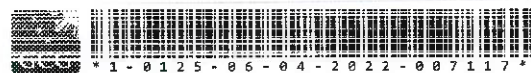




Office of the President of the Philippines
GOVERNANCE COMMISSION
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



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05 April 2022

SOCIAL SECURITY SYSTEM

Office of the President & CEO

Date / Time Received : 4/13/2022 9:05 AM

Received by: not 0400094

MR. CARLOS G. DOMINGUEZ III
Secretary, Department of Finance
And Chairperson, SSS

MR. MICHAEL G. REGINO
President and CEO (PCEO)

SOCIAL SECURITY SYSTEM (SSS)
SSS Building, East Avenue, Diliman,
Quezon City

**RE: RESULT OF THE REVALIDATION OF 2019
PERFORMANCE SCORECARD OF SSS**

Dear Chairperson Dominguez and PCEO Regino,

This refers to SSS' letters dated 31 August 2021¹ requesting for the reconsideration of the following strategic measures (SMs) under the validated 2019 Performance Scorecard:²

- SM 1: Increase Amount of Contributions Collected
- SM 7: Increase Percentage of Paying Members
- SM 8: Number of IT-Enabled Service Delivery Channels
- SM 9: Number of Percentage of Applications within the Applicable Time

The review and evaluation of SSS' request, including the additional documents³, are summarized in the "*Result of the Revalidation of 2019 Performance Scorecard*" attached as **Annex A**. Foregoing considered, SSS' revalidated score is hereby **INCREASED** from **84.73%** to **90%**. The same is to be posted on SSS' website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.⁴

Further, the Governance Commission notes that based on the Result of the Validation of Good Governance Conditions (GGCs), Support to Operations (STOs), General Administration and Support Services (GASS), and Other Cross-Cutting Requirements provided by the Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems (**Annex B**), SSS was found to be non-compliant with the Other Cross-Cutting Requirements, particularly the Sustained Compliance to Audit Findings. Under Item 4.3. of GCG M.C. No. 2019-02,⁵ this is identified as one of the Other Conditions and Requirements to which all GOCCs are required to comply. Further, Item 4.3.1 of the same GCG M.C. provides that "*officials and employees responsible for the compliance*

¹ Officially received by the Governance Commission on 02 September 2021.

² Letter of the Governance Commission dated 02 July 2021.

³ Updated dataset on Claims application submitted on 02 February 2022.

⁴ Code of Corporate Governance for GOCCs, dated 28 November 2012.

⁵ Interim Performance-Based Bonus (PBB).

Result of the Revalidation of 2019 Performance Scorecard of SSS

of the OCRs, shall not be entitled to the PBB for the applicable year if the GOCC fails to comply with any of these requirements." Hence, though eligible for the grant of the 2019 PBB, the GOCC must isolate the individual(s)/unit(s) most responsible for not meeting the above deficient conditions and requirements.

Considering that the SSS has satisfied the Good Governance Conditions Common to National Government Agencies and Specific to GOCCs provided in the applicable AO 25 IATF PBB Circular and as enumerated under Item 4.2. of the GCG M.C. No. 2019-02, note that Item 12 of the same M.C. provides:

12. **CHECKLIST AND TIMELINE.** – GOCCs applying to grant the PBB within their respective corporations shall submit the complete required documents enumerated in *Annex A* strictly in accordance with the prescribed forms and within one year from receipt of the GCG-validated Performance Scorecard.
(Underline in the original.)

In relation to the grant of the 2019 Performance-Based Bonus (PBB) to eligible officers and employees, SSS is reminded that it can grant such incentive only upon receipt of a confirmation letter from the Governance Commission. In this regard, the Board is reminded that any unilateral action to release the PBB before the confirmation will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.

FOR SSS' INFORMATION AND GUIDANCE.

Very truly yours,



Digitally signed by:
CHAIRMAN SAMUEL G. DAGPIN, JR.



Digitally signed by:
OIC-COMMISSIONER* JAYPEE O. ABESAMIS



Digitally signed by:
COMMISSIONER MARITES C. DORAL

cc: COA Resident Auditor – SSS

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

SOCIAL SECURITY SYSTEM
Revalidation of 2019 Performance Scorecard

	Component					SSS Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/ Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating			
FINANCIAL	SO 1	Sustain the Viability of the Social Security Institution										
	SM 1	Increase Amount of Contributions Collected	Contribution collection (Employed + Self-employed + Voluntary + OFWs)	20%	(Actual / Target) but not less than prior years' audited figure	₱220.26 Billion	₱220.38 Billion	20%	₱219.62 Billion	19.94%	Financial Statements prepared by SSS General Accounting Department 2019 COA Audited Financial Statements DBM Form No. 703-A	Request for reconsideration DENIED. Validated actual based on the Members' Contribution net of related interests and penalties as reflected in Note 21 of the COA 2019 AAR.
	SM 2	Improve Return on Investments	Annualized monthly ROI	5%	All or Nothing	5.97%	8.12%	5%	8.12%	5%	2019 COA Audited Financial Statements Schedule of Investment and Related Income	Target exceeded.
	SO 2	Effectively Manage the Fund										
	SM 3	Percent of Operating Expenses to Charter Limit	Operating Expenses / (12% of Contribution Collections + 3% of Investment	5%	(1-((Actual-Target)/Target)) x Weight Above 70% = 0%	≤70%	35.84%	5%	53.51%	5%	Financial Statements prepared by SSS General Accounting Department	Validated accomplishment based using COA Audit Report and determination of expenses per Section 25 of R.A. No. 11199.

Result of the Revalidation of 2019 Performance Scorecard of SSS

Component						SSS Submission		GCG Validation		Supporting Documents	Remarks
Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating		
STAKEHOLDER			and other Income)							2019 COA Audited Financial Statements	Total Operating Expenses: ₱14.868 Billion Total Charter Limit: ₱27.785 Billion
			Sub-total	30%			30%		29.94%		
	SO 3	Improve Customer Satisfaction									
	SM 4	Percentage of Satisfied Customers	Total number of respondents who gave a rating of at least Satisfactory / Total number of respondents	10%	(Actual / Target) x Weight Below 80% = 0%	90%	92.5%	10%	92.5%	10%	Third-Party Customer Satisfaction Report Sample accomplished Customer Satisfaction Sheets MOA between SSS and PSRC Report on Quality Control Mechanisms
		Sub-total	10%				10%		10%		

Result of the Revalidation of 2019 Performance Scorecard of SSS

	Component					SSS Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/ Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating			
INTERNAL PROCESS	SO 4	Adopt a Service Quality Framework in ISO-Certified Processes										
	SM 5	Implement Quality Management System	Actual Accomplishment	5%	All or nothing	ISO Certification of 10 branches covering all core processes	All core processes in 10 branches ISO-certified	5%	ISO 9001:2015 certificate for 15 branches ¹	5%	Attestation from certifying body (SOCOTEC Certification Philippines, Inc.) Actual ISO 9001:2015 Certificate issued by SOCOTEC Certification Philippines, Inc.	Acceptable.
	SO 5	Improve Compliance of Employers and Members										
	SM 6	Percentage of Delinquent Employers (ER) Accounts Addressed	Number of delinquent ER accounts filed in court /PO/ SSC, collected or settled / Number of delinquent ER accounts referred as of Oct 2018	10%	(Actual / Target) x Weight Lower than 90% = 0%	95%	99.2%	10%	100%	10%	Report on Delinquent Accounts Database of Percentage of Delinquent Employers Addressed	The validated accomplishment covered 2,249 delinquent employers, which were all addressed either through collection or settlement of penalties/ arrears or filing of complaints.

¹ 1)Cagayan de Oro Branch, Cagayan de Oro, Misamis Oriental; 2)Biñan Branch, Biñan, Laguna; 3)San Pablo Branch City; 4) Iloilo Central Branch, Iloilo City; 5)GT Mall Plaza, Molo, Iloilo City; 6)SSS Building, Bacolod City, Negros Occidental; 7)Naga Branch, Naga City; 8)Zamboanga Branch, Zamboanga del Sur; 9)Olongapo Branch, Olongapo City, Zambales; 10)SSS Building, San Fernando, Pampanga; 11)Belfort Building, Tarlac City; 12)Macabulos Drive, Tarlac, Tarlac; 13)Dumaguete Branch, Dumaguete City, Negros Occidental; 14)Davao Branch, Davao City; and 15)Cebu Branch, Cebu City

