



**22 January 2021**

**MR. HERCULANO C. CO JR.**

*Chairperson*

**MR. MIGUEL E. UMALI**

*President and CEO*

**PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)**

KM. 15 East Service Road, Bicutan

Parañaque City

**RE : TRANSMITTAL OF RECALIBRATED  
2020 PERFORMANCE SCORECARD**

Dear Chairperson Co and PCEO Umali,

This is to formally transmit the Recalibrated 2020 Performance Scorecard (**Annex A**) of PNCC. The same is to be posted in PNCC's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The PNCC Recalibrated Performance Scorecard submitted through a letter dated 30 September 2020<sup>2</sup> was reviewed and evaluated in view of the circumstances brought about by the COVID-19 pandemic, and in accordance with the residual authority of the Governance Commission as stated in GCG M.C. No. 2017-02.<sup>3</sup> Note that in the Notice to all GCG Stakeholders dated 04 September 2020, the respective targets, weights, and rating scales pertaining to ISO Certification and Establishment of a Competency Framework shall be retained.

PNCC is further directed to submit its 4<sup>th</sup> Quarter Monitoring Report, based on the Recalibrated 2020 Performance Scorecard, **within thirty (30) days** from receipt of this letter.

**FOR PNCC'S INFORMATION AND GUIDANCE.**

Very truly yours,

**cc: COA Resident Auditor – PNCC**

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 05 October 2020.

<sup>3</sup> INTERIM PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 30 June 2017.

**PHILIPPINE NATIONAL CONSTRUCTION CORPORATION (PNCC)  
Recalibrated 2020 Performance Scorecard**

		Components				Baseline Data			Targets
		Objective/Measure	Formula	Wt.	Rating System <sup>al</sup>	2017	2018	2019	2020
<b>CUSTOMERS / STAKEHOLDERS</b>	<b>SO 1</b>	<b>Maximize Stakeholder Value</b>							
	SM 1	Construction and Development of Real Properties (FCA Properties)	Actual Accomplishment	10%	All or Nothing	N/A	N/A	(a) Signed Lease Contract for Porac Property; (b) Signed Lease Contract for the 3 Areas in FCA Property; (c) Disposition of Bicutan Property in 2019	<i>OP Approval of TOR for FCA Property (9.9 has.)</i>
				5%					<i>Signed Lease Contract for FCA Property</i>
	SM 2	Percentage of Satisfied Customers	Actual Accomplishment		Actual / Target <i>0% if below 80%</i>	N/A	N/A	90% <sup>i</sup>	
		<i>a. Partner Agencies</i>		5%					90% <sup>ii</sup>
		<i>b. Concessionaires</i>		5%					90%
			<b>Sub-total</b>	<b>25%</b>					
<b>INTERNAL PROCESS</b>	<b>SO 2</b>	<b>Improve Internal Systems and Procedures</b>							
	SM 3	ISO Certification	Actual Accomplishment	5%	All or Nothing	NA	NA	ISO 9001:2015 Certification	ISO 9001:2015 Certification

<sup>i</sup> Using the Standard Methodology and Questionnaire developed by GCG.

<sup>ii</sup> Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG.

		Components			Baseline Data			Targets	
		Objective/Measure	Formula	Wt.	Rating System <sup>af</sup>	2017	2018	2019	2020
SM 4	<i>Construction and Development of Expressway Projects</i>								
	a. Lucena-Matnog Expressway/SLEX TR5	Actual Accomplishment	2%	All or Nothing	NA	NA	Approval of Joint Investment Proposal	Start of STOA Negotiation	
			2%					Completion of STOA Negotiation	
	b. Pasig River Expressway Project (PAREX)	Actual Accomplishment	7%	All or Nothing	NA	NA	Effective Memorandum of Agreement (BJVA) on PAREX after OGCC's comments	Signed BJVA with Selected Proponent	
								OP Approval of Assignment of Usufruct	
								Start of STOA Negotiation	
	c. Integrated Airport Toll Expressway Network (IATEN)	Actual Accomplishment	3%	All or Nothing	NA	NA	Signed Memorandum of Agreement (MOA) on BUTEX	Enter into a Joint Venture Agreement (JVA) for IATEN Project	
								Approval of Assignment of Usufruct by OP on IATEN Project	

	Components				Baseline Data			Targets	
	Objective/Measure	Formula	Wt.	Rating System <sup>af</sup>	2017	2018	2019	2020	
	<b>SO 3</b>	<b>Enhance Mobility of People and Commerce</b>							
	SM 5	<i>Increased Annual Daily Traffic</i>							
		a. Metro Manila Skyway Stage 3	Actual Accomplishment	6%	All or Nothing	NA	NA	a. Completion of Segmental Works: i. San Juan River ii. Section 3 iii. Section 4 iv. Balintawak  b. Segment 1 - Actual Toll Operation	Full Operation of Skyway Stage 3
		b. FTI-Bicutan	Actual Accomplishment	1%	All or Nothing	NA	NA	5% of Segment 1 Completed	% Completion Based on Project Gantt Chart
		<b>Sub-total</b>		<b>26%</b>					
FINANCE	<b>SO 4</b>	<b>Reinforce Collection Systems</b>							
	SM 6	Percentage of Receivables Collected	Actual Accomplishment	3%	Actual / Target	NA	NA	Collection of at Least 10% of Judgment/ Monetary Award	<i>Collection of at least 10% or ₱7.8 Million of Judgment / Monetary Award of PMMA (₱78M)</i>

	Components				Baseline Data			Targets	
	Objective/Measure	Formula	Wt.	Rating System <sup>af</sup>	2017	2018	2019	2020	
	<b>SO 5 Improve Equity and Debt Management Service Strategies</b>								
	SM 7	Revenues	Service Income + Share in JVAs + Dividend Income + Interest Income	7%	Actual / Target	₱328.93 M	-	8% Increase from 2018 Revenues	10% Increase from 2019 Revenues
	SM 8	Lease Income	Actual Amount	6%	Actual / Target	₱125.34 M	-	13% Increase from 2018 Lease Income	10% Increase from 2019 Lease Income
	SM 9	Conversion of Debt-to-Equity	Actual Accomplishment	1%	All or Nothing	NA	NA	Finalization of Debt Payment Scheme with PMO	Negotiation of Debt Payment Scheme with PMO
	<b>Sub-total</b>		<b>17%</b>						
<b>LEARNING &amp; GROWTH</b>	<b>SO 7 Development of Manpower</b>								
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	NA	NA	Board-approved Competency Model	Board-approved Competency Model
		<b>Sub-total</b>		<b>5%</b>					
	<b>TOTAL</b>		<b>73%</b>						