthy of a serious public debate on the choices, dilemmas and responsibilities of all the actors involved (with no ‘sacred cows’);
  - a realistic presentation showing why, what, where and how (stressing the various roles government plays, without self-congratulatory PR);
  - outreach beyond the usual suspects, especially through thematic partnerships involving new actors (like the private sector and non-development-related parts of civil society);
  - outreach to the broader public on themes – such as textiles (Rana Plaza), tax issues and natural resources (fair gold and conflict minerals) – that they can relate to and have an impact on through their behaviour as consumers and by pressing for responsible business conduct;
- making use of old and new media and other innovative technology for communication and engagement;
- highlighting the roles and responsibilities of non-government actors such as NGOs and academia.

---

<sup>19</sup> For example: <https://nl-nl.facebook.com/ontwikkelingssamenwerking>



## 7 Humanitarian assistance

### 7.1 The four ambitions of humanitarian assistance

In December 2011, the Netherlands' policy framework 'Aid for People in Need' was published. The framework took into account lessons learned from the past and developments and challenges in humanitarian aid. The policy states the Netherlands' commitment to the Good Humanitarian Donorship (GHD) principles and to international humanitarian law. The framework aimed to better focus Dutch humanitarian aid policy and described four ambitions:

- More self-reliance and resilience, which includes commitments to using and strengthening local capacity and structures, devoting more attention to disaster risk reduction (DRR), mitigating the impact of disasters and disaster preparedness.
- More effectiveness through less duplication and more coordination, which calls for more uniform, mutually comparable and better coordinated emergency appeals, as well as for more cooperation in needs assessments, which will lead to less duplication and fewer gaps in aid provision.
- Humanitarian access and neutrality, which commits the Netherlands to upholding and respecting the core humanitarian principles of humanity, neutrality, impartiality and independence and to becoming an active advocate of humanitarian principles.
- Greater accountability, which calls for a focus on accountability for results in humanitarian aid and adequate communication with the Dutch public and disaster victims about aid results.

### 7.2 Policy revision since 2011

Faced with a strongly deteriorating international security situation and growing humanitarian needs, mostly in conflict-related emergencies, the Netherlands responded by directing a growing percentage of its aid to man-made rather than natural disasters. Since 2013, the number of refugees and displaced persons relying on humanitarian aid for their survival has continued to rise. The strong increase in demand for humanitarian aid and the complexity of armed conflicts exerted pressure on the humanitarian system. The Netherlands saw a need not only to significantly increase the volume of its aid, but also to contribute to necessary improvements in the humanitarian system. To this end, in addition to the existing budget for humanitarian aid, a Relief Fund of EUR 570 million was set up for 2014-2017. The Relief Fund aims to: (1) increase acute emergency aid to victims of violent conflict and natural disaster; (2) improve the reception of refugees in their own regions; and (3) contribute to the prevention of natural disasters.

The letter to parliament of September 2014 on the Relief Fund reconfirmed the four principles of humanity, neutrality, independence and impartiality and set out a number of priority themes, presenting a policy revision building on continuity of the existing (2011) policy. Effectiveness and coordination remained high on the agenda. A new feature was the emphasis on longer-term assistance to refugees in their own regions with a focus on improving their self-reliance. Another new element in the Relief Fund is a strong focus on women and children as especially vulnerable groups in emergencies. Within the broader framework of Disaster Risk Reduction, the Relief Fund prioritised disaster preparedness as a focus area. The Fund introduced new priority themes: emergency medical aid, aid workers' security and innovation. The innovation policy focuses on making existing and new data (data from social media and 'big data') accessible to humanitarian actors, scaling up proven innovations, and involving non-traditional partners like the private sector in humanitarian action.

### ***7.2.1 Joint long-term strategies protracted crises***

The average period of forced displacement rose to 17 years in 2015. Most displaced persons remain in their own countries or surrounding countries. There is growing awareness that emergency responses and long-term developmental activities to promote the resilience and self-reliance of displaced people and host communities need to be aligned and to take place simultaneously. This implies that humanitarian and development actors need to develop a joint and long-term strategy from the onset, with the involvement of local government, local NGOs, the private sector and the people affected. The engagement of and the balance between all these actors are very context-specific. This new approach can be seen in the UN's regional response strategy for the Syria conflict (Syria 3RP), which contains both humanitarian response and linked resilience strategies.

The EU and the Netherlands have embraced this new approach. The focus on linking short term relief with the longer term approach of strengthening self-reliance capacities of refugees and host communities is an important innovation. This policy will enable refugees and displaced persons to meet their own basic needs. It will also achieve more balanced aid by supporting host communities in reception countries. It was a response to the growing number of displaced people and the long duration of their displacement. The EU has launched a number of Regional Development and Protection Programs (RDPP) to increase the self-reliance of refugees and host communities in Africa and the Middle East. The Netherlands has taken on the role of managing the RDPP programme in the Horn of Africa.

As stated above, since 2014 with the creation of the Relief Fund, the Netherlands has increased its contributions both to address the urgent needs of the victims of the Syria conflict and started to address more structural needs of refugees and host communities. From the beginning, these additional contributions were intended to provide immediate relief in the form of cash, food, shelter and health services and to help increase the self-reliance of refugees and host communities. The Netherlands has used humanitarian funds to support a number of activities in Lebanon and Jordan focused on education, skills training and job creation for refugees and host communities. In 2016, EUR 260 million were made available for the Syria region to fund a number of multi-year self-reliance and resilience activities in Lebanon, Jordan and Turkey. This contribution is not labelled as humanitarian aid.

### ***7.2.2 Building the capacity of national actors as the key to disaster risk reduction***

Disaster risk reduction (DRR) comprises four main elements: early warning, mitigation, risk reduction and preparedness. Within the ministry, DRR tasks are divided between the Inclusive Green Growth Department (IGG) and the Stabilisation and Humanitarian Aid Department (DSH). IGG is responsible for contributing to early warning, mitigation and risk reduction, and DSH for preparedness. The Netherlands' preparedness programme is focusing on strengthening disaster response capacities of national Red Cross and Red Crescent Societies via the Dutch Red Cross. The Netherlands has prioritised capacity building of national Red Cross/Crescent societies since they have a specific and priority role in humanitarian action. The programme started in 2012 and entered its second phase in 2016. Since 2012, the Netherlands has spent EUR 5.2 million on building the response capacity of national societies in Lebanon, Chad, Colombia, Uganda and South Sudan. A second phase started in May 2016 and will run until 2020, with an investment of EUR 7.7 million to continue to support the response capacity of national societies in Lebanon and to start a programme to strengthen response capacities of national societies in Zambia, the Central African Republic and Mali.

One of the outcomes of the 2016 World Humanitarian Summit is a commitment by the international community (and by the Netherlands) to strengthen the role of national actors in disaster response.

### 7.3 The humanitarian assistance budget 2006-2017

The Netherlands ranks among the top 15 humanitarian donors. With the increase in the humanitarian budget, the Netherlands ranked as the 9th largest country donor of international humanitarian assistance in 2014 and as the 8th largest in 2015<sup>20</sup>.

**Table 13. Humanitarian assistance expenditures**

YEAR	Expenditures (in millions of euros)
2006	345
2007	324
2008	379
2009	293
2010	266
2011	265
2012	258
2013	233
2014	327
2015	533
2016	443
2017	277 (planned)

### 7.4 Evaluation of humanitarian assistance 2009-2014

In 2015, the IOB published an evaluation of Dutch humanitarian assistance over the 2009-2014 period. The aim of the evaluation was to provide an insight into the development of the Netherlands' humanitarian policy, its implementation and whether or not the envisaged results had been achieved. The IOB noted that humanitarian assistance has become a high priority since 2013 and that many new initiatives have been launched to adapt policy to the new circumstances. The IOB is positive about these changes and values the flexible approach to adapting policy to changing realities. See note 1 under section 7.8: Key reference documents for the evaluation questions.

In its response to parliament on the evaluation, the government stated that most of the key recommendations would be addressed. Since 2015 measures have been taken to align the ministry's capacity with its policy ambitions. New, more flexible methods are being used to underpin choices of channels and modalities. The government challenged IOB's conclusion the focus on the structural causes of crises had weakened. It argued that, in recent years, especially in relation to the Syria crisis, the government has pursued an integrated approach. This means that the Netherlands has called for and is contributing to a political solution to the conflict and at the same time provides funds to address both short-term humanitarian needs and longer term assistance to strengthen the self-reliance of displaced people and host communities. The Netherlands has also lobbied international financial institutions to provide low interest loans to countries hosting large refugee populations like Turkey, Lebanon and Jordan.

<sup>20</sup> Global Humanitarian Assistance 2016 report, p. 46

## 7.5 Effectiveness and efficiency of humanitarian assistance

The Netherlands is a staunch supporter and funder of the UN-led humanitarian system, seeks to strengthen the UN's coordination function and is a major donor to UN-managed pooled funds. The recent IOB evaluation report rates the effectiveness of Dutch humanitarian assistance positively and confirms the assumptions underpinning Dutch humanitarian policy regarding the economies of scale and the specialisation of agencies like UNHCR and WFP. Dutch support for pooled funds helps to facilitate crucial humanitarian services and in some cases increased coordination between aid agencies. Supporting assistance provided by the Red Cross and Red Crescent Movement and NGOs in Syria has proved effective in reaching out to vulnerable groups in Syria and its neighbouring countries, which would otherwise have remained unserved by the UN. The IOB evaluation is positive about this kind of support and the flexibility to adapt policy to realities on the ground.

The Netherlands is a humanitarian donor, but also has a certified Urban Search and Rescue (USAR) team that is deployed on request in disaster-affected areas such as the Nepal Earthquake (2015) and Haiti (2010). The Netherlands also has trained staff that can be seconded to the UN and integrated in United Nations Disaster Assessment and Coordination (UNDAC) teams and medical staff integrated in EU Civil Protection Teams. Occasionally, relief goods from Dutch civil protection warehouses are made available for relief operations.

### 7.5.1 Effective programme design

The Netherlands has a strong preference for non-earmarked, longer-term funding to key humanitarian partners and pooled funds, whilst granting maximum flexibility to implementing partners. At the same time, the Netherlands expects partners to deliver programmes in accordance with humanitarian principles and observe all relevant standards in their planning, programming and delivery. These include the international programme coordination, delivery and accountability standards agreed by the Inter Agency Standing Committee and NGOs (such as the Core Humanitarian Standard, Sphere Standards and Standards on Gender Equality). The Netherlands also expects its partners to be able to achieve and demonstrate results. At the World Humanitarian Summit (WHS), the Netherlands committed itself to focus more on the inclusion of disability and age in humanitarian action. The Netherlands attaches great importance to coordination of both needs assessments and responses under the leadership of the UN: UNOCHA, UNHCR (in case of a refugee crisis) or WHO (in case of an epidemic). It actively supports the Transformative Agenda of the Inter-Agency Standing Committee (IASC) and the One UN approach and calls on UN agencies to strengthen their capacities to fulfil their coordinating and lead roles. The Netherlands was critical of the way WHO dealt with the Ebola crises and is supporting efforts to build WHO's capacity to take on its humanitarian role. It expects partners to align and deliver their projects and programmes within a UN-coordinated cluster system. By contributing to the OCHA's Central Emergency Response Fund (CERF) and Country-Based Pooled Funds (CBFs), it also aims to strengthen OCHA's coordinating role. The IOB evaluation confirmed that, in a number of cases, CBFs have contributed to improved coordination. Support for NGOs depends on their active engagement in the UN coordination system.