Result of the Revalidation of 2019 Performance Scorecard of SSS

Component						SSS Submission		GCG Validation		Supporting Documents	Remarks
Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating		
SM 7	Increase Percentage of Paying Members	SSS paying members / (Employed persons less Workers in Gov't/ Gov't corporations)	10%	(Actual/ Target) x Weight	9% increase from 2018 audited (47.96%)	46.0%	9.58%	<u>46.20%</u>	<u>9.63%</u>	Internal Report on Paying Members 2019 Annual Estimates from PSA	<u>Request _____ for reconsideration APPROVED.</u> <u>Previous rating computed based on _____ percentage increase. Considering that the _____ formula presents _____ percentage of paying members, target and rating were adjusted to be consistent with the formula.</u>
SO 6	Improve Processes, Systems, and Procedures										
SM 8	Number of IT-enabled Service Delivery Channels	Number of IT-enabled service delivery channels implement-ted	5%	All or Nothing	Implementa-tion of 100% of deliverables for 2019 as provided in the ISSP 2019-2021	1. UMID Card Application thru the web 2. UMID Card as ATM 3. Payments via SSS Mobile App	5%	2 Information Systems Fully Implemented in 2019: 1. Contribution Collection System 2. Member Benefit System 3. Member Services Portal	0%	Implementing guidelines on the use of SSS UMID card as an ATM card System notices on the enhancement of My.SSS and SSS website for the implementation of online mobile data capture application	<u>Request _____ for reconsideration APPROVED.</u> <u>However, based on supporting documents, there were four (4) IT systems targeted for completion in 2019, of which only 3 were completed in</u>

Result of the Revalidation of 2019 Performance Scorecard of SSS

Component						SSS Submission		GCG Validation		Supporting Documents	Remarks
Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating		
										System notices on partial implementation of online payment via PayMaya thru the SSS website and mobile application	<u>2019. Details in Appendix 1.</u>
										User Acceptance Certifications on the online payment in the SSS mobile application via PayMaya	
										DICT-Approved ISSP 2019-2021	
										Revised ISSP 2019-2021 based on the Evaluation Report we received on November 29, 2018	
SM 9	Percentage of Applications Processed within the Applicable Time	Total number of applications processed within applicable time / Total number of	Retire- ment: 3% Death: 2%	(Actual / Target) x Weight)	100% of applications processed within the	Percentage of Applications processed within the applicable time upon receipt of complete documents				Summary Report	<u>Request for reconsideration APPROVED.</u> <u>Validated actual based on updated dataset provided by SSS.</u>
						Retirement: 77.51%	2.33%	<u>Retirement:</u> <u>50.60%</u>	<u>1.52%</u>	Excel data report extracted from the online system's database	
						Death: 69.70%	1.39%	<u>Death: 62.91%</u>	<u>1.26%</u>		

Result of the Revalidation of 2019 Performance Scorecard of SSS

Component						SSS Submission		GCG Validation		Supporting Documents	Remarks
Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating		
		applications received	Disability: 2%		processing time ²	Disability: 68.5%	1.37%	<u>Disability: 75.89%</u>	<u>1.52%</u>	Scanned copy of actual claim applications with redacted information subject to Data Privacy Act	
			Sickness: 2%			Sickness: 83.15%	1.66%	Sickness: 66.76%	1.34%		
			Maternity : 2%			Maternity: 83.32%	1.67%	Maternity: 64.79%	1.30%		
			Funeral: 2%			Funeral: 82.48%	1.65%	Funeral: 74.48%	1.49%		
			Loans Granting: 2%			Loans: 100%	2.00%	Loans: 100%	2.00%		
SO 7	Provide a Conducive Member-Centric Environment										
SM 10	Increase Total Number of Branches, Service Office, and Physical/ Medical Examination Centers	Absolute Number	10%	All or nothing for each	Cumulative number by end of the year: 176 Branches ³ 111 Service Offices 117 Physical/ Medical Examination Centers	176 Branches 114 Service Offices 118 ME Centers	10%	176 Branches 114 Service Offices 118 ME Centers	10%	Memoranda for the creation of 15 new branches and service offices issued by the Branch Expansion and Management Services Department	Acceptable.

