

LBP RESOURCES AND DEVELOPMENT CORPORATION (LBRDC)
Validation Result of 2020 Performance Scorecard

Component		Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks			
Objective / Measure	Formula	Weight	2020	Actual	Rating	Score	Rating					
STAKEHOLDERS	SO 1 Provide High Quality											
	Number of Projects Completed On-Time											
	SM 1	Construction	Actual number of projects completed on-time	7.5%	(Actual / Target) x Weight	2	2	7.50%	Unverifiable	0%	<ul style="list-style-type: none"> • Project agreement • Notice of award • Final Billings 	The reported accomplishment cannot be objectively validated due to failure of LBRDC to submit the Turn-over and Acceptance and Project Inspection and Update Reports.
		Renovation		12.5%		23	22	11.96%	Unverifiable	0%		
	SM 2	Number of Construction/ Renovation Projects Received	Actual number of NOA for non-LBP projects	10%	(Actual / Target) x Weight	2	1	5%	1	5%	<ul style="list-style-type: none"> • Notice of Award (NOA) from the LBP Insurance Brokerage (LIBI) • Project Agreement 	Reported accomplishment pertains to the NOA for the construction/ renovation project for LIBI.
SM 3a	Manpower Service Agreements Established	Actual number of Manpower Service Agreements	10%	(Actual / Target) x Weight	5	8	10%	7	10%	<ul style="list-style-type: none"> • Contract agreement • Purchase order • Notice of award • Notice to proceed • Certifications from the clients 	Exceeded the target. Only seven out of the 8 reported accomplishment were provided with sufficient documentation.	
SM 3b	Number of Manpower Service Clients Retained ¹	Actual number of manpower service clients	0%	N/A	N/A	N/A	-	No reported accomplishment	-	-	LBRDC did not submit any reported accomplishment.	

¹ For monitoring purposes only.

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SM 4	Percentage of Satisfied Customers	Total number of respondents which gave <i>at least</i> Satisfactory rating / Total number of respondents	5%	(Actual / Target) x Weight 0% = If less than 80%	90%	-	-	-	0%	CSS Final Report	Target not met. LBRDC did not comply with the Enhanced CSS Guidelines.
Sub-total			45%				34.46%		15.00%		
SO 2 Increase Profitability and Optimize Use of Resources											
SM 5	Increase Earnings before Interest, Tax, Depreciation, and Amortization (EBITDA)	Total Comprehensive Income + Interest + Tax + Depreciation + Amortization	10%	(Actual / Target) x Weight	₱81.83 Million	₱65.93 Million	8.06%	₱67.08 Million	8.20%	COA Audit Financial Statements	Target not met. Validated actual based on the COA Audited Report
SM 6	Improve Construction Margin	Net Income from Construction / Total Revenue from Construction	10%	(Actual / Target) x Weight	10%	1%	1%	-0.3%	0%	COA Audit Financial Statements	Validated actual computed using the COA Audited Report resulted to a negative CM which indicates that LBRDC incurred more cost than revenue from its construction activities in 2020.

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SM 7	Strengthen Return on Equity	Total Comprehensive Income / Total Shareholder's Equity	10%	(Actual / Target) x Weight	9%	7%	3.98%	7.26%	7.80%	COA Audit Financial Statements	Target not met. Validated actual based on the COA Audited Report	
Sub-total		30%				13.04%		16.00%				
FINANCIAL	SO 3 Enhance Management Information System											
	SM 8	Number of Vital Processes Automated	Actual accomplishment	5%	All or Nothing	Full Roll-out of One (1) Automated System <i>(either of the following: 1. Archiving System or 2. Inventory System)</i>	Inventory System	5%	Inventory System	5%	<ul style="list-style-type: none"> • Copy of the System Go-Live Certificate dated 18 December 2020 issued by its third-party consultant, MaraLabs, Inc., • User Acceptance Testing (UAT) Report • Samples of the system-generated reports. 	Acceptable.
INTERNAL PROCESS	SO 4 Build Strong Alliances with Suppliers											
	SM 9	Number of Strategic Tie-ups Established with Key Suppliers	Actual number of strategic tie-ups with suppliers	5%	(Actual / Target) x Weight	6	6	5%	6	5%	<ul style="list-style-type: none"> • Signed and notarized Materials Agreement and Supply Agreement 	Acceptable.
	Sub-total		10%					10%		10.00%		

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SO 5 Enhance Existing Processes at Par With Industry												
LEARNING AND GROWTH	SM 10	Implement Quality Management System	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Re-Certification	Passed ISO 9001:2015 Surveillance Audit 2	5%	ISO 9001:2015 Re-Certification	5%	<ul style="list-style-type: none"> ISO 9001:2015 Certificate and Surveillance Report by NQA Philippines 	Acceptable.
	SM 11	Strict Occupational Health and Safety Standards	Actual Accomplishment	5%	Zero (0) Accident = 5% One (1) to five (5) Accidents = 2.5% More than five (5) accidents = 0% <i>*if any accident results to death or permanent total disability = 0%</i>	Zero (0) Accident	Zero (0) Accident	5%	Zero (0) Accident	5%	<ul style="list-style-type: none"> Annual Work Accident/Illness Exposure Data Report issued by the Department of Labor and Employment (DOLE) 	Acceptable.
	SO 6 Enhance HR and Development Program											
SM 12	Percentage of Employees Meeting	Actual Accomplishment	5%	All or Nothing	Improve Competency Baseline of the	Improved the Competency Baseline of the Organization	5%	Unverifiable	0%	<ul style="list-style-type: none"> List of employees with improved competency 	Reported accomplishment cannot be validated since the information provided in	

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	Required Competencies			Organization ²	for 25 positions				baseline as of 30 September 2020 <ul style="list-style-type: none"> • Copy of the Competency Matrix 	the document submitted did not include information required to compute the competency level of the organization.
	Sub-total	15%				15%		10%		
	TOTAL	100%				72.50%		51.00%		

² Improvement in the competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{a=1}^B \left[\frac{\sum_{A=1}^a (\text{Actual Competency Level})}{A} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled