

PROJECT IMPLEMENTATION REPORT

Project ID:	10920
Project Name:	Policy Coherence for Global Environmental Benefits
Countr(ies):	Global
Implementing Agency:	UNEP

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I. Overview

A. Description

Project name

Policy Coherence for Global Environmental Benefits

Country

Global

GEF ID

10920

Implementing Agency

UNEP

Executing Entity

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.

Trust Fund

GET

Project Type

MSP

PIR Submission

8/28/2025

Fiscal Year , PIR Number

FY 2025 , 1st PIR

Objective

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

B. Ratings and Disbursements

Implementation Progress

Satisfactory

Development Objective

Satisfactory

Overall risk

Low Risk

Project Financing

2,190,000.00

Cumulative Disbursement

1,027,999.00

C. Key Dates

CEO Endorsement/Approval

5/4/2023

Agency Approval

8/2/2023

Implementation Start 8/4/2023	First Disbursement 9/27/2023
Expected MTR	Actual MTR
Expected Completion 12/31/2027	Actual Completion

II. PROGRESS STATUS AND ISSUES

A. Progress: Information on progress and outcomes of project implementation activities

Component 1: This component focuses on identifying opportunities, approaches, and tools to improve coherence between environmental policies and sectoral policies, especially those that impact biodiversity. The activities under this component concentrated on gathering information to identify the main methodologies and tools used to analyze, measure, evaluate, and enhance policy coherence. It is important to note that, while there is a wealth of information available on policy coherence—such as research reports, recommendations, and guidelines—this information is scattered across various sources. Through this project, we have compiled an interesting repository of documents on policy coherence, which can be shared with interested stakeholders. Additionally, most available information relates to Policy Coherence for Development and Policy Coherence for Sustainable Development. However, literature specifically addressing policy coherence in environmental or biodiversity conservation topics is still limited, with only a few case studies available. The main output of this component will be a “Guidebook on Policy Coherence”. This guide will be based on the compiled information but will primarily draw from practices, experiences, and lessons learned during the project’s implementation, especially under Component 2 in the pilot countries. For the development of the Guide, the project’s technical team has discussed its focus and scope, agreeing that it will primarily offer practical recommendations for improving policy coherence for biodiversity conservation, as well as guidance for designing and implementing projects with policy coherence components.

Component 2: This component aims to improve policy coherence in each pilot country through technical reviews and legislative processes. Progress in each country is detailed below:

Colombia: During the project’s inception workshop, sectors were prioritized for analyzing policy coherence between biodiversity conservation and productive sectors such as agriculture, livestock, and mining. Subsequently, data collection and analysis were carried out using both primary sources (interviews) and secondary sources to understand the national policy context, identify existing sectoral policies, key stakeholders, and institutional mechanisms that might support policy coherence. The findings were compiled into a baseline document, which was presented to the Project Steering Committee for review and validation. The Committee recommended focusing the policy coherence analysis on a practical case, prioritizing the Páramos ecosystem. Currently, with technical support from the Humboldt Institute of Colombia, a study is underway to assess coherence between agricultural development policies and Páramos conservation policies.

Zambia: The project’s approach in Zambia has been similar to Colombia’s. During the inception workshop, sectors were prioritized for policy coherence analysis, followed by data collection and analysis of the national context. The baseline study results were presented to both the Technical Committee and the Project Steering Committee. Based on the Committees’ recommendations, specific analyses of the policies and legal frameworks governing wildlife protected areas, agriculture, mining, and tourism will be conducted in the third quarter of 2025. These analyses will adopt a participatory approach involving sectoral consultations with key stakeholders. The results will be presented at a national consultation, aiming to develop a long-term National Action Plan to improve coherence among the mentioned policies.

Mongolia: Project implementation in Mongolia has taken a unique approach compared to Zambia and Colombia. In Mongolia, the Conservation Caucus requested support from CCN/ICCF to review a package of current environmental laws and propose amendments to improve natural resource management. The review was conducted by Mongolian lawyers and U.S. experts from the Conservation Corps. During this review, the project identified an opportunity to conduct a basic analysis to detect potential incoherences between laws and identify opportunities for synergy. The legal and technical team reviewed around 18 laws, provided recommendations, and drafted proposed amendments. This initial exercise resulted in a report highlighting policy coherence aspects identified during the legal review, focusing on:

- Internal coherence: gaps, conflicts, and ambiguities within the laws themselves;
- External coherence: known conflicts between sectors;
- Coherence with best practices: standards, procedures, or methods.

This preliminary work will be complemented by a more systematic effort to incorporate tools that can

help improve coherence during the law-making process. This is possible because Mongolia has a 'Law on Legislation,' which aims to establish a unified, coherent, and transparent legal system by regulating the development, adoption, implementation, and review of laws. Currently, as part of this process, the policy coherence project is supporting the review of draft laws on protected areas, forests, and environmental protection. Component 3: Component 3 is dedicated to knowledge management and communication. Its main objective is to disseminate project experiences and lessons learned, and to promote the adoption of practices to improve policy coherence. Key achievements include: Development of a communication strategy; Creation of the project website (Policy Coherence for Global Environmental Benefits); Participation in international conferences to share project experiences (e.g., Latin America and Caribbean Environmental Funds Network Congress, GEF International Waters Conference, OECS Blue Economy Conference); Organization of events to promote discussion on policy coherence, such as the Forum 'Parliamentarians for Socioeconomic Transitions for the Conservation, Protection, and Sustainable Use of Biodiversity: and Target 18: Creating the Right Incentives for a Nature-Positive Future'; Participation in the Global Policy Coherence Network (GPCN): ICCF/CCN has formally joined the GPCN and participated in its meetings and events. Led by UNEP, as the custodian agency for SDG Target 17.14 and Indicator 17.14.1 on Policy Coherence, the Network aims to facilitate the sharing of best practices and challenges among countries to achieve policy coherence for sustainable development at the national level.

B. Challenges: Information on challenges of project implementation activities

The implementation of this global policy coherence project has reaffirmed that there is no “one-size-fits-all” approach. Each country has its own political context, interests, and priorities, so the project methodology and implementation approach must be adapted accordingly. Changes in key actors, such as GEF focal points, and political timing—like parliamentary elections—have impacted the project’s implementation schedule. The idiosyncrasies of each country are another important factor. For example, some authorities do not initially accept the involvement of civil society or international cooperation in project activities. Therefore, care must be taken to avoid uncomfortable situations or misunderstandings. Project governance must be tailored to the conditions of each country. For instance, in Zambia, in addition to the Project Steering Committee, a Technical Committee was also established. Accessing information on specific policies and legislation has been a challenge, as in many cases the information is scattered or not publicly available. Regarding Component 1, one of the main challenges has been the difficulty in identifying the impact of policy coherence on improving financial flows for biodiversity

C. Stakeholder Engagement

Project Steering Committee

The Global Project Steering Committee (GPSC) for the GEF 10920 “Policy Coherence for Global Environmental Benefits” project met virtually on December 16, 2024, to review progress made in 2024, identify challenges, and discuss the 2025 work plan. Key discussions focused on advancing Component 1, including the development of a guidebook based on best practices and lessons learned, and Component 3, which promotes knowledge sharing through communication strategies, a project website, and participation in international forums.

Challenges identified included the dispersed nature of policy coherence information, limited case studies on aligning financial resources for biodiversity, and the need to adapt SDG-focused methodologies to better address Global Environmental Benefits (GEBs).

Country-level updates (Component 2) showed progress in Colombia, Mongolia, and Zambia. Colombia developed a methodology to analyze policy coherence and identified key issues for further study. Mongolia completed legal assessments and produced policy recommendations presented to parliamentarians. Zambia completed a rapid study and engaged stakeholders across ministries.

The 2025 work plan emphasizes completing the guidebook, deepening country-level analyses to identify and address incoherences, improving knowledge dissemination tools, and tackling challenges related to aligning financial flows. Coordination across components will be critical to ensure the integration of field experiences and policy recommendations into actionable outputs.

In addition to the GPSC meeting, the following virtual and in-person meetings were held to review project progress and discuss technical approaches:

- **September 12, 2024 (virtual):** Participants: TM, PTA, and PMU coordinator. Topics: Review of the Project Implementation Report (PIR); summary of lessons learned to be presented at the GEF International Waters Biennial Conference in Uruguay, RedLAC Assembly in Saint Lucia, and the GEF Secretariat in Washington.
- **November 28, 2024 (in person):** Participants: TM, PMU coordinator. Topics: Project implementation progress; establishment of National Project Steering Committees; agenda for the Global Steering Committee; ideas regarding the content of the Guidelines to be developed under Component 1; global meeting to systematize lessons learned.
- **March 5, 2025 (hybrid):** Participants: GEF Secretariat, ICCF, UNEP. Topics: Project progress update; discussion on lessons learned during project implementation; scope of the guidebook on policy coherence.
- **April 17, 2025 (virtual):** Participants: TM, ICCF/PMU. Topics: Project progress update; justification and requirements for the no-cost project extension request.

Stakeholder Involvement

The involvement of relevant stakeholders is key to the project's success and is one of the essential pillars for improving policy coherence.

Main activities undertaken to promote participation include:

- Identification of key stakeholders in each pilot country.
- Bilateral meetings with key stakeholders to present the project and its objectives.
- Establishment of National Project Steering Committees in each participating country.
- Conducting interviews with key informants to deepen coherence analysis.
- Briefings to update members of the Conservation Caucuses on project progress.

National Project Steering Committees

The establishment of National Project Steering Committees has proven essential not only for ensuring project governance but also for securing the participation of representatives from key sectors.

Considering that one of the barriers to policy coherence is the siloed approach to policy-making, the formation of multisectoral committees fosters dialogue and understanding of intersectoral priorities and challenges. This is crucial for building more coherent and synergistic policy and regulatory frameworks.

In Zambia, the National Project Steering Committee (NPSC) and its Technical Committee bring together representatives from the Ministry of Green Economy and Environment, Finance, Mining, Land Use, Agriculture, the National Cabinet, and the National Assembly. In Colombia, the NPSC convenes representatives from the Ministry of Environment, the National Congress, the Ocean Commission, research organizations (Humboldt Institute), and civil society (Global Compact Colombia)

D. Gender Equality

The project is committed to promoting gender mainstreaming and women’s empowerment throughout its implementation, contributing to gender equality by improving women’s participation and decision-making.

In line with this commitment, the Project Management Unit is composed predominantly of women (7 out of 11), who occupy key leadership positions, including the global and country coordinators.

Regarding the participation of women and men in activities carried out during the reported period, the main figures are as follows:

- **Zambia’s National Project Steering Committee meeting (09/18/2024):**
Number of attendees: 15; Women: 5 (33%); Men: 10 (67%)
- **Mongolia's National Project Steering Committee meeting (11/20/2024):**
Number of attendees: 13; Women: 4 (31%); Men: 9 (69%)
- **Forum: Parliamentarians for Socioeconomic Transitions for the Conservation, Protection, and Sustainable Use of Biodiversity (side event during CBD’s COP 16 in Cali, Colombia, 10/23/2024):**
Number of attendees: 165; Women: 67 (41%); Men: 98 (59%)
- **Colombia’s National Project Steering Committee meeting (01/23/2025):**
Number of attendees: 18; Women: 11 (61%); Men: 7 (39%)

Zambia’s National Project Steering Committee meeting (06/06/2025):

Number of attendees: 18; Women: 8 (44%); Men: 10 (56%)

E. Knowledge Management

The project includes a component dedicated to knowledge management and communication that seeks to promote the adoption of the tools and assessment methods of Policy Coherence by other countries, with particular emphasis on those where CCN’s Conservation Caucuses have been established.

