

**LOCAL WATER UTILITIES ADMINISTRATION (LWUA)
Performance Scorecard**

Objective/Measure	Component		Target		Submission		CGO-B Validation		Supporting Documents	Remarks																																				
	Formula	Wt.	2016	Actual	Rating	Score	Rating																																							
SO 1	Expand Coverage and Reliable Water Service at Affordable Rates																																													
SM 1	Households that can be served with improved access to water	Actual number of households served by all WDs	0%	3.76 M	4.11 M	0%	4.11 M	0%	• Summary of Service Connections by Region	<table border="1"> <tr> <td>CAR</td> <td>68,180</td> <td>NIR</td> <td>197,681</td> </tr> <tr> <td>I</td> <td>226,867</td> <td>VIII</td> <td>119,235</td> </tr> <tr> <td>II</td> <td>104,442</td> <td>IX</td> <td>112,220</td> </tr> <tr> <td>III</td> <td>948,203</td> <td>X</td> <td>214,958</td> </tr> <tr> <td>IVA</td> <td>757,146</td> <td>XI</td> <td>293,774</td> </tr> <tr> <td>IVB</td> <td>68,032</td> <td>XII</td> <td>184,739</td> </tr> <tr> <td>V</td> <td>255,276</td> <td>ARMM</td> <td>29,419</td> </tr> <tr> <td>VI</td> <td>148,877</td> <td>XIII</td> <td>132,641</td> </tr> <tr> <td>VII</td> <td>248,095</td> <td></td> <td></td> </tr> </table>	CAR	68,180	NIR	197,681	I	226,867	VIII	119,235	II	104,442	IX	112,220	III	948,203	X	214,958	IVA	757,146	XI	293,774	IVB	68,032	XII	184,739	V	255,276	ARMM	29,419	VI	148,877	XIII	132,641	VII	248,095		
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SO 2	Adequate Sanitation Including Septage and Sewerage																																													
SM2	Number of WDs in the Manila Bay area taking steps to comply with the Supreme Court mandamus									• WD Board Resolutions • WD Board Resolutions It is noted that additional 10 Board Resolutions were presented in the validation, the same were not considered since they were executed in the previous years. Seven (7) WDs did not include any action plan(s) in their board resolutions. It is recommended that these WDs be required to submit concrete action plans.																																				
	a. WDs that issued Board Resolution	Actual number of WDs	4%	20	20	4%	8	1.6%																																						
	b. WDs that started implementing the action plan	Actual number of WDs	4%	20	20	4%	13	2.6%																																						
		<i>Sub-total</i>	8%			8%		4.2%																																						

SOCIAL IMPACT

Component		Target		Submission		CGO-B Validation		Supporting Documents	Remarks														
										Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score	Rating						
SO 3 Ensure the Viability and Sustainability of LWUA Operations																							
FINANCE	SM 3	Amount of arrears recovered through collection and/or restructuring into performing loans	Actual amount	10%	₱400 M	₱109 M	10%	₱109 M	2.73%	<ul style="list-style-type: none"> Receivable and Collection Report (Non-Performing Loans) 	Breakdown is as follows: Collection <table border="1"> <tr><td>Principal</td><td>₱ 35,768,000</td></tr> <tr><td>Interest</td><td>27,827,000</td></tr> <tr><td>Total</td><td>63,595,000</td></tr> </table> Restructured <table border="1"> <tr><td>Principal</td><td>₱ 41,979,000</td></tr> <tr><td>Interest</td><td>3,425,000</td></tr> <tr><td>Total</td><td>45,404,000</td></tr> </table>	Principal	₱ 35,768,000	Interest	27,827,000	Total	63,595,000	Principal	₱ 41,979,000	Interest	3,425,000	Total	45,404,000
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SM 4	Collection Efficiency Ratio (Performing Loan)	Total Collections (PLs) / Total Billings (PLs)	8%	95%	99% (963M/ 973M)	8%	98.97% (963M/ 973M)	8%	<ul style="list-style-type: none"> Schedule of Non-performing Loans (Detailed) Loan Collection Schedule 	Breakdown is as follows: Billing <table border="1"> <tr><td>Principal</td><td>₱ 596,001,246</td></tr> <tr><td>Interest</td><td>376,524,645</td></tr> <tr><td>Total</td><td>972,525,891</td></tr> </table> Collection <table border="1"> <tr><td>Principal</td><td>₱ 591,084,555</td></tr> <tr><td>Interest</td><td>371,930,028</td></tr> <tr><td>Total</td><td>963,014,583</td></tr> </table>	Principal	₱ 596,001,246	Interest	376,524,645	Total	972,525,891	Principal	₱ 591,084,555	Interest	371,930,028	Total	963,014,583	
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SM 5	a. Carry-over	Actual disbursements / Target disbursements (₱690M)	2.5%	100%	17% (230.10M / 1.38B)	0.42%	16.67% (230.10M / 1.38B)	0.42%	<ul style="list-style-type: none"> Project Fund Utilization Schedule 														
	b. Current	Disbursement / Actual Funds Downloaded Nov 2015-Oct 2016	1.5%	50%	6% (93.27M / 1.52B)	0.18%	6.14% (93.27M / 1.52B)	0.18%	<ul style="list-style-type: none"> Project Fund Utilization Schedule 														

