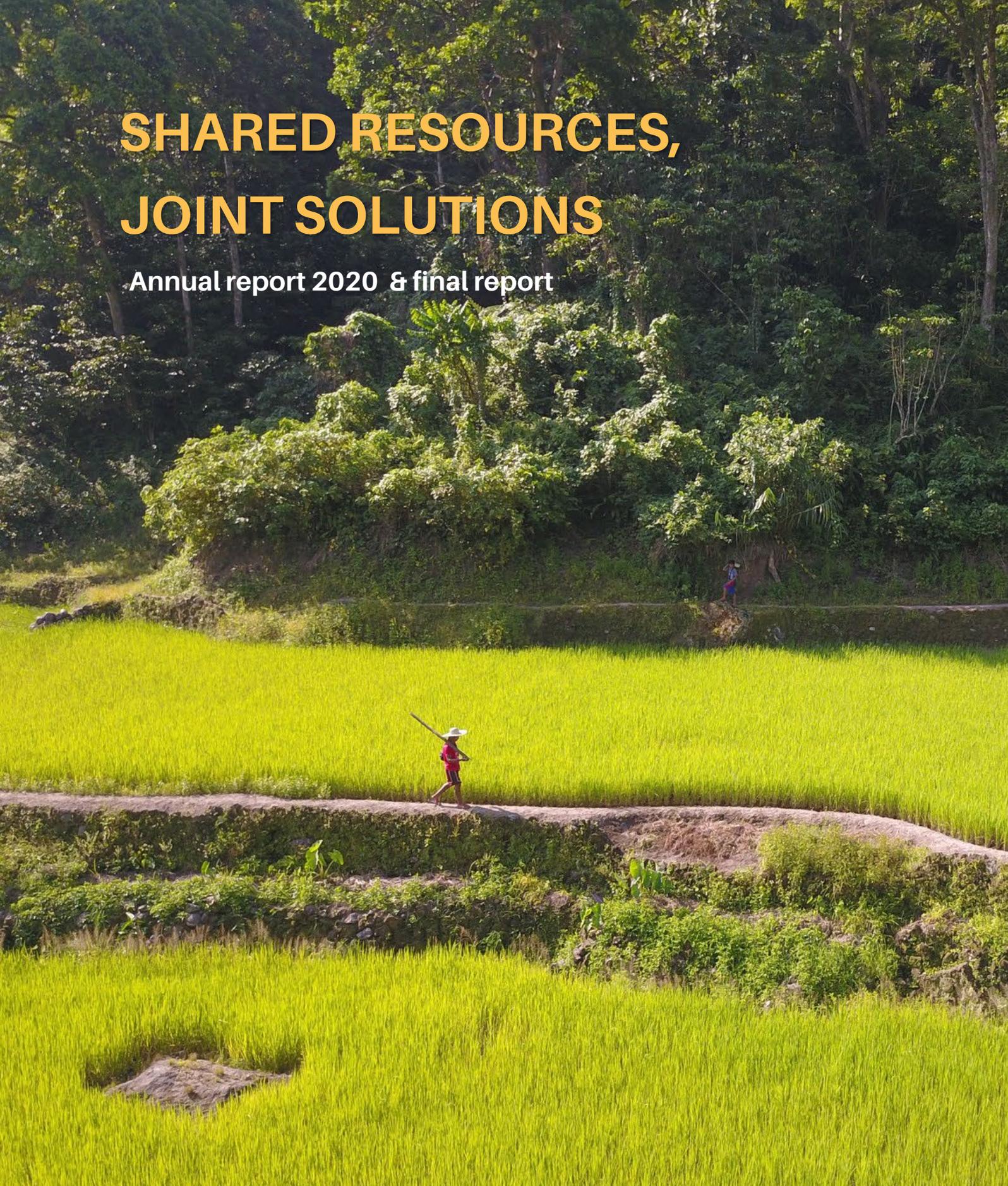


# SHARED RESOURCES, JOINT SOLUTIONS

Annual report 2020 & final report



Ministry of Foreign Affairs



IUCN | National Committee  
of The Netherlands



## Colophon

This document presents the main highlights of and lessons learned from the 'Shared Resources, Joint Solutions' (SRJS) programme that ran from 2016-2020. The report is dedicated to all those, both individuals and organisations, in the various SRJS landscapes who have shown enduring dedication to finding inclusive joint solutions to sustain this beautiful planet with all its diverse forms of life.

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**Cover photo:** Philippines (c) Erwin Mascarinas

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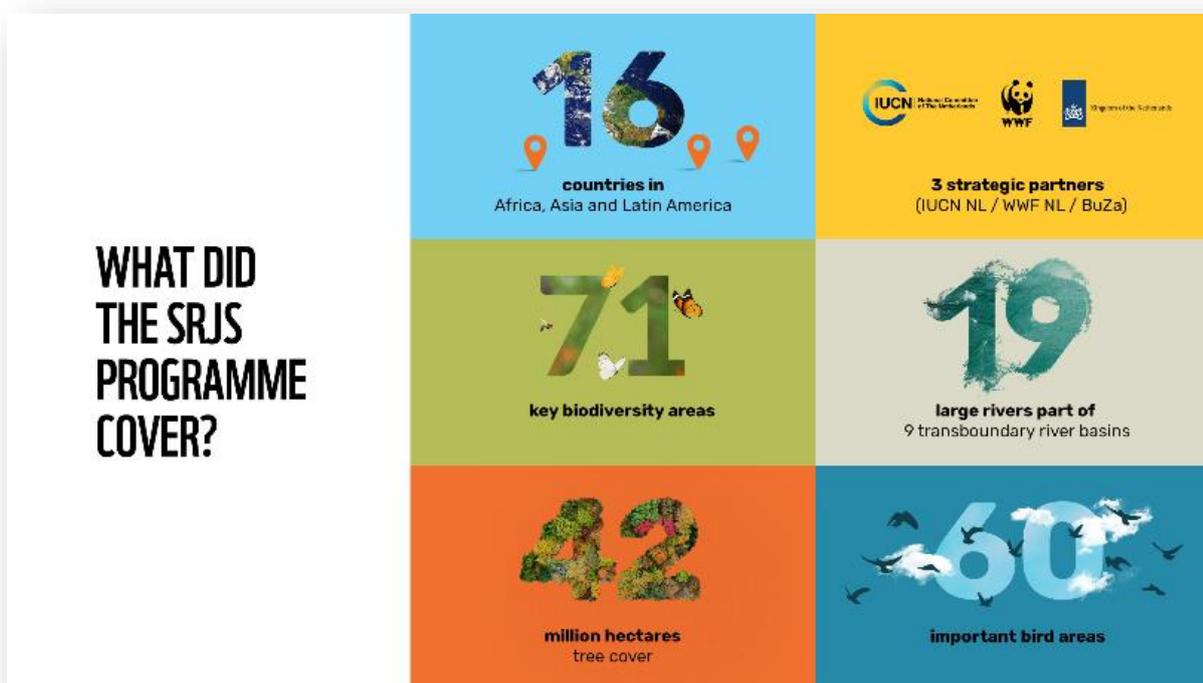
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## List of abbreviations

CREMA	Community Resource Management Area
CSO	Civil Society Organisation
DFCD	Dutch Fund for Climate and Development
EFA	Environmental Flows Assessment
EHRD	Environmental Human Rights Defender
EIA	Environmental Impact Assessment
EITI	Extractives Industry Transparency Initiative
ERG	(SRJS) External Reference Group
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ICCA	Indigenous and Community Conserved Area
IIED	International Institute for Environment and Development
IP	Indigenous Peoples
IPGs	international public goods
IPLC	Indigenous people and local communities
IRMA	Initiative for Responsible Mining Assurance
IUCN	International Union for the Conservation of Nature
IUCN NL	International Union for the Conservation of Nature National Committee of the Netherlands
L&A	Lobby and Advocacy
MoFA	Netherlands Ministry of Foreign Affairs
MoU	Memorandum of Understanding
MTR	Mid-term Review
MSC	Marine Stewardship Council
NCEA	Netherlands Commission for Environmental Assessment
NGO	Non-governmental Organisation
NRM	Natural Resource Management
RSPO	Roundtable on Sustainable Palm Oil
SEA	Strategic Environmental Assessment
SRJS	Shared Resources Joint Solutions
ToC	Theory of Change
VBDO	Association of Investors for Sustainable Development (Vereniging van Beleggers voor Duurzame Ontwikkeling)
WWF NL	World Wide Fund for Nature Netherlands

## Executive Summary

This report brings together the **key highlights** of and **lessons learned** from the Shared Resources, Joint Solutions (SRJS) programme. SRJS was a 5-year partnership between the International Union for the Conservation of Nature National Committee of the Netherlands Foundation (IUCN NL), the World Wide Fund for Nature Netherlands (WWF NL) and [the Netherlands Ministry of Foreign Affairs \(MoFA\)](#). From 2016 until 2020 the programme enabled collaboration between 212 Civil Society Organisations (CSOs) in 16 low- and middle-income countries, to strengthen the capacities necessary for effective lobby and advocacy (L&A). These CSOs were empowered to set up inclusive partnerships aimed at improving the public and private sector policies and practices, that are required to secure ecosystems-based international public goods (IPGs) - climate resilience, water provisioning, food security and biodiversity.



The report presents the main results of the SRJS Theory of Change (ToC, see Annex 1). It reflects on the programme's governance structure and identifies the key lessons for future programmes. The four annexes provide more detailed results per programme indicator, per country and theme.

- 1) **Capacity strengthening:** When CSOs have strong lobbying and capacity skills, they are more successful in influencing the policies and practices of businesses and governments. Over the course of five years SRJS strengthened the capacities of 191 CSOs in the fields of, inter alia, **business** and **financial institutions engagement**, L&A, environmental law, **innovative monitoring methods** and **strategic environmental assessments (SEA)**. The main lesson learned is that **capacity strengthening is most effective when learning is drawn from practice, informed by real-life problems, solutions and opportunities, and involves a diversity of stakeholders.**



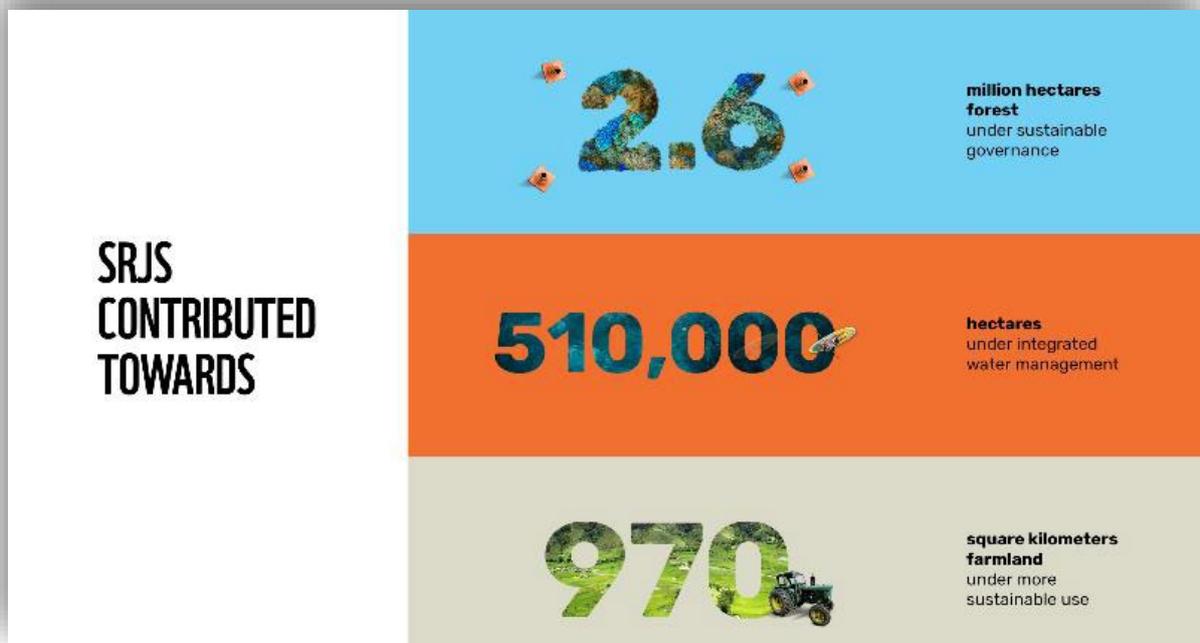
- 2) **Gender, social inclusion and civic space:** Creating an enabling environment for CSOs around gender, inclusiveness and civic space is considered a vital cross-cutting dimension of any effective programme, as well as for sustainable development in general. **Over the past five years civic space has decreased in many countries across the globe.** Some CSO partners have been threatened and, tragically, even killed. SRJS enabled **CSO partners to defend their space** by providing improved safety protocols and emergency funds for Environmental Human Rights Defenders (EHRDs). The programme also contributed to increased awareness of the importance of **gender mainstreaming** across all participating CSOs and at community level. The final evaluation concluded that SRJS paid adequate attention to the issue of gender and that both **Indigenous People and Local Communities (IPLCs) and women increased their participation in development processes.** Despite this, more effort in this field is required in any future programmes.

- 3) [Partnerships, networks and dialogue](#): Partnerships lie at the foundation of all joint efforts to influence policies and practices. The SRJS programme resulted in a diverse range of partnerships and networks. SRJS increased the capacity and confidence of its CSO partners to both participate in and facilitate partnerships and networks. Partnerships were established across the national CSO movement, with communities and local and district level government authorities, as well as with specific technical authorities at the national level. [Engaging with businesses](#) in a meaningful way proved more difficult; not all businesses are open to dialogue on how to secure ecosystem services. Where engagement was [successful](#), this was largely due to commitment from local business units. The main lesson learned is that **collaboration and dialogue on the landscape level requires time and trust, but when successful, it stimulates [innovation in conservation](#), natural resource management and joint sustainable development.**



- 4) [Changes in policies and practices](#): Natural ecosystems are better protected when government and corporate policies & practices are inclusive and green. [SRJS's L&A efforts led to 1116 examples of change to policies and practices](#) by government agencies, businesses and communities. [These changes in policies and practice contributed to the following impact](#): the development and adoption of operational plans for integrated water resources management for 510.000 hectares of river basin; 2.669.000 hectares of forest land under improved sustainable forest management, leading to decreased deforestation; and 97.000 hectares of sustainable food production systems. Achievements in biodiversity protection were accomplished indirectly; watershed, forest or wetland protection securing critical habitat for

383 endangered species. The final evaluation concluded that the programme most certainly contributed to the **protection and enhancement of ecosystem-based IPGs, mostly related to food and water security.**



- 5) Programme governance was reviewed in various studies and evaluations. These provided useful insights on programme coherence, southern ownership and leadership, collaboration among the alliance members, adaptive management, outcome harvesting and ecosystem impact monitoring. SRJS upheld a decentralised approach, tailored to the specific country contexts, landscapes and the needs of the CSOs. This resulted in strong ownership and autonomy of partners in the implementation of their country and landscape programmes. The overall steering of the programme remained northern-led, managed by a steering group that was based in the Netherlands. One of the major recommendations of the final evaluation was, not surprisingly, that **the design of any new programme should include southern CSOs from the outset in the design and the overall steering of the programme.**
- 6) Key lessons going forward: SRJS set out to strengthen the capacities of southern Non-governmental Organisations (NGOs), but evaluations reveal that the capacities of the northern partners were equally strengthened as the programme progressed. All partners have learned lessons on inclusive conservation, gender and social inclusion, the landscape approach, how to influence the private sector and transform funding mechanisms, on citizen science, civic space and leadership. **Empowerment is very important, but empowering people on how to protect nature, its forest, rivers, wetlands and seas and sustain this beautiful planet with its diverse forms of life, has maybe been the most important lesson of all, for all partners.**

## Introduction

### Context

When SRJS was conceived more than 5 years ago, times were different. The Sustainable Development Goals were just being adopted (2015). The Paris Climate Agreement had not yet been reached. When this came into force in 2016, it generated an enormous boost for climate change adaptation and mitigation by businesses and governments. The general public latched on to the topic, which led to climate marches all around the world. The release of the 2019 Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services<sup>1</sup> induced a similar effect, renewing the relevance of the discussions with businesses on biodiversity protection. Since the start of SRJS, public attention also increased for topics such as southern leadership, gender equality, social inclusion, conservation finance, value chains and environmental awareness of businesses, governments and other stakeholders.

On a different front, SRJS was confronted by unforeseen circumstances, such as ever increasing weather extremes and natural disasters. **Forest fires, floods**, hurricanes and heat waves occurred in the SRJS landscapes. Politically, the situation was at times similarly unsettled. Many countries saw their civic space being further restricted; political unrest and contested elections temporarily interrupted democratic processes. On top of it all, 2020 was marked by the COVID-19 pandemic.

SRJS navigated through these changing, trying times, by attempting to find fertile and common ground within the landscapes and in the international arena to secure ecosystem-based IPGs. All in all the SRJS partners contributed to more than 1000 outcomes in the field of sustainable policies and practices, through their L&A efforts towards local, national and international stakeholders.

### 2020, a demanding year

The very specific circumstances and events of 2020 have been woven into the report and are especially visible in annex 3. In 2020 **the COVID-19 pandemic obviously affected all the SRJS programme components**. What set out to be a year of exchange and the sharing of lessons across different (international) fora, turned out to be quite a different year - one of virtual exchange. This demanded extreme adaptive skills, to which the COVID-19 Adaptation Fund contributed. Simultaneously, the pandemic increased the risk of non-transparent policies and business practices, of increased **gender-based violence** and a civic space that was ever more constricted by governments. IPLCs were hit unevenly hard, due to their isolated position and lack of access to healthcare facilities and information.

2020 was also the year in which the programme focused on sustainability for the future. Although it is a disappointment that SRJS will not continue in its current form, many CSO partners have

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<sup>1</sup> <https://www.ipbes.net/global-assessment>

managed to find follow-up funding to continue working on the SRJS objectives. Fundación Plurales secured funding from Both Ends and MoFA, through the Netherlands embassy in Argentina, to continue its work for women EHRDs. Tanzanian partners LEATS and Hakiardhi secured funding from USAID. Several CSO partners and themes are now part of the new Power of Voices partnerships ‘[Voices for Climate Action](#)’ led by WWF NL, ‘[Forests for a Just Future](#)’ of the [Green Livelihoods Alliance](#) led by Friends of the Earth Netherlands, and the Power of Voices partnership led by Stichting Woord en Daad in West Africa. The sustainability of SRJS results was acknowledged in the final evaluation.

### Structure of the report

This report is structured as follows: firstly we describe the main results of and lessons learned from the programme’s ToC [chapters 1-4]. Secondly, we reflect on the governance structure [chapter 5] and present key lessons for future programmes [chapter 6]. Finally the four annexes present more detailed results per programme indicator, per country and per theme. The report is based on a range of publications and studies including the Mid-term Review (MTR), the Final Evaluation, annual reports, lessons learned documents ([Environmental Assessment in Landscape Management](#), [Top business engagement tips for conservation organisations](#), [Securing Rights in Landscapes](#), [Female Leadership in Conservation](#), the White Paper on Civic Space, Citizens Science Pilot reports), the [Final SRJS webinar](#) and inputs from stakeholders.



Photo 1: Philippines (c) Erwin Mascarinas

## 1. Capacity strengthening

Strong lobby capacities and technical skills increase the capacity of CSOs to influence businesses and governments. This chapter discusses how SRJS strengthened the capacities of CSOs. It highlights the original vision behind capacity strengthening, shows how capacity strengthening actually took place in practice, sets out the results achieved and shares the lessons learned. The chapter ends with highlights and key learnings of the four key capacity strengthening trajectories pursued: [business](#) and [financial institutions engagement](#); L&A; innovative monitoring methods; and [strategic environmental assessment \(SEA\)](#) and [environmental and social impact assessment \(ESIA\)](#) trajectories.

### What the ToC said about capacity strengthening

The SRJS programme is geared towards supporting CSOs to gain the capacity and influence required to collaborate in effective partnerships with other CSOs, businesses, and governments. Moreover, the programme aims at improving the CSOs' governance and management and strengthening their financial sustainability, including ensuring accountability to the people they represent, based on the assumption that CSO lobby and advocacy is more effective when it is supported by a large constituency. Capacity strengthening is planned through peer-to-peer-exchanges, training sessions, coaching by specialists and learning by doing.

### 1.1 Reflections on the SRJS capacity building approach

In 2016, all SRJS partners conducted a capacity self-assessment. This exercise identified strengths and weaknesses with specific reference to L&A. It was helpful in designing the country-specific strategies. The relationships between the partnering CSOs and other local CSOs and Community Based Organisations (CBOs) were explored. Effective and trust-based working relationships were highlighted as a vital element for both the effective implementation and the long-term sustainability of programme outcomes.



Photo 2 The CSR Café in Benin: where civil society organisations meet up with business in an informal way to share best practices on social and environmental programmes

The SRJS approach is based on local ownership, co-creation and co-implementation of capacity development strategies and partnerships. SRJS catalysed efforts to build the capacity of smaller CSOs and CBOs at both the local and national levels. The MTR recognised the potential for involving more diverse stakeholders in capacity development activities and building interaction between them. A spill over effect to broader civil society (such as faith-based organisations) was noted in the 2019 outcome harvest. As a result, communities came to understand their rights, community leaders assumed responsibilities in natural resource governance, livelihoods were strengthened through sustainable village business activities and funding measures, and conflict resolution mechanisms were put in place. During the first few years of the programme a total of almost 200 CSOs increased their L&A capacities (see figure 1 and annex 2).

In 2018 the MTR concluded that the SRJS programme was well aligned with the priorities and strategies of the participating CSOs. The focus on the functional capacities that underpin L&A was considered highly relevant to CSOs' needs and priorities. Moreover, the country-led, demand-driven approach to identifying capacity development needs was highly appreciated by

all partners, in particular the components: **mutual learning**; peer-to-peer support; collaboration among different disciplines (such as legal, livelihood). The partners worked together to achieve common goals by **harnessing their specific networks** and the necessary stakeholders. The final evaluation concluded that the capacity strengthening trajectories had resulted in a general improvement of the CSOs' L&A skills. A number of new partnerships had been initiated or strengthened and **partner CSOs had participated in various new fora**. In general, the increased visibility and legitimacy of the CSOs, towards local communities as well as governments and businesses, displays the programme's successful contribution to changed policies and practices.

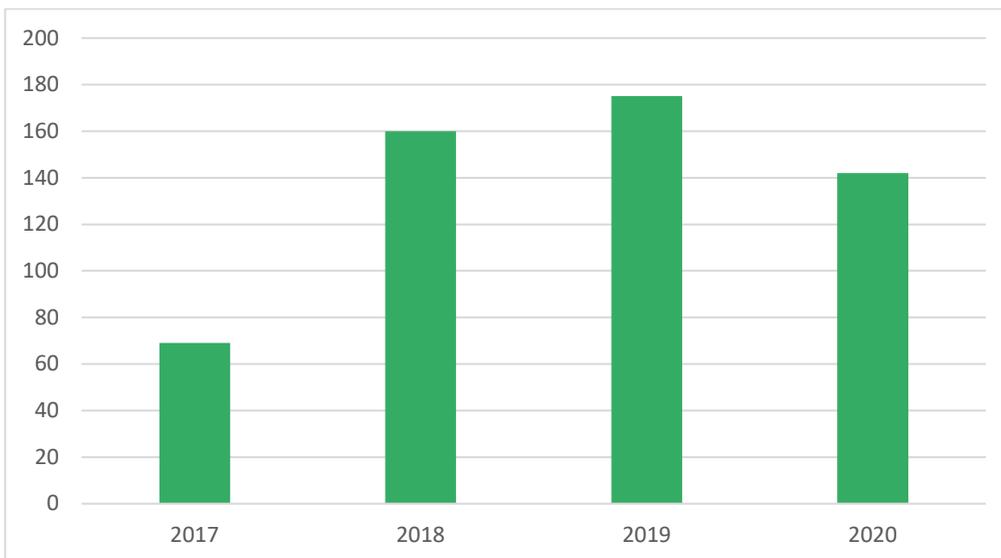


Figure 1 Dialogue & Dissent indicator 5: CSOs with L&A capacities strengthened

## 1.2 Lessons learned on capacity building

SRJS has taught us that capacity strengthening efforts do not necessarily trickle down from international partners, to national players and further down to landscape actors and local communities. **Many of the lessons harvested were lessons learned by northern partners**, by IUCN NL and WWF NL, on inclusive conservation. The External Reference Group (ERG) summarised this as follows: “Innovative organisations consider the significance of capacity strengthening in its ability to connect people, learn together, put heads together and relating together instead of outsiders determining what capacities need to be strengthened”. This requires true partnership between all programme stakeholders, and a move beyond the traditional donor-recipient relationship.

