



VISION

To transform Camp John Hay into the leading ecotourism and investment hub in the Philippines.

MISSION

JHMC is dedicated to the sustainable development and transformation of Camp John Hay into a vibrant ecotourism and investment hub—promoting economic growth, environmental stewardship, and the empowerment of communities and stakeholders.

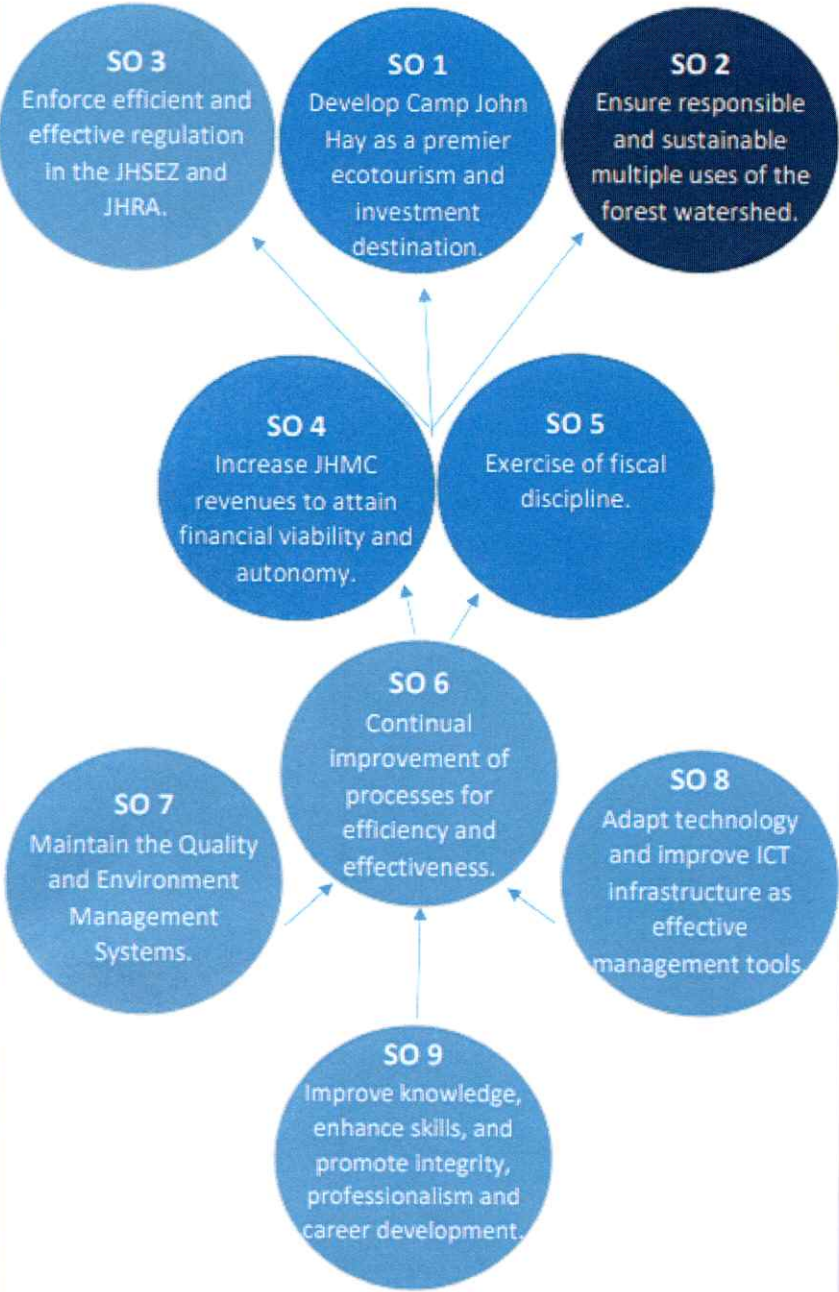
- CORE VALUES**
- Stewardship
 - Passion
 - Integrity
 - Commitment
 - Excellence
 - Spirituality

Customer/
Stakeholder
& Social Impact

Financial

Internal Process

Learning & Growth



GOOD GOVERNANCE FINANCIAL VIABILITY SUSTAINABLE DEVELOPMENT

JOHN HAY MANAGEMENT CORPORATION (JHMC)

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026	
CUSTOMER/STAKEHOLDERS & SOCIAL IMPACT	SO 1	Develop Camp John Hay as a Premier Ecotourism and Investment Destination							
	SM 1	Number of New Locators (Direct Lease) ¹	Absolute Number	15%	(Actual / Target) x Weight	38	11	10	12
	SM 2	Average Number of Jobs Generated	Total Number of Jobs Generated by Locators for the Year / 12 Months	5%	(Actual / Target) x Weight	6,290	4,260	Not Applicable	4,000
	SO 2	Ensure Responsible and Sustainable Multiple Uses of the Forest Watershed							
	SM 3	Compliance to National Ambient Air Quality Standards on Particulate Matter 10 (PM10) Within the JHSEZ	Average of the Monthly Values in ug/m ³ Particulate Matter 10 (PM 10)	10%	All or Nothing	100% of Tests Resulted in Good Air Quality	Within the National Ambient Air Quality Guidelines Provided Under DENR Administrative Order No. 2000-81	Within the National Ambient Air Quality Guidelines Provided Under DENR Administrative Order No. 2000-81	Within the National Ambient Air Quality Guidelines Provided Under DENR Administrative Order No. 2000-81
	SO 3	Enforce Efficient and Effective Regulation in the JHSEZ and JHRA							
	SM 4	Percentage of Satisfied Customers	Number of Respondents Who Gave a Rating of At Least Satisfactory / Total Number of Respondents	5%	(Actual / Target) x Weight <i>If Less Than 80% = 0%</i>	94.38%	94.51%	90%	90% ²
		Sub-Total		35%					

¹ Only includes new and expansion contracts.

² Based on GCG-ARTA Joint Memorandum Circular No. 1, series of 2023. External customers only.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026	
SO 4	Increase JHMC Revenues to Attain Financial Viability and Autonomy							
SM 5	Increase Internally Generated Revenue of JHMC	Revenue from Short-Term Leases, Regulatory Functions, CUSA, Historical Core, and Gains and Miscellaneous Income	10%	(Actual / Target) x Weight	₱ 23.57 Million	₱ 21.56 Million	₱ 20.30 Million	₱82.21 Million
SM 6	Zone Revenue Collection Efficiency	Actual Collection / Total Amount Due per Lease Agreement (Excluding Advance Payments and Penalties Collected)	10%	(Actual / Target) x Weight	Not Applicable	Not Applicable	100%	100%
		Actual Collection / Projected Revenue from Regulatory Fees, Historical Core, and Other Business Income (Excluding Advance Payments and Penalties Collected)	10%	(Actual / Target) x Weight	Not Applicable	Not Applicable	100%	100%

FINANCIAL

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026	
INTERNAL PROCESS	SO 5	Exercise Fiscal Discipline							
	SM 7	Disbursement Budget Utilization Rate	Total Disbursements / BCDA-Approved Corporate Operating Budget (COB) (Both Net of PS Cost)	5%	(Actual / Target) x Weight	80.60%	83.32%	90%	90%
		Sub-Total		35%					
	SO 6	Continual Improvement of Processes for Efficiency and Effectiveness							
	SM 8	Percentage of Regulatory Permits for Business Enterprises Issued Within Applicable Processing Time ³	Total Number of Permits Issued Within Applicable Processing Time / Total Number of Applications for Permits Received	7.5%	(Actual / Target) x Weight	Cannot Be Validated	94.33%	100%	100%
	SO 7	Maintain the Quality and Environment Management Systems							
	SM 9	Compliance to Quality Standards (ISO QMS)	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained (2 nd Surveillance Audit Passed)	Passed the Recertification Audit	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Certification Maintained (Second Surveillance)

³ Refer to **Appendix 1** for the list of transactions covered.

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026	
LEARNING AND GROWTH	SM 10	Maintenance of ISO 14001:2015 Certification	Actual Accomplishment	2.5%	All or Nothing	ISO 14001:2015 Certification Maintained (2 nd Surveillance Audit Passed)	Passed the Recertification Audit	ISO 14001:2015 Certification Maintained	ISO 14001:2015 Certification Maintained (Second Surveillance)
	SO 8	Adapt Technology and Improve ICT Infrastructure as Effective Management Tools							
	SM 11	Percentage of Completion of the Information System Strategic Plan (ISSP)	Total Number of Deliverables ⁴ Due for 2026 Attained / Total Number of Deliverables Due for 2026	5%	(Actual / Target) x Weight	100% Accomplishment of the 2023 ISSP Deliverables	2 out of 3 Deliverables Implemented	100% Accomplishment of the 2025 ISSP Deliverables	100%
		Sub-Total		20%					
	SO 9	Improve Knowledge, Enhance Skills, and Promote Integrity, Professionalism, and Career Development							
	SM 12	Percentage of Employees with Required Competencies Met	Competency Level 2026 – Competency Level 2025 (where Competency Level = Total Number of Employees with Required Competencies Met / Total Number of Employees)	5%	All or Nothing	Competency Baseline of the Organization Improved by 4% ⁵	Improvement in the Competency Baseline	Increase from 2024 Actual Competency Level	Increase from 2025 Actual Competency Level

⁴ Deliverables refer to systems/applications

⁵ Based on old formula: 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

2026 Performance Scorecard (Annex B)

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026	
SM 13 Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Total Number of Exercise/Drills/Tests Conducted in 2026 over Total Number of Exercise/Drills/Tests Scheduled in 2026	5%	(Actual / Target) x Weight	Not Applicable	Not Applicable	Board-Approved Public Service Continuity Plan (PSCP)	Implementation of Public Service Continuity Plan (PSCP)	
Sub-Total		10%						
TOTAL		100%						
BONUS STRATEGIC MEASURES								
GAD Budget Utilization Rate	Total Disbursements for GAD-related Activities / Total COB	1%	All or Nothing	Not Applicable	19.91%	5% of Total COB	5% of Total COB	
ISO Certification on any of the following Standards i. Environmental Management System (EMS) Certification ii. Business Continuity Management Systems (BCMS)	Actual Accomplishment	1%	All or Nothing	Not Applicable	Certification under ISO 14001:2015 Standards	Certification on Environmental Management System (ISO 14001:2015) or Business Continuity Management System (ISO 22301:2019)	Certification on Environmental Management System (ISO 14001:2015) or Business Continuity Management System (ISO 22301:2019)	