



GREEN
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Sustainability Concept Note

Readiness Support to Strengthen Philippines' Capacity and Knowledge on Accessing GCF (PHL-RS-003)

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Executive Summary

This Sustainability Concept Note aims to strengthen the Philippines' capacity and knowledge for accessing the Green Climate Fund (GCF). Specifically, the Readiness Support to Strengthen the Philippines' Capacity and Knowledge on Accessing the GCF (RPSP 1) aims to strengthen the institutional capacity of the Department of Finance (DOF) to effectively fulfill its roles and responsibilities as the National Designated Authority (NDA) to the GCF. The project also aims to enhance national capacities across government agencies, civil society organizations (CSOs), and academic institutions to support the development and implementation of a robust monitoring, reporting, and verification (MRV) system for climate finance flows in the Philippines. This initiative, under the RPSP 1, ensures a smooth transition of project outcomes and institutional ownership by the DOF as the NDA.

RPSP 1 was designed to enhance the Philippines' climate resilience by equipping the DOF, stakeholders, and relevant agencies with the skills, systems, and tools needed to access and effectively manage GCF resources. Key outputs of this program include:

- **GCF 101 Orientation and Project Development Training.** 5-day in-person training with more than 30 participants focused on GCF processes, climate finance fundamentals, and proposal development.
- **E-learning Modules and Handbook.** An online self-paced GCF Orientation Course and the NDA Handbook on GCF fundamentals and proposal development.
- **GCF Philippines Website.** A centralized platform providing comprehensive data and resources on climate finance.
- **NDA Communication Strategy.** A roadmap for enhancing stakeholder engagement and information dissemination.
- **National Conference on the GCF.** A multi-stakeholder forum with over 90 participants to gather insights and foster collaboration on climate finance strategies.
- **Country Portfolio Analysis.** An assessment of the current GCF portfolio of the Philippines and strategic recommendations to enhance access to GCF.
- **Climate Finance MRV Draft Policy Document.** Draft policy document containing procedures for MRV of climate finance flows.

The sustainability plan outlined in this document provides targeted recommendations for institutionalizing these outputs, building on existing capacities, and ensuring long-term alignment with the Philippines' climate action priorities. The plan focuses on enhancing the DOF's role as the NDA through strengthened coordination, stakeholder engagement, risk management, and knowledge-sharing mechanisms.

To sustain the momentum achieved under RPSP 1, the following next steps are recommended:

- A. Establish a dedicated GCF-Project Management Unit (PMU) under the DOF's IFPO to oversee GCF-related projects.

- B. Sustain digital platforms, such as the GCF Philippines website and e-learning modules, for ongoing capacity building.
- C. Strengthen partnerships with government agencies, the private sector, and CSOs.
- D. Institutionalize training programs and consultation mechanisms to promote inclusivity and shared learning.
- E. Implement a robust monitoring and evaluation framework to ensure the effectiveness and scalability of climate finance strategies.
- F. Enhance the climate finance MRV platform and start dialogues on institutionalizing streamlined MRV procedures and policies.
- G. Develop the new Philippine GCF Country Program 2024-2028 in consideration of the findings and recommendations from the Country Portfolio Analysis.

This concept note underscores the importance of embedding sustainability within institutional frameworks, ensuring the Philippines is well-positioned to leverage GCF resources and achieve its low-emission, climate-resilient development goals.

List of Abbreviations

ADPC	Asian Disaster Preparedness Center
AE	Accredited Entities
CCC	Climate Change Commission
CCS	Climate Change Service
CFPG	Climate Finance Policy Group
CMS	Content Management System
CPA	Certified Public Accountant
CP	Country Programme
CSO	Civil Society Organization
DAE	Direct Access Entities
DENR	Department of Environment and Natural Resources
DEPDev	Department of Economy, Planning, and Development
DOE	Department of Energy
DOF	Department of Finance
DOTr	Department of Transportation
DRM	Disaster Risk Reduction and Management
FP	Funding Proposal
GAD	Gender and Development
GCF	Green Climate Fund
GGGI	Global Green Growth Institute
IFPO	International Finance Policy Office
IMS	Information Management Service
ITSF	Inter-Agency Technical Working Group on Sustainable Finance
KPI	Key Performance Indicator
LGU	Local Government Units
MOU	Memorandum of Understanding
MRV	Measurement, Reporting and Verification
MSME	Micro, Small, and Medium sized Enterprise
NAP	National Action Plan
NCCAP	National Climate Change Action Plan
NCIP	National Commission on Indigenous Peoples
NDA	National Designated Authority
NDC	Nationally Determined Contribution
NGA	National Government Agency
NGO	Non-Government Organization
NOL	No-Objection Letter
PCN	Project Concept Note
PCW	Philippine Commission of Women
PDP	Philippine Development Plan
PH	The Philippines
PMU	Project Management Unit
POC	Point of Contact
PSF	People's Survival Fund
WRI	World Risk Index
UNFCCC	United Nations Framework Convention on Climate Change

1. Introduction

1.1 Project Background

Established by the United Nations Framework Convention on Climate Change (UNFCCC), the GCF serves as a financial mechanism and continues to be the world's largest climate fund. It is designed to strengthen the paradigm shift for low-emission and climate-resilient pathways for sustainable development through climate mitigation and adaptation initiatives. GCF works to increase access for developing countries, ensuring a quicker and simpler process, with harmonized standards, delivered closer to local communities and catalyzing more funding.

The Philippines has consistently been in the top countries in the World Risk Index (WRI) due to its hazard profile. In 2024, it was declared the topmost disaster-prone country globally due to its high exposure to natural and climatic threats, and relatively low capacity to adapt. Despite these challenges, the country remains determined and committed to managing and adapting to the effects of disasters and climate change. This has opened windows of opportunities in building resilient communities through the help of both local and international partners.

For its part, the Philippine Government has spearheaded local policies and taken part in international commitments to address climate change. To name a few, this commitment is seen in different national plans and policies such as the Philippine Development Plan (PDP) 2023-2028 and the National Climate Change Action Plan (NCCAP) 2011-2028. The PDP 2023-2028 serves as an overarching medium-term development plan for deep economic and social transformation to reinvigorate job creation and accelerate poverty reduction by steering the economy back on a high-growth path; emphasizing transformation for a prosperous, inclusive, and resilient society. Furthermore, the NCCAP provides detailed actions for addressing the impacts on different sectors, such as food security, water sufficiency, human security, ecological and environmental stability, sustainable energy, climate-smart industries and services, and knowledge and capacity building.

