



Part I: Project Information

GEF ID

10920

Project Type

MSP

Type of Trust Fund

GET

CBIT/NGI

CBIT No

NGI No

Project Title

Policy Coherence for Global Environmental Benefits

Countries

Global

Agency(ies)

UNEP

Other Executing Partner(s)

Conservation Council of Nations (1) The Conservation Council of Nations (CCN) was established when ICCF expanded its operations outside the US, where ICCF was originally founded to support Congress. CCN is now doing business as the ICCF Group and both terms are being used interchangeably.

Executing Partner Type

CSO

GEF Focal Area

Biodiversity

Sector

Taxonomy

Focal Areas, Biodiversity, Mainstreaming, Tourism, Agriculture and agrobiodiversity, Infrastructure, Extractive Industries, Influencing models, Strengthen institutional capacity and decision-making, Transform policy and regulatory environments, Demonstrate innovative approaches, Stakeholders, Type of Engagement, Information Dissemination, Gender Equality, Gender results areas, Participation and leadership, Gender Mainstreaming, Sex-disaggregated indicators, Beneficiaries, Capacity, Knowledge and Research, Innovation

Rio Markers

Climate Change Mitigation

No Contribution 0

Climate Change Adaptation

No Contribution 0

Biodiversity

Principal Objective 2

Land Degradation

No Contribution 0

Submission Date

3/24/2023

Expected Implementation Start

9/1/2023

Expected Completion Date

8/31/2025

Duration

24 Months

Agency Fee(\$)

190,000.00

A. FOCAL/NON-FOCAL AREA ELEMENTS

Objectives/Programs	Focal Area Outcomes	Trust Fund	GEF Amount(\$)	Co-Fin Amount(\$)
BD-1-1	Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors	GET	2,000,000.00	2,215,000.00
Total Project Cost(\$)			2,000,000.00	2,215,000.00

B. Project description summary

Project Objective

To identify approaches and promote mutually reinforcing legal frameworks and alignment of financial resources for global biodiversity benefits.

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
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Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
1. Identify approaches and opportunities for policy coherence to deliver nature positive Global Environmental Benefits of significant Biodiversity.	Technical Assistance	<p>Outcome 1.1: Increased understanding of opportunities, approaches and tools for Policy Coherence</p> <p>Target:</p> <p>A Guidebook on Policy Coherence and increased understanding on Policy Coherence and how to make use of it when addressing conflicting pieces of legislation on environmental issues. Activities conducive to the drafting the Guidebook (briefings, dialogues, workshops, other) will take into account equal participation of women and men ?</p>	<p>Output 1.1.1: Guidance and best practices for legislators to assess policy coherence.</p> <p>Output 1.1.2: Review of the impacts of policy coherence on the alignment of financial resources and institutional structure to deliver Global Environmental Benefits.</p>	GET	591,450.00	656,450.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
		50%. Guidebook will be gender sensitive				

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
2. Country pilots to address policy-incoherences limiting the capacity to deliver durable and tangible GEBs for globally significant biodiversity through technical reviews and legislative processes.	Technical Assistance	<p>Outcome 2.1:</p> <p>Increased Policy Coherence in pilot countries for achievement of Global Environmental Benefits of significant biodiversity.</p> <p>Target:</p> <p>At least 2 of the 3 pilot countries using guidelines, approaches and enhance policy coherence for sustainable development</p>	<p>Output 2.1.1:</p> <p>Review and analysis of policy frameworks and the associated financial flows in relevant sectors (i.e., agriculture, forestry, tourism, infrastructure) for the delivery of Global Environmental Benefits in significant biodiversity ecosystems in target countries (i.e., Paramos and Tropical Lowland- and Montane Rain Forests in Colombia; Mongolian-Manchurian steppe in Mongolia; Grasslands and Miombo Woodlands in Zambia; and tropical rain forests in Indonesia).</p>	GET	591,450.00	656,450.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
			<p>Output 2.1.2:</p> <p>Identification of the policies, laws and regulations that are working at cross purposes (i.e., undermining each other) with special attention to those that limit or impede the alignment of public investments aiming at delivering GEBs.</p>			
			<p>Output 2.1.3:</p> <p>Policy makers convened and engaged in the discussion and drafting of policies to address the policy incoherencies identified in the project in collaboration with the Executive to facilitate the</p>			

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
			<p>implementation of the policy reforms and allocation of financial resources to deliver GEBs.</p>			

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
3. Knowledge Management and communications	Technical Assistance	<p>Outcome 3.1:</p> <p>Adoption of the tools and assessment methods of Policy Coherence and experiences gained in pilot countries and sectors by other countries with active CCN?s Conservation Caucuses.</p> <p>Target:</p> <p>At least 2 CCN Conservation Councils in other countries adopting practices on Policy Coherence</p>	<p>Output 3.1.1:</p> <p>Printed and digital documents on the tools, assessment methods and lessons learned on Policy Coherence in the pilot countries.</p> <p>Output 3.1.2:</p> <p>In-person and virtual events to disseminate lessons learned in the target countries.</p> <p>Output 3.1.3:</p> <p>Design and implementation of a website to disseminate lessons learned.</p>	GET	572,400.00	637,400.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Monitoring and Evaluation	Technical Assistance	Outcome: Lessons Learned on how to use Policy Coherence to deliver Global Environmental Benefits of globally significant Biodiversity.	Outputs: The complete and detailed mid-term and final reviews, and the evaluation by a third party.	GET	98,750.00	118,750.00
Sub Total (\$)					1,854,050.00	2,069,050.00

Project Management Cost (PMC)

GET	145,950.00	145,950.00
Sub Total(\$)	145,950.00	145,950.00
Total Project Cost(\$)	2,000,000.00	2,215,000.00

Please provide justification

C. Sources of Co-financing for the Project by name and by type

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
Recipient Country Government	Ministry of Tourism Zambia	In-kind	Recurrent expenditures	200,000.00
Recipient Country Government	Zambian Parliamentary Caucus on Environment and Climate Change	In-kind	Recurrent expenditures	400,000.00
Civil Society Organization	The ICCF Group	In-kind	Recurrent expenditures	1,000,000.00
Civil Society Organization	The Asia Foundation	In-kind	Recurrent expenditures	100,000.00
Private Sector	Colombia UN Global Compact	In-kind	Recurrent expenditures	15,000.00
Private Sector	Allen Institute for AI	In-kind	Recurrent expenditures	350,000.00
GEF Agency	UN Environment	In-kind	Recurrent expenditures	150,000.00
Total Co-Financing(\$)				2,215,000.00

Describe how any "Investment Mobilized" was identified

Not Applicable

D. Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)	Total(\$)
UNEP	GET	Global	Biodiversity	BD Global/Regional Set-Aside	2,000,000	190,000	2,190,000.00
Total Grant Resources(\$)					2,000,000.00	190,000.00	2,190,000.00

E. Non Grant Instrument

NON-GRANT INSTRUMENT at CEO Endorsement

Includes Non grant instruments? **No**

Includes reflow to GEF? **No**

F. Project Preparation Grant (PPG)

PPG Required **true**

PPG Amount (\$)

50,000

PPG Agency Fee (\$)

4,750

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)	Total(\$)
UNEP	GET	Global	Biodiversity	BD Global/Regional Set-Aside	50,000	4,750	54,750.00
Total Project Costs(\$)					50,000.00	4,750.00	54,750.00

Core Indicators

Indicator 11 People benefiting from GEF-financed investments

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female	360	266		
Male	840	266		
Total	1200	532	0	0

Provide additional explanation on targets, other methodologies used, and other focal area specifics (i.e., Aichi targets in BD) including justification where core indicator targets are not provided

Part II. Project Justification

1a. Project Description

1) Background and context

1. Policy Coherence (PC) is the "systematic promotion of mutually reinforcing policy actions across government departments and agencies to create synergies to deliver tangible and durable results for the benefit of the environment and people's livelihoods" [2]¹. As recognised by the GEF-8 Strategic Positioning Framework, "the G7 2030 Nature Compact explicitly recognized the need to reform national policies with recognized negative impacts on nature, and for an integrated approach or a "whole of government" basis as a necessary condition for world that is nature-positive" [3]². Policy Coherence is a "whole of government" approach for an in-depth review of the legal frameworks to identify interactions between different sectors that either undermine or reinforce each other. This approach allows: a) ensuring that the interactions among various policies in the economic, social, and environmental domains support countries on their pathway towards sustainable environmental objectives; b) putting in place institutional mechanisms, processes, and tools to produce effective, efficient, sustainable, and coherent policies in all sectors; c) developing evidence-based analysis, sound data, and reliable indicators to inform decision making and help translate political commitments into practice; and d) fostering multi-stakeholder policy dialogue to identify and break down the barriers for durable change.

2. It is now widely recognized that for policy work to be sustainable, it is best conducted at the legislative level, where there is far less turnover and greater longevity than at the executive level. Furthermore, and as stated in the GEF-8 Strategic Positioning Framework, "*the importance of policy coherence is being progressively recognized and mainstreamed in global dialogues as a critical mechanism which, if left unattended, can hamper the world's ability to reverse the current environmental trends and to reach its crucial nature-positive targets*". UNEP as the custodian of the SDG indicator 17.14.1 on policy coherence, developed the indicator for the SDG Target 17.14 of the 2030 Agenda as critical component for the implementation of all of the SDGs [4]³. [UNEP also represents the nexus with the OECD Community of Practice on Policy Coherence which the project will be involved in.](#)

3. Although the underlying principles of Policy Coherence are not a new concept to the GEF as demonstrated by the findings of the 1992 and 2017 reviews by the GEF Secretariat and the Independent Evaluation Office (IEO) demonstrate [5]⁴, this global project is the first of its kind at the GEF as it tackles policy coherence as the main objective in an integrated manner. It will be implemented in three countries, Colombia, Mongolia and Zambia, where it will develop guidance, best practices and tools for legislators to assess policy coherence, carry out country pilots to increase policy coherence through technical

reviews and legislative processes, and work with other Conservation Caucuses where the Conservation Council of Nations (CCN) as the project Executing Agency, is working for the adoption of the lessons learned gained in pilot countries. The end goal of this pilot project is to identify the pieces of legislation that either undermine or reinforce the biodiversity objectives of conservation, and for policy makers to take notice and action to adjust the situation accordingly. This project will contribute to the GEF-7 Biodiversity Strategy and SDG 15: *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.*

2) Global environmental significance

4. The three selected countries are well known for their global biodiversity significance.

5. **Colombia:** Colombia is one of the 12 megadiverse countries in the world. Colombia possesses a rich complexity of ecological, climatic, biological and ecosystem components, with 311 continental and marine ecosystems and 53% of the country covered by different types of forests [6]⁵. A total of 75,947 species have been registered, of which 72,633 inhabit the mainland and 4,575 species the sea. These numbers place Colombia in the third place among the countries with higher biodiversity; the first place in highest diversity of birds, orchids, and butterflies, second with highest diversity in amphibians, freshwater fish, reptiles, palms and plants in general, and the fifth with the highest diversity in mammals [7]⁶. Endemism is high with 6,383 plant species, 367 amphibians, and 34 mammals among other groups, and some 2,500 species in the coastal and marine ecosystems. Colombia is also bio-culturally diverse, reflected in the 68 languages spoken in the country, 101 indigenous peoples? groups, 3 different groups of afro-colombians and the gypsy people. All these ethnic groups represent a high diversity of customs, traditions and knowledge systems which are strategic to biodiversity conservation. Many of these local communities also greatly depend on nature?s benefits for their subsistence [8]⁷. Colombia has made important efforts in conservation, with 51% of moorlands under some form of protection with 86% of them maintaining their natural coverage, which indicates a high degree of protection and conservation. Permanent wetlands (low canopy and open) have the greatest percentage of natural coverage (94 and 88% respectively)[9]⁸.

6. In Colombia, the work of the project will focus on ecosystems with the highest GEBs for Biodiversity conservation. This includes a combination of high-species richness and a high number of distinct terrestrial, costal and marine ecosystems. Of particular interest from the point of view of Global Environmental Benefits of significant biodiversity are the tropical lowland rain forests of the Amazon and the Choco on the Pacific lowlands, the tropical montane rain forests in the three Andean Cordilleras and the Sierra Nevada de Santa Marta (SNSM), the Paramo vegetation above the continuous tree line in the Andes and the SNSM, the Caribbean Coral Reefs, and the mangroves along the Pacific Coast line. All these ecosystems harbor Biodiversity of Global Significant including the populations of three of the four tapir species (*Tapirus bairdii*, *Tapirus pinchaque* and *Tapirus terrestris*), spectacle bears (*Tremarctos ornatus*), dozens of giant rosettes of the genus *Espeletia* occupying the grasslands above the continuous tree line, 1863 confirmed bird species of which 84 are endemic, and 589 species of amphibians, among others.

7. **Mongolia:** Mongolia occupies a critical space in northeast Asia, located between the People's Republic of China and the vast Siberian territory of Russia. Despite its large land area of over 1.5 Mn square kilometers, its population is relatively small at 3.3 Mn.

8. Mongolia's terrain consists of vast semi-desert and desert plains, with grassy steppe areas and considerable mountainous areas. It is divided into six natural zones: the high mountain alpine belt, the mountain taiga belt, mountain forest steppe, rolling steppe, and semi-desert and desert zones [10]⁹. About 90 percent of the nation's territory is either desert or some form of pasture, with nine percent forested and one percent arable [11]¹⁰. The country's Gobi Desert is the largest in Asia and the fifth largest in the world. Mongolia's climate is cold and dry; Ulaanbaatar, the capital, is the widely considered coldest capital in the world based on year-round average temperatures. Indeed, Mongolia's altitude is likely one factor behind its cool temperatures. Given its mountainous character, its average elevation is 1,580 m, and its lowest point is 560 m at Lake Huh, near the northeastern edge of the nation.

9. Despite the climate challenges, Mongolia is home to one of the world's most significant grassland ecosystems. Its eastern steppe houses the world's largest intact temperate grassland, an area 10 times larger than the Serengeti in Africa. Grassland area covers about 80 percent of the country and provides a livelihood for 200,000 families of nomadic herders [12]¹¹. The grasslands support livestock, a vital industry in a country where meat is a major staple of the diet. They also support Mongolia's cashmere industry, which employs 16 percent of the labor force, provides about 8.6 percent of exports earnings, and contributes 6.3 percent of the country's GDP [13]¹².

10. Mongolia's biodiversity is noteworthy, despite (or perhaps due to) its challenging climate and unique location and terrain. Its land supports 5,682 plant species, including 2,950 vascular plant species, 445 moss species, 999 lichen species and 1,288 algae species. More than 100 types of plants are used for medicinal purposes, and more than 200 are used for pharmaceutical purposes. In addition, 200 species are used for tea, 50 for food, and over 100 are important for livestock feed. Mongolia's forests comprising 140 species of trees and shrubs, with larch being the dominant species. Over 13,000 species of insects are present. There are 472 bird species recorded, of which 391 are migratory. The country has circa 130 species of mammals. As the climate is not hospitable for cold-blooded creatures, it has six species of amphibians and 21 species of reptiles. Its 76 species of fish are dependent on its lakes and rivers for water [14]¹³.

11. In Mongolia, over 128 plant species are registered as endangered or threatened. More than 80 plant species are used intensively for food and other purposes. The conservation of 19 insect species is under legal protection. Twenty-four globally threatened birds are known to have habitats in Mongolia, while 10 known near-threatened species are from Mongolia. Negative trends in wildlife gene pools have been observed, caused by negative changes in the numbers and quality of mammalian populations. Hunting game animals and nomadic animal husbandry are cultural elements upheld by Mongolians since ancient times, but some of these species' populations have been decreasing drastically. For instance, since the turn of the century, there has been a 92% decrease in red deer populations. Thirty-two species of Mongolian fauna are protected as rare species in the Mongolian Red Book and the Mongolian Law on Fauna [15]¹⁴. The local government's stated goal is to protect one-third of its land [16]¹⁵, and as of 2020, 21 percent of land was in some form of 'protected area' status.

12. In Mongolia, the project will concentrate on the Manchurian steppe and shrublands, which are of particular interest because that is where the conservation agenda of its unique fauna and flora in- and around-protected areas (i.e., Mongolian wild ass, the Mongolian gazelle, and the steppe eagle),

overlaps with the extractive industries, with mining being one of the most important economic drivers of the country, and the Mongolian nomadic herders, one of the most distinctive aspects of Mongolian culture is its nomadic pastoral economy, which has shaped the traditional way of life for the Mongols for centuries. Although the nomadic lifestyle has been diminishing over recent years, the herding of animals such as sheep, goats, and yaks has had a significant negative impact on the grasslands because of overgrazing. The exploding demand for cashmere wool is ruining Mongolia's grasslands in vast areas at risk of degradation.

13. **Zambia:** Zambia is a landlocked country in southern Africa. Forests, agro-ecosystems and wetlands are the most important ecosystems to the national economy and rural livelihoods. Biodiversity conservation to date has been undertaken through the management of the existing protected areas system, and promotion of sustainable utilization of natural resources in open areas [17]¹⁶.

14. Wetlands, including eight Ramsar sites, cover 3.6 million hectares (4.8%) of the total land area. The fisheries subsector contributes about 3.2% to the Gross Domestic Product (GDP), with 300,000 persons directly or indirectly obtaining part of their income from this sector. Fish accounts for 29% of the animal protein supply in Zambian diets. More than 200 Crustacean species exist in various ecosystems in Zambia, of which more than half are endemics. The highest fish species richness is found in Lake Tanganyika, estimated to have over 200 species of fish, of which over 70% are endemic to the lake. This fishery needs special conservation attention, especially in view of the fact that it is a transboundary water body shared by four riparian countries (Tanzania, DR Congo, Burundi, Zambia). Catch assessment surveys are ongoing for the sardine known as *Kapenta*, originating from Lake Tanganyika, whose stocks have been significantly overexploited in the last 2 decades. A report to the Ramsar Convention in 2015 indicated improvement in the status of the Lukanga swamps, Bangweulu swamps and Liuwa Plains, although details on the scope of improvement are not provided [18]¹⁷.

15. Zambia's agro-ecological systems are categorized into three agro-ecological regions (AERs), differentiated mainly by amount of rainfall received per annum (RI < 800mm, RII 800-1,000mm, RIII 1,000-1,500mm). Small-scale farmers are responsible for producing 80% of output (their contribution to livestock production is around 30%). A small number of commercial or large-scale farmers are involved in commercial crop production in wheat, soya bean and sugar cane, and in livestock production. In spite of agro-biodiversity being a vital resource for the country, it has not been given adequate attention in terms of management and utilization compared to forestry, wild animals and the fisheries [19]¹⁸.

16. Mammal diversity is estimated at 224 species, with over 28 species and subspecies considered threatened, endangered or vulnerable. A project on Reclassification and Effective Management of National Protected Areas System (2010) identified approximately 43 species of large mammals as important in terms of: the potential income that can be generated from their use in photographic and consumptive tourism; their contribution to local household economies, as a source of protein and as a source of income through illegal market structures; and in terms of their aesthetic appreciation by the global community, including their existence value. These mammals comprise 9 species of large carnivores, 2 species of odd-toed ungulates, 31 species of even-toed ungulates and 1 species of elephant. Since 2009, 24 new bird species have been identified in Zambia. However, over the past 15 years, a decline of around 35% has been recorded in site occupancy in the most Important Bird Areas (42 IBAs exist, 82% of which receive some form of protection). Current stocktaking lists 11 bird species as endangered [20]¹⁹.

17. In Zambia, the project will concentrate on various types of Miombo Woodlands, sparse, important habitats for the country's large mammal populations including black rhino, buffalo, African elephants, and antelopes such as elands, sable antelope, roan antelope, Lichtenstein's hartebeest, and sitatunga, belonging to the spiral-horned antelope tribe. There are also large carnivores

including lion (*Panthera leo*), leopard (*Panthera pardus*), cheetah (*Acinonyx jubatus*), spotted hyena (*Crocuta crocuta*), striped hyena (*Hyaena hyaena*), African wild dog (*Lycaon pictus*) and side-striped jackal (*Canis adustus*). All in all, a total of 242 mammal species are found in the country, with most occupying these woodland and grassland ecosystems. The Rhodesian giraffe and Kafue lechwe are some of the well-known subspecies that are endemic to the country. Of the estimated 757 bird species that have been seen in the country, the Zambian barbet is a species endemic to Zambia. With abundant wildlife in areas not adequate for agriculture because of sandveld (that are generally not very fertile due to weathering and leaching) a very seasonal rainfall, the opportunities for photographic tourism are abundant. In contrast, to these non-extractive activities, copper mining is very prevalent in the region, calling for ensuring that the legal framework ruling these sectors and coherent and allowing conservation and development to coexist.

18. Global environmental problem, root causes and barriers that need to be addressed

19. **Colombia:** Colombia faces important challenges to guarantee the environmental sustainability of its territories and the provision of ecosystem services for the well-being of society, among which are the transformation of ecosystems due to processes such as deforestation, the overexploitation of resources natural, the expansion and intensification of agricultural frontiers, invasive species and climate change, among others.

20. The main direct drivers of biodiversity transformation and loss are, according to the Evaluation of Biodiversity and Ecosystem Services of Colombia[21]20:

? The loss and degradation of habitat (terrestrial, freshwater and marine) are the main direct drivers of transformation and reduction of biodiversity;

? Deforestation, carried out to implement new land uses or as a way of guaranteeing possession of the land, favored by multiple indirect factors;

? Erosion degradation is the most important type of soil degradation in the country;

? Inadequate productive practices in the country lead to soil degradation phenomena caused by excessive tillage, chemical degradation due to the use of agrochemicals, salinization due to the use of irrigation water, as well as biological degradation caused by burning crop residues;

? Climate change is accelerating transformative changes in biodiversity;

? The high vulnerability to extreme events associated with climate change has had an impact on the water balance and has led to the loss of glaciers throughout the national territory;

? The lack of detailed information, and the informality of the majority of fishing in Colombia, make it difficult to sustainably manage fishing and aquaculture resources;

? Biological invasions significantly impact ecosystem integrity;

? Biological invasions impact human health and that of agricultural production systems.

21. **Mongolia:** Mongolia is rich in natural resources. In Mongolia, the major threats to biodiversity include climate change, water shortage, land use changes and desertification. The vegetation cover of the Gobi is mainly influenced by human-induced factors, such as overgrazing, mining, and the illegal collection of plants. Habitats of plants are fragmenting under the influence of these factors, as well as

from the impacts of climate change. For wildlife, decreases in population within Mongolian grasslands are considered natural processes. with mining having rapidly increased in recent years.

•*Desertification*: According to an estimate by the UN Convention to Combat Desertification, 90 percent of Mongolia's territory is potentially susceptible to desertification [22]²¹. Dust storms have increased in recent years, while droughts have been more frequent and more severe. Massive sandstorms in 2021 brought renewed attention to the issue. Between 1940 and 2015, annual precipitation dropped by 7% while average temperatures went up by over 2.2 degrees Celsius, exacerbating the problem of increasingly dry lands. Between 1987 and 2010, more than a quarter of Mongolia's lakes larger than one square kilometer dried up [23]²². The Mongolian government listed forest fires, unsustainable forestry, and mining activities as leading causes of desertification in the country. A separate study cited overgrazing as a significant cause of desertification. It is estimated that if desertification continues at the current rate, the desert will cover all of Mongolia except for Khentii and Khuvsgul *aimags*—the region with fertile soil, forests, lakes, and rivers—by 2080 [24]²³. The Mongolian government has promulgated various initiative over the past few decades aimed at preventing or reversing desertification, with one of the more recent efforts being the initiative by President Khurelsukh Ukhnaa to plant one billion trees.

•*Mining*: The mining sector in Mongolia accounts for 80 percent of exports, and 25 percent of GDP [25]²⁴. It also accounts for 75 percent of foreign direct investment [26]²⁵ and, depending on the estimate, between 20 and 30 percent of overall employment. Coal, copper, and gold are the main mineral deposits being commercially exploited at this time, though molybdenum, silver, and uranium inter alia are also being mined [27]²⁶. In addition, Mongolia may hold significant deposits of rare earth metals. The country is home to some of the world's largest mining projects, such as the Oyu Tolgoi copper/gold mine, the Erdenet copper mine, and the Tavan Tolgoi coal deposits. Planned capital expenditure budgets for these projects alone can rival Mongolia's entire GDP [28]²⁷. Some estimates place the dollar value of extractable materials in Mongolia in the 14-figure range. Illegal artisanal and small-scale mining (ASM) is an issue, particularly as it is a source of mercury pollution. These facts underscore the vital role of mining in Mongolian society, and the need to include it in any discussion of environmental goals and policies.

Generally speaking, typical effects of mining on the environment include deforestation, erosion, contamination and alteration of soil profiles, and contamination of bodies of water or wetlands [29]²⁸. These have significant implications for biodiversity. Mining requires large volumes of water resources. In an already arid country, this is a significant demand on a scarce resource, and it has knock-on effects on wildlife and biodiversity. Some areas in the Gobi Desert that have historically served as water sources for wildlife have seen water supplies disappear. Observers have seen the endangered onager (*Equus hemionus*) dig holes up to 60 cm deep when searching for water [30]²⁹. In areas around Oyu Tolgoi and other mines, arsenic concentrations are 40 percent above the maximum permissible limits, polluting available water supplies [31]³⁰. Mining companies often claim to use deep-underground saline water, also known as "fossil water," in their operations. But given the high costs in drilling for fossil water, most typically use surface water instead, polluting and draining reserves also used by human and animal populations [32]³¹.