CSOs across countries and landscapes are different in nature, assume varying roles and operate at diverse levels of institutional development. A successful capacity development strategy is flexible enough to recognise such heterogeneity and to implement activities tailored to this. Within this context, **capacity strengthening is a journey that requires continuous reflection and adaptive potential. It is most effective when learning is drawn from practice, informed by real-life problems, solutions and opportunities, and involves a variety of stakeholders.**

To develop capacity strengthening further, a systemic approach is required that involves “all stakeholders, institutions and structures, aiming at wider transformative institutional change... (that) goes beyond education, training, or ‘classical’ capacity development actions such as workshops for individuals to acquire knowledge and skills. It rather entails a wider process of systemic change, develops the capacities of the total ensemble of landscape actors to reflect and reorganise their system, including the roles, responsibilities, hierarchies and power positions of all actors within.”<sup>2</sup> <sup>3</sup>Gathering all the stakeholders in a landscape requires flexibility, patience and trust. Conservation is not only the work of ecologists and biologists, but also of social scientists and most importantly of **ordinary citizens**. The long list of SRJS outcomes that show the involvement of actors other than businesses and governments, shows that this is a realistic pathway to change.

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<sup>2</sup> Baser and Morgan, 2008. <https://ecdpm.org/publications/capacity-change-performance-study-report/>

<sup>3</sup> van Oosten et al., 2020

[https://www.researchgate.net/publication/336791808\\_Capable\\_to\\_govern\\_landscape\\_restoration\\_Exploring\\_landscape\\_governance\\_capabilities\\_based\\_on\\_literature\\_and\\_stakeholder\\_perceptions](https://www.researchgate.net/publication/336791808_Capable_to_govern_landscape_restoration_Exploring_landscape_governance_capabilities_based_on_literature_and_stakeholder_perceptions)

### 1.3 Highlights of capacity strengthening

#### *Engaging business and financial institutions*

SRJS set out to help CSOs to gain a better understanding of how to engage businesses and financial institutions and how to influence value chains and financial flows. Business engagement truly took off in 2018, with activities on how to understand the [role of the financial sector](#) in sustainable development and how to [engage with financial services companies](#). A set of tools provided partners with a clear vision on how to collaborate with business.

The IUCN Business and Biodiversity Programme (BBP), the Association of Investors for Sustainable Development (VBDO), WWF NL and IUCN NL set up tailor-made training sessions for partners, companies and financial institutions on case-specific topics such as [palm oil finance, beef and deforestation](#), institutional investments in the extractive sectors and [engaging local and Dutch banks and investors](#). [Lessons learned around business engagement](#) were drawn and linked to different approaches. For example, in Paraguay, engagement on the role of beef on [deforestation](#) helped partners to accumulate knowledge on how to approach different stakeholders, how to pose questions related to social responsibility and how to lead them to mutual collaboration and participation in certain activities.

SRJS partners gained insights in the international climate finance system and how to direct funding to local priorities. This helped [Ecotrust, Uganda and Adel Sofala](#) from Mozambique to gain improved access to climate finance.

Although partners felt empowered by the capacity strengthening activities, some nevertheless remained hesitant to engage with the private sector for various reasons, such as lack of an organised business counterpart, distrust, the perception that elected politicians are responsible for regulating businesses instead of CSOs, or a perceived lack of leverage power.

#### *L&A capacity strengthening*

L&A refers to the many strategies and activities that exert influence, including engagement, campaigning, public action, negotiations and networking. Often a combination of evidence-based strategies and activities is called for.

IUCN NL and WWF NL developed a [handbook](#) containing methodologies and techniques on how to influence stakeholders. This handbook was used in the capacity strengthening workshops in Zambia and Mozambique. Local community-level organisations in the Guianas were inspired by both the lobby handbook and the trainings during their 'healthy people [campaign](#)' to reduce mercury pollution in the river caused by gold mining. As a result they developed a board game to raise awareness around water pollution.

In Paraguay and Tanzania the Universal Periodic Review - a process that involves regular review of the human rights records of all UN Member States - was employed to address problems faced by EHRDs at national and international levels. In 2020, exchange with the countries that face the UPR process in 2021 took place digitally due to COVID-19.

**Environmental flows assessments (EFAs)** were conducted in Benin and Zambia to serve as lobby evidence for decision makers around a plan for water allocation and aquatic infrastructure, the aim being not to jeopardise the integrity of important ecosystems in the river basins and to support sustainable development. **In Benin** this process involved AquaDeD, CREDI and BEES, the water authorities and local academia, with technical expertise being provided by IHE Delft. The EFAs enabled these partners to increase their expertise and legitimacy in discussions with the water authorities and with government. In Zambia, WWF facilitated a training focused on **EFAs** within ESIA processes, highlighting the assessment methods which could be appropriate for different contexts and resource scenarios.



Photo 3 Ouémé river basin in Benin (Photo: Elke Praagman, IUCN NL)

### *Innovative monitoring methods*

Effective L&A for transparency and accountability in business and government **starts with state-of-the-art and up-to-date information**. Over the years, SRJS has seen a shift from innovative monitoring by individual partners to **community-based monitoring**. This has resulted in the creation of broader L&A movements. We learned that innovative monitoring is a high-risk - high-reward activity, meaning that investments in time and money are high, but that they can contribute to successful cases.

- Monitoring with drones

Drones that collect data on ecosystems were used in several countries. The maps established by the use of drones by our partner Sawit Watch in Bulungan, [Indonesia demonstrated the local partner's expertise and sincerity to the government](#). This resulted in enhanced trust and collaboration on several policy initiatives. Drone photos of mismanagement by an oil palm plantation resulted in [government pressure on the responsible companies](#) to improve their plantation management. Examples of collaborative capacity strengthening include: training on how to fly drones and make images; how to use (free) satellite images; how to [create community land use maps](#); and [how to analyse spatial information](#) in the context of wider landscape developments. Partner Sawit Watch in Indonesia organised training for SRJS colleagues from Myanmar, drawing from their own experiences with drones and the experience of using drone images in L&A trajectories.



Photo 1 Inundation in Bulungan (Indonesia), photo: Sawit Watch

- Citizen science and community monitoring

With the rise of digital connectivity and low-cost sensor technologies, opportunities for active public involvement in scientific research have taken off. [Six citizen science](#) projects were introduced as an important complementary approach to formal science and traditional

knowledge. WWF NL organised an [event](#) to convene representatives from civil society, science and government to explore the possibilities of citizen science. Citizen science is now used in Zambia to monitor water quality and river health. It is open to participation by all members of marginalised communities, as well as school children and students living along the Kafue River. In Aceh use was made of [Visual Voices](#) to strengthen and visualise the community monitoring.

In several countries community monitoring groups were set up to report illegal activities in landscapes. Examples include a fire management plan in Guyana, [mining activities](#) in Myanmar, illegal logging, [deforestation](#) and sand mining in Aceh.

- Artificial intelligence

Guyra, Paraguay employs [artificial intelligence](#) in a [public online app](#) to automatically track deforestation in the Gran Chaco. This has resulted in two cases whereby a [judge has ruled](#) that areas that had experienced illegal deforestation were to be restored and the damage be compensated through the payment of fines.



Photo 2 Nature reserve 'Los tres gigantes' in Paraguay, photo: Cindy Galeano, Guyra Paraguay

### *SEA and ESIA*

SEA and ESIA capacity strengthening trajectories allow CSOs to adopt their role in integrated landscape management and facilitate multi-stakeholder cooperation. Ten case studies were gathered in a [lessons learned document](#) developed by CSO partners, the Netherlands Commission for Environmental Assessment (NCEA), WWF NL and IUCN NL.

Determined by the needs and opportunities in the different landscapes, capacity-strengthening activities involved training, coaching, sparring and connecting CSOs, inviting them to develop and showcase their expertise, and to understand their role in a multi-stakeholder setting. SEA and ESIA processes facilitated the multi-stakeholder approach and contributed to an enabling environment. Stakeholders have gained better insight in the issues at stake in the landscapes. **CSOs have gained respect and are now recognised as capable partners.** The position of CSOs has been reinforced, allowing them to improve laws and regulations, open doors for civil society to contribute and build trust between actors.



Photo 6 Uganda protest (photo: Cas Besselink)

## 2. Civic space, gender and social inclusion

Creating an enabling environment for CSOs around gender and inclusiveness is a vital cross-cutting aspect of sustainable development. This chapter explores what the creation of an enabling environment involves, which results SRJS delivered on this theme and what we learned from the process. The last part of the chapter highlights the work carried out on gender and female leadership, social inclusion and civic space.

### What the ToC said about gender, social inclusion and civic space

An essential condition to ensure the sustainable management of ecosystems is giving IPLCs, and especially the women in those communities, clear opportunities to participate. The assumption is that, if vulnerable groups are given responsibility and a voice, and if their knowledge and abilities to effect change are tapped into, then the chance of long-term sustainable solutions is increased. An envisaged outcome is that CSOs will successfully lobby for interventions that are gender-responsive and inclusive of marginalised groups. Further to this, good governance, rule of law, low corruption levels, and transparency and accountability of government are considered to be of vital importance when defining the (operational) space and weight of CSO participation in decision making. An envisaged outcome is that CSOs at the very least, maintain, or increase their operational space. An indispensable role is foreseen in this for MoFA, providing knowledge and making its network and diplomatic contacts available to support this work.

### 2.1 Reflections on the SRJS approach on civic space, gender and social inclusion

#### *Civic space*

Over the past five years, [civic space has decreased in many countries](#). Furthermore, elections, COVID-19 restrictions, natural disasters and social unrest have all hampered the implementation of the programme. In several SRJS countries, the programme saw widespread repression of and violence against environmental and land defenders. SRJS tried to tackle this by [increasing the personal and collective safety of EHRDs](#). Despite this, some [SRJS partners were threatened](#) and assaulted.

Experience shows that despite decreasing civic space, CSOs become expert at navigating this limited space. One adaptation strategy is to transfer one's field of operation to the local level, when political momentum on the national level does not allow any L&A activities, or becomes too dangerous. Another strategy to cope with the limited national civic space is to connect to the international level, making use of international conventions, regional agreements and international civil society alliances.

Adapting the programme's overall ToC to each specific context proved an excellent starting point to reflect on country or landscape dynamics, power balances and civic space. Capacity development increased CSOs' understanding of the roles of different stakeholders, encouraged L&A and the establishment of new partnerships, thus securing the political space for civil society to operate. Throughout the programme, partner CSOs sought legal assistance, formalised collaboration with authorities, participated in the development of policies, built their constituencies with communities and collaborated with other CSOs to make civil society stronger and more of a force to be reckoned with.

### *Gender and social inclusion*

The MTR concluded that a strong focus was needed on gender mainstreaming across all SRJS programme activities globally. This led to three broad improvements:

1. raising greater awareness among both northern and southern partners of [gender issues in programming](#);
2. addressing gender issues in communities and community-level institutions;
3. raising gender awareness across the wider institutional landscape.

As a result, gender was [elevated to a priority issue](#).



Photo 7 Cambodian women who work with forest products (Photo: © NTFP-EP Cambodia, Kouy Socheat)

Awareness of gender mainstreaming increased across all participating CSOs and at community level. In Suriname a national gender policy was developed. In Guyana the first ever Indigenous Women Conference was held. In Tanzania women claimed their right to land. In Uganda and Aceh, [women](#) showed how the inclusion of women leads to better environmental results. Work in the Philippines displayed how women tried to change the male-dominated system. These results are presented in the [SRJS publication on Female Leadership in Conservation](#).

More still needs to be done, however, to integrate gender into the delivery of programme results. At present we tend to focus on a specific set of gender-based initiatives, rather than mainstreaming gender across *all* activities.

Social inclusion measures were adopted proactively in the second half of the programme. SRJS worked extensively with Indigenous and tribal peoples' coalitions to ensure their voices are considered in policy and practice.

### 2.2 Lessons learned on civic space, gender and social inclusion

#### *Civic space*

Despite the shrinking civic space, many CSOs embarked on strategies to keep their operational space afloat. SRJS learned that the programme did not so much *influence* civic space, rather **CSOs learned to cope with limited space**. Harnessing international networks and processes to address critical national or landscape issues proved positive, especially for the protection of EHRDs and the maintenance of civic space. Embassies played a role here, through their networks and authority.

#### *Gender and social inclusion*

It is too early to draw conclusions and lessons on the assumption that ecosystems are more sustainably managed when women, local communities and Indigenous groups are included in their management. Successful strategies include inviting specialised gender organisations into a CSO consortium, or making female leaders 'champions'. [The SRJS Brief on Female leadership in Conservation](#) indicates that to contribute to real transformative change, **not only the so-called 'formal' side of the system needs to be changed (policies and regulations), but also the informal side - norms, values, traditions and cultures**. Another lessons learned is that clear gender strategies need budgets attached to them.

The final evaluation concluded that the programme paid adequate attention to gender and social inclusion and that there was evidence that Indigenous groups, youth and women increased their participation in development processes.

### 2.3 Highlights of on civic space, gender and social inclusion

#### *Civic space*

Globally, 2019 was a year of mass mobilisation for multiple causes. Climate marches took place worldwide, just so in numerous SRJS countries. Over 500 young people marched from the Bank of Guyana to the Seawall Bandstand in support of the youth-led efforts to raise awareness on climate change.

A hopeful development was Bolivia's ratification of the binding regional Escazú Agreement on access to information, public participation and justice in environmental matters - an important legal framework for the future. SRJS partner IDEA in Paraguay advocated for ratification of the [Escazú Agreement](#) in Paraguay.

IUCN NL partner Mamadou Karama, executive director of the NGO AGEREF in Burkina Faso, was awarded the [Order of Knight](#) for his efforts to conserve biodiversity and promote sustainable use of natural resources. He received the distinction on the occasion of the country's independence celebration on December 11. 'I owe this distinction partly to the support of IUCN NL,' Karama states. 'Our collaboration in the strategic partnership Shared Resources Joint Solutions these past four years has contributed to more visibility for the activities of AGEREF.'

In Madagascar, Jeannie Raharimampionona of MBG, was recognised by the National Geographic Society for her conservation work in Madagascar. In 2020 she was awarded the 2020 Buffett Award for Leadership in Conservation. The prestigious [NGS Buffet Award](#) celebrates unsung conservation heroes.

SRJS has unfortunately also experienced horrific moments in the frontline of EHRD work - the threats against and direct assaults on SRJS partners. SRJS partner Brandon Lee of Defend Illocos in the Philippines, was [shot in front of his house](#) after picking up his daughter from school. He survived the attack and received assistance through the SRJS emergency fund.

SRJS emergency funds in the Philippines and Indonesia provided local communities and individuals with much needed support in their struggle to protect the environment. This funds included support for legal assistance, e.g. for EHRDs being held on trumped-up charges; emergency relief and family support; L&A activities. Specific security trainings were organised for local communities who have been threatened as a result of their work.



Photo 8 Protest by Cordillera Peoples Alliance (Photo: Cordillera Peoples Alliance)

### *Female leadership*

SRJS supported the ReSisters Dialogue in Asia. Through this initiative EHRDs across Southeast Asia (Myanmar, Cambodia, Indonesia, Philippines, Thailand and Malaysia) convened to strengthen safety and security strategies, build coalitions and share and exchange knowledge and experiences on how to operate within a shrinking civic space, and when faced by gender-based violence and threats. The women from rural and Indigenous communities discussed the external factors affecting their lives and reflected on ways to organise, mobilise, create and strengthen their own movements.

In the Philippines, ATM's Women and Mining Working Group supported women leaders from among ATM members, or from sites of struggle, to participate in national and international activities. Nineteen women, including young women from Eastern Samar, participated in a

learning session on how mineral extraction affects women's rights. The activity culminated in the establishment of a Young Women and Mining Working Group.

In Guyana the [first ever Indigenous Women Conference](#) was held, resulting in the Bina Hill Declaration. This declaration calls for the inclusion of gender in all governing bodies. Long-term efforts by WWF-Guianas have also [empowered the University of Guyana and government agencies](#) to help ensure gender is thoroughly integrated in initiatives.



Photo 9 First-ever Indigenous Women Conference in Guyana (Photo: AE Boyer, IUCN)

Fundación Plurales in Bolivia developed a mobile application to help women defenders find and share relevant information, including geo-referenced data, photos, voice notes and relevant news on issues of environmental justice and gender. The app collects complaints and data by defenders on threats to their environment. This information is forwarded to the UN Special Rapporteurs on human rights issues, through special mechanisms of the Human Rights Commission. In this manner local issues are brought to a global platform. The app is proving very useful in COVID times.

In Benin CSOs undertook actions related to fisheries, a sector in which women play a key role as traders. Women were informed on how to put pressure on fishermen that use prohibited fishing techniques and gear. Awareness-raising actions aimed at helping women understand what role they have to play in this process and see that it is in their own interest to avoid and discourage others from buying fish that is caught by means of prohibited techniques.

### *Social inclusion*

WWF NL organised an e-learning and online exchange on human rights in conservation (including gender and civic space) for the global WWF network. Most country offices participated in exploring and exchanging thoughts and experiences on inclusive conservation. In this manner, SRJS amplified its impact across a wider group of people. Through this process we learned that conservation is a social process, taking place in an increasingly complex context. Understanding the ways in which decisions are taken, who benefits from them and who does not, is key to social inclusion.

In Ghana's Weto landscape, the Community Resource Management Areas (CREMAs) - the primary institutional government mechanism for implementing collaborative sustainable natural resource management outside protected areas - are more firmly anchored in the governance system today, thanks to explicit integration in the district's mid-term development plans. The districts provided budgets and support for CREMA-related activities. Village savings- and loan associations were strengthened, and women accessed them successfully for financial support.

In Myanmar [community empowerment](#) to manage natural resources is strong. Through TRIP NET's eight-month training sessions for youth leaders, 36 young people received [classroom and field training on how to](#) assist their community in sustainable development.



Photo 10 Forest inventory by young community leaders in Myanmar (Photo: TRIP NET)

CSO partners NTFP-EP, RECOFTC, WWF and CEPA in Cambodia joined forces to negotiate improved policies and legislation on natural resources and more equitable sharing. To date their efforts have resulted in the inclusion of provisions on the [recognition of customary use rights to forests and natural resources](#) in the, yet to be adopted, Environmental Code. To some extent, this recognition will act as a shield to protect forest inhabitants (about 2% of the total population of Cambodia). The Code also includes provisions on the consolidation of community-based arrangements concerning the co-management of forests, protected areas and biodiversity conservation zones.

In Zambia, a community fisheries project in partnership with Solidaridad established a Village Fisheries Management Committee (VFMC) incorporating women and youth. The VFMC carried out patrols and established by-laws to govern fisheries management around the village in the Kafue Flats. For the very first time, there is an equal participation of men and women in VFMC's. The community undertakes patrols on the river to self-police fishery exploitation, which includes prohibition of illegal fishing gear, refraining from fishing in breeding grounds and observing the fish ban season. This work will now be extended to the rest of the Kafue flats.



Photo 11 Fishermen in Zambia (Photo: Saskia Marijnissen)

### 3. Partnerships, networks and dialogue

The creation of flexible and dynamic partnerships between CSOs, between CSOs and governments and between CSOs and businesses, was central to the SRJS approach. Partnerships lie at the foundation of efforts to influence policies and practices. This chapter explores the original assumptions behind this approach, how partnerships developed over the course of the programme, what the results of these partnerships were and what SRJS learned from this. At the end of the chapter, key highlights illustrate the different kinds of collaboration, including the collaboration within SRJS itself and with MoFA.

#### What the ToC said about partnerships, networks and dialogue

The SRJS Theory of Change envisions three types of partnerships that will influence policies and practices of government and businesses: tripartite partnerships between civil society, governments and business; bi-partite partnerships between either civil society and government or civil society and businesses; and CSO partnerships.

SRJS assumes that tripartite partnerships are the most powerful mechanism to influence policies and practices and to find joint solutions for the landscape. This assumption is based on the idea that multi-stakeholder dialogue leads to action that can improve government and business policies and practices. Furthermore a sufficient number of relevant stakeholders will be willing to constructively engage in dialogue and to overcome short-term differences.

It is expected that bi-partite engagements with businesses will take place at various levels, from awareness raising, through creating mutual trust, to collectively designing mitigation measures. Bi-partite partnerships with governments are envisaged at the national level – mainly to enhance good governance, and at the landscape level – to support know-how and strengthen law enforcement.

A third strategy is partnership between CSOs for collaborative lobby, advice and interaction with businesses and governments on transparency and compliance with environmental and inclusive standards and laws, both nationally and internationally. The assumption here is that collaboration between CSOs would increase the effectiveness of civil society's actions.

#### 3.1 Reflections on the SRJS partnership and network approach

Save a small decline in 2020, an increasing number of CSOs became involved in the programme over the years, eventually resulting in a total of 212 CSOs (see figure 2 and annex 2). Many of these CSOs worked together in consortia. A diverse range of partnerships and networks were

developed across SRJS globally, leading the MTR to acknowledge that there was good evidence to suggest that **more stakeholders are being more involved in more ways in developing shared responses to ecosystem-based IPG issues at the landscape level**. SRJS increased the capacity and confidence of SRJS partners to both participate in and facilitate partnerships and networks, especially when working across the national CSO movement, when working with communities and with local and district level government authorities, or when engaging with specific technical authorities at the national level. CSOs were increasingly invited into policy dialogues and consultations. In some cases this was a direct result of SRJS efforts. In other cases it was at the CSOs' own instigation. Multiple endeavours were launched in the landscapes, the immediate stakeholders being those authorities that were being expected to change policies and practices. At national level, partnerships targeting the national level authorities did not always display the same degree of progress. Many CSOs put this down to restricted civic space.

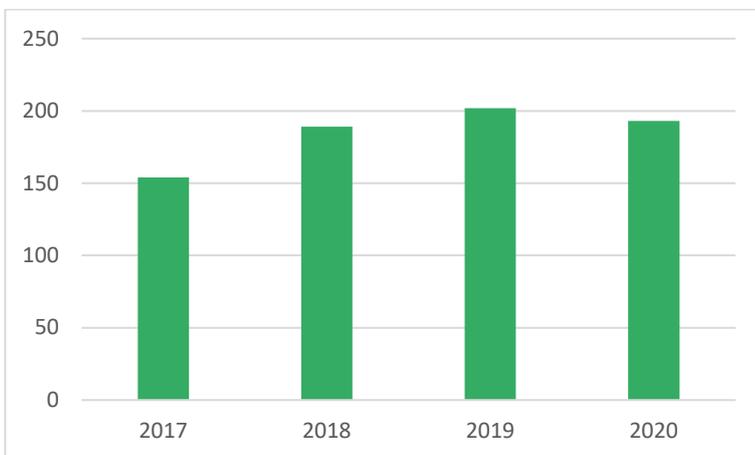


Figure 2 Dialogue & Dissent indicator 6: total of CSO partners involved in SRJS over the years

It has proven more difficult to [engage with businesses](#) in a meaningful way. Where this occurred [successfully](#), this was largely due to engagement with local business units operating within a specific landscape, or with consortia of businesses in specific sectors such as cattle farmers, the sand mining sector or sugarcane plantations. A reassessment of the assumptions behind the [business engagement](#) ToC would be useful. We would add an assumption that governments fulfil their role of controlling businesses in the landscapes better, if they enforce laws and call them to order when necessary.

Over the years it has become clear that **the coalition structure between partnerships, networks and dialogues is less solid than initially assumed**. SRJS set out with the vision that partnerships are permanent and long-term. While such partnerships do exist (especially among CSOs in one and the same country), other, more fluid types of collaboration are seen to be equally effective. This is especially true in times of crisis, when it becomes vital to convene parties with diverging opinions, for the short term, around one single topic.

The divide between Dialogue and Dissent (D&D) is similarly fluid. CSOs apply differing approaches to L&A and a complicated balance needs to be maintained. Balancing between D&D approaches is important, as it allows CSOs to adapt flexibly to changing institutional and political circumstances. In order to embrace diverse D&D approaches, a discussion on the nature of local consortia and their Terms of Reference is required. This also applies to the level of freedom that CSOs have to dissent within consortia. Dissent-oriented partners may perceive dialogue partners as being compromising where the public and private sectors are concerned. Dialogue-oriented partners may consider the dissent approach as one that compromises their institutional position. We noticed that, if the functioning rules of local consortia were not clear to the participating CSOs from the very beginning, extra time and energy was needed to reach consensus or define a bottom-line that was acceptable to all. Finding the right balance at times required lengthy communication and negotiation.

SRJS has seen the local consortia of CSOs grow and strengthen. **Such social capital can remain intact for future programmes and ongoing initiatives.** The final evaluation recognised that **joint L&A, coupled with strong networks, makes the voice of CSOs stronger.** Multi-stakeholder fora are a strategic platform to foster dialogue and exchange visions. More steps must now be taken to balance the different approaches; on capacity strengthening, on L&A and on business engagement. What does such balancing entail? Firstly there should be a coherent match between the goals set by the programme and the selection of partners. Where a wide array of CSOs exists, the selection for their participation should be driven by the programme goals.



Photo12 CSO partnership in Paraguay and Bolivia (Photo: Sander van Andel - IUCN NL)

### 3.2 Lessons learned on partnerships and networks

SRJS has learned that stakeholder collaboration and dialogue is key for any progress to take place. It provides evidence that collaboration and dialogue on the landscape level stimulate innovation in conservation, natural resource management and sustainable development. However, SRJS has also experienced the shortcomings of such landscape arrangements and dialogue, and recognises the difficulties of guaranteed long-term sustainability and inclusiveness.

