

TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY (TIEZA)
Validation Results of 2018 Performance Scorecard

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective / Measure	Formula	Weight		2018	Actual	Rating	Score	Rating				
SO 1 Contribute to Country's Competitiveness Thru the Development of Sustainable Tourism Zones and Support Infrastructure												
SOCIO-ECONOMIC IMPACT / CUSTOMERS	SM 1	Management and Supervision of Sustainable Tourism Infrastructure Projects	Actual Accomplishment	10%	All or Nothing	Issuance of Notice to Proceed (<i>To conduct the Feasibility Study on the Development of Manila Cruise Port</i>)	Notice to Proceed	0%	Notice to Proceed Issued by TIEZA to ESCA Incorporated / AMH Philippines, Inc. (J.V).	10%	<ul style="list-style-type: none"> • Status Report on the Bidding for Consultancy Services as of 04 July 2018 • Notice to Proceed on the Consultancy Services for the Feasibility Study dated 10 October 2018 • BAC Resolution Nos. 2018-222-A and 2018-255 on two (2) failed biddings • Memorandum of Agreement with Cultural Center of the Philippines • Timeline of Events • Request for Expression of Interest dated 22 December 2017 	Request for the revision of the target from "Board Approved Feasibility Study on the Development of Manila Cruise Port" to "Issuance of Notice to Proceed" to conduct the feasibility study is APPROVED considering that the project delays were caused by factors beyond the control of TIEZA. With this, the revision of the rating scale, as requested, is no longer necessary.

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		Actual Accomplishment	10%	All or Nothing	Identified Area for Master Planning as TIEZA Owned / Operated TEZ as Approved by the Board	Approved by the Board on 4 Dec 2018	10%	Identified an Area (Hilantaagan Island) for Master Planning, duly approved by the board	10%	<ul style="list-style-type: none"> Project Status Report Private TEZ Technical Evaluation Reports for three (3) sites Board Resolution No. R-04-12-18-E 	<p>The reported accomplishment is acceptable.</p> <p>Since TIEZA was able to meet the target, the request for modification of the rating system from All or Nothing to a graduated scale is no longer relevant.</p>
SO 2	Preserve Historical, Cultural, Religious and Heritage Sites and Develop Ecotourism Sites in Depressed Provinces with Strong Tourism Potential										
SM 2	Conservation of World Heritage Sites Based on NCCA MOA	Actual Accomplishment	10%	5% = Submission to DBM of the Contract for the Project 10% = Issuance of Notice to Proceed	Issuance of Notice to Proceed for the Restoration and Rehabilitation of the Banaue Rice Terraces	For Re-bidding	0%	<i>Removed Measure</i>	-	<ul style="list-style-type: none"> Letter Correspondence with the Bidder denying its motion for reconsideration Invitations to Bid dated 01 October and 21 November 2018 Timeline of Events Minutes of 12 September 2018 inter- 	<p>The request to remove the measure is APPROVED. It was sufficiently established that there was an immediate action on the part of TIEZA to commence the project. Further, the procurement was facilitated as soon as the concurrence from the National Commission for Culture and the Arts (NCCA) was obtained; but encountered failure of biddings which were beyond TIEZA's control.</p>

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									<ul style="list-style-type: none"> agency meeting • Correspondences with other concerned agencies • BAC Resolution Nos. 2018-356 and 2018-396 		
SM 3	Development of Ecotourism Sites in Depressed Provinces	Number of Projects with Notice of Award/ Total Number of Board-Approved Projects in 2017 (Based on Secretary's Certificate on the List of Board-Approved Projects in 2017)	10%	(Actual / Target) x Weight	100%	3	0%	20%	2%	<ul style="list-style-type: none"> • Memoranda of Agreement with various LGUs • Office Orders for the release of funds for projects • 2017 Board Approved Ecotourism Projects 	<p>Of the ten (10) projects approved by TIEZA's Governing Board in 2017, only the following two (2), out of the three (3), reported projects were acceptable: Development of Baganga Falls and Construction of Camarines Sur Tourism Center. The submitted copy of the MOA with LGU Mamburao was unsigned by the LGU, hence its exclusion. Request for the reduction of the weight to 5% is DENIED.</p> <p>The Governance Commission maintains</p>

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										that this measure should be included in the Performance Scorecard with a 10% weight since it captures the efficiency of TIEZA's performance of its mandate to develop, manage and supervise tourism infrastructures. However, in consideration of the small universe of the projects, the Governance Commission removed the 90% minimum threshold thereby giving merit to the actual accomplishment of TIEZA.	
SO 3	Ensure Customer Satisfaction										
SM 4	Percentage of Satisfied Customers	Number of respondents who rated at least satisfactory / Total number of survey respondents	5%	All or Nothing	80% of respondents rated at least Satisfactory	86.50%	5%	<i>Removed Measure</i>	-	<ul style="list-style-type: none"> • Survey Report • Comprehensive Report • Survey Questionnaires • Data Collection Quality Control Report 	The survey did not comply with the GCG standard methodology particularly on the sample size and respondent criteria. Item 3 of the GCG Standard Methodology requires the use of the

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									<ul style="list-style-type: none"> • NTP and NOA for the consultancy services • Justification from consultant 	<p>sample size n=500 for GOCCs with customers that are geographically spread out. A sample of n=100 is required to read sub-segments. For GOCCs with several types of customers, each type of customers should be represented. The sample size, however should be proportionate to the size of each customer type.</p> <p>TIEZA's survey utilized a sample size of n=200 equally distributed to the four core processes of TIEZA. The sample size was disproportionately distributed per customer type.</p> <p>While the Governance Commission found certain non-compliances with the GCG Standard Methodology, we acknowledge that TIEZA was able to procure the</p>

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										consultancy service for the survey and issue the NTP to its third-party provider on 12 March 2018, ahead of the issuance of the GCG Standard Methodology which was transmitted to TIEZA on 13 April 2018. Foregoing considered, this measure is hereby REMOVED from the 2018 Performance Scorecard of TIEZA.
	Sub-total	45%				15%		22%		
FINANCE	S0 4 Maximize Absorptive Capacity Based on Approved Plans and Programs									
	SM 5	Efficient Budget Utilization	Total amount of projects with NOA issued during the year / Total amount of budget for infrastructure projects in the DBM-approved COB	10%	(Actual / Target) x Weight	90%	30.40%	0%	60%	6.67%

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										infrastructure projects, 18 projects with corresponding total project cost of ₱996.28 Million, were issued with NOA in 2018.	
SO 5 Achieve Financial Viability and Sustainability of Assets											
SM 6	Improve Net Income	Total Revenues – Total Expenses	10%	(Actual / Target) x Weight 0% = If ₱998 Million and below	₱1.46 Billion	₱1.865 Billion	10%	₱2.04 Billion	10%	<ul style="list-style-type: none"> • 2018 COA Audited Statement of Financial Performance 	<p>The validated net income was based on the audited statement of financial performance for 2018.</p> <p>TIEZA's request to retain its proposed measure on the improvement of the net income of its operating assets is DENIED, since its operating assets are also subsidized by TIEZA's Head Office by providing funds for its operations. Thus, it was deemed more appropriate to measure the overall income of TIEZA.</p>
	Sub-total		20%				15%		16.67%		

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INTERNAL PROCESS	SO 6	Implement an Integrated Automated Information System								
	SM 7	Develop and Implement a New Integrated Automated Information System	Actual Accomplishment	10%	(Actual / Target) x Weight	Issuance of Notices of Award for the Following Projects: 1. Enterprise Resource Plan; 2. Travel Tax Ticketing System; 3. Document Management System; 4. TIEZA Assets Individual Website & Extranet; and, 5. TIEZA Communication Systems	70%	7%	2 out of 5 IT Projects initiated/ developed a) MOA issued for Travel Tax Ticketing System and b) Individual websites development for TIEZA assets completed	<ul style="list-style-type: none"> • Terms of References • Memorandum of Agreement • Office Orders • Attendance Sheets • Certificate of Acceptance for the development of the websites • Terms of Reference Timeline

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										<p>still tantamount to the awarding of a project to a bidder. The development of website and extranet which was done in-house is also acceptable as the same conforms with the intention of the measure.</p> <p>Unfortunately, documents submitted show that TIEZA was not able to implement the other remaining projects in 2018.</p>	
SO 7	Rationalize the Development and Management of Tourism Economic Zones (TEZ)										
SM 8	Designation and Development of Flagship TEZs	Actual Accomplishment	10%	All or Nothing	COO-Approved Terms of Reference for One (1) Infrastructure in Panglao Bay	None. Panglao Bay under re-master Planning	0%	<i>Removed Measure</i>	-	<ul style="list-style-type: none"> • Electronic mail correspondence on the progress of the Panglao Bay Project • Timeline of Events • Board Resolution No. R-25-10-17-C dated 25 	TIEZA's justification on the re-masterplanning is acceptable as it was the Board's exercise of due diligence in the management of TIEZA's affairs. Hence, the Governance Commission deemed it appropriate to REMOVE the measure from the

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									October 2017 approving the CTMP for Panglao Bay	2018 Performance Scorecard.		
SO 8 Implement Quality Management System												
SM 9	Enhance Quality Management System	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification	Certified	5%	ISO 9001:2015 Certified	5%	<ul style="list-style-type: none"> • ISO Audit Report • ISO Certification 	Request to retain proposed weight of 10% is DENIED . The reported accomplishment is ACCEPTABLE .	
Sub-total			25%				5%		9%			
SO 9 Build and Strengthen Organizational Capabilities												
LEARNING AND GROWTH	SM 10	Percentage of Employees Meeting Required Competencies	Total Number of Manager and Supervisors Meeting Competency Standards / Total Number of Manager and	10%	(Actual / Target) x Weight	Increase by 5% the Competency Levels of Managers and Supervisors	6% increase	10%	Unverifiable Accomplishment	0%	<ul style="list-style-type: none"> • Competency Based Proficiency Level Improvement Analytics Process dated September 2018 – December 2019 • Summary of Assessment 	The following are the GCG findings: 1. The competency assessment focused only on the leadership competencies, instead of the reassessment of all of the 4 identified competencies per TIEZA's Competency Model. 2. The 83% baseline was not verifiable from

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	Supervisors for the year								<ul style="list-style-type: none"> • Results for Managers and Supervisors for Leadership Competencies (2016 vs. 2019 Assessment) • Competency Tables • Board Resolution approving the competency model • Justification and Timeline of Events • Consultancy Contracts dated 15 March and 10 September 2018 for the development of Training Plan • Report on Competency Based Learning & Development System Installation 	<p>the available documents.</p> <p>3. The sample assessment form/questionnaire submitted showed 86 attributes answerable by Yes/No. As such, the source of the 1-4 ratings per employee as presented in the summary was not verifiable. Further, the request to revise the target to the accomplishment of the Board-approved Training Plan for the 226 employees under SG 17 and below is NOT ACCEPTABLE. We acknowledge that the establishment of training plan is deemed vital as it will serve as a basis/or continuing guide of TIEZA for all the related training and interventions for the growth of the organization and individuals. However, the target should look into the improvement of the competency</p>

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									Project for SG 17 Below • Terms of Reference for the Workforce Measurement Initiative	level of the organization as this is the ultimate objective of the competency project. Moreover, the Performance Scorecard specified the parameters of the target such that it involves the "Total number of Managers and Supervisors Meeting Competency Standards". In this case, the "competency standards" were not specified as these are the standards required under the Competency Framework of TIEZA. The assumption of the target was that the assessment tool was already established in 2016 and the same tool would be used in 2018 and assessments thereafter. This is consistent with the general practice wherein the re-assessment using the same assessment tool

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										<p>should have been conducted to determine the improvement in competency levels.</p> <p>We note TIEZA's representation that it was able to conduct the competency assessment of managers and supervisors in leadership competencies. This considered, it can be inferred that TIEZA had sufficient resources to assess all of the required competencies, using its existing assessment tool, regardless of whether a related training was attended by the employee or otherwise. It should be noted that trainings are not the only intervention that can address competency gaps. Moreover, the overall assessment would also be time efficient compared with piecemeal assessment</p>

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										as the latter would mean conducting another set of assessment for an employee. The findings however, are without prejudice to TIEZA's subsequent submission of documents and additional justifications.
	<i>Sub-total</i>					<i>10%</i>			<i>0%</i>	
		TOTAL							47.67% out of 75%	
									63.56% out of 100%	