

# Peer Learning Country Report

## Netherlands

In 2010, private sector development, including engagement with the private sector, became a core element of Dutch development co-operation policy. Realising mutual benefits for partner countries and the Netherlands is a key driver of private sector engagement in development co-operation, which is based on the recognition of changing global economic realities, including low growth in Europe, and increased economic opportunities and capacities in partner countries. The Netherlands takes a two-pronged approach to private sector engagement: it supports improving the business climate in partner countries and stimulates entrepreneurship by supporting both local and Dutch companies in doing business, thereby boosting local economies and increasing sustainable trade. The Netherlands' experience shows how merging development and trade priorities creates opportunities for greater policy coherence, highlights sectoral specialisation as a means for government institutions to contribute to private sector engagements through finance and thematic expertise, and sheds light on the resource requirements for effective private sector engagement. The integration of responsible business conduct into partner selection processes is a significant part of the Netherlands' overall approach from which other members of the Organisation for Economic Co-operation and Development's Development Assistance Committee could learn. The Netherlands' experience also demonstrates the importance of dedicating resources to effective monitoring and evaluation of private sector engagements.

## INTRODUCTION

On 9-13 November 2015, representatives from Australia and Denmark participated in a mission to the Netherlands as part of the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) peer learning exercise on working with and through the private sector in development co-operation. Supported by the OECD-DAC Secretariat, the mission included discussions with a range of government actors including headquarter and field staff, implementing partners, and representatives from the private sector, academia and civil society. Discussions touched on all aspects of the analytical framework for the peer learning exercise, including policies, institutional make-up, human resources, government co-ordination, 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 prominent themes covered during the week.

This report provides an overview of the Netherlands' approach to private sector engagement and key lessons learned. It also includes a list of key resources.

## THE DUTCH APPROACH TO PRIVATE SECTOR ENGAGEMENT

The Netherlands' approach to development has included the private sector for decades. Since 2005, inter-linkages between development and trade, including trade to and from the Netherlands, have become a greater part of the country's approach. In 2010, private sector development, including engagement with the private sector, became a core element of Dutch development co-operation policy. In 2013, the Netherlands introduced "[A World to Gain: A New Agenda for Aid, Trade and Investment](#)", a policy document that sets out its vision for combining aid, trade and investment. The country's approach is characterised by three objectives: eradicate extreme poverty, promote sustainable and inclusive economic development worldwide, and facilitate business of Dutch companies abroad. In this context, the Netherlands focuses on three types of partner countries – aid, transition and trade partners (Figure 1). Realising mutual benefits for partner countries and the Netherlands is a key driver of private sector engagement in development co-operation, which is based on the recognition of changing global economic realities, including low growth in Europe, and increased economic opportunities and capacities in partner countries.

**Figure 1. Types of partner countries for the Netherlands**



*Source:* Ministry of Foreign Affairs of the Netherlands (2013), "A world to gain: A new agenda for aid, trade and investment", Ministry of Foreign Affairs of the Netherlands, The Hague, [www.government.nl/files/documents-and-publications/reports/2013/04/30/a-world-to-gain/a-world-to-gain-en-1.pdf](http://www.government.nl/files/documents-and-publications/reports/2013/04/30/a-world-to-gain/a-world-to-gain-en-1.pdf).

## Key actors and institutions

The Dutch Ministry of Foreign Affairs (BuZa) is responsible for private sector engagement in development co-operation. Since 2012, the Directorate-General for International Co-operation and Directorate-General for Foreign Economic Relations have operated under the minister for foreign trade and development cooperation, who is responsible for coherence in both institutions. The directorates-general share ownership of the aid, trade and investment agenda and staff focus on policy development and co-ordination of implementation through several agencies, organisations and programmes. The integration of the directorates-general has broadened the pool of expertise on international co-operation and supported stronger policy coherence for development. Within the ministry, the Sustainable Economic Development Department is dedicated specifically to working on private sector engagement and for the promotion of synergies across government, the private sector and civil society. Other departments within the ministry engage directly with the private sector as well.

