

Republic of the Philippines Department of Environment and Natural Resources

Visayas Avenue, Diliman, Quezon City
Tel. Nos. (632) 929-66-26 to 29 • (632) 929-62-52
929-66-20 • 929-66-33 to 35
929-70-41 to 43

FOR/TO

Demetrio L. Ignacio, Jr.

Undersecretary for Planning and Policy

Manuel D. Gerochi

Undersecretary for Lands

Ramon J.P. Paje

Undersecretary for Environment and Forestry

Deinrado Simon D. Dimalibot

Undersecretary for Mining and Legal Affairs

Fidel J. Exconde, Jr.

Assistant Secretary for General Legal Services

Michelle Angelica D. Go

Assistant Secretary for Administrative Legal Services

Casimiro Ynares III'

Assistant Secretary for Environment, and General Manager, Laguna Lake Development Authority

Analiza Rebuelta-Teh

Assistant Secretary for Foreign-Assisted & Special Projects

Jeremias L. Dolino

Assistant Secretary for Visayas and Mindanao and Director, Mines and Geosciences Bureau

Vicente S. Paragas

Assistant Secretary for Field Operations and Regional Executive Director, Region IVB

Raymond Democrito C. Mendoza

Assistant Secretary for Planning, Policy, and Research

Zoilo L. Andin, Jr.

Head Executive Assistant

Lolibeth R. Medrano

Director, Environmental Management Bureau

Marcial C. Amaro, Jr.

OIC Director, Forest Management Bureau

Ma. Theresa Mundita S. Lim

OIC Director, Protected Areas and Wildlife Bureau

Erwin L. Tiamson

Director, Land Management Bureau

ano (ES)

Celso P. Diaz

Director, Ecosystems Research & Development Bureau

Corazon C. Davis

Regional Executive Director, National Capital Region

Samuel R. Peñafiel

Regional Executive Director - CAR

Victor J. Ancheta

Regional Executive Director - Region I

Clarence L. Baguilat

OIC Regional Executive Director - Region II

Regidor M. de Leon

OIC Regional Executive Director - Region III

Antonio G. Principe

Regional Executive Director - Region IVA

Oscar M. Hamada

Regional Executive Director - Region V

Celso V. Loriega, Jr.

OIC Regional Executive Director - Region VI

Julian D. Amador

OIC Regional Executive Director - Region VII

Leonardo R. Sibbaluca

OIC Regional Executive Director - Region VIII

Ernesto D. Adobo, Jr.

OIC Regional Executive Director - Region IX

Maximo O. Dichoso

Regional Executive Director - Region X

Edilberto S. Buiser

OIC Regional Executive Director - Region XI

Jim O. Sampulna

Regional Executive Director - Region XII

Benjamin T. Tumaliuan

OIC Regional Executive Director - Region XIII

Eriberto C. Argete

Director, Planning and Policy Studies Office

Ramon M. Ezpeleta

Director, Administrative Service

Wilfredo J. Obien

Director, Financial Management Service

Virgilio V. Vitug

Director, Public Affairs Office

Romeo T. Acosta

Head, Policy and Planning Service

Adeluisa G. Siapno

Director, Human Resource Development Service

Nilo B. Tamoria

Director, Special Concerns Office

Ma. Lourdes G. Ferrer

OIC Director, Project Operations and Management Service

Melvyn A. Vida

Director, Project Design and Packaging Service

Fernandino Y. Concepcion

Assistant Director, EMB

Monina G. Torres-Uriarte

Assistant Director, ERDB

Neria A. Andin

Assistant Director, FMB

Allan V. Barcena

Assistant Director, LMB

Edwin G. Domingo

Assistant Director, MGB

Lorenzo C. Agaloos

Assistant Director, PAWB

Union Representatives

Atty. Romeo Mijares Atty. Mario Duaves

Ricardo Soriano

Edgardo Castro

Galo Martinez, Jr.

