

**BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA)
Validation Result of 2019 Performance Scorecard**

Component		Rating Scale			Target	Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective / Measure	Formula	Weight			2019	Actual	Rating	Score	Rating				
SOCIAL IMPACT	SO 1 Improve Facilities for the Military												
	SM 1	Facilities Constructed	Actual Accomplishment	10%	All or Nothing	NOA Issued to Winning Bidder for Design Consultancy Services for Relocation/ Replication of Philippine Navy Facilities	NOA for Design Consultancy Services for relocation/ replication of Philippine Navy facilities issued to TCGI Engineers on 08 October 2019	10%		NOA for Design Consultancy Services for relocation/ replication of Philippine Navy facilities issued to TCGI Engineers	10%	<ul style="list-style-type: none"> • Notice of Award to TCGI Engineers 	Target met. NOA issued by BCDA on 08 October 2019 and signed by the consultant on 09 October 2021.
	SO 2 Create Communities Where Families Can Work, Live, and Play Together												
SM 2	Mixed-Use Areas to include Industrial and Residential Areas Developed	Actual Accomplishment	10%	All or Nothing	Signed Development Contract for the 500-hectare Mixed-Use Area in New Clark City	Signed development contracts for 502 hectares in New Clark City, to wit: <ul style="list-style-type: none"> • 450 has. with Hann Development Corporation (HDC) • 52 has. with Provincial Government of Tarlac (PGT) 	10%		Signed development contracts for 502 hectares in New Clark City	10%	<ul style="list-style-type: none"> • MOA between BCDA and PGT for the 52-hectare property in New Clark City (NCC) • Secretary's Certificate – Resolution No. 2019-12-146 • Excerpt from the Minutes of BCDA Board Meeting on the MOA with PGT 	Target met.	

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Objective / Measure	Formula	Weight	Rating Scale	2019	Actual	Rating	Score	Rating			
										<ul style="list-style-type: none"> Tarlac Provincial Board Resolution No. 140-2019 A Philippine New Agency (PNA) article dated 03 Jan 2020 on the MOA signing ceremony Contract of Lease between BCDA and HDC for the 450-hectare property in NCC 	
SM 3	Actual Investment in BCDA Economic Zones	Total Amount in pesos	10%	(Actual/Target) x Weight 0% = If below ₱485 Million	₱622 Million	₱1.7 Billion	10%	₱1.53 Billion	10%	<ul style="list-style-type: none"> Schedule of Investments in Ecozones 	BCDA exceeded the target. However, the validated accomplishment excluded the reported Estate Management Fees for JHSEZ and PPFZ and share in the Subic-Clark Alliance for Development (SCAD) budget as these are fund releases for operating expenses. Also, the power rate subsidy of the National Government for the SFA Semicon Philippines Corporation was excluded as it cannot be considered as BCDA's investment.
		Sub-total	30%				30%		30%		

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FINANCE	SO 3	Provide Consistent Contribution to the AFP and National Government										
	SM 4	Total Remittance to the AFP and National Government	Total amount in pesos	10%	All or Nothing	100% remittance of required mandatory contribution to the National Government ¹	₱5.4 Billion	10%	₱5.4 Billion (162%)	10%	<ul style="list-style-type: none"> • Bureau of the Treasury (BTr) Acknowledgement Letter and Official Receipt (OR) No. 7058963 (ADP Proceeds) • BTr OR No. 7059227 (Dividend remittance) • BTr OR No. 7058962 (payment of Guarantee Fees) • DOF report on the status of compliance to dividends as of 31 December 2020 • BTr Collection Letter with schedule of Guarantee Fees Receivables as of December 2019 	<p>The total remitted amount is 162% of the computed required remittance amounting to ₱3.336 Billion</p> <p>The remittance of dividend amounting to ₱0.401 Billion was deemed compliant by DOF per its letter to the GCG.</p> <p>The Guarantee Fees paid in the amount of ₱0.106 Billion is only 28% of the total due amounting to ₱0.384 Billion per BTr letter dated 06 January 2020.</p> <p>Remittance of share in ADP proceeds were computed based on the reported ADP proceeds in SM 5 and provisions of R.A. No. 101349. Based on the computation, the actual remittance of ₱4.894 Billion is 192% of the GCG-computed amount due of ₱2.551 Billion (2018 ADP Proceeds of ₱6.003 Billion less 15% estimated direct expenses).</p>

¹ Should include proceeds from the Asset Disposition Program and National Government shares (e.g. Dividend and Guarantee Fees).

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STAKEHOLDER	SO 4 Ensure Sustainability of BCDA by Building Recurring Revenue Sources and Effectively Managing Costs											
	SM 5	Cash Proceeds from Business Contracts	Total Cash Proceeds from Joint Venture Agreements and Lease Contracts (in pesos)	10%	(Actual/Target) x Weight 0% = If below ₱ 3,200 Million	₱3,909 Million	₱6.2 Billion	10%	₱6.30 Billion	10%	<ul style="list-style-type: none"> Summary of Proceeds from Business Contracts Copies of Official Receipts (ORs) issued by BCDA Audited Financial Statements for 2019 	Target exceeded. The GCG-validated summation of the BCDA-reported summary was based on the ORs and the Audited 2019 Statement of Cash Flows.
	Sub-total			20%				20%		20%		
STAKEHOLDER	SO 5 Execute and Deliver Quality Development Projects on Time, on Specs, and on Budget											
	SM 6	Developmental and Infrastructure Projects Implemented	Actual Accomplishment in the Clark International Airport (CIA) Expansion Project	10%	All or Nothing	Completion of 100% of the project deliverables for 2019 based on the EPC Agreement and its attachments/schedules	Completion of the following per Contract: <ul style="list-style-type: none"> New Terminal Building Shell and Core Utility Building 	10%	Completed 100% of the 2019 project deliverables based on the Project Schedule of the EPC Agreement	10%	<ul style="list-style-type: none"> Monthly Progress Report of the Independent Consultant as of December 2019 Project Schedule under the EPC Agreement 	Acceptable. Project Monthly Progress Report showed an actual accomplishment of 93.31% as against the targeted completion of 89.63%.

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Objective / Measure		Formula	Weight		2019	Actual	Rating	Score	Rating			
INTERNAL PROGRAMS	SO 6 Cultivate Strong and Fair Partnerships with Customers, Partners and Stakeholders											
	SM 7	Percentage of Satisfied Customers	Number of Respondents who rated at least Satisfactory / Total Number of Survey Respondents	5%	(Actual/Target) x Weight 0% = If below 90%	95% of respondents rated at least Satisfactory	96% of Respondents rated at least Satisfactory	5%	96% of Respondents rated at least Satisfactory	5%	<ul style="list-style-type: none"> Stakeholder Satisfaction Survey Report by Market Relevance Corp. List of the universe of 2019 Customers Samples of accomplished survey questionnaire 	Target exceeded. 48 out of 50 respondents gave at least Satisfactory rating. Per the report of the third-party provider, BCDA's staff, particularly their being responsive, knowledgeable, and organized, is the strongest reason for the satisfaction rating.
	SM 8	Support Mechanism among the BCDA Group Strengthened	Actual Accomplishment	5%	All or Nothing	Board-Approved Policy on the Improvement of the Related Processes within the BCDA Group	BCDA Group Planning Guidelines approved by the BCDA Board on 04 December 2019	5%	Board-Approved BCDA Group Planning Guidelines	5%	<ul style="list-style-type: none"> Secretary Certificate on Board Resolution No. 2019-12-143 approving the BCDA Group Planning Guidelines BCDA Group Planning Guidelines 	Target met. The issuance of the Board-approved Planning Guidelines is a good starting point to improve the processes, as well as the coordination, within the BCDA Group.
	Sub-total			20%				20%		20%		
INTERNAL PROGRAMS	SO 7 Design, Develop, and Ensure Full Execution of Master Plans of Communities											
	SM 9	Development of BCDA Special Economic	Actual Accomplishment	10%	All or Nothing	Board-Approved Urban Design Standards	Urban Design Standards and Guidelines for NCC approved	10%	Board-Approved Urban Design Standards and	10%	<ul style="list-style-type: none"> Secretary Certificate on Resolution No. 2019-12-142 	Target met.

