



**MEMORANDUM**

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

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**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](mailto: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**  
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## **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 its 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
2. To identify/validate the DENR core functions, programs, activities and projects vis-à-vis the DENR GPOA with the MTPDP/MDG.
3. To identify which of the current programs, activities and projects have to be scaled down, transferred, phased out, abolished or strengthened
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









**Objectives:**

1. To identify the units core functions
2. To identify functional gaps, misalignment, duplications, overlaps
3. 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

**Scale down** - 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** - 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, or the level of output

**Decentralize** - the gradual elimination or discontinuance of a function/PAP through the sequential or selective abolition of its component parts, until such time that said function/PAP ceases to exist

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

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

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

**Maintain** - the retention 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

**Deactivate** - the act of making a unit dormant or non-operational by phasing out its functions or transferring them to another unit

**Merge** - the combination of two or more units whereby the identity of one is retained, while the other units share other abolished or deactivated

**Consolidate** - 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/PAP where more resources need to be channelled (strengthened)**

1. Those that directly support core/frontline services, the 10-point agenda of the Administration, and the Millennium Devt. Goals
2. Those that are directly involved in the social, economic and political empowerment of the people
3. Those that promote private sector initiative
4. Those that contribute to the creation of livelihood or employment opportunities and to an environment conducive to investment, enterprise and production
5. Those that contribute to the targeted ultimate societal outcomes of the MDG and/or the targeted sector/sub-sector/organizational outcomes of the DENR

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

1. Those that duplicate or unnecessarily overlap with other PAP within the DENR and other govt. agencies
2. Those that are not producing the desired outcomes, no longer achieving the objectives for which they were originally designed
3. 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:

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

## Organization Diagnosis Questionnaire for DENR

Name:	Office/Bureau/Agency:
Position Title:	

### *Purpose of Questionnaire*

- To identify perceived areas of strengths and areas for improvement of the organization
- To identify functional gaps/overlaps/duplications

1. What do you think is the main purpose for the existence of the DENR? Who are the Department's clients?
  
  
  
  
  
  
  
  
  
  
2. What do you think are the **key roles** of DENR? What are the **results** or **outputs** that DENR has to produce for each key role?
  
  
  
  
  
  
  
  
  
  
3. How does DENR produce these outputs?
  
  
  
  
  
  
  
  
  
  
4. What are the inputs or resources that DENR needs to produce these outputs?
  
  
  
  
  
  
  
  
  
  
5. What factors help fulfill DENR's purpose? What are the **strengths** of DENR?
  
  
  
  
  
  
  
  
  
  
6. What factors hinder DENR from fulfilling its purpose? What are the **weaknesses** or **areas for improvement** of DENR?
  
  
  
  
  
  
  
  
  
  
7. What are the top three **factors/functions/issues** that management should pay immediate attention to to make DENR efficient and effective?

### ***Functional/Organizational Analysis***

1. What do you think is the main purpose for the existence of your **Office/Bureau/Service/Agency**? Who are your clients?
  
2. What do you think are the **key roles** of your **Office/Bureau/Service/Agency**. What are the **results** or **outputs** that your **Office/Bureau/Service/Agency** 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 **Office/Bureau/Service/Agency** needs to produce these outputs?
  
5. What factors help fulfill your **Office's/Bureau's/Service's/Agency's** purpose? What are the **strengths** of your organization?
  
6. What factors hinder your **Office/Bureau/Service/Agency** from fulfilling its purpose? What are the **weaknesses** or **areas for improvement** of your organization?
  
7. 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*)
11. 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?