

**BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA)
Revalidation of 2017 Performance Scorecard**

		Component			Rating Scale	Target	BCDA		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure		Formula	Weight	2017		Actual	Rating	Score	Rating			
SOCIAL IMPACT/STAKEHOLDERS	SO 1 Develop the Baselands into World-Class Economic Centers											
	SM 1	Project Milestone: Clark International Airport (CIA) Terminal Expansion	Attainment of project milestone	10%	All or Nothing	Completion of Bidding (Issuance of Notice of Award)	Bidding Completed. The NOA was issued on 18 Dec 2017	10%	Bidding Completed	10%	<ul style="list-style-type: none"> • Notice of Award (NOA) dated 18 December 2017 	<p>Acceptable.</p> <p>BCDA's request to increase the weight from 5% to 10% is APPROVED based on the justification presented that this project is one of the major projects under the "Build Build Build (BBB)" Convergence Program.</p> <p>However, the request to revise the rating scale from "All or Nothing" to a graduated scale based on milestones is DENIED. This is due to the fact that the GCG already accepted project milestones as targets under the BCDA scorecard due to the nature of BCDA operations which involves the implementation of big-ticket projects spanning more than one year.</p>
	SM 2	Project Milestone: Luzon Bypass Infrastructure Project	Attainment of project milestone	10%	All or Nothing	Start of construction of foundation and terminal stations	Construction was started on 18 Dec 2017	10%	<u>Site clearing started on 11 December 2017</u>	<u>10%</u>	<ul style="list-style-type: none"> • BCDA Internal Memo dated 8 January 2018 re: Report on 	<p><u>Request for reconsideration APPROVED based on the new supporting documents submitted.</u></p>

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Objective / Measure	Formula	Weight			2017	Actual	Rating	Score			Rating
									Clearing and Fencing of the Cable Landing Station (CLS) Lot Area by Administration • Accomplishment Report/ Project Status • <u>NOA and NTP dated 28 Dec 2017 for the procurement of fencing materials</u>		
SM 3	Preparation of the Comprehensive Integrated Master Development Plan for BCDA Ecozones	Actual Accomplishment	5%	All or Nothing	Completion of Bidding (Issuance of Notice of Award)	Bidding Completed. The NOA was issued on 22 Dec 2017	5%	Bidding Completed	5%	• Notice of Award dated 22 December 2017	Acceptable. However, the request to modify the weight to 6% is DENIED due to lack of merit.

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Component			Rating Scale	Target	BCDA		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure	Formula	Weight		2017	Actual	Rating	Score	Rating		
SM 4	Actual Investment in BCDA Economic Zones	Total amount in pesos	10%	₱632 Million	₱2,053 Million	10%	₱1.23 Billion	10%	<ul style="list-style-type: none"> Breakdown of the Projects per funding source, implementing body, and the nature of the project in general 	<p>BCDA exceeded the target, subject to the below notes:</p> <ol style="list-style-type: none"> Upon validation, the GCG excluded the reported accomplishment for CDC, JHMC, and PPMC amounting ₱625 Million, ₱123 Million, and ₱75 Million, respectively. During onsite visit, it was validated that projects reported under CDC's account are directly funded and implemented by CDC and thus are not considered as investments of BCDA. In the case of JHMC and PPMC, only land related costs can be considered as investments since these are intended for the "development of the estate such as maintenance and safeguard of property, CAPEX projects and

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										<p>furniture, fixtures and equipment¹.</p> <p>4. Reported accomplishment for JHMC and PPMC were excluded since it cannot be established, based on the available supporting document, if the amount pertains to releases for land related costs or OPEX.</p>	
SO 2 Optimize the Benefits of the Country from the Conversion and Development of the Baselands											
SM 5	Total Remittance to the National Government	Total amount in pesos	10%	greater than ₱4 Billion = 10% between ₱3.5 Billion to ₱4 Billion = 8% below ₱3.5 Billion = 0%	₱4 Billion	₱4.002 Billion	10%	₱4.002 Billion	10%	<ul style="list-style-type: none"> Bureau of the Treasury (BTr) Letter dated 04 April 2017 BTr Official Receipt dated 30 March 2017 Summary of the Total Remittances 	Acceptable. BCDA requested to revise the weight of this measure from 10% to 6%. However, the GCG resolves to MAINTAIN the original weight as BCDA's remittances serve as the NG's additional revenues which it can use to finance programs for economic development. As the overarching policy of the NG, GOCCs are recognized as a significant tool for economic

¹ As defined under the 2017 COA Annual Audit Report on BCDA.

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Objective / Measure	Formula	Weight			2017	Actual	Rating	Score			Rating
									<ul style="list-style-type: none"> 2017 COA Audited Report 	development. It is through these remittances that the NG derive benefit from BCDA's conversion and disposition activities.	
SM 6	Increase the Number of Strongly Satisfied Stakeholders	No. of stakeholders who gave a rating of Strongly Satisfied (rating of 5 in a 5-point scale) / Total No. of Stakeholders surveyed	5%	(Actual / Target) x Weight	50%	44%	4.40%	44%	4.40%	<ul style="list-style-type: none"> 2017 Stakeholders Satisfaction Study for BCDA submitted by Market Relevance Corp on 14 February 2018 	<p>Acceptable.</p> <p>BCDA's request to revise the weight for this measure from 10% to 5% based on the representation made that this measure is not top priority, is hereby APPROVED.</p> <p>On the other hand, the request to revise the formula is DENIED. The target to improve the top box score is consistent with the recommendation of ENGAGE (EON: The Stakeholder Relations Group), the third-party provider for the 2016 Customer Satisfaction Survey of BCDA.</p>
Sub-total		50%					49.40%		49.40%		

Objective / Measure	Component		Rating Scale	Target 2017	BCDA		GCG Validation		Supporting Documents	GCG Remarks	
	Formula	Weight			Actual	Rating	Score	Rating			
SO 3 Achieve Best Value from the Disposition of Lands											
FINANCIAL	SM 7	Cash Proceeds from Business Contracts in BCDA Economic Zones	Total amount in pesos	10%	greater than ₱2.20 Billion = 10% between ₱1.71 Billion to ₱2.20 Billion = 8% between ₱1.61 Billion to ₱1.70 Billion = 5% less than ₱1.61 Billion = 0%	₱1.70 Billion	₱3,078 Million	10%	₱3,081 Million	10%	<ul style="list-style-type: none"> Summary of Cash Proceeds per Subsidiary COA Annual Audit Report (AAR) on BCDA, CDC, JHMC, and PPMC for 2017 CIAC's 2017 COA AAR <p><i>Request for reconsideration APPROVED. Upon review of the additional supporting document on CIAC's cash proceeds, it was noted that the total collection amounted to ₱885.85 Million per CIAC's audited cash flows statement for 2017. With this, the actual accomplishment is hereby increased from ₱2,195 Million to ₱3,081 Million.</i></p>
	SM 8	Cash Proceeds from Regular Accounts	Total amount in pesos	10%	Greater than ₱3.6 Billion = 10% Between ₱2.90 Billion to ₱3.6	₱2.7 Billion	₱3,930 Million	10%	₱4.001 Billion	10%	<ul style="list-style-type: none"> Summary of Cash Proceeds from Business Contracts COA Annual Audit Report <p>GCG-validated actual of ₱4.001 Billion was based on the revised submission of BCDA which was consistent with the 2017 COA Audit Report.</p>

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Component					Rating Scale	Target	BCDA		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure		Formula	Weight			2017	Actual	Rating	Score	Rating		
					Billion = 8%						on BCDA for 2017	
					Between ₱2.70 Billion to ₱2.89 Billion = 5%							
					Less than ₱2.70 Billion = 0%							
Sub-total			20%				20%		20%			
INTERNAL PROCESS												
SO 4 Strengthen and Streamline Project Management Processes												
SM 9	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	90%	29 out of 30 contracts processed within 8 days = 96% of Total Number of Contracts	4.83%	83% (25 out of 30 simple contracts were processed by LSD within 8 days)	4.63%	<ul style="list-style-type: none"> List of Simple Contracts Reviewed in 2017 Process Workflow Cover Sheet for incoming requests received by Legal Services Department (LSD) Copy of Logbook 	<p><i>Request for reconsideration DENIED. While the Commission recognizes the nature of the work of lawyers, it should be noted that the review and evaluation of contracts is a critical support function of the organization. It should also be noted that the measure primarily tracks the efficiency of BCDA's performance of the said function anchored on the objective of strengthening and streamlining of project management processes.</i></p>	

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Objective / Measure	Formula	Weight	2017		Actual	Rating	Score	Rating			
										entries (incoming to and outgoing drafted contracts of lawyers • Summary list of TAT Computation	
SO 5 Efficient Coordination with Subsidiaries											
SM 10	Percentage of Infrastructure-Related Billings of BCDA Subsidiaries Processed Within the Applicable Processing Time	% of infrastructure re-related billings of BCDA subsidiaries processed within 10 working days / total number of infrastructure re-related billings processed	5%	(Actual / Target) x Weight	90%	50 out 50 infrastructure related billings processed within 10 working days	5%	85% (39 out of 46 billings)	4.72%	<ul style="list-style-type: none"> Summary of Progress Billings Processed Electronic Document Tracking System (EDTS) Summary Report Request Letter from Subsidiaries EDTS Logs per billing 	<u>Request for reconsideration APPROVED.</u> <u>In its request for reconsideration, BCDA submitted a revised summary consisting of 52 billings, from the initially submitted report of 50 billings. However, GCG's validation of the actual accomplishment was due to findings of repeated entries in the summary report of BCDA. Thus, duplicate entries were excluded, and the actual turn-around time was recomputed.</u>

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Objective / Measure	Formula			Weight	2017	Actual	Rating			Score	Rating
SM 11	Implementation of the Computerized Accounting System	Actual Accomplishment	5%	All or Nothing	Approval of Business Process for JHMC and PPMC	The Business Process was approved in 4th Quarter of 2017	5%	Approved Business Process for JHMC and PPMC	5%	<ul style="list-style-type: none"> Acumatica Manual of Business Processes submitted by CloudQwest Solutions, Inc. Screenshots of Processes (Actual Operation) 	Acceptable.
SO 6 Optimize the Use of Information Technology											
SM 12	Implementation of the Human Resource Information System (HRIS)	Actual Accomplishment	5%	All or Nothing	HRIS Operational by end 2017	Operational in 4th Quarter of 2017	5%	<u>HRIS Operational by end 2017</u>	5%	<ul style="list-style-type: none"> Certification from Octal Philippines, Inc./ CloudQwest Solutions, Inc. dated 27 December 2017 Contract for HRIS implementation dated 24 April 2018 Terms of Reference <u>Revised Certification</u> 	<u>Request for reconsideration APPROVED. In a meeting with BCDA on 28 August 2019, BCDA clarified that the HRIS was made operational when all the modules were installed in 2017. Moreover, the outputs stated per the revised certification was consistent with the deliverables for Phase 1 of the Project Calendar in the Terms of Reference. In this regard, the Phase 1 was deemed to have been completed consistent with the Project Contract.</u>

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											<i>from the CloudQwest Solutions, Inc.</i>	
		Sub-total	20%					19.83%		19.35%		
SO 7 Develop a Quality Management System for All Processes												
LEARNING AND GROWTH	SM 13	ISO Certification for All Processes	Actual Accomplishment	5%	ISO 9001:2008 Certificate retained = 2.5% Readiness Certificate for ISO 9001:2015 = 2.5%	ISO 9001:2008 Certificate retained and Readiness Certificate for ISO 9001:2015	Receipt of ISO 9001:2008 Certificate on 24 Aug 2017 Readiness Certificate for ISO 9001:2015 not attained	2.50%	ISO 9001:2008 Certificate retained	2.50%	<ul style="list-style-type: none"> • Certification for ISO 9001:2008 issued by TUV Rheinland on 22 August 2017 • Minutes of BCDA ManCom Meeting dated 31 January 2017 on the QMS Management Review Report and IQA Findings • <u>Timeline of Events for the Procurement of consultancy</u> 	<i>Despite the efforts of BCDA to commence with the project promptly, certain circumstances beyond the control of BCDA were encountered in the project. In consideration of the abovementioned reason, the request to have a single target of "Re-certification of ISO 9001:2008" is ACCEPTED BUT WITH MODIFICATION. The target of Readiness Assessment and its corresponding weight allocation of 2.5% is hereby REMOVED.</i>

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Objective / Measure	Formula	Weight		2017	Actual	Rating	Score	Rating			
									<u>services and the related correspondences</u>		
SO 8 Establish a Competency-Based Framework for BCDA Personnel											
SM 14	Establishment of a Competency-Based Framework Model	Actual Accomplishment	5%	All or Nothing	Board-approved Competency Matrix ¹	Not Attained	0%	Not Attained	0%	<ul style="list-style-type: none"> Revised Competency Framework Attendance sheet and presentation on the conduct of orientation/training dated 30 June 2017 Memo dated 22 June 2017 to Reconstitute TWG for Competency Framework and conduct of workshop on competency model writing 	<p>While it is acknowledged that the request for OSSP modification is still pending with the GCG, it cannot be used as justification for the delayed implementation of this project.</p> <p>As previously discussed with BCDA, the development of the competency model remains relevant and significant to BCDA pending the approval of RP. Undergoing the process of determining and identifying required competencies for an organization to fully function, will complement the initiative of BCDA to have an appropriate structure and staffing.</p> <p>On the request to modify the target, please note that the target for 2017 is one of the targets under the 2016</p>

¹ Pertains to the matrix of all position titles and competencies that identifies the (1) competencies required for each position and (2) the required competency levels for those competencies.

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Objective / Measure	Formula	Weight		2017	Actual	Rating	Score	Rating		
									<ul style="list-style-type: none"> Attendance Sheet on the workshop for competency model writing dated 04 and 11 July 2017 Special Order No. 187 for the workshop on competency model writing Phase 2 Report 	scorecard which BCDA failed to accomplish, hence retargeted in 2017. Instead of retaining the unaccomplished target in 2016, the 2017 target was further revised to give leeway and be lenient enough to consider the current workload and conditions presented by BCDA. As such, BCDA was only required to complete the competency matrix – one out of six documents usually required of a GOCC to submit and complete within one year. It should be noted that the proposed target of BCDA pertains to preparatory activities and not tangible output. In line with this, the request to modify the target is <u>DENIED.</u>
		Sub-total	10%			2.50%		2.50%		
		TOTAL	100%			91.73%		<u>91.25% out of 97.5%</u> <u>93.59% out of 100%</u>		