



Republic of the Philippines
Department of Environment and Natural Resources
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MEMORANDUM

12 AUG 2022

FOR : All Regional Executive Directors
Regions 1-13, CAR and NCR

FROM : The Assistant Secretary
Human Resources, Strategic Communication and Sectoral Initiatives

**SUBJECT : BUDGET REALIGNMENT FOR CAPACITY DEVELOPMENT
ON ENR FOR LOCAL GOVERNMENT UNITS PURSUANT TO
THE EXECUTIVE ORDER NO. 138, SERIES OF 2021 AS A
RESULT OF SUPREME COURT RULING ON MANDANAS-
GARCIA CASES**

This pertains to the capacity development activities of the Department, in support of the implementation of the DENR Devolution Transition Plan as mandated by Executive Order No. 138 dated 01 June 2021 or Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for other purposes.

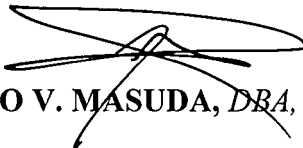
In compliance with the said Executive Order and the DENR Devolution Transition Plan, the Human Resource Development Service has been implementing the Capacity Development on ENR for Local Government Units, a program that aims to enhance the knowledge and skills of City/Municipal Environment and Natural Resources Officers (C/MENROs) in the LGUs on the devolved ENR functions. The first stage of the program is the conduct of Training Needs Assessment (TNA) with the objective to identify the present capacity and functioning of the C/MENRO Offices to handle ENR-related responsibilities, to be plotted onto the ENR capability development rubric designed for this program, and use the same in designing training program/s for C/MENROs. The training design developed based on the TNA results, will be cascaded to DENR regional offices during the nationwide roll-out of capacity development for LGUs.

The TNA shall be implemented in identified ten (10) provinces/regions for the period covering June to September 2022, pursuant to Special Order No. 2022-487 dated June 20, 2022 (see attached). To date, the HRDS has conducted TNA to selected C/MENROs of the three (3) provinces namely, Negros Oriental (R7), Eastern Samar (R8) and Davao del Sur (R11).

Item 7.2.1.2 of the DENR Operational Guidelines on the Preparation of Work and Financial Plans (WFP) for Fiscal Year 2022 under the Human Resource Development, Within the Regional Budget (page 26) provides that, *“Sufficient amount shall be allocated for the implementation of the capacity building of LGUs on ENR pursuant to the Mandanas Ruling by virtue of Executive Order No, 138, series of 2021 and devolution transition plan of the DENR.”*

To ensure that the allocated budget will be used in accordance with the said operational guidelines, regional offices that are included in the conduct of TNA shall allocate their funds in the conduct of TNA. While those regions that are not included in the conduct of TNA shall allocate their funds in the implementation of the Environment and Natural Resources (ENR) Academy Programs, subject to all existing policies, laws, rules, and regulations.

Attached are the Program Briefer and Special Order for TNA, for your information and consideration.



HIRO V. MASUDA, DBA, CESO III

cc: The OIC-Director
Policy and Planning Service

The Director
Financial and Management Service

BRIEFER

PROGRAM TITLE:

Capacity Development on ENR for Local Government Units (LGUs): Training Program for City/ Municipal Environment and Natural Resources (ENR) Officers in the LGUs

LEGAL BASES:

- DAO 2010-07 or Guidelines on the Continuing/Phased Devolution of Environment and Natural Resources (ENR) Functions to Local Government Units (LGUs)
- Section 17 of the Republic Act No. 7160 or An Act Providing for a Local Government Code of 1991 dated October 10, 1991
- DBM letter to DENR Secretary dated 05 April 2021 re: Proposed Guidelines on the preparation of Devolution Transition Plans of the NGAs concerned in support of the EO on full devolution
- Executive Order No. 138 dated 01 June 2021 or Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for Other Purposes
- DENR Special Order No. 346 dated June 30, 2021 re: Creation of the Technical Working Group (TWG) for the preparation of the DENR's Devolution Transition Plan (DTP)
- DENR Special Order No. 672 dated November 24, 2021 re: Creation of the Technical Working Group (TWG) for Capacity Development on ENR for LGUs

BACKGROUND:

Pursuant to Department Administrative Order (DAO) No. 07 dated March 12, 2010 known as Guidelines on the Continuing/Phased Devolution of Environment and Natural Resources (ENR) Functions to Local Government Units (LGUs), one of its objectives is to develop an enabling environment through institutional capacity building and organizational development programs for the LGUs on devolved ENR functions. It tasked the Human Resource Development Service (HRDS), together with the Bureaus and Attached Agencies, to develop an Institutional Strengthening Program Plan (ISPP) that covers a Five-Year Human Resource Development Programs for the provincial and municipal government units to obtain the desired level of competence.

