



28 July 2021

RET. GEN. ROY A. CIMATU

*Secretary, Department of Environment and Natural
Resources, and LLDA Chairperson*

MR. JAIME C. MEDINA

General Manager (GM)

LAGUNA LAKE DEVELOPMENT AUTHORITY (LLDA)

*National Ecology Center, East Avenue,
Diliman, Quezon City*

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

Dear Secretary Cimatú and GM Medina,

This refers to LLDA's letter dated 23 April 2021¹ submitting its motion for reconsideration of the validation for selected Strategic Measures (SM) under the GCG-validated 2019 Performance Scorecard². Below are the Strategic Measures (SMs) requested for reconsideration:

- a. *SM 3: Maintain Lake Area Covered by Aquaculture Structures [Net at the End of the Year];*
- b. *SM 7: Percentage of Cases Resolved Through Alternative Dispute Resolution (ADR); and,*
- c. *SM 8: Percentage of Cases Resolved Through Public Hearing Committee (PHC) Within Applicable Processing Time.*

Review and evaluation of LLDA's request is summarized in the Revalidation of LLDA's 2019 Performance Scorecard attached as **Annex A**. Foregoing considered, LLDA's validated score is hereby **INCREASED** from 49.39% to **70.71%**. LLDA remains to have failed to achieve the weighted-average score of at least 90% in the 2019 Performance Scorecard and thus, remains to be ineligible to grant the 2019 Performance-Based Bonus (PBB) to its officers and employees. We take this opportunity to inform the LLDA that the validated Performance Scorecard shall be posted in LLDA's website, in accordance with GCG Memorandum Circular No. 2012-07.³

FOR LLDA'S INFORMATION AND GUIDANCE.

Very truly yours,

cc: The Resident Auditor - LLDA

¹ Officially received by the Governance Commission on 29 April 2021.

² Officially received by LLDA on 03 March 2021.

³ CODE OF CORPORATE GOVERNANCE OF GOCCS, dated 28 November 2012.

LAGUNA LAKE DEVELOPMENT AUTHORITY (LLDA)
Revalidated Result of 2019 Performance Scorecard

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Wt. ¹		2019	Actual	Rating ²	Score	Rating			
ENVIRONMENTAL / SOCIAL IMPACT	SO 1	Manage and Improve Water Quality (Class C)									
	SM 1	Maintain Water Quality of Laguna de Bay	Monthly values [in milligrams per liter (mg/L) Biochemical Oxygen Demand (BOD)] / 12 months	10%	All or Nothing	Within the water quality guideline for BOD concentration as per DENR DAO 2016-08	3 mg/L	10%	2 mg/L	10%	<ul style="list-style-type: none"> Summary of BOD results per station Quarterly Certificates of Analysis from Aeronics Incorporated
SM 2	Percentage of Establishments Disposing Wastewater Within Standard Biochemical Oxygen	Total number of establishments disposing wastewater within standard BOD / Total number of	10%	(Actual / Target) x Weight <i>0% = If less than 90%</i>	100%	92.2% (541 out of 587 industries complied)	9.22%	92.16%	9.22%	<ul style="list-style-type: none"> Summary of inspected industries Results of Laboratory Analysis 	Acceptable, but below target. A total of 541 out of 587 establishments inspected by LLDA were found to have wastewater discharges that

¹ Revised weights for SM 6 to SM 12 were based on the letter of the Governance Commission to LLDA dated 16 May 2019. Officially received by LLDA on 22 May 2019.

² Rating as reported by LLDA did not conform with the revised weights for SM 6 to SM 12. For consistency, ratings for the said measures were recomputed based on the revised weights and reported accomplishment of LLDA.

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Wt. ¹			2019	Actual	Rating ²	Score			Rating
	Demand (BOD) ³	establishments inspected during the year								were within the BOD level of 50 mg/L.	
SO 2 Improve Lake Productivity											
SM 3	Maintain Lake Area Covered by Aquaculture Structures [Net at the End of the Year]	Net area at the end of the year [in hectares (has.)] and actual distribution should be within the target allocations: For Cooperatives and individuals: <=5,520 has. For Corporations: <=3,680 has. = 2.5%	10%	All or Nothing	9,200 has. and 60:40 distribution ratio ⁴	8,379.86 (61:39 distribution ratio)	10%	8,379.88 has. and 56:35 distribution ratio	10%	<ul style="list-style-type: none"> • Inter-office memorandum from the LLDA-Environmental Regulations Department • Profile of Aquaculture Structures in the Laguna de Bay • Masterlist of fishpen and fishcage owners • After-activity reports of the inspections conducted • Compromise Agreement 	Request for reconsideration is APPROVED . The distribution ratio was computed based on the total allowable occupancy rate of 9,200 has. This considered, the actual distribution of 5,153.38 hectares for individual permittees and 3,226.50 hectares for corporations) is within the distribution limit.

³ Water Quality Guidelines and General Effluent Standards (DENR A.O. No. 2016-08) provides that the maximum BOD for New/Proposed Industry or wastewater treatment plants to be constructed under Class C inland water category is 50 mg/L.

⁴ The 60:40 rule is based on the LLDA ZOMAG 2018, which identifies that 60% of the lake area shall be for the individual and 40% for the corporations, partnerships or cooperatives duly organized under the laws of the Philippines and persons/entities forming themselves into a JV that intended to be jointly and severally responsible for a particular contract.

Revalidated Result of 2019 Performance Scorecard (Annex A)

Component					Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure		Formula	Wt. ¹	2019		Actual	Rating ²	Score	Rating			
											dated 23 July 2019 • List of Fishpens in Cataquiz Belt as of December 2019 • <u>Justification on the conformance to the 60:40 allocation</u>	
Sub-total			30%				29.22%		29.22%			
SO 3 Improve Stakeholder Satisfaction												
STAKEHOLDERS	SM 4	Percentage of Satisfied Customers	Total number of respondents which gave at least Satisfactory rating / Total number of respondents	10%	(Actual / Target) x Weight 0% = If less than 80%	90%	91.46%	10%	91.46%	10%	• Memorandum of Agreement between DAP and LLDA • Final Report from DAP • Data Quality Report • Sample Call Sheet, Observation Sheet, and Questionnaires	Target exceeded.
	Sub-total			10%				10%		10%		

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective / Measure	Formula	Wt. ¹			2019	Actual	Rating ²	Score			Rating	
FINANCIAL	SO 4	Increase Revenues										
	SM 5	Revenue Generation	Sales/ Revenue from Operations + Other Revenue	10%	(Actual / Target) x Weight 0% = If less than ₱220 Million	2018 actual + 10% increase	₱329.138 Million	10%	₱333.85 Million	10%	COA Annual Audit Report for 2019	Target exceeded.
	Sub-total			10%				10%		10%		
INTERNAL PROCESS	SO 7	Streamline Regulatory Processes										
	SM 6	Percentage of Applications for Permits and Licenses Processed Within Applicable Processing Time ⁵	Total number of permits and licenses acted upon within applicable processing time / Total number of applications for permits and licenses received	5%	(Actual / Target) x Weight 0% = If less than 90%	100%	55.04% (3,299 permits and clearances issued within applicable time out of 5,994 applications received)	0%	67.48% (4,045 permits and clearances issued within applicable time out of 5,994 applications received)	0%	<ul style="list-style-type: none"> Summary of Permits and Licenses Processed During the Year Copy of Permits and Licenses Copy of Reply Letters issued to Applicants LLDA 2019 Citizen's Charter (3rd Edition) 	Target not met. A zero rating was given since the accomplishment did not meet the minimum threshold of 90%. Revision in the formula was made to capture the requests that were returned by LLDA to applicants' sans action due to incomplete requirements or other legal concerns.

⁵ The applicable processing time for the frontline services of LLDA shall be in accordance with LLDA's compliance with the Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Wt. ¹		2019	Actual	Rating ²	Score	Rating			
SO 6 Improve Efficiency in Quasi-Judicial Functions											
SM 7	Percentage of Cases Resolved Through Alternative Dispute Resolution (ADR)	Total number of cases resolved through ADR / Total number of unresolved cases as of end of preceding year + new case for current year ⁶	10%	(Actual / Target) x Weight	2018 actual (10.82%) + 5% increase	64.96% (3,332 resolved cases through ADR out of 5,129 unresolved cases)	10%	64.96% (3,332 resolved cases through ADR out of 5,129 unresolved cases)	10%	<ul style="list-style-type: none"> Revised Master List and Summary of Resolved Cases Through ADR Samples of NOV Certificates of Compliance (COC) issued in 2019 Samples of memoranda/ endorsement papers to ADR and PHC Justification on the revised inventory of unresolved cases 	<p>Request _____ for reconsideration APPROVED.</p> <p>The _____ validated number _____ of resolved cases was comprised of 264 cases issued with COC and 3,068 cases endorsed to the PHC.</p>

⁶ For the purposes of 2019 target, the denominator shall pertain to total unresolved cases as of end December 2018 plus all incoming cases endorsed to ADR in 2019.