Developing and scaling up innovative methods of relief provision, such as cash grants, and promoting the use of 'new' data (such as data from social media and 'big data') is a priority in the Netherlands' innovation strategy, which is one of the new elements in the Relief Fund created in 2014. The Netherlands actively promotes the innovative use of data in and by the humanitarian sector. It supports the UN Global Pulse programme, which aims to promote the use of data and especially 'big data' in humanitarian activities, both in early action and during responses. Together with OCHA, the Netherlands is in the process of setting up a humanitarian data centre in The Hague. The ambition is for all people involved in a humanitarian situation to have access in future to the data they need, when and how they need it, to enable them to make responsible and informed decisions.

### 7.5.2 *Effective delivery, partnership and instruments*

The Netherlands is committed to providing a range of flexible, timely and predictable funding flows and reducing the earmarking of assistance. This principle is reflected in how it manages its funding relationships.

The Netherlands has prioritised the following core partners: OCHA (including the CERF), UNHCR, WFP, UNRWA, UNICEF, and the ICRC. Three-year contracts have been concluded with these partners and contributions are 100% non-earmarked. This gives the organisations financial security and maximum freedom and flexibility to set their programme priorities to respond to the needs of affected populations. The same applies to the funding of the Central Emergency Response Fund (CERF), of which the Netherlands is the fourth largest donor with a total contribution of EUR 625 million over the 2009-2015 period. Around 60% of Dutch humanitarian assistance is non-earmarked. This policy has been positively evaluated by the IOB and is in line with the principles of Good Humanitarian Donorship principles and the 'Grand Bargain': non-earmarked, flexible funding and, in return, efficient and effective joint programming and transparent reporting. The Grand Bargain is considered one of the most successful outcomes of the 2016 World Humanitarian Summit. The Netherlands is committed to make the Grand Bargain a success and it is leading the transparency work stream within the Grand Bargain process.

The Netherlands also provides earmarked funding for specific crises. These contributions are channelled to a number of Country Based Pooled Funds and to the country or regional response plans of UN partners, the Red Cross Movement (both ICRC and national Red Cross/Red Crescent Societies) and Dutch NGOs. Until 2016, the allocation of Dutch humanitarian assistance to these specific crises was based on the Humanitarian Needs Overviews and Humanitarian Response Plans of the UN-led system. The planning of the allocations for 2016 made use, for the first time, of a combination of the UN's Global Humanitarian Needs Overview (GHNO) (published in December 2015) and the INFORM Index. The GHNO, normally published in December, prioritises the needs of the victims and develops a joint response engaging both UN partners and international and local NGOs. The INFORM Index shows the vulnerability of countries to disasters. The Netherlands makes use of the planning figures of EU ECHO. Both the GHNO and the INFORM Index take into account early warning data on slow onset natural disasters (such as droughts) and expected displacements.

Every year, a percentage of the available budget is set aside to be able to respond to surges/additional needs in existing, protracted crises and to respond to new upcoming and quick onset crises. In 2015 and 2016, this percentage was around 11% (approx. EUR 40 million). DSH continuously monitors the humanitarian situation in the world. The monitoring is based on information provided by the UN, ICRC, IFRC and NGOs, the EU, embassies and organisations like Relief Web, ACAPS and the ODI Humanitarian Policy Group. The criteria used to allocate funds and deploy aid teams to surges in chronic crises and to quick onset crises are (flash) appeals from the UN, the Red Cross and requests from the Dutch NGOs working together in the Dutch Relief Alliance (DRA). For the deployment of the Dutch Urban Search and Rescue team or seconding staff to an UNDAC team, a request is needed from the affected country or the UN.

Decisions on allocating funds to quick onset crises, and sending staff and the accompanying equipment (in the case of USAR), are taken within hours or days. Within the Humanitarian Aid Group, a 24-hour/7 days per week roster and procedures for quick decision-making are in place. In 2015, unplanned funds were allocated in response to the Vanuatu cyclone, the Nepal earthquake and the El Nino drought in Ethiopia, and additional surge funds (EUR 110 million) to the Syria crisis. In November 2015 and in the first half of 2016, over EUR 44 million were allocated to the El Nino crisis.

In the 2009-2014 period, 78% of Dutch funding went to UN agencies and UN-managed funds, 14 % to the Red Cross Movement and 6% to NGOs. A funding window was opened for NGOs to do cross-border work in the areas of Syria that are not under control of the regime in Damascus and where

UN agencies are not allowed to work. Within the Relief Fund, a fund was made available (EUR 120 million for three years) for the DRA coalition and a block grant for medical relief through Doctors without Borders Netherlands. This decision was made in recognition of the important role NGOs play in humanitarian action. As a consequence, funding to NGOs has increased since 2014 and, in 2015, around 20% of humanitarian funding went directly to NGOs. At global level, the Netherlands engages with other donors through the ministry in The Hague and Dutch missions in New York, Rome and Geneva. This includes participating in formal coordination structures, such as the OCHA donor support group and donor-Emergency Directors' meetings. The Netherlands also closely coordinates with EU member states and with the European Commission (DG ECHO) through its active participation in the Working Party on Humanitarian Aid and Food Aid (COHAFA).

The Netherlands is a founding member of the Good Humanitarian Donorship (GHD) group and an active member and participant in GHD meetings. As a donor, it is active on the boards of UN partners and in the assembly of the Red Cross Movement and frequently forges ad hoc alliances with like-minded donors to address issues jointly. This happened in the WHS process, where the Netherlands worked closely with the UK and other governments on the innovation agenda.

## **7.6 Organisation fit for purpose**

Responsibility for humanitarian policy development and implementation lies with DSH's Humanitarian Aid Group. Inter-ministerial sharing of information and decision-making is embedded in protocols with the ministries concerned, especially Security & Justice, Defence and Health.

The Netherlands adheres to the Oslo Guidelines on civil-military cooperation. Military transport assets (e.g. cargo planes and vessels) are frequently used as last resort options during natural disasters or epidemics. The Dutch USAR team and equipment were transported to Nepal by military aircraft within 48 hours after the earthquake. The plane brought back civilians who had to be evacuated from the earthquake area for the EU. In 2013, the Dutch air force airlifted urgently needed relief goods and equipment to the Philippines after cyclone Haiyan. In 2014 and 2015, the Dutch navy cargo vessel HMS Karel Doorman transported goods, vehicles and laboratories to three Ebola-affected countries in West Africa. This mission was coordinated with WHO and the EU.

DSH's humanitarian team consists of a small but committed staff. Until 2015, all staff members were based in The Hague, but then the decision was taken to base them in key regions, such as Syria and the Horn of Africa, where the bulk of humanitarian activities take place. This field-based staff allows on-the-ground analyses, and situation and response monitoring. The staff member for the Syria region has been in place since October 2015, and is based in Jordan. The staff member for the Horn of Africa was recently recruited (July 2016). The team in The Hague works closely with the embassies and the delegations in Geneva, Rome and New York, and builds on the information they provide. Separate processes and approval tools have been established for the approval and administration of humanitarian activities to enable swift and timely processes. These tools and processes are frequently revised and adapted to new situations.

## **7.7 Results, learning and accountability**

The Netherlands' financial contributions to humanitarian crises are reported to parliament at the beginning of the year, when parliament is informed of the indicative planning for the year ahead. In the course of the year, the minister keeps parliament informed through letters on new developments and in face-to-face exchanges with the parliamentary committee on humanitarian aid. At the committee's request, a report on the 2015 humanitarian aid results will be sent to parliament in

September 2016. For this purpose, with the assistance of ODI, a results framework for Dutch humanitarian assistance was developed in the second quarter of 2016. The framework focuses on three results areas: (1) the number of crises-affected people assisted by Dutch humanitarian aid and the quality of the aid; (2) the contribution of Dutch humanitarian aid to increasing the self-reliance of people and organisations and (3) the contributions and results of the Netherlands in relation to coordination within the humanitarian system.

Internal learning takes place on the basis of evaluations (such as the IOB evaluation of humanitarian aid in 2009-2014<sup>21</sup>), system-wide reports (the State of the Humanitarian System Reports by ALNAP, the Global Humanitarian Assistance report), field visits and reports/exchanges with humanitarian actors. The government has agreed to a number of the recommendations in the IOB evaluation and measures have been and are being taken to ensure their implementation. The number of staff has increased and staff members are being based in the field. Measures are being taken to strengthen the alignment between humanitarian action and longer-term approaches to strengthen the self-reliance of displaced and host communities.

The Netherlands is promoting the transparency of humanitarian data and is committed to publishing data in accordance with the IATI standard. All information on policy and expenditures is available in the public domain.

---

<sup>21</sup> IOB Policy Review of Dutch Humanitarian Assistance 2009 -2014, and the government's response:

#### Research questions

Was policy implemented as intended and how relevant was the policy in light of international standards for humanitarian assistance and the new context in which it is now placed?

- To what extent has the Netherlands contributed to improving the coordination and efficiency of humanitarian assistance efforts?
- What results were achieved by UN agencies in making assistance more efficient and improving coordination?
- What can we learn from available literature and evaluation reports about the effectiveness of humanitarian assistance efforts supported by the Netherlands?

#### Main findings

- The Netherlands is a 'good donor' in terms of the quality criteria for donors of humanitarian assistance, as set down in international agreements.
- Financing for structural causes of humanitarian disasters and crises has diminished in recent years and there is too little harmonisation between humanitarian assistance and other policy areas.
- Humanitarian assistance has become a high priority since 2013 and many new initiatives have been launched to adapt policy to new circumstances.
- The ambitions of Dutch humanitarian policy are high, but the capacity of the organization for policy implementation is not in line with ambitions.
- Decision-making on the choice of channels and modalities requires a more solid basis. The equilibrium between on the one hand critically monitoring implementing partners and on the other hand trusting them, is out of balance.
- Dutch funding has enabled UN agencies and the ICRC to provide flexible emergency assistance and to act according to their own priorities.
- The new grant programme for NGOs enables funding of emergency assistance by NGOs to be more extensive, more rapidly available and more predictable, but there is insufficient reason to limit eligibility for grants exclusively to Dutch NGOs.

**Annex 1. Follow-up on recommendations of 2011 Peer Review of the Netherlands**

2011 DAC Peer Review Recommendations	Measures taken/planned - expected/actual impact
<b>Overall framework for development cooperation: major policy reforms</b>	
<p>(1) Complete the policy framework for development co-operation by:</p> <ul style="list-style-type: none"> <li>• setting out the inter-linked principles, clear, overall objectives and criteria for each of the main aid delivery channels; and</li> <li>• making clear how the new policy will be implemented through each of these channels.</li> </ul>	<p>In spring 2013 Minister for Foreign Trade and Development Cooperation Lilianne Ploumen set out her policy on aid and trade in the policy document ‘A World to Gain’. The new policy sets clear overall objectives and criteria. It also distinguishes three types of bilateral relationships: aid relationships, transitional relationships and trade relationships. The new policy marks a shift from social to economic sectors, aiming to provide more direct support to economic growth and self-reliance in developing countries. This shift has been accompanied by a reduction in the number of partner countries from 33 to 15 and a sharper thematic focus, with greater involvement by the private sector and knowledge institutions. Water, Food Security, SRHR and Security &amp; the Rule of Law were identified as thematic priority areas, with Private Sector Development, Gender and Climate Change as crosscutting issues. From 2013 on, this policy framework has been clarified further in policy letters to Parliament on inclusive development and inequality, policy coherence for development and private sector development, linking the thematic focus areas more closely to the 2030 Agenda for Sustainable Development. In the new policy civil society organisations (CSOs), the business community, knowledge institutions, the EU and international organisations are seen as strategic partners in achieving the Netherlands’ aims.</p> <p>The former system of co-financing civil society organisations was terminated in 2016. The main lines of the new policy on CSOs are set out in a letter to Parliament of 9 October 2013. A new policy framework has been introduced for the associated grant schemes. The framework will have three components:</p> <ol style="list-style-type: none"> <li>a. strategic partnerships (with no more than 25 Dutch CSOs);</li> <li>b. the Accountability Fund (direct support for CSOs);</li> <li>c. the Innovation Fund (to implement tried and tested ideas and projects in a different environment).</li> </ol> <p>The advocacy and lobby role of CSOs in low- and middle-income countries has been strengthened.</p> <p>Support provided through multilateral organisations has been further concentrated on organisations that are effective and efficient and contribute to the priority areas.</p>