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Weight			2019	Actual	Rating	Score			Rating
	Zones Synchronized			and Guidelines for New Clark City (NCC)	by the BCDA Board on 04 December 2019		Guidelines for NCC		approving the NCC Design Standards and Guidelines • NCC Design Standards and Guidelines Stage 3 Report – Revision No. 5 dated 22 July 2019		
SO 8 Establish and Maintain Robust Internal Control and Governance Systems											
SM 10	Information Technology Systems Implemented	Actual Accomplishment	10%	All or Nothing	Installation of the Visual Framework Module	Installed and configured Visual Framework	10%	Visual Framework installed	10%	• BCDA Internal Memorandum on the approval of Cloud Knowledge Management/ Collaboration Software for KMS Project Procurement • Purchase Order, NOA, NTP for the KMS Project • Screenshots • Technical Specifications • Acceptance Certificate	Acceptable.
SM 11	ISO Certification for All Processes	Actual Accomplishment	5%	All or Nothing	ISO 9001: 2015	ISO 9001: 2015 Certificate retained	5%	ISO 9001:2015	5%	• ISO 9001:2015 Certificate	Acceptable. Target met.

Component					Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure		Formula	Weight			2019	Actual	Rating	Score	Rating		
						Certification Maintained			Certificate maintained		• 10 July 2019 Audit Report for ISO 9001:2015 Certification	
Sub-total			25%					25%		25%		
SO 9 Build and Maintain a Highly Competent, Creative, and Committed Work Force												
LEARNING AND GROWTH	SM 12	Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	5%	All or Nothing	Improvement in the Competency baseline of the organization ²	Improvement in the Competency Baseline of the Organization	5%	Unverifiable	0%	<ul style="list-style-type: none"> Competency Assessment Results and Competency Index for the years 2018 and 2019 Competency Assessment Questionnaire for the years 2018 and 2019; Letter to BCDA employees regarding the Administration of the BCDA Competency Assessment Tool to All BCDA regular officers and employees dated 12 	The reported improvement in the competency baseline cannot be objectively validated with the submitted supporting documents due to the lack of clear discussion and information on the process and considerations involved in the conversion of the proficiency level in the 2018 competency report based on its new proficiency/competency level requirement. Additional discussion on the findings is attached as Appendix 1 .

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

Validation Result of 2019 Performance Scorecard (Annex A)

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure	Formula	Weight		2019	Actual	Rating	Score	Rating		
									November 2018; • Letter to PCEO re: Approval of BCDA Competency Assessment Tool, Matrix, Position Profiles and Competency-Based Job Descriptions dated 15 October 2018; • Assessment Implementation Guidelines; • Pilot Testing Competency Assessment Questionnaire (2018); • Proficiency Guide to Competency Level; • Summary of Competency Assessment Results BCDA (Refined version) GCG Submission dated 14 June 2019;	

Validation Result of 2019 Performance Scorecard (Annex A)

Component					Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure		Formula	Weight			2019	Actual	Rating	Score	Rating		
											<ul style="list-style-type: none"> Organizational Training Needs Assessment for BCDA by Career Clinic 	
Sub-total			5%				5%		0%			
VALIDATED RATING			100%				100%		95%			

FINDINGS ON THE VALIDATION OF SM 12: Percentage of Employees Meeting the Required Competencies

- BCDA employed Career Clinic as the third-party consultant for the purpose of crafting its Training Plan for the organization's learning and development program, as indicated in the submitted Organizational Training Needs Assessment (OTNA) report. Career Clinic was also the same consultant that assisted BCDA for the development of its Competency Framework.
- Individual surveys were conducted online from mid-December 2019 up to mid-February 2020 and respondents were asked to provide proficiency and urgency ratings for the various types of competencies.
- The report also indicated that the BCDA Competency Framework developed is currently being applied throughout BCDA. Also included in the report are the Competency Definitions of the BCDA Competency Framework and Competency Dictionary.¹
- To undertake the assessment, a survey was designed and administered online based on the BCDA Competency Framework. Two types of surveys were conducted – the Superior Assessment and the Self Assessment surveys. For both surveys, respondents were asked to rate required levels and actual levels of competencies as applicable using a **4-level scale or “rubrics”** defining four levels of proficiency based on the standards established in its Competency Framework mentioned previously (Annexes 1 and 2 provide the definitions of each competency and description at each proficiency level). Required levels were already previously determined based on the individual's job profile.
- Presented as Annexes 3 and 4 of the OTNA report are the Competency Index 2018 and Competency Index 2019, respectively. The same were used to determine the improvement in competency baseline of the organization.
- However, it was noted that the Competency Index 2018 was based on the data as transmuted by BCDA (i.e. from 5-point rating scale to 4-point rating scale). **The report did not discuss the process and methodology employed in the transmutation of 2018 results.**
- **The findings for the 2018 competency assessment, remains unresolved by the BCDA.** In addition to the previously flagged inconsistent and insufficient documentation (i.e. transmutation of rating scale. Example, the “5” rating described as the frequency the employee exhibits the competency requirement as “almost always, 90-100% of time” in its 2018 competency assessment is equivalent or transmuted to proficiency level/rating “4” which is “Superior” proficiency/competency level), it was noted that based on the Assessment Implementation Guidelines submitted as supporting document for 2018, the assessment tool used in 2018 is to identify an **employee's behavior as viewed by certain groups of people** who know the employee and have had the opportunity to observe the employee in the work setting. For this purpose, the