Implementation of private sector engagement mechanisms is carried out largely by the Netherlands Enterprise Agency (RVO), Netherlands Development Finance Company (FMO) and, to a lesser extent, embassies in partner countries. RVO is responsible for managing most of the Netherlands' centrally managed funds – the main mechanisms for private sector engagement. In addition to financial support, RVO provides Dutch companies with information and services that are critical for the pursuit of new opportunities in all markets. FMO is responsible for three centrally managed funds on behalf of the ministry in the areas of microfinance and small and medium-sized enterprise (SME) financing, energy and infrastructure development. In addition to these efforts, embassies offer advice and information for entrepreneurs. Notably, the Policy and Operations Evaluation Department (IOB) examines the implementation and impacts of Dutch foreign policy and provides independent evaluation of development co-operation policy and operations.

## Mechanisms for private sector engagement

In the Netherlands, the main – though not exclusive – entry point for private sector engagement is through its approach to private sector development. The country takes a two-pronged approach. First, it focuses on improving the business climate in partner countries by working toward better laws and regulations, stronger economic institutions, the development of the financial sector, better infrastructure and improved access to the international market. In this context, aid paves the way for graduation from aid dependency to more autonomy on the basis of more substantial and sustainable trade and investment flows. Second, it focuses on stimulating entrepreneurship by supporting both local and Dutch companies in doing business, thereby boosting local economies and increasing sustainable trade. For 2015, support to private sector development is estimated at EUR 322 million, representing roughly 6.25% of total Dutch official development assistance. Table 1 provides an overview of 2015 commitments according to key priority areas under the private sector development programme. For each priority, contributions that fund private sector engagement activities are included.<sup>1</sup>

**Table 1. Private sector development and engagement, 2015 commitments<sup>2</sup>**

Priority area	EUR (millions)
International corporate social responsibility	1.15
Market access and sustainable trade	52.64
Laws, regulations and policy plans	9.25
Institutional development	12.25
Financial sector development	47.41
Private investments <sup>3</sup>	51.1
Infrastructure development	42.74
Policy support activities <sup>4</sup>	2.24
Private-public partnerships <sup>5</sup>	6.48
Dutch Good Growth Fund <sup>6</sup>	124.57
Other activities	0.45
<b>Total</b>	<b>322</b>

The [Dutch Good Growth Fund](#),<sup>7</sup> which is a revolving fund that offers technical assistance and a variety of non-grant financial services, serves as one of the Netherlands' primary mechanisms for private sector engagement. It includes three financing windows for each of the following groups: Dutch SMEs that wish to invest in a developing country; exporting Dutch SMEs; and local investment funds that aim to increase access to finance for SMEs in countries eligible for the Dutch Good Growth Fund. In addition, the Netherlands has a number of sector-specific funds that focus on areas such as SME finance, infrastructure, food security and water which are priority sectors for the Netherlands.

The BuZa also supports innovative partnership mechanisms such as the [Sustainable Trade Initiative](#), a large-scale public-private partnership (PPP) that addresses sustainability issues in global value chains, and the [Health Insurance Fund](#), which facilitates access to health insurance and good quality health care for people with few financial resources. Embassies also develop partnerships with the private sector at the country level.

In its engagement with the private sector, the Netherlands emphasises the Dutch Diamond Approach to sustainable development. The approach recognises the value addition of government, the private sector, civil society and knowledge institutions working in partnership to realise development results. Within the Dutch Diamond Approach, the competences of partners are combined and the various goals, funds, risks and responsibilities are pooled together. The corporate efficiency and market-oriented methods of the private sector are linked with the local knowledge of civil society organisations (CSOs). Knowledge institutions contribute their expertise, while governments act as brokers and co-financers.

Dutch private sector engagement mechanisms tend to focus on Dutch and partner country private sector partners – SMEs – with dedicated financing available for each group and to work jointly. The Netherlands also partners with large Dutch and multinational companies, including financial institutions. It provides support to CSOs to perform their watchdog role and to raise global issues as a counterweight to government and business, and mobilise citizens. The Netherlands also supports CSOs as implementing partners in priority areas for Dutch co-operation. Knowledge institutions are encouraged to work with CSOs, the private sector and others through cross-sector partnerships, with funding mechanisms available for this purpose. Specialised knowledge platforms for each of the Netherlands' development co-operation priority areas exist.

Responsible business conduct is a critical part of the Dutch approach to private sector engagement. Private sector partners must comply with corporate social responsibility (CSR) standards, including OECD guidelines, International Finance Corporation Environmental and Social Performance Standards, United Nations Guiding Principles on Business and Human Rights, and International Labour Organisation international labour standards. In addition, CSR is integrated across BuZa's engagements with the private sector. For example, CSR and sustainability issues are broadly integrated into the ministry's trade agenda, including in the context of trade negotiations.

