Docusign Envelope ID: A44AA6DF-4B78-491C-8A02-646D8A5F24A2

Legal Document Clearance

(To be completed prior sharing the draft agreement with the Partner for signing)

Project ID and Name	:	: Climate & REDD+ Indonesia
Purpose of the Legal Doc.	:	To sign PIP CREDDIN
Project Duration	:	from 26/12/2025 to 25/06/2027
Legal Document Duration	:	from 26/12/2025 to 25/06/2027
Legal Document Amendment	:	NO
Implementation Modality	:	DIM Country Office
Legal Document Type[1]	:	Implementing Partner: Project Document (PRODOC) with IP or UNDP as IP [SIGNED BY RR]
Coordination Levy Annex	:	1% Coordination Levy is Not Applicable (Not a Donor Agreement)
Partner Institution	:	UNDP
Type of Partner Institution	:	UN Agency

The HQ legal template was downloaded directly from the POPP[2], BERA[3] website or provided by QARE Unit:	YES, it is a standard template from POPP/BERA/QARE.
The attached legal document is provided with track changes from the original HQ legal template:	YES, draft legal document submitted in track changes.
No substantial inconsistency with original HQ legal template. If there are substantial inconsistency, attach the email communication with Legal Office that endorsed the substantial changes:	YES, all legal text are in accordance with the standard template.

CLEARANCE NOT REQUIRED FOR:	CLEARANCE REQUIRED	DATE *(DD/MM/YYYY)*
	Prepared and submitted by Signed by: D39D197B878D462... Heri Tabadepu, Programme Analyst	26-Dec-2025
Non-financial partnership agreement (MoU, NDA, or SoI) does not require clearance by the Head of FRMU.	Programme Agreement with Implementing Partner (PRODOC, LoA COSS Agreement, PCA) *To review budget, cost recovery, schedule of payments, GMS rate[4], banking info, and other financial related content:* Signed by: Fatma Sari 2CE8B03C4F8A428... Fatma Sari, Resource Management Analyst - MPO	26-Dec-2025
	Reviewed legal template by DocuSigned by: Ari Pratama A9E93B5636DF44... Ari Pratama, Team Leader - MPO	26-Dec-2025
	Programme Agreement with Implementing Partner (PRODOC, LoA COSS Agreement, PCA) *To confirm the programmatic content of the agreement:* DocuSigned by: Denis Korchunov EF8343EB04C34EF... Denis Korchunov, Officer-in-Charge, NCE	26-Dec-2025
	Programme Agreement with Implementing Partner (PRODOC, LoA COSS Agreement, PCA) Sujala Pant, Deputy Resident Representative	

Note for using DocuSign: Please include Lis Irawati for "Needs to View" before the DRR signature.

[1] Legal document signing is based on the RR Interoffice Memorandum on Revision to the Delegation of Authority (DoA) Framework, dated 29 January 2021.

[2] POPP Templates and Forms (Select Responsible Parties and Grantees Guideline - Table 1: Legal instruments Used by UNDP to Engage a Responsible Party): https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Design_Select%20Responsible%20Party%20and%20Grantees.docx&action=default

[3] BERA Financing Agreements and Templates: https://intranet.undp.org/unit/pb/resmob/SitePages/Financing-Agreements-and-Templates.aspx

[4] GMS Rates for Donor Agreements: https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/FRM_Resource%20Planning%20and%20Cost%20Recovery_Cost%20Recovery_Cost%20Recovery%20from%20Other%20Resources%20-%20GMS%20.docx&action=default

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United Nations Development Programme

Country: Indonesia
Initiation Plan

Project Title	:	Climate & REDD+ Indonesia
Expected UNSDCF/CPD Outcome(s)	:	CPD (2026 – 2030) Outcome 2: A lower-carbon, climate resilient Indonesia succeeds in advancing a just energy transition and decarbonization efforts, and the sustainable management of biodiversity and natural resources for the benefit and well-being of all.
Expected CPD Output(s)	:	Output 2.1: Government institutions at national and subnational levels have strengthened policies, regulatory frameworks, and financing capacities for decarbonisation, biodiversity conservation, and ecosystem protection, including environmental quality.
Initiation Plan Start/End Dates	:	26 December 2025 – 25 June 2027
Implementing Partner	:	UNDP Indonesia

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Brief Description

Indonesia has demonstrated global leadership in climate action, setting ambitious targets through its Second Nationally Determined Contribution (NDC 2.0) and the FOLU Net Sink 2030 goal. By 2030, Indonesia aims to reduce emissions by 1.34–1.49 $GtCO_2e$, with the FOLU sector alone expected to cut 140 $MtCO_2e$ through reduced deforestation, forest rehabilitation, and peatland restoration. These efforts are critical to achieving the FOLU Net Sink 2030 target and supporting the country's long-term low-carbon and climate resilience strategy.

The issuance of Presidential Regulation No. 98/2021, superseded by the new Presidential Regulation No.110/2025 on Carbon Economic Value further provides a policy framework for carbon trading, levies and result-based finance. To fully realize these opportunities, enhancing institutional capacity for facilitation, regulatory oversight, authorization, registry management, and safeguards will be essential. Therefore, enhancing the governance structure with clear institutional roles, regulatory coordination and safeguards, and aligning with high integrity principles will be crucial to attract both compliance and voluntary carbon finance as well as promote public-private investments in FOLU targets in the NDC 2.0.

While progress has been substantial, translating national commitments into measurable outcomes at the subnational level presents valuable opportunities to strengthen systems and innovation, enhance policy implementation, build technical capacity, and deepen institutional coordination. By strengthening evidence-based policy roadmaps, piloting sectoral interventions, and aligning subnational actions with national commitments, operationalization of NDC 2.0 will be aligned to the Long-Term Strategy on Low Carbon and Climate Resilience 2050 (LTS-LCCR 2050).

With the previous support of UNDP, the national frameworks were strengthened by addressing the differentiated roles and needs of Customary and local communities, women, and youth groups that are not only vulnerable to climate change but are also vital actors in forest stewardship. Essential elements of social inclusion and rights-based approaches are now embedded across this initiation plans for NDC 2.0 and High Integrity Carbon Markets (HICM). Social inclusion for Customary Communities, local communities, women, and youth remain essential for achievement of equitable and effective climate outcomes at subnational levels.

By reinforcing institutional coordination, enabling access to international climate finance, and promoting inclusive, high-integrity carbon markets, the project will help Indonesia achieve its climate goals while supporting biodiversity, sustainable livelihoods, emission reduction and equitable development.

Programme Period: 26 December 2025 – 25 June 2027	
Quantum Project Number:	01005357
Quantum Award Number:	_____
Gender Marker:	GEN2

Total resources required	USD 2,185,801
Total allocated resources:	
➢ Regular	_____
➢ Other: UNDP	USD 2,185,801
Unfunded budget:	_____
In-kind Contributions	_____

DocuSigned by:
Sujala Pant
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Agreed by UNDP:
Sujala Pant– Officer in Charge

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I. Purpose and Expected Output

This Initiation Plan is essential for the Project to establish a clear roadmap and ensure alignment of objectives, timelines, resources, and early identification of potential challenges for a well-organized and effective implementation. The Plan responds to Indonesia's increasing need for climate and environment-based financing and supports national efforts to achieve the Enhanced Nationally Determined Contribution (NDC) and the Forest and Other Land Use (FOLU) Net Sink 2030 target.

The FOLU Net Sink 2030 target aims for Indonesia's forestry and land-use sectors to achieve net carbon absorption, contributing to a greenhouse gas emission (GHG) level of 140 million tons of CO_2e by 2030. Achieving this requires bridging policy and implementation gaps, strengthening technical and institutional capacity, and ensuring effective coordination across national and subnational levels. The Plan also emphasizes the integration of gender-responsive and inclusive approaches, ensuring that Customary Communities, local communities, women, and youth are meaningfully engaged and benefit from climate actions.

The proposed program, Climate REDD+ Indonesia, aims to accelerate progress toward the 2030 FOLU Net Sink target by enhancing REDD+ implementation, improving governance for high-integrity carbon markets, and strengthening the government institution including Indonesian Environment Fund (IEF) as a channel for transparent, performance-based climate finance. The project also supports the NDC implementation across priority sectors and selected provinces, with an inclusive approach that ensures meaningful and gender-responsive engagement of Customary Communities, local communities, and other stakeholders.

Aligned with UNDP's ongoing work in Indonesia, the Project has developed a pipeline of strategic interventions to:

- Enhance REDD+ implementation and framework;
- Build capacity for national and subnational stakeholders to operationalize and track NDC implementation;
- Strengthen governance and regulatory frameworks for high-integrity carbon markets, including blue carbon and social forestry initiatives.

To achieve this, the Initiation Plan will focus on three interlinked interventions:

Output 1: Enhanced REDD+ Governance and Sustainable Financing

Indonesia's forests are critical to achieving national climate targets and advancing low-carbon development. To accelerate REDD+ implementation and secure sustainable financing, Indonesia requires a robust and transparent REDD+ framework. This output supports the Government of Indonesia (GoI), led by the Ministry of Environment and Ministry of Forestry in collaboration with relevant ministries, to design and operationalize climate finance for REDD+, strengthen Monitoring, Reporting, and Verification (MRV) systems, safeguards, and fiduciary mechanisms aligned with financing requirements, and build a pipeline of investments linked to national emission reduction results in the forestry sector.

Indonesia has experience in managing climate finance related to emission reduction and avoidance in the forestry sector. Building on this, the country aims to establish a government-led REDD+ finance framework with strong MRV, safeguards, fiduciary controls, and transparent benefit-sharing. This framework will mobilize and manage results-based finance, and other financial partners contributions, to channel resources efficiently toward high-impact REDD+

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actions. It will incentivize subnational performance, accelerate emissions reductions, improve livelihoods, and sustain forest governance outcomes.

This output will support the Government of Indonesia in maintaining and enhancing performance in reducing carbon emissions, forest degradation and deforestation. Key activities include strengthening MRV systems and data management to prevent double payments and double claims of emission reduction results, and ensuring REDD+ contributions to post-2020 targets and the Nationally Determined Contribution (NDC). Additionally, strategies will be reinforced to reinvest proceeds in actions that prevent forest degradation and deforestation and carbon emissions. Underpinning these efforts is the integration of safeguards, including gender considerations, throughout REDD+ policy implementation and the use of proceeds. Meaningful engagement of key stakeholders, including government agencies, civil society, and Customary and local Communities, is imperative.

Activity 1.1: Technical and Governance Support for REDD+ financing

- Enhances Indonesia's commitments towards using REDD+ as a key contributor in its NDC and LTS-LCCR;
- Ensures compliance with the environmental and social safeguards, including: a robust Summary of Safeguards Information; environmental and social risk assessment for REDD+ results; safeguards screening and the appropriate management tools and plans to manage and mitigate the risks identified for the use of proceeds;
- Identify and anticipate gender risks during REDD+ project implementation;
- Promotes full and effective stakeholder engagement through a robust plan that includes Customary and local Communities;
- Provide technical input to address technical issues identified in the Forest Reference Emission Level/Forest Reference Level (FREL/FRL) and the REDD+ Technical Annex;
- Assures a system is in place to address potential double claims, double payments, and potential unauthorized claims.

Through these measures, Indonesia will be well-positioned to maintain REDD+ progress, engage with international finance through results-based payments under Article 5 of the Paris Agreement, uphold credibility with financial partners, and ensure continuity of emission reduction and removal efforts in the Land Use, Land-Use Change, and Forestry (LULUCF) sector.

Output 2: Gender-responsive approaches integrated into national and subnational institutional frameworks for NDC implementation in 3 selected provinces.

This output aims to advance Indonesia's NDC implementation by embedding gender-responsive approaches within the institutional frameworks that guide climate action at both national and subnational levels. A central focus of this output is **strengthening subnational capacity** ensuring that provincial governments, local institutions, community organizations, women's groups, and Customary and local Communities clearly understand their roles, responsibilities, and contributions to Indonesia's NDC targets. Strengthened capacity at the local level is essential, as provinces are the frontline implementers of climate actions and play a critical role in translating national commitments into measurable outcomes.

Through this output, three main activities will be implemented and aligned with NDC implementation and tracking:

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Activity 2.1 Gender Sensitive Capacity-Building for Provincial and District Governments
Conduct targeted workshops and clinics for provincial and district planning, environment, and forestry agencies to deepen understanding of NDC targets, sectoral mitigation and adaptation options, their roles in monitoring, review, verification (MRV) and reporting progress towards the NDC and how gender responsive approaches will be integrated in the processes and tools. Sessions will include hands-on exercises on data collection, use of reporting templates, and integration of NDC actions into regional development plans (RKPD/RPJMD). It will also improve provincial coordination mechanisms and tracking systems to be more gender responsive.

Activity 2.2 Development of Subnational NDC Knowledge Products
Produce user-friendly knowledge materials, such as provincial NDC factsheets, guidance notes, infographics, e-learning modules, and case studies, tailored to local contexts. These materials aim to boost awareness among local policymakers, private sector actors, and community stakeholders regarding emission reduction opportunities and tracking requirements. The knowledge products will integrate gender-responsive considerations, including analysis of differentiated climate impacts on women and men, the role of women in climate action, and guidance on promoting gender-equitable participation and benefits. Materials will highlight good practices for mainstreaming gender equality in subnational NDC planning and implementation.

Activity 2.3 Facilitation of Multi-Stakeholder Dialogues at the Subnational Level
This activity will focus on organization of coordination forums involving local governments, CSOs, academia, private sector, women's groups and community-based organizations to socialize NDC commitments, align local climate initiatives, and strengthen participatory monitoring. These dialogues support consistent provincial engagement in national MRV systems and improve ownership of NDC-related actions and tracking.

Three provinces will be selected through a criteria-based process carried out in consultation with national and subnational government partners. Selection will prioritize: (i) relevance to national NDC priorities, including provinces with significant mitigation or adaptation potential; (ii) existing institutional readiness, such as active climate units or prior engagement in MRV, data collection, or climate planning; (iii) presence of active civil society, women's groups, and community-based organizations to enable meaningful multi-stakeholder engagement; and (iv) commitment of local authorities to participate in capacity development and adopt gender-responsive MRV processes. The selection process will include an initial mapping exercise, consultations with key ministries and provincial authorities, and an assessment of provincial interest and absorptive capacity, ensuring that selected provinces are well-positioned to serve as scalable models for strengthened, gender-responsive subnational climate action.

This will be accompanied by targeted capacity development to equip government officials and subnational actors with the skills needed to design, implement, and track gender-responsive climate policies. These capacity-building efforts are tailored to improve understanding not only of gender mainstreaming but also of how NDC commitments operate in practice, how progress is tracked, and how local actions aggregate to national climate outcomes.

A key pillar of this output is the establishment and strengthening of provincial coordination mechanisms and tracking systems. These mechanisms will integrate gender markers, sex-disaggregated data, and gender-sensitive indicators into local MRV processes to ensure that both gender outcomes and climate results are documented transparently and systematically. Strengthened subnational awareness supports these mechanisms by enabling local actors to actively participate in monitoring, reporting, and verifying progress in alignment with national NDC pathways.

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In the three selected provinces, tailored awareness initiatives such as local climate dialogues, community-centered workshops, and accessible communication materials will enhance the understanding of NDC policies, gender impacts, and climate responsibilities among diverse groups. These include women's organizations, Customary Communities, youth networks, and local CSOs working on climate and social issues. Improved awareness will lead to stronger local ownership, more inclusive participation, and broader accountability in climate action.

Output 3: Governance Structure for High-Integrity Carbon Markets Strengthened

Indonesia has identified carbon markets as a potential source of finance that will support its NDC implementation, in addition to results-based payments (Article 5 of the Paris Agreement) and carbon tax. In response to the Presidential Regulation No. 98 of 2021 on the Implementation of Carbon Economic Value for Achieving Indonesia's Nationally Determined Contribution (NDC) and Greenhouse Gas Emission Control in National Development, Indonesia has launched a national carbon trading system. The new Presidential Regulation No.110/2025, which superseded the earlier regulation, further signals that the country is ready for carbon markets. As such, a full roll-out to access funding from Article 6 and voluntary carbon markets across key sectors is expected in 2026. At the same time, there are important opportunities to further strengthen governance, including establishing more consistent oversight frameworks to safeguard NDC achievement, clarifying institutional roles, enhancing interministerial and intersectoral coordination, and building capacity to manage environmental and social safeguards while engaging effectively with the private sector. Focus on these opportunities will strengthen market integrity and investor confidence.

By enhancing institutional clarity, strengthening oversight frameworks, and building practical capacity for transparent and inclusive carbon market implementation, UNDP will support Indonesia in establishing a credible, well-governed carbon market aligned with its NDC and sustainable development priorities. This approach will position Indonesia as a trusted player in voluntary and compliance markets while mobilizing finance for nature-based solutions and low-emission development, without duplicating larger technical or market initiatives led by other actors.

Through this output, activities will be implemented to strengthen the carbon market in Indonesia including:

Activity 3.1. Support policy, institutional strengthening, MRV system, Registry and Digital Infrastructure

The project will conduct institutional mapping and gap analyses for carbon market governance. It includes building technical capacity for government agencies, including Ministry of Environment and Ministry of Forestry, focusing on facilitation, regulatory oversight, authorization, registry management, safeguards, and coordination, to oversee carbon trading activities and ensure transparency, NDC alignment, and market integrity rather than direct participation in trading.

This activity also will support to establish regulatory frameworks for enhance transparency, strengthen the functionality of registry systems. Technical design for transparent and real-time carbon registry on interoperability between IDXCarbon and international registries will be explored, and developed. In addition, comprehensive capacity building and standard competency for related market stakeholders will be implemented, including individual and institutions as carbon credit independent validator and verifier. This aligns the Indonesian domestic carbon market with international standards to attract investment.

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This activity will also support the formulation of policy instruments and guidelines that require a portion of carbon market revenues to be reinvested into livelihood programs for Customary and Local Communities. These policies will:

- Establish transparent allocation formulas for reinvestment.
- Prioritize gender-responsive social inclusion programs (including women-led enterprises, skills development, access to finance).
- Link reinvestment to community-driven development plans, ensuring alignment with local priorities and FPIC principles.
- Include monitoring and reporting mechanisms to track reinvestment outcomes and ensure accountability.

Activity 3.2. Support to Strengthen Social and Environmental Integrity and Safeguards

To ensure that carbon credit initiatives in Indonesia uphold the highest standards of social and environmental integrity, UNDP will support the development and operationalization of a comprehensive safeguards package that should be considered in any carbon market initiatives. This activity focuses on enhancing transparency, strengthening accountability mechanisms, and protecting the rights and wellbeing of affected communities, particularly Customary Communities (*Masyarakat Adat*), local forest-dependent households, and vulnerable groups.

