

28 June 2022

**PMGEN. RUFINO G. IBAY, JR. (RET.)**

*Acting Chairperson*

**MR. ALLAN R. GARCIA**

*President and CEO (PCEO)*

**JOHN HAY MANAGEMENT CORPORATION (JHMC)**

John Hay Special Economic Zone,  
Camp John Hay, Baguio City, 2600

**RE : TRANSMITTAL OF 2022 PERFORMANCE SCORECARD**

Dear Acting Chairperson Ibay and PCEO Garcia,

This is to formally transmit the 2022 Charter Statement and Strategy Map (**Annex A**) and 2022 Performance Scorecard (**Annex B**) of JHMC. The same is to be posted on JHMC's website in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The JHMC proposed Charter Statement, Strategy Map, and Performance Scorecard submitted through its letter dated 27 August 2021<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 09 November 2021, and the evaluation of revised documents submitted through its letter dated 01 December 2021.<sup>3</sup>

We take this opportunity to **REMIND** JHMC that Item 5 of GCG M.C. No. 2017-02<sup>4</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same to the GOCC's website within thirty (30) calendar days from the close of each quarter. JHMC is requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the Quarterly Monitoring Report for 2022.

Finally, under GCG MC No. 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2022 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

**FOR JHMC'S COMPLIANCE AND INFORMATION.**

Very truly yours,

**SAMUEL G. DAGPIN, JR.**

*Chairman*

  
**JAYPEE O. ABESAMIS**  
*OIC-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 31 August 2021.

<sup>3</sup> Officially received by the Governance Commission on 06 December 2021

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

\*By virtue of the Memorandum from the Executive Secretary dated 21 March 2022.

## 2022 CHARTER STATEMENT AND STRATEGY MAP (ANNEX A)



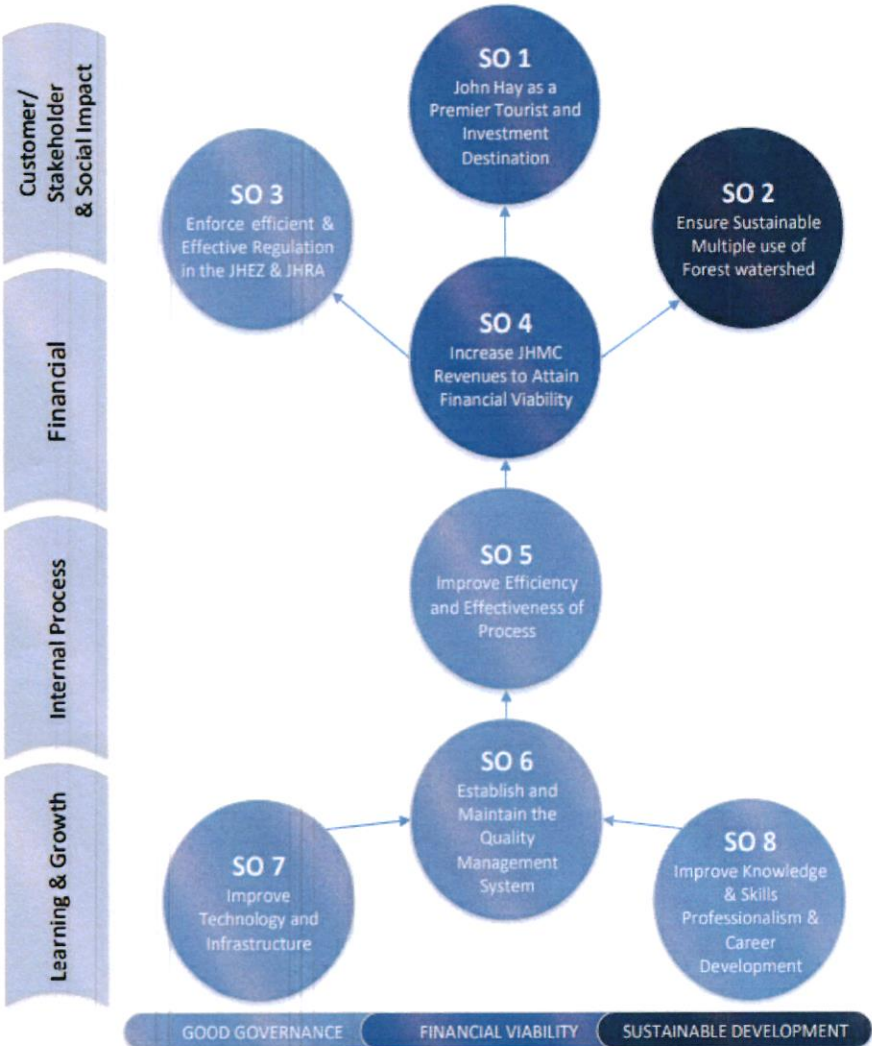
**VISION:** By 2030, JHMC shall have transformed Camp John Hay into a sustainable and safe tourism destination in the North with innovative approaches to promote investments, improved employment opportunities and quality services while preserving the environment

### 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 Camp John Hay.

### CORE VALUES

- Stewardship
- Passion for Environment
- Integrity
- Commitment
- Excellence





# 2022 PERFORMANCE SCORECARD (ANNEX B)

## JOHN HAY MANAGEMENT CORPORATION

| Component                            |                   |  |  |               | Baseline Data            |   | Target  |   |   |
|--------------------------------------|-------------------|--|--|---------------|--------------------------|---|---|---|---|
|                                      | Objective/Measure | Formula  | Weight   | Rating System | 2019                     | 2020  | 2021  | 2022                                    |   |
| CUSTOMERS/STAKEHOLDERS/SOCIAL IMPACT | SO 1              | John Hay as a Premier Tourist and Investment Destination   |  |               |                          |   |   |   |   |
|                                      | SM 1              | Number of new locators or development projects <sup>1</sup> signed   | Absolute number  | 10%           | (Actual/Target) x Weight | 5   | 7   | 5                                       | 5   |
|                                      | SM 2              | Number of jobs generated in JHSEZ  | Total Number of Jobs Generated by Locators for the Year/ 12 months                                 | 10%           | All or Nothing           | N/A   | Baseline of average 4,779 jobs generated established                                    | 4,720                                   | Equal to or higher than the GCG-validated 2021 actual |
|                                      | SM 3              | Gross sales of business enterprises within the JHSEZ   | Absolute Amount  | 10%           | All or Nothing           | ₱1.096 Billion  | ₱608.25 Million   | ₱626 Million                            | Equal to or higher than the GCG-validated 2021 actual |
|                                      |                   | Sub-total  |  | 30%           |                          |   |   |   |   |
|                                      | SO 2              | Ensure Sustainable Multiple Use of Forest Watershed  |  |               |                          |   |   |   |   |
|                                      | SM 4              | Compliance of JHMC to National Ambient Air Quality Standards on Particulate Matter 10 (PM 10) within the JHSEZ | Number of tests which resulted in Good Air Quality (0-54 µg/ncm) / Total number of tests conducted | 7.5%          | All or Nothing           | 100 % of tests resulted in good air quality (8 out of 8 tests resulted in good air quality) | 100 % of tests resulted in good air quality (2/2 readings resulted in Good Air Quality) | 100 % of tests resulted in good quality | 100 % of tests resulted in good air quality           |
|                                      |                   | Sub-total  |  | 7.5%          |                          |   |   |   |   |

<sup>1</sup> Development projects refer to available areas or structures for disposition which were sourced through public bidding or other allowed modes of divestment. New locators are classified as either lessees, renewal of lease agreements or sub-lessees/concessionaires with issued Permit to Operate (PTO) or Temporary Permit to Operate (TPTO) within the year

| Component |                   |   |   |        |  | Baseline Data  |               | Target         |                 |
|-----------|-------------------|---|---|--------|--|----------------|---------------|----------------|-----------------|
|           | Objective/Measure |   | Formula   | Weight | Rating System  | 2019           | 2020          | 2021           | 2022            |
|           | SO 3              | Enforce Efficient and Effective Regulation in the JHSEZ and JHRA                  |   |        |  |                |               |                |                 |
|           | SM 5a             | Percentage of Satisfied Customers – Business Organizations                        | Number of Respondents who gave a rating of at least Satisfactory/ Total number of respondents                 | 5%     | (Actual/Target) x Weight<br><i>0% = If less than 80%</i> | 92.38%         | 85%           | 85%            | 90%             |
|           | SM 5b             | Percentage of Satisfied Customers – Individual                                    | Number of Respondents who gave a rating of at least Satisfactory/ Total number of respondents                 | 5%     | (Actual/Target) x Weight<br><i>0% = If less than 80%</i> |                |               |                | 90%             |
|           |                   | Sub-total   |   | 10%    |  |                |               |                |                 |
|           | SO 4              | Increase JHMC Revenues to Attain Financial Viability                              |   |        |  |                |               |                |                 |
| FINANCIAL | SM 6              | Increase Internally Generated Revenue of JHMC                                     | Actual Amount of revenue collections  | 10%    | (Actual/Target) x Weight                                 | ₱19.23 Million | ₱9.77 Million | ₱8.718 Million | ₱13.445 Million |
|           | SM 7              | Zone Revenue Collection Efficiency (includes business center for CUSA collection) | Actual Collection/ Total Zone Revenue due for Collection (excluding advance payments and penalties collected) | 10%    | (Actual/Target) x Weight                                 | 109.54%        | 65.56%        | 65%            | 100%            |