## LESSONS

### ***Building blocks for private sector engagement***

#### *Politics and policies*

- ▶ **Private sector engagement can offer opportunities for better and more policy coherence for development.**

In the Netherlands, political drivers for private sector engagement created an opportunity for greater policy coherence between institutions responsible for development and trade. The merging of development and trade priorities under one ministerial mandate facilitated greater coherence. While this shift has led to adjustments in terms of incorporating a greater trade focus in development co-operation, it has also resulted in changes on the trade side. The merging of aid and trade has also led to significant gains in terms of integrating responsible business conduct efforts into trade-related activities and sectoral policy discussions.<sup>8</sup> Notably, CSR has become a prerequisite for private sector engagement in development activities.

The imperative to work with the private sector has potential to create a number of positive synergies in terms of a “whole of country” approach that brings together government institutions – working as one team through embassies in partner countries – and a wide variety of non-government partners to harness comparative advantages across sectors.

- ▶ **A coherent narrative that clearly communicates objectives, activities and results is an important success factor in implementation of private sector engagement strategies.**

Clear communication of priorities, objectives, activities and results to all stakeholders inside and outside government is critical, particularly to generate support for new approaches. Effective communication contributes to the creation of shared terminology and greater trust between institutions.

As DAC members move forward with adopting and modifying approaches to private sector engagement, communications on continuity in programming, how programmes are evolving and new elements for engagement are key. Differentiated approaches to communication may be needed for different stakeholders such as members of parliament, existing development partners and potential new partners that engagement strategies seek to reach. Ensuring that objectives, the theory of change and desired results are clearly defined helps government and non-government partners understand and effectively carry out their roles and responsibilities.

### *Institutions*

- ▶ **Clearly define roles and responsibilities and harness comparative advantages.**

An effective approach to identifying implementing partners is to work with organisations that have a comparative advantage in terms of private sector engagement through existing networks, expertise and experience. A clear division of labour is critical between government institutions and selected implementing partners to ensure that activities are efficiently carried out to the satisfaction of all parties. In this context, building trust between organisations, particularly with respect to recognising, respecting and acting on each organisation's comparative advantages, is essential.

- ▶ **There is value in government institutions working together to build private sector engagement portfolios.**

Having government institutions build portfolios together is useful to ensure coherence in overall approaches to private sector engagement. Institutions are subject to the same political imperatives and thus have a shared understanding of context and can respond quickly – and in similar ways – when political imperatives change. When the political direction is clear, institutions may take steps to maintain or expand their relevance in the eyes of political actors by taking on new initiatives and by working together.

- ▶ **Factor in time and resource requirements when adopting new mechanisms and approaches.**

When new mechanisms and approaches are introduced, government institutions often experience growing pains at the outset that have high associated transaction costs. Organisational cultures need time to adapt in terms of developing shared terminology and building trust between actors within and outside of government to realise policy objectives. Effective means to ensure that institutions are fit for purpose – such as appropriate human resourcing, co-ordination mechanisms, and data and information systems – take time to be established.

The introduction of new mechanisms and approaches should involve communicating corresponding capacity and skill requirements to ensure that institutions can effectively respond to political demands, develop policies and play a management role with respect to implementation. For many DAC members, increasing staff numbers and building new competencies for private sector engagement may be necessary.

### *Co-ordination*

- ▶ **Embassies require support to effectively harness new mechanisms and approaches developed at headquarter level.**

Depending on the structure of private sector engagement mechanisms, embassies may require additional support to take advantage of them, promote synergies with country priorities and establish effective feedback loops. New mechanisms for private sector engagement are typically developed at headquarter level and embassies often need additional support to develop understanding and capacities to make use of them. With centrally managed funds, it is important to have well-resourced contact or entry points at headquarter level to enable embassy staff to ask for advice, identify opportunities and ensure effective co-ordination.

► **Adopt procedures for regular co-ordination between institutions on private sector engagement.**

Regular co-ordination mechanisms between government institutions that engage the private sector help to identify and address shared challenges. They also ensure that government stakeholders have a shared understanding of trends in private sector engagement and create opportunities for learning and synergies between institutions.

### ***Focus and delivery of private sector engagement strategies***

#### *Countries and sectors*

► **Sectoral specialisation is an effective means to develop the necessary skills to facilitate private sector engagements.**

Focusing on a limited number of sectors where comparative advantages exist enables government institutions to develop in-house expertise with respect to facilitating partnerships and investments. In the Netherlands, private sector engagements tend to occur in three main areas – private sector development including infrastructure, and food security and water. Such focus ensures that institutions can serve as relevant partners when providing finance, sectoral expertise and knowledge of local contexts.

► **It is useful to establish clear links between private sector engagement and private sector development activities.**

The private sector is a fundamental partner in the context of private sector development activities. In addition to direct investments in countries that support job creation, technology transfer and domestic resource mobilisation through taxation, private sector engagement mechanisms can be structured to address enabling environment conditions, such as by improving access to finance and supporting local businesses in their efforts to integrate into global value chains.

► **Differentiated approaches and a willingness by governments to take on greater risk are required to promote private sector engagement in fragile and conflict-affected states.**

Promoting investments and partnerships in fragile and conflict-affected states requires donors and their development partners to use specific mechanisms, incentives and criteria to attract private sector partners. Typically, governments also need to be willing to take on greater risk. In doing so, they can have an important demonstration effect that may crowd in investments.

#### *Partners*

► **Make it easy for private sector partners to engage.**

Ensuring transparency between and among partners is critical, particularly regarding objectives and entry points for engagement. Navigating partnership opportunities should be easy for companies. The Netherlands has adopted a one-stop shop approach with the bulk of its private sector engagement mechanisms housed at RVO. This client-centric approach is appreciated by private sector partners that see one entry point into engagement activities regardless of how opportunities are structured and managed internally by government.

► **Different types of private sector partners require different types of engagement opportunities.**

Opportunities for private sector engagement differ according to the results that governments wish to achieve in development co-operation and the capacities of various private sector partners. Approaches to engaging large companies as opposed to SMEs or domestic private sector partners as opposed to those in partner countries will necessarily need to differ. Multinational companies have greater capacities and are often able to meet partnership requirements, particularly CSR requirements, more easily than SMEs. The provision of support to smaller companies to facilitate good CSR practices, conduct feasibility studies and effectively engage in development co-operation is one way to address this challenge. Nevertheless, transaction costs in terms of administration and time are often the same for larger and smaller partnerships.

► **Dedicate efforts toward facilitating multi-stakeholder partnerships.**

The inclusion of CSOs, knowledge institutions, the private sector and government in multi-stakeholder partnerships creates opportunities to draw on comparative advantages across sectors. However, the formation of such partnerships needs to be facilitated, with government playing an important convening role. The Netherlands offers substantive support

for multi-stakeholder partnerships that promote sustainable economic development. It also invests in capacity for joint learning and action research. BuZa, including embassies, has established partnerships with major private sector partners and participates in several public-private partnerships.

## ***Tools for private sector engagement in development co-operation***

### *Suite of tools*

#### ► **Consult with stakeholders during the development of private sector engagement mechanisms.**

Consultations with the private sector are key when shaping policies and developing mechanisms. The Netherlands seeks guidance from the private sector during the development of new mechanisms, in addition to inputs from civil society and knowledge institutions.

#### ► **Develop a mix of financial and non-financial private sector engagement mechanisms that work together.**

Financial mechanisms should be complemented by a suite of non-financial tools – such as technical assistance, capacity building and knowledge sharing – to maximise the impact of financial mechanisms. The use of different types of tools can facilitate addressing factors outside the scope of a particular partnership that may impact success. For example, linking policy formulation and implementation can facilitate discussion, consensus and action on development challenges in a given sector. Brainstorming across sectors – with government playing a convening role – is important for identifying shared solutions.

#### ► **Adopt a holistic approach that integrates responsible business practices directly into engagement mechanisms.**

A variety of approaches to engaging the private sector in development exist, including the formation of direct partnerships and promotion of regulatory and voluntary standards for business conduct, for example. A useful approach to promoting responsible business conduct – in addition to policy dialogue and participation in standard-setting processes – is to include provisions related to CSR directly into criteria for partnership.

#### ► **Balance the development of new engagement mechanisms with continuity.**

Mechanisms must be adapted and updated to reflect changing development needs. Nevertheless, continuity matters for partners, particularly when they plan their strategies around the mechanisms that have been established by government. As such, a certain amount of predictability is appreciated by partners as a means to reduce their risks when exploring strategies for engagement with government.

