



# PROTOCOL FOR DETERMINING BEST ENVIRONMENTAL GOVERNANCE PRACTICES OF THE DENR FIELD OFFICES

by Ernesto S. Guiang, Ph.D.  
Ben S. Malayang III, Ph.D.  
Victor O. Ramos  
Zita B. Toribio

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## ACRONYMS

AVT	-	Assessment and Validation Team
CBFM	-	Community-Based Forest Management
CENRO	-	Community Environment and Natural Resources Officer
CSO	-	Civil Society Organization
DENR	-	Department of Environment and Natural Resources
EcoGov	-	The Philippine Environmental Governance Project
FARMC	-	Fisheries and Aquatic Resource Management Council
FGD	-	Focus Group Discussion
NICP	-	National Commission on Indigenous Peoples
NPC	-	National Power Corporation
PENRO	-	Provincial Environment and Natural Resources Officer
RENRO	-	Regional Environment and Natural Resources Officer
SO	-	Special Order
TAPIR	-	Transparency, Accountability, Participation, Innovation and Responsiveness
WFP	-	Work and Financial Plan



# **PROTOCOL FOR DETERMINING “BEST ENVIRONMENTAL GOVERNANCE PRACTICES” OF DENR FIELD OFFICES<sup>1</sup>**

## **BACKGROUND**

In 2003, the DENR has adopted and implemented the policy of good environmental governance in its field and central offices. All the department's senior officers and staff underwent a 2-3-day training and orientation on sound environmental governance. The participants prepared action plans and committed themselves to adopting and applying the principles of good environmental governance in carrying out their tasks and responsibilities in their respective offices. After assessment and review, DENR's senior management promised to reward offices which have adopted and practiced good governance; thus, this proposed process of determining DENR's "best environmental governance practices".

The proposed protocol builds on DENR's need to conduct its regular annual performance assessment of key field offices and officers and initial efforts to search and reward those offices which have carried out good environmental governance initiatives. Accordingly, the starting point in assessing and determining good environmental governance begins with the preparation, implementation, and revision/adjustments of the approved Work and Financial Plans (WFPs). The process will also provide relevant information and a set of recommendation to DENR senior management on how to improve the responsiveness of the WFPs to national, regional, and local strategic directions.

## **OBJECTIVES**

1. To determine DENR's "best environmental governance practices" among its field offices based on the effectiveness and efficiency in preparing and implementing their WFPs.
2. To analyze the results of the "best practices" assessment and recommend measures for improving WFP preparation and implementation.

## **METHOD**

The process in determining DENR's "best environmental governance practices" will be composed of several stages. These are as follows:

- **Phase 1** – Orientation of the Assessment and Validation Teams (AVT) after the DENR Secretary has issued the Special Order. Scheduling and coordination of the Team's visits to all the field offices (CENROs, PENROs, and RENROs) will be done after the SO is

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issued. The EcoGov Project will help in the conduct of orientation for the Assessment and Validation Teams.

The SO will create the five-member Evaluation and Awards Committee composed of three DENR Senior Officials and one each from the academe and civil society organization. This committee will deliberate and act on the recommendations of the AVTs. It will also be responsible for selecting the field units that will be recommended for the Award on “Best Environmental Governance Practices”.

The SO will also created and deploy the AVTs which shall be composed of three DENR officers and may include members from the local academe and civil society organizations (CSOs). They will be responsible for conducting focus group discussions (FGDs), analyzing documents (WFPs and best practices reports), and recommending selected field units which may qualify for the “Best Environmental Governance Practices” award.

- **Phase 2** - Review of the approved WFPs and other documents and reports that are related to the submissions on “best practices” from the field offices. This will be a “desk review” and discussion by each of the Assessment and Validation Teams. Each team will have to complete the necessary form after the desk review. This will also help each team to have a better appreciation of field activities and the conduct of FGDs during their site visits. The DENR Policy and Planning Office will provide copies of approved WFPs. Activities in this phase may be performed in DENR Central or in the field. The AVTs will review the contents and proposed activities of the WFPs based on the relevant guide questions below (Q1 to Q4).
- **Phase 3** – Conduct of FGDs or selected interviews in the field. At the regional level, there will be at least three FGDs that will be conducted for RENRO. These are FGDs for (a) selected clients/stakeholders that are being served by each field office, (b) local experts who are familiar with the distinctiveness or uniqueness of the field office jurisdictional area, and (c) DENR staff of each field office. Only the third FGD (among selected DENR field office staff) will be organized and carried out in the CENROs and PENROs. Individual interviews for the first two FGDs maybe conducted if FGDs cannot be organized or conducted. Each Assessment and Validation Team will coordinate, schedule, and work out details of the FGDs with the field offices that they were assigned to visit and assess.

The overall purpose of the FGDs at the RENRO will be to determine the most responsive and strategic vision and direction of the DENR region, province, and community offices from DENR’s clients/stakeholders, experts, and selected DENR staff. At the regional level, the FGDs should be organized to include the following:

- Clients FGD- household, business/industry, CSO, LGUs
- DENR FGD- DENR officers and staff (technical and administrative)
- Experts Interview/Delphi Technique- can be in the form of experts’ interviews of those from the DENR, academe, CSO or the private sector or other government agencies such as National Irrigation Administration (NIA), National Power Corporation (NPC) or National Commission on Indigenous People (NCIP).

The AVTs will organize their respective FGDs using the guide questions below. The questions should guide both the conduct of document review and FGDs as the AVTs will gather and file field stories.

Q1. What are the major concerns on the environment? (can be rephrased as: “What environmental concerns have affected you most?) or this can be rephrased as “to your knowledge, what are the major environmental concerns of peoples and communities in your jurisdiction (CENRO, PENRO, region)?”

Q2. To what extent do you think are the concerns [they] being addressed?

Q3. In your view, how has DENR been helpful in addressing these concerns?

Q4. What do you think the DENR in this jurisdiction must do [must the DENR do] to improve its effectiveness in addressing these concerns?

The AVTs will summarize the results of the document reviews, FGDs or interviews using narrative stories following the suggested form below (Table 1). Again, it should be noted that at the CENRO and PENRO levels, only the summaries for columns 2 and 3 are required.

**Table 1. Summary of Stories for Field Unit \_\_\_\_\_**

Questions	Narrative Stories			
	Clients FGD	DENR Internal FGD	DENR Documents [as understood by the reviewer from the documents reviewed]	Experts/ Delphi
Q1. "To your knowledge, what are the major environmental concerns of peoples and communities in this jurisdiction (CENRO, PENRO, region)?"	Reviewer to identify most common "stories" (say, 50% of all stories told),		(DO THE SAME) →	
Q2. To what extent do you think are the concerns [they] being addressed?				
Q3. In your view, how has DENR been helpful in addressing these concerns?				
Q4. What do you think the DENR in this jurisdiction must do [must the DENR do] to improve its effectiveness in addressing these concerns?				

Questions	Narrative Stories			
	Clients FGD	DENR Internal FGD	DENR Documents [as understood by the reviewer from the documents reviewed]	Experts/Delphi
Summarize columns	(A) summarize into a single story the four summary stories above, and (b) add possible reasons for the summary story from out of the tapir framework			

- Phase 4** – Analyze the results of the WFP desk reviews and the FGDs and determine (based on criteria) which field offices may be recommended as those adopting “DENR’s best environmental governance practices”. The results and recommendations will be discussed with DENR’s Evaluation and Awards Committee for its “best environmental governance practices”. This Committee will also synthesize recommendations on how to further improve the protocol and the process of preparing, implementing, and monitoring the WFPs.

Again, please note that the Regional FGDs with clients and expert group is expected to generate possible strategic vision and direction for DENR at the regional, provincial and community levels.

The results of the FGDs will then be tabulated and analyzed in terms of ‘fits’- appropriate strategic direction and activities based on FGDs from clients, experts, and DENR staff versus contents of the approved WFP. The perceived “fitness: will mean selection of winners will be based on a two-stage selection process. At the first stage, all entries will be subjected to effectiveness test as described below. To be able to enter into the second stage of competition, a field office should be able to garner at least 60% of the total possible score in the effectiveness test. At the second stage, the field office will be subjected to an efficiency test using the process described below. The field units which are able to garner at least 60% of the total efficiency score will be adjudged as having best practices and will receive an award.

One innovation at the PENRO and RENRO level is to add the criteria of having at least 30% of the total number of field units under their respective jurisdictions passing the effectiveness and efficiency tests.

The results of the FGDs will then be tabulated and analyzed in terms of “fits” — appropriate strategic direction and activities based on FGDs from clients, experts, and DENR staff vs contents of the approved WFP. The perceived “fitness” will mean “effectiveness of the WFP”, as validated by the way it was prepared and implemented. If the approved WFP is “fit” with the results of the FGDs, then assessment will proceed towards the direction of determining efficiency in implementing the WFP. This also means that the approved WFPs are responsive to the needs of the clients/stakeholders, distinctiveness/uniqueness of the social, institutional, legal and biophysical features of the area and the internal strengths/capacity of the DENR field office.

The determination of DENR’s “best environmental governance practices” will have two stages. The test for effectiveness followed by the test for efficiency for those who were adjudged as effective offices. Only those offices (CENROs, PENROs, RENROs) that are both effective and efficient will be further evaluated for the award on “best environmental governance practices”. It is presumed that a WFP is effective and efficiently implemented when it is responsive, innovative

and was prepared and carried out following a transparent and participatory processes combined with clear accountability of those with authority (TAPIR).

## ANALYSIS OF FGDS

The AVTs will assess the “fit” of the stories as told by each source category (Table 2). Each AVT shall analyze the fit of the stories by comparing them, first, by column (or category of source), and then across columns (across the categories of sources). They will determine the “fits” between the DENR documents and the narrative stories of the clients, internal DENR, and experts.

The AVTs shall then write their own version of the narrative stories from out of these two comparisons. The AVTs story will be based on the dominant responses or information from each of the cell. The AVT story will have to capture emerging direction, vision, or strategy from all sources.

**Table 2. Analysis of Fit of Stories by Column and Across Columns**

Questions	Narrative Stories				
	Clients FGD	DENR Internal FGD	DENR Documents	Experts/ Delphi	Validator’s Story on Fit of Stories
Q1					
Q2					
Q3					
Q4					
Validators Story on fit of Stories					

The Team should look and examine the stories across columns to establish their validity (or after triangulating them). A summary of these validated stories shall be placed in the Table 3 below:

**Table 3. Summary of Validated Stories for Field Unit \_\_\_\_\_**

Questions	Validated Stories
Q1	
Q2	
Q3	
Q4	

The effectiveness of the approved work and financial plan (WFP) will be determined by comparing it with the direction, strategy, and opportunities that are (a) expressed by the ENR sector clients/stakeholders; and (b) suggested by the distinctiveness or uniqueness of the office or jurisdictional coverage with respect to biophysical, social, institutional, economic, legal, and political considerations and c) validated by the perceived internal strengths/capacity of the DENR staff of a given office. The direction and strategy from the two FGDs in the regions (FGD for clients and FGD for experts) will be used as the baseline in comparing the WFPs and FGD of DENR staff for each CENRO and PENRO. As mentioned, this is the first stage of the assessment.

The WFP is effective when its chosen direction and strategy are consistent with the needs of the ENR sector clients (40% of total scores), distinctiveness of its jurisdictional area or mandate (40% of total scores) and internal strengths and capacities of DENR (20%). The effectiveness criterion highlights the need for each office to adopt and implement the “right direction and strategy” given the local needs and realities. It is also assumed that the WFP is effective because it has adopted

the principles of TAPIR during its preparation and approval processes. The proposed rating scheme is as follows (Table 4)

**Table 4. Proposed scheme for rating effectiveness for DENR Field Unit**

<b>Parameter</b>	<b>Indicator (to be developed, will be consistent with questions from FGDs and doc analysis)</b>	<b>Score (from the result of FGDs and document analyses)</b>
Consistency with clients' needs		
Consistency with locality's uniqueness and distinctiveness		
Consistency with internal strengths and capacities		
Total		

The AVTs will then assess the “fit” of the stories found in Table 3. The “closer” the fit between the responses/stories from the fGDs from clients, experts, and internal DENR with the DENR documents, means that direction and strategy of the office (e.g., DENR field office) as contained in its approved WFP is “effective”- doing what is right at the right time.

As mentioned, the selection of winners will be based on a two-stage selection process. At the first stage, all entries will be subjected to effectiveness test. To be able to enter into the second stage of competition, a field office should be able to garner at least 60% of the total possible scores in the effectiveness test. At the second stage, the field office will be subjected to an efficiency test using the process described below. The field units which are able to garner at least 60% of the total efficiency score will be adjudged as having best practices and will receive an award.

One innovation at the PENRO and RENRO level is to add the criteria of having at least 30% of the total number of field units under their respective jurisdictions passing the effectiveness and efficiency tests.

After the assessment of the approved WFPs as to the “fits” of their directions or strategies with what the clients/stakeholders need as well as the distinctive features of the field unit, the next step will be to determine the “efficiency” of the WFP implementation. This is the second stage of assessment, which will be open only to those field units that obtained at least 60% of the effectiveness test.

The efficiency assessment will now determine how a given office has implemented the activities under its approved WFP. This assessment will review how the DENR field staff, budget and physical resources were allocated and maximized in support of the activities that are perceived to be consistent with the strategic direction and vision, accountability centers established, and collaborative arrangements were organized, coordinated, mobilized, and monitored, and what innovations have been done and what had been sacrificed to achieve the objectives and targets of the WFP.

The efficiency test deals with how the field unit is able to accomplish routine tasks with respect to the WFP, how it has used its resources (staff, budget, collaborative efforts) to achieve its biophysical, financial, and human resources targets as stated in the approved WFPs. Part of the assessment of efficiency will include comparison of planned versus actual achievements or accomplishments under the approved WFPs. These tasks, measurement criteria and indicators and proposed scores are as follows (Table 5):

**Table 5. Proposed scheme for rating efficiency for DENR Field Unit**

Tasks	Criteria	Indicator	Score
Work and Financial Plan Implementation (Based on analysis of planned and actual accomplishments of targets)			
Financial Flows			
Quality Control			
Quality Improvement			

- Work and Financial Plan Implementation (*planned targets versus actual accomplishments as part of the technical and financial implementation*),
- Financial Flows (*the degree and extent of how budget allocation and expenditures support the WFPs*),
- Quality Control (*how the organization is managed to bring about efficiency in WFP implementation, how the personnel are deployed to meet the technical standards?, etc.*), and
- Quality Improvement (*how the organization managed to bring about improvements in performance level – aligning approved WFPs to respond to changing strategic local directions, or motivating people to improve quality and meet standards or reduce costs*).

In summary, the determination of efficiency in the performance of the above functions will use TAPIR (transparency, accountability, participation, innovation and responsiveness) as framework for analysis.

While, effectiveness is an indirect measure of the degree to which a field unit has been participatory and responsive in the preparation and approval of its WFP, the efficiency test tracks the extent to which the field unit has exercised transparency, accountability, participation, and innovativeness in the implementation of the WFP tasks.

To do further selection, the AVTs will then get the top 50% of the validated stories found in Table 3 and place them in the appropriate column below. They will assess those stories against DENR performance in the four tasks described above. They will provide a narrative summary of the analyses in the Table below (Table 6):

**Table 6. Evaluation of Validated Stories Against Five Operational Tasks for the DENR**

Questions	Top 50% Validated Stories	WFP planning	WFP Implementation	FF	QC	QI
Q1						
Q2						
Q3						
Q4						

For each validated story, each AVT will analyze the deficiencies/good performance of the DENR using TAPIR as the framework for evaluation. They will provide the narrative summary of the analyses in the Table below (Table 7).

**Table 7. Evaluation of Validated Stories Against Five Operational Tasks and Against TAPIR of the DENR**

	<b>T</b>	<b>A</b>	<b>P</b>	<b>I</b>	<b>R</b>
Story 1.					
WFP planning					
WFP Implementation					
FF					
QC					
QI					
Story 2.					
WFP planning					
WFP Implementation					
FF					
QC					
QI					
Story 3.					
WFP planning					
WFP Implementation					
FF					
QC					
QI					
Story n.					
WFP planning					
WFP Implementation					
FF					
QC					
QI					

## **RECOMMENDATIONS FOR DENR’S “BEST ENVIRONMENTAL GOVERNANCE PRACTICES”**

The evaluation team should synthesize the results of the foregoing tables with the idea of determining the following categories (for further validation and discussion with the DENR senior management). It should be noted that all those categorized belonging to “best environmental governance practices” are considered as those adopting “BEST PRACTICES” among DENR field offices. The four categories are as follows:

### **INEFFECTIVE GOVERNANCE PRACTICES**

DENR field offices which have been “ineffective” in their practice of environmental governance are those whose WFP are not consistent with the stories of the clients, expert groups, and DENR internal staff.

## **EFFECTIVE ENVIRONMENTAL GOVERNANCE PRACTICES**

DENR field offices which have been “effective” in their practice of environmental governance are those whose WFPs are consistent with the stories of the clients, experts, and DENR internal staff.

## **BEST ENVIRONMENTAL GOVERNANCE PRACTICES**

DENR field offices which have been “effective” and “efficient” in their practice of environmental governance are those whose WFPs are consistent with the stories of the clients, experts groups, and DENR internal staff; and were implemented “efficiently”—rightly as shown in their response to Q2-Q4 and as perceived to have organized, mobilized, coordinated activities that optimize the use of budget, staff, and collaborative arrangement.



# *Annexes*



## ANNEX 1. PROPOSED COMPOSITION OF FGD RESPONDENTS

The following is the proposed composition of respondents for the focus group discussions (FGD). The representative of the different sectors mentioned shall be pre-selected so as to have a pool of respondents who are well-informed and can really speak for their sector. Moreover, the validators should play it by ear and be more flexible in the selection of interviewees, in case the ideal scenario is not possible in the field.

### A) For RENRO

- Farmer - 1 farmer or farmer federation representative
- CBFM Regional PO Federation representative
- Fisherman - 1 FARMC federation or Integrated FARMC representative
- Mining Industry: - 1 mining industry representative, if any such industry
- Business/industry - 1 business/industry federation representative
- CSO - 1 NGO or religious group representative
- Media - 1 media representative
- School - 1 elementary or high school teacher
- Regional Development Council - 1 representative
- LGU - League of Governors' of the Philippines Representative

Total: 9-10

### B) EXPERTS GROUP RESPONDENTS

The composition of the 5-member technical experts group will depend on the biogeographic character of the DENR jurisdiction under consideration, i.e. if it is an area of high biodiversity significance, a biodiversity expert needs to be a part of the team. One to two members can come from within the DENR pool of technical experts, the rest from academic or research institutions, civil service organization, private sector, and LGUs operating within the area

### C. DENR OFFICIALS/STAFF RESPONDENTS

#### For CENRO:

CENRO, Planning Officer, CBFM Coordinator  
Sector Heads: Lands, Environment, Mining, Forest, Protected Area, Coastal

#### For PENRO:

PENRO, Planning Officer, Provincial CBFM Coordinator  
Sector Heads: Lands, Environment, Mining, Forest, Protected Area, Coastal

#### For RENRO:

PENRO, Planning Officer, Regional CBFM Coordinator  
Sector Heads: Lands, Environment, Mining, Forest, Protected Area, Coastal



## Annex 2. DENR Best Practices Draft Focus-Group Discussion Guide

### I. INTRODUCTION / WARM-UP (10 MINUTES)

- Thank respondents for coming
- Introduce the members of the Evaluation Team and their agency
- Explain purpose / importance of the activity using a visual aid (e.g., powerpoint or Manila paper, brochure, etc)
  - DENR Search for “Best Practices” among its field units (CENRO, PENRO, RENRO) for the year\_\_\_\_\_
  - Search for “Best Practices” will help DENR field units assess the degree of their effectiveness and efficiency in the implementation of their functions
  - Effectiveness means doing the right things
  - Efficiency means doing the right things in the right way and using least possible amount of resources
  - Evaluation will help the DENR field units improve their effectiveness and efficiency to become more responsive to the needs of the communities they are serving
  - Evaluation is based on five key functions of the field unit: Work and Financial Plan Implementation (WFPI), Financial Management (Budgeting, Procurement and Expenditures) (PM), Quality Control (QC), and Quality Improvement (QI)
  - Discuss the meaning of the five key functions
  - Assessment of effectiveness and efficiency of implementation of the five functions will be based on the following criteria: transparency, accountability, participation, innovation and responsiveness (TAPIR).
  - Discuss the definition of TAPIR:
    - **Transparency** – refers to the extent to which the general public has information about government operations. Transparency requires that the information is accessible, timely, relevant, accurate, and complete.
    - **Accountability** – refers to the extent that government officials can be held responsible for their decisions and for the performance of their agencies. Accountability requires standards, measurement, feed back loops, and sanctions.
    - **Participatory decision-making** – refers to the extent that the general public, including key stakeholders and marginalized groups (women, low income workers, ethnic or religious minorities) are able to participate in and influence both the decision-making process and on-going government operations. Effective citizen’s participation requires mechanisms that are known, strategic, regular, and accessible.
    - **Innovation**- refers to the extent to which the government office or official is open, creative and innovative in the right way to be more responsive to the target clientele for greater efficiency and effectiveness.
    - **Responsiveness**- refers to the degree to which the actions or decisions of government office or official correspond to or able to address the legitimate needs and aspirations of the clients and the requirements of that office’ mandates.
  - Their idea / opinion is, thus, very important
  - Stress CONFIDENTIALITY of identities of participants

- Laying the 'ground rules'
  - Very informal; "like talking with friends"
  - Importance of hearing each one's opinion / views
  - No right or wrong answers
  - Importance of telling what one honestly and genuinely feels / believes
  - No quarrelling / respect for others' opinion
  - Audio tapes to aid moderator in capturing all pertinent information and should not be cause for alarm
  
- Moderator to introduce self
- Letting respondents briefly introduce themselves
  - Age
  - Civil status
  - Occupation
  - Hobbies / Interests

## II. WHAT ARE THE MAJOR ISSUES/CONCERNS ON THE ENVIRONMENT (20 MINUTES)

**"LET'S TALK ABOUT NATURAL RESOURCES AND THE ENVIRONMENT AND THE PROBLEMS/ISSUES YOU ENCOUNTERED IN THIS DENR JURISDICTION (CENRO OR PENRO OR RENRO) LAST YEAR ..."**

- To your knowledge what were the major environmental concerns of peoples and communities in this jurisdiction (CENRO, PENRO, RENRO) last year?
- Can provide cues, if necessary to stimulate the discussion, e.g.
  - *solid waste ?*
  - *coastal resource?*
  - *urban environment?*
  - *upland/ watershed?*
  - *resource use and allocation conflicts?*
  - *mining impacts?*
  - *permit application?*
  - *GMOS?*
  - *Biodiversity?*
  - *Water*
  - *Soil erosion*
  - *Public health and infestations*
  - *others, what are these?*
  
- Can you please rank these problems according to most bothersome to least bothersome? Determine the 50% priority concerns/problems based on this ranking.
  
- In your view, what were the causes of these problems (or what brought about these problems)? Can provide cues, if necessary to encourage the participants to open up. (The Evaluator Team must be able to connect these causes to problems in WFP, WFPI, FM, QC, and QI and TAPIR later on in doing the analysis of stories)
  - Inappropriate or Wrong Policy/Regulation?
  - Ineffective law enforcement?
  - Inappropriately designed or wrong projects/programs?
  - Poor transparency in policies, programs and projects?
  - Poor accountability system in policies, programs and projects?
  - Lack of public participation in policies, programs and projects?

- Ignorance/lack of environmental awareness?
- Others, what are these?

### **III. HOW WERE THE ISSUES/PROBLEMS ADDRESSED? (15 MINUTES)**

- In your view which major concerns/problems you identified (enumerate them) were addressed in this jurisdiction last year?
- Based on your knowledge, what were done so far (what were the initiatives) to address these concerns/problems (tackle one by one)?
  - on the part of the citizens or their groups
  - on the part of the local government unit
  - on the part of the DENR
- To what extent do you think were these issues/problems (tackle one by one) addressed last year? Why?
  - adequately/satisfactorily
  - poorly/ineffectively
  - not at all

### **IV. IN YOUR VIEW HAS THE DENR BEEN HELPFUL IN ADDRESSING THESE CONCERNS? (15 minutes)?**

- Let us focus on what the DENR is doing to address the concerns/problems mentioned.
- Do you feel that the DENR has been helpful in addressing these concerns/problems (tackle one by one)?
  - Most helpful, Why?
  - Moderately helpful, Why?
  - Not at all, Why?
- How would you rate the DENR in terms of TAPIR in addressing these concerns/issues (tackle one by one) in this jurisdiction? Reiterate the definition of TAPIR. Choose from poor, medium, high. Why did you say so?
  - Transparency- Poor, Medium, High?
  - Accountability- Poor, Medium, High?
  - Participation- Poor, Medium, High?
  - Innovation- Poor, Medium, High?
  - Responsiveness- Poor, Medium, High?
- Do you think that as a whole, TAPIR affect the effectiveness and efficiency of the DENR in addressing these concerns/issues in this jurisdiction?
  - Yes, explain your answer
  - No, explain your answer.

**V. WHAT DO YOU THINK THE DENR IN THIS JURISDICTION MUST DO TO IMPROVE ITS EFFECTIVENESS IN ADDRESSING THESE CONCERNS/PROBLEMS? (15 MINUTES)**

- In your view, what the DENR must do in this jurisdiction to help improve its effectiveness and efficiency in addressing the priority concerns/problems mentioned (tackle one by one)?
  - In terms of the activities, projects and programs to include in its work and financial plan?
  
  - In terms of TAPIR in the implementation of this work and financial plan?
    - Transparency
    - Accountability
    - Participation
    - Innovation
    - Responsiveness
  
- Please rank your recommendations from most urgent to least urgent.

**VI. THANK THE RESPONDENTS.**