



08 July 2019

Hold
MR. GREGORIO D. GARCIA III
 Chairperson

Dizon
MR. VIVENCIO B. DIZON
 President and CEO (PCEO)

BASES CONVERSION AND DEVELOPMENT AUTHORITY
 2/F Bonifacio Technology Center, 31st Street cor. 2nd Avenue
 Bonifacio Global City, Taguig City

**RE : VALIDATION RESULT OF 2018
PERFORMANCE SCORECARD OF BCDA**

Dear Chairperson Garcia and PCEO Dizon,

This is to formally transmit the validation result of BCDA's 2018 Performance Scorecard. Based on the validation of documentary submissions, BCDA gained an over-all score of **90%** (See **Annex A**). The same is to be posted in BCDA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07¹.

FOR YOUR INFORMATION AND GUIDANCE.

Very truly yours,

[Signature]
SAMUEL G. DAGPIN, JR.
 Chairman

[Signature]
MICHAEL P. CLORIBEL
 Commissioner

[Signature]
MARTES C. DORAL
 Commissioner

cc: COA Resident Auditor - BCDA

BASES CONVERSION & DEVELOPMENT AUTHORITY
RECEIVED
 JUL 12 2019
 BY: *[Signature]* **Joanna F. Canaleta**

¹ Code of Corporate Governance for GOCCs dated 28 November 2012.

BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA)

Validation Result of 2018 Performance Scorecard

| Component | | Formula | Weight | Rating Scale | Target | | Submission | | GCG Validation | | Supporting Documents | GCG Remarks |
|---------------------|---|--|--------|----------------|---|--|------------|---|----------------|---|----------------------|---|
| | | | | | 2018 | Actual | Actual | Rating | Score | Rating | | |
| Objective / Measure | | Develop the Baseland into World-Class Economic Centers Based on Best Use and Best Time | | | | | | | | | | |
| SO 1 | Develop the Baseland into World-Class Economic Centers Based on Best Use and Best Time | Actual Accomplishment for the Clark International Airport (CIA) Terminal Expansion Project | 10% | All or nothing | Start of Physical Construction of Passenger Terminal Building | Started physical construction on 01 August 2018 | 10% | Started physical construction in 2018 | 10% | <ul style="list-style-type: none"> • Monthly Progress Report No. 10 as of January 2019 | Acceptable. | |
| | | | | | | | | | | | | Actual Accomplishment for the Luzon Bypass Infrastructure Project |
| SM 2 | Preparation of the Comprehensive Integrated Master Development Plan (CIMDP) for BCDA Ecozones | Actual Accomplishment | 10% | All or nothing | Board-Approved Comprehensive Integrated Master | The CIMDP was approved by the BCDA Board on 12 December 2018 | 10% | Board-Approved Comprehensive Integrated Master Development Plan | 10% | <ul style="list-style-type: none"> • Secretary's Certificate on Board Resolution No. 2018-12-170 approving the CIMDP | Acceptable. | |

Validation Result of 2018 Performance Scorecard (Annex A)

| Objective / Measure | Formula | Weight | Rating Scale | Submission | | GCG Validation | | Supporting Documents | GCG Remarks |
|--|-----------------------|--------|---|-------------------------------|----------------|----------------|----------------|----------------------|--|
| | | | | Target 2018 | Actual | Rating | Score | | |
| SM 3 Actual Investment in BCDA Economic Zones | Total amount in pesos | 10% | <p>₱1,046 Billion and Above = 10%</p> <p>₱664 Million to ₱1,045 Billion = 5%</p> <p>less than ₱664 Million = 0%</p> | Development Plan ¹ | ₱1,885 Billion | 10% | ₱1,699 Billion | 10% | <p>• CIMDP Stage Report 3</p> <p>BCDA exceeded the target. However, the GCG-validated accomplishment excludes the reported Estate Management Fees, or fund releases for operating expenses, provided to JHMC and PPMC amounting to ₱185.9 Million. The same is consistent with the validation of 2017 scorecard wherein only land-related costs were considered as investment since these are intended for the "development of</p> |
| | | | | | | | | | |

¹ The CIMDP shall serve as a comprehensive guide on: 1. Strategic Business and Marketing Plan; 2. Transport and Network Connectivity; 3. Infrastructure and Utilities Development; 4. Environment Resource Management and Sustainable Development; 5. Disaster Risk Reduction and Management/ Climate Change Adaptation; 6. Institutional Development Plan; and, 7. Inclusive Development.

Validation Result of 2018 Performance Scorecard (Annex A)

| Objective / Measure | Component | Formula | Weight | Rating Scale | Submission | | GCG Validation | | Supporting Documents | GCG Remarks | |
|--|---|---|--------|--|--|--|----------------|----------------|----------------------|---|---|
| | | | | | Target 2018 | Actual | Rating | Score | | | Rating |
| SO 2 Optimize the Benefits of the Country from the Conversion and Development of the Baselands | | | | | | | | | | | |
| SM 4 | Total Remittance to the National Government | Total amount in pesos | 10% | ₱4.20 Billion and above = 10% between ₱4.05 Billion to ₱4.19 Billion = 8% below ₱4.05 Billion = 0% | ₱4.20 Billion | ₱6,004 Billion | 10% | ₱6,004 Billion | 10% | <ul style="list-style-type: none"> Summary of Remittances to NG Summary of Asset Disposition Proceeds BTr Official Receipt Nos. 2546565 and 2547030 BTr 2018 Monthly Consolidated Report on NG Collections from GOCCs | Acceptable. BCDA exceeded the target. |
| SM 5 | Percentage of Satisfied Customers | Number of respondents who rated at least satisfactory / | 10% | (Actual / Target) x Weight | 95% of respondents rated at least Satisfactory | 96% of respondents are satisfied with BCDA | 10% | 96% | 10% | <ul style="list-style-type: none"> Presentation and Final Report of the Third-Party | Reported accomplishment is acceptable. While BCDA's sample size was |

Validation Result of 2018 Performance Scorecard (Annex A)

| Component | | Rating Scale | Target 2018 | Submission Actual | GCG Validation Score | Supporting Documents | GCG Remarks | | |
|--|--|---|-------------|-------------------|----------------------|---|---|-----|---|
| Objective / Measure | Formula | Weight | | | | | | | |
| | Total number of survey respondents | 0% = If below 90% | | | | <ul style="list-style-type: none"> Service Provider Samples of accomplished survey questionnaires Certification on the List of Respondents | apparently not in conformance with the GCG standard methodology, the justification provided is valid and acceptable as all business partners who agreed to be interviewed by BCDA's third party provider were approached. | | |
| Sub-total | | 60% | | | 60% | 60% | | | |
| SO 3 Achieve Best Value from the Disposition of Lands | | | | | | | | | |
| | | greater than ₱125 Million = 10% | | | | <ul style="list-style-type: none"> Summary of Cash Proceeds from Business Contracts in Ecozones Official receipts for documents submitted. | | | |
| | | between ₱110 Million to ₱125 Billion = 5% | | | | | | | |
| | | less than ₱110 Million = 0% | | | | | | | |
| FINANCIAL | | | | | | | | | |
| SM 6 | Cash Proceeds from Business Contracts in BCDA Economic Zones | Total cash proceeds from JHMC and PPMC | 10% | ₱125 Million | ₱159 Million | 10% | ₱159.54 Million | 10% | BCDA exceeded the target. The GCG-validated accomplishment was based on supporting documents submitted. |

Validation Result of 2018 Performance Scorecard (Annex A)

| Component | | Formula | Weight | Rating Scale | Target | Submission | | GCG Validation | | Supporting Documents | GCG Remarks |
|--|--|---|------------|--|--|--|------------|---|------------|--|--|
| Objective / Measure | 2018 | | | | Actual | Rating | Score | Rating | | | |
| SM 7 | Cash Proceeds from Business Contracts | Total amount in pesos | 10% | ₱4.13 Billion = 10% ₱3.00 Billion to ₱4.12 Billion = 5% Less than ₱3.00 Billion = 0% | ₱4.13 Billion | ₱7.2 Billion | 10% | ₱6.93 Billion | 10% | <ul style="list-style-type: none"> Summary of Cash Proceeds from Business Contracts Official receipts for January to December 2018 collections | BCDA exceeded the target. However, the GCG-validated accomplishment excludes the Creditable Withholding Taxes (CWT) and amount was based on the actual collection per submitted documents which are exclusive of CWT. |
| Sub-total | | | 20% | | | | 20% | | 20% | | |
| SO 4 Strengthen and Streamline Project Management Processes | | | | | | | | | | | |
| SM 8 | Percentage of Simple Contracts Prepared and Reviewed Within the Applicable Processing Time | % of simple contracts processed within 8 working days / total number of contracts processed | 5% | (Actual/Target) x Weight 0% = If less than 96% | 100% of simple contracts prepared and reviewed within 8 working days | 39 out of 39 contracts prepared within applicable time | 5% | 74% (32 out of 43 contracts processed within applicable time) | 0% | <ul style="list-style-type: none"> Summary of Simple Contracts released in 2018 | Target not met. The GCG-validated accomplishment presents the re-computed processing time with start date representing the time the contract was received by the legal unit and stops from the time the comment/review |

Validation Result of 2018 Performance Scorecard (Annex A)

| Component | | | Rating Scale | Target | Submission | | GCG Validation | | Supporting Documents | GCG Remarks |
|--|--|--|--------------|----------------|--|---|----------------|--|----------------------|--|
| Objective / Measure | Formula | Weight | | 2018 | Actual | Rating | Score | Rating | | |
| SO 5 Optimize the Use of Information Technology | | | | | | | | | | |
| | | | | | | | | | | on the said contract was released by the legal unit. Moreover, only legal holidays and weekends were deducted from the processing time. |
| SM 9 | Implementation of Information Technology Systems | Actual Accomplishment in the Implementation of Knowledge Management System (KMS) Project | 5% | All or Nothing | PCEO- Approved Concept Paper for Knowledge Management System Project (with detailed functionalities of the KMS, annual deliverables, and project timeline) | Concept Paper for KMS approved by PCEO on 7 December 2018 | 5% | PCEO- Approved Concept Paper for Knowledge Management System Project | 5% | <ul style="list-style-type: none"> Internal Memorandum on KMS dated 07 December 2018 PCEO- approved Concept Paper on KMS Acceptable. |
| Sub-total | | | 10% | | | | 10% | | 5% | |

Validation Result of 2018 Performance Scorecard (Annex A)

| Component | | Rating Scale | Target 2018 | Submission | | GCG Validation | | Supporting Documents | GCG Remarks | |
|---|---|-----------------------|-------------|----------------|--|--|--------|--------------------------------------|-------------|--|
| Objective / Measure | Formula | Weight | 2018 | Actual | Rating | Score | Rating | | | |
| SO 6 Develop a Quality Management System for All Processes | | | | | | | | | | |
| SM 10 | ISO Certification for All Processes | Actual Accomplishment | 5% | All or Nothing | Attain ISO 9001:2015 Certification | Received the ISO 9001:2015 Certificate of BCDA with validity from 16 August 2018 until 3 September 2020 | 5% | Attained ISO 9001:2015 Certification | 5% | <ul style="list-style-type: none"> ISO 9001:2015 Certification issued by TUV Rheinland on 16 August 2018 Acceptable. |
| SO 7 Establish a Competency-Based Framework for BCDA Personnel | | | | | | | | | | |
| SM 11 | Establishment of a Competency-Based Framework/Model | Actual Accomplishment | 5% | All or Nothing | Establish Competency Baseline ² | Generated baseline information on competency levels and submitted to the VP for Corporate Services on 21 December 2018 | 5% | Reported accomplishment unverifiable | 0% | <ul style="list-style-type: none"> Sample of Competency Assessment Form Competency -Based Matrix Position Profiles Internal memorandum on the approval competency assessment Collated summary Validation of BCDA's reported accomplishment disclosed that the data in the summary, mainly the figures stated in the required competency level per employee, does not match with the required level stated in the competency matrix. Further, although the conversion of |

² For positions not affected by BCDA's Proposed Reorganization Plan.

Validation Result of 2018 Performance Scorecard (Annex A)

| Component | | | Rating Scale | Target | | Submission | | GCG Validation | | Supporting Documents | GCG Remarks |
|---------------------|---------|--------|--------------|--------|--------|------------|-------------|----------------|--|---|--|
| Objective / Measure | Formula | Weight | | 2018 | Actual | Rating | Score | Rating | | | |
| | | | | | | | | | | data results of the competency assessment | the 5-point Likert scale to 4-point Likert scale was already reflected in the summary data, the interpretation of the converted rating scale was not provided. Such description is necessary in determining if an employee already meets the required competency. Considering that employees with competency gaps cannot be identified in the presented data due to its insufficiency, no rating was awarded for this measure. |
| Sub-total | | | 15% | | | | 10% | 5% | | | |
| TOTAL | | | 100% | | | | 100% | 90% | | | |