The safeguards package will include:

- FPIC (Free, Prior and Informed Consent) protocols tailored to the cultural contexts of Customary and forest-dependent communities, ensuring meaningful participation and consent before any project implementation.
- Environmental integrity standards to prevent biodiversity loss, manage leakage risks, and maintain ecosystem resilience.
- Accessible grievance redress mechanisms (GRM) with clear service standards, community monitoring options, and multilingual communication to ensure timely resolution of complaints.
- Gender-responsive benefit-sharing frameworks, mandating equitable distribution of carbon revenue and decision-making power. This includes:
    - Minimum thresholds for benefits reaching women and vulnerable groups.
    - Direct payment mechanisms to women or women group where feasible.
    - Quotas for women's representation (≥30%) in project governance bodies.
    - Support for women-led enterprises linked to nature-based solutions and blue carbon value chains.

The project will also build institutional and community capacity to implement these safeguards effectively. This includes training government agencies, project developers, and local communities on inclusive consultation, gender analysis, FPIC procedures, and monitoring compliance. Independent oversight mechanisms, such as a Safeguards Panel, will be explored to enhance accountability.

By embedding these measures, the activity will ensure that carbon market development in Indonesia:

- Protects rights and livelihoods of Customary Communities and vulnerable groups.
- Promotes gender equality and social inclusion as core principles of climate finance.
- Strengthens investor confidence by demonstrating adherence to international best practices for environmental and social integrity.

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Activity 3.3. Strengthen the Blue Carbon Market and Identify Risk-Mitigation Instruments

To accelerate Indonesia's emerging blue carbon market and expand opportunities for private sector engagement, UNDP will support the identification, development, and piloting of market-ready approaches for blue carbon initiatives, particularly those grounded in nature-based solutions across mangroves and seagrass meadows. This includes strengthening the enabling environment for blue carbon transactions by improving data quality, enhancing methodological guidance for measurement and verification, and supporting the establishment of transparent benefit-sharing and community-engagement mechanisms that ensure local stakeholders, especially coastal and local communities, benefit from carbon revenue streams.

The activity will further explore a suite of risk-mitigation mechanisms to enhance the credibility, bankability, and durability of blue carbon projects. Among these options, insurance instruments may be developed to address climate, ecological, and market risks that can affect carbon credit permanence and project viability. These instruments are part of a broader effort to reduce uncertainties in blue carbon investments, improve investor confidence, and support long-term project sustainability.

In the Indonesian context, where blue carbon ecosystems play a central role in climate mitigation, biodiversity conservation, and coastal resilience, establishing a robust and trusted blue carbon market requires more than risk protection alone. Therefore, this activity will also generate evidence on market performance, regulatory needs, and financial feasibility to support national policies that govern blue carbon accreditation, safeguard systems, MRV protocols, and carbon trading regulations. Lessons from piloting will contribute to a stronger national carbon market architecture that incentivizes high-integrity blue carbon projects, integrates community benefits, and attracts responsible private sector participation.

Activity 3.4. Market Development and Implementation in Social Forestry and Forestry Concession Holder

To further strengthen Indonesia's readiness for carbon market participation within the social forestry system and among private-sector forestry permit holders, targeted interventions are required to enhance policy coherence, technical capacity, and institutional support. UNDP will work closely with the Ministries of Environment and Forestry and relevant provincial agencies to facilitate the integration of carbon market mechanisms into social forestry schemes and licensed forest management operations.

This includes strengthening regulatory clarity for carbon rights and benefit-sharing arrangements, improving technical capacity for MRV and carbon accounting at the community and concession levels, and supporting the development of robust project pipelines that meet national and international standards. For social forestry groups, UNDP will facilitate community preparation, safeguard implementation, Free, Prior and Informed Consent (FPIC) processes, and training in managing carbon-based revenue streams. For private sector permit holders, support will focus on compliance with carbon governance requirements, development of high-integrity nature-based projects, and alignment with the national registry system.

By enhancing institutional readiness, bridging knowledge gaps, and enabling equitable participation, these efforts will contribute to an inclusive and well-governed carbon market ecosystem that benefits communities, strengthens sustainable forest management, and advances Indonesia's climate commitments.

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II. Management Arrangements

The project will be implemented under the **Direct Implementation Modality (DIM),** in accordance with UNDP's rules and procedures. UNDP Indonesia will serve as the **Implementing Partner,** hosting the Project Office within its Country Office in Jakarta. The office will coordinate closely with national and local governments, donor partners, and other stakeholders to ensure effective delivery. All activities will follow UNDP regulations and may be subject to audit by the United Nations Board of Auditors and/or UNDP's Office of Audit and Investigation.

Under the DIM Modality, UNDP Indonesia will oversee: (i) recruitment of project and programme personnel, (ii) procurement of goods and services, (iii) administration of donor financial contributions, and (iv) provision of technical and administrative support to deliver project outputs. All services will be governed by UNDP's rules and regulations. Additionally, services provided by the UNDP Country Office may be subject to audits conducted by UNDP's external auditors (United Nations Board of Auditors) and/or internal auditors (UNDP Office of Audit and Investigation).

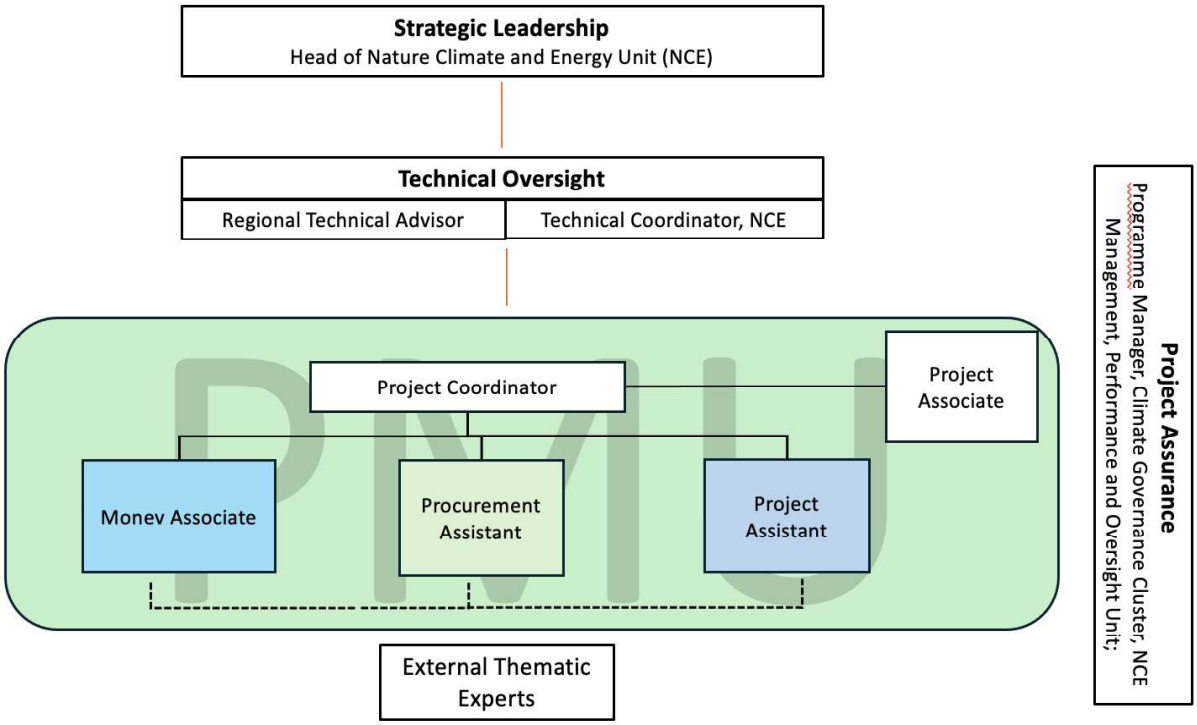
Project Management Team, Roles and Responsibilities

Role	Responsibilities
Strategic Alignment and Oversight	
Head of NCE Unit	Ensures Strategic Direction of the project and alignment with UNDP priorities
Technical Oversight: Regional Technical Advisor	Coordination with UNDP Regional and Global teams; Quality control and oversight of the deliverables, ensuring project pursues its strategic long-term goals; Contributes to the development of the annual workplan and annual reporting
Technical Oversight: Technical Coordinator (NCE Unit)	Oversees the quality of the deliverables; Alignment with UNDP technical standards; Contributes to the development of the annual workplan and annual reporting; Strategic troubleshooting throughout project implementation
Project Assurance: Management, Performance and Oversight Unit	Responsible for monitoring, tracking, and reporting or results for all UNDP Indonesia projects, through a Programme Dashboard and Annualized Monitoring Framework.
Project Assurance: Programme Manager	Ensures alignment and linkages of the project with NCE portfolio and compliance with quality standards, risk management, and results delivery; Periodic assessments of the project performance; Assessment of risk mitigation strategies; Ensure proper allocation of resources to achieve the intended results and outcomes.
Project Management Unit	
Project Coordinator	Provides overall leadership and daily management; ensures coordination with stakeholders, alignment between national policy priorities and national and community-level initiatives.
Project Associate	Manages financial transactions, budgeting, and reporting to ensure compliance with UNDP financial policies.
Monev Associate	Monitors and evaluates project performance, ensuring alignment with goals and providing data-driven insights for improvement.
Procurement Assistant	As part of procurement team at country office, supports procurement processes by preparing documentation, coordinating with vendors, and ensuring compliance with procurement guidelines.