In 2011, the Mongolian Ministry of Nature, Environment, and Tourism (MNET) undertook a study that estimated the costs of environmental damage from mining to various parts of the environment. Assessing largely the measurable topics of soil and water contamination, it found a significant share of contamination in lands and bodies of water. From a sample area of nearly 45,500 hectares (ha) in gold mining areas, nearly 8,150 ha were found to have sustained environmental damage. This study estimated the cost of damage to soil, plant cover, and surface water areas such as riverbeds at MNT 1.16 Tn, approximately USD 922 Mn at then-prevailing exchange rates [33]³². This study was done in accordance with the established methodology for assessing environmental damage and calculating relevant compensation.[34]³³

Artisanal and small-scale mining (ASM) is a poverty-driven phenomena that substantially contributes to rural job creation, income generation, and poverty reduction in Mongolia. Estimates indicate that as much as 20 percent of the rural workforce is engaged in ASM, with some two-thirds of Mongolia's provinces partaking in significant ASM activity. Notwithstanding its economic significance, ASM's contribution to sustainable local development is limited as its past and current practices have led to significant environmental degradation as well as impeded good governance [35]³⁴.

The environmental consequences of illegal mining come with significant negative economic affects. Driven by ASM's informality, environmental damage is caused by the proximity of unregulated mining sites to designated conservation areas; the lack of approved and appropriate green ASM rehabilitation approaches; limited environmental damage prevention, mitigation, and the rehabilitation of exhausted ASM sites; and the continued use of mercury in illegal gold mining. The latter has significant negative impacts on community health and water quality, among other things. Illegal ASM activities are also contributing to the rapid degradation of the Mongolian grasslands, given the lack of rehabilitation, creating risks for the country's herders. It is estimated that some 5,000 hectares of land in Mongolia have been degraded by ASM alone, with many examples of illegal mining being conducted in protected areas, key biodiversity areas, and important identified bird habitats[36]³⁵.

•*Overgrazing*: Grasslands are under threat from several factors. Population growth in the past thirty years has boosted demand for meat and livestock products, leading to more pressure on grasslands from grazing. As of 2002, over 40 percent of Mongolian households relied on livestock herding for their livelihoods [37]³⁶. After the transition from central planning ? and its quotas on grazing animals allowed on grasslands ? to a market economy in the early 1990s, the country has gone from 20 million grazing livestock to 61.5 million. The goats that produce cashmere wool, one of the country's main non-mining exports, tend to be more damaging to grasslands since they eat not just only the grass that other animals eat, but also the roots and flowers that help seed new grasses [38]³⁷. One 2013 study using satellite imagery found that Mongolia had lost 12 percent of its Normalized Difference Vegetation Index (NDVI) from 2002 to 2012. In the Gobi region, this decline reached 40 percent. About 80 percent of these declines were attributable to livestock. Declines in precipitation accounted for most of the remainder of the decline, with rising temperatures playing only a small role. The same study found that overall, about 70 percent of Mongolia's grasslands ecosystems were degraded [39]³⁸. Degradation of grasslands would affect biodiversity in both animals and plants. Multiple studies have found declines in plant species diversity [40]³⁹. The country's grasslands also provide habitat for many native species wildlife species

such as saiga (a critically endangered antelope), argali sheep, gazelles, snow leopards, demoiselle cranes, and cinereous vultures [41]⁴⁰.

•*Climate Change*: While many of the negative effects of climate change on Mongolia's ecosystems – increasingly dry weather and land, longer and more severe droughts, etc. – have been documented above, it is worth noting the possible effects of climate change on Mongolian agriculture. The growing season in Mongolia lasts for only 90 days, rendering any changes to the climate critical for farms and farmers [42]⁴¹. Many experts anticipate that rising global temperatures will lead to declining yields in wheat crops. The Mongolian Government forecasts that local wheat yields could fall as much as 50 percent by 2080, making the country yet more dependent on food imports. One study projects that the Mongolian crop agriculture sector could lose between USD 3-12 Mn per year under global warming, depending on the level of rising temperatures. This would considerably affect the 65,000 people who derive their livelihood from this sector [43]⁴².

22. **Zambia**: Zambia is endowed with abundant natural resources and a fairly rich biological diversity. The country is highly dependent on the exploitation of biological resources for the livelihoods of the majority of its people especially those living in rural areas. The importance of biodiversity for Zambia lies mainly in its contribution to the provision of ecosystem goods and services for national economic development and livelihoods. Much of the work on biodiversity assessment and conservation in Zambia is at species level and to a limited extent at ecosystem and genetic levels. Biodiversity in Zambia is increasingly coming under pressure from both human and natural factors. Some of the factors threatening biodiversity are the following:

•*Habitat transformation*: Deforestation and forest degradation are major threats to plant biodiversity in northern Zambia where shifting agriculture is a driver of forest loss. In the east, central and southern Zambia, conversion of forest land to permanent crop agriculture is the main driver of forest cover loss and degradation. Mining in some protected areas is also transforming wildlife habitats with negative effects on long term sustenance of biodiversity.

•*Encroachment*: There is deterioration in the integrity and quality of forest reserves due to encroachment by agriculture and settlements.

•*Uncontrolled wildfires*: Uncontrolled bush fires contribute to forest degradation in Zambia, mostly caused by human activities. Annual burning is very common where the main national parks are located. It is estimated that around 25% of the country's surface area has been burnt annually between 2007 and 2012. The actual damage to biodiversity of these wildfires has not been adequately assessed.

•*Climate Change*: projected climate change impacts include rises in temperature, shifts in precipitation, and possible increases in the frequency and intensity of weather events. Observations indicate that: i) temperatures have warmed by 1.3°C since 1960, at an average rate of 0.29°C per decade; 2) Since 1960, there has been an average decrease in annual rainfall of 1.9 mm per decade; 3) There has been an increase in the frequency and intensity of drought and flooding events. Projections for Zambia suggest: 1) Annual temperature increases, above the 1970-1999 average of 1.2-3.4°C by the 2060s and 1.6-5.5°C by the 2090s, and 2) An overall decrease in annual rainfall, and an increase in the frequency and intensity of heavy rainfall events during the rainy season. Changes in climate may exacerbate preexisting socio-economic development challenges, with implications for Zambia's most vulnerable sectors, including food security, human health, water resources, and forestry. Climate change may affect forests and grasslands through warmer temperatures, drought, and declines in precipitation may lead to a loss of vegetation and soil degradation, higher incidence of forest fires, and introduction of a range of pests and pathogens which can impact tree growth and survival. More intense rainfall and flooding events can cause land and soil erosion. It may affect wildlife through droughts and decreases in rainfall that may

cause losses in soil moisture and fertility, increase water scarcity, and reduce the quality of fodder that wildlife populations depend upon for survival. Changes in precipitation, temperature, and forest fires may reduce wildlife diversity and abundance, and alter the ecosystems and habitats [44]⁴³.

• *Invasive species*: Some introduced species have become very invasive and pose threats to ecosystems and their constituent indigenous flora and fauna. Among such species are *Lantana camara* and *Mimosa pigra*. Crayfish (*Cherax quadricarinatus*) is another serious invasive species. The exotic Nile tilapia (*Oreochromis niloticus*) escaped from aquaculture into rivers.

Remaining barriers

23. Although biodiversity provides vital benefits to society and the economy, pressures from land use change, over-exploitation, extractive activities and climate change in the three countries are contributing to its loss. Underpinning these threats are a large number of policies that affect the economic, environmental, and social domains of all sectors. Policies aimed at achieving different goals tend to be made in isolation from each other, raising the risk of divergent objectives, activities, and outcomes. Governments and many stakeholders tend to operate in sectoral silos resulting in fragmented government action, and ultimately also in other institutions as well such as parliaments, international organizations and agencies, and civil society organizations. This incoherence in policy making and implementation undermines the effectiveness and efficiency of goals set by different sectors and ends up contributing to the loss of biodiversity.

24. Implementing environmental objectives under different international conventions as an integrated and coherent set of activities represents a major challenge to all countries. Addressing interactions among economic, social, and environmental goals in a balanced manner, with the ultimate objective of doing good for the wellbeing of people, has been recognized as one of the greatest challenges to fulfilling their obligations under the different environmental conventions and protocols.

25. The long-term solution is a legal framework that allows the development and implementation (with proper enforcement) of spatial and land-use planning with the core objective of mainstreaming biodiversity measures in the productive sectors. This practice allows the allocation of lands for the activities of the productive sectors with the objective of conserving biodiversity and sustainable use of the natural capital. In other words, land use planning must ensure that biodiversity is not undermined or degraded while carrying out productive activities. Furthermore, land use planning must ensure nature positive resources use. Having an adequate legal framework for land-use planning is a condition *sine qua non* for long-term investment in sustainable production. Environmental degradation could be mitigated by means of enacting or amending the legal frameworks associated with destructive practices and by providing incentives for biodiversity-positive land and resource use that remains productive while enhancing biodiversity conservation. However, the following barriers are preventing this solution.

26. *Barrier 1. Policies, laws, and regulations can be enacted or amended in light of the needs of one or a few productive sectors. This silo approach to policy making is fertile ground for inconsistencies among different pieces of legislation. This can happen without the full knowledge of parliamentarians,*

until issues emerge during implementation and use by the Executive, Government Agencies and the private sector.

27. **Colombia:** The National Assessment of Biodiversity and Ecosystem Services of Colombia identifies elements related to this barrier. Filling high positions in environmental institutions based on political quotas where the designated officials do not necessarily have knowledge of the sector has been identified as a problem. Similarly, the high turnover of positions is detrimental to long-term programs. In addition, there are fewer and fewer activities that require an environmental license and there is "a clear tendency to make licensing processes more flexible, reducing the activities and requirements necessary to better evaluate projects." The times to grant or deny the license have been reduced due to "specific requests from the productive sectors?". On the other hand, the lack of technical capacity of these entities to plan and approve projects of national and strategic interest was the argument used for a change of powers and to remove the Regional Autonomous Corporations from the process. There is a lack of efficient consultation processes between the territorial entities, the CARs, and the central sector and thus improve the coordination of the environmental functions performed by each of the entities. The current deregulation is the result of different reforms to the National Environmental System by the Executive and the Legislative^[45]⁴⁴.

28. The document also identifies the need to overcome environmental conflicts in accordance with their origin, which in Colombia have different causes, such as the those generated by human displacements due to climate change, the armed conflict and the macro-economic development projects. Conflicts related to private property versus common property, or to extractive-type projects, development plans, and growth policies that go against the self-determination and worldview of native peoples are also common. The Environmental Justice Atlas (EJAtlas) is a collaborative mapping experience used as a tool for monitoring socio-environmental conflicts globally. In Colombia, the Atlas records 130 cases of socio-environmental conflicts, organized into 10 categories. Among them, 15 conflicts related to water management stand out (9 due to hydroelectric plants and six due to diversions and contamination of rivers), six related to waste management and sanitary landfills and 16 due to biomass and land use (large monocultures and illicit crops). However, 55% of the conflicts are related to the exploitation of coal and hydrocarbons (21) and extraction of minerals and construction materials (51), including both large mining projects and illegal mining ^[46]⁴⁵.

29. During the last decade, environmental licenses in Colombia have been configured as a trigger factor for socio-environmental conflicts and have been questioned from three main components: legal certainty, institutionalism and actions. The Constitutional Court pointed out in Judgment T-251 of 1993, there is a tension between economic-development and conservation, which in its opinion was decided, defined and resolved with the concept of sustainable development, which under the criteria of the State as representative of all Colombians, "must manage the common heritage (...) to achieve the development (...) of the present generations, but at the same time, its management and use must be rational (...) to meet the needs and aspirations of future generations. In the country, the State fulfills a double political and economic role, since at the same time it is an institutional actor that produces legal norms and an economic actor that carries out a lucrative activity through companies. These tensions and

representativeness of the State are made visible in the conflicts associated with the issuance of administrative acts that, despite meeting the criteria of legality required by the current legal framework, are questioned from the sphere of access to justice and from the protection of environmental collective rights^[47]⁴⁶

30. **Mongolia:** Draft laws or bills are written not by the parliament or its committees but are typically initiated by the relevant ministries. Members of Parliament may make suggestions from time to time about laws that should be written but under the letter of the law, ministries have the sole authority to decide when a new bill should be drafted. Ministry staff members craft the bill, and the ministry then sends it to be reviewed by the cabinet writ large. When the Cabinet reviews a bill, other ministers can review it, make comments, and suggest possible modifications. Though no systematic review for policy coherence or inconsistencies is done at this stage, ministers can point out possible issues in this setting. If the bill does not have sufficient support, the cabinet will advise the ministry that the government does not support the draft law and send it back for revisions ^[48]⁴⁷.

31. Bills that pass muster at the cabinet are sent to the speaker of the Khural (Parliament) to begin consideration in the parliament. The committee on law and legislation does a technical review of the bill, to ensure that the draft and all related documents are in order, that nothing is missing from the draft, etc. After this, the bill is sent to the relevant committee for consideration. The committee can study the bill and can have a subcommittee or ad hoc group look further into it. Once the relevant committee approves the bill, it goes to the entire parliament for consideration. Bills are typically posted on a website or an app for public review, and the public can make comments on the draft via the website or app. Companies and NGOs can lobby over bills when they are being drafted at the ministry, in committee, or being considered by the broader parliament membership.

32. The Mongolia Voluntary National Review Report 2019 on implementation of the SDGs identifies several bottlenecks in relation to policy coherence. The lack of coherence and coordination across sectors and stakeholders is a major bottleneck with direct implications for policy. An insufficient legal setting for development policy and planning has contributed to a disjointed policy environment, policy inconsistency, lack of coordination, and weak monitoring mechanisms. The government enacted the Law on Development Policy and Planning in 2018 containing a methodology to ensure policy coherence and identify policy targets. This regulation enables to strengthen policy coherence of newly formulated policies, but not the policies that existed previously. There are over 200 policy documents in force, some of them adopted prior the passage of the law. Consequently, prior policy documents tend to contain duplications and contradictions. There is also a limited capacity to use the methodology in practice. All this contributes to inconsistency between long, medium, sectoral, and local development policies. This, in turn, adversely affects the continuity, integration and comprehensiveness of development policies and implementation of the SDGs ^[49]⁴⁸.

33. On the other hand, the government has not been able to develop an integrated financing strategy, mainly due to lack of coherence between medium-term planning and budgeting of sectorial ministries

and the current practice of defining short-term sectorial policy targets. Other reasons include lack of proper cost estimation, overly optimistic sectoral budgets proposed by ministries and not including opportunities in strategies to attract more funds from financing mechanisms such as public-private partnerships. Another bottleneck is the duplication of functions between the relevant planning and budgeting authorities [50]⁴⁹.

34. **Zambia:** Zambia has developed numerous environmental policies. A study undertaken on policy coherence in Zambia states that there is "a lack of intersectoral coordination among agriculture, energy, and forest sectors, as each sector is independent in decision-making within its policy domain. This impedes active participation and collaboration between different policy actors contributing to deforestation and forest degradation to develop solutions in a holistic manner. Intersectoral coordination is important in reducing conflicts among sectors and in further aggregating competences and resources needed to address deforestation and forest degradation. Although national statements to Rio conventions have stressed the importance of intersectoral coordination and integrated planning among sectors, the statements are ambiguous in how that might be achieved and lack support from target sectors". The documents analyzed "do not give clear guidance as to the important sectors, levels (national, district, etc.) of coordination or the form that such coordination will take". It also mentions that "although the forest policy recognizes coordination among stakeholders through strengthened institutional collaborative arrangements as key to developing holistic strategies for sustainable forest management, it is silent on the role of the various sectors in forestry management" [51]⁵⁰.

35. The SDGs Voluntary National Review submitted by Zambia in 2020 identifies several weaknesses that may contribute to hinder achievement of adequate policy coherence. Zambia adopted a national development planning process substituting the sectoral-based planning; however, there are several challenges to integration, namely, the slow process of adoption of integrated approach; resistance to change by some institutions; absence of a legal framework for successful integration; and differences in programming among sectors, which complicates harmonization. The report also identifies the existence of weaknesses between budgeting and planning procedures, and ambiguous and variable processes used for preparing budgets and planning. In addition, it states that key policy and legislative reforms are essential to achieve a supportive institutional framework, namely, planning and budgeting, public finance management, access to information, M&E, and decentralization [52]⁵¹.

36. *Barrier 2. Enacting and amending legal frameworks may be subject to political forces with vested interest in the final outcome when these laws get implemented on the ground. This reality, in combination with law making in silos (one sector at a time), creates the perfect storm for in-consistent laws that work against each other, especially in light of the legal frameworks in support of biodiversity conservation, climate change mitigation, addressing land degradation and the sustainable use of natural resources.*

37. **Colombia:** There is a need to develop and apply mechanisms that enforce compliance with policies and regulations on environmental issues to tackle the direct drivers of biodiversity loss. The legal and regulatory framework in Colombia is complex and sufficient. However, the lack of inter-institutional

coordination, and the limited levels of supervision, control and monitoring significantly increase non-compliance with environmental regulations [53]⁵².

38. In the 2010-2018 period, the country made progress in legislative aspects and in the elaboration of plans and policies but implemented few actions with impact. Colombia has been characterized by a prompt and adequate elaboration of laws and policy proposals, in accordance with the purpose of sustainable development. However, its implementation has been little since the development process in Colombia needs to improve its environmental sustainability and is characterized by territorial imbalances[54]⁵³.

39. Although the country has institutional capacity in the environment sector and for the management of sustainable territories and local development; it is necessary to strengthen technical capacities to identify and differentiate the particular needs of each territory, facilitate inclusive participation and, especially, to develop adequate methodologies and to assign precise budgets for the implementation of monitoring, evaluation and accountability actions [55]⁵⁴.

40. The biggest challenge for better environmental management is not in the change of the legislation or the institutional architecture; it is that, even without structural changes, it is possible to make better use and manage a greater application of the legislation and the available institutions, demanding better management by existing institutions according to their mission objectives. There is little integration of biodiversity and its ecosystem services considerations in land use planning at urban level [56]⁵⁵.

41. **Mongolia:** Due to a variety of factors, ranging from local-level corruption to lack of capacity or resources, implementation of rules to protect the environment and biodiversity in Mongolia is uneven. Enforcement is lacking at times, particularly where mining interests are involved. In 2011, a group called the United Movement of Mongolian Rivers and Lakes (UMMRL) brought a successful case to the Mongolian Supreme Court on a 2009 environmental protection resolution. In this case, the court ordered the government to enforce a provision of the resolution which restricted mining in some locations. Notably, in the process, it overturned a lower court ruling which held that the government was not liable for damage to the environment from mining operations [57]⁵⁶.

42. A similar course of events took place in Erdenetsagaan, in eastern Mongolia. In an area inhabited by many traditional herding families, mining operations eroded grasslands and caused natural springs used by the families and their livestock to run dry. Repeated requests by community residents for access to basic environmental information, such as environmental impact assessments or water and land use permits, were ignored. Residents banded together in 2015 and advocated for changes such as amendments to strengthen mineral and water laws, better enforcement of existing mining regulations, and expanded access to environmental information. Their efforts successfully pushed officials to revoke licenses from companies who repeatedly violated laws, and in one area, residents successfully renegotiated the agreement between with the mining companies to secure funding for local development

priorities, including initiatives to support small businesses, build new housing, plant trees and protect families from the dust. Another community compelled local authorities to hire a local community leader to monitor mining companies and report violations to the national government [58]⁵⁷.

43. The need for reform has been recognized and, in some cases, acted on. In November 2019, the Khural enacted amendments to the constitution to reduce excessive interference of parliament in the executive functions of the government. In January 2021, changes to the Law of the Judiciary introduced crucial reforms to re-establish the independence of and public trust in the judiciary. The judiciary which had been undermined by increasing interference from major political actors, especially the president, in the 2010s. As in many countries, corruption is an impediment to policy implementation. Fighting against corruption at lower levels of government has produced positive results, but less progress has been made at higher levels. Despite the lack of a civil society tradition, Mongolia has a vibrant field of independent civic activism that includes NGOs, popular movements, independent journalists and others [59]⁵⁸.

44. Harmonization of laws has been recognized by the Khural as a needed objective for most of Mongolia's post-Communism history[60]⁵⁹. One study described a lack of information sharing between government agencies and ministries, as well as insufficient transparency and access to information for non-government entities, as obstacles to such efforts [61]⁶⁰. While this was likely a reference to harmonizing Mongolian law with external rules, it likely applies to harmonizing and deconflicting, where needed, laws from an internal perspective as well.

45. In the realm of protecting Mongolia's grasslands and forests, a notable barrier is the long-established tradition of nomadic herding, which has combined in recent years with a sharp expansion in the livestock population. The nomadic traditions make the right to communal access for grazing all but inalienable. In keeping with traditions dating back to Communist times, herders are often given awards for having large numbers of animals. Livestock populations have thus grown from circa 20 Mn animals in the Communist era to circa 90 Mn now. This has led to significant loss of grassland area, forests, wildlife habitat, and groundwater supplies. In one assessment, Mongolia may have only about 8-10 years before the loss of grasslands and forested area becomes irreversible, with dramatic environmental consequences (GiZ assessment, November 2022). While there may be some acknowledgement in Mongolian policy circles of this problem, the long-established practices behind it and the voting power of the estimated 220,000 families of herders make it a challenge for parliamentarians to address.

46. **Zambia:** A recent study on policy coherence on national climate adaptation and Invasive Species Management undertaken in 2021 draws several findings. The existing numerous policies, acts, and plans often with overlapping areas of responsibility and differing approaches and areas of focus creates a complex policy environment in Zambia. These overlapping and often competing areas of responsibility across different government departments and agencies has resulted in muddled and confused planning and coordination around climate change in Zambia, where *external resources may promulgate turf wars and battles to secure responsibility for the climate change agenda in order to secure access to a funding*

stream? [61]⁶¹. The climate change policy environment is well developed in Zambia, although it is not evident that issues related to ISM were considered in the consultation processes for the development of an agricultural sector National Adaptation Plan. A GCF Readiness Support proposal approved in 2020 highlights that *there is no clarity on the linkages and mandates of the national coordinating structure ? across provincial, district and community level climate actions?*[63]⁶²

47. The National Biodiversity Strategy and Action Plan (NBSAP) is the only strategy to directly address the issues of invasive species in Zambia. Other policies and strategies do consider biodiversity and ecosystem management more broadly, but several do not consider climate change adaptation or ISM at all, including the National Strategy to Reduce Deforestation and Degradation, Agriculture Lands Act, and Wildlife Act. Implementation of the aims set out in the NBSAP appears to have been very limited, with no clear evidence that any objectives have been achieved, or that this strategy is a core aspect of government policy-making. Implementation is likely weakened by the fragmentation of institutions and departments responsible for implementation across eleven Ministries [64]⁶³.

48. *Barrier 3. Legislators, working in silos and under the pressure of political and economic interests, may not be fully aware of the long term environmental, social, and economic consequences of their legislative agenda.*

49. **Colombia:** In Colombia, legislators have a Legislative Work Unit which helps them draft law projects. In addition, the Senate has the support of the High Center of Legislative Studies and the Chamber of Representatives the Assistance Office for Legislative Technique. Nevertheless, not all members of Congress make use of this support which can help them in developing well-structured and stated purposes in harmony with the context of the country, community or region at which the law is directed. It is usual that legislators work in silos before submitting a bill proposal. Once these proposals are submitted, the General Secretariats and the Constitutional Commissions have the responsibility of accumulating or joining the proposals on the same subject and that are at a certain point in common within the legislative process. Once submitted, the proposals must be socialized to interested parties through public audiences.

50. Legislators are not always connected to stakeholders to obtain views and opinions on the proposals they draft. They must seek out those stakeholders they want to invite to develop the proposals. There is no legislative think tank covering all sectors of society for developing laws. Although there are tools (e.g. specialized offices of the Ministry of the Interior that could help legislators establish linkages with communities, or legislative observatories that could provide technical expertise in the subjects covered by the proposals) these are not well known by legislators.

51. Members of Congress do not necessarily have technical expertise, the requirements are to be Colombian, have a minimum age and be elected by vote. Congress has strategies to ensure legislators know in detail legislative procedures and incompatibilities, and International Organizations provide

support in technical matters. A key weakness is that not all members of Congress are part of Commissions where subjects of which they have knowledge area discussed.

52. **Mongolia:** One expert interviewed felt that in Mongolia, there is often a tendency to make laws or regulations on environment-related matters without considering the long-term consequences or subsequent requirements. Political considerations, often driven by leaders' desire to be seen as highly responsive to multilateral efforts aimed at protecting the environment and biodiversity, have often driven decisions to agree to new global conventions or treaties aimed at protecting the environment. This has resulted at times in the government assenting to international environmental agreements without passing implementing legislation in national law that harmonizes domestic and international rules. For example, after Sustainable Development Goals were rolled out in 2015, the Mongolian Government adopted the regime within five months. This quite possibly took place without full consideration for the various related ramifications, but the government put a priority on being one of the first countries to adopt them, so they were passed without analysis of the future effects. Such actions have created confusion and conflicts between local and multilateral rules [65]⁶⁴.

53. The same source assessed that the Khural lacked, at times, the needed level of technical capacity and knowledge to enable action on bills aimed at protecting biodiversity and the environment. For example, the MET made an effort over several years to get a law passed in the Khural that would enact greater protections for genetic resources. The bill languished as members of the relevant committee were not sufficiently aware of its importance, or the issues involved. When the committee got a new head in 2020, one who had greater understanding and appreciation for the subject and related needs, the bill was passed not long afterwards [66]⁶⁵.

54. The Mongolian initiative seeking to plant one billion trees is another example where the political desire to please an international audience might have overridden long-term considerations. Government officials were eager to be seen as fighting climate change, doing their share to reduce carbon in the atmosphere. However, the long-term consequences and the various challenges that would be faced in meeting this commitment may not have been fully considered before the announcement was made [67]⁶⁶.

55. **Zambia:** Parliamentarians usually work in a coordinated manner especially in a Portfolio Committee and Caucuses as they are apolitical in nature. The structure and spirit of parliament is made in such a way to integrate everyone. All new bills are subjected to scrutiny by portfolio committees. Zambian Legislators don't have attached researchers; however, the National Assembly has a very limited research department. Parliamentary Caucuses which are voluntary groups of legislators with common interests across party affiliation meant to drive policy are not funded from treasury. This hampers capacity building in analyzing policies. Parliament only funds portfolio committees.

56. The absence of a strong research system hinders access to information and as a result the quality of legislation. There is a poor interface between the Legislature & Executive (other than oversight committees, the National Assembly has no proper established interface with the executive to promulgate policies. Legislators have varying expertise and, in most cases, require technical support. Resources to

outsourcing technical expertise stands out as a big weakness. There is divergence in Political ideology. Private bills are not sponsored by parliament therefore a member who seeks to advance such should sponsor them or seek sponsorship from civil societies. Whereas the Executive arm of government has abundant resources to sponsor its policy formulation through the Ministry of Justice. This derives in poorly researched legislation, and an Executive driven Parliament which is an affront on the doctrine of separation of operationalization[68]⁶⁷.

4) Baseline scenario and any associated baseline projects

Institutional, sectoral and policy context

Colombia

Institutional context

57. The **Congress of the Republic of Colombia** is Colombia's bicameral national legislature. Congress consists of the 108-seat Senate and the 188-seat House of Representatives. Each house of Congress serves a particular role and have individual powers and elects permanent commissions, whose number, composition and responsibilities are determined by law. These commissions are known as permanent constitutional commissions and there are currently 14 in Congress - seven in each house covering numerous subjects. The ICCF Group established in 2012 the **Colombian Conservation Caucus** in the Colombian Senate and House of Representatives, which addresses illegal mining, oceans, and other issues while working to strengthen the management capacity of the national park system, and in 2017 the **Colombian Oceans Caucus** with a multi-sectoral agenda on priority issues for the conservation and sustainable development of marine resources.

58. The **Ministry of Environment and Sustainable Development** is the national environmental authority in charge of promoting the recovery, conservation, protection, planning, management, and use of the renewable natural resources. Within the Ministry the Directorate of Territorial Environmental Planning and National Environmental System - SINA, which is part of the Vice Ministry of Territorial Environmental Planning, is in charge of directing and coordinating the SINA, as well as guiding the creation of spaces and mechanisms to strengthen the articulation of the entities that comprise it. As a result, its management is aimed at formulating environmental policy and monitoring the execution of plans, programs and projects of the entities that make up the SINA.

The **National Environmental System (SINA)** is the set of guidelines, regulations, activities, resources, programs and institutions that allow the implementation of the general environmental principles. The SINA comprises a number of organizations including government bodies (Ministry of the Environment and Sustainable Development, environmental authorities such as: Regional Autonomous Corporations, autonomous urban authorities, National Natural Parks of Colombia and the National Agency for Environmental Licensing; and research institutes, such as Humboldt, SINCHI, Invermar), as well as NGOs, environmental movements and ethnic-territorial organizations, universities, and private sector.

Policy and Legal Context

59. The **National Policy for Comprehensive Management of Biodiversity and Its Ecosystem Services** (2012) seeks to maintain and improve the resilience of socio-ecological systems at national, regional and local, and transboundary levels. To implement the policy, the **Biodiversity Action Plan 2016-2030** was developed to support the comprehensive management of biodiversity and its ecosystem services. The **Forest Policy** (1996) seeks to achieve the sustainable use of forests for conservation and consolidating the incorporation of forest sector in the national economy and improving the livelihoods of the population. The **Environmental Management of Wildlife Policy** (1997) seeks to generate the necessary conditions for sustainable use of wildlife as a biodiversity conservation strategy and socio-economic alternative. The **National Environmental Policy for Sustainable Development of Ocean Spaces and Coastal and Island Zones of Colombia** (2001) has the objective of promoting the sustainable development of ocean spaces and coastal zones to contribute through integrated management to the improvement of the livelihoods of the population.

60. The **National Policy for Interior Wetlands of Colombia** (2001) promotes the conservation and sustainable use of interior wetlands to maintain and achieve ecological, economic and socio-cultural benefits. The **Urban Environmental Management Policy** (2008) guides the sustainable management of urban areas for urban environmental sustainability and well-being of the population. The **National Research and Innovation Promotion Policy** (2009) promotes knowledge as a development instrument through accelerating economic growth and reducing inequality; it considers biodiversity as a strategic area and recognizes the need to advance in knowledge and sustainable use. The **National Water Resources Comprehensive Management Policy** (2009) seeks to guarantee the sustainability of water resources through its management and efficient use linked to land use planning and conservation of ecosystems. The **Guidelines for Consolidation of the National Protected Area System** (2010) establishes the guidelines for advance toward strengthening of the National Protected Area System to contribute to land use planning and fulfilment of national conservation and sustainable development objectives.

61. The **Sustainable Production and Consumption Policy (2010)** guides the change in production and consumption patterns of Colombian society towards environmental sustainability, contributing to the competitiveness of companies and the well-being of the population. The **National Sustainable Use, Management and Conservation of Mangrove Ecosystems** (2002) promotes the sustainable use of mangrove ecosystems with direct and permanent participation of communities through developing adequate productive, socio-economic and ecological alternatives.

62. The **National Forest Development Plan** (2000) establishes a framework to integrate the forestry sector in national development promoting competitiveness of wood and non-wood products through the sustainable use of forests. The **Sustainable Management and Restoration of High Mountain Ecosystems Program** (2002) guides the environmental management of moorlands through actions to address their sustainable management and restoration. The **National Action Plan to Combat Desertification and Drought** (2004) promotes actions against land degradation, desertification and mitigation of the effects of droughts, as well as sustainable management of drylands. The **National Plan for Prevention, Control of Wildfires and Restoration of Affected Areas** (2002) guides the prevention, control and restoration of areas affected by wildfires to mitigate impact and strengthening capacities. The

National Migratory Species Plan (2009) promotes the conservation and sustainable management of migratory species.

63. In addition, Colombia has developed programs and strategies such as **Species Conservation Programs** with the objective of promoting conservation and sustainable use of key biodiversity species; **Regional Biodiversity Action Plans** to promote conservation, knowledge and sustainable use of biodiversity; **National Strategy for Prevention and Control of Illegal Traffic of Wildlife Species**; and **Guidelines for Ex-situ Conservation of Wildlife Fauna in Zoos and Aquariums**. Colombia has also developed a **National Climate Change Policy** to advance toward a climate resilience and low carbon development path that reduces the risks of climate change. The **National Climate Change Adaptation Plan** provides guidelines and tools to prioritize adaptation action and guide productive sectors and territories to reduce risk. There are also **Territorial Climate Change Management Plans** developed at sub-national level.

Mongolia

Institutional context

64. The Mongolian Parliament, or **State Great Khural**, is the unicameral legislature for the country. The Khural has several standing committees, the specific number of which varies from parliament to parliament. Each committee typically consists of 10-19 members and focuses on a specific area of policy. Under current conventions, committees meet approximately two days per week to discuss issues at hand. Temporary committees have been established on occasion, to deal with specific issues. Standing committees that oversee issues covered thus far in this document are: 1) Environment, Food, and Agriculture; 2) Social Policy, 2) Education, 3) Culture, and Science; 4) Economy; 5) Legislation and Law. A body called the Parliamentary Research Institute exists to do ad hoc research on matters as requested by parliament members. It also trains new members on parliamentary procedure, on the inner workings of the Khural, etc. It has no mandate to review draft legislation for coherence, unless specifically asked [69]⁶⁸. The ICCF Group has worked with the Khural in establishing the **State Great Khural's Conservation Caucus** in 2022 given the high level of attention that its members have paid to issues related to the environment and biodiversity. The caucus has a total of 11 members, comprising a significant share of the Khural's 76 members. The caucus includes many influential parliamentarians, some of whom are committee heads. It comprises male and female parliamentarians, and members from various political parties. Working with lawmakers will be critical in any effort to ensure coherence in laws that affect environmental conditions.

65. The main Mongolian ministry focused on this project is the **Ministry of Environment and Tourism (MET)**. The MET's mission is to promote green development and sustainable development through the provision of ecosystem capacity to foster environmental balance, sustainable use of natural resources, and rehabilitation of natural resources. It also seeks to ensure the human right to live in a healthy and safe environment through the cooperation and efforts of business entities and organizations [70]⁶⁹. As noted above, the MET is focused as of late 2022 on an effort to hammer out inconsistencies

in the various laws covering environmental matters. It will do so by analyzing and submitting a new package law which seeks to rationalize the circa 35 laws that presently govern environmental matters.

66. The two other ministries who are likely to be relevant in this project are the Ministry of Mining and Heavy Industry, and the Ministry of Energy. The mission of the **Ministry of Mining and Heavy Industry** is to increase mineral-derived wealth through the development of transparent and accountable mining and heavy industry, and to create a balanced multi-pillar structure of the economy [71]⁷⁰. The **Ministry of Energy** seeks to implement energy policy that aids the socio-economic development and growth of Mongolia. It also seeks to promote living in a healthy, safe and comfortable environment and to ensure stable production and service of energy. Stated subgoals are to promote the development of renewable energy, and to promote innovation in coal and gas fuel technology [72]⁷¹.

67. Other local partners would be the **Asia Foundation** and **Wildlife Conservation Society (WCS)**, both of whom are closely engaged in Mongolia on issues related to biodiversity and the environment. WCS, for instance, has been involved for the past few years in The Program on Sustainable and Wildlife-Friendly Cashmere Value Chain, also known as the Sustainable Cashmere Project. This effort aims at helping herders get and raise goats that produce improved quality or quantities of cashmere, thus allowing them to keep smaller herds and reducing overgrazing of grasslands [73]⁷².

Policy and Legal Context

68. Mongolia's **Vision 2050** is the country's long term development strategy and states that Mongolia's long term development policy is green growth and the country's economy and infrastructure will be developed based on its potential of natural resources and advantages of geographical location. Key policies and laws include the **Environmental Protection Law of Mongolia** (1995) regulates relations between the State, citizens, business entities and organizations in order to guarantee the human right to live in a healthy and safe environment, an ecologically balanced social and economic development, the protection of the environment for present and future generations, the proper use of natural resources and the restoration of available resources. The **National Biodiversity Program** (2015-2025) has the vision of guaranteeing all citizens' right to a healthy and safe environment and to be protected against environmental pollution and ecological imbalance.

69. Mongolia has also developed a **National Plan of Action to Combat Desertification** which has the goal of providing institutional capability to effectively address problems with sustained use of natural resources caused by the natural and anthropogenic forces associated with desertification and land degradation. The **National Action Programme on Climate Change** is the most relevant policy document addressing climate change and intends to meet UNFCCC obligations and commitments, establishing national policy and strategy to tackle the adverse impacts of climate change and to mitigate GHG emissions. The **Green Development Policy** (2014) seeks to transition to a development model that results in sustaining well-being of people by ensuring environmentally friendly, inclusive economic

growth or increasing efficient consumption of natural resources and sustainability of ecosystem services?.

70. The **Renewable Energy Law** (2007) allows private sector independent power producers to build and operate facilities using renewable energy sources and to deliver the electricity produced to distribution networks and offers incentives to encourage private sector investments in renewable energy, the main one being the establishment of thresholds for feed-in-tariffs. governors of various administrative units are required to make decisions allowing 'possession' of state lands for the purpose of establishing renewable energy facilities; governors are encouraged to lease independent renewable energy power sources to an entity or individuals. The **Energy Law** (2007) regulates matters relating to energy generation, transmission, distribution, dispatching and supply activities, construction of energy facilities and energy consumption. The law is based on economic principles, market mechanisms and the rights and obligations of both the industry and the consumers.

71. The **Law on Energy Conservation** (2015) establishes the powers of state authorities with regard to Energy Conservation, including the creation of an audit function. Article 2.2 notes that if any article of the law is inconsistent with an obligation under an international treaty, then the treaty shall prevail. The **State Policy on the Energy Sector** (2015) sets out the government's objectives with regards to energy security and to improving environmental sustainability and green development. The policy includes targets to increase the share of renewables in the energy system to 30% by 2030 and to reduce the greenhouse gas emissions intensity of energy to 0.47 tons CO₂ equivalent by 2030 (from a baseline of 0.52 tons). The **Law on Disaster Protection** (2003) regulates matters relating to the principles and full powers of disaster protection organizations and agencies. The law defines 'disaster protection' as the set of measures to prevent, protect and rescue people, livestock, properties and environment from the impact of disasters and to limit their consequences, to facilitate rapid recovery and to train the public for these activities. While the central government finances centralized activities, relevant items at the Aimag or other local levels are funded by their respective governments.

72. The **Law on Soil Protection and Prevention of Desertification** (2012) includes measures to prevent desertification from the intensification of agriculture, mining, road construction, and urban land use as well as climate change. The law also contains measures to establish accountability in environmental protection. The **Law on Air Quality** (2012) regulates actions related to the protection of ambient air, prevention of air pollution, and reduction and monitoring of emissions of air pollutants. It also establishes that the National Committee for Climate Change shall organize, manage, and provide guidance to the implementation of the UNFCCC. The **Forest Law** (2012) regulates relations for the protection, restoration, forestation, tenure, use of forests and prevention from forest and steppe fires. A forest inventory is to be executed by a professional forest organization authorized by the State Administrative Central Body and implemented within five years.

Zambia

Institutional Context

73. The **National Assembly of Zambia** is Zambia's unicameral legislative body with currently 167 members. Its goal is to 'effectively perform the constitutional mandate in a manner that meets the

aspirations of Zambians and contributes to national development?. Parliament has established parliamentary committees that conduct surveillance on defined areas of Government administration. Housekeeping, General Purpose and Portfolio Committees. Portfolio Committees deal with specific issue such as agriculture, economy, energy, water, environment, local governments etc . The ICCF Group has supported the Zambian Parliament in establishing the **Zambia Parliamentary Conservation Caucus**, which is a non-partisan platform that draws its members' support across party lines. Membership currently stands at more than 80 Members of Parliament, including the Minister of Home Affairs, Minister of Luapula Province, Minister of Local Government & Housing, and Minister of Information.

74. Key government institutions in Zambia that are relevant for this project include the **Ministry of Lands Natural Resources and Environmental Protection** which manages land and natural resources in a transparent and sustainable manner, covering biodiversity conservation, protected areas, climate change, natural resource governance, and sustainable land management. The **Ministry of Agriculture** provides specialized research and advice to farmers and the government. Its main areas of interest include agro-biodiversity, sustainable land management, climate change. The **Ministry of Tourism** seeks to foster heritage preservation and enhance Tourism Product Diversification, including nature-based tourism development. The **Ministry of Energy and Water Development** is responsible for the development and management of energy resources in a sustainable manner for the benefit of the people. Key areas of work include watershed management, hydro-electricity generation, renewable energy technologies, integrated water resource management. The **Ministry of Finance** has the objective of efficiently and effectively coordinate national planning and economic management, mobilize and manage public resources in a transparent and accountable manner for sustainable national development.

75. The purpose of the **Zambia Environmental Management Agency** is to protect the environment and control pollution, so as to provide for the health and welfare of persons, animals, plants and the environment in Zambia. It is responsible for environmental impact assessments, alien invasive species, water and air pollution. The **Zambia Wildlife Authority** seeks to protect and conserve Zambia's wildlife and improve the quality of life among communities in the wildlife estates. The **Zambia Climate Change Network** coordinates stakeholder engagement on climate change related issues such as advocating, lobbying, campaigning and domesticating practical and sustainable measures for addressing Climate Change Impacts in Zambia.

76. The **Zambia Community Based Natural Resource Management Forum** fosters sustainable natural resources management through advocacy and policy dialogues. Two important NGOs working in Zambia are **The Nature Conservancy** which seeks to promote biodiversity conservation through conserving the lands and waters on which all life depends and **World Wide Fund for Nature** which seeks to conserve nature and reduce the most pressing threats to the diversity of life on Earth.

Policy and Legal Context

77. The **Zambia Vision 2030** is a long-term perspective plan aims at attaining prosperous middle-income nation status by 2030 by creating an enabling environment for sustainable socio-economic development. Zambia has developed a **National Policy on Environment** which seeks to promote the sound protection and management of Zambia's environment and natural resources in their entirety,

balancing the needs for social and economic development and environmental integrity to the maximum extent possible, while keeping adverse activities to the minimum. The **National Policy on Climate Change** (2016), the **National Climate Change Response Strategy** (2011) and the **National Adaptation Programme of Action on Climate Change** (2007) provide a framework for coordinating climate change programs in order to ensure climate resilient and low carbon development pathways for sustainable development towards the attainment of Zambia's Vision 2030.

78. Zambia's **Second National Biodiversity Strategy and Action Plan 2015-2025** seeks to achieve that, by 2025, biodiversity is valued, conserved, restored and wisely used, as well as maintaining ecosystem services, sustaining a healthy environment and delivering benefits essential for all Zambians and the Zambian economy. The **National Agricultural Policy 2012-2030** together with the **Agriculture Lands Act** and the **National Agriculture Implementation Plan** (2014) pursue the development of a competitive and diversified agricultural sector driven by equitable and sustainable agricultural development.

79. The **Environmental Management Act** (2011) provides for integrated environmental management and the protection and conservation of the environment and the sustainable management and use of natural resources. The **Forest Policy** (2014) and the **Forest Act** (2015) seek to minimize impact of greenhouse gas emissions and also achieve conservation of biodiversity. The **Mining Policy** (2013) and the **Mines and Minerals Development Act** (2015) promote the development of a mining industry that is integrated in the domestic economy. The **Water Policy** (2013), the **Water Resources Management Act** (2011) and the **Integrated Water Resources Management Plan** (2011) seek to provide the legal and institutional framework for efficient, effective and sustainable Water Supply & Sanitation service delivery.

80. The **Fisheries Policy** (2015) and the **Fisheries Act** (2011) provide an overall national vision for the development of the sector. The **Land Policy** sets out a vision of a transparent land administration and management system for inclusive sustainable development by the year 2035. The **National Parks and Wildlife Policy** (2018), **Wildlife Act** (2015) and the **Tourism and Hospitality Act** (2025) promote the conservation of wildlife as an environmental good for socio-economic benefits to the country. The **National Policy on Wetlands** seeks to promote functional, productive and resilient wetland system that will contribute to addressing climate change maintenance of biodiversity, provision of ecosystem goods and services and sustainable livelihoods

81. The **National Energy Policy** (2019) promotes the sustainable exploitation of biomass and alternative energy to wood fuel resources in order to increase socio-economic development. The **Biotechnology and Biosafety Policy** (2007) and the **Biosafety Act** (2007) support the development of research and industrial capacity to safely apply biotechnology techniques for the enhancement of Zambia socio-economic and environmental well-being.

Baseline initiatives and gaps

82. **Colombia:** The 'Universidad Externado de Colombia' counts with the Observatory for Policies, Implementation and Results of the Public Administration (OPERA in Spanish). It was created in 1995, and its purpose is to investigate, offer a space for information, reflection, analysis, discussion and training around the problems of government, governance, public administration and public policies at the national

and international levels. OPERA has several lines of work including ?Public administration, public policies, and governance. This line focuses on analysing public policies, generating knowledge, and contributing to the management and public policy frameworks in the country, understanding processes and problems related to this topic to develop methodologies, apply and adapt context analysis tools and produce comparative studies in public management and public policy from various sectors. In this line of work. It seeks to influence decision-making by providing a theoretical, conceptual, and practical understanding of the design, implementation and development of public policies, as well as creating both an academic and political debate on management models and public policies and verifying the results and effects of public policies through monitoring.

83. The Alexander von Humboldt Biological Resources Research Institute is a non-profit civil corporation linked to the Ministry of Environment and Sustainable Development (MADS). The Institute was created in 1993 to be the biodiversity research arm of the Environmental System (SINA). Within the framework of the United Nations Convention on Biological Diversity, the Humboldt Institute generates the necessary knowledge to assess the state of biodiversity in Colombia and to make sustainable decisions about it. The Humboldt Institute is developing a searchable database called BIOobserve, dedicated to capture information on Public Policies and Legislations among others. This platform will be used by this GEF Policy Coherence project to carry-out the country-based activities of Component 2, mainly: 1) the review and analysis of policy frameworks and the associated financial flows in relevant sectors (i.e., agriculture, forestry, tourism, infrastructure) for the delivery of Global Environmental Benefits in Target Countries; and 2) the identification of the policies, laws and regulations that are working across purposes (i.e., undermining each other) with special attention to those that limit or impede the alignment of public investments aiming at delivering GEBs

84. Since 1998, the ?Visible Congress? project of the Department of Political Science of the Universidad de los Andes has been monitoring and analysing the Congress of the Republic through the publication of its legislative activity, strengthening, and promoting citizen participation in processes demanding accountability. From an independent perspective of the government and political parties or movements, ?Visible Congress? works to create a bridge of communication between citizens and their representatives. In the same way, it seeks to promote knowledge of the Congress of the Republic and, in general, of Colombian democracy, providing analysis and pertinent, organized and easily accessible information for citizens, researchers and academics. Likewise, Visible Congress has offered the media an alternative and independent source of information from Congress and has empowered citizens through its dissemination and promotion of informed voting in Colombia.

85. The National Planning Directorate (DNP), with the support of the World Bank, developed a methodology titled ?Regulatory Impact Analysis?. It is a tool for the evaluation process that puts in evidence both the desired results and the probable positive and negative impacts that are generated as a consequence of the proposal or modification of a technical regulation. This methodology would be considered to look for policy incoherence in Component 2 of the project on ?country pilots to increase policy coherence through technical reviews and legislative processes?

86. **Mongolia:** The Mongolian Ministry of Environment and Tourism is undertaking as of November 2022 a review of about 35 laws that cover environmental matters in some form, seeking to iron out inconsistencies among environmental rules in the various laws. This effort is in the early stages but could provide a valuable blueprint for methods to achieve policy coherence [74]⁷³.

87. The Extractive Industries Transparency Initiative (EITI) and the associated national secretariat may be a relevant baseline effort for this project. The EITI is a global standard for the good governance of oil, gas and mineral resources. The EITI Standard requires information along the extractive industry value chain from the point of extraction to how the revenue makes its way through the government and its contribution to the economy. This includes how licenses and contracts are allocated and registered, who the beneficial owners of those operations are, what the fiscal and legal arrangements are, how much is produced, and so on. Each country which has implemented the EITI Standard ? to which Mongolia is

a party ? is required to publish an annual report disclosing information on contracts and licenses, production, revenue collection, revenue allocation, and social and economic spending. Every member state goes through a quality-assurance mechanism, called Validation, at least every three years and is ranked for its compliance. As of November 2022, Mongolia's compliance was ranked as ?moderate? [75]⁷⁴. Each implementing country has its own national secretariat and multi-stakeholder group made up of representatives from the country's government, extractive companies, and civil society. The multi-stakeholder group takes decisions on how the EITI process is carried out in the country. Given the central government's desire to adhere to EITI standards, this entity may play a role in ensuring that efforts to reconcile policy conflicts between broad economic and environmental goals are carried out in good faith by firms in the mining sector.

88. Key donors provide support related to policy coherence. Although specific projects aimed at policy coherence have not been identified, their cooperation strategies include related areas. The European Union's (EU) Multi-Annual Indicative Programme for 2021-2027 includes: i) Priority 1 Green Sustainable Development through which support will be provided to sustainable agriculture ensuring that natural resources are effectively and sustainably administered and managed; and Priority 2 Democratic and Economic Development, which seeks to contribute to good governance, increase transparency, promote rule of law and human rights. Support foreseen within these areas include the strengthening of regulatory and policy frameworks and support to policy dialogue with the government and relevant stakeholders [76]⁷⁵.

89. The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027 includes three Strategic Priorities: 1) Human Development and Well-being; 2) Green, Inclusive and Sustainable Growth; and 3) People-centered governance, rule of law and human rights. The document states that policy coherence and evidence-based policy-making cut across all outcomes under the UNSDCF and strengthened capacity for disaggregated data collection, analysis and use would contribute to more informed decision-making and thus sustainable results [77]⁷⁶.

90. The United Nations Development Programme (UNDP) implements the project ?Supporting the implementation of the 2030 Agenda in Mongolia? which aims to support the national mechanisms for the coordination of the SDGs implementation, the alignment of national planning, the budgeting, financing and monitoring frameworks within the Agenda 2030, and relevant capacity building and advocacy efforts. The lack of policy coherence is one of several challenges that this project seeks to tackle [78]⁷⁷.

91. **Zambia:** Although specific projects aimed at policy coherence have not been identified, the cooperation strategies of key donors include related areas. USAID cooperates with Zambia within the framework of its 2019 ? 2024 Country Development Cooperation Strategy (CDCS), which goal statement is: ?USAID will partner with the Zambian government, civil society and private sector to advance the country's self-reliance through more effective development choices and governance, enterprise-driven economic growth, and increased resilience among its vulnerable citizens?. The strategy includes several development objectives that have a relationship with policy coherence, especially: i) Citizen and National Self-Reliance Advanced by More Effective, Accountable Governance, aiming at promoting citizen engagement, more effective use of public resources, and increase in credibility and fairness of political processes; and ii) Rural Poverty Reduced through Enterprise-Driven Inclusive Economic Growth, which promotes the enabling environment for rural business, strengthening of rural enterprises and sustainable use of natural resources [79]⁷⁸.

92. The EU's Multi-Annual Indicative Programme for 2021-2027 includes Priority Area 1: Green partnerships for sustainable recovery, growth and decent jobs, which seeks to build green partnerships

which support a climate- resilient transition towards sustainable growth and the creation of decent job. This area contains three Specific Objectives: i) To promote and invest in the green recovery and sustainable growth along the agriculture-forestry-biodiversity-water and climate nexus; ii) To promote an environmentally sound, gender and youth sensitive and economically viable diversification of the economy and to invest in the creation of green growth and decent jobs in circular economy; and iii) To improve access to green energy and water. Under this priority area, one of the key recommendations mentioned is to 'intensify policy dialogues to set the legal framework for sustainable management of natural resources and natural capital, to sustain and re-establish ecosystem services?' [80]⁷⁹.