Edwin de Vera

FROM

THE UNDERSECRETARY

Management and Technical Services

and CHAIR, DENR Change Management Team

SUBJECT:

STRATEGIC REVIEW OF THE MISSION, MANDATE,

AND CORE FUNCTIONS OF THE DENR

DATE

To improve the delivery of vital government services, President Gloria Macapagal-Arroyo issued Executive Order No. 366 entitled, "Directing a Strategic Review of the Operations and Organizations of the Executive Branch and Providing Options and Incentives for Government Employees Who May Be Affected by the Rationalization of the Functions and Agencies of the Executive Branch".

Pursuant to EO 366, our Department is directed to conduct a strategic review of our operations and organization in order to (a) focus the use of limited resources on core government functions and programs and (b) cut down waste and overlaps by scaling down, phasing out, or abolishing non-core functions and programs.

In this regard, please accomplish the attached organization diagnosis questionnaire and submit it to the CMT Secretariat through Ms. Mimi Marcelo (Administrative Service) on or before 06 October 2005 through e-mail (admin@denr.gov.ph) or fax (02-9252340).

Your responses will facilitate the discussion during the workshop for the strategic review of the mission, mandate, and core functions of the DENR, which is crucial in the finalization of the DENR Rationalization Plan.

ARMANDO A. DE CASTRO

8

WORKSHOP ON THE STRATEGIC REVIEW OF THE OPERATION AND ORGANIZATION OF DENR

WORKSHOP OBJECTIVES

At the end of the workshop, the participants are expected to:

- 1. Draw a Roadmap for the DENR which will articulate it's mission, vision, values, and identify its MFO's and organization goals, as well as the strategies and action plans to be implemented to improve organizational effectiveness and performance
- To identify/validate the DENR core functions, programs, activities and projects vis-à-vis the DENR GPOA with the MTPDP/MDG.
- 2. To identify/validate the DENR core functions, programs, activities and projects have to be scaled down, transferred, phased out, abolished or stengthened 3. To identify which of the current programs, activities and projects have to be scaled down, transferred, phased out, abolished or stengthened 3.
 - 4. To recommend organizational actions on current structures relative to non-core, overlapping or outdated functions

PRE-WORKSHOP ACTIVITIES shall be undertaken by the OD Consultant to facilitate the preparation of inputs to the workshop proper

IMMEDIATE NEXT STEPS

- 1. To formulate the rationalized organization structure which will help DENR perform/implement its core functions, programs, activities and projects 2. To identify the skills and competency requirements needed to support the proposed functional and structural shifts in the organization
 - 3. To formulate the revised staffing pattern
- 4. To identify the list of employees to be separated/retired or transferred to other agencies/units

WORKSHOP CUTPUT NO. 1. PERCEIVED PURPOSE OF THE ORGANIZATION

Office/Service/Bureau/RO:

Objective: To provide data on the perceived purpose of the organization to facilitate the development of the organization and goals as input to the functions review and in the organizational redesign.

How Do We Produce These Products and Services? What are the Inputs or Resources	√Daceav.	The state of the s										
What Are Our Products and Services?												
Who Are Our Customers? Who Do We Serve?											The state of the s	
Wny Do We Ēxist?	A CONTRACTOR OF THE CONTRACTOR											The state of the s

6. 2. ORGANIZATIONAL STRENGTHS AND WEAKNESSES
0.4
ii)
(/)
AA
Ď
ZAZ
200
ORG
řί
RKSHOP OUTPUT No.
5
11
ğ
Ę,
ΚS
O.R.

	THE PARTY OF THE P
Office/Service/Bureau/RO	

Objectives:

To assess the organization's performance wis-a-vis, targets organizational capabilities resources, systems and processes operations financial position, strategy fit leadership/management styre

To identify organizational strengths and weaknesses

The commend action of any the week the second of the secon seedentoethe for the figure of education

Froposed Plan of Action to Adoress Weakness			The state of the s	The second secon								
Toganizatina Maakneeses									The state of the s			
Organizational Strengthy												Committee of the commit

Definition of Terms Strengths - refer to an organization's positive attributes or inherent asset that allow it to endure, survive, perform, and officient and effective Weakhesses - refer to an organization's negative areas or areas that kinder it from performing effectively and therefore needing improvement

WORKSHOP OUTPUT NO B I DENTIFICATION OF CORE FUNCTIONS

Office/Service/Burraw/RO:

The second of th	A	The second secon				-	,	-	_	-		
					- -	-						
					_			-		-		
					-		-			-		
					_							
					_			_				
					- -	-	_		_			
					-				-			
					-		-					
					-	_	_					
							-	-	_			
					-							
									-			
					_					-		
					.,							
The same of the sa	The second secon	And the second s	American design of the contract of the comment of the contract									The second secon
And the state of t	The same of the sa	And the state of t	The state of the s	***************************************					~			
	manufactoristic responses to the description of the second section of the section o	The second secon	and the same of th									The state of the s
The same of the sa		And the state of an and a state of the state										
To develop the company of the compan	and the second distribution of the second	A many or of the second control of the secon	and the second s		-	-						
	The same first of the suppression and the same date of the same control of the same co											The second secon
			1						-			
-							4					
	Privatize)	Andreas and the state of the st		SPECIFY NONE	*Oå	FON	CENRO LGU	RO PENRO CH		BUREAU		
Seacurate, Merge, Consolidate,	Decempative Devolve	3		ATHERS.		Garra				/1.1838 /0.)		
(Create, Maintain, Strengthen,	Strengthen, Scale Down.	4	11 -) 1					¥R	DENR		LEGAL BASIS	GARATALL W. LOSTUGS
ORGANIZATIONAL ACTION	(Start, Continue.		WHO SHOULD BE DOING		N(E FUNCTIO	PERFORMING THE FUNCTION					MYG MODENCE LANGE
PROPOSED	ON FUNCTION											
	NOTION GESOGOES		4		٠,	PRESENT	ACENCY OFFICE PRESENTLY	AGEN		-		The second secon

WORKSHOP OUTPUT No. 3

Objectives:

- To identify the unit's core functions
- To identify functional gaps, misalignment, duplications, overlaps
- To recommend dispositive actions needed to improve organization performance

Definition of Terms on Functional/Organizational Actions

Start - the performance of a function/PAP which is not currently being undertaken

Continue - the carrying out of a function/PAP currently being undertaken without change

Strengthen - the act of increasing the targets of a core function, or its expected goods/services and the desired impacts, or widening its clientele/geographical coverage by infusing additional physical, financial, and other resources to it Phase out - the gradual elimination or discontinuance of a function/PAP through the sequential or selective abolition of itscomponent parts, until such time that saif function/PAP ceases to exist Scale down - a reduction in the intensity or magnitude of a function/ PAP by eliminating selected components, reducing the geographical, demographic or clientele coverage, the types of services rendered, of the level of output

Decentralize - the process of delegating authority from the central office to the regional/field units

Devolve - the process of transferring power from the national government to local government units (LGUs)

Privatize - the process of transeferring the function to the private sector

Create - the setting up of a new organizational unit to perform a new or transferred function

Maintain - the fetention of an existing unit without any change from its original composition

Strengthen - the retention of an existing unit with substantial increase in financial, personnel and physical resources

Marge - the combination of two or more units, whereby the identity of one is retained, while the other units is/are either abolished or deactivated Desctivate - the act of making a unit dormant or non-operational by phasing out its functions of transferring them to another unit

Conscirdate - the dissolution of two or more units to form a new unit, the affected units are either abolished or deactivated

Abolish - the dissolution of an existing unit

Functions/FAR where more resources need to be channelled (strengthened)