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Role	Responsibilities
Strategic Alignment and Oversight	
Head of NCE Unit	Ensures Strategic Direction of the project and alignment with UNDP priorities
Technical Oversight: Regional Technical Advisor	Coordination with UNDP Regional and Global teams; Quality control and oversight of the deliverables, ensuring project pursues its strategic long-term goals; Contributes to the development of the annual workplan and annual reporting
Technical Oversight: Technical Coordinator (NCE Unit)	Oversees the quality of the deliverables; Alignment with UNDP technical standards; Contributes to the development of the annual workplan and annual reporting; Strategic troubleshooting throughout project implementation
Project Assurance: Management, Performance and Oversight Unit	Responsible for monitoring, tracking, and reporting or results for all UNDP Indonesia projects, through a Programme Dashboard and Annualized Monitoring Framework.
Project Assurance: Programme Manager	Ensures alignment and linkages of the project with NCE portfolio and compliance with quality standards, risk management, and results delivery; Periodic assessments of the project performance; Assessment of risk mitigation strategies; Ensure proper allocation of resources to achieve the intended results and outcomes.
Project Management Unit	
Project Assistant	Provides administrative and logistical support to project teams, facilitating smooth operations and documentation management.

Project Management Organigram



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III. Project Assurance

Project Assurance is the responsibility of the Team Leader of Nature, Climate, and Energy Unit and the Team Leader of the Management Performance Oversight (MPO). The Team Leaders will carry out objective and independent oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

IV. Monitoring

A monitoring and evaluation mechanism will be established in accordance with UNDP's programming policies and procedures. To track project's progress and challenges a robust result framework and annual work plan with measurable indicators will be developed, ensuring alignment with the overall objectives of accelerating Indonesia's low-carbon transition. Progress data against the results indicators in the result framework will be periodically collected, analyzed and documented to assess the progress of the project in achieving the agreed output. In addition, risks will also be identified and regularly monitor using a risk log, to ensure a proper risk mitigation measures can be taken timely. As part of effective monitoring and reporting, Project Assurance Report (PAR) which will be developed twice a year to show results achieved against pre-defined targets.

The project will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the lifetime of the project. A project board which will consist at least of UNDP and other relevant key partners from ministries and donor will be established and will meet annually to provide strategic guidance to the project as well as endorsing the project's achievement and work plan, including any requires adjustment on the project's strategies.

Given the expected limited duration of the PIP, a combination of monitoring tools will be employed. These will include regular progress reports, milestone tracking, stakeholder feedback mechanisms, and technical reviews.

Monitoring Activity	Purpose	Specific Actions	Frequency
Track Results Progress	To measure achievement of outputs and outcomes	Update indicator tracking table; adjust implementation strategy as needed	Quarterly
Risk log update & review	To identify and mitigate implementation risks	Update risk log; trigger contingency plan if necessary	Quarterly or Ad-hoc
Learn	To capture lessons learned and share knowledge	Document case studies, hold learning/reflection sessions	Semi-annually / Events
Project Assurance Report	To ensure project implementation meets quality standards	Conduct quality assurance review; recommend adjustments	Semester
Annual Project Quality Assurance	To ensure project implementation meets quality standards	Conduct quality assurance review; recommend adjustments	Annually
Review and Make Course Corrections	To revise plans and targets based on progress and external factors	Update work plan, log frame, and targets accordingly	Semi-annually
Project Reporting	To document implementation progress and resource utilization	Submit narrative and financial reports	Final

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IV. WORK PLAN

PERIOD: 18 MONTHS (DECEMBER 2025 – JUNE 2027)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME						RESPONSIBLE PARTY	PLANNED BUDGET					
Baseline, indicators including annual targets		2026				2027								
	Activity results and associated actions	Q1	Q2	Q3	Q4	Q1	Q2		Funding Source	Account CODE	Budget Description	2026	2027	TOTAL
Output 1: GCF REDD+ RBP Concept Note and Funding Proposal developed and submitted	Activity 1.1. Conduct updated Environmental and Social Risk Assessments	X	X					UNDP	UNDP	71200	Local Consultants	80.000	10.000	90.000
										71300	International Consultants	82.000	10.000	92.000
	Activity 1.2. Update safeguards frameworks (SESP, ESMF, Summary of Safeguards Information)	X	X	X	X					71400	Contractual Services - Individual	165.100	62.400	227.500
	Activity 1.3. Develop gender action plans	X	X							71600	Travel	100.400	29.100	129.500
	Activity 1.4. Strengthen carbon accounting systems		X	X	X					72100	Contractual Services Companies	130.000		130.000
	Activity 1.5. Prepare robust Stakeholder Engagement Plan with multi-stakeholder consultations and translation	X	X							72800	Information, Technology and Equipment	50.000		50.000
										73400	Maintenance and equipment	40.000	10.000	50.000
										74200	Printing and Publications	10.000	5.000	15.000
										75700	Trainings, Workshops and Conferences	137.000	45.000	182.000
										74596	DPC	24.000	5.150	29.150
											Total output 1	**818.500**	**176.650**	**995.150**
Output 2: Gender-responsive approaches integrated into national and subnational institutional frameworks for NDC implementation, supported by strengthened subnational awareness and tracking systems across 3 pilot provinces	Activity 2.1. Capacity-Building Workshops for Provincial and District Governments		X	X	X	X		UNDP	UNDP	71300	Local Consultants	52.000	15.000	67.000
	Activity 2.2. Development of Subnational NDC Knowledge Products	X	X	X						71400	Contractual Services - Individual	25.500	12.750	38.250
	Activity 2.3. Facilitation of Multi-Stakeholder Dialogues at the Subnational Level	X	X	X	X	X	X			71600	Travels	31.850	20.000	51.850
										72100	Contractual ServicesCompanies	110.000		110.000
										74200	Printing and Publications	15.000	10.000	25.000
										75700	Trainings, Workshops and Conferences	45.000	30.000	75.000
										74596	DPC	8.000	2.150	10.150
											Total output 2	**287.350**	**89.900**	**377.250**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME						RESPONSIBLE PARTY	PLANNED BUDGET					
Baseline, indicators including annual targets		2026				2027								
	Activity results and associated actions	Q1	Q2	Q3	Q4	Q1	Q2		Funding Source	Account CODE	Budget Description	2026	2027	TOTAL
Output 3: High-Integrity Carbon Markets Governance Structure Strengthened	Activity 3.1. Support policy, institutional strengthening, MRV system, Registry and Digital Infrastructure	X	X	X	X	X	X	UNDP	UNDP	71300	Local Consultants	55.000		55.000
	Activity 3.2. Support to Strengthen Social and Environmental Integrity and Safeguards	X	X	X						71400	Contractual Services - Individual	-		0
	Activity 3.3. Strengthen the Blue Carbon Market and Identify Risk-Mitigation Instruments	X	X	X	X	X	X			71600	Travels	20.346	10.000	30.346
	Activity 3.4. Market Development and Piloting in Social Forestry and Forestry Concession Holder	X	X	X	X					72100	Contractual ServicesCompanies	60.000		60.000
										74200	Printing and Publications	8.000		8.000
										75700	Trainings, Workshops and Conferences	40.000	20.000	60.000
										74596	DPC	13.000	1.000	14.000
								BPDLH		72100	GRANT- LOA with BPDLH	250.000		250.000
											Total output 3	**446.346**	**31.000**	**477.346**
Project Management & Coordination	PMU team, logistics, coordination, reporting	X	X	X	X	X	X	UNDP	UNDP	71400	Contractual Services - Individual	68.000	34.000	102.000
										71600	Travels	10.000	10.000	20.000
										72800	Information, Technology and Equipment	10.000		10.000
										75700	Trainings, Workshops and Conferences	22.044	15.000	37.044
										74596	DPC	3.300	1.800	5.100
											Total (PMU)	**113.344**	**60.800**	**174.144**
SUMMARY OF FINANCIAL ALLOCATION														
											Subtotal Activities	1.665.540	358.350	**2.023.890**
											GMS (8%)			**161.911**
											TOTAL PROJECT BUDGET			**2.185.801**

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Annex 1 Social and Environmental Screening Procedure (SESP)
UNDP Offline SESP Tool (v. September 2025)

This tool assists teams with the identification of relevant social and environmental (S&E) risks and impacts that may be associated with programming activities as well as appropriate treatment measures to be considered during project design, budgeting, and implementation. The tool is not mandatory but is highly recommended as it enhances the quality of the S&E screening process and links risk identification and management with a project's results framework. The offline tool also facilitates working with development partners and stakeholders in an iterative manner (at concept, design and during implementation) and may be particularly useful for projects requiring intensive S&E risk management. The tool assists with organizing data that will need to be entered into the Online SESP (see Annex II). ***Please note that the results of the Offline SESP Tool, when utilized, will ultimately need to be entered into the Quantum+ Online SESP so that the screening can be formally approved and recorded as compliant.*** *This completed tool may also be uploaded to the Online SESP for background and contextual information.*

Project Information

Information	
Title	Climate – REDD – Indonesia
Number	
Location	Indonesia
Project stage	Design
Date	December 2025

The tool includes ***two annexes****: (I) the Social and Environmental Risk Screening Checklist and (II) a table to further organize the data to facilitate recording it in the Online SESP.*

Utilizing the Offline SESP Tool

The tool is designed to promote focused and effective S&E risk management. It guides project developers, consultants and project managers to associate project outputs and activities (causes) with their potential S&E risks (events) and treatment measures (specific assessments and management plans). It should be utilized iteratively with project partners. Below are key steps (see numbered columns/sections) in completing the tables below:

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- *Review the project's outputs/activities while considering the potential Risk Events in the annexed SESP Social and Environmental Risk Screening Checklist*
- *# 1: list the project outputs and activities (Risk Causes) per the project's results framework at the level of detail appropriate for screening*
- *# 2: summarize the potential S&E risks (Risk Events) that are associated with the specific outputs/activities. When doing so, consider the basic risk terminology and codes from the relevant Risk Events in the Checklist*
- *# 3: as an optional step, supplement risk information with comments on contextual information including on potential impacts*
- *# 4: estimate the preliminary Risk Significance (Low, Moderate, Substantial, High) (using definitions and tables in the SESP Guidance Note [link])*
- *# 5: briefly describe appropriate S&E risk mitigation and management measures for the relevant outputs or activities (Treatment Measures)*
- *Note: that some treatment measures may apply across all project outputs/activities. These may be captured by listing "All Outputs" under #1*
- *# 6-7: complete based on the information provided in the main table and the SESP Guidance Note [link]*
- *Annex II: utilize the table to organize the screening information for entry into the Quantum+ Online SESP*

Social and environmental risk identification and management

1: Outputs or activities proposed in the project (Risk Causes)	**2: Specific S&E risks caused by these outputs/ activities (Risk Events) (see Checklist)**	**3: Comments *(optional: provide contextual information on risks and their potential impacts as needed)***	**4: Risk Signifi-cance (L/M/S /H)**	**5: Assessments or management measures to address these risks during design and implementation of the relevant outputs or activities (Treatment Measures)**
Output 1 and Output 2	P1.2: 2Government agencies may face difficulties in executing assigned responsibilities, leading to delays in key deliverables such as REDD+ proposal preparation, sectoral roadmap development, and operationalization of	Institutional and technical capacity gaps have been consistently highlighted in Indonesia's REDD+ and FOLU initiatives. Varying readiness levels among ministries and local governments can slow decision-making and undermine	L	Targeted capacity-building for national and subnational institutions, technical assistance for MRV and carbon governance, and establishment of clear coordination and reporting mechanisms. Regular monitoring and peer learning will enhance institutional performance and accountability.

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	carbon market and MRV systems. Weak coordination could also result in inconsistent implementation or limited progress tracking.	implementation quality. Addressing these systemic weaknesses is essential to ensure accountability, safeguard project integrity, and sustain long-term climate and governance outcomes.		
Output 1,2,3	P 3.13: Project implementation processes—such as consultations, validation meetings, and capacity-building activities—may not fully include marginalized groups, including Customary Communities, local communities, women, youth, and persons with disabilities. This could lead to limited representation in decision-making and insufficient reflection of their needs and priorities in project outcomes.	Ensuring meaningful inclusion of vulnerable and marginalized groups has been a recurring challenge in large-scale climate and land-use programs. Without proactive engagement and accessible communication channels, participation may be dominated by better-resourced stakeholders, limiting the project's contribution to inclusive and rights-based development.	L	Adopt inclusive stakeholder engagement and communication strategies that ensure accessible participation for all groups, including persons with disabilities. Implement targeted outreach, gender- and culturally responsive consultations, and local facilitation support. Establish feedback and grievance mechanisms to capture community inputs and ensure continuous engagement throughout project implementation.
Output 1,2,3	P2.9: Project activities such as subnational capacity-building workshops, NDC awareness initiatives, and consultations on carbon market governance may not sufficiently account for gender-specific barriers that limit women's and girls' participation, including unequal access to information, sociocultural	Efforts to advance climate governance and REDD+ implementation in Indonesia have often highlighted persistent gender gaps in participation, access to information, and decision-making. Addressing these barriers through gender-responsive engagement,	L	During the first three months, develop a project-wide Gender Analysis and Gender Action Plan to guide all gender-responsive activities. Strengthen outreach to women's groups through the project's capacity-building, awareness, and multi-stakeholder dialogue platforms to reduce barriers to participation. Ensure that gender considerations are integrated into subnational MRV processes, safeguards

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	constraints, and lower representation in technical and decision-making roles. This could result in women's perspectives being underrepresented in NDC planning, REDD+ safeguards processes, and carbon market benefit-sharing arrangements, leading to outcomes that do not fully reflect or address their differentiated needs, vulnerabilities, and contributions.	targeted outreach to women's groups, and integration of women's perspectives into MRV, safeguards, and carbon market processes is essential to ensure equitable outcomes, strengthen project legitimacy, and enhance the sustainability of climate actions at national and subnational levels.		implementation, and NDC knowledge materials, and align engagement approaches with national gender policies and UNDP standards.
Output 1,2,3	P2.10: Project activities related to NDC implementation, REDD+ safeguards, and carbon market governance may inadvertently reinforce existing gender disparities if planning, technical consultations, and benefit-sharing processes are shaped primarily by actors who already hold greater access to information, networks, and decision-making authority. Limited representation of women in technical agencies and climate-related institutions could result in unequal access	Persistent gender gaps in Indonesia's climate and land-use sectors, particularly in technical roles, data systems, and access to climate finance, require deliberate attention to avoid reinforcing existing inequities. Ensuring that women have meaningful opportunities to participate in institutions responsible for NDC implementation, REDD+ safeguards, and carbon market readiness will help prevent exclusion from	L	During the first three months, finalize a project-wide Gender Analysis and Gender Action Plan to address structural barriers that restrict women's access to information, skills, and emerging opportunities. Ensure that women's organizations and female representatives from relevant agencies are actively included in technical training, institutional coordination meetings, and the design of benefit-sharing arrangements. Apply gender-responsive measures across NDC implementation, safeguards processes, and carbon market readiness to prevent discriminatory practices and align project actions with national

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	to training, data systems, and emerging opportunities linked to carbon finance, thereby perpetuating structural gender inequalities rather than reducing them.	emerging benefits and strengthen the overall fairness and credibility of project outcomes.		gender policies and UNDP standards.

Social and Environmental Risk Rating of the Project

Refer to the SES Guidance Note *[link] regarding assigning an S&E risk categorization to the project. Note that the overall risk rating is the same as the highest individual rating of risk significance*

6: Overall Social and Environmental risk categorization (based on highest Risk Significance level from above)		
S&E Risk rating	Check if applicable	Comments
Low Risk	√	
Moderate Risk	☐	
Substantial Risk	☐	
High Risk	☐	

Social and Environmental Risk Management Instruments

Please refer to the SESP Guidance Note *[link]and the SES Guidance Note on Social and Environmental Assessment and Management [link]. Note that this table may be completed after the Treatment Measures have been identified above*

7: Assessment or management measures required to address the identified S&E risks and impacts (applies only for complex Moderate, Substantial and High-Risk projects)		
Further assessment or management measures	Check if applicable	Comments: indicate scope of measures (e.g. outputs/activities to be addressed) as well as timing (e.g. completed, planned in design, or planned in implementation prior to initiation of certain activities)
ESMF (Environmental and Social Management Framework)	☐	

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Targeted assessment(s)	☐	
ESIA (Environmental and Social Impact Assessment)	☐	
SESA (Strategic Environmental and Social Assessment)	☐	
ESMP (Environmental and Social Management Plan)	☐	
Targeted management plans	☐	
Other instruments (please specify)	√	During the first three months, develop a project-wide Gender Analysis and Gender Action Plan to guide all gender-responsive activities.

Additional Measures to Integrate the Programming Principles to Strengthen Social and Environmental Sustainability

By design, UNDP projects support the country program that is aligned with the Programming Principles of the UN Sustainable Development Cooperation Framework (the same principles articulated in the SES). Below consider further measures that may enhance promotion of the principles in the context of the project. Please reflect specifically how mainstreaming of each type will be achieved (refer to design elements, processes, outputs, activities, SES instruments etc.)

8: Measures to further mainstream the UNDP Programing Principles into the project
Mainstreaming the human rights-based approach
The project mainstreams a human rights–based approach by embedding inclusion, participation, equality, and accountability across REDD+ strengthening, NDC 2.0 implementation, and high-integrity carbon market governance. Social and environmental safeguards, gender equality, and transparent stakeholder engagement are integrated into the development of REDD+ RBP proposals, sectoral roadmaps, and oversight frameworks for carbon markets to support Indonesia's human rights commitments. Customary Communities, local communities, women, and youth are meaningfully engaged in consultations for REDD+, the FOLU Net Sink 2030 pathway, NDC processes, and carbon market governance to ensure their perspectives and needs are reflected. Strengthened MRV and safeguards systems, together with targeted capacity-building, promote equitable access to information, finance, and benefits, including through the Indonesian Environment Fund. These measures advance inclusive, rights-based climate action consistent with Indonesia's NDC 2.0 and its commitments to transparent and participatory climate governance. Key actions will include: **Participatory Co-Design and Planning:** The project will conduct participatory workshops that integrate the lived experiences and local knowledge of communities, including Customary communities, local communities, women, and youth, into climate and REDD+ solutions.

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1. Capacity-Building and Leadership Development:
   The project will deliver targeted capacity-building and leadership training, with a focus on empowering women and marginalized groups to strengthen their agency, voice, and participation in climate governance and environmental financing.

2. Grievance Redress and Feedback Mechanisms:
   Project will establish accessible, culturally appropriate grievance redress and feedback systems to ensure responsiveness, transparency, and inclusion throughout project implementation.

3. Promoting Equity and Safer Working Conditions:
   The project is committed to supporting safer, more dignified working conditions for all participants, including the provision of protective equipment and formal recognition within relevant service systems. Project sets measurable equity targets, ensuring that at least 30% of project beneficiaries and expert resource persons are women.

Gender Equality and Women's Empowerment:
Gender equality is embedded throughout Project's design and implementation. The project will:

1. Ensure at least 30% of direct beneficiaries are women.
2. Strengthen women's leadership in environmental financing and policy dialogues.
3. Address barriers to women's access to technical skills and decision-making platforms in climate and REDD+ sectors.

