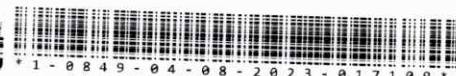




Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS  
3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



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31 July 2023

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

*Acting Chairperson*

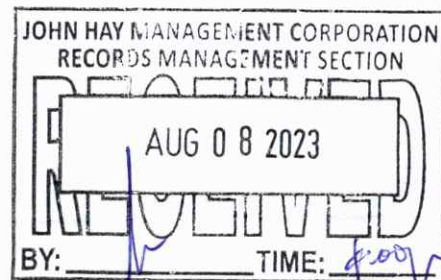
**MR. ALLAN A. GARCIA**

*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  
OPCEO-IN-2023-975

**RE : VALIDATION RESULT OF THE 2022  
PERFORMANCE SCORECARD OF JHMC**

Dear Acting Chairperson Ibay and PCEO Garcia,

We respectfully furnish you with the JHMC's 2022 Performance Scorecard (**Annex A**), where JHMC obtained an overall score of **90.94%**.

Very truly yours,

**Justice ALEX L. QUIROZ (ret.)**  
*Chairperson*

cc: COA Resident Auditor – JHMC

**JOHN HAY MANAGEMENT CORPORATION (JHMC)**  
**Validation Result of 2022 Performance Scorecard**

Component						JHMC Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
CUSTOMERS/STAKEHOLDERS/SOCIAL IMPACT	SO 1	John Hay as a Premier Tourist and Investment Destination										
	SM 1	Number of New Locators or Developmental Projects <sup>1</sup> Signed	Absolute Number	10%	(Actual / Target) x Weight	5	21	10%	20	10%	<ul style="list-style-type: none"><li>Permits to Operate (PTOs) and Temporary Permits to Operate (TPTOs)</li></ul>	Target exceeded.
	SM 2	Number of Jobs Generated in the JHSEZ	Total Number of Jobs Generated by Locators for the Year / 12 Months	10%	All or Nothing	Equal To or Higher Than the GCG-Validated 2021 Actual	5,943	10%	2022 Jobs Generated Higher Than the GCG-Validated 2021 Actual (5,941)	10%	<ul style="list-style-type: none"><li>Summary of Employment Reports from January to December 2022</li><li>Employment Reports Generated from SEZSIS</li><li>Monthly Employment Reports and/or Certifications from the Locators</li></ul>	Target met.
	SM 3	Gross Sales of Business Enterprises Within the JHSEZ	Absolute Amount	10%	All or Nothing	Equal To or Higher Than the GCG-Validated 2021 Actual	₱827,205,497.27	10%	2022 Gross Sales Higher Than the GCG-Validated 2021 Actual (₱827.21 Million)	10%	<ul style="list-style-type: none"><li>Annual Locators Sales Report</li><li>Monthly Sales Report from Locators</li></ul>	Target met.

<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 Permit to Operate (PTO) or Temporary Permit to Operate (TPTO) within the year.



Validation Result of the 2022 Performance Scorecard of JHMC (Annex A)

Component					JHMC Submission		GCG Validation		Supporting Documents	Remarks		
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating				
	SO 2	Ensure Sustainable Multiple Use of Forest Watershed										
	SM 4	Compliance of JHMC to National Ambient Air Quality Standards on Particulate Matter 10 (PM10) Within the JHSEZ	Number of Tests which Resulted in Good Air Quality (0-54 µg/NCM) / Total Number of Tests	7.50%	All or Nothing	100% of Tests Resulted in Good Air Quality	100% of Tests Resulted in Good Air Quality	7.50%	100% of Tests Resulted in Good Air Quality	7.50%	<ul style="list-style-type: none"><li>• Ambient Air Monitoring Results</li><li>• Raw Data Generated by the Software</li><li>• Letter from the EMB CAR Certifying the Sampling Results and Methodology for PM10 Samples Obtained by JHMC are Acceptable</li><li>• Calibration Service Report and Calibration Report of the Ambient Air Monitoring Equipment of JHMC</li><li>• Clarification on the Basis of Data Gathering</li></ul>	Target met.
	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 /	5%	(Actual / Target) x Weight <i>0% = If Less Than 80%</i>	90%	94.03%	5%	94.03%	5%	<ul style="list-style-type: none"><li>• Customer Satisfaction Survey Final Report</li><li>• Samples of Accomplished</li></ul>	Target exceeded.

*hjr*

## Validation Result of the 2022 Performance Scorecard of JHMC (Annex A)

Component						JHMC Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure			Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating
			Total Number of Respondents								Survey Questionnaires	
	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 <i>0% = If Less Than 80%</i>	90%	100%	5%	100%	5%		
		<b>Sub-total</b>		<b>47.50%</b>				<b>47.50%</b>		<b>47.50%</b>		
FINANCIAL	SO 4	Increase JHMC Revenues to Attain Financial Viability										
	SM 6	Increase Internally Generated Revenue of JHMC	Actual Amount of Revenue Collections	10%	(Actual / Target) x Weight	₱13.445 Million	₱19,880,673.19	10%	₱19.535 Million	10%	<ul style="list-style-type: none"><li>• Zone Collection Efficiency Report</li><li>• 2022 Estate Performance Revenue/ Expense Report (EPRER) as Submitted to and Checked by Bases Conversion and Development Authority (BCDA)</li><li>• BCDA Letter on Verified Collections</li></ul>	Target exceeded. The validated accomplishment is based on the verification conducted by the Bases Conversion and Development Authority (BCDA). A breakdown of the validated accomplishment is provided in <i>Appendix 1</i> .
	SM 7	Zone Revenue Collection Efficiency	Actual Collection / Total Zone	10%	(Actual / Target) x Weight	100%	106.69%	10%	93.75%	9.38%	<ul style="list-style-type: none"><li>• Zone Collection Efficiency Report</li></ul>	Target not met. It should be noted that in line with the