- Those that directly support core/frontline services, the 10-point agenda of the Administration, and the Millenium Devt. Soals
- Those that are directly involved in the social, economic and political empowerment of the people
- Those that promote private sector initiative
- Those that contribute to the creation of livelihood or employment opportunities and to an environment conductive to investment, entrepreneuts plant productives
- Those that contribute to the targeted ultimate societal outcomes of the NG and/or the targeted sedonsub-sedonorganizational outcomes of the DENA

Functions/PAP which could be scaled down, phased out or abolished

- Those that duplicate or unnecessarily overlap with other PAP within the DENR and other govt agenoes
- Those that are not producing the desired outcomes, no longer achieving the objectives for which they were originally designed
- Those that are not cost efficient and do not generate the desired level of physical and economic returns vis-à-vis the resource inputs

Organizational Actions on Units

The abolition, deactivation, merger or consolidation of units may include

- Those whose functions are unnecessarily duplicating/overlapping with other units
- Those which have low net economic contribution
- Those which have outlived their purpose
- Those whose functions could be better undertaken by the private sector
- Those whose functions have been devolved to LGUs

Organization Diagnosis Questionnaire for <u>DENR</u>

Nar	ne:	Office/Bureau/Agency:
Pos	sition Title:	
Pur o	rpose of Questionnaire To identify perceived areas of st To identify functional gaps/overt	rengths and areas for improvement of the organization aps/duplications
1.	What do you think is the main the Department's clients?	n purpose for the existence of the <u>DENR</u> ? Who are
2.	What do you think are the outputs that <u>DENR</u> has to pr	key roles of <u>DENR</u> ? What are the results or roduce for each key role?
3.	How does DENR produce the	ese outputs?
4.	What are the inputs or resou	rces that <u>DENR</u> needs to produce these outputs?
5.	What factors help fulfill DEN	IR's purpose? What are the strengths of <u>DENR</u> ?
6.	What factors hinder <u>DEN</u> weaknesses or areas for in	<u>VR</u> from fulfilling its purpose? What are the mprovement of <u>DENR</u> ?
7.	What are the top three fact immediate attention to to ma	tors/functions/issues that management should pay ake <u>DENR</u> efficient and effective?

Functional/Organizational Analysis

- 1. What do you think is the main purpose for the existence of your <u>Office/Bureau/Service/Agency</u>? Who are your clients?
- 2. What do you think are the **key roles** of your <u>Office/Bureau/Service/Agency</u>. What are the **results** or **outputs** that your <u>Office/Bureau/Service/Agency</u> has to produce for each key role?
- 3. How does your Office/Bureau/Service/Agency produce these outputs?
- 4. What are the inputs or resources that your <u>Office/Bureau/Service/Agency</u> needs to produce these outputs?
- 5. What factors help fulfill your <u>Office's/Bureau's/Service's/Agency's</u> purpose? What are the <u>strengths</u> of your <u>organization?</u>
- 6. What factors hinder your <u>Office/Bureau/Service/Agency</u> from fulfilling its purpose? What are the <u>weaknesses</u> or <u>areas for improvement</u> of your organization?
- What are the top three factors/functions/issues that management should pay immediate attention to to make the organization efficient and effective?
- 8. What other roles, tasks, duties and responsibilities do you think your Office/Bureau/Service/Agency should be doing but is not doing at present? Why is this so? Is there any other organization doing it?

- 9. What tasks are being done by other organizations which you think your Office/Bureau/Service/Agency should be doing? Why? (misalignment of functions)
- 10. Are there tasks that need to be done but nobody is doing? (gaps)
- Are there tasks being performed both by your Office/Bureau/Service/Agency and other organization/s, which can already be handled by a single unit? Which unit should be doing it? (overlaps/duplications)
- 12. What are possible organizational changes, industry trends that could affect your Office's/Bureau's/Service's/Agency's current role, outputs and competencies?