

PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)
Validated 2020 Performance Scorecard

	Component					PNCC Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Rating Scale ^{a/}	Wt.	Target	Actual	Rating	Score	Rating			
CUSTOMERS / STAKEHOLDERS	SO 1	Maximize Stakeholder Value										
	SM 1	Construction and Development of Real Properties (FCA Properties)	Actual Accomplishment	All or Nothing	10%	OP Approval of TOR for FCA Property (9.9 has.)	Awaiting OP Approval on the proposed lease and development of 9.9 hectare FCA property.	10%	Measure Excluded	–	- Copy of the PNCC's follow up Letter dated 24 February 2020 on the OP Approval of the Lease of 9.9 has. FCA property	Measure excluded. On 18 July 2019, PNCC requested approval from OP to bid out the lease and development of its FCA property covering 9.9 hectares. On 24 February 2020, PNCC sent a follow-up letter to OP regarding its request. However, PNCC was still awaiting reply from OP as of 2020. As such, PNCC was not able to lease out the FCA property.
					5%	Signed Lease Contract for FCA Property		5%	Measure Excluded	–		
	SM 2	Percentage of Satisfied Customers		Actual / Target 0% = If less than 80%			Bid documents forwarded to potential third-party providers		No CSS Conducted		- PNCC's letter dated 09 September 2021	PNCC was still preparing bid documents for the procurement of third party to conduct its CSS.
		a. Partner Agencies	Actual Accomplishment		5%	90%		5%		0%		
		b. Concessionaires			5%	90%		5%		0%		
		Sub-total			25%			25%		0%		
INTERNAL PROCESS	SO 2	Improve Internal Systems and Procedures										
	SM 3	ISO Certification	Actual Accomplishment	All or Nothing	5%	ISO 9001:2015 Certification	No ISO Certification	5%	No ISO Certification	0%	- No supporting documents submitted	With only the conduct of preparatory activities, PNCC failed to obtain its target of ISO 9001:2015 Certification in 2020.

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SM 4	Construction and Development of Expressways										
	a. Lucena-Matnog Expressway/ SLEX TR5	Actual Accomplishment	All or Nothing	2%	Start of STOA Negotiation	Initial discussion with PNCC. SMHC and TRB- Technical Working Group	2%	Start of STOA Negotiation	2%	- Copies of Letter correspondences by PNCC, TRB and SMHC on the discussion of STOA of SLEX TR5 dated 29 Aug 2019, 03 Sep 2019, 17 Feb 2020, 05 Mar 2020, and 05 May 2020.	The discussion between PNCC, SMHC, and TRB on the Supplemental Toll Operation Agreement (STOA) Negotiation had commenced on 18 September 2019 at the TRB. Subsequent meetings to discuss STOA of the project were conducted on 11 March and 07 & 14 May 2020. In a letter dated 17 July 2020, the SLEX TR5 and the PAREX Projects were declared by TRB as Tollroad Projects.
				2%	Completion of STOA Negotiation	Awaiting on notice for TRB on resumption of Discussion on STOA	2%	STOA Negotiation not completed	0%		PNCC is still waiting on the notice from the TRB on the resumption of discussions on the STOA.
	a. Pasig River Expressway Project (PAREX)	Actual Accomplishment	All or Nothing	7%	Signed BJVA with Selected Proponent	On 26 Nov 2019, the BJVA between PNCC and SMHC was executed	7%	Signed BJVA with Selected Proponent	7%	- Copy of the BJVA on Parex Project	The Business and Joint Venture Agreement (BJVA) between the PNCC and SMHC was signed on the 26 November 2019 at Mandaluyong City.
					OP Approval of Assignment of Usufruct	On 11 Nov 2019, the Assignment of Usufruct for the PAREX projec was approved by OP		OP Approval of Assignment of Usufruct			- OP letter dated 11 Nov 2019 on its approval on PNCC's usufructuary rights over its franchise on the PAREX project

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						Start of STOA Negotiation	STOA Negotition already commenced.		Start of STOA Negotiation		- TRB's letter dated 17 Sep 2020 to DPWH requesting for the review of the basic design of th PAREX project; -DPWH's letters dated 29 Sep 2020 and 15 Dec 2020 seeking confirmation from TRB on the conflict of alignment of PAREX and requesting documents of the project; - TRB's letter dated 07 Oct 2020 and 22 Dec 2020 forwarding requests from DPWH	The discussion of the STOA for the PAREX project was done simultaneously with that of the SLEX TR5. Additionally, DPWH was also requested to review the basic design of the PAREX project in 2020 as part of the STOA negotiation on the project.
	c. Integrated Airport Toll Expressway Network (IATEN)	Actual Accomplishment	All or Nothing	3%	Enter into a Joint Venture Agreement (JVA) for IATEN Project	On 02 Oct 202, the BJVA between PNCC and SMHC was executed	3%	Entered into a Joint Venture Agreement (JVA) for IATEN Project	3%	- Copy of the BJVA on the Integrated Airport Toll Expressway Network-Component 1 Northern Access Link Project	The BJVA on the Integrated Airport Toll Expressway Network – Component 1 Northern Access Link Project between the PNCC and SMHC was signed on 02 October 2020 at Mandaluyong City.	
					Approval of Assignment of Usufruct by OP on IATEN Project	On 14 Aug 2020, the Assignment of the Usufruct for the IATEN project was approved by the OP.		Approval of Assignment of Usufruct by OP on IATEN Project		- OP letter dated 14 Aug 2020 on the approval of PNCC's usufructuary rights on the IATEN project	Through its letter dated 14 August 2020, the Office of the President (OP) has approved the assignment of the PNCC's usufructuary rights on the IATEN Project over its franchise in favor of the joint venture company of PNCC and SMHC.	

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SO 3	Enhance Mobility of People and Commerce										
SM 5	Increased Annual Daily Traffic										
	a. Metro Manila Skyway Stage 3	Actual Accomplishment	All or Nothing	6%	Full Operation of Skyway Stage 3	MMSS3 General Accomplishment is at 96.37%. Continue construction works for toll plazas and remaining ramps.	6%	Partial Opening of MMSS 3	0%	- MMSS 3 Status Report from SMHC as of December 2020 - DPWH article on MMSS 3	Based on the article published by the DPWH on MMSS 3, the main line from Buendia to Balintawak was <i>partially opened</i> to traffic on 29 December 2020. On 14 January 2021, inauguration and formal opening (10 ramps) of the MMSS 3 took place. To date, there are 15 ramps open to public traffic.
	b. FTI-Bicutan	Actual Accomplishment	All or Nothing	1%	10% of Segment 1 is Completed	Ongoing activities on: the acquisition of ROW, construction on C5 section for Pier 61-66, and DED for Sec 1a and Sec 2 realignments	1%	Section 1 Workable Area along C5 Section: Piers 61 to 66 at 75.69% accomplishment ; ongoing works at Sections 2	0%	- Project Gantt Chart on MMSS 4 (SEMME C6 Project) Section 1 - Copy of Detailed Engineering Design (DED) of Sec 1a Realignment - MMSS 4 Project Status Report from SMHC as of December 2020 - Certification dated 03 Feb. 2022 from SMHC	The Project Gantt Chart only covered the timeline of activities for Section 1 of and did not specify the reckoning dates and/or % of completion. Moreover, the Project Status Report by SMHC only supplied the % accomplishment on the construction of Section 1 and details of on-going activities but without the actual accomplishment for Segment 1. Given the limited information from the submissions, the actual accomplishment for this measure cannot be objectively verified on account of insufficient information/documentation.
	Sub-total				26%			26%		12%	

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	SO 4	Reinforce Collection Systems																		
FINANCIAL	SM 6	Percentage of Receivables Collected	Actual Accomplishment	Actual / Target	3%	Collection of at least 10% or ₱7.8 Million of Judgment / Monetary Award of PMMA (₱78M)	Awaiting COA Decision on Petition for Money Claim	3%	Measure Excluded	—	- Copy of COA's Decision No. 2021-032 on the Petition for Money Claim of the PNCC against the PMMA	Measure excluded. For the entire year of 2020, PNCC was awaiting COA's Decision on its Petition for Money Claim against the PMMA. It was only on 10 February 2021 when COA's Decision No. 2021-032 denying the PNCC's Petition was issued.								
	SO 5	Improve Equity and Debt Management Service Strategies																		
	SM 7	Revenues	Service Income + Share in JVAs + Dividend Income + Interest Income	Actual / Target	7%	10% Increase from 2019 Revenues	₱167.16 Million as of 30 Nov 2020	7%	₱182.95 M	0%	- COA-audited 2020 Financial Statements (FS) and Notes to FS	<table><tr><th>Revenue</th><th>Amount (P)</th></tr><tr><td>2019</td><td>253,588,843</td></tr><tr><td>2020</td><td>182,946,596</td></tr><tr><td>% (Dec)</td><td>(27.86%)</td></tr></table> As impacted by the pandemic, almost all of PNCC's Revenues items, save for Interest Income, have recorded decreases in 2020.	Revenue	Amount (P)	2019	253,588,843	2020	182,946,596	% (Dec)	(27.86%)
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2019	253,588,843																			
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% (Dec)	(27.86%)																			
SM 8	Lease Income	Actual Amount	Actual / Target	6%	10% Increase from 2019 Revenues	₱17.58 Million as of 30 Nov 2020	6%	₱33.35 M	6%	- COA-audited 2020 FS and Notes to FS	<table><tr><th>Lease Income</th><th>Amount (P)</th></tr><tr><td>2019</td><td>29,097,086</td></tr><tr><td>2020</td><td>33,353,672</td></tr><tr><td>% Inc.</td><td>14.63%</td></tr></table>	Lease Income	Amount (P)	2019	29,097,086	2020	33,353,672	% Inc.	14.63%	
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	SM 9	Conversion of Debt-to-Equity	Actual Accomplishment	All or Nothing	1%	Negotiation of Debt Payment Scheme with PMO	To schedule another meeting with representatives of PMO	1%	No development on the target	0%	- PNCC's letter dated 09 September 2021	Target not met as PNCC is yet to schedule another meeting on the matter with the representatives of PMO.
		Sub-total			17%			17%		6%		
LEARNING & GROWTH	SO 6	Development of Manpower										
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing	5%	Board-approved Competency Framework	The project is now subsumed under the ISO Project	5%	No Board-approved Competency Framework	0%	- Notice of PNCC ISO Sub Committee Meeting dated 01 February 2021	Target not met as PNCC was only able to conduct the preparatory activities in 2020 for the development of a Competency Framework, which primarily involved the creation of a sub-committee to be established under its ISO Committee.
			Sub-total		5%			5%		0%		
		TOTAL WEIGHTS EXCLUDED WEIGHTS			73% (18%)			73% (18%)		18% -		
		VALIDATED TOTAL			55%		55 / 55 = 100%		18 / 55 = 32.73%			