



04 March 2021

RET. GEN. ROY A. CIMATU

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

MR. JAIME C. MEDINA

General Manager

LAGUNA LAKE DEVELOPMENT AUTHORITY (LLDA)

National Ecology Center, East Avenue,
Diliman, Quezon City

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

Dear Secretary Cimatú and GM Medina,

This is to formally transmit the Recalibrated 2020 Performance Scorecard (**Annex A**) of LLDA. The same is to be posted in LLDA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07¹.

The LLDA Recalibrated Performance Scorecard submitted through a letter dated 28 September 2020² 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. 2017-02³. 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 Employees Meeting Required Competencies shall be retained. Consequently, the proposed revision of weights for the other measures was not considered.

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

FOR LLDA'S INFORMATION AND GUIDANCE.

Very truly yours,

cc: **COA Resident Auditor - LLDA**

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 30 September 2020.

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

**LAGUNA LAKE DEVELOPMENT AUTHORITY (LLDA)
Recalibrated 2020 Performance Scorecard**

Component				Baseline Data		Target			
Objective/Measure	Formula	Weight	Rating Scale	2017	2018	2019	2020		
ENVIRONMENTAL / SOCIAL IMPACT	SO 1	Manage and Improve Water Quality Class (Class C)							
	SM 1	Maintain Water Quality of Laguna de Bay	Monthly values [in milligrams per liter (mg/L) Biochemical Oxygen (BOD)] / <u>Actual number of months with sampling</u>	15%	All or Nothing	3.15 mg/L (Annual Average)	2 mg/L (Annual Average)	Within the Water Quality Guideline for BOD Concentration as per DENR DAO 2016-08	<u>Within the standard BOD level as prescribed by the DENR</u>
	SO 2	Improve Lake Productivity							
	SM 2	Maintain Lake Area Covered by Aquaculture Structures [<i>Net at the End of the Year</i>]	Net area at the end of the year [in hectares (has)]	15%	<u>< 9,200 has. to 9,660 has. = 15%</u> <u>More than 9,660 has. = 0%</u>	9,044.69 has.	7,397 has.	9,200 has. and 60:40 distribution ratio	<u>9,200 has.</u>
	Sub-total			30%					
STAKEHOLDERS	SO 3	Improve Stakeholder Satisfaction							
	SM 3	Percentage of Satisfied Customers	Total number of respondents which gave at least satisfactory rating / Total number of respondents	10%	(Actual/Target) x Weight <i>0% = If less than 80%</i>	61.75% of respondents rated LLDA at least satisfactory rating	88% of respondents rated LLDA at least satisfactory rating	90%	90%
	Sub-total			10%					

Component					Baseline Data		Target		
Objective/Measure		Formula	Weight	Rating Scale	2017	2018	2019	2020	
FINANCIAL	SO 4	Increase Revenues							
	SM 4	Revenue Generation	Sales/Revenue from Operations + Other Revenues	10%	(Actual/Target) x Weight	₱294.243 Million	₱211.36 Million	2018 actual + 10% increase	<u>₱280.63 Million</u>
	Sub-total			10%					
INTERNAL PROCESS	SO 5	Streamline Regulatory Processes							
	SM 5	Percentage of Applications for Permits and Licenses Processed within Applicable Processing Time ³	Total number of permits and licenses issued within applicable processing time / Total number of applications for permits and licenses received	7.5%	(Actual/Target) x Weight	61.52% (2,638/4,288)	23.31% (1,383/5,934)	100%	<u>70%</u>
	SO 6	Improve Efficiency in Quasi-Judicial Functions							
SM 6	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 cases for current year ⁴	10%	(Actual/Target) x Weight	70.63% (844/1,195)	10.82% (307 NOVs issued with Certificate of Compliance out of 2,838 cases)	2018 Actual + 5% increase	<u>50% (Backlog: 961 + 2020 New Cases)</u>	

³ 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 and ARTA Memorandum Circular Nos. 2020-03 dated 20 March 2020 and 2020-03-A dated 11 June 2020.

⁴ For purposes of 2020 target, the denominator shall pertain to total unresolved cases as of end December 2019 plus all incoming cases endorsed to ADR in 2020.

Component					Baseline Data		Target		
Objective/Measure		Formula	Weight	Rating Scale	2017	2018	2019	2020	
	SM 7	Percentage of Cases Resolved Through Public Hearing Committee (PHC) within Applicable Processing Time ⁵	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 ⁶	10%	(Actual/Target) x Weight	14% (100 cases resolved / 730 total number of cases issued with Order of Dismissal)	33% (119 cases resolved / 333 total number of cases issued with Order of Dismissal)	90%	<u>50%</u>
	SM 8	Percentage of PHC Backlog Cases ⁷ Resolved	Total number of backlog cases resolved through PHC / Total number of backlog cases	7.5%	(Actual/Target) x Weight	26% (468 backlog cases / 1,787 backlog cases)	14.15% (1,394 out of 9,850)	50%	<u>25%</u>
	Sub-total				35%				
LEARNING AND GROWTH	SO 7	Develop and Implement Quality Management System (QMS)							
	SM 9	Attain ISO Certification	Actual Accomplishment	5%	All or Nothing	Renewal of ISO 9001:2008 Certification	Certification under ISO 9001:2015 Standards	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Recertification

⁵ 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 and ARTA Memorandum Circular Nos. 2020-03 dated 20 March 2020 and 2020-03 dated 11 June 2020.

⁶ For purposes of 2020 target, the denominator shall pertain to total number of cases endorsed to PHC from July 1, 2019 to June 30, 2020.

⁷ Backlog cases pertain to unresolved cases under the PHC by end of the previous year. For purposes of 2020 target, backlog cases pertain to unresolved cases under the PHC by end of December 2019.

Component				Baseline Data		Target		
Objective/Measure	Formula	Weight	Rating Scale	2017	2018	2019	2020	
SO 8	Maintain Motivated and Committed Workforce							
SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment ⁸	5%	All or Nothing	Competency Integration and upgrading of HR System (recruitment & L&D)	Competency gap of LLDA reduced by 27%	Competency gap of LLDA by 25% (cumulative reduction – 50%)	Improve the Competency Baseline of the Organization
SO 9	Automate Processes							
SM 11	Processes for Automation	Actual Accomplishment	5%	Development and Implementation of an Online Application for LLDA Clearance or Development of Online Submission of Self-Monitoring Report = 2.5% Development and Implementation of an Online Application for LLDA Clearance and Development of Online Submission of Self-Monitoring Report = 5%	<i>Target not met</i>	<i>Target not met</i>	Development and Implementation of an online application for LLDA Clearance	Development and Implementation of an Online Application for LLDA Clearance; and Development of Online Submission of Self-Monitoring Report
Sub-total			15%					
TOTAL			100%					

⁸ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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