

**LBP RESOURCES AND DEVELOPMENT CORPORATION (LBRDC)**  
**Validation Result of 2019 Performance Scorecard**

Component		Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks			
				Objective / Measure	Formula	Wt.	2019			Actual	Rating	Score
SO 1 Provide High Quality Services												
STAKEHOLDERS	Number of Projects Completed On-Time:											
	SM 1	Construction	Actual number of projects completed on-time	10%	(Actual / Target) x Weight	4	0	0%	0	0%	<ul style="list-style-type: none"> <li>• Certifications</li> <li>• Project Inspection Update Reports (PIUR)</li> <li>• Turn-Over Acceptance Forms (TOA)</li> </ul>	Only 14 out of the reported 25 projects were completed on time or ahead of schedule. See <b>Appendix 1</b> for details.
		Renovation		15%		35	25	9.37%	14	6%		
	SM 2	Number of Manpower Service Clients Retained	Actual number of manpower service clients	15%	(Actual / Target) x Weight	4	3	11.25%	3	11.25%	<ul style="list-style-type: none"> <li>• Request for Extension from LandBank pertaining to the contract 500 Utility Workers</li> <li>• BTR's Letters on the Notice to Proceed and Notice of Award for Janitorial Services</li> <li>• Notice of Award from Holcim Philippines, Inc.</li> </ul>	Target not met.

Validation Result of 2019 Performance Scorecard (*Annex A*)

		Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure	Formula	Wt.			2019	Actual	Rating	Score	Rating			
SM 3	Percentage of Satisfied Customers	Total number of respondents which gave at least Satisfactory rating / Total number of respondents	10%	(Actual / Target) x Weight  0% = If less than 80%	90%	100% of the respondents gave LBRDC satisfactory rating. Survey conducted internal without 3 <sup>rd</sup> party evaluation	0%	Customer Satisfaction Survey was implemented without third-party evaluation	0%	Samples of Accomplished survey questionnaires	Target not met. The Customer Satisfaction Survey was implemented without the third-party evaluation which is required under the GCG Standardized Methodology for the conduct of Customer Satisfaction Survey.	
		<b>Sub-total</b>	<b>50%</b>						<b>17.25%</b>			
<b>SO 2 Increase Profitability and Optimize Use of Resources</b>												
FINANCIAL	SM 4	Increase Earnings before Interest, Tax, Depreciation, and Amortization (EBITDA)	Total Comprehensive Income + Interest + Tax + Depreciation + Amortization	10%	(Actual / Target) x Weight  0% = If less than ₱85.9 Million	₱103.57 Million	₱82.46 Million	9.85%	₱80.86 Million	0%	Audited Financial Statements	Target not met. Actual accomplishment is below the minimum threshold.
	SM 5	Improve Construction Margin	Net Income from Construction / Total Revenue from Construction	10%	(Actual / Target) x Weight  0% = If less than 15%	20.00%	23%	10%	13.13%	0%	Audited Financial Statements	Target not met. Actual accomplishment is below the 15% minimum threshold. The validation was based on the Audited FS.

		Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
		Objective / Measure	Formula	Wt.		2019	Actual	Rating	Score	Rating		
	SM 6	Strengthen Return on Equity	Total Comprehensive Income / Total Shareholder's Equity	10%	(Actual / Target) x Weight  0% = If less than 11.8%	12.00%	12%	10%	9.05%	0%	Audited Financial Statements	Target not met. Actual accomplishment is below the 11.8% minimum threshold. The validation was based on the Audited FS.
			<b>Sub-total</b>	<b>30%</b>						<b>0%</b>		
	<b>SO 3 Build Strong Alliances with Suppliers</b>											
INTERNAL PROCESS	SM 7	Number of Strategic Tie-ups Established with Key Suppliers	Actual number of strategic tie-ups with suppliers	5%	(Actual/Target) x Weight	5	5	5%	5	5%	Materials Agreement with the following: <ul style="list-style-type: none"> <li>• PHILMETAL Products, Inc.;</li> <li>• OTTILIE MARKETING Incorporated;</li> <li>• Architects Interiors; and</li> <li>• S.U.D. Tiles Trading Materials Agreement with G.S. Go Bros, Inc.</li> </ul>	Target met.

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Wt.		2019	Actual	Rating	Score	Rating			
<b>SO 4 Enhance Existing Processes at Par with Industry</b>											
SM 8	Implement Quality Management System	Actual accomplishment	5%	All or Nothing	Pass Surveillance Audit	Passed the Surveillance Audit 1	10%	ISO 9001:2015 Certification maintained	5%	<ul style="list-style-type: none"> <li>• ISO Certificate</li> <li>• Surveillance Audit Report</li> <li>• Certificate of Registration from NQA</li> </ul>	Acceptable. Target met.
SM 9	Upgrade License Category with Philippine Contractors Accreditation Board (PCAB)	Actual accomplishment	5%	5.0% - Achieve PCAB License "AA"  2.5% - Maintain PCAB License "A"	PCAB License Category: "AA"	"No Target"	0%	PCAB License "A" Medium B	2.5%	<ul style="list-style-type: none"> <li>• PCAB License Form 19-00470</li> </ul>	Acceptable.
		<b>Sub-total</b>	<b>15%</b>						<b>12.5%</b>		

Component		Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks			
				Objective / Measure	Formula	Wt.	2019			Actual	Rating	Score
LEARNING AND GROWTH	SO 5	Enhance HR and Development Program										
	SM 10	Percentage of Employees Meeting Required Competencies	Actual accomplishment	5%	All or Nothing	Identified competency gaps closed for 100% of targeted employees	86%	0%	3 of the targeted employees were able to close the identified competency gaps	0%	<ul style="list-style-type: none"> <li>Copies of the accomplished competency assessment forms for CY 2019</li> <li>Competency Assessment Report for CY 2018 and 2019</li> </ul>	Target not met. Only 18 or 86% of the 21 targeted employees were provided with competency assessment. Refer to <b>Appendix 2</b> for details.
			<b>Sub-total</b>	<b>5%</b>						<b>0%</b>		
			<b>TOTAL</b>	<b>100%</b>				<b>65.47%</b>		<b>29.75%</b>		

## DETAILS OF VALIDATION OF SM 1: PERCENTAGE OF PROJECTS COMPLETED ON TIME (RENOVATION)

No.	Project	Project Completion Date per PIUR/TOA	% Completion and Inspection Date per PIUR/TOA	LBRDC Reported Accomplishment	GCG Findings
1	LANDBANK Agoo Branch Renovation	24 Sep 2019	99.53% 15 Oct 2019  and  100% 19 February 2020	Completed on time	<b>Delayed.</b> The submitted Project Inspection and Update Report (PIUR) was for inspections on 15 October 2019 and 19 February 2020 which were already beyond the completion date of 24 September 2019.
2	LANDBANK Balanga Branch Renovation (Phase II)	<i>Not specified in the PIUR</i>	98.10% 03 April 2019	Completed on time	<b>Unverifiable.</b> The project completion date was not specified in the PIUR since the Notice to Proceed was still on process during the inspection date.
3	LANDBANK Bauang Branch Renovation	23 Mar 2019	99.64% 03 May 2019  And  100% 04 Dec 2019	Completed on time	<b>Advance.</b> It was noted from the project highlights of the PIUR that the Branch was able to relocate on 07 January 2019.

No.	Project	Project Completion Date per PIUR/TOA	% Completion and Inspection Date per PIUR/TOA	LBRDC Reported Accomplishment	GCG Findings
4	LANDBANK Kidapawan Branch – Minor Repair	31 Oct 2019	100% 31 Oct 2019	Completed on time	<b>On time.</b> The project was 100% complete as of 31 October 2019.
5	LANDBAK Tangub	26 May 2020	98.71% 21 Jan 2020	Completed on time	The submitted PIUR was for inspections conducted in 2020.
6	LANDBANK Masinloc Branch Renovation	<i>Not indicated</i>	90.19% 20 Nov 2019  and  98.09% 06 Dec 2019	Completed on time	<b>Delayed.</b> It was mentioned in the work accomplishment status that the project was 1.91% delayed reckoned with the date of mobilization. The Notice to Proceed was still on process as of the 06 December 2019 inspection.
7	LANDBANK Muñoz, CLSU Branch	18 Nov 2019	98.55% 22 Oct 2019	Completed on time	<b>Advance.</b> Projected completion percentage was 89.20% while actual accomplishment was at 98.55%.