For the GCF program, the DOF serving the Philippines' NDA since 2021, has entered into an agreement with the Global Green Growth Institute (GGGI) and its partner, Asian Disaster Preparedness Center (ADPC), in implementing the RPSP 1. The GCF Readiness Program intends to enhance stakeholders' access to the Fund through strengthened institutional capacities of government financial institutions and key stakeholders, reflected in comprehensive capacity building interventions and development of knowledge products. These interventions are crucial in identifying and preparing for projects that are aligned with GCF's requirements and priorities, increasing the Philippines' chances of securing financing for climate change adaptation and mitigation initiatives. In relation to this is enhancing stakeholders' skills and knowledge on the effective utilization of fund resources and the implementation of climate change projects.

1.2 Overview of Deliverables

The RPSP 1 has been able to deliver and provide support to DOF with the following outputs:

Table 1. Summary of RPSP 1 Deliverables

Deliverables	Overview
GCF 101 Orientation and Project Development Training	5-day in-person training focused on GCF processes, climate finance fundamentals, and proposal development
Online Learning Course	Contains the fundamentals of climate financing in the Philippines, with a focus on accessing the GCF.
NDA Handbook	Aims to provide guidance to the NDA and relevant stakeholders on how to access the GCF.
GCF Philippines Website	A “one-stop shop” for all data and resources related to climate finance provided by GCF to the Philippines. This features the climate finance dashboard, where users can view the different climate financing support received by the Philippines from GCF.
NDA Communication Strategy	Serves as the agency’s blueprint in implementing its communication initiatives. The communications strategy and plan activities will be implemented in line with the four identified objectives: engagement, implementation, impact, and replenishment.
National Conference on the GCF	A multi-stakeholder forum to gather insights and foster collaboration on climate finance strategies.
Country Portfolio Analysis	An assessment of the current GCF portfolio of the Philippines and strategic recommendations to enhance access to GCF.
Climate Finance MRV Draft Policy Document	Draft policy document containing procedures for MRV of climate finance flows.

The implementation of the RPSP 1 project has brought significant advancements in strengthening the Philippines’ institutional and technical readiness to access and manage climate finance through the GCF. Among the most impactful deliverables was the Country Portfolio Analysis, which provided a comprehensive assessment of the Philippines’ current GCF portfolio. This analysis not only mapped existing projects but also identified strategic opportunities and gaps, offering

forward-looking recommendations to enhance access, align priorities with national climate goals, and support more efficient proposal development.

Complementing this was the development of a MRV Draft Policy Document, which introduced draft procedures for systematically tracking climate finance flows. This marks a foundational step toward institutionalizing transparency, accountability, and results-based reporting in climate finance governance.

Additional capacity-building measures, such as the 5-day in-person training, the online learning course, and the NDA Handbook, enhanced the understanding of GCF processes and climate finance mechanisms among national stakeholders. The launch of the GCF Philippines website and the NDA Communication Strategy further facilitated enhanced outreach, accessibility, and stakeholder engagement. Meanwhile, the National Conference on the GCF served as a vital platform for multi-stakeholder dialogue, fostering greater collaboration on climate finance strategies. Collectively, these outputs position the Philippines to mobilize and manage climate finance more effectively in support of its climate ambitions.

1.3 Scope of the Sustainability Plan

This plan focuses on recommended approaches and action items for the NDA to sustain and continue the management of the project deliverables. This document does not contain the aforementioned outputs as these are provided separately.

2. GCF Sustainability

2.1 DOF as the NDA

Effective in 2021, the DOF has been the NDA to manage all GCF initiatives and operations in the Philippines. The NDA works with the GCF directly as its country's main representative and is expected to manage, facilitate, and implement activities supported by the Fund. Its duties involve developing project ideas and funding proposals, convening stakeholders and accredited entities, and ensuring the achievement of identified strategic objectives and priorities. To expound further, its functions and responsibilities include:

- **Country coordination and strategic oversight.** The NDA provides broad strategic oversight of the GCF's activities in the country, ensuring that GCF projects align with national climate change priorities and development strategies. This involves coordinating with various government ministries, agencies, and stakeholders to identify and prioritize climate change mitigation and adaptation projects.
- **GCF project proposal review and endorsement.** The NDA is critical in the proposal review and endorsement process. They assess proposed projects' eligibility, feasibility, and potential impact, ensuring they align with national priorities and meet GCF standards and requirements.

This includes the issuance of a No-Objection Letter (NOL), which has been significantly improved and institutionalized through RPSP 1 support. The issuance process now follows a clear, transparent, and consultative procedure, enhancing project screening rigor and alignment with national priorities. The NOL review process has also integrated technical review criteria that ensure greater coherence with the country's climate finance strategy and programming direction.

- **Country Programme (CP) development.** The NDA works closely with the GCF to develop the CP. This strategic document outlines the country's climate change priorities and objectives for GCF funding. The CP guides the selection and implementation of GCF projects in the country.
- **Stakeholder engagement and communication.** The NDA serves as the primary communication channel between the GCF and various stakeholders in the country, including government agencies, civil society organizations, and the private sector. They facilitate stakeholder engagement and ensure the GCF's activities are transparent and inclusive.
- **GCF resource mobilization and access.** The NDA plays a crucial role in mobilizing and accessing GCF resources for the country. They work with government agencies, private sector entities, and international organizations to identify and pursue funding opportunities through the GCF.
- **GCF project implementation and monitoring.** The NDA monitors and evaluates the implementation of GCF projects in the country, ensuring that they achieve their intended outcomes and contribute to national climate change goals.
- **Knowledge sharing and capacity building.** The NDA promotes knowledge sharing and capacity building among national stakeholders on climate change issues and GCF procedures. They facilitate training, workshops, and knowledge exchange initiatives to enhance understanding and expertise in GCF-related matters.