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FINANCE	c. ODA (KFW)	Actual disbursements / Target disbursements (P168M)	1%	100%	150.708	0.90%	89.71% (150.708 M/ 168 M)	0.90%	<ul style="list-style-type: none"> Project Fund Utilization Schedule KFW Utilization Schedule 	Loans released and disbursed: <table border="1"> <thead> <tr> <th>WD</th> <th>Amount (M)</th> </tr> </thead> <tbody> <tr> <td>Aparri</td> <td>19.17</td> </tr> <tr> <td>Orani</td> <td>55.36</td> </tr> <tr> <td>Balaoan</td> <td>13.67</td> </tr> <tr> <td>Victorias</td> <td>7.21</td> </tr> <tr> <td>Mabitac</td> <td>6.67</td> </tr> <tr> <td>Infanta</td> <td>27.11</td> </tr> <tr> <td>Binalonan</td> <td>16.25</td> </tr> <tr> <td>Baao</td> <td>5.27</td> </tr> <tr> <td>Total</td> <td>150.71</td> </tr> </tbody> </table>	WD	Amount (M)	Aparri	19.17	Orani	55.36	Balaoan	13.67	Victorias	7.21	Mabitac	6.67	Infanta	27.11	Binalonan	16.25	Baao	5.27	Total	150.71
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d. Zamboanga (Z3R)	Actual disbursements / Target disbursements (P 527M)	2%	50%	0	0	0	0%	<ul style="list-style-type: none"> Project Status Report MOA between ZCWD and LWUA 	Excluded measure. Revised MOA with ZCWD was only finalized in 31 January 2017.																					
<i>Sub-total</i>		<i>25%</i>			<i>19.5%</i>		<i>12.23%</i>																							
CUSTOMERS / STAKEHOLDERS	SO 4 Ensure Reliable and Economically Viable Water Districts																													
	SM 6	Percentage of WDs operating	Actual number of operational / Total Active WDs	6%	68.52% (518/756)	68.52% (518/756)	6%	69.24% (520/751)	6%	<ul style="list-style-type: none"> List of WD 																				
	SM 7	Percentage of WDs trained on sanitation orientation and awareness	Actual WDs trained on sanitation orientation and awareness / Total Operational WDs	5%	41.91% (215 / 513)	64.52% (331/513)	5%	56.73% (291/513)	5%	<ul style="list-style-type: none"> List of WD Trained on Sanitation Orientation and Awareness Seminar Report Reg'l Training Center (RTC) Annual Reports 	2015 = 159 WDs 2016 = 132 WDS																			

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CUSTOMERS / STAKEHOLDERS	SM 8	Percentage of Water District with at least 90% Performance Rating	No. of WDs with at least 90% performance rating / No. of operational WDs	6%	40.93% (210 / 513)	36.84% (189/513)	5.4%	37.28% (192/515)	5.46%	<ul style="list-style-type: none"> WD 2015 PBB Checklist and Evaluation Area Summary Reports 	<table border="1"> <thead> <tr> <th>Area</th> <th>WD</th> <th>Area</th> <th>WD</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>31</td> <td>6</td> <td>4</td> </tr> <tr> <td>2</td> <td>53</td> <td>7</td> <td>10</td> </tr> <tr> <td>3</td> <td>22</td> <td>8</td> <td>13</td> </tr> <tr> <td>4</td> <td>27</td> <td>9</td> <td>13</td> </tr> <tr> <td>5</td> <td>19</td> <td>Total</td> <td>192</td> </tr> </tbody> </table> <p>It is noted that there were inconsistencies in the evaluation of the performance indicators. As related to LWUA Management, a more comprehensive review system is expected for the next assessment of PBB applications.</p>	Area	WD	Area	WD	1	31	6	4	2	53	7	10	3	22	8	13	4	27	9	13	5	19	Total	192											
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4	27	9	13																																											
5	19	Total	192																																											
SM 9	Percentage of Non-Revenue Water (NRW)	$\frac{\sum (\text{Total Production} - \text{Total Billed})}{\text{Total Production}}$	4%	26.17%	25.5%	4.0%	28.6%	3.63%	<ul style="list-style-type: none"> Area Summary Report Monthly Data Sheet per Water District 	<table border="1"> <thead> <tr> <th>Area</th> <th>Production</th> <th>Billed</th> </tr> <tr> <th colspan="3"><i>(in thousands)</i></th> </tr> </thead> <tbody> <tr> <td>1</td> <td>110,314</td> <td>78,791</td> </tr> <tr> <td>2</td> <td>288,932</td> <td>223,705</td> </tr> <tr> <td>3</td> <td>250,310</td> <td>185,520</td> </tr> <tr> <td>4</td> <td>75,459</td> <td>57,649</td> </tr> <tr> <td>5</td> <td>101,337</td> <td>69,649</td> </tr> <tr> <td>6</td> <td>167,316</td> <td>118,015</td> </tr> <tr> <td>7</td> <td>120,091</td> <td>71,199</td> </tr> <tr> <td>8</td> <td>190,176</td> <td>138,372</td> </tr> <tr> <td>9</td> <td>71,851</td> <td>39,564</td> </tr> <tr> <td>Total</td> <td>1,375,786</td> <td>982,464</td> </tr> </tbody> </table>	Area	Production	Billed	<i>(in thousands)</i>			1	110,314	78,791	2	288,932	223,705	3	250,310	185,520	4	75,459	57,649	5	101,337	69,649	6	167,316	118,015	7	120,091	71,199	8	190,176	138,372	9	71,851	39,564	Total	1,375,786	982,464
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CUSTOMERS / STAKEHOLDERS	SM 10	Percentage of Operational WDs compliant with PNSDW (bacteriological test, physical, chemical test)	PNSDW Compliant Operational WD / Total Operational WD	4%	95%	72.09% (369/498)	3.01%	42.22% (217/514)	1.78%	<ul style="list-style-type: none"> Summary Report on Microbiological Test Monthly Data Sheets Bacteriological Test Result per WD Area Summary Reports <table border="1"> <thead> <tr> <th>Area</th> <th>Compliant WDs</th> </tr> </thead> <tbody> <tr><td>1</td><td>27</td></tr> <tr><td>2</td><td>51</td></tr> <tr><td>3</td><td>12</td></tr> <tr><td>4</td><td>25</td></tr> <tr><td>5</td><td>49</td></tr> <tr><td>6</td><td>2</td></tr> <tr><td>7</td><td>15</td></tr> <tr><td>8</td><td>10</td></tr> <tr><td>9</td><td>26</td></tr> <tr><td>Total</td><td>217</td></tr> </tbody> </table> <p>Six (6) newly categorized operating WDs in SM 6 are the only ones excluded from the total operating WDs expected to submit the tests</p>	Area	Compliant WDs	1	27	2	51	3	12	4	25	5	49	6	2	7	15	8	10	9	26	Total	217	
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Total	217																																
SO 5	Institutionalize Good Governance in Water Districts																																
SM 11	Compliance by WDs on good governance conditions	No. of WDs compliant on GGCs for PBB / No. of operational WDs	5%	60%	35.48% (182/513)	2.96%	31.65% (163/515)	2.64%	<ul style="list-style-type: none"> WD 2015 PBB Checklist and Evaluation Area Summary Reports <table border="1"> <thead> <tr> <th>Area</th> <th>#</th> <th>Area</th> <th>#</th> </tr> </thead> <tbody> <tr><td>1</td><td>26</td><td>6</td><td>3</td></tr> <tr><td>2</td><td>51</td><td>7</td><td>12</td></tr> <tr><td>3</td><td>17</td><td>8</td><td>12</td></tr> <tr><td>4</td><td>20</td><td>9</td><td>9</td></tr> <tr><td>5</td><td>13</td><td>Total</td><td>163</td></tr> </tbody> </table>	Area	#	Area	#	1	26	6	3	2	51	7	12	3	17	8	12	4	20	9	9	5	13	Total	163
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SM 12	Number of WDs trained on good governance	No. of WDs trained on good governance / Total operational WDs	5%	125	125	2.24%	125	5%	<ul style="list-style-type: none"> List of WD Trained on Sanitation Orientation and Awareness Seminar Report RTC Annual Reports <p>2015 = 193 WDs 2016 = 125 WDS</p>																								