93. GIZ focuses on three priority areas in the country: i) Water and renewable energies, ii) Good governance, and iii) Agriculture and food security. With regard to good governance, GIZ advises the Ministry of Finance and the Zambian Revenue Authority on reorganizing the public budget and improving tax collection. Other projects promote the political participation of civil society organizations, improve access to legal aid for the poor, and support Zambia's districts and municipalities in the decentralization of public functions. With its agriculture-related projects, GIZ works to improve food supply and increase rural income. It promotes a broader range of agricultural products, improved cultivation methods and agricultural processing. A special focus is placed on improving maternal and child nutrition. Climate risk insurance and accurate weather information will also help reduce the risks posed by climate change for farmers [81]⁸⁰.

94. The UNSDCF 2023-2027 includes four Strategic Priorities: i) Prosperity, which seeks to achieve an inclusive, resilient, and sustainable economy that provides equitable, diverse, and sustainable opportunities for decent jobs, livelihoods, and businesses; ii) People, which promotes equitable access to and utilization of quality, inclusive, and gender and shock-responsive universal social services; iii) Peace, aiming at promoting sustained peace, democracy, human rights, rule of law, justice, non-discrimination, equality, and inclusive and transformative governance; and iv) Planet, which seeks healthier ecosystems, resilience, sustainable management and use of natural resources and environmental services. The UNSDCF mentions that it utilizes SDG17 (Partnership) to identify 'Enablers' integrated within the four priorities, being one of these enablers 'promoting rules-based, open, and non-discriminatory participation in governance and policy and institutional coherence?'. It also mentions that the Prosperity Pillar has a coordination role in the country's development and that the UN will help strengthen this role through capacity building ' among others - for policy coherence across sectors [82]⁸¹.

95. The three selected countries face challenges to implement the objectives of the different environmental conventions as an integrated and coherent set of activities. Addressing interactions among economic, social, and environmental goals in a balanced manner, with the ultimate objective of doing good for the wellbeing of people, has been recognized as one of the greatest challenges to fulfilling their obligations under the different environmental conventions and protocols. The implementation of activities in a coordinated manner and aiming at delivering sustainable and durable results require that gender issues are looked at in detail to ensure proper participation of men and women in pursuit of gender equality. Policies aiming to achieve different goals tend to be made in isolation from each other, raising the risk of divergent policy objectives, activities, and outcomes. Sustained changes cannot be achieved through one-dimensional or single-sector goals. This is why pursuing Policy Coherence is one of the most advanced solutions to tackle these issues and is therefore the entry point for this project.

5) The proposed alternative scenario with a brief description of expected outcomes and components of the project

Project rationale

96. GEF support is being requested to remove the identified barriers in Colombia, Mongolia and Zambia, to create an enabling environment conducive to Policy Coherence for achievement of GEBs. The three participating countries have been selected taking into account their global biodiversity significance and the environmental challenges they face, as described above. This leads to considerable potential improvement in GEBs for each country and the regions overall by helping them address policy incoherence on the environmental front. The governments of the three countries acknowledge the need to address the countries' environmental issues and are therefore a receptive audience to guidance that will bolster environmental protection and benefits. This national interest has been formalized with the Letters of Endorsement signed by the GEF Operational Focal Points of each country. In addition, ICCF-Group is present in the three countries and has a history of productive and successful engagement on projects aimed at protecting or improving environmental benefits and has established conservation caucuses in each country. In Colombia the Colombian Conservation Caucus (2012) and the Colombian Oceans Caucus (2017), in Mongolia the State Great Khural's Conservation Caucus (2022) and in Zambia the Zambian Parliamentary Conservation Caucus (2012) recently relaunched as the Zambia Parliamentary Caucus on the Environment and Climate Change (2022). Members of the legislature expressed to ICCF their interest in participating in the project. Indeed, some of the co-chairs of the Conservation Caucuses recognized that participating in this project would open the door to tackling some of the legislation that they know are working across purposes but never had the chance to address them head-on. The project design benefited from ICCF experience in over 20 countries around the world working on political will. In addition, UNEPs divisions will be engaged as relevant to apply lessons and best practices regarding Policy Coherence work done throughout the agency, such as connecting with OECD Community of Practice on Policy Coherence.

97. For the purpose of this project Policy Coherence is defined as *the systematic promotion of mutually reinforcing policy actions across government departments and agencies to create synergies to deliver tangible and durable results for the benefit of the environment and people's livelihoods on the ground*. By reviewing and analyzing the policy frameworks and the associated financial flows in relevant sectors of each country, identifying the policies, laws and regulations that are undermining each other, and by convening and engaging policy makers in the discussion and drafting of policies to address the policy incoherencies in collaboration with the Executive, the project will facilitate the implementation of the policy reforms and allocation of financial resources to deliver GEBs. Working towards Policy Coherence will help the three countries address the interactions among economic, social, and environmental goals in a balanced manner, with the ultimate objective of doing good for the wellbeing of people, which has been recognized by many countries as one of the greatest challenges to fulfilling their obligations under the different environmental conventions and protocols.

Policy coherence matters to ensure that global environmental benefits GEBs created by the GEF and other domestic and international financial resources, are not undermined or negated due to misaligned policies that allow leakage, reduce the durability of the achieved outcomes, or even result in investment in environmentally damaging behaviours. As indicated above, policy incoherencies, if left unattended, will make difficult to reverse the current decline in biodiversity and other environmental indicators. Through properly aligned policies and domestic enabling environments, countries can help to further catalyze the impact of the nature funding flows. Alternatively, misaligned domestic policies can serve to lessen the impact of the very funds to the environment that are being increasingly required from Official Development Assistance (ODA) and other sources. While increasing nature-related funding is the most obvious solution to narrowing the funding gap, it is accepted that perverse domestic incentives related to nature conservation, are and will continue to widen the funding gap. The world's environmental and sustainable development goals can only be realized if the funding gap to nature is narrowed. Closing this gap therefore requires a two-pronged approach: a) Increasing financial flows from multiple sources, and b) reducing financial needs. The restructuring of a regulatory and policy environment across sectors will have positive impacts on closing the financial gap.

The Kunming-Montreal Global Biodiversity Framework (GBF) *is built around a theory of change which recognizes that urgent policy action is required globally, regionally, and nationally to achieve sustainable development so that the drivers of undesirable change that have exacerbated biodiversity loss will be reduced and/or reversed to allow for the recovery of all ecosystems and to achieve the Convention's vision of Living in Harmony with Nature by 2050.* Furthermore, the GBF makes explicit reference to the need of taking effective legal, policy, administrative and capacity-building measures at all levels in order to deliver the framework's targets.

98. The intervention strategy rests on three fundamental and interrelated axes, which are not currently being adequately covered by the baseline activities with systemic activities at institutional level (legislatures and key ministries) and which underlie the project's Theory of Change (see Annex S below).

99. The first axis (Component 1) will identify approaches and opportunities for policy coherence to deliver nature positive results in general and GEBs in particular. This will include increasing the understanding of opportunities, approaches, and tools for Policy Coherence seeking to clarify how Policy Coherence works, how to approach it in theory and in practice and the implications for the economy of the country. This will include developing guidance and best practices for legislators to assess policy coherence; and reviewing the impacts of policy coherence on the alignment of financial resources and institutional structure to deliver GEBs. This will help to reveal the financial flows from the different sectors affecting positively and negatively the environmental agenda of the pilot countries and the trade-offs that need to be considered.

100. The second axis (Component 2) will seek to increase policy coherence in the three pilot countries through technical reviews and legislative processes for achievement of GEBs. This will include reviewing and analyzing the policy frameworks and the associated financial flows in relevant sectors (i.e., agriculture, forestry, tourism, infrastructure) for the delivery of GEBs in the participating countries. This component will also identify the policies, laws and regulations that are working at cross purposes (i.e., undermining each other) with special attention to those that limit or impede the alignment of public investments aiming at delivering GEBs. Policy makers will be convened and engaged in the discussion and drafting of policies to address the policy incoherencies identified in collaboration with the Executive to facilitate the implementation of the policy reforms and allocation of financial resources to deliver GEBs.

101. The project will address Policy Issues with both the Legislature and the Executive. The link between the two branches is of paramount importance to render tangible and measurable results on the ground because policies, laws and regulation without execution will simply not work. In this regard, the work to be done in the three countries would include the work being carried out by key ministries, e.g the Ministries of the Environment and Sustainable Development, Finance, Agriculture, and Mines & Energy in Colombia; the Ministry of Environment and Tourism in Mongolia; the Ministry of Tourism and others in Zambia.

102. The project strategy under the above components recognizes the importance of several aspects, which will be taken into account during project implementation, as recommended by the STAP. These include: 1) defining pathways for: a) identifying synergies across economic, social and environmental policy areas; b) identifying trade-offs and provide guidance on how, through policy coherence, domestic policy objectives can be aligned with internationally agreed objectives; and c) addressing potential negative spillovers and leakages of national policies (e.g. through land use planning); and 2) build evidence - by identifying and testing assumptions critical to understanding countries' challenges, and opportunities, in pursuing policy coherence. As part of its activities the project will identify lessons and best practices on policy coherence. A first exercise has been undertaken as part of project design and the lessons and practices identified are included below. The project will also assess and make use of the existing guidance and tools on policy coherence [83]⁸². The project must propose Political Coherence results that allow the integration of different aspects of biodiversity management in the long run, increase institutional capacities to identify trade-offs and promote synergies between economic, social and

environmental policies. The findings of the project would be integrated into the planning and execution process of other GEF projects and initiatives that will be supporting for instance, the updating of the NBSAPs and other key policy and legal documents.

103. The third axis (Component 3) will seek to promote the adoption of the tools and assessment methods of Policy Coherence by other countries where CCN's Conservation Caucuses have been established. This will include preparing and disseminating printed and digital material on the tools and assessment methods of Policy Coherence used in the project; a document on the experiences of the pilot project with a synthesis of the do's and don'ts on carry-out Policy Coherence; and in-person and virtual events to disseminate lessons learned in the target countries. This component will also develop and sustain a Community of Practice on Policy Coherence. A gender sensitive approach will be used in communication activities and developing the knowledge products. The project team will consider developing the tools and means for learning and scaling-up projects on Policy Coherence. The project will link under this component with the GEF's Knowledge Management and Learning Platform to disseminate lessons learned.

104. The project will work with the Members of the Conservation Caucuses in each country to identify and tackle the inconsistencies in the legal framework, impeding or slowing down the delivery of GEBs. Since the members of the Conservation Caucus are members of the Legislature, they are in a unique position to enact the amendment of policies, laws and regulations that they themselves are aware of, or the project may assist in identifying during the project implementation. Since some of these legal instruments may be subject to political forces with vested interests in maintaining the status quo, the project will raise awareness through various means to illustrate how these legal instruments are affecting the work on the ground making efforts in delivering environment goods and services. Because laws and regulations are meant to be implemented by the Executive the project will bring together members of the Executive and the Legislature, to discuss these legal matters and come to an agreement on ways to move forward.

Lessons learned

105. ICCF has identified several lessons learned from the implementation of GEF projects:

? Planned stakeholder participation ensures strengthened stakeholder involvement along with strengthening environmental learning. Project development through consultations included actively involving them from the beginning, from the preparation of the project concept, then the Project Identification Form (PIF) and formulation of the Project Document. Systematic and regular engagement on the ground with the caucuses is very important to ensuring the longer-term sustainability and impact of the caucuses.

? It is essential to introduce the project with the relevant stakeholders, particularly with new and existing members of the Conservation Caucus. It is essential for them to fully understand how the activities that will be carried out lead to the expected outcomes and objectives. It is also essential for them to understand that without their commitment and political will, the project will not succeed.

? It is imperative to keep the legislators engaged with the stakeholders affected by the policies affecting their activities and listen to the proposed solutions that need to be translated into the language of the corresponding laws and regulations.

? The combination of Briefings and Field Visit is the most powerful combination of activities to deliver the project messages. Separate Briefings and Field Visits are effective in

transforming the legislative agenda. This combination allows parliamentarians from opposite sides of the political spectrum to understand the positions and find common ground. It is equally important to highlight the successes in the legislature, because the doers and makers of the changes feel that their efforts are recognized.

106. The Organization for Economic Cooperation and Development (OECD) has identified lessons learned and best practices on [Policy Coherence from its member states](#)^[84]⁸³:

? Italy has established a Permanent Forum for Sustainable Development which aims to translate the 2030 Agenda into action, in a manner that goes beyond the scope of election cycles. This group includes stakeholders from civil society, local governments, and experts in sustainable development goals (SDGs). The Ministry of Finance assesses the effects of the budget on national well-being on a yearly basis. Also in Italy, the government has involved several national public research institutes in the definition and implementation of policies to ensure a scientific approach where possible.

? The experience with Conservation caucuses in several countries around the world has shown them to be effective in building a broad, multi-party consensus and political will on matters related to conservation of natural resources.

? In Finland, all ministries are required on a yearly basis to compile their policies and measures for implementation of the 2030 Agenda. Several procedures, varying from one ministry to another, are in place for identifying trade-offs and synergies. Since trade-offs can be difficult to reconcile even when they are identified, many conflicts are eventually solved at the political (ministerial) level.

? Greece has an organization for policy coordination, the Office of Coordination, Institutional, International, and European Affairs of the General Secretariat of the Government (GSG). The GSG's coordination work is supported by an inter-ministerial coordination network which brings together representatives from all of the ministries. It then plays an important role in policy priorities, objectives, and instruments. Information on financial resource allocation is shared via the Ministry of Finance.

? In Sweden, the Minister for Public Administration at the Ministry of Finance is responsible for national SDG coordination and implementation. The MFA handles policy coherence and SD goals at the international level. Internally, each ministry retains responsibility for adopting policies in its domain and raising potential conflicts to the political level.

? In Germany, all laws and regulations are subject to a Sustainability Impact Assessment (SIA). The SIA is based on indicators, targets, and management rules.

? In Mexico, the adjustment of policies in light of their potential negative effects is the responsibility of each government body. The new National Council for the 2030 Agenda can

provide a forum to identify in a coordinated manner policy choices that may affect other countries.

107. Other lessons taken into account in project design include:

? Political risks need to be part of the risks of implementing such a project as it can negatively impact the effectiveness of a project.

? A project that is a response to clear national needs and priorities is often highly relevant for beneficiaries and its chance of being implemented effectively is maximized.

? Adaptive management is a key management instrument for this type of project, providing the necessary flexibility to review and reinvent the approach to implement the project as needed to secure project deliverables while maintaining adherence to the overall project design.

? As part of managing knowledge, a demonstration project needs to end up with a final phase to document results and to identify the way forward to replicate these results in a similar context in the country and in the region.

Project objective

108. The project objective is *to identify approaches and promote mutually reinforcing legal frameworks and alignment of financial resources for global biodiversity benefits.*

109. To this end, it has been organized into three components:

1. Identify approaches and opportunities for policy coherence to deliver nature positive results in general and Global Biodiversity Benefits in particular;
2. Country pilots to increase policy coherence through technical reviews and legislative processes.
3. Knowledge Management and communications.

110. Through these components the project will work with policy makers to foster their continuous commitment to guide whole-of government action and translate legislation into concrete and coherent measures at the local and national level to deliver the economic, social and environmental transformation needed for achieving GEBs and ensuring that each government stakeholder is well versed with its role. This will contribute to overcome the key implementation challenges faced by all countries, namely: 1) ensuring integration; 2) promoting alignment across local, national and international actions; and 3) overcoming fragmented or siloed policy actions^{[85]⁸⁴}. By developing adequate legal frameworks that are consistent across sectors, the project will contribute to part of the solution to biodiversity conservation and sustainable use of natural resources.

111. The project design recognizes that the achievement of the objective depends to a large extent on the willingness, cooperation and participation of the legislatures and key ministries in each country,

which are essential to overcoming the identified barriers. In this way, the project will help generate environmental, social and economic benefits and ensuring the sustainability and scaling up of project results, while simultaneously generating GEBs. Annex S includes the Theory of Change to address the challenges identified to achieve Policy Coherence.

Project components and expected results

Component 1: Identify approaches and opportunities for policy coherence to deliver nature positive results in general and Global Biodiversity Benefits in particular.

Outcome 1.1: Increased understanding of opportunities, approaches, and tools for Policy Coherence.

Output 1.1.1. Guidance and best practices for legislators to assess policy coherence.

112. This output seeks to provide an operational guidance on how to tackle Policy Coherence, including bringing lessons learned from countries where work has been done to better align policies in favor of the environment. This will include the compilation of domestic and international practices on policy coherence; selection of best practices to address policy incoherence that hinder the delivery of GEBs; consultations with domestic and international experts, practitioners; and policy makers on the most cost-effective practices. This should provide the means to understand how such problems typically arise in the policymaking process. Then, working with the conservation caucuses the project will arrange forums, policy and legislative briefings and workshops, with executive agencies, and multi-sector stakeholders, as well as high-level dialogues between parliament and executive ministries/agencies; and finally drafting policy coherence guidelines for legislators. The project will promote equal participation of men and women. Guidelines will be gender sensitive. These activities will serve to reinforce the importance of policy coherence. In the case of Mongolia, the project will work in cooperation with the Asia Foundation to review the Ministry of Environment and Tourism's package law aimed at addressing inconsistencies in environmental rules and determine where such inconsistencies occur most frequently.

Output 1.1.2 Review of the impacts of policy coherence on the alignment of financial resources and institutional structure to deliver Global Environmental Benefits.

113. This output will reveal the financial flows from the different sectors affecting positively and negatively the environmental agenda of the target countries and the trade-offs that need to be considered. The project will work with the country caucuses and local partners to assess the costs and externalities resulting from incoherent policies that negatively affect GEBs. This will include the compilation of cases in the legislature on successful policy coherence impacting the use of financial resources and institutional organization linked to delivery of GEBs; selection of cases and lessons learned on how redirecting financial resources and modifying the structure and function of the institutions resulted in positive GEB. Having done that, the project will look to find areas where coherence can most easily and demonstrably reduce or eliminate those costs. This will serve as the basis for recommendations of policy and law changes that can most quickly and effectively deliver benefits. Through the assessments, as well as briefings and dialogues the project will seek to build capacities to analyze the interactions between different policies and an ability to design integrated policies. The project will promote equal participation of men and women in the briefings and dialogues.

Component 2. Country pilots to increase policy coherence through technical reviews and legislative processes.

Outcome 2.1. Increased Policy Coherence in pilot countries for achievement of Global Environmental Benefits.

Output 2.1.1 Review and analysis of policy frameworks and the associated financial flows in relevant sectors (i.e., agriculture, forestry, tourism, infrastructure) for the delivery of Global Environmental Benefits in Target Countries.

114. This output seeks to collate information in a systematized manner using key words associated with the dimensions that encompass Policy Coherence: Economic (i.e., productivity, consumption), Social (poverty, food security), and Environment (biodiversity). This will be done by literature reviews, interviews, workshops, and 'text mining' in policies of the productive sectors, assessing the policy environments, financial flows, and reward systems in the selected sectors. By doing this, the project will be in a position to determine where investments or incentives have the greatest negative effects on GEBs. This will enable to propose means by which one can achieve the relevant economic or social goals while minimizing or eliminating negative environmental effects, aiding GEBs in the process. In Colombia the project will analyze the sectors water resources, protected areas, agriculture, and cattle ranching. In Mongolia, the mining and livestock sectors are the two sectors that have the greatest effects on environmental conditions and biodiversity. In Zambia focus will be on sectors like forestry, the development of linear infrastructure and energy, wetlands, agriculture for the analysis on the impact on biodiversity conservation and in-coherence with the laws and regulation that govern the conservation and sustainable use of biological resources.

Output 2.1.2 Identification of the policies, laws and regulations that are working at cross-purposes (i.e., undermining each other) with special attention to those that limit or impede the alignment of public investments aiming at delivering GEBs.

115. Based on the information collected under Output 2.1.1, this output seeks to do a comparison of: 1) Laws, regulations, and programs that affect the objectives of the projects and Impact Programs across sectors (i.e., agriculture, mining, forestry, and infrastructure development). Following GEFSEC recommendation, legislative measures with both nature positive and carbon neutral results will also be taken into account in the review; 2) National, and municipal laws and regulations within relevant sectors; a look at how legal frameworks at different levels of government may undermine or reinforce the objectives of the Projects and Impact Programs; 3) Policies of donor organizations, including multilateral and philanthropic organizations, that may be working across purposes on activities related to the objectives of the Projects and Impact Programs; 4) Policy objectives of governments and national and international NGOs: Identification of the policies, laws and regulations that are incoherent (i.e., undermine each other) and; 5) An analysis of policies that undermine the achievement of women's empowerment and gender equality. The results of the above and the preceding output will allow identifying rules and laws working at cross purposes. Consultations will be undertaken with policymakers on their experiences leading to policy incoherence and how the issues were resolved. The project will promote equal participation of men and women in the consultations. The project will then make recommendations on harmonizing rules and reducing contradictions or inconsistencies that affect GEBs.

Output 2.1.3. Policy makers, in collaboration with the Executive, convened and engaged in the discussion and drafting of policies to address the policy incoherencies identified in the project to facilitate the implementation of the policy reforms and allocation of financial resources to deliver GEBs.

116. The output envisions that the policy makers will eventually retire old legislation, draft new laws and amend existing legislation to address the in-coherence identified in the analysis. In addition, the Legislators and/or the Executive (depending on what branch of government is in charge of the Central Government's budgeting process), would be expected to work with the appropriate committees to reduce or eliminate perverse financial incentives to the productive sectors that are negatively affecting biodiversity conservation, and increase the budget allocations to the activities related to conservation and sustainable use. The combination of these two actions should result in narrowing the funding gap for nature. The project will undertake meetings and briefings with the selected sectors to identify the priorities and interests in environmental issues, establish agreements and roadmaps and share the roadmaps and recommendations for implementation. The project will seek equal participation of women and men in the discussions. In Mongolia, as above-mentioned, this work will be undertaken on the

package law building awareness of policy coherence in the process. As noted earlier, this process will create a model or example by which the benefits of policy coherence can be demonstrated to the desired audience. Having delivered the message to the national Conservation Caucus the project will then work with the broader Parliament on disseminating knowledge of coherence in promoting GEBs.

Component 3. Knowledge Management and Communications

Outcome 3.1. Adoption of the tools and assessment methods of Policy Coherence and experiences gained in pilot countries and sectors by other countries with active CCN's Conservation Caucuses.

Output 3.1.1 Printed and digital documents on the tools, assessment methods and lessons learned on Policy Coherence in the pilot countries.

117. This output will summarize the experiences of the pilot project and describe the methods that were finally used to carry out the exercise as well as those that could not be used and why. The first step will be to define more precisely the audience for Policy Coherence information. This will include members of Parliament, law-drafting ministries, and other stakeholders that may be identified in the course of the project. The project will determine the behaviors or practices to promote that will best encourage pursuit of policy coherence on a regular basis. Working with local partners such as the national conservation caucuses, the project will draft materials and content that will best reach the target audiences. Contents will be tailored e.g., for length and level of detail, and deliver the message in slightly different formats depending on the various levels of authority and experience in subsets of the audience.

118. The project will prepare guidebooks on best practices and tools for policy coherence with potential impacts on the flow of public financial resources, and a document on tools and means for learning that can facilitate the scaling-up projects. Printed and digital documents prepared will be gender sensitive. Lastly, the project will disseminate the materials and evaluate as feasible their effectiveness in reaching the audience and underscoring the importance of policy coherence.

Output 3.1.2 In-person and virtual events to disseminate lessons learned in the target countries.

119. The project will organize events following the ample experience of CCN in using these platforms for disseminating knowledge. The project will seek input from local partners, particularly the country conservation caucuses, and determine what types of events will best reach the target audiences. The process for determining behavior, content, delivery and evaluation will follow. by and large, the plan outlined in the item directly above. Depending on the results of those discussions, multiple types of events may be held, to see what formats resonate best with the audience, or subsets of the audience. These may include among others, policy and legislative briefings and high-level dialogues. UNCTs will be engaged as applicable.

Output 3.1.3 Design and implementation of a website to disseminate lessons learned.

120. Based on the information learned during project implementation in determining the sought audience(s), behavior, and content, the project will design and implement in each pilot country a website to provide continuous and updated information of project progress and to disseminate lessons learned to the different project partners, stakeholders and the general public. The websites will be periodically updated to share experiences, disseminate information, design policies and highlight the project progress and results, and promote replication of the processes undertaken by the project. The effectiveness of the websites in achieving the desired objectives will be evaluated periodically and adjustments will be made as needed.

121. The websites will also serve the purpose of launching a 'Community of Practice' on Policy Coherence. This is a theme that is at the heart of ICCF's mission of 'advancing governments' leadership in conservation internationally by building political will within legislatures'. These websites may

become the place to go to learn, comment and share lessons on PC cases initially in the participating countries and may be later expanded.

Monitoring and Evaluation (M&E)

122. The project will monitor and evaluate project progress, compliance with indicators, risk mitigation measures and identifying new measures to address unforeseen risks, and extracting lessons learned (including successes and failures) resulting from project implementation that will be disseminated to stakeholders in the pilot countries and other countries where CCN has established conservation caucuses.

123. The National Project Coordinators in each pilot country (see Section 6.a on implementation arrangements and Section 9 on M&E for further details) will be responsible for developing and implementing the M&E plan, including: i) the national inception workshops in each country; ii) development of the annual operational plans and budgets; iii) monitoring of project activities, outputs and outcomes and indicators; iv) monitoring of risks and mitigation measures; v) completion of the GEF Indicator worksheet at mid-term and end of the project; vi) monitoring of the gender action plan.

