



## PERFORMANCE AGREEMENT

This Performance Agreement has been executed pursuant to the **PERFORMANCE EVALUATION SYSTEM FOR THE GOCC SECTOR (GCG MC No. 2013-02 [Re-Issued])** between the –

**GOVERNANCE COMMISSION FOR GOCCs (GCG)**

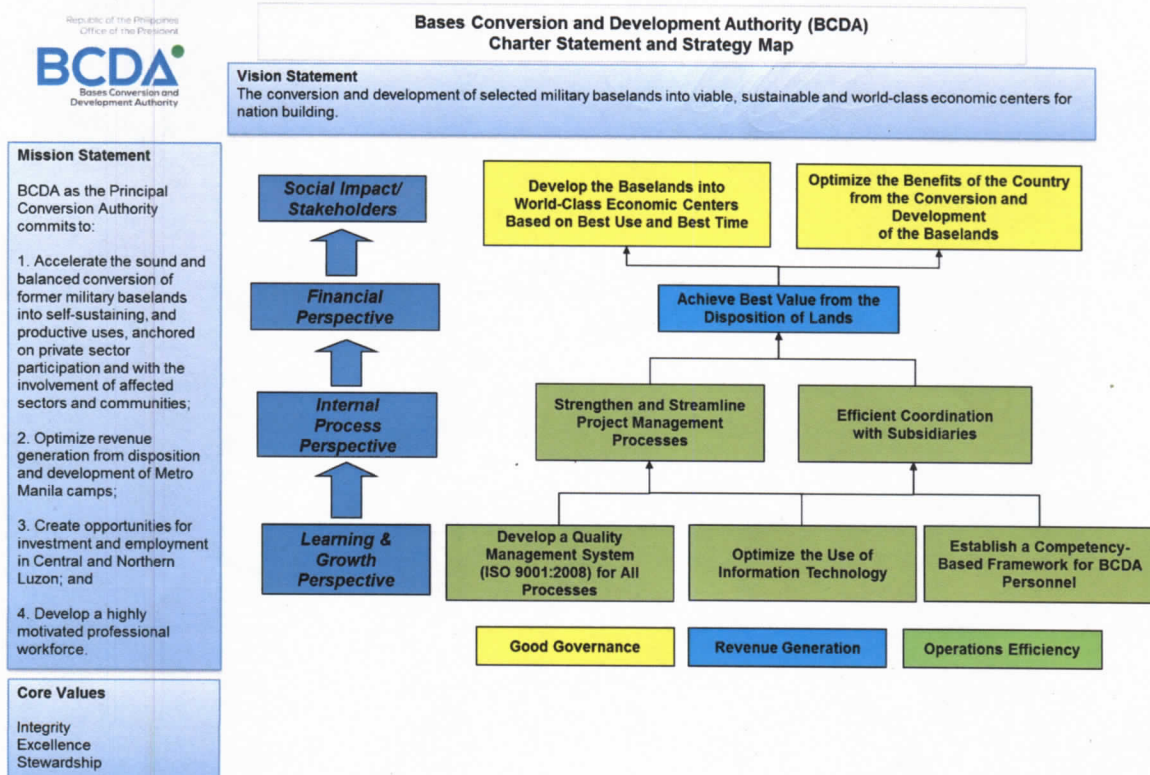
- and -

**BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA)**

**WITNESSETH: THAT –**

The Parties agree to the following terms:

- 1. Period.** – This Agreement shall be effective beginning from the execution of this Agreement and ending upon the determination by the Governance Commission of the eligibility of BCDA for the FY 2015 PBB and PBI.
- 2. Charter Statement and Strategy Map.** – BCDA's Charter Statement and Strategy Map for the Period specified in Section 1 hereof, shall be as follows:



- 3. Measurement of Performance.** – Based on the Performance Scorecard 2015 attached hereto as **Annex A**, the BCDA's Performance for 2015 shall be based on the following Measures/Performance Indicators and Annual Targets, to wit:

COMPONENT		WEIGHT	RATING SCALE	2015 TARGET	
<b>SOCIAL IMPACT/ STAKEHOLDERS</b>	<b>SO 1</b>	<b>Develop the Baselands into World-Class Economic Centers</b>			
	SM 1	BCDA Economic Zones Area disposed according to Board-Approved Master Plan	10%	Actual / Target x Weight	200 has.
	SM 2	Actual Investment in BCDA Economic Zones	10%	Actual / Target x Weight	₱200 M
	<b>SO 2</b>	<b>Optimize the Benefits of the Country from the Conversion and Development of the Baselands</b>			
	SM 3	Total Remittance to the National Government	10%	Actual / Target x Weight	₱2.20 B
	SM 4	Average Stakeholder Satisfaction Survey	10%	Satisfactory-10% Below Satisfactory-5% Poor- 0%	Satisfactory
		<b>Sub-total</b>	<b>40%</b>		
<b>FINANCIAL</b>	<b>SO 3</b>	<b>Achieve Best Value from the Disposition of Lands</b>			
	SM 5	EBITDA Margin	10%	Actual / Target x Weight	20%
	SM 6	Cash Proceeds from Business Contracts in BCDA Economic Zones	10%	Actual / Target x Weight	₱1.50 B
	SM 7	Cash proceeds from regular accounts	5%	Actual / Target x Weight	₱2.50 B
	SM 8	Cash proceeds from special projects	10%	Actual / Target x Weight	₱3.50 B
	<b>Sub-total</b>	<b>35%</b>			
<b>INTERNAL BUSINESS PROCESS</b>	<b>SO 4</b>	<b>Strengthen and Streamline Project Management Processes</b>			
	SM 9	Adherence to the asset disposition schedule per Board approved timeline	5%	Actual / Target x Weight	90 days
	<b>SO 5</b>	<b>Efficient Coordination with Subsidiaries</b>			
	SM 10	Average response time to issues raised by subsidiaries	5%	Actual / Target x Weight	15 working days
	<b>Sub-total</b>	<b>10%</b>			
<b>LEARNING AND GROWTH</b>	<b>SO 6</b>	<b>Develop a Quality Management System (ISO 9001:2008) for All Processes</b>			
	SM 11	ISO Certification for all processes	3%	All or Nothing	ISO certificate retained
	<b>SO 7</b>	<b>Optimize the Use of Information Technology</b>			
	SM 12a	Implementation of the ICT Plan	3%	Actual / Target x Weight	4 processes
	SM 12b	Establishment of the EZ Biz	3%	All or Nothing	Operational for CDC by end of 2015

COMPONENT		WEIGHT	RATING SCALE	2015 TARGET
SO 8	<b>Establish a Competency-Based Framework for BCDA Personnel</b>			
SM 13	Establishment of a Competency-Based Framework Model	3%	All or Nothing	Board-approved Competency-Based Framework Model
SM 14	Development of Integrity Management Plan and BCDA Code of Conduct	3%	All or Nothing	Board-approved Integrity Management Plan and BCDA Code of Conduct
	<b>Sub-total</b>	<b>15%</b>		
	<b>TOTAL</b>	<b>100%</b>		

It is understood that the GOCC must achieve a weighted-average of at least 90% to be eligible to grant any Performance-Based Bonus.

4. **Strategic Initiatives.** – BCDA hereby commits to undertaking the following key programs and/or projects identified as having a significant impact on its Performance Scorecard (PES Form 2) attached hereto as **Annex B**, to wit:
- (a) Strategic Initiative 1 – Disposition of Clark Green City (Phase 1) – Real Estate;
  - (b) Strategic Initiative 2 – Construction of two (2) access roads by DPWH;
  - (c) Strategic Initiative 3 – Execution and completion of contract for establishment of CGC utilities (Water);
  - (d) Strategic Initiative 4 – Execution and completion of contract for establishment of CGC utilities (Power distribution);
  - (e) Strategic Initiative 5 – Execution and completion of contract for establishment of CGC utilities (ICT);
  - (f) Strategic Initiative 6 – Execution and completion of agreements on relocation/re-settlement of affected stakeholders;
  - (g) Strategic Initiative 7 – Construction of CGC secondary roads;
  - (h) Strategic Initiative 8 – Disposition of the Eastgate Property;
  - (i) Strategic Initiative 9 – Disposition of small value properties; and
  - (j) Strategic Initiative 10 – SCTEX BOA.

The Commitment herein includes obtaining all necessary approvals, if applicable, such as those for Major Development Projects under GCG MC No. 2013-03. BCDA shall include updates on the foregoing Strategic Initiatives in its submission of quarterly monitoring reports to the GCG.

5. **Quarterly Submission of Performance Monitoring.** – BCDA shall submit a quarterly monitoring report to the GCG within thirty (30) calendar days from the close of each quarter using the monitoring report attached hereto as **Annex C**.
6. **Good Governance Conditions.** – In addition to the covered portions of the Performance Scorecard, the GOCC must fully comply with the Good Governance Conditions enumerated under GCG MC No. 2013-02 (Re-Issued), GCG MC No. 2014-02, and GCG MC No. 2014-03 namely:
- 6.1. *Conditions Common to National Government Agencies and GOCCs:*
- (a) Transparency Seal;
  - (b) PhilGEPS Posting;
  - (c) Cash Advance Liquidation;

- (d) Citizen's Charter or its equivalent; and
- (e) Compliance with the submission and review requirements covering Statement of Assets, Liabilities and Networth (SALN);

6.2. *Conditions Specific to GOCCs Covered by R.A. No. 10149:*

- (a) Satisfaction of all statutory liabilities, including the payment of all taxes due to the Government, and declaration and payment of all dividends to the State as of the end of the applicable calendar year, whenever applicable. Liabilities that are still under dispute and there has been no final and executory judgment/decision as of the date of the release of the PBB by the GOCC shall be excluded for the purpose of this provision.
  - (b) Submission and execution of concrete and time bound action plans for addressing Notices of Disallowances and Audit Observation Memoranda from the Commission on Audit (COA), if any.
  - (c) Adoption of a "*Manual of Corporate Governance*" pursuant to Section 42 of the **CODE OF CORPORATE GOVERNANCE FOR GOCCs (GCG MC No. 2012-07)** that is approved by GCG and uploaded on the GOCC's website.
  - (d) Compliance with posting on the GOCC's website the information enumerated under Section 43 of GCG MC No. 2012-07.
  - (e) Adoption of a **No GIFT POLICY** approved by the GCG and uploaded on the GOCC's website pursuant to Section 29 of GCG MC No. 2012-07.
  - (f) Compliance with the deadlines and submission of reports through the Integrated Corporate Reporting System (ICRS) pursuant to GCG MC No. 2014-02.
  - (g) Compliance by all members of the Governing Board with the submission of all required forms for the Director Performance Review (DPR) pursuant to GCG MC. No. 2014-03 and implementing issuances pursuant thereto.
  - (h) Submission of Corporate Operating Budgets (COBs):
    - i. For GOCCs receiving national government budgetary support, COBs shall be submitted to the Department of Budget and Management (DBM) for review and approval on or before the deadline indicated in DBM National Budget Memorandum No. 120 on "Budget Call for FY 2015;"
    - ii. For GOCCs without national government budgetary support, COBs shall be submitted to the Governance Commission using the same deadline as provided in DBM National Budget Memorandum No. 120.
7. BCDA hereby undertakes to have its Performance Scorecard rated by its customers and solicit feedback on how the same may be improved. BCDA shall determine the most effective method for accomplishing the said purpose. Such information shall be reported to GCG together with the quarterly monitoring report. The rating shall not affect the performance indicators/measures in BCDA's Performance Scorecard, and shall be used solely as a reference by GCG and BCDA during Performance Agreement Negotiations/Renegotiations.
8. BCDA shall timely inform GCG of all audit observations and notices of disallowances within seven (7) working days from the time it receives the same from the Commission on Audit (COA) prior to the regular publication of the final annual audit report. Accordingly, BCDA shall copy furnish the Governance Commission copies of all written communications between BCDA and COA on

such matters, inform GCG of the schedule of its exit interview with COA seven (7) working days before the schedule or as soon as practicable, and other efficient means of inter-agency coordination.

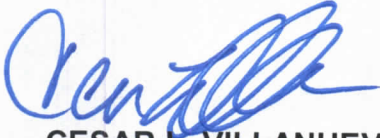
Failure to timely disclose such matters to the Governance Commission prior to the same becoming public information or the submission of the application for the Performance-Based Bonus (PBB) or Performance-Based Incentive (PBI) may be considered as non-compliance with the Good Governance Condition of submitting Concrete and Time Bound Action Plans on findings of COA, rendering the Governing Board **INELIGIBLE** to apply for the PBI, without prejudice to a further determination on the impact of the same on the GOCCs PBB application.

9. Nothing herein shall be construed as limiting the authority of GCG to initiate renegotiations and/or revoke Performance Agreements in accordance with existing laws, rules and regulations.

**DONE**, this 14<sup>th</sup> day of July 2015, in the City of Makati, Philippines.

**GOVERNANCE COMMISSION FOR  
GOCCs**

BY AUTHORITY OF THE COMMISSION:



**CESAR L. VILLANUEVA**  
*Chairman*

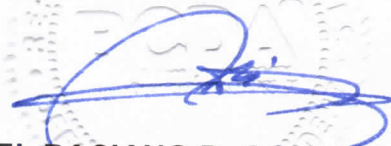


**MA. ANGELA E. IGNACIO**  
*Commissioner*



**RAINIER B. BUTALID**  
*Commissioner*

**BASES CONVERSION AND  
DEVELOPMENT AUTHORITY**



**ARNEL PACIANO D. CASANOVA**  
*Acting Chairman/PCEO*



**ZORAYDA AMELIA C. ALONZO**  
*Board Member*

**EDUARDO V. DE MESA**  
*Board Member*



**MA. AURORA GEOTINA-GARCIA**  
*Board Member*



**FERDINAND S. GOLEZ**  
*Board Member*



**ELMAR M. GOMEZ**  
*Board Member*



**SERAFIN U. SALVADOR, JR.**  
*Board Member*

BASES CONVERSION AND DEVELOPMENT AUTHORITY

		Component				Baseline (if applicable)		Target	
	Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
SOCIAL IMPACT/ STAKEHOLDERS	<b>SO 1</b>	<b>Develop the Baselands into World-Class Economic Centers</b>							
	SM 1	BCDA Economic Zones Area disposed according to Board-Approved Master Plan	Area in hectares	10%	Actual / Target x Weight		7 has.	42.50 has.	200 has.
	SM 2	Actual Investment in BCDA Economic Zones	Total amount in Million Peso	10%	Actual / Target x Weight		-	-	₱200 Mn
	<b>SO 2</b>	<b>Optimize the Benefits of the Country from the Conversion and Development of the Baselands</b>							
	SM 3	Total Remittance to the National Government	Total amount in Billion Peso	10%	Actual / Target x Weight		₱2.20 Bn	₱2.20 Bn	₱2.20 Bn
	SM 4	Average Stakeholder Satisfaction Survey	Based on result of satisfaction survey	10%	Satisfactory-10% Below Satisfactory-5% Poor- 0%		-	-	Satisfactory
	<b>Sub-total</b>		<b>40%</b>						
FINANCIAL	<b>SO 3</b>	<b>Achieve Best Value from the Disposition of Lands</b>							
	SM 5	EBITDA Margin	Earnings less Interest Expense, Taxes, Depreciation and Amortization	10%	Actual / Target x Weight		24%	16%	20%
	SM 6	Cash Proceeds from Business Contracts in BCDA Economic Zones	Total amount in Billion Peso	10%	Actual / Target x Weight		₱1.31 Bn	₱1.80 Bn	₱1.50 Bn

		Component					Baseline (if applicable)		Target
	Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
	SM 7	Cash proceeds from regular accounts	Total amount in Billion Peso	5%	Actual / Target x Weight		₱3.27 Bn	₱3.55 Bn	₱2.50 Bn
	SM 8	Cash proceeds from special projects	Total amount in Billion Peso	10%	Actual / Target x Weight		₱1.04 Bn	₱1.21 Bn	₱3.50 Bn
		<b>Sub-total</b>		<b>35%</b>					
INTERNAL BUSINESS PROCESS	<b>SO 4</b>	<b>Strengthen and Streamline Project Management Processes</b>							
	SM 9	Adherence to the asset disposition schedule per Board approved timeline	Calendar days	5%	Actual / Target x Weight		-	120 days	90 days
	<b>SO 5</b>	<b>Efficient Coordination with Subsidiaries</b>							
	SM 10	Average response time to issues raised by subsidiaries	Working days	5%	Actual / Target x Weight		30 working days	20 working days	15 working days
	<b>Sub-total</b>		<b>10%</b>						
LEARNING AND GROWTH	<b>SO 6</b>	<b>Develop a Quality Management System (ISO 9001:2008) for All Processes</b>							
	SM 11	ISO Certification for all processes	Based third party Audit	3%	All or Nothing		-	ISO Certified	ISO certificate retained
	<b>SO 7</b>	<b>Optimize the Use of Information Technology</b>							
	SM 12a	Implementation of the ICT Plan	No. of processes implemented	3%	Actual / Target x Weight		-	-	4 processes
	SM 12b	Establishment of the EZ Biz	Based on agreed milestone	3%	All or Nothing		-	-	Operational for CDC by end of 2015

Component					Baseline (if applicable)		Target		
	Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
	<b>SO 8</b>	<b>Establish a Competency-Based Framework for BCDA Personnel</b>							
	SM 13	Establishment of a Competency-Based Framework Model	Based on agreed milestone	3%	All or Nothing		-	-	Board-approved Competency-Based Framework Model
	SM 14	Development of Integrity Management Plan and BCDA Code of Conduct	Based on agreed milestone	3%	All or Nothing		-	-	Board-approved Integrity Management Plan and BCDA Code of Conduct
		<b>Sub-total</b>		<b>15%</b>					
		<b>TOTAL</b>		<b>100%</b>					

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**BASES CONVERSION AND DEVELOPMENT AUTHORITY  
STRATEGIC INITIATIVES PROFILE**

**I. STRATEGIC INITIATIVE PROFILE 1**

1. **Name of the Project: DISPOSITION OF CLARK GREEN CITY (PHASE 1) – REAL ESTATE**
2. **Contact Person / Project Team Head: Arrey Perez**
3. **Project Description:** This is a one year project aimed at disposing Phase 1 to jumpstart the development of Clark Green City.
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
Market Sounding	28-Jul-14	Aug. 29, 2014	50,000	BDD Budget	Ongoing
Preparation and P/CEO Approval for the Request for Expression of Interest	15-Jul-14	30-Jul-14	-		Submitted for approval
Publication of the Request for Expression of Interest	11-Aug-14	17-Aug-14	2.5 million	BDD	Submitted for approval
Local Newspapers	15-Aug-14	15-Aug-14		Marketing budget	
International Newspaper (Asian Wall Street Journal)					
Board Approved MDP, DSG, and KPIs	13-Aug-14	27-Aug-14	-		
Board Approved Disposition Guidelines					
Preparation and Board Approval of Bidding Parameters	25-Aug-14	15-Sep-14	-		
Preparation and Board Approval of Financial Projections	27-Aug-14	27-Aug-14	-		
Deadline for Submission of Expression of Interest	11-Aug-14	15-Sep-14	-		
Preparation and Board Approval of Terms of Reference	15-Sep-14	24-Sep-14	-		
Publication of Invitation to Bid/ Invitation letters to prospective bidders	29-Sep-14	13-Oct-14	2.5 million	BDD	
				Marketing budget	
AVP of CGC	15-Aug-14	15-Oct-14			
Bidding (until Notice of Award)	29-Sep-14	27-Jan-15	100,000	BDD Budget	
Contract Signing	NLT Feb 27, 2015		10,000	BDD Budget	
<b>Total</b>			<b>5.16 million</b>		

5. **Measures Affected:**  
Board Approval of Bidding Documents (TOR, Contract, Agreements), Adherence to Disposition Schedule, Cash Proceeds from Dispositions

**II. STRATEGIC INITIATIVE PROFILE 2**

1. **Name of the Project: CONSTRUCTION OF TWO (2) ACCESS ROADS BY DPWH**
2. **Contact Person / Project Team Head: Jake Bingcang**
3. **Project Description:** Construction of a) Clark-Bamban-Capas Road; b) CGC-McArthur Highway Access Road
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Detailed Design	Jul-14	Nov-14	DPWH In-house	DPWH	On-going
2. ROW Acquisition	Sep-14	Feb-15			
3. Procurement of Contractor	Dec-14	Mar-15			
4. Construction Works	Apr-15	Mar-16			

**III. STRATEGIC INITIATIVE PROFILE 3**

1. **Name of the Project: EXECUTION AND COMPLETION OF CONTRACT FOR ESTABLISHMENT OF CGC UTILITIES (WATER)**
2. **Contact Person / Project Team Head: Jake Bingcang**
3. **Project Description:** JV Contract with private sector partner for water supply concession at CGC
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Completion of Feasibility Study (FS)	May-14	Sep-14			On-going
2. Approval of JV Model	Oct-14				
3. Selection Process	Nov-14	Mar-15			
4 Signing of JV Contract	Apr-15	May-15			

**IV. STRATEGIC INITIATIVE PROFILE 4**

1. **Name of the Project: EXECUTION AND COMPLETION OF CONTRACT FOR ESTABLISHMENT OF CGC UTILITIES (POWER DISTRIBUTION)**
2. **Contact Person / Project Team Head: Jake Bingcang**
3. **Project Description:** JV Contract with private sector partner for power distribution concession at CGC

4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Completion of Feasibility Study (FS)	May-14	Sep-14			On-going
2. Approval of JV Model	Oct-14				
3. Selection Process	Nov-14	Mar-15			
4 Signing of JV Contract	Apr-15	May-15			

**V. STRATEGIC INITIATIVE PROFILE 5**

1. **Name of the Project:** EXECUTION AND COMPLETION OF CONTRACT FOR ESTABLISHMENT OF CGC UTILITIES (ICT)
2. **Contact Person / Project Team Head:** Jake Bingcang
3. **Project Description:** – JV Contract with private sector partner for ICT development at CGC
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Evaluation of proposal from Centios	Jun-14	Sep-14			On-going
2. Presentation to Board	Sep-14				
3. Acceptance of Proposal; Authority to Negotiate	Sep-14				
4. Negotiation of Terms	Oct-14				
5. Competitive Challenge	Nov-14	Feb-15			
6. Award of JV Contract	Mar-15				

**VI. STRATEGIC INITIATIVE PROFILE 6**

1. **Name of the Project:** EXECUTION AND COMPLETION OF AGREEMENTS ON RELOCATION/RE-SETTLEMENT OF AFFECTED STAKEHOLDERS
2. **Contact Person / Project Team Head:** Jake Bingcang
3. **Project Description:** To enter into agreements with affected settlers for their relocation/re-settlement
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1.Census of Phase 2 & Access roads	On-going	Dec-14			
2. Approval of Implementing Guidelines for PAPs	Aug-14	Oct-14			
3. Organize Joint BCDA-LGU working committee	Aug-14	Dec-14			
4. Community Meetings w/ PAPs	Nov-14	Jan-15			
5. Prep. Of Socio-Eco Intervention Plan	Nov-14	Dec-14			
6. Inventory & validation	Feb-15	Jun-15			

7. Appraisal and Assessment	Mar-15	Jul-15			
8. Documentation, Preparation of requirements & Signing of Agreements	Apr-15	Dec-15			
9. Facilitate Payment	May-15	Dec-15			
10. Implement Socio-eco intervention plan	Oct-15	On-wards			

**VII. STRATEGIC INITIATIVE PROFILE 7**

1. **Name of the Project: CONSTRUCTION OF CGC SECONDARY ROADS**
2. **Contact Person / Project Team Head: Jake Bingcang**
3. **Project Description:** To implement the construction of the Radial, Circumferential and University Roads of CGC
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Approval of Terms of Reference	Aug-14	Sep-14			
2. Procurement of Design Consultant	Oct-14	Dec-14			
3. Detailed Design	Jan-15	Apr-15			
4. Procurement of Contractor	May-15	Jul-15			
5. Construction works	Aug-15	Apr-16			

**VIII. STRATEGIC INITIATIVE PROFILE 8**

1. **Name of the Project: DISPOSITION OF THE EASTGATE PROPERTY**
2. **Contact Person / Project Team Head: Sophia Consignado/Arrey Perez**
3. **Project Description:** This is an eight month project aimed at disposing the property through long-term lease.
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
Approval of the increase of FAR	Aug-14	Dec-14			
Preparation and Board Approval of Terms of Reference	Jan-15	Mar-15	-		
Publication/ Invitation letters to prospective bidders	Apr-15	Apr-15	200,000	BDD budget	
Bidding	May-15	Jul-15	20,000	BDD budget	
Award and Contract Signing	Aug-15	Aug-15	10,000	BDD Budget	
<b>Total</b>			<b>230,000</b>		

5. **Measures Affected:**  
Board Approval of Bidding Documents (TOR, Contract, Agreements), Adherence to Disposition Schedule, Cash Proceeds from Dispositions

**IX. STRATEGIC INITIATIVE PROFILE 9**

1. **Name of the Project: DISPOSITION OF SMALL VALUE PROPERTIES**
2. **Contact Person / Project Team Head: Joanna Vitalez/Arrey Perez**
3. **Project Description:** This is an eight month project aimed at disposing the property through Sale
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
Secure titles to the properties	Aug-14	Dec-14			
Preparation and Board Approval of Terms of Reference	Jan-15	Mar-15	-		
Publication/ Invitation letters to prospective bidders	Apr-15	Apr-15	200,000	BDD budget	
Bidding	May-15	Aug-15	20,000	BDD budget	
Award and Contract Signing	Aug-15	Aug-15	10,000	BDD Budget	
<b>Total</b>			<b>230,000</b>		

5. **Measures Affected:**  
Board Approval of Bidding Documents (TOR, Contract, Agreements), Adherence to Disposition Schedule, Cash Proceeds from Dispositions

**X. STRATEGIC INITIATIVE PROFILE 10**

1. **Name of the Project: SCTEX BOA**
2. **Contact Person / Project Team Head: Jake Bingcang**
3. **Project Description:** To conduct a price challenge bidding process to select BCDA's Private Sector Partner to manage, operate & maintain the SCTEX
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Obtain OP Approval for bidding parameters	Jun-14	Sep-14			On-going
2. Finalize TOR	Jun-14	Oct-14			On-going
3. Publication of Invitation to Bid, Pre-bid Conference		Nov-14			
4. Submission of bid, opening & preliminary exam of bids; detailed evaluation		Dec-14			
5. Post-qualification		Jan-15			
6. Matching/Counter-Proposal from MNTC		Feb-15			
7. Issuance of NOA		Mar-15			
8. Signing of BOA		Apr-15			

9. Finalize STOA		May-15			
10. Obtain OP Approval to STOA & BOA		Aug-15			
11. Turn-over of SCTEX		Sep-15			



Component				Baseline	2015								
Objective/Measure	Formula	Weight	2014		1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter	
				Target	Actual	Target	Actual	Target		Actual	Target	Actual	
INTERNAL BUSINESS PROCESS	<b>SO 4</b>	<b>Strengthen and Streamline Project Management Processes</b>											
	SM 9	Adherence to the asset disposition schedule per Board approved timeline	Calendar days	5%	120 days								
	<b>SO 5</b>	<b>Efficient Coordination with Subsidiaries</b>											
	SM 10	Average response time to issues raised by subsidiaries	Working days	5%	20 working days								
		<b>Sub-total</b>		<b>10%</b>									
LEARNING AND GROWTH	<b>SO 6</b>	<b>Develop a Quality Management System (ISO 9001:2008) for All Processes</b>											
	SM 11	ISO Certification for all processes	Based on agreed milestone	3%	ISO Certified								
	<b>SO 7</b>	<b>Optimize the Use of Information Technology</b>											
	SM 12a	Implementation of the ICT Plan	No. of processes implemented	3%	-								
	SM 12b	Establishment of the EZ Biz	Based on agreed milestone	3%	-								
	<b>SO 8</b>	<b>Establish a Competency-Based Framework for BCDA Personnel</b>											
	SM 13	Establishment of a Competency-Based Framework Model	Based on agreed milestone	3%	-								
	SM 14	Development of Integrity Management Plan and BCDA Code of Conduct	Based on agreed milestone	3%	-								
		<b>Sub-total</b>		<b>15%</b>									
		<b>TOTAL</b>		<b>100%</b>									