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15 January 2019

**MR. SILVESTRE C. AFABLE, JR.**

*Chairperson*

**MR. ALLAN R. GARCIA**

*President and CEO (PCEO)*

**JOHN HAY MANAGEMENT CORPORATION (JHMC)**

John Hay Special Economic Zone

Camp John Hay, Baguio City



**John Hay Management Corporation**

a member of the BCDA Group



OCS-IN-2019-03

**RE : TRANSMITTAL OF 2019 PERFORMANCE SCORECARD**

Dear Chairperson Afable and PCEO Garcia,

This is to formally transmit the 2019 Charter Statement and Strategy Map (**Annex A**) and 2019 Performance Scorecard (**Annex B**) of JHMC. The same is to be posted in JHMC's website, in accordance with Section 43 of GCG Memorandum Circular No. 2012-07<sup>1</sup>.

The JHMC-proposed Charter Statement, Strategy Map, and Performance Scorecard submitted through its letter dated 28 September 2018<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 20 November 2018 and evaluation of revised documents submitted through its letter dated 04 December 2018<sup>3</sup>.

We take this opportunity to **REMIND** JHMC that Item 5 of GCG Memorandum Circular No. 2017-02<sup>4</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter.

**FOR YOUR COMPLIANCE.**

Very truly yours,

**SAMUEL G. DAGPIN, JR.**

*Chairman*

**MICHAEL P. CLORIBEL**  
*Commissioner*

**MARITES C. DORAL**  
*Commissioner*

<sup>1</sup> Code of Corporate Governance for GOCCs dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 28 September 2018.

<sup>3</sup> Officially received by the Governance Commission on 11 December 2018.

<sup>4</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

# 2019 CHARTER STATEMENT AND STRATEGY MAP (ANNEX A)

## JOHN HAY MANAGEMENT CORPORATION CHARTER STATEMENT AND STRATEGY MAP



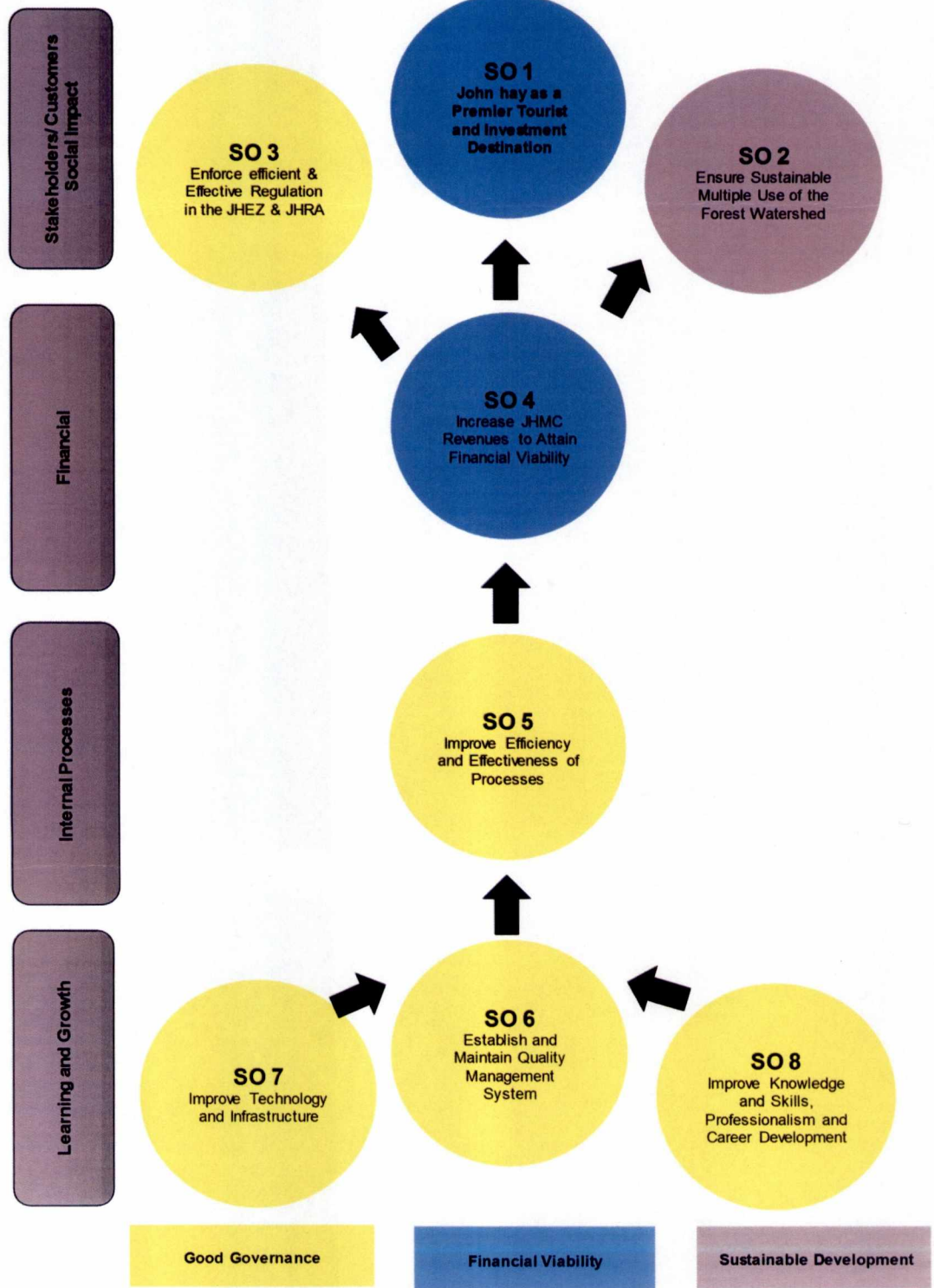
**Vision :** By 2030, JHMC shall have transformed Camp John Hay into a sustainable tourism destination in the North with innovative approaches to promote investments, improved employment opportunities and quality services while preserving the environment.