The devolution of functions of LGUs was further emphasized in the DBM letter dated 05 April 2021¹ and the Executive Order No. 138 dated 01 June 2021² which instructs the full implementation of devolution of functions as well as the necessary activities such as capacity building for LGUs. On June 30, 2021, the DENR created a Technical Working Group for the preparation of the DENR's Devolution Transition Plan (DTP) pursuant to Special Order No.

¹ DBM letter to DENR Secretary dated 05 April 2021 re: Proposed Guidelines on the preparation of Devolution Transition Plans of the NGAs concerned in support of the EO on full devolution

² Executive Order No. 138 dated 01 June 2021 or Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for Other Purposes

346³, series of 2021. One of the functions of TWG is to formulate capacity development strategy for the LGUs and the affected DENR units and personnel.

Given the existing laws provided and the necessity to implement the devolution of functions, it is exigent that the DENR, through the Human Resource Development Service (HRDS), shall develop a program entitled, "Capacity Development on ENR for LGUs".

The Program is targeting permanent employees holding a position of City/ Municipal Environment and Natural Resources Officer (C/MENRO) and/or performing functions of the C/MENRO in their respective city and/or municipality. It will be implemented in two (2) pilot batches, in close partnership with bureaus holding the expertise on each capacity need that will be identified and verified through an expansive training needs assessment (TNA).

At the last quarter of CY 2022, a Training of Trainers (ToT) will be conducted, which shall serve for the roll-out of the LGU capacity development program in all other regions, provinces and municipalities. Verified user-friendly training modules will also be cascaded.

OBJECTIVE:

The Program aims to:

1. Formulate a capacity development program for LGUs for the implementation of devolved ENR functions, pursuant to Executive Order No. 138, series of 2021 and the Local Government Code of 1991; and,
2. Enhance the knowledge and skills of City/Municipal Environment and Natural Resources in the LGUs on the devolved ENR functions to ensure proper implementation of ENR programs.

COVERAGE:

The Pilot Batches are designed for permanent employees holding a position of City/Municipal Environment and Natural Resources Officer, and/or performing functions of the C/MEMRO in the Local Government Units. While, the Training of Trainers is designed for regional HR counterparts, Assistant Regional Director for Technical Services or other technical staff of the Department.

PROCUREMENT OF CONSULTING SERVICE:

To ensure that the program pursues in a systematic and orderly manner, the HRDS procured the services of a Consultant/Assisting Professional. Services of the AP shall be within at least nine months (i.e., April to December 2022) beginning with an expansive training needs assessment (TNA) and ending with the pilot testing of modules through training and a training of trainers (ToT).

The Consultant shall be expected to come up with the following outcomes.

³ DENR Special Order No. 346 dated June 30, 2021 re: Creation of the Technical Working Group (TWG) for the preparation of the DENR's Devolution Transition Plan (DTP)

1. Finalized, ready-to-use TNA tool kit with TNA guide, tools and ENR Capacity Development Rubric
2. Comprehensive TNA Report
3. Final form of Training Design for Batch 1 and an improved one for batch 2, if necessary
4. Final form of Training Design for Training of Trainers
5. Modular materials packaged in various interesting usable forms
6. Report/Documentation of the two pilot training batches with Lessons and Recommendations
7. Report/Documentation of the Training of Trainers (ToT) with Lessons and Recommendations useful for the roll-out of the ENR Capacity Building Program in other Regions and/or provinces or municipalities and cities

ROLES AND RESPONSIBILITIES OF TWG FOR CAPACITY DEVELOPMENT:

The TWG for LGUs CapDev⁴ was created to supplement the activities of the DENR's TWG for Devolution Transition Plan (DTP). It shall provide guidance in the conduct of training needs assessment, module development, and training implementation. It shall composed of the following:

Chairperson	:	Assistant Secretary, Administration and Human Resources
Vice-Chair	:	Director, Human Resource Development Service
Members	:	Director, Policy and Planning Service
		Director, Strategic Communication and Initiatives Service
		Director, Biodiversity Management Bureau
		Director, Environmental Management Bureau
		Director, Ecosystems Research and Development Bureau
		Director, Forest Management Bureau
		Director, Land Management Bureau
		Director, Mines and Geosciences Bureau
		Representative, Office of the Undersecretary for Field Operations and Environment

Specifically, the functions of TWG are:

- Identify LGUs' competency gaps vis-à-vis ENR functions as part of training needs analysis;
- Provide guidance and inputs in the development of training modules, including module exercises and training outputs;
- Present assessment and/or feedback during the formulation of training evaluation tool/s;
- Act as Resource Person/s during the conduct of the capacity development; and,
- Develop policies, programs and/or activities that may be essential to ensure the efficient implementation of capacity development activities.

⁴ DENR Special Order No. 672 dated November 24, 2021 re: Creation of the Technical Working Group (TWG) for Capacity Development on ENR for LGUs

ROLES AND RESPONSIBILITIES OF OTHER OFFICES:

The offices and institutions shall have the following roles:

OFFICE	ROLES
Bureaus	Act as Resource Persons for ENR-related activities
DENR HR Counterparts in the Regions	Coordinate with the LGUs on the identification of learners to the training, and monitoring of action plans Participants in the Training of Trainers
Office of the USEC/ASEC For Field Operations	Act as Resource Person and Panel in the Presentation and Critiquing of Action Plans prepared by the learners
Office of the USEC For Solid Waste Management and Local Government Units Concerns	Act as Resource Person and Panel in the Presentation and Critiquing of Action Plans prepared by the learners
League of Cities of the Philippines (LCP) and League of Provinces of the Philippines (LPP)	Act as Panel in the Presentation and Critiquing of Action Plans prepared by the learners
DILG	Act as Resource Person for non-ENR activities

EXPECTED OUTPUT:

Capacitated City/Municipal ENR Officers in the LGUs and Mobilized Trainers in the regions

FUNDING:

Based on the approved Work and Financial Plan FY 2022, the Program has a total budget of Php 2,230,000.00 covering the expenses such as: procurement of consulting services, meetings with TWG and Local Government Academy, local travels, and conduct of pilot batches and Training of Trainers.

ACTIVITY TIMELINE FOR CY 2022:

Key Activity	TIMELINE
1. Inception Reporting	
1.1 Presentation to HRDS TDD	Mar-22
1.2 Presentation to the TWG	Mar-22
2. TNA	
2.1 TNA tool development and ENR Capability Development Rubric	Mar-22
2.2 Draft presentation to HRDS TDD	Mar-22
2.3 Refinement of Tool; Criteria in Selecting Priority Learners; defining pretesting conditions	Mar-22
2.4 Presentation to TWG	Apr-22
2.5 Pretesting	Apr-22
2.6 Collation of pretest results and Initial analysis	Apr-22

2.7 Presentation to HRDS TDD and TWG of pretest results, recommendations and improvements in the tool	Apr-22
2.8 Development of tool kit	Apr-22
2.9 Coordination, preparations on ground for TNA	May-22
3.0 Conduct of TNA	May-Jun '22
3.1 Collation of data; analysis and writing of results	Jul-22
3.2 Presentation of TNA results and recommendations	Jul-22
3. Training Designing	
3.1 Designing the training	Jul-22
3.2 presentation of design to HRDS TDD and TWG	Jul-Aug '22
3.3 Consultation with experts	Aug-22
3.4 Refinement & finalization of Design	Aug-22
3.5 Modular/material development	Aug-Sep '22
3.6 Batch 1	Sep-22
3.7 Reporting of Batch 1 results	Oct-22
3.8 Batch 2	Oct-22
3.9 Reporting of batch 2 results	Nov-22
4.0 ToT	Nov-22
4.1 Reporting of ToT results	Dec-22
4.2 Presentation of Results and Recommendations to the TWG	Dec-22
4.3 Completion Reporting	Dec-22
4.4. Closing the engagement	Dec-22 to Jan-23