These efforts aim to enhance women's competencies, leadership, and active participation in environmental governance, while challenging gender norms within the sector.

Participation and Inclusion:
The project fosters inclusive, rights-based participation by:
1. Centering community voices in participatory planning workshops.
2. Empowering women and marginalized groups through capacity-building to engage in decisions affecting their livelihoods, environment, and social protection.

Accountability and Transparency:
To ensure accountability, Project incorporates grievance redress mechanisms that are accessible and culturally sensitive, enabling affected communities to safely raise concerns. Stakeholders are informed of and able to access UNDP's Accountability Mechanism, reinforcing transparency and adaptive management throughout the project lifecycle.

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Improving gender equality and women's empowerment

The project promotes gender equality and women's empowerment by ensuring that all components are designed and implemented using gender-responsive and inclusive approaches. Gender considerations are integrated into the GCF REDD+ RBP development process, subnational NDC implementation frameworks, and governance arrangements for high-integrity carbon markets to support women's meaningful participation and equitable access to benefits. Capacity-building activities, knowledge products, and stakeholder consultations at national and subnational levels will actively involve women, including those from Customary and local communities. Gender markers, sex-disaggregated data, and gender-sensitive indicators will be incorporated into MRV and safeguards processes, guided by a dedicated Gender Action Plan. These measures strengthen women's agency and ensure that climate policies, REDD+ finance, and carbon market systems reflect their needs and contributions.

1. **Targeted Inclusion:**
   The project ensures that at least 30% of project beneficiaries are women, actively engaging them in all project activities related to climate and REDD+ implementation.
2. **Skills Development:**
   The project provides targeted training for women to strengthen their capacity in environmental management, climate finance, and leadership within the REDD+ sector.
3. **Recognition:**
   The project acknowledges and promotes women's critical roles and contributions in environmental financing, policy development, and decision-making processes.
4. **Access to Technology:**
   Women participants benefit from improved access to digital tools, information systems, and climate data, enabling more effective participation in project activities.
5. **Empowerment:**
   The project equips women with the knowledge, resources, and tools needed to participate equally in sustainable environmental practices, governance, and benefit-sharing mechanisms.
6. **Gender Safeguarding:**
   The project incorporates robust measures to prevent exploitation, abuse, and harassment, ensuring a safe, respectful, and enabling environment for women's participation at all levels.

Through these integrated actions, the project addresses structural barriers and expands opportunities for women's empowerment in climate action and environmental finance, fostering more inclusive and effective REDD+ implementation in Indonesia.

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Mainstreaming sustainability and resilience
The project mainstreams sustainability and resilience by strengthening national and subnational institutions, technical capacities, and governance systems needed to achieve Indonesia's FOLU Net Sink 2030 and NDC commitments. It supports sustainable land-use and forest management practices that reduce deforestation, safeguard ecosystem services, and enhance the resilience of communities reliant on forest and land resources. The project also advances robust MRV systems, REDD+ safeguards, and high-integrity carbon market governance to promote transparency, accountability, and adaptive management. Capacity-building and inclusive coordination mechanisms enable government actors, Customary and local communities, and other stakeholders to plan, finance, and implement climate-resilient actions. Together, these measures help ensure that emissions reductions, forest stewardship, and climate-responsive policy frameworks remain effective, sustainable, and socially inclusive beyond the life of the project.
Strengthening accountability to stakeholders
The project strengthens accountability by ensuring transparency, inclusive participation, and accessible feedback mechanisms throughout implementation. Customary and local communities, women, and youth are engaged through consultations, validation meetings, and capacity-building activities linked to REDD+ RBP preparation, NDC 2.0 roadmaps, and carbon market governance. Safeguards processes and monitoring systems provide stakeholders with timely information and opportunities to inform decisions. A Grievance Redress Mechanism consistent with UNDP's Social and Environmental Standards will be established to address concerns effectively. Stakeholders will also be informed about UNDP's Accountability Mechanism, including the Stakeholder Response Mechanism and the Social and Environmental Compliance Unit, to ensure that affected people have reliable avenues for submitting feedback or complaints. Together, these measures promote meaningful engagement and reinforce accountability to all stakeholders.

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Annex I: SESP Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in completing the Offline SES Preparation Tool and the Online SESP. Answers to the checklist questions help to identify potential risks related to programming activities. Identified risks require further review in the screening process. The "Risk Events" column presents relevant risks in summarized form. Refer to the SES toolkit, including Guidance Notes for various SES Standards, for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind **Human Rights**	**Risk Events and Codes**	**Y/N**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	Risk of human rights violations (P1.1)	N
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Risk associated with the limited capacities of duty bearers to meet human rights obligations (P1.2)	Y
P.3 Is there a risk that rights-holders (e.g. persons affected by programming activities) do not have the capacity to claim their rights?	Risk associated with the limited capacities of rights-holders to claim their rights (P1.3)	N
Would the project potentially involve or lead to:		
P.4 adverse impacts on enjoyment of the human rights civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Risk of adverse impacts on civil, political, economic, social, or cultural rights (P1.4)	N
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? *Note: Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an*	Risk of inequitable or discriminatory impacts on affected populations (P1.5)	N

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	indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.		
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	Risk of restricting access to resources or basic services (P1.6)	N
P.7	exacerbation of conflicts among and/or the risk of violence to affected communities and individuals?	Risk of exacerbating conflicts (P1.7)	N
Gender Equality and Women's Empowerment			
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	Gender equality concerns raised by women's groups/leaders (P2.8)	N
Would the project potentially involve or lead to:			
P.9	adverse impacts on gender equality and/or the situation of women and girls?	Risk of adverse impacts on gender equality (P2.9)	Y
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Risk of discrimination against women (P2.10)	Y
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	Risk of limiting women's access to natural resources (P2.11)	N
P.12	exacerbation of risks of gender-based violence, including sexual exploitation and abuse of women and children? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, cash-for-work programs, etc.*	Risk of gender-based violence, including sexual exploitation and abuse (P2.12)	N

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Accountability		
Would the project potentially involve or lead to:		
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Risks of potential exclusion of affected stakeholders (P3.13)	Y
P.14 grievances or objections from potentially affected stakeholders?	Risks of stakeholder grievances (P3.14)	N
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project/portfolio?	Risks of retaliation or reprisals against stakeholders (P3.15)	N
Sustainability and Resilience (Note: Screening questions regarding risks associated with sustainability and resilience are generally encompassed by the Standard-specific questions below. Where there is a high degree of uncertainty regarding potential risks of programming activities, the following question may assist with further risk identification)		
P.16 Does the project include activities with unknown design parameters for which potential SES risks cannot yet be determined and will require further activity-level screening and potential assessment for risks associated with sustainability and resilience?	Generic sustainability and resilience risks associated with activities with unknown design parameters (P4.16)	N
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	Risks to habitats and/or ecosystems and their services (S1.1)	N
1.2 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative	Risks to critical habitats (S1.2)	N

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	sources and/or indigenous peoples or local communities?		
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Biodiversity risks associated with land-use/ecosystem changes (S1.3)	N
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	Risks to endangered species (S1.4)	N
1.5	exacerbation of illegal wildlife trade?	Illegal wildlife trade risks (S1.5)	N
1.6	introduction of invasive alien species?	Risks of introducing or spreading invasive alien species (S1.6.)	N
1.7	adverse impacts on soils?	Risks of soil degradation (S1.7)	N
1.8	harvesting of natural forests, plantation development, or reforestation?	Forestry/plantation-related risks to biodiversity (S1.8)	N
1.9	significant agricultural production?	Agriculture-related risks to biodiversity (S1.9)	N
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	Animal husbandry or fish harvesting risks to biodiversity (S1.10)	N
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	Surface or ground water use risks (S1.11)	N
1.12	handling or utilization of genetically modified organisms/living modified organisms? *Note: See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.*	Risks of release/spread of genetically modified organisms (S1.12)	N
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)? *Note: See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources*	Genetic resources benefit sharing risks (S1.13)	N

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1.14 adverse transboundary or global environmental concerns?	Transboundary environmental risks (S1.14)	N
Standard 2: Climate Change and Disaster Risks		
Would the project/portfolio MYWP potentially involve or lead to:		
2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	Hazard/disaster-related risks (S2.1)	N
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	Risks due to sensitivity to climate change or disasters (S2.2)	N
2.3 increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	Maladaptation risks (S2.3)	N
2.4 increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	Risks of increased GHG emissions (S2.4)	N
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1 construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance programming activities that would involve the construction or rehabilitation of large or complex dams)	Construction-related risks (S3.1)	N
3.2 air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	Emissions, noise, traffic, hazards and effluent risks (S3.2)	N
3.3 harm or losses due to failure of structural elements of the programming activities (e.g. collapse of buildings or infrastructure)?	Safety risks due to failure of project structural elements (S3.3)	N

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3.4 risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	Risks of water/vector-borne diseases (S3.4)	N
3.5 transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Risks associated with hazardous or dangerous materials (S3.5)	N
3.6 adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, water purification, natural buffers, nutrient cycling, spiritual values, etc.)?	Health risks due to impacts on ecosystems/ecosystem services (S3.6)	N
3.7 influx of project workers to targeted areas?	Risks associated with influx of project workers (S3.7)	N
3.8 engagement of security personnel to protect facilities and property or to support project activities?	Risks associated with engagement of security or enforcement personnel (S3.8)	N
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1 activities adjacent to or within a Cultural Heritage site?	Risks to cultural heritage sites (S4.1)	N
4.2 significant excavations, demolitions, movement of earth, flooding or other environmental changes?	Risks of unknown archaeological heritage damage (S4.2.)	N
4.3 adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: portfolio MYWPs/projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Risks to tangible and intangible forms of cultural heritage (S4.3)	N
4.4 alterations to landscapes and natural features with cultural significance?	Risks to landscapes with cultural significance (S4.4)	N
4.5 utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Risks of inappropriate utilization of intangible and tangible cultural heritage (S4.5)	N

