



## TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY CHARTER STATEMENT AND STRATEGY MAP

**VISION:** By 2026, TIEZA is a globally recognized tourism development agency and a primary catalyst for inclusive and sustainable socio-economic growth

### OUR MISSION

To contribute to national tourism development goals and showcase Philippine culture by designating, supervising, and regulating sustainable Tourism Economic Zones; undertaking viable Tourism Infrastructure Projects; and managing assets.

### OUR CORE VALUES

EI<sup>2</sup>

1. Excellence
2. Integrity
3. Innovation

Socio-economic Impact / Customer

Financial Internal Process

Learning & Growth

Contribute to the Country's Competitiveness through the development of Sustainable Tourism Zones and Support Infrastructure

Preserve Historical, Cultural, Religious, and Heritage (HCRH) Sites and Develop Ecotourism Sites

Ensure Customer Satisfaction

Achieve Financial Viability and Sustainability and Maximize Absorptive Capacity

Implement an Integrated Automated Information System

Deliver Responsive and Timely Services to Stakeholders

Implement a Quality Management System

Build and Strengthen Human and Organizational Capabilities

STRATEGIC THEMES:

Inclusive Growth

Financial Viability

Operational Excellence

**TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY (TIEZA)**  
**Validated 2023 Performance Scorecard**

Component					TIEZA Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating			
SO 1 Contribute to the Country's Competitiveness through the Development of Sustainable Tourism Zones and Support Infrastructure											
SM 1a	Development of Sustainable Tourism Infrastructure Projects (TEZMS)	Actual Accomplishment	5%	All or Nothing	Evaluation, Joint Scoring and Final Shortlisting of Identified New Possible Sites	Shortlist of Identified Possible Sites for the TIEZA-Owned/ Operated TEZ Program submitted to the Program Director on 23 October 2023	5%	Evaluation, Joint Scoring and Final Shortlisting of Identified New Possible Sites Attained	5%	<ul style="list-style-type: none"><li>Shortlist of Identified Possible TIEZA-Owned/ Controlled TEZ</li><li>TEZ Evaluation Scoring Reports of the Shortlisted Areas/ Sites</li><li>TEZ Scoring Criteria</li></ul>	TIEZA identified/ shortlisted eight (8) possible sites for its TEZ Program.
		Actual Accomplishment	10%	(Actual / Target) x Weight	<i>Development of San Vicente Flagship TEZ:</i> - Rehabilitation of the San Vicente TIEZA Office  <i>Development of Mt. Samat Shrine:</i> - Renovation of Colonnade Restroom; and Renovation of Existing Restrooms and Construction of	<i>Development of San Vicente Flagship TEZ:</i> - Rehabilitation of the San Vicente TIEZA Office: 70.37% complete  <i>Development of Mt. Samat Shrine:</i> - Renovation of Colonnade Restroom; and Renovation of Existing Restrooms and Construction of	9.75%	<i>Development of San Vicente Flagship TEZ:</i> - Rehabilitation of the San Vicente TIEZA Office: 43.90%  <i>Development of Mt. Samat Shrine:</i> - Renovation of Colonnade Restroom; and Renovation of Existing Restrooms and Construction of	8.60%	<ul style="list-style-type: none"><li>Project Brief</li><li>Inspection/ Progress Reports</li><li>Letter to Contractors re. Punch Listing Works</li><li>Certification of Completion of the Punch Listing Works</li><li>Certification of Completion of the Infrastructure Project</li><li>Letter of Turn Over and Acceptance</li><li>Master Construction</li></ul>	The validated accomplishment was computed based on the percentage of completion vis-à-vis target accomplishment (100%) of infrastructure projects for the year.

<sup>1</sup> Based on the submission dated 24 June 2024.