| Component           |                   |  |   |        | Baseline Data            |                           | Target                        |   |  |
|---------------------|-------------------|--|---|--------|--------------------------|---------------------------|-------------------------------|---|--|
|                     | Objective/Measure |  | Formula   | Weight | Rating System            | 2019                      | 2020                          | 2021  | 2022   |
|                     | SM 8              | Disbursement Budget Utilization Rate   | Total Disbursements / BCDA approved COB (both net of PS Cost)   | 5%     | (Actual/Target) x Weight | N/A                       | N/A                           | N/A   | 90%  |
|                     |                   | Sub-total  |   | 25%    |                          |                           |                               |   |  |
| INTERNAL PROCESS    | SO 5              | Improve Efficiency and Effectiveness of Process  |   |        |                          |                           |                               |   |  |
|                     | SM 9              | Issuance of ISO 14001 Environmental Management System  | Actual accomplishment   | 5%     | All or Nothing           | Passed Surveillance Audit | Passed 2nd Surveillance Audit | Re-Certification under ISO 14001:2015 Standards | Pass the 1 <sup>st</sup> Year Surveillance Audit |
|                     | SM 10             | Percentage of Regulatory Permits for Business Enterprises issued within Applicable Processing Time | Number of requests processed within applicable processing time <sup>2</sup> / Total number of requests received | 7.5%   | (Actual/Target) x Weight | 92.75%                    | 68%                           | 100%  | 100%   |
|                     |                   | Sub-total  |   | 12.5%  |                          |                           |                               |   |  |
|                     | SO 6              | Establish and Maintain the Quality Management System   |   |        |                          |                           |                               |   |  |
| LEARNING AND GROWTH | SM 11             | ISO Certification for all processes  | Actual accomplishment   | 5%     | All or Nothing           | Passed Surveillance Audit | Passed 2nd Surveillance Audit | Re-Certification under ISO 9001:2015 Standards  | Pass the 1 <sup>st</sup> Year Surveillance Audit |
|                     |                   | Sub-total  |   | 5%     |                          |                           |                               |   |  |

<sup>2</sup> The applicable processing time will be based on JHMC's compliance with R.A. No. 11032 as reflected in JHMC's Citizen's Charter.

| Component |   |  |        |                | Baseline Data  |   | Target   |  |
|-----------|---|--|--------|----------------|--|---|--|--|
|           | Objective/Measure   | Formula  | Weight | Rating System  | 2019   | 2020  | 2021   | 2022   |
| SO 7      | Improve Technology and Infrastructure                                 |  |        |                |  |   |  |  |
| SM 12     | Implementation of Information System Strategic Plan                   | Actual accomplishment  | 2.5%   | All or nothing | Unverifiable   | Preliminary design and construction of the prototype of the EFMIS has been presented to the JHMC-ICTD in 03 December 2020 | Roll-out/ Implementation of the Environment and Forest Management Information System (EMFIS) | Roll-out/ Implementation of the Land and Asset Management Information System (LAMIS) |
|           |   | Actual accomplishment  | 2.5%   | All or nothing |  |   |  | Submission of the Information System Strategic Plan (ISSP) for 2023-2025 to DICT     |
|           | Sub-total   |  | 5%     |                |  |   |  |  |
| SO 8      | Improve Knowledge and Skills, Professionalism, and Career Development |  |        |                |  |   |  |  |
| SM 13     | Percentage of Employees Meeting Required Competencies                 | Competency Baseline <sup>3</sup> 2022 – Competency Baseline 2021 | 5%     | All or nothing | 73% of gaps for competencies on Quality and Environmental Management System identified in the 2018 assessment were addressed | Improve Competency Baseline of the Organization   | Improve Competency Baseline of the Organization  | Improve Competency Baseline of the Organization                                      |
|           | Sub-total   |  | 5%     |                |  |   |  |  |
|           | TOTAL   |  | 100%   |                |  |   |  |  |

<sup>3</sup> The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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