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Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1 temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	Physical displacement risks (S5.1)	N
5.2 S5.2 Economic displacement riskseconomic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Economic displacement risks (S5.2)	N
5.3 risk of forced evictions? *Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.*	Risk of forced evictions (S5.3)	N
5.4 impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Risks of impacts on community-based rights to land, territories or resources (S5.4)	N
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1 areas where indigenous peoples are present (including project area of influence)?	Risks associated with activities taking place where indigenous peoples are present (S6.1)	N
6.2 activities located on lands and territories claimed by indigenous peoples?	Risks associated with activities taking place on lands, territories claimed by indigenous peoples (S6.2)	N

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6.3	impacts (positive or negative) to the human rights, lands, territories, natural resources and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the programming activities are located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.*	Risks to rights, lands, territories natural resources and traditional livelihoods of indigenous peoples (S6.3)	N
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Risk that activities will take place without meaningful, effective informed participation of indigenous peoples (S6.4)	N
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Risk of utilizing/developing indigenous peoples resources without agreement and/or agreed benefit sharing (S.6.5)	N
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	Risk of forced eviction or physical/economic displacement of indigenous peoples (S6.6)	N
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	Impacts on development priorities of indigenous peoples (S6.7)	N
6.8	risks to the physical and cultural survival of indigenous peoples?	Risks to physical and cultural survival of indigenous peoples (S6.8)	N
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	Risks of impacts on cultural heritage of indigenous peoples (S6.9)	N

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Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to portfolio MYWP, project and contractor workers)		N
7.1 working conditions that do not meet national labour laws and international commitments?	Risks of substandard labour & working conditions (S7.1)	N
7.2 working conditions that may deny freedom of association and collective bargaining?	Risks to freedom of workers association and collective bargaining (S7.2)	N
7.3 use of child labour?	Child labour risks (S7.3)	N
7.4 use of forced labour?	Forced labour risks (incl. in supply chains) (S7.4)	N
7.5 discriminatory working conditions and/or lack of equal opportunity?	Risks of discriminatory working conditions (S7.5)	N
7.6 occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	Occupational health and safety risks (S7.6)	N
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Risks of pollutants release (S8.1)	N
8.2 the generation of waste (both hazardous and non-hazardous)?	Risks of inadequate waste management (S8.2)	N
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	Risks associated with handling of hazardous materials (S8.3)	N

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8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	Risks associated with materials subject to international bans or phase-outs (S8.4)	N
8.5	the application of pesticides that may have a negative effect on the environment or human health	Risks associated with the use of agrochemicals (S8.5)	N
8.6	significant consumption of raw materials, energy, and/or water?	Risks associated with consumption of raw materials, energy, and water (S8.6)	N

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Annex II. Organizing the Social and Environmental Risk Data for Entry in the Online SESP

- *The table below assists screeners to organize the information from the Offline Tool for transfer and completion of the Online SESP in Quantum+ where SESPs are formally approved and the project's SESP status is recorded in the corporate tracking systems*
- *Note that the Online SESP section on the Integration of the Programming Principles can be directly informed by the Offline SESP Tool section #8 on Additional Measures to Integrate the Programming Principles to Strengthen Social and Environmental Sustainability*
- *The Online SESP requires that each identified risk be linked to a specific SES Principle or Standard. The table below assists with this task whereby screeners organize information from the Offline SESP Tool by Principle/Standard, together with the S&E Risk Events (#2 from above table) and their Causes (#1). The Online SESP also requires information on potential impacts of the risk, and risk ratings (impact and likelihood, as specified in the SESP Guidance Note [link]). Treatment Measures from #5 are also elaborated*
- *Note that in completing the table, multiple related identified risks may be summarized together under a single Risk Event and Treatment Measures may be summarized as needed*
- *There can be more than one Cause and Risk Event for the same Principle/Standard. Screeners may add as many rows as needed to cover all the S&E Risk Events or delete rows where no relevant risks have been identified*
- *In completing the table, screeners should focus only on key technical data and leave the management details – the Risk Owner, Risk Time Frame (risk valid from/to), Risk Treatment fields (person, time plan, effect) – to be entered only in the Online SESP (Quantum +)*

UNDP SES Principles & Standards	**S&E Risk Events (from # 2)**	**Causes (outputs/activities from # 1)**	**Impacts (summarize potential impacts of risks, see #3 Comments for contextual information)**	**Risk Signifi-cance (Impact/ Likeliho od)**	**Treatment Measures (summary informed by # 5)**
Human Rights Principle	Limited institutional capacity of duty-bearers to meet their obligations. Government agencies may face difficulties in executing assigned responsibilities,	Overlapping institutional mandates, fragmented coordination between national and subnational levels, and limited technical expertise in REDD+	Delays in achieving outputs, reduced quality and consistency of results, inefficient resource use, and weakened credibility of project implementation.	I: 2 L: 2	Targeted capacity-building for national and subnational institutions, technical assistance for MRV and carbon governance, and establishment of clear coordination and reporting mechanisms. Regular monitoring and peer learning will enhance institutional performance and accountability.

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	leading to delays in key deliverables such as REDD+ proposal preparation, sectoral roadmap development, and operationalization of carbon market and MRV systems. Weak coordination could also result in inconsistent implementation or limited progress tracking.	finance, carbon governance, and digital MRV operations. Output 1 and 2.			
Gender Equality & Women's Empowerment Principle	Project activities such as subnational capacity-building workshops, NDC awareness initiatives, and consultations on carbon market governance may not sufficiently account for gender-specific barriers that limit women's and girls' participation, including unequal access to information, sociocultural constraints, and lower representation in	Limited integration of gender-responsive approaches in climate planning processes, uneven access to information and training for women at national and subnational levels, and lower representation of women in institutions responsible for NDC implementation, safeguards, and carbon market governance. Outputs 1, 2, and 3.	Underrepresentation of women's perspectives in technical design and decision-making, reduced inclusiveness and quality of safeguards and benefit-sharing arrangements, and diminished effectiveness and legitimacy of project outcomes due to insufficient consideration of gender-differentiated needs and vulnerabilities.	I: 2 L:2	During the first three months, develop a project-wide Gender Analysis and Gender Action Plan to guide all gender-responsive activities. Strengthen outreach to women's groups through the project's capacity-building, awareness, and multi-stakeholder dialogue platforms to reduce barriers to participation. Ensure that gender considerations are integrated into subnational MRV processes, safeguards implementation, and NDC knowledge materials, and align engagement approaches with national gender policies and UNDP standards.

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	technical and decision-making roles. This could result in women's perspectives being underrepresented in NDC planning, REDD+ safeguards processes, and carbon market benefit-sharing arrangements, leading to outcomes that do not fully reflect or address their differentiated needs, vulnerabilities, and contributions.				
	Project activities related to NDC implementation, REDD+ safeguards, and carbon market governance may inadvertently reinforce existing gender disparities if planning, technical consultations, and benefit-sharing processes are shaped primarily by actors who already hold greater access to information,	Existing gender imbalances in technical institutions involved in NDC implementation, safeguards, and carbon market governance, combined with uneven access for women to information, training opportunities, and decision-making platforms. Structural barriers within climate-related agencies and subnational institutions may limit women's participation in	Reinforcement of existing gender disparities, unequal access for women to emerging opportunities in carbon finance, reduced fairness and inclusiveness of project outcomes, and diminished effectiveness of institutional arrangements intended to support equitable participation and	I: 2 L:2	During the first three months, finalize a project-wide Gender Analysis and Gender Action Plan to address structural barriers that restrict women's access to information, skills, and emerging opportunities. Ensure that women's organizations and female representatives from relevant agencies are actively included in technical training, institutional coordination meetings, and the design of benefit-sharing arrangements. Apply gender-responsive measures across NDC implementation, safeguards processes, and carbon market readiness to prevent discriminatory practices and align project actions with national gender policies and UNDP standards.

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	networks, and decision-making authority. Limited representation of women in technical agencies and climate-related institutions could result in unequal access to training, data systems, and emerging opportunities linked to carbon finance, thereby perpetuating structural gender inequalities rather than reducing them.	planning and benefit-sharing processes. Outputs 1, 2, and 3.	benefit distribution.		
Accountability Principle	Exclusion of marginalized stakeholders from meaningful participation in decision-making. Project implementation processes—such as consultations, validation meetings, and capacity-building activities—may not fully include marginalized groups, including Indigenous Peoples, local communities, women, youth, and persons with disabilities. This	Limited accessibility of consultation platforms, uneven outreach at subnational levels, sociocultural barriers restricting participation of women and minorities, and varying institutional capacity to apply inclusive engagement practices.	Reduced legitimacy and ownership of project outcomes, social tensions, and inequitable distribution of benefits, potentially undermining the project's sustainability and credibility.	I: 2 L:2	Adopt inclusive stakeholder engagement and communication strategies that ensure accessible participation for all groups, including persons with disabilities. Implement targeted outreach, gender- and culturally responsive consultations, and local facilitation support. Establish feedback and grievance mechanisms to capture community inputs and ensure continuous engagement throughout project implementation.