## Validation Result of the 2023 Performance Scorecard (Annex A)

Component					TIEZA Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
SM 1b	Monitoring of Tourism Enterprise Zones (TEZs) and Registered Tourism Enterprises (RTEs)	Actual Accomplishment	5%	All or Nothing	New Restroom in the Memorial Cross Area	New Restroom in the Memorial Cross Area: 100% complete	New Restroom in the Memorial Cross Area: 100%		Schedule with S-Curve • Billing Statements • Disbursement Vouchers and Official Receipts	
					- Guardhouse and Main Gate  - Geodetic Survey and Geotechnical Analysis	- Guardhouse and Main Gate: 100% complete  - Geodetic Survey and Geotechnical Analysis: 100% complete	- Guardhouse and Main Gate: 100%  - Geodetic Survey and Geotechnical Analysis: 100%			
SM 1b	Monitoring of Tourism Enterprise Zones (TEZs) and Registered Tourism Enterprises (RTEs)	Actual Accomplishment	5%	All or Nothing	100% of Tourism Enterprise Zones (TEZs) / Registered Tourism Enterprises (RTEs) Monitored <sup>2</sup>	All target TEZs/RTEs for Monitoring per 2023 Annual Monitoring Plan Attained	100% of Tourism Enterprise Zones (TEZs) / Registered Tourism Enterprises (RTEs) Monitored	5%	2023 Annual Monitoring Plan 2023 Monitoring Report of the Performance and Compliance of Registered Business Enterprises (RBEs) for CY 2022	TIEZA monitored the seventeen (17) TEZs/RTEs identified in the 2023 Annual Monitoring Plan.

<sup>2</sup> Covers TEZs and RTEs identified in the 2023 Annual Monitoring Plan.

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Validation Result of the 2023 Performance Scorecard (Annex A)

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Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
SO 2	Preserve Historical, Cultural, Religious, and Heritage (HCRH) Sites and Develop Ecotourism Sites									
SM 2	Development of Ecotourism Site in Depressed Areas	Actual Accomplishment	7.5%	(Actual / Target) x Weight	100% Completion of: <sup>3</sup> <ul style="list-style-type: none"><li>• Development of Lalaguna Mangrove Eco Park</li><li>• Development of Tourism Facilities in Bongo Island<sup>4</sup></li><li>• Rehabilitation of <u>Tourism</u> Information Center and Rest Area (Green Restroom, Sagay City, Negros Occidental)</li><li>• Libertad Mangrove Forest and Aqua Culture Facilities</li></ul>	6.62%	<ul style="list-style-type: none"><li>• Development of Lalaguna Mangrove Eco Park: 100% complete</li><li>• Development of Tourism Facilities in Bongo Island: 53.2547% complete</li><li>• Rehabilitation of Tourism Information Center and Rest Area (Green Restroom, Sagay City, Negros Occidental): 100% complete</li><li>• Libertad Mangrove Forest and Aqua Culture Facilities: 100% complete</li></ul>	5.63%	<ul style="list-style-type: none"><li>• Project Brief</li><li>• Inspection/ Progress Reports</li><li>• Letter to Contractors re. Punch Listing Works</li><li>• Certification of Completion of the Punch Listing Works</li><li>• Certification of Completion of the Infrastructure Project</li><li>• Letter of Turn Over and Acceptance</li><li>• Gantt Chart with S-Curve</li><li>• Billing Statements, Disbursement Vouchers and Official Receipts</li><li>• Detailed Estimates</li><li>• Variation Orders</li><li>• Revised Project Timeline/Gantt Chart with S-Curve</li></ul>	The validated accomplishment was computed based on the percentage of completion vis-à-vis target accomplishment of infrastructure projects for the year. TIEZA's request for exclusion of target on the <i>Development of Tourism Facilities in Bongo Island</i> due to delays brought about by the procurement process is <u>denied</u> .

<sup>3</sup> Projects that will not proceed due to lack of funds will be considered during the validation of the annual accomplishment.

<sup>4</sup> Target adjusted during validation from 100% to 51.523% for 2023 due to factors beyond the control of TIEZA.

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## Validation Result of the 2023 Performance Scorecard (Annex A)

Component					TIEZA Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
SM 3 Preservation of Historical, Cultural, Religious and Heritage (HCRH) Sites	Actual Accomplishment	7.5%	(Actual / Target) x Weight	<p>100% Completion of the Deliverables of the following projects:</p> <ul style="list-style-type: none"> <li>Reconstruction of Corregidor Breakwater</li> <li>Installation of Mt. Samat Cross Lighting</li> </ul>	<ul style="list-style-type: none"> <li>Reconstruction of Corregidor Breakwater: 44.83% complete (Work Suspension on 05 July 2023)</li> <li>Installation of Mt. Samat Cross Lighting: 100% complete</li> </ul>	5.43%	<ul style="list-style-type: none"> <li>Reconstruction of Corregidor Breakwater: 44.84%</li> <li>Installation of Mt. Samat Cross Lighting: 100%</li> </ul>	5.43%	<ul style="list-style-type: none"> <li>Project Brief</li> <li>Inspection/ Progress Reports</li> <li>Letter to Contractors re. Punch Listing Works</li> <li>Certification of Completion of the Punch Listing Works</li> <li>Certification of Completion of the Infrastructure Project</li> <li>Letter of Turn Over and Acceptance</li> <li>Project Accomplishment Reports</li> <li>Billing Statements</li> <li>Disbursement Vouchers and Official Receipts Detailed Estimates</li> <li>Revised Project Timeline/Master Construction Schedule with S-Curve</li> </ul>	<p>The validated accomplishment was computed based on the percentage of completion vis-à-vis target accomplishment (100%) for each of the infrastructure projects for the year.</p> <p>TIEZA's request for exclusion of target on the <i>Reconstruction of Corregidor Breakwater</i> is <u>denied</u>.</p>

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## Validation Result of the 2023 Performance Scorecard (Annex A)

Component						TIEZA Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating			
SO 3	Ensure Customer Satisfaction										
SM 4	Percentage of Satisfied Customers	Number of Respondents Who Gave a Rating of At Least Satisfactory / Total Number of Respondents	10%	(Actual / Target) x Weight If Less Than 80% = 0%	90%	CSM Report Submitted to ARTA	10%	98.20%	10%	Harmonized Client Satisfaction Measurement Results of GOCCs Covered by R.A. No. 10149 as endorsed by the Anti-Red Tape Authority (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		45%				41.80%		39.66%		
SO 4	Achieve Financial Viability and Sustainability and Maximize Absorptive Capacity										
SM 5	Amount of Travel Tax Collected <sup>5</sup>	Absolute Amount	15%	(Actual / Target) x Weight	₱1.7 Billion	₱3.109 Billion	15%	₱3.167 Billion	15%	2023 Commission on Audit (COA) Annual Audit Report  Travel Tax Report for 2023	The total net travel tax collection in 2023 amounted to ₱6,333,372,640. <sup>6</sup>

<sup>5</sup> Refers to the 50% TIEZA Share on Travel Tax Collection, net of refunds.<sup>6</sup> Pursuant to Republic Act No. 9593, the travel tax collection shall be distributed to TIEZA (50%), Commission on Higher Education (40%), and National Commission for Culture and Arts (10%).

## Validation Result of the 2023 Performance Scorecard (Annex A)

Component						TIEZA Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating			
	SM 6a	Obligations Subsidy Budget Utilization Rate	Total Obligated Subsidy / Total COB from Subsidy <i>(Both Net of PS Cost)</i>	2.5%	(Actual / Target) x Weight	90%	36%	2.5%	99.14%	2.50%	<ul style="list-style-type: none"><li>• 2023 COA Annual Audit Report</li><li>• 2023 DBM-Approved Corporate Operating Budget</li><li>• 2023 Budget Utilization Rate (BUR) Report</li><li>• Position Paper/Justification on the Request for Reconsideration</li></ul>	The validated BUR was based on the actual obligations amounting to ₱51.253 Million and DBM-approved COB from subsidy of ₱51.7 Million, both net of PS cost.  The validation considered delays on project implementation that are not attributable to TIEZA.
	SM 6b	Disbursements Subsidy Budget Utilization Rate	Total Disbursements / Total Obligations <i>(Both Net of PS Cost)</i>	2.5%	(Actual / Target) x Weight	90%	3%	2.5%	100%	2.50%		The validated BUR was based on the actual disbursements amounting to ₱1.699 Million and total obligations equal to ₱1.699 Million obligations, both net of PS cost.  The validation considered delays on project implementation that are not attributable to TIEZA.

## Validation Result of the 2023 Performance Scorecard (Annex A)

Component						TIEZA Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating			
	SM 6c	Corporate Fund Budget Utilization Rate	Total Disbursements / Total COB from Internally Generated Fund (Both Net of PS Cost)	2.5%	(Actual / Target) x Weight	90%	99%	2.48%	98.93%	2.50%		The validated BUR was based on the actual disbursements amounting to ₱1,520.406 Million and DBM-approved COB from corporate funds equal to ₱1,536.747 Million, both net of PS cost.
	SM 7	Improve Income of Operating Entities	Gross Revenue from Operating Assets <sup>7</sup>	10%	(Actual / Target) x Weight	₱84.12 Million	₱155.96 Million	10%	₱155.97 Million	10%	<ul style="list-style-type: none"><li>• 2023 COA Annual Audit Report</li><li>• Report on the Income of Operating Entities</li><li>• Signed Monthly Income Statement</li></ul>	Target exceeded.
	Sub-total			32.5%			32.42%		32.50%			

<sup>7</sup> Refers to the following TIEZA Operating Assets: Banaue Hotel and Youth Hostel, Balicasag Island Dive Resort, Club Intramuros Golf Course, Gardens of Malasag Eco-Tourism Village, and Zamboanga Golf Course and Beach Park.

## Validation Result of the 2023 Performance Scorecard (Annex A)

Component						TIEZA Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating			
SO 5	Implement an Integrated Automated Information System										
SM 8	Development of a New Integrated Automated Management Information System	Actual Accomplishment	7.5%	(Actual / Target) x Weight	100% Attainment of 2023 Deliverables <sup>8</sup> based on 2023-2025 ISSP	100%	7.5%	42.86% Attainment of the 2023 Deliverables based on 2023-2025 ISSP	4.29%	DICT-Endorsed ISSP 2023-2025 Certificates Completion of	TIEZA was able to attain four (4) out of seven (7) deliverables in 2023: 1. Assets Booking System; 2. Enterprise Resource Plan – Financial Management System; 3. Payment and Collection Management System; and 4. Online Permitting System.
SO 6	Deliver Responsive and Timely Services to Stakeholders										
SM 9	Percentage of Application for Registrations under CREATE Act Processed within the Prescribed Period	Total Number of Applications Processed within Prescribed Period <sup>9</sup> / Total Number of Applications Received with Complete Documents	5%	(Actual / Target) x Weight	100%	One (1) Application Received with Complete Documents Processed and Issued of Notice of Official Acceptance within Period under CREATE Law	5%	Measure excluded		Citizen's Charter TAT Monitoring Report	The withdrawal of the application due to the proponent's non-submission of necessary documents to proceed to the succeeding processes was beyond the control of TIEZA.

<sup>8</sup> Deliverables refer to systems/applications.<sup>9</sup> Prescribed period shall be based on the Citizen's Charter of TIEZA in accordance with its compliance with the Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

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Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating			
SO 7	Implement a Quality Management System										
SM 10	Maintain ISO Certification	Actual Accomplishment	5%	All or Nothing	Maintain ISO 9001:2015 Certification	Passed the Surveillance Audit	5%	ISO 9001:2015 Certification Maintained	5%	ISO 9001:2015 Certificate Surveillance Audit Report	The scope of the certification is "Provision of Public Administration Services covering Travel Tax Administration, Asset Management, Tourism Enterprise Zone Management and Tourism Infrastructure Project Management" with a validity from 24 December 2021 until 24 December 2024.
	Sub-total		17.5%				17.5%		9.29%		
SO 8	Build and Strengthen Human and Organizational Capabilities										
SM 11	Improve the Competency Level of the Organization	Competency Baseline 2023 <sup>10</sup> – Competency Baseline 2022	5%	All or Nothing	Improvement in the Competency Baseline of the Organization	No reported accomplishment	5%	1.81% improvement in the competency baseline	5%	<ul style="list-style-type: none"><li>Competency Map</li><li>Excel File of Competency Assessment (Manager and Self-Rating)</li><li>Samples of Accomplished</li></ul>	The 2022 competency baseline of 179.58% improved to 182.83% in 2023.

<sup>10</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:

$$\frac{\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A \left( \frac{\text{Actual Competency Level}}{\text{Required Competency Level}} \right) a}{A} \right] b}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

Validation Result of the 2023 Performance Scorecard (Annex A)

Component					TIEZA Submission <sup>1</sup>		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating	
										Competency Assessment Forms
										• Competency-Based Job Descriptions of Randomly Selected Employees
		Sub-total	5%				5%		5%	
		TOTAL	100%				96.72%		86.45%	
		EXCLUDED WEIGHTS	(5%)							
		VALIDATED TOTAL	95%				-	86.45/95 = 91%		

Annex A Reviewed and Certified Correct by:

  
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