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JUN 20 2022

SPECIAL ORDER

No. 2022 - 487

SUBJECT: AUTHORIZING THE CONDUCT OF TRAINING NEEDS ASSESSMENT (TNA) RELATIVE TO THE IMPLEMENTATION OF CAPACITY DEVELOPMENT ON ENVIRONMENT AND NATURAL RESOURCES (ENR) FOR LOCAL GOVERNMENT UNITS (LGUs)

In the interest of the service and in line with the Executive Order No. 138 dated 01 June 2021 on Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for other purposes, the conduct of Training Needs Assessment (TNA) relative to the implementation of the Capacity Development on Environment and Natural Resources (ENR) for Local Government Units (LGUs) is hereby authorized to be conducted from June to September 2022.

The Training Needs Assessment (TNA) activity shall cover the following regions:

REGION	PROVINCE
NCR	All Cities and Municipalities
Region 1	Ilocos Norte
Region 2	Cagayan Valley
Region 3	Zambales
Region 5	Albay
Region 7	Negros Oriental
Region 8	Eastern Samar
Region 10	Bukidnon
Region 11	Davao del Sur
CARAGA Region	Surigao del Norte


The Chief, Training and Development Division shall identify the schedule and assignment of staff to different regions and ensure that the said activity shall not hamper the implementation of other learning and development activities.

The Director for Human Resource Development Service is authorized to amend this Special Order through a Memorandum in case of conflict in the event schedule.

All expenses to be incurred relative to the conduct of the TNA activity shall be charged against HRDS-Capacity Development on ENR for LGUs funds and DENR Regional Offices funds on Capacity Building of LGUs on ENR pursuant to the Mandanas ruling by virtue of Executive Order No. 138, s. 2021, subject to the usual accounting and auditing rules and regulations.

A report relative to the conducted TNA shall be submitted to the undersigned within fifteen (15) days after the completion of all TNA activities.

This Order shall take effect on the dates specified herein.


DR. JOANNA A. LAGUNDA, MNSA
Officer-in-Charge

Office of the Undersecretary for Legal, Administration,
Human Resources, and Legislative Affairs



Within the Ecosystems Research and Development Bureau (ERDB) Budget

- All salaries and other authorized personnel benefits/ compensation of personnel including that of the Research, Development and Extension Centers (RDE Centers) shall be processed and paid by ERDB thru government servicing banks.
- **PhP30 million** (CO) shall be allocated for the purchase of Technical Scientific Equipment of RDE Centers.
- **PhP4.4 million** (CO) shall be allotted for the purchase and installation of transformer for the RDE Center in Minglanilla, Cebu.

7.2.1.2 Human Resource Development

The following activities shall be prioritized:

- Implementation of Environment and Natural Resources (ENR) Academy Courses (i.e., Frontline, Basic, Supervisory, Management and Executive), including specialized courses
- Conduct of Health and Wellness related activities, such as but not limited to Webinar Series on Health and Wellness (i.e., mental, emotional, physical and spiritual) to help DENR employees recover from the impact of pandemic; COVID-19 and flu vaccination; Annual Physical Examination; distribution of vitamins; among others. (Procurement of COVID-19 testing kits such as antigen, others)
- EMS & QMS focal units shall implement the cascading in coordination with HRDS. (EMS and QMS funding are under conduct of special study)
- Implementation of Learning and Development (L&D) activities/interventions as stipulated in the DENR L&D Plan
- Integrity Management Program (IMP) shall be implemented by all DENR Offices upon approval by the oversight agencies
- Hiring of Contract of Service and Job Order Workers in the DENR shall be in accordance with the CSC-DBM-COA Joint Circular No. 1 s. 2018 dated 9 November 2018 and inclusion in the WFP. (See **ANNEX O**)
- All training programs shall be reviewed and endorsed by the Human Resource Development Service/Section/Unit of the Department. All Divisions/Field Offices in the Regional Offices and Bureaus shall coordinate with HRD Section/Unit for the inclusion of the technical capability building activities (including but not limited to training, workshop, webinar, etc.) in the L&D Plan 2022.
- **Sufficient amount** shall be allocated for the development and printing of manuals for HR systems, which were not pursued in 2021 in view of certain requirements for revision following the audit conducted by the CSC and latest policy issuances of the CSC;

- **PhP 3.2 Million** to cascade the Online Leave Management System in all regional and field offices and bureaus. Personnel shall include the cascading activity to their WFP.
- All training programs shall be reviewed and endorsed by the Human Resource Development Service/Section/Unit of the Department. Modules on technical trainings shall be prepared by the technical units while the facilitation shall be done by the HRD. Services within the Central office and Staff Bureaus shall submit their proposed capacity building activities (including but not limited to training, workshop, writeshop, seminar etc.), to HRDS on or before 29 November 2021.