The NDA is critical in facilitating and coordinating climate finance activities and ensuring that projects meet GCF standards and priorities. Key capacities required for the NDA include knowledge of national priorities, development strategies, and climate change efforts, as well as familiarity with relevant institutions and stakeholders. The NDA should also be able to facilitate multi-stakeholder engagement, monitor and evaluate projects, and interact with private sector actors. Comprehending GCF compliance documents is vital for accessing funds for effectively implementing countries' NDC ambitions to achieve low emissions and climate-resilient pathways. These documents guide and ensure that initiatives align with set standards, regulations, and best practices, ensuring the success of environmentally conscious and resilient development goals. Here are some essential GCF compliance requirements for the NDA in the Philippines:

- **Institutional capacity.** The NDA, represented by the DOF, must demonstrate the necessary institutional capacity to engage with the GCF effectively. This involves having a dedicated team with expertise in climate finance, project development, and monitoring and evaluation.
- **Country ownership.** The NDA ensures climate finance projects align with national priorities, development plans (such as the PDP), and climate change strategies (such as the NCCAP).
- **Project eligibility.** The NDA must assess and approve project proposals to ensure they meet GCF eligibility criteria. Projects should focus on climate change adaptation and mitigation and be aligned with the country's Nationally Determined Contribution (NDC) and NCCAP.
- **Environmental and social safeguards.** In collaboration with relevant government agencies, the NDA must conduct thorough environmental and social impact assessments for proposed projects to ensure they adhere to the GCF's safeguard standards.
- **Transparent and accountable process.** The NDA must ensure a transparent and accountable process for project selection, approval, and implementation. This includes engaging with stakeholders and civil society organizations to gather input and ensure inclusivity.
- **Financial management.** The NDA is responsible for effective financial management and reporting climate finance resources received from the GCF. This involves tracking expenditures, financial reporting, and compliance with GCF financial guidelines.

Through these institutional improvements, particularly the enhancement of the NOL issuance process, the NDA ensures that all endorsed GCF proposals are not only aligned with national strategies, but also uphold the highest standards of transparency, coordination, and impact.

2.2 Risk Management

This section will discuss the potential risks that the NDA may encounter along with proposed mitigation strategies that may be implemented to manage the identified risks. The descriptive scoring index for the risk management matrix can be found on Annex 1.

Table 2. Identified Risks and Proposed Mitigation Strategies

Risk	Likelihood	Impact	Risk Score	Risk Treatment
Change of NDA	3 (possible)	4 (major)	12 (moderate)	Regular program meetings; Ensure all policies and documentation are in place

Risk	Likelihood	Impact	Risk Score	Risk Treatment
Changes in international climate finance trends (e.g., fluctuations in GCF funding availability or shifting priorities)	3 (possible)	4 (major)	12 (moderate)	Explore and establish varied sources of climate funding that the NDA can utilize; Have regular program meetings with GCF.
Changes in national policies or regulations that may impact the NDA's ability to mobilize resources or implement projects.	3 (possible)	4 (major)	12 (moderate)	The PMU to monitor possible global and local issues and trends that may affect climate projects; Have regular program meetings with key partners – other government agencies to foresee possible trends and changes.
Lack of engagement from target stakeholders from the public sector	3 (possible)	4 (major)	12 (moderate)	Develop communication and engagement activities to sustain GCF relevance in the country; Designate points of contact (POCs) both at the leadership and technical level per government agency (or a technical working group).
Complex project development process	3 (possible)	4 (major)	12 (moderate)	Operationalization of streamlined processes; Conduct of regular monitoring procedures
Delayed and/or lack of project funding causing conflict with in-country stakeholders	3 (possible)	4 (major)	12 (moderate)	Leverage on an established relationship with GCF; Communicate with stakeholders on significant updates
Lack of engagement from target stakeholders from the private sector	3 (possible)	3 (moderate)	9 (low)	Institutionalize and formalize partnership through a memorandum of understandings (MOUs); Leverage private sector expertise in climate finance projects;

Risk	Likelihood	Impact	Risk Score	Risk Treatment
				Strategize communication and engagement activities highlighting public-private partnership initiatives on climate financing.
Change in designated partner POCs	3 (possible)	3 (moderate)	9 (low)	Assign alternate focal persons; Maintain project directory with agency contact details
Different messaging of GCF stakeholders	3 (possible)	3 (moderate)	9 (low)	Regular coordination meetings; Dissemination & implementation of communication plan
System disruption in website and/or learning management system	2 (unlikely)	4 (major)	8 (low)	Agree on a regular schedule of system tests; Establish service level agreement with a provider
Negative press and media coverage	2 (unlikely)	4 (major)	8 (low)	Proactive dissemination of press kits; Maintain established partnerships with media outlets
Change in strategic priorities	2 (unlikely)	4 (major)	8 (low)	Communicate updates to key stakeholders and partners.
Lack of engagement from target stakeholders from civil society	2 (unlikely)	4 (major)	8 (low)	Establish and maintain partnerships with civil society groups; Include them in the project's key phases.

2.3 Staffing Responsibilities

Based on the 2024 Country Portfolio Analysis, it is recommended that the DOF establish a dedicated GCF-PMU within the International Finance Policy Office (IFPO) to oversee all GCF-related projects. The GCF-PMU will ensure that project activities align with GCF objectives, manage timelines, resources, and stakeholders, and ensure compliance with GCF policies and standards. Serving as a central hub, the office will facilitate communication between the project

team, funders, and implementing partners while also providing progress updates, addressing risks, and ensuring effective and transparent delivery of climate-related outcomes. GCF-PMU will also update the information in the GCF Philippines website.

The responsibilities of the GCF-PMU are organized into four main components: General Coordination and Oversight, Project Development and Proposal Support, Monitoring & Evaluation, and Financial Management and Compliance.

Table 3. Proposed Responsibilities of the GCF-PMU

General Coordination and Oversight	Project Development and Proposal Support
<ul style="list-style-type: none"> ● Ensure all GCF projects align with national climate priorities and investment frameworks. ● Coordinate among stakeholders, including government agencies, development partners, private sector actors, and civil society organizations (CSOs), for project development and implementation. ● Facilitate the issuance of NOLs from the NDA. 	<ul style="list-style-type: none"> ● Provide technical assistance to AEs in developing Project Concept Notes (PCNs) and Funding Proposals (FPs) that meet GCF criteria. ● Support Accredited Entities in conducting pre-screening evaluations and ensuring alignment with GCF investment criteria. ● Facilitate stakeholder consultations and engagement plans to ensure project proposals are gender-responsive and socially inclusive.
Monitoring & Evaluation	Financial Management and Compliance
<ul style="list-style-type: none"> ● Develop and implement a robust MRV framework for tracking the progress and impact of GCF-funded projects. ● Provide regular progress reports to the DOF/NDA, GCF Secretariat, and other relevant bodies on project implementation and results. ● Ensure that GCF projects meet environmental and social safeguards and promote gender equity in their implementation. 	<ul style="list-style-type: none"> ● Ensure transparency and accountability in the use of GCF resources by developing mechanisms for financial oversight and reporting. ● Coordinate the financial aspects of GCF projects, including co-financing arrangements, and ensure proper budget management. ● Liaise with the GCF Secretariat to ensure compliance with GCF financial and operational policies.

