

# SHARED RESOURCES, JOINT SOLUTIONS

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## HIGHLIGHTS FROM THE OUTCOME HARVESTING ANALYSIS

2021



Ministry of Foreign Affairs



IUCN | National Committee  
of The Netherlands



## COLOPHON

This document presents some of the key highlights of the Outcome Harvesting analysis undertaken during the implementation period of the 'Shared Resources, Joint Solutions' (SRJS) programme.

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## TABLE OF CONTENTS

Colophon.....	1
1. Introduction.....	3
2. APPROACH AND METHODOLOGY .....	4
3. Actors influenced by the SRJS programme.....	5
4. Distribution of outcomes over time and scope.....	5
5. International public goods.....	6
6. Conservation targets .....	6
7. Sectors targeted .....	7
8. Observed types of change .....	8
9. Significance of outcomes .....	9
10. Gender and social inclusion .....	10
11. Dialogue and dissent strategies .....	11
12. Capacity strengthening and partnerships.....	12

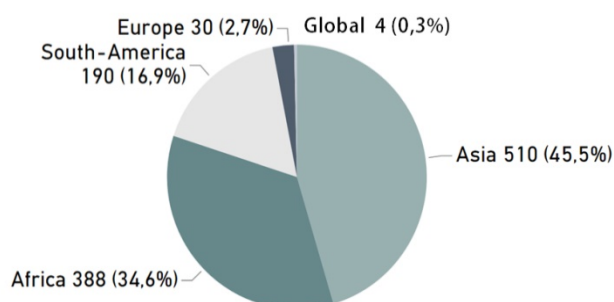


## 1. INTRODUCTION

The Shared Resources, Joint Solutions (SRJS) programme was one of the 25 strategic partnerships in the policy framework “Dialogue and Dissent” (D&D) of the Netherlands Ministry of Foreign Affairs (MoFA). In this partnership, the International Union for the Conservation of Nature, National Committee of the Netherlands (IUCN NL) and the World Wildlife Fund for Nature Netherlands (WWF NL) collaborated with more than 200 civil society partners to enhance the capacities needed to critically engage with business, financial institutions and governments and effectively lobby for green and inclusive policies and practices. Besides capacity strengthening for lobby and advocacy (L&A), the programme focused on establishing partnerships and the development of joint solutions and improving the enabling environment, including gender responsiveness and inclusiveness. The long-term goal of the programme was to secure the ecosystem-based international public goods (IPGs) water provision, food security, climate resilience and biodiversity.

### Box 2: The SRJS programme

- A five-year, 60 million Euro programme led by a strategic partnership of IUCN NL, WWF-NL, and the Dutch MoFA as donor;
- Implemented between 2016 and 2020 through a diverse group of 234 CSO partners;
- Working in nine eco-regions and 16 countries in Africa, Asia and South America, Europe and global.
- <https://www.iucn.nl/en/partnership/shared-resources-joint-solutions>



**Figure 1:** Geographic origin of outcomes (N = 1122).

Since 2017, OH workshops were held in each focus country, bringing together CSO partners to reflect on activities and collective identification of behavioural changes of the actors the programme aimed to influence (outcomes). By the end of the programme in December 2020, the data comprised 1122 outcomes from Asia, Africa, South-America, Europe, and the global level (Figure 1). A study was commissioned by the SRJS partnership to synthesise connections and visualise signals and trends in the OH data in order to distil lessons learnt across the regions and programme and inform the [SRJS end report and impact analysis](#). The following summarises the key findings of this study.



Workshop in the Philippines, photo: Erwin M. Mascarinas

## 2. APPROACH AND METHODOLOGY

The SRJS programme used **Outcome Harvesting (OH)** as a monitoring methodology. OH is a participatory, utilization-focused approach that “harvests” observable behavioural changes in societal actors (see Box 1 for a definition of outcomes in OH and footnote for two examples of the type of results achieved by the SRJS programme<sup>1</sup>). OH is especially useful in complex settings and thus was a useful approach for the multi-country, multi-level partnership perspective the SRJS programme has been taking.