<p>(2) To help to manage the risks associated with the reforms of its development cooperation, the Netherlands should:</p> <ul style="list-style-type: none"> <li>• ensure that development objectives remain paramount and that the renewed emphasis on the private sector is not confused with the promotion of Dutch commercial interests; and</li> <li>• plan and carry out the Netherlands' exit from specific sectors and countries in a way that is consultative and transparent with partner country governments and other development partners, honours existing commitments and seeks to minimise negative impacts in aid-dependent countries.</li> </ul>	<p>Foreign trade and development cooperation have been brought together under the responsibility of one minister. As the OECD/DAC peer review acknowledged, this has led to 'significant gains in terms of integrating corporate social responsibility efforts into trade related activities and sectorial policy discussion'. This has fostered a more coherent approach, combining a focus on the poorest with efforts to make trade and investment contribute more to decent employment. Corporate Social Responsibility is being promoted as a guideline for corporate behaviour and has been made a precondition for engagement in development activities and access to government finance. ICSR frameworks have been drawn up. The ICSR framework for the Dutch Good Growth Fund (DGGF) includes a 10-point plan for businesses. The functionality of the frameworks has been evaluated and enhanced where necessary. Risks are being monitored and sanctions can be imposed if companies do not fulfil their CSR obligations.</p> <p>The recommendations of the joint donor evaluation 'Managing Aid Exit and Transformation' have been carefully applied in drawing up exit strategies. The Netherlands has worked with donor and partner countries to transfer sector programmes where possible. Embassies have helped partners to find alternative funding. This has often been successful, but not always. In some countries, for example, the Netherlands' withdrawal from the education sector cannot be compensated by the Global Partnership for Education. In other countries the Netherlands is not the only donor leaving, which makes compensation difficult. Dutch missions report on progress in implementing exit strategies in their annual plan cycle. The Directorate-General for International Cooperation (DGIS) has assessed whether exit strategies have been implemented with care and according to plan and has reported its findings to parliament. At the end of 2013, the third letter on progress in phasing out bilateral development cooperation was sent to Parliament. DGIS has set up a fund to help missions implement proper exit strategies.</p> <p>In 2015 the Policy and Operations Evaluation Department (IOB) started a review of exit strategies.</p>
<p>(3) The Netherlands should apply a strategic approach for strengthening communication and engagement with parliament, civil society and the public on development and the results of its development co-operation, including:</p> <ul style="list-style-type: none"> <li>• formulating a communication strategy;</li> <li>• targeting resources and appropriate methods to</li> </ul>	<p>Rapid changes in the international development agenda call for a new approach to communication and education on development issues. 'Old school' development 'awareness raising' and campaigning no longer seem adequate or effective. Despite decades of investing in awareness raising the 'public support paradox' ('a mile wide, an inch deep') is still at work: according to recent research there is ample support for 'helping people in developing countries', but at the same time knowledge is limited and there are huge misconceptions about how development works and about the role of different actors (especially of government). Another element of the paradox is that development cooperation is ranked among the lowest policy priorities and among the top</p>

<p>communicate results to key audiences; and</p> <ul style="list-style-type: none"> <li>• engaging strategically with NGOs, development institutions and think tanks both at the policy and implementation levels.</li> </ul>	<p>priorities for budget cuts. An informed public debate about and public engagement with Dutch development policy seem to be more necessary than ever. Against this background, the Netherlands has adopted a new communication and public engagement strategy with the following key features:</p> <ul style="list-style-type: none"> <li>• accountability and transparency;</li> <li>• a focus on: <ul style="list-style-type: none"> <li>- Dutch development policy, its programmes, results and context;</li> <li>- the relevance to the public of investing in international cooperation for inclusive sustainable development;</li> <li>- development policy as a normal policy domain worthy of a serious public debate on the choices, dilemmas and responsibilities of all the actors involved (with no ‘sacred cows’);</li> <li>- a realistic presentation showing why, what, where and how (stressing the various roles government plays, without self-congratulatory PR);</li> <li>- outreach beyond the usual suspects, especially through thematic partnerships involving new actors (like the private sector and non-development-related parts of civil society);</li> <li>- outreach to the broader public on themes – such as textiles (Rana Plaza), tax issues and natural resources (fair gold and conflict minerals) – that they can relate to and have an impact on through their behaviour as consumers and by pressing for responsible business conduct;</li> </ul> </li> <li>• making use of old and new media and other innovative technology for communication and engagement;</li> <li>• highlighting the roles and responsibilities of non-government actors such as NGOs and academia.</li> </ul>
---	---

**Promoting development beyond aid: setting clear priorities for implementation**

<p>(1) Building on the progress that the Netherlands has made in development beyond aid, it should: put in place a clearly-prioritised and time-bound programme as part of its new globalisation agenda to ensure that relevant Dutch and European Union policies support (or at least do not undermine) their development policies. This programme should translate the Netherlands’ commitment to development into plans for</p>	<p>A large number of initiatives have been taken to link the aid and trade agendas and increase coherence between the two. These include promoting and requiring CSR and fostering sustainable business practices, in particular in value chains that are most relevant for developing countries. In addition, the government has stepped up dialogue with Dutch and foreign stakeholders in several value chains to encourage voluntary agreements among all stakeholders, such as the first Responsible Business Conduct (RBC) agreement on textiles that was signed in July 2016. Other such agreements are being prepared. The Dutch government has advocated successfully for taking the interests of developing countries into account in negotiating the Transatlantic Trade and Investment Partnership (TTIP).</p>
--	--

<p>action, and should include strategic cross-governmental goals.</p>	<p>In 2016 the government launched an updated eight-point action plan on policy coherence for development (PCD), with specific targets and criteria. The action plan takes up the PCD priorities set at EU level, and all eight PCD themes correspond to specific Global Goals. Parliament receives an annual report on Dutch PCD efforts.</p> <p>A foreign ministry-wide project group works closely with other ministries on specific coherence issues. PCD is a common concern for the whole government, and every minister is accountable for their policies' impact on development. One ministry takes the lead on each theme, while the others make contributions. (See Annex 3 for an organisational chart.)</p> <p>The Netherlands will try to achieve its PCD aims primarily through the EU. At EU level, the Netherlands participates actively in the EU Member States' PCD Focal Points Meetings, as well as in the PCD Community of Practice meetings (which include the European Commission, the OECD and NGOs). The foreign ministry has regular meetings with representatives of Dutch civil society to exchange views and analyses on PCD issues.</p> <p>Partnerships with the private sector, NGOs and knowledge institutions have become a special feature of Dutch development policy. Public-private partnership (PPP) programmes, such as the Facility for Sustainable Entrepreneurship and Food Security and the Sustainable Water Fund, have been set up for specific thematic priority areas. In 2015, the cabinet also introduced the €800m Development Related Infrastructure Investment Vehicle (DRIVE). Together with technical support offered by the new Develop2Build programme and existing Infrastructure Development Facility (ORIO) and Infrastructure Development Fund/Entrepreneurial Development Bank (IDF/FMO) funds, this represents a significant Dutch contribution to catalysing private and public investment in public infrastructure in developing countries.</p> <p>The Dutch government also uses ODA to expand access to financial flows and expertise from the private sector. ODA is not only used for direct financing of sustainable development where this is most needed, but also for catalysing and mobilising other public and private resources. Innovative ways of using ODA are important to make the aid, trade and investment agenda as effective as possible. Therefore the Netherlands has developed a number of innovative instruments to mobilise private funds for development, such as the DGGF and the Concessional Finance Facility. A task force on innovative finance for development has been set up at the foreign ministry to improve knowledge sharing on this topic.</p> <p>International public goods (IPGs) play an important part in all aspects of policy. The Netherlands focuses mainly on achieving</p>
---	--

	<p>tangible results on the themes of trade, security and the rule of law, food security, water, climate and migration. This includes tax treaty reform, land grabbing, CSR, transparency through EU reporting obligations for multinational corporations on revenues from natural resources, and mitigating the possible negative effects of EU tariff increases, export restrictions and Economic Partnership Agreements on food security in poor countries. An action plan has been drawn up to this end.</p> <p>The combined agenda has also changed the character of the traditional economic/trade missions that the Dutch government undertakes together with and in support of the Dutch private sector. More of these missions have targeted low-income countries (including the West African countries hit by Ebola), while issues like sustainability and labour rights now figure more prominently on the missions' agenda.</p> <p>The Dutch EU Presidency in the first half of 2016 set an ambitious agenda aimed at boosting jobs and growth through more open trade, fairer taxes and greater transparency. The Presidency worked hard to anchor the SDGs in European policy while following up on European Addis Ababa Financing for Development commitments. The Presidency also boosted the Union's aid and trade agenda and put social responsibility and the sustainability of global value chains at its heart. The Netherlands is continuously working on coherence between security and development policy, for example by deploying its international security budget (BIV) and taking a 3D approach (defence/diplomacy/development) in a number of countries.</p>
--	---

**Aid volume and allocation: the Netherlands continues to meet its commitment**

<p>(2) To continue to meet its commitment and to support its reforms, the Netherlands should:</p> <ul style="list-style-type: none"> <li>• prevent its ODA/GNI ratio from falling below 0.7%;</li> <li>• ensure criteria and processes for allocating funds to the main aid delivery channels reflecting the new policy priorities and strategic objectives;</li> <li>• continue to concentrate multilateral ODA on a small number of entities, consistent with Dutch development priorities and taking into account agency performance;</li> </ul>	<p>In 2013 and 2014, for the first time in decades, the Netherlands' ODA expenditures totalled less than 0.7% of GNI. In 2015, ODA volume increased again to 0.75% of GNI. The government decided in the run-up to the 2015 Addis Ababa Financing for Development conference to recommit to the ODA target of 0.7%, but without a specific timetable. Assuming that ODA resources will remain scarce, alternative and additional funding for development needs to be actively mobilised. Scarce ODA will be concentrated in the areas where it is needed most and will increasingly be used to leverage other development-relevant financial flows (both domestic resources and foreign private sector investment). This approach has already yielded significant results through the DGGF and in the field of climate finance (see 3.1.3 for details). Innovative instruments, e.g. for investment in renewable energy, are being developed, and the Danish Climate Investment Fund is being considered as a possible model. The prospects for this approach seem promising. There is growing evidence that partnerships with the private</p>
---	--

