

**LBP RESOURCES AND DEVELOPMENT CORPORATION (LBRDC)
Validation Result of 2021 Performance Scorecard**

Component				Target	Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective / Measure	Formula	Weight	Rating Scale	2021	Actual	Rating	Score	Rating				
STAKEHOLDERS	SO 1	Provide High Quality										
		Number of Projects Completed On-Time:										
		Construction		12.5%		3	3	12.5%	2	8.33%		Target not met.
	SM 1	Renovation	Actual number of projects completed on-time	17.5%	(Actual / Target) x Weight	21	10	8.33%	6 out of 12	8.75%	<ul style="list-style-type: none"> • Purchase Order of • Notice Award to • Notice to Proceed • Project Inspection and Update Report (PIUR) • Turn-Over and Acceptance of the Project (TOA) • Certificate of Completion 	Of the 21 renovation projects, 6 were considered completed in 2021, 6 were not provided with supporting documents (either reported for accomplishment or for exclusion), and 9 projects were excluded due to circumstances, not within the full control of LBRDC. Projects excluded were properly supported with documentation.
											Details of validation are attached as Appendix 1 .	
SM 2	Manpower Service Agreement Established	Actual number of Manpower Service Clients	10%	(Actual / Target) x Weight	6	8	10%	6	10%	8 Manpower Service Agreements	Only 6 out of the 8 reported accomplishments are acceptable. 2 Service Agreements were signed in 2020.	
SM 3	Percentage of Satisfied Customers	Total number of respondents which gave at least Satisfactory	5%	(Actual / Target) x Weight	90%	90%	5%	-	-	-	Target not met. LBRDC did not submit the	

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Objective / Measure	Formula	Weight	Rating Scale	2021	Actual	Rating	Score	Rating				
	rating / Total number of respondents		0% = If less than 80%								requisite final report on the survey conducted.	
Sub-total		45%				35.83%		27.08%				
FINANCIAL	SO 2	Increase Profitability and Optimize Use of Resources										
	SM 4	a.) Increase Earnings before Interest, Tax, Depreciation, and Amortization (EBITDA)	Total Comprehensive Income + Interest + Tax + Depreciation + Amortization	10%	(Actual / Target) x Weight	₱75.45 Million	₱74.49 Million	9.87%	₱72.37 Million	9.59%	COA Audit Financial Statements	Target not met.
		b.) Improve Construction Margin	Net Income from Construction / Total Revenue from Construction	10%	(Actual / Target) x Weight	9%	11%	10%	11.14%	10%	COA Audit Financial Statements	Exceeded the target.
	SM 5	Strengthen Return on Equity	Total Comprehensive Income / Total Shareholder's Equity	10%	(Actual / Target) x Weight	8%	8%	5%	7.81%	9.76%	COA Audit Financial Statements	Target not met.
	Sub-total		30%					24.87%		29.35%		
INTERNAL PROCESS	SO 3	Enhance Management and Information System										
	SM 6	Number of Vital Processes Automated	Actual accomplishment	5%	All or Nothing	Full Roll-out of One (1) Automated System	Full Roll-out of One (1) Automated System – Document Management System (DMS)	5%	Full Roll-out of One (1) Automated System – Document Management System (DMS)	5%	<ul style="list-style-type: none"> • Certificate of Completion • Purchase Order • Screenshots of the system 	Acceptable.

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SO 4	Build Strong Alliances with Suppliers										
SM 7	Number of Strategic Tie-ups Established with Key Suppliers	Actual number of strategic tie-ups with suppliers	5%	(Actual / Target) x Weight	7	7	5%	7	5%	Copies of notarized Supply Agreements	Acceptable.
SO 5	Enhance Existing Processes at Par With Industry										
SM 8	Implement Quality Management System	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Re-Certification	Passed ISO 9001:2015 Re-Certification	5%	Passed ISO 9001:2015 Re-Certification	5%	• ISO 9001:2015 Re-Certification and Audit Report	Acceptable.
SM 9	Strict Occupational Health and Safety Standards	Absolute number	5%	Zero (0) Accident = 5% 1-5 Accidents = 2.5% More than five (5) accidents = 0% Death or permanent disability = 0%	Zero (0) Accident	Zero (0) Accident	5%	72 non-disabling injuries	0%	• Annual Work Accident/ Illness Exposure Data Report issued by the Department of Labor and Employment (DOLE)	The validation was based on the definition of a work accident, disabling injuries, and non-disabling injuries under the Annual Accident/ Illness Exposure Data Report issued by DOLE and in the OSH Standards Guidebook. Accordingly, while LBRDC reported zero non-disabling injuries, the same is not equivalent to zero accidents as what is required by the target.
Sub-total			20%				20%		15%		