**Engaging in multi-stakeholder collaboration requires time and trust**, to build good relationships and for mutual understanding. Processes have their own dynamics; sometimes they are slow. Different stakeholders enter processes from different angles and perspectives. Responsibilities and roles differ and it is important that each of these are seen and respected. This can be achieved by making roles and responsibilities explicit. And by introducing a rights-based approach into the landscape approach. A rights-based approach to landscapes is key to making landscape dialogue truly just and inclusive, especially in cases where there is no accepted legitimate system for arbitration, justice and reconciliation. For any multi-stakeholder processes to succeed, it is important to identify the common goals that exist among government and NGOs. This helps to advance common agendas and bring concrete results forward. Many outcomes were prompted by new or strengthened partnership with public authorities. Key stakeholders were stimulated to collaborate, by holding discourses around the common benefits, whilst at the same time promoting the strengths and unique character of each individual stakeholder.

The socio-political landscape also plays an important role. CSOs are often siloed across areas of interest and do not therefore collaborate with one other. **SRJS has shown that it is possible to find common ground among CSOs from different sectors.** In some countries SRJS was successful in creating and boosting public debates, or at least in highlighting those landscape challenges that encourage opposing stakeholders to the same table. This has facilitated the implementation of the programme and the achievement of outcomes. Important partners outside of the tripartite arrangements – such as media, academics and players in the sustainable development field, can help further this SRJS ambition.

By adopting a systematic rights-based, results-based landscape approach, international conservation and development agencies such as IUCN NL and WWF NL become better equipped to build multi-stakeholder dialogue. In doing so, they strengthen their position to expand the reach of landscape approaches, improve their social impact, and ensure that lessons learned are embedded in future programmes.

### 3.3 Highlights of collaboration on partnerships and networks

#### *CSO collaboration*

CSO coalitions have coalesced effectively around campaigns against major environmental threats. In Madagascar SRJS helped partners such as MBG, AVG, Fanamby, Durrel and Famelona to establish better networks in contexts where CSOs were traditionally disparate. Collaboration between them strengthened their (financial) governance.

In the Philippines, the [Save Palawan Movement](#), comprising environmental and human rights organisations, was reinforced, which resulted in a clear strategic focus for the campaign against the proposed division of the province into three separate provinces. The partnership or “connivance” between government, mining, plantation and coal companies had contributed to a divide among local communities, all of which were very vulnerable to the machinations of dominant political and economic interest groups.

In Uganda a [CSO platform combatting oil development](#) was strengthened, by working on joint positioning around an ESIA on oil exploitation and the related pipeline infrastructure in Murchison National Park.

In [Myanmar](#) SRJS partners Trip Net, DDA, Green Network and Southern Youth sent a letter of protest to the United Nations Environmental Programme Global Environment Facility (GEF), urging them to include communities in their programme. In response the GEF halted its activities to establish a protected area for further review.



Photo 3 Murchison landscape in Uganda (Photo: Cas Besselink, IUCN NL)

#### *CSO-government collaboration*

CSO-government partnerships, particularly at the landscape level (municipality or district), have yielded the highest number of outcomes. In Benin SRJS partners [signed Memorandums of Understanding \(MoUs\) with the Ministry of Environment](#) on joint monitoring of illegal inland fishing activities, destructive small-scale sand mining and illegal wildlife trade. Eco Benin successfully negotiated a contract between [Sea Shepherd and the Government of Benin](#) around patrolling at sea, to combat illegal fishing and address the problems of by-catch. In three districts in Tanzania, MoUs were signed between CSOs and district governments to collaborate on natural resource management (NRM). The [Luangwa campaign](#) led WWF Zambia to solidify a strong partnership with the Ministry of Energy. This resulted in the signing of a 5-year MoU on promoting a clean energy development path. Through this partnership WWF influenced the Environmental Policy Review and the gazetting of two Water Resources Protection Areas in Zambia.

When dialogue with governments did not lead to the desired results, SRJS in some cases adopted a dissent approach. Particularly at the local level, CSOs were welcomed by government to create a united front to confront national level interests, deliver better services and thus increase legitimacy in the eyes of communities. CSO partners frequently convened communities and governments. In the Philippines, the provincial government is now more open than it used to be, listening to the concerns of the local population. In Benin and Cambodia, fishery groups and government agencies together carried out surveillance on rivers to expose illegal fishing. In Ghana the Development Institute and A Rocha Ghana worked closely with district assemblies and decentralised government institutes to support communities in managing CREMAs and to ensure women's participation in CREMAs. In Mozambique the Marromeu National Reserve is holistically and inclusively managed by the Marromeu Complex Management Council - a multi-stakeholder platform of government, private sector, community members and NGOs.

#### *CSO-business collaboration*

In Burkina Faso the Chamber of Mines worked with SRJS partners CSOs AGEREF, NATURAMA and AGED to co-organise the West African Mining Forum on Corporate Social Responsibility. This provided an opportunity for SRJS members to:

1. organise a [more inclusive and green management of natural resources on the mining sites](#);
2. improve the execution of environmental and social management plans of the mines; and
3. propose the inclusion of sustainable management of natural resources and ecosystem services in mining corporate social responsibility.

Similar processes were undertaken on mining sector engagement across a number of countries, under the SRJS International Programme component and with the support of strategic partner [VBDO](#). This was targeted towards building [CSO business engagement skills](#).

The SRJS consortium's work with businesses led to specific and tangible examples of behavioural change. In Uganda the Kinyara Sugar Company started a [dialogue with ECOTRUST on sustainable sugar cane production](#) in the Murchison landscape. ECOTRUST used SRJS-funded land-use maps to inform the partnership about the potential threat of sugarcane expansion into forests and wetlands. This was conducted through a range of meetings and key informant interviews. ECOTRUST played a key role in restoring a wetland in partnership with inter alia the sugar company.

In partnership with VBDO, Bantay Kita organised a roundtable discussion in the Philippines on responsible mining with the financial sector. Three banks (BPI, RCBC and Landbank) participated. The financial sector players were keen to engage in further discussion on sustainable finance and due diligence in responsible mining. Members of the financial sector suggested that the Mines and Geoscience Bureau share the results of its Integrated Safety and Health Environmental Social Scoring (ISHES), to give banks a better basis for assessing risks and the environmental, social and governance impact of mining projects.

CSO partners in Paraguay, IDEA, Guyra and WWF Paraguay were trained in [sustainable finance, so that they could](#) create strategic plans for better relations with banks, and also to support the productive sector. WWF Paraguay supported a [Sustainable Finance Roundtable](#), a platform of 17 financial institutions, with the aim of strengthening their capacities in the development and implementation of social and environmental safeguards for private investments. It is now a membership requirement of the Roundtable that institutions incorporate the Environmental and Social Risk Analysis System in their practices, and adhere to the three Financing Guidelines defined for each sector: livestock, agriculture and agro-industry. The Central Bank of Paraguay promulgated Guidelines for Environmental and Social Risk Management for entities regulated and supervised by the Central Bank of Paraguay. Much lobbying took place to make benchmarks transparent, but the process to achieve this has been arduous, and to date, not as successful as hoped.

#### *Multi-stakeholder engagement*

At a global level, SRJS facilitated multi-stakeholder engagement and achieved policy influence on a number of issues, through the International Programme. With Brussels-based and Dutch NGOs, SRJS advocated the development of an [EU policy and regulation against deforestation in value chains](#). The joint lobby by Dutch NGOs of the Dutch government and the Amsterdam Declaration group played an important role in pushing the European Commission towards a Communication and a public consultation on legislation. The European Commission will publish a draft deforestation policy and regulation in June 2021.

An SRJS lobby trajectory led the government of the Philippines to initiate a tripartite dialogue on a chain approach to improving mineral governance. A [high level exchange](#) between NGOs and government representatives from Madagascar and the Philippines catalysed a roundtable on responsible mining. This dialogue explored what large-scale responsible mining looks like. The

peer to peer exchange boosted awareness and empowerment of the Malagasy delegation in particular and gained substantial press attention.

In the district of Bahia Negra in Paraguay a roundtable was organised comprising CSOs, Indigenous platforms, cattle rangers and municipalities. These parties agreed on a [dialogue towards land use planning](#). The land use planning is currently in its final stage of development, and has already led to structural changes in how parties collaborate. Working groups have been formed with ministries, municipalities, Indigenous representatives and other stakeholders. Partners are now being asked by the government to lead the process in other areas.

Regional (cross-national) partnerships are extending SRJS's programme outreach. In the Chaco Pantanal, 28 NGOs and CSOs became part of the tri-national Pantanal observatory. The group updated their strategic plan and put a new governance structure in place. The observatory focused on the fires in the Pantanal and ensuring a ban on a sugar cane plantation in the Upper Paraguay River Basin. It called on the governments of Paraguay, Bolivia and Brazil to protect the Pantanal wetlands. In response to this call, emergency funds were granted to promote forest fire prevention measures, develop tools to monitor heat sources at regional and local level, strengthen the capacity of forest brigades to act quickly when fires emerge, and [provide specialised equipment and training](#).

With Sea Shepherd, Benin's marine forces combatted illegal fishing in the coastal and high sea waters of Benin. This provided a quick public relations win for the government, resulting in renewed attention for marine protected areas, reduced illegal fishing and the enhanced protection of whales. Due to the success in Benin, the governments of Togo and Ghana have solicited support from Sea Shepherd.

#### *Collaboration with MoFA*

Representatives of MoFA have been actively involved in SRJS activities throughout. As the examples below show, this involvement ranged from joint participation in events and field visits, to providing input in country strategies.

In the Netherlands MoFA participated actively in meetings and events. Highlights were collaboration in the NL Platform on 'landscape approach', the linking and learning conferences organised by MoFA, the [Defend the Defenders conference](#) organised by IUCN NL, the [Citizen Science workshop](#) organised by WWF NL, and the workshop with partners on influencing the financial sector, which was part of the capacity development track "[Making the Financial Sector Work for Us](#)". MoFA contributed to a panel discussion during a workshop with the [International Institute for Environment and Development \(IIED\)](#) in The Hague. This took place ahead of the United Nations Framework Convention on Climate Change COP24. At this convention the obstacles preventing climate finance from reaching local levels were identified, and solutions to overcome these obstacles were proposed. In November 2020 MoFA staff participated in the SRJS webinar week and embarked on speed dates with CSOs on [local climate financing](#).

Field visits for MoFA staff took place in Benin, Ghana, Indonesia, Madagascar, Mozambique and Suriname. The interaction on these occasions gave CSOs an opportunity to voice their concerns, propose solutions, and provide MoFA with concrete insights into local socio-environmental issues. There was regular contact with nearly all Dutch Embassies in the SRJS countries. This proved highly valuable in cases of emergency, with [attacks on partners in Indonesia](#) and [the Philippines](#) taking place, [forest fires in Bolivia and Paraguay](#). SRJS local partners provided advice to the embassies; for example input for the new Mozambique and Uganda multi-annual country strategies of the Netherlands embassies were well received.



Photo 4 Protest march to defend the defenders (Photo: Kalikasan PNE)

The Netherlands embassies in Mozambique and the Philippines played an invaluable role in bringing stakeholders together. In the Philippines, this took place in the context of a SEA signing ceremony. In Mozambique the Netherlands embassy facilitated a 5-day workshop between WWF, CSOs and high-level planning authorities, giving CSOs a direct opportunity to influence these authorities. In the Philippines, collaboration with the Netherlands embassy took place around the [Manila Bay development project](#) and the [SEA process in Zamboanga](#). In Myanmar, the embassy was helpful in connecting local government officials to a SEA training with NCEA, and arranging a meeting with the Chief Minister of Tanintharyi.

## 4. Changes in policies and practice

The interventions described in the previous three chapters build up naturally to the envisaged outcome of the programme - inclusive and green business, government practices and policies. This chapter explains the assumptions behind this outcome, how the programme developed over time, which results were reached and what SRJS learned from them. The chapter ends with some key highlights of changed policies & practices in relation to water provisioning, climate resilience, food security, and biodiversity.

### What the ToC said about policies & practice

The long-term goal of SRJS is to secure the ecosystem-based IPGs - water provisioning, food security, and climate resilience for improved livelihoods. The key assumptions underlying the goal are that natural ecosystems will be restored and better protected when governments and companies adjust their policies & practices, and that protecting and restoring natural ecosystems will improve water provisioning, food security and climate resilience. CSOs are strengthened to embark on partnerships and to lobby and advocate for influencing the business and government policies and practices.

### 4.1 Reflections on the SRJS approach to change policies and practice

In the inception phase, L&A was explained as both an intervention providing a route to sustainable use of ecosystem-based IPGs in particular landscapes, as well as a route through which direct interventions could be scaled up to affect landscapes at large. In the baseline exercise, almost all partners flagged that they had been involved in L&A in the past, but that much of this work had been relatively basic and guided more by intuition than by strategies. The SRJS ToC was seen as a door opener towards more fully articulated, evidence-based L&A.

The MTR divided the achieved L&A outcomes into three sections:

1. enhanced voice and representation, especially of communities and women, that SRJS has enabled or facilitated;
2. changes in policies and regulations to which SRJS has contributed; and
3. changes in practices and actions to which SRJS has contributed.

Much SRJS-supported L&A was built on the principle of encouraging new voices in policy and practice. For the most part, this implied creating opportunities for communities living and working in particular landscapes to have a say about how landscapes were being used, managed, owned or altered. In general, the programme has seen many different kinds of awareness raising

activities, among different user groups. Communities have been supported to take direct action through improved ecosystem-based IPG-related practices. Along similar lines, SRJS has provided a channel through which community groups can engage with policy makers directly. The MTR considered the empowerment of communities to join or lead campaign agendas to influence governments and businesses, as being the most sophisticated example of voicing and representation.

SRJS L&A contributed to numerous changes in policy. These are related to:

1. changes in policy agendas, for example bringing new issues to the table;
2. changes in official commitments, for example to new policy frameworks, codes or standards;
3. changes in the policy process, for example changes in how policy is formulated or by whom;
4. changes in formal legislation and regulation.

The process of formulating policies was a viable target for L&A. In some cases this concerned improving the technical basis on which policies are made. In other cases, new methods, tools and voices were introduced into the decision-making process. Reaching policy change on a content level was of course a major target. One of the most significant examples is the reversal of potentially negative decisions, that would otherwise have led to [two dams in the Luangwa river](#) in Zambia.

At the level of implementation, change is more difficult. In the field of ecosystem-based IPGs, it is challenging to stop harmful practices that are not in line with policies, and to ensure that new legislation is enforced. Change of practice is not immediate and typically involves a change of attitudes and behaviour. Many kinds of behavioural change resulted from pressure by SRJS coalitions.

Engaging the businesses sector was challenging in most countries, but it did on the whole lead to [positive results](#). Improvements were made at single-company level. To be effective, however, change must be escalated on a sector-wide level. The extractive sector has proven especially difficult in this respect. The agricultural commodity sector was generally more responsive. When approached, banks and financial institutions also broadened their views on sustainable financing.

In terms of results, the final evaluation concluded that, although the overall goal of the programme is beyond SRJS's accountability ceiling, the programme most certainly contributed to the protection and enhancement of ecosystem-based IPGs, mostly to food and water security. This proves the validity of the assumption that natural ecosystems will be restored and better protected, when governments and companies adjust their policies & practices.

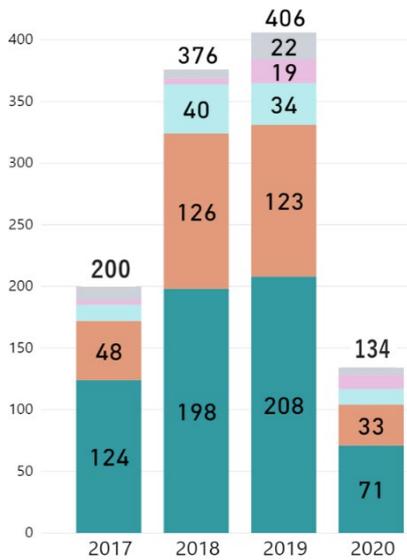


Figure 3 Distribution of outcomes over time observed for various types of actors (colour-coding: governments; communities, business/private actors; other actors; Non-SRJS CSOs/ NGOs); N = 1116 outcomes coded between 2017 and 2020).

This conclusion is supported by more than 1000 observable changes in policies and practices of governments, companies, communities and other actors that were reported across the SRJS programme (see figure 3. SRJS interventions contributed to achieving strategic change in the policies and practices of key players at the landscape, national and international levels. The final evaluation also concluded that **the programme has laid the foundations for CSOs and local communities, with their increased capacities, skills and sense of empowerment, to continue to engage and advocate for change that is positive to their livelihoods and the long-term provision of ecosystem-based IPGs.** SRJS has triggered and contributed to shifts in thinking amongst different actors, indicating that the programme's effects will last beyond its formal completion.

The MTR also acknowledged that the credibility and legitimacy of SRJS partners has grown thanks to the combination of technical expertise, representativeness, evidence and practical solutions.

To further test the assumption that changes in policies & practices will lead to more secure ecosystem-based IPGs, SRJS analysed the effects of the harvested outcomes and sought to

link the outcomes to biophysical change in the landscapes. Using research methods that include spatial analysis, interviews with partners and advanced web searches, we conducted a quantitative analysis on the following indicators:

- area of forest(ed) land under sustainable forest management or other improved practices, contributing to decreased deforestation, enhanced sinks and increased adaptive capacity of ecosystems and livelihoods;
- number of beneficiaries supported by projects and programmes on sustainable agriculture and/or forestry practices in the landscape / jurisdiction;
- area (ha) of basins with an operational plan for integrated water resources management; number of people benefiting from improved river basin management and safe deltas;
- number of hectares of farmland converted to sustainable use;
- number of threatened IUCN Red List species that have gained improved protection.

We then aggregated the results per landscape at the programme level.

## 4.2 Lessons learned on changing policies and practice

SRJS learned that dialogue and dissent needs to be understood with more nuance. Successful change is the result of a dynamic balance between policy spaces that are open to *invitation* (e.g. official consultations, public hearings, etc.) and *claimed* policy spaces (e.g. legal procedures, public education, media engagement). Understanding this may help CSOs to understand and develop clear strategies for change.

The Female Leadership brief shows how the ToC should be adapted as follows: Changing formal policies and practices is not necessarily sufficient to transform the system and to protect ecosystem-based IPGs. Norms, values and cultures within a landscape, the so-called soft part of the system, also need changing.

### *Long-term sustainability*

L&A was effective to achieve programme outcomes, but efforts could benefit more from a long-term strategy and institutional commitment beyond programme cycles. The most successful policy outcomes in key areas such as public access to information, citizen empowerment, the strengthening of core communication, engagement, and technical capacities of grassroots actors and CSOs, would benefit from longer term engagement, as many factors underpinning policy-making processes require lengthy commitment. A constant acquisition of knowledge (e.g. on new laws and policies) and the continued practicing of L&A skills (e.g. dialogue, communication, campaigns) are necessary. Transfer of skills to the younger generation can help in this respect: when given the opportunity, young people are a strong L&A force that can continue the cause, when current leaders retire.

### *Lobby & Advocacy*

In general L&A at the national level was slower and more arduous than at the local level. This by no means implies that it is a waste of time and effort to invest in national policies. Certain policies & practices can only be influenced at a national level. Some local processes can only be harnessed with national legislation. What should be made clear, however, is that national processes may require continuity of trajectories well beyond the timeframe of the programme.

Some SRJS best practices for successful L&A include:

1. Ensuring field presence: thanks to the presence of established CSOs, with a longstanding expertise and the landscape-based approach, SRJS has direct and first-hand knowledge of the issues being addressed;
2. Community mobilization, representation and empowerment: in all cases of successful change, the communities impacted were able to share their experiences and insights directly with decision makers;
3. Gathering information and evidence: collected systematically, evidence makes the case for securing ecosystem-based IPG-related services for the future;

4. Networks and relationships of trust across different kinds of institutions: Especially when dealing with human rights situations, it is urgent to partner with the legal community, and strengthening local partner organizations, such as churches, youth and women groups.
5. Clear and tangible change strategies and 'targets': change is most successful when it is based on very specific and clearly articulated questions.
6. Negotiation and facilitation skills: a collaborative attitude through a mutual-gains approach aids collaboration with different stakeholders.
7. Good understanding of ongoing political processes: a good basic understanding of the levers of change in specific policy processes is necessary to bring about real change.
8. Blending of science with Indigenous Knowledge Systems and Practices;
9. Establishment of closely interlinked environmental and human rights campaigns;
10. Working with champions of local government units at different levels to ground changed policies and practices.
11. Harnessing international processes to address critical landscape issues: foreign influence plays a positive role on the whole.

### *Private sector engagement*

Future engagement with the private sector should emphasise more concrete change in private sector practice. International actors play a key role in sustaining the momentum for sector-wide changes in the private sector. Different visions exist within the consortium as to how to go about engaging businesses. The different country contexts demand a review of the assumptions on business engagement. SRJS learned that, while **companies are fully aware of the importance of, for example, water** for their businesses and supply chains, they still need to develop a more holistic picture of the diversity of water-related contexts to sustain their businesses. There is a need to invest time and effort in moving the discourse about ecosystem-based IPG stewardship beyond increased efficiency at companies' investment sites. One could think of engaging and championing collective actions with other ecosystem-based IPG users and stakeholders.



Photo 15: Flooded forest in Brazil (photo: WWF Michel Roggo)

### 4.3 Highlights of changes in policies and practice

#### *Water provisioning*

SRJS contributed directly to the development and adoption of operational plans for integrated water resources management for 510.000 hectares of river basin, benefiting 218.000 people in the landscapes. Water resources management was a focal concern in most SRJS landscapes. More than 50% of outcomes harvested concerned water resources management.

In several countries, specific multi-stakeholder agreements were reached at the landscape level; among them Bolivia, where local water funds were consolidated in collaboration with water utilities, the municipal government and the civic committees in several water scarce communities.

Community action (a protest march) and lobbying on transparency in [Burkina Faso](#), where water taxes were not being collected regularly from large companies, prompted the authorities to publish information on tax collection and tax transfers to the local level. With revenues now increasing, local water authorities are better positioned to deliver on their mandate as water resource managers.

SRJS lobbied heavily against dams in several countries, including Zambia, where WWF successfully launched a campaign together with communities, NGOs, and the private sector. This resulted in the blocking of the development plan for a very harmful dam on [the Luangwa](#). As a result the Ministry of Energy committed to a process of hydropower infrastructure planning. WWF has been asked to act as technical advisor to develop alternatives for energy security in the area.

Due to water shortages in Cambodia, the dams were not providing enough power, which compelled the government to review its energy policy. The government postponed the Sambor Dam and Stung Treng hydropower development on the Mekong mainstream until 2030. The Mekong River mainstream will remain free from hydropower dams for the next 10 years.

#### *Climate resilience*

SRJS activities have contributed directly to 2.669.000 hectares of forest land under improved sustainable forest management or other improved practices, leading to decreased deforestation, enhanced carbon sinks and increased adaptive capacity of ecosystems and livelihoods. These results have had a positive impact on 207.000 beneficiaries in the landscapes directly.

About 52% of the outcomes harvested were related to climate resilience. This pertained either to drivers of climate change, such as deforestation, or to restoration. Knowledge on climate change was improved at landscape level. Additionally, SRJS partners advocated at international level for climate funding to reach local ecosystem-based adaption measures. Climate resilience studies and district-level climate adaption plans were conducted to support evidence-based monitoring. For example, the recommendations [from climate studies conducted by Naturalis and Deltares](#) were incorporated into Langsa city's spatial plan in Aceh. These recommendations are helping to

mainstream climate adaptation in district development programmes, and to shift district government perspectives on climate change. In Paraguay, climate scenarios were incorporated in the Bahia Negra Climate Change Adaptation and Mitigation Plan. In Mozambique, a ‘wetlands and climate’ event on World Wetlands Day raised awareness on climate change and the importance of wetlands in the Marromeu complex.

- The Netherlands and Europe

Together with VBDO, SRJS engaged financial institutions in the Netherlands to pay more attention to climate adaptation in their investor policies and practices. Based on an exploratory study, a mini-climate benchmark, two round tables and a white paper, financial institutions were stimulated to include climate resilience, and in particular adaptation, in their investment portfolios. As a result of SRJS lobbying, FMO prioritised climate adaptation and the landscape approach in their bid for and implementation of [the Dutch Fund for Climate and Development \(DFCD\)](#), which is being executed by WWF NL and others.

Internationally, SRJS lobbied for [more sustainable policies and implementation by Dutch financial institutions with respect to commodities linked to deforestation in the SRJS landscapes](#). This resulted in enhanced engagement with Rabobank and Robeco on their [palm oil policies](#). In turn, it led Dutch investors to engage with Asian companies and banks.

SRJS partners exerted influence on Dutch and European government policy around deforestation. [WWF’s European Policy Office received support in its lobby towards the European Commission](#). Additionally, a group of Dutch NGO’s collaborated to engage the Dutch Government. As a result, the seven signatories of the Amsterdam Declaration Partnership jointly asked the European Commission for measures around deforestation. The European Commission issued a communication on deforestation and forest degradation and organised a public hearing - a pivotal step towards securing a plan of action to address the EU’s significant contribution to global deforestation.