<ul style="list-style-type: none"> <li>• increase transparency and strengthen decision making by continuing to improve the regional and sectorial reporting of bilateral ODA.</li> </ul>	<p>sector and other stakeholders for achieving the Global Goals will have an impact going far beyond ODA. Therefore the Netherlands is determined to continue pursuing its aid, trade and development agenda. PCD will remain a centrepiece of Dutch development policy, so that the Netherlands can seize the many opportunities offered by its combined agenda to promote the interests of developing countries. Parliament receives an annual report on Dutch PCD efforts.</p> <p>The focus on and the intervention logic for the four thematic priorities have been strengthened. For all four priority themes and the three crosscutting issues, specific and publicly available theories of change have been developed. The policy-related and financial implications of 'A World to Gain', particularly for the priority areas, have been translated into separate budgets for the 2014-2017 Multi-Annual Strategic Plans (MASPs) of the ministry's departments and Dutch embassies. ODA volume estimates are now based on themes instead of partner countries. Budgets for partner countries and exit countries are indicated in an annex to the annual note on the Homogeneous Budget for International Cooperation (HGIS). A multiannual outlook is included in the Forward Spending Survey.</p> <p>To improve the quality of activities at an early stage in the project cycle, a Quality-at-Entry Assessment was introduced which draws on stakeholders' expertise in the appraisal procedure. Policy relevance is assessed in portfolio reviews.</p> <p>Dutch multilateral support is primarily channelled to organisations that contributes to the national policy priorities. The Netherlands emphasises that multilateral organisations must share and coordinate their work and harmonise procedures. They should also have added value for Dutch aid, trade and investment policy. Effective system organisations that play a crucial role for development cooperation as a whole without focusing on any specific theme will also continue to receive support. The performance of multilateral organisations is assessed in score cards, which are regularly drawn up and shared with Parliament. The Netherlands is also an active participant in the Multilateral Organisation Performance Assessment Network (MOPAN) network. A proposal to leave the UN Industrial Development Organization (UNIDO) was approved by Parliament in 2013. Steps to reduce fragmentation are also being taken by decreasing the number of separate activities for each organisation. This requires cooperation with the policy theme departments and the missions. One example is our active policy at the World Bank to reduce the number of trust funds supported by the Netherlands. We are also supporting efforts to introduce more programme-based funding at the International Finance Corporation (IFC).</p> <p>The Netherlands is committed to transparency. International</p>
--	---

	<p>Aid Transparency Initiative (IATI) data are supplemented by data on geolocation and planning data at activity level. Information on Dutch development cooperation activities is made available online. Furthermore, detailed guidelines have been issued for partners and suppliers on reporting using IATI, and the IATI standard has been made compulsory for all Dutch-funded programmes and projects.</p>
<p><b>Organisation and management: getting the most out of the Netherlands' overall effort</b></p>	
<p>(3) To improve the synergy among its different aid channels, the Netherlands should:</p> <ul style="list-style-type: none"> <li>• involve its field teams more in planning and managing the main aid delivery channels, particularly the civil society, enterprise, thematic and humanitarian programme areas; and</li> <li>• turn its country strategies into more comprehensive planning tools that cover all of the Netherlands' contributions to partner countries.</li> </ul>	<p>In 2013 the Advisory Council on International Affairs (AIV) published a report on the complementarity of aid channels, advising the ministry to think in terms of actors instead of channels. It recommended working with changing coalitions of actors that could make a strategic contribution in the area concerned on the basis of their added value and capacity for innovation. The new policy set out in 'A World to Gain' is in line with these recommendations.</p> <p>The Netherlands' monitoring framework (see recommendation 7) offers a good basis for dialogue between the missions and policy theme departments and for setting directions on the themes. Country teams strengthen dialogue between missions and the ministry and facilitate better synergy between delegated and centrally managed programmes. The Stabilisation and Humanitarian Aid Department (DSH) involves the missions in planning and monitoring humanitarian aid and in improving coordination between humanitarian aid, the transition to reconstruction and more long-term development.</p> <p>A plan of action has been launched to further improve coordination between the central thematic programmes and programmes at the missions in partner countries. To ensure a comprehensive approach, new or updated agreements have been made between the ministry and the missions on the basis of the following two principles:</p> <ul style="list-style-type: none"> <li>- policy theme departments will take the lead on their own priority or crosscutting theme;</li> <li>- centrally financed, country-specific project proposals must always be agreed with the missions concerned.</li> </ul> <p>When drafting MASPs, the Netherlands seeks as much synergy as possible with the programming of non-delegated funds (including contributions from other line ministries). Efforts are also made to achieve coherence in our activities in the various priority areas.</p> <p>The instructions for the new MASPs call for better cooperation between the missions and policy theme departments. The instructions also ask that the MASPs reflect agreed project aims and results, including coherence with the programmes of other actors (multilateral</p>

	<p>institutions, civil society organisations, the private sector and other ministries). The programmes' coherence and complementarity will be addressed in the MASP appraisal process.</p>
<p>(4) Ensure that the Netherlands' development objectives – at global, country and programme levels – are explicitly defined and measurable, and that the type of information needed for managing for results, accountability and learning is clear.</p>	<p>Over the years results-based management has gradually been introduced into all development interventions, but this is still a work in progress. The Netherlands is committed to aligning its indicators and targets with the Global Goals.</p> <p>The foundation of results-based management for our different themes is set out in thematic theories of change, which are adapted to programme-specific situations and are a key element of proposals submitted to the ministry. Embassies are increasingly adapting the more generic thematic theories of change to their specific situation.</p> <p>The latest changes in the budget and annual reporting cycle have refocused the budget on financial issues. However, there is increasing demand from Parliament for reintroducing results information into both the budget and the annual report, in order to strengthen parliamentary oversight and foster learning. The 2017 budget will therefore include a set of substantive targets.</p> <p>Results-based management thrives in a results-based organisational culture. Besides introducing tools and instruments, the Netherlands has recognised the need to focus on results at all levels. For that reason, in 2016 experiments started on developing a results dialogue in both the thematic priority areas and the DGIS management team.</p> <p>When embassies and policy theme departments draft the MASPs they include programme aims, intended results and required resources. The results are described in result chains with indicators and baselines, which provide a basis for monitoring at embassy level.</p> <p>Embassies and policy theme departments draw up result sheets each year, based partly on the annual reports of the funded organisations. The result sheets specify the Dutch contribution to the results in a country or region and give a general assessment of the progress made and any implications for future programming. This general assessment is reflected in decision-making on the annual plans. The result sheets have been sent to the House of Representatives and published on the government's website (<a href="http://rijksoverheid.nl">rijksoverheid.nl</a>) every year since 2012. The result sheet for 2015 is forthcoming.</p>

<p>(5) Put the knowledge management strategy into action by identifying:</p> <ul style="list-style-type: none"> <li>• pools of knowledge and knowledge gaps;</li> <li>• practical actions to harness in-house experience, monitoring and evaluation; and</li> <li>• a way of ensuring this knowledge and evidence is used to inform policy and operational decisions and to strengthen and professionalise Dutch development co-operation.</li> </ul>	<p>The Netherlands sees knowledge management as a key challenge in ensuring the quality of aid delivery, both internally and externally, as recognised in a letter on internal knowledge management and external knowledge that was sent to the House of Representatives in November 2011. The need for and availability of expertise have been charted in the process of drafting subsequent MASPs.</p> <p>A number of practical responses to these internal and external knowledge management challenges have been explored, such as the establishment of the Academy for International Relations (AIB) in 2015, the appointment of a strategic policy adviser in each department, and short internships for policy officers. These and other responses to knowledge gaps are described in section 6.3.2.</p> <p>Five knowledge platforms were set up in June 2012, one for each of the priority themes and one for crosscutting and more general development issues. Government, the business community, think-tanks, universities, international institutions and civil society organisations work together in these knowledge platforms on a joint knowledge and research agenda. The knowledge platforms are meant to expand to become independent networks, in which the Dutch government will be only one of the partners.</p> <p>The ministry and its departments also work with and support a number of knowledge institutions, such as the Conflict Research Unit of the Netherlands Institute of International Relations ‘Clingendael’ and the European Centre for Development Policy Management, to strengthen the knowledge base of development cooperation. Examples of these strategic partnerships can be found in section 5.3.3.</p> <p>Learning from evaluations has been institutionalised at several levels. Policy evaluations are discussed in the council of ministers meetings and submitted to Parliament accompanied by a policy letter. Impact assessments by the independent Policy and Operations Evaluation Department (IOB) are also submitted to Parliament, accompanied by a policy response from the responsible minister if deemed necessary. The foreign ministry’s annual report includes an overview of IOB evaluations, and increasingly mentions policy and budgetary changes that have resulted from the evaluations’ conclusions.</p> <p>For larger policy or impact evaluations, meetings are organised to disseminate their outcomes and discuss their consequences. Additional meetings have been organised recently to improve the follow-up on evaluation recommendations, typically held six months after the evaluation is issued.</p> <p>The IOB has also improved the accessibility of its reports by making its website independent and publishing a short</p>
---	---



	<p>newsletter on each evaluation. In addition, in 2012 the IOB drew up its first annual report on the main findings of its evaluations (those completed in 2011). While this first report was only for internal use, subsequent reports have been posted on the IOB's website.</p> <p>The foreign ministry's Financial and Economic Affairs Department (FEZ) is responsible for maintaining the system for monitoring recommendations from evaluations and feeds this information back to DGIS. In 2011, in response to the conclusions and recommendations in the study 'Learning from Evaluation' (2010), a database was set up containing lessons from evaluations. Although there is considerable interest from policy research organisations like the IOB, the Scientific Council for Government Policy (WRR) and the Netherlands Court of Audit (AR) in the 'learning from evaluation' tracing system, the provision of information by ministry departments is very slow and interest appears limited. An audit committee discusses progress every six months.</p> <p>Since 2015 the results of Dutch multilateral contributions have been included in the Results Reporting sent each year to Parliament on development cooperation priorities. To assess the institutional and development effectiveness of international organisations, the ministry works closely with other donors in the MOPAN network. The annual Results Reporting and the score cards underpinning it are based on reports from the organisations themselves, the MOPAN assessments and the corresponding IOB evaluations and Court of Audit reports.</p>
<p>(6) In order to get the most out of the staff and expertise it has, the ministry should:</p> <ul style="list-style-type: none"> <li>• treat development as a discipline within the ministry;</li> <li>• map staff expertise and experience;</li> <li>• introduce strategic workforce planning; and</li> <li>• improve support to and incentives for locally-recruited staff.</li> </ul>	<p>DGIS is increasingly working as a flexible network organisation with other foreign ministry departments, other ministries, diplomatic missions, the private sector, knowledge institutions and CSOs, using its budget more and more not only to address the needs of the poor but also as leverage for partnership and investment capital for enhancing self-reliance in least developed and middle-income countries. The resulting staffing requirements are being met through changes in personnel policy and by changes resulting from the project Modernising the Diplomatic Service (see section 4.2.1).</p> <p>Development cooperation expertise is seen at the foreign ministry as a specific discipline. The link between policy and human resources was strengthened by recent changes (2015) in the ministry's personnel policy. Last year the Human Resources Department introduced an instrument for strategic workforce planning and mapping staff expertise and expertise. Improving the performance cycle and introducing strategic workforce planning now makes it possible to work towards more strategic planning of staff transitions and ensure continuity of expertise. Like all other departments, DGIS now has a specific HR staff member as</p>

	<p>partner to advise the DGIS departments on these personnel matters and to assist them in developing policy on planning staff transitions, career paths, etc. Flexible entities working on a single issue or programme are becoming more characteristic of the way development work is managed. The decentralised HR policy, in combination with strategic personnel planning at DGIS and DGIS department level, now provides opportunities to adapt more flexibly to changing requirements. The system is based on staff members taking responsibility for their own personnel administration, including profiling. Professional personnel officers are available for guidance and advice. Initial experience with the system has been satisfactory.</p> <p>Career prospects for locally employed staff are limited in comparison with staff posted from The Hague, due to differences in legal status. However, the ministry increasingly works with and relies on local staff due to a decrease in posted staff as a result of budget cuts. This has placed an update of HR policy for local staff high on the agenda. Efforts are already being made to build in performance incentives. Examples of these efforts include meetings in The Hague for local staff at the missions, promotion of learning opportunities, and occasional exchanges of local staff among embassies and regional offices.</p>
--	---

**Aid effectiveness and results: building on progress and strength**

<p>(7) To make its aid more effective, the Netherlands should:</p> <ul style="list-style-type: none"> <li>• find ways to make its support more predictable, clarify its approach to conditionality and increase its use of partner country systems;</li> <li>• improve the transparency of its plans, activities and funding decisions for its partners and other stakeholders; and</li> <li>• continue to untie its aid.</li> </ul>	<p>The Netherlands attaches importance to the use of country-specific systems and has since 2005 consistently scored reasonably or well on the indicators laid down in the Paris Declaration for the use of public financial management and national procurement systems. In the MASP instructions, missions are requested to use country-specific systems as much as possible where helpful in achieving their objectives. MASPs are made public to help make aid more predictable.</p> <p>Indicative budgets for partner country and exit country programmes for the coming budget year are made available each year in an annex to the HGIS note, and a multiannual outlook is included in the Forward Spending Survey. The accessibility and usability of information have improved substantially. IATI reporting, Openaid.nl, the ministry's budget website and the annual publication of 'Development Results in Perspective' provide a host of information that can be used by partners for planning purposes.</p> <p>Stability support is made available to governments in fragile states and post-conflict countries to enable them to continue to fulfil certain basic tasks and thus help consolidate peace and security. Due to these countries' often limited capacity and difficult institutional environment, this support is usually provided through multi-donor trust funds with sound management and control mechanisms to limit fiduciary risks.</p>
--	--

	<p>The importance of predictability was also one of the reasons for retaining the previous government’s priorities in the new development policy and for only changing the list of partner countries if developments in specific countries make that necessary.</p> <p>The Netherlands attaches great importance to transparency in its plans, activities and funding decisions. Besides making the MASPs and the scorecards of multilateral organisations publicly available, the Netherlands has since 2013 published all the details of its development activities on the internet in keeping with phase 2 of the IATI standard. The Netherlands was also chair of the IATI Steering Committee until the Committee was replaced by a new Members’ Assembly in April 2016.</p> <p>The Netherlands’ share of untied ODA is relatively high compared with other donors. Most of Dutch ODA is completely untied, both in principle and in practice. The Netherlands is experimenting with bringing together Dutch and local businesses for private sector development projects, which is believed to increase the projects’ efficiency.</p> <p>When it comes to humanitarian assistance, the Netherlands is committed to providing a range of flexible, timely and predictable funding streams and reducing earmarking. Three-year contracts have therefore been signed with a number of core partners (OCHA, UNHCR, WFP, UNRWA, UNICEF, CERF and ICRC), which give these organisations financial security and maximum freedom and flexibility in setting their programme priorities and responding to the needs of affected populations. Contributions to these core partners are transferred to them in the first quarter of the year.</p>
<p>(8) To ensure a higher proportion of its aid is delivered effectively, the Netherlands should:</p> <ul style="list-style-type: none"> <li>• programme more of its non-delegated bilateral resources through the Dutch embassies in the 15 partner countries to maximise existing strengths – notably flexibility and capacity; and</li> <li>• ensure these 15 embassies have the necessary skills and mandate to improve the predictability of Dutch aid, make more use of country systems and improve the transparency of Dutch plans, activities and funding decisions.</li> </ul>	<p>For the 15 partner countries, the MASPs indicate the scope, focus and volume of bilateral ODA at country level. Country-specific analysis provides an opportunity to operationalise the thematic priorities at local level and work towards specific results. Synergies between trade and aid activities are also fostered at local level. The 15 bilateral country programmes handled by the embassies now account for roughly €400m a year. A similar amount is spent in the 15 partner countries through the different thematic instruments, which are open to the partner countries as well as other LDCs and middle- and lower-middle- income countries and are managed from headquarters. The PSD instruments, for instance, are open to 68 LDCs and middle-income countries, including the 15 partner countries.</p> <p>Embassies in the 15 partner countries have a full-fledged team of development cooperation experts (typically one posted staff member and one local expert per thematic focus</p>

	<p>area). MASP approval gives embassies a mandate to take part in appropriate forums, including the EU and sector groups, and provide overall coordination without needing further approval from The Hague.</p> <p>In addition, the Netherlands is active in other countries through its thematic instruments, which are increasingly coordinated through embassies in order to ensure synergies on the ground. Since 2015, a portfolio review instrument has been piloted in five partner countries (Bangladesh, Burundi, Ethiopia, Mozambique and Rwanda) and one regional programme (Great Lakes) in order to strengthen synergies between different in-country funding modalities. The instrument is being reviewed by IOB, which should lead to recommendations on how to further strengthen programmatic coordination at country level.</p>
--	---

**Towards better humanitarian donorship**

<p>(9) The Netherlands should finalise its cross-government humanitarian policy, which should include clear humanitarian objectives and promote:</p> <ul style="list-style-type: none"> <li>• advocacy work to strengthen the global humanitarian system;</li> <li>• continued respect for the humanitarian imperative, both within the ministry and across government;</li> <li>• stronger linkages with other Dutch programmes and more structured discussions with parliament and partners;</li> <li>• further programme efficiencies; and</li> <li>• accountability for Dutch humanitarian objectives.</li> </ul>	<p>In December 2011 the Dutch policy framework ‘Aid for People in Need’ was published. The framework took account of lessons learned in the past and new developments and challenges in humanitarian aid. The policy affirms the Netherlands’ commitment to the principles of Good Humanitarian Donorship (GHD) and international humanitarian law. Striving to better focus Dutch humanitarian aid policy, the framework set out four goals: (1) more self-reliance and resilience, (2) greater effectiveness, (3) commitment to humanitarian core principles and (4) greater accountability. The independent evaluation by IOB of Dutch humanitarian assistance (2009-2014) stated that the Netherlands scores very well on GHD criteria.</p> <p>The sharp increase in humanitarian needs and the complexity of armed conflicts has put pressure on the humanitarian system and led to a significant increase in the Dutch humanitarian aid budget for 2014-2017 through the Relief Fund. The Netherlands continues to be a strong advocate for further improvements in efficiency and effectiveness and for necessary innovations in the humanitarian system.</p> <p>Apart from effectiveness in humanitarian assistance, programme design, delivery, partnership and instruments, the Netherlands attaches great importance to coordination of both needs assessments and responses under the leadership of the UN. The Netherlands has been actively involved in the Grand Bargain process before and after the World Humanitarian Summit, and is leading the work stream on transparency, based on the IATI standard. In 2016 a</p>
---	---

	<p>results framework for humanitarian aid was developed, and for the first time the results of Dutch humanitarian aid (for 2015) will be reported to Parliament in September 2016. Every year at least two special sessions of Parliament are held on humanitarian aid where MPs debate with the minister. Parliament is informed frequently by letters on various humanitarian crises. See chapter 7 for more details.</p>
<p>(10) To support effective and efficient humanitarian aid the Netherlands should:</p> <ul style="list-style-type: none"> <li>• refine its rapid response mechanisms for sudden onset emergencies; and</li> <li>• expand the use of multi-annual funding streams in complex emergencies and protracted crises.</li> </ul>	<p>Within the Humanitarian Aid Group a 24/7 roster and procedures are in place to respond quickly to funding requests by countries, the UN, the Red Cross and NGO partners and to monitor the deployment of Dutch humanitarian staff and resources. The decisions to send a Dutch search and rescue team to Nepal and to approve a financial contribution were taken within 24 hours. All staff members working on the 24/7 roster have been trained, and procedures have been agreed with other ministries (such as Defence and the Interior) regarding logistics and use of resources.</p> <p>The Netherlands is a strong supporter of flexible, predictable and unearmarked funding of humanitarian aid. Over 60% of Dutch humanitarian aid in 2015 was given fully unearmarked to key humanitarian partners and the CERF. When aid is earmarked, it is for a specific geographical area (country or region) or a specific crisis appeal (Nepal earthquake, Ebola, Syria and so on). Three-year contracts have been signed with key humanitarian partners, thus guaranteeing Dutch support and increasing predictability.</p> <p>Awareness has grown that emergency responses need to be linked to long-term development activities to promote the resilience and self-reliance of displaced and host communities. Joint, long-term strategies by both humanitarian and development actors are required, with involvement of local government, local NGOs, the private sector and the affected people themselves. The EU has launched a number of Regional Development and Protection Programmes (RDPP) to increase the self-reliance of refugees and host communities in Africa and the Middle East. The Netherlands has taken on the task of managing the EU-funded RDPP programme in the Horn of Africa. The Netherlands has also increased its contributions to the response for the victims of the Syrian conflict. It has made available both additional humanitarian aid resources to address urgent, short-term humanitarian needs and long-term development aid resources (€260m) to address structural needs of displaced and host communities. See chapter 7 for more details.</p>

## **Annex 2: Programming, budgeting, business control and risk management**

The programming and budget process is based on the priorities in the Coalition Agreement drawn up by the government when it took office. The objectives for the coming years are described in the annual Explanatory Memorandum to the budget of the Ministry of Foreign Affairs, which is debated in parliament.

### ***1. Budgeting process***

As part of the budget cycle at the Ministry of Foreign Affairs, a number of formal budget and accountability documents are drawn up. These include:

- the draft budget;
- the first supplementary budget;
- the second supplementary budget;
- the ministry's annual report.

These documents comprise the input for a number of documents from the Ministry of Finance (the budget memorandum and the spring and autumn financial reports) and the government's annual report. The Ministry of Finance presents these documents to parliament for approval, on behalf of the government.

The Ministry of Foreign Affairs presents the ODA budget to parliament at the following times:

- September x-1: draft for year x (up to and including year x+5).
- May x: first supplementary budget for year x (up to and including year x+5); adjustment of the approved draft budget.
- November x: second supplementary budget for year x (year x only).
- March x+1: annual report for year x / Final Budget Act for year x.

### ***2. Annual programming process***

The annual programming process starts in June when the Ministry of Foreign Affairs asks its departments and other ministries to update the policy frameworks of the missions abroad (embassies and consulates). The current policy frameworks, developed in 2015, are results-based and are sufficiently flexible to respond to a rapidly changing world. Policy results are formulated for each of the HGIS policy themes (the objectives of the Netherlands' foreign policy). The themes are classified in order of importance for the missions: 1) very important, 2) important or 3) less relevant. For some embassies many or all policy themes are 'very important'. For other (mainly smaller) missions only two or three themes really matter.

In September, the Secretary-General requests all missions to prepare their annual plans on the basis of the results described in their multi-annual policy frameworks. The annual plans are submitted in a digital workspace that makes them available to all departments and ministries in The Hague. In November the results and requests for additional staff and funding are discussed by The Hague and the missions at a video conference coordinated by the regional departments. The conference report is also the draft agreement document on the annual plans. Decisions on staff establishments and funding are taken by the Management Board and the ministers. The decisions are transparent and can be viewed in the digital workspace. The Heads of Mission adjust their annual plans where necessary in line with these decisions and upload the final versions to the digital workspace. These final versions of the annual plans are the basis of the missions' activities for the coming year and come into force in January.

### 3. *The activity cycle*

Once intended results have been agreed and budgets allocated to budget holders, specific activities can be appraised and funded. The activity cycle comprises five phases:

<i>Phase</i>	<i>Milestone</i>
1. <u>Identification</u> : analysis of the proposed activity	acceptance for appraisal
2. <u>Appraisal</u> of the proposed activity, including a description of expected results, risks and measures for risk mitigation in the appraisal document (BEMO) (see 5.1.4)	approval of the appraisal document and decision by the MFA to finance the proposed activity
3. <u>Commitment</u> : agreement with the implementing party on how the activity is to be implemented and monitored, based on the information in the approved BEMO	the legal arrangements between the implementing party and the MFA are in place
4. <u>Implementation and monitoring of activities</u> : overseeing implementation, and taking corrective action where necessary	approval of progress reports and final reports  conclusions of portfolio review and subsequent amendment of the portfolio where necessary
5. <u>Completion</u> : establishing results achieved and lessons learned; closing the activity. (see separate section 6.2 for evaluation)	the activity is closed by the budget holder

### 4. *Streamlining policy and activity cycles*

The Ministry of Foreign Affairs started a comprehensive programme aimed at modernising the diplomatic service and development cooperation in 2013. One of the pillars of this programme is a signature project designed to streamline and improve the quality of the interlocking policy and activity cycles. A number of deliverables were developed within the framework of this project: a staff training programme, a centre for knowledge and expertise, standardised tools and guidelines, and coordinated sponsorship of different activities implemented by the same organisation. Besides improving the quality of policy and implementation and thus effectiveness, these deliverables are also intended to improve efficiency in an organisation that has to make the most of its budget and staff.

