



18 June 2021

**GEN. ROY A. CIMATU (RET.)**

*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 : TRANSMITTAL OF 2021 PERFORMANCE SCORECARD**

Dear Secretary Cimatú and GM Medina,

This is to formally transmit the 2021 Charter Statement and Strategy Map (**Annex A**) and 2021 Performance Scorecard (**Annex B**) of LLDA.

The LLDA-proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letter dated 28 September 2020<sup>1</sup> were **MODIFIED** based on the discussions made during the technical panel meeting (TPM) held on 03 December 2020 and evaluation of revised documents submitted through its letters dated 04 December 2020<sup>2</sup> and 24 March 2021.<sup>3</sup>

We take this opportunity to inform LLDA that Item 5 of GCG Memorandum Circular (M.C.) No. 2017-02<sup>4</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. LLDA is requested to submit the revised Quarterly Targets based on the attached scorecard upon submission of the 2<sup>nd</sup> Quarter Monitoring Report for 2021.

Finally, under GCG M.C. No. 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2021 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

**FOR LLDA'S COMPLIANCE AND GUIDANCE.**

Very truly yours,

<sup>1</sup> Officially received by the Governance Commission on 30 September 2020.

<sup>2</sup> Officially received by the Governance Commission on 23 December 2020.

<sup>3</sup> Officially received by the Governance Commission on 06 April 2021.

<sup>4</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

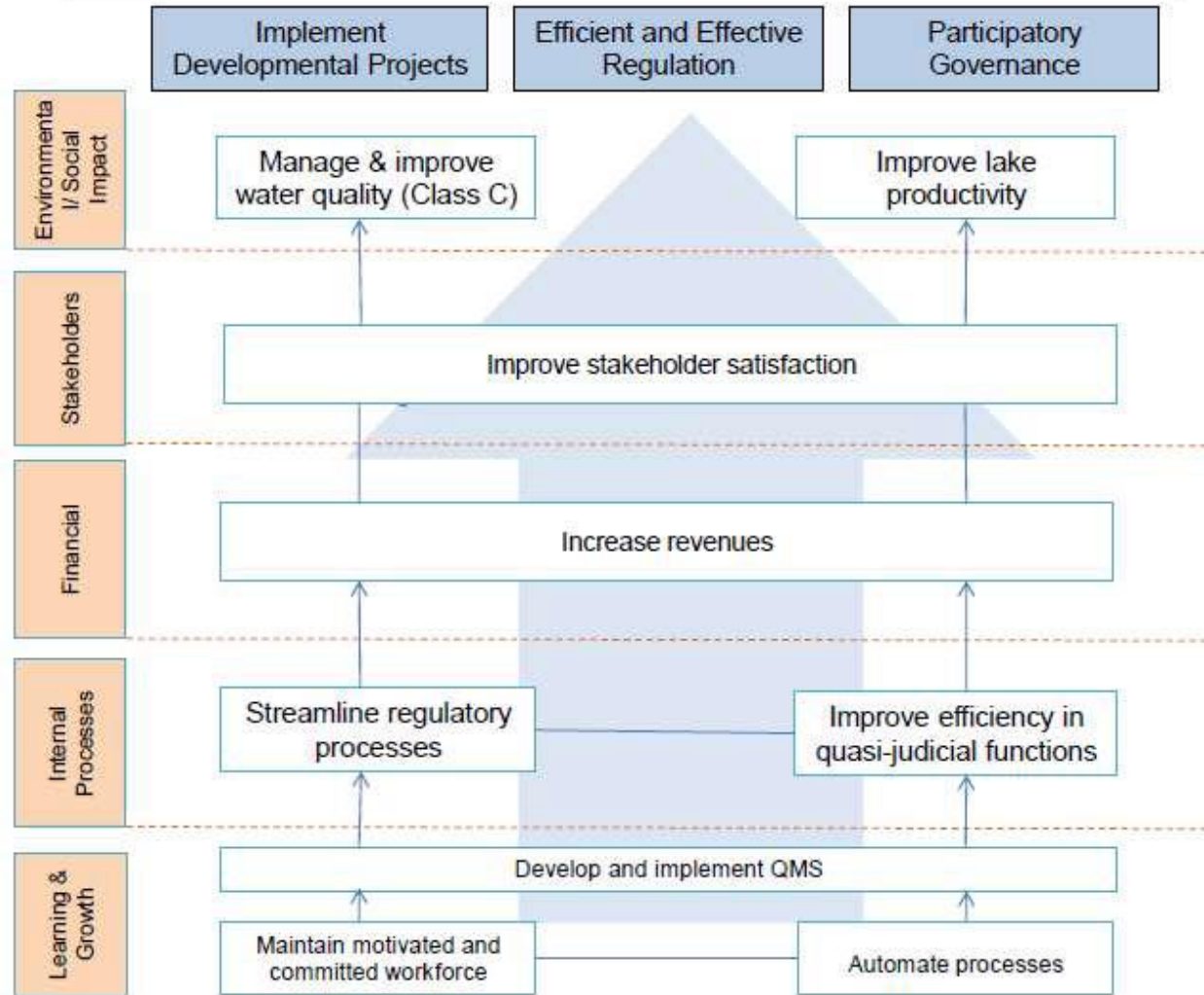
LAGUNA LAKE DEVELOPMENT AUTHORITY (LLDA)

Strategy Map

**Vision:** "By 2040, the Laguna de Bay Basin is an ecologically balanced resource that fosters vibrant economic development and sustains the needs of the present and future generations through the participation of empowered and responsible stakeholders."

**Mission**  
 "To manage, develop and transform the Laguna de Bay Region into a vibrant economic zone through conservation of lake basin resources and good governance with the participation of the empowered and responsible stakeholders."

**Core Values**  
 Love of the Environment  
 Leadership / Professionalism  
 Disciplined / Science-Driven  
 Adaptability / Innovativeness



## LAGUNA LAKE DEVELOPMENT AUTHORITY (LLDA)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
ENVIRONMENTAL / SOCIAL IMPACT	<b>SO 1</b>	<b>Manage and Improve Water Quality (Class C)</b>							
	SM 1	Maintain Water Quality of Laguna de Bay	Monthly values [in milligrams per liter (mg/L) Biochemical Oxygen (BOD)] / Number of Monitoring Months <sup>1</sup>	15%	All or Nothing	2 mg/L	2 mg/L	Within the standard BOD level as prescribed by the DENR	Within the Water Quality Guideline for BOD Concentration as per DENR DAO 2016-08
	<b>SO 2</b>	<b>Improve Lake Productivity</b>							
	SM 2	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)]	10%	See Appendix A	7,397 has.	8,379.86 has.	9,200 has.	9,200 has.
				5%	See Appendix A	N/A	65:35 distribution ratio	N/A	60:40 distribution ratio <sup>2</sup>
		<b>Sub-total</b>		<b>30%</b>					
STAKEHOLDERS	<b>SO 3</b>	<b>Improve Stakeholder Satisfaction</b>							
	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  0% = If less than 80%	88% of respondents rated LLDA at least satisfactory rating	91.46%	90%	90%
		<b>Sub-total</b>		<b>10%</b>					

<sup>1</sup> Monitoring or water quality test should cover all the 15 sampling stations and conducted per month.

<sup>2</sup> Out of the 9,200 hectares, 60% shall be allocated for individual ownership and cooperatives or (5,520 has.) while the remaining 40% shall be for private corporations (or 3,680 has.).

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
FINANCIAL	<b>SO 4</b>	<b>Increase Revenues</b>							
	SM 4	Revenue Generation	Sales/Revenue from Operations + Other Revenues	10%	(Actual/Target) x Weight	₱211.36 Million	₱333.85 Million	₱280.63 Million	₱389.26 Million
		<b>Sub-total</b>		<b>10%</b>					
INTERNAL PROCESS	<b>SO 5</b>	<b>Streamline Regulatory Processes</b>							
	SM 5	Percentage of Applications for Permits and Licenses Processed within Applicable Processing Time <sup>3</sup>	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	23.31% (1,383/5,934)	67.48% (4,045/5,994)	70%	100%
	<b>SO 6</b>	<b>Improve Efficiency in Quasi-Judicial Functions</b>							
	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 <sup>4</sup>	10%	(Actual/Target) x Weight	10.82% (307 NOVs issued with Certificate of Compliance out of 2,838 cases)	<i>Unverifiable</i>	50% (Backlog: 961 + 2020 New Cases)	65% <sup>5</sup>

<sup>3</sup> The processes to be covered and the applicable processing time shall be based on the Citizen's Charter of LLDA 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. Stop and start times shall be adopted in the computation of actual turnaround time. Stop time is to be considered when the necessary action/step is pending on the part of the applicant.

<sup>4</sup> For purposes of 2021 target, the denominator shall pertain to unresolved cases as of end December 2020 plus all incoming cases endorsed to ADR in 2021.

<sup>5</sup> Based on the reported accomplishment for 2019 request for revalidation.