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	could lead to limited representation in decision-making and insufficient reflection of their needs and priorities in project outcomes.				
Sustainability and Resilience Principle				I: L:	
1. Biodiversity Cons. & Sust. Nat. Resource Mgmt.				I: L:	
2. Climate Change and Disaster Risks				I: L:	
3. Community Health, Safety and Security				I: L:	
4. Cultural Heritage				I: L:	
5. Displacement and Resettlement				I: L:	
6. Indigenous Peoples				I: L:	
7. Labour and Working Conditions				I: L:	
8. Pollution Prevention and Resource Efficiency				I: L:	

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RISK MITIGATION STRATEGY

UNDP Partnership with [NAME OF ENTITY]

Purpose

The Risk Mitigation Strategy is one of the risk management measures used to ensure that potential partnership risks with UNDP are recorded and monitored. It outlines how the UNDP project teams plan to record, monitor, and respond to new and arising risks related to the partnership. Risk monitoring will be carried out regularly, and any new risks identified will be tracked, which will be continually updated as needed with the identified management measures.

If issues arise from the risk monitoring that could affect the partnership or reputational risks to UNDP, then the respective project team(s) would develop specific management responses and communications materials to address these issues and work with RBAP and HQ as needed to ensure the risks are managed to avoid escalating into a corporate risk.

Risk Register

The UNDP Risk Register is a repository of project risks identified at project preparation phase and regularly updated as new information is obtained during project implementation. The register outlines the risk treatment/management measures that will be taken to mitigate the risks. The risks associated with private sector due diligence are presented below in an excerpt of the project's risk register.

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	Government agencies may face difficulties in executing assigned responsibilities, leading to delays in key deliverables such as REDD+	Overlapping institutional mandates, fragmented coordination between national and subnational levels, and limited	Delays in achieving outputs, reduced quality and consistency of results, inefficient	4. ORGANIZATIONAL (4.1. Governance) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level:	From: 15-Dec-25 To: 14-Jun-27	Project Manager	Targeted capacity-building for national and subnational institutions, technical assistance for MRV and carbon governance, and establishment of

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	proposal preparation, sectoral roadmap development, and operationalization of carbon market and MRV systems. Weak coordination could also result in inconsistent implementation or limited progress tracking.	technical expertise in REDD+ finance, carbon governance, and digital MRV operations.	resource use, and weakened credibility of project implementation.		LOW (equates to a risk appetite of CAUTIOUS)			clear coordination and reporting mechanisms. Regular monitoring and peer learning will enhance institutional performance and accountability. Risk Treatment Owner: NPM
2	Project implementation processes—such as consultations, validation meetings, and capacity-building activities—may not fully include marginalized groups, including Indigenous People, local communities, women, youth, and persons with disabilities. This could lead to limited	Limited accessibility of consultation platforms, uneven outreach at subnational levels, sociocultural barriers restricting participation of women and minorities, and varying institutional capacity to apply inclusive engagement practices.	Reduced legitimacy and ownership of project outcomes, social tensions, and inequitable distribution of benefits, potentially undermining the project's sustainability and credibility.	1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 15-Dec-25 To: 14-Jun-27	Project Manager	Adopt inclusive stakeholder engagement and communication strategies that ensure accessible participation for all groups, including persons with disabilities. Implement targeted outreach, gender- and culturally responsive consultations, and local facilitation support. Establish feedback and

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	representation in decision-making and insufficient reflection of their needs and priorities in project outcomes.							grievance mechanisms to capture community inputs and ensure continuous engagement throughout project implementation. Risk Treatment Owner: NPM
3	Project activities such as subnational capacity-building workshops, NDC awareness initiatives, and consultations on carbon market governance may not sufficiently account for gender-specific barriers that limit women's and girls' participation, including unequal access to information, sociocultural constraints, and	Limited integration of gender-responsive approaches in climate planning processes, uneven access to information and training for women at national and subnational levels, and lower representation of women in institutions responsible for NDC implementation, safeguards, and	Underrepresentation of women's perspectives in technical design and decision-making, reduced inclusiveness and quality of safeguards and benefit-sharing arrangements, and diminished effectiveness and legitimacy of	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 15-Dec-25 To: 14-Jun-27	NPM	During the first three months, develop a project-wide Gender Analysis and Gender Action Plan to guide all gender-responsive activities. Strengthen outreach to women's groups through the project's capacity-building, awareness, and multi-stakeholder dialogue platforms to reduce barriers to participation. Ensure that gender considerations are

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	lower representation in technical and decision-making roles. This could result in women's perspectives being underrepresented in NDC planning, REDD+ safeguards processes, and carbon market benefit-sharing arrangements, leading to outcomes that do not fully reflect or address their differentiated needs, vulnerabilities, and contributions.	carbon market governance.	project outcomes due to insufficient consideration of gender-differentiated needs and vulnerabilities.					integrated into subnational MRV processes, safeguards implementation, and NDC knowledge materials, and align engagement approaches with national gender policies and UNDP standards. Risk Treatment Owner: NPM

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
4	Project activities related to NDC implementation, REDD+ safeguards, and carbon market governance may inadvertently reinforce existing gender disparities if planning, technical consultations, and benefit-sharing processes are shaped primarily by actors who already hold greater access to information, networks, and decision-making authority. Limited representation of women in technical agencies and climate-related institutions could result in unequal access to training, data systems, and emerging opportunities linked to carbon	Existing gender imbalances in technical institutions involved in NDC implementation, safeguards, and carbon market governance, combined with uneven access for women to information, training opportunities, and decision-making platforms. Structural barriers within climate-related agencies and subnational institutions may limit women's participation in planning and benefit-sharing processes.	Reinforcement of existing gender disparities, unequal access for women to emerging opportunities in carbon finance, reduced fairness and inclusiveness of project outcomes, and diminished effectiveness of institutional arrangements intended to support equitable participation and benefit distribution.	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 15-Dec-25 To: 14-Jun-27	NPM	During the first three months, finalize a project-wide Gender Analysis and Gender Action Plan to address structural barriers that restrict women's access to information, skills, and emerging opportunities. Ensure that women's organizations and female representatives from relevant agencies are actively included in technical training, institutional coordination meetings, and the design of benefit-sharing arrangements. Apply gender-responsive measures across NDC implementation,

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	finance, thereby perpetuating structural gender inequalities rather than reducing them.							safeguards processes, and carbon market readiness to prevent discriminatory practices and align project actions with national gender policies and UNDP standards. Risk Treatment Owner: NPM
5	The development and use of digital MRV platforms, carbon registry systems, and data-sharing mechanisms may be exposed to cybersecurity risks, unauthorized access, loss of sensitive information, or system disruptions due to inadequate data protection measures or weak	The project relies on digital MRV platforms, carbon registry systems, and multi-agency data exchanges. These systems may face cybersecurity gaps, inconsistent data governance practices, limited IT capacity within government institutions, or inadequate protection of sensitive datasets related to	Data breaches, unauthorized access, or data manipulation may compromise the integrity of MRV and registry systems. This could undermine stakeholder confidence in carbon market	8. SAFETY AND SECURITY (8.8. Cyber security and threats) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 15-Dec-25 To: 14-Jun-27	NPM	Integrate cybersecurity and data protection requirements into the design of MRV and registry systems; conduct periodic security audits and system vulnerability assessments; establish clear data governance protocols, access controls, and backup procedures; provide training for government

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	digital infrastructure.	emissions, land use, and carbon transactions.	governance, delay verification and reporting processes, disrupt REDD+ and NDC submissions, and create reputational risks for government agencies and UNDP.					partners on secure data management; ensure alignment with UNDP's digital security standards. Risk Treatment Owner: NPM
6	Delays in the disbursement of project funds or limited availability of co-financing may affect the implementation of key activities, including capacity-building programs, consultations, modeling exercises, and upgrades to MRV and registry systems.	Timely implementation of technical studies, capacity-building activities, consultations, modeling exercises, and system upgrades depends on predictable financial flows. Delays in fund disbursement, administrative bottlenecks, limited co-financing, or	Key deliverables—such as NDC sectoral analysis, MRV enhancement, roadmap development, and coordination workshops—may be postponed or implemented with reduced scope. Lower	2. FINANCIAL (2.6. Budget availability and cash flow) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 15-Dec-25 To: 14-Jun-27	NPM	Strengthen annual budgeting and early procurement planning; apply phased disbursement to secure priority activities; conduct regular coordination between UNDP finance teams and government counterparts to monitor budget execution; use

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
		slow government budget execution may constrain activity sequencing and resource allocation.	budget execution rates may affect overall implementation efficiency, reduce accountability to partners, and require adjustments to workplans or timelines.					adaptive management to re-sequence activities when delays occur; prioritize essential technical and policy outputs to maintain progress. Risk Treatment Owner: NPM

Risk Monitoring Plan

The Risk Monitoring Plan provides project leader with a practical guide on how to monitor and respond to partnership risks as they arise.

Monitoring Activity	Purpose	Specific Actions	Frequency	Owner	Cost
Stakeholder consultation and feedback	*To ensure inclusive participation and adherence to safeguards.*	*Monitor stakeholder engagement records, verify consultations, track safeguard-related issues and grievances.*	*Quarterly*	*Project Manager*	
Technical Quality Assurance		*Conduct technical reviews, validate data inputs, assess compliance with agreed methodologies.*	*Quarterly*	*Project Manager*	

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	To maintain quality of MRV, roadmaps, and analytical outputs.	*Record relevant controversies or sustainability actions; engage with partner if inconsistencies with project principles are found.*	*As identified*		
Financial Monitoring	*To ensure timely disbursement and efficient budget execution.*	*Monitor expenditure against budgets, review financial reports, coordinate with finance teams for adjustments.*	*Quarterly*	*Project Manager*	