

LOCAL WATER UTILITIES ADMINISTRATION (LWUA)
Validated 2018 Performance Scorecard

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																																
Objective/Measure	Formula	Wt.	2018	Actual	Rating	Score	Rating																																			
SO 1	Expand Coverage and Reliable Water Service at Affordable Rates																																									
SM 1	Households that can be served with increased access to water (Level 3)	Actual number of households served by all WDs	0%	4.55 M	4.582 M	0.00%	4.581 M	0.00%	<ul style="list-style-type: none"> Summary of Service Connections by Region 	The actual number of households served per area is as follows: <table border="1"> <tr> <td>CAR</td> <td>73,143</td> <td>VIII</td> <td>133,048</td> </tr> <tr> <td>I</td> <td>259,746</td> <td>IX</td> <td>122,242</td> </tr> <tr> <td>II</td> <td>117,093</td> <td>X</td> <td>243,841</td> </tr> <tr> <td>III</td> <td>1,057,886</td> <td>XI</td> <td>426,715</td> </tr> <tr> <td>IV</td> <td>903,266</td> <td>XII</td> <td>78,813</td> </tr> <tr> <td>V</td> <td>285,240</td> <td>XIII</td> <td>152,923</td> </tr> <tr> <td>VI</td> <td>326,661</td> <td>ARMM</td> <td>63,520</td> </tr> <tr> <td>VII</td> <td>337,143</td> <td>Total</td> <td>4,581,280</td> </tr> </table>	CAR	73,143	VIII	133,048	I	259,746	IX	122,242	II	117,093	X	243,841	III	1,057,886	XI	426,715	IV	903,266	XII	78,813	V	285,240	XIII	152,923	VI	326,661	ARMM	63,520	VII	337,143	Total	4,581,280
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<i>Sub-total</i>		<i>0%</i>				<i>0.00%</i>		<i>0.00%</i>																																		
SO 2	Provide Adequate Sanitation																																									
SM 2	Reduced number of non-operational WD	Absolute Number	10%	160	165	9.69%	168	9.50%	<ul style="list-style-type: none"> List of Operational and Non-operational WDs as of 31 Dec 2018 	The number of non-operational WDs has decreased to 164, computed as follows: <table border="1"> <tr> <td>Non-operational WDs in 2017</td> <td>229</td> </tr> <tr> <td>Less: - Operationalized in 2018</td> <td>4</td> </tr> <tr> <td>- ARMM WDs under Special Provisions</td> <td>57</td> </tr> <tr> <td>- Reverted to LGUs</td> <td>4</td> </tr> <tr> <td>Add: Newly-formed WD in 2018</td> <td>3</td> </tr> <tr> <td>Re-activated WD in 2018</td> <td>1</td> </tr> <tr> <td>Non-operational WDs in 2018</td> <td>168</td> </tr> </table>	Non-operational WDs in 2017	229	Less: - Operationalized in 2018	4	- ARMM WDs under Special Provisions	57	- Reverted to LGUs	4	Add: Newly-formed WD in 2018	3	Re-activated WD in 2018	1	Non-operational WDs in 2018	168																		
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SM 3	No. of WDs in Manila Bay Area with operational septage management system	Absolute Number	10%	10	-	-	-	-	<ul style="list-style-type: none"> Certifications from Water Districts Status Reports from Water Districts 	<i>Excluded measure.</i> Based on the certifications from GMs of the WDs, the operationalization of the septage management system for the 10 WDs targeted in 2018 did not materialize due to various reasons beyond LWUA's control																																
<i>Sub-total</i>		<i>20%</i>				<i>9.69%</i>		<i>9.50%</i>																																		

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																																	
Objective/Measure	Formula	Wt.	2018	Actual	Rating	Score	Rating																																				
SO 3	Ensure Reliable and Economically Viable Water Districts																																										
SM 4	Percentage of WDs with at least 90% performance rating	Number of WDs with at least 90% rating / No. of operational WDs	5%	61% (317/520)	63.71% (302/474)	5.00%	68.33% (302/442)	5.00%	<ul style="list-style-type: none"> Water District Accomplishment Checklist and Evaluation 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>51</td><td>6</td><td>29</td></tr> <tr><td>2</td><td>45</td><td>7</td><td>23</td></tr> <tr><td>3</td><td>44</td><td>8</td><td>21</td></tr> <tr><td>4</td><td>28</td><td>9</td><td>18</td></tr> <tr><td>5</td><td>43</td><td>Total</td><td>302</td></tr> </tbody> </table>	Area	WD	Area	WD	1	51	6	29	2	45	7	23	3	44	8	21	4	28	9	18	5	43	Total	302									
Area	WD	Area	WD																																								
1	51	6	29																																								
2	45	7	23																																								
3	44	8	21																																								
4	28	9	18																																								
5	43	Total	302																																								
SM 5	Percentage of Non-Revenue Water (NRW)	$((\sum \text{Total Production} - \sum \text{Total Billed}) / \sum \text{Total Production})$	5%	26%	28.77%	4.47%	29.37%	4.35%	<ul style="list-style-type: none"> Water District Database from Water District Development Division Monthly Data Sheet of WDS 	<table border="1"> <thead> <tr> <th>Area</th> <th>Production</th> <th>Billed</th> </tr> </thead> <tbody> <tr><td>1</td><td>128,740,650</td><td>91,051,174</td></tr> <tr><td>2</td><td>188,794,766</td><td>156,199,910</td></tr> <tr><td>3</td><td>277,521,809</td><td>209,830,747</td></tr> <tr><td>4</td><td>95,272,566</td><td>73,117,891</td></tr> <tr><td>5</td><td>122,877,281</td><td>80,456,379</td></tr> <tr><td>6</td><td>174,288,437</td><td>122,415,817</td></tr> <tr><td>7</td><td>132,556,418</td><td>79,012,827</td></tr> <tr><td>8</td><td>220,682,776</td><td>152,494,323</td></tr> <tr><td>9</td><td>96,871,398</td><td>50,757,168</td></tr> <tr><td>Tot.</td><td>1,437,606,101</td><td>1,015,336,236</td></tr> </tbody> </table>	Area	Production	Billed	1	128,740,650	91,051,174	2	188,794,766	156,199,910	3	277,521,809	209,830,747	4	95,272,566	73,117,891	5	122,877,281	80,456,379	6	174,288,437	122,415,817	7	132,556,418	79,012,827	8	220,682,776	152,494,323	9	96,871,398	50,757,168	Tot.	1,437,606,101	1,015,336,236
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SM 6	Percentage of Operational WDs compliant with PNSDW (bacteriological test, physical, chemical test)	PNSDW compliant operational WD / Total operational WD with access to laboratories	5%	95%	95% (479/505)	5.00%	71% (302/427)	3.74%	<ul style="list-style-type: none"> Water District Database from Water District Development Division Submission from WDs 	<table border="1"> <thead> <tr> <th>Area</th> <th>Compliant</th> </tr> </thead> <tbody> <tr><td>1</td><td>87</td></tr> <tr><td>2</td><td>44</td></tr> <tr><td>3</td><td>42</td></tr> <tr><td>4</td><td>21</td></tr> <tr><td>5</td><td>63</td></tr> <tr><td>6</td><td>7</td></tr> <tr><td>7</td><td>10</td></tr> <tr><td>8</td><td>12</td></tr> <tr><td>9</td><td>16</td></tr> <tr><td>Total</td><td>302</td></tr> </tbody> </table>	Area	Compliant	1	87	2	44	3	42	4	21	5	63	6	7	7	10	8	12	9	16	Total	302											
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CUSTOMERS/STAKEHOLDERS

Component			Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																						
Objective/Measure	Formula	Wt.	2018	Actual	Rating	Score	Rating																								
CUSTOMERS/STAKEHOLDERS																															
SO 4	Institutionalize Good Governance in Water Districts																														
SM 7	Percentage of WDs compliant with good governance condition	Number of Compliant WD / No. of operational WD	5%	61% (317/520)	22.45% (99/441)	1.84%	21.04% (93/442)	1.72%	<ul style="list-style-type: none"> • WD 2017 PBB Authorization, Checklist and Evaluation and RBPMS • Area Summary Reports <table border="1"> <thead> <tr> <th>Area</th> <th>Number of WDs Compliant to GGCs</th> </tr> </thead> <tbody> <tr><td>1</td><td>14</td></tr> <tr><td>2</td><td>31</td></tr> <tr><td>3</td><td>17</td></tr> <tr><td>4</td><td>6</td></tr> <tr><td>5</td><td>9</td></tr> <tr><td>6</td><td>2</td></tr> <tr><td>7</td><td>6</td></tr> <tr><td>8</td><td>7</td></tr> <tr><td>9</td><td>1</td></tr> <tr><td>Total</td><td>93</td></tr> </tbody> </table> <p>The breakdown of the WDs compliant to GGCs is presented in the table below:</p>	Area	Number of WDs Compliant to GGCs	1	14	2	31	3	17	4	6	5	9	6	2	7	6	8	7	9	1	Total	93
Area	Number of WDs Compliant to GGCs																														
1	14																														
2	31																														
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5	9																														
6	2																														
7	6																														
8	7																														
9	1																														
Total	93																														
SM 8	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	5%	90% of respondents	95% of respondents gave at least a Satisfactory Rating	5.00%	-	0.00%	<ul style="list-style-type: none"> • Final Report of 2018 Customer Satisfaction Survey of LWUA • Accomplished Survey Questionnaires <p>Based on the submitted final report and supplementary report from UP NEC, 72.17% of 690 respondents surveyed gave at least a satisfactory rating. However, the following required methodologies were not complied:</p> <ul style="list-style-type: none"> i. selection of respondents using probability/random sampling; and ii. back-checking and spot-checking of at least 30% of the interviews. <p>It was also observed that the survey was only conducted once instead of bi-annual.</p>																						
		Sub-total	25%			21.31%		14.81%																							

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																
Objective/Measure	Formula	Wt.	2018	Actual	Rating	Score	Rating																			
SO 5	Ensure the Financial Viability and Sustainability of LWUA Operations																									
SM 9	Amount of NPL recovered through collection or debt-relief	Actual amount	8%	₱500 M	₱440.45 M	7.05%	₱440.45 M	7.05%	<ul style="list-style-type: none"> • Receivable and Collection Report (Non-Performing Loans) • BOT Resolutions 	<table border="1"> <tr><td colspan="2">Collection</td></tr> <tr><td>Principal</td><td>₱ 140,610,259</td></tr> <tr><td>Interest</td><td>108,901,658</td></tr> <tr><td>Total</td><td>249,511,917</td></tr> <tr><td colspan="2">Debt Relief</td></tr> <tr><td>Principal</td><td>₱ 152,272,561</td></tr> <tr><td>Interest</td><td>38,666,334</td></tr> <tr><td>Total</td><td>190,938,895</td></tr> </table>	Collection		Principal	₱ 140,610,259	Interest	108,901,658	Total	249,511,917	Debt Relief		Principal	₱ 152,272,561	Interest	38,666,334	Total	190,938,895
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SM 10	Collection Efficiency Ratio (Performing Loan)	Total Collections (PLs) / Total Billings (PLs)	12%	95%	100.84%	12.00%	97.57%	12.00%	<ul style="list-style-type: none"> • Loan Collection Schedule 	<table border="1"> <tr><td colspan="2">Billing</td></tr> <tr><td>Principal</td><td>₱ 453,659,706</td></tr> <tr><td>Interest</td><td>318,830,130</td></tr> <tr><td>Total</td><td>772,489,836</td></tr> <tr><td colspan="2">Collection</td></tr> <tr><td>Principal</td><td>₱ 442,550,854</td></tr> <tr><td>Interest</td><td>311,184,369</td></tr> <tr><td>Total</td><td>753,735,223</td></tr> </table>	Billing		Principal	₱ 453,659,706	Interest	318,830,130	Total	772,489,836	Collection		Principal	₱ 442,550,854	Interest	311,184,369	Total	753,735,223
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SM 11	Settlement of dividends in arrears	Milestone	2%	₱280 M	₱280 M	2.00%	₱280 M	2.00%	<ul style="list-style-type: none"> • Official Receipt from BTr • Dividend Schedule 	Arrears: ₱280 M 2017 (current): ₱20.53 M																
SM 12	Percentage of payment of LWUA's loans payable – current portion	Payment / Loans Payable	3%	100% (420M/420M)	100% (413M/413M)	3.00%	100% (413M/413M)	3.00%	<ul style="list-style-type: none"> • Schedule of Payments – Loans Payable • Official Receipts 	Loans Payable – GOP: ₱94.98 M Loans Payable – Foreign: ₱317.92 Total: ₱412.89 Difference in target and actual accomplishment due to fluctuation in foreign exchange rates.																
		<i>Sub-total</i>	25%			24.05%		24.05%																		

Component			Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks															
Objective/Measure	Formula	Wt.	2018	Actual	Rating	Score	Rating																	
SO 6	Ensure Competent Delivery of Financial, Technical and Institutional Development Assistance																							
SM 13	Conduct of Sanitation Feasibility Studies	Absolute number	4%	43% completed	<ul style="list-style-type: none"> Failed