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Component					Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure		Formula	Weight	Rating Scale	2021	Actual	Rating	Score	Rating			
LEARNING AND GROWTH	SO 6	Enhance HR and Development Program										
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	Improve Competency Baseline of the Organization ¹	Improved Competency Baseline of the Organization	5%	Unverifiable	0%	<ul style="list-style-type: none"> • Samples of Competency Evaluation Forms; • Competency assessment report; and • Computation of the 47 employees 	LBRDC did not provide an acceptable supporting document for the 2020 competency assessment. The 2020 assessment results will serve as a baseline to determine improvement in the competency, if any.
	Sub-total			5%				5%		0%		
	TOTAL			100%				85.70%		71.43%		

¹ 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:

$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A (\text{Actual Competency Level})}{(\text{Required Competency Level})} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

VALIDATION RESULT FOR SM 1

A. CONSTRUCTION PROJECTS

No.	LANDBANK BRANCH	DATE COMPLETED	SUPPORTING DOCUMENTS	REMARKS
1.	Miag-ao (Ilo-ilo)	07 February 2021	<ul style="list-style-type: none"> • Purchase Order • Project Inspection and Update Report (PIUR) • Turn-over and Acceptance of the Project (TOA) 	Complete. Substantiated by the TOA submitted by the LBRDC, which states that the project has been completed and all necessary documents have been submitted.
2.	Bunawan (Agusan del Sur)	08 November 2021	<ul style="list-style-type: none"> • Purchase Order • Notice of Award • Project Inspection and Update Report (PIUR) • Certificate of Project Completion • Certificate of Punchlist Completion 	Complete. Substantiated by the Certificate of Project Completion accepted by the Branch Manager of LBP-Bunawan.
3.	M'lang (North Cotabato)	<i>Unverifiable</i>	<ul style="list-style-type: none"> • Purchase Order • Notice of Award • Notice to Proceed • Project Agreement • Project Inspection and Update Report (PIUR) 	Unverifiable. The reported accomplishment was not substantiated by the submitted supporting documents, the CGO-A cannot determine if the project was endorsed or accepted by the client on 2021, further, the date that the project was completed is also unavailable.

B. RENOVATION PROJECTS

No.	LANDBANK BRANCH	DATE COMPLETED	SUPPORTING DOCUMENTS	GCG VALIDATION
A. Projects Completed on-time:				
1.	Balingasag (Misamis Oriental)	06 March 2021	<ul style="list-style-type: none"> • Project Agreement • Notice of Award • Notice to Proceed • Project Inspection and Update Report (PIUR) • Turn-over and Acceptance of the Project (TOA) 	Complete. Per PIUR, the project started on 10 October 2020 and completed on 06 March 2021 as shown to the submitted TOA. TOA is also signed by the parties reflected in the Project Agreement.

No.	LANDBANK BRANCH	DATE COMPLETED	SUPPORTING DOCUMENTS	GCG VALIDATION
2.	Clark (Pampanga)	24 April 2021	<ul style="list-style-type: none"> • Purchase Order • Notice to Proceed • Notice of Award • Project Inspection and Update Report (PIUR) • Turn-over and Acceptance of the Project (TOA) 	Complete. Per TOA submitted, the project has been completed and all necessary documents have been submitted. This was signed by representatives of both parties.
3.	DOLE (Manila)	11 August 2021	<ul style="list-style-type: none"> • Purchase Order • Notice to Proceed • Notice of Award • Project Inspection and Update Report (PIUR) • Turn-over and Acceptance of the Project (TOA) • Project Agreement 	Complete. Per TOA submitted, the project has been completed and all necessary documents have been submitted. This was signed by representatives of both parties.
4.	San Pedro (Davao)	05 July 2021	<ul style="list-style-type: none"> • Purchase Order • Notice to Proceed • Notice of Award • Project Agreement • Project Inspection and Update Report (PIUR) • Turn-over and Acceptance (TOA) 	Complete. As a support, the submitted TOA indicates that the project was completed on 05 July 2021. This is also signed by all the representatives of both parties.
5.	Vigan (Ilocos Sur) Lending Center	26 July 2021	<ul style="list-style-type: none"> • Notice of Award • Notice to Proceed • Certificate of Project Completion issued by PMED • Turn-over and Acceptance (TOA) • Project Inspection and Update Report (PIUR) • Purchase Order • Project Agreement 	Complete. Per TOA submitted, the project has been completed and all necessary documents have been submitted. This was signed by representatives of both parties.
6.	Mandalagan (Negros Occidental)	30 September 2021	<ul style="list-style-type: none"> • Purchase Order • Notice of Award • Notice to Proceed 	Complete. Per TOA submitted, the project has been completed and all necessary documents have been

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No.	LANDBANK BRANCH	DATE COMPLETED	SUPPORTING DOCUMENTS	GCG VALIDATION
			<ul style="list-style-type: none"> Project Agreement Turn-Over and Acceptance of the Project (TOA) 	submitted. This was signed by representatives of both parties.
7.	Roxas Blvd (Pasay City)		<ul style="list-style-type: none"> Purchase Order Notice of Award Notice to Proceed Project Inspection and Update Report (PIUR) Purchase Order Notice of Award Notice to Proceed Turn-over and Acceptance of the Project (TOA) 	Unverifiable. LBRDC only submitted documents pertaining to Roxas Blvd. Project only, hence, the CGO-A was unable to determine the distinctions between two (2) reported projects.
8.	Roxas Blvd. Phase II			
9.	Buendia (Makati)		<ul style="list-style-type: none"> Purchase Order Notice to Proceed Notice of Award Project Inspection and Update Report (PIUR) 	Unverifiable due to lack of sufficient documents. The supporting documents cannot substantiate when the project was completed.
10.	EDSA Congressional		<ul style="list-style-type: none"> HOBAC Action Sheet 	Unverifiable due to lack of sufficient documents.
11.	North Avenue Branch		<ul style="list-style-type: none"> Chronological report Notice of Award Notice to Proceed Purchase Order Notice of Disapproval dated 12 December 2021 issued by Bureau of Fire Protection (BFP) 	Despite several follow-ups from LBRDC, Notice of Disapproval was only issued on 21 December 2021.
12.	Makati AC II Renovation		<ul style="list-style-type: none"> Chronological Report Notice of Award Notice to Proceed Transmittal letters requesting for necessary clearances (e.g. locational clearance) 	Building Permit was only issued 13 January 2022.

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No.	LANDBANK BRANCH	DATE COMPLETED	SUPPORTING DOCUMENTS	GCG VALIDATION
			<ul style="list-style-type: none"> • Application form for Locational Clearance • Occupancy Permit • Certification of the Property/Building Administrator • Evaluation Sheets from the Office of the Building Official (e.g. Electrical Section, Sanitary/Plumbing Permit Sectio) • Transmittal letters to LandBank of the Philippines • Order of Payment • Building Permit • Site Instruction Memo • Hold Order No. 1 	
13.	Calinan Branch Building Construction		<ul style="list-style-type: none"> • Chronological Report • Notice of Award • Notice to Proceed • Transmittal Form • Application for Building permit 	Building permit and the locational clearance was only issued to LBRDC on 27 July 2022.
14.	LIBI Office Renovation		<ul style="list-style-type: none"> • Chronological Report • Notice of Award • Notice to Proceed • Barangay Clearance • Locational Clearance • Fire Safety Evaluation Clearance • Building Permit • Letter from LIBI dated 29 January 2021 	LIBI issued a letter dated 29 January 2021 to LBRDC, requesting the latter to temporarily hold or suspend the awarded project due to the impact of coronavirus. Per email, LBRDC only accomplished the processing of the building permit or approximately 2%.
15.	Philguarantee Office		<ul style="list-style-type: none"> • Chronological Report • Notice to Proceed • Building Permit 	Due to limited transportation and skeletal workforce on government agencies, the processing of building permit was delayed and was only

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No.	LANDBANK BRANCH	DATE COMPLETED	SUPPORTING DOCUMENTS	GCG VALIDATION
				issued to LBRDC on 06 December 2021.
16.	Las Piñas Office		<ul style="list-style-type: none"> • Chronological Report • Notice of Award • Notice to Proceed • Building Permit • Fire Safety Evaluation Clearance • Letter to PMED dated 03 September 2021 • Certificate of Occupancy dated 18 February 2022 • Hold Order no. 1 issued by LANDBANK • Project Inspection and Update Report (PIUR) 	LBRDC was able to secure the building permit on 28 January 2021 and all other necessary documents, however, due to quarantines and other issues encountered, the project was put on hold.
17.	Surigao Office		<ul style="list-style-type: none"> • Chronological Report • Notice of Award • Notice to Proceed • Fire Safety Evaluation Clearance • Building Permit • Hold Order no. 1 	The project was put on hold due to the additional change order requested by the end-user which is considered as necessary for the site condition. Moreover, per Hold Order no. 1 the province of Surigao was hit by Typhoon Odette and experienced power and water outages.
18.	Tagbilaran Office		<ul style="list-style-type: none"> • Chronological Report • Notice of Award • Notice to Proceed • Fire Safety Evaluation Clearance • Building Permit • Site Instruction Memo No. 1 • Transmittal letter from LBRDC to LBP • Hold Order No. 1 (Effective 16 December 2021) 	The project was put on hold as per Hold Order No. 1 due to the power and water outages in the entire province of Bohol brought about by the Typhoon Odette.

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No.	LANDBANK BRANCH	DATE COMPLETED	SUPPORTING DOCUMENTS	GCG VALIDATION
19.	Sorsogon Office		<ul style="list-style-type: none">• Chronological Report• Notice of Award• Notice to Proceed• Building Permit• Project Inspection and Update Report (PIUR)	As represented by LBRDC, the delay on the project was due to the late issuance of the report regarding the findings during inspection. Further, the limited skeletal workforce on the government agencies also affects the release of the necessary documents.

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