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Department of Environment and Natural Resources  
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JUN 08 2021

**DENR ADMINISTRATIVE ORDER  
NO. 2021 - 15**

**SUBJECT : ENHANCED DENR POLICY DEVELOPMENT SYSTEM  
(PDS)**

Pursuant to Executive Order (E.O.) No. 192 otherwise known as the Reorganization Act of the Department of Environment and Natural Resources (DENR), DENR Administrative Order (DAO) No. 1, series of 1988 or the Implementing Rules and Regulations (IRR) for the Reorganization of the DENR Pursuant to E.O. 192, and DAO No. 2014-01 adopting the new DENR organizational structure pursuant to E.O. 366 or the Rationalization Plan, an enhanced DENR Policy Development System (PDS) is hereby instituted and implemented.

**SECTION 1. Basic Policy.** It is the policy of the State to ensure the sustainable use, development, management, protection and conservation of the country's environment and natural resources, as well as to ensure equitable sharing of the benefits derived therefrom for the welfare of the present and future generations. In pursuance thereof, the DENR is mandated to formulate, implement and supervise the government's policies, plans and programs pertaining to the management, conservation, development, use, licensing regulation and replenishment of the country's natural resources. Likewise, it shall promulgate rules and regulations in accordance with the law governing the exploration, development, conservation, extraction, disposition, use and such other commercial activities tending to cause the depletion and degradation of our natural resources.

**SECTION 2. Objectives**

- 2.1. **General Objective.** To strengthen the DENR's Policy Development System as an integral part of the Department's natural resources and environmental management processes, taking into consideration the anticipated and identified institutional, resource and system issues as well as various ways to stimulate and foster dedicated service to the Filipinos.
- 2.2. **Specific Objective.** To institutionalize and implement an enhanced DENR Policy Development System in order to provide an effective and responsive policy development mechanism pertinent to current and emerging policy issues.

**SECTION 3. The DENR Policy Organizational Structure.** The national policy formulation process in the DENR shall involve various stages and levels as described below for strict scrutiny and proper consideration of all relevant factors:

- 3.1. **DENR Executive Committee (Execom).** The Execom is the central policy decision-making body of the DENR, headed by the Secretary, who has the authority and responsibility to carry out the mandates, policies, plans, programs

and projects of the Department, discharge its powers, authorities and functions, and accomplish its objectives.

- 3.2. **Policy and Planning Service - Policy Studies Division (PPS-PSD).** The Policy Studies Division (PSD), as promulgated by DAO No. 1, Series of 1988, is the focus for policy work in the Central Office, in coordination with the bureaus, attached agencies, and field offices of the DENR. It is responsible for formulating policy recommendations and strategies for the conservation, management, efficient and effective use, and sustainable development of the environment and natural resources. In addition, it shall undertake studies on specific policy areas for improved management of the environment and natural resources and the impact of national development and trade policies on natural resources conservation. The PPS-PSD shall conduct review and evaluation of policy proposals from Policy Formulation Units of the DENR. It shall also coordinate with the Program Monitoring and Evaluation Division (PMED) of the Policy and Planning Service (PPS) and the concerned Bureau/Policy Formulation Unit in the monitoring of policy implementation and policy impact evaluation of programs and projects by the DENR's regional and field offices. Lastly, it shall act as the Secretariat of the DENR Policy Technical Working Group.
- 3.3. **Policy Technical Working Group (PTWG).** The Policy Technical Working Group shall be the central clearing house of all DENR policy proposals and position papers relative thereto. As such, it shall have the following functions:
  - 3.3.1. Deliberate on policy proposals as to their intended impacts, particularly on the economic, social, and natural resources and environment ramifications;
  - 3.3.2. Deliberate on the cross-sectoral (environment and natural resources or ENR) effects to ensure that the proposed policy is harmonized across sectors;
  - 3.3.3. Deliberate on alternative provisions proposed by the PPS-PSD and by other PTWG members; and
  - 3.3.4. Provide feedback/report to the supervising officer or official on the discussions and agreements arrived at during the PTWG deliberation.

The PTWG shall be composed of officials and senior technical personnel representing the line and staff bureaus and major offices or units of the DENR Central Office such as, but not limited to the Office of the Secretary, Offices of the Undersecretaries, Assistant Secretaries, and service offices. Representatives from other offices or units not mentioned herein may be invited to provide technical expertise on relevant policy matters.

The PTWG shall be chaired by the Director of the PPS, with the Director of the Legal Affairs Service as the Vice Chair. The members shall be composed of the Assistant Directors of all bureaus as the permanent representatives or their concerned Division Chiefs as alternate, and senior technical personnel of the major offices or units of the DENR Central Office. The membership of the permanent and alternate representatives to the PTWG shall be formalized through a Special Order (S.O.) to be issued by the Secretary.

The PTWG meetings shall be conducted every first Friday of the month, or as the need arises, at a time and date agreed upon by its members.

3.4. **Policy Formulation Units.** The bureaus and other offices of the DENR shall be the basic Policy Formulation Units, and shall perform the following functions:

- 3.4.1. Conduct policy studies on various policy issues emanating from internal and external sources;
- 3.4.2. Formulate policy proposals based on studies conducted;
- 3.4.3. Conduct stakeholder's consultations, if necessary; and
- 3.4.4. Present and discuss the proposed policy to the PTWG, as necessary.

**Policy Formulation Structure.** The policy formulation structure within the basic policy formulation unit shall be constituted, as follows:

- i. Technical Divisions / Technical Units – the formulation of policy proposals, policy studies, and stakeholder's consultations shall be undertaken by this group.
- ii. Policy Review Committee (PRC) – a Policy Review Committee shall be constituted in all basic Policy Formulation Units. In the case of Bureaus, this shall be created through the issuance of an S.O. by the Bureau Director. The PRC shall be chaired by the Assistant Director or Deputy Head of the Policy Formulation Unit, with Division Chiefs or Unit Heads as members. The respective Legal Division / Unit Head shall act as Vice-Chair. The Planning Division / Unit of the Policy Formulation Unit shall serve as Secretariat to the Committee. As constituted, the PRC shall review and deliberate on the validity and applicability of the policy proposals.

**SECTION 4. DENR Policy Instruments.** The policies of the Department shall be formulated and issued into three (3) types, namely:

4.1. DENR Administrative Order (DAO)

- 4.1.1. Basic ENR management policies relative to legal mandates;
- 4.1.2. Basic DENR organization, responsibilities and authorities;
- 4.1.3. Guidelines on the execution of mandates called for by law or Presidential mandates; and
- 4.1.4. Operate as effectively as the basic law itself upon private persons and entities.

The DENR Administrative Order shall be published in a newspaper of general circulation and a copy thereof shall be provided to and acknowledged by the Office of the National Administrative Register (ONAR).

4.2. DENR Memorandum Order (DMO)

- 4.2.1. Establishment and operationalization of ENR programs, projects and activities. This shall include program guidelines;

- 4.2.2. Guidelines on the furtherance of DENR units operations and execution of functions, i.e., grant certain authority, enforce or implement certain laws or order an action; and
  - 4.2.3. Prescription of operating systems, procedures and DENR internal procedures.
- 4.3. DENR Memorandum Circular (DMC)
- 4.3.1. Instructions on the current implementation of projects;
  - 4.3.2. Clarifications and amplifications of current policies; and
  - 4.3.3. General pronouncements of the management having an implication on operations.

The prescribed formats of the policy instruments are attached as “Annexes A, B, and C”. The Policy Formulation Unit may modify the formatting of the proposed policy whenever necessary, except for the prefatory statement, basic policy, objectives, scope and coverage and the effectivity.

### **SECTION 5. Policy Development Process**

- 5.1. Policy issues or proposals are generated from various operating units of the higher organs of the government, the public, and the sectors.
- 5.2. Policy issues or proposals shall be transmitted to the concerned Policy Formulation Unit for appropriate study/analysis, consultation, and formulation of the appropriate policy instrument. The Policy Formulation Units may apply analytical tools (e.g., cost-benefit analysis, impact analysis, study of carrying capacity, problem tree analysis, objective tree analysis, root cause analysis, stakeholder analysis, force field analysis, regulatory impact assessment (RIA), SWOT analysis, policy log frame, etc.) in the assessment of policy issues. The conduct of impact studies involving environmental, natural resources, economic and/or social/political aspects, among other considerations is also encouraged. Further, the Policy Formulation Units shall ensure the mainstreaming of climate change and gender concerns in the proposed policies.
- 5.3. The Bureau’s/Policy Formulation Unit’s internal Policy Review Committee (PRC) shall review and consider the policy issues/s for adoption as its policy proposal.
- 5.4. Within a period of seven (7) working days after the internal review of the policy proposal by the PRC, the Head of the Bureau/Policy Formulation Unit shall endorse the policy proposal to the supervising Undersecretary for Policy and Planning. The proposed policy shall be in an appropriate policy instrument as indicated in Section 4, and shall be supported by a Complete Staff Work (CSW) following the outline as structured in “Annex D”.
- 5.5. Upon receipt of the proposed policy, the PPS-PSD shall conduct a review and evaluation thereof and submit its findings to the Director, PPS within a period of seven (7) working days. The said findings shall be reported by the PSD to the PTWG during the deliberation of the proposed policy.

- 5.6. The PTWG shall deliberate on the proposed policy with regard to its cross-sectoral impact, and recommend its adoption by the DENR management, or further refinement, if necessary. The proposed revision and inclusion of additional comments/inputs on the draft policy shall be undertaken by the Secretariat. If the comments and proposed amendments from the PTWG are substantial, the proposed policy shall be returned to the proponent or the Policy Formulation Unit for further reformulation or revision not later than seven (7) working days after the deliberation.
- 5.7. The final draft as agreed upon, shall be endorsed by the Bureau/Policy Formulation Unit to the supervising Undersecretary for Policy and Planning through the Assistant Secretary for Policy, Planning and Foreign-Assisted and Special Projects within a period of seven (7) working days.
- 5.8. Whenever necessary, the DENR Execom shall deliberate on the proposed policy, taking into consideration the report of the PTWG, and adopt the same for endorsement to the Secretary or the duly authorized signatory. Within a period of three (3) working days, the PPS-PSD shall prepare the CSW to be signed by the supervising Undersecretary for Policy and Planning, who in turn, shall endorse the draft policy for approval of the Secretary through the Undersecretaries/Assistant Secretaries concerned. Within a period of seven (7) working days, the Undersecretaries/Assistant Secretaries shall indicate their concurrences in the CSW prior to approval of the draft policy by the Secretary. The office's representative to the PTWG shall ensure that he/she has countersigned the document prior to signing/concurrence by the concerned Undersecretary/Assistant Secretary.

Proposed policies that require urgent action from the DENR management such as those that would address critical environment and natural resources issues, President's directives and pronouncements, among others, may be deliberated during Executive Committee meetings. After the deliberation, the draft policy shall be finalized by the Bureau/Policy Formulation Unit and endorsed to the Office of the Secretary through the supervising Undersecretary for Policy and Planning within a period of seven (7) working days. After the review of the proposed policy, the same shall be endorsed by the supervising Undersecretary for Policy and Planning to the Secretary through the Undersecretaries/Assistant Secretaries concerned within a period of three (3) days. The CSW shall indicate that the draft policy has been deliberated and concurred by the DENR Executive Committee, as the case may be.

- 5.9. Upon approval by the Secretary, the Strategic Communication and Initiatives Service (SCIS) shall facilitate the publication of all DENR Administrative Orders in a newspaper of general circulation, in coordination with the proponent/Bureau/office concerned. It shall also be responsible for the uploading of approved policies in the DENR website.

The Records Management Division (RMD) of the Administrative Service shall ensure that a copy of the approved policy is provided to and acknowledged by the Office of the National Administrative Register (ONAR).

- 5.10. In order to determine the status of implementation of policies by the regional and field offices of the DENR, and to evaluate whether the objectives of these policies are realized, the Policy Studies Division, in coordination with the Program Monitoring and Evaluation Division of the Policy and Planning Service, and the concerned Bureau/Policy Formulation Unit, shall conduct policy monitoring and evaluation (M&E), particularly for those that are related to the priority programs of the Department. A standard monitoring form/questionnaire to be used in the M&E activity shall be jointly developed by these offices.

The DENR Policy Development Process flow is illustrated in the attached diagram as "Annex E". In order to expedite the approval and implementation of proposed policies, the offices involved shall strictly adhere to the prescribed time frame for each stage of the Policy Development Process.

**SECTION 6. Policy Development Framework (PDF).** A Policy Development Framework (PDF), which forms an integral part of this Order and attached hereto as "Annex F" is hereby adopted to serve as a guide for officials and personnel on the Policy Development System of the DENR. The PDF shall be reviewed and updated every five (5) years to ensure that it is pragmatic, operational and responsive to the current management requirements and set-up of the DENR.

A guidebook / protocol for the PDS shall also be developed and issued.

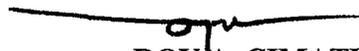
**SECTION 7. Funding.** All DENR bureaus and offices involved in the Policy Development System shall allocate funds for related activities, including publication of policies.

**SECTION 8. Transitory Provision.** To ensure the continuity of operations, the present PTWG members shall remain as such until a new Special Order is issued reconstituting the PTWG.

**SECTION 9. Separability Clause.** If any provision of this Order shall be held invalid or unconstitutional, the other portions or provisions hereof which are not affected shall continue in full force and effect.

**SECTION 10. Repealing Clause.** DAO No. 2016-09 is hereby repealed. All Orders, Memoranda and Circulars inconsistent herewith are hereby revoked or amended accordingly.

**SECTION 11. Effectivity.** This Order shall take effect fifteen (15) days after its complete publication in a newspaper of general circulation and upon acknowledgement of receipt of a copy thereof by the Office of the National Administrative Register (ONAR), UP Law Center.

  
**ROY A. CIMATU**  
Secretary



Publication; The Manila Times  
September 10, 2021

ACKNOWLEDGEMENT: UP LAW CENTER  
September 10, 2021



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(Date of approval)

**DENR ADMINISTRATIVE ORDER  
NO. 2021 - \_\_\_\_\_**

**SUBJECT** : \_\_\_\_\_

(Introductory or prefatory statement containing the policy's reason for being and the legal basis/bases thereof) \_\_\_\_\_  
\_\_\_\_\_

**SECTION 1. Basic Policy.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 2. Objectives.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 3. Scope and Coverage.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 4. Definition of Terms.** As used in this Order, the following terms shall be defined as:

- 4.1
- 4.2
- 4.3

**SECTION 5.** (Provides for the substantive content of the policy) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**x x x x**

**SECTION X. Separability Clause.** If any provision of this Order shall be held invalid or unconstitutional, the other portions or provisions hereof which are not affected shall continue in full force and effect.

**SECTION X. Repealing Clause.** All Orders and other similar issuances inconsistent herewith are hereby revoked, amended, or modified accordingly.

**SECTION X. Effectivity.** This Order shall take effect fifteen (15) days after its publication in a newspaper of general circulation and upon acknowledgment of the receipt of the copy thereof by the Office of the National Administrative Register (ONAR).

**Name of Authorized Signatory**  
Secretary



Republic of the Philippines  
Department of Environment and Natural Resources  
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(Date of approval)

**DENR MEMORANDUM CIRCULAR  
NO. 2021 - \_\_\_\_\_**

**SUBJECT** : \_\_\_\_\_

(Introductory or prefatory statement containing the policy's reason for being and the legal basis/bases thereof) \_\_\_\_\_  
\_\_\_\_\_

**SECTION 1. Basic Policy.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 2. Objectives.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 3. Scope and Coverage.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 4. Definition of Terms.** As used in this Circular, the following terms shall be defined as:

- 4.1
- 4.2
- 4.3

**SECTION 5.** (Provides for the substantive content of the policy) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**x x x x**

**SECTION X. Separability Clause.** If any provision of this Circular shall be held invalid or unconstitutional, the other portions or provisions hereof which are not affected shall continue in full force and effect.

**SECTION X. Repealing Clause.** All Circulars and other similar issuances inconsistent herewith are hereby revoked, amended, or modified accordingly.

**SECTION X. Effectivity.** This Circular shall take effect immediately.

**Name of Authorized Signatory**  
Secretary



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(Date of approval)

**MEMORANDUM ORDER**  
**NO. 2021 - \_\_\_\_\_**

**SUBJECT** : \_\_\_\_\_

(Introductory or prefatory statement containing the policy's reason for being) \_\_\_\_\_

(Substantive content of the policy) \_\_\_\_\_

This Order takes effect immediately.

**Name of Authorized Signatory**  
Secretary



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## MEMORANDUM

FOR : The Undersecretary for Policy and Planning

THROUGH : The Assistant Secretary for Policy, Planning and Foreign-Assisted and Special Projects

FROM :

SUBJECT :

DATE :

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### Background

- Provides background information necessary to understand the context of the proposed policy. It identifies the specific problem being addressed by the policy proposal and the rationale behind its crafting. This also discusses the benefits/advantages and/or disadvantages of the issuance of the proposed policy, the studies (cost-benefit analysis, problem tree or objective tree analysis, root cause analysis, stakeholder analysis, force field analysis, regulatory impact analysis) and projected impacts conducted (environmental, natural resources, economic, social, political).

### Salient Features of the Proposed Policy

- Provides or enumerates the key points / features or significant components of the policy proposal.

### Legal Basis

- A statement citing the legal basis/bases for the requested issuance or approval

### Agencies Involved / Coordination

- An enumeration of the government agencies and instrumentalities that may be involved in or affected by the implementation of the requested issuance or action, by reason of their respective mandates, indicating those which: (i) agreed; (ii) disagreed; (iii) or failed to respond.

**Implementation and Monitoring Plan / Scope of Implementation**

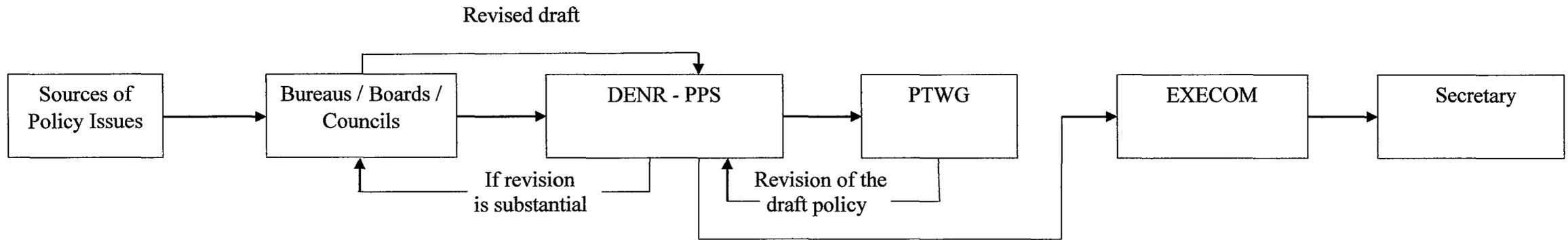
- Identifies who will implement the policy, the indicators to be monitored, and how the data for the indicators will be collected.

**Recommendation**

- A brief description of the recommended course of action embodied in the proposed issuance or request for authorization or approval.

(HEAD OF BUREAU/ OFFICE/ POLICY  
FORMULATION UNIT)

**DENR Policy Development Process**



1. NGAs and LGUs
2. DENR Operating Units and agencies
3. NGOs / POs / Business Sector
4. International / Multilateral bodies

1. Conduct policy study
  2. Formulate policy proposal
- Internal process:
- i. Bureau's Formulation Unit
  - ii. Internal Policy Review Committee
  - iii. Adoption and endorsement by the Bureau / Office Head to the DENR-Central Office (7 working days)
- \*Same number of days shall apply if the proposed policy is returned to the Bureau / Policy Formulation Unit for revision, as well as for resubmission to the DENR-Central Office

1. Review and evaluate proposed policy
2. Endorse findings / report to PPS Director (7 working days)
3. Prepare CSW to be signed by the Undersecretary for Policy and Planning (3 working days)

1. Review evaluation report of PPS
2. Evaluate inter-sectoral impact
3. Recommend amendment/ alternative and additional Inputs
4. Provide feedback/report to the supervising officer/ official the agreements during PTWG deliberation

1. Deliberate upon the proposed policy
2. Recommend adoption or revision
3. Provide concurrence if considered favorably (7 working days)

Approve proposed policy

## **DENR POLICY DEVELOPMENT FRAMEWORK**

### **I. Introduction**

Pursuant to Executive Order (E.O.) No. 192 dated June 20, 1987, the Department of Environment and Natural Resources (DENR) is the primary government agency mandated to be responsible for the conservation, management and proper use, and sustainable development of the country's environment and natural resources. In accomplishing its mandates, the DENR instituted a policy development system as an integral part of the planning process, taking into consideration the anticipated and identified institutional, resources and systems issues verified at the field level. On July 3, 1992, DENR Administrative Order (DAO) No. 31, s. 1992 was issued establishing the DENR Policy Development System (PDS). It provided specific guidelines for the organization and functions of the different policy units of the DENR. Said policy development system was revised under DAO No. 2016-09 issued on June 10, 2016.

In light of new policy developments, challenges and changes in the policy environment, and to strengthen the DENR Policy Technical Working Group (PTWG) and the processes of policy formulation, implementation, monitoring and evaluation, a review and updating of the existing Policy Development Framework (PDF) was conceived. The need to streamline the existing protocols and improve the current policy development system requires the enhancement of the PDF.

On January 14, 2014, DAO No. 2014-01 was issued adopting a new organizational structure pursuant to E.O. No. 366 otherwise known as the Rationalization Plan, which requires all departments/agencies to conduct comprehensive review of their respective mandates, missions, objectives, functions, programs, projects, activities and systems and procedures to improve the government's service delivery and productivity.

The enhancement and updating of the PDF will make it more pragmatic, operational and responsive to the current management requirements and set-up of the DENR.

### **II. Mission**

To adopt and implement sound and responsive policies towards the sustainability of natural resources and protection of the environment for the improvement of quality of life of the present and future generation of the Filipino people.

### **III. Vision**

The DENR providing sound and effective policies towards the sustainable use, development, management, protection and conservation of the country's environment and natural resources, as well as the equitable sharing of the benefits derived therefrom.

### **IV. Goal**

Environment and Natural Resources (ENR) Policy Development System as an effective, efficient and responsive enabling mechanism to strengthen resilience of

natural ecosystems and adaptive capacities of ENR dependent communities, ensure sustainable development and utilization of natural resources, and improve environmental quality.

## V. Objectives

1. To set a standard on the development, implementation, and monitoring of all policies;
2. To address various policy issues and gaps identified in response to changes in the policy environment;
3. To design effective and efficient policies to influence outcomes;
4. To identify and establish the roles and responsibilities of the policy units involved in the development, implementation and management of ENR policies in an efficient, cost-effective and consistent manner; and
5. To institutionalize the enhanced Policy Development System of the DENR.

## VI. The Policy Development Process

The Policy Development Process (PDP) is a logical and sequential approach to the formulation, implementation, monitoring and evaluation of policies. It involves the staff/line bureaus, regional offices, all stakeholders, attached agencies and DENR Central-based offices. The DENR PDP is divided into three (3) phases as described below:

### A. Policy Formulation

1. ***Issue / Problem Identification.*** Key activities include the articulation of issues, problems and crisis and societal welfare needs that would require policy action. The sources and bases of problems and issues may emanate from the field, or those that are identified through policy agenda (policy pronouncements, Philippine Development Plan, international and inter-agency commitments, President's SONA, DENR Executive Committee); policy monitoring and evaluation; result of policy review and assessment; and current and emerging ENR issues. Office sources may include the Executive, Legislative and the Judiciary branches, National Government Agencies (NGAs), international bodies, Civil Society Organizations (CSOs), Non-Government Organizations (NGOs), academe, Regional Development Councils (RDCs), Regional Government Agencies (RGAs), and the DENR and its offices. The issues or problems are determined through these parameters: a) mandated by law, b) mandated by international commitments, c) meeting developmental goals, d) result of monitoring and policy review (to include issues/problems arising from client satisfaction survey), and e) implementability.

It is important to note that the issue or problem should be clearly defined in order for an appropriate policy action to be formulated. A policy agenda is set and criteria and indicators are established and employed for prioritizing policy problems requiring attention by policy and decision-makers.

2. ***Problem and Issue Analysis.*** This step includes the gathering of facts and assessing the issue in a more in-depth manner using analytical tools (e.g., cost-benefit analysis, impact analysis, study of carrying capacity, problem tree

analysis, objective tree analysis, root cause analysis, stakeholder analysis, force field analysis, regulatory impact assessment (RIA), SWOT analysis, policy log frame, etc.). This also includes impact studies involving environmental, natural resources, economic, social and/or political aspects. After analysis, the problems or issues should be stated clearly and elaborated adequately.

3. ***Policy Options Formulation.*** This involves defining the policy options including the objectives and strategies for achieving them; formulating the policy options or alternatives; evaluating and selecting the best policy option based on evaluation tools such as SD tools (environment, economic, social) and on its implementability/social acceptability; and drafting of the policy instrument. The elements of policy formulation shall include the legal basis, urgency, scope, objectives, ownership, consistency with other policies, collaborativeness, strong implementation and monitoring mechanism, effective public service delivery, and sustainability. The policy must be developed in such a way that it is specific, measurable, attainable/implementable, replicable/logical, timebound, effective and efficient. The policy-making process should veer away from compartmentalized approach and consider the framework as a whole. It is also important to include lessons learned or experienced in field implementation in the crafting of the policy. Proposed policies should have been refined at the sectoral level.
4. ***Policy Discussions and Agreements.*** The proposed policy is articulated and presented to the stakeholders to create an opportunity for others to review, comment and make suggestions on the draft document. Thereafter the proposed policy shall be revised accordingly. Building a consensus will pave the way for the adoption and subsequent endorsement of the draft policy to the PTWG.
5. ***Policy Approval and Adoption.*** The policy instrument may be in the form of a DENR Administrative Order, Memorandum Circular, Memorandum Order, draft Executive Order and other executive issuances, draft Implementating Rules and Regulations, draft legislative bills and joint issuances. After the presentation, deliberation and endorsement of the PTWG, the policy instrument shall be submitted to the DENR Executive Committee (ExeCom) for further review, prior to the approval of the Secretary. Once approved, the draft policy shall be circulated and published, if necessary.

## **B. Policy Implementation**

Implementation translates the approved policy into a policy instrument, where the actions necessary to put it into effect are undertaken and supported by human and financial resources. Any deficiencies in the design or content of the policy are uncovered during its implementation.

## **C. Policy Impact Monitoring and Evaluation**

The evaluation of a policy after its implementation is important to determine whether it has satisfied its objectives and met its desired reforms. This process should be able to capture both the positive and negative effects of the policy, and measure its success. In monitoring the policy, the following parameters should be considered:

- a. implementability of policy;
- b. compliance;
- c. acceptability (nationwide/regional level); and
- d. attainment of objective

In addition, the following criteria for evaluation are: effectiveness; efficiency, social acceptability, administrative practicality, necessity/relevance, impact and sustainability.

To effectively evaluate the parameters for monitoring, the following questions shall be addressed:

- a. Do you know the policy?
- b. In what ways did the policy help you in your work?
- c. Was the policy flexible enough to attain the objectives?
- d. Please rate the present effects of the policy in your operation.
- e. How satisfied were the stakeholders in the implementation of the policy?
- f. Are the personnel consistent in the implementation of the policy?

In order to strengthen the Department's Policy Monitoring and Evaluation (M&E), the PSD shall coordinate with the Program Monitoring and Evaluation Division (PMED) of the Policy and Planning Service (PPS), and the Bureau/Policy Formulation Unit in the monitoring and evaluation of approved policies.

## THE DENR POLICY DEVELOPMENT PROCESS