### 5. *Business control*

Another measure designed to enhance effectiveness and efficiency is the roll-out of reinforced business control. The aim of business control is to help budget holders improve their decision-making on investments. Strengthened business control is part of the Reforming Finance project, which is in turn part of the ministry's Modernising the Diplomatic Service programme. The ministry is currently in the process of clustering its financial administration. This process will free capacity among controllers, who will move towards advising budget holders on their investments from a results and 'value for money' perspective. They will also advise on the ministry's theory of change, which aims to ensure a logical progression from policy to activity.

A contextual analysis is also part of the risk analysis. It provides information about the background situation in relation to the problem to be addressed (at micro, meso and macro levels), its different dimensions (e.g. social, economic) and the actors and organisations involved. It includes a description of the contextual risks posed by external influences that could impede outputs and outcomes. A description of corruption and fraud risks is mandatory. Other contextual risks may relate to regional or ethnic instability, quality of governance, and so on.

## **6. Managing risks**

Budget holders describe risks and the measures taken to mitigate them in annual and multi-annual plans, track records, organisational capacity assessments (COCA) and activity appraisal documents (BEMOs).

The activity cycle incorporates several tools for risk management, adapted to each appropriate phase. The emphasis in risk management lies in phase 2 'Appraisal' and phase 4 'Implementation and monitoring'.

In phase 2, programme risks are identified by describing future events within the scope of the activity that could influence the chances of achieving outputs and outcomes. Risks are identified on the basis of a set of questions, relating to the nature, effects, level and likelihood of risks. Mitigating measures are identified and arguments must be advanced as to why risks are acceptable.

Phase 2 also identifies risks relating to the implementing organisation. An organisational analysis is recommended for activities worth up to EUR 1 million and mandatory for activities with a value exceeding EUR 1 million. Organisational capacity assessments (COCA) are used for NGOs, and UN/IFI scorecards when the implementing partner is a UN agency or an international financial institution. Risks and mitigating measures are identified on the basis of the questions referred to above. The analysis of corruption and fraud risks revolves around three elements:

- a description of the degree of corruption in the country concerned;
- it builds on the country analysis set out in the MASP, on NGO analyses (e.g. by Transparency International or Global Integrity) and other sources;
- a questionnaire on local anti-corruption efforts and insight into how corruption risks could impact on the implementation of the activities.

All tools for risk analysis are also used in the monitoring phase of an activity (phase 4), when the implementing organisation reports on perceived risks; the activity may then need to be adapted to new circumstances.

In the strategic partnerships for the Dialogue and Dissent policy framework, a political risks analysis has been made for every region.





## Annex 4: Results framework

Theme	Result area	Indicator	Targets 2017	Targets 2020
Food security	Eradicating current hunger and malnutrition	Number of people with improved food intake	10 million people reached in that year	20 million people reached in that year
	Promoting sustainable and inclusive growth of the agricultural sector	Number of farmers with increased productivity and income	4.5 million farmers reached in that year	5.5 million farmers reached in that year
	Creating an ecologically sustainable food system	Number of hectares of farmland used more eco-efficiently	3 million reached in that year	5 million reached in that year
Climate	Renewable energy	Number of people with access to renewable energy	2.3 million, cumulative	11.5 million, cumulative (50 million, cumulative in 2030)
Water	Drinking water, sanitation and hygiene	Number of people with access to a better water source	1 million reached in that year	8 million, cumulative (30 million, cumulative in 2030)
	Drinking water, sanitation and hygiene	Number of people with access to better sanitation and education on hygienic living conditions	1.5 million reached in that year	12 million, cumulative (50 million, cumulative in 2030)
	Improved river basin management and safe deltas	Number of people benefiting from better river basin management and safer deltas	3 million reached in that year	20 million, cumulative
Security and rule of law	Development of the rule of law	Number of people (men and women) that have access to justice through a formal or informal legal institution, to protect their basic rights, allow criminal acts to be tried in court and settle disputes	50,000 people in six fragile or post-conflict countries, at least half of whom are women, cumulative	200,000 people in six fragile or post-conflict countries, at least half of whom are women, cumulative
	Human security	Amount of square meters demined	5 million	24 million

<b>Women's rights and gender equality</b>	Improving conditions for women's rights and gender equality	Number of demonstrated contributions by public bodies and the private sector to better conditions for women's rights and gender equality	100	500
	Building the capacity of civil society organisations	Number of civil society organisations with stronger capacity as a result of the promotion of women's rights and gender equality	50 reached in that year	350, cumulative
<b>Sexual and reproductive health and rights (SRHR) and HIV/AIDS</b>	Access to family planning	Number of women and girls with access to modern contraception in 69 FamilyPlanning2020 focus countries	3 million extra women and girls, cumulative	Six million extra women and girls, cumulative (compared to reference year 2012)
	Rights	Satisfaction among SRHR partnerships with the degree to which the barriers to SRHR for discriminated and vulnerable groups have declined in their focus countries	Not applicable	Satisfaction (minimum score of 4 on a scale of 1-5) in 80% of the focus countries
<b>Private sector development (PSD)</b>	Business development	Number of Dutch and local businesses with a supported plan for investment, trade or service provision	2,250 reached in that year	2,500 reached in that year
	Business development	Number of jobs supported by PSD programmes (direct jobs supported according to internationally agreed definition)	160,000 reached in that year	180,000 reached in that year

**Annex 5: Results framework security and rule of law**

Security and Rule of Law – Legitimate stability in fragile countries			
<p>Result area</p> <p>1. Human security <i>To what extent has physical security and freedom from fear as experienced by men and women from all social groups improved?</i></p>	<p>Result area</p> <p>2. Rule of law <i>To what extent do men and women from all social groups have access to effective and independent justice institutions and have confidence in the rule of law?</i></p>	<p>Result area</p> <p>3. Peace processes and political governance <i>To what extent are processes and political governance in place, that stimulate peace and stability?</i></p>	<p>Result area</p> <p>4. Social and economic reconstruction <i>To what extent have sustainable services and employment opportunities aimed at key conflict-related grievances – especially for marginalized groups – increased and improved?</i></p>
SDG 16.1 + 16.a	SDG 16.3	SDG 16.6 + 16.7	-
<p>Sub-goals:</p> <p>1.1 All kinds of violent acts against citizens, including sexual violence, and other physical security threats are reduced</p> <p>1.2 Institutions responsible for maintain security perform their tasks effectively, accountably and in better coordination, responding to the needs of citizens (SSR)</p> <p>1.3 Communities and civil society contribute to human security independently and in coordination with responsible institutions</p>	<p>Sub-goals:</p> <p>2.1 Men and women from all social groups are aware of their basic rights and have equal means to access formal and informal justice systems</p> <p>2.2 All justice institutions perform their tasks effectively, accountably and to needs of citizens</p> <p>2.3 The justice system is independent and effectively curbs abuse of power.</p> <p>2.4 Formal and informal justice institutions effectively address legacies of serious crimes committed during periods of armed conflict, and address causes that give rise to conflict (transitional justice)</p>	<p>Sub-goals:</p> <p>3.1 Programmes are adjusted to the local situation on the basis of adequate conflict analysis</p> <p>3.2 Domestic and international actors take responsibility for effective and inclusive mechanisms for peacebuilding and prevention of conflict at different levels, with an active role for women (Inclusive peace building, UNSC resolution 1325)</p> <p>3.3 Ensure effective, responsive, inclusive, participatory and representative decision-making at all levels</p>	<p>Sub-goals:</p> <p>4.1 Government institutions, (local) civil society and the private sector increase sustainable income-generating opportunities (incl. for IDPs and hosted refugees) in a conflict sensitive manner, working towards inclusive development and social cohesion.</p> <p>4.2 Governments institutions, (local) civil society and the private sector improve (equitable access to) basic services (incl. for IDPs and hosted refugees) in a manner that increases legitimacy of institutions and social cohesion</p>

Examples of activities in this result area		Examples of activities in this result area		Examples of activities in this result area		Examples of activities in this result area	
1.1	<ul style="list-style-type: none"> <li>• Support training peace missions</li> <li>• Anti-radicalisation</li> <li>• Anti-terrorism</li> <li>• Empowering actions against sexual violence</li> </ul>	2.1	Access to justice	3.1	Conflict sensitivity training / analyses etc.	4.1	Income-generating activities (with the aim of reducing grievances related to lack of employment)
1.2	<ul style="list-style-type: none"> <li>• Security sector reform</li> <li>• Capacity building of security forces</li> </ul>	2.2	Justice sector reform	3.2	Peace processes, peacebuilding, mediation, etc.	4.2	Access to education (with the aim of reducing grievances related to inequitable service delivery)
1.3	<ul style="list-style-type: none"> <li>• Demining</li> <li>• Community policing</li> </ul>	2.3	Strengthening independence justice system	3.3	<ul style="list-style-type: none"> <li>• Meetings/projects to engage political parties/opposition in discussions</li> <li>• Capacity-building for government implementation</li> <li>• Conducting needs assessments / perception surveys</li> </ul>	4.2	<ul style="list-style-type: none"> <li>• Access to water (with the aim of reducing grievances related to inequitable service delivery)</li> <li>• Access to other basic services (reducing grievances )</li> </ul>
		2.4	Transitional justice				

## **Annex 6: List of abbreviations**

ADR	Central Government Audit Service
AIB	Academy for International Relations
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
AIV	Advisory Council on International Affairs
ARC	Addressing Root Causes
ATI	Addis Tax Initiative
B&U	Policy and Implementation
BEMO	Appraisal memorandum for each activity
BEPS	OECD Base Erosion and Profit Shifting project
BIS	Office for International Cooperation
BNC	Working Group Assessment of New Commission proposals
CBI	Centre for Promotion of Imports from developing countries
CBFs	Country Based Pooled Funds
CERF	Central Emergency Response Fund
CFF	World Bank Concessional Finance Facility
COCA	Organisational capacities assessments
COHAFA	Working Party on Humanitarian Aid and Food Aid
COM	Communication Department
CRU	Conflict Research Unit
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DAF	Department for Sub-Saharan Africa
DAM	Department for North Africa and the Middle East
DAO	Department for Asia and Oceania
DDE	Department for Sustainable Economic Development
DEU	Department for Europe
DGBEB	Directorate General for Foreign Economic Relations
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid

DGGF	Dutch Good Growth Fund
DGIS	Director-General for International Cooperation
DIE	Department for European Integration
DIO	Department for International Entrepreneurship
DMM	Department for Multilateral Organisations and Human Rights
DRA	Dutch Relief Alliance
DRIVE	Development Related Infrastructure Investment Vehicle
DRR	Disaster Risk Reduction
DSH	Department for Stabilisation and Humanitarian Aid
DSO	Department for Social Development
DWH	Department for Western Hemisphere
EAB	Department for Economic Advice and Policy development
ECDPM	European Centre for Development Policy
ENDEV	Energising Development Partnership Programme
ESMAP	Energy Sector Management Assistance Programme
EPA	Economic Partnership Agreements
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FCAS	Fragile and Conflict Affected States
FDOV	Facility for Sustainable Entrepreneurship and Food Security
FDW	Sustainable Water Fund
FEZ	Financial and Economic Affairs
FfD	Financing for Development
FMO	Dutch Entrepreneurial Development Bank
FLOW	Funding Leadership and Opportunities for Women
G4AW	Geodata for Agriculture and Water
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GHD	Good Humanitarian Donorship
GHNO	Global Humanitarian Needs Overview
GNI	Gross National Income