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## Validation Result of the 2022 Performance Scorecard of JHMC (Annex A)

Component						JHMC Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure			Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating
		(Includes Business Center for CUSA Collection)	Revenue Due for Collection (Excluding Advance Payments and Penalties Collected)								<ul style="list-style-type: none"><li>• 2022 EPRER as Submitted to and Checked by BCDA</li><li>• BCDA Letter on Verified Collections</li></ul>	purpose and intent for which the measure was included in the Performance Scorecard of JHMC, the Governance Commission only limited the review to the collection of the rental income and CUSA remitted to the corporation.
	SM 8	Disbursement Budget Utilization Rate	Total Disbursements / BCDA Approved COB (Both Net of PS Cost)	5%	(Actual / Target) x Weight	90%	73.05%	4.06%	73%	4.06%	<ul style="list-style-type: none"><li>• 2022 Statement of Appropriation, Allocation, Obligation, Disbursement and Balances (SAAODB)</li><li>• Budget Monitoring Report</li><li>• Summary of Approved Budget, Utilizations, Disbursements and Balances by Object of Expenditures as Submitted to and Received by the Commission on Audit (COA)</li><li>• 2022 Corporate Operating Budget (COB)</li></ul>	Target not met.

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## Validation Result of the 2022 Performance Scorecard of JHMC (Annex A)

Component						JHMC Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure			Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating
											as approved by the BCDA • Clarification on the Discrepancies in the Reports	
		Sub-total		25%				24.06%		23.44%		
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	Pass the 1 <sup>st</sup> Year Surveillance Audit	Passed the 1 <sup>st</sup> Year Surveillance Audit on 10-11 November 2022	5%	ISO 14001:2015 Certification Maintained (1 <sup>st</sup> Surveillance Audit Passed)	5%	• Audit Report • ISO 14001:2015 Certification	Target met.
	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	7.50%	(Actual / Target) x Weight	100%	99.06%	7.43%	Cannot Be Validated	0%	• Citizen's Charter • Summary Breakdown of Transactions per Process • Copies of Issued Permits/ Certificates/ Passes	The submitted documents were insufficient to validate the reported start time of most processes (e.g., Annual Mechanical Engineer and Electrical Engineer Permit, Permit to Operate, Permit to Bring Out, Fireworks Display Permit, and Certificate of Occupancy). The JHMC failed to include in its submissions the reports from the

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



## Validation Result of the 2022 Performance Scorecard of JHMC (Annex A)

Component							JHMC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure			Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
												SEZSIS, which detail the start time and end time of the transactions. Moreover, the Governance Commission could also not validate the reported stop times (i.e., pauses in the turnaround time due to factors outside the control of the JHMC) due to the non-submission of the necessary supporting documents.
		Sub-total		12.50%				12.43%		5%		
LEARNING AND GROWTH	SO 6	Establish and Maintain the Quality Management System										
	SM 11	ISO Certification for All Processes	Actual Accomplishment	5%	All or Nothing	Pass the 1 <sup>st</sup> Year Surveillance Audit	Passed the 1 <sup>st</sup> Year Surveillance Audit on 10-11 November 2022	5%	ISO 14001:2015 Certification Maintained (1 <sup>st</sup> Surveillance Audit Passed)	5%	• Audit Report	Target met.
	SO 7	Improve Technology and Infrastructure										
	SM 12	Implementation of Information System Strategic Plan	Actual Accomplishment	2.5%	All or Nothing	Roll-Out/ Implementation of the Land and Asset Management Information System (LAMIS)	Rolled-Out and Implemented on 22 December 2022	2.5%	Roll-Out and Implementation of the LAMIS	2.5%	• Certificate of Completion and Acceptance of the LAMIS • Update Report on the JHMC LAMIS Project • Internal Memorandum	Target met.

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Validation Result of the 2022 Performance Scorecard of JHMC (Annex A)

Component							JHMC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure			Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
											on the Roll-Out and User's Training of the LAMIS <ul style="list-style-type: none"><li>• Copy of the Invite of the Virtual LAMIS Roll-Out and User Training</li><li>• Attendance Sheet on the Roll-Out of LAMIS</li><li>• Screenshots of the System</li></ul>	
			Actual Accomplishment	2.5%	All or Nothing	Submission of the Information System Strategic Plan (ISSP) for 2023-2025 to DICT	The ISSP for 2023-2025 was Submitted to DICT on 23 December 2022	2.5%	Submission of the 2023-2025 to DICT	2.5%	<ul style="list-style-type: none"><li>• Letter to DICT Submitting the 2023-2025 ISSP</li><li>• Proposed 2023-2025 ISSP</li></ul>	Target met.
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	Improve Competency Baseline of the Organization	Competency Baseline of the Organization Improved by 0.68%	5%	Competency Baseline of the Organization Improved by 0.68%	5%	<ul style="list-style-type: none"><li>• Competency Assessment Report for CY 2022</li><li>• Competency Assessment Matrices</li><li>• Competency Assessment Forms</li></ul>	Target met.	

<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:

$$\frac{\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A (\text{Actual Competency Level})}{A} \right]}{B}, \text{ where: } a = \text{Competency required, } A = \text{Total number of competencies required of position, } b = \text{Personnel profiled, } B = \text{Total number of personnel profiled.}$$

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Validation Result of the 2022 Performance Scorecard of JHMC (Annex A)

Component						JHMC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure			Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	
											<ul style="list-style-type: none"><li>• Certification from the Head of the Human Resources Unit on the Number of Employees in 2021 and 2022</li></ul>
		Sub-total		15%				15%		15%	
		TOTAL		100%				98.99%		90.94%	

lgr