No.	Project	Project Completion Date per PIUR/TOA	% Completion and Inspection Date per PIUR/TOA	LBRDC Reported Accomplishment	GCG Findings
8	LANDBANK Ortigas Center Branch	09 Oct 2019	99.79% 06 Oct 2018	Completed on time	<b>Advance.</b> Projected completion percentage was 98.14% while actual accomplishment was at 99.79%. It was also noted that the project is already physically completed. The remaining percentage for completion was due to the processing of Occupancy Permit.
9	LANDBANK Pili Branch	15 Feb 2019	98.54% 01 Aug 19  And  100% 16 Aug 19	Completed on time	<b>Delayed.</b> The submitted LANDBANK Certificate of Project Completion stated that the project has been satisfactorily completed. However, based on the PIUR, the project was physically completed since 19 March 2019. Moreover, it will be subject to imposition of liquidated damages from 16 February 2019 to 08 March 2019 with percentage of 2.46%.
10	LANDBANK Office of the LBP President (33/F LBP Plaza)	-	-	Completed on time	<b>Unverifiable.</b> No PIUR/TOA submitted



No.	Project	Project Completion Date per PIUR/TOA	% Completion and Inspection Date per PIUR/TOA	LBRDC Reported Accomplishment	GCG Findings
11	LANDBANK Office of the LBP President (Supplemental Contract)	-	-	Completed on time	<b>Unverifiable.</b> No PIUR/TOA submitted
12	LANDBANK Romblon Branch	12 Oct 2019	99.99% 16 July 2019	Completed on time	<b>Advance.</b> Projected completion percentage was 65.33% while actual accomplishment was at 99.79%.
13	LANDBANK San Jose (NE) Branch	17 Mar 2020	97.29% 15 Nov 2019	Completed on time	<b>Advance.</b> Projected completion percentage was 38.19% while actual accomplishment was at 97.29%.
14	LANDBANK Talibon Branch	02 Apr 2019	98.57% 07 Feb 2019	Completed on time	<b>Advance.</b> Projected completion percentage was 89.83% while actual accomplishment was at 98.57%. The submitted Turn-Over and Acceptance (TOA) report also disclosed that the project was not delayed.

No.	Project	Project Completion Date per PIUR/TOA	% Completion and Inspection Date per PIUR/TOA	LBRDC Reported Accomplishment	GCG Findings
15	LANDBANK Tanauan Branch (Supplemental)	<i>Not indicated</i>	100% 16 July 2019	Completed on time	<b>Unverifiable.</b> The project completion date was not specified in the PIUR, the Notice to Proceed was still on process during the inspection date.
16	LANDBANK Tanauan Branch - Original Contract	05 Jun 2019	99.57% 16 Jul 2019	Completed on time	<b>Advance.</b> It was noted that the project was already physically complete as of 31 May 2019.
17	LANDBANK YMCA Branch	23 Aug 2019	96.84% 27 Sep 2019	Completed on time	<b>Delayed.</b> It was observed from the PIUR that the project will be subject to imposition of liquidated damages.
18	LANDBANK UPLB Branch	15 Aug 2019	100% 20 Feb 2020	Completed on time	<b>Advance.</b> The project was completed on 12 July 2019, or 34 days ahead of the end of the project contract period.
19	LANDBANK Camiling Branch	30 Jul 2019	100%	Completed on time	<b>Advance.</b> The project was fully completed on 29 July 2019, or one (1) day ahead of the scheduled completion date.

No.	Project	Project Completion Date per PIUR/TOA	% Completion and Inspection Date per PIUR/TOA	LBRDC Reported Accomplishment	GCG Findings
20	LANDBANK Dau Branch	02 Jul 2019	100%	Completed on time	<b>Advance.</b> The project was fully completed on 13 June 2019, or 19 days ahead of the scheduled completion date.
21	LANDBANK Angeles City	22 Jun 2019	100% 09 July 2019	Completed on time	<b>Advance.</b> The project was fully completed on 16 March 2019, or 98 days ahead of the scheduled completion date.
22	Modification of Gen Set Pad and Housing at LBP Antipolo Branch	07 Jun 2019	100% 31 March 2019	Completed on time	<b>Advance.</b> The project was fully completed 7 days ahead of the scheduled completion date.
23	Ilagan City Branch (provided Building Committee Report)	05 Sep 2018	100% 05 Nov 2018	Completed on time	The project was fully completed in 2018 and should not be considered as a 2019 accomplishment.
24	LANDBANK Mangatarem Branch	03 Nov 2019	100% 07 Oct 2019	Completed on time	<b>Advance.</b> The project was fully completed 27 days ahead of the scheduled project completion date.
25	LANDBANK Umingan Branch	-	-	Completed on time	<b>Unverifiable.</b> No PIUR/TOA submitted

**DETAILS OF VALIDATION OF SM 10: PERCENTAGE OF EMPLOYEES MEETING REQUIRED COMPETENCIES**

No.	Designation	No. of Required Competencies	Assessment Result							GCG Findings
			2018		2019					
			Meets Requirement	With Gaps	Meets Requirement	Declined	With Improvement	No Improvement	Total	
1	Financial / Account Assistant	27	25	2	25	0	2	0	27	100% Competency Gaps closed
2	Disbursement Analyst	26	23	3	20	3	3	0	23	Competency Requirement of the Position Not Met
3	Financial / Account Assistant	26	25	1	25	0	1	0	26	100% Competency Gaps closed
4	Account Officer Sr. Specialist	28	23	5	22	1	0	5	22	Competency Requirement of the Position Not Met
5	Warehouseman	20	18	2	9	9	0	2	9	Competency Requirement of the Position Not Met
6	Cost Engineer Analyst	24	21	3	21	0	3	0	24	100% Competency Gaps closed

No.	Designation	No. of Required Competencies	Assessment Result							GCG Findings
			2018		2019					
			Meets Requirement	With Gaps	Meets Requirement	Declined	With Improvement	No Improvement	Total	
7	Financial / Account Assistant	26	24	2	23	1	0	2	23	Competency Requirement of the Position Not Met
8	Property Custodian	20	18	2	13	5	0	2	13	Competency Requirement of the Position Not Met
9	HR Assistant	29	24	5	23	1	0	5	23	Competency Requirement of the Position Not Met
10	Chief of Division									<i>No Submitted Competency Assessment (2018 and 2019)</i>
11	Financial / Account Assistant									<i>No Submitted Competency Assessment (2018 and 2019)</i>
12	Sr. Executive Assistant	26	16	10	16	0	9	1	25	Competency Requirement

No.	Designation	No. of Required Competencies	Assessment Result							GCG Findings
			2018		2019					
			Meets Requirement	With Gaps	Meets Requirement	Declined	With Improvement	No Improvement	Total	
										of the Position Not Met
13	PMMS Manager	33	29	4	29	0	1	3	30	Competency Requirement of the Position Not Met
14	Electrical Engineer Specialist	26	24	2	18	6	0	2	18	Competency Requirement of the Position Not Met
15	Gen. Services & Admin Manager	42	33	9	32	1	2	7	34	Competency Requirement of the Position Not Met
16	Cost Engineer Analyst	24	20	4	19	1	3	1	22	Competency Requirement of the Position Not Met
17	Acting Finance Manager	42	35	7	33	2	6	1	39	Competency Requirement of the Position Not Met
18	Cost Engineer Analyst									No Submitted Competency Assessment

No.	Designation	No. of Required Competencies	Assessment Result							GCG Findings
			2018		2019					
			Meets Requirement	With Gaps	Meets Requirement	Declined	With Improvement	No Improvement	Total	
										(2018 and 2019)
19	Chief of Division	32	24	8	24	0	7	1	31	Competency Requirement of the Position Not Met
20	Acting Account Specialist	33	25	8	24	1	0	8	24	Competency Requirement of the Position Not Met
21	Acting Internal Auditor	39	33	6	33	0	4	2	37	Competency Requirement of the Position Not Met