Within the Regional Budget

A budget shall be appropriated for the following:

- **Sufficient amount** shall be allocated for the implementation of L&D activities/interventions stipulated in the L&D Plan.
- All Regional Offices shall update and include technical training programs in their respective L&D plan and submit to the Human Resource Development Service on 29 November 2021. An annual plan reflecting their targets shall be included as **ANNEX P** of the 3-year plan. HRDS to provide consolidated annual L&D plan to PPS- PPD.
- Training programs that are not included in the L&D Plan has to be approved by the HRD Service prior to its implementation. Henceforth, all pertinent documents such as course design, draft special order, and memorandum addressed to Undersecretary supervising HRDS, requesting approval of the training program(s), shall be submitted to the HRDS thirty days (30) before the target date of implementation.
- Regional Offices and Bureaus shall submit their semi-annual L&D accomplishment reports every second Friday of July and January to be consolidated by the HRDS
- **Sufficient amount** shall be allocated for coaching and mentoring workshop.
- **Sufficient amount** shall be allocated for the orientation of newly hired regular employees.
- Participation of field personnel to all trainings, whether national or local, shall be funded by the ROs concerned.
- All capacity building and other related personnel development trainings for DENR Personnel and other stakeholders shall be funded under this P/P/A. HRDS shall provide the list of trainings. **Sufficient amount** shall be allocated for the capacity building of Planning Officers and other technical personnel including training on the conduct of resource valuation.
- HRDS shall issue policy to rationalize attendance of DENR employees to annual professional conferences in relation to continuity education

including but not limited to SFF, GEP and other funding shall be charged on their respective offices.

- **Sufficient amount** shall be allocated for the conduct of at least two (2) batches each of ENR Academy frontline, basic training courses, and specialized course on Environmental Law Enforcement.
- The increase of **PhP500 thousand** each within the Regions, PENROs and CENROs in the HRDS funding shall be allocated for the implementation of Health and Wellness activities/programs in response to the COVID-19 (i.e. flu vaccine, RT-PCR, pneumonia, air purifier, thermal scanner, alcohol dispenser, drugs and medicines etc).
- Sufficient amount shall be allocated for the implementation of the capacity building of LGUs on ENR pursuant to the Mandanas-Garcia Ruling by virtue of Executive Order No. 138, s. 2021 and devolution transition plan of the DENR.

Within the Central Office budget

- **Sufficient amount** for the Career Executive Service Performance Evaluation System (CESPES), Statement of Assets and Liabilities and Net Worth (SALN), Civil Service Commission (CSC), Integrity Management Program, Change Management Team (CMT), Strategic Performance Management System (SPMS), implementation of DENR Personnel Information System, conduct of HR audit, Sexual Harassment Orientation Program and issuance of new DENR ID. The HRDS shall prepare WFP.
- **PhP 6.5 million** shall be allotted for the implementation of Health and Wellness activities/programs (i.e., flu and pneumonia vaccine, RT-PCR, etc) of the Crisis Management Committee Medical Unit. HRDS shall prepare the WFP.
- **Sufficient amount** shall be allocated to the Medical unit (WFP to be handled by Personnel Division).
- Implementation, maintenance and monitoring of the following ongoing and newly funded priority scholarship programs, subject to existing rules and regulations (WFP to be prepared by HRDS):
 - **PhP 8 million** for sixty (60) on-going grantees and thirty (30) new grantees of online **Master of Public Administration (MPA)** program for qualified employees. This is an online, blended and work-study scholarship program being implemented by the Polytechnic University of the Philippines Open University Systems (PUP-OUS).
 - **Sufficient amount** shall be allocated for ten (10) new slots of **Master of Science in Natural Resources Conservation (MSNRC)**, an off-campus, work-study scholarship program being implemented by the University of the Philippines-Los Baños held at the DENR premises during week-ends.