Some of the activities implemented during this reporting period are detailed below:

- Development of the project's website content
- Compilation of publications on policy coherence aiming at the creation of an online repository
- Collection and systematization of lessons learned.
- Dissemination of lessons learned in global events (RedLAC Congress, GEF International Water Conference, OECS Blue Economy Conference)
- Events to raise awareness about policy coherence and its role for biodiversity conservation (Conference on Target 18 – Right incentives for a nature-positive future; Forum of Parliamentarians for Socioeconomic Transitions for the Conservation, Protection, and Sustainable Use of Biodiversity)

Main learning during the period

One of the first lessons learned is the importance of having clear definitions for key terms such as *policy*, *policy framework*, *legal framework*, *regulatory framework*, *policy instruments/tools*, and *legal instruments*, among others. These terms can have different meanings depending on the country context.

It is equally important to define the types of policy instruments that will be considered in the intersectoral coherence analysis—such as policies, laws, and decrees. For example, in Colombia, judicial rulings are influential in policymaking and are considered part of the national policy framework.

Another key lesson is the need to clearly define the scope of the policy coherence analysis by prioritizing sectors (e.g., agriculture, mining, protected areas) and identifying the types of policy instruments to be analyzed. In this regard, consultations held during the inception workshops were particularly useful for identifying the most relevant sectors.

A recurring challenge in conducting coherence analyses is the accessibility and availability of information, which is often scattered across different sources. To address this, the project is currently identifying strategic partners that manage relevant databases to support the identification, collection, systematization, and analysis of sectoral policy instruments.

The review of existing methodologies and practices revealed that information on policy coherence—both globally and nationally—is fragmented. This highlights a significant opportunity to develop open-access online platforms to centralize information, especially regarding national studies and research.

Finally, there is no one-size-fits-all approach to implementing projects aimed at improving policy coherence. The most effective strategies depend on each country’s specific context, priorities, and needs.

III: Minor Amendments

CONTEXT	
Result Framework	
Components and Cost	
Institutional And Implementation Arrangements	
Financial Management	
Implementation Schedule	To ensure the comprehensive execution of all project activities and the achievement of the intended outcomes and deliverables, the project was granted a No Cost Extension of its workplan until December 2026, with the validity of the amendment lasting until December 2027 as reflected in Table B below. The justification for the extension is based on this being a pilot initiative with a steep learning curve; its global nature demanding tailored approaches in three countries on different continents; its execution being influenced by the political cycles of each country, such as elections and parliamentary recess; and the additional time required to deliver the systematization of experiences and lessons learned from the three pilot countries to generate the Guidebook on Policy Coherence.
Executing Entity	

Executing Entity Category	
Minor Project Objective Change	
Safeguards	
Risk Analysis	
Increase of GEF Financing up to 5%	
Co-Financing	
Location of Project Activity	
others	

IV: Geographic Coordinates of Project Activities

Location Name	Latitude	Longitude	GeoName ID
Ministry of Environment and Sustainable Development of Colombia	4.625970	-74.070503	

Location Description:

Activity Description:

Colombia's GEF Operational Focal Point

Location Name	Latitude	Longitude	GeoName ID
Ministry of Environment and Climate Change of Mongolia	47.9184676	106.9177016	

Location Description:

Activity Description:

Mongolia's GEF Operational Focal Point

Location Name	Latitude	Longitude	GeoName ID
Ministry of Green Economy and Environment of Zambia	-15.4347	28.3206	

Location Description:

Activity Description:

V. ANNEX

Uploaded Document

Document Category
M and E Document

Title
10920-PIR-UNEP-2025-Policy Coherence