¹ Annexes 1 and 2 of the OTNA Report.

assessment tool consisted of 16 competency areas grouped into two clusters, namely, 9 individual behaviors and 7 leadership behaviors.² However, the 2019 assessment which made use of BCDA Competency Framework includes Core, Technical, and Leadership competencies. Assessments were made based on the Competency Dictionary and Competency Definitions as mentioned above.³

Based on the foregoing, the assessment results for 2018 cannot be used as direct comparison with the result of 2019 due to the significant differences in methodologies and parameters employed in the assessments. Unless BCDA is able to provide clear and sufficient documentation on how the two assessments can be considered comparable given the noted difference, the Governance Commission will not be able to fully validate the baseline competency of the organization and that the improvement in the competency level of the organization.

² The rating scale on the competency is as follows: 5-Almost always, 90-100% of time, 4-Usually, 61-89% of time, 3-Sometimes, 40-60%, 2-Seldom, 11-39% of time, and 1-Almost Never, 0-10% of time.

³ The rating scale on the competency is as follows: 4-Superior, 3-Advanced, 2-Intermediate, 1-Basic, and 0-Not Applicable.



**INTER-AGENCY TASK FORCE ON THE HARMONIZATION OF
NATIONAL GOVERNMENT PERFORMANCE MONITORING, INFORMATION AND REPORTING SYSTEMS**
(Administrative Order No. 25 S. 2011)

Annex B

Summary of GOCCs under R.A. 10149 that may be Eligible for the grant of FY 2019 PBB

Compliant to all Requirements
1. Development Bank of the Philippines
2. Land Bank of the Philippines
3. LBP Insurance Brokerage, Inc.
4. National Development Company
5. National Home Mortgage Finance Corporation
6. Philippine Deposit Insurance Corporation
7. Small Business Corporation
8. Occupational Safety and Health Center
9. Government Service Insurance System
10. Clark Development Corporation
11. John Hay Management Corporation
12. Development Academy of the Philippines
13. Philippine Amusement and Gaming Corporation
14. National Electrification Administration
15. National Transmission Corporation
16. Philippine National Oil Company
17. Power Sector Assets and Liabilities Management Corporation
18. PNOC Exploration Corporation
19. Mactan-Cebu international Airport Authority
20. Metropolitan Waterworks and Sewerage System – CO

Note: May be eligible provided the GOCCs meet the other criteria of GCG.

Non-Compliant to one (1) Requirement	Condition
1. Philippine Crop Insurance Corporation	APP non-CSE
2. Employees Compensation Commission	APP non-CSE
3. Social Security System	Sustained Compliance to Audit Findings
4. Center for International Trade Expositions and Missions	APP non-CSE
5. Bases Conversion Development Authority	APP non-CSE, APCPI
6. Poro Point Management Corporation	APP non-CSE
7. Philippine Retirement Authority	APP non-CSE
8. National Power Corporation	PhilGEPS posting
9. Philippine Fisheries Development Authority	APP non-CSE, EPA
10. Cebu Port Authority	APP non-CSE
11. Local Water Utilities Administration	APP non-CSE, Indicative APP non-CSE, EPA
12. Metropolitan Waterworks and Sewerage System – RO	APCPI
13. Philippine Ports Authority	APP non-CSE, APCPI

Note: May be eligible provided the GOCCs meet the other criteria of GCG and must isolate individual/unit most responsible for not meeting the deficient condition.



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