Revalidated Result of 2019 Performance Scorecard (Annex A)

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Wt. ¹			2019	Actual	Rating ²	Score			Rating
SM 8	Percentage of Cases Resolved Through Public Hearing Committee (PHC) Within Applicable Processing Time ⁷	Total number of PHC cases resolved within applicable processing time / Total number of cases endorsed to PHC from July 1 of the previous year to June 30 of the current year ⁸	10%	(Actual / Target) x Weight	90%	12.94% (operating w/o LC: 11 out of 241 cases resolved within 120wd operating w/o DP: 10 out of 297 cases resolved within 170wd water pollution: 88 out of 283 cases resolved within 120wd; refusal of entry: 1 out of 29 cases resolved within 95wd)	1.44%	11.88% <u>101 out of 850 cases: operating w/o LC: 11 out of 241 cases resolved within 120wd</u> <u>operating w/o DP: 9 out of 297 cases resolved within 170wd</u> <u>water pollution: 80 out of 283 cases resolved within 120wd;</u> <u>refusal of entry: 1 out of 29 cases resolved within 95wd</u>	1.32%	<ul style="list-style-type: none"> • Master List of Resolved Cases Through PHC • Case endorsement papers and corresponding Decisions or Resolutions • Justification on the request for reconsideration 	<p>The request for reconsideration is APPROVED. Validation is based on the processing time of 120 working days in consideration of LLDA's representation that the matter is pending clarification with ARTA. LLDA is reminded to exert all efforts to ensure compliance with R.A. No. 11032. The same consideration will no longer be applicable moving forward.</p>

⁷ Applicable processing time shall be in compliance with RA 11032 or otherwise known as the Ease of Doing Business (EODB) and Efficient Government Service Act of 2018.

⁸ For purposes of 2019 target, the denominator shall pertain to total number of cases endorsed to PHC from July 1, 2018 to June 30, 2019.

Revalidated Result of 2019 Performance Scorecard (Annex A)

Component				Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure		Formula	Wt. ¹		2019	Actual	Rating ²	Score	Rating			
	SM 9	Percentage of PHC Backlog ⁹ Cases Resolved	Total number of backlog cases resolved through PHC / Total number of backlog cases	5%	(Actual / Target) x Weight	50%	6.66% (from 2014 to September 30, 2019: 154 out of 2,311 backlog cases resolved)	0.67%	1.72% (154 out of 8,928 backlog cases)	0.17%	<ul style="list-style-type: none"> Summary of settled / resolved backlog PHC cases Copy of sampled PHC backlog cases 	Reported number of resolved cases was acceptable. However, the GCG included the 6,617 cases docketed from 1995 to 2013 as part of the denominator.
	Sub-total			30%				12.11%		11.49%		
LEARNING AND GROWTH	SO 7 Develop and Implement Quality Management System (QMS)											
	SM 10	Attain ISO Certification	Actual accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Certification Maintained	5%	ISO 9001:2015 Certification Maintained	5%	<ul style="list-style-type: none"> Registration Certificate AJA15-0051 issued by AJA to LLDA (date of re-registration 13 Nov 2018) Registration Schedule AJA15-0051 (date of re-registration 13 Nov 2018) SOCOTEC Certification Philippines, Inc. Audit Report 	Acceptable.

⁹ Backlog cases pertains to unresolved cases under the PHC by end of the previous year. For the purpose of 2019 target, backlog cases pertain to unresolved cases under the PHC by end of December 2018.

Component				Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure		Formula	Wt. ¹		2019	Actual	Rating ²	Score	Rating		
										<ul style="list-style-type: none"> Attestation from SOCOTEC Certification Philippines, Inc. 	
SO 8 Maintain Motivated and Committed Workforce											
SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment ¹⁰	5%	(Actual / Target) x Weight	<u>Improve Competency Baseline of the Organization</u>	Reduced competency gap of the organization by 26%	5%	Improved competency baseline of the organization by 5.15%	5%	<ul style="list-style-type: none"> 2019 Competency Assessment: Gap Analysis dated December 2019 Sample Survey Questionnaires Individual Competency Gap Ratings List of the 91 Employees evaluated for Competency Improvements 	<p>The target was revised to be consistent with the formula.</p> <p>Validated score is based on the report of LLDA for the 2020 assessment which showed that in 2019, 74.11% of its employees were able to meet the competency requirement of their respective positions, up from 70.48% in 2018.</p>

¹⁰ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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

Revalidated Result of 2019 Performance Scorecard (Annex A)

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Wt. ¹		2019	Actual	Rating ²	Score	Rating			
SO 9	Automate Processes										
SM 12	Processes for Automation	Actual accomplishment	10%	All or Nothing	Development and implementation of an online application for LLDA Clearance ¹¹	No accomplishment	0%	No reported accomplishment	0%	No supporting documents submitted	Target not met.
Sub-total		20%				10%		10%			
TOTAL		100%				71.33%		70.71%			

¹¹ Based on the representations made by LLDA representatives during the Technical Panel Meeting held on 16 November 2018.