In Indonesia, national level CSOs reached out to (international) companies and so enhanced the [dialogue between communities and the private sector](#). The Roundtable on Sustainable Palm Oil (RSPO) accepted an invitation from an SRJS partner to hear and discuss with a Bulungan community that had been impacted by an RSPO member. Related to this, four villages set up a new cooperative body, that is independent from the oil palm companies and that will collaborate with Village Owned Enterprises on alternatives to palm oil. There is now a moratorium in Indonesia on new palm oil licenses, and a review of current concessions is under way.

### *Food security*

SRJS contributed directly to 97.000 hectares of sustainable food production systems (farmland, pastures, fishing grounds and (agro-)forestry), benefiting more than 28.000 people directly in the landscape.

About 66% of SRJS outcomes harvested contributed to food security as a crucial component of local livelihoods. This was achieved through the promotion of sustainable agriculture, encouraging the market for non-timber forest products and supporting or enforcing sustainable fisheries.

SRJS harvested outcomes on changed policies relating to farmland that was converted for sustainable use. In some cases, eco-friendly practices were enhanced and landscapes became more resilient to shocks. In Madagascar SRJS partners MBG, AVG, Fanamby, Durrel and Famelona proposed a new framework law on organic agriculture that is now being assessed by the government. Support for livelihoods is woven through the programme, with a focus on agro-forestry and non-timber forest products.

Conditions to maintain fish populations is key for food security. Collaboration between CSO partners and government agencies on fisheries law enforcement and enhanced community awareness achieved successful results in several landscapes. In Cambodia the government approved ten community fishery management plans in the Mekong Flooded Forest landscape. In the Guianas, the Suriname Ministry for Fisheries [stopped issuing fishing licenses to Chinese mega trawlers](#) whose practices were threatening the livelihoods and food security of the local fishers. In the Guianas, shrimp fisheries achieved Marine Stewardship Council (MSC) certifications. In Benin, partners BEES, Credi, Nature Tropical and others used political momentum to support the enforcement of laws against illegal inland fisheries, while marine fisheries are being tackled with support from SRJS partner Eco Benin and Sea Shepherd. In Mozambique, [government fisheries authorities carried out raids to arrest vessels flouting the law.](#)

### *Biodiversity*

The landscapes of SRJS cover a total of 204 protected areas (spanning almost 6 million km<sup>2</sup>), of which 22 are national parks, 71 key biodiversity areas (KBAs) and 60 important [bird areas](#) (IBAs). There are also numerous community-based conservation areas, such as Indigenous and community conserved areas, for example in Papua where the community members in Segha Village, Waropen district, managed to register an ICCA. Achievements for biodiversity protection are often accomplished indirectly, when protecting a watershed, forest or wetland that provides critical habitat to species. 70% of SRJS outcomes has been labelled as being related to biodiversity, in the form of community-based conservation, or law enforcement. Of the 5923 birds, mammals, reptiles and amphibian species that have their home in the landscapes, 383 species are threatened according to the IUCN Red List. SRJS contributed directly or indirectly to improving the habitat conditions of these 383 species.

The community-based approach proved crucial to conserving biodiversity. In Uganda, SRJS supported the restoration of wetlands and forests in sugar cane dominated landscapes, which benefits chimpanzee habitat. In Myanmar, communities in the Lenya Forest established forest committees which supervise the rules and regulations for forest management (no mining, no elephant killing, etc.).

Law enforcement is also key to fighting biodiversity loss caused by illegal exploitation. In Aceh, the highest penalty ever was set for a prosecuted elephant killing. The regent signed [a decree to manage space for wildlife and corridors](#), and a timber plantation company set aside land for an elephant corridor. A MoU was signed with [communities on the passage of wildlife](#).

In Ghana, CSO lobbying contributed to a ban on the illegal harvesting and export of rosewood to China. In Madagascar, law enforcement around illegal trade in rosewood has improved: customs capacity is stronger and illicit traders are increasingly brought to justice.

In many landscapes and countries SRJS focused on the conservation of forests and wetlands. In Benin, partners BEES, Aquaded, CREDI, Nature Tropicale and ODDDB successfully lobbied to have the Ouémé landscape recognised as an UNESCO Biosphere Reserve. In Uganda, community based forest management was not only strengthened, it is now even supported by the government. One of the most impressive results of the programme was the creation of two protected areas [Ñembi Guasu](#) and [Area de Vida Guajukaka](#) by the autonomous indigenous government of Charagua, Bolivia. Today, approximately 70% of Indigenous territory is categorised as 'protected'. Nativa and Natura supported processes at the local level to legally establish these two additional protected areas.



Photo 5 Panoramic view of Ñembi Guasu area in Bolivia (Photo: NATIVA)

### *Extractives and mining*

Regarding the extractive industry, SRJS results include a high level report and award-winning documentary on the illegal mercury trade to large-scale, small-scale and artisanal mining, both on an international as on a landscape level. On a global level, SRJS supported the Initiative for Responsible Mining Assurance (IRMA), a worldwide platform [encouraging companies to publicly commit to standards and guidelines](#). SRJS provided a platform for innovative multi-stakeholder efforts. IRMA engaged the governments, businesses and CSOs. The financial flows team successfully requested more transparency from Dutch pension funds and a halt to further expansion of the Sumitomo – Rio Tuba Nickel Mine in an old growth forest in Southern Palawan, the Philippines.

To reduce pollution and deforestation, partners ATM and KPNE in the Philippines, including a women’s group, lobbied their government to halt the extension of mining sites. Several legal cases, barricades, civil protests and social media campaigns induced the government [to suspend the unlawful renewal of a large mining permit](#). Moreover, the authorities reconfirmed the suspension of 11 companies that were non-compliant with environmental laws and maintained the existing moratorium on new mining permits.

In Aceh, police sealed a mining location after WWF Aceh released a media statement on irresponsible and illegal mining practices. In Myanmar, the local government established a multi-stakeholder subnational coordination unit to discuss issues around (mainly tin) mining. The government gave permission to independently operating village-based mining monitoring groups to report on issues requiring attention to the decision-making coordination group. As a result, companies are required to change their working processes, or pay compensation.

In the Guianas, Medical Mission, WWF Guianas, Guyana Women Miners Organisation, Policy Forum Guyana and South Rupununi District Council worked together with health and medical CSOs, business and government bodies to phase out mercury. This included awareness raising on the impacts of gold mining. Through an app with which citizens can report breaches, and through the use of monitoring drones, partners collected evidence of illegal mining activities. This resulted in government cease work orders.

In Uganda, AFIEGO and ECOTRUST built national and international coalitions, involving youth and women's groups, to create national awareness and engage local communities to [halt oil developments in Murchison National Park](#). A SEA, together with NCEA accompanied this process. Unfortunately no definite halt on oil developments has yet been achieved, but partners are engaged in long-term coalitions to continue L&A on this subject.



Photo 17 Giraffes in Murchison National Park Uganda (photo: Henk Simons, IUCN NL)

## 5. Programme governance

The many studies and evaluations carried out throughout the course of the SRJS programme have all provided insights on issues of programme coherence, southern ownership and leadership, collaboration within the alliance, adaptive management and monitoring. This chapter gives an overview of those insights and the key lessons learned.

### 5.1 Programme coherence

The first nine months of 2016 saw the setting up of the core management teams and the detailed country programmes. This inception phase was important in particular for the strategic, operational and support systems that were necessary to move SRJS from the realms of a ToC to a fully-fledged, globally distributed intervention. Besides establishing partnerships with CSOs across all of the (eco-)regions and landscapes, the inception phase also established the correct organisational, administrative and information processes and tools to manage the project. By the end of 2016 an overarching platform had been established, relationships were in place and management processes had been initiated in all of the eco-regions.

### 5.2 Southern ownership and leadership

SRJS adopted a decentralised approach, tailored to specific countries, landscapes and the needs of CSOs. This resulted in strong ownership and autonomy for partners in the implementation of their own country and landscape programmes. The overall steering of the programme remained northern-led, managed by a steering group that was based in the Netherlands. The country budgets, for example, were allocated by IUCN NL and WWF NL. Such power dynamics were also present at the national levels, where NGOs based in the capital cities determined which actions should be implemented at regional and local level. One of the major recommendations of the final evaluation was, not surprisingly, that **the design of any new programme to secure ecosystem-based IPG in the Global South, should include southern CSOs and their representatives in the design of the programme from the very outset**. Future programmes would benefit from shared decision making between northern and southern partners. Country-based partners would appreciate more autonomy (regarding staffing, financial resources and decision-making power), including the possibility to decide upon resources allocated for the international programme component.

However, a simple shift of power from the northern alliance members to the southern CSOs alone does not deliver a full solution. There are responsibilities that need to be taken on both sides: the northern partners continue to ensure that governments and companies contribute to just and sustainable trade, production and consumption, and that they share their financial power; the southern partners ensure that benefits reach the communities, and that the practices of governments and the local private sectors change.

### 5.3 Cooperation between alliance partners

The MTR revealed that the partnership between WWF NL and IUCN NL was more strategic than that it was operational. This remained so throughout the implementation period. The final evaluation observed that IUCN NL is strong in building effective networks and partnerships and local and national L&A. The WWF Network is strong in global L&A. The SRJS alliance was especially strong when the expertise of both was combined. Interventions in Paraguay and Indonesia illustrate this in practice, where both sets of expertise were set at work on the [soy](#) (Chaco-Pantanal) and beef issue (Indonesia).

For IUCN NL, SRJS constituted a large programme, requiring much institutional attention and focus. For WWF NL it was one of WWF's many programmes, especially geared towards gaining experience in working with CSOs and inclusive conservation. At a strategic level, SRJS entered into some very useful collaborations with Dutch institutions – in particular with NCEA and VBDO. In general, with some notable exceptions, there was a lack of consistent engagement with Dutch embassies and MoFA across the SRJS portfolio. The concrete opportunities to collaborate for greater engagement and influence, especially in contexts of shrinking operational space where Dutch Embassies could have been a useful interlocutor with governments to make the case for greater civil society engagement on sustainability issues, were not always picked up on. This is partly due to the fact that many embassies are focussed on trade and less on international cooperation in general.

### 5.4 Adaptive management

CSO partners generally applauded the flexibility of the programme, which enabled them to adapt their interventions and strategies on the basis of actual needs or changing national contexts. The MTR provided a key milestone on adaptive management. The lesson drawn was that more focus was required, given the limited time available. Therefore, in order to enhance the strategic (horizontal and vertical) integration of the programme, the programme management decided to strengthen the four strategic focus areas, amplifying the landscape programmes with national and international lobby trajectories and with increased cooperation on learning, exchange and strategic communication. Furthermore, the MTR identified that an additional effort was to be made on effectively mainstreaming gender into the strategic focus areas.

The fact that a considerable part of the budget had not yet been earmarked, proved especially helpful during 2020, as the Covid-19 outbreak impacted programme activities, especially where awareness raising and L&A was concerned. Many partners were forced to [adapt to remote platforms and increased mobile and internet communication](#), in order to remain in touch with stakeholders, communities and other CSOs. These changes were facilitated by the flexibility of the programme management set-up and the quick establishment of a COVID-19 fund for CSO partners. The final evaluation concluded that adaptive management both within countries and at the international programme level had allowed for greater effectiveness of the programme's delivery.

### 5.5 ToC and outcome harvesting

SRJS applied a planning, monitoring, evaluation and learning approach that was rooted in the ToC, while making use of outcome harvesting to gather results. Both the ToC and outcome harvesting were well received by partners, and considered a novelty to improve the effectiveness of L&A. The ToC made the link between outputs and envisaged outcomes visible, and explained the results-based planning approach. The ToC tool also proved useful as a mechanism for guiding CSOs' collaborative work. At its most effective, it provided a common platform for collaboration, underlining how to bring together diverse competencies to achieve shared goals. The MTR observed a need to complement overall programmatic and country-specific ToCs with more specific efforts to make these theories 'living hypotheses'. In some countries, the ToC was used as a guide to a learning-focused implementation approach.

Outcome harvesting proved intensive and time consuming, for the partners as well as for the alliance members. Many lessons were learned on how to better design outcome harvesting in future programmes. There is a considerable trade-off between the 'learning-by-doing' approach, which was useful for partners and which led to enhanced ownership of the outcome harvesting method, and the 'objectively verifiable' approach, which would have provided more harmonised, comparable and verifiable data. More work could have been carried out to track outcomes over time, plot stories of change, and to see how the resulting information could be used not just as a means of sharing progress, but to guide strategic and operational decision making. The final evaluation recommended simplifying reporting requirements where possible and making them clearer from the outset, to free time and resources at both country and international level of the programme, reducing transaction costs and allowing greater focus on programmatic priorities.

### 5.6 Ecosystem impact monitoring

SRJS embarked on some innovative monitoring endeavours. In Benin, Aceh, Paraguay and the Guianas pilots were conducted with citizen science, whereby citizens monitored impact on the ecosystems, including the impact of mining and illegal logging. The SRJS programme contributed to the development of an Early Warning System (EWS) to predict (illegal) deforestation. Worldwide quite a few systems exist to detect deforestation, but EWS is one step ahead in preventing it. EWS consists of machine learning models that predict deforestation in the (near) future using a variety of large spatial datasets, such as the latest radar data technology.

At the end of SRJS an ecosystem-based [IPG result study](#) was conducted in collaboration with MoFA's Inclusive Green Growth Department, to assess how SRJS contributed directly and indirectly to freshwater provisioning, food security, biodiversity and climate resilience. The methodology employed will be further developed and fine-tuned in the future, through community-based monitoring complemented with spatial analysis of drone and satellite imagery.

## 6. Key lessons going forward

More than 190 CSOs developed their capacities in building partnerships, influencing governments, businesses and financial institutions at local, national and global level. They adopted the role of watchdog and monitored progress when the situation demanded it. They will continue to do so, even after SRJS has ended.

SRJS was geared towards strengthening the capacities of southern NGOs. Yet the studies and evaluations produced over the past years show that northern partners - IUCN NL, WWF NL and MoFA similarly require capacity strengthening when it comes to certain subjects: inclusive conservation, gender and social inclusion, the landscape approach, influencing the private sector and transforming funding mechanisms, citizens science, civic space, and leadership. All partners and stakeholders involved in this partnership are required to search for new and transformative pathways of change. Some key lessons learned for going forward are presented below.

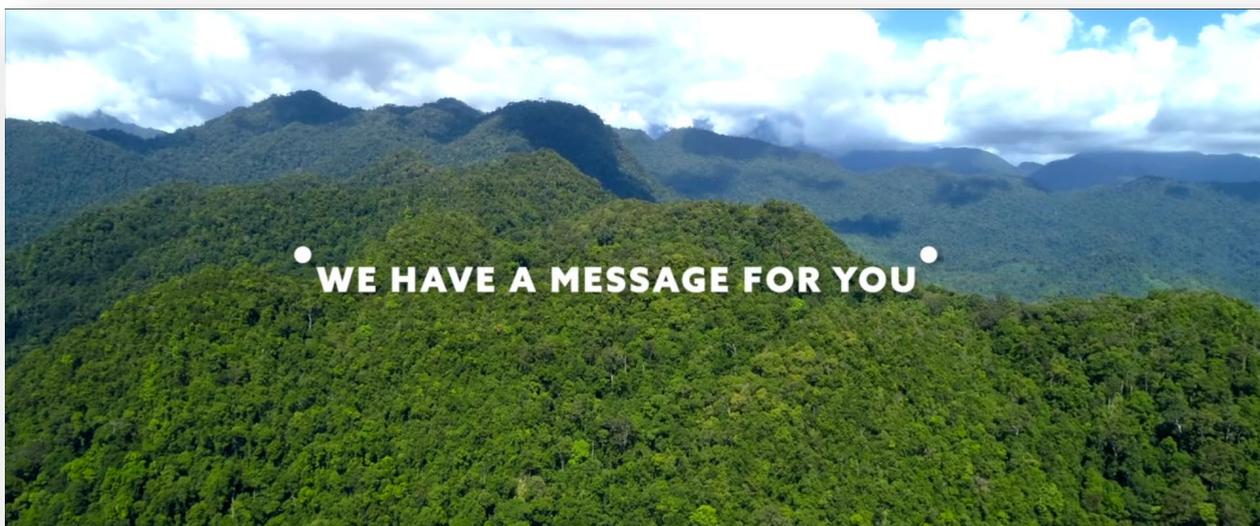


Photo 18: still from SRJS end video, please click to go to video.

### 6.1 Restoring the balance 1: Towards shared leadership

In one of the NWO-WOTRO Dialogue and Dissent Assumptions Research documents the authors recommend: “1) to turn programming upside down, starting from the global South rather than the global North and 2) to think of northern CSOs as part of relatively southern-centred networks rather than as the leading organizations in linear North–South relations”.<sup>4</sup> The topic of northern and southern leadership certainly surfaced in SRJS, as we set out previously in paragraph 5.2.

The ERG concluded that the North-South narrative is rather polarising and not inclusive. They advised to make shared leadership the better alternative. During [the SRJS closing events](#) this discussion was translated into the key question: **How do we collaborate to accomplish real change and how do we define and recognise our distinct responsibilities, in both the North and South?** Shared Resources, Joint Solutions! In practice this implies that we develop programmes where northern and southern partners truly collaborate to reach solutions; where northern partners assume their responsibility to wake up their governments, the private sector and citizens (globally), and where southern partners do the same in their countries. Furthermore, in such programmes **dialogue and dissent may become part and parcel of the partnership itself, and not only of the interventions**. Partners feel comfortable to enter into dialogue with each other and there is room for dissent.

### 6.2 Restoring the balance 2: Strengthening CSOs to safeguard IPGs

The enormous impact caused by mining, agro expansion, infrastructure and dams (partially driven by the energy transition) in combination with an accelerating climate and biodiversity crisis makes SRJS interventions, with a focus on ecosystem-based IPGs, ever more urgent and important. In this and future Strategic Partnerships the focus lies on strengthening the capacities of local organisations and strengthening citizens’ voices. Naturally, strong CSOs and strong citizens are part of the solution. [But SRJS has been successful in strengthening CSOs and citizens’ voices as a means for safeguarding the ecosystem-based IPGs](#), linking landscape to the global level (and vice versa). In the future, programmes should focus even more on safeguarding the ecosystem-based IPGs. These are needed now more than ever. Strong CSOs and citizen’ voices are needed *to protect our planet*.

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<sup>4</sup> Civil Society Research Collective (2019) ‘Starting from the South. Advancing southern leadership in civil society advocacy collaborations’, Policy Brief #1 December 2019, p. 7  
<https://includeplatform.net/publications/starting-from-the-south-advancing-southern-leadership-in-civil-society-advocacy-collaborations/>

### **6.3 Restoring the balance 3: From a landscape approach to a right-based landscape approach**

Gina Mumba Chiwela, from People’s Action Forum, Zambia stated in the [final SRJS webinar](#) that “we are currently in a crisis of responsibilities. What is the role of governments, of the private sector, of NGOs and of communities? We need to clarify those roles and make them explicit.” SRJS worked at a landscape level where different stakeholders - businesses, government and civil society - have competing interests regarding access to and control over resources. The SRJS study ‘[Securing rights in Landscapes](#)’ shows how roles and responsibilities can be made more explicit by **introducing a rights-based approach into the landscape approach**. Rules and regulations need to be clear to and acceptable for all stakeholders, and all stakeholders need to have access to a fair justice system in case of resource conflict.

For future programmes SRJS recommends a rights-based landscape approach. Such an approach is key to making landscape dialogue truly just and inclusive, especially in cases where there is no accepted legitimate system for arbitration, justice and reconciliation. It entails a wider process of systemic change, developing the capacities of a total ensemble of landscape actors, and not only of CSOs, to reorganise their systems and reflect on roles, responsibilities, hierarchies and power balances.

### **6.4 Restoring the balance 4: Defending civic space**

A healthy environment is the most basic human right of all. The civic space in which SRJS partners and defenders of environmental human rights operate has been shrinking<sup>5</sup> and violence of all types against IPLCs, women, young people and other individuals defending their lands, territories, resources and climate, has escalated<sup>6</sup>. This implies that we need to ask ourselves tough questions: what is our role in protecting civic space? How can we stand up for the rights of environmental defenders even when this might put us or our partners at risk? We must use our voice to call out the violators of environmental and human rights and to provide clear, transparent and open support to environmental defenders. At the same time, supporting environmental defenders should not be viewed as an opportunity to advance our work. Rather, in line with emerging consensus around principles of inclusive conservation, our support to environmental defenders provides opportunities to practice collaboration, integrity, respect and courage. No Silos, No Logos, No Egos<sup>7</sup> would seem to be a good rule of thumb to follow in this case.

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<sup>5</sup> CIVICUS, 2020. <https://www.civicus.org/index.php/state-of-civil-society-report-2020>

<sup>6</sup> Global Witness, 2020. <https://www.globalwitness.org/en/campaigns/environmental-activists/defending-tomorrow/>

<sup>7</sup> Social Change Initiative: <https://www.socialchangeinitiative.com/beyond-silos-egos-and-logos>. Accessed March 2021

### **6.5 Restoring the balance 5: Changing both the formal and informal sides of the system**

SRJS set out to strengthen CSOs in their capacities to influence the policies and practices of governments and businesses. Changing policies and practices touches upon changing the 'formal' side of the system. The other side of the coin is the informal side of the system: norms and values. The Female Leadership brief shows that despite progressive laws, people tend to remain settled in norms and values that prevent women and other excluded groups from participating in decision making or gaining access to resources. This informal side of the system was not part of the original SRJS ToC, while it is an important pathway of change that deserves attention, as has been frequently observed.

For future programmes we envision ToCs where changing the informal side of the system, changing norms and values, more explicitly finds its place besides changing policies and practices.

### **6.6 Restoring the balance 6: Building bridges for finance at local level**

IIED [research](#) has concluded that [only 10% of the funds of climate finance programmes reaches communities](#), while the impact of climate change is felt mainly at local level. International intermediaries contribute to a 'wastage' of climate finance. The IIED frames communities and local institutions as the missing or hidden middle, since their potential is not fulfilled. This hidden middle could enable bottom-up governance far more effectively. It is therefore necessary to strengthen and prioritise local institutions to deliver interventions at scale, by providing finance that enables learning and adaptive implementation. This conclusion can most likely also be drawn for other public finance mechanisms, such as official development assistance. The lesson from WWF's Online Exchange on Human Rights was that 'for co-creation of projects and programmes we need transformative funding mechanisms, enabling bottom-up decision-making and control'.<sup>8</sup>

Future programmes should ensure that funding truly reaches those people who need it most. Programmers should search for funding mechanisms that make this possible. Climate funding should be made 'green and biodiverse'. Funding to halt biodiversity loss, should be placed on a level alongside climate funding.

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<sup>8</sup> 10 Lessons learnt - Online Exchange on Human Rights in Conservation, WWF, April 2020

### 6.7 Restoring the balance 7: SEA as strategic tool

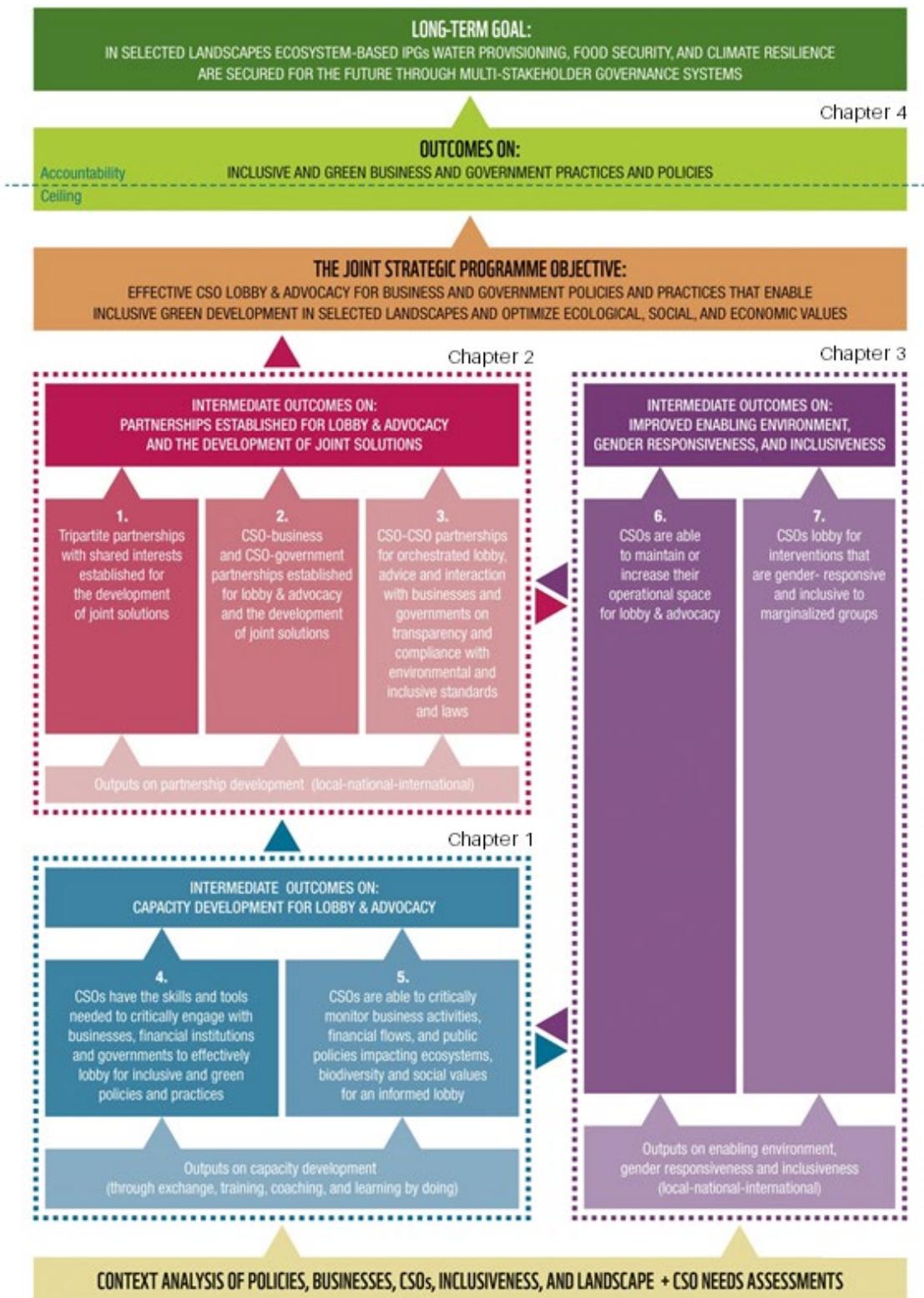
Working together with NCEA has been important in SRJS. SEA and ESIA have proven to be valuable, innovative tools for stakeholder dialogue. They convene different viewpoints across the landscape, including those of women and marginalised communities. While in some countries their application may be complicated, often requiring additional L&A to move forward (SEAs andESIAs have reached their limits, particularly when governments fail to meet the requirements), there are still many [SEA success stories](#) to share.

To ensure continued commitment, it will be important to adopt new L&A strategies to secure government support and funding for SEA, as well as the involvement of parties such as the World Bank. A further mechanism to improve SEA is to include SEA processes as a strategic element in all large funding mechanisms of the Netherlands government.

### 6.8 Final reflection

During the final SRJS webinar Bayo Akomolafe (The Emergence Network) said something intriguing: “There is more in the room than human agency.” Yes, empowering people is very important, but empowerment for what? In the end it is all about what we do with that power. Do we see nature just as a commodity, something we can use, or [do we see nature as an intrinsic part of our life on this planet, which should be given its own rights and to which we should listen more carefully](#). The SRJS programme embraces the numerous lessons learned and suggests to take them forward in future projects, programmes and initiatives. They remind us of why we are doing the work we do: to sustain this beautiful planet with its diverse forms of life.

## Annex 1 SRJS Theory of Change



## Annex 2 Dialogue and Dissent indicators

Dialogue & Dissent code and indicator	# of changes in 2017	# of changes in 2018	# of changes in 2019	# of changes in 2020	Explanatory text
DD1: # of laws, policies and norms, implemented for sustainable and inclusive development.	61	77	105	32	Over the course of the programme, SRJS partners contributed to changed practices through the implementation of 275 laws, policies or norms of targeted governments (in 45% of the cases), private sector (10%) and community actors (42%). About three quarters of the changes took place at the local level and a quarter at the provincial and national level. Implementation mostly related to improved practices in the extractives, agriculture and fisheries sectors for the benefit of ecosystems and people depending on the services of ecosystems. For example, SRJS has been successful in constituting a formal cooperation between the Government of Benin - represented by the Marine Forces - and the Sea Shepherd Society to combat illegal fishing in the Beninese coastal zone and high seas, resulting in a joint enforcement mission.
DD2: # of laws, policies and norms/attitudes, blocked, adopted, improved for sustainable and inclusive development	89	217	189	80	SRJS partners contributed to 575 blocked, adopted or improved laws, policies and norms/attitudes between 2017 and 2020. Most changes (approximately 60%) took places at the local level, 6% at provincial level, 27% at national level and 6% at supra-national and international level. The local level changes often contributed to agreements for the sustainable use of scarce ecosystem resources such as water. They also contributed to social inclusion, such as of Indigenous peoples, youth and women. For example in Bolivia, a new law enacted by the Indigenous Autonomous Government of the Charagua district declared 1.2 million hectares as a conservation area. This law allowed for the protection of a continuous conservation area of more than 6 million hectares in the Gran Chaco region. It is the first protected area thus created.
DD3: # of times that CSOs succeed in creating space for CSO demands and positions	39	66	70	15	In total, SRJS partners contributed to 190 changes in relation to agenda-setting or space to engage with the private sector and governments. In some cases, governments learned to listen to and see the CSOs as more of an ally in strengthening their own governance, rather than a threat. For example in Zambia,

Dialogue & Dissent code and indicator	# of changes in 2017	# of changes in 2018	# of changes in 2019	# of changes in 2020	Explanatory text
through agenda setting, influencing the debate and/or creating space to engage					Lower Kafue Basin stakeholders, including 11 chiefs, gave their support to the Lower Kafue River Basin Report Card during the community mobilisation and information dissemination exercise organised by WWF Zambia and People's Action Forum. In the Philippines, a Women's Cooperative in Aroroy, Masbate, independently articulated its concerns to prioritise livelihoods over mining during the Commission on Human Rights Inquiry regarding social and environmental injustices caused by a large mining company.
DD5: # of CSOs with increased L&A capacities	69	163	175	142	The launch point of all SRJS interventions was to help improve civil society partners' L&A skills to secure the future of ecosystem-based IPGs. During the course of the programme, 191 civil society partners strengthened their L&A capacities, revolving around four key themes: 1) private sector engagement; 2) lobby and advocacy capacities; 3) innovative monitoring; and 4) strategic environmental assessment and environmental and social impact assessment. In addition, efforts were made to strengthen capacities for inclusive and just conservation. Successful capacity strengthening for L&A was embedded in broader mechanisms and processes that facilitated the application, consolidation and sharing of learning. A mix of capacity building measures gave the best results to advance ecosystem based socio-political skills.
DD6: # of CSOs included in SPs programmes	128	190	201	194	Between 2017 and 2020, SRJS included 212 CSOs. The programme included a mix of community-based, environmental, legal and Indigenous organisations that cross-fertilised each other. For example, the presence of gender-focused CSOs allowed the wider consortium to benefit from their expertise toward improved environmental results. All groups had a common continuous relationship with the programme, and all worked towards improved ecosystems and their services. SRJS also comprised various platforms, coalitions, cooperatives and forums, with communities, governments and private sector participation at international, national and local levels.

## Annex 3 Results of the SRJS programme IGG results frameworks (2016-2020)

### Definitions

All contributions: the SRJS programme supported the result with a L&A contribution. We used contribution ratings 1-5, with 1 = the programme contributed very little to 5 = the outcome would not have been possible without the L&A support of the programme.

High contributions only: the SRJS programme provided a fundamental L&A support to achieve the result. For high contributions, we used contribution ratings 4 = high and 5 = very high.

Direct result: the coverage of a 'hard' result that can be attributed to a project, and its reported coverage is real and verifiable.

Indirect result: the coverage of a result for which, often essential, steps have been made by a project but with certain assumptions outside a project's span of control to become fully verifiable. Direct coverage usually concerns a smaller but more concrete scale than indirect coverage.

### 1. Forest indicators

Area of forest(ed) land under sustainable forest management or other improved practices contributing to decreased deforestation, enhanced sinks and increased adaptive capacity of ecosystems and livelihoods.	<i>Direct (hectares)</i>		<i>Indirect (hectares)</i>	
	<i>Type of forest management</i>	<i>All contributions</i>	<i>High contribution only</i>	<i>All contributions</i>
Agroforestry	0	0	0	0
Forest protection	1.748.000	450.000	47.000	47.000
Reforestation	71.000	11.000	0	0
Sustainable forest management	851.000	438.000	0	0
<i>TOTAL</i>	2.669.000	900.000	47.000	47.000
Examples	<ul style="list-style-type: none"> <li>- <a href="#">Bolivian Indigenous Autonomous Government declares second largest conservation area in the Gran Chaco</a></li> <li>- <a href="#">Livestock company in Paraguay held liable for illegal deforestation</a></li> </ul>			

Annex 3 Results of the SRJS programme IGG results frameworks (2016-2020)

Adoption and implementation of inclusive forest (smart) public and private policies, plans, commitments and practices in the landscape / jurisdiction.		<i>Direct influence (policies, plans, commitments and practices)</i>		<i>Indirect influence (policies, plans, commitments and practices)</i>	
	<i>Year</i>	<i>All contributions</i>	<i>High contribution only</i>	<i>All contributions</i>	<i>High contribution only</i>
	2016	0	0	0	0
	2017	13	3	1	1
	2018	23	17	1	1
	2019	26	19	0	0
	2020	15	11	0	0
	<i>TOTAL</i>	<i>77</i>	<i>50</i>	<i>2</i>	<i>2</i>
Examples	<ul style="list-style-type: none"> <li>- <a href="#">Local government unit terminates deal with mining firm in the Philippines</a></li> <li>- <a href="#">Increased protection for elephants and other wildlife through corridors, in Aceh Indonesia</a></li> </ul>				
Number of beneficiaries supported by projects and programmes on sustainable agriculture and/or forestry practices in the landscape / jurisdiction.		<i>Direct beneficiaries</i>		<i>Indirect beneficiaries</i>	
	<i>Year</i>	<i>All contributions</i>	<i>High contribution only</i>	<i>All contributions</i>	<i>High contribution only</i>
	2016	0	0	0	0
	2017	38.000	0	0	0
	2018	166.000	9.000	163.000	163.000
	2019	3.000	3.000	0	0
	2020	5.000	5.000	0	0
	<i>TOTAL</i>	<i>212.000</i>	<i>17.000</i>	<i>163.000</i>	<i>163.000</i>
Examples	<ul style="list-style-type: none"> <li>- <a href="#">Forest cover restoration improves the income of women in Ghana</a></li> </ul>				
Geographic locations directly reached by the interventions	<p>Mekong Flooded Forest, Chaco Pantanal, Aceh, Murchison Falls National Park, Queen Elisabeth National Park, Tanintharyi, Mole National Park, Weto Mountains Range, Nakambe river basin, District 9 Guyana, Bulungan district, Oueme River Delta, Mono River Delta, Cordillera Philippines, Southern Palawan, Rukwa Katavi provinces, Kafue Flats, Zambezi Delta, Soalala, Ampasindava. See the locations on a map: <a href="https://bit.ly/2W2Zt3M">https://bit.ly/2W2Zt3M</a>. More precise geographic locations where the results were achieved, can be given upon request.</p>				

## 2. Water indicators

Area (ha) of basins with an operational plan for integrated water resources management	<i>Land use type</i>	<i>All contributions (hectares)</i>	<i>High contribution only (hectares)</i>
	Forest land	262.000	175.000
	Agricultural land	22.000	22.000
	Other land	225.000	153.000
	<i>TOTAL</i>	510.000	351.000
Examples	<ul style="list-style-type: none"> <li>- <a href="#">Safeguarding Burkina Faso's water resources in a changing climate</a></li> <li>- <a href="#">Zambia halts hydropower dam on Luangwa river</a></li> </ul>		

Number of people benefiting from improved river basin management and safe deltas	<i>Year</i>	<i>Direct beneficiaries</i>		<i>Indirect beneficiaries</i>	
		<i>All contributions</i>	<i>High contribution only</i>	<i>All contributions</i>	<i>High contribution only</i>
	2016	0	0	0	0
	2017	23.000	3.000	0	0
	2018	162.000	5.000	162.000	162.000
	2019	2.000	0	0	0
	2020	31.000	30.000	0	0
	<i>TOTAL</i>	218.000	39.000	162.000	162.000
Examples	<ul style="list-style-type: none"> <li>- <a href="#">Assessing environmental flows to secure ecosystem services in Benin</a></li> <li>- <a href="#">Protection of water sources for Indigenous communities in Bolivia</a></li> <li>- <a href="#">Aligning interests for a stable water supply in Tanzania</a></li> </ul>				

### 3. Food indicators

Number of hectares of farmland converted to sustainable use		<i>Direct</i>		<i>Indirect</i>	
	<i>Year</i>	<i>All contributions</i>	<i>High contribution only</i>	<i>All contributions</i>	<i>High contribution only</i>
	2016	0	0	0	0
	2017	30.000	22.000	0	0
	2018	1.000	0	0	0
	2019	27.000	27.000	350.000	350.000
	2020	40.000	0	0	0
	<i>TOTAL</i>	97.000	49.000	350.000	350.000
Example	<a href="#">Involving communities to adopt sustainable fishing methods</a>				

Number of hectares of farmland that agro-ecologically became more resilient to shocks		<i>Direct</i>		<i>Indirect</i>	
	<i>Year</i>	<i>All contributions</i>	<i>High contribution only</i>	<i>All contributions</i>	<i>High contribution only</i>
	2016	0	0	0	0
	2017	7.000	0	0	0
	2018	0	0	0	0
	2019	1.000	1.000	0	0
	2020	9.000	9.000	0	0
	<i>TOTAL</i>	17.000	10.000	0	0
Example	<a href="#">Protecting mountain forests creates win-win situation in Bolivia</a>				

Number of people benefiting from farmland that is converted to sustainable use	<i>Year</i>	<i>Direct</i>	<i>Indirect</i>
	2016	0	0
2017	10.000	0	
2018	3.000	163.000	
2019	11.000	0	
2020	5.000	0	
<i>TOTAL</i>	29.000	163.000	

## Annex 4 Priority objectives and achievements per country



Photo: Philippines (c) Erwin Mascarnas

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## INTRODUCTION

In this Annex the priority objectives and the main achievements of the completed SRJS implementation phase (2016-2020) are provided for each of the SRJS regions as well as for the international programme component:

- Africa: Benin, Burkina Faso, Ghana, Madagascar, Tanzania, Uganda and Zambezi (Zambia and Mozambique)
- Asia: Cambodia, Indonesia, Philippines and Myanmar
- South America: Chaco Pantanal (Paraguay and Bolivia) and Guiana Shield (Guyana and Suriname)
- International programme component

Each entry opens with a brief description of the main pressures on ecosystem-related International Public Goods (IPGs), followed by a table providing an overview of achievements at the national or sub-national level, for the top five priority objectives from each country's Theory of Change (ToC). The texts marked in blue show the achievements of 2020.

More updates, including the SRJS newsletter, can be found here:

<https://www.iucn.nl/en/partnership/shared-resources-joint-solutions>

## BENIN

Many people living in the coastal area of southern Benin rely on wetland resources and the functions wetlands provide for their livelihoods. Rapid population growth, urbanisation and industrialisation have put this area under pressure. Strengthened local CSOs ensure compliance with environmental laws and regulations and help to safeguard the natural services that Benin's wetlands provide for current and future generations.

Priority objectives	Main achievements
1. Improved legislation and regulations as well as law enforcement with respect to fisheries in both inland waters and marine habitats.	<ul style="list-style-type: none"> <li>• Law enforcement was co-organised with government agencies resulting in the removal of illegal 'acadjas' and fishing nets, as well as arrests and convictions of illegally operating fishermen.</li> <li>• Cooperation was established between the government (Marine Forces) &amp; the Sea Shepherd Society to combat illegal fishing in the coastal zone as well as offshore. The cooperation generated much national media attention. The Benin Marine Forces arrested a number of industrial vessels operating illegally in Benin's offshore marine areas. Specific action was undertaken to protect the marine area that makes up part of the Mono Delta Biosphere Reserve.</li> <li>• An operation by Sea Shepherd led to talks with Togo and Ghana to expand their range of activity.</li> <li>• A national Framework Law relating to fisheries and aquaculture was validated.</li> <li>• SRJS collaboration with government agencies on combatting illegal fishing techniques continued successfully and confirmed government intentions and dedication to enforcing environmental legislation. Through these actions local communities felt empowered to denounce illegal techniques and started to enforce regulations themselves.</li> </ul>
3. Government provides a strengthened enabling environment for community and/or privately owned protected areas in both landscapes.	<ul style="list-style-type: none"> <li>• Partners were solicited by municipalities for inclusion in their community-based protected area processes and for advice on other environmental issues.</li> <li>• The National WACA programme (West African Coastal Areas Management Programme - World Bank) supported SRJS-managed community conservation areas in the Mono Delta Landscape, contributing to the sustainability of the conservation efforts.</li> <li>• SRJS supported the elaboration of a national action plan for the promotion of Indigenous and Community Conserved Areas (ICCAs) - an IUCN-backed initiative to promote and recognize biodiversity conservation by Indigenous People and Local Communities.</li> <li>• SRJS partners worked with government on the creation of the Ouémé Lower Valley Biosphere Reserve, which was subsequently taken up by UNESCO's Man and Biosphere Programme. The Reserve covers over 300.000 ha, with 13.000 ha dedicated to core conservation.</li> </ul>
4. NGOs provide technical input and support compliance of government and large companies re: several large infrastructural development projects, e.g. Delta Plan for the Ouémé Delta (OMI-Delta), Harbour of Cotonou and Sèmè, the hydropower dam at Ketou, the multifunctional dam Adjarala and the coastal road ('Route du Peche').	<ul style="list-style-type: none"> <li>• SRJS partners developed productive working relationships with the Agence Beninoise Pour L'Environnement (ABE- responsible for EIA implementation), the Ministry for Environment and the Beninese Association of EIA professionals (ABPEE), enabling NGOs to make better use of the environmental impact assessment (EIA).</li> <li>• SRJS conducted awareness raising and training of small-scale sand operators on legislation and best practices. Together with government and local authorities, a guide was elaborated on rules and regulations concerning small-scale sand mining.</li> <li>• SRJS partners contributed to the revision of the Framework Law for the Environment.</li> <li>• The government put a national ban on illegal sand and gravel mining and new regulations were issued to promote responsible sand mining.</li> <li>• The government formally agreed to finance the dredging pilot at Djondji in the Mono Delta Biosphere Reserve.</li> <li>• SRJS completed an e-flow study for the Ouémé Delta and shared results in a multi-stakeholder meeting with the most important decision-making institutes.</li> <li>• SRJS partners provided input in EIA for a WACA (World Bank programme) financed intervention for coastal protection.</li> </ul>
5. Target private sector actors have become aware of their ecological impact and take action to reduce their footprint.	<ul style="list-style-type: none"> <li>• A partnership was established with CimBenin, CimTogo and Scan-Togo, three Heidelberg Cement affiliates, on joint actions for improved social and environmental practices. Heidelberg decided to finance a number of conservation initiatives in the Mono Delta.</li> <li>• Major businesses in Benin shared their environmental and social policies and actions with NGOs through SRJS supported business exchange events (CSR cafes). SRJS partners advised several companies on how to improve their operations.</li> <li>• SRJS partner CREDI signed a MoU with the international construction company SOGEA-SATOM to support them in reducing their impact on biodiversity through their operations in Benin.</li> <li>• A process of drawing up a national CSR charter was initiated by the National Employers Council of Benin, in partnership with actors from the public, private and associative sectors. This process evolved into the participatory drafting of the validated national CSR charter.</li> <li>• Interparking supported mangrove restoration by Eco Benin in Mono Delta with an amount of EUR 100.000.</li> </ul>

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## BURKINA FASO

The Nakanbé Basin secures water, food, biodiversity and resilience to climate change for over five million people. However, due to poor governance and pressure caused by the region's growing population, the area suffers from biodiversity loss, land degradation and deteriorating water quality and quantity. SRJS strengthens CSOs' capacities to advocate for compliance with improved inclusive and sustainable governance practices in the private and public sectors.

Priority objectives	Main achievements
1. The biodiversity corridors between Burkina Faso and Ghana (n°1 and 2) have a legal status that guarantees their protection and integrity.	<ul style="list-style-type: none"> <li>A broad lobby group was convened for n°1. including central government, regional and local authorities, CSOs and a jointly recruited consultant. The group initiated a campaign to advocate for the adoption and implementation of the corridor at the national level and in the communities.</li> <li>The Minister of Environment, Green Economy and Climate Change committed to setting up a task force composed of members of the advocacy group and his cabinet to reflect on the appropriate legal status for biological corridors. The task force elaborated legal articles and introduced them to parliament for vote.</li> <li>A study to identify, document and evaluate the conservation status of community-managed conservation areas in the PONASI and Comoe-Léraba complexes was applied by two new donor-funded regional programmes (GEF and EU).</li> </ul>
2. The EIA/SEA procedure and process is improved, executed and respected, taking into account relevant environmental laws and regulations.	<ul style="list-style-type: none"> <li>The EIA/SEA system was reviewed and improved. The agency now treats CSOs as important partners in the execution of EIAs and when following up on Environmental and Social Management Plans.</li> <li>The National Environmental Agency (NEA) set up a working group to reflect on strengthening the role of CSOs regarding environmental assessments (EAs) and monitoring the implementation of Environmental and Social Management Plans (ESMPs), to strengthen participation of CSOs in the national EA system.</li> <li>Observations by SRJS NGO partners about non-conformity with EIA law, led to the halting of already initiated EIA processes for new infrastructures (a hospital in a classified forest and a hydropower dam in a forest reserve and Ramsar site).</li> </ul>
3. Industrial and artisanal gold mines comply with the law and adopt better (environmental and social) practices for responsible mining.	<ul style="list-style-type: none"> <li>Nakanbé Water Agency (AEN) recognised the difficulties encountered for the effective recovery of the Water Tax (CFE) from mining companies. AEN recognised the importance of CSO advocacy to improve the level of payment of the CFE by mining companies.</li> <li>Water tax revenues payments were published, under pressure by CSOs. The subject was taken up by the Chamber of Mines. As a result, the Nakambe Water Agency transferred the legally required portion of water tax revenues to the local water committees and started to collaborate with the CSOs on their plans.</li> <li>Payments into the mining fund for local development took place by mining companies after initial refusal.</li> <li>A partnership was set up between the Chamber of Mines and the National Agency for artisanal mining (Agence Nationale d'Encadrement des Exploitations Minières Artisanales et Semi-mécanisées - ANEEMAS) to better accompany artisanal mining.</li> <li>Together with the Union of Artisanal Gold Miners of Burkina Faso, an alert mechanism and environmental and social watch were set up at artisanal mining sites.</li> <li>A guide on best practices in small-scale gold mining was jointly produced, which will be disseminated via the Union and the National Agency.</li> </ul>
4. The water governance of the Bagre Pole area and the wider Nakanbé basin, including the river banks, is more inclusive and green.	<ul style="list-style-type: none"> <li>NEA committed to establishing a college to ensure CSO involvement in its governance bodies.</li> <li>Local water committees (key players in IWRM in the Nakanbé sub-basin) were integrated in the Emergency Management Committee of the Bagrépole Dam.</li> <li>IWRM good-practice capacity building of 3 local water committees raised awareness among farmers in the Nakanbé sub-basin. As a result, the river banks of the Nakanbé in Wéguedo and Béguedo were liberated by farmers and reforested with fruit trees.</li> <li>The Nakanbé Water Agency conducted a SEA for its water management scheme, inviting NGOs to contribute. Land rights are now being integrated in an update of the water management scheme, as well as in the follow-up of the Bagre Pole ESMP.</li> </ul>
5. Mining companies and the dam authorities in the Nakambe Basin effectively apply the legal texts on EAs and management plans; The EA agency effectively assures the monitoring of their ESMPs.	<ul style="list-style-type: none"> <li>Contact was made with concerned public and private parties, where the issue of EA and ESMPs was raised,</li> <li>One mine started collaborating directly with the CSOs on their ESMP and the Nakambe Basin Authority set up collaboration on the ESMP.</li> </ul>

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## GHANA

Tens of thousands of people are being affected by expanding unsustainable land use in the Volta Basin. SRJS safeguards water provisioning, food security and climate resilience. By promoting integrated landscape governance where communities, businesses and government take joint responsibility for sustainable use and restoration of ecosystems, SRJS aims to safeguard water provisioning, food security and climate resilience.

