



development academy of the philippines

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CIP/4045/03/06/579

Sustainable Human Development Program (SHDP)

2016 PROJECT ACCOMPLISHMENT REPORT

I. Project Information

Project Code	HDRGO
Project Title	Organizational Structure Improvement Program for the National Transmission Corporation
Project Start	December 15, 2015
Project End	September 30, 2016
Project Price	2,300,000.00
Client Organization	National Transmission Corporation (TransCo)

II. Project Team

Project Manager	Leah Lina O. Marquez
Team Members	Melanie Tejol Catherine Luzuriaga Diane Paola Bool Liza Fetalino Jose Carlos Roxas
Supervising Fellow	Alan S. Cajés
Consultants/Resource Persons	Rene Lamzon, Ludette Lazo, Loreta Ayson, Ma. Divina Castillo

III. Project Details

Project Description The Republic Act No. 9136, otherwise known as the Electric Power Industry Reform Act (EPIRA) of 2001 created the National Transmission Corporation (TransCo) as a government-owned and controlled corporation (GOCC) since March 1, 2003. TransCo operated and managed the power transmission system that links power plants to the electric distribution utilities nationwide. It also mandated the privatization of TransCo through an outright sale or management concession agreement. The TransCo concession was awarded to the National Grid Corporation of the Philippines (NGCP), which eventually secured a congressional franchise to operate the transmission network through Republic Act No. 9511.

As a result of this, the new TransCo is mandated with five key responsibilities: (1) Protect national government's interests by ensuring NGCP's compliance with the terms and conditions of the Concession Agreement and the policies of the Department of Energy; (2) Handle all existing cases, including right-of-way and claims which accrued prior to the turnover date; (3) Divest remaining sub-transmission assets to technically and financially qualified electric distributors nationwide; (4) Undertake the operation, maintenance, consultancy and other technical services for the Philippine Economic Zone Authority (PEZA); and, (5) Administer the Feed-in-Tariff Allowance Fund for renewable energy generators.

Pursuant to the Memorandum Circular No. 2015-14 of the Governance Commission for GOCCs (GCG) requiring GOCCs to submit for review and



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approval the Reorganization or Rationalization Plan embodying the proposed changes on its organizational structure, the TransCo requested the assistance of the Academy to implement the project "Organizational Structure Improvement Program for the National Transmission Corporation (TransCo)". This intervention shall help them identify the most appropriate organizational structure and staffing pattern to perform its functions as required by its mandates.

Project Objective

The project intervention shall come up with recommendations on organization structure and staffing configuration that will best operationalize TransCo's corporate strategy in pursuit of its mandate.

Specifically, the project aims to achieve the following objectives:

1. Assist in the strategic review of its structure and functions based on its mandates, current thrusts, and compliance to government standards and regulations;
2. Recommend an organizational structure based on results of its organizational assessment; and,
3. Recommend a right-sized staffing pattern and update or align the descriptions of functions and roles based on the proposed structure.

Focus Area

Organizational Development (reorganization/rationalization)

Project Type

Technical Assistance

Project Beneficiary

Regional Coverage

National coverage

IV. Project Accomplishments

Key Activities Implemented:

1. Data Gathering Activities
 - a. Document review
 - b. Key Informant Interview (KII)
 - c. Focus Group Discussions (FGD)
 - d. Consultation Meetings cum Validation Sessions
2. Workload Analysis Workshop
3. Review of Job Design
4. Presentation Meetings to TransCo Management and Board

Major Outputs

1. Inception Report
2. Organizational Structure Review Report
3. Proposed Organizational Structure
4. Proposed Staffing Pattern
5. Terminal Report

Project Impact

In general, the current TransCo structure must be revised and/or changed to deliver excellent services to its clients and stakeholders and facilitate productivity improvements in all levels of the organizational structure. The



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revised organizational structure and staffing pattern are necessary to further build and enhance the necessary capacity, capability and competency of the Corporation to meet the challenges outlined in the study.

Lessons Learned

The intervention should not only be implemented to achieve its targeted output of producing a new structure and staffing pattern for the organization. It should be considered as a significant step of introducing organizational change and the activities and outputs were not taken in isolation but viewed within the context of a larger organization development (OD) perspective.

Such OD intervention is introducing change or paradigm shift within the organization. It is within this context that the approach of securing a supportive change environment is necessary for the organization to make the transition from the old to the new systems. It is then important to continually monitor and assess the responsiveness and effectiveness of the outputs and align them to the strategic goals and directions of the organization. Hence, the project activities should always consider approaches to minimize the negative impact of the change, facilitate the acceleration of change and finally, increase the likelihood of success of the organization development.

V. Attachments

- Certificate of Project Closure
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Prepared by:


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Noted by:


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Approved by:


Alan S. Cajés
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