Component		Target		Submission		CGO-B Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score	Rating			
SM 13	Stakeholders Satisfaction Rating	Average rating of all respondents	4%	Satisfactory Rating	TOR for BOT approval	0%	TOR for BOT approval	0%	• TOR	Excluded measure. Submitted TOR for approval on 21 June 2016 to Management. However, no Board meeting was convened due to transition of Administration.
<i>Sub-total</i>		<i>39%</i>			<i>28.61%</i>		<i>29.51%</i>			
SO 6	Ensure Efficient Project Development Process Towards Competent Delivery of Technical and Institutional Development Assistance									
INTERNAL PROCESS	SM 14	Adoption of a Gantt chart method on the project development cycle:								It is recommended that all projects undertaken by LWUA should be included in the Gantt Chart submitted to GCG to facilitate monitoring of the same as originally intended.
	a. Percentage of POWs completed on time	No. of POWs completed on time / No. of POWs to be completed	2%	100% (63)	100% (63)	2%	94.83% (55/58)	1.90%	<ul style="list-style-type: none"> • Program of work • Revised program of work (approved by Administrator) • LWUA's 2016 Project Gantt Chart 	Five (5) are considered for exclusion in the target because the reasons for the late completion of POWs are beyond LWUA's control.
	b. Percentage of FEs completed on time	No. of FEs completed on time / No. of FEs to be completed	2%	100% (39)	26	1.93%	86.36% (19/22)	1.73%	<ul style="list-style-type: none"> • Memorandum for the Administrator / Board Resolution • Certification • Cash Flow Projection • LWUA's 2016 Project Gantt Chart 	Seventeen (17) projects are excluded from the annual target due to: <ul style="list-style-type: none"> i. funding scheme shifted to 100% grant; ii. project already completed iii. WD is not interested to avail the loan; or iv. problem in source development.

INTERNAL PROCESS	Component			Target	Submission		CGO-B Validation		Supporting Documents	Remarks
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	c. Percentage of FAs approved by the BOT on time	No. of FAs approved by the BOT/ Administrator on time / No. of FAs recommended to the BOT/ Administrator	2%	100% (38)	26	1.4%	62.50% (15/24)	1.25%	<ul style="list-style-type: none"> Financial Assistance Contract Board Resolution Memorandum for the Administrator LWUA's 2016 Project Gantt Chart 	Fourteen (14) are excluded from the target due to the following reasons: i. FAC was accomplished in 2015, ii. WD not interested to avail the loan, iii. problem in source development, and iv. WD's Board is completely vacant.
	d. Number of construction projects started	No. of construction projects started	8%	60	44	7.04%	31 (Target: 36)	6.89%	<ul style="list-style-type: none"> Monthly Accomplishment Report / Project Status Report Report of Travel with Findings / Conclusions Network Report LWUA's 2015 Project Gantt Chart 	Twenty-four (24) projects are excluded from the original target either because the project is already fully constructed before 2016 or the project encountered issues in bidding, site acquisition, vacancies in LWUA BOT, funding, among others.
	e. No. of projects completed during the year	Actual number of projects completed	6%	77	60	6%	22 (Target: 28)	4.71%	<ul style="list-style-type: none"> Certificate of Project Completion and Project Turnover LWUA's 2015 Project Gantt Chart 	Forty-nine (49) projects are excluded from the original target if project was fully constructed before 2016 or delay is caused by reasons beyond LWUA's control such as source development problem, failure of bidding, site acquisition problem, funding problem, among others.
	Sub-total		20%			18.37%		16.48%		

Component			Target	Submission		CGO-B Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score	Rating			
SO 7	Develop a Competent and Efficient Workforce of Dedicated Civil Servants									
SM 15	ISO 9001:2008 Certification ^{el}	Milestone	4%	Third Party Certification	Management-approved QMS manual	4%	Management-approved QMS manual	0%	<ul style="list-style-type: none"> Quality Manual signed on 21 Dec 2016 Operations Manual signed on 27 Feb 2017 	Excluded measure. Certification was not pursued as LWUA endeavors to be certified under the new ISO 9001:2015 standards.
SM 16	Completion and Approval of Competency Model	Milestone	4%	Completed and duly approved Competency Model	Management-submitted core or organizational competency profile	4%	Generic Competency Model	0%	<ul style="list-style-type: none"> Generic Competency Model 	No accomplishment due to revisit of Rationalization Plan.
		<i>Sub-total</i>	8%			8%		0%		
		TOTAL	100%			82.48%		69.36% (62.42 /90)		

LEARNING AND GROWTH