As an overview, the PMU will report directly to the DOF, with the International Finance Group Undersecretary providing the oversight and strategic direction to the following key personnel with corresponding responsibilities and key expertise as shown in the below table:

Table 4. Suggested Expertise of the GCF-PMU Staff

Role	Responsibilities	Preferred Expertise
PMU Head/Project Manager	Manages the day-to-day operations and coordination of the PMU.	Minimum 10 years of experience in project management, preferably in climate finance or development finance. Familiarity with GCF processes is a plus.
Climate Finance Technical Officer	Provides technical expertise and supports project development and financial management.	Expertise in climate change mitigation and adaptation projects, with at least 7 years of experience in project development and finance.
Proposal Development Officer	Leads the development and review of PCNs and FPs.	At least 5 years of experience in developing project proposals, preferably for international climate finance institutions.
Gender and Social Inclusion Advisor	Ensures that gender and social inclusion considerations are integrated into all GCF projects.	Demonstrated experience in mainstreaming gender and social inclusion into development projects.
MRV Specialist	Oversees the MRV framework and ensures compliance with GCF standards.	Expertise in monitoring, reporting, and verification systems, with experience in GCF or similar international finance institutions.
Finance Officer	Manages financial reporting, co-financing, and compliance with GCF financial requirements.	Certified Public Accountant (CPA) or equivalent financial management qualification, with at least 5 years of experience in financial oversight for large-scale projects.
Administrative Support Staff	Provides logistical and administrative support for the office's operations.	Experience in multi-stakeholder coordination, event management, and administrative tasks. Familiarity with office software and tools is essential.

2.4 Stakeholder Engagement

At the core of stakeholder engagement is stakeholder consultation, which encourages partnership development, ongoing dialogue, and the exchange of feedback between climate information providers and users. By engaging in inclusive, participatory discussions, stakeholders help shape well-informed decisions and strategies. This collaborative method enhances communication,

knowledge sharing, and shared decision-making, ensuring climate actions are aligned with the country's specific priorities and conditions.

To further continue collaboration with the stakeholders, it is ideal to have assigned POCs, from leadership and technical personnel, per key stakeholder to facilitate and maintain the established partnership. The NDA and the stakeholders may agree on having a regular schedule of alignment meetings, held at least every quarter, where updates on current initiatives and foreseen challenges may be discussed.

It is recommended that the NDA hold an annual national stakeholders' conference to provide a platform for collaboration and co-creation among various concerned stakeholders. It presents an opportunity to identify blind spots where stakeholders could discuss challenges faced, and share experiences and best practices to come up with shared solutions. To address these blind spots, stakeholders' focal points could be assigned after the conference to sustain coordination and ensure follow-through. The shared solutions could be the jump-off point in initiating a review of the climate finance ecosystem in the country, which could further lead to more actionable proposals for streamlining the country's climate finance policies. As an example, stakeholders could co-develop projects and activities that encourage participation and engagement from accredited entities and local government units. These more collaborative approaches can contribute greatly to ensuring the smooth delivery of GCF-supported initiatives in the Philippines.

GCF Philippines' stakeholders comprise mainly of government agencies. Private sector organizations, such as non-government organizations (NGOs) and/or international diplomatic agencies including United Nations bodies, are also some NGO stakeholders the NDA may involve. In order to address barriers to private sector participation and investment, the GCF private sector strategy was developed to catalyze private climate finance in a manner fully aligned with a country-driven approach to meet developing countries' needs. In alignment with GCF's private sector strategy¹, the NDA may apply the same approach as well. The four components of the private sector strategy are discussed below:

- **Promote a conducive investment environment for combined climate and economic growth activities.** Transparent, long-term and clear policies and regulations that internalize the positive externalities of low emissions and climate-resilient growth are required to reduce investment risk in developing countries. The participation of private sector actors, particularly at the local level, is critical to achieving developing countries' national climate goals. To promote engagement with the private sector, Readiness Program proposals submitted to GCF will assist national actors involved in finance and investment, including NDAs, to develop policies and strategies.
- **Accelerate innovation for business models, financial instruments and climate technologies.** Technological innovation is crucial to scale up adaptation in developing

¹ Private Sector Strategy. Green Climate Fund. May 2022.

countries especially those directly experiencing the effects of climate change. This is also further supported by Article 10 of the Paris Agreement, emphasizing the importance of innovation as a long-term global response to climate change. In addition to technology innovation, there is a huge opportunity for scaling up investments in business model innovations that are home-grown and fit for purpose for developing countries.

The private sector strategy will also support the development of high-quality public-private innovation ecosystems to drive climate innovation in developing countries. Such ecosystems help domestic entrepreneurs to better develop and ideate climate technology solutions that respond to local issues through access to technical expertise, data and information, as well as potential markets and end users. The private sector strategy enables opportunities for greater access to early-stage risk capital which is crucial to support climate technology ventures and accelerate climate innovation.

- **De-risk market-creating investments to crowd in private climate finance.** In line with the principle of country ownership and Board-approved policies, GCF's private sector strategy aims to increase the capacity of local financial institutions – private project developers and enterprises, including Micro, Small, and Medium-sized Enterprises (MSMEs) – in developing countries to attract private capital for climate action. By blending public resources with private finance, GCF investments help to reduce the high risks, both perceived and real, faced by private sector actors seeking to scale successful climate solutions in new developing markets and demonstrate their commercial viability.
- **Strengthen domestic and regional financial institutions to scale up private climate finance.** Domestic and regional financial institutions (public and commercial) play a central role in providing access to finance to scale up the adoption of climate investments with a successful track record.

GCF strengthens the capacity of domestic and regional private financial institutions to catalyze private climate finance in two ways: (a) Directly, by co-financing private sector projects and programs, and investing on projects and programs through domestic and regional private financial AEs; and (b) Indirectly, by supporting public development banks, which in turn finance the initiatives of domestic and regional private financial institutions in line with increasing their climate investments and extending their green credit lines.

To further strengthen the four aforementioned approaches, the GCF has identified the following ways forward², which the NDA could adopt:

- Enhance the private sector's contribution towards developing and implementing NDCs, NAPs and long-term climate strategies. The Readiness Program could be leveraged to promote greater engagement between governments and the private sector and increase the private sector's contribution towards achieving national climate goals.

² Private Sector Strategy. Green Climate Fund. May 2022.

- Leverage improvements in the accreditation process, including a project-specific assessment approach and enhance GCF engagement with non-accredited entities.
- Explore new modalities to scale up the use of guarantees and equity, enhance GCF support to close the insurance protection gap and reduce foreign exchange risks for Direct Access Entities (DAEs).
- Develop innovative financial instruments that catalyze developing countries' access to private climate finance without increasing their debt burden.
- Develop and implement a private outreach plan to advance the implementation of the private sector strategy.

Table 5. Main GCF Stakeholders in the Philippines

Stakeholder	Description	Project Role	Engagement Type	Frequency
Department of Finance	<p>The DOF provides advisory and technical support services concerning international economic, financial, and trade developments and their implications to the Philippine economy.</p> <p>The DOF also provides inputs into formulating fiscal, monetary, financial, foreign trade, budgetary, balance of payments, and exchange rate policies.</p>	<p>The DOF acts as the country's NDA to the GCF and serves as the interface between the Government of the Philippines and the GCF.</p> <p>As the NDA, the DOF is expected to provide broad strategic oversight of the country's GCF activities and communicate the Government's priorities related to climate-resilient financing and the development of low-emission initiatives.</p>	-	-
Climate Change Commission	<p>CCC is the government's lead policy-making body tasked with coordinating, monitoring, and evaluating government programs and ensuring the mainstreaming of climate change in national, local, and sectoral development plans for a climate-resilient and climate-smart Philippines.</p>	<p>CCC, the previous NDA for the Philippines, is expected to have institutional capacity and knowledge on climate change and engage in international climate negotiations.</p> <p>CCC is expected to support the project by ensuring that the activities align with national and sub-national priorities on climate action.</p>	Decision-Making	Quarterly, as needed
Department of Environment and Natural Resources– Climate Change Service	<p>DENR is the primary agency responsible for the conservation, management, development, and proper use of the country's environment and natural resources, specifically forest and grazing lands, mineral resources, including those in reservation and watershed areas, and lands of the</p>	<p>DENR, as the current Chair-designate of the President to the CCC, particularly through the CCS, will partner with the CCC to support the project's implementation.</p>	Implementing	Quarterly, as needed

Stakeholder	Description	Project Role	Engagement Type	Frequency
	<p>public domain, as well as the licensing and regulation of all natural resources.</p> <p>DENR's Climate Change Service (DENR-CCS) oversees the implementation of the functions and responsibilities given to the department through the Climate Change Act and the National Climate Change Action Plan. It also supervises DENR's functions and activities related to delivering its responsibilities under the NDCs.</p>			
Department of Agriculture	The DA is the primary agency for developing climate-resilient agriculture programs and agriculture-based enterprises.	The DA is expected to evaluate the allocation of funds for climate-related projects within the agricultural sector. The DA is also expected to develop and implement projects that will promote food security, create decent jobs, and generate income in the agriculture value chain that aligns with the objectives of GCF.	Implementing	Quarterly
Department of Transportation	The DOTr is primarily responsible for fostering the growth of sustainable and green transportation systems and the development of public transportation infrastructure.	The DOTr is expected to develop project ideas related to the transport sector that align with GCF's strategic objectives and investment framework.	Implementing	Quarterly
Department of Economy, Planning, and Development	Formerly known as National Economic and Development Authority (NEDA), the DEPDev is mandated to ensure the alignment of	DEPDev is crucial in integrating climate considerations into the country's	Consultative	Quarterly, as needed

Stakeholder	Description	Project Role	Engagement Type	Frequency
	institutionalized national and regional plans, the integration of long-term strategies into the budgeting process, and the pursuit of proactive approaches toward addressing emerging challenges. It is also tasked to strengthen the capacities of national and local government agencies in planning and policymaking to ensure equitable access to economic opportunities.	developing, planning, and decision-making processes.		
Department of Energy	DOE is mandated to prepare, integrate, coordinate, supervise, and control all government plans, programs, projects, and activities relative to energy exploration, development, utilization, distribution, and conservation. DOE is the lead implementing agency of the Energy Efficiency and Conservation Act.	DOE will be one of the project support agencies, helping the NDA to comprehend the processes related to mitigation activities in the energy sector aligned with the GCF criteria. DOE is also expected to lead project development and implementation in the transition of energy sector to clean energy.	Consultation	Quarterly
Philippine Commission on Women	PCW is the premier policy-making and oversight agency successfully influencing development efforts toward gender equality and empowering all women and girls.	The assignment will closely consult with PCW to ensure gender integration into all its activities and outcomes.	Consultation	Quarterly
National Commission on Indigenous Peoples	The NCIP protects and promotes the interests and well-being of the Indigenous Cultural Communities/Indigenous Peoples with due regard to their beliefs, customs, traditions, and institutions.	Close consultations with NCIP will allow the results of the initiative to strengthen its inclusivity with a particular focus on indigenous peoples.	Consultation	As needed

2.5 Project Deliverables Management

- A. **Website sustainability.** The GCF Philippines website is an important component of DOF's role as the NDA, as it serves as one of the channels where stakeholders can view timely updates on GCF-related activities. The website will help DOF, as the NDA, uphold both transparency and accountability to its stakeholders. Below are some important points that the NDA may consider to ensure the sustainability of the GCF Philippines website.

Content Development

- **Content Updates.** Ensure content is uploaded regularly (e.g., quarterly updates, new reports, relevant climate projects and programs).
- **Website Focal.** DOF should designate a team member who will write content, coordinate with DOF-IT, and introduce changes to the website whenever needed. The website focal point shall also lead annual reviews to assess the website's effectiveness and identify areas for enhancement.