### MISSION

As the Steward of Camp John Hay, JHMC develops the estate into a premier tourist and investment destination, that contributes to economic growth and job generation; ensures sustainable use of forest, watershed, and enforces efficient and effective regulation of the Special Economic Zone.

### CORE VALUES

Stewardship  
Passion for the Environment  
Integrity  
Commitment  
Excellence



JOHN HAY MANAGEMENT CORPORATION

|                                      | Component         |   |   |               | Baseline Data  |  | Target                                     |  |  |
|--------------------------------------|-------------------|---|---|---------------|--|--|--|--|--|
|                                      | Objective/Measure | Formula   | Weight  | Rating System | 2016   | 2017                                       | 2018                                       | 2019                                       |  |
| CUSTOMERS/STAKEHOLDERS/SOCIAL IMPACT | <b>SO 1</b>       | <b>John Hay as a Premier Tourist and Investment Destination</b>                                       |   |               |  |  |  |  |  |
|                                      | SM 1              | Number of New Locators or Developmental Projects <sup>1</sup> Signed                                  | Absolute number   | 10%           | (Actual / Target) x Weight                                     | 1  | 2  | 4  | 4  |
|                                      | SM 2              | Number of Jobs Generated in the JHSEZ   | Absolute number   | 10%           | (Actual / Target) x Weight                                     | 5,523                                      | <i>Insufficient documents</i>              | 6,300                                      | 6,300                                      |
|                                      | SM 3              | Gross Sales of Business Enterprises within the JHSEZ  | Absolute number   | 10%           | (Actual / Target) x Weight                                     | ₱870.93 Million                            | <i>Insufficient documents</i>              | ₱1.048 Billion                             | ₱1.152 Billion                             |
|                                      | <b>SO 2</b>       | <b>Ensure Sustainable Multiple Use of the Forest Watershed</b>  |   |               |  |  |  |  |  |
|                                      | SM 4              | Compliance to National Ambient Air Quality Standards on Particulate Matter 10 (PM10) within the JHSEZ | Number of tests which resulted to Good Air Quality (0-54µg/NCM) / Total number of tests | 10%           | All or nothing   | 100% of tests resulted in Good Air Quality | 100% of tests resulted in Good Air Quality | 100% of tests resulted in Good Air Quality | 100% of tests resulted in Good Air Quality |
|                                      | <b>SO 3</b>       | <b>Enforce Efficient and Effective Regulation in JHSEZ and JHRA</b>                                   |   |               |  |  |  |  |  |
|                                      | SM 5              | Percentage of Satisfied Customers   | Number of respondents who rated at least Satisfactory / Total number of respondents     | 10%           | (Actual / Target) x Weight<br><br><i>0% = If less than 80%</i> | N/A  | 92.76%                                     | 92%  | 90%  |
|                                      |                   | <b>Sub-total</b>  |   | <b>50%</b>    |  |  |  |  |  |

<sup>1</sup> Pertains to projects which are designed to generate infrastructure and economic benefits to the JHSEZ.

|                  | Component         |   |   |               | Baseline Data   |  | Target                        |  |                         |
|------------------|-------------------|---|---|---------------|---|--|-------------------------------|--|-------------------------|
|                  | Objective/Measure | Formula   | Weight  | Rating System | 2016  | 2017   | 2018                          | 2019   |                         |
| FINANCIAL        | SO 4              | Increase JHMC Revenues to Attain Financial Viability                              |   |               |   |  |                               |  |                         |
|                  | SM 6              | Increase Internally Generated Revenue of JHMC                                     | Actual amount   | 10%           | (Actual / Target) x Weight<br><i>0% = If less than ₱9 Million</i> | ₱7.96 Million  | <i>Insufficient documents</i> | ₱10.35 Million                               | ₱11.90 Million          |
|                  | SM 7              | Zone Revenue Collection Efficiency (Includes Business Center for CUSA Collection) | Actual collection / Total Zone Revenue due for collection | 10%           | (Actual / Target) x Weight<br><i>0% = If less than 95%</i>        | 100%   | <i>Insufficient documents</i> | 100%   | 100%                    |
|                  |                   | <b>Sub-total</b>  |   | <b>20%</b>    |   |  |                               |  |                         |
| INTERNAL PROCESS | SO 5              | Improve Efficiency and Effectiveness of Processes                                 |   |               |   |  |                               |  |                         |
|                  | SM 8              | Issuance of ISO 14001 Environmental Management System                             | Actual accomplishment                                     | 5%            | All or nothing  | A. Established the Solid Waste Management and Hazardous Waste Management Manuals<br>B. On-going assessment of the Environmental Impacts of JHMC processes and activities for submission to EMB-CAR | <i>Insufficient documents</i> | Certification under ISO 14001:2015 Standards | Pass Surveillance Audit |

|                            | Component         |   | Baseline Data  |               |  | Target                     |   |   |                         |
|----------------------------|-------------------|---|--|---------------|--|----------------------------|---|---|-------------------------|
|                            | Objective/Measure | Formula   | Weight   | Rating System | 2016   | 2017                       | 2018  | 2019  |                         |
|                            |                   |   |  |               | C. Regulatory and Permitting Review of projects within JHSEZ<br>D. Updating of a Comprehensive Information for Direct Environmental Impacts of projects in JHSEZ |                            |   |   |                         |
|                            | SM 9              | Percentage of Regulatory Permits for Business Enterprises Issued within Applicable Processing Time <sup>2</sup> | Number of requests processed within applicable processing time / Total number of requests received | 10%           | (Actual / Target) x Weight<br><br>0% = If less than 95%  | N/A                        | Insufficient documents  | 100%  | 100%                    |
|                            |                   | <b>Sub-total</b>  |  | <b>15%</b>    |  |                            |   |   |                         |
| <b>LEARNING AND GROWTH</b> | <b>SO 6</b>       | <b>Establish and Maintain Quality Management System</b>   |  |               |  |                            |   |   |                         |
|                            | SM 10             | ISO Certification for all Processes   | Actual accomplishment  | 5%            | All or nothing   | Maintain ISO Certification | Passed Surveillance Audit (Re-certification of ISO 9001:2008) | Certification under ISO 9001:2015 Standards | Pass Surveillance Audit |

<sup>2</sup> The applicable processing time for Certificate of Environmental Compliance, Annual Mechanical Engineer Permit, Electrical Engineer Permit, and Permit to Operate (New and Renewal) will depend on JHMC's compliance with Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. Processing time begins from the receipt of complete requirements and end on the issuance of advice of payment.

|  | Component         |   |  |               | Baseline Data              |                                    | Target                        |   |   |
|--|-------------------|---|--|---------------|----------------------------|------------------------------------|-------------------------------|---|---|
|  | Objective/Measure | Formula   | Weight   | Rating System | 2016                       | 2017                               | 2018                          | 2019  |   |
|  | <b>SO 7</b>       | <b>Improve Technology and Infrastructure</b>                                |  |               |                            |                                    |                               |   |   |
|  | SM 11             | Number of Processes Automated   | Absolute number  | 5%            | All or nothing             | SEZAD Information System (Phase 2) | <i>Insufficient documents</i> | 2<br>(Roll out / Implementation of Board-approved ICT Disaster Recovery Plan, and Full roll out / Implementation of a Help Desk Information System) | Roll out / Implementation of the Board-approved Voice Over Internet Protocol (VOIP) Communication System                    |
|  | <b>SO 8</b>       | <b>Improve Knowledge and Skills, Professionalism and Career Development</b> |  |               |                            |                                    |                               |   |   |
|  | SM 12             | Percentage of Employees Meeting Required Competencies                       | Total number of employees meeting required competencies/ Total number of employees | 5%            | (Actual / Target) x Weight | Established Competency Model       | <i>Insufficient documents</i> | Improve Competency Baseline   | 90% of gaps for competencies on Quality and Environmental Management System identified in the 2018 assessment are addressed |
|  |                   | <b>Sub-total</b>  |  | <b>15%</b>    |                            |                                    |                               |   |   |
|  |                   | <b>TOTAL</b>  |  | <b>100%</b>   |                            |                                    |                               |   |   |