#### ► **Balance development needs and private sector interests when structuring engagement mechanisms.**

A trade-off exists between ensuring engagement mechanisms are demand-driven from the perspective of the private sector (i.e. structured to support the private sector to operate in multiple markets where opportunities exist) and targeting countries of focus. Mechanisms should be structured to respond to and meet demands arising at the country level.

The Netherlands' approach to structuring engagement mechanisms is to support local companies in developing countries and Dutch companies trading with and/or investing in developing countries, with all companies having to prove their relevance to development challenges and comply with CSR standards. Dutch companies are invited to propose solutions to development challenges based on their particular expertise, such as that in sustainable agriculture, water management, and efficient trade and logistics. In co-operation with local partners, Dutch entrepreneurship and expertise is to be adapted to local circumstances and demands.

#### ► **Consider national aid rules when providing financial support to companies as part of official development assistance.**

As DAC members increasingly use official development assistance to provide direct support to the private sector, there is a need to consider relevant national (and European Union, where relevant) rules related to the provision of such assistance.

#### ► **Dedicate resources to attracting the right partners.**

Effective marketing is important to ensure that partners understand engagement mechanisms, requirements and desired results. Speaking the language of the private sector also matters. For example, using language such as emerging markets rather than referring to particular regions can be more attractive to potential investors. The Netherlands has experience to

offer in setting terms and conditions for private sector engagement, public-private partnership and financing private sector activities. Such conditions are worked out in criteria for development impact, additionality and CSR. At the same time, Dutch partners expressed the need for more harmonisation of such criteria among donor countries (within the European Union, OECD and Donor Committee for Enterprise Development) and international organisations.

► **More complex engagement mechanisms and partnerships require greater human resources.**

The increasing number and complexity of mechanisms offered to private sector partners should be matched by a variety of staff capacities at headquarters and in embassies. Appropriate capacities are needed for conceptualising, establishing and rolling out new engagement mechanisms. Moreover, flexibility, business know-how and sector expertise are important success factors in partnership management.

### *Risk management*

► **Clear criteria for partnership are an effective tool for risk management.**

Screening partners should be based on clear, transparent criteria. The Netherlands' experience shows that the integration of CSR and tax compliance into selection criteria can serve as an effective means to attract and select the right kinds of partners and manage risk, particularly reputational risks associated with partnership.

► **Expertise and evidence-based analysis are critical tools for risk management.**

The establishment of in-house expertise for the sectors and regions in which DAC members are seeking to engage the private sector is an important means to manage risk. Willingness to invest in research and feasibility studies to ground interventions in a good understanding of markets and where opportunities exist is also critical. In the context of the Netherlands, this approach seems to be well established and appreciated by government and non-government stakeholders.

### *Supporting innovation*

► **An important way to support innovation is by acting as the first mover on high-risk opportunities and committing over the long term.**

The Netherlands' experience demonstrates the valuable contribution that government can have by serving as the first mover with high-risk, innovative mechanisms. Willingness to take the first loss has been an effective means to crowd in investments. This approach can be seen in the Netherlands' support for the [Currency Exchange Fund](#)<sup>9</sup> and Health Insurance Fund. The long-term nature of commitments to these two innovative engagement mechanisms has also led to significant scaling up and ongoing innovations within initiatives. This approach suggests that there is value in being willing to work with partners over the long term to test new approaches and scale successes.

### ***Measurement challenges in working with and through the private sector***

► **The effective tracking of private sector engagement activities requires new and updated data management and information systems.**

Existing data management and information systems may require updating to effectively capture the totality of private sector engagements. Tracking activities is particularly challenging given that private sector partnerships can occur through a variety of mechanisms, including specific funding windows, and through partnership with CSOs or knowledge institutions where funding is not channelled directly to private sector partners involved. Data management and reporting systems will need to be updated to effectively capture and report on allocations, results and leverage going forward.

### *Leverage*

► **Leverage is more difficult to capture in more complicated engagement mechanisms.**

It is relatively easy to measure leverage for engagement mechanisms in which leverage is on a one-to-one basis. Though the transition from grant-based mechanisms to revolving funds enables greater leveraging, it is more difficult to capture

leverage in more complicated engagement mechanisms, such as financial instruments that offer guarantees or support financial institutions to offer SME finance.

### *Additionality*

- ▶ **The quality of private sector engagements in development co-operation are as important as ensuring that government funds fill financing gaps.**

Additionality is about more than finance. Efforts to promote sustainable business practices and ensure that development results are better than they otherwise would have been without government intervention are important forms of additionality. In these contexts, tools other than finance, such as technical assistance, convening and addressing systemic issues, can lead to better results.

### *Results*

- ▶ **Develop shared results indicators where possible across private sector engagements.**

Even with the development of harmonised results frameworks, the challenge of aggregating results remains. In the area of private sector development, the use of multiple sources of information, such as case studies and assessments of business-enabling environments by international organisations, can tell a compelling story with respect to progress. However, the use of limited, measurable indicators is key to aggregating results across programmes and mechanisms that support policy objectives, particularly in the area of private sector development. Targeted efforts are needed to identify and measure results within projects and for portfolios.

- ▶ **Adapt results frameworks to meet the needs of all partners.**

Companies often have specific results that they work to achieve through partnership. Moreover, they often conduct their own rigorous evaluations or have the capacity to do so. The same is also true for government and CSOs. Results frameworks and metrics should be adapted to meet the needs of all partners.

### *Monitoring and evaluation*

- ▶ **Build organisational cultures that value rigorous monitoring and evaluation.**

Organisational cultures are something that must be actively established and fostered. The Netherlands' experience shows that legal and regulatory requirements – evaluation protocols – can support increased attention to and appreciation of monitoring and evaluation. Moreover, the use of external bodies, including knowledge institutions, to assess and feed into evaluation processes can enhance the credibility of evaluation processes inside and outside government, as well as create shared expectations in terms of desired results and how they should be measured.

- ▶ **Allocate resources for monitoring and evaluation.**

The Netherlands' experience demonstrates that a useful approach is earmarking funds within projects supported by private sector engagement for monitoring and evaluation. This approach sets expectations about monitoring and evaluation among partners from the outset and can ensure that the necessary resources are available.

## KEY RESOURCES

Policy and approach	
Ministry of Foreign Affairs of the Netherlands (2013), “Corporate social responsibility pays off: CSR policy of the Netherlands”, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.government.nl/documents/policy-notes/2013/06/28/csr-pays-off">www.government.nl/documents/policy-notes/2013/06/28/csr-pays-off</a> .	Comprehensive policy note on the Netherlands’ CSR policy.
Ministry of Foreign Affairs of the Netherlands (2013), “A world to gain: A new agenda for aid, trade and investment”, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.government.nl/files/documents-and-publications/reports/2013/04/30/a-world-to-gain/a-world-to-gain-en-1.pdf">www.government.nl/files/documents-and-publications/reports/2013/04/30/a-world-to-gain/a-world-to-gain-en-1.pdf</a> .	Comprehensive report outlining trends and lessons learned, new approaches (policy coherence, co-operation, financing), changing relationships (international public goods, transitional and trade relationships), co-operation (bilateral, CSOs, the private sector, research institutions) and funding.
Operational frameworks and guides	
Ministry of Foreign Affairs of the Netherlands (2010), “A guide to public-private Partnerships (PPPs): A practical handbook on launching an effective public-private partnership”, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.minbuza.nl/binaries/content/assets/minbuza/en/import/en/key_topics/development_cooperation/partners_in_development/public_private_partnerships/a-guide-to-public-private-partnerships">www.minbuza.nl/binaries/content/assets/minbuza/en/import/en/key_topics/development_cooperation/partners_in_development/public_private_partnerships/a-guide-to-public-private-partnerships</a> .	A handbook that outlines how to launch a PPP, which includes information on enabling policies, relevant definitions, characteristics of PPPs, different forms of PPPs and legal aspects of co-operation.
PRIME (n.d.), “PRIME research partnership”, <a href="http://www.primepartnership.nl">www.primepartnership.nl</a> (accessed 8 December 2015).	Website on the PRIME programme that outlines the effects of SMEs based on the literature on private sector development and 2015 survey results.
Results, evaluations and reviews of private sector engagements in development co-operation	
Bouman, S., et al. (2013), “Public-private partnerships in developing countries: A systematic literature review”, <i>IOB Study</i> , No. 378, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.government.nl/documents/reports/2013/06/13/iob-study-public-private-partnerships-in-developing-countries">www.government.nl/documents/reports/2013/06/13/iob-study-public-private-partnerships-in-developing-countries</a> .	A study by the Policy and Operations Evaluation Department (IOB) that reviews the definition and key criteria of developmental PPPs, the rationale and goals of PPPs, and their results – output, outcome and impact.
DDE (2015), “Private Sector Development”, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/rapporten/2015/11/06/bijlage-54-directie-dde-private-sector-development-2014">www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/rapporten/2015/11/06/bijlage-54-directie-dde-private-sector-development-2014</a> .	Report by the Sustainable Economic Development Department (DDE) on the progress of Dutch development co-operation in 2014. Lists PPP activities, expenditures, implementing agencies, and Rio and gender markers.
Ministry of Foreign Affairs of the Netherlands (2015), “Results Private Sector Development 2014”, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/kamerstukken/2015/11/06/bijlage-28">www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/kamerstukken/2015/11/06/bijlage-28</a> .	Infographic on the Netherlands’ results in private sector development in 2014. Includes summary of results on market access and sustainable trade, laws, regulations and policy plans, and economic institutions and actors.

