DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES (DENR)

Quality Management Manual

ISO 9001:2015

December 15, 2016

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ANNEXES

DENR QUALITY MANAGEMENT MANUAL

This **Quality Management Manual** defines and clarifies policies, systems, and procedures adopted to implement and continually improve the **Quality Management System (QMS)** of the **Department of Environment and Natural Resources (DENR)**. This Manual contains specific documents and forms necessary to support the above purpose and clarify implementation approaches and interpretations for concepts included in the Manual.

This Quality Management Manual is in conformance with the ISO 9001:2015 Standard.

This Manual, together with associated documents mentioned hereto, aims to:

a. describe the basic elements of the QMS of the DENR and serve as reference in its implementation and continual improvement;
b. inform the internal and external stakeholders and enable them to observe and implement the QMS that is being maintained at the DENR; and
c. serve as reference and guide for newly-hired personnel and make them familiar and appreciate the DENR's QMS.

Introduction of new services and processes may necessitate revision to or re-issuance of existing Quality Management Manual and relevant procedures. Requests or suggestions can be made through a Memorandum to the DENR Quality Management Representative for his/her consideration to ensure that such changes are reflected in the Manual.
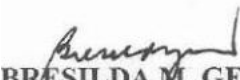
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Future expansion of the scope of the DENR QMS will require revision of the Manual. This Manual is intended to be used in all the offices of DENR identified in Section 3 hereof.
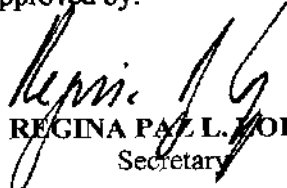
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The DENR adopts the following terms and definitions within its Quality Management System. Where no definition is provided, the DENR adopts the definitions provided in *ISO 9000: Quality Management – Fundamentals and Vocabulary*. In some cases, specific procedures or documentation may provide a different definition to be used in the context of that document; in such cases, the definition will supersede those provided for in this Quality Manual or ISO 9000.

ABC	Approved Budget for the Contract
A&D	Alienable and Disposable
ADR	Alternative Dispute Resolution
APP	Annual Procurement Plan
ARD	Assistant Regional Director
AS	Administrative Service
Audit Checklist	A set of variables which serves as a guides to an auditor.
Audit Criteria	Set of policies, procedures or requirement which are used as reference against which audit evidence is compared.
Audit finding	Result of evaluation of the collected audit evidence against audit criteria.
Audit Itinerary	Set of one or more audits planned for a specific timeframe, directed towards a specific purpose.
Audit plan	A documented plan prepared prior to the conduct of audit which details activities such are where to go, what to do when to do and whom to see.
Auditee	The office or part of the office that is being audited.
Auditor	One who conducts an Audit. A person with demonstrated personnel attribute and competences to conduct an audit.
BAC	Bids and Awards Committee
BED	Budget Execution Document
BFP	Bureau of Fire Protection
BIR	Bureau of Internal Revenue

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BMB	Biodiversity Management Bureau
CADC	Certificate of Ancestral Domain Claim
CADT	Certificate of Ancestral Domain Title
CAF	Certificate of Availability of Funds
CALT	Certificate of Ancestral Land Title
CAR	Corrective and Preventive Action Request
CAR LOG	Corrective and Preventative Action Request Log
CC	Citizen's Charter
CENRO	Community Environment and Natural Resources Office/r
Certificate of Tree Plantation Ownership	CTPO; a document issued by the DENR local official at the CENRO level to all private plantation within titled or tax declared alienable and disposable (A&D) lands inside their area of jurisdiction.
Certificate of Verification	CV; a document issued by the DENR local official at the CENRO level to show that the logs/timber, lumber or any wood or non-wood forest products come from private lands indicating the quantity, volume, type of forest products and destination/consignee of the commodities.
Chainsaw	Refers to any portable power saw or similar cutting implement, rendered operative by an electric or internal combustion engine or similar means, that may be used for, but is not limited to the felling of trees or the cutting of timber.
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora.
CITES Export Permit	Refers to a permit authorizing an individual to bring, send or transport wildlife listed under the CITES Appendices, including its by-products or derivatives, from the Philippines to other countries.
CITES Import Permit	Refers to permit issued authorizing an individual to bring into the Philippines wildlife listed under the CITES Appendices, including its by-products or derivatives, from other countries.

CLOA   Certificate of Land Ownership Award

CLUP   Comprehensive Land Use Plan

CNA.   Collective Negotiation Agreement

CNC   Certificate of Non-Coverage

COA   Commission on Audit

CODI   Committee on Decorum and Investigation

Conformity   Fulfilment of requirement

Continual improvement   Process of enhancing the quality management system to achieve improvements in the delivery of service and overall ENR management system.

Core Processes   Processes that defines the DENR's mandate as the primary agency responsible for the conservation, management, development and proper use of the country's environment and natural resources for the benefit of the Filipino people and collectively referred to as the ENR Management System.

Corrective Action   CA; Action taken to eliminate the cause of a detected nonconformity or other undesirable situation to prevent its recurrence.

Country-Donor **Agency Assistance** Strategy Meeting   A meeting organized for the purpose of consultation between the DENR, donor countries, international funding organizations and ODA project implementers to identify possible areas of cooperation.

CSC   Civil Service Commission

CSO   Civil Society Organization

DAO   DENR Administrative Order

DAR   Department of Agrarian Reform

DBM   Department of Budget and Management

DENR   Department of Environment and Natural Resources

DILG   Department of the Interior and Local Government

DMC	DENR Memorandum Circular
Document Controller	The Document Controller, the same as Records Controller, is the person or official responsible for ensuring the integrity of all documented information and recommend to the QMR actions relating to management of documented information.
DOS	Deed of Sale
DPCR	Division Performance Commitment Review
ECP	Environmentally Critical Projects
EGGAR	Engineering Geological and Geohazard Assessment as Additional Requirement
EIA	Environmental Impact Assessment
EIS	Environmental Impact System
EMB	Environment Management Bureau
EMS	Environment Management System
ENR	Environment and Natural Resources
ENR Framework	Used in preparation of the Department inputs to the Medium Term Development Plan or the Philippine Development Plan.
Environmental Compliance Certificate	ECC; a document issued by the DENR certifying that based on the representations of the proponent and the preparers, as reviewed and validated by the Environmental Impact Assessment Review Committee (EIARC), the proposed project or undertaking will not cause a significant negative environmental impact.
EPRMP	Environmental Performance Report and Management Plan
ERDB	Ecosystem Research Development Bureau
ExeCom	Executive Committee; composed of officials of the DENR from the Secretary to the Service Director Level at the DENR Central Office and decides on policy and priority directions of the DENR.
External clients	External stakeholders interacting with the DENR either as recipients of services or other interested parties that have impact

	or potential impact on the DENR's ability to consistently provide products and services that meet clients and applicable requirements.
FLBD	Forest Land Boundary Delineation. DENR's project to delineate the extent of forest lands.
FMB	Forest Management Bureau
FMS	Financial Management Service
Free Patent	A document that is a legitimate proof of ownership of public land in the Philippines granted by the government.
GAA	General Appropriation Act. The Legislative authorization for appropriation of funds for offices and agencies for the given year.
Generation/development of Technology	A process of conducting research with the primary aim of solving specific problems previously identified.
GOCC	Government Owned and Controlled Corporation
GPPB	Government Procurement Policy Board
GSIS	Government Service Insurance System
HoPE	Head of Procuring Entity
HOR	House of Representatives
HRB	Highest Rated Bid
HRDS	Human Resources Development Service
HRRB	Highest Rated Responsive Bid
IAS	Internal Audit Service
ICT	Information and Communications Technology
IEC	Information, Education and Communication
Internal Clients	DENR employees who, generally are the recipients of products and services within the Department.
IPC	Inspection and Pre-acceptance Committee

IPCR	Individual Performance Commitment Review
IPRA	Indigenous People's Rights Act
IQAC	Internal Quality Audit Committee
IRR	Implementing Rules and Regulations
ISSP	Information Systems Strategic Plan
KISS	Knowledge and Information Systems Service
L&D	Learning and Development
LAS	Legal Affairs Service
LCB	Lowest Calculated Bid
LCRB	Lowest Calculated Responsive Bid
LGU	Local Government Unit
LMB	Land Management Bureau
LRA	Land Registration Authority
M&E	Monitoring and Evaluation
Management Review	Process where top management reviews the Quality Management System and determines whether it remains suitable, adequate and effective. The review assesses the need to change the quality management system, the quality policy or the quality objectives.
ManCon	Management Committee. The counterpart of ExeCom in the Bureaus and Regional Offices.
MC	Memorandum Circular
MEA	Multilateral Environmental Agreement
MFOs	Major Final Outputs
MGB	Mines and Geosciences Bureau
MO	Memorandum Order

MSPP	Merit, Selection and Promotion Plan
MTEF	Medium-Term Expenditure Framework
NCIP	National Commission on Indigenous Peoples
NEDA	National Economic Development Authority
NEP	National Expenditure Program
NGA	National Government Agencies
NGU	Non-Government Unit
NIPAS	National Integrated Protected Areas System
NOA	Notice of Award
ODA	Overseas Development Assistance
OFI	Opportunity for Improvement; A situation where there is an opportunity for improving the process or elements of the QMS, as opposed to a non-conformance.
OPCR	Organizational Performance Commitment Review
OPIF	Organizational Performance Indicator Framework
OSG	Office of the Solicitor General
PA	Protected Area
Pag-IBIG	Pagtutulungan sa Kinabukasan: Ikaw, Bangko, Industriya at Gobyerno
PAPs	Programs, Activities, and Projects
PCR	Performance Commitment Review
PD	Presidential Decree
PDP	Philippine Development Plan
PEM	Public Expenditure Management
PENRO	Provincial Environment and Natural Resources Office/r

PhilGEPS	Philippine Government Electronic Procurement System
PIB	Performance Informed Budgeting
PMED	Program Monitoring and Evaluation Division
PMT	Performance Management Team
PO	People's Organization
PPA	Also P/P/A also P/A/P. Program/Activity/Project. Refers to programs, activities and projects of an agency to be supported with budget appropriation contained in the GAA.
PPD	Planning and Programming Division
PPS	Planning and Policy Service
PR	Purchase Request
PRAISE	Program on Awards and Incentives for Service Excellence
PRIME-HRM	Program to Institutionalize Meritocracy and Excellence in Human Resource Management
Process or protocol (technology)	Refers to a set of prescribes schemes or steps defining technology application. this may involve strategies for efficient utilization, transfer, commercialization, and marketing system for developed technologies.
Product (technology)	Refers to a technology in the form of goods, directed toward a specific market demand.
PSMD	Property Supply Management Division
PTWG	Policy Technical Working Group
QM	QMS Manual
QML	Quality Management Leader
QMR	Quality Management Representative
QMS	Quality Management System
Quality Management System Audit	Process of assessing whether the QMS conforms to the requirements of ISO 9001:2015 and has been effectively

implemented and maintained.

DENR Quality Policy	Statement of DENR's quality policy to ensure the satisfaction of the DENR's stakeholder's requirements, and compliance with statutory and regulatory requirements relative to delivery of its services.
RD	Regional Director
RDC	Regional Development Council
RDE	Research, Development and Extension
Request for Action	RFA; A tool/form used to record the audit findings and the corresponding root cause analysis and appropriate actions taken to address it.
REVCOM	Review Committee
RIS	Requisition and Issue Slip
RPCI	Report of Physical Count of Inventory
RRACCS	Revised Rules on Administrative Cases in the Civil Services
RSMI	Report of Supplies and Materials Issued
SCAR	Supplier Corrective Action Request
SCIS	Strategic Communication and Initiative Service
SDRMD	Statistics and Data Resource Management Division
Secretary	Secretary of the DENR and Chair of the Executive Committee
SECSIME	Service Excellence Through Continuous Systems Innovation, Monitoring and Evaluation
Service	1. Part of the DENR structure at the Central Office, referring to offices that handle support processes; 2. Performance of DENR core processes and key services to stakeholders in conformance to its mandate.
SMS	Supply Management Section
SOP	Standard Operating Procedures
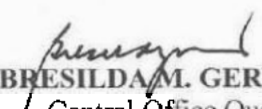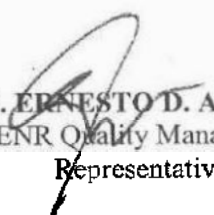
SPMS	Strategic Performance Management System
SRS	Statistical Reporting System
SSIS	Statistical Services Information System
Stakeholders	Interested Parties, includes but is not limited to DENR clients, business sectors, local government units, non-government organizations, civil society organizations, peoples' organizations, religious sectors, academe, other government agencies, international partners, individuals, and DENR officials and employees.
Survey Authority	Refers to the permit issued by the concerned DENR Official to a government Geodetic Engineer to conduct isolated survey over public lands for public land application purposes.
SWM	Solid Waste Management
TDD	Training Development Division
Training and Development Database	A database maintained by the HRDS-TDD containing learning and development interventions attended by personnel.
WFP	Work and Financial Plan
WGP	Wildlife Gratuitous Permit. Refers to the privilege given to an individual, academe, research institution or organization to capture/harvest and transport wildlife species from the natural habitat for scientific and other purposes.

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A. DENR HISTORY

The history of the Department goes back to the Spanish regime with the creation of: (1) Inspeccion General de Minas in 1837, which took charge of the administration and disposition of minerals and mineral lands; and (2) Inspeccion General de Montes in 1863, whose function was to determine the extent of the country's forest resources and oversee their proper utilization.

The Department of Interior was later created in 1901, which supervised Bureau of Public Lands, Bureau of Agriculture, Bureau of Government Laboratories, and Bureau of Forestry, to name a few. It was vested with powers and authority on matters that included natural resources.

Fifteen years after (1916), the Philippine Government issued Act No. 266, "An Act to Reorganize the Executive Department of the Government of the Philippine Islands", which transferred the functions and authority regarding agriculture and natural resources from the Department of Interior to the Department of Agriculture and Natural Resources (DANR). Bureaus under its supervision included Agriculture, Forestry, Lands, Science, and Weather.

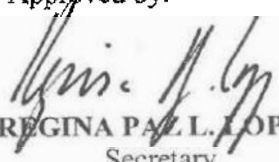By 1932, a new reorganization act was passed. This renamed the DANR as the Department to Agriculture and Commerce (DAC) with the addition of the Bureau of Commerce. It also split the Bureau of Agriculture into the Bureau of Plant Industry and the Bureau of Animal Industry.

The years 1934 to 1938 brought about the reorganization and integration of the following divisions under the Bureau of Science: Mineral Resources, Industrial Engineering, Home Economics, Fish and Game Administration, and Scientific Library. The Division of Accounts and Property was also abolished during this time. The Bureau of Mines (out of the Division of Mineral Resources) was later created by virtue of Commonwealth Act No. 136.

Changes within the organization brought back the name Department of Agriculture and Natural Resources (DANR) in 1947. By 1953, the Bureau of Agriculture Extension was included in the DANR.

The Presidential Decree (PD) No. 461 of 1974 reorganized the DANR into the Department of Agriculture (DA) and Department of Natural Resources (DNR). The following line bureaus and attached agencies were placed under the DNR: Bureau of Forest Development (BFD), Bureau of Mines (BM), Bureau of Lands (BL), Bureau of Fisheries and Aquatic Resources (BFAR), National Committee for Mineral Exploration and Survey Operations (NACOMESCO), Presidential Committee on Wood Industries Development (PCWID), Fishery Industry Development Council (FIDC), Surigao Mineral Reservations Board (SMRB), and Presidential Action Committee on Lands Problems (PACLAP).In addition to this, PD 607 established the Forest Research Institute (FORI) and attached it to the DNR.

Two years later (1976), PD 977 created the Philippine Fish Marketing Authority (PFMA), while PD 1041 created the Natural Resources Management Center (NRMC). PD 1121 was introduced a year later (1977) and it mandated the creation of the National Environmental Protection Council (NEPC). In 1978, PD 1305 established the Mineral Reservation Development Board (MRDB), which took over the powers and functions of the abolished SMRB.

A shift in the parliamentary form of government led to the renaming of the DNR to the Ministry of Natural Resources (MNR). PD 1281 renamed the Bureau of Mines to the Bureau of Mines and Geosciences in 1979 and made it more responsive to its varied functions. The Executive Order (EO) No. 786 of 1982 created the Natural Resources Development Corporation (NRDC). This acted as the corporate arm of the MNR. By the year 1985, Fish and Fishery concerns were transferred to the ministry of agriculture. It left the MNR with only three bureaus aside from the attached entities.

After the Government reverted to a Democracy, EO 131 was issued on January 30, 1987 and this created the Department of Energy, Environment, and Natural Resources (DEENR). It took over the power and functions of the MNR and also incorporated the emerging critical concerns about energy and environment. The EO, however, was not implemented.

The government later issued EO 192 on June 10 1987, which reorganized the DEENR and renamed it as the **Department of Environment and Natural Resources (DENR)**. This also left energy matters in the President's charge.

The bureaucracy was decentralized with the transformation of former line bureaus to staff bureaus and most of the line functions to the regional and field offices. It named the following as the agency sectoral staff bureaus:

- Forest Management Bureau (FMB) which integrated and absorbed most of the powers and the function of the bureaus of forest development and wood industry development Authority.
- Land Management Bureaus (LMB). This acted as the central office of the Bureau of lands and it integrated the district land Offices to the DENR Field Offices.
- Mines Geosciences Bureaus (MGB) absorbed the function of the bureau of Mines and Geosciences.The abolished the mineral resources Developing Board and Gold Mining Industry Assistance Board.
- Environmental Management Bureaus (EMB) combined the National Environmental Protection Council (NEPC),the National Pollution Control Commission (NPCC), and the Environmental Center of the Philippines (ECP).
- Ecosystem Research and Development Bureau (ERDB) mergedthe former forest research institute and National Mangrove Committee.
- Protected Areas Wildlife Bureaus (PAWB).

The following agencies and Corporations were also linked to the DENR: National Mapping Resource Information Authority (NAMRIA) combined the functions and powers of the Natural Resources Management Center, National Cartography Authority. The Bureau of Coast and Geodetic Survey (BCGS), and the Land Classification Teams of the former Bureau of Forest Development: the Existing NDRC; and the National Electrification Administration (NEA).

In the same year, the following broke away from the DEENR: the Manila Seedling Bank Foundation, the Bureau of Energy Utilization, and the Bureau of Energy Development. The NEA was also transferred to the Department of the Energy.

The year 1993 heralded EO 149 which streamlined the Office of the president and annexed the LLDA to the DENR.

RA No. 7942 of 1995 or the Philippine Mining Act was passed, restoring the line functions of the Mines and Geosciences Bureau and laid the foundation for the creation of its regional offices nationwide.

In 1996, EO 374 was issued, creating the Presidential Task Force on Water Resources Development and Management (PTFWRDM). The EO vested the PTFWRDM with the authority to coordinate projects of various government agencies and departments involved in water to ensure efficient management and development of water resources.

Republic Act (RA) 8749 or the Philippine Clean Air Act was passed in 1999, and it transformed the EMB from a staff to a line bureau and mandated it to be a lead agency in the overall implementation of the law's provisions.

EO 123 of 2002 abolished the PTFWRDM while reconstituting the national water resource board (NWRB), transferring its duties from the Department of Public Works and Highways (DPWH) to the Office of the President. The EO also named the DENR secretary as the NWRB Chair.

When 2005 rolled around, the government issued EO 366 which directed agencies under the Executive branch to review their organizational structure and operations scheme, and provided options and incentives for government employees who could have been affected by the rationalization of agencies and functions.

During 2007, EO 636 transferred the Philippine Mining Development Corporation (PMDC), formerly the Natural Resources Mining Development Corporation, from the DENR to the Office of the President. A short time before the year ended, the PMDC was returned to the DENR by the virtue of EO 689. A year after (2008), the Palawan Council for Sustainable Development (PCSD) by virtue of EO 734, and the Philippine Reclamation Authority (PRA), once known as the Philippine Estates Authority, by virtue of EO 798 was transferred to the DENR.

On October 18, 2013, the DBM approved the DENR Rationalization Plan (RatPlan). Through the RatPlan, the DENR was able to focus on the vital and core functions of the agency, improved the quality and efficiency of its services by eliminating overlaps and duplication of functions, and promoted efficiency and results-oriented performance and accountability. One of the major changes resulting from the RatPlan included the following: adoption of the integrated Ecosystem Management (IEM) approach to achieve sustainable development of natural resources leading to the shift from the present sectoral arrangement to a functional set-up in its regional and field operation, and redefinition of the department's role of being a "rower" to a "steerer" in natural resources utilization and management. The ERDB's presence in the DENR regional offices was clustered into six centers for excellence: Watershed and Water Resources Research Center (Region 1,2,3 and CAR); Land Management, Agroforestry and Upland Farming Technology Research Center (Region 9, 10 and 13); the mining and Degraded areas rehabilitation research center (Region 11 and 12); Urban, Toxic substances and Hazardous Wastes Research Center(NCR); and Biodiversity, Coastal Wetlands and Ecotourism Research Center (Region 6, 7 and 8). Also, the PAWB was renamed as the Biodiversity Management Bureau (BMB) to represent expanding responsibilities beyond protected areas.

B. MANDATE

The Department 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 public domain, as well as the licensing and regulation of all natural resources as may be provided for by law in order to ensure equitable sharing of the benefits derived therefrom for the welfare of the present and future generations of Filipinos.

C. VISION

"A nation enjoying and sustaining its natural resources and clean and healthy environment."

D. MISSION

The DENR shall be the driving force in the pursuit of sustainable development, enabling stakeholders' participation in the protection, conservation, and management of the environment and natural resources for the present and future generations.

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E. GOALS AND OBJECTIVES

The Department shall be guided by the following goals that will serve as basis for policy formulation:

1. a cleaner and healthier environment ensured;
2. availability and sustainability of the country's natural resources assured;
3. productivity of natural resources increased;
4. contribution of natural resources for achieving national economic and social development enhanced;
5. protection of communities from natural and human-made incidents;
6. equitable access to and benefit sharing from the use of natural resources promoted;
7. the Philippine natural and cultural heritage conserved;
8. physical and human resources used efficiently and effectively; and
9. strict adherence to good governance.

F. FUNCTIONAL DESCRIPTIONS

The organizational structure of the DENR shall consist of the different offices and attached agencies. The Secretary of DENR has the authority and responsibility to carry out the mandates of the Department, discharge its powers, authorities and functions and accomplish its objectives. The Secretary is assisted by Undersecretaries, Assistant Secretaries and other officers in the discharge of his/her functions. The organizational subdivision of the Department their major functional responsibilities are as follows:

1. CENTRAL OFFICE

a. INTERNAL AUDIT SERVICE

The Internal Audit Service (IAS) shall render assistance and advise the Secretary on all matters relating to operations and management controls; conduct management and operations audits of the Department's functions, programs, projects and activities, and determine the degree of compliance with their mandate, policies, government regulations, established objectives, systems and procedures/processes and contractual obligations; review and appraise systems and procedures, organizational structure, asset management practices, financial and management records, reports and performance standards of the Department proper, bureaus, and field offices; analyze and evaluate management deficiencies and assist management by recommending realistic courses of action; undertake miscellaneous services, including special investigations and assistance to outside contacts such as Commission on Audit; and perform other functions that may be assigned by higher authority.

b. STRATEGIC COMMUNICATIONS AND INITIATIVES SERVICE

The Strategic Communications and Initiatives Service (SCIS) shall serve as the information, education and communication (IEC) arm of the Department and shall be responsible for disseminating information on environment and natural resources development policies, plans, programs and projects, and respond to public queries; conduct environmental education; undertake strategic alliance and partnership activities with external stakeholders; monitor and assess current issues and concerns raised by the public either in media or other means and recommend approaches in addressing such concerns; and handle priority concerns/matters identified by the Secretary which necessitate special and immediate attention.

c. FOREIGN-ASSISTED AND SPECIAL PROJECTS SERVICE

The Foreign-Assisted and Special Project Service (FASPS) shall identify and prepare investment project and program proposals for possible foreign and local assistance in close consultation with DENR bureaus and field offices and in coordination with other appropriate government agencies; prioritize programs and/or projects requiring foreign and local assistance; conduct and feasibility studies for projects identified for external assistance; represent the Department in negotiating for foreign loans/grant assistance; provide staff support in the implementation of foreign-funded and special projects; monitor and evaluate the performance of foreign-assisted and special projects in coordination with financial donors; and perform other functions that may be assigned by higher authority.

d. KNOWLEDGE AND INFORMATION SYSTEMS SERVICE

The Knowledge and Information Systems Service (KISS) shall manage the information and communication technology (ICT) of the Department; it shall provide guidelines and services to various offices in the management of ICT in the Department that will facilitate well-informed decision making and improve the delivery of service of DENR units; oversee the integration of ENR-related information/statistics generated by various sectors and convert the same into knowledge products; oversee the implementation and updating of Information Systems Statistic Plan (ISSP); and perform other functions that may be assigned by higher authority.

e. POLICY AND PLANNING SERVICE

The Policy and Planning Service (PPS) shall develop planning and resource allocation guidelines and integrate all short/medium/long-term development plans and programs of the Department; coordinate all planning activities, monitor and evaluate the performance of various units of the Department; formulate policy recommendations and strategies for improved, responsive and effective environmental and natural resources management;

formulate long term resource policy agenda; recommend policies based on studies for the efficient and effective conservation of environment and natural resources; and perform other functions that may be assigned by higher authority.

f. LEGAL AFFAIRS SERVICE

The Legal Affairs Service (LAS) shall advise and assist the Secretary in all legal matters in the implementation and enforcement of ENR laws, rules and regulations; assist the Secretary in the exercise of his/her quasi-judicial functions; render legal opinions involving questions of law and interpretation of policies, rules and regulations; review proposed administrative issuances, policies, proclamations, other executive issuances and legislative bills which require comments and recommendations of this Department; review contracts and memoranda of agreement or understanding where this Department is a contracting party; prepare bonds and other instruments involving any interest of the Department, or provide comments and recommendations on any instruments already drawn; assist the Secretary and other officials of the Department or take a direct hand in the investigation and prosecution of violations of ENR laws, rules and regulations; act as legal counsel of the Department, and when authorized by the Office of the Solicitor General (OSG), represent the Department and its officers in courts or tribunals in all civil actions, special civil actions, special proceedings and environmental cases in which the Department or any of its officer in his/her official capacity is a party; assist the Secretary in his/her disciplinary function over officers and personnel; and perform other functions that may be assigned by higher authority.

g. ADMINISTRATIVE SERVICE

The Administrative Service (AS) shall provide assistance and services on the promulgation of office orders, rules and regulations related to economical, efficient and effective administrative services on matters including general services, building and ground maintenance, communications, logistics, property, safety and security, records management and documentation, and such related matters; and perform other functions that may be assigned by higher authority.

h. FINANCIAL AND MANAGEMENT SERVICE

The Financial and Management Service (FMS) shall provide assistance and advice on the promulgation of office policies, orders, rules, regulations and standards related to financial and management services of the Department; develop, maintain and improve financial accounting system for all programs/projects of the Department; formulate basic policies and guidelines for the preparation of the Department's budget in close coordination with the Policy and Planning Service; direct the financial and management services of the Department and exercise over-all supervision over the financial and management

functions and activities/operations of bureaus and regional/field offices; and perform functions that may be assigned by higher authority.

i. HUMAN RESOURCE DEVELOPMENT SERVICE

The Human Resource Development Service (HRDS) shall provide assistance and services on the promulgation of office orders, rules and regulations related to the administrative, operational and strategic aspects of human resource management and development; plan, program, and implement human resource interventions of the Department; evaluate learning and development programs and other human resource development activities of the various units of the Department; develop a responsive employee career development program that will maximize potentials of employees in their jobs and in the organization; and perform other functions that may be assigned by higher authority.

2. SECTORAL STAFF BUREAUS

a. BIODIVERSITY MANAGEMENT BUREAU

The Biodiversity Management Bureau (BMB) shall formulate, review and recommend policies, plans and programs for the management and conservation of the country's biological diversity; oversee the establishment and perform system-wide planning of lands classified as "national parks" comprised of protected areas under the National Integrated Protected Areas System (NIPAS), including other effective area-based conservation measures; monitor and assess the implementation of policies, plans and programs on the conservation of biological diversity and other relevant laws, rules and regulations; develop partnerships and linkaging in biodiversity conservation and management at the genetic, species and ecosystems level; develop and recommend capacity building and IEC programs for the conservation and management of wildlife resources, protected areas, coastal and marine resources, caves, wetlands and other important biodiversity rich areas; recommend research agenda for biodiversity conservation; provide guidance, integrate and monitor compliance to multilateral environmental agreements relevant to biodiversity conservation; develop incentives and standards for ecotourism, biodiversity friendly enterprises and disaster risk reduction management for terrestrial, wetlands, caves, and coastal and marine ecosystems; and perform other functions that may be assigned by higher authority.

b. ECOSYSTEMS RESEARCH AND DEVELOPMENT BUREAU

The Ecosystems Research and Development Bureau (ERDB) shall formulate, implement, coordinate and evaluate integrated research, development and extension agenda/programs on ENR and other related cross-cutting concerns in support of the thrusts and programs of the Department; it shall conduct basic researches and develop standards, protocols and science-based technologies to address the needs of the different DENR Bureaus and field offices, end-user and

stakeholders; it shall provide technical assistance by developing and maintaining networks and linkages with DENR bureaus and field offices, local and international institutions, and other stakeholders and civil society; and perform other functions that may be assigned by higher authorities. The ERDB has six Research Centers strategically located in the country namely, (1)Water and Water Resources Research Center, (2) Land Management, Agroforestry and Upland Farm Technology Research Center, (3) Biodiversity, Coastal, Wetlands and Ecotourism Research Center, (4) Forest and Timber Resources Research Center, (5) Mining and Degraded Areas Rehabilitation Research Center, (6) Urban Toxic Substances and Hazardous Wastes Research Center.

c. FOREST MANAGEMENT BUREAU

The Forest Management Bureau (FMB) shall develop programs and recommend policies for the sustainable management of the Philippine forests taking into consideration the production function of the forest in providing livelihood and ecosystem services as well as the role of the forest in climate change mitigation and adaptation; formulate plans, programs and policies for the sustainable management of production forest including grazing and forest plantation, critical watershed and river basin, forest reservation and rehabilitation of degraded and denuded forestland including mangrove forest; formulate and develop forestry related investment strategies but not limited to community forestry, forest plantation and wood-based industries including non-wood forest products and services; conduct studies on the supply and demand trends at the national and international levels including the development of national certification policy to comply with the international requirements in the trade of forest goods and services; provide technical assistance and extension services to the field offices on the protection, conservation, management and development of forests and forestland; conduct technical monitoring and evaluation in the implementation of programs, projects and activities as input to policy formulation and program level assessment; represent the Department in the international cooperation on forests and related agreements; and perform other functions that may be assigned by higher authority.

d. LAND MANAGEMENT BUREAU

The Land Management Bureau (LMB) shall develop programs and recommend policies for efficient and effective administration, management, survey and disposition of alienable and disposable (A and D) lands of the public domain and other lands outside the responsibility of other government agencies; advise the DENR field offices on the efficient and effective implementation of policies, programs and projects for more effective public lands management, formulate and recommend standards, guidelines, regulations towards the optimal development and utilization of land resources; advise the Secretary on matters involving public land management and on implementation of The Public Land Act

and other land-related laws; monitor and evaluate implementation of land programs and projects; and perform other functions that may be assigned by higher authority.

3. SECTORAL LINE BUREAUS

a. ENVIRONMENTAL MANAGEMENT BUREAU

The Environmental Management Bureau (EMB) shall be the primary government bureau under the DENR to formulate, integrate, coordinate, supervise and implement all policies, plans, programs, projects and activities relative to the prevention and control of pollution as well as management and enhancement of the environment; and perform other functions that may be assigned by higher authority.

EMB Regional Offices

The EMB Regional Offices, headed by the Regional Director, shall be responsible for the effective, responsive, timely and transparent implementation of pertinent environmental laws, policies, rules and regulations and programs and projects in the region; exercise the management functions of planning, organizing, directing, developing subordinates, monitoring and controlling, internal coordination, and linkaging with other government agencies, civil society and stakeholders; directly supervise the provision of legal, information, education, communication services and integration of annual and long term plans and programs within its jurisdiction as well as in carrying out decisions and instructions of the Pollution Adjudication Board; the Regional Attorney, Planning Officer and Information Officers shall form part of the Office of the Regional Director including the Provincial Environmental Management Units who shall report directly to the Regional Director.

b. MINES AND GEOSCIENCES BUREAU

The Mines and Geosciences Bureau (MGB) shall formulate and recommend policies, regulations and programs pertaining to mineral resources development and geology; advise the Secretary on the granting of mining rights and contracts over areas containing metallic and non-metallic natural resources; advising the regional offices on the effective implementation of mineral development and conservation programs as well as geological surveys; develop and formulate standards and operating procedures on mineral resource development and geology; and perform other functions that may be assigned by higher authority.

MGB Regional Offices

The MGB Regional Offices, headed by the Regional Director, shall implement at the regional level the pertinent laws, policies, rules and programs; manage functions of planning, organizing, directing and controlling; undertake Information, Education and Communication campaign; and perform other functions that may be assigned by higher authority.

4. **DENR REGIONAL OFFICE**

The Regional Office shall be headed by a Regional Director (RD) who shall be assisted by two (2) Assistant Regional Directors (ARDs), namely, ARD for Technical Services and ARD for Management Services. The Regional Office shall coordinate, direct, supervise and manage the implementation of all policies, regulations, programs and projects on the development and conservation ENR in the region; supervise all activities of the Provincial Environment and Natural Resource Offices (PENRO) and the Community Environment and Natural Resource Offices (CENRO) within its jurisdiction as well as all foreign-assisted and special programs in the region; represent the Department in regional administrative bodies in the preparation and formulation of regional plans and programs; and perform other functions that may be assigned by higher authority.

5. **PROVINCIAL ENVIRONMENT AND NATURAL RESOURCES OFFICE**

The Provincial Environment and Natural Resources Office (PENRO) shall plan, implement, coordinate, control, prepare and/or update plans for the protection of the environment, development and conservation of natural resources management activities in the provinces; enforce environment and natural resources laws, rules and regulations; and perform other functions that may be assigned by higher authority.

There are two (2) types of PENROs: a) Supervising PENRO, which supervises the operation of a CENRO in its area of jurisdiction; and b) Implementing PENRO, which does not have a CENRO in its area of jurisdiction and whose functions include the technical and management functions of a CENRO.

6. **COMMUNITY ENVIRONMENT AND NATURAL RESOURCES OFFICE**

The Community Environment and Natural Resources Office (CENRO) shall implement laws, policies, programs and projects, rules and regulations pertaining to the management, conservation, development, use and replenishment of the country's natural resources; undertake continuing information and education programs on ENR concerns; collect and account for fees due to government from users of natural resources; file in court criminal cases against

violators of ENR laws; maintains up-to-date data on ENR conditions; undertake surveys of areas covered by applications for the use and development of natural resources; investigate and recommend appropriate actions to resolve claims and conflicts involving natural resources; conducts measurement, assessment and grading of timber and other forest products in accordance with existing rules and regulations; and perform other functions that may be assigned by higher authority.

G. ORGANIZATIONAL STRUCTURE

Pursuant to Executive Order No. 366 and consistent with the DENR Rationalization Plan approved by the Department of Budget and Management on 16 October 2013, and DENR Administrative Order No. 2014-01, the organizational structure of the DENR is shown below:

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES
ORGANIZATIONAL CHART

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Department of Environment and Natural Resources

QMS MANUAL
Section 3. Agency Profile

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES
ORGANIZATIONAL CHART
CENTRAL OFFICE

Prepared by:

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Approved by:

REGINA PAZ L. LOPEZ
Secretary

A. MANAGEMENT COMMITMENT

The DENR Management is actively involved in implementing the Quality Management System (QMS) through its compliance obligations that include, legal, operational, administrative and regulatory requirements, and provision of the necessary resources for the development and implementation of the QMS.

The Executive Committee (ExeCom), chaired by the Secretary, has taken accountability of the effectiveness of the management system. It provides the strategic direction for the improvement of the DENR operations, and the effectiveness of its QMS is committed to the continual improvement of its services. It has established and continuously maintains the QMS documented information requirements and the necessary processes of the DENR management system to ensure its focus on targets/goals considering all the requirements of its interested parties and stakeholders.

Changes to the QMS are planned to allow for the maintenance of the integrity of the system and achievement of any existing objective.

In maintaining and changing the QMS, legal and procedural requirements indicated in the DENR's issuances and procedures are communicated and accommodated within the system.

B. STAKEHOLDER FOCUS

The DENR management strives to have well-informed citizens who enjoy their rights and exercise their duties for a sustainable natural resources and healthy environment. Moreover, the department endeavors to empower the citizens by adopting a multi-stakeholders approach in planning, implementation, and evaluation of ENR programs, projects and activities. The multi-stakeholders approach is a governance model or structure to bring all concerned government agencies including DENR regional offices, bureaus and attached agencies, local government units, non-government and people's organizations, socio-civic groups, and other internal and external stakeholders, including the marginalized and most vulnerable (women, children, youth, persons with disability, senior citizens, and the like), to participate in discussions, decision-making and implementation of solutions to common problems and issues. In pursuit of this objective, management creates a policy environment that enables vol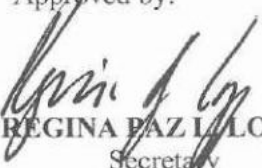unteerism, partnership and networking for the stakeholders to take action or problem-solving on ENR issues at the community or national level.

The DENR fulfills this role through results-oriented and participatory communication strategies for an empowered, engaged, and resilient citizenry toward sustainable development. This is operationalize through public information, education, and communication, networking and alliance building, advocacy and issues management. Further, the DENR, in its promotion of stakeholder focus, created a special desk within the SCIS, to cater to the youth, senior citizens, persons with disability, indigenous peoples

and Civil Society Organizations (CSO) that examines and addresses issues raised as they relate to the environment. Empowerment of these sectors enable them to, not only understand their rights, but also to define their contributions to ENR management. In addition, an issue management program or mechanism is institutionalized to prevent and minimize conflict with stakeholders.

Implementation of DENR programs and projects demonstrates the commitment of the DENR to have a participatory management of the environment and natural resources, by creating venues for stakeholder roles including participation in policy development, strategic planning, and implementation of specific programs where (People's Organizations) are the tapped as partners.

C. QUALITY POLICY

The DENR Management maintains the Quality Policy, which is attached as an Annex in this Quality Manual. It ensures the satisfaction of the DENR's stakeholder's requirements, and compliance with statutory and regulatory requirements relative to the services provided. This policy is communicated to ensure that it is understood at all levels of the organization. Comprehension of the Quality Policy is verified through, but not limited to, Internal Quality Audits, Management Reviews and during Meetings of the ExeCom, Management Committees of Bureaus and Regional Offices, and Expanded ExeCom with Directors and Regional Directors.

The DENR Management represented by the ExeCom is responsible for ensuring that the quality policy is appropriate to its mandate and provides framework for establishing and reviewing success indicators and targets. This is reviewed periodically to ensure continuing suitability to its mandate and thrusts, including the requirements and needs of its clients.

D. ENR STRATEGIC PLANNING

The DENR Plans and Programs undergo an interactive process of sector assessment and planning with various stakeholders. The product is a sectoral plan guided by the DENR mandate. It is also anchored on the ENR Framework which is used in the preparation of the Department inputs to the Medium Term Development Plan or the Philippine Development Plan (PDP) which, likewise define the organizational objectives and major outputs of the Department. The DENR priority plans and programs are presented and approved by the Secretary.

The assessment and review takes note of the mandates which support existing and planned programs, so that these are still aligned with the institutional roles of the DENR as a national government agency. Programs are screened against such criteria such as: whether the program is better performed by other sectors/agency such as the LGUs; how the agency can deliver the same or better results if the implementation modality or strategy is modified; and, whether the problems are better addressed through policies,

rather than investments in implementation. These considerations are subjected to working group discussions and other assessment modalities that form part of decision-making for the ensuing review of major programs and targets.

The identified programs are translated into the DENR Budget Proposals submitted to the DBM and Congress, and when approved, are included in the Work and Financial Plans (WFPs). These are submitted by the Regions, Bureaus (line and staff), Attached Agencies as well as the different units of the Department. The WFPs are the bases in crafting the Office Performance Commitment Review (OPCR), Division Performance Commitment Review (DPCR) and Individual Performance Commitment Review (IPCR). The OPCR of the Department is the basis in crafting the Organizational Outcome and Planning Tool submitted to the Office of the President. Likewise, the OPCR is a major tool in monitoring the performance of an Office and individual under the Strategic Performance Management System (SPMS).

E. STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)

The DENR sets measurable targets consistent with the Quality Policy, Thrusts and Mandate, and Organizational Performance Indicator Framework's Major Final Outputs (MFOs). Success indicators and targets of all offices are indicated in the Performance Commitment and Review (PCR) based on the Strategic Performance Management System (SPMS). The SPMS defines the process of developing and monitoring of the Performance Commitment and Review.

Development of OPCR/DPCR is done prior to the start of the performance period (January-June and July to December) where heads of offices meet with the supervisors and staff and agree on the outputs that should be accomplished based on the goals and objectives of the DENR. OPCRs/DPCRs/IPCRs are prepared based on the operation's requirements, organizational needs, services and process performance, customer satisfaction and resources needed.

In accordance with DENR SPMS Guidelines, performance planning and commitment is undertaken to determine the OPCRs/DPCRs of the various offices and divisions in the last quarter of the preceding year, which are approved by the heads of office concerned, and subsequently submitted to the Performance Management Team (PMT). The OPCRs/DPRCs are communicated in all levels, and serve as the basis for the formulation of the individual targets and commitments. The OPCRs/DPCRs are reviewed and assessed semi-annually by the PMT against the set commitments and targets.

F. RESPONSIBILITY AND AUTHORITY

The DENR Secretary has the authority and supervision over the operations and service delivery of the DENR. The ExeCom chaired by the Secretary, provides policy oversight and set the priority directions of the Department. Responsibilities and authorities are defined in the DENR Manual of Authorities for Human Resources, Administrative, Financial and Technical Operations. Description of functions is contained in Job Descriptions of officials and employees and delineation of authorities

and specific responsibilities are defined in Administrative Orders and Policy Orders, Special Orders, organizational chart and guidelines and procedures.

The Bureaus (Line and Staff) as well as all Regional Offices are headed by a Director who is responsible for the operation of their respective offices and takes leadership in the implementation of QMS in their area of jurisdiction. The Bureaus and Regional Offices conduct their reviews through meetings of their respective Management Committee.

During Expanded ExeCom, the DENR Regional Directors are included in the meetings and report directly their respective operations update.

G. QMS ORGANIZATIONAL STRUCTURE

The DENR QMS is implemented through the following structure:

a. Top Management (Executive Committee)

1. Ensure that the Quality Management System conforms with the standard;
2. Establish, review, and maintain the quality policy;
3. Ensure that the established quality objectives are relevant to the mandate of the Department;
4. Ensure the promotion of stakeholders focus throughout the Department;
5. Ensure allocation of available resources to support the QMS;
6. Define the responsibilities and authorities of each unit in the Office;
7. Review and monitor the effectiveness of the QMS action plans;
8. Ensure that the communication mechanisms are established and implemented effectively; and
9. Ensure that the integrity of the QMS when changes are implemented.

b. DENR Quality Management Representative (QMR)

1. Oversee the establishment, documentation and effective implementation of the QMS in the DENR;
2. Acts as liaison with external parties on matters relating to QMS;
3. Ensures that procedures for IQA, Management Review, Corrective, and Preventive Actions are established and implemented; and
4. Report QMS performance to management for review and continual improvement.

The Undersecretary for Administration and Information Systems (UIAS) has been assigned the role of Quality Management Representative.

c. **Deputy QMR**

1. Support the QMR in the effective planning, implementation, maintenance, and continual improvement of the established QMS;
2. Assist the QMR in his/her assigned duties and responsibilities; and
3. Assume responsibility of the QMR in his/her absence.

The Assistant Secretary for Finance and Administration has been assigned the role of Deputy Quality Management Representative.

d. **Quality Management Coordinating Committee**

1. Composed of the DENR QMR, Deputy QMR and the different Office QMRs constituting the QMS management and coordinating group to review and integrate the implementation of the QMS in the different branches and offices of the DENR;
2. Ensures that implementation of the QMS is done in a coordinated and uniform manner throughout the covered offices;
3. Advise management on approaches to effectively implement QMS in the different offices; and
4. Review results of audit and processes review to identify opportunities, areas for continual improvement and/or corrective actions and formulate proposals for the ExeCom.

e. **Central Office QMR**

1. Leads the Central Office Quality Management Team, responsible for the implementation of overall management and support processes;
2. Chair the Quality Management System Core Team as the technical, planning and review group for QMS;
3. Serve as the overall Records Comptroller of the QMS; and
4. Assist the QMR in coordinating QMS implementation and updating in management review.

f. **Bureau QMR / Regional QMR**

1. Represents the process owners at the Bureau, Regional and Field levels;
2. Participate in effective planning, review and continual improvement of the QMS processes;
3. Implement the processes identified at their levels and ensure effective integration to the DENR core services
4. Determine and provide support requirements for implementation of QMS;
5. Submit documented information as evidence of QMS implementation; and
6. Assume responsibility of the QMS in his/her respective office.

g. **Quality Management Teams**

1. As process owners, implement the QMS processes identified at their levels and ensure delivery of required outputs;
2. Prepare and submit documented information of the implementation and delivery of services to the responsible Office QMR;
3. Evaluate effectiveness and conformance of the processes to the standard and to the requirements of the mandate of the Department; and
4. Report to their respective QMR identified non-conformance and recommend improvement.

h. **QMS Core Teams**

1. Serve as the QMS technical, planning and review group;
2. Review plans and activities of the QMS Committees including related documented information;
3. Prepare and recommend to the QMR, implementation plans and resource requirement of the QMS, including Work and Financial Plans to support QMS conformance with the standard;
4. Initiate review and when necessary, revision of the QMS Manual, Processes and Procedures as instructed by the Management/QMR as a result of Management Review; and
5. Prepare requirements for internal and external audit and management review of QMS.

i. **Quality Management Committees**

1. **Training and Education**
   a) Plan and coordinate with QM Representatives in all Offices, the QMS Learning and Development Plan for all DENR offices and personnel;
   b) Conduct re-echoing sessions and writeshops at DENR Central Office for QMS learning events conducted by DAP;
   c) Prepare documented information as evidence for requirements on competency and capacity development in support to QMS;

2. **Workplace Organization**
   a) Ensure that the work environment needed to achieve conformity to service requirements is properly managed;
   b) Ensure that available resources, facilities and equipment support the performance of processes and procedures required by the QMS;
   c) Ensure consistent implementation of the 5S Housekeeping program; and
   d) Monitor and assess workplace cleanliness, orderliness and safety.

3. **Internal Quality Audit**
   a) Facilitate the establishment, conduct and monitoring of the implementation of the Audit Program of the Department;
   b) Identify the necessary resources for managing the DENR's Audit Program;
   c) Provide the criteria for the selection of QMS auditors;
   d) Coordinate and provide inputs on the training of QMS Auditors.
   e) Keep track of the implementation of the corrective actions for non-conformances raised during audits.

j. **QMS Secretariat**
   1. Coordinate QMS activities such as trainings, documentations and audits;
   2. Assist in coordinating and communicating QMS related activities with the different Offices; and
   3. Prepare Work and Financial Plans for required budgetary and logistical support to QMS;
   4. Prepare and maintain records and documentation of all meetings of the QMS;
   5. Assist the CO-QMR in maintaining the documentation and records of the QMS; and
   6. Maintain the storage facilities for QMS documented information, including updating of records received from process owners.

H. INTERNAL COMMUNICATION

Management ensures that appropriate communication processes are established through the DENR website, electronic facility, regular briefings, meetings, employee's assembly, conferences, and written communications, i.e., memoranda, office orders and postings on bulletin boards. Management shall ensure availability of information, work instructions, guidelines and relevant advisories through access to the DENR server and the DENR webmail services. Important updates about QMS may also be disseminated during regular Flag Raising Ceremony.

Internal Communication may include result of QMS audit and identified non-conformities or other aspects where employees and personnel may make suggestions for corrective action, improvement, or share with employees favorable progress of QMS.

I. MANAGEMENT REVIEW

The DENR ExeCom reviews the QMS at least annually or whenever deemed necessary to determine continued suitability, adequacy and effectiveness in satisfying the organization's requirements, including the statutory and regulatory requirements conforming to ISO 9001 standards. This review includes assessment of performance for continual improvement to update and enhance the QMS, quality policy and quality objectives, as needed.

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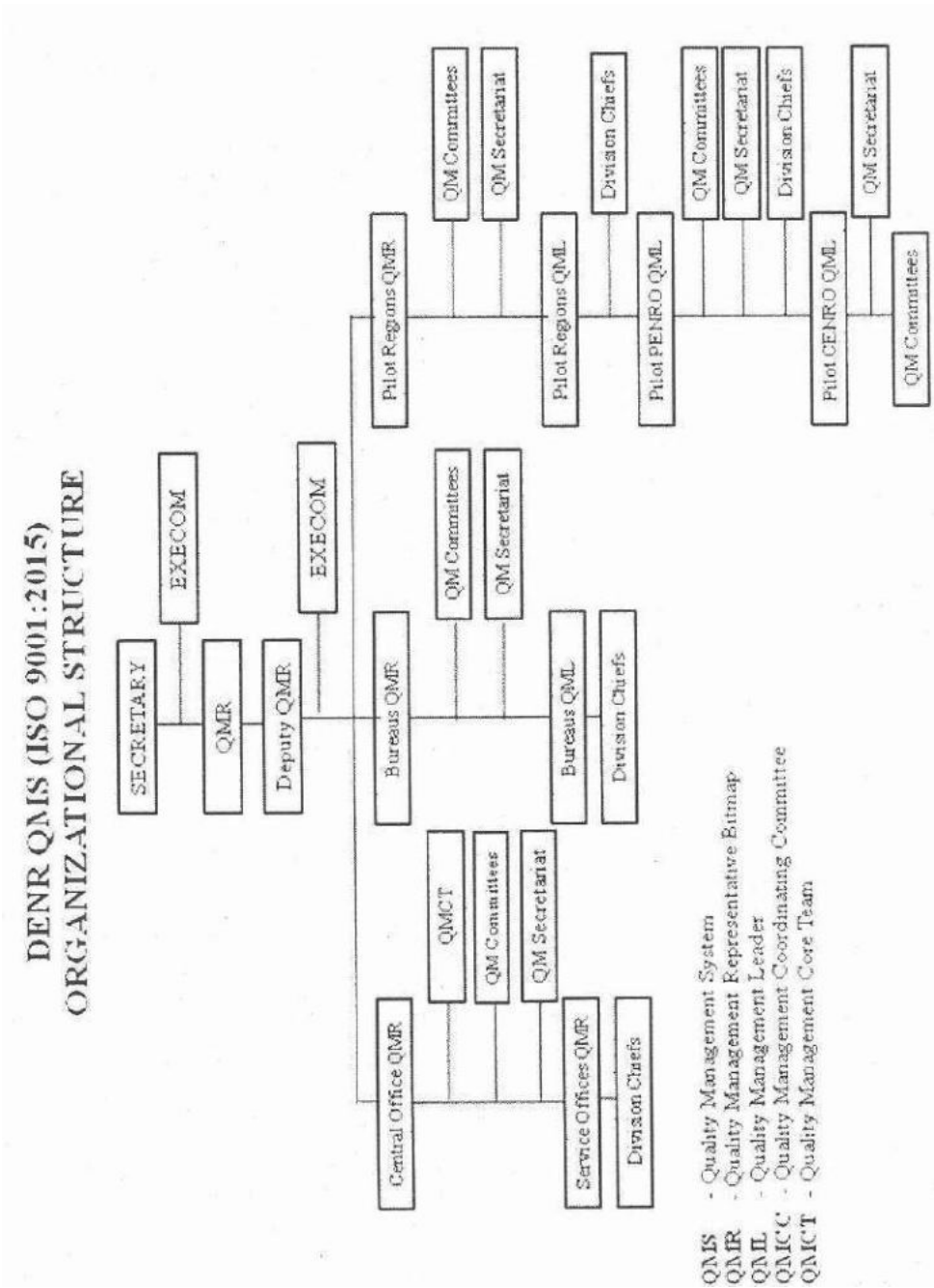
Department of Environment and Natural Resources

QMS MANUAL
Section 4. Management Responsibility

DENR QMS (ISO 9001:2015) ORGANIZATIONAL STRUCTURE

QMS - Quality Management System
QMR - Quality Management Representative Bitmap
QML - Quality Management Leader
QMCC - Quality Management Coordinating Committee
QMCT - Quality Management Core Team

The DENR conducts its management review at three levels: Regional/ Bureau/ Service; Undersecretary and Assistant Secretary; and ExeCom.

Regional Management Conference (ManCon) serves as the venue for the regional level management review where PENROs and CENROs report the QMS implementation and assessment of its effectiveness to the Regional Director. Similarly, the regional offices of line bureaus report their QMS performance to their respective Bureau Directors during their ManCom meetings. Division Chiefs and concerned officers of Staff Bureaus report to their respective Bureau Directors during the Bureau ManCom. Division Chiefs and concerned staff of Central Office Services report to their respective Director during staff meetings while the Service Directors conducts a meeting to review the implementation of QMS at the Central Office including review of management and support services. The designated Quality Management Leaders of each Office reports the implementation of QMS in their respective Offices.

The regional, bureau and service directors report QMS performance of their respective offices to supervising Undersecretary and/or Assistant Secretary, as applicable.

At the ExeCom Level, the DENR QMR with the DENR Deputy QMR, the CO-QMR and the Bureau Directors, report the results of the Regional, Bureau and Central Office management reviews and if applicable to the concerned supervising USec and/or ASec.

The review includes information on the following:

a. Results of audits, internal and external;
b. Stakeholders, clients, and/or citizens feedback results;
c. Status of Conformities of services and process' performance, vis-à-vis plans;
d. Status of corrective and preventive actions;
e. Matters arising from the management reviews conducted;
f. Changes affecting the **quality management system; and,**
g. Actions taken on recommendations for improvement.

Output from the management review includes, but not limited to, any decisions and actions related to:

a. Improvement of the effectiveness of the QMS and its processes;
b. Improvement of services related to client needs; and
c. Resource needs.

Corrective actions identified from these review are forwarded to the concerned Unit Head for their timely implementation and evaluation of the effectiveness of planned actions.
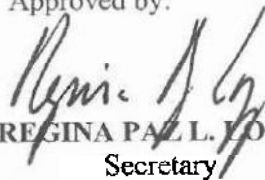
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Approved by:

REGINA PAZ L. LOPEZ
Secretary

A. GENERAL REQUIREMENTS

In accordance with its mandate, vision and mission, the DENR reviewed the key aspects of its operations in order to determine its strategic direction in the provision of its core services. The DENR took into consideration its stakeholders consisting of its interested parties and examined the external and internal issues related to and are of concern to its mandate.

B. SCOPE AND EXCLUSIONS

The scope of the DENR Quality Management System applies to the *Environment and Natural Resources (ENR) Management System* in accordance with the DENR's mandate as the primary agency responsible for the conservation, management, development and proper use of the country's environment and natural resources for the benefit of the Filipino people. This involves the utilization, licensing and regulation of natural resources including lands of the public domain, and regulation of activities related to or affecting the environment.

The ENR Management System consists of the core processes of the DENR and the services that address the DENR stakeholders and clients through Offices located at community level, provinces, regions, the Staff and Line Bureaus, and the Central Office.

The Scope of the DENR QMS took into consideration the internal and external issues that are of concern to its implementation of the *ENR Management System* and addressed the needs and expectations of relevant interested parties/stakeholders as part of its compliance obligations.

The DENR Management through the Executive Committee chaired by the Secretary exercises authority and policy oversight in the implementation of the QMS and commits to the implementation of all its requirements according to ISO 9001: 2015 Standard. This commitment is expressed in the DENR Quality Policy Statement and its goals and objectives.

The primary address of the DENR is as follows:

Department of Environment and Natural Resources
Visayas Avenue, Diliman
Quezon City
PHILIPPINES

Telephone	: 929-6626
Fax	: 920-4301
e-mail	: web@denr.gov.ph
Web	: http://www.denr.gov.ph

The Quality Management System is implemented at the following offices of the DENR and includes in its scope their respective processes, functions, activities and personnel:

a. Central Office

Office	Address
1) Strategic Communications and Information Service	Visayas Ave. Diliman, Quezon City Philippines
2) Internal Audit Service	
3) Legal Affairs Service	
4) Administrative Service	
5) Financial and Management Service	
6) Human Resources Development Service	
7) Knowledge and Information Systems Service	
8) Policy and Planning Service	
9) Foreign-Assisted and Special Projects Service	

b. DENR Bureaus

1) Biodiversity Management Bureau	Ninoy Aquino Parks and Wildlife Center, Quezon City
2) Ecosystems Research and Development Bureau	UPLB Campus, College, Laguna
3) Forest Management Bureau	Visayas Avenue. Diliman, Quezon City
4) Land Management Bureau	Plaza Cervantes, Binondo, Manila
5) Environmental Management Bureau	Visayas Ave., Diliman, Quezon City

c. Field Offices (Pilot Offices)

1) DENR Region II	14 Dalan Na Pagayaya corner Angicacua, Regional Government Center, Carig Sur, Tuguegarao City
a. PENRO	Brgy. Osmeña, Ilagan City, Isabela
b. CENRO	Brgy. Ramos East, San Isidro, Isabela
2) DENR Region VII	Government Center, Sudlon, Lahug, Cebu City
a. PENRO	Cortez St., Bohol, Tagbilaran City
b. CENRO	New Capital Site, Tagbilaran City
3) DENR Negros Island Region (NIR)	7C Bldg. San Antonio Abad, Park Lacson St., Bacolod City

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a. PENRO	Larena Drive, Taclobo, Dumaguete City
b. CENRO	Tigui, Ayuogoon, Negros Oriental
4) DENR Region XI	Lamang, Davao City
a. PENRO	55 National Highway, Tagum City, Davao del Norte
b. CENRO	Brgy. Salvacion, Panabo City, Davao del Norte

d. Excluded Offices

The following offices are not covered by the DENR QMS:

1) Mines and Geosciences Bureau – a line bureau of the DENR which has been certified under the ISO 9001:2008 standard;
2) All attached agencies which has the option to implement their separate QMS for their respective services and processes.
3) Other Offices of the DENR that has their own respective processes which are considered ad-hoc offices.

e. Temporary Exclusion

Field Offices not covered by the pilot implementation of the DENR QMS will be included in its future expansion. As such, the QMS Manual shall be updated for that purpose to reflect their inclusion.

All requirements of ISO 9001:2015 Standard are applicable to the ENR Management System.

C. QUALITY MANAGEMENT SYSTEM AND ITS PROCESSES

The DENR adopts a process-based **Quality Management System (QMS)** and determines the processes needed for the QMS and their application throughout the organization. It also determines the criteria and methods needed to ensure that both the operation and control of these processes are effective. It ensures the availability of resources and information necessary to support the operation and monitoring of these processes. It also monitors, measures, as appropriate, and analyzes these processes and implements actions necessary to achieve planned results and continual improvement of the ENR management.

The ENR Management System Processes is divided into three groups, namely:

1. Management Processes – those that are needed for oversight and governance of ENR management system;
2. Core Processes – refer to the core services and their processes that are needed to realize the planned activities in managing the environment and natural resources of the Philippines and allow DENR to deliver its mandate; and
3. Support Processes – those that are needed to manage the resources necessary to ensure the satisfactory performance of the Core Processes.

These three groups of processes complement each other in the satisfactory delivery of services and mandates to the stakeholders/interested parties.

The DENR clients and stakeholders include external and internal. The external parties include business sectors, local government units, civil society organizations, academe, other government agencies, international partners, and the general public. Internal clients are DENR employees who, generally are the recipients of products and services within the Department. They may be receiving support services, as well as goods and products, from support units, or they are receiving the outputs or records and documents from other DENR units to serve as inputs to their process.

External clients of DENR are also categorized into two, the direct recipients of the DENR services and products, and other interested parties or stakeholders that have impact or potential impact on the DENR's ability to consistently provide products and services that meet clients and applicable requirements.

The ENR Management Process includes feedback mechanism in accordance with good governance principles, continuous interaction and communication for continual updating and improvement.

D. CONTROL OF OPERATIONS AND PROCESSES

The DENR provides control of its processes through the application of the following tools:

a. **Citizen's Charter** – applies to the DENR frontline services of each operating unit including those providing support services. The Citizen's Charter defines the steps required by the process and the controls required for each step. It contains the process objective, the key performance indicator or deliverable and time required for each step. The objective/output and the corresponding metrics in its delivery are measured to determine effectivity and efficiency. The Citizen's Charter is periodically reviewed and updated to best deliver services.

The Citizen's Charter has the following controls: (a) item or product to be delivered; (b) requirements for delivery of output; and (c) time required for each step of the process.

b. **Work and Financial Plan (WFP)** – The WFP sets activities and units of deliverables supported by approved operating budget. All units and offices of the DENR prepare their annual WFP based on the approved Government Appropriation Act (GAA) and based on targets determined by their respective office/unit at the start of the planning period. Budget released to DENR offices is based on the approval of their respective WFP. The WFP controls operation of processes through a) quantity of target/activity per Office/Unit b) allocated budget for the activity, and c) period of delivery of target.

c. **Performance Commitment Review (PCR)** – The Office Performance Commitment Review (OPCR) sets the organizational objectives of a given office and is the sum of the targets and objectives of the units and personnel within that office, whereas, the Division Performance Commitment Review (DPCR) represents the total outputs committed to deliver by a given Division with all its personnel. The Individual Performance Commitment Review (IPCR) contains the individual personnel's targets and deliverables. The PCR represents the actualization of the targets set in the WFP down to the level of the individual personnel's capacity to deliver the required output in terms of quality, quantity and timeliness. The PCR also include activities that may not be easily quantifiable, but contributes to service delivery. Output of the OPCR/DPCR/IPCR have the following controls: (a) quality; (b) quantity; and (c) timeliness of performance or delivery.

d. **Procedures and Guidelines** – Specific procedures and guidelines on the performance and implementation of processes are based on relevant laws and regulations, issued by DENR and/or other relevant National Government Agencies (NGA), DENR Department Administrative Orders, Memorandum Circulars and Memorandum Orders. Operations Manuals and Guidebooks are also issued and adopted through DAO. Joint Administrative Orders and Joint Memorandum Circulars are also issued with another government agency for joint implementation of activities that are relevant to the mandate of the cooperating agencies.

E. ENR MANAGEMENT SYSTEMS PROCESSES

Processes	Key Activities	Office Responsible
Management Processes		
Strategic Program Planning	ENR Strategic Planning Organizational Goal; Priority Programs	ExeCom, USec and ASec Group; Responsible Office of USec and ASec; Policy and Planning Service
Policy, operating standards. IRR Issuances	ENR Policy Development; Operating Standards and IRR	ExeCom; Responsible Office of USec and ASec; Policy and Planning Service;

Processes	Key Activities	Office Responsible
		Concerned Offices and Bureaus; Policy Technical Working Group
	Internal Policy and Guidelines Development and Dissemination	Responsible Usec/ASec, All concerned Services, Bureaus and Field Offices
Performance Review and Evaluation	Management Review	ExeCom, USEC/ASEC Meeting, Expanded ExeCom, all Bureaus and Field Office Management Committee
	Internal Quality Audit (IQA)	Internal Quality Audit Committee
	Performance Commitment Review	All Offices/ Performance Management Team (PMT)
	Financial Performance Reporting	Financial Management Service
	Office Accomplishment Reporting	Planning and Policy Service
Improvement and Operational Development	Corrective and Preventive Action Planning	ExeCom, All Offices
Core Processes		
ENR Program and Project Management	ENR Framework Planning	All Bureaus and Field Offices
	Implementation of PPAs	All Offices
	Project Development	FASPS, Bureaus and Field Offices concerned
	Program and Project Implementation	Bureaus and Field Offices concerned
	Program and Project Monitoring and Evaluation	Bureaus and Field Offices concerned
	Stakeholder Capacity-Building	HRDS; All Bureaus and Field Offices; FASPS
	Programs and Projects Awareness and Social Mobilization	SCIS; All Bureaus and Field Offices
	Data Management and Statistical Reporting	Concerned Bureaus; Program Implementers; FASPS; PMED-PPS; SDRMD-KISS
	ENR Technology Transfer	ERDB, ERDB Research Centers
ENR Management and Regulation	Processing of patents, tenure, lease, occupancy permits, land use permits	Secretary, concerned USec/ASec; Bureaus and Field Offices concerned

Processes	Key Activities	Office Responsible
	Processing and issuance of operation permits and licenses	Secretary, concerned USec/ASec; all Bureaus, and Field Offices
	Processing and issuance of transport and possession permits	Secretary, concerned USec/ASec; Bureaus and Field Offices concerned
	Issuance of resource use/utilization permits and licenses, co-management agreements,	Secretary, concerned USec/ASec; Bureaus and Field Offices concerned
	Environmental monitoring and incident mitigation	All Bureaus and Field Offices
	Issuance of environmental compliance certification	Secretary, EMB
ENR Law Enforcement and Monitoring	Monitoring, surveillance, inspection and control of illegal ENR activities	Field Offices; LMB; EMB; FMB; BMB; responsible USec/ASec; Task Forces
	Filing of administrative and court cases; conduct of administrative proceedings	Field Offices; LMB; EMB; FMB; BMB; responsible USec/ASec; Legal Affairs Service
	Enforcement based on Monitoring Activities	Field Offices; MGB; LMB; EMB; FMB; BMB; Legal Service
	Enforcement based on Complaints	Field Offices; MGB; LMB; EMB; FMB; BMB; Legal Service
	Conduct of ADR to resolve conflicts	All Regional Offices, Legal Affairs Service, EMB
Support Processes		
Human Resource Management	Recruitment, Selection and Placement	HRDS and its counterparts in the Bureaus and Field Offices
	Learning and Development	
	Performance Management	
	Rewards and Recognition	
Knowledge and Information Systems Management	Network Infrastructure Management	KISS and its counterparts in the Bureaus and Field Offices
	System Development and Management	
	Statistical Data Resource Management	
Financial Management1	Budgeting	Financial Management Services and its counterparts
	Accounting	

Processes	Key Activities	Office Responsible
	Internal Management	in the Bureaus and Field Offices
General Services	Infrastructure Maintenance	GSD and its counterparts in the Bureaus and Field Offices
	Transport Vehicle Management	
	Management of Work Environment	
	Cashiering	
Property and Supply Management	Property Management	Property and Supply Management Division and its Counterpart in Bureaus and Field Offices, BAC at various offices
	Supply Management	
	Procurement	
Legal Support	Assistance to the Secretary in the exercise of quasi-judicial functions	Legal Service and its Counterparts in Field Offices and Bureaus
	Rendering of Legal Opinion	
	Legal Counseling	
	Legal representation in court cases	
Issue Management	Issue Resolution	SCIS/Field offices concerned
	Alternative Dispute Resolution	Legal Service and its Counterpart in Field Offices
	Handling Sexual Harassment	Committee on Decorum and Investigation of All Offices
Management of Documented Information	Control of Documents	RMD and its Counterpart in All Offices
	Control of Records	All process owners; CO-QMR
	Storage and back-up	RMD and counterpart in all offices; QMS Secretariat
Information, Education and Communication	Stakeholders Awareness and information dissemination	SCIS; Field Offices; Bureaus

The performance of these processes are monitored and reported to the Management Review. When a process does not meet a goal, or when a problem is identified, corrective and preventive action process is implemented to resolve those issues. In addition, opportunities for improvement are sought and implemented, for the identified processes.

The interaction of the above processes is illustrated in the following Process Map:

Document ID	DENR-MA-QMS-005	
Revision No.	1	Issue No. 03
Date Issued	DEC 1 6 2016	
Originating Office	QMS Core Team	
Page No.	45 of 105	
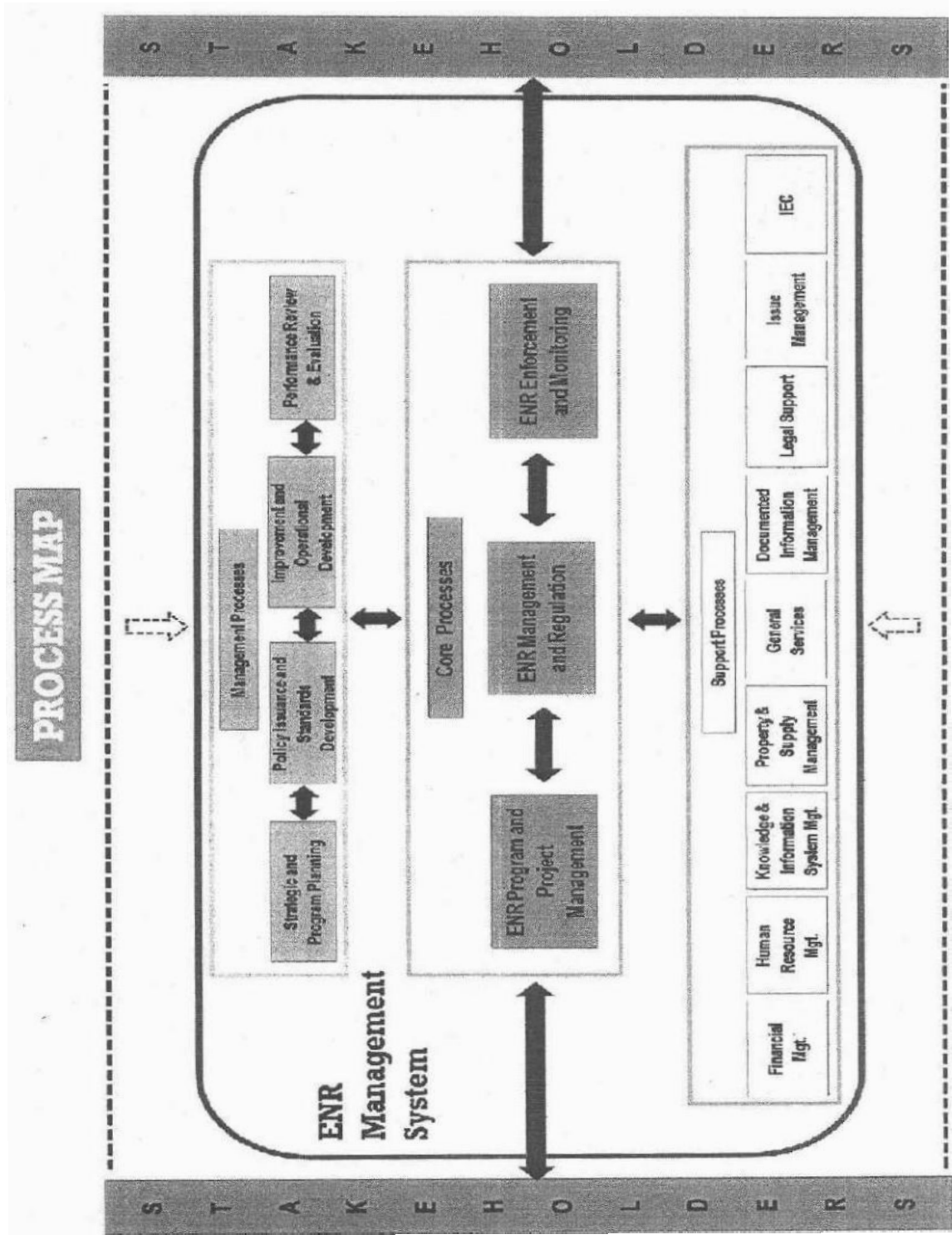
Department of Environment and Natural Resources

QMS MANUAL
Section 5. Quality Management System

F. CONTROL OF OUTSOURCED PROCESSES

The following processes, which are integral to core operations of the DENR, are outsourced or performed by an independent committee with accredited members:

Processes	Type of Control
Professional Consultancy/service and Job Orders	• Qualification requirement • Contract/Terms of Reference • Progress Reports • Monitoring of Deliverables
IT Systems Development, Maintenance of Servers and Networked printers and Provision of ICT Network Connectivity	• Life Cycle and Green procurement requirement • Safety and emergency provision • Contract/Terms of Reference • Warranties as prescribed in the contracts • Progress and Final Reports • Monitoring of Deliverables • Inspection and Acceptance
Provision and management of General Services (e.g., security and janitorial services; maintenance of air conditioning units, elevator, and service vehicles, pest control, catering)	• Environmental compliance • Contract • Periodic Performance Evaluation • Proof of compliance of the service provider with pertinent law, rules and regulations • Inspection and Acceptance
Procurement of goods, services, consulting services and ICT requirements through the DBM	• Contract/Terms of Reference/Specification • Monitoring of Deliverables • Quality and acceptance • Post inspection
Cadastral Survey	• Professional license • Contract/Terms of Reference • Progress Report • Monitoring of Deliverables
Impact Assessment	• Track Record • Contract/Terms of Reference • Progress Report • Monitoring of Deliverables
Conduct of Learning Events/Resource Persons	• Track Record • Contract/Terms of Reference • Completion Report • Monitoring of Deliverables
Public Works/Infrastructure construction	• License and compliance to environmental requirements • Track Record

Processes	Type of Control
Telecommunications	• Contract/Terms of Reference • Completion Report • Monitoring of Deliverables • Reliability of service • Contract • Periodic Performance Evaluation • Proof of compliance of the service provider with pertinent law, rules and regulations
Waste Disposal	• License and compliance with environmental requirements • Contract • Periodic Performance Evaluation • Proof of compliance of the service provider with other pertinent law, rules and regulations
ECC Review Committee	• Professional accreditation
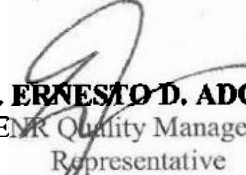
The DENR ensures control over outsourced processes that affect their conformity to statutory and regulatory requirements. The type and extent of control to the outsourced processes are defined in the RA 9184 Procurement Law and its IRR. Membership to the ECC Review Committee is in accordance with DENR Administrative Order No. 30 Series of 2003 (DAO 03-30) Environmental Management Bureau.

All procurement of outsourced processes are covered by Approved Budget.
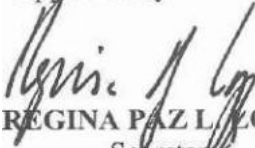
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A. PROVISION OF RESOURCES

The DENR determines and provides appropriate resources to ensure that the implementation of its QMS is maintained and the effectiveness of the same is continually improved through the enhancement of various components and provision of resources and support services, which include but is not limited to the following:

1. Financial Management
2. Human Resource Management
3. General Services
4. Knowledge and Information Systems Management
5. Property and Supply Management
6. Legal Support
7. Alternative Dispute Resolution
8. Information, Education and Communication

Resources are provided primarily through consideration of the requirements of the QMS and the ENR Management System processes and service delivery. Resources includes among others, funds and financial requirements, personnel, equipment, infrastructure and facilities for work environment, and required goods and services. These resources are managed to ensure availability for the implementation of QMS.

Resources allocated to QMS is evaluated during management review.

B. FINANCIAL MANAGEMENT

The DENR ensures that effective and efficient budgeting and accounting systems are implemented in accordance with the budgeting, accounting and auditing rules and regulations and requirements of the Department of Budget and Management (DBM) and the Commission on Audit (COA). It includes the promulgation of policies, orders, rules and regulations and standards and prudent and effective use of financial resources by ensuring internal controls are applied and management controls improvements are developed.

1. Budgeting

The Budget Division and its counterpart in Bureaus and Field Offices ensure that budgeting tasks are accomplished by timely, precise and efficient preparation, and submission within the prescribe period of the following budgetary documents and reports:
   a. Budget Preparation and Legislation Documents as required by the Oversight Agency, DBM, Senate and Congress;
   b. Budget Execution Documents such as but not limited to Work and Financial Plan, Monthly Disbursement Program, Obligation Requests, Sub- Allotment

Advices, Notices of Transfer Allocation, Certificates of Availability of Funds, maintenance of Registry of Allotments and Special Budget Requests; and

c. Budget Accountability Reports (Statement of Allotment Obligation and Balances, Financial Report of Operation among others).

2. Accounting

The Accounting Division and its counterpart in Bureaus and Field Offices ensure that basic and subsidiary accounting records and books of accounts are maintained to reflect accurate and current/timely financial information required by the existing accounting and auditing rules and regulations, management and oversight agencies. The concerned units also ascertain the strict implementation of administrative and financial policies of the Department, such as:

a. Processed claims of internal and external clients which are valid/legal, correct, availability of funds, complete with required supporting documents and approved by the concerned authority in accordance with the accounting and auditing rules and regulations (COA Circular 2012-001);

b. Remittances of all mandatory and loan deductions from all processed claims are properly and correctly remitted to oversight agencies (GSIS, BIR, Philhealth, Pag-ibig, etc.); and

c. Financial Reports/Statements are prepared and consolidated for management use in decision making and submitted to COA, DBM, funding institutions and other oversight agencies.

3. Internal Management

The Management Division ensures that financial and management policies, rules and regulations, standards, work processes, financial information and reporting systems are developed and applied consistent with internal controls system and effective use of the financial resources of the DENR. Improvements on plans and programs relative to the organization, functions and physical resources and systems and procedures are recommended based on the needs of the organization as determined through audit finding of COA and other fiscal and management regulations.

The following are the key outputs submitted in CSW format:

a. Policies, guidelines, rules and regulations, manuals, standards pertaining to financial and administrative matters in memorandum, communication letter, Department Administrative Order, Special Order, Memorandum Circular and Memorandum Order format;

b. Standard Operating Procedures – Process Flow;

c. Flowcharts, Forms and Charts; and

d. Management Studies

C. HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

The DENR ensures that it has the human resource complement for the operation of the QMS and its processes. The competency required for implementation of QMS is determined in the functional description of the office or unit and in the position description of personnel required to perform related function. Competency is determined based on education, associated eligibility, experience and skills, and trainings and learning development attended.

The HRDS provides the requirements for the hiring, placement, training, capacity building and overall competence of the people implementing the QMS.

The HRDS together with its counterpart in the Field Offices and Bureaus provide services in the promulgation of office orders, rules and regulations related to the administrative, operational and strategic aspects of human resource management and development. The HRDS manages information about personnel data, academic qualification and performance evaluation through the DENR Personnel Information System and administers leave and benefits and computation of accurate compensation.

The HRDS maintains a Training and Development Database to keep track of personnel learning activities as well as plan and implement competency-based and gender responsive human resource interventions. Competences are enhanced through training and capacity building to address changes processes and stakeholder's requirement, and keep abreast with progress in technology and legal requirements.

The HRDS has put in place the following personnel mechanisms: (a) Merit Selection and Promotion Plan (MSPP); (b) Strategic Performance Management System (SPMS) which includes performance commitment and review; (c) Grievance Machinery; (d) Program on Rewards and Recognition; (e) Learning and Development (L&D) Programs for its employees, and (f) Scholarship Programs for professional growth and development.

1. Recruitment, Selection and Placement

In the selection process, a uniform procedure is applied for assessing the applicants which will be the basis for hiring. The Department implements an efficient recruitment system that helps identify the best candidate for a job vacancy, be it for **hiring new employees or promotion. In order to determine the competencies** required, a Civil Service Commission (CSC) Qualification Standards manual that stipulates the updated minimum qualifications on education, work experience, relevant trainings and eligibility is used as reference. However, the Department is not precluded from constituting higher standards, when deemed necessary, provided that it has been approved by the CSC. The Selection and Promotion Board (SPB) is mandated to assess all the qualified candidates for appointment to the 1st, 2nd level positions based on merit and fitness in accordance with the DENR MSPP, and the

existing CSC rules and regulations. The Board ensures and upholds impartial and equitable selection process when evaluating all candidates from which the appointing authority shall choose.

Furthermore, an assessment interview where questions are targeted to elicit data or behavioral evidence on the candidate's possession of a particular competency and usually used in employee selection is called the **competency-based** interview. This gathers evidence on past behavior, related to competencies required of the position, to predict future behavior.

2. Learning and Development

A Human Resource Development (HRD) plan is important for an organization in keeping its workforce's competencies aligned with the achievement of its goals and objectives. It is a document that sets out how Learning and Development (L&D) interventions support the achievement of organizational strategic goals and directions. HRD plan is continually reviewed and updated to keep abreast with changes in agency's strategic priorities.

A sound HRD plan enables managers to have a clear line of sight between organizational goals, the competencies that the workforce needs to achieve these goals and what management needs to do to ensure that its workforce possesses and demonstrates these behaviors.

The process of developing an HRD plan follows same sequence as the components of the L&D Framework. The specific steps are as follows: identifying L&D needs, prioritizing L&D needs, selecting intervention to address priority L&D needs, selecting intervention and determining resource requirements, installing the monitoring and evaluation framework for the HRD plan.

L&D includes promotion of awareness and competency through continuing orientation on QMS and its implementation, re-echo of trainings, and design of programs for learning and development focusing on QMS processes.

3. Performance Management

To measure performance focusing on the result, Strategic Performance Management (SPMS) is adopted by the DENR giving emphasis to the strategic alignment of the DENR's thrusts with the day-to-day operations of the Department's offices. The system, which is required by the CSC provides scientific and verifiable basis in assessing organizational performance and the collective performance of individuals within the organization.

The SPMS follows a four-stage performance management system cycle that underscores the importance of performance management:

a. Performance Planning and Commitment is done prior to the start of the performance period where heads of offices meet with the supervisors and staff and agree on the outputs that should be accomplished based on the goals and objective of the organization. The suggested time for Performance Planning and Commitment is the last quarter of the preceding year.

b. Performance Monitoring and Coaching is done regularly during the performance period by the Secretary, Planning Office, Division and Office Heads, and the individual. The focus is creating an enabling environment to improve team performance and develop individual potentials. The suggested time periods for Performance Monitoring and Coaching are January to June and July to December.

c. Performance Review and Evaluation is done at regular intervals to assess both the performance of the individual and his/her office. The suggested time periods for Performance Review and Evaluation are the first week of January the following year.

d. Performance Rewarding and Development Planning is based on the results of the performance review and evaluation when appropriate developmental interventions are made available to specific employees. The suggested time periods for Performance Rewarding and Development Planning are the first week of July and the first week of January the following year.

4. Rewards and Recognition

In order to attract and retain the best employees, an environment where employees feel appreciated for their contributions must be created.

The DENR with the objective to recognize and reward has a unified Program on Awards and Incentives for Service Excellence (PRAISE), which covers its Regional Offices, Bureaus and Attached Agencies.

This System was designed to encourage, select, recognize and reward individual or groups for their suggestions on productivity, innovative ideas, inventions/discoveries, superior accomplishments, heroic deeds, exemplary behaviors and extraordinary acts of service.

The PRAISE provides both monetary and non-monetary awards and incentives to recognize, acknowledge and reward productive, creative, innovative heroic and ethical behavior of employees through formal and informal modes.

Some of the innovations of DENR PRAISE are as follows:

a. Giving of service award pins/plaques to employees with service of twenty-five (25) years and above in the DENR.

        25 to 34 years in service   -   Pin

      35 years and above -   Plaque
b. Posthumous recognition
c. "Salamat, Paalam Program" for retired DENR officials and employees
d. Awards and Incentives for Service Excellence

Collective Negotiations Agreement (CNA) incentive is also provided to DENR employees from the savings generated by the office in recognition of the joint efforts of the DENR and K4, the federation of DENR employees unions, in achieving all plans, programs and services approved in the budget in the DENR at a lower cost.

Senior management ensures that it provides sufficient staffing for the effective operation of the management system, as well its identified processes.

D. ORGANIZATIONAL KNOWLEDGE

Organizational knowledge derived from the implementation of the QMS are categorized as providing competency among those who are involved in the implementation of plans, programs and activities to deliver the key services of the Department. These knowledge include learnings derived from trainings, experiences, implementation and review processes that contribute to personnel and institutional stock knowledge, statistical data and spatial information.

The above knowledge sets are available to management to review the QMS and its processes and implement procedures for enhancement or continual improvement. This information is used to formulate appropriate policies, strategic guidance and development of new approaches and projects and/or improve the competence of personnel in delivery of services through the knowledge gained and shared in the implementation of plans and programs of DENR.

1. Knowledge and Information System Management

Information System Management follows a defined set of business improvement principles included in the DENR Enterprise Architecture. Software and hardware conform to defined standards that promote interoperability for data, applications and technology and geo-spatial interpretations.

a. Network Infrastructure Management

The Network Infrastructure Management Division (NIMD) of the Knowledge and Information Systems Service (KISS), together with the respective ICT units of other DENR offices, provide an inventory of ICT resources of each office to ensure that hardware resources that comprises the enterprise network of the agency are properly maintained as follows:

- preventive, which aims in retaining the system's capabilities before the occurrence of any problem (e.g., systems failure);
- corrective, which aims in restoring the defective item(s) to the required state;
- adaptive, which focus in adjusting a software product to properly interface with a changing environment; and
- perfective, which refers to enhancements to the product to either add new capabilities or modify existing functions.

The following are the steps in implementing ICT maintenance:

- preparation and inventory of ICT hardware, software and telecommunications facilities;
- prioritizing needs; and
- contracting for out-sourced and in-house maintenance.

Updating and upgrading of hardware and software resources to ensure security and availability are implemented within the network infrastructure.

Appropriate backup system is also established to ensure protection of electronic files. Daily backup of files are done to ensure high-availability of current data.

b. Systems Development and Management

The Information Systems Division (ISD) of KISS, together with the corresponding ICT units of each DENR office, maintain and monitor all information systems of the Department to ensure their accessibility, check for errors, provide systems update, and enhance appropriate back-up system to ensure protection of electronic files.

The development of DENR-wide applications is preferred over the development of stand-alone applications which are only provided to a particular unit. All information systems developed follow the systems development life cycle that describes the process for planning, creating, testing, maintaining and deploying an information system. The general steps in the systems development are analysis and requirements, systems design and development, user acceptance testing, training and roll-out, data population and maintenance and updating and refining.

c. ICT/Data Resource Management

Access of relevant data by users is ensured in order to support the performance of their duties, thus, data are shared across enterprise functions and

organization. Policies and procedures that address the integration and consolidation of data are established.

The Statistics and Data Resource Management Division (SDRMD), KISS is responsible for the integration of ENR-related information/statistics generated by various sectors and convert the same into knowledge products. The integration is being done under the Statistical Reporting System through the following process:

PROCESS FLOW
INTEGRATION OF STATISTICAL INFORMATION/DATA
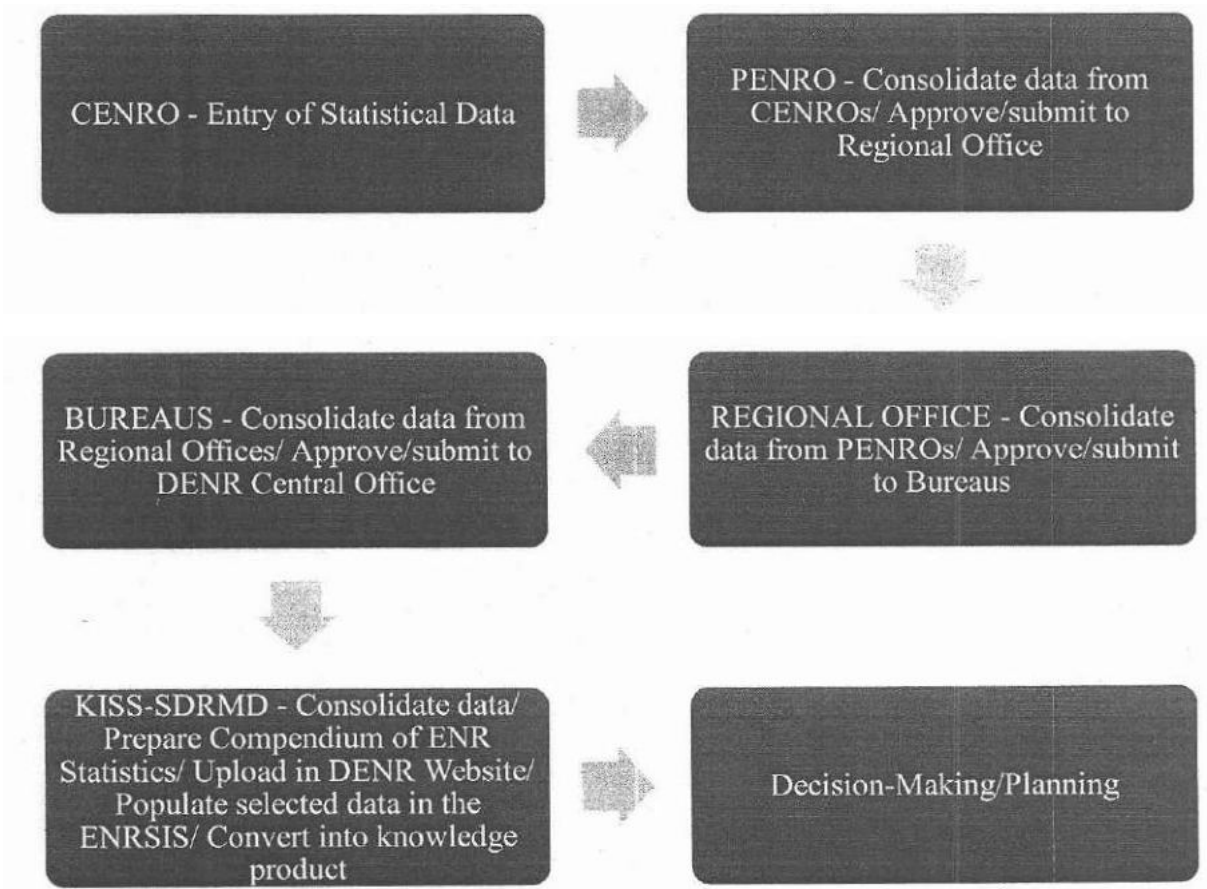
E. GENERAL SERVICES

The Administrative Service at the DENR Central Office provides support to the provision of facilities required for the implementation of QMS. This includes building

and facilities maintenance, transportation services, procurement services for products and service, security and work space maintenance.

The General Services Division of the Administrative Service and its counterpart in Bureaus and Field Offices ensure the provision of effective system of maintenance, security and safety of facilities including its buildings, grounds, vehicles and communications facilities. It also includes the effective and efficient collection, deposits and payment of clienteles encompassing the preparation and submission of required reports.

1. Infrastructure Maintenance

The Building and Grounds Management Section and its Bureaus and field offices counterparts ensure proper preventive maintenance plans are prepared and implemented relative to:

- office buildings
- office grounds
- sewerage and plumbing system
- electrical
- air-conditioning
- elevator
- generator set
- furniture and fixtures
- audio-visual system
- fire alarm system and other emergency equipment
- paging and telecommunication system
- safety and security facilities

The Section maintains records pertaining to inventory, repairs, maintenance schedule, plans and others required by the management and responds to requests from other DENR units for corrective maintenance or repairs either through in-house technical capabilities or outsourced services.

2. Transport Vehicle Management

The Motorpool Section and its Bureaus and field offices counterparts ensure that all vehicles are properly maintained and in good road-worthy condition. As such, periodic and preventive maintenance are prepared and implemented. Proper dispatching of vehicles in response to requests of operating units is done through effective scheduling of drivers and vehicles, use of trip tickets and regular monitoring of vehicle utilization.

3. Management of Work Environment

a. Housekeeping

The DENR adopts the 5S (Sort, Set, Shine, Standardize and Sustain) as its basic policy in maintaining cleanliness, orderliness and safety in the workplace. Employees are oriented on good governance practices including 5S and Reduce, Reuse and Recycle to promote a healthy environment. The GSD and its counterpart in the different offices coordinates all related activities pertaining to good housekeeping including workplace clean-up, management of waste disposal through rehabilitation of existing MRF, coordination with Recycle Association of the Philippines and Garbage Association of Quezon City, and design templates for measuring garbage disposal. The implementation of these practices is also monitored in conformance with the requirements of Environmental Management System (EMS).

b. Security Management

The security provider and its counterparts in Bureaus and field offices ensure that all work areas are secured and daily operation is in proper order through 24-hour security services and CCTV monitoring on critical areas, and checking and monitoring of access control. It also implements security policies, rules, and regulations and makes sure that the Office environment is safe for officials, employees and visitors.

4. Cashiering

The Cashier Section and its bureaus and regional counterparts ensure the collection and deposit of cash payment, prepare Advice to Debit Account/Check for the salaries of DENR employees and payment of DENR clients. As such the following documents are prepared:

    a. advice to debit account;
    b. report of check issued and cancelled; and
    c. report of collections.

F. PROPERTY AND SUPPLY MANAGEMENT

Property and Supply Management encompasses processes related to the management of properties and fixed assets of the department, procurement of required products and services, including procurement of third party provided services, and management of supplies and logistical requirements of the various offices.

Property and supply management includes development and recommendation of policies and guidelines on the acquisition, acceptance, inspection, issuance/utilization and

maintenance; handling of insurance and fixed assets, coordination of procurement of the department, conduct of inventory of all properties, storage, and disposal of supplies, materials and equipment.

Property management is performed through the following offices and committees and their counterpart in various offices: (a) Property and Supply Management Division (PSMD), (b) Bids and Awards Committee (BAC), and (c) Inspection and Pre-acceptance Committee (IPC); and (d) Disposal Committee.

The PSMD is responsible for preparing, implementing, and monitoring an economic, efficient, and effective property and supply management program of the Department. It also ensure compliance with the government procurement law and its implementing rules and regulations (RA 9184) and the government accounting and auditing manual (COA Circular No. 91-368 dated Dec. 19, 1991) in the operationalization of its property and supply management.

1. **Property Management**

    Property management involves the following activities:

    a. development of policies and procedures on the management and disposition of properties and equipment;
    b. inventory of all properties, including land, buildings, vehicles and equipment;
    c. preparation and maintenance of registry of asset acquisition, documentation, request for inclusion in and/or dropping from DENR books of accounts, insurance and vehicle registration;
    d. safekeeping of documentation and proof of property ownership and updating of property registry, including new acquisitions and donations;
    e. inventory and disposition of unserviceable/obsolete properties and waste materials in accordance with COA and other regulations; and
    f. issuance of accountability documents (ARE, ICS, PAR) to responsible personnel for issued equipment and/or relief from surrendered equipment.

2. **Supply Management**

    Supply Management ensures that logistical requirements, whether goods or related services, are procured and are available. This involves the following:

    a. recommendation and implementation of policies, programs and procedures on the procurement of equipment, supplies, materials, related services and other logistical support;
    b. procurement of logistical support including related services , through either purchase, bidding or lease;

c. maintain a 3-month stock of supply requirements of the department as prescribed by the Commission On Audit (COA);

d. preparation and submission within COA-prescribed deadlines of required forms and reports, such as supply ledger cards and Report of Supplies and Materials Issued (RSMI) including the updated Report of Physical Count of Inventory (RPCI);

e. acceptance of delivery and preparation of documents for payment of procured supplies/ materials/equipment and services;

f. issuance of equipment and supplies available on stock based on the approved Requisition and Issue Slip (RIS); and

g. preparation and posting of Monthly/Quarterly Report on Government Purchase/Contracts;

3. Procurement

Procurement process follows Republic Act No. 9184 and its Implementing Rules and Regulations. The DENR Bids and Awards Committee (BAC) is created to undertake the prescribed procedures in the procurement process, including advertisement and/or posting of invitation to bid, conduct pre-procurement and pre-bid conferences, determine the eligibility of prospective bidders, receive bids, conduct the evaluation of bids, undertake post-qualification proceedings, and recommend award of contracts to the Head of the Procuring Entity or his duly authorized representative, recommend the imposition of sanctions and other functions including the creation of a Technical Working Group from a pool of technical, financial and/or legal experts to assist in the procurement process. The BAC can also recommend alternative procurement methods to the procuring entity.

The BAC ensures that the procuring entity abides by the standards set forth by RA 9184 and its IRR.

4. Inspection and Pre-acceptance and End-User Acceptance

Inspection and pre-acceptance of delivered goods is conducted by the Inspection and Pre-acceptance Committee (IPC) created pursuant to COA Memorandum Circular No. 83-333. The IPC inspects all deliveries to ascertain that these conforms with the specification and quantity as described in the Purchase Request or Job Request, and the terms and conditions contained in the approved contract. The certification of the IPC and the certification of the end-user as to the specification and quality of the products and services are documents required for the processing of payments.

G. LEGAL SERVICE

1. Assist the Secretary in the exercise of quasi-judicial functions

The Legal Service reviews, revises, reverses, modifies or affirms appealed decisions, orders or resolutions issued or rendered by the DENR Regional Offices and Bureaus based on all documents submitted, including but not limited to those submitted by the parties and investigation reports during the appeal.

2. Rendering of Legal Opinion

The Legal Service and its counterpart in Regional Offices render legal opinions involving questions of law and interpretations of policies, rules and regulations, reviews Memorandum of Agreement/Understanding, contracts or other instruments where the Department is or was a contracting party, including proposed administrative issuances, policies, proclamations, other executive issuances and legislative bills which require comments and recommendations of the DENR based on all documents submitted to, and requested and procured by the Legal Service pursuant to prevailing laws, rules and regulations.

3. Legal Counseling

The Legal Service and its counterpart in Regional Offices investigate, prosecute and defend cases when so deputized by the Office of the Solicitor General (OSG) in civil actions, special civil actions, special proceedings and environmental cases when the Department or any of its officer in his/ her official capacity is a party.

The said offices also prosecute criminal actions as special prosecutor for the Republic of the Philippines when so authorized by Public Prosecutor's Office in the prosecution of ENR laws based on available evidence and testimonies.

Assistance to the Secretary is also provided in his/her disciplinary functions over its officers and personnel when said personnel are being complained of.

H. ISSUE MANAGEMENT

1. Issue Resolution

The DENR institutionalizes an effective issue management program with a standard operational procedure for identification, analysis, resolution, reporting and escalation of issues. This program enables DENR to create strategies to effectively handle barriers to the successful implementation of the Department's programs, projects, activities and initiatives.

Barriers to success are issues that require immediate resolution or those that impede the progress, successful implementation or completion of the Department's programs and initiatives.

The issue management plan includes the recommended approaches for identifying issues and tracking the documentation and resolution of those issues. The plans facilitate attention to key issues impacting DENR and its programs including issues involving the most vulnerable sectors and the marginalized, and issues related to gender and development. It also ensures that all stakeholders are informed and, if applicable, allowed to participate in the resolution of the issue. Moreover, the plan considers the creation of an audit trail of discussions and resolutions of program issues.

a. Identification of Issues

Issues are acknowledged and dealt with immediately as the resolution of these will necessarily have an impact on the scope, schedule, quality and cost of program implementation.

There is productive and timely identification of issues. Its timely and expeditious resolution saves a lot of time and effort and can reduce or minimize more problems and damage to reputation of the Department.

All officials and employees of the DENR are encouraged to be vigilant in raising issues, particularly in their areas of expertise and specific responsibility, when they become aware of them.

b. Categorizing and Managing Issues

There is clear description of the rules, procedures and categories that are followed by the Issue Management Team when logging, managing and assessing issues, including how priorities and status are assigned, how issues are escalated, and when change management is initiated.

In terms of priority, issues are categorized into four levels of importance, namely: Urgent, High, Medium and Low. This categorization is based on their impact to the project goals, objectives, scope, schedule and budget. An issue is also classified according to its nature: recurring, emerging, and potential.

The issue is recorded in the issue log maintained at the legal service office; it also follows a predefined status and classification. There are clear guidelines to follow in classifying issues according to status categories – Open, In-process, Resolved, Reopened, Deferred, and Closed. To facilitate review and reporting, issues in the log are classified by program or project, by sector, by region or by office.

c. Elevation of Issues

Unresolved issues are elevated to the Issue Management Committee, the Director of Bureau, Regional Office, Service Office, or to the Assistant Secretary or Undersecretary who has jurisdiction over the matter and, finally, to the Secretary for final review and final resolution based on their priority level and potential impact to a project, program, or policy. The elevation rules follow clear and predetermined criteria.

2. Alternative Dispute Resolution (ADR)

ADR is used by the Department pursuant to the provisions of RA No. 9285 (An Act to Institutionalize the Use of An Alternative Dispute Resolution System in the Philippines and to Establish the Office for Alternative Dispute Resolution, and for Other Purposes otherwise known as the "Alternative Dispute Resolution Act of 2004") dated 02 April 2004 and DENR Administrative Order (DAO) No. 2005-18 (Adoption of Alternative Dispute Resolution (ADR) Principles and Procedures in the Resolution of Appropriate Environment and Natural Resources Conflicts) dated 01 September 2005. For administrative cases, it is performed pursuant to the provisions of CSC Resolution No. 11-01502 dated 18 November 2011 otherwise known as the Revised Rules on Administrative Cases in the Civil Services (RRACCS).

Basically, majority of the cases in the Legal Affairs Service are land cases, and consequently, administrative cases of DENR personnel because of these land cases and other cases involving various forms of corruption. To wit:

a. The Legal Service encourages and promotes the freedom of contending parties to make their own arrangements to resolve their disputes before it makes its own decision, resolution, or order based on the merits and records of the case.

For land and other cases, the handling lawyer asks the contending parties the possibility of arriving to a win-win situation or compromise agreement. If a compromise agreement was signed by both parties, a decision is rendered based on such agreement of the parties provided that the subject matter can be compromised. Otherwise, the handling lawyer decides based on merits and records of the case.

For admin cases, only light offenses committed for the first time where the act is purely personal on the part of the private complainant and the person complained of and there is no apparent injury committed to the government may be the subject of settlement. Examples are borrowing of money, willful failure to pay just debts, simple misconduct resulting from misunderstanding or fight between respondent and complainant outside the office premises,

discourtesy in the course of official duties, and other analogous cases, including the grant of back salaries and other benefits.

b. For land and other cases, the records forwarded by the regional offices or concerned offices are the documents being reviewed by the Legal Affairs Service. The basic documents are the Notice of Appeal, Proof of payment of Appeal Fee, Appeal Memorandum of Appellant and Comment of Appellee aside from the carpeta (entire records) coming from the Regional or concerned offices.

In admin cases, the documents being reviewed are the Complaint of the complainant, show cause memorandum issued by the disciplining authority of his duly authorized representative, Answer or Comment or Counter-Affidavit of the person complained of, investigation report of handling lawyer/action officer, formal charge issued by the disciplining authority, answer to the formal charge of the respondent, position paper/memoranda, other pleadings, and formal investigation report, as the case may be.

c. The handling lawyers of the Legal Affairs Service make an inventory of the types and nature of disputes and cases that are presently filed with them. On the basis of such inventory, they identify such disputes and cases that may be the subject of ADR or compromise agreement especially if such cases and disputes are simple and would not require resolution or decision of a higher body, will not require a policy change, will not involve criminal liability, will not involve the issue of jurisdiction of the DENR or courts, administrative cases involving light offenses committed for the first time where the act is purely personal on the part of contending parties and no injury is committed to the government, and other cases that by law can be the subject of compromise.

d. All legal divisions in the Department's Regional Offices are also encouraged to promote the freedom of contending parties to make their own arrangements to resolve their disputes before such divisions make their own respective decisions, resolutions, or orders based on the merits and records of the case. They conduct hearings whether an administrative case or not, require the complainant to submit his/her formal complaint, respondent to submit his/her answer, both parties to submit their respective position papers, conduct an ocular inspection, and submit investigation reports, as the case may be.

3. Handling Sexual Harassment Issues

All sexual harassment cases, including acts of lasciviousness, are investigated by the Committee on Decorum and Investigation (CODI) based on DENR Special Order No. 2015-587 dated May 6, 2015. The committee receives and investigates complaints in accordance with the prescribed procedure. After the investigation

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process, a report of the findings with the corresponding recommendation is submitted to the disciplining authority for decision.

I. INFORMATION, EDUCATION AND COMMUNICATION

The SCIS with its counterpart in the field offices and bureaus ensures that programs, projects and activities of the department are disseminated to its internal and external stakeholders. The SCIS conducts intensified IEC program as a tool to elicit public action that leads to changes in attitudes and practices of the department's stakeholders towards protection and conservation of the environment and natural resources (ENR) of the country.

The SCIS is implementing communication strategies which include advocacy, public information and communication, social mobilization and environmental education to increase knowledge, promote proper environmental attitudes, and elicit support and participation among its stakeholders towards adoption of appropriate ENR practices. This is complemented with the following activities:

- Development and production of media, print, broadcast and audio-visual materials
- Preparation of speeches and messages
- Conduct of meetings, orientations and dialogues with stakeholders
- Conduct of Dalaw-Turo and environmental lectures
- Administration of social media such as DENR web, Facebook and Twitter
- Partnerships with media, non-government organizations, local government units, etc.
- Mobilization of partners in DENR activities, such as, tree planting, coastal clean-up, and
- Strengthening capacity of DENR information officers

An IEC Action Plan is prepared annually by the SCIS with bureaus and field offices highlighting programs and activities that will be implemented anchoring on the communication plan.

The implementation of IEC activities and strategies is guided by a communication plan that is being cascaded to the field offices and bureaus to synchronize implementation of major IEC activities.

The SCIS Communication Plan includes strategies for dissemination of information that relates to the implementation of the DENR QMS, focusing on the its importance and relevance to the management of environment and natural resources. These includes materials on the Quality Policy and Objectives and stakeholder focus in the delivery of its services. These strategies targets the DENR personnel and officials as part of an awareness building and external stakeholders, to create appreciation of the benefits of the QMS.

J. DOCUMENTED INFORMATION

The DENR QMS ensures consistency in meeting the client needs and expectations through the actual performance and adherence to policies, guidelines and procedures supported by relevant documented information. The DENR developed a procedure to provide documentation of its quality management and provide evidence of its implementation. This has taken consideration of the DENR's operation as a government agency and the interaction of its processes among the different units and offices. Documented information includes both documents and records which the DENR maintains/retains to provide information of conformities.

Controls for documented information are established to ensure that personnel have access to the latest, approved information, and to restrict the use of obsolete information. This also define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of records of the QMS.

1. The structure of DENR Documented Information includes the following:

   a. **Level 1 – Procedures and Guidelines, Policies, Circulars, Orders, Manuals and Organization Plans; Laws, Legislations, IRRs and Executive Issuances**

      These documents generally provide policies and prescribe guidelines and procedural requirements pertaining to provision of services or interacting with stakeholders through the DENR's core services, programs and projects. These includes DENR Administrative Orders (DAO), Memorandum Circulars (MC), Memorandum Orders (MO), Memorandum, Special Orders (SO), and Organization Plans such as medium-term plans, strategic plans, Work and Financial Plans (WFP) and other plans that identify targets and corresponding budget, and Manuals. These are issued by the top management and cascaded to the different Regional Offices, PENROs, CENROs, Bureaus, Attached Agencies and Divisions of the Central Office for proper implementation and adoption.

      Manual of Authorities are documents that define levels of authorities that provide recommendations and approvals in relation to technical services, human resources, administrative and financial functions. It also provides guidance to officials and employees on the delegated authorities at the Central Office, Bureaus, Regional Offices, PENROs and CENROs.

      DAO is a legal document that define policies, provide guidelines and procedures and implementing rules and regulations based on approved laws and legal issuances. DAOs are issued by the Secretary.

      Memorandum Circular and Memorandum Orders are internal communications, usually addressed to all officials and personnel to clarify or

provide additional information and instructions relevant to provision of services and implementation of plans, programs and projects and accomplishment of given targets. The Secretary issues MCs and MOs.

Memoranda are internal communications that may contain instructions and information. A concerned Usec, Asec and Director may issue a Memoranda according to their respective scope of authorities..

All issuances are coded according to acronym of document type, year issued, and series number (e.g. DENR Administrative Order No. 2015-01 coded as DAO-2015-01).

b. Level 2 – DENR Manuals

QMS Manual defines and clarifies policies, systems and procedures adopted to implement and continually improve the DENR's QMS. Likewise, it serves as reference and guide for all employees to make them familiar with and appreciate the DENR's QMS.

c. Level 3 – DENR Procedures

Procedures refer to documented procedures of the ISO 9001 and may include the following: Control of Documented Information, Internal Quality Audit, Control of Nonconforming Products and, Corrective Action. These documented procedures serve as guide for all the employees to ensure that proper controls on documents, records, nonconformities and internal audit are implemented. Additional procedures are also established to serve as guide in implementing relevant procedures such as Management Review, Internal Communication, among others.

This also includes all procedures or manuals originating approved by the Secretary, which are circulated and disseminated by the Records Management Division to the Bureaus and Field Offices.

d. Level 4 – Office Plans, Manuals and Procedures

Office plans refer to the specific plans of the Bureau/ Office/Service that may include the work and financial plan, operational plans, HRD plans, Division and Individual Performance Commitment and Review (OPCR/IPCR), Annual Procurement Plan (APP) and the like. These plans are specifically for the implementation of the concerned offices.

Procedures are also developed for specific use of the offices. It may affect or interact with other units but main responsibility of implementation is within the concerned office where the documented procedures originated. Procedures may

also be externally generated such as the Procurement Handbook, CSC and DENR Issuances, and the like. Technical Bulletins are also included in the category.

e. Level 5 – Records

Record is a special type of document that provides evidence of performance of the Level 1 to 4 documents. These are generated by the concerned offices and process owners that are performing tasks and procedures.

2. Document Control

The DENR implements a procedure for the creation, revision, approval and issuance of documents, regardless of form (soft or hard copy), which include the documents under Levels 1 to 4 of the documentation structure. Likewise, the procedure provides for an effective monitoring, distribution, maintenance and updating of procedures and instructions provided in manuals and guidelines. This ensure that the following requirements are met:

a. Approve documents for adequacy prior to issue;
b. Review and update as necessary and re-approve documents;
c. Identify the current revision status of documents and changes;
d. Ensure that relevant versions of applicable documents are available at points of use;
e. Ensure that documents remain legible, readily identifiable and retrievable;
f. Ensure that documents of external origin determined by the Office to be necessary for the planning and operation of the QMS are identified and their distribution controlled; and
g. Prevent the unintended use of obsolete documents, and apply suitable identification to them if they are retained for any purpose.

3. Records Management

The DENR implements a procedure for Records Management in accordance with DENR Memorandum Circular No. 2010-16 dated October 08, 2010 (Implementation of the Approved Records Retention and Disposition Schedule) and pursuant to RA No. 9470 (An Act to Strengthen the System of Management and Administration of Archival Records, Establishing for the Purpose the National Archives of the Philippines, and for Other Purposes) dated February 19, 2007 for the identification, collection, indexing, access, filing, storage, maintenance and disposition of records, i.e. Level 5 documents under the documentation structure. Records are ensured legible, stored and retained in such a way that they are readily retrievable in storage facilities that provide a suitable environment to prevent damage, deterioration or loss.
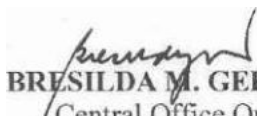
The Records Officer or concerned personnel, as the case may be, maintains records to demonstrate achievement of applicable requirements, which include the ENR management process and its interfacing sub-processes.

Retention periods of records, regardless of form (soft or hard copy), are established, recorded and maintained in accordance with the Records Retention and Disposition Schedule as per DENR Memorandum Circular No. 2010-16 dated October 08, 2010.

The Records Management Division at the Central Office and its counterpart in the other DENR units and Offices implement Records Management for Level 1 documents. Office-specific Level-4 documents are maintained in the respective offices, while level 2 and 3 documents are to be integrated with the regular documentation of the DENR together with level 4 documents, if they are going to be used with the QMS.

Procedure for control of records required by the QMS and are produced through the course of implementation of processes and services is also established in addition to the regular records management procedure described above.

Prepared by: Reviewed by: Approved by:

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Central Office Quality   DENR Quality Management   Secretary
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A. COMMUNICATION WITH STAKEHOLDERS

DENR communicates with the stakeholders through consultation, information, communication and education programs and strategies of the SCIS and its counterparts in the Bureaus and Service Offices. It also uses the DENR websites, the social media, published IEC materials, and its Public Assistance Desk to effectively communicate with its stakeholders.

DMC No. 2015-04 dated 08 June 2015 also known as "Service Excellence Through Continuous Systems Innovation, Monitoring and Evaluation – SECSIME" specifically provides that each Division/Office has standard forms for complaints/criticisms and commendations based on write their experience, in dealing with DENR personnel.

B. ENR POLICY AND STANDARD DEVELOPMENT

The DENR's policy formulation process and the organizations tasked to operate it, as mandated by DAO 31 Series 1992 (Guidelines on the Organization and Functions of the Policy Units for the Policy Development System in the Department of Environment and Natural Resources) are well in place. The policy formulation and review processes are part of the Central Office's functions that it shares with the DENR bureaus and attached agencies and field offices.

The Policy Technical Working Group (PTWG), composed of senior staff of the various agencies and offices of the DENR, is active in performing its function of serving as the central clearing house for all proposed DENR policies. It is the hub of policy formulation in the DENR and plays an important role in the policy development process concerning the management and sustainable development of environment and natural resources.

The draft policies submitted to PTWG are results of reviews of existing policies due to issues and concerns identified during the implementation of programs and projects, and outputs of ENR researches. The same draft policies undergo stakeholders consultation and review of related legal issuances and policies. These draft policies are referred to the Policy Studies Division, which serve as PTWG Secretariat for PTWG to review, discuss and provide recommendation for the approval or revision of the draft policies. The draft policy is returned to the proponent (DENR Bureau or Office) for concurrence or further discussion and enhancement. If there is no more revision made by the proponent bureau or office, the proposal is vetted by the Bureau Directors. Once the vetting process has been completed the draft policy is endorsed to the Secretary. The draft policy is presented to the members of the DENR Execom. If no issues/ comments are raised by the Execom members, the policy is endorsed to the Secretary for approval.

Once the policies are approved, these are published in newspapers of general circulation. The affectivity of the approved policies takes place fifteen (15) days after

publication. Should there be any clarifications on the approved policies, technical bulletins or memorandum circulars are issued by the proponents.

C. ENR Program and Project Management

The implementation of programs, activities, and projects (PAPs) is premised on the Public Expenditure Management (PEM) Program. PEM is composed of two pillars, the Organizational Performance Indicator Framework (OPIF) and Medium-Term Expenditure Framework (MTEF) or the Performance Informed Budgeting (PIB) System. PEM aims to establish and strengthen aggregate fiscal discipline for prudent spending; allocation efficiency for securing social justice; and operational efficiency for establishing link between spending and social outcomes.

Under OPIF, the program is an integrated group of activities & projects that contributes to a particular outcome. Activity is a recurring work process that consumes inputs & produces consumable goods or services. Project is a temporary undertaking carried out to produce results within a definite timeframe. The refined Major Final Outputs (MFOs) and the disaggregated performance indicators are the bases for planning and budgeting for PAPs. MFO is a product or service that the department/agency is mandated to deliver to external clients through the implementation of its PAPs. The organization outcome is a result produced by an agency that (1) contributes to the achievement of its mandate, and (2) is achieved through the production of goods or services to external clients delivered through Programs. Sector Outcomes are the long-term benefits for the sector from the initiatives of the department/agency. Presidential priority areas are the key result areas that the administration prioritizes resources. Societal goals are society-wide benefits derived from sector-based economic activity.

It is also emphasized that in OPIF, the deliverables of DENR Central Office, bureaus and regional offices go well beyond the number of trees planted or the water bodies cleaned. OPIF along with the other reform strategies are designed to reduce poverty and induce all-inclusive growth.

1. DENR Regular Funded Programs and Projects

The Bureaus provide technical assistance and monitor the implementation of the programs of the regional offices. These include environment and natural resources management consisting of forest management, land management, protected areas management, wildlife protection conservation, coastal and marine resources management, and environmental regulatory programs. ERDB, on the other hand, supports the operations of the department through technology transfer as embodied in DAO No. 1996-27 (Amending Department Administrative Order No. 44, Series of 1990 entitled "Policies and Guidelines on the Management of DENR Research and Development System").

Prior to the implementation of the programs, the budget proposals are submitted by the bureaus and field offices concerned to the DENR Central Office through the Planning and Programming Division (PPD). The latter then reviews and consolidates the budget proposals for submission to DBM. The DBM then issues the National Expenditure Program (NEP) for the Department. The Financial Management Service (FMS) endorses the DBM-approved NEP to all bureaus and field offices for their inputs to the planning guidelines for the succeeding year. The inputs provided are reviewed through writeshops. The pre-finalization of the said guidelines is reviewed by Undersecretaries and Assistant Secretaries (USecs/ASecs) for presentation to the DENR Execom for concurrence. The Secretary then approves the planning guidelines. The approved guidelines is disseminated to all bureaus and field offices for the preparation and submission of their respective WFPs. The national consultation/deliberation of the WFPs is conducted. After the deliberation, the WFPs are submitted to Policy and Planning Service for review and endorsement for approval of USecs for Policy and Planning and Foreign Assisted Programs, and Administration and Information Systems. The consolidated Budget Execution Document (BED) forms are submitted to DBM, Cabinet Secretary and NEDA for budget defense to Senate and House of Representatives. Once the budget is approved by Congress (bicameral), the WFPs are implemented.

The programs and projects are implemented by the DENR Central Office, all bureaus and field offices based on the approved respective work and financial plans. The technologies generated are transferred through published IEC materials (brochures, articles, manuals, and the like), visits to demonstration areas, conduct of fora, symposia and conferences, technical assistance, and capacity building of the stakeholders. Capacity building of the stakeholders is done based on their needs.

The DENR has a Monitoring and Evaluation (M&E) System which is a sustainability mechanism, method and scheme designed to ensure relevant and responsive environment and natural resources policies, programs and projects pertaining to the management, development and conservation of natural resources and protection of the environment.

It covers Progress M & E that help ensure efficiency in the delivery of outputs and provision of inputs to aid management in making operational adjustments/enhancements; and Results M & E that will determine the effectiveness of the programs, projects and activities delivered to be used as inputs to policy enhancements, formulation and defining the strategic directions.

In order to strengthen the monitoring system of the Department's policies, plans, programs and projects, the Department adopted the Performance Monitoring Standard Operating Procedures (SOP) Manual by virtue of Department Administrative Order No. 33 dated 13 July 1992. It serves as the principal guide in the gathering, consolidation and reporting of Performance Monitoring of ENR data.

The Manual prescribes official reporting deadlines to ensure timely submission of ENR data and the standard report formats to ensure systematic reporting and avoid data duplication and redundancy. This ensures well-coordinated data collection and reporting activities in the central and regional offices, including PENROs and CENROs, Bureaus, Attached Agencies and FASPS and creates an accurate, accessible and up to date ENR data.

Data Monitoring and Reporting

a. Frequency of Reporting and Deadlines of Report Submission

To ensure that the targets are done within the prescribed period of time and within the resources (budget) allocated for it and to record the factors which enhance or deter the implementation of the projects, the PPS, through the Program Monitoring and Evaluation Division (PMED), conducts monitoring and evaluation of *monthly, quarterly, semi-annual and annual* accomplishments of plans, programs, projects and activities reported by the different delivery units using the prescribed forms. This involves the systematic observation and documentation of information on plan, program, project and activity implementation based on an agreed set of performance indicators reflected in operational plans or Work and Financial Plans (WFP).

To be able to monitor and evaluate program/project implementation, the different delivery units are required to submit accomplishment reports to the PMED which is responsible for consolidating and generating reports for the management. Submission of monthly, quarterly, semi-annual and annual accomplishments reports is in accordance with certain timelines as shown below:

Type of Report	Responsible Office	Deadline
Monthly	Central Office, Regional Offices, PENROs and CENROs	Every 5th day of the ensuing month
First Quarter	Regional Offices, Bureaus and Attached Agencies	Every 5th day of April
Semi-Annual Report	Regional Offices, Bureaus and Attached Agencies	Every 15th day of July
Third Quarter Report	Regional Offices, Bureaus and Attached Agencies	5th day of October
Annual Report	Central Office, Regional Offices, Bureaus and Attached Agencies	15th day of January of the ensuing year

b. Reporting Flow

Reporting of accomplishments is done at different management levels and operates within the organizational structure. Illustrated below is the reporting flow diagram.

c. Monitoring Reports Generated

To provide feedback on the progress of results of programs/projects/activities, management reports are prepared which include the following:

a) Status Reports that include monthly and quarterly progress reports, which provides status on the programs and projects accomplished versus plan;
b) Annual Accomplishment Report which provides information on the major accomplishments of ENR units for 1 year. The report includes achievement of intermediate results and programs/projects delivered within the year;
c) Mid-Term Evaluation Report which is conducted at the 3rd year of the Medium Term Plan. The evaluation report covers information on the status of the environment after 3 years, intermediate results and the programs/projects accomplished; and
d) Results/Outcome Evaluation Report which contains achievements and accomplishments of the ENR sector after six (6) years.

In addition to the above management reports, the DENR also prepares and regularly submits reports required by oversight agencies such as Department of Budget and Management (DBM), Presidential Management Staff (PMS) of the Office of the President, National Economic and Development Authority (NEDA), House of Representatives, Senate, and Commission on Audit (COA). These include Budget and Financial Accountability Reports (BFARs), Socio-Economic Report (SER), Job Generation Report, DENR Inputs to State of the Nation (SONA) Technical Report, and Reports for Cabinet Clusters (Human Development and Poverty Reduction Cluster and Climate Change Adaptation and Mitigation Cluster).

d. Responsibilities

The Planning and Policy Service (PPS) is the central repository of monitoring reports of all programs and projects implemented by the Department.

The reported accomplishments on programs/project/activities are regularly validated by the PMED, in collaboration with the Bureaus, employing various methods such as review of documents/Means of Verification (MOVs), field inspections, formal and informal surveys, focus group discussions, and key informant interviews. Validation reports are submitted to the management to aid in policy formulation and decision-making.

REPORTING FLOW DIAGRAM

2. Foreign Assisted Loan and Grant Projects

To generate additional resources to support the attainment of the DENR mandate, the Foreign Assisted and Special Projects Service (FASPS), as the focal point, spearheads the packaging and development of projects for foreign funding. The Project Preparation Division, in collaboration with the concerned sector/s prepares, the Concept Proposal defining the rationale/justification and including other relevant information anchoring on the Philippine Development Plan (PDP), the current Administration's thrusts and priorities and Donor Agency's areas of assistance. It also allocates and manages local funds to support small but high-impact ENR-related projects.

For Foreign-Assisted Loan Projects

Project proposals are submitted to NEDA and subjected to prioritization for processing during Country-Donor Agency Assistance Strategy Meeting conducted annually. Priority projects are funded with Technical Assistance grant from the Donor

Agency for the preparation of a full-blown proposal. The study involves experts with technical guidance and administrative support from the DENR. The resulting Feasibility Study is then subjected to a review by a Technical Working Group of the Steering Committee created for the purpose and final presentation to the DENR ExeCom before submission to NEDA for evaluation by the Technical Board and Cabinet Committee of Investment Coordinating Committee (ICC). The NEDA Board finally approves the project and subsequently and conditional actions are complied with, (i.e. Authority to Negotiate, DBM FOA, DOJ Opinion, Monetary Board Approval, Loan Signing) before Project implementation.

Foreign assisted loan projects are implemented by Focal Bureaus/Regions through a Project Coordinating Office (PCO)/Project Management Office (PMO) created for each Project composed of organic and hired staff complement down to the concerned DENR field offices in partnership with other agencies, local government units (LGUs) and local communities. A Project Administration Manual (PAM) or Project Operations Plan (POP) is prepared to serve as guide in the operation of the project. The PAM/POP is complemented by annual programming and preparation of Work and Financial Plan defining the details of implementation.

For Foreign-Assisted Grants Projects

The same process similar to the preparation of loan project proposals is observed. However, a project proposal is instead submitted and negotiated directly with the Donor Agency. It does not follow the normal ICC process but it requires NEDA endorsement prior to approval by the DOF. (Note: President approval for grants more than 1 billion project cost). Effectivity of project commences after counter signature from the Donor Agency is obtained.

The proponent implements its approved Foreign-Assistant Grant Project through a defined implementation arrangement. It prepares an administration manual and detailed Work and Financial Plan as basis for implementation.

For Special Projects (Locally-funded)

Short term proposals undergo review process by a composite team from FASPS using Special Criteria for selection (refer to DMC 1997-15). Special Project proponents include DENR Central Office, field offices/units, Bureaus and Attached Agencies; Non-Government Organizations (NGOs); Private Institutions/Organizations; Local Government Units (LGUs); and Academe. Such projects may involve development of appropriate policy, program, management strategy or technology, implementation of strategic and high- impact projects that will provide immediate solutions to critical issues including those determined by the Secretary of DENR as needed. Shortlisted Special Projects are endorsed to the Secretary for final approval.

The proponent implements its approved locally-funded special project through a defined implementation arrangement. A Work and Financial Plan is prepared by the proponent to serve as guide in project implementation.

Project Monitoring and Evaluation

Foreign-assisted projects are monitored jointly and regularly by the Focal Bureaus, FASPS, PPS, FMS, Donor Agency and oversight agencies. A Manual is prepared as a guide in Project Monitoring and Evaluation defining the method, frequency of report submission and field verification. Physical and financial accomplishment reports are consolidated by FASPS for submission to the DENR Central Planning Office, Oversight Agency (NEDA, DBM) and donor agency.

Physical and financial accomplishment of Grant projects are monitored similarly as that of the loan project. Monitoring and evaluation of the physical and financial accomplishments of Special Projects is conducted by a composite team from the Foreign-Assisted and Special Projects Service through regular reporting and field visits. In cases of implementation delays and other project-related issues, technical assistance and guidance is provided by FASPS and concerned Bureau in coordination with the donor institution. Quarterly accomplishment reports are submitted to FASPS and DENR Central Planning Office.

The FASPS is also responsible for the development and management of systems and procedures for the effective financial management of foreign assisted and locally-funded projects. It establishes and manages all working funds and special accounts in accordance with the provisions of loan and grant agreement and prepares Statement of Expenditure/Withdrawal Applications for liquidation and replenishment of funds.

Procurement of Goods, Works and Services:

The FASPS handles the procurement of goods, works and services funded under loan and grant proceeds. It follows the procedures prescribed by concerned donor agency and the Philippine Procurement Law. Through its Procurement Unit, FASPS serves as the Secretariat to the Bids and Awards Committee for foreign-assisted projects.

D. ENR Regulations, Monitoring and Enforcement

1. ENR Regulations

ENR Regulation standard process ensures the efficient and timely issuances of permits, clearances, etc. Below are the permits, certificates, etc. processed and released by different offices.

Type of Permit	Processing Office	Customer
EMB		
Permit To Operate	Regional Offices	Industries
Wastewater Discharge Permit	Regional Offices	Industries
ECC for Non-Environmentally Critical Projects	Central Office and Regional Offices	Industries
ECC for Environmentally Critical Projects	Central Office	Industries
CCO Registration & Importation Certificates (Mercury, Cyanide, Asbestos, PCB)	EMB Regional Office and Regional Offices	Industries and Companies
CCO Registration & Importation Clearance for Lead	EMB Central Office and Regional Offices	Industries and Companies
Pre-Manufacturing and Pre-Importation Notification	Central Office	Industries and Companies
Small Quantity Importation of Chemicals	Regional Offices	Industries and Companies
Permit To Transport (PTT)	Regional Offices	Industries
Hazardous Waste Generators ID/Registration	Central Office/Regional Offices	Industries and Companies
ODS Certificate Registration	Central Office	Industries and Companies
Pre-Shipment Importation Clearance	Central Office	Industries and Companies
PCL Compliance Certificate	Central Office	Industries and Companies
PCL Exemption Certificate	Central Office	Industries and Companies
TSD Registration Certificate	EMB Central Office	Industries
Export Clearance for Hazardous Waste	Central Office	Industries and Companies
Importation Clearance for Recyclable Materials	Central Office	Industries and Companies
BMB		
CITES Export/Import/Re-export Permit	BMB	Companies and Private Individuals
Bioprospecting Undertaking	BMB	Companies and Private Individuals
Gratuitous Permit (Multi	BMB	Companies and Private

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Type of Permit	Processing Office	Customer
Regions)		Individuals
MOA for Adopt-a-Wildlife Species Program (Multi Regions)	BMB	Companies
MOA for Biodiversity Research	BMB	Companies and Private Individuals
LMB		
Provisional permits (Patrimonial properties only)	LMB	Lot applicants, lot owners, NGAs, GAs, Real estate brokers, Surveyors, Geodetic Engineers
Revocable permits (Patrimonial properties only)	LMB	Lot applicants, lot owners, NGAs, GAs, Real estate brokers, Surveyors, Geodetic Engineers
Lease (Patrimonial properties only)	LMB	Lot applicants, lot owners, NGAs, GAs, Real estate brokers, Surveyors. Geodetic Engineers
REGIONAL OFFICES		
CENRO / PENRO / Regional Offices		
Non-CITES Export/Import/ Re-Export Certificate/Clearance	CENRO/PENRO/Regional Offices	Companies and Private Individuals
Wildlife Farm Permit	CENRO/PENRO/Regional Offices	Companies and Private Individuals
Wildlife Collector's Permit	CENRO/PENRO/Regional Offices	Companies and Private Individuals
Gratuitous Permit (Single Region)	CENRO/PENRO/Regional Offices	Companies and Private Individuals
Local Transport Permit (For Wildlife Fauna and Flora)	CENRO/PENRO/Regional Offices	Companies and Privates Individuals
Certificate of Registration (Wildlife, chainsaw, log and lumber dealer, and tree plantation ownership)	CENRO/PENRO/Regional Offices	Filipino Citizens or Companies/Corporations, Associations, Partnerships in which 60% of shares are owned by Filipinos
Wildlife Special Use Permit	CENRO/PENRO/Regional Offices	Companies and Private Individuals
MOA for Adopt-a-Wildlife	CENRO/PENRO/Regional	Companies

Type of Permit	Processing Office	Customer
Species Program (Single Region)	Offices	
Protected Area Community-based Management Agreement	CENRO/PENRO/Regional Offices	Peoples Organizations (POs)
Tree Cutting Permit	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations, Partnerships in which 60% of shares are owned
Minor Forest Products License	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations, Partnerships in which 60% of shares are owned by Filipinos
Private land Timber Permit	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations, Partnerships in which 60% of shares are owned by Filipinos
Integrated Annual Operations Plan	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations, Partnerships in which 60% of shares are owned by Filipinos
Resource Use Permit	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations, Partnerships in which 60% of shares are owned by Filipinos
Special Land Use Permit	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations, Partnerships in which 60% of shares are owned by Filipinos
Wood Processing Plant Permit	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations,

Type of Permit	Processing Office	Customer
		Partnerships in which 60% of shares are owned by Filipinos
Securing Exports Authority for Finished and Semi-Finished Wood Products	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations, Partnerships in which 60% of shares are owned by Filipinos
Tenure Instruments within Forestland	CENRO/PENRO/Regional Offices	Filipino Citizens or Corporations, Associations, Partnerships in which 60% of shares are owned by Filipinos For CBFMAs- People's Organization
Provisional permits (Public and patrimonial properties)	CENRO/PENRO/Regional Offices	Lot applicants, lot owners, NGAs, GAs, Real estate brokers, Surveyors, Geodetic Engineers
Revocable permits (Public and patrimonial properties)	CENRO/PENRO/Regional Offices	Lot applicants, lot owners, NGAs, GAs, Real estate brokers, Surveyors, Geodetic Engineers
Foreshore Leases	CENRO/PENRO/Regional Offices	Lot applicants, lot owners, NGAs, GAs, Real estate brokers, Surveyors, Geodetic Engineers

Screening of the application

Screening of the application to check the completeness of the requirements/attachments and accuracy of the information given based on existing guidelines is made by assigned technical staff per Office/Division/Section. Additional information, attachments and site inspection may be required before accepting the application, as applicable, based on existing guidelines. No application is accepted unless the requirements are complete.

Payment for the process of permits, certificates, etc.

If the application requirements are complete and passed the standard requirement, as prescribed on existing guidelines, the screening technical staff issues order of payment to the stakeholder. The stakeholder pays the full amount at the cashier or designated bank, as applicable.

Receiving officially of the application with Official Receipt

The screening technical staff/records unit receives the application officially when the application together with the required attachments, information, other documentary requirements and the official receipt to facilitate the processing of issuance of permits, certificates, etc.

Start of the processing of the permits, certificates, etc.

The screening technical staff/records unit endorses the application to the unit head for proper assignment. The next working day after the application is received is the day (1) one or start of the prescribed timeframe for the processing of the permits, certificates, and the like. The prescribed timeframe set for the processing and issuance of permits, certificates, among other things, covers working days only.

Review/Evaluation/Consultation/Site Inspection and other activities

The assigned case/application handler conducts thorough review and evaluation on the correctness and completeness of the submitted document based on the prescribed requirements indicated existing guidelines. And if necessary, the assigned case/application handler may conduct consultation or site inspection and other activities, whichever is necessary, based on exiting guidelines to get additional information, data and supporting documents that are material in the issuance and approval of the permits, certificates, etc.

Additional information, violations and other interventions

During the process, the assigned case/application handler may require additional information/requirements from the stakeholders which are deemed necessary based on the evaluation conducted. In addition, any violations and other interventions occur during the processing must be complied with before the processing of permits, certificates, etc. may continue. Pending compliance by the stakeholders to the additional documentary information/requirements required including any violations and other interventions is not covered in the processing timeframe until such time it is officially turned and complied completely by the stakeholders. The next working day is the reckoning day for the processing timeframe.

Endorsement for the issuance of the permits, certificates, etc.

The assigned case/application handler endorses the application to the unit head for approval or endorsement to the authorized signatory as prescribed in the Manual of Authorities.

Approval of the permits, certificates, etc.

The authorized signatory as prescribed in the Manual of Authorities signs the permits, certificates, etc. Once the application has been approved the same is returned to the processing/records unit for release as based on the existing guidelines of offices.

Receiving of approved permits, certificates, etc.

Receiving by the stakeholders of the approved permits, certificates, etc. is through logbook or other means of proof as applicable based on the existing guidelines of offices.

2. ENR Monitoring

ENR Monitoring standard procedures ensure the efficient monitoring and enforcement of existing laws.

Monitoring of compliance and non-compliance of stakeholders is based on Standard Policies/Procedures/Requirements/Commitments. Inspection report is submitted by the team leader for the notation of the unit head and other concerned officers if applicable within the prescribed timeframe based on the existing guidelines unless there is a need for Laboratory or other test analysis. The number of days from the receiving of the sample/specimen by the Laboratory or other testing entity up to the release of the results is deducted and not included in the process of counting the timeframe.

3. ENR Enforcement

ENR Enforcement standard procedures are based on violations/findings and complaints. The procedures ensure the efficient enforcement of existing laws. Enforcement units are created to provide necessary assistance to stakeholders through getting their feedbacks and concerns. The Public Assistance Unit (based on DENR Administrative Order 2010-12) was created to provide necessary assistance/information to DENR's client and the general public. The unit ensures that concerns, issues and queries of DENR clients and the public are properly referred to the appropriate offices for the required action. Complaints received through electronic

mail, letters, text messaging, social network, telephone and other means are immediately forwarded to concerned units for appropriate action.

Violations/Findings that came from monitoring, survey or inspection

- Issuance of Notices (e.g. explanation, violation, adverse findings and alike) by the Head of Offices/Divisions/Sections to non-compliant stakeholders as prescribed under existing guidelines.
- Hearings/Technical Conferences are conducted on the basis of non-compliance/violations of ENR rules and regulations, including submissions of position papers or memorandums of the parties.
- Issuance of resolutions/orders is based on the evidence/findings during the Hearings/Technical Conferences, including that of the motion for reconsideration if any.
- Aggrieved parties of the decision rendered may elevate or file an appeal to higher authorities for the review of his/her case within the prescribed period.

Violations/Findings that came from complaints

- The investigation is conducted by the concerned investigating unit as prescribed under existing ENR rules and regulations for the determination of facts and circumstances.
- Complaints and concerns endorsed by other offices or directly received are replied through letter, electronic mail and other means sent to the endorsing offices or complainant or both within 15 days after receipt thereof to inform of the action taken by the Head of Offices/Divisions/Sections as provided in CSC rule.
- The investigation/inspection report is submitted by the team leader to the unit head within prescribed period based on existing guidelines stating therein its findings and recommendations. If no violation is found, complainant and/or endorsing offices are informed of the results of the investigation through letter, electronic mail and other means. If violation is found, the same procedure above is applied, i.e. violations/findings that came from monitoring, survey or inspection.

E. Identification and Traceability

Current controls for identification of ENR products and services include the use of bar codes, dry seals and stamps as proof of authenticity and the use of logbooks, file copies, database and on-line services to register receipts and releases. Issuances and reports are also identified through the established coding system, unique title, date issued/signed, and effectivity and expiration dates. Specifically, the following identifications are applied to the following outputs:

Core Process	Output	Identification

Core Process	Output	Identification
ENR Policy and Standards Development	DENR Administrative Orders	DAO Yr.-Series No. Title Bar Coded Dry Sealed Date Signed Effectivity date (as applicable) Publication date
	Memorandum Orders/Circulars	MC/MO No. Yr.-Series No. Subject Bar Coded Dry Sealed Date Signed Effectivity date (as applicable)
	Technical Bulletins/ Advisories	Tech.Bul.No -Series No. Date Signed
	Manual of Operations	Issued as DAO Document Title
	Environmental Standards	Issued as DAO Document Title
	Resources Management Standards	Office coding system Document Title
ENR Program and Project Management (Development Implementation, and Monitoring and Evaluation)	Programs and Projects Operations Guide and Manuals	Issued as MC Document Title
	IEC materials and Publication	Year, Volume and Issue Numbers
	Accomplishment Reports	Year and Month Report Title Originating Office
	Statistical Data Reports	As compendium Year and Month Report Title Originating Office
ENR Regulations, Monitoring and Enforcement	Permits, Leases, Clearances, Certifications, Identification, Licenses, Rental Agreement, Management Agreements and Joint Venture Agreements	Office Coding System Dry Sealed Date Issued Bar Coded On-line Verification Effectivity and Expiration dates (as applicable)

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Core Process	Output	Identification
	Monitoring, Survey, Investigation, Validation and other fieldwork Reports	Office Coding System Report Title Originating Office Client Name Date Signed
	Notice of Violations, Adverse Findings, Technical Conferences, Cease and Desist Orders, Apprehensions, Confiscations, Cases Filed and Case Decisions	Office Coding System Client Name Issuing Office Dry Sealed Date Issued Bar Coded Effectivity dates (as applicable)

F. Customer and Supplier Property

Information provided by the customers and suppliers that include instructions, data, and documents forwarded are considered to be customer property. Approved issuances that are stored and safe kept by the DENR are also identified as customer property.

Proper protection and storage through the Records Control is being implemented to prevent loss and damage of these files. Policy for release of information is being implemented and confidential files are also maintained.

Specifically, listed below are the identified customer and supplier properties kept and protected by the DENR:

Customer and Supplier Property	Type of Control
Confiscated and Apprehended Resources/Properties	Inventory Appropriate storage and protection Security Measures Acceptance form Implementation of applicable laws/guidelines/court order for disposal
Rented Equipment	Proper handling of equipment Utilization monitoring
Customer and Supplier Information/ Records	Implementation of records control procedure Confidential treatment to identified records
Intellectual property (e.g., Inventions, Publications, etc.)	Copyright Patents
Rented Vehicles	Proper handling of vehicles

| Loan and Grant Funds | Periodic monitoring of physical and financial accomplishments
Joint GOP-donor project review mission
Submission of statement of expenditures |

G. Preservation of Products and Services

Records and Documents

The DENR maintains the integrity of its services, documents and records through effective records and document management, which is in accordance with the established Documents and Records Control procedures. The control ensures that confidentiality and security is observed.

Supplies

Supplies, properly recorded and indexed, are stored in a safe store room, padlocked and only the person-in-charge has access in the distribution with corresponding requisition slip, duly acknowledges by the requesting party. Reports of supplies and materials issued are prepared and submitted to the Management Division or its bureau and field office counterparts for proper liquidation. Supply index cards are maintained and updated regularly.

Confiscated Resources

Confiscated resources include forest products, equipment and conveyance, and wildlife. Apprehended forest products with existing cases filed in court are usually placed under the custody of apprehending Officers (LGU, PA, PNP, DENR, etc.) with proper custodial receipt. Forest products issued with Confiscation Order are mostly donated to DepEd and other agencies with corresponding Deed of Donation, while some undergo bidding process by the BAC in which the proceeds are deposited to Office Trust Fund Account. In the same manner, confiscated equipment and conveyances are placed under the custody of the Apprehending Officers.

Wildlife

Confiscated wildlife, specimens, by-products and derivatives are placed in the custody of the DENR Office (CENRO, PENRO, Regional Office/ DENR Rescue Center)/ DA-BFAR Office, Palawan Council for Sustainable Development Staff (PCSDS), or turned-over to Wildlife Rescue Centers, as the case may be, as provided in the Manual on Wildlife Law Enforcement and Manual of Operations for the WRC.

The disposition of the confiscated and seized wildlife specimens, by-products and derivatives under the custody of the DENR is in accordance with DENR DAO No. 97-17

and, in the case of DA-BFAR and PCSDS, in accordance with their existing rules and regulations.

Live wildlife specimens confiscated and seized at international airports and seaports are turned over to DENR/DA-BFAR/PCSDS, as the case may be, in accordance with the procedure outlined in the manual.

Wildlife by-products and derivatives confiscated and seized at the international airports and seaports shall be under the custody of Bureau of Custom (BOC) except for by-products and derivatives listed under CITES 1 Appendix, which are under the custody of DENR-BMB. By-products and derivative placed under the custody of the BOC are subject to monitoring by the DENR/DA-BFAR/PCSD.

Confiscated wildlife, which are subject of judicial proceedings, are disposed of unless proper authority for their disposition is obtained from the court where the case is filed.

Transport and Handling of Wildlife

Wildlife welfare and keeper safety is the utmost priority in the transport and handling of wildlife. The goal is to minimize stress and injury to the wildlife, and to limit injuries to the wildlife handler. Wildlife restraint is performed only by experienced personnel and, if possible, supervised by a veterinarian. Physical restraint is the first option, but chemical restraint is always available in cases of emergency and is only performed by a qualified veterinarian. There is no direct physical contact to the public during the period of restraint and transport.

Laboratory Samples/Specimens

Methods and activities such as but not limited to monitoring, reporting, inventory and emergency procedures on the handling and storage of samples/specimens, as well as chemicals, comply with statutory and regulatory requirements included in the existing manuals/guidelines and other relevant laws, rules and regulations on the use of laboratory facilities.

H. Control of Monitoring and Measuring Resources

ENR Management makes use of monitoring and measuring resources needed to provide evidence of conformity of product to determined requirements. Concerned offices ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements. Thus, the following controls are implemented:
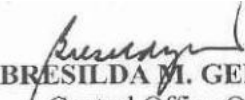
Monitoring & Measuring Resources	Type of Control
Laboratory Equipment	Annual Calibration Corrective and Preventive Maintenance Regular updating/upgrading of equipment to suit the present times
Surveying Equipment	Registration and Calibration based on DAO 2010-13: -Upon receipt of the instrument -Any repair of the instrument -When malfunction is suspected -When the instrument was used in the conduct of survey and survey returns were submitted for IVAS -Registration of instrument subject of change of ownership -When distance measured or challenged in the court of law
Air Quality Monitoring Equipment	Annual Calibration Corrective and Preventive Maintenance Regular updating/upgrading of equipment to suit the present needs
Portable Water Tester	Annual Calibration/Maintenance
Monitoring and Inspection Tools, HR Examination Tools, Impact Assessment, Planning and Reporting Tools	Periodic Review and Improvement
Information System/Database	User Testing and Acceptance prior to full implementation System Upgrade Based on Business Process Needs
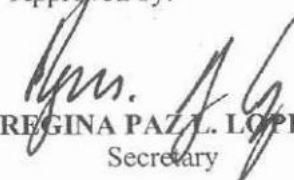
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A. INTERNAL AND EXTERNAL ISSUES

1. Internal Issues

Issue	Effect of the Issue to QMS	Related Aspect	Reason for inclusion	Specific Requirement to Address Issue
Different and conflicting interpretation of policies, rules and regulations	Inconsistent implementation of the policies Delayed delivery of product/ service	Productivity Timeliness	This issue affects the credibility of the DENR which may result to less/no support from the stakeholders. The delay in the issuance of permits (e.g. Transport Permit) may result to the degradation of the quality/ market value of the natural resource involved, i.e. timber and non-timber products.	Conduct of awareness, learning events/orientation on policies, rules and regulations
Policies inconsistent with other policies/ Overlap of laws, policies, rules, regulations in ENR management	Inconsistent implementation of the policies across different units of the department	Productivity Timeliness Efficiency Quality	This issue creates confusion in the implementation of the policies and oftentimes result to erroneous decisions/ actions. The confusion may result to the delay in the issuance of	Review/amend conflicting and overlapping ENR laws, policies, rules, regulations and requirements Policy implementation review to ensure consistency among policies Adequate transition time

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1. Internal Issues

Issue	Effect of the Issue to QMS	Related Aspect	Reason for inclusion	Specific Requirement to Address Issue
			permits (e.g. Transport Permit).	for new policies
Change in management	Policies and procedures may also be changed which may cause delayed delivery of products/services	Productivity Timeliness Efficiency Quality	Change in management may affect performance of DENR personnel in all levels (Rank & File and Supervisory)	Raise awareness of top management on DENR policies rules and regulations
Abuse/ usurpation of authority (example: release of apprehended forest products without administrative proceedings)	Non-compliance to legal procedures	Productivity Timeliness Efficiency Quality Behavioral Competency	This issue results to low employee morale and negative public perception.	Filing of sanctions to erring officials Orientation/ reorientation of officials and personnel on apprehension/law enforcement procedures. Conducting value formation training programs for officials.
Lack of awareness and incompetence of personnel in performing their jobs	Inefficiency of personnel and DENR	Productivity Timeliness Efficiency Quality	All processes require competent personnel. Incompetent personnel may result to delay or failure to deliver desired services on time, leading to	Retooling/Up-skilling of personnel concerned. Strict implementation of the MSPP and IDP.

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1. Internal Issues

Issue	Effect of the Issue to QMS	Related Aspect	Reason for inclusion	Specific Requirement to Address Issue
			dissatisfaction of stakeholders/ clients.	
Inadequate building facilities (example: lack of parking space for clients and employees)	Client and personnel dissatisfaction	Productivity Timeliness Efficiency Quality Client Satisfaction	This issue may lead to inconvenience of stakeholders/ clients further resulting to low client satisfaction/ negative perception.	Improvement of office facilities and work environment
Vehicles and equipment are not equitably distributed among offices	Delay in the implementation of activities	Productivity Timeliness Efficiency Quality	Vehicles and equipment are crucial in the implementation of DENR programs. This will further result to difficulty of personnel to perform their jobs.	Dispatch vehicles and equipment based on needs of offices
Budget allocation not based on the proposals of the field offices (example: mismatch of physical targets and budget allocated)	Difficulty in attaining targets (physical and financial)	Productivity Timeliness Efficiency Quality	Physical and financial targets go hand-in-hand. Inappropriate/ Lack of budget result to failure to deliver desired services on time.	Strengthen the planning and budgeting process.
Lacking number of personnel to process and	Delay in the processing and approval of permits/licenses	Timeliness	Clients spend more time waiting for the review and	Streamline the process and delegate authority to

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1. Internal Issues

Issue	Effect of the Issue to QMS	Related Aspect	Reason for inclusion	Specific Requirement to Address Issue
approve permits and licenses			approval of WGP application.	approve, as necessary
Unavailability of common schedule of members of various review committees (e.g. WGP,	Delay in the processing and issuance of the licenses/permits	Timeliness	Clients spends more time waiting for the review of WGP application.	Availability of members and experts for monthly regular meetings to review applications.
Sections/Units differ from one PENRO/ CENRO to another PENRO/ CENRO	Processes assigned to different section/units depending on the field office concerned - some are sectoral, some are functional	Productivity Timeliness Efficiency Quality	Coordination and provision of support is not uniform, which result to more effort/cost required.	Standardize sections/units structure in the field offices. Review existing sectoral policies.
Endorsement of permits/licenses has no CSW	Incomplete information will lead to improper evaluation and decision	Productivity Timeliness Efficiency Quality	This issue may cause delay or non-delivery of service expected, affecting quality of service.	Transmittal emphasizing that the submission of endorsement memo should be prepared in CSW format with the proper recommendation Training on CSW
Non-conformance with the Manual of Authorities for Technical Matters	Delay in the approval/release of issuances	Quality Timeliness	This issue violates rules and regulations pertaining to the issuance of permits.	Review of existing policies

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1. Internal Issues

Issue	Effect of the Issue to QMS	Related Aspect	Reason for inclusion	Specific Requirement to Address Issue
Endorsement of application due to lacking / incomplete documentary requirements	Delay in the processing of application	Timeliness Efficiency Quality Client Satisfaction Behavioral Competency	This issue may result to negative client satisfaction due to the delay in processing.	Determine completeness of documentary requirement submitted by applicants before endorsement
Graft and corruption	Delay in the processing of application Unauthorized transaction costs (monetary and time) shouldered by stakeholders/ clients	Timeliness Efficiency Quality Client Satisfaction Behavioral Competency	This issue results to distrust of stakeholders/cli ents to the DENR.	No contact policy between the applicants and the evaluator/ processor Installation of CCTV Online transactions

2. External Issues

External Issue	Effect of the Issue to QMS	Related Aspect	Reason for Inclusion	Specific Requirement
Intervention of politicians in the implementation of DENR programs and projects, operations and personnel matters	Delayed implementation of programs and projects Inappropriate programs and projects implemented Demoralization of employees	Productivity Timeliness Efficiency Quality Independenc e	Affect the target programs and projects Pressure from politicians in the conduct of some of the DENR processes	Coordination with elected officials Orientation of DENR officials on handling of interventions from politicians Orientation of politicians on DENR programs and procedures Improve capacity

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2. External Issues

External Issue	Effect of the Issue to QMS	Related Aspect	Reason for Inclusion	Specific Requirement
				of LGUs on ENR management
Existing practices in conflict with ENR laws programs and projects (example: poor SWM practices; living in forestlands, riverbanks, creeks and geohazardous locations)	Low community participation/support in ENR programs and projects	Productivity Timeliness Efficiency Quality Client Satisfaction	Communities are major DENR stakeholders	Encourage involvement of communities in the planning and implementation of DENR programs and projects Implementation of Information, Education and Communication (IEC) programs
Non-participation of qualified stakeholders in DENR programs and projects (example: residential free patent applications)	Non-accomplishment of targets and low productivity (example: residential free patent applications)	Productivity Timeliness	Without the participation of the stakeholders, DENR programs and projects cannot be implemented.	Increase awareness of stakeholders on the importance of DENR programs and projects
Conflicting and overlapping functions/jurisdictions of the DENR with other government agencies (example: NCIP, DAR, LRA, etc.)	DENR programs not implemented successfully Create confusion among stakeholders	Productivity Performance Timeliness	There should be a clear delineation of functions and jurisdictions among government agencies for effective implementation of government programs and projects.	Strengthen partnerships among government agencies Convergence of programs and projects among government agencies

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2. External Issues

External Issue	Effect of the Issue to QMS	Related Aspect	Reason for Inclusion	Specific Requirement
Land classification issues	DENR programs not implemented successfully Create confusion among stakeholders	Productivity Performance Timeliness	There should be a proper delineation of A&D and forestlands for effective implementation of government programs and projects.	Approval of Forest Land Boundary Delineation (FLBD)
Conflict in land tenure claims (example: Free Patent, CADT/CADC, CLOA)	Delay in the issuance of tenurial instruments Conflict may result to legal actions	Productivity Timeliness Efficiency Client Satisfaction Legal Compliance	This issue may result to dissatisfaction of stakeholders/clients with the DENR. Reduce number of land cases	Effective Alternative Dispute Resolution (ADR) Approval of FLBD Verification and delineation of boundaries Public awareness on issuance of tenurial instruments
Unwillingness of private sector to participate in NGP	Low participation of private sector in NGP	Productivity	The private sector plays an important role in production forests.	Assurance of return of investment by the private sector Encourage the private sector to invest in production forest

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2. External Issues

External Issue	Effect of the Issue to QMS	Related Aspect	Reason for Inclusion	Specific Requirement
Limited knowledge of clients on the requirements for application of permits/licenses/ issuances	Delay in the processing of permits/license s/ issuances due to incomplete submission of requirements	Productivity Efficiency Timeliness Client Satisfaction	Non-acceptance of application may be perceived negatively, resulting to dissatisfaction of stakeholders/ clients Facilitate the processing of permits/licenses/ issuances	Enhance knowledge and understanding of the clients on the requirements, rules and regulations on permit/license/ issuance
Social impact of project not included in the scoping of EIA (example: livelihood)	Non-acceptability of the project by the affected community	Client Satisfaction	Social impact must be included in the scoping of EIA.	Review of SDP/ communication with the affected stakeholders Ensure that comprehensive scoping is done prior to processing of application
Provincial / Municipal Ordinance/ Resolutions that conflict with DENR policies	Limited participation of the provincial/ municipal government units in the implementation of DENR programs and projects	Efficiency Productivity	LGUs play critical role in the implementation of localized project and programs of the DENR.	Strengthen coordination with LGUs Level-off with LGU officials on programs and projects to be implemented within their jurisdiction

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B. INTERESTED PARTIES

1. Internal Parties

Internal Party	Needs and Expectation	Requirement
DENR Management	Efficient delivery of services Cooperation and participation of all parties in the implementation of QMS	Compliance of all concerned to the QMS Policy
DENR Employees	Provision of requirements to deliver the expected services, including administrative support services	Management to provide work environment requirements and support services Provision of Training and competency enhancement
Contract Service and Job Order personnel	Provision of requirements to deliver the expected services, including administrative support services	Compliance to the terms and conditions of the contract

2. External Parties

External Pa	Needs and Expectation	Requirement
	Compliance of the DENR to ECC and other environmental requirements	PD 1586 – Establishment of Environmental Impact Statement System and its IRR
MGB	Engineering Geological and Geohazard Assessment Report (EGGAR)	DENR Administrative Order No. 2000-28 dated March 14, 2000
Local Government Units (LGUs)	Compliance of the DENR to ordinances, related to Comprehensive Land-Use Plan (CLUP), Real Property Taxes, building permits, etc.	RA 7160 - Local Government Code and its implementing rules and regulations Local Ordinances
DBM	Submission of proposed budget and appropriation which will then be submitted to Congress as part of the budget of the executive branch.	Budget proposal and submission of periodic status of expenditures
	Abide by the guidelines on disposal of government properties, excess supplies and	National Budget Circular No. 425 dated Jan. 28, 1992

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2. External Parties

External Party	Needs and Expectation	Requirement
	other assets. This applies also to the disposal of unserviceable assets.	Manual on the Disposal of Government Property
	For DENR to comply with The Philippine Government Electronic Procurement System (PHILGEPS) and to submit in a timely manner its annual procurement plan	Government Procurement Reform Act (Republic Act No.9184 s. 2003)
	Implementation of transparency seal of good governance	National Budget Circular No. 542, issued on August 29, 2012
COA	DENR to prepare its disposal mechanics so that equipment and fixtures can be declared for disposal and dropped from the books;	Circular No. 86-296 on divestment of properties and other assets
	Comply with good fiscal management and proper disbursement of funds	Good fiscal management
BIR	Timely remittance of taxes	National Revenue Code, its IRR and amendments
GSIS	Timely remittance of GSIS contributions	RA 8291 and its IRR
PAG-IBIG	Timely remittance of PAG-IBIG contributions	RA 9679 and its IRR
CSC	For DENR to comply with the rules and regulations on human resource management	Administrative Code of 1987 on the Civil Sevrice Commission and other related laws, rules and regulations
	For effective and efficient delivery of public service	RA 9485 and its IRR
DILG-BFP	Compliance to requirements and standards for emergency preparedness and safety and provision of fire fighting equipment	RA 9514 dec 19, 20008 Revised Fire Code of the Philippines of 2008 and its IRR
DPWH	Compliance of the DENR to safety requirements for site/location of building and structures	RA 6541 Building Code of the Philippines and its IRR
OP	For DENR to comply with its	Philippine Development Plan

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2. External Parties

External Party	Needs and Expectation	Requirement
	mandate as environment agency and executive branch responsible for ENR	-PDP **Instructions** of the President Agreements during Cabinet Meetings
Congress of the Philippines	For DENR to implement the activities and programs defined in the GAA	Government Appropriations Act
NEDA	For DENR to participate in the development and implementation of PDP	PDP
External Providers - contractors, suppliers, service providers, consultant, security and janitorial services, etc.	Execution of contracts	RA 9184 and its IRR Provisions of the Contracts, purchase orders, job orders and inspection, pre-acceptance and acceptance certificates
Clients (Project Proponents and Applicants)	Timely delivery of services of the DENR s/he applied for in accordance to to rules and regulations	Compliance to the provisions of the DENR rules and regulations
General Public	Delivery of services in accordance with the DENR mandate	Constitution of the Philippines
Neighboring Communities	Minimal negative impact, if any	Involvement in the implementation of programs and projects Consultations
LRA	Submission of patents for registration	PD 1529 (Land Registration Act) and its IRR
DAR	Approval of survey returns of areas covered by agrarian reform program	RA 6657 and its amendments
NCIP	FPIC for projects within ancestral land/domain claims	RA 8371 and its IRR
CSOs	Involvement in the implementation of programs and projects	Policies on transparency in DENR operations
Academe and Research Institutions	Involvement in training, research and technology development	Partnership on training and research and technology development

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2. External Parties

External Party	Needs and Expectation	Requirement
Multilateral/Bilateral Partners	Commitment to comply with multilateral/ bilateral agreements	For DENR to develop policies, programs and projects compliant to Multilateral/ Bilateral Agreements
Funding Institutions	Implement the projects as stipulated in the funding agreements	Comply with the terms and conditions of funding arrangements
NGAs and GOCCs	Provision of assistance as needed	Provision of assistance as needed
Ombudsman	Delivery of services in accordance with the law	RA 9485 and its IRR
RDCs	Coordination with the members of the RDCs Evaluation and endorsement of projects	Consideration of project proposals endorsed of RDCs Integration of RDC priorities to DENR plans and programs
Judiciary	Proper filing of cases and adequate representation of the DENR in cases as needed	Rules of Court
Law Enforcers	Support/Partners in the enforcement of ENR laws and regulations	Compliance with related laws, rules and regulations
Violators and Illegal Settlers	Assurance of due process	Compliance with related laws, rules and regulations
Media	Provision of accurate information	Transparency and availability of information

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A. Monitoring and Measurement

The DENR ensures the effective and efficient delivery of outputs required in the Strategic Performance Monitoring System (SPSM) to the satisfaction of stakeholders through various monitoring and evaluations tools and mechanisms.

Five points are evaluated periodically, namely: schedule, quality, cost, client satisfaction, and performance vis-à-vis targets set.

The data gathered from the monitoring, evaluation and analysis are used for the continual improvement of the systems and procedures of the Department.

B. Stakeholder Satisfaction

To monitor the service outcomes in terms of meeting the client's requirements and expectations, DENR periodically obtains stakeholder's feedback and perception. Feedback from transacting or walk-in clients are gathered through interviews, surveys, social media and use of suggestion boxes in all DENR offices.

1. Periodic Stakeholder Satisfaction Survey

Customer satisfaction is monitored using a survey form that focuses on measuring client or stakeholder perception of service/product provided by DENR. The purpose of the survey is to find out the extent of stakeholder satisfaction with service/product received from DENR. The survey aims to get suggestions on ways to improve or enhance policy and management services/products. The respondents are selected based on the sampling frame or databases of clients who availed of the service of the agency in a given period. This survey may be outsourced to ensure objectivity of the results and is conducted as required by the management based on its assessment of the pressing issues and concerns of the Department.

Result of the survey is forwarded to the Policy and Planning Service through Program Monitoring and Evaluation Division. It is used as basis for continual improvement of DENR services.

2. Walk-In Client Satisfaction Survey

Feedback from transacting or walk-in clients is gathered through a Walk-In Client Satisfaction Survey which is facilitated during their visit to any DENR office.

Each office designates an officer of the day who is responsible for receiving client requests and inquiries and consequently provides assistance needed by the clients. The officer of the day also evaluates and categorizes requests and complaints based on the areas of concerns and/or urgency of the issues and refer them to the appropriate office or unit.

Upon completion of client transaction, the officer of the day facilitates the handing out of the survey form (See Annex). Accomplished survey forms are collected by the officer of the day and forwarded to the SCIS and its bureau and field office counterparts.

The feedback forms are analyzed by the SCIS and its bureau and field office counterparts. A report on the action taken as well as the recommendation and proposals for improvement of the DENR services are submitted to the concerned office for appropriate action.

C. Internal Quality Audit

The DENR conducts Quality Audit per identified audit area once a year to determine the effectiveness of the Quality Management System and its conformity with the established procedures, processes, guidelines, policies among others.

The DENR implements and maintains Internal Quality Audit procedure in accordance with the requirements of the ISO 9001:2008.The members of the IQA Team are identified based on experiences, relevant skills and trained to ensure that they are capable to conduct and carry out the audit. The selection of the auditors and conduct of audit ensures objectivity and impartiality of the audit process. Auditors cannot audit the processes within their respective bureaus/divisions/sections.

The audit is done through internal control questionnaire/checklist administration, site validation, document review, ocular inspection/interviews and the result of the audits are recorded and reported in accordance to the documented procedure for QMS Internal Audit and interpreted by the use of various statistical methods that are applicable.

D. Monitoring and Measurement of Processes

The DENR identifies specific and customized tools to be used in the monitoring and evaluation of processes that will determine achievement of planned results. If these are not achieved, correction and corrective actions are taken, as appropriate.

The following tools, but not limited to, are utilized in monitoring and measuring performance:

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a. Work and Financial Plan (WFP)
b. Office Performance Commitment and Review (OPCR)
c. Division Performance Commitment and Review (DPCR)
d. Individual Performance Commitment and Review (IPCR)
e. Accomplishment Reports
f. Monitoring & Evaluation Reports
g. Statistical Reports
h. Financial Reports

E. Monitoring and Measurement of Outputs

Delivery of outputs through the ENR Core Processes are monitored through series of meetings, workshops and consultations with the assigned personnel/ process owners. Outputs and services are updated through review of policies, rules and procedures, operations manuals and other project documents.

F. Control of Nonconforming Products and Services

The DENR recognizes that nonconformities may occur within any phase of the provision of ENR Policy Standard System Developments, ENR Programs and Project Management and ENR Regulations, Monitoring and Enforcement. The DENR establishes and maintains a documented procedure to identify, control, and prevent unintended use or delivery of nonconforming products or services.

When nonconforming services are corrected, they are reviewed in accordance with applicable documented procedures/standards.

G. Analysis of Data

The DENR analyzes data as bases for improvement of quality management system. This data may include but not limited to the following: clients' feedback, process monitoring reports, internal audit reports, management reports, non-conformities and accountability reports.

As applicable, matrices, graphs and trend analysis, among others, are the tools used for data analysis.

H. Continual Improvement

The DENR continually aims to improve the effectiveness of its Quality Management System and processes by allowing all employees to identify and establish improvement projects and opportunities within their scope.

Appropriate methods used to identify potential improvement are based on, but not limited, to quality analysis methods using information gathered from sources such as:

a. internal evaluations of employees' understanding of the DENR Quality Policy;
b. achievement of quality objectives;
c. performance outcomes;
d. audit findings;
e. management review; and,
f. inputs from Clients and other stakeholders

The improvement process addresses performance rating, outputs of internal Quality Audits and comments and feedbacks from Clients' and stakeholders.

I. Corrective Action

The DENR implements corrective actions that are identified from the cause analysis of nonconformities and improvement opportunities.

Corrective action is taken to eliminate nonconformities occurring during performance of ENR Core processes, such as:

a. Non-conforming Services product;
b. outputs from audits; and
c. Non-conformities identified in monitoring and measurement of service processes and products/outputs.

Corrective actions are established to appropriately eliminate causes of nonconformities and level of risk identified through analysis. These corrective actions are recorded to ensure that the same are implemented to prevent unintended use or delivery of nonconforming products or services.

Monitoring procedure will be applied for corrective actions, including analysis related to root causes, and ensure their effectiveness to avoid the recurrence of the nonconformity. Evaluation is designed to identify root causes before corrective action is taken.

J. Preventive Action

The DENR implements preventive actions based on result of cause analysis of potential nonconformities of Quality Management System and improve ENR Core processes.
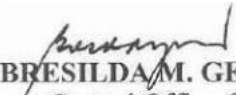
Data used in the cause analysis include:

a. information coming from statistical analysis,
b. achievement of quality objectives;
c. cost analysis;
d. satisfaction surveys from Clients and other identified interested parties; and
e. outputs from audits and management review.

Preventive actions are recorded to ensure its implementation. Result and learning from the implementation of the preventive action process are documented and communicated to appropriate offices/units of the DENR.
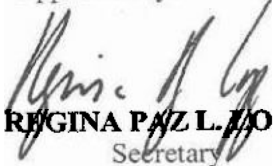
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