The outcomes data analysed in this study were harvested by a large number of programme partners in an appreciative approach, compiling only positive results, i.e. there were no negative results in the data. The outcomes were brief statements consisting of an outcome, a significance, and a contribution statement, as well as additional information and coding (see footnote for two examples of the type of results achieved by the SRJS programme). The initial coding of the outcomes data was done by the partners, and all records were reviewed and the coding harmonised through the thorough review by the WWF NL and IUCN NL PME&L team. Nevertheless, the total number of outcomes varied among calculations and visuals in this publication depending on how many of the outcomes could be coded unambiguously for a variable. The total number of outcomes considered (N) is specified in the figure legend of each visual.

The summaries and visualizations are based on quantifications of outcomes in relation to their various dimensions such as scope, actor, type of change. However, outcomes differ in nature and therefore such quantitative summaries must be interpreted with care. Furthermore, there was variation in the number of outcomes reported from the various locations, leading to unbalanced sample sizes where larger samples may influence overall trends more strongly than others. Comparing shifts in proportions of outcomes over time is sometimes considered a more reliable measure for trends, however, this can also be influenced by factors such as budget decisions, the number of partners reporting results, or changes in the way outcomes were harvested over time. Hence, it must be understood that the data explorations and visualisations in this study are by no means statistical analyses. Nevertheless, the observed trends and signals were useful serving learning purposes, providing helpful indications of trends and hypotheses to inform SRJS’ Theory of Change approach and programme steering and management.

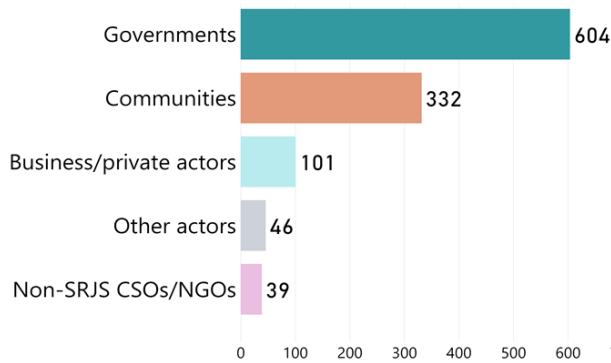
### Box 1: OH outcome definition

Observable changes in the behaviour, relationships, actions, activities, policies or practices of the individuals, groups, organisations, or networks influenced by an intervention in a small or large way, directly or indirectly, intentionally or not, negatively or positively.

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<sup>1</sup> SRJS outcome examples: <https://www.iucn.nl/en/news/milestone-for-sustainable-land-use-planning-in-the-mindanao-region-in-the-philippines/> and <https://www.wwf.nl/wat-we-doen/aanpak/internationaal/lokale-bevolking/conservation-for-and-with-people/how-to-halt-a-dam>

### 3. ACTORS INFLUENCED BY THE SRJS PROGRAMME



Behavioural changes, i.e. outcomes as defined by OH (see Colophon), were observed in various societal actors that clustered into five groups (Figure 2). The two main clusters, comprising 83% of all actors, were “Governments” (global, regional, national, and local government bodies and authorities) and “Communities” (including local populations, community stakeholders, community-based organisations, and community enterprises). “Businesses” (companies, corporates, financial institutions, farmer delegations, investors, etc.) comprised 9%.

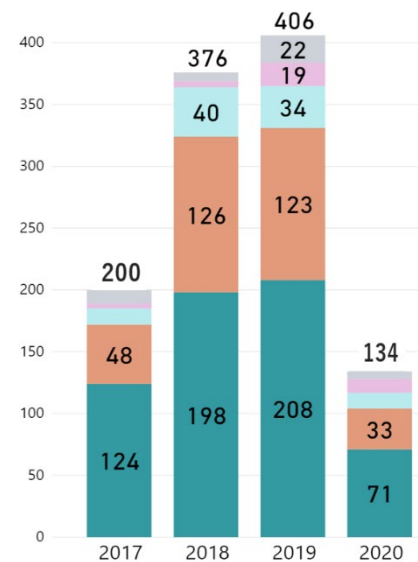
**Figure 2:** Number of outcomes for each of the five different categories of actors influenced by the SRJS programme (N = 1122).

### 4. DISTRIBUTION OF OUTCOMES OVER TIME AND SCOPE

Between 2017 and 2019, the number of observed outcomes increased continuously. Yet in 2020, SRJS partners harvested fewer outcomes, probably due to the COVID-19 restrictions which made L&A activities more difficult and delayed many policies and practices (Figure 3). Another observed trend was the continuous decrease of the proportion of outcomes from the local level relative to those from the provincial, national and supra-national levels over the years (Figure 4). This supports the notion of programme implementers that at the local level policies and practices can be changed more quickly, and that national and supra-national level processes take longer to manifest.



**Figure 4:** Proportions of outcomes over time and geographic scope (N = 1116).

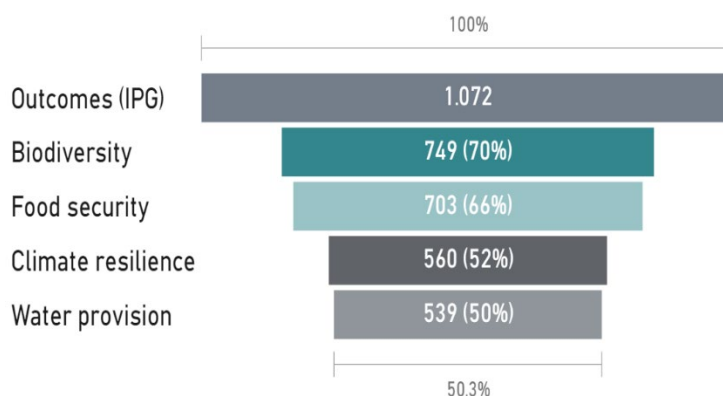


**Figure 3:** Distribution of outcomes over time observed for various types of actors (colour-coding see Figure 2; N = 1116 outcomes coded between 2017 and 2020).

## 5. INTERNATIONAL PUBLIC GOODS

The final evaluation concluded that the SRJS programme contributed to the protection and enhancement of ecosystem-based IPGs (see [impact study](#) for a discussion on the extent of this contribution). This was also evident from the OH data, where almost all outcomes (94%) were linked to an IPG. The overall distribution of outcomes across the IPGs was fairly even. The majority of outcomes were relevant to more than one IPG, and 30% related to all four IPGs. This supports the notion that climate change, water provision, food security and biodiversity are strongly interlinked and have to be considered in context. Food security was

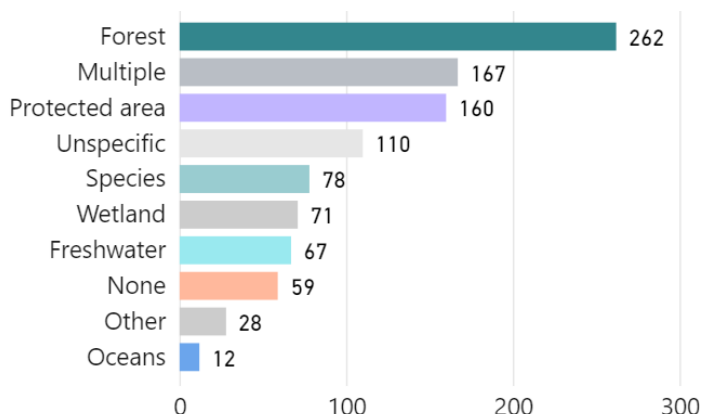
Tagged proportionally more often on the local than the higher levels. The SRJS programme supported the safe-guarding and provision of this IPG, e.g., through promoting sustainable agriculture and supporting or enforcing sustainable fisheries.



**Figure 5:** Number of outcomes linked to each of the four IPGs (N = 1072).

## 6. CONSERVATION TARGETS

Of the 1014 outcomes that were coded for conservation targets, 59 were marked as not relevant to any target. Among the remaining 955 outcomes, the largest fractions concerned "Forests" with 27% and "Protected areas" with 17%, and a considerable proportion of outcomes were tagged to multiple conservation targets (18%) (Figure 6). "Forest" outcomes were especially prominent on the local level, with 29% occurring nearly twice as often on this scale than on the national level (16%).

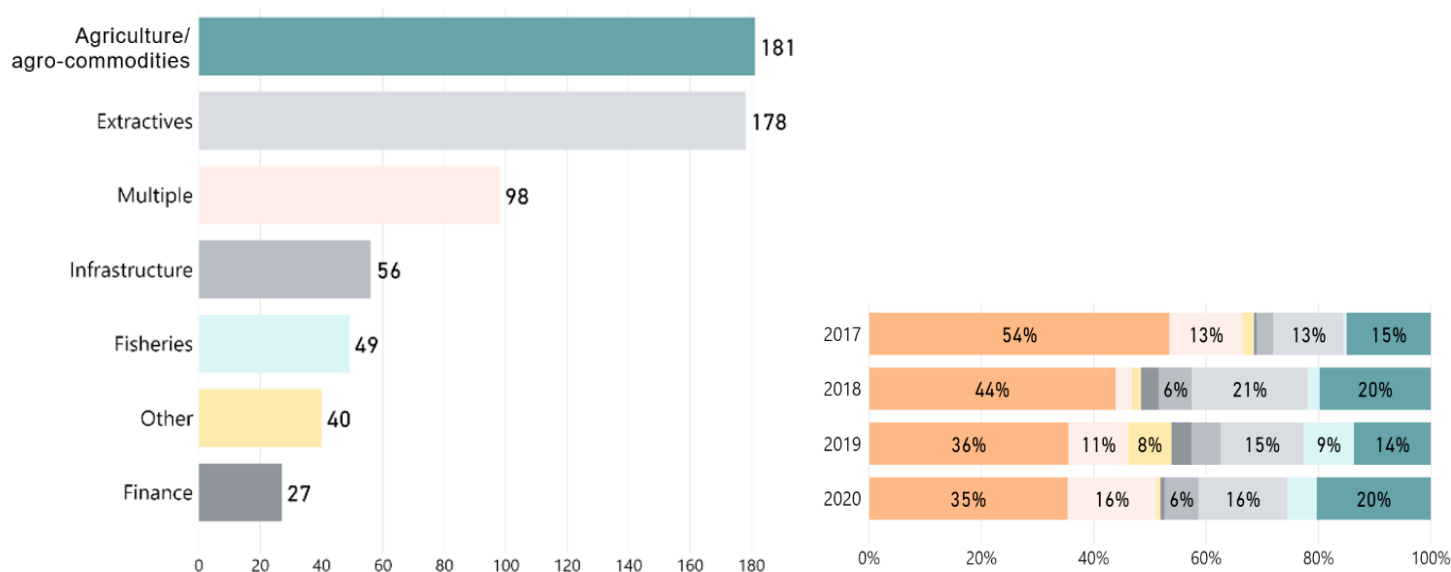


**Figure 6:** Number of outcomes relevant to specific, unspecific, or multiple conservation targets, or not relevant to a target (N = 1014).

## 7. SECTORS TARGETED

Only 58% of the 1079 outcomes coded for this category were relevant to a sector<sup>2</sup>. Among the remaining 629 outcomes that were relevant to sectors, the largest fractions were “Agriculture/ agro-commodities” (29%) and “Extractives” (28%) (Figure 7a). Both the SRJS conservation targets and the targeted sectors intersect closely with the IPGs. For example, in the Philippines the management board of a protected area approved to cancel all mining licenses within a particular landscape (sector “Extractives”), which was a step towards protecting a key biodiversity area (conservation target “Protected area”), which again secured the IPGs “Water security” and “Biodiversity”. In Central Aceh district, Indonesia, a community advocated to encourage law enforcement for illegal logging cases in Geuneungang forest (sector “Extractives-timber”). They held hearings with the Central Aceh legislative body, police and the Forest Management Unit and proposed that the forest should be protected (conservation target “Forest”) because the area was a habitat for elephants and a place for expanding the sustainable alternative livelihood from non-timber forest products (IPG “Food security” and “Biodiversity”).

Notably, the proportions of outcomes relating to the above categories played a prominent role at the local level, thus contributing in a multi-pronged, holistic approach to local livelihoods. Interestingly, the SRJS programme’s focus on achieving sector-relevant changes seems to have increased over time, with circa 46% outcomes in 2017 to circa 65% in 2020 (Figure 7b). This could mean that SRJS L&A strategies over the years targeted more specific policies and practices related to sustainable (economic) development.



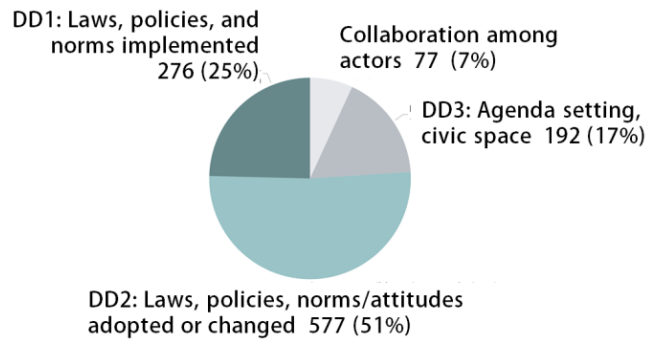
**Figure 7: a)** Number of outcomes relating to sectors; **b)** Proportions of outcomes relating to a specific sector over time. The orange proportion reflects outcomes not relevant to a sector, which was decreasing over time (N = 629).

<sup>2</sup> Many of the non-sector outcomes concerned authorities adopting (DD2) or implementing (DD1) laws and policies such as agreements on land-use or designation of conservation areas. Also there were communities or land owners who started to support ecosystem safeguarding or the outcomes described social change like improved inclusivity and collaboration.

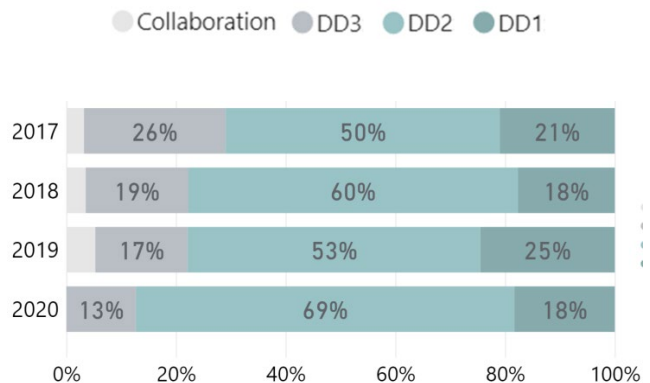


## 8. OBSERVED TYPES OF CHANGE

The changes observed in the various actors were categorised into four main types, following the Dialogue and Dissent indicators (DD) as defined by MoFA. By far the largest category with over half of all outcomes was “DD2”: the adoption or change in laws, policies, norms, and attitudes (Figure 8a). A quarter of the outcomes concerned the actual implementation of such laws, policies and norms (“DD1”). For “Governments” as actors, changes in collaboration and civic space decreased over time, while there was an increasing number of outcomes concerning laws and policies changed (“DD2”) or implemented (“DD1”) over the programme cycle. This may reflect that it took time for such outcomes further downstream the pathway of change to emerge. In addition, restrictions due to COVID-19 may explain the decreasing proportions of collaboration and agenda setting outcomes in 2020. Also, it cannot be ruled out that there was a reporting bias with partners focusing on the more important, downstream outcomes (DD2, DD1) later in the project cycle. This might also explain the overall lower number of outcomes in the final year 2020.



**Figure 8:** a) Distribution of outcomes over time and geographic scope (N = 1116).  
b) Proportion of various types of changes observed in governments over time (N = 601).

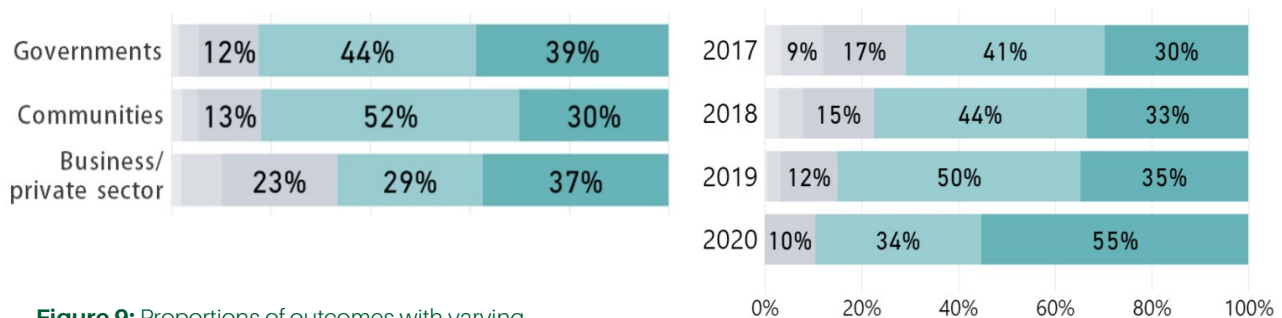


Drone image Paraguay (c) Guyra Paraguay

## 9. SIGNIFICANCE OF OUTCOMES

The significance of the outcomes was rated by the SRJS partners from 1 (not very significant) to 5 (highly significant). Proportionally fewer outcomes were considered highly significant for “Businesses” (66%) than for “Governments” (83%) and “Community” actors (82%) (Figure 9a). One explanation could be that partnerships with corporate actors were often at a different stage, fairly new and hence more explorative, where less significant results are to be expected. Generally, the fraction of highly significant outcomes increased continuously over time from 71% in 2017 to 89% in 2020 (Figure 9b). This may further support the notion that there was a focus on reporting the downstream, more significant outcomes in later project stages. Interestingly, it stood out that both conservation target and sector correlated clearly with the significance rating done by the CSO partners collecting the outcomes: outcomes with a high significance ranking were proportionally more often relevant to a specific sector or conservation target. Thus, the increase in significance may also be connected with the increase in sector-relevant outcomes over time shown in Section 7.

From low to high significance: ● 1 ● 2 ● 3 ● 4 ● 5



**Figure 9:** Proportions of outcomes with varying significance across **a)** three types of actors, and **b)** over time (N = 1068).

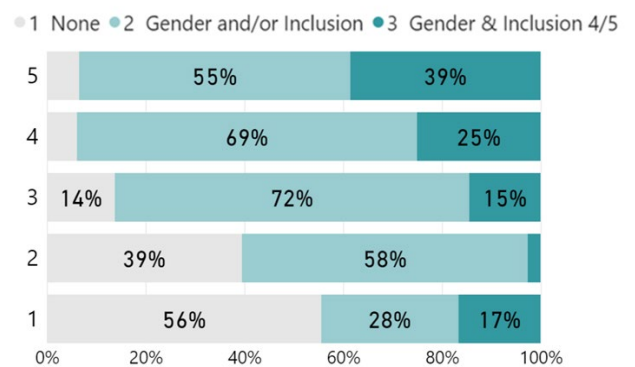


Murchinson Uganda © Henk Simons



## 10. GENDER AND SOCIAL INCLUSION

When harvesting outcomes, partners were asked to assess to what extent the described outcome addressed or included gender or social inclusion issues. A high percentage of outcomes were coded by SRJS partners as being relevant to “Gender” and/or “Inclusion” (90%) and more than a quarter of the outcomes were rated highly relevant (4 or 5) for both. Again there was a correlation with significance: the largest proportion of outcomes that were highly relevant to gender/inclusion were found among the most significant outcomes (Figure 10). This could be an indication that SRJS partners were aware of the importance of the gender and inclusion component in the achieved outcomes. Also, multi-sectoral approaches, combining e.g. environmental themes and leadership training can enhance women’s empowerment and agency. More generally it is notable that outcomes with specific L&A targets in terms of gender/inclusion, sector, or conservation target, were proportionally more often ranked highly significant. Possibly this could be taken as a signal that more targeted strategies resulted in more effective or relevant results.

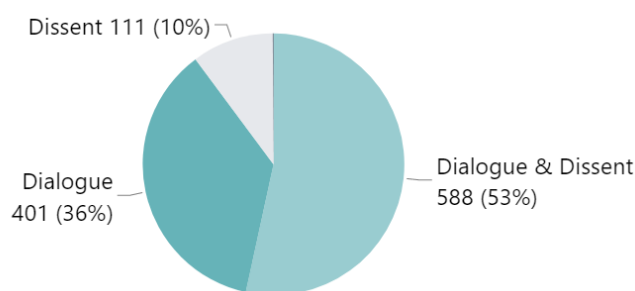


**Figure 10:** Proportions of outcomes with varying relevance to gender and/or inclusion mapped onto the five levels of significance (1 to 5). The dark green group to the right comprises outcomes where both the gender and inclusion component were ranked 4 or 5 (N = 960).

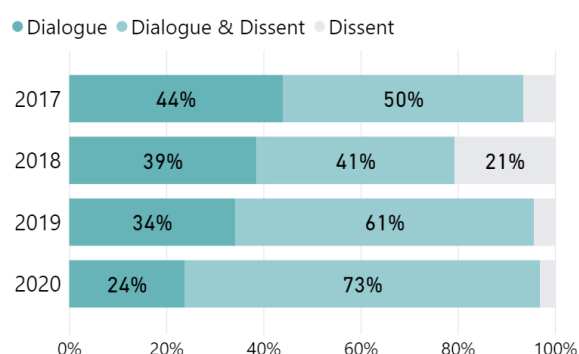


Women at market in Cambodia © Kouy Socheat, NTFP-EP Cambodia /IUCN NL

## 11. DIALOGUE AND DISSENT STRATEGIES



**Figure 11:** Proportions of “Dialogue” and “Dissent” strategies used by SRJS partners either on their own, or in combination (N = 1100).



**Figure 12:** Decrease of outcomes influenced by “Dialogue” strategies alone over the course of the programme cycle (N = 1094, excluding 2016 data).

In more than half of the outcomes the contributing SRJS partners applied a combination of “Dialogue” (for example coalition building, collaborative actions and research initiatives) and “Dissent” strategies (such as mobilising public pressure, lobby and the use of grievance systems) (Figure 11). “Dialogue” on its own was used to achieve 36% of the outcomes, and the least frequent strategy employed was “Dissent” alone (10%).

Interestingly, outcomes where “Dissent” strategies alone were used were considered slightly more significant (84% of the outcomes rated “4” or “5”) than where “Dialogue” was used on its own (77%). Over the course of the programme the use of “Dialogue” strategies alone seems to have decreased (Figure 12). The data suggests that a better balance was found in terms of using effective “Dissent” strategies while still being able to reach joint solutions through “Dialogue”. This would correspond with the more nuanced strategic approach of partners later in the programme to combine “Dialogue” and “Dissent” strategies. Dissent alone could have implications on civic space and diminishes the chance of reaching joint solutions.