<p>Ingram, V., et al. (2013), “Corporate Social Responsibility: the role of public policy; A systematic literature review”, <i>IOB Study</i>, No. 377, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.government.nl/documents/reports/2013/05/14/corporate-social-responsibility-the-role-of-public-policy">www.government.nl/documents/reports/2013/05/14/corporate-social-responsibility-the-role-of-public-policy</a>.</p>	<p>A study by the IOB that reviews the effects of government-supported interventions on the CSR behaviour of enterprises in developing countries.</p>
<p>Timmerman, M., A. de Kemp and J. Klugkist (2014), “In search of focus and effectiveness; Policy review of Dutch support for private sector development 2005-2012 (extensive summary)”, <i>IOB Evaluation</i>, No. 389, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.government.nl/ministries/ministry-of-foreign-affairs/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">www.government.nl/ministries/ministry-of-foreign-affairs/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</a>.</p>	<p>A summary of a report by DDE that was published under the title <i>Op zoek naar focus en effectiviteit. Beleidsdoorlichting van de Nederlandse inzet voor private sector ontwikkeling 2005-2012</i>. Reviews the literature on private sector development and Dutch private sector development policy.</p>
<p>van Gerwen, F. and S. van Ede (2014), “Evaluation of Schokland and Millennium Agreements 2008-2013”, Ministry of Foreign Affairs of the Netherlands, The Hague, <a href="http://www.rijksoverheid.nl/documenten/rapporten/2014/03/17/evaluation-of-schokland-and-millennium-agreements-2008-2013-engels">www.rijksoverheid.nl/documenten/rapporten/2014/03/17/evaluation-of-schokland-and-millennium-agreements-2008-2013-engels</a>.</p>	<p>A report that evaluates PPPs initiated under the 2007 Pact of Schokland – a society-wide pact in the Netherlands to contribute toward the Millennium Development Goals. The report assesses the results of PPPs and makes policy recommendations concerning the factors that determine success.</p>

## Notes

1. For example, financial sector development includes commitments to a number of funds and mechanisms that engage directly with financial institutions to address financing for SMEs.
2. As of 1 December 2015.
3. An additional EUR 9.68 million, which does not count as official development assistance, has also been committed to this priority, for a total of EUR 60.78 million.
4. For example, policy support activities include programme evaluations.
5. This modality includes support to the [Dutch Facility for Sustainable Entrepreneurship and Food Security](#), which is a challenge fund, as well as a prominent partnership with the Dutch brewing company Heineken.
6. The Dutch Good Growth Fund is the largest mechanism for private sector engagement. Commitments include financing and technical assistance, which accounted for roughly EUR 8.7 million for 2015.
7. See mechanism profile here: [www.oecd.org/dac/peer-reviews/Dutch-Good-Growth-Fund.pdf](http://www.oecd.org/dac/peer-reviews/Dutch-Good-Growth-Fund.pdf).
8. Though it should be noted that the Dutch private sector was already fairly advanced in terms of recognising the value of CSR.
9. See mechanism profile here: [www.oecd.org/dac/peer-reviews/Currency-Exchange-Fund.pdf](http://www.oecd.org/dac/peer-reviews/Currency-Exchange-Fund.pdf).

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