GPEDC	Global Partnership for Effective Development Cooperation
GPRHCS	Global Programme to Enhance Reproductive Health Commodity
HDPO	Human resources department
HGIS	Homogenous budget for International Cooperation
HLM	High Level Meeting
HLP	High Level Panel
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
IBRD	International Bank for Reconstruction and Development
ICRC	International Committee of the Red Cross
ICSR	International Corporate Social Responsibility
IDA	International Development Association
IDF	Infrastructure Development Fund
IDH	Sustainable Trade Initiative/
IDPs	Internally displaced persons
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFDC	International Fertilizer Development Centre
IFI	International Financial Institutes
IFO	Task Force Innovative Financing
IGG	Department for Inclusive Green Growth
ILO	International Labour Organization
IMH	Department for International Market Regulation and Trade Policy
INFORM	Index for risk management
IOB	Policy and Operations Evaluation Department
IPDET	International Program for Development Evaluation Training
IPG	International public goods
IUCN	International Union for the Conservation of Nature
KIT	Royal Tropical Institute
LANDAc	Land Governance for Equitable and Sustainable Development



LDCs	Least Developed Countries
LEAD	Local Employment in Africa for Development fund
LGBTI	Lesbians, gays, bisexuals, transgender and
MASP	Multi-annual strategic plan
MASHAV	Israel's Agency for International Development cooperation
MDGs	Millennium Development Goals
MFA	Ministry of Foreign Affairs
MFS II	Co-financing system II
MICs	Middle Income Countries
MIGA	Multilateral Investment Guarantee Agency
MOPAN	Multilateral Organization Performance Assessment Network
NAP	National Action Plan
NGOs	Non-Governmental Organizations
NWO	Netherlands Organisation for Scientific Research
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
ODI	Overseas Development Institute
OECD	Organization for Economic Cooperation and Development
OECD/DAC	OECD Development Assistance Committee
OMVS	The Senegal River Basin Development Organisation
ORIO	Facility for Infrastructure Development
OSCE	Organisation for Security and Cooperation in Europe
PCD	Policy Coherence for Development
PPP	Public-Private Partnership
RBC	Responsible Business Conduct
RDPP	Regional Development and Protection Programs
RVO	Netherlands Enterprise Agency
SDGs	Sustainable Development Goals
SDMO	Sustainable (Micro) Pensions in Developing Countries
SF	Stability fund

SMEs	Small and Medium Enterprises
SPP	Strategic Personnel Planning
SRHR	Sexual and Reproductive Health and Rights
SRoL	Security and Rule of Law
TCX	The Currency Exchange Fund
ToR	Terms of Reference
TTIP	Transatlantic Trade & Investment Partnership
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Fund
UNRWA	United Nations Relief and Works Agency
USAR	Urban Search and Rescue Team
VNG	Association of Dutch Municipalities
WFP	World Food Programme
WHO	World Health Organization
WHS	World Humanitarian Summit
WRR	Scientific Council for Government Policy
WTO	World Trade Organization
WTO/TRIPS	World Trade Organization/ trade-related aspects of intellectual property rights
WUR	Wageningen University & Research centre
YEP	Young Expert Programme

## Annex 7: Key references

### Global goals

MFA (2015). *Letter of 28 September 2015 from the Minister for Foreign Trade and Development Cooperation to the House of Representatives on inclusive development in Dutch foreign trade and development cooperation programmes*. Retrieved from: <https://www.government.nl/documents/letters/2015/09/28/letter-by-ploumen-to-house-of-representatives>

MFA (2016). *Duurzame Ontwikkelingsdoelstellingen. Inventarisatie Nationale Implementatie*. Retrieved from: <https://www.rijksoverheid.nl/documenten/rapporten/2016/05/17/duurzame-ontwikkelingsdoelstellingen-inventarisatie-nationale-implementatie>

MFA (2016). *Kamerbrief over de nationale uitvoering van de Global Goals*. Retrieved from: <https://www.rijksoverheid.nl/documenten/kamerstukken/2016/05/24/aanbiedingsbrief-bij-een-brief-over-global-goals-implementatie-monitoring-en-rapportage>

MFA (2016). *Speech by Minister Ploumen at the conference on inequality hosted by the Overseas Development Institute*. Retrieved from: <https://www.government.nl/documents/speeches/2016/02/08/speech-by-minister-ploumen-at-the-conference-on-inequality-hosted-by-the-overseas-development-institute>

ODI (2016). *Leaving No One Behind: A critical path for the first 1000 days of the sustainable development goals*. Retrieved from: <https://www.odi.org/publications/10489-leaving-no-one-behind-critical-path-first-1000-days-sustainable-development-goals>

[www.globalgoalsnl.nl](http://www.globalgoalsnl.nl)

### Policy coherence for development

Brakman, S., Kohl, T., and C. van Marrewijk (2015). *The impact of the transatlantic trade & investment partnership (TTIP) on low income countries: agreement heterogeneity and supply chain linkages*. Retrieved from: <https://www.parlementairemonitor.nl/9353000/1/j9vvij5epmj1ey0/vjz2nhyjqdzh>

Commission of the European Communities on Policy Coherence for Development (2007). *EU Report on Policy Coherence for Development*. Retrieved from: <https://www.government.nl/documents/reports/2007/07/21/eu-report-on-policy-coherence-for-development-2007>

European Commission (2015). *Better regulation for better results – an EU agenda*. Retrieved from: [http://ec.europa.eu/info/files/better-regulation-better-results-eu-agenda-0\\_en](http://ec.europa.eu/info/files/better-regulation-better-results-eu-agenda-0_en)

MFA (2016). *Kamerbrief over actieplan en jaarrapportage beleidscoherentie voor Ontwikkeling*. Retrieved from: <https://www.rijksoverheid.nl/ministeries/ministerie-van-buitenlandse-zaken/documenten/kamerstukken/2016/06/13/kamerbrief-over-actieplan-en-jaarrapportage-beleidscoherentie-voor-ontwikkeling>

### Innovative financing

Addis Tax Initiative (2015). *Addis Tax Initiative Declaration*. Retrieved from: [https://www.addistaxinitiative.net/documents/Addis-Tax-Initiative\\_Declaration\\_EN.pdf](https://www.addistaxinitiative.net/documents/Addis-Tax-Initiative_Declaration_EN.pdf)

MFA (2015). *Kamerbrief over de Post-2015 ontwikkelingsagenda en financing for development*. Retrieved from: <https://www.rijksoverheid.nl/documenten/kamerstukken/2015/06/17/kamerbrief-over-post-2015-ontwikkelingsagenda-en-financing-for-development>

MFA (2015). *Verslag Financing for Development conferentie van 13-16 juli 2015*. Retrieved from: <https://www.rijksoverheid.nl/documenten/vergaderstukken/2015/09/03/verslag-financing-for-development-conferentie-van-13-16-juli-2015>

UN (2015). *Addis Ababa Action Agenda of the Third International Conference on Financing for Development*. Retrieved from: [http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA\\_Outcome.pdf](http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf)

### **Overall policy framework**

AIV (2013). *Interaction between actors in international cooperation – towards flexibility and trust*. AIV: The Hague. Retrieved from: <http://aiv-advies.nl/691/publicaties/adviezen/wisselwerking-tussen-actoren-in-internationale-samenwerking-naar-flexibiliteit-en-vertrouwen>

MFA (2013). *A World to Gain – A New Agenda for Aid, Trade and Investment*. Retrieved from: <https://www.government.nl/documents/letters/2013/04/05/global-dividends-a-new-agenda-for-aid-trade-and-investment>

WRR (2010). *Less Pretension, More Ambition. Development Policy in Times of Globalization*. Amsterdam University Press: Amsterdam. Retrieved from: <http://www.wrr.nl/en/projects/project/article/aangevulde-internationale-versie-rapport-minder-pretentie-meer-ambitie/>

### **Security and the rule of law**

MFA (2015). *Theory of Change for Security & Rule of Law*. Retrieved from: <https://www.government.nl/documents/regulations/2015/12/10/theory-of-change-for-security-rule-of-law-dsh-2015>

MFA (2015). *Theory of Change for the security and rule of law policy priority in fragile situations*. Retrieved from: <https://www.government.nl/documents/regulations/2015/12/10/theory-of-change-for-the-security-and-rule-of-law-policy-priority-in-fragile-situations>

### **Food security**

MFA (2015). *Theory of Change for food security policy*. Retrieved from: <https://www.rijksoverheid.nl/documenten/publicaties/2015/11/05/theory-of-change-voedselenvoedingszekerheid-zomer2015>

### **Water**

MFA (2015). *Theory of Change for the water policy*. Retrieved from: <https://www.rijksoverheid.nl/documenten/publicaties/2015/11/05/theory-of-change-water-zomer-2015>

### **Sexual Reproductive Health and rights**

MFA (2015). *Theory of Change for the SRHR policy*. Retrieved from: <https://www.rijksoverheid.nl/documenten/publicaties/2015/11/05/theory-of-change-srhr-zomer-2015>

## Cross-cutting themes

Advisory Council on International Affairs (2016). *The Dutch Diamond Dynamic: doing business in the context of the new sustainable development goals*. Advisory report 99. Retrieved from: <http://aiv-advice.nl/8r4>

European Commission (2015). *Trade for all strategy – towards a more responsible trade and investment policy*. Publications Office of the European Union: Luxembourg. Retrieved from: <http://ec.europa.eu/trade/policy/in-focus/new-trade-strategy/>

MFA (2013). *Ondernemen voor ontwikkeling: investeren in duurzame en inclusieve groei*. Retrieved from: <https://www.rijksoverheid.nl/documenten/brieven/2013/09/30/ondernemen-voor-ontwikkeling-investeren-in-duurzame-en-inclusieve-groei>

MFA (2015). *Funding Leadership and Opportunities for Women (FLOW 2016-2020)*. Retrieved from: <https://www.government.nl/documents/decrees/2015/06/12/funding-leadership-and-opportunities-for-women-flow-2016-2020>

MFA (2015). *Results Private Sector Development 2014*. Retrieved from: <https://www.rijksoverheid.nl/documenten/kamerstukken/2015/11/06/bijlage-28>

MFA (2016). *Beleidskader Addressing Root Causes Fund*. Retrieved from: <https://www.rijksoverheid.nl/documenten/besluiten/2016/01/13/beleidskader-addressing-root-causes-fund>

MFA (2016). *Kamerbrief voortgang uitvoering IMVO-convenantenbeleid*. Retrieved from: <https://www.rijksoverheid.nl/documenten/kamerstukken/2016/06/17/kamerbrief-over-voortgang-uitvoering-imvo-convenantenbeleid>

MFA (2016). *Subsidiekader Vrouwen, Vrede en Veiligheid*. Retrieved from: <https://www.rijksoverheid.nl/documenten/besluiten/2016/05/12/subsidiekader-vrouwen-vrede-en-veiligheid>

OECD (2009). *Promoting Pro-Poor Growth Employment*. Paris: OECD. Retrieved from: <https://www.oecd.org/dac/povertyreduction/43514554.pdf>

OECD (2016). *Development Co-operation Report 2016: The Sustainable Goals as Business Opportunities*. OECD Publishing, Paris. Retrieved from: <http://www.oecd.org/dac/development-co-operation-report-2016-2017.htm>

OECD (n.d.). *Peer Learning Report: Lessons from the Netherlands*. To be published.