Maintenance

- **Software Updates and Security.** Ensure the DOF IMS (Department of Finance – Information Management Service) team implements Content Management Systems (CMS), plugin, and security updates as required.
- **Backup Protocol.** Schedule regular backups of the website's content and structure (e.g., weekly or monthly) and test restoration processes quarterly.
- **Accessibility & Performance Audits.** Bi-annual checks on the website.
- **Website Analytics Reports.** Monthly website performance reports (traffic, user behavior, engagement, etc.) should be generated and analyzed.
- **Key Performance Indicators (KPIs).** Set up key KPIs such as average page load time, number of visitors, bounce rate, and conversion (e.g., users who sign up for newsletters, submit inquiries, etc.).

By having a documented and transparent process, knowledge transfer will be smooth within DOF, and the GCF Philippines website will remain operational, secure, and aligned with the NDA's goals, even as team members change over time.

- B. **Online course operationalization.** This section will provide recommendations on how DOF can ensure the sustainability of the online orientation course; re-echo the project development workshop; and how future learning sessions can be improved to enhance the capacity not just of the stakeholders but the DOF as the NDA. It is recommended that DOF-IFPO designates one of its staff members as the focal point for the online course, who can serve as the GCF Philippines Course Administrator. The Course Administrator will be in charge of the following tasks:

- manage the day-to-day operation of the course, which includes responding to queries and tracking the progress of online course enrollees;
- work with the ADPC in case there are technical issues that need to be resolved from the backend;
- monitor the agreed KPIs; and
- promote the online course among stakeholders.

Monitoring

To measure the effectiveness of the online course, the DOF may coordinate with ADPC to track the KPIs.

- **Course Enrollment Numbers:** Track enrollment trends over time to identify periods of growth or decline.
- **Completion Rates:** Monitor how many learners complete the course and use this data to refine course content or structure.
- **Learner Satisfaction:** Collect and analyze feedback on course quality, usability, and relevance through surveys and feedback forms.
- **Engagement Metrics:** Track engagement levels, including time spent on lessons, quiz attempts, and discussion participation.

C. **NDA Communication Strategy for the GCF Philippines Readiness program.** All outputs and initiatives under the GCF Philippines communication plan should amplify the same messages across platforms. The more detailed action items and information are reflected in the NDA Communication Strategy (provided in a separate document). Listed below are the key messages that the DOF aims to promote as the NDA:

- **Government's commitment to climate action.** The Philippine Government, with DOF as the primary lead, is committed to strengthening sustainable climate financing, as reflected in existing and planned fiscal policies. With the Philippines' risk profile, climate action is not a competing priority but an indispensable part of economic growth and development. Continued efforts to enhance our country's resilience are a critical component of effective and immediate climate action.
- **Transparency and accountability.** The NDA is committed to maintaining high standards of transparency and accountability in the management of GCF resources. This will build trust among local and international partners and ensure funds are used efficiently and effectively. We are eager to contribute to the global movement in setting and achieving meaningful climate targets, monitoring progress, and increasing climate financial support.
- **Whole-of-society climate action.** The Philippine Government is implementing a whole-of-society approach to achieving low-emissions, climate-resilient pathways. We call for synergy among key sectors of society, including government agencies, the private sector,

local government units, and community organizations, in the planning and implementation of GCF-funded projects. This inclusive approach ensures that projects are effective and beneficial to all stakeholders.

- **Climate action is an investment in our future.** Funding from the GCF is not just a cost; it's an investment that brings long-term economic, environmental, and social benefits, including job creation, biodiversity conservation, and enhanced community resilience against climate impacts.
- **Accessible funding for sustainable development.** The GCF contributes to the Philippines' sustainable development goals by providing financial resources crucial for implementing effective climate change mitigation and adaptation projects.
- **Opportunities for innovation and growth.** GCF funds can catalyze new technologies and innovative solutions in renewable energy, sustainable agriculture, and climate-resilient infrastructure, positioning the Philippines as a leader in climate-smart development.

2.6 Country Programme Recommendations

The 2024 Country Portfolio Analysis, specifically Chapter 5, includes challenges and recommendations on the overall GCF Programming in the Philippines. In particular, the report looked into key aspects such as:

2.6.1 Assessment of GCF CP and Project Implementation (5.1):

- **Simplifying the approval process for GCF projects.** This will help accelerate project implementation, especially for small-scale initiatives. Reducing administrative barriers and supporting project proponents during the proposal stage could also ensure faster fund disbursement.
- **Enhancing capacity-building efforts for local government units (LGUs) and community organizations, particularly in vulnerable areas.** This can include training on project management, financial oversight, and monitoring and evaluation. Strengthening local institutions is key to ensuring successful project implementation.
- **Ensuring marginalized communities have direct access to climate finance.** Simplifying financing models and providing technical assistance for project proposal development can help bridge this gap.
- **Encouraging greater private sector involvement in climate projects.** This can help mobilize additional resources and expertise. Public-private partnerships can help leverage the private sector's capacity to accelerate climate action and scale up initiatives on renewable

energy, sustainable agriculture, and other mitigation and adaptation efforts. From the outset, it will be critical to include clear sustainability plans detailing how projects will be maintained and scaled over time.

2.6.2 Enhancing Access to GCF funds (5.3):

- **Institutional capacity building.** This includes enhancing the NDA's expertise in climate finance, project development, and monitoring and evaluation. Aligning with national priorities involves ensuring that GCF projects closely align with the Philippines' national development and climate action plans. In addition, alignment or the trickling down of gender mainstreaming efforts from the Gender and Development (GAD) focal point system to the officers working on climate finance would be of value to ensure inclusivity.
- **Local governments are vital in implementing subnational climate actions, incorporating adaptation and disaster risk reduction into planning.** Current laws designated LGUs as front liners in climate action and risk reduction. Localizing climate action may be the most effective as LGUs know the local context better. LGUs, however, need support in enhancing their knowledge and technical capacity to undertake related activities such as assessments.
- **Stability and capacity building for the NDA.** This encompasses implementing measures to enhance stability, providing continuous training for the NDA and GCF-PMU, and strengthening stakeholder collaboration mechanisms.
- **Establishing a GCF Philippines Technical Committee.** Composed of government and non-government units, the GCF Philippines Technical Committee will also be tasked with evaluating and selecting project proposals for GCF funding by ensuring they align with national climate priorities and meet the GCF's investment criteria. The Committee shall be responsible for overall strategic project management and direction. Additionally, the Committee shall handle stakeholder engagement to promote participation and input from different sectors.³
- **Streamlining of project approval.** Opportunities for efficiency without compromising quality, enhancing capacity through continuous training, and balancing country ownership with streamlined processes should be explored. There should be a regular evaluation and enhanced coordination between entities issuing the NOL and nominating DAEs.
- **Concept note development.** This will include providing training and guidance to project proponents, ensuring standardized evaluations, enhancing stakeholder engagement, and continually improving screening processes for completeness and quality. Transparent