- **Php500 thousand** for the monitoring of previous and on-going local and foreign scholarship grantees, including those implemented by other DENR offices (e.g. Professional Masters in Tropical Marine Ecosystems Management (PMTMEM) scholarship being implemented by the Biodiversity Management Bureau and the UP Marine Institute; recipient of scholarship grants covered by Official Development Assistance (ODA) Projects)
- **Sufficient amount** shall be allocated as counterpart funds for three (3) new slots of **Master in National Security Administration (i.e. MNSA Regular Class and Executive MNSA)** to be implemented by the National Defense College of the Philippines.
- **Sufficient amount** shall be allocated as counterpart funds for four (4) new slots for qualified candidates to the DAP's Public Management Development Program (i.e. Middle Managers Class and Senior Executive Class)
- **Sufficient amount** shall be allocated for the development of other priority scholarship programs and other learning and development interventions in collaboration with accredited/reputable academic institutions. These shall include Certificate/Diploma courses in Public Financial Management, Human Resource Management/Development, ENR Enforcement).
- **Sufficient amount** shall be allocated to HRDS in support to the operations and administration of the Capacity development Component Working Group of the NCI-SRD Chaired by the DENR through the HRDS.
- **PhP11 million** shall be allocated for conflict management (Alternative Dispute Resolution) and should be implemented by the Legal Service in coordination with HRDS. The Committee on ADR shall prepare the WFP including downloading of funds to the regions.
- **Sufficient amount** shall be allocated for the implementation of Competency Enhancement Training Development Intervention Programs and monitoring and evaluation activities. The HRDS shall prepare the WFP.
- **Sufficient amount** shall be allocated for the implementation of ENR Academy Courses (Executive, Management, Supervisory, Basic, Frontline Courses and specialized courses i.e. Forest Ranger Courses, Law Enforcement, Community Organizing Solid Waste Management and Training of Trainers, Carrying Capacity and Resource Valuation). The HRDS shall also conduct the workshop monitoring and evaluation of the courses. HRDS shall prepare a separate WFP.
- HRDS shall provide orientation on proper Office's protocols and values formation and Good Governance training for the newly hired personnel, including the DENR priority programs and mandate among others.
- **Sufficient amount** shall be allocated in building Resilience Course for all Regions, Bureaus, and Attached Agencies. Office of Undersecretary for LAHRLA shall prepare and submit WFP in coordination with HRDS and CCS. (CCS to steer meeting with Admin Service and HRDS to clarify the training/ IEC.)

- **PhP450 thousand** shall be allocated for the Environment and Natural Resources Assessment/Awarding of Governance and Leadership Excellence (PRAISE). (EAGLE award).
- Sufficient amount shall be allocated for the implementation of the capacity building of LGUs on ENR pursuant to the Mandanas-Garcia Ruling by virtue of Executive Order No. 138, s. 2021 and devolution transition plan of the DENR.

Within all the Staff Bureaus (Forest Management Bureau, Biodiversity Management Bureau, Land Management Bureau and Ecosystems Research and Development Bureau)

- **PhP500 thousand** (MOOE) shall be allocated for the implementation of Health and Wellness activities/programs in response to the COVID-19 (i.e. flu vaccine, RT-PCR, pneumonia, air purifier, thermal scanner, alcohol dispenser, drugs and medicines etc.)

Within the Ecosystems Research and Development Bureau

- **PhP1.658 million** (MOOE) shall be allocated for the training expenses on human resource development of the Main Office and RDE Centers.

7.2.2 Support to Operations

7.2.2.1 Data Management including Systems Development and Maintenance

Based on the Information Systems Strategic Plan (ISSP), the following shall be charged against this PAP:

- Development and/or implementation of information systems
- Development and implementation of DENR Control Map
- Conversion of vital information of all ENR programs and projects into knowledge products, as required;
- Maintenance and updating of all applicable information systems (see **ANNEX Q** for the list) of Central and DENR field offices and bureaus. End-users/systems owners shall be responsible for the data population of the information systems;
- Maintenance of internet connectivity and ICT equipment identified in the ISSP; and
- Conduct of related training programs and workshops.. and attendance to seminars and conferences.

Within the Regional Budget

Within the regional budget, the following shall be charged under this PAP: