



**DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES  
KAGAWARAN NG KAPALIGIRAN AT LIKAS YAMAN**

JUN 03 2024



**BAGONG PILIPINAS**

**DEPARTMENT MEMORANDUM CIRCULAR**

No. 2024 – 02

**SUBJECT : ENHANCED GUIDELINES ON THE IMPLEMENTATION  
OF ENVIRONMENTAL AWARDS FOR GOVERNANCE  
AND LEADERSHIP EXCELLENCE (EAGLE)**

Pursuant to Executive Order (EO) No. 192, otherwise known as the "Reorganization Act of the Department of Environment and Natural Resources", Civil Service Commission (CSC) Memorandum Circular No. 01-2001 entitled "Program on Awards and Incentives for Service Excellence (PRAISE)", and consistent with DENR Rationalization Plan approved by the Department of Budget and Management (DBM), Department Administrative Order (DAO) 2019-04, as amended by DAO 2021-18 and DAO 2023-07 relative to the Environmental Awards for Governance and Leadership Excellence (EAGLE), is hereby enhanced and adopted as Guidelines for the implementation of EAGLE in the Department.

**Section 1. Basic Policy**

It is the policy of the State to ensure the sustainable use, development, management, protection and conservation of the country's environment and natural resources as well as to ensure equitable sharing of the benefits derived therefrom for the welfare of the present and future generations. In pursuance thereof, the DENR is mandated to formulate, implement and supervise the government's policies, plans and programs pertaining to the management, conservation, development, use, licensing regulation and replenishment of the country's natural resources. Likewise, it shall formulate and enforce a system of measuring and evaluating periodically and objectively the performance of the Department for efficient, effective and responsive government service.

## **Section 2. Objectives**

This Administrative Order aims to promote a culture of organizational and leadership excellence in the DENR as it carries out its important role in ensuring the conservation, management, development and proper use of the country's environment and natural resources. It shall also have the following specific objectives:

- 2.1. Determine the efficiency and effectiveness of the Regional Officials in delivering their office mandates; and
- 2.2. Recognize and commend performance for exemplary leadership, major accomplishments and contributions in pursuing the Department's goals and objectives.

## **Section 3. Scope and Coverage**

This order shall apply to all DENR Regional Executive Directors (REDs), Environmental Management Bureau (EMB) Regional Directors (RDs), Mines and Geosciences Bureau (MGB) Regional Directors, Supervising Provincial Environment and Natural Resources Officers (PENROs), Implementing PENROs, and Community Environment and Natural Resources Officers (CENROs). They shall be assessed based on their performance for the year under review. Standards for qualification to the "EAGLE" may be subject to changes relative to management prerogative and priorities.

## **Section 4. Eligibility to the EAGLE**

5.1 *Qualifications of REDs, RDs, PENROs and CENROs* - to be eligible for EAGLE, all officials shall at the time of the assessment possess the following qualifications:

- a. Occupied the position/designation for 12 months or at least one (1) year in the Department. In case two (2) officials were designated in the same office, the one with the longest duration of occupancy shall be qualified;

In case of equal residency, the official who accomplished most of his/her targets shall be qualified. The required number of years in the office shall be reckoned on the day the officials assumed their official duties.

- b. That during the rating period, the official/s must not be under preventive suspension due to pending administrative case/s classified as grave administrative offense/s; and
- c. The Officials must not be separated from the service at the time of assessment and the time the award is given.

5.2 *Complaint or Opposition* - The EAGLE Secretariat may consider sworn written Complaint or oppositions concerning the qualifications or moral fitness of all the Regional Key Officials.

No complaint against an official or EAGLE nominee shall be given due course, unless the same is subscribed and sworn to by the complainant. No action shall be taken on an anonymous complaint unless there is obvious truth or merit and that the same was attached with photographs, motion pictures, documents, and other records set forth in the anonymous complaint.

The Official/s concerned shall be given five (5) working days upon receipt of the complaint to submit his/her/their comments. Failure to do so would constitute admission on their part. Any baseless or false accusations made in the complaint shall not affect the eligibility of the officials being accused.

## **Section 5. Criteria**

Performance assessment of the key officials shall consist of two phases which are the following:

- 4.1 Phase 1 : Leadership Ability shall comprise 50% of the total Performance Evaluation Rating (PER) and shall be measured depending on the approved process of evaluation. The nominees shall be assessed based on the following leadership criteria, which shall include but not limited to, integrity, network building, service orientation, managerial acumen, and strategic focus.
- 4.2 Phase 2 : Efficiency and effectiveness in the delivery of services/ product results or which shall comprise the remaining 50%. This shall involve the measurement of accomplishments on the Performance-Based Bonus (PBB) Indicators as prescribed by the "Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems" stated under Administrative Order No. 25 (AO25) and DENR Internal Guidelines.

Further, the management may conduct the assessment thru an in-house and/or third-party evaluation/validation.

## **Section 6. Implementation Procedure.**

6.1 Phase 1 or Leadership Assessment – The Human Resource Development Service (HRDS) and the Career Development Division shall spearhead the conduct of leadership assessment, and formulate its implementing guidelines, develop assessment criteria, and select assessment tools and methods to measure the candidates' leadership competencies.

HRDS may likewise consider other accomplishments of the REDs, RDs, PENROs and CENROs, such as awards for environmental work; innovations; researches or writings, whether published or not; and leadership training.

6.2 Phase 2 or Performance Assessment – In this part of assessment, all the DENR Regions, Supervising PENROs, Implementing PENROs, and CENROs shall be assessed based on their accomplishments on the following: (a) Performance Result (GAA Indicators), (b) Financial Result (BUR), (c) Process Result (SPICS), (d) Client Satisfaction Survey (CSS); and Nine Agency Accountabilities. The corresponding point system and rating scale for the approved indicators shall be developed by the Policy and Planning Service (PPS) together with the Bureaus and DENR Central Focal offices.

6.3 The conduct of assessment for both the efficiency and effectiveness in the delivery of services/ product results of offices, and leadership abilities may be simultaneously, successively or separately conducted by the Assessment Teams. Further, the EAGLE TWG, upon the approval of the Overall EAGLE Coordinator may issue separate guidelines for the conduct of each phase of EAGLE assessment.

## **Section 7. Point System**

The Point system shall be based on the PBB and Strategic Performance Management System (SPMS) Rating Scale.

The results of Phases 1 and 2 shall be combined and tabulated. The total score for the EAGLE shall be computed as follows:

$$\text{Ave. \% Physical Accomplishment} \times .50 + \text{Ave. \% Leadership} \times .50$$

In case of a tie in the total score for Phase 1 and Phase 2, the Leadership Assessment score in Phase 1 shall prevail over Phase 2.

### **Section 8. Awarding of Outstanding Performers**

The "EAGLE" shall be conferred to the RED, RD for Environment and Mines, Supervising PENRO, Implementing PENRO, and CENRO, who demonstrated efficiency and effectiveness in the delivery of services/product results, excellence in leadership, and high ethical standards; and obtained the highest Total Performance Evaluation Rating based on the final results of Phase 1 and Phase 2.

A special recognition (e.g. Best Performing Office, etc.) shall be awarded to office/s with exemplary performance upon the recommendation of EAGLE TWG.

The issuance of rewards and incentives for EAGLE shall be in accordance with the guidelines issued by the DENR PRAISE Committee.

The EAGLE TWG may recall the conferment of EAGLE should there be findings of fraud, misrepresentation and blatant disregard of laws, DENR policies, rules and regulations on the part of the EAGLE awardee.

Consistent with the PRAISE Guidelines, no Region/s or Regional Office/s shall award the EAGLE to its/their officials. The same being one of the department-level awards granted only to those who had undergone the EAGLE evaluation process at the national level.

### **Section 9. Deferment of the Award**

The EAGLE Chairperson may defer the conduct of EAGLE activity should there be major deviations and substantial deficiencies from the standards found in the course of validation of reported accomplishments on projects/programs/activities of all offices subject of the EAGLE.

The Chair may also defer the conferment of the award should there be an impossibility to conduct the same due to uncontrollable or unfortunate events that affect the conduct of EAGLE, such as pandemic, typhoon, flood, earthquake, among others.

the validation results shall serve as basis for the deferment of the conferment of the EAGLE Awards.

## **Section 10. EAGLE Structure**

**10.1 Steering Committee** - The Steering Committee shall be chaired by the Secretary with members of the Executive Committee. It shall be the advisory body that provides top-level policy guidance to ensure effective and efficient conduct of the evaluation and shall set the direction of the performance assessment.

### **10.2 Technical Working Group**

The Technical Working Group headed by the Undersecretary for Policy, Planning and International Affairs shall act as the Over-all Coordinator of EAGLE. The Assistant Secretary for Policy and Planning, and Assistant Secretary for Human Resource shall be the Assistant Coordinators with members composed of the Directors for Policy and Planning Service (PPS), Financial Management Service (FMS), Human Resource Development Service (HRDS), Internal Audit Service (IAS), and Legal Affairs Service (LAS).

#### **Roles and Responsibilities:**

- a. Oversee the management of the performance assessment;
- b. Issue Advisory to provide guidance and instructions in the conduct of performance assessment;
- c. Approve guidelines submitted by Phase 1 - Leadership Assessment Teams (LATs) and Phase 2 - Performance Assessment Teams (PATs); and
- d. Deliberate and act upon any complaints, issues and concerns filed against the nominees.

### **10.3 Secretariat**

The Overall EAGLE Secretariat is the Policy and Planning Service (PPS).

#### **10.3.1 Gauging of Leadership Abilities or Phase 1**



The CDD and HRDS shall serve as the EAGLE Secretariat for Phase 1.

**Roles and Responsibilities:**

- a. Prepare WFP for Phase 1;
- b. Consolidate the results of Phase 1;
- c. Perform administrative tasks necessary in the completion of the activity; and
- d. Document the activity.

**10.3.2 Performance Assessment or Phase 2**

The PPS-Program Monitoring and Evaluation Division (PMED) shall serve as the EAGLE Secretariat for Phase 2.

**Roles and Responsibilities:**

- a. Prepare the Work and Financial Plan (WFP) for Phase 2;
- b. Consolidate the results of Phase 2;
- c. Perform administrative tasks necessary in the completion of the activity; and
- d. Document the activity

The PPS-PMED shall consolidate the overall results of Phase 1 and Phase 2.

**10.5 Assessment Teams**

**10.5.1 Phase 1 - Leadership Assessment Teams (LATs)**

For Phase 1, LATs shall conduct the Leadership Performance Evaluation of all the qualified officials.

Chair : Assistant Secretary, HRDS  
Vice Chair : Directors, HRDS, IAS and LAS  
Members : CDD and all Division Chiefs, HRDS

**Roles and Responsibilities:**

- a. Spearhead the conduct of Phase 1;
- b. Prepare guidelines for the conduct of Phase 1;
- c. Conduct validation/verification of the results of the survey;

- d. Consolidate the ratings of the candidates under the peer-to-peer category; and
- e. Prepare and submit the documentation report of the activity and the results of the rating/ranking to the EAGLE TWG.

**10.5.2 Phase 2 Assessment Teams (PATs)**

In the conduct of Phase 2, the PATs shall be created at the DENR Central Office and Staff Bureaus, including MGB and EMB, to evaluate Efficiency/ Effectiveness in the Delivery of Service/ Product Outputs/ Results of all officials subject of the EAGLE award. The Team shall have a Permanent Chair, Vice-Chair and Members as follows. Other members may be added, if deemed necessary.

Chair	:	Assistant Secretary, Policy and Planning
Vice – Chair	:	Director, Policy and Planning Service
Members	:	Directors, Staff Bureau PPS Representatives

**Roles and Responsibilities:**

- a. Identify and provide approved indicators and point system;
- b. Assess/validate the performance Offices per category for their final rating and ranking;
- c. Prepare documentation report of the activity for the entire duration using the prescribed format;
- d. Present/submit to the Technical Working Group (TWG) the result of the rating and ranking; and
- e. Provide additional indicator/s with ratings in case of a tie.

**For Line Bureau PATs**

Chair	:	Director, Line Bureau
Vice – Chair	:	Assistant Line Bureau Director
Members	:	All Line Bureau Division Chiefs

A methodology shall be developed and adopted by a separate team from EMB and MGB for the assessment of their respective Regional Directors. Results of the evaluation shall also be



submitted to the TWG which acts as the Over-All Coordinator for EAGLE.

### **Section 11. Funding**

Sufficient amount shall be allotted for the implementation of the activity by the DENR Central Office subject to accounting and auditing rules and regulations.

Further, the monetary reward for all the EAGLE nominees that emerged as top 1 in their respective categories are as follows:

<b>Category</b>	<b>Amount</b>
CENRO	₱ 50,000.00
Implementing PENRO	₱ 75,000.00
Supervising PENRO	₱ 75,000.00
RD for EMB	₱ 75,000.00
RD for MGB	₱ 75,000.00
Regional Executive Director	₱ 100,000.00

### **Section 12. EAGLE Advisory**

The EAGLE-TWG Overall Coordinator is authorized to issue a separate guidelines for Phase 1 or Phase 2 thru advisory/ies. The former may in the interest of time, delegate to the two (2) EAGLE-TWG Assistant Coordinators the issuance of such advisories depending on the phases of the conduct of EAGLE, as follows:

- a. Phase 1 or Leadership Assessment - Assistant Secretary for Human Resource; and
- b. Phase 2 or Performance Assessment - Assistant Secretary for Policy and Planning.

The EAGLE Advisory shall be so numbered in a numerical form. Any succeeding issuance related to previous advisory shall adopt the number thereof following the letter format number i.e. 1-A. The prescribed format is attached as Annex "A" herewith.



**Section 13. Repealing Clause**

Any previous DENR Orders, Memorandum Circulars and other issuances inconsistent herewith are hereby repealed accordingly.

**Section 13. Effectivity.**

This revision to the Administrative Order shall take effect immediately.

  
MARIA ANTONIA ULOYOZAGA  
Secretary





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**ANNEX "A"**

**EAGLE ADVISORY NO. \_\_\_\_**

**TO :**  
**FROM :** The Undersecretary  
Policy, Planning and International Affairs and Overall Coordinator,  
EAGLE Technical Working Group  
**SUBJECT :**  
**DATE :**

Introductory statement or reference. \_\_\_\_\_

Body

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Signature of the EAGLE Overall Coordinator