³ Refer to Chapter 5 of the Country Portfolio Analysis for a more detailed description.

communication of screening results and streamlined processes are also highlighted. Finally, the strategic plan involves activities and targets for the next five years, addressing organization structure, permanent staff, an operations manual, market awareness, linkage with stakeholders, and capacity-building initiatives.

- **Fostering collaboration for innovative financing models.** Collaboration between the public and private sectors is crucial for driving innovative financing models. Public finance institutions, including development banks, should actively engage with private entities to identify viable business models that attract private capital. Exploring mechanisms like blended finance, which strategically combines public and philanthropic funds with private capital for projects, can bridge financing gaps. The private sector, particularly commercial financial institutions, should continue aligning their strategies with climate goals, adopting net-zero policies, and focusing on sectors with a positive environmental impact. The Government and financial institutions should encourage green financing initiatives, such as sustainable energy finance desks and green bonds, to support projects promoting environmental sustainability. Prioritizing collaboration and innovative financing models will amplify the impact of climate finance in the Philippines, fostering resilience and sustainable development. DOF may also consider mapping private sector activities related to climate change. Mapping private sector activities allows the government, CSOs, and development partners to identify key stakeholders actively contributing to climate change mitigation and adaptation. This enables the establishment of strategic partnerships between the public and private sectors, fostering collaborative efforts toward national climate goals.

2.6.3 Updating future GCF CP / Country Investment Framework (5.3):

- **Streamlining the process.** The DOF's proposed revisions aim to eliminate redundancies and establish more realistic timelines, improving the overall efficiency of NOL issuance for climate action projects and programs.
- **Formalizing roles and responsibilities of the GCF Philippines Technical Committee.** Clarifying the roles and responsibilities of the GCF Philippines Technical Committee will ensure accountability and timely review of project proposals. This will help avoid delays and ensure that all aspects of the proposal are thoroughly reviewed.
- **Implementing an electronic submission system.** Moving towards an electronic submission system will help expedite the process and reduce the reliance on physical documents. This will allow better tracking and faster approvals.
- **Improved communication channels.** Establishing clear communication channels between the GCF Philippines Technical Committee will help facilitate smoother interactions and reduce misunderstandings. Public awareness of climate change and disaster risk reduction

and management (DRM) is also crucial. The NDA and its key partners are responsible for crafting and implementing evidence-based policies on climate change and DRRM.

- **Standardized documentation formats.** Introducing standardized documentation formats will make it easier for reviewers to assess proposals and ensure consistency.
- **Regular training programs.** Implementing regular training programs for staff involved in the process will help ensure they are familiar with the procedures and can effectively carry out their roles.
- **Feedback mechanism.** Establishing a robust feedback mechanism will allow for continuous process improvement based on user feedback. For example, an annual GCF National Conference, where project beneficiaries, CSOs, and representatives for stakeholder groups can regularly provide input on project implementation, share concerns, and suggest improvements.
- **Performance metrics and risk management.** Incorporating performance metrics and risk management components will enable ongoing evaluation of the process and allow for adjustments to be made as needed.

2.6.4 Streamlining climate finance (5.5):

- **Develop a unified project proposal template.** Standardizing the project proposal format across different climate funds is critical to simplify the application process. A unified template would streamline proposal preparation and evaluation, making it easier for stakeholders to navigate the complexities of multiple funding agencies. The template should address the specific requirements of each funding body—whether GCF, Global Environment Facility (GEF), or People’s Survival Fund (PSF)—while maintaining consistency in project design, objectives, and environmental and social safeguards. This will reduce administrative burdens and promote the development of high-quality, well-aligned projects that meet national and international climate goals.
- **Conduct regular coordination meetings.** Schedule regular meetings involving representatives from the Inter-Agency Technical Working Group on Sustainable Finance (ITSF) / Green Force, relevant national government agencies (NGAs), funding institutions, and CSOs to discuss project proposals, review progress, and address challenges. These meetings should also serve as a platform for sharing best practices and lessons learned.
- **Establish clear communication channels.** Maintain open communication channels among all stakeholders involved in climate finance projects. Use a dedicated online platform or portal to facilitate document sharing, collaboration, and updates on project status. Explore how to use the GCF Philippines website to gather feedback from relevant stakeholders.

- **Implement a harmonized review process.** Develop a unified review process for project proposals that involves all relevant stakeholders. A multi-stakeholder review panel should ensure that each project meets the criteria of all funding sources, including environmental, social, and economic safeguards, while aligning with national priorities and strategies. This harmonized review system would minimize the risk of conflicting evaluations and reduce approval timelines, facilitating faster project implementation.
- **Facilitate capacity building workshops.** Organize workshops and training sessions for government agencies, NGOs, and other project development and implementation stakeholders. These workshops should focus on the requirements of each funding source and how to navigate the application and approval process effectively.
- **Monitor and evaluate projects.** Establish a robust monitoring and evaluation framework to track the progress and impact of funded projects. Regular reporting and feedback mechanisms should be implemented to ensure transparency and accountability.
- **Review and update coordination mechanism.** Periodically review and update the coordination mechanism based on lessons learned and changing priorities. This will help streamline the process further and improve the effectiveness of project implementation. Effective interagency collaboration is key to the success of climate finance projects. The proposed hierarchical line (ITSF/Green Force) must work closely with relevant agencies, such as the CCC, DEPDev, DENR, DA, and others to ensure that projects reflect national priorities and integrate sector-specific knowledge.

2.6.5 Enhancing Gender Equality and Social Inclusion for GCF projects (5.2, 5.6):

- **Policies for women's participation.** Ensure women have equal opportunities to engage in climate finance decisions, leveraging GAD plans and budgets.
- **Gender-specific indicators.** Use gender-specific metrics to monitor how mitigation and adaptation projects benefit women.
- **Gender sensitivity training.** Provide training for GCF Philippines Technical Committee members on gender analysis and mainstreaming.
- **Utilizing GAD budgets.** The DOF should attribute portions of GCF proposals to GAD and regularly apply gender analysis to ensure inclusive project designs.

2.7 MRV Framework

Establishing the climate finance MRV system in the Philippines marks a significant step toward enhancing transparency, accountability, and efficiency in managing climate finance. By incorporating a comprehensive and standardized definition of climate finance and implementing a robust data collection mechanism, the system enables more accurate assessments of financial flows. Encouraging organizations to consistently report climate finance and adopt models like the Climate Policy Initiative enhances visibility and understanding while addressing disparities in funding distribution and ensures a balanced allocation across agencies and LGUs.

The MRV system facilitates precise estimation of financial resources allocated, received, and mobilized for climate actions from various sources, including international, domestic, public, and private. A formal policy process to create a national climate finance architecture, which would serve as the foundation for monitoring and tracking climate finance flows effectively, is recommended. As part of the RPSP 1 project, a comprehensive review of existing policies and guidelines related to key climate finance mechanisms—such as the GCF, the PSF, and other international funding instruments—was conducted. A stakeholder workshop brought together representatives from various agencies to foster dialogue and gather inputs for designing the MRV system. This platform facilitated the identification of gaps in existing monitoring and verification mechanisms.

In collaboration with the DOF and other key agencies, the project evaluated current systems for tracking financial contributions from domestic and international sources. These efforts included analyzing financial flows from development partners, multilateral institutions, and the private sector, as well as contributions toward technical assistance, capacity building, and technology transfer. Building on these efforts, a comprehensive policy document outlining clear procedures for monitoring and verifying climate finance flows was developed. The document aligns with GCF criteria and addresses the Philippines' unique institutional and policy needs. After an extensive review process and stakeholder feedback, the draft procedures were finalized, and efforts are now focused on institutionalizing them within the DOF. The project also produced a detailed report, including written and video documentation of workshops, policy discussions, and stakeholder engagements, ensuring the process is transparent and accessible for future use.

With an MRV system in place, the Philippines will have a sustainable mechanism for tracking and reporting climate finance flows. The climate finance MRV system is a transformative tool that strengthens the country's capacity to access, manage, and optimize climate finance. By supporting informed decision-making and fostering resilience, it contributes significantly to the Philippines' climate adaptation efforts and the achievement of its sustainable development goals.

3. Conclusion

The sustainability of the GCF Readiness Programme relies on the DOF's strengthened capacity as the NDA to implement and oversee GCF-related activities in the Philippines. The groundwork for sustainable climate financing and project implementation has been laid through targeted capacity-building initiatives, robust stakeholder engagement strategies, and the operationalization of deliverables such as the GCF Philippines website and online learning courses.

Key achievements under this program include establishing knowledge products, institutional mechanisms, and policy recommendations that align with the Philippines' climate action priorities. The risk mitigation strategies outlined provide a roadmap for addressing potential challenges, such as changes in strategic priorities, stakeholder engagement, and project funding.

To ensure the long-term success and scalability of these efforts, the following next steps are recommended:

- A. Establish a dedicated GCF-PMU under the DOF to oversee GCF-related projects.
- B. Sustain digital platforms, such as the GCF Philippines website and e-learning modules, for ongoing capacity building.
- C. Strengthen partnerships with government agencies, the private sector, and CSOs.
- D. Institutionalize training programs and consultation mechanisms to promote inclusivity and shared learning.
- E. Implement a robust monitoring and evaluation framework to ensure the effectiveness and scalability of climate finance strategies.
- F. Enhance the climate finance MRV platform and start dialogues on institutionalizing streamlined MRV procedures and policies.
- G. Develop the new Philippine GCF CP 2024-2028 in consideration of the findings and recommendations from the Country Portfolio Analysis.

By institutionalizing these practices and fostering a whole-of-society approach to climate finance, the Philippines will be well-positioned to achieve its low-emission, climate-resilient development pathway.

Annexes

Annex I: Risk Management Matrix

The Risk Management Matrix on page 9 is based on the recommended scale developed under the Public Service Continuity Program (2020).

Risk Score	Risk Level
21 - 25	Very high
16 - 20	High
11 - 15	Moderate
6 - 10	Low
1 - 5	Very Low

LIKELIHOOD RATING

Rating	Descriptor	Definition
5	Almost certain	81% - 100% probability of an event happening
4	Likely	61% - 80% probability of an event happening
3	Possible	41% - 60% probability of an event happening
2	Unlikely	21% - 40% probability of an event happening
1	Rare	0% - 20% probability of an event happening

IMPACT RATING

Rating	Descriptor	Definition
5	Extreme	<ul style="list-style-type: none"> Significant prosecution and fines, litigation including class actions, incarceration of leadership International long-term negative media coverage Significant injuries or fatalities to employees or third parties, such as guests or other service providers/contractors

Rating	Descriptor	Definition
4	Major	<ul style="list-style-type: none"> • Limited in-patient care required for employees or third parties, such as guests or other service providers/contractors • Report to regulator requiring major project for corrective action • Some senior managers leave, high turnover of experienced staff, not perceived as employer of choice • National long-term negative media coverage
3	Moderate	<ul style="list-style-type: none"> • Report of breach to regulator with immediate correction to be implemented • Widespread staff morale problems and high turnover • National short-term negative media coverage • Out-patient medical treatment required for employees or third parties, such as guests or other service providers/contractors
2	Minor	<ul style="list-style-type: none"> • No or minor injuries to employees or third parties, such as guests or other service providers/contractors • Reportable incident to regulator, no follow up • General staff morale problems and increase in turnover • Local reputational damage
1	Incidental	<ul style="list-style-type: none"> • Not reportable to regulator • Isolated staff dissatisfaction • Local media attention, quickly remedied • No injuries to employees or third parties, such as guests or other service providers/contractors

Source: Public Service Continuity Planning Guidebook, PSCP Training Program (2020).

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