Priority objectives	Main achievements
1. Local community stewardship of natural resources is enhanced.	<p><b>Mole landscape:</b></p> <ul style="list-style-type: none"> <li>Multi-stakeholder agreement was reached on more sustainable pastoralism.</li> <li>The Mole Ecological Landscape Community Resource Management Areas (CREMAs) formed a Conservation Trust Fund Board of Trustees.</li> <li>The youth of Damongo signed a MoU with charcoal producers to halt excessive charcoal production in Gonjaland.</li> <li>Three local communities developed CREMA management plans.</li> <li>Students in North and West Gonja Districts implemented environmental action plans on afforestation and waste management in the respective communities.</li> </ul> <p><b>Weto landscape:</b></p> <ul style="list-style-type: none"> <li>The Weto CREMA Executive Committee outlined plans and actions for 2018 to promote sustainable management of the Weto landscape and its resources.</li> <li>The Kale CREMA planted over 1,000 seedlings for restoration and avenue beautification, as well as fruit trees for income generation.</li> <li>Laws on chainsaw lumber production and illegal wildlife hunting were enforced by CREMA community forestry guards who arrested illegal chain saw operators and poachers and handed them over to the Wildlife Division staff.</li> </ul> <p><b>National level:</b></p> <ul style="list-style-type: none"> <li>A national review of the CREMA's identified contributions to conservation and livelihood outcomes, and strengths and weaknesses of governance was conducted. Recommendations (including policy recommendations) were provided to strengthen effectiveness and impact.</li> </ul>
2. Businesses adopt sustainable practices.	<p><b>Mole landscape:</b></p> <ul style="list-style-type: none"> <li>Engagement with the Shea sector was stepped up, including the establishment of community nurseries.</li> <li>Herders and cattle owners in West Gonja District formed an association at the West Gonja District Assembly, Damongo to regulate pastoralism.</li> <li>Savannah Fruit Company undertook enrichment planting with 400 seedlings of Shea and other indigenous plants on 3.2 hectares to rehabilitate savannah woodlands.</li> </ul>
3. Governments at different levels enact and implement policies and regulations.	<p><b>Mole landscape:</b></p> <ul style="list-style-type: none"> <li>Most progress was achieved at the District level, notably the integration of climate and biodiversity in the Mid-Term Development Plans (2018 - 2022) and the passing of a by-law on CREMAs by districts in the Mole landscape.</li> <li>At its 2<sup>nd</sup> Ordinary General Assembly Meeting on 15 August, the North Gonja District Assembly adopted and passed the District Assembly CREMA bylaws.</li> <li>The West Gonja District Assembly Planning Unit mainstreamed ecosystem services into their annual action plan.</li> <li>The Savannah Regional Minister committed to regulating unsustainable logging/harvesting of rosewood in the Mole Ecological landscape.</li> </ul> <p><b>Weto landscape:</b></p> <ul style="list-style-type: none"> <li>Districts started the process of formalising CREMAs (including through bylaws). South Dayi District Assembly allocated a budget to support three CREMA groups in their district. The Assembly met with the groups to discuss their plans and started developing guidelines on how the groups can access funds to implement their projects.</li> <li>District assemblies allocated funds to CREMAs in their jurisdiction for ecosystem restoration activities.</li> </ul> <p><b>National level:</b></p> <ul style="list-style-type: none"> <li>The Attorney General of Ghana certified the Wildlife Resource Management Bill.</li> <li>The Ministry of Lands and Natural Resources organised the first national CREMA dialogue to seek clear lessons and recommendations for engaging the relevant authorities to adequately mainstream CREMAs into national policies.</li> </ul>
4. Reviving of trans-boundary Ghana-Togo forest/ biodiversity corridor.	<p><b>Weto landscape:</b></p> <ul style="list-style-type: none"> <li>A joint proposal for the establishment of the Ghana - Togo forest corridor was developed. It will be submitted to various donors.</li> </ul>

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## MADAGASCAR

The diverse ecosystems on the north-west coast are under pressure from shifting cultivation and large-scale mining, among other threats. Enhancing the meaningful participation of local communities and civil society in decision making on environmental planning is critical to protect these natural ecosystems and the biodiversity that underpins local economies.

Priority objectives	Main achievements
1. Effective CSO L&A capacity to strengthen landscape governance.	<ul style="list-style-type: none"> <li>FAGNARY (Outrigger) and SOKANY (Rudder) are two new active local CSO platforms rolling out the L&amp;A planned action within the 2 landscapes.</li> <li>Fiombonan'ny Fikambanana Miaro ny Zavaboahary (FIFIMIZA) - a newly created local multi stakeholders network - is now advocating for the good governance of natural resources within Soalala landscape.</li> <li>Local community associations in the Ampasindava and Soalala landscapes are now fully engaged in the preservation and local governance of natural resources after receiving training on citizen-based legal compliance monitoring and community leadership.</li> <li>A multi-stakeholder group from the Philippines and Madagascar that includes a government responsible, the Extractive Industries Transparency Initiative, a mining company, protected area managers (local and International NGOs), local communities and the private sector (tourism, trade), exchanged on L&amp;A practices to inspire Madagascar in the preparation of a mining development strategy.</li> </ul>
2. Safe, functional spaces for dialogue and exchange are created in both landscapes.	<ul style="list-style-type: none"> <li>Regular round-table sessions aimed at better understanding among actors / users of the Ampasindava Landscape's natural resources, were facilitated by a new regional multi stakeholders' structure (Plateform de Concertation pour le Development Durable d'Antanibe Andrefa [PCD2A]).</li> <li>Workshops organized periodically by local stakeholders (including the Supreme Court) discussed best practices on the governance of natural resources within the Soalala Landscape.</li> <li>High level national discussions on the governance of mining and fisheries were initiated in both landscapes.</li> </ul>
3. Rules, regulations and policies designed to protect the natural resource base are implemented in the two target landscapes.	<ul style="list-style-type: none"> <li>A new strategic environmental assessment (SEA) approach was applied within the Ampasindava landscape, integrating the process of the territorial development plan and the SEA process.</li> <li>The National Office for the Environment (ONE) negotiated to officially lead the national SEA adoption process.</li> <li>The Mining Code was revised with full involvement of the civil society platform ROHY and OSC on extractive Industries.</li> <li>Fishing community rules were negotiated at the level of the two landscapes.</li> <li><a href="#">A Law was adopted in 2020 on labelling organic agriculture.</a></li> </ul>
4. Internal SRJS consortium governance is transparent and effective.	<ul style="list-style-type: none"> <li>A group of five institutions effectively worked as one consortium to implement SRJS Madagascar.</li> <li>This consortium of five institutions increased their capacity on grant management, leading to trust by others donors.</li> </ul>
5. Emergency response action team deals with acute threats of organised criminal logging operations.	<ul style="list-style-type: none"> <li>The informal network established in both regions in 2019 became functional.</li> <li>An inter-ministerial mechanism against wildlife trafficking was prepared with CSOs &amp; other stakeholders.</li> </ul>

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## TANZANIA

The biodiversity rich lakes, woodlands and national park of the Rukwa-Katavi landscape are under pressure from a steep increase in large-scale economic developments. This is exacerbated by poor land use planning, lax implementation of environmental regulations and a fragile civil society unable to act as a public interest watchdog. Lobby and advocacy for sound environmental management is needed to safeguard biodiverse ecosystems that provide international public goods.

Priority objectives	Main achievements
1. Environmental Management Act, Mining Act, Water Resources Management Act, land laws, land use planning act, Forest Act and Wildlife Conservation laws and policies are harmonised, implemented and enforced to enhance responsible investments in the agriculture, mineral and tourism sectors.	<ul style="list-style-type: none"> <li>Through its Draft National Land Policy 2018, the Ministry of Land, Housing and Human Settlements Development incorporated SRJS recommendations on offering more security of tenure to unoccupied or unused village lands.</li> <li>Katavi Regional Administration established an in-house taskforce to resolve longstanding boundary conflicts between three villages and PAs (National Forest Reserve and Msaginya Forest).</li> </ul>
2. Land conflicts around protected areas are resolved and communities apply NRM practices.	<ul style="list-style-type: none"> <li>Women in Kalambo and Sumbawanga District gained (co)-ownership of plots of family and village land.</li> <li>Six villages formally established Village Land Councils, legal entities to comply with the Village Land Act, consisting of seven members (3f/4m). Over 11 land dispute cases were resolved.</li> <li>At the General Assembly Majimoto, villagers agreed to conserve Lyamba lya Mfipa mountainous forest by restricting human activities.</li> <li>Four Village Land Use Plans around Lake Sundu were implemented. The village's first natural resources committee meeting approved by-laws prohibiting illegal fishing and other activities within 60m of the shore. Cases of illegal fishing were reported and prosecuted. Fines supported patrols. The village also established a Beach Management Unit to protect the lake.</li> <li>644 acres were set aside to widen the range of the Village Land Forest reserve, so connecting wildlife habitats. 400 villagers from 4 villages (including women and elders) benefitted most by receiving a Certificate of Customary Right of Occupancy (CCROs), promoting land rights to women and vulnerable groups.</li> </ul>
3. District government integrates SEA and other multi-stakeholder landscape approaches in decision making processes, among others to protect Lwiche Catchment.	<ul style="list-style-type: none"> <li>Communities initiated joint actions to protect water resources through the formation of a 2 Water Users Associations (WUA). The Lower Lwiche WUA (21 villages) demarcated 60m of banks of the 5 rivers, including the Lunza River for ~5 km, to prevent encroachment. Awareness meetings were held with pastoralists in 18 villages on the importance of sustainable water resource use. The WUA raised TZS 1,000,000/- from various sources to support conservation activities.</li> <li>The WUAs committed the Rukwa Board to implement the Integrated Water Resources Management Plan (IWRMD) at the sub-catchment level and to report annually to the Ministry of Water to ensure sustainability in conserving water resources, benefitting more than 70,000 citizens in the area of water availability, sanitation &amp; distribution for economic development.</li> <li>Through the Lwiche sub-catchment forum, organised jointly by Ministry of Water, Lake Rukwa Basin Water Board, GIZ Tanzania and SRJS in Rukwa, the joint action plan on water resource management for Lwiche sub-catchment was developed. Seven companies participated and committed to supporting implementation of the action plan.</li> </ul>
4. Timely and reliable information is readily available in the public domain to raise public awareness on land rights, investment, gender and climate change, and governmental accountability.	<ul style="list-style-type: none"> <li>Local community members started to hold village leaders accountable. Village leaders accused of mismanagement were voted out of committee.</li> <li>22 news articles were published in The Guardian Tanzania and Nipashe local newspaper on land rights and NRM in Rukwa/ Katavi.</li> </ul>

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## UGANDA

The ecosystems in the Queen Elizabeth and Murchison landscapes are crucial for food provisioning, water and climate resilience for many people in Uganda and the surrounding countries. However, these ecosystems and the services they provide are threatened by the emerging oil and gas sector and deforestation for food production. By building multi-stakeholder partnerships with CSOs and key players from the public and private sectors, SRJS aimed to halt degradation in and around these landscapes and to restore the productive ecosystems.

Priority objectives	Main achievements
1. Private companies adopt and apply sustainable land use practices.	<ul style="list-style-type: none"> <li>Kinyara Sugar works Limited, the largest sugar company in Murchison landscape, entered into dialogue with ECOTRUST on the adoption of the proposed sustainable development pathway for sugarcane production in the Murchison landscape. The company accepted the recommendations from the sugarcane study report for the sustainable development of its practices.</li> <li>Tobacco companies committed to stop buying tobacco grown in community forests.</li> </ul>
2. Local communities are responsible stewards of the natural resources they depend upon.	<ul style="list-style-type: none"> <li>Community forest management was strengthened.</li> <li>Farmers applied agro-ecology farming.</li> <li>Communal wetland restoration plans were developed and implementation in the Kiha watershed.</li> <li>In Murchison landscape, local communities restored 16.5 ha (6,060 tree seedlings) and 15 ha (6,000 tree seedlings) of degraded wetlands. As a result, illegal activities in the wetland, e.g. distillation and agriculture, stopped.</li> <li>Empowered youth submitted comments on gaps in the environmental and social impact assessment (ESIA) report for the East African Crude Oil Pipeline project to Uganda's National Environment Management Authority.</li> </ul>
3. Mandated government institutions adequately manage forest and wetland areas.	<ul style="list-style-type: none"> <li>There was a court decision to halt the illegal intrusion of Hoima Sugar works into Bugoma Forest.</li> <li>The Ministry of Lands issued a freehold land title to the Ongo community (forest corridor in Murchison landscape).</li> <li>The Hoima District included the community vision in its work plan and budget.</li> <li>Local governments in Masindi District increased budget allocations for the financial year 2018/2019 to cater for community priorities identified during a community visioning exercise. These included environmental conservation.</li> <li>Parliament embraced CSO recommendations to integrate the adoption of the mitigation hierarchy in sensitive areas into the revision of the wildlife bill and to advocate against the use of wildlife protection areas for ranching and farming. Another area of focus was better management of the proposed compensation scheme for human wildlife conflicts.</li> <li>The President of Uganda assented to the Uganda Wildlife Bill 2017, enacted by the Parliament of Uganda, so effectively enacting the UGANDA WILDLIFE ACT 2019 into law.</li> <li>The Ministry of Lands issued certificates to three Community Land Associations making them rightful owners of community forests.</li> </ul>
4. Government and Oil & Gas companies comply with international, national, regulations, CSR policies, standards and best practices.	<ul style="list-style-type: none"> <li>Engagement with Total started. Total approached Nape to provide information on sacred sites.</li> <li>Total executives from France undertook compliance checks to ensure that the oil company's subsidiary in Uganda operates within national and international laws and standards.</li> <li>A joint memorandum / position on the Tilenga project ESIA was coordinated by SRJS, signed by 16 CSOs and submitted to NEMA. It includes oil exploitation in the Murchison Falls National Park. Serious social and environmental gaps and weaknesses were identified in the ESIA report. Overall content and quality was assessed as being insufficient.</li> <li>The government of Uganda committed to becoming a member of the Extractives Industry Transparency Initiative (EITI).</li> </ul>
5. Forest and wetlands are restored	<ul style="list-style-type: none"> <li>A project for restoration of a key wildlife corridor, connecting Budongo and Bugoma Forest reserves was started.</li> </ul>

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## ZAMBEZI RIVER BASIN

The Zambezi's freshwater ecosystems are threatened by infrastructure development, large-scale agriculture and mining. To safeguard the ecosystems crucial to water provisioning, food security and climate resilience, civil society engages with the public and private sectors to promote sustainable development. A well-managed river will support thriving freshwater ecosystems and more resilient livelihoods.

Priority objectives	Main achievements
1. By 2020, the watchdog role of a voluntary environmental CSO coalition is strengthened and influencing 3 large-scale private sector, water related projects' EIAs per year, through active L&A and engagement, and in an informal manner in Zambia Environmental Management Agency's (ZEMA's) EIA-led processes.	<ul style="list-style-type: none"> <li>Over the past 5 years, WWF and other CSOs engaged in more than 5 large scale water-related projects by reviewing ESIA project reports, participation in public hearings for projects, and gathering and documenting information from the affected communities on their concerns. This resulted in the rejection of the Upper Lunsemfwa Hydropower Project.</li> <li>Through WWF Zambia's role in mobilising a CSO coalition to engage in EIA/SEA processes, ZEMA is increasingly acknowledging WWF's watchdog role and has subsequently invited WWF to review and comment on large-scale mining and infrastructure projects in key landscapes.</li> </ul>
2. By December 2020, at least 5 selected water-user companies have adopted one of the international standards (e.g. AWS, Bonsucro, Better Sugar Initiative, Water Risk Filter) and are sharing information on water usage in the Kafue Flats through the Kafue Flats Joint Action Group (KFJAG) Plan.	<ul style="list-style-type: none"> <li>The degree of private sector engagement was increased through the creation of a WWF-led platform called the Kafue Flats Joint Action Group (involving 8 private sector actors), which committed to a joint action plan to identify standards and sustainable solutions to address water risks.</li> <li>Zambia Sugar and Zambia Breweries committed to executing a high-impact initiative in the Kafue Flats landscape to improve land and water-use management for smallholder farmers.</li> <li>Through DFCD and SRJS, WWF Zambia identified 6 bankable projects (ranging from stage 0 to stage 2) and 7 collective action/nature based solutions to take forward with private sector actors, all contributing to improved practices and sustainable business models.</li> <li>Commitment was secured for the adoption of the AWS Standard into the Water Safety Plans by NWASCO and by Zambia Sugar.</li> </ul>
3. By December 2020, the most critical geographic area of the Luangwa River mainstream and catchment area is declared a Water Resources Protection Area (WRPA) through collaborative action by CSOs and communities, and to help guarantee the free flow of one of Zambia's longest rivers.	<ul style="list-style-type: none"> <li>WWF Zambia led the 'Keep the Luangwa Flowing' campaign together with partners to build understanding of the significance and vulnerability of the Luangwa River. After lengthy consultations this resulted in the halting of plans to build on the Luangwa River.</li> <li>WWF sub-granted the Zambia Governance Foundation (ZGF) under a partnership to strengthen the capacity of CSOs and Community Radio Stations (CRSs) in the Luangwa catchment, toward advocacy on conserving the Luangwa as a free-flowing river. ZGF sub-granted 17 CSOs and CRSs across the Luangwa river catchment which resulted in reduction of deforestation, increased awareness on freshwater issues, strengthened customary institutions, and enhanced tenure security.</li> <li>The development of hydropower configuration scenarios was successfully launched in Zambia. Luangwa mainstream and headwaters was shortlisted by the Ministry of Water as a pilot area for a Water Resource Protected Area. WWF is working with the government to seek legal protection for the selected water catchments, with guidance from the relevant government authorities.</li> </ul>
4. By December 2020, at least one large scale hydropower company (e.g. Mphanda Nkuwa Dam) is compliant with the social and environmental standards in the Land Use Spatial Planning Lower Zambezi and Water Resource Strategy Plan processes.	<ul style="list-style-type: none"> <li>A CSO coalition, the first of its kind, in the Zambezi basin was established for L&amp;A around the integration of the social, economic and environmental aspects of investments and developments in hydropower, agriculture and mining in the lower Zambezi.</li> <li>MITDER (Government) hosted the first national workshop on SEA with the private sector, CSOs and academia. The platform was used to discuss the development of national guidelines and a legal framework.</li> <li>The legal and institutional framework for SEA in Mozambique is being reviewed and will result in a best-practice guide for SEA (this is still in the process due to COVID-19).</li> </ul>
5. By December 2020, the partnership between the Marromeu Complex Management Council and CSOs (Kukumbi, WWF MCO, ITC, ADEL-Sofala and MULEIDE) is functioning and has a management plan that has been approved and is implemented in a representative and inclusive manner.	<ul style="list-style-type: none"> <li>WWF supported the creation and sustainability of the Marromeu Complex Management Council (MCMC), comprising government, private sector, CSOs and local communities. The MCMC created and approved a delta management plan that was implemented over the last 4 years to improve the natural resource management of the delta.</li> <li>As a component of this plan, WWF and Kukumbi, a CSO partner, together with members of the Community-Based Natural Resources Management Committees (CBNRM) carried out the installation of community nurseries where seedlings were planted for reforestation in degraded areas with the participation of local committees.</li> <li>Additionally, through the CBNRMCs, overseen by MULEIDE, 6 ha were obtained for maize and sesame cultivation as subsistence for the committee, and a space to rear small animals.</li> </ul>

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## CAMBODIA

Hydropower dams, mining, economic land concessions and changing weather patterns threaten the ecosystems on which 16 million people in Cambodia depend for clean, fresh water, fish and climate resilience. By engaging various stakeholders in the Mekong landscape and by facilitating landscape forums, where communities, CSOs, the government and the private sector take an active part, a shared responsibility to safeguard the landscape may be achieved.

Priority objectives	Main achievements
1. Improved knowledge and understanding is gained among target CSOs, CBOs and their networks of landscape, IPGs, ecosystem services concepts and tools, and relevant national and subnational laws, policies and regulations; and improved advocacy capacities.	<ul style="list-style-type: none"> <li>Strengthened community capacity and resilience to climate change led to highlighting the role of community forestry in climate change mitigation and adaptation approaches. Communities were empowered to negotiate with local authorities to include adaptation and mitigation into the commune investment plan. The Community Forestry (CF) credit schemes support management plan implementation, which led to CF sustainable self-financing.</li> <li>Trainings were organised on biodiversity conservation, ecosystem health, natural capital and climate resilience, focusing on disaster risk reduction and climate change adaptation.</li> </ul>
2. SRJS partners are able to critically and meaningfully engage in national dialogues where laws and regulations affecting Cambodia's sustainable NRM are discussed and debated using documented evidence garnered through field experience, research and engagement with multiple actors (CBOs, business and the government).	<ul style="list-style-type: none"> <li>CSO engagement was realised in the development of the Environment and Natural Resource Code of Cambodia, from the initial to the final draft of the code.</li> <li>Close cooperation was established with the Fisheries Administration on sub-national and national level to improve community fisheries in Stung Treng.</li> <li>Cooperation with Community Fishery (CFI) was strengthened. In collaboration with government officials, CEPA supported 20 council forums in Stung Treng and Ratanakiri.</li> <li>A MoU between WWF Cambodia and Kratie Provincial Administration was established on the integration of ecological protection, biodiversity conservation and environmental management into the Kratie Development Plan 2019-2023, aiming to maintain or enhance ecological control and ecosystem connectivity in Mangroves of the Future.</li> <li>Provincial governor of Stung Treng invited CFI representatives to take part in the Provincial Consultation forum for government officials and CSOs.</li> </ul>
3. In collaboration with SRJS partners, CBOs/communities (especially women and Indigenous peoples) are linking and coordinating effectively to influence policy and programmes in the Mekong Landscape	<ul style="list-style-type: none"> <li>The Cambodia Fisheries Law and Sub-decree on Community Fishery Management adopted the model of community fishery networks.</li> <li>A voluntary guideline was developed on the sustainable establishment and management for community-based ecotourism (CBET) along upper Mekong in line with landscape protection.</li> <li>An extension of the mandate of the Cfi agreement from 3 to 10 years was advocated successfully.</li> <li>The Mekong River Dolphin population research conducted by the Fisheries Administration and WWF Cambodia Research Team showed that for the first time in two decades, there was an increase from 80 to 92 dolphins.</li> <li>The Ministry of Women's Affairs incorporated CSO inputs into a baseline study on Gender, Environment and Climate Change, as part of the monitoring system of gender mainstreaming in NSDP 2019-2023.</li> <li>The Provincial Community Fisheries Network was established by the Fisheries Administration.</li> <li>CSOs, government and CBOs recognised the Communities Fisheries Network (CFIN) women's leadership by involving the CFIN in CSO meetings and integrating it into government structures.</li> </ul>
4. CBOs and communities have increased understanding and capacities on advocacy and IPG/landscape issues, relevant national laws and regulations.	<ul style="list-style-type: none"> <li>The government of Cambodia designated two new protected areas - Prek Prasob Wildlife Sanctuary and Sambor Wildlife Sanctuary in Kratie province.</li> <li>CF land title registrations were pursued - strong legal documents and a form of tenure that help to stop land grabbing.</li> <li>To leverage capacity in financial and institutional management, policy and market links, the Community Based Enterprises' annual forum was held in Kratie, Stung Treng and Preah Vihear provinces.</li> <li>The commune council of Sangkat Samaki in Stung Treng province addressed illegal fishing issues through an active formal investigation process. The investigation involved village meetings and the use of accountability boxes in 5 villages in the commune.</li> </ul>
5. National and regional CSOs are engaged to advocate on dams and climate justice in order to secure the other outcomes in the Mekong Flooded Forest landscape.	<ul style="list-style-type: none"> <li>The government postponed the Sambor Dam and Stung Treng hydropower development on the Mekong mainstream until 2030. The Mekong River mainstream will remain free from hydropower dams for the next 10 years. During the power crisis, partners promoted solar energy (versus dams), to meet energy needs during the next dry season, and provided a series of policy recommendations to government agencies.</li> </ul>

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## INDONESIA - ACEH

Regional development has created tremendous pressure on biodiversity and the ecosystems that provide fresh water, food security and climate resilience to the millions of people living in Aceh. CSOs are being strengthened to effectively engage with governments, communities and businesses so that these parties can take joint responsibility for sustainable development of the landscape and secure the crucial ecosystem services provided.

Priority objectives	Main achievements
1. A sustainable wildlife corridor master plan in Peusangan watershed is implemented through an integrated spatial planning and customary regulation.	<ul style="list-style-type: none"> <li>The wildlife area in the Peusangan watershed is now recognized in the spatial planning of Aceh. The government is dedicating a specific budget and giving authority to the appointed agency, as well as negotiating with businesses in the area to contribute to wildlife protection.</li> <li>Eight customary regulations at 8 Mukim (Datu Dirakai, Tugu RRI, Kreung, Juli Selatan, Blang Birah, Batee Krueng and Jeumpa kuta) were developed for wildlife and habitat protection, prohibiting the use of the wildlife corridor for economic activities that harm wildlife. As a win-win solution 25.532 ha forest is being managed through a social forestry scheme.</li> <li>The community team planted elephant feed (2 ha in Karang Ampar village and 25 Ha in Arul Gading village) and lobbied the authorities and businesses to lend them the land for an elephant corridor intervention. They built cooperation with PT. Tusam Hutani to plant 1000 ha of elephant feed and bring 438 ha under a forest management unit so it remains forest.</li> </ul>
2. The SRJS programme in Aceh is a role model for climate change mitigation and adaptation in mangrove management and conservation.	<ul style="list-style-type: none"> <li>Approximately 20 ha of mangrove forests were restored in Aceh Timur and Langsa. Village regulations were made available to reduce illegal logging in the mangrove forest.</li> <li>The local communities actively produced food products, sourcing them from mangroves, as an alternative livelihood and gained support for this from the government.</li> <li>The Langsa district government integrated climate change impacts to the district's development planning. To sustain this, local CSOs and women groups entered into an agreement with the forest management unit to manage mangrove forests with a profit-sharing system (approximately 900 ha at 4 villages). 3 villages designed village-based adaptation strategies.</li> <li>14 farmers (in 40 ha fishponds) increased capacity and adopted sustainable aquaculture.</li> </ul>
3. Payment for environmental services (PES) is implemented in water management and ecotourism for the private sector and communities in the SRJS landscape.	<ul style="list-style-type: none"> <li>Through a CSO lobby against illegal mining, law enforcement and EIA implementation, 37 of 140 illegal sand and gravel companies in the Peusangan watershed have now obtained licenses.</li> <li>3 private sector actors (PT. Arun Pertamina, PT. PIM, PDAM Tirta Peusangan) signed a PES scheme to manage the Peusangan watershed. The Peusangan watershed forum signed a three year partnership with PT. PIM and PDAM Peusangan for ecological services, committing to restoring 20 ha of critical land by planting agricultural crops. About €1,000 were delivered from PT. PIM and €8,000 from the Tirta Peusangan water company for the water catchment restoration in Bur Pepanyi and Gunung Ujen in Central Aceh. PT Arun committed to providing forestry plant seeds to protect water services in the Peusangan Watershed.</li> </ul>
4. By 2020, poaching, wildlife trade, illegal logging and unsustainable plantation management are diminished as threats to biodiversity (and IPGs), against 2010 baselines, in the SRJS landscape.	<ul style="list-style-type: none"> <li>Aceh parliament ratified the 'qanun' (Aceh Regulation) to regulate provincial wildlife management.</li> <li>Women's groups in four villages became aware that surrounding biodiversity must be protected by utilizing economic sources in a sustainable manner, to reduce the demand for cutting trees in the forest or poaching animals. Non-timber forest products, such as coffee and turmeric, have received licenses and have been sold on local markets.</li> <li>Community-based elephant patrol teams were established throughout Peusangan landscape (4 districts) to mitigate human-elephant conflicts and report illegal activities in the forest. Through Smart Patrol, findings were documented in a more scientific and accountable way. The teams learned about habitat intervention and innovative tools to detect elephant movement.</li> <li>A new ecotourism concept was proposed to the Ministry of Environment and Forestry to solve human-elephant conflicts (HEC) in Bener Meriah.</li> </ul>
5. Best management practices: By 2020: 1) relevant government agencies apply appropriate customary regulations to protect HCVF; 2) P&P and PO embark on FSC/RSPO certification; 3) communities maintain customary regulations in protecting forest and wildlife in concession areas.	<ul style="list-style-type: none"> <li>Governmental Organizations (GOs), CSOs and local communities received increased knowledge and awareness through the promotion/training on FSC/RSPO and the urgency to protect HCVF and elephant corridors.</li> <li>3 private sectors (PT. PNI, PT. Satya Agung, and PT. IBAS) signed a letter of commitment to apply for Indonesian Sustainable Palm Oil (ISPO) certification. These are now collaborating with 3 customary areas adjacent to the wildlife corridors for the next 3 years, focusing on the management of wildlife corridors and the conservation of the water catchment areas. The PT. Perkebunan Nusantara I signed a MoU with Mukim of Cot Girek; PT. Satya Agung with Mukim of Buloh Raya Mancang and PT. IBAS with Mukim of Keude Krueng.</li> </ul>

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## INDONESIA - BULUNGAN

Ecosystems in the watershed and delta of the Kayan River are threatened by the expansion of industrial palm oil plantations, dam construction and deforestation. Strategies for more sustainable development include multi-stakeholder forums for a participatory SEA and the establishment of a Watershed Forum. The social and environmental problems of the oil palm sector are tackled by collecting evidence, organising affected communities, evidence-based lobbying and through use of the RSPO complaint mechanism. Communities are supported to sustainably use their own natural assets.

Priority objectives	Main achievements
1. National level government improves transparent and sustainable policies.	<ul style="list-style-type: none"> <li>President Joko Widodo signed INPRES No. 5/2019 on the Termination of Granting New Permits and Improving Governance of Primary Natural Forests and Peatlands.</li> </ul>
2. District level government: <ul style="list-style-type: none"> <li>has implemented and monitors mid-term development plan;</li> <li>has put in place spatial planning legislation to prevent damage to the river basin and delta;</li> <li>has created local regulations for sustainable plantation management for oil palm and other agro-commodities;</li> <li>has put in place regulations to protect sustainable food area management of small farmers and fishermen.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence-based L&amp;A (drones) and joint SEA-workshops (for CSOs and civil servants) helped to establish trust from the Bulungan government. Partner Sawit Watch was invited to discuss District Spatial Planning.</li> <li>The Bulungan government acknowledged the importance of integrating a gender perspective in the activities and budget planning for 2019.</li> <li>The Bulungan government increased the Community Forest Area from 2,099 to 27,217 ha, and increased the protection level of 2,297 ha peat and wetland in good condition in Delta Kayan Area.</li> <li>The Bulungan Agricultural Office and related technical offices, revoked 2 licenses of oil palm plantations.</li> <li>The Bulungan government decided to make the Environment Carrying Capacity the basis for the preparation of Bulungan District Environmental protection and management plans.</li> <li>The Bulungan government draft for Carrying Capacity analysis enabled the government to force companies to follow the Carrying Capacity analysis and make sure the permit did not exceed the Carrying Capacity.</li> <li>The Bulungan Regent launched a Village Information System on 31 August 2020. 4 villages started using it.</li> <li>The Bulungan government created a local regulation on the protection of a sustainable food crop area in Bulungan to stop land use change and initiated a team to conduct the ground check.</li> <li>The Bulungan government gave a Certificate of Merit to Sawit Watch for its active role in the sustainable development and environment management in Bulungan.</li> </ul>
3. Village level authorities have put in place regulations to protect vulnerable ecosystems and water sources, including mangroves.	<ul style="list-style-type: none"> <li>The Ardi Mulyo village government decided to protect 12 ha of mangrove area as a tourist attraction.</li> <li>Salimbatu Village established 4 Social Forestry Business Groups.</li> </ul>
4. Communities are well organised for water and land management (including social forestry).	<ul style="list-style-type: none"> <li>Several communities established Village Forest Management Groups, submitted a plan to manage the village forest and established a social forestry business group (KUPS).</li> <li>In several villages women organised Women Farmers Groups that initiated activities such as the production of snacks (banana and cassava chips).</li> </ul>
5. Private sector actors comply with the law and implement better practices.	<ul style="list-style-type: none"> <li>The Bulungan Agriculture Agency issued a reprimand letter to oil palm company PT Sanggam Kahuripan Indonesia.</li> <li>DSN (mother company of PT Sanggam Kahuripan Indonesia) accepted an invitation from Sawit Watch and met with the community to resolve a conflict with the management of the oil palm plantation.</li> <li>RSPO honoured Sawit Watch's request to meet with a community from Bulungan which was impacted by PT Sentosa Sukses Utama (subsidiary company of WINGS, RSPO member).</li> </ul>

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## INDONESIA - PAPUA

To increase sustainable and inclusive development strategies in the Urui-Ayura landscape, the focus lay on a) establishing multi-stakeholder forums toward the implementation of a participatory SEA and b) bridging the gap between technocratic local authorities and communities. Another strategy was to strengthen the capacities of CSOs and communities, often jointly with government officials. Communities were organised and pilots launched using the Asset-based Community Development (ABCD) approach, mapping community lands and developing management rules for the different use zones. Finally, communities were supported to manage and use their own natural assets for sustainable development.

Priority objectives	Main achievements
1. Communities have effective community-based strategies for sustainable improvement of livelihoods.	<ul style="list-style-type: none"> <li>• 7 villages along the Mananayam River Basin (Yapen) secured long-term planning for natural resource management and established their own economic institutions to reduce their dependency on government assistance, through direct marketing of community products (sago, cassava, sweet potato, shrimp, crab, clam) without a middle man. Farmers' groups, a youth group (ethnic music) and women's groups (farming, weaving and production of handicrafts) were set up. Segha (Waropen) villagers began to sell their crops in the town market, making them less dependent on government and other external aid.</li> <li>• 7 villages in Waropen District produced a management plan to generate sustainable income (silvo-fishery: integrating fishponds and conservation/ reforestation mangrove).</li> <li>• A relatively large potential for community sago in 6 villages (15 groups) was established.</li> <li>• 8 villages along the Mananayam river (Yapen) finalised a map of customary land to resolve land ownership conflicts between the local land owners, as well as between the land owners and Private Drinking Water Processing company.</li> <li>• The community of Segha Village (Waropen) protected mangrove areas through their Customary Laws and registered the area with ICCA Indonesia.</li> <li>• The boundaries between the tribes of Kai and Saponi (the main tribes in Waropen) were established (participatory mapping, GIS) and agreed upon.</li> </ul>
2. Local governments (province, district) have implemented a participatory SEA.	<ul style="list-style-type: none"> <li>• The Planning Department (BAPPEDA) in Yapen district implemented a SEA as a contribution to the 5 Year Planning process. A SEA Document was submitted to the Papua Province Planning Department.</li> </ul>
3. The district government recognises the results of land mapping and the ABCD process and starts legal drafting on rights IPs, sustainable watershed & mangrove management.	<ul style="list-style-type: none"> <li>• A mapping and boundary agreement between the Kai and Saponi Tribes was delivered to Waropen District Government for formal acknowledgement and inclusion in Government Spatial Planning.</li> <li>• Academics from Papua University in Manokwari contributed to the Draft Local Regulation on Acknowledgement and Protection of Indigenous Peoples in Waropen District.</li> </ul>
4. CSOs and district government have established and strengthened consultation mechanisms for dialogue and engagement (recognise community management of protected areas (in international terms a regulation on ICCAs)	<ul style="list-style-type: none"> <li>• The regent of Yapen district facilitated a first participatory workshop in Yapen, presenting and sharing copies of district planning documents.</li> <li>• Local government representatives and communities in Yapen and Waropen established a multi-stakeholder forum.</li> </ul>
5. The village government consistently respects and takes into account customary institutions and values (e.g. positive position and role of women in traditional society)	<ul style="list-style-type: none"> <li>• Community proposals were included in village development plans and village funds.</li> </ul>

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## MYANMAR

The forest-rich areas of southern Myanmar are threatened by investment-focused economic development. After decades of armed conflict, the ceasefire agreement has paved the way for a boom in industrial exploitation of natural resources and infrastructure development destroying healthy ecosystems and threatening livelihoods. The SRJS programme strengthens the capacity of CSOs (including institutional capacities) and local communities to engage in sustainable resource management and to advocate with the government for inclusive land use planning. In addition to direct dialogue with local government, partner CSOs play an active role in multi-stakeholder initiatives like the EITI and the Palm Oil Review Committee.

Priority objectives	Main achievements
1. Regional MPs and administrators understand and appreciate human rights-based visions of development and NRM (including gender and Indigenous people).	<ul style="list-style-type: none"> <li>Officials from both the national government and Karen National Union (KNU) acknowledged their importance of the programme that trains youth to work with communities on sustainable development and conservation.</li> <li>The national Ministry of Natural Resources and Environmental Conservation and other high level government officials showed understanding for concerns and language used by communities.</li> <li>The Tanintharyi (TNI) government declared to take judicial action should a fish powder plant keep polluting the air and water.</li> <li>The KNU government invited CSOs for a meeting on the impacts of coal mining and decided to halt mining activities due to its failure to take responsibility for villagers and nature.</li> </ul>
2. CSO partners use existing multi-stakeholder platforms at the national and subnational level to promote the achievement of the SRJS objectives on sustainable management of natural resources, especially for the oil palm, mining and forestry sectors.	<ul style="list-style-type: none"> <li>Partner-CSOs developed a ToR for mining monitoring groups (MMGs), based on MM EITI, and established 15 community-based MMGs that are recognised by TNI government. The MMG reports were discussed by the Sub-national Coordination Unit (SNU) which consists of representatives from CSOs, government and companies (2017-2020).</li> <li>The TNI government took actions against illegal mines in Thinkuntone River area after partner DDA took journalists on a media trip and articles appeared in the Tanintharyi Journal and Dakkhina Insight.</li> <li>The TNI Department of Mining, withheld a permit for Southern World Mine Company and started an investigation.</li> </ul>
3. There is better legal recognition of community management of forests, rivers and marine areas.	<ul style="list-style-type: none"> <li>More than 300 paralegals were trained; these are the focal points for responses to challenges &amp; conflicts created by external actors (especially private sector) and for seeking legal aid.</li> <li>The KNU government forest policy recognised the ancestral landscape management system.</li> <li>TRIPNET reached a breakthrough by organising joint meetings of the MM and KNU Forest Departments. Both recognised the term 'Indigenous People' and contemplated community management.</li> <li>UNDP suspended the Ridge to Reef project and conducted community visits to investigate violations of UNDP's social and environmental safeguards.</li> <li>NECC [National Economic Coordination Committee] published a report recognising Mon Ken livelihoods and ordering Tasaki Company to follow government rules in its pearl farming, otherwise it would have to stop operations.</li> <li>KNU issued Community Forestry Certificates (recognising existing customary practices) to 18 communities in SY's intervention area, amounting to over 9,600 hectares.</li> </ul>
4. Community based rules, regulations and practices on NRM and environmental conservation and meaningful participation by communities in all decision making processes related to the development of their territory in the Tanintharyi River Region, exist.	<ul style="list-style-type: none"> <li>40 communities, 36 young leaders and 20 students were empowered with knowledge, skills &amp; tools to promote sustainable livelihoods &amp; resource management practices (2017-2020).</li> <li>25 Karen communities developed community-driven natural resources management, based on ancestral landscape management (2017-2020).</li> <li>6 families of the Tharabween community, Lenya, rejected land grab compensation from the MSPP palm Oil project and presented their case in meetings with government and company.</li> <li>Village forestry groups in Kyun-Su Township conserved and rehabilitated over 8,600 acres of mangroves. Marine resources increased significantly. In Htein-chaung CF, prawn catch increased by 500%. In Tee Pu CF, Blue Swimming Crab can now be caught in all seasons; (earlier only during the 2 month monsoon season).</li> </ul>

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## PHILIPPINES

Mining and other forms of land conversion threaten the ecosystems on which many communities and sectors in the Philippines depend for water, food and climate resilience. By strengthening the capacities of communities and CSOs to effectively advocate for sustainable and inclusive landscape governance, the programme aims to secure the crucial services provided by these ecosystems in the Southern Palawan, Cordillera and Zamboanga peninsula landscapes.

Priority objectives	Main achievements
1. The Department of Environment and Natural Resources (DENR) / National Commission on Indigenous People / local governments support, enact and enforce local laws, policies and programmes on the regulation of mining practices and management of mineral resources, climate resilience plans, ecological zoning, watershed and protected areas.	<ul style="list-style-type: none"> <li>• <b>National:</b> key policy outcomes included the suspension/cancellation of mining contracts, the issuance of administrative orders related to mining (banning open pit mining, EITI as mandatory) and performance audits for operating mines. SRJS partners and (indigenous) communities were able to halt the operation or expansion of several large-scale mines in key biodiversity areas, watersheds and ancestral domains (e.g. Oceana Gold-Didipio; Sagittarius Mining Inc.-Tampakan).</li> <li>• <b>Palawan:</b> L&amp;A by partners and IPs, women and youth groups led to resolutions and ordinances for the protection of forest areas, e.g. of the Anepahan Mountain Range, and to the integration of indigenous peoples (IP's) Ancestral Domain Sustainable Development and Protection Plans in local Comprehensive &amp; Forest Land Use Plans, e.g. in Brooke's Point, where the issuance by the PAMB of a Almaciga permit for Pala'wan IPs in Brooke's Point also led to their improved income.</li> <li>• <b>Zamboanga:</b> Key policy outcomes were the enactment of three watershed ordinances encompassing 62,000 hectares and the integration of SEA results in the formulation of the Comprehensive Land Use Plan and Zoning Ordinance; and the collective proposal development with 10 Local Government Units on Climate Change Adaptation in Salug Valley Watershed.</li> </ul>
2. Functional multi-stakeholder mechanisms and partnerships (CSO-Government and CSO-Government-Private Sector) are established and strengthened for dialogue and engagement.	<ul style="list-style-type: none"> <li>• <b>National:</b> From 2018-2020, a series of roundtable discussions with multi-stakeholders on responsible mining were conducted to enhance transparency and accountability in the industry. <a href="#">Bantay Kita (Publish What You Pay Philippines) organized a roundtable discussion on responsible mining with the Financial Sector in partnership with VBDO. Financial sector players engaged in further discussion on sustainable finance/due diligence in the ambit of responsible mining.</a></li> <li>• <b>Palawan:</b> The multi-sectoral Protected Area Management Board of Mt. Malindang Protected Landscape adopted an Omnibus Resolution recommending cancellation of all mineral agreements within its area. <a href="#">DENR and other government agencies committed to enhancing cooperation by enforcing environmental laws in Quezon/Rizal together with SRJS partners and communities, and ensuring regular dialogue.</a></li> <li>• <b>Cordillera:</b> The National Economic Development Authority in the Cordillera Region organised a Cordillera Dialogue on Peace and Development, in which issues of militarisation and human rights violations related to mining were discussed.</li> </ul>
3. Communities and CSOs have enhanced knowledge, skills and tools to critically monitor and assert full enforcement of private sector performance and government policies and practices that impact on ecosystems.	<ul style="list-style-type: none"> <li>• IP communities had the opportunity through SRJS to actually and expressly defend and manage their domains by formulating plans, enforcing the law and accessing legal remedies.</li> <li>• <b>National:</b> Empowered local (indigenous) women's groups now articulate, lead, and implement projects on women's rights and gender-differentiated impacts of mining. They network nationally and internationally. Community leaders, with the support of their community, are at the forefront of lobbying efforts against destructive mining practices. They are the primary resource speakers during media interviews and even act as resource speakers during Senate and House of Representative hearings.</li> <li>• <b>Palawan:</b> Community petitions and letters to key government agencies have been written each time issues arise. IP and farmer leaders faced the media on certain issues. In Bataraza, previously inexperienced community members became active in enforcement when they discovered illegal activities in their Ancestral Domain. <a href="#">A local farmer's group was able to reclaim its land, which had been illegally occupied by Ipilan Nickel Corporation.</a></li> <li>• <b>Cordillera:</b> Wide learning exchanges of IPs helped facilitate enabling environments for sharing good practices, building solidarity, and claiming rights. <a href="#">Non-consenting communities affected by the SN Aboitiz hydropower project in Ifugao province were able to exercise their land rights, as manifested in a dialogue with the said company with the National Commission on IP.</a></li> </ul>

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## CHACO PANTANAL

The Pantanal and Chaco regions in the centre of South America provide important ecosystem services such as climate resilience, food and water security, both locally and globally. However, their rich flora and wildlife diversity are under serious threat, mainly from deforestation fuelled by cattle farming and soy. Strengthening civil society to become more powerful advocates for responsible land use and conservation is key towards ensuring future green and socially just development in the region.

Priority objectives	Main achievements (B = Bolivia, P = Paraguay)
1. In 2020, at least 3 conservation units / protected areas have been created with participation from local governments and stakeholders.	<ul style="list-style-type: none"> <li>An agreement was signed between two organizations to form a transboundary private protected area between (B+P).</li> <li>The municipal Government of Roboré (B) created a new protected area "Laguna Sucuará" (1300 ha) of importance to regulate the urban water surplus or deficit.</li> <li>Three protected areas (B) were created - Guanaco, Ñembi Guasu and Irenda (a total of 1.5 million hectares).</li> <li>The Paquió protected area (44.000 ha), is now supported by the new municipal Protected Area law of Roboré, and strengthened by the 'territorial planning' law (B).</li> <li>An interinstitutional working group completed the legal measurement of the Natural Monument of Cerro Chovoreca, to strengthen the legal status of this 98.000 ha area.</li> </ul>
2. In 2020, at least one municipality in Bolivia and one in Paraguay have developed policies and sufficient capacities to implement land use planning under the framework of their municipal planning.	<ul style="list-style-type: none"> <li>The municipality of Roboré approved the land use planning law and expressed commitment to implement it (B).</li> <li>A territorial vision for the management of land was initiated in Charagua, This vision is aligned with the local Indigenous communities (guaranies) (B).</li> <li>The municipality of Bahia Negra took ownership of the participatory process for its land use plan and it was accepted by all stakeholders (P).</li> </ul>
3. The implementation of climate adaptation plans is continued in at least three municipalities.	<ul style="list-style-type: none"> <li>Paraguay took the first steps towards the formation of its Water Council (P).</li> <li>The Municipal Climate Change Adaptation Plan was (virtually) presented in Bahía Negra. It combines climate scenarios, diagnosis of climate variability and disaster management (P).</li> <li>Charagua and Villa Montes started to integrate adaptation to climate change in their municipal planning (B).</li> <li>The Climate Adaptation Plan for Roboré was embraced by the municipality, and actively linked to the territorial plan for integral development (B).</li> <li>As a response to recent forest fires, the first draft for the construction of a Municipal Committee for Risk Reduction for Roboré (COMIURADE) was presented (B).</li> </ul>
4. In 2020 at least 2 national financial institutions incorporate and apply environmental safeguards in at least one credit product.	<ul style="list-style-type: none"> <li>A sustainability benchmark tool for the Paraguayan financial sector was developed and implemented with one bank from the Paraguayan Round Table for Sustainable Finance (P).</li> <li>Contact was established with the central bank and the banks in the Round Table on sustainable finance (P).</li> <li>FMO developed a proposal for the Green Climate Fund to create a &gt;€200 million fund to finance climate-friendly practices for soy and beef production in Paraguay (P).</li> </ul>
5. In 2020, private actors involved in the project implement productive models based on sustainable practices.	<ul style="list-style-type: none"> <li>A commission was formed on good productive practices for cattle ranchers. The industry took part, starting to shape a Bolivian roundtable for sustainable beef (B).</li> <li>Forty-two properties affiliated to a cattle rancher association became part of the best practices programme (B).</li> <li>A Guide to Good Livestock Practices for the Department of Alto Paraguay was published (P).</li> <li>A forestry decree that allowed the deforestation of private reserves was derogated (P).</li> <li>Public information on deforestation licenses was obtained, analysed and communicated in various public hearings, to banks and cattle sector players (P).</li> <li>Farmers received technical support on sustainable production models, leading to 33,058 ha under best practice (P).</li> <li>The Producers Association of Agua Dulce worked on the identification of biological corridors and biodiversity monitoring on private lands (P).</li> <li>The state attorney is prosecuting a private landowner for illegal deforestation, following complaints by SRJS partners based on a formal request for public information (P).</li> <li>The technical working group of the Paraguayan Roundtable for Sustainable Beef jointly defined sustainability criteria for natural resources, including for biodiversity. Collaboration with FECOPROD resulted in a base list of 250 producers that have started to measure these standard indicators. Based on the results, specific minimum standards and goals will be determined for the future P.</li> </ul>

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## GUIANA SHIELD

Alluvial gold mining and road construction are expanding rapidly into the pristine interior of the Guianas. This is causing increased mercury pollution and disruption of rivers and streams, and opening up largely intact rainforests for development. There is enormous conservation potential for the area through the empowerment of civil society to promote sustainable solutions that safeguard water provisioning, food security and climate resilience.

Priority objectives	Main achievements
1. By 2020, at least 10 million ha of priority areas have been declared as conservation areas or defined as sustainable use areas by governments and local communities.	<ul style="list-style-type: none"> <li>The CSO-led process to deliver the draft Nature Legislation in Suriname commenced in 2017 and a draft Bill was presented to the Minister of Natural Resources to advance the parliamentary process. <a href="#">At the end of 2020, concrete steps were taken to put legislation in place for co-management through the Nature Conservation Bill.</a></li> <li>The capacity of 20 communities of the North Rupununi Wetlands (NRW) in Guyana was strengthened to advocate for the protection of their lands, including a position statement to advocate for a 'stay' on any future development activities. The NRW was planned to contribute to the 10M ha target of are under sustainable use or conservation.</li> <li>Communities defined processes for their lands to strengthen/sustain its management. These included SCPDA/SRDC, KMCRG and NRDDB. They finalised guidelines that shape the way external stakeholders engage with communities in the Rupununi. This has strengthened community governance, centred on a rights-based approach.</li> <li>Across Suriname and Guyana the capacity of over 80 indigenous and tribal communities' was strengthened for forest and resource monitoring and management on their lands, as well as analysing data with the support of CSOs like WWF Guianas, Tropenbos and ACT.</li> <li>The capacity of 32 communities in Suriname in planning and land use was enhanced. 47 communities in Southern Rupununi in Guyana continue to build capacity for resource monitoring.</li> </ul>
2. By 2020 the governments of Suriname and Guyana have updated policies to meet Minamata commitments.	<ul style="list-style-type: none"> <li>The National Assembly of Suriname (Parliament), approved the ratification of the Minamata Convention, which was as a result of CSO-led advocacy efforts. This process led to the inclusion of Minamata commitments in the Suriname National Development Plan of the government 2017-2021.</li> </ul>
3. By 2020, a regional mercury observatory is established and led by local and international universities, involving CSOs, private sector and government. Key data are updated and accessible to inform coordination and phase-out planning and implementation.	<ul style="list-style-type: none"> <li>In both countries environmental laboratories and the testing capacity of universities was upgraded, to become key partners in the setup of the regional mercury observatory, through investment in facilities and certifications. Discussions commenced on a regional observatory framework/vision, through regional coordination of data on deforestation.</li> </ul>
4. By 2020, the governments of Guyana and Suriname strengthen practices and processes for ESIA/EPA and SEA.	<ul style="list-style-type: none"> <li>In Suriname and Guyana capacity was increased among CSOs and regulatory agencies on SEAs and ESIA administration. They developed offshore oil and gas ESIA guidelines to support and strengthen the environmental governance processes in the countries. These guidelines are now available for use by practitioners conducting environmental assessments for the oil and gas (offshore) industry.</li> <li><a href="#">The Environmental Framework Law (Milieu Raamwet)-Suriname was enacted. This unprecedented legislation strengthens the regulatory process for the management of environment and natural resources, including the ESIA process.</a> In Guyana, Hydromet Department collaborated to strengthen its responsibility for freshwater/watershed protection through restructuring, <a href="#">including development of the Hydro-meteorological Bill 2020 to reduce regulatory overlaps.</a></li> </ul>
5. By 2020, governments of Guyana and Suriname have implemented bycatch reduction mechanisms (devices), leading to 10% reduction of Endangered, Threatened and Protected (ETP) species and non-target fish species.	<ul style="list-style-type: none"> <li>Financial resources were secured for the next three years to develop a strategy and action plan on illegal, unreported and unregulated fishing within the Guianas, to strengthen institutional capacity and regional coordination and governance mechanisms in the Guianas.</li> <li>The capacity of fishermen was strengthened on bycatch reduction devices and turtle excluder devices including lessons on application of these devices.</li> <li>Suriname: the first <a href="#">vessel monitoring system was officially implemented</a> for artisanal fisheries. The government took a decision to stop issuing fishing licences to Chinese mega trawlers.</li> <li>Guyana: the Fisheries Act was amended to include bycatch reduction devices, turtle excluder devices for the industrial sector and monitoring systems on all vessels across the sector.</li> </ul>

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## INTERNATIONAL PROGRAMME

Along with international partners and experts, the SRJS international programme contributes to capacity strengthening of local partners and L&A at national and international levels. It promotes and enables horizontal and vertical programme integration through exchanges, learning and lobbying, targeting international fora and organisations. This programme component is closely connected to the country programmes. Below we present three clusters of priority objectives: I. Climate, Water and Biodiversity, II. Agro-commodities, Mining and Financial flows, and III. Gender and Civic Space.

### I. CLIMATE, WATER AND BIODIVERSITY

Priority objectives	Main achievements
1. At least 2 landscape programmes that work on ecosystem based climate resilience are piloting the IIED approach to improve access to climate finance from governments and investors.	<ul style="list-style-type: none"> <li>• <b>Bolivia, Ghana and the Philippines:</b> The development of the Landscape Investment Finance Tool and the first preparations for its application led to new CSO-private sector relationships and the improvement of potential business cases.</li> <li>• <b>Ghana, Mozambique and Uganda:</b> SRJS partners are involved in the IUCN NL-led spin-off project 'Mobilizing More 4 Climate'.</li> <li>• WWF <b>Zambia</b> and WWF <b>Paraguay</b> were involved in the Dutch Fund for Climate Development (DFCD), building on the multi-stakeholder collaboration in the landscape. SRJS facilitated efforts to identify potential business cases with positive climate impact for funding and support.</li> <li>• In collaboration with IIED, ADEL Sofala (<b>Mozambique</b>) &amp; ECOTRUST (<b>Uganda</b>) clarified their organisational strategy with respect to climate change, and developed a strong Impact Narrative, identifying the links to climate change adaptation and mitigation, and reflecting their own relative impact in the landscapes in which they work with the communities and smallholders.</li> <li>• <b>Paraguay:</b> the extension of the Zero Deforestation Law for the Eastern Region of Paraguay was extended for 10 years by mobilizing a coalition of over 30 CSOs seeking to influence the country's environmental policy. This extension included a financial mechanism for land owners to safeguard their forest. They no longer have to pay real estate taxes over the portion of property that is forest. Steps towards a certification of forests for environmental services certificates that can be sold on a secondary market is something that can not only be applied to the eastern region but also to the western region of Paraguay.</li> </ul>
2. The need for climate adaptation has been put on the FI agendas.	<ul style="list-style-type: none"> <li>• Professionals from <b>Bolivia, Ghana, Benin, Indonesia, the Philippines and Uganda</b> were trained in business development for climate adaptation and mitigation projects through the Green Finance Academy.</li> <li>• In collaboration with VBDO a <a href="#">guide with recommendations</a> for investors on deforestation and conversion risks related to cattle ranching and beef supply chains in Latin America was published.</li> </ul>
3. At least 2 national authorities have adopted more sustainable policies and practices in relation to water management in 2 landscapes.	<ul style="list-style-type: none"> <li>• <b>Benin:</b> environmental assessment was carried out by researchers from local academia and CSOs. The recommended e-flows were considered in the delta planning of the Ouémé River Basin (OMI Delta), and promoted in the planning and design of dams upstream. <a href="#">The technical assistance team of OMI Delta wants to use the assessment in the OMI Delta plan, which implicates that reserving flows for nature is a high priority. The NL embassy would like to see the assessment incorporated in the modelling.</a></li> <li>• <b>Philippines:</b> The Manila Bay Sustainable Development Master Plan included information from an SRJS waterbird survey in their recommendations for land reclamation planning and protected areas in Manila Bay (with a focus on protecting intertidal areas and habitat restoration). <a href="#">The results were used for recommendations on no-go areas and land reclamations in Manila Bay.</a></li> <li>• <b>Zambia:</b> WWF successfully lobbied the Ministry of Energy to commit to a process of hydropower infrastructure planning. Lobbying also secured an environmental reserve in the Lower Kafue Catchment Management Plan. Moreover, WWF successfully persuaded the Water Resources Management Authority to adopt the Basin Health Report Card as the monitoring and evaluation framework for the Lower Kafue catchment management plan. <a href="#">The first step towards the process of government declaring the Water Resources Protected Areas was taken by</a></li> </ul>

	conducting a mapping of Freshwater Areas for legal protection for improved water security and climate resilience at local and national levels.
4. Biodiversity conservation as part of ecosystem management is promoted in Dutch policies and global CBD and IUCN WCC agreements, based on cases in at least 3 SRJS landscapes.	<ul style="list-style-type: none"> <li>• <b>Uganda:</b> a feasibility study was carried out to establish key linkages in the Southern part of the Bugoma – Budongo corridor. As a result, World Land Trust (WLT) decided to provide funds for the establishment and restoration of those key linkages.</li> <li>• IUCN NL developed and shared a policy paper with the Dutch government, asking for an ambitious and leading Dutch/EU position in the negotiations for the 2030 CBD strategy and action agenda. We forwarded concrete recommendations to strengthen efforts in Dutch development cooperation to conserve and restore biodiversity and to mainstream it into climate, food security and water policies.</li> </ul>
5. CSO Learning, exchange and lobby on the <a href="#">integrated landscape approach</a> and innovative monitoring is strengthened in most SRJS landscapes.	<ul style="list-style-type: none"> <li>• Test rounds with trials for commercial forest restoration and nurseries in the Mole landscape in <b>Ghana</b> resulted in the foundation of a large REDD+ project that is being developed post-SRJS, together with international companies and local entrepreneurs.</li> <li>• Citizen science by partners in the landscapes of <b>Benin, Bolivia, Myanmar, Indonesia</b> and <b>Zambia</b> proved to be a promising method to involve the public in monitoring illegal incidences and ecological processes. A 3-day citizen science workshop with partners in the Netherlands took place as an inception of their new projects and to learn about case studies, unpack prominent themes, and share experiences.</li> </ul>

## II. AGRO-COMMODITIES, MINING AND FINANCIAL FLOWS

Priority objectives	Main achievements
1. NL/EU Policy and practices are improved towards deforestation-free supply chains and financial flows in palm oil, soy and beef in cooperation with partners in Indonesia and Paraguay.	<ul style="list-style-type: none"> <li>• Together with Brussels-based and Dutch NGOs, IUCN NL and WWF NL advocated for the European Commission to develop EU policy and regulations against deforestation in value chains. The joint lobby by Dutch NGOs of the Dutch government and the Amsterdam Declaration group, focused on the need for legislation and played an important role to push the European Commission towards a Communication and, in 2020, a public consultation on legislation. Over 80,000 Dutch citizens supported a joint WWF NL and Greenpeace NL <a href="#">petition</a> for European legislation. <b>A total of almost 1,2 million signatures was collected for the public consultation of the EC, of which 134.000 from the Netherlands (0,8% of the population, highest % in EU).</b></li> <li>• 3 reports commissioned by IUCN NL about European soy use and deforestation were used by the Dutch government to request an investigation of mandatory measures against deforestation at EU level and mobilise the feed sector to augment efforts against deforestation. It also emphasized the importance of addressing illegal deforestation and conversion.</li> <li>• Dialogue between an IUCN NL-led CSO palm oil platform and the Dutch Ministry of Finance contributed to improvements - particularly in the EU law on transparency - with high relevance for palm oil, soy and beef. This was achieved together with, and under guidance of the Centre for Research on Multinational Corporations (SOMO) and others.</li> </ul>
2. At least 2 Dutch and 2 local/regional financial institutions have improved implementation of ESG criteria to reduce the impacts of mining and agro-commodities.	<ul style="list-style-type: none"> <li>• A CSO capacity building track by VBDO, IUCN NL and WNF strengthened the advocacy capacities of partners and resulted in a CSO lobby towards FMO and Rabobank (<b>Paraguay</b>), NN Invest/Robeco (<b>Indonesia</b>) and PGMM (<b>Philippines</b>), leading to more intensive engagement of these FIs with stakeholders to solve the local problems. Results included: <ul style="list-style-type: none"> <li>○ SRJS advocacy on a palm oil case in Bulungan, Kalimantan, focusing on two Dutch institutional investors/asset managers and their engagement with IJM Plantations. This contributed to the withdrawal of Robeco's finance in early 2019 and further dialogue around Robeco's general palm oil policy.</li> <li>○ <b>Cooperation with FMO</b> around the development of a benchmarking tool to evaluate local banks that invest in the cattle and soy sector in <b>Paraguay</b> (VBDO) and a Green Climate Fund proposal for the same sectors.</li> <li>○ Five banks willing to cooperate with the Chamber of Mines towards enhanced practices for the mining sector in the <b>Philippines</b>.</li> </ul> </li> <li>• Several banks (Rabobank, ABN AMRO) and institutional investors (Robeco, NN Invest) strengthened their sustainable palm oil policies, with tangible criteria for the exclusion of non-compliant companies and criteria to be eligible for sustainability investing. Robeco and NN Invest became RSPO members and launched a <a href="#">collective statement on Sustainable Palm Oil</a> together with Actiam and NN Investment Partners. IUCN NL published a benchmark study, noting RSPO as the highest quality benchmark but requesting better implementation, a tool used in advocacy towards Dutch Financial Institutions (FIs) as well as RSPO. IUCN NL commissioned a report on better assurance of compliance in the field to RSPO. WWF NL participated actively in WWF's</li> </ul>

Annex 4 Priority objectives and achievements per country

	<p>international palm oil buyers’ scorecard. It also hosted an event with Dutch FIs where WWF Singapore presented its work on assessing and influencing the ESG policies of Asian banks. IUCN NL hosted an event to influence palm oil policies of Asian banks with ABN and Robeco during an RSPO event.</p> <ul style="list-style-type: none"> <li>• VBDO, IUCN NL and WWF NL analysed policies of Dutch FI’s on beef. <a href="#">3 webinars were organized for the financial sector on the risks in relation to deforestation and conversion related to the beef sector, with a focus on the Chaco, Paraguay.</a> A report was published with policy and engagement recommendations. The report was well received and is currently being used in <a href="#">WWF’s international outreach to FI’s on deforestation.</a></li> <li>• WWF Russia started to engage with McDonald’s and other companies in Russia. WWF Russia included a ‘beef footprint’ in their new strategy and secured funding from the Gordon and Betty Moore Foundation, potentially leading to increased impact on the international beef market. WWF Chile started to engage beef retailers. (Chile and Russia are main importers of Paraguayan beef.</li> <li>• FMO strengthened practices in relation to financing the cattle supply chains and deforestation in <b>Paraguay.</b></li> <li>• <a href="#">One major Dutch investor with a significant footprint in cattle and beef companies was advised on soy and beef policies in Latin America.</a></li> <li>• <a href="#">Rabobank improved policies on agriculture and deforestation in Brazil (soy, beef). It also improved its policies on palm oil and biodiversity</a></li> <li>• Masterclass on responsible mining for the Dutch financial sector was organised by VBDO. As a result, a working group on ESG criteria for responsible investment in mining was launched. Dutch investors showed improved awareness and engagement on responsible mining practices. Four Dutch institutional investors cooperated with IUCN NL and VBDO to develop relevant engagement questions on water and biodiversity. Four Dutch investors sent a joint engagement letter to Sumitomo about the Rio Tuba Nickel Mine, which led to the company opening up for engagement.</li> </ul>
<p>3. NL/global policies and practices of mining companies are improved based on cases in at least 4 countries (Burkina Faso, Guyana, Madagascar, Philippines).</p>	<ul style="list-style-type: none"> <li>• <b>Philippines:</b> One Dutch investor engaged with two Philippine mining companies to discuss their potential involvement in violations of human and environmental rights. A tripartite dialogue on mineral governance was initiated by the government of the Philippines focusing on a chain approach to improving mineral governance.</li> <li>• <b>Madagascar and Philippines:</b> high level exchange between NGOs and government representatives from Madagascar and the Philippines on responsible mining was organised. This dialogue explored what large scale responsible mining actually looks like, so boosting awareness through empowerment of the participants (including female and transgender). It generated substantial press attention.</li> <li>• Negotiation training was conducted in <b>Benin, Burkina Faso, Philippines, Tanzania and Uganda</b> by the Consensus Building Institute. CSO participants (locally) increased their capacities to negotiate effectively with private sector actors.</li> <li>• <b>Burkina Faso:</b> Mining company OREZONE agreed to financially compensate artisanal gold miners for the occupation of their gold panning spaces. The mining company B2Gold developed and implemented a <a href="#">pilot action plan toward integrating biodiversity into its activities.</a></li> </ul>
<p>4. Investment is mobilised in 2 landscapes for ecosystem-based solutions in Benin and Tanzania.</p>	<ul style="list-style-type: none"> <li>• <b>Benin:</b> Strong government buy-in and the active participation of local and international companies was generated in the coastal areas. This was in preparation for the development of a (business) case for climate finance, for a programme that links dredging to ecosystem-restoration and green infrastructure building to restore natural river flows and natural coastal protection. €100,000 in funding was leveraged from the private sector for a mangrove restoration project.</li> <li>• <b>Tanzania:</b> Together with the African Wildlife Foundation and the Southern Tanzania Elephant Program, a process started in the Kilombero Valley to unlock investment opportunities for the small(est)-scale entrepreneurs in the villages on the Wildlife Corridor route, based on the Landscape Investment and Finance Tool (LIFT), as well as to change national policies highlighting the importance of green investments for climate-resilient landscapes.</li> <li>• <b>Cambodia:</b> Five community fisheries committees in Stung Treng demonstrated the value of US\$5,000 trust funds towards supporting livelihoods’ diversification and leveraging additional financing. One committee increased its capital by 25% in 12 months. SRJS capitalised the two trust funds in Stung Treng.</li> </ul>

### III. GENDER AND CIVIC SPACE

Priority objectives	Main achievements
1. Gender training and coaching has resulted in improved gender strategies in at least 4 countries.	<ul style="list-style-type: none"> <li>• <b>Guyana:</b> (i) The National Gender Policy now includes gender considerations regarding agricultural issues and climate change adaptation; (ii) The University of Guyana included Environmental and Social Justice in its curriculum; (iii) The Guyana Environmental Protection Agency (EPA) requested SRJS conduct a gender capacity building training; (iv) The first ever Rupununi Indigenous Women's Conference was organised on women leadership.</li> <li>• <b>Tanzania:</b> Women obtained land rights in Katavi Rukwa region; their rights to land have been protected. Women were included in WUA committees and Village Land Right Committees. Through different trainings and workshops, women came to realise that they have equal rights as men. They decided to take action by demanding their rights whenever it was being violated. Women in different villages stood up to demand to be part of decision making whenever land is concerned.</li> <li>• In <b>Aceh</b>, women play an essential role in managing sustainable mangrove products. This is now being recognised and prioritised in district and village governance. These examples will be used in the MOOC to further enhance south-south exchange and learning.</li> <li>• <b>Ghana:</b> Partner A Rocha Ghana boosted its internal gender capacity through an audit to assess the current gender capacity of staff and organisational policies and practices, with support from IUCN's Global Gender Office</li> <li>• <b>Cambodia:</b> The Ministry of Women's Affairs incorporated CSO inputs into a baseline study on Gender, Environment and Climate Change as part of the monitoring system of gender mainstreaming in NSDP 2019-2023. Stakeholders recognised CFIN women's leadership, by involving the CFIN in CSO meetings and integrating it into government structures.</li> <li>• Gender sensitization, audit and mainstreaming took place at IUCN NL &amp; WWF NL, as did the development of <a href="#">gender justice tools</a>.</li> </ul>
2. SRJS has clearly contributed to securing the civic space of environmental defenders in Indonesia, Myanmar, the Philippines, Bolivia and Uganda.	<ul style="list-style-type: none"> <li>• Emergency funds were set up in <b>Indonesia</b> and the <b>Philippines</b> to provide local communities and individuals (financial) support in their environmental protection efforts. Funds were provided for legal assistance (e.g. for environmental rights defenders), emergency relief interventions, family support, and L&amp;A activities.</li> <li>• Specific security related trainings were organised for various local communities which were threatened as a result of their work.</li> <li>• As a follow-up of the MTR, a focus group on civic space was formulated to assess and speed up activities and lines of work contributing to increasing civic space.</li> <li>• SRJS hosted an exchange in the Netherlands with 29 EHRDs from nine countries to share experiences and build capacity on digital security, legal aspects, and personal and organisational safety.</li> <li>• <b>Indonesia</b> - The scope for critical interest groups in Indonesia is being increasingly limited. WWF Indonesia experienced problems when their MoU with the government was held back. To ensure continuity, WWF Indonesia explored intensified partnerships with local organisations, and worked on restoring its relationship with the Ministry, but only on condition of independence and impartiality.</li> <li>• <b>Philippines</b> - Indigenous communities faced increasing discrimination in the face of government public relations campaigns - perhaps a backlash against the perceived threat of Indigenous communities which - through SRJS capacity strengthening efforts - had become more skilled in writing petitions claiming their rights, submitting complaints and other forms of holding governments accountable.</li> <li>• <b>Bolivia and Paraguay</b> - The Women Defenders Programme developed an app to be used by women defenders to monitor and report environmental and human rights violations. This app has been especially useful throughout the Covid-19 pandemic, since most communities are isolated and forgotten by local governments.</li> </ul>
3. SEAs and/or ESIA's have led to convening relevant sets of stakeholders and created an enabling environment for CSOs to participate in planning (of projects) in at least 10 countries.	<ul style="list-style-type: none"> <li>• International: NCEA facilitated a workshop on ESIA in relation to financing decisions during the SRJS Finance Event and gave a presentation on "Making ESIA work for more sustainable investment decisions". SRJS partners from <b>Indonesia</b>, <b>Tanzania</b> and <b>Zambia</b> were supported by NCEA to attend the annual conference of the International Association for Impact Assessment in Durban.</li> <li>• Africa: The NCEA presented an introduction to SEAs at a meeting in <b>Benin</b> with IUCN-NL and NGOs. It was followed by a brainstorm on the role of SEAs in decision-making and the role of NGOs in SEAs. A multi-stakeholder workshop focused on the role of actors in the SEA process to address spatial problems in the Ouémé Delta. Thirty participants from different CSOs gathered in <b>Ghana</b> to become acquainted with SEAs (most have worked with ESIA's but not yet SEAs). Participants represented landscapes witnessing developments in mining, oil, gas and agribusiness. The workshop resulted in recommendations for a SEA report on on-shore oil and gas development in the Voltaian Basin. A SEA/ESIA training was organised in <b>Uganda</b> for local NGOs and local authorities in two landscapes (national parks) affected by oil developments: Queen Elizabeth and Murchison Falls. The workshop helped prepare participants for the large, complex ESIA's expected. In <b>Zambia</b> NCEA gave follow-up</li> </ul>

## Annex 4 Priority objectives and achievements per country

	<p>on reviewing of ESIA, in <b>Mozambique</b> a workshop and exchange of experiences was organised for CSOs focusing on hydropower and oil and gas, and ESIA/SEA review.</p> <ul style="list-style-type: none"> <li>• Asia: NCEA coached SRJS partners in the SEA-processes in <b>Indonesia</b> - Bulungan and Papua. In the <b>Philippines</b> NCEA facilitated a workshop with 50 participants from local and provincial government, CSOs and academia, to kick off an SEA for land use planning in Zamboanga del Norte. The workshop achieved agreement on how to proceed. The (local) government owns the SEA process. SRJS assists through a local partner (PARTS) and NCEA provides coaching throughout the process. A MoU was signed in September between the provinces and the municipalities, marking the formal start of the SEA.</li> <li>• South America: In <b>Paraguay</b>, two workshops and south/south exchange were organised on spatial planning and water infrastructure in the Chaco Pantanal landscape. Two similar workshops were also organised on water-related infrastructure in the <b>Brazilian</b> Chaco Pantanal landscape (one targeting government officials and one targeting CSOs).</li> </ul> <p>In almost all countries SEA/ESIA were introduced. Some examples:</p> <ul style="list-style-type: none"> <li>• <b>Indonesia</b> Bulungan: The SEA resulted in the expansion of the community forest area and the acknowledgement of a watershed area as essential to nature conservation.</li> <li>• <b>Zambia</b>: Awareness was raised on SEAs in the energy sector, particularly on key steps, issues and benefits of SEAs for the energy sector (hydro, solar, wind, energy mix), and SEA review processes.</li> <li>• <b>Philippines</b>: The SEA process was supported by the provincial governor and the Dutch embassy, leading to an uptake of the recommendations in the district land-use plans. The approach was seen as successful and will be replicated elsewhere in the country.</li> <li>• <b>Suriname</b>: Longstanding government relationships with NCEA enabled them to request assistance with SEA guidelines when offshore oil and gas reserves were detected.</li> <li>• An exchange on SEA and ESIA was organised by NCEA in collaboration with IUCN NL and WWF NL. This led to exchange between multiple regions on different levels of progress within SEA/ESIA. The input of this session, together with papers written earlier, led to a publication on 10 SRJS cases.</li> <li>• A webinar series was hosted by IUCN NL and WWF NL on multiple themes to foster exchange and learning across regions and partners. These themes included inter alia environmental human rights defenders and the inclusive landscape approach.</li> </ul>
<p>4. Legal training and coaching has resulted in partners with improved legal strategies in their work in at least 4 countries</p>	<ul style="list-style-type: none"> <li>• A trajectory on illegal rosewood logging in <b>Ghana</b> resulted in the inclusion of youth organisation Jacksally in a governmental rosewood committee.</li> <li>• Legal trainings in <b>Benin</b> and <b>Burkina Faso</b> led to a better understanding of the legal implications of the status of a protected area and enabled them to strategize. A legal training in <b>Myanmar</b> led to a better understanding of the environmental legislation. A legal training in <b>Bolivia</b> led to a better understanding of the laws and regulations regarding protected areas and the possibilities of the Government to create “unprotected zones” within these areas. It enabled local partners to better strategize.</li> <li>• <b>Paraguay</b> and <b>Bolivia</b>: legal training was provided to women defenders in terms of their indigenous and territorial rights as well as safety and security trainings.</li> <li>• <b>Paraguay</b>: the development and presentation of a NGO report on human rights and their link to the environment was presented to the UN Human Rights Council for the Universal Periodic Review (UPR). This report was elaborated and signed by 15 CSOs focused on the defence of human rights and environmental conservation.</li> <li>• <b>Tanzania</b>: one of our local partners from the Lawyers' Environmental Action Team (LEAT), participated with ISHR's Remote Human Rights Defenders Advocacy Program 2020, where inter alia the procedures around the UPR were discussed. This was put into practice and LEAT together with 14 CSOs will submit a NGO report on human rights and their link to the environment on March 25, 2021 to the UN Human rights Council for the UPR.</li> <li>• An online exchange was organised between SRJS partners from <b>Paraguay, Bolivia, Tanzania, Uganda, Ghana and Benin</b> regarding the UPR and its possibilities to strategically use this instrument for international lobby for environmental human rights. As a result, our local partners in <b>Uganda</b> and <b>Ghana</b> have expressed their desire to participate with the UPR when their country will be reviewed in 2021 respectively 2022.</li> <li>• A webinar was organised jointly with IUCN NL, WWF Paraguay, Global Witness for MoFa to inform them about the situation and the developments of the decrease in civic space of environmental human rights defenders.</li> <li>• As part of the SRJS end event a webinar was organised on the topic of Environmental Human Rights Defenders to discuss the challenges around nature, the extractive business and human rights.</li> </ul>

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