OECD (2014). *Annual Report on the OECD Guidelines for Multinational Enterprises 2014: Responsible Business Conduct by Sector*, OECD Publishing, Paris. Retrieved from: [http://www.oecd-ilibrary.org/governance/annual-report-on-the-oecd-guidelines-for-multinational-enterprises-2014\\_mne-2014-en](http://www.oecd-ilibrary.org/governance/annual-report-on-the-oecd-guidelines-for-multinational-enterprises-2014_mne-2014-en)

OECD (2014). *Mainstreaming Cross-cutting Issues: Seven Lessons from DAC Peer Reviews*, OECD Publishing, Paris. Retrieved from: [http://www.oecd-ilibrary.org/development/mainstreaming-cross-cutting-issues\\_9789264205147-en](http://www.oecd-ilibrary.org/development/mainstreaming-cross-cutting-issues_9789264205147-en)

OECD (2014). *Perspectives on Global Development 2014: Boosting Productivity to Meet the Middle-Income Challenge*, OECD Publishing, Paris. Retrieved from: [http://www.oecd-ilibrary.org/development/perspectives-on-global-development\\_22224475](http://www.oecd-ilibrary.org/development/perspectives-on-global-development_22224475)

OECD/WTO (2015), *Aid for Trade at a Glance 2015: Reducing Trade Costs for Inclusive, Sustainable Growth*, WTO, Geneva/OECD Publishing, Paris. Retrieved from: [http://www.oecd-ilibrary.org/development/aid-for-trade-at-a-glance\\_22234411](http://www.oecd-ilibrary.org/development/aid-for-trade-at-a-glance_22234411)

MFA (2015). *Theory of Change for the climate change policy*. Retrieved from: <https://www.rijksoverheid.nl/documenten/publicaties/2015/11/05/theory-of-change-klimaat-zomer-2015>

MFA (2015). *Theory of Change for the private sector development policy*. Retrieved from: <https://www.rijksoverheid.nl/documenten/publicaties/2015/11/05/theory-of-change-privatesectorontwikkeling-zomer-2015>

## **ODA**

Benn, J., et al. (2016). Amounts Mobilised from the Private Sector by Official Development Finance Interventions: Guarantees, syndicated loans and shares in collective investment vehicles. *OECD Development Co-operation Working Papers*, No. 26, OECD Publishing, Paris. Retrieved from: [http://www.oecd-ilibrary.org/development/amounts-mobilised-from-the-private-sector-by-official-development-finance-interventions\\_5jm3xh459n37-en](http://www.oecd-ilibrary.org/development/amounts-mobilised-from-the-private-sector-by-official-development-finance-interventions_5jm3xh459n37-en)

Council of the European Union (2016). *Annual Report 2016 to the European Council on EU Development Aid Targets – council conclusions (12 May 2016)*. Retrieved from: <http://www.consilium.europa.eu/en/press/press-releases/2016/05/12-conclusions-annual-report-2016-on-eu-development-aid-targets/>

MFA (2015). *Kamerbrief over bijdragen aan multilaterale organisaties*. Retrieved from: <https://www.rijksoverheid.nl/ministeries/ministerie-van-buitenlandse-zaken/documenten/kamerstukken/2015/11/23/kamerbrief-over-bijdragen-aan-multilaterale-organisaties>

MFA (2015). *Kamerbrief over Multilaterale scorekaarten*. Retrieved from: <https://www.rijksoverheid.nl/ministeries/ministerie-van-buitenlandse-zaken/documenten/kamerstukken/2015/06/19/kamerbrief-over-multilaterale-scorekaarten>

## **Organisation and results based management**

MFA (2013). *Communicatiestrategie Buitenlandse Handel en Ontwikkelingssamenwerking 2013*.

MFA (2014). *Homogeneous Budget for International Cooperation (HGIS) Factsheet 2014*. Retrieved from: <https://www.government.nl/documents/budgets/2013/09/17/factsheet-on-the-homogeneous-budget-for-international-cooperation-hgis>

MFA (2014). *Modernising Dutch diplomacy: final report*. Retrieved from: <https://www.government.nl/documents/reports/2014/05/22/final-report-modernising-diplomatic-service-by-doctors-van-leeuwen>

MFA (2014). *Policy framework: 'Dialogue and Dissent. Strategic Partnerships for Lobbying and Advocacy*. Retrieved from: <https://www.government.nl/documents/regulations/2014/05/13/policy-framework-dialogue-and-dissent>

MFA (2015). *How to use the IATI Standard: publication guidelines for partners, contractors and suppliers of the Netherlands ministry of foreign affairs*. Retrieved from: <https://www.government.nl/documents/publications/2015/12/01/open-data-and-development-cooperation>

MFA (2015). *Ontwikkelingsresultaten in Beeld – editie 2015*. Retrieved from: <https://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/kamerstukken/2015/11/06/kamerbrief-inzake-ontwikkelingsresultaten-in-beeld-editie-2015>

MFA (2016). *Kamerbrief over de resultaten en uitvoering van het Nederlandse EU-voorzitterschap*. Retrieved from: <https://www.rijksoverheid.nl/documenten/kamerstukken/2016/07/07/kamerbrief-over-resultaten-en-uitvoering-van-het-nederlandse-eu-voorzitterschap>

MFA (n.d.). *Resultaten ontwikkelingssamenwerkingen. Jaarlijkse rapporten*. Retrieved from: <https://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/inhoud/resultaten-ontwikkelingssamenwerking>

OECD (2011). *Busan Partnership for Effective Development co-operation*. Retrieved from: <http://www.oecd.org/dac/effectiveness/busanpartnership.htm>

### **Humanitarian aid**

MFA (2012). *Aid for people in need. Policy framework for humanitarian aid*. Retrieved from: <https://www.government.nl/documents/reports/2012/03/29/aid-for-people-in-need>

MFA (2014). *Kamerbrief over de herziening Nederlandse humanitaire hulp en inzet Relief fund*. Retrieved from: <https://www.rijksoverheid.nl/documenten/kamerstukken/2014/09/19/kamerbrief-over-de-herziening-nederlandse-humanitaire-hulp-en-inzet-relief-fund>

### **Policy evaluations**

IOB (2013). *Achieving universal access to sexual and reproductive health and rights: Synthesis of multilateral contribution to advancing sexual and reproductive health and rights (2006-2012)*. Retrieved from: [http://www.iob-evaluatie.nl/SRGR\\_multilateraal](http://www.iob-evaluatie.nl/SRGR_multilateraal)

IOB (2013). *Balancing ideals with practice: Policy evaluation of Dutch involvement in sexual and reproductive health and rights 2007-2012*. Retrieved from: <http://www.iob-evaluatie.nl/srg>

IOB (2013). *Between ambitions and ambivalence: mid-term evaluation SNV programme 2007-2015*. Retrieved from: [http://www.iob-evaluatie.nl/SNV\\_midterm](http://www.iob-evaluatie.nl/SNV_midterm)

IOB (2013). *Investeren in stabiliteit: Het Nederlandse fragiele statenbeleid doorgelicht*. Retrieved from: <http://www.iob-evaluatie.nl/fragielestaten>

IOB (2013). *Linking Relief and Development. More than old solutions for old problems*. MFA: The Hague. <https://www.government.nl/documents/reports/2013/05/01/iob-study-linking-relief-and-development-more-than-old-solutions-for-old-problems>

IOB (2013). *NGOs in action: A study of activities in sexual and reproductive health and rights by Dutch NGOs*. Retrieved from: [http://www.iob-evaluatie.nl/SRGR\\_NGOs](http://www.iob-evaluatie.nl/SRGR_NGOs)

IOB (2013). *Public-Private Partnerships in developing countries: A systematic literature review*. Retrieved from: <http://www.iob-evaluatie.nl/PPP>

IOB (2013). *The Netherlands and the European Development Fund – Principles and Practices: Evaluation of Dutch involvement in EU development cooperation (1998-2012)*. Retrieved from: <http://www.iob-evaluatie.nl/EurOS>

IOB (2014). *Good things come to those who make them happen: Return on aid for Dutch Exports*. Retrieved from: <http://www.iob-evaluatie.nl/node/809>

- IOB (2014). *In search of focus and effectiveness – Policy Review of Dutch support for private sector development 2005-2012 (executive summary)*. MFA: The Hague. Retrieved from: <https://www.government.nl/documents/reports/2014/07/23/titel-iob-in-search-of-focus-and-effectiveness-policy-review-of-dutch-support-for-private-sector-development-2005-2012-extensiv>
- IOB (2014). *Navigating a sea of interests: policy evaluation of Dutch foreign human rights policy 2008-2013*. MFA: The Hague. Retrieved from: <http://www.iob-evaluatie.nl/resources/navigating-sea-interests-policy-evaluation-dutch-foreign-human-rights-policy-2008-2013>
- IOB (2014). *Riding the wave of sustainable commodity sourcing – Review of the Sustainable Trade Initiative IDH 2008-2013*. Retrieved from: <http://www.iob-evaluatie.nl/IDH>
- IOB (2014). *Useful Patchwork: Direct Funding of Local NGOs by Netherlands Embassies 2006-2012*. MFA: The Hague. Retrieved from: [http://www.iob-evaluatie.nl/df\\_rapport](http://www.iob-evaluatie.nl/df_rapport)
- IOB (2015). *Aided trade – An Evaluation of the Centre for the Promotion of Imports from Developing Countries (2005-2012)*. IOB Evaluation. MFA: The Hague. Retrieved from: <http://www.iob-evaluatie.nl/CBI>
- IOB (2015). *Evaluation of the Matra Programme in the Eastern Partnership countries 2008-2014*. Retrieved from: <http://www.iob-evaluatie.nl/publications/evaluation-matra-programme-eastern-partnership-countries-2008-2014>
- IOB (2015). *Gender sense & sensitivity: policy evaluation on women's rights and gender equality (2007-2014)*. MFA: The Hague. Retrieved from: <http://www.iob-evaluatie.nl/resources/gender-sense-sensitivity-policy-evaluation-womens-rights-and-gender-equality-2007-2014>
- IOB (2015). *Gender, Peace, and security: Evaluation of the Netherlands and UN Security Council resolution 1325*. Retrieved from: <http://www.iob-evaluatie.nl/publications/gender-peace-and-security-evaluation-netherlands-and-un-security-council-resolution>
- IOB (2015). *Opening doors and unlocking potential: key lessons from an evaluation of support for Policy Influencing, Lobbying and Advocacy (PILA)*. Retrieved from: <http://www.iob-evaluatie.nl/PILA>
- IOB (2015). *Policy Review of Dutch Humanitarian Assistance 2009-2014*. MFA: The Hague. Retrieved from: <https://www.government.nl/documents/reports/2015/08/01/iob-%E2%80%93-policy-review-of-dutch-humanitarian-assistance-2009-2014>
- IOB (2015). *Premises and promises: A study of the premises underlying the Dutch policy for women's rights and gender equality*. MFA: The Hague. Retrieved from: <http://www.iob-evaluatie.nl/publications/premises-and-promises-study-premises-underlying-dutch-policy-womens-rights-and-gender>
- IOB (2015). *Renewable energy: policy review on the Dutch contribution to renewable energy and development (2004-2014) summary report*. MFA: The Hague. Retrieved from: <http://www.iob-evaluatie.nl/resources/renewable-energy-%E2%80%93-policy-review-dutch-contribution-renewable-energy-and-development-2004>
- IOB (2016). *Prevention is better than cure – Evaluation of the Netherlands and WHO (2011-2015) – Main findings – Unofficial English translation*. Retrieved from: <http://www.iob-evaluatie.nl/resources/prevention-better-cure-%E2%80%93-evaluation-netherlands-and-who-2011-2015-%E2%80%93-main-findings-%E2%80%93>
- IOB (2016). *The gaps left behind. An evaluation impact of ending aid*. The Hague: MFA