



04 February 2025

HON. JUNIE E. CUA

Acting Chairperson

HON. MARLO IGNACIO V. QUADRA

President and Chief Executive Officer (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-2025-194

**RE : VALIDATION RESULT OF THE 2023
PERFORMANCE SCORECARD OF THE JHMC**

Dear Acting Chairperson Cua and PCEO Quadra,

This is to formally transmit the validation result of the JHMC's 2023 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, the JHMC obtained an overall score of **86.03% (Annex A)**. The same is to be posted on JHMC's website in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

FOR JHMC'S INFORMATION AND GUIDANCE.

Very truly yours,

ATTY. MARIUS P. CORPUS

Chairperson

ATTY. BRIAN KEITH F. HOSAKA
Commissioner

**ATTY. GERALDINE MARIE B.
BERBERABE-MARTINEZ**
Commissioner

cc: COA Resident Auditor – JHMC

¹ Code of Corporate Governance for GOCCs dated 28 November 2012.



**JOHN HAY MANAGEMENT CORPORATION (JHMC)
Validation Result of 2023 Performance Scorecard**

Objective/Measure	Component				JHMC Submission		GCG Validation		Supporting Documents	Remarks	
	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
SO 1	Develop John Hay as a Premier Tourist and Investment Destination										
SM 1	Number of New Locators or Development Projects ¹ Signed	Absolute Number	10%	(Actual / Target) x Weight	10	31	10%	38	10%	Permits to Operate (PTOs) and Temporary Permits to Operate (TPTOs) Short-Term and Long-Term Lease Contract	Target exceeded.
SM 2	Number of Jobs Generated in the JHSEZ	Total Number of Jobs Generated by Locators for the Year / 12 Months	10%	(Actual / Target) x Weight	5% Increase from the 2022 GCG Validated Actual	6,290	10%	6,290 (5.87% increase from 2022 GCG-Validated Actual of 5,941 jobs generated)	10%	Summary of Employment Reports from January to December 2023 Employment Reports Generated from SEZRIS Monthly Employment Reports and/or Certifications from the Locators	Target met.

CUSTOMERS/STAKEHOLDERS & SOCIAL IMPACT

¹ Development projects refer to available areas or structure 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 2023 Performance Scorecard (Annex A)

Objective/Measure		Component				JHMC Submission		GCG Validation		Supporting Documents	Remarks
		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
SM 3	Gross Sales of Business Enterprises Within the JHSEZ	Actual Amount	10%	(Actual / Target) x Weight	7.5% Increase from the 2022 GCG Validated Actual	₱1,020,768,807	10%	₱1,020,768,807 (23.31% increase from 2022 GCG-Validated Actual of ₱827.21 Million)	10%	Annual Locators Sales Report Monthly Sales Report from Locators	Target met.
SO 2	Ensure Sustainable Multiple Use of Forest Watershed										
SM 4	Compliance 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/m³ / Total Number of Tests Conducted	7.5%	All or Nothing	100% of Tests Resulted in Good Air Quality	100% of Tests Resulted in Good Air Quality	7.5%	100% of Tests Resulted in Good Air Quality	7.5%	Letter to EMB CAR re Ambient Air Monitoring Result for January to December 2023 Calibration Service Report and Calibration Report of the Ambient Air Monitoring Equipment of JHMC DENR M.C. No. 013 Series of 2005: Guidelines for the Designation of Attainment and Non-attainment Areas in an Airshed Justification of no Ambient Air Data collected in August 2023.	Target met.

Validation Result of the 2023 Performance Scorecard (Annex A)

	Objective/Measure	Component				JHMC Submission		GCG Validation		Supporting Documents	Remarks	
		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
	SO 3	Enforce Efficient and Effective Regulation in the JHSEZ and JHRA										
	SM 5	Percentage of Satisfied Customers	Number of Respondents Who Gave a Rating of At Least Satisfactory / Total Number of Respondents	10%	(Actual / Target) x Weight <i>If Less Than 80% = 0%</i>	90%	94.50%	10%	94.38%	10%	Compliance Report from ARTA	The result is based on the responses of clients availing external services only. The CSM score refers to the percentage of respondents who rated 'Agree' and 'Strongly Agree' for Service Quality Dimension 0: "I am satisfied with the service that I availed".
		Sub-total		47.5%				47.5%		47.5%		
	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	₱16.5 Million	₱23.47 Million	10%	₱23.57 Million	10%	Revised Zone Collection Efficiency Report 2023 EPRER as Submitted to and Checked by Bases Conversion and Development Authority (BCDA) BCDA Letter on Verified Collections Justification for the variance in the reported Collection	Target exceeded.

Validation Result of the 2023 Performance Scorecard (Annex A)

		Component				JHMC Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
INTERNAL PROCESS	SM 7	Zone Revenue Collection Efficiency	Actual Collection / Total Zone Revenue Due for Collection (Excluding Advance Payments and Penalties Collected)	10%	(Actual / Target) x Weight	100%	105.82%	10%	90.53%	9.05%	Revised Zone Collection Efficiency Report 2023 EPRER as Submitted to and Checked by BCDA BCDA Letter on Verified Collections Target not met. Review of the documents showed that there were accounts that are excluded in the verified projected collection of BCDA. See Appendix 1 .	
	SM 8	Disbursement Budget Utilization Rate	Total Disbursements / BCDA-Approved Corporate Operating Budget (COB) (Both Net of PS Cost)	5%	(Actual / Target) x Weight	90%	65.84%	3.66%	80.60%	4.48%	COA Annual Audit Report 2023 Corporate Operating Budget (COB) as approved by the BCDA Disbursement and Check Vouchers Target not met. JHMC disbursed a total of ₱35.62 Million out of the total 2023 budget of ₱44.19 Million (Both Net of PS Cost).	
	Sub-total				25%						23.53%	
								23.66%				
SO 5		Improve Efficiency and Effectiveness of Process										
SM 9	Percentage of Regulatory Permits for Business Enterprises Issued Within Applicable Processing Time	Number of Requests Processed Within Applicable Processing Time ² / Total Number of Requests Received	7.5%	(Actual / Target) x Weight	100%	76.34%	5.73%	Cannot Be Validated	0%	Citizen's Charter Summary Breakdown of Transactions per Process Copies of Issued Permits/ Certificates/ Passes During the onsite validation, the GCG identified discrepancies in 10 out of 12 sampled permits. ³		

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

³ Number of sampled permits were limited during time constraints during the onsite validation held on 29-31 May 2024 at the JHMC Office in Baguio City as it took a considerable amount of time for JHMC to reconcile entries on its database. Summary of findings is presented in **Appendix 2**.

Validation Result of the 2023 Performance Scorecard (Annex A)

Objective/Measure		Component			JHMC Submission		GCG Validation		Supporting Documents	Remarks	
		Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating
SO 6	Establish and Maintain the Quality and Environmental Management System										
SM 10	Maintenance of ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	Passed the 2 nd Surveillance Audit	Passed the 2 nd Year Surveillance Audit	5%	ISO 9001:2015 Certification Maintained (2 nd Surveillance Audit Passed)	5%	Audit Report	Target met.
SM 11	Maintenance of ISO 14001:2015 Certification	Actual Accomplishment	5%	All or Nothing	Pass the 2 nd Year Surveillance Audit	Passed the 2 nd Year Surveillance Audit	5%	ISO 14001:2015 Certification Maintained (2 nd Surveillance Audit Passed)	5%	Audit Report	Target met.
SO 7	Improve Technology and Infrastructure Support										
SM 12	Implementation of Information System Strategic Plan (ISSP)	Actual Accomplishment	5%	All or Nothing	100% Accomplishment of the 2023 ISSP Deliverables	100% Accomplishment of the 2023 ISSP Deliverables	5%	100% Accomplishment of the 2023 ISSP Deliverables	5%	Certification of Completion and Acceptance Users Orientation and Rollout of the Systems User Acceptance Test	Target met.
	Sub-Total		22.5%				20.73%		15%		

Validation Result of the 2023 Performance Scorecard (Annex A)

	Objective/Measure	Component			JHMC Submission		GCG Validation		Supporting Documents	Remarks		
		Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating	
LEARNING AND GROWTH	SO 8	Improve Knowledge and Skills, Professionalism, and Career Development										
	SM 13	Percentage of Employees Meeting Required Competencies	Competency Baseline ⁴ 2023 – Competency Baseline 2022	5%	All or Nothing	Improve Competency Baseline of the Organization	Competency Baseline of the Organization Improved by 1.90%	5%	Cannot Be Validated	0%	Competency Assessment Report for CY 2022 Competency Assessment Matrices Behavior Description Interview (BDI) Forms for six (6) newly hired or promoted employees	The reported accomplishment could not be objectively verified as JHMC failed to submit the 2023 BDI Forms for all employees.
		Sub-total		5%				5%		0%		
		TOTAL		100%				96.88%		86.03%		

Annex A Reviewed and Certified Correct by:


ATTY. MARICOR E. LACAMBACAL
 Director IV
 Corporate Governance Office C


JAENA M. ROSAL
 Director III
 Corporate Governance Office C

⁴ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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