124. The project's Results Framework (see Annex A) will be the main tool for monitoring progress in project implementation and the level of achievement of outcomes. The Results Framework includes objectively verifiable indicators for each outcome, along with its mid-term and end-of-project targets.

125. The National Project Coordinators will prepare periodic progress reports. The progress reports will include the project results framework with respective outcome and output indicators, baseline and semi-annual targets, risk matrix monitoring, and identify potential risks and mitigation measures to reduce unanticipated risks. At the end of each fiscal year, the Annual Project Implementation Review Report (PIR) will be prepared. The PIR will include the project results framework with respective outcome and output indicators, baseline and annual targets, risk matrix monitoring, and identify potential risks and mitigation measures to reduce unanticipated risks.

126. The M&E system will record sex-disaggregated data, which may include, for example, number of women participating in policy dialogues and trainings and their degree of satisfaction with the methodology and quality of the events and trainings; level of acceptance of project proposals and results by women, as well as level of compliance with activities and budget allocated to the incorporation of women.

127. In-line with the GEF and UNEP Evaluation requirements, the project will be subject to an independent Terminal Evaluation (TE). Additionally, a performance assessment will be conducted at the project's mid-point. The Evaluation Office will decide whether a Mid-Term Review, commissioned and managed by the Project Manager, is sufficient or whether a Mid-Term Evaluation, managed by the Evaluation Office, is required. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency), and determine the likelihood of impact and sustainability. The project performance will be assessed against standard evaluation criteria using a six-point rating scheme. It will have two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP staff and implementing partners. The direct costs of the evaluation will be charged against the project evaluation budget. The TE will typically be initiated after the project's operational completion. If a follow-on phase of the project is envisaged, the timing of the evaluation will be discussed with the Evaluation Office to feed into the submission of the follow-on proposal.

128. The draft TE report will be sent by the Evaluation Office to project stakeholders for comment. Formal comments on the report will be shared by the Evaluation Office in an open and transparent manner. The final determination of project ratings will be made by the Evaluation Office when the report is finalized. The evaluation report will be publicly disclosed and will be followed by a recommendation compliance process. The evaluation recommendations will be entered into a Recommendations Implementation Plan template by the Evaluation Office. Formal submission of the completed

Recommendations Implementation Plan by the project manager is required within one month of its delivery to the project team. The Evaluation Office will monitor compliance with this plan every six months for a total period of 12 months from the finalization of the Recommendations Implementation Plan.

Intervention logic and key assumptions

129. The project will implement three key lines of action to promote: 1) an increase in the understanding of opportunities, approaches and tools for Policy Coherence; 2) an increase in Policy Coherence in the three pilot countries for achievement of GEBs; and 3) the adoption of the tools and assessment methods of Policy Coherence and experiences gained in the pilot countries and sectors by other countries with active CCN's Conservation Caucuses.

130. These lines of action will contribute to removing barriers that hinder national efforts to achieve an adequate integration of long, medium, sectoral, and local development policies that affect the economic, environmental, and social domains of all sectors; strengthen budgeting and planning procedures; and implementing key policy and legislative reforms that are essential to achieve a supportive institutional framework for effectiveness and efficiency of goals set by different sectors, accruing GEBs as well SDGs. These barriers are:

? Policies and legal frameworks aimed at achieving different goals tend to be made in isolation from each other, raising the risk of divergent objectives, activities and outcomes;

? Enacting and amending legal frameworks may be subject to political forces with vested interest in the final outcome resulting in in-consistent laws that work against each other when they get implemented on the ground;

? Insufficient awareness of the long term environmental, social, and economic consequences of sectoral based planning, law enactment and policy making.

131. The project will remove the identified barriers through focusing on increasing Policy Coherence in the pilot countries for achievement of GEBs by reviewing and analysing of policy frameworks and the associated financial flows in relevant sectors, identifying the policies, laws and regulations that are undermining each other, and by convening and engaging policy makers in the discussion and drafting of policies to address the policy incoherencies identified by the project in collaboration with the Executive to facilitate the implementation of the policy reforms and allocation of financial resources to deliver GEBs.

132. By removing the barriers, the proposed results will make it possible to achieve an environment conducive to:

? A strong, inclusive political commitment and leadership among policy makers about the benefits of pursuing coherence in making laws that seek to achieve environmental, economic, or social goals, leading to greater long-term GEBs.

? Whole-of-government coordination to promote mutually supporting actions across sectors enabling policy makers to identify and address policy divergences and conflicts between measures for achieving GEBs;

? Continuous commitment to guide whole-of-government action and translate legislation into concrete and coherent measures at the local and national level.

? Developing the tools and means for learning and scaling-up projects on Policy Coherence.

133. The achievement of the results and the project's objective depend on the fulfillment of several assumptions that are part of the intervention logic:

? Policies, laws, norms, plans and directives that relate to the delivery of GEBs as well as those governing the productive sectors that are usually in conflict with conservation will be readily available for the project;

? Legislators will be available and willing to study the legal frameworks and to enact or amend the laws and regulations that are incoherent with the objectives of the project resulting in a coherent and reinforced legal framework that guarantee durable and tangible GEBs.

? Caucuses and policymakers will prioritize making and amending of policies, legislation, and regulations.

? Barriers to coherence associated with long-established political interests can be overcome or lessened. Political dynamics will not hinder the ability to enact new policies and laws within the project timeframe.

? Bureaucratic processes will not hinder the ability of national institutions to officially adopt tools and assessment methods of policy coherence.

134. The graphical representation of the causal relationships is included in Annex S Theory of Change.

6) Alignment with GEF focal area and/or Impact Program strategies

135. This project is aligned with the objectives of the GEF-7 BD Focal Area Strategy and the CBD Guidance for GEF-7: Four Year Framework of Program Priorities "to improve biodiversity policy, planning, and review". Although the objective of this project is somewhat related to the Objective 1-1 of the BD Strategy (Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors), there is an important difference that needs to be noted. While the GEF defines "Mainstreaming" as *"the process of embedding biodiversity considerations into policies, strategies and practices of key public and private actors that impact or rely on biodiversity, so that it is conserved and sustainably used both locally and globally"*, Policy Coherence is defined for the purpose of this project as "The systematic promotion of mutually reinforcing policy actions across government departments and agencies to create synergies to deliver tangible and durable results for the benefit of the environment and people's livelihoods on the ground". Although there are differences between the two concepts, it should be possible to find the respective correlation in selected projects. For instance, on projects of mainstreaming biodiversity measures in the agriculture sector, there are not only practices that can ameliorate the impact of the industries on biodiversity conservation (that need to be implemented) but there are associated legal frameworks that need to be reviewed to make conservation sustainable in the long term. One thing is to put a short-term remedy to biodiversity degradation by means of implementing better practices, certification schemes, payment for environmental services, and biodiversity offsets, yet another to address compounding factors that facilitate degradation of natural resources like financial subsidies. GEF has invested heavily to broker innovation, sound science and technology options to support environmentally friendly decision making and policy development. Policy Coherence is just an additional step along the same lines. It is a tier above the previous work but could use previous policy work as part of its baseline.

136. While this project is part of GEF-7, it is an important entry point into the programming of GEF-8 resources. The GEF as the financial mechanism of the Rio Conventions and the largest public donor on the environment, is called to assist in narrowing the funding gap for nature. Closing this gap could be achieved by increasing the financial flows from multiple sources, and by reducing financial needs. The participating countries will contribute to this dual goal by means of the creation of regulatory and policy

environments that both discourage/eliminate harmful practices and encourage large-scale finance for nature by applying the principles of Policy Coherence. While this may be the first GEF project to address Policy Coherence as the main objective, Policy Coherence is not a new concept to the GEF. The importance of the domestic policy environment and efforts to strengthen national environmental policies have featured increasingly in GEF strategies since its inception and across all its replenishment phases. As the GEF simultaneously impacts multiple aspects of the funding gap on both sides of this equation, it is well-placed to take a leadership role in this space. GEF funds are being amplified into a narrowing of the gap through several key features of the GEF's work. These include (i) programming strategies that are placing an increasing focus on integration, (ii) rising levels of private sector engagement, (iii) the ongoing leveraging of co-financing from multiple public and private sources, and (iv) direct work with countries in their policy coherence agenda. (GEF. Policy Coherence and the Impact of the GEF. Technical Note. GEF-8 Replenishment).

7) Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, and co-financing

137. The baseline or business-as-usual is mainly based on the efforts and initiatives of national government institutions. In the baseline scenario, if the current obstacles to Policy Coherence such as a slow process of adoption of integrated approach; working in institutional and policy silos; absence of legal frameworks for successful integration; lack of coordination and differences in programming among sectors; and weaknesses between planning and budgeting procedures are not strengthened, and key policy and legislative reforms that are essential to achieve a supportive institutional framework are not enacted, adequate delivery of GEBs will not be achieved and may be threatened in long term.

138. Without GEF support the same challenges will continue to be faced: 1) institutional and policy silos will continue with law and policy makers not able to fully realize the benefits of synergistic actions and enabling to identify unintended negative consequences of policies, and effectively managing unavoidable trade-offs that may affect delivery of GEBs; 2) policies and legal frameworks will continue to be developed with divergent objectives, activities and outcomes; 3) enactment of laws based on political interests or in light of needs of one or a few productive sectors will continue to result in in-consistent laws that work against each other when implemented; 4) insufficient awareness of the long term environmental, social, and economic consequences of sectoral based planning, law enactment and policy making. As countries invest important albeit limited resources in delivering on sustainable development goals, they continue focusing on short term objectives related to food security, employment, and public health. In doing so, the policies of sectors working in parallel are oftentimes at odds with each other and delivering in silos. This unfortunately does largely fail to contribute to environmental sustainability, let alone GEBs.

139. In the alternative scenario GEF resources will serve to complement ongoing efforts using the tools and assessment methods of Policy Coherence to promote mutually reinforcing legal frameworks for durable and sustainable GEBs. The project will take the opportunity to take a closer look at how work is currently being undertaken, and how policy making can be better informed to deliver more coherently not only on the national agenda, but also on the GEBs financed by GEF as a complement to national investments.

140. The project will raise awareness among policy makers about the benefits of pursuing coherence in making laws that seek to achieve environmental, economic, or social goals. Given this project's goal of protecting biodiversity, particular attention will be paid to ensuring that the target audience understands the need to consider and balance environmental consequences when making policy writ large. The policy makers who make up the target audience include largely members of Parliament and officials of government ministries, especially those who write or contribute to new laws. Through briefings, information sessions and dialogues arranged by Caucus members and CCN staff in the countries the project will maximize both outreach to members of Parliament and, where appropriate, press coverage. The former will improve capacity among members of Parliament and deepen appreciation for

protection of the environment and biodiversity, leading to greater long-term GEBs. The latter will boost public appreciation of conservation topics and broaden public support for protection of natural resources.

141. The project will work with policy makers to foster their continuous commitment to guide whole-of government action and translate legislation into concrete and coherent measures at the local and national level to deliver the economic, social and environmental transformation needed for achieving GEBs and ensuring that each government stakeholder is well versed with its role. This will contribute to overcome the key implementation challenges faced by all countries, namely: 1) ensuring integration; 2) promoting alignment across local, national and international actions; and 3) overcoming fragmented or siloed policy actions^{[86]⁸⁵. By developing adequate legal frameworks that are consistent across sectors, the project will contribute to part of the solution to biodiversity conservation and sustainable use of natural resources.}

142. In particular, the GEF investment will facilitate: 1) providing guidance and best practices for legislators to assess policy coherence; 2) review of the impacts of policy coherence on the alignment of financial resources and institutional structure; 3) review and analysis of policy frameworks and the associated financial flows in relevant sectors for the delivery of GEBs; 4) identifying the policies, laws and regulations that are working across purposes (i.e., undermining each other) with special attention to those that limit or impede the alignment of public investments aiming at delivering GEBs; 5) convening policy makers in the discussion and drafting of policies to address the policy incoherencies identified in the project in collaboration with the Executive to facilitate the implementation of the policy reforms and allocation of financial resources to deliver GEBs; and 6) promoting the adoption of the tools and assessment methods of Policy Coherence and experiences gained in the project by other countries with active CCN's Conservation Caucuses. The project will promote interventions to promote political will toward Policy Coherence, addressing the improvement of coordination between institutions, sharing information, identifying best practices and processes, developing working methods and a collaborative environment between sectors and institutions, delivering capacity building to key stakeholders, and disseminating information and experiences. In addition, what this project can also do at the country level, is to use ongoing and upcoming GEF projects in the target countries to evaluate the policy coherences and in-coherences and coordinate work to ensure that the delivery of expected GEBs are not only tangible but also durable, thanks to solid policies and legal frameworks.

143. Co-financing committed amounts to USD 2,215,000 at CEO Endorsement stage, therefore the GEF resources totalling USD 2,000,000 will be used, as planned, to develop the enabling environment to move towards policy coherence in the three pilot countries. The funds from the GEF will be added to the investments currently underway by the project partners, and therefore, the project is fully incremental.

8) Global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF)

144. This project aims to address inconsistencies in existing environmental laws and regulations, and to put in place improvements in the policy-making process which will reduce or eliminate incoherence and make coherence a regular goal and outcome when new laws or regulations are made. Given its focus on the policy process, this project is not anticipated to result directly in GEBs such as climate change mitigation, protection of international waters, sustainable forest management, etc. However, there is considerable potential for second- and third-order effects resulting from this process that will boost GEBs. These are likely to focus on prevention of problems or environmentally damaging actions or outcomes, such as conservation of globally significant biodiversity, mitigated GHG emissions, increased energy efficiency, reduced pollution of waters, conservation and sustainable use of biodiversity in productive landscapes, reduction in forest loss and degradation. It is possible that the project may yield other benefits that are not anticipated at this stage.

9) Innovativeness, sustainability and potential for scaling up.

145. This project on Policy Coherence is highly innovative because this is the first time the GEF embarks on a comprehensive analysis of the legislature looking at the policy arena from different sectors that affect the objectives of the focal areas and other programs and the associated GEBs. The project seeks to spur and incentivize further investment in the subject of policy coherence by governments and private entities. The project will liaise with UNEP divisions and regional offices working on Policy Coherence for Sustainable Development to ensure coherence with lessons and methodologies developed and coherence with UNEP's programmatic approach, as well as increased potential for replication in other countries.

146. Considering the ample experience of CCN, it is likely that the project will successfully address some of the policy inconsistencies that impede or slow down the delivery of GEBs. Addressing environmental issues through the legislature, is probably one of the most cost-effective means to deliver durable and positive results, because laws and regulations emerging from the legislature are more durable than Presidential or Ministerial Decrees. It is also very cost-effective, because the proposed activities will reach legislators from multiple parties all at once. And in the environment of confidence and openness that offers the Conservation Caucus it is possible open communication and compromise among parliamentarians, that are simply not possible within Parliaments. A more stable policy and legal framework for conservation will also enable further investments by private, NGO, and development partner stakeholders in the conservation sector, whether through enterprises, conservation projects, development projects, or through the Parliamentary Conservation Caucuses.

147. Although the project will only last two years, the experiences and lessons learned are likely to stay and used by the Conservation Caucus members and CCN local staff. CCN will also leverage the GEF investment in this project to solidify additional funding through a variety of stakeholders and mechanisms to establish full secretariats and a longer-term sustainable caucus program in each country. Further expanding the caucus model and solidifying its role in the political infrastructure of each country will support its long-term stability through national elections and changes in government. Other partners will be sought to both continue and expand key aspects of the project. Products from this project, including the lessons, will continue to be used for many years. Lasting relationships will be forged with various stakeholders. The caucus will continue to honor invites and partner invites to speak on policy coherence related issues long after the formal end of the project. Scaling-up and replication of the project outside the target countries will be carried out by means of proposed activities under component 3, reflected in Annex L.

148. The Parliamentary Conservation Caucus model aims to advance political will and governance reforms for conservation. Further establishment / strengthening of the caucus model as a well-known and widely utilized resource for a wide range of stakeholders engaged in conservation initiatives will provide a structure for addressing conservation goals. The project approach to reinforce policy actions across government departments and agencies to create synergies to deliver tangible and durable results for the benefit of the environment and people's livelihoods, constitutes an approach that guarantees ownership. Finally, project activities to encourage and enable the participation of private sector and NGO partners in providing technical inputs through Parliamentary Conservation Caucuses will enable further project ownership.

149. The project will invest in "exporting" the tools and assessment methods of Policy Coherence and experiences gained in pilot countries and sectors to other countries with active CCN's Conservation Caucuses. The conservation caucus model has the potential to catalyze replication, considering the interest of legislators, the receptivity of the executive branch, the engagement of civil society, and the impact that has been generated thus far by successful caucuses. In Gabon, for example, a recent CCN-led Central African policymaker workshop resulted in significant interest among participating states to form a Central African regional caucus, and ultimately individual national caucuses in each of the Central African nations. Such regional caucus initiatives have also been discussed at the East and Southern Africa

sub-regional levels. Furthermore, there is vast potential in each of the target countries to expand the focus and strategy of the caucus to tackle other natural resource governance challenges that may complement policy coherence.

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1b. Project Map and Coordinates

Please provide geo-referenced information and map where the project interventions will take place.

Not Applicable

1c. Child Project?

If this is a child project under a program, describe how the components contribute to the overall program impact.

2. Stakeholders

Select the stakeholders that have participated in consultations during the project identification phase:

Civil Society Organizations

Indigenous Peoples and Local Communities

Private Sector Entities

If none of the above, please explain why: Yes

None of the above. Exaplanation: Becuase consultations have been made with parliamentarians who are the target audience of the project.

Please provide the Stakeholder Engagement Plan or equivalent assessment.

150. Table 1 below summarizes the key stakeholders involved in the implementation of the Policy Coherence Project and their respective and/or potential roles. During implementation, the stakeholder mapping will be updated, and other stakeholders identified as relevant may be invited to participate.

Table 1 - Main Stakeholders in Project Implementation

Stakeholder	Role in Project implementation
UNEP	UNEP will act as the project Implementing Agency (IA), providing consistent and regular oversight of the project to ensure that GEF policies and criteria are adhered to and that the project meets its objectives and expected outcomes. Member of the Project Steering Committee. Cofinancier. The project will liaise with UNEP's Law Division and regional offices working on Policy Coherence for Sustainable Development to ensure coherence with lessons and methodologies developed and coherence with UNEP's programmatic approach. UNEP is the designated guardian for SDG Indicator 17.14.1. including its 8 domains which are most relevant for the interventions proposed by the project: 1. Institutionalization of Political Commitment 2. Long-term considerations in decision-making 3. Inter-ministerial and cross-sectoral coordination 4. Participatory processes 5. Policy linkages 6. Alignment across government levels 7. Monitoring and reporting for policy coherence 8. Financing for policy coherence. 1. UNEP also represents the nexus with the OECD Community of Practice on Policy Coherence which the project will be involved in.

Stakeholder	Role in Project implementation
Conservation Council of Nations (CCN)	CCN will act as the project executing agency, with the leading role of ensuring that the project is executed according to the agreed project workplan and budget and providing technical guidance in building regional capacity to sustain effective Parliamentary Conservation Caucuses. Member of the Project Steering Committee. Cofinancier.
International Conservation Caucus Foundation (ICCF)	ICCF will contribute US and other political engagement, logistical support, and relationship building as needed. Support will include facilitation of activities for delegation to the US, as well as from the US to project countries; senior advisor support in developing high-level political relationships and facilitating conservation council recruitment.
United Nations Country Team UNCT	The UNCT in each participating country below will be systematically engaged through national project coordination and invited to participate in meetings, events, capacity building and workshops related to the project. Thus liaison with relevant UN agencies in the countries will be provided and exchange with relevant projects and initiatives ensured.
Colombia	
Ministry of Environment and Sustainable Development through its Office of International and Legislative Affairs and other Ministries as appropriate	Guide the topics of policy discussion that will be part of this project in relation to Environment and Development, according to the priorities of the Government. Likewise, contribute technically to the development of work agendas, contents, presentations, among other information that is developed. Other ministries will be engaged to ensure a whole of government approach to address PC.
ICCF Colombia	ICCF Colombia will provide local and regional staffing support for CCN, support in developing multi-stakeholder engagement, as well as co-financing through existing ICCF Colombia partnerships supporting the caucus programs in Colombia. ICCF Colombia is registered in Colombia under The ICCF Group umbrella.
Colombian Conservation Caucus and Colombian Oceans Caucus	Lead from the Congress of the Republic the implementation of the project
Alexander von Humboldt Biological Resources Research Institute	Guide the discussion of topics that will be part of this project in relation to Environment and Development, facilitating dialogue regarding commitments related to biodiversity and bringing decision makers closer to technical and scientific inputs, which can generate value for country discussions.

Stakeholder	Role in Project implementation
Invermar Marine and Coastal Research Institute	Guide the discussion of topics that will be part of this project in relation to Environment and Development, facilitating dialogue regarding commitments related to biodiversity and bringing decision makers closer to technical and scientific inputs, which can generate value for country discussions.
Amazonic Institute of Scientific Research SINCH	Guide the discussion of topics that will be part of this project in relation to Environment and Development, facilitating dialogue regarding commitments related to biodiversity and bringing decision makers closer to technical and scientific inputs, which can generate value for country discussions.
Private sector, NGO, and development partners and collaborators	These stakeholders will provide expertise based on their technical knowledge regarding challenges and solutions to educate policymakers and legislators to better understand and address policy coherence issues. They also will contribute with baseline activities to support policy and legislative reforms and strengthen protected area management. In addition, private sector actors will be instrumental in collaborating with the legislative branch in drafting balanced guidance and PC measures that allow sustainable development while at the same time achieving GEBs. IN the case of Colombia, private sector companies in agriculture, cattle ranching and the extractive industries (mining, oil and gas) will play a particular role addressing Policy Coherence.
Mongolia	
Ministry of Environment and Tourism (MET) and other Ministries as appropriate	Guide the topics of policy discussion that will be part of this project in relation to Environment and Development, according to the priorities of the Government. Likewise, contribute technically to the development of work agendas, contents, presentations, among other information that is developed. Other ministries will be engaged to ensure a whole of government approach to address PC.
Private sector, NGO, and development partners and collaborators	These stakeholders will provide expertise based on their knowledge of conservation and biodiversity, policy coherence, and Mongolian conditions and realities to educate policymakers and legislators so they understand and address policy coherence issues. They also will contribute with baseline activities to support policy and legislative reforms and strengthen protected area management. In addition, private sector actors will be instrumental in collaborating with the legislative branch in drafting balanced guidance and PC measures that allow sustainable development while at the same time achieving GEBs.
Mongolia Conservation Caucus, parliamentarians, high-level decision makers	These stakeholders will participate primarily as beneficiaries of project activities designed to build capacity and knowledge. As caucus members and/or decision makers, they will identify policy-related challenges and opportunities, help build political will to make necessary changes, and exercise leadership in implementing and strengthening policy coherence. The project will provide support in reviewing the package law and submit a new package law which seeks to rationalize the circa 35 laws that presently govern environmental matters.
Zambia	

Stakeholder	Role in Project implementation
Zambia Ministry of Green Economy and Environment and other Ministries as appropriate	Guide the topics of policy discussion that will be part of this project in relation to Environment and Development, according to the priorities of the Government. Likewise, contribute technically to the development of work agendas, contents, presentations, among other information that is developed. Other ministries will be engaged to ensure a whole of government approach to address PC.
Zambia Parliamentary Caucus on Environment and Climate Change	The Caucus members will lead the execution of the project in Zambia and will benefit from project activities designed to build capacity and knowledge. As caucus members and/or decision makers, they will identify policy-related challenges and opportunities; help to foster national political will to make necessary changes; and demonstrate leadership in successfully strengthening policy coherence,
Private sector, NGO, and development partners and collaborators	These stakeholders will provide expertise based on their technical knowledge regarding challenges and solutions to educate policymakers and legislators to better understand and address policy coherence issues. They also will contribute with baseline activities to support policy and legislative reforms and strengthen protected area management. In addition, private sector actors will be instrumental in collaborating with the legislative branch in drafting balanced guidance and PC measures that allow sustainable development while at the same time achieving GEBs.
ICCF Global and ICCF Kenya	ICCF-Group and ICCF Kenya will provide local and regional staffing support for the Zambia Parliamentary Caucus on Environment and Climate Change in developing multi-stakeholder engagement, as well as co-financing through existing ICCF Kenya partnerships supporting the caucus programs in Kenya. As mentioned above, ICCF-Kenya is currently the only fully registered independent secretariat office in Africa under The ICCF Group umbrella, but will serve as support for Zambia, as well as a model for secretariat development in the other project countries.

In addition, provide a summary on how stakeholders will be consulted in project execution, the means and timing of engagement, how information will be disseminated, and an explanation of any resource requirements throughout the project/program cycle to ensure proper and meaningful stakeholder engagement

151. The project will promote stakeholder participation with the objective of achieving effective and meaningful participation of stakeholders in the project interventions. The stakeholder matrix above identifies the main stakeholders as well as the proposed roles in project implementation. Stakeholder participation in project implementation will be ensured through several instances and mechanisms that have been proposed to ensure full and effective stakeholder participation and avoid negative impacts on human rights, as summarized below:

152. **Project governance mechanisms:** At the overall level, stakeholder participation and representation will be driven by the governance structures for project management, specifically the Global Project Steering Committee and the National Project Steering Committees (NPSC) and the Project Management Unit (PMU). The NPSC will promote inter-institutional coordination and articulation and stakeholder participation at the political and technical levels, while the PMU will be in charge of the execution of project activities with a participatory approach (see Section 6.a Implementation Arrangements for more details on the roles of the governance structures).

