



CENTER FOR GOVERNANCE

(Center)

[2016] PROJECT ACCOMPLISHMENT REPORT

I. Project Information

Project Code : CMRXK
 Project Title : Training for Work Study of the Bureau of Internal Revenue Registration Processes with Implications on its Citizen's Charter
 Project Start : 01 MARCH 2016
 Project End : 25 MAY 2016
 Project Price : 1,914,831.40 (EXCLUSIVE OF VAT)
 Client Organization : MILLENNIUM CHALLENGE ACCOUNT-PHILIPPINES (MCA-P)

II. Project Team

Project Manager : KARINA C. JAVIER
 Team Members : CLAIRE MAY A. TUAZON
 EMELITA V. ESUSAN
 JUAN MIGUEL GERARD D. PLANAS VII
 MAE A. VALDEZ
 LESLIE ANN RAMOS
 MARIZ P. POTESTADES
 Supervising Fellow : ALVIN P. PRINCIPE
 Consultants/ Resource Persons : PROF. NESTOR O. RAÑESSES

III. Project Details

Project Description : The project involves the conduct of three interrelated components: Component 1: Enhancement of work study instrument; Component 2. Training Design/Capacity Building Plan Development and Implementation; and Component 3: Work Study.

Component 1: Enhancement of work study instrument. This will be undertaken to provide a clearer picture of how the proposed undertaking can support the intent of comparing the results of the work studies done previously with the BIR, and improvement of the tools may be effected, as necessary.

Component 2. Training Design/Capacity Building Plan Development and Implementation. This component shall see through the preparation and execution of Capacity Building Plan that would capture the things that need to be done before, during and after the work study. A training will be conducted in order to develop the capacities of the BIR in undertaking a work study.

Encapsulated within the seminar-workshop is a one-day practicum/observation of processes which will allow the participants to get a feel of the instrument by actual practice as discussed in the seminar-workshop.

Component 3: Work Study. After the seminar-workshop, the participants shall be assigned to conduct an actual work study in ten select BIR offices: five (5) within Metro Manila to be conducted on April 11-15, 2016; and five (5) outside of Metro Manila to be conducted on April 18-22, 2016.

The observations and feedback for each registration process in the select BIR offices made during the conduct of the work study shall be presented to the panel comprising BIR officials and MCA-P representatives as may be available.



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- Project Objective : As stated in the Terms of Reference (MCA-P/RFSP/413200), the project aims to build the capacity of the Bureau of Internal Revenue to *“conduct a work study; and analyze and use data collected to revisit and/or comply with the service standards (eg. processing time for registration related transactions) specified in its citizen’s charter”*.
- Focus Area : GOVERNANCE
- Project Type : TRAINING
- Project Beneficiary : BUREAU OF INTERNAL REVENUE (BIR)
- Regional Coverage : NATIONAL

IV. Project Accomplishments

- Key Activities Implemented : Capacity-building Plan and Training Design development; Training with Simulation Activity; Work Study; Post-fieldwork Coaching; Case Presentation
- Major Outputs : Enhanced data gathering instrument/s; Capacity-building Plan and Training Design; Training Report; Work Study for 2016; Case Reports; Final Report
- Project Impact

Given the objective of capacitating the BIR personnel on how to conduct a work study, the following were achieved through the implementation of the different components of this project:

- Enhancement of existing survey instruments and addition to data gathering instruments for work study;
- Actual conduct of the data gathering;
- Data consolidation and analysis; and
- Presentation of findings and learnings by the participants themselves.

The Project was able to open the minds of the participants on the rigors of research. A positive dent on the cognitive aspect of capacity building is achieved as manifested not just in the increased scores of pre and post-test training results but also by the insights obtained during the workstudy component. They were able to apply the learnings during the actual work study, consolidated gathered data, analyzed findings and presented the same to a panel. Specifically, participants have shown:

- Increased knowledge on the concepts and tools on the conduct of workstudy (i.e. lean six sigma, SIPOC, swimlanes, diagrams, use of relevant instruments such as time tracking sheets, TMS, checklist, interview guides, etc.)
- Appreciation of the process and requirements of conducting workstudy
- Appreciation of the resources and requirements needed in conducting work study
- Understanding the deficiencies of some RDOs vis a vis the standards of registration charters
- Increased sensitivity on the sentiments and needs of customers as they have themselves interacted with taxpayers (and even tried to correct/question frontline processors in the interest of standards compliance)
- Qualified and founded recommendations on how their own citizen’s charter may be improved in terms of processing steps, processing time, and processing requirements.



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Lessons Learned* :

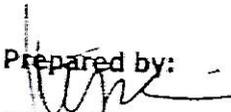
1. *Research/Work Study Design*
A comprehensive training design covering the flow, with the lectures on theoretical foundations and legal framework, assumptions and expected outputs should be provided.
2. *Training Needs Assessment or Analysis*
Needs assessment of the participants should be made, and should not be compromised.
3. *Selection of appropriate Team Members*
A good mix of technical staff and research staff should have been made. Those who have the technical writing skills should have been considered, too.
4. *Priming the Work Study Team Coaches*
A thorough orientation of the coaches/team should have been ensured.

*A detailed description may be found in the One Point Lessons attached herewith.

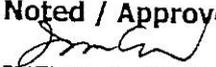
V. Attachments

- One Point Lessons attached herewith.
- Summary of Evaluation for Course and Resource Person (for training program)
- Certificate of Project Closure (for all completed projects)

Prepared by:


KARINA C. JAVIER
Project Manager

Noted / Approved by:


IMELDA C. CALUEN
Center Head

Notes:

1. Project details on Section I-III can be generated thru PMIS based on PMs Inputs.
2. Project Managers are required to accomplish Section IV & provide Section V to reflect results of project implementation
3. Project Managers can update/adjust the pre-filled sections(I-III) based on actual data