

**LBP RESOURCES AND DEVELOPMENT CORPORATION (LBRDC)  
2023 Performance Scorecard Evaluation**

Component					Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating System	2023	Actual	Rating	Score	Rating				
<b>SOCIAL IMPACT</b>	<b>SO 1</b>	<b>Provide High Quality Workmanship</b>										
	SM 1	Number of Projects Completed on Time	Actual no. of projects completed on-time	15%	(Actual / Target) x Weight	13	18	15.00%	15	15.00%	Turn-Over and Acceptance (TOA) of the Project  Project Inspection and Update Report (PIUR)	Target exceeded.
	SM 2	Manpower Service Agreements Established	Actual no. of manpower service agreements	10%	(Actual / Target) x Weight	9	10	10%	5	5.56%	Contract of Agreement or Memorandum of Agreement	Target not met.
	SM 3	Number of Ecozone Locators retained	Actual no. of Ecozone Locators agreement	10%	(Actual / Target) x Weight	22	22	10%	24	10.00%	Lease Agreement	Target exceeded.
	SM 4	Number of Accounts appraised and accepted by Clients	Actual no. of accounts appraised and accepted by the client	5%	(Actual / Target) x Weight	Establish Baseline Data	282	5%	Not verifiable	0.00%	Certificate of Completion Notice of Award/Engagement Notice to Proceed	LBRDC only provided a summary of the number of titles. However, LBRDC did not submit a breakdown of all the titles indicated as accomplishments for the year. This breakdown could have been used to conduct random sampling to verify the validity and accuracy of the submitted Notices of Award, Notices to Proceed, and/or Appraisal Reports. It was also mentioned that in the submitted Notices of Award, Notices to Proceed, and/or Appraisal Reports, the number of titles could not be traced.

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SM 5	Percentage Satisfied Customers	Total number of respondents which gave at least satisfactory rating / Total number of respondents	5%	(Actual / Target) x Weight  0% = If less than 80%	90%	90% of the respondents gave LBRDC at least satisfactory rating	5.00%	58.82%	0.00%	ARTA-issued "SQD 0 Results of GOCCs and their CSM Compliance Status" Harmonized CSM Report	LBRDC was not able to meet the minimum required score of 80%.															
		<b>Sub-total</b>	<b>45%</b>				<b>45.00%</b>		<b>30.56%</b>																	
<b>SO 2 Increase Profitability and Optimize Use of Resources</b>																										
FINANCE	SM 6	Increase Earnings before Interest, Tax, Depreciation, and Amortization (EBITDA)	Total Comprehensive Income + Interest + Tax + Depreciation + Amortization	10%	(Actual/Target) x Weight	₱97.69 million	P41.01 million	10.00%	28.14 million	2.88%	- Commission on Audit (COA)'s Annual Audit Report (AAR) of LBRDC's 2023 Financial Statements and Notes to FS	<table border="1"> <thead> <tr> <th>Item</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Net Income After Tax (NIAT)</td> <td>17,277,027</td> </tr> <tr> <td>(+) Interest Expense</td> <td>-</td> </tr> <tr> <td>(+) Tax</td> <td>5,490,637</td> </tr> <tr> <td>(+) Depreciation</td> <td>3,448,806</td> </tr> <tr> <td>(+) Amortization</td> <td>1,922,644</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>28,139,114</b></td> </tr> </tbody> </table>	Item	Amount	Net Income After Tax (NIAT)	17,277,027	(+) Interest Expense	-	(+) Tax	5,490,637	(+) Depreciation	3,448,806	(+) Amortization	1,922,644	<b>EBITDA</b>	<b>28,139,114</b>
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SM 7	Strength Return on Equity	Total Comprehensive Income / Stockholders' Equity	10%	(Actual/Target) x Weight	9%	4.10%	10.00%	2.56%	2.84%	<table border="1"> <thead> <tr> <th>2023</th> <th>Details</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>17,277,027</td> </tr> <tr> <td>Shareholders' Equity</td> <td>673,623,536</td> </tr> <tr> <td><b>ROE</b></td> <td><b>2.56%</b></td> </tr> </tbody> </table>	2023	Details	Net Income	17,277,027	Shareholders' Equity	673,623,536	<b>ROE</b>	<b>2.56%</b>								
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INTERNAL PROCESS	SM 8	Budget Utilization Rate	Total Disbursements / DBM - Approved or Board - Approved COB (both net of PS Cost)	5%	(Actual/Target) x Weight	90%	89.29%	4.96%	83.88%	4.66%	- Commission on Audit (COA)'s Annual Audit Report (AAR) of LBRDC's 2023 Financial Statements and Notes to FS	
			<b>Sub-total</b>	<b>25%</b>				<b>24.96%</b>		<b>10.38%</b>		
INTERNAL PROCESS	SO 3	Enhance Management and Information System										
	SM 9	Number of Vital Processes Automated	Actual accomplishment	5%	All or Nothing	Full roll-out of one (1) automated system	Human Resources and Payroll System	5.00%	Full roll-out of the Human Resources and Payroll System (HRPS) and My Personal Administrator (MyPAD)	5.00%	Samples of System-Generated Reports Project Documentation [User Acceptance Testing (UAT) Plan; Screenshots of system; Application Change Request Form and Business Level Impact Assessment]	Acceptable.
			<b>Sub-total</b>	<b>5%</b>				<b>5.00%</b>		<b>5.00%</b>		

Item	2023 Board Approved COB (in millions)	Disbursement per 2023 COA AAR (in millions)	BUR
MOOE	53.38	52.44	98.25%
Direct Costs	924.30	770.97	83.41%
Capital Outlay	38.85	29.22	75.22%
<b>Total</b>	<b>1,016.53</b>	<b>852.64</b>	<b>83.88%</b>

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<b>SO 4</b>	<b>Build Strong Alliances with Suppliers</b>										
SM 10	Number of Strategic Tie-ups with Key Suppliers	Actual number of strategic tie-ups with suppliers	5%	(Actual/Target) x Weight	7	7	5.00%	7	5.00%	- Signed Material/ Supply Agreements	Acceptable.
<b>SO 5</b>	<b>Enhance Existing Processes at Par with Industry</b>										
SM 11	Implement Quality Management System	Actual accomplishment	5%	All or Nothing	Pass Surveillance Audit - 2	Passes ISO 9001:2015 Second Surveillance Audit	5.00%	Passed 2 <sup>nd</sup> Surveillance Audit	5.00%	- BS EN ISO 9001:2015 Certificate and Surveillance 2 Process Audit Report by NQA Philippines	Acceptable.
SM 12a	No. of Site Personnel (e.g. Engineers, Foreman, Laborers) who attended Health and Safety Training	Absolute number	5%	All or Nothing	100%	100%	5.00%	Unverifiable	0.00%	- Pictures and Attendance Sheet during training - Report on Re-Echo of Health and Safety Training for 6 projects - Special Orders designating Safety Officers and First Aider Certificate of Completion of trainings - Bill of Quantities	LBRDC was not able to substantially support the claimed 100% accomplishment of trained site personnel and lacked relevant data from other projects validated for SM 1.



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SM 12b	Percentage of personnel issued with Personal Protective Equipment (e.g. Hard Hat, Safety Shoes, Safety Vest)	Absolute number	5%	All or Nothing	100%	100%	5.00%	Unverifiable	0.00%	Property Transfer Slip Report on issuance of PPEs for 6 projects Bill of Quantities	Similar to SM 12a, the supporting documents were not substantial enough to establish the needed baseline data on the number of site employees to be issued with PPEs. Other submitted documents only support the PPE issuance on selected projects which were not sufficient considering that the reported 2023 projects in SM 1 totaled 20.
		<b>Sub-total</b>	<b>20%</b>				<b>20.00%</b>		<b>10.00%</b>		
<b>SO 6</b>	<b>Enhance HR and Development</b>										
SM 13	Improvement on the Competency Level of the Organization	Actual accomplishment	5.00 %	All or Nothing	Improvement on the Competency Level of the Organization	Improve Competency Baseline of the Organization	5.00%	Unverifiable	0.00%	Accomplished Competency Assessment Form Competency Assessment Result	The submitted Competency Assessment Results acting as the database for this measure do not match the Competency Assessment Form due to inaccurate input/encoding which affected the credibility of the generated result.
		<b>Sub-total</b>	<b>5%</b>				<b>5.00%</b>		<b>0%</b>		
		<b>TOTAL</b>	<b>100%</b>				<b>99.96%</b>		<b>55.94%</b>		

LEARNING & GROWTH

for