153. **Parliamentary Conservation Caucuses:** The conservation caucuses in each of the three countries will provide a platform for participation of a wide range of stakeholders engaged in conservation initiatives. The caucuses will support advancing political will and governance reforms for

conservation, creating synergies, and guaranteeing ownership. In addition, the conservation caucuses will encourage the participation of private sector and NGO partners in providing technical inputs to the project.

154. **Project communication and information strategy:** At the beginning of project implementation, a communication strategy will be prepared with specific elements for the target audiences.

155. **Dialogues, briefings and workshops:** Dialogues and workshops will constitute another mechanism for stakeholder participation. A participatory and gender approach will be used in the design of these activities, integrating the perspectives of all stakeholders and incorporating the different visions of the stakeholders with those of institutions and policy makers. Participatory workshops such as national inception workshops, annual planning workshops will serve to involve key stakeholders in project planning and monitoring. Participatory workshops for planning and implementation of activities will serve to involve a wide range of stakeholders.

156. **Gender Action Plan:** At project outset the Gender Action Plan will be reviewed and updated as necessary to ensure due participation of women. The project will ensure significant participation of both men and women in project implementation and will involve multi-racial and multi-ethnic stakeholder groups. The project will be consistent with GEF and UN Environment gender policies. Women will play a key role in this project at many levels: parliamentary, stakeholder, etc. Some of the most prominent figures in existing Parliamentary Conservation Caucuses (co-chairs and Ministers) are women, and CCN will be proactive in ensuring their inclusion and leadership in project supported activities. The project will work to support women's attendance in project-related activities, provide for gender disaggregation in data gathering and project reporting, and assure that policies consider the gender dimension. In addition to gender disaggregation of data, gender mainstreaming will also be achieved through gathering and analysis of data. The project itself is designed to be inclusive of all stakeholders, political parties, socio-economic groups, etc., in order to ensure that the effects of the project are far reaching and that project results are sustainable. Gender specialists will support the National Coordinators in each country in implementing the Gender Action Plan and mainstreaming gender in project activities.

The project will take the necessary actions to contribute to the expected outcomes of the Post-2020 Gender Plan of Action: 1) All genders, in particular women and girls, have equal opportunity and capacity to contribute to the conservation and sustainable use of biodiversity and the fair and equitable sharing of genetic resources; 2) Biodiversity policy, planning and programming decisions address equally the perspectives, interests, needs and human rights of all genders, in particular women and girls; 3) Expected outcome 3: Enabling conditions are created to ensure gender responsive implementation of the post-2020 global biodiversity framework. For this project, providing equal opportunity and training in particular for all gender for conservation and sustainable use of biodiversity in the target ecosystems (i.e., Forests in Colombia, Grasslands in Mongolia and Woodlands in Zambia) is of particular relevance.

Necessary interventions will be carried out to ensure the projects contributes to the targets of post-2020 Global Biodiversity Targets directly related to gender-responsiveness/women's empowerment: Target 22 (Ensure the full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information related to biodiversity by indigenous peoples and local communities, respecting their cultures and their rights over lands, territories, resources, and traditional knowledge, as well as by women and girls, children and youth, and persons with disabilities and ensure the full protection of environmental human rights defenders) and Target 23 (Ensure gender equality in the implementation of the framework through a gender-

responsive approach where all women and girls have equal opportunity and capacity to contribute to the three objectives of the Convention, including by recognizing their equal rights and access to land and natural resources and their full, equitable, meaningful and informed participation and leadership at all levels of action, engagement, policy and decision-making related to biodiversity).

157. **M&E System:** The project's M&E system will include stakeholder consultation and feedback on the project and their participation and contribution to the project in order to disseminate project results and establish a knowledge transfer strategy that contributes to the replication and scaling up of lessons learned (see Section 6 Monitoring and Evaluation Plan and Appendix 7 containing the M&E Plan). The National Coordinators in each country will be responsible for the implementation of the M&E Plan.

158. **Project level grievance redress mechanism:** Finally, the project will design a grievance redress mechanism at project outset, which will be disseminated among key project stakeholders to inform them of its existence and mode of operation. This mechanism will have several levels of intervention and respective procedures in each case, including the project management, National Steering Committees CCN as executing agency, and the UN Environment Stakeholder Response Mechanism. The National Project Coordinators will be responsible for documenting all complaints and ensuring that they are addressed in a timely manner.

Select what role civil society will play in the project:

Consulted only;

Member of Advisory Body; Contractor;

Co-financier;

Member of project steering committee or equivalent decision-making body;

Executor or co-executor;

Other (Please explain) Yes

159. Civil society will participate in the project to contribute its experience in the identification, compilation, analysis, and development of guidelines that contribute to improving the mechanisms, structures, processes, systems, and political and administrative tools that make it easier for the Legislative and Executive branch to harmonize actions towards the coherence of policies, especially in environmental issues. This will equip policy makers and key stakeholders with the necessary institutional mechanisms and policy tools to improve policy coherence. Their engagement in identifying good practices related to policy coherence will also be sought, including summaries organized by cross-cutting issues (e.g. climate change, gender, etc.) and by policy sector (environment, agriculture, energy, trade, etc.). It also includes good national practices on the use of institutional mechanisms and governance tools to improve policy coherence.

3. Gender Equality and Women's Empowerment

Provide the gender analysis or equivalent socio-economic assesment.

160. **Colombia:** Colombia has made progress in terms of gender equality, especially in the creation of a legal and public policy framework that seeks to guarantee the human rights of women. However, there are still challenges to achieving real equality for girls and women, and for people with diverse identities.

161. In relation to the participation of women in spaces of power and making public decisions, the 2020 report on "Women and men: gender gaps in Colombia"[87] mentions in its chapter 4, that Law 581 of the year 2000 stipulated 30% of women for administrative positions by designation, but did not include, then, the positions of popular election. For its part, Law 1475 of 2011 established the obligation that at least 30% of women be included in the lists of candidacies for elections to collegiate bodies with five or more seats. The Political Constitution of Colombia has been reformed twice to incorporate important regulatory advances. In 2009, Legislative Act 01 established that gender equality will be one of the principles by which political parties and movements must be governed. In 2015, a reform to the Constitution, through Legislative Act 02, incorporated the principles of parity, alternation and universality, for the conformation of the lists for positions of popular election in a progressive manner, unlike Law 1475 of 2011. Additionally, Colombia enacted a special measure (affirmative action) that has been key to increasing the participation of women in high levels of government: the Quotas Law, which establishes that in managerial positions of public entities there must be at least a 30% representation of women, in order to guarantee their participation in the spaces in which decision-making on public policies, the provision of goods and the provision of public services take place.

162. According to the last annual report provided by the Public Function on the percentages of participation of women in public administration positions at the managerial level of the national and territorial orders, in the Colombian State 44.7% of the management positions are held by women (42.7% in the Highest Management Level -MND and 46.3% in the Other Decision-Making Levels -OND) With regard to territorial entities, of the 7,768 MND positions, 3,386 are held by women (43%) (see Graph 52). In the grouping by departments, 10 of them present percentages of 45% or more: Santander (49%), Risaralda (48%), Caquetá (47%), Huila (46%), Cauca (46%), Chocó (46%), % and Boyacá, Cundinamarca, Meta and Nariño with 45%. In total, in 30 departments it is fulfilled beyond what the Law provides, with several of them close to reaching parity. For their part, the two departments with the lowest percentages of participation and that are even below the quota are Vichada (29%) and Vaupés (19%). In the case of territorial OND positions, of the 6,852 positions provided, 3,335 (49%) are held by women. Except in Guainía, in the rest of the departments it exceeds 30%, where Putumayo (59%), Cauca (61%) and San Andrés (100%) stand out. For their part, Vichada and Vaupés present percentages that barely exceed the threshold, both with 33%.

163. On the other hand, expanding the participation of women in the courts is fundamental, not only to guarantee equal opportunities in one of the constitutive powers of the Colombian State, but also to ensure that the specific interests of women are represented. and are analyzed and resolved favorably in the institutions that regulate the legal order and the application of laws.

164. In many countries around the world, Colombia included, around half of those who study law are women, and there are more and more women practicing as judges (OECD, 2017). In Colombia, according to ECLAC data, the participation of women magistrates in the highest court of justice or supreme court in 2017 was barely 13.0% (3 of the 23 members of the Court), well below the region's average of 32.1% and also below countries such as Brazil (18.2%), Argentina (20.0%), Chile (23.8%) and Ecuador (47.6%).

165. The elections of March 13, 2022 were historic for Colombia in terms of gender. For the first time, it was achieved that the participation of women in the Congress of the Republic will be close to 30%. A figure that seems small since it did not achieve the desired gender parity, but when compared to the 19.70% reached in 2018, it represents an increase of close to 50%. The distribution of these 86 seats are represented in 32 for the Senate and 54 for the House of Representatives.[88]

166. **Mongolia:** While Mongolia has made steady progress towards improving gender equality in the past, there are still number of challenges and barriers for women to have an equal representation

and participation in social, professional, and political spheres. Mongolia has a Gender Inequality Index value of 0.322, ranking it 71 out of 162 countries in the 2019 index. In Mongolia, 91.5 percent of adult women have reached at least a secondary level of education compared to 86.1 percent of their male counterparts. For every 100,000 live births, 45.0 women die from pregnancy related causes; and the adolescent birth rate is 31.0 births per 1,000 women of ages 15-19. Female participation in the labor market is 53.3 percent compared to 66.4 for men [89]. In 2011 the Law on Promotion of Gender Equality was enacted in Mongolia to ensure gender equality in the political and economic spheres, civil service, employment and labor relations, education, health care and family relations. The law aims at mainstreaming gender equality into all private and public spheres [90]. Nevertheless, 17.1 percent of the Mongolia's Parliament, the highest legislative body, are female, which is well below the global average of 24.9 percent. Furthermore, only 27.1 percent of the local Citizen's representative Khural members are female [91]. According to statistics by the UN Women Data Hub the proportion of seats held by women in national parliaments (% of total number of seats) is 17,3%; the proportion of elected seats held by women in deliberative bodies of local government 27,2%; the proportion of women in managerial positions is 43,7% and the proportion of women in senior and middle management positions is 43% [92].

167. **Zambia:** According to the Gender Status Report 2017-2019 [93] Zambia has made significant progress in promoting the rights of girls and women. The Gender Inequality Index value increased from 0.517 in 2017 to 0.540 in 2018, signifying an increase in the inequalities that exist in the participation of women in labor markets, in the number of women parliamentarians, in secondary and higher education and in terms of falling adolescent birth rates. Zambia remains in the bottom 38 countries with the highest levels of gender inequalities. Some key statistics include:

- ? Maternal mortality ratio since the previous report increased from 111 deaths per 100,000 live births to 252 deaths per 100,000 live births in 2018,2 while the pregnancy- related mortality rate (PRMR) was 278 deaths per 100,000 women.
- ? Though infant mortality reduced to 42 deaths per 1,000 live births in 2018, overall child mortality increased from 31 per cent to 69 per cent.
- ? Only 26.7 per cent of women are participating in the labor market, compared to 44.8 per cent of men.
- ? The employment-to-population ratio has declined by 44 percentage points since the previous report, from 71.9 per cent to 30.9 per cent in 2019. Women's employment ratio has reduced from 73.1 per cent to 23.2 per cent, while men's employment ratio also reduced from 70.6 per cent to 39.4 per cent over the same period.
- ? Women's participation in traditionally male-dominated industries remains notably low at 20 per cent.
- ? Women's participation in decision-making at all levels is low, with no women appointed as Provincial Ministers.

168. The report also highlights that the government continues to strive to achieve the objectives of the Southern African Development Community (SADC) Protocol on Gender and Development, the Sustainable Development Goals, the targets of the Seventh National Development Plan (7NDP), and Zambia Vision 2030, all of which emphasize the need to address gender inequality.

169. According to the country fact sheet by the UN Women Data Hub [94] the proportion of seats held by women in national parliaments (% of total number of seats) is 16,8%; the proportion of elected seats held by women in deliberative bodies of local government is 7,1%; the proportion of women in managerial positions is 40,5% and the proportion of women in senior and middle management positions is 40,3%.

170. The project will promote equal participation of both men and women in project implementation and will involve multi-racial and multi-ethnic stakeholder groups. The project will be consistent with GEF and UN Environment gender policies. Women will play a key role in this project at many levels: parliamentary, stakeholder, etc. Some of the most prominent figures in existing Parliamentary Conservation Caucuses (co-chairs and Ministers) are women, and CCN will be proactive in ensuring their inclusion and leadership in project supported activities. The project will work to support women's attendance in project-related activities, provide for gender disaggregation in data gathering and project reporting, and assure that policies consider the gender dimension. In addition to gender disaggregation of data, gender mainstreaming will also be achieved by the use of a gender lens in the gathering and analysis of data. The project itself is designed to be inclusive of all stakeholders, political parties, socio-economic groups, etc., in order to ensure that the effects of the project are far reaching and that project results are sustainable.

[87] <https://drive.google.com/file/d/1gfrAUqJLtvPRydyLONPkn2D-dLpy8Fr/view>

[88] <https://www.javeriana.edu.co/pesquisa/el-dificil-viaje-hacia-la-paridad-de-genero-en-el-congreso-de-colombia/> as of December 2022

[89] https://www.undp.org/sites/g/files/zskgke326/files/migration/mn/HDR2020_Mongolia-Summary_English.pdf as of December 2022

[90] <https://gender-works.giz.de/competitions2018/mongolia-promoting-gender-equality-in-and-through-education/> as of December 2022

[91] <https://www.undp.org/mongolia/press-releases/mongolia-receive-boost-increasing-gender-equality-decision-making-levels> as of December 2022

[92] <https://data.unwomen.org/country/mongolia> as of December 2022

[93] https://www.giz.de/en/downloads/giz2021_en_Zambia_Gender_Report_2017-2019.pdf

[94] <https://data.unwomen.org/country/zambia>

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment?

Yes

Closing gender gaps in access to and control over natural resources;

Improving women's participation and decision making Yes

Generating socio-economic benefits or services or women

Does the project's results framework or logical framework include gender-sensitive indicators?

Yes

4. Private sector engagement

Elaborate on the private sector's engagement in the project, if any.

171. The private sector will be engaged through the main associations or networks in each country to provide insight on the significance of policy coherence and new innovations that solve problems from their experience on the importance of policy coherence to promote sustainable economic development that contribute to the fulfillment of the SDGs and the development purposes of the country and the National Government. The engagement with the private sector in the three target countries is particularly important (and sensitive) because their activities may be significantly impacted by the decisions taken by the Legislative and Executive branches of Government, and because of the influence they may have on the legal and regulatory frameworks impacting their interests. In Colombia, the project will engage with a number of private sector actors formally and informally involved in agriculture, cattle ranching and extractive industries (mining, oil and gas). In Mongolia, the project will engage with the mining and extractive industries sector, as well as with the nomadic and seminomadic herders on the Mongolian-Manchurian steppes, because the conservation of the grasslands ecosystems, by means of land use planning (including the expansion of the protected areas system) and the sustainable use of the ecosystem, will require dialogue and compromise with those making use of the natural resources. Indeed, ICCF-Mongolia is already in communication with some of the largest mining companies and the members of the Conservation Caucus are fully aware of the need to reshuffle the legal and regulatory framework to deliver GBFs while allowing economic sustainable activities. And in Zambia, the project will engage with companies in the mining sector since copper mining is very prevalent there. There are also timber/forestry companies as well as agribusiness. A common denominator for the engagement with the private sector is the fact that the productive sector is interested in positioning themselves as environmentally responsible in light of the public opinion.

172. Activities will include engagement with the private sector to develop structured partnerships through which Conservation Council members provide expertise and possible co-financing to various activities anticipated in this project. This engagement may include technical briefings for Caucus members.

173. The project will work with the private-sector firm Legal Atlas. The firm provides legal consulting services such as analysis, best practices, and has a considerable body of work in the conservation realm. They will be able to provide valuable insights and guidance on areas where coherence is lacking in current legislation, and on areas of the policy-making process where improvements can be made to reduce barriers and ensure the most effective use of available resources.

5. Risks to Achieving Project Objectives

Elaborate on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, the proposed measures that address these risks at the time of project implementation.(table format acceptable):

Table 2 ? Risks

Type of risk	Risk	Rating	Mitigation measures
Political	<p>Not being able to create sufficient Political Commitment on the part of the Parliamentarians to engage in the discussion on Policy Coherence and Political Coherence.</p> <p>Lack of interest of Legislators to address conflicting pieces of legislation that may be difficult to handle politically</p>	Moderate	<p>Measures taken to establish coherence and reduce or eliminate barriers may prove to be challenging for political reasons. The project will closely work with the Conservation Caucuses in each country given that at this level there is already a political will to engage in legislative issues. Likewise with the relevant ministries working in the policy issues relevant to the project.</p>
Political	<p>Not being able to create the political will for parliamentarians to request the leadership of the project drafting guidance and policies to address incoherencies in the legal framework.</p> <p>Political dynamics hinder the ability of enact new policies and laws within the project timeframe</p>	Low	<p>Close and steady engagement with the Conservation Caucuses in each country given the already existing political will to engage in legislative issues.</p>
Political	Disturbance of public order	Moderate	<p>Flexibility in the development of face-to-face activities, being open to virtual activities</p>
Operational	<p>Not being able to identify all the relevant policies, laws and regulations of the productive sectors that may affect the adequate funding related to the GEBs in the target countries.</p> <p>Policies, laws, norms and directives that relate to the delivery of GEBs as well as those governing productive sectors are not readily available for the project</p>	Low	<p>The project will promote continuous cooperation with the Conservation Caucuses, GEF Focal Points, relevant ministries (e.g. Ministries of Environment) and other key stakeholders as identified in the stakeholder matrix (Table 1 above). In addition, cooperation with Legal Atlas will reinforce the research of key policy, laws, regulations, programs, plans, norms, and directives related to the project.</p>
Operational	<p>The implementation of the enacted and amended policy and legal frameworks in the target countries may be slowed down due to the time necessary for the new set of coherent laws and regulations to be passed and executed by the Executive (Ministers of the Environment) and other Agencies.</p>	Moderate	<p>The Executive and Government Agencies will be invited to participate in the project as early as possible to ensure they engage in preparing information, participating in project activities (briefings, dialogues, etc.) and disseminating the information within the different levels in each institution (managerial, technical, operational, etc.).</p>

Type of risk	Risk	Rating	Mitigation measures
Operational	The project timeframe is not sufficient to work with the Legislature of additional countries and get traction on the subject.	Moderate	The project will engage early with the Conservation Caucuses in other countries providing them with constant information on the project's progress in order to advance in activities as experiences and lessons are learned in the pilot countries.
Financial	Difficulties by the project countries in providing the needed cofinancing for the project	Moderate	Effective management of resources and identification of relevant in-kind resources that can favor compliance with the cofinancing requested
Environmental	New restrictions due to COVID-19 pandemic or other	Low	The COVID situation in the pilot countries seems manageable at present and is expected to stay that way for some time. New variants could always change this outlook. If the situation changes and restrictions are issued, the project will comply with the measures decided in each country, and will have flexibility in implementing activities, undertaking virtual activities.
Environmental	Natural disasters may hinder participation of stakeholders in project activities	Low	Flexibility in the development of face-to-face activities, being open to virtual activities.

6. Institutional Arrangement and Coordination

Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

6.a Institutional arrangements

GEF Implementing Agency

174. UN Environment as the GEF Implementing Agency will be responsible for the overall oversight of the Project to ensure consistency with GEF and UN Environment policies and procedures and will provide guidance on linkages with GEF and UN Environment funded activities that are related to the Project, with the following roles:

- ? Providing consistent and regular Project oversight to ensure that GEF policies and criteria are adhered to and that the project meets its objectives and achieves expected outcomes;
- ? Performing the liaison function between the project and the GEF Secretariat;
- ? Regularly monitoring project progress and performance and rating progress towards meeting project objectives, project execution progress, quality of project monitoring and evaluation, and risk;
- ? Ensuring that both GEF and UN Environment guidelines and standards are applied and met (technical, fiduciary, M&E);
- ? Ensure technical quality of products, outputs and deliverables;

- ? Ensuring timely disbursement/sub-allotment to executing agencies, based on agreed legal documents;
- ? Approve budget revision, certify fund availability and transfer funds;
- ? Providing technical support and assessment of the execution of the Project;
- ? Providing guidance if requested to main TORs/MOUs and subcontracts issued by the project;
- ? Follow-up with EA for progress, equipment, financial and audit reports;
- ? Certify project operational completion.

Executing Agency

2. The Conservation Council of Nations (CCN) is the Executing Agency (EA) for this project. Through its headquarters offices in Washington, D.C. and staff based in project countries, its main responsibilities will include:

- ? Overseeing that the project is executed according to the agreed workplan, budget and reporting tasks;
- ? Organize and participate in the Steering Committee meetings;
- ? Signing the relevant Legal Instrument to allow disbursement of funding;
- ? Addressing and rectifying any issues or inconsistencies raised by the IA;
- ? Support compilation and submission of progress, financial and audit reporting to IA;
- ? Take responsibility for the execution of the project in accordance with the project objectives, activities and budget;
- ? Deliver the outputs and demonstrate its best efforts in achieving the project outcomes;
- ? Notify IA in writing if there is need for modification to the agreed implementation plan and budget, and to seek approval;
- ? Address and rectify any issues raised by IA with respect to project execution in a timely manner;
- ? Report to IA and comply with the administrative and financial procedures;
- ? Managing the financial resources and processing all financial transaction relating to sub-allotments;
- ? Preparing sub-project documents using appropriate legal instruments;
- ? Preparing all annual/year-end project revisions;
- ? Organizing and facilitating inception workshops and consultative meetings;
- ? Assessing project risks in the field, monitoring a risk management plan.

Project Steering Committees

176. A Global Project Steering Committee (GPSC) will be established comprising UN Environment, CCN and the GEF Secretariat to provide overall guidance and strategic direction and oversight to project management at global level. [Because of the legal-, cultural-, and ecosystem-differences among the](#)

participating countries, it was decided that a National Project Steering Committee (NPSC) will be established one in each participating country. The NPSCs will provide overall guidance and strategic direction and oversight to project management and will approve all final outputs and deliverables of the project at country level. Members will include UN Environment, CCN, GEF Operational Point, Chair of the Parliamentary Conservation Caucus, a representative of the Executive Branch (e.g Ministry of Environment or other to be determined in each country e.g. Finance or planning for instance), and the National Coordinators. The NPSC will meet at least once a year to review project progress, provide direction and guidance, and assist in project implementation, as well as provide synergies with other complementing initiatives and ongoing projects. If its members consider it necessary, the NPSC may convene extraordinary meetings. Participation in NPSC meetings will be possible also via teleconference and decisions and consultations might also take place in email exchange form. NPSC's decisions will be adopted by consensus to the extent possible. UNEP and CCN will service as secretariat of the NPSC. **The GPSC will convene quarterly video-conferences with the CCN-Staff in the three countries to coordinate, to ensure the project is moving in the direction prescribed in the Project Document and to ensure mutual learning.**

Project Management Unit

177. The project will be technically led by an international Principal Technical Advisor (PTA) in charge of providing overall technical assistance. The PTA will be supported by a part-time international Social and Environmental Safeguards Specialist who will assist the countries in ensuring adequate gender mainstreaming in project interventions as well the environmental safeguards.

178. A Project Management Unit will be established in each country. The PMU will comprise: 1) National Coordinator in charge of day-to-day management, M&E, reporting, and acting as liaison between CCN and relevant national institutions, 2) National Technical Specialists to support planning, implementation and reporting of activities, and 3) Administrative support staff. The PMU will hire consultants specialized in policy frameworks, legal analysis and financial flows to support project activities (e.g., policy assessments, technical analyses, workshops and high-level dialogues).

6.b Coordination with other GEF-financed projects and other initiatives

Table 3 ? Coordination with other GEF projects and other initiatives

Name of project	Indicative actions/ components where there are synergies	What the identified project can contribute	What the GEF Policy Coherence can contribute	Coordination activities	Resources necessary for coordination
Colombia					

Name of project	Indicative actions/ components where there are synergies	What the identified project can contribute	What the GEF Policy Coherence can contribute	Coordination activities	Resources necessary for coordination
GEF 19921 Enhancing Political Will for Sustainable Protected Areas Financing	<p>Outcomes 2.1 / 2.2 Legal frameworks for funding and integrated management of PAs</p> <p>Outcome 3.1 Best practices on natural capital accounting and finances</p>	<p>Identification of barriers in the political coherence of the draft and implementation of regulations or laws related to the project</p> <p>List of best practices for NCAA integration into financing for protected areas system internalized by Government and stakeholders.</p>	<p>Raise awareness on the importance of political coherence</p> <p>Invite them to participate in the construction of the guidelines on political coherence</p>	<p>Coordination in relation to the coherence of policies to improve the financial sustainability of protected areas</p>	<p>Time of project manager and officials to see potential opportunities to articulate projects</p> <p>Experts on policy coherence</p> <p>Information materials about the importance of policy coherence</p>
GEF 9663 Colombia: Connectivity and Biodiversity Conservation in the Colombian Amazon	<p>Output 2.1.1: Lessons learned at the level of sustainable production landscapes that maintain and/or enhance forest cover, ecosystem connectivity, and reduce emissions identified and systematized</p>	<p>Lessons learned to ensure the effective participation of national, regional, and local public and private stakeholders in the development of strategies that harmonize the protection of the environmental with economic development.</p> <p>Identification of barriers in the political coherence during the implementation of the project</p>	<p>Invite them to participate in the construction of the guidelines on political coherence, taking advantage of the experience of the projects that they carry out in the field</p>	<p>Technical meetings</p> <p>Exchange of experiences</p> <p>Invitation to be involved in the project</p>	<p>Time of project manager and officials from both sides to see potential opportunities to articulate projects</p> <p>Information materials about the importance of policy coherence</p>

Name of project	Indicative actions/ components where there are synergies	What the identified project can contribute	What the GEF Policy Coherence can contribute	Coordination activities	Resources necessary for coordination
<p>GEF 9441 Contributing to the Integrated Management of Biodiversity of the Pacific Region of Colombia to Build Peace</p>	<p>Component 1: articulation of territorial management tools at the departmental and municipal levels, including the ethnic perspectives of the territory, sectoral interests, and institutional policies.</p> <p>Component 2: strengthen the governance mechanisms of the PAs as well as improve their management. Voluntary community conservation regulations regarding natural resource use and management incorporating the perspective of the indigenous, black communities, and rural populations, and will contribute to their characterization and recognition as conservation areas within the SINAP</p>	<p>Lessons learned on articulation of territorial management tools at the departmental and municipal levels, including the ethnic perspectives of the territory, sectoral interests, and institutional policies.</p> <p>Identification of barriers in the political coherence during the implementation of the project</p>	<p>Invite them to participate in the construction of the guidelines on political coherence, taking advantage of the experience of the projects that they carry out in the field</p>	<p>Technical meetings</p> <p>Exchange of experiences</p> <p>Invitation to be involved in the project</p>	<p>Time of project manager and officials from both sides to see potential opportunities to articulate projects</p> <p>Material about the importance of policy coherence</p>

Name of project	Indicative actions/ components where there are synergies	What the identified project can contribute	What the GEF Policy Coherence can contribute	Coordination activities	Resources necessary for coordination
<p>Delegation of European Union in Colombia, Italian Cooperation and FAO</p> <p>Promote informed political management of sustainable rural development issues in Colombia within the framework of the European Union's Green Deal.</p>	<p>Specific Objective 1: Promote multisectoral public policy dialogue with the Congress of the Republic on issues related to the environment and rural development (with emphasis on forestry issues, recovery of strategic ecosystems and financial instruments).</p>	<p>Identification of barriers in the political coherence of the draft and implementation of regulations or laws related to the project</p> <p>Lesson learned and conclusions in multisectoral briefing and training session for Colombian Congress</p>	<p>Raise awareness on the importance of political coherence in the activities related to the Congress of the Republic.</p> <p>Invite them to participate in the construction of the guidelines on political coherence, taking advantage of the experience of the projects that they carry out in the field related to environmental and agricultural issues.</p>	<p>Technical meetings</p> <p>Exchange of experiences</p> <p>Invitation to be involved in the project</p>	<p>Time of project manager and officials from both sides to see potential opportunities to articulate projects</p> <p>Experts on policy coherence</p> <p>Information materials about the importance of policy coherence</p>

Name of project	Indicative actions/ components where there are synergies	What the identified project can contribute	What the GEF Policy Coherence can contribute	Coordination activities	Resources necessary for coordination
Project: Increased Visibility of the National Strategy for Bird Conservation 2030 in Political Scenarios	Component 3: briefings for the members of the Conservation Caucus in congressional halls to present them with issues related to Avifauna and ENCA 2030	<p>Identification of barriers in the political coherence of the draft and implementation of regulations or laws related to the project</p> <p>Lesson learned and conclusions in multisectoral briefing and meeting one to one with the Colombian Congress</p>	<p>Make known the importance of political coherence in the activities that relate to the Congress of the Republic.</p> <p>Invite them to participate in the construction of the guidelines on political coherence, taking advantage of the experience of the projects that they carry out in the field related to environmental and agricultural issues.</p>	<p>Technical meetings</p> <p>Exchange of experiences</p> <p>Invitation to be involved in the project</p>	<p>Time of project manager and officials from both sides to see potential opportunities to articulate projects</p> <p>Experts on policy coherence</p> <p>Information materials about the importance of policy coherence</p>
Mongolia					
Mongolian Govt Package Law Review of Environmental Legislation	Policy development and knowledge management	Understanding of local policy making; means by which to address barriers to coherence	analysis for policy incoherence; technical assistance on addressing barriers	Policy analysis; briefings with target audience; development of informational materials for dissemination	Labor from TAF and MET in analysis; costs of informational events; announcements by NCC
GEF 10249 Promoting Dryland Sustainable Landscapes and Biodiversity Conservation in the Eastern Steppe of Mongolia	Policy development	Insights into areas where Mongolian economic goals conflict with environmental goals	Analysis for policy coherence; proposals on reducing barriers	Policy analysis; facilitation of contact between experts involved in PC project	Contact between GEF project POCs and ICCF-Group staff; joint work where needed

Name of project	Indicative actions/ components where there are synergies	What the identified project can contribute	What the GEF Policy Coherence can contribute	Coordination activities	Resources necessary for coordination
GEF 9535 Development of National Action Plan for Artisanal and Small-Scale Gold Mining	Policy development; guidance on policy execution	Insights into areas where Mongolian economic goals conflict with environmental goals	Analysis for policy coherence; proposals on reducing barriers	Policy analysis; facilitation of contact between experts involved in PC project	Cooperation between TAF, GEF, and ICCF on rules covering environmental aspects of artisanal mining
UNDP: Supporting the implementation of the 2030 Agenda in Mongolia	Policy development; guidance on policy execution	Insights into areas where Mongolian economic goals conflict with environmental goals	Analysis for policy coherence; proposals on reducing barriers	Policy analysis; facilitation of contact between experts involved in PC project	Cooperation between TAF, UNDP, and ICCF-Group staff; exchange of information
Zambia					
GEF 10412: Sustainable Luangwa: Securing Luangwa's water resources for shared socioeconomic and environmental benefits through integrated catchment management	Cross-sectoral communication strategy developed to collect and disseminate project knowledge products and best practices in Zambia.	Knowledge products designed and distributed to relevant stakeholders.	Guidebook on best practices and tools for policy coherence with potential impacts on the flow of public financial resources.	Policy analysis; briefings/ workshops, field visits	Costs of participating in workshops, personnel costs. legal/ policy analysis costs, production of knowledge materials
GEF 10192: Ecosystem conservation and community livelihood enhancement in North Western Zambia	Developing the enabling regulatory and planning frameworks	Knowledge management (KM) system developed in support of gender sensitive community management of forests and natural resources	Guidebook on best practices and tools for policy coherence with potential impacts on the flow of public financial resources.	Policy analysis; briefings/ workshops, field visits	Costs of participating in workshops, personnel costs. legal/ policy analysis costs, production of knowledge materials
Multi-Country					

Name of project	Indicative actions/ components where there are synergies	What the identified project can contribute	What the GEF Policy Coherence can contribute	Coordination activities	Resources necessary for coordination
GEF ID 5730 Connect: Mainstreaming biodiversity into the heart of government decision making	Application of best practices for country assessments and guidance development	Knowledge products designed and distributed to relevant stakeholders.	Application of methodologies for economic analysis for BD mainstreaming; analysis for policy coherence; proposals on reducing barriers	Application of lessons learned. Facilitation of contact between experts involved in PC project and UNEP KM	Experts on policy coherence Information materials about assessment mechanisms for policy coherence Contact between project staff; joint work where needed

7. Consistency with National Priorities

Describe the consistency of the project with national strategies and plans or reports and assessments under relevant conventions from below:

NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, etc.

Colombia: The project is coherent with the National Development Plan 2022-2026 currently under construction. The document contains a pillar related to Policy Coherence: "Institutional strengthening as a motor of change to recover the trust of citizens and for the strengthening of the State-Citizenship link" in which the "quality, effectiveness, transparency and coherence of the norms where the use of improvement tools in the processes of production and evaluation of regulations, the use of evidence, as well as the consolidation of a single, complete and articulated regulatory inventory between the national and territorial level and between the branches of public power"[95].

The project is aligned with the Biodiversity Action Plan 2016-2030 and its axes: 1) biodiversity, conservation and care of nature; 2) biodiversity, governance and creation of public value; 3) biodiversity, economic development and well-being; 4) biodiversity, knowledge management, technology and information; 5) biodiversity, risk management and ecosystem services supply; and 6) biodiversity, corresponsability and global commitments. Under the second axis, the action plan establishes a target for 2030 of 100% of regional and local planning instruments will be coherent and congruent with the conceptual and strategic lines of the biodiversity policy.

The project is coherent with Colombia's Nationally Determined Contributions (NDC) which include a nature-based adaptation vision stating that "Colombia, as a megadiverse country, must ensure the protection of its enormous richness in ecosystems, biodiversity and water resources" [96].

Mongolia: The project is in line with Mongolia's Vision 2050 that states that "by 2050 Mongolia shall become a leading Asian country in terms of its social development, economic growth and its citizens' quality

of life?, and Mission, which among others, mentions that Mongolia shall develop into a country that protects the planet Earth and its pristine nature.

The project is aligned with the National Biodiversity Program 2105-2025 and its four strategies: 1) increase awareness and knowledge on biodiversity and sustainable use among both decision makers and general public; 2) develop and implement science-based policy on conservation and sustainable use of biological resources; 3) sustainable use of biodiversity; and 4) improve policies and legal environment for conservation and use of biological diversity and ecological services.

The project is coherent with Mongolia's NDCs which set the goal to enable adaptation opportunities and adaptive capacities for vulnerable biodiversity to climate change setting targets of increasing protected areas and improving management; implementing action plans for vulnerable dryland ecosystems; and protection and management measures for recovery of vulnerable and unique ecosystems.

Zambia: The project is coherent with Zambia's National Long-Term Vision 2030 is to become *"A Prosperous Middle-Income Nation by 2030"* and its Seventh National Development Plan 2017-2021 which under its tourism development outcome mentions several biodiversity related strategies: 1) wildlife law enforcement enhancement; 2) National parks restocking; and 3) Public-private partnership wildlife protection enhancement. In terms of governance, the plan contains a development outcome on improved policy environment.

The project is aligned with the Second National Biodiversity Strategy and Action Plan 2015-2025 and its strategic goals: 1) address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and sectors; 2) reduce direct pressures on biodiversity; 3) improve the status of biodiversity; 4) enhance benefits to all from biodiversity; and 5) enhance implementation of the NBSAP. Promoting policy science dialogues on environmental issues is one of the strategies mentioned.

The project is coherent with Zambia's NDCs, which contains the Program *"Develop a National Wildlife Adaptation Strategy and ensure its implementation through supportive policies, local community, civil society and private sector participation"*.

[95] Colombia Potencia Mundial para la Vida. Bases Plan de Desarrollo 2022 - 2026. Departamento Nacional de Planeación. Noviembre 2022.

[96] <http://www.nbspolicyplatform.org/countries/colombia/pdf/> as of December 2022

8. Knowledge Management

Elaborate the "Knowledge Management Approach" for the project, including a budget, key deliverables and a timeline, and explain how it will contribute to the project's overall impact.

179. The overarching goals of the public awareness, communications and mainstreaming strategy will be to spread knowledge of policy coherence, to the extent that it becomes standard practice among the policy-making apparatus. As UNEP and CCN seek to achieve the needed dissemination of information associated with this project, the model widely used in the public relations and marketing fields will be used, based on 1) Audience, 2) Behavior, 3) Content, 4) Delivery, and 5) Evaluation [97].

•**Audience:** Given that MPs and Ministry officials are those who most need to be aware of, and act to promote, policy coherence, they are the key target audience for messaging related to this project.

•**Behavior:** The desired behavior from the target audience is that they incorporate tools and methods to achieve policy coherence as a matter of course into the process of making new laws and regulations. Ideally, this should involve all new laws and rules, not only those focused primarily on environmental policy goals.

•**Content:** This is the material, message, or information that is most likely to resonate with the target audience so as to promote the desired behavior above. The most important aspects of content are to convey clearly and convincingly the benefits that the audience will receive from policy coherence, and to demonstrate how and why the investment in pursuing coherence will result in those benefits. Local partners will be an integral part of the process of determining what message or messages will be most effective, as well as the best tone or character to strike in delivering them. It is likely that the selection of specific content or messages may vary, depending on the different segments of the audience. [The ?Guidebook on Policy Coherence?](#) to be produced under Component 1. will be a key instrument to deliver the principles, methods and how to make the most from Policy Coherence when addressing conflicting pieces of legislation on environmental issues. Because of the differences in the legal systems among potential users, an Annex will be included with key messages for adoption of the Guidelines by different audiences. The Guidelines will be published in English, Spanish, Mongolian and Indonesian.

•**Plan for the Use, Dissemination, and Adoption of the Guidebook on Policy Coherence:** The Guidebook will be used as a key instrument by the conservation caucuses to address policy incoherences during the life of this project and beyond. CCN Country staff will ensure that the new legislators are aware of and understand the capabilities and application of the guidebook. This part of the KM process selects the method or methods by which the content will be disseminated to the target audience. Outcome 3.1 above has three means of proposed dissemination methods: printed or soft-copy material, in-person or virtual briefings and information sessions, and a website. CCN will work closely with the local partners to determine what modes of delivery will be most beneficial. As with the items above, the ideal method of delivery may vary from subset to subset of the audience. For further adoption of the lessons captured in the guidebook, pilot countries will learn from each other by information exchanges carried out by the coordination of the project overseeing the execution in the three countries. CCN will play an important role in disseminating and promoting the adoption of the guidebook through its global network of conservation caucuses beyond the three target countries of this project. United Nations Country Teams (UNCT) will be engaged as applicable in the participating countries as well. In addition, workshops for exchange of experiences with ongoing projects and international exchanges of experiences and lessons learned are foreseen.

•

The project team will be complemented by CCN communications experts who have extensive experience in building awareness through the utilization of networks that maximize the exposure of project products; these communications experts will electronically communicate project updates on a regular basis to CCN's extensive network of email subscribers. CCN also will work broadly with the press and media channels at large. CCN's website will provide access to diverse materials and information about the project, together with project progress reports.

CCN will proactively engage key GEF implementing institutions such as UNEP, World Bank, and UNDP to support the dissemination of materials, knowledge, and key information from the CCN project, utilizing their existing knowledge management platforms.

The project will work hand in hand with the communications offices of the key stakeholder involved i for the development of publications and communication pieces to communicate the scope, progress and results of the project, and thus strengthen the alliances generating dissemination through the virtual or printed platforms that are led by them or others that will be developed within the framework of the project as a communication strategy and knowledge management.

•**Evaluation:** This last step of the process ? perhaps the most crucial and likely the most challenging ? will determine whether the steps outlined above have succeeded in promoting the desired goals. As noted above, the main goals of this project are to raise awareness of the benefits of policy coherence policy makers, and to make policy coherence a regular part of the policy-making process. Local partners and staff will have valuable input on how best to measure these two things, and their views and input will be taken into

account. The first part of this evaluation would typically involve some sort of opinion poll that would tell us not only whether the target audience is aware of policy coherence, but also whether it has a sufficiently positive view of coherence as to make achieving it a priority. The second part would determine the extent to which coherence has become an everyday practice in policy making. Contacts in the Conservation Caucuses and counterpart institutions will be in the best position to determine whether this second goal has been attained, and the project will be in regular contact with them to take regular measurements of progress on this front.

Table 4 ? Knowledge and communication products, Timeline and Budget

Knowledge products / activities	Year 1	Year 2	Budget (USD)
Website / Community of Practice	X	X	15,000
Guidebook on Policy Coherence		X	120,000
Document on tools and means for learning		X	
In-person and virtual events to disseminate lessons learned /		X	165,000
Exchanges with ongoing projects	X	X	100,000
International exchanges on Policy Coherence, experiences and lessons learned	X	X	135,000
Total			535,000

[97] Knight, Tazzia, and Pearson, ?Crafting Persuasion: The Leader?s Handbook to Change Minds and Influence Behavior,? 2019

9. Monitoring and Evaluation

Describe the budgeted M and E plan

180. The project will follow UNEP standard monitoring, reporting and evaluation processes and procedures. Substantive and financial project reporting requirements are summarized in Appendix 8. Reporting requirements and templates are an integral part of the UNEP legal instrument to be signed by the executing agency and UNEP.

181. The project M&E plan is consistent with the GEF Monitoring and Evaluation policy. The Project Results Framework presented in Annex A includes SMART indicators for each expected outcome as well as mid-term and end-of-project targets. These indicators along with the key deliverables and benchmarks included in Annex L will be the main tools for assessing project implementation progress and whether project results are being achieved. The means of verification and the costs associated with obtaining the information to track the indicators are summarized in Table 5 below. Other M&E related costs are also presented in the Costed M&E Plan and are fully integrated in the overall project budget.

182. The M&E plan will be reviewed and revised as necessary during the project inception workshop to ensure project stakeholders understand their roles and responsibilities vis-?-vis project monitoring and evaluation. Indicators and their means of verification may also be fine-tuned at the inception workshop. Day-to-day project monitoring is the responsibility of the project management team, but other project partners

will have responsibilities to collect specific information to track the indicators. It is the responsibility of the Project Manager to inform UNEP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.

183. The project Steering Committee will receive periodic reports on progress and will make recommendations to UNEP concerning the need to revise any aspects of the Results Framework or the M&E plan. Project oversight to ensure that the project meets UNEP and GEF policies and procedures is the responsibility to the Task Manager in UNEP-GEF. The Task Manager will also review the quality of draft project outputs, provide feedback to the project partners, and establish peer review procedures to ensure adequate quality of scientific and technical outputs and publications.

184. Project supervision will take an adaptive management approach. The Task Manager will develop a project supervision plan at the inception of the project which will be communicated to the project partners during the inception workshop. The emphasis of the Task Manager supervision will be on outcome monitoring but without neglecting project financial management and implementation monitoring. Progress vis-à-vis delivering the agreed project global environmental benefits will be assessed with the Steering Committee at agreed intervals. Project risks and assumptions will be regularly monitored both by project partners and UNEP. Risk assessment and rating is an integral part of the Project Implementation Review (PIR). The quality of project monitoring and evaluation will also be reviewed and rated as part of the PIR. Key financial parameters will be monitored quarterly to ensure cost-effective use of financial resources.

185. A mid-term management review or evaluation will take place on Year 1 as indicated in the project milestones. The review will include all parameters recommended by the GEF Evaluation Office for terminal evaluations and will verify information gathered through the GEF tracking tools, as relevant. The review will be carried out using a participatory approach whereby parties that may benefit or be affected by the project will be consulted. Such parties were identified during the stakeholder analysis. The project Steering Committee will participate in the mid-term review and develop a management response to the evaluation recommendations along with an implementation plan. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented.

186. In line with the GEF Evaluation requirements and UNEP's Evaluation Policy, all GEF funded projects are subject to a performance assessment when they reach operational completion. This performance assessment will be either an independent Terminal Evaluation or a management-led Terminal Review.

187. In case a Review is required, the UNEP Evaluation Office will provide tools, templates, and guidelines to support the Review consultant. For all Terminal Reviews, the UNEP Evaluation Office will perform a quality assessment of the Terminal Review report and validate the Review's performance ratings. This quality assessment will be attached as an Annex to the Terminal Review report, validated performance ratings will be captured in the main report.

188. However, if an independent Terminal Evaluation (TE) of the project is required, the Evaluation Office will be responsible for the entire evaluation process and will liaise with the Task Manager and the project implementing partners at key points during the evaluation. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency), and determine the likelihood of impact and sustainability. It will have two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP staff and implementing partners. The direct costs of the evaluation (or the management-led review) will be charged against the project evaluation budget.

189. The TE will typically be initiated after the project's operational completion. If a follow-on phase of the project is envisaged, the timing of the evaluation will be discussed with the Evaluation Office in relation to the submission of the follow-on proposal.

190. The draft TE report will be sent by the Evaluation Office to project stakeholders for comment. Formal comments on the report will be shared by the Evaluation Office in an open and transparent manner.

The project performance will be assessed against standard evaluation criteria using a six-point rating scheme. The final determination of project ratings will be made by the Evaluation Office when the report is finalized.

191. The evaluation report will be publicly disclosed and will be followed by a recommendation compliance process. The evaluation recommendations will be entered into a Recommendations Implementation Plan template by the Evaluation Office. Formal submission of the completed Recommendations Implementation Plan by the Project Manager is required within one month of its delivery to the project team. The Evaluation Office will monitor compliance with this plan every six months for a total period of 12 months from the finalization of the Recommendations Implementation Plan. The compliance performance against the recommendations is then reported to senior management on a six-monthly basis and to Member States in the Biennial Evaluation Synthesis Report.

192. Since this is a Medium-Size Project (MSP) of less than 4 years of duration, no Mid-Term Evaluation (MTE) will be undertaken. However, if the project is rated as being at risk or if deemed needed by the Task Manager, he/she may decide to conduct an optional Mid-Term Review (MTR). The review will be carried out using a participatory approach whereby parties that may benefit or be affected by the project will be consulted. Members of the Project Steering Committee could be interviewed as part of the MTR process and the Project Manager will develop a management response to the review recommendations along with an implementation plan. Results of the MTR will be presented to the Project Steering Committee. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented.

Table 5 ? M&E Plan and Budget

M&E Activity	Responsible	GEF Budget (USD)	Time frame/ Periodicity
Safeguards	Social & Environmental Safeguards Specialist	\$5,000 (Time of consultant)	Performance indicators: start, mid-term and end of the project Progress indicators: annually
Project Steering Committees	PSC, Principal Technical Advisor, National Coordinators	\$22,200	Annual or more
Final independent evaluation	Fund Manager/UN Environment, PSC, Principal Technical Advisor, National Coordinators, External Consultant	\$61,550 (International consultant, travel, translations)	Within 6 months prior to the end of project implementation
Total budget		US\$88,750	

10. Benefits

Describe the socioeconomic benefits to be delivered by the project at the national and local levels, as appropriate. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCE/SCCF)?

193. The project will work toward increasing Policy Coherence in the three target countries through raising awareness and motivating a strong commitment among policy makers about the benefits of pursuing coherence in making laws that seek to achieve environmental, economic, and social goals. Through

increasing understanding of Policy Coherence policy makers will better understand how their policy choices today can affect the future population, and how their choices could impact on wellbeing and sustainable development elsewhere. A better understanding of Policy Coherence would help foster whole-of-government coordination to promote mutually supporting actions across sectors enabling policy makers to identify and address policy divergences and conflicts between measures, thereby increasing integration, effectiveness, efficiency and sustainability of conservation and development measures. Addressing the interactions among economic, social, and environmental goals in a balanced manner will ultimately support the wellbeing of people. Given the long-term benefits anticipated from this effort, both in protection of biodiversity and the environment and in improvements in resource allocation, the populations involved in the sectors with which the project will work in each country will experience long-term benefits from the intended results.

11. Environmental and Social Safeguard (ESS) Risks

Provide information on the identified environmental and social risks and potential impacts associated with the project/program based on your organization's ESS systems and procedures

Overall Project/Program Risk Classification *

PIF	CEO Endorsement/Approval	MTR	TE
Low	Low		

Measures to address identified risks and impacts

Elaborate on the types and risk classifications/ratings of any identified environmental and social risks and impacts (considering the GEF ESS Minimum Standards) and any measures undertaken as well as planned management measures to address these risks during implementation.

<https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:6c35206f-0a94-3903-89b6-e1473c26e112>

Supporting Documents

Upload available ESS supporting documents.