² EODB Committed Processing Time: Retirement – 7 Working Days (WD); Death – 20 WDs; Disability – 15 WDs; Sickness – 7 WDs; Maternity- 7 WDs; Funeral – 3 WDs; and Loans Granting – 1 WD.

³ Excludes number of branches renovated.

Result of the Revalidation of 2019 Performance Scorecard of SSS

Component						SSS Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual			Rating
											PCEO approves all the newly created branches and service offices Office Orders signed by PCEO Implementing Rules and Guidelines and Updated List of Medical Evaluation Centers pursuant to SSC Resolution Nos. 373-s.2018, 1069-s.2018, 135-s.2019, 480-s.2019, and 728-s. 2019	
			Sub-total	55%				51.65%		45.06%		
ORGANIZATION	SO 8	Capacitate and Energize the Organization										
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or nothing	Conduct competency assessment to 100% of employees to Establish baseline Competency Level of the Organization	Baseline Competency Level of the Organization established thru SSC-approved Competency Assessment Report	5%	Baseline Competency Level of the Organization established thru SSC-approved Competency Assessment Report	5%	Resolution No. 947-s.2019: Approving the SSS Competency Baseline Assessment Report Full Narrative Report on SSS Competency Baseline Assessment	Acceptable. The Overall Competency Result shows that 74.12% or 4,542 employees scored 3.00 and above while 25.88% or 1,586 employees scored 2.99 and below.

Result of the Revalidation of 2019 Performance Scorecard of SSS

Component						SSS Submission		GCG Validation		Supporting Documents	Remarks
Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating		
										Competency Assessment Form	
										Overall Competency Rating per Employee	
		Sub-Total	5%				5%		5%		
		TOTAL	100%				96.65%		90%		

Appendix 1

Validation Details of SM 8: Number of IT-Enabled Service Delivery Channels

Information Systems	Target Year of Completion	Completed in 2019	Remarks
1. Contribution Collection System	2019-2020	<ul style="list-style-type: none"> • UMID Card as ATM • Payments via SSS Mobile Application 	IT-enabled service delivery channels Implemented in 2019
2. Member Benefits System	2019-2020	<ul style="list-style-type: none"> • Medical Verification System / Sickness / Maternity / ECMED Work - Bank Return recall module - Unemployment Benefit - New Voluntary Provident Fund Benefit - Optional retirement - Automated referral to other units and facility to log action - Link the system to e-Disbursement System 	IT-enabled service delivery channels Implemented in 2019
3. Loans Management System	2019	Pension Loan Maintenance Modules	IT-enabled service delivery channels Partially completed in 2019. Module for Salary Loan application thru Mobile Application and Real-Time Posting of Loan Repayment for implementation in 2020
4. Member Services Portal	2019	UMID Card Application thru the web	IT-enabled service delivery channels Implemented
5. Documents and Records Management System	2019		For implementation in 2020
6. Human Resource Information System	2019		For implementation in 2020
7. Purchasing System	2019		For implementation in 2021
8. Business Analytics	2019-2020		For implementation in 2020
9. Audit System	2019-2020		For implementation in 2020



**Inter-Agency Task Force on the Harmonization of
National Government Performance Monitoring, Information and Reporting Systems
(Administrative Order No. 25 S. 2011)**

**Result of Validation of Other Cross-Cutting Requirements for FY 2019 PBB
Final List of Non-Compliant GOCCs under RA 10149**

Sustained Compliance with Audit Findings <i>(as of September 17, 2020)</i>	Posting of Systems of Rating and Ranking <i>(as of November 06, 2020)</i>	Freedom of Information Compliance <i>(as of March 31, 2020)</i>	Posting of Agency Review and Compliance Procedure of SALN <i>(as of July 15, 2020)</i>
<ol style="list-style-type: none"> 1. Credit Information Corporation 2. Home Guaranty Corporation 3. National Livelihood Development Corp. 4. People's Credit and Finance Corporation 5. Social Housing Finance Corporation 6. Philippine Export-Import Credit Agency 7. Philippine Health Insurance Corporation 8. <u>Social Security System</u> 9. Veterans Federation of the Philippines 10. Philippine Pharma Procurement, Inc. 11. National Housing Authority 12. Partido Development Administration 13. Philippine Reclamation Authority 14. Quezon City Development Authority 15. Marawi Resort Hotel Inc. 16. Girl Scouts of the Philippines 	<ol style="list-style-type: none"> 1. DBP Data Center. Inc. 2. LBP Resources and Development Corporation 3. Land Bank Countryside Dev't Foundation, Inc 4. Overseas Filipino Bank Inc. 5. Credit Information Corporation 6. Home Guaranty Corporation 7. Masaganang Sakahan, Inc. 8. National Livelihood Development Corp. 9. People's Credit and Finance Corporation 10. Quedan & Rural Credit Guarantee Corporation 11. Social Housing Finance Corporation 12. Veterans Federation of the Philippines 13. Duty Free Philippines Corporation 14. Philippine International Trading Corporation 15. Philippine Pharma Procurement, Inc 16. Laguna Lake Development Authority 17. National Housing Authority 	<ol style="list-style-type: none"> 1. DBP Data Center. Inc. 2. Credit Information Corporation 3. National Livelihood Development Corp. 4. People's Credit and Finance Corporation 5. Quedan & Rural Credit Guarantee Corporation 6. Social Housing Finance Corporation 7. Veterans Federation of the Philippines 8. Philippine International Trading Corporation 9. Palacio Del Gobernador Condominium Corporation 10. Partido Development Administration 11. Quezon City Development Authority 12. Southern Philippines Development Authority 13. Corregidor Foundation Inc. 14. Marawi Resort Hotel Inc. 15. Girl Scouts of the Philippines 16. Nayong Filipino Foundation, Inc 	<ol style="list-style-type: none"> 1. DBP Data Center. Inc. 2. LBP Resources and Development Corporation 3. Credit Information Corporation 4. DBP Leasing Corporation 5. LBP Leasing Corporation 6. National Livelihood Development Corp. 7. People's Credit and Finance Corporation 8. Quedan & Rural Credit Guarantee Corporation 9. Social Housing Finance Corporation 10. Home Development Mutual Fund 11. Veterans Federation of the Philippines 12. Duty Free Philippines Corporation 13. Philippine International Trading Corporation 14. Laguna Lake Development Authority 15. Palacio Del Gobernador Condominium Corporation 16. Partido Development Administration 17. Quezon City Development Authority



**Inter-Agency Task Force on the Harmonization of
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17. Philippine Charity Sweepstakes Office 18. Philippine Electricity Market Corporation 19. Batong Buhay Gold Mines, Inc. 20. Bukidnon Forest, Inc. 21. Natural Resources Development Corporation 22. North Davao Mining Corporation 23. Philippine Sugar Corporation (PMO) 24. Phividec Panay Agro-Industrial Corp. 25. National Sugar Development Company 26. Light Rail Transit Authority 27. North Luzon Railway Corporation 28. Panay Railways, Inc. 29. PEA Tollway Corporation 30. People's Television Network, Inc. 31. La Union Medical Center 32. G. Y. Real Estate Inc. 33. Philippine Communications Satellite Corporation	18. Palacio Del Gobernador Condominium Corporation 19. Partido Development Administration 20. Philippine Reclamation Authority 21. Quezon City Development Authority 22. Southern Philippines Development Authority 23. Tourism Infrastructure & Enterprise Zone Authority 24. Corregidor Foundation Inc. 25. Marawi Resort Hotel Inc. 26. Boy Scouts of the Philippines 27. Girl Scouts of the Philippines 28. Nayong Filipino Foundation, Inc. 29. Philippine Electricity Market Corporation 30. Batong Buhay Gold Mines, Inc. 31. Bukidnon Forest, Inc. 32. Natural Resources Development Corporation 33. North Davao Mining Corporation 34. National Food Authority 35. National Tobacco Administration 36. Philippine Coconut Authority	17. Philippine Electricity Market Corporation 18. Batong Buhay Gold Mines, Inc. 19. Bukidnon Forest, Inc. 20. Natural Resources Development Corporation 21. North Davao Mining Corporation 22. Philippine Sugar Corporation (PMO) 23. Phividec Panay Agro-Industrial Corp. 24. Food Terminal, Inc. (PMO) 25. National Sugar Development Company 26. Northern Foods Corporation (PMO) 27. North Luzon Railway Corporation 28. Panay Railways, Inc. 29. Philippine Aerospace Development Corporation 30. Philippine National Railways 31. Southern Utility Management and Services Inc. 32. Intercontinental Broadcasting Corporation 33. La Union Medical Center 34. Batangas Land Company 35. First Cavite Industrial Estate Inc.	18. Southern Philippines Development Authority 19. Tourism Infrastructure & Enterprise Zone Authority 20. Corregidor Foundation Inc. 21. Marawi Resort Hotel Inc. 22. Boy Scouts of the Philippines 23. Girl Scouts of the Philippines 24. Cultural Center of the Philippines 25. Nayong Filipino Foundation, Inc. 26. PNOC Renewables Corporation 27. Philippine Electricity Market Corporation 28. Batong Buhay Gold Mines, Inc. 29. Bukidnon Forest, Inc. 30. Natural Resources Development Corporation 31. North Davao Mining Corporation 32. Philippine Mining Development Corporation (formerly NRMDC) 33. National Dairy Authority 34. Philippine Sugar Corporation (PMO) 35. Phividec Panay Agro-Industrial Corp. 36. Sugar Regulatory Administration 37. Food Terminal, Inc. (PMO)



**Inter-Agency Task Force on the Harmonization of
National Government Performance Monitoring, Information and Reporting Systems
(Administrative Order No. 25 S. 2011)**

**Result of Validation of Other Cross-Cutting Requirements for FY 2019 PBB
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	<div>37. Philippine Sugar Corporation (PMO)</div> <div>38. Phividec Panay Agro-Industrial Corp.</div> <div>39. Food Terminal, Inc. (PMO)</div> <div>40. National Sugar Development Company</div> <div>41. Civil Aviation Authority of the Philippines</div> <div>42. North Luzon Railway Corporation</div> <div>43. Panay Railways, Inc.</div> <div>44. PEA Tollway Corporation</div> <div>45. Philippine Aerospace Development Corporation</div> <div>46. Philippine National Construction Corporation (PMO)</div> <div>47. Philippine National Railways</div> <div>48. Southern Utility Management and Services Inc.</div> <div>49. Intercontinental Broadcasting Corporation</div> <div>50. People's Television Network, Inc</div> <div>51. La Union Medical Center</div> <div>52. Batangas Land Company</div> <div>53. First Cavite Industrial Estate Inc.</div> <div>54. G. Y. Real Estate Inc.</div> <div>55. Kamayan Realty Corporation</div>	<div>36. G. Y. Real Estate Inc.</div> <div>37. Kamayan Realty Corporation</div> <div>38. Pinagkaisa Realty Corporation</div> <div>39. Philippine Communications Satellite Corporation</div>	<div>38. National Sugar Development Company</div> <div>39. Northern Foods Corporation (PMO)</div> <div>40. Civil Aviation Authority of the Philippines</div> <div>41. Manila International Airport Authority</div> <div>42. National Irrigation Administration</div> <div>43. North Luzon Railway Corporation</div> <div>44. Panay Railways, Inc.</div> <div>45. PEA Tollway Corporation</div> <div>46. Philippine Aerospace Development Corporation</div> <div>47. Philippine National Construction Corporation (PMO)</div> <div>48. Philippine National Railways</div> <div>49. Southern Utility Management and Services Inc.</div> <div>50. APO Productions Unit, Inc.</div> <div>51. Intercontinental Broadcasting Corporation</div> <div>52. People's Television Network, Inc.</div> <div>53. La Union Medical Center</div> <div>54. Batangas Land Company</div> <div>55. First Cavite Industrial Estate Inc.</div>




Inter-Agency Task Force on the Harmonization of
National Government Performance Monitoring, Information and Reporting Systems
(Administrative Order No. 25 S. 2011)

Result of Validation of Other Cross-Cutting Requirements for FY 2019 PBB
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	56. Pinagkaisa Realty Corporation 57. Philippine Communications Satellite Corporation		56. G. Y. Real Estate Inc. 57. Kamayan Realty Corporation 58. Pinagkaisa Realty Corporation 59. Philippine Communications Satellite Corporation


Prepared by:


MARIA ROSARIO A. ABLAN
Program Director, DAP
AO25 Secretariat

Noted by:


MAGDALENA L. MENDOZA
Senior Vice-President, DAP

Endorsed by:


LAURA B. PASCUA
Undersecretary, DBM and
Head, AO25 Technical Working Group