Workshop in Burkina Faso

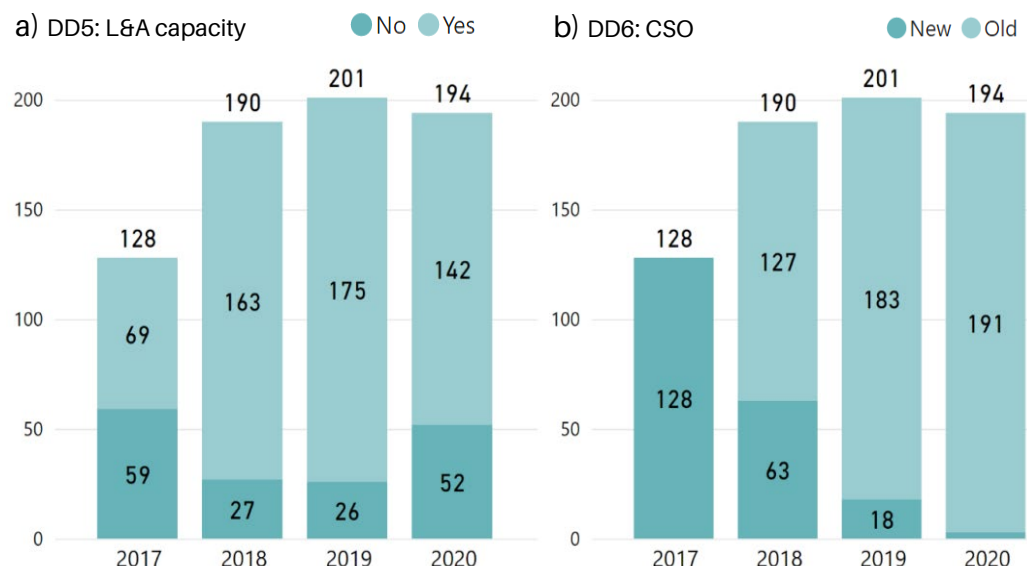


## 12. CAPACITY STRENGTHENING AND PARTNERSHIPS

Some of the DD indicators defined by MoFA were not captured through OH, including “DD5” that tracked the L&A capacity strengthening of CSOs. SRJS interventions aimed to help improve civil society partners’ L&A skills to secure the future of ecosystem-based IPGs and progress was monitored by recording the number of CSO partners who stated that they increased their L&A capacity per year. The programme offered a mix of capacity strengthening measures revolving around four key themes: 1) private sector engagement; 2) L&A capacities; 3) innovative monitoring; and 4) strategic environmental assessment and environmental and social impact assessment. A total of 191 *distinct* CSOs were strengthened in their capacities over the course of the programme. Figure 13a shows the number of organisations increasing their L&A capacity per year (light green), indicating that many of the organisation engaged repeatedly over the years. The decrease in year 2020 could be due to partners focussing more strongly on L&A activities rather than participating in capacity strengthening interventions at the end of the programme. In addition, COVID-19 restrictions may have had an effect on this.

A further indicator, “DD6”, measured the total number of CSOs included in the programme. Partners had to have a continuous relationship with the programme, and all worked towards improved ecosystems and their services. The programme included a mix of community based, environmental, legal and Indigenous organisations that could cross-fertilise and benefit from shared expertise. In total, 212 *distinct* CSOs were involved in the programme. Partnerships were fluid, with some partners joining and others leaving over the years. With partnerships often lasting multiple years or throughout the length of the programme, the SRJS alliance grew over the years despite this fluidity, with the exception of 2020 (Figure 13b).

Apart from the CSO partners, the SRJS programme also comprised various platforms, coalitions, cooperatives and forums, with communities, governments and the private sector, as depicted in Section 3. Only 11% of the outcomes were influenced by CSOs acting on their own, and not through a partnership approach. These data lend further weight to the key assumption of the SRJS programme – that joining forces is essential to safeguarding healthy, biodiverse ecosystems, and hence protecting climate resilience, water supply, food security, and biodiversity – an insight assumed to inform future strategy planning and programming decisions.



**Figure 13:** a) “DD5” indicator: Number of CSOs stating that L&A capacity increased per year (light green).  
b) “DD6” indicator: CSOs newly partnering with the SRJS programme per year.