Component					Baseline Data		Target			
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021		
	SM 7	Percentage of Cases Resolved Through Public Hearing Committee (PHC) within Applicable Processing Time <sup>6</sup>	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 <sup>7</sup>	10%	(Actual/Target) x Weight	33.03% (119 cases resolved / 333 total number of cases issued with Order of Dismissal)	<i>Unverifiable</i>	50%	13%	
	SM 8	Percentage of PHC Backlog Cases <sup>8</sup> Resolved	Total number of backlog cases resolved through PHC / Total number of backlog cases	7.5%	(Actual/Target) x Weight	14.15% (1,394 out of 9,850)	1.72% (154 out of 8,928 backlog cases)	25%	25%	
	<b>Sub-total</b>			<b>35%</b>						
<b>LEARNING AND GROWTH</b>	<b>SO 7</b>	<b>Develop and Implement Quality Management System (QMS)</b>								
	SM 9	Attain ISO Certification	Actual Accomplishment	5%	All or Nothing	Certification under ISO 9001:2015 Standards	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Recertification	ISO 9001:2015 Recertification	

<sup>6</sup> Applicable processing time shall be in compliance with R.A. No. 11032 or otherwise known as the Ease of Doing Business (EODB) and Efficient Government Service Act of 2018. Stop and start times shall be adopted in the computation of actual turnaround time. Stop time is to be considered when the necessary action/step is pending with other parties.

<sup>7</sup> For purposes of 2021 target, the denominator shall pertain to total number of cases endorsed to PHC from July 01, 2020 to June 30, 2021.

<sup>8</sup> Backlog cases pertains to unresolved cases under the PHC by end of the previous year. For purposes of 2021 target, backlog cases pertain to unresolved cases under the PHC by end of December 2020.

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021
<b>SO 8</b>	<b>Maintain Motivated and Committed Workforce</b>							
SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment <sup>9</sup>	5%	All or Nothing	Competency gap of LLDA reduced by 27%	Improved competency baseline of the organization by 5.15%	Improve the Competency Baseline of the Organization	Improve the Competency Baseline of the Organization
<b>SO 9</b>	<b>Automate Processes</b>							
SM 11	Processes for Automation	Actual Accomplishment	5%	Roll-out of Online Aquaculture Management System <b>or</b> Roll-out of Online Payment Portal = <b>2.5%</b> Roll-out of Online Aquaculture Management System <b>and</b> Roll-out of Online Payment Portal = <b>5%</b>	<i>Target not met</i>	<i>No reported accomplishment</i>	Development and Implementation of an online application for LLDA Clearance <b>and</b> Development of Online Submission of Self-Monitoring Report	Roll-out of the following: (1) Online Aquaculture Management System <b>and</b> (2) Online Payment Portal
	<b>Sub-total</b>		<b>15%</b>					
	<b>TOTAL</b>		<b>100%</b>					

<sup>9</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:

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

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

**TARGET AND CORRESPONDING RATING SYSTEM FOR SM 2**

SM 2: MAINTAIN LAKE AREA COVERED BY AQUACULTURE STRUCTURES [NET AT THE END OF YEAR]	
RATING SYSTEM	TARGET
<ul style="list-style-type: none"> <li>a. Within the target = 10% rating</li> <li>b. Exceedance of up to 10% in total area = 7% rating</li> <li>c. Exceedance of up to 11% to 20% in total area = 5% rating</li> <li>d. Exceedance of more than 20% in total area = 0% rating</li> </ul>	<p>9,200 hectares</p>
<ul style="list-style-type: none"> <li>a. <u>Within the target allocations:</u> <ul style="list-style-type: none"> <li>1. Corporation: &lt;=3,680 hectares (has.) = 2.5%</li> <li>2. Cooperatives and individuals: &lt;=5,520 has = 2.5%</li> </ul> </li> <li>b. <u>Exceedance of up to 10% in total allocations:</u> <ul style="list-style-type: none"> <li>1. Corporation: &gt;3,680 has. but &lt;4,048 has. = 1.5%</li> <li>2. Cooperatives and individuals: &gt;5,520 has. but &lt;6,072 has. = 1.5%</li> </ul> </li> <li>c. <u>Exceedance of 10% to 20% in total allocations:</u> <ul style="list-style-type: none"> <li>1. Corporation: &gt;4,048 has. but &lt;4,416 has. = 1%</li> <li>2. Cooperatives and individuals: &gt;6,072 has. but &lt;6,624 has. = 1%</li> </ul> </li> <li>d. <u>Exceedance of more than 20% in total allocations:</u> <ul style="list-style-type: none"> <li>1. Corporation: &gt;4,416 has. = 0%</li> <li>2. Cooperatives and individuals: &gt;6,624 has. = 0%</li> </ul> </li> </ul>	<p>60:40 distribution ratio</p> <p>Out of the 9,200 hectares, 60% shall be allocated for individual ownership and cooperatives or (5,520 has.) while the remaining 40% shall be for private corporations (or 3,680 has.)</p>