Title	Module	Submitted
10920 SRIF (for submission)	CEO Endorsement ESS	

Title

Module

Submitted

10920 SRIF_PIF_PC

Project PIF ESS

ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

Annex A: Project Results Framework

Results Chain	Indicators	Baseline	Medium Term Targets	End of Project Targets	Means of Verification	Assumptions
Project Objective: To identify approaches and promote mutually reinforcing legal frameworks and alignment of financial resources for global biodiversity benefits.						
Component 1: Identify approaches and opportunities for policy coherence to deliver nature positive results in general and Global Biodiversity Benefits in particular						

Results Chain	Indicators	Baseline	Medium Term Targets	End of Project Targets	Means of Verification	Assumptions
Outcome 1.1: Increased understanding of opportunities, approaches and tools for Policy Coherence	Guidebook on best practices and tools for policy coherence with potential impacts on the flow of public financial resources. -	No Guidebook available and no understanding of the opportunities, approaches and tools on Policy Coherence by Legislators	A draft Guidebook on Policy Coherence and increased understanding on Policy Coherence and how to make use of it when addressing conflicting pieces of legislation on environmental issues. Activities conducive to the drafting the Guidebook (briefings, dialogues, workshops, other) will take into account equal participation of women and men ? 50%. Guidebook will be gender sensitive	A final gender-sensitive Guidebook and full understanding on the opportunities offered by the Policy Coherence to generate consistent and durable legislation on environmental issues delivering tangible and measurable GEBs. Activities conducive to the drafting the Guidebook (briefings, dialogues, workshops, other) will take into account equal participation of women ? 50%. Guidebook will be gender sensitive	Printed and digital Guidebook and Reports on debates on environmental legislation where policy coherence was considered and where the Guidebook was a useful tool Lists of best practices for legislators Country assessments on policy coherence Project Implementation Reports (PIR) Mid-term Review / Final Evaluation reports	Policies, laws, norms and directives that relate to the delivery of GEBs as well as those governing productive sectors will be readily available for the project Legislators and entities engage in the project and make efforts to understand and put in practice what they learn about the opportunities Policy Coherence offers Caucuses and policymakers will prioritize making and amending of policies, legislation, and regulations

Results Chain	Indicators	Baseline	Medium Term Targets	End of Project Targets	Means of Verification	Assumptions
<p>Outputs under Outcome 1.1:</p> <p>1.1.1 Guidance and best practices for legislators to assess policy coherence.</p> <p>1.1.2 Review of the impacts of policy coherence on the alignment of financial resources and institutional structure to deliver Global Environmental Benefits.</p>						
<p>Component 2: Country pilots to increase policy coherence through technical reviews and legislative processes.</p>						

Results Chain	Indicators	Baseline	Medium Term Targets	End of Project Targets	Means of Verification	Assumptions			
		<table border="1"> <tr><td>Female 0</td></tr> <tr><td>Male 0</td></tr> <tr><td>Total 0</td></tr> </table>	Female 0	Male 0	Total 0				<p>laws within the project timeframe</p> <p>Participation of Caucus members in relevant briefings and actions on Policy Coherence</p>
Female 0									
Male 0									
Total 0									
<p>Outputs under Outcome 2.1:</p> <p>2.1.1 Review and analysis of policy frameworks and the associated financial flows in relevant sectors (i.e., agriculture, forestry, tourism, infrastructure) for the delivery of Global Environmental Benefits in Target Countries.</p> <p>2.1.2 Identification of the policies, laws and regulations that are working across purposes (i.e., undermining each other) with special attention to those that limit or impede the alignment of public investments aiming at delivering GEBs.</p> <p>2.1.3. Policy makers convened and engaged in the discussion and drafting of policies to address the policy incoherencies identified in the project in collaboration with the Executive to facilitate the implementation of the policy reforms and allocation of financial resources to deliver GEBs.</p>									
<p>Component 3: Knowledge Management and communications</p>									

Results Chain	Indicators	Baseline	Medium Term Targets	End of Project Targets	Means of Verification	Assumptions
Outcome 3.1: Adoption of the tools and assessment methods of Policy Coherence and experiences gained in pilot countries and sectors by other countries with active CCN's Conservation Caucuses.	Number of CCN Conservation Councils in other countries adopting practices on Policy Coherence	0	At least 1 CCN Conservation Council in another country is adopting practices on Policy Coherence (Dissemination events will take into account equal participation of women and men ? 50%)	At least 2 CCN Conservation Councils in other countries adopting practices on Policy Coherence (Dissemination events will take into account equal participation of women and men ? 50%)	Reports from the Legislature of the additional countries where Policy Coherence Practices were adopted PIR Mid-term Review / Final Evaluation reports	There is interest on the part of the Legislators in other countries to address policy coherence through replicating the experience under this project Political dynamics do not affect the ability to take action at legislative level to address policy coherence The project is capable, with the time and funding requested for this outcome, to work with the Legislature of additional countries and get traction on the subject.
<p>Outputs under Outcome 3.1:</p> <p>3.1.1 Printed and digital documents on the tools, assessment methods and lessons learned on Policy Coherence in the pilot countries.</p> <p>3.1.2 In-person and virtual events to disseminate lessons learned in the target countries.</p> <p>3.1.3 Design and implementation of a website to disseminate lessons learned.</p>						

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

**Annex B: Response to Project Reviews
GEFSEC Comments**

Comment	Agency Response
<p>Additional recommendations to be considered by Agency at the time of CEO endorsement/approval.</p> <p>Secretariat Comment at PIF/Work Program Inclusion</p> <p>May 11, 2022 HF: During PPG and design of country-activities, please, to the extent possible, focus on legislative measures with both nature positive AND carbon neutral results.</p>	<p>Recommendation duly noted. Will be taken into account during project implementation.</p>

STAP Comments

Part I: Project Information	Response	
GEF ID	10920	
Project Title	Policy Coherence for Global Environmental Benefits	
Date of Screening	April 15, 2022	
STAP member screener	Graciela Metternicht	
STAP secretariat screener	Guadalupe Dur'n	

STAP Overall
Assessment

In February 2022, STAP participated in a GEF/ICCF-Group conference on Policy Coherence and Political Consistency in Costa Rica, which brought together parliamentarians from Latin America, Asia, and Africa to discuss policy coherence. Subsequently, STAP was invited to provide a courtesy review of this project, which originated from the conference.

STAP welcomes the project's objective to identify approaches and promote mutually reinforcing legal frameworks and alignment of financial resources for Global Environmental Benefits. As the project is designed (and implemented), STAP would be pleased to engage further with the project developers. STAP offers the following observations, and suggestions:

1. Establish links between the project and the GEF's country engagement strategy; this can contribute to how the programming of GEF resources can advance national priorities, and deliver global environmental benefits.
2. GEF focal points could contribute to the design of activities in components 1 and 2.
3. Recognize the importance of:
 - a. fostering synergies across economic, social and environmental policy areas;
 - b. identifying trade-offs and provide guidance on how, through policy coherence, domestic policy objectives can be aligned with internationally agreed objectives; and,
 - c. addressing potential negative spillovers and leakages of national policies (e.g. through land use planning).
4. Build evidence - by identifying and testing assumptions critical to understanding countries' challenges, and opportunities, in pursuing policy coherence.

**Responses to STAP review
included in Project Document**

	<p>5. Select countries from different regions, and sectors. Recommend selecting at least one country with a focus on marine resources.</p> <p>6. Draw from relevant projects, GEF and non-GEF, to better understand countries? experiences, challenges, and opportunities with policy coherence. For example, GEF project (10876) addresses biodiversity loss by applying land degradation neutrality ? a process strongly anchored in policy coherence. Blue Economy projects, and literature, can also offer relevant insights about countries? experiences with policy coherence and coordination.</p> <p>7. Ensure that this project contributes to GEF?s KM and Learning. If a new platform is created (component 3) it should be compatible with and contribute to the GEF?s system.</p> <p>8. Given there is a large stock of existing approaches and tools for fostering policy coherence (e.g. OECD, UNDP?s integrated national financing frameworks program), it is worth considering whether component 1 could be undertaken with UNDP which has accumulated experience with countries in integrated financial planning for development. Partnering with other organizations with similar policy planning experience is another possibility. (Below are some examples of tools and guidance by several organizations.)</p>	
Part I: Project Information B. Indicative Project Description Summary	What STAP looks for	Response

Project Objective	Is the objective clearly defined, and consistently related to the problem diagnosis?	<p>The project objective is to identify approaches, <i>and promote mutually reinforcing legal frameworks</i> STAP suggests that framing the project's objectives should be aligned with the intended outcomes.</p> <p>We agree. This has already been done as a result of the GEF Sec review.</p>
Project components	A brief description of the planned activities. Do these support the project's objectives?	<p>STAP suggests that component 1 should draw on the ample guidance and tools which already exist on policy coherence.</p> <p>We agree. The existing guidance and tools will be used for project preparation and implementation.</p>
Outcomes	<p>A description of the expected short-term and medium-term effects of an intervention.</p> <p>Do the planned outcomes encompass important global environmental benefits/adaptation benefits?</p>	<p>The project's focus is on policy coherence.</p>
	Are the global environmental benefits/adaptation benefits likely to be generated?	<p>Greater policy coherence is expected to lead to more GEBs.</p>
Outputs	<p>A description of the products and services which are expected to result from the project.</p> <p>Is the sum of the outputs likely to contribute to the outcomes?</p>	<p>Assumptions need to be identified and addressed. Need to identify synergies and trade-offs. Make use of national development plans and land use planning systems in the analysis to derive sensible guidelines for policy coherence.</p> <p>We agree. Assumptions will be identified and addressed during PPG as an integral part of developing the Log Frame. Synergies, trade-offs, national development/land use plans will be used in the analysis.</p> <p>Response to STAP review included in Project Document</p>

<p>Part II: Project justification</p>	<p>A simple narrative explaining the project's logic, i.e., a theory of change.</p>	<p>In preparing the full project proposal, do include pathways for identifying synergies amongst sectors, trade-offs, and potential negative spillovers of domestic policies.</p> <p>We agree. Pathways for identifying synergies amongst sectors, trade-offs, and potential negative spillovers of domestic policies are at the heart of Policy Coherence and will be taken into account during PPG and implementation.</p> <p>Response to STAP review included in Project Document</p>
<p>1. Project description. Briefly describe: 1) the global environmental and/or adaptation problems, root causes and barriers that need to be addressed (systems description)</p>	<p>Is the problem statement well-defined?</p>	<p>Yes. The PIF describes policy incoherence between biodiversity conservation/environment/renewable energy, and policies dedicated to economic growth. The project proposal would benefit from well researched examples of policy coherence and policy incoherence. STAP can provide a list of key papers on applied research for policy coherence analysis.</p> <p>We agree and look forward to receiving the papers on applied research for policy coherence analysis.</p>

	Are the barriers and threats well described, and substantiated by data and references?	<p>Yes, three barriers are identified. STAP suggests more in-depth analysis of the barriers in each of the countries to help identify the proper tools and approaches (component 1) that can effectively address these hurdles.</p> <p>STAP suggests that barriers include the power of lobbies, and how disregarding national development plans and land use planning can act as a barrier, and reduce expected benefits.</p> <p>We agree. An in-depth analysis of the barriers in each of the countries will be carried to help identify the proper tools and approaches that can effectively address these barriers.</p> <p>Response to STAP review included in Project Document</p>
	For multiple focal area projects: does the problem statement and analysis identify the drivers of environmental degradation which need to be addressed through multiple focal areas; and is the objective well-defined, and can it only be supported by integrating two, or more focal areas objectives or programs?	Non-applicable.
2) the baseline scenario or any associated baseline projects	Is the baseline identified clearly?	Non-applicable. Countries will be selected at a later stage.
	Does it provide a feasible basis for quantifying the project's benefits?	Non-applicable. See above comment.
	Is the baseline sufficiently robust to support the incremental (additional cost) reasoning for the project?	Non-applicable. See above comment.
	For multiple focal area projects:	Non-applicable.
	are the multiple baseline analyses presented (supported by data and references), and the multiple benefits specified, including the proposed indicators;	Non-applicable.
	are the lessons learned from similar or related past GEF and non-GEF interventions described; and	Non-applicable.
	how did these lessons inform the design of this project?	Non-applicable.

<p>3) the proposed alternative scenario with a brief description of expected outcomes and components of the project</p>	<p>What is the theory of change?</p>	<p>A theory of change figure is included in the PIF. STAP recommends identifying the critical assumptions needed to achieve the proposed outcomes, and intermediate states. Include a column of challenges and opportunities for national policy coherence. Show how legislators and the executive can identify trade-offs and avoid spillovers of sectoral policies.</p> <p>We agree. The TOC will be adjusted/improved as part of the activities carried out during PPG including the aspects suggested.</p> <p>Response to STAP review included in Project Document</p>
	<p>What is the sequence of events (required or expected) that will lead to the desired outcomes?</p>	

What is the set of linked activities, outputs, and outcomes to address the project's objectives?

Component 1 will focus on identifying approaches and opportunities for policy coherence for GEBs. STAP recommends for the outcomes to focus on [enduring GEBs](#). Component 2 will focus on technical reviews in each country on policy coherence and financial flows. Component 3 targets knowledge management outcomes.

For components 1 and 2, there are several tools on policy coherence and integrated finance, that the pilot countries could usefully apply, namely [UNDP's Integrated National Financing Framework Knowledge Platform](#) and its resource [Development Finance Assessment Guidebook](#). STAP recommends that GEF national focal points and the national focal points of the Conventions that the GEF supports implementing (e.g., CBD, UNCCD, UNFCCC be engaged in the design of activities and/or in the implementation of activities). These actors know very well how (in)coherence in policies impedes the delivery of GEBs related to their MEAs. And the GEF Focal points can help network with key stakeholders important to the success of this project.

Other useful resources to organize and carry out country technical reviews of policy coherence include: [UN's course on integrated policies and policy coherence](#); [UNDP's Mainstreaming, Acceleration and Policy Support tool and training for policy coherence and coordination](#); [UNDP's Rapid Integrated Assessment Tool](#); the World Bank's [Climate Action Plan](#) to support countries align their financial flows to address Paris agreement goals and development objectives; [GIZ's Towards Policy Coherence linking the environment, climate and sustainable development](#); [OECD/UNDP/ World Bank tools on policy coherence for migration and development](#).

		<p>Thank you for the recommendation. The PPG will evaluate all available tools including those suggested by STAP. The GEF Focal Point and those of the Conventions, as well as members of the Legislative and the Executive will be invited to assist in the design/implementation of activities.</p> <p>Response to STAP review included in Project Document</p> <p>For component 3, STAP recommends adding a tutorial on how countries can monitor public and private financing for global environmental benefits. This analysis can assist in capturing the full spectrum of financing for the environment, and facilitate a continuous analysis of what a country needs to do to achieve policy coherence (e.g., greater coherence between government agencies and environmental sectors; institutional strengthening; and capacity building for policy analysis).</p> <p>Thank you for the suggestion. The structure of this component will be reviewed during PPG to make use of all possible tools for making the most of the lessons learned during the project.</p> <p>Response to STAP review included in Project Document</p>
	<p>Are the mechanisms of change plausible, and is there a well-informed identification of the underlying assumptions?</p>	<p>Yes, general assumptions have been identified. STAP suggests identifying assumptions at the outcome level ? what conditions must occur, or be in place, to achieve each proposed outcome?</p> <p>We agree. Addressed above under the comment on Outputs in the response regarding the Log Frame.</p>

	Is there a recognition of what adaptations may be required during project implementation to respond to changing conditions in pursuit of the targeted outcomes?	Non-applicable.
5) incremental/additional cost reasoning and expected contributions from the baseline, the GEF trust fund, LDCF, SCCF, and co-financing	GEF trust fund: will the proposed incremental activities lead to the delivery of global environmental benefits?	
	LDCF/SCCF: will the proposed incremental activities lead to adaptation which reduces vulnerability, builds adaptive capacity, and increases resilience to climate change?	Non-applicable.
6) global environmental benefits (GEF trust fund) and/or adaptation benefits (LDCF/SCCF)	Are the benefits truly global environmental benefits/adaptation benefits, and are they measurable?	Not yet defined. Recommend the focus to be on enduring GEBs . We agree. The commitment to enduring GEBs has already been mentioned in the PIF.
	Is the scale of projected benefits both plausible and compelling in relation to the proposed investment?	Possibly. Monitoring of assumptions will be critical to lessons learned on how the GEF can contribute to a country's policy coherence.
	Are the global environmental benefits/adaptation benefits explicitly defined?	Not yet.
	Are indicators, or methodologies, provided to demonstrate how the global environmental benefits/adaptation benefits will be measured and monitored during project implementation?	Non-applicable.
	What activities will be implemented to increase the project's resilience to climate change?	Non-applicable.

<p>7) innovative, sustainability and potential for scaling-up</p>	<p>Is the project innovative, for example, in its design, method of financing, technology, business model, policy, monitoring and evaluation, or learning?</p>	<p>Yes. However, it is unclear how the project will generate learning, and how this learning will build evidence for countries to improve their integrated planning for GEBs.</p> <p>This aspect will be developed during the PPG. The lessons learned with this project will be used not only for the countries but for the GEF in general considering the innovative and strategic nature of the project.</p> <p>Response to STAP review included in Project Document</p>
	<p>Is there a clearly-articulated vision of how the innovation will be scaled-up, for example, over time, across geographies, among institutional actors?</p>	<p>No. Recommend identifying metrics for monitoring scaling to enable adaptation, and quick learning from the success of the scaling logic. For example, it would be valuable for the project team to think through how changes in values in institutional arrangements are starting to happen - and whether the appropriate knowledge and learning is occurring among the appropriate stakeholders - to enable scaling and innovation.</p> <p>The project team will seriously consider developing the tools and means for learning and scaling-up projects on Policy Coherence. This is an essential part of the project and of great interest to the GEF particularly for GEF-8.</p> <p>Response to STAP review included in Project Document</p>
	<p>Will incremental adaptation be required, or more fundamental transformational change to achieve long term sustainability?</p>	<p>Non-applicable.</p>
<p>1b. Project Map and Coordinates. Please provide geo-referenced information and map where the project interventions will take place.</p>		<p>Non-applicable.</p>

<p>2. Stakeholders. Select the stakeholders that have participated in consultations during the project identification phase: Indigenous people and local communities; Civil society organizations; Private sector entities. If none of the above, please explain why. In addition, provide indicative information on how stakeholders, including civil society and indigenous peoples, will be engaged in the project preparation, and their respective roles and means of engagement.</p>	<p>Have all the key relevant stakeholders been identified to cover the complexity of the problem, and project implementation barriers?</p>	<p>The project needs to ensure the identified policy makers have the full breadth of knowledge and information on the countries? commitment to the MEAs, and their possible contributions to GEBs ? terrestrial and marine.</p> <p>See earlier point about including GEF national focal points, and the national focal points of different UN Conventions.</p> <p>We agree, Relevant stakeholder will be selected and consulted during PPG as stated above.</p> <p>Response to STAP review included in Project Document</p>
	<p>What are the stakeholders? roles, and how will their combined roles contribute to robust project design, to achieving global environmental outcomes, and to lessons learned and knowledge?</p>	<p>Non-applicable.</p>

<p>3. Gender Equality and Women's Empowerment. Please briefly include below any gender dimensions relevant to the project, and any plans to address gender in project design (e.g., gender analysis). Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment? Yes/no/tbd.</p> <p>If possible, indicate in which results area(s) the project is expected to contribute to gender equality: access to and control over resources; participation and decision-making; and/or economic benefits or services.</p> <p>Will the project's results framework or logical framework include gender-sensitive indicators? yes/no /tbd</p>	<p>Have gender differentiated risks and opportunities been identified, and were preliminary response measures described that would address these differences?</p>	<p>When the pilot countries are identified, think through the gender differentiated risks and opportunities that might arise and impact the project objective.</p> <p>We agree.</p>
	<p>Do gender considerations hinder full participation of an important stakeholder group (or groups)? If so, how will these obstacles be addressed?</p>	<p>Take stock whether gender considerations will hinder the full participation of an important stakeholder group when the pilot countries are identified.</p> <p>We agree. This will be carefully addressed for the participating countries.</p>

<p>5. Risks. Indicate risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, propose measures that address these risks to be further developed during the project design</p>	<p>Are the identified risks valid and comprehensive? Are the risks specifically for things outside the project's control? Are there social and environmental risks which could affect the project? For climate risk, and climate resilience measures: ? How will the project's objectives or outputs be affected by climate risks over the period 2020 to 2050, and have the impact of these risks been addressed adequately? ? Has the sensitivity to climate change, and its impacts, been assessed? ? Have resilience practices and measures to address projected climate risks and impacts been considered? How will these be dealt with? ? What technical and institutional capacity, and information, will be needed to address climate risks and resilience enhancement measures?</p>	<p>The risks are valid, though in the full proposal other risks need identified related to optimal ways to disseminate the results of the project.</p> <p>We agree. Risks for disseminating the results will be fully evaluated.</p> <p>Response to STAP review included in Project Document</p>
<p>6. Coordination. Outline the coordination with other relevant GEF-financed and other related initiatives</p>	<p>Are the project proponents tapping into relevant knowledge and learning generated by other projects, including GEF projects?</p>	<p>Unclear how the project might contribute to the GEF's country engagement strategy. Suggest thinking through how the scaling of this project could usefully contribute to a country's upstream programming of its resources.</p> <p>This project will contribute with the country engagement strategy as far as the GEF Operational Focal Points and focal points of the Conventions will be an integral part of the design and implementation. Similarly with the stakeholders in the Executive and Legislative.</p>
	<p>Is there adequate recognition of previous projects and the learning derived from them?</p>	
	<p>Have specific lessons learned from previous projects been cited?</p>	
	<p>How have these lessons informed the project's formulation?</p>	
	<p>Is there an adequate mechanism to feed the lessons learned from earlier projects into this project, and to share lessons learned from it into future projects?</p>	

<p>8. Knowledge management. Outline the Knowledge Management Approach for the project, and how it will contribute to the project's overall impact, including plans to learn from relevant projects, initiatives and evaluations.</p>	<p>What overall approach will be taken, and what knowledge management indicators and metrics will be used?</p>	<p>STAP suggests that in developing component 3 the team takes stock of the GEF KM and Learning platform (products and services it offers) and try building upon that. https://www.thegef.org/what-we-do/topics/knowledge-learning The STAP also encourages the team to use the Art of knowledge exchange? http://hdl.handle.net/10986/17540) to organize the process of knowledge management and learning, and to decide on the more appropriate toolset to use for the different components/activities envisaged. STAP also recommends the team considers key points addressed in its 2021 report to Council Understanding South-South Cooperation for Knowledge Exchange? https://www.thegef.org/council-meeting-documents/understanding-south-south-cooperation-knowledge-exchange</p> <p>The project will engage with the GEF KM and Learning Platform as an efficient and effective mechanisms to disseminate lessons learned. ICCF-Group is in close communication with the Leadership of the GEF regarding the importance of the project in the context of GEF-8 where Policy Coherence will take center stage.</p>
	<p>What plans are proposed for sharing, disseminating and scaling-up results, lessons and experience?</p>	<p>This section is unclear. STAP recommends to consider the comments mentioned above in the design of these plans.</p> <p>All issues regarding KM will be reviewed during PPG especially considering the innovative nature of the project and how the experiences and results will be used to scale-up the mechanism.</p> <p>Response to STAP review included in Project Document</p>

ANNEX C: Status of Utilization of Project Preparation Grant (PPG).
(Provide detailed funding amount of the PPG activities financing status
in the table below:

Annex C: Status of Utilization of Project Preparation Grant (PPG)

PPG Grant Approved at PIF: USD 50,000			
<i>Project Preparation Activities Implemented</i>	<i>GETF Amount (\$)</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>
Expert assessment on policy coherence, M&E, gender/indigenous people and communication/KM	38,000	38,000	0
Consultation process including meetings, national, regional and local	7,296	7,296	0
Communications, dissemination, translation, data, miscellaneous	4,704	4,704	0
Total	50,000	50,000	0

ANNEX D: Project Map(s) and Coordinates

Please attach the geographical location of the project area, if possible.

N/A

ANNEX E: Project Budget Table

Please attach a project budget table.

ANNEX H: Indicative Project Budget Template - Policy Coherence for Global Environmental Benefits

Expenditure Category	Detailed Description	COMPONENT (US\$eq.)				Sub-Total	M&E	PMC	Total	Total
		COMP 1	COMP 2	COMP 3	(US\$eq.)				(US\$eq.)	
		Outcome 1.1	Outcome 2.1	Outcome 3.1					Year 1	
Works										
Goods										
	Computer equipment & accessories	2,250	2,250	2,250	6,750		2,250	9,000	5,500	
					-			-	-	
Vehicles										
					-			-	-	
Grants/Sub grants										
					-			-	-	
Revolving Funds, Seed Funds, Equity										
Sub-contract to Executing Entity										
					-			-	-	
Contractual Services Individual										
Contractual Services Company/Institution										
International Consultants										
	Social & Environmental Safeguards Specialist	15,000	15,000	15,000	45,000	5,000		50,000	25,000	
National Consultants										
	Policy Frameworks & Financial Flows (3)	40,000	40,000	40,000	120,000			120,000	60,000	
Salary and Benefits and Staff costs										
	Principal Technical Advisor	40,000	40,000	40,000	120,000			120,000	60,000	
	National Project Coordinators (3)	40,000	40,000	40,000	120,000		30,000	150,000	75,000	
	National Technical Specialists	70,000	70,000	70,000	210,000			210,000	105,000	
	Reporting/administrative support	15,000	15,000	20,000	50,000		50,000	100,000	50,000	
Trainings, Workshops and Meetings										
	Workshops/exchanges with ongoing projects	50,000	50,000		100,000			100,000	50,000	
	Inception workshop, planning workshops, high level dialogues, briefings, meetings	82,500	82,500	88,450	253,450			253,450	126,725	
	International Exchanges			135,000	135,000			135,000	67,500	
	National Caucus meetings	120,000	120,000		240,000			240,000	120,000	
	PSC meetings					22,200		22,200	11,100	
Travel										
	Staff Travel & Transport	60,000	60,000	60,000	180,000			180,000	90,000	
Office Supplies										
	Office supplies and consumables	2,200	2,200	2,200	6,600		2,200	8,800	4,400	
Publications & Report Preparation										
	Publications, Translations, Dissemination and reporting costs	35,000	35,000	40,000	110,000			110,000	60,000	
Other Operating Costs										
	Communications (telephone - internet)	12,000	12,000	12,000	36,000	-	9,000	45,000	22,500	
	Website development & maintenance	5,000	5,000	5,000	15,000			15,000	7,500	
	Annual Audit						50,000	50,000	25,000	
	Equipment Maintenance	2,500	2,500	2,500	7,500		2,500	10,000	6,000	
	Mid-Term Review									
	Final Evaluation					71,550		71,550	35,775	
Grand Total		591,450	591,450	572,400	1,755,300	98,750	145,950	2,000,000	971,225	

ANNEX F: (For NGI only) Termsheet

Instructions. Please submit an finalized termsheet in this section. The NGI Program Call for Proposals provided a template in Annex A of the Call for Proposals that can be used by the Agency. Agencies can use their own termsheets but must add sections on Currency Risk, Co-financing Ratio and Financial Additionality as defined in the template provided in Annex A of the Call for proposals. Termsheets submitted at CEO endorsement stage should include final terms and conditions of the financing.

ANNEX G: (For NGI only) Reflows

Instructions. Please submit a reflows table as provided in Annex B of the NGI Program Call for Proposals and the Trustee excel sheet for reflows (as provided by the Secretariat or the Trustee) in the Document Section of the CEO endorsement. The Agency is required to quantify any expected financial return/gains/interests earned on non-grant instruments that will be transferred to the GEF Trust Fund as noted in the Guidelines on the Project and Program Cycle Policy. Partner Agencies will be required to comply with the reflows procedures established in their respective Financial Procedures Agreement with the GEF Trustee. Agencies are welcomed to provide assumptions that explain expected financial reflow schedules.

ANNEX H: (For NGI only) Agency Capacity to generate reflows

Instructions. The GEF Agency submitting the CEO endorsement request is required to respond to any questions raised as part of the PIF review process that required clarifications on the Agency Capacity to manage reflows. This Annex seeks to demonstrate Agencies' capacity and eligibility to administer NGI resources as established in the Guidelines on the Project and Program Cycle Policy, GEF/C.52/Inf.06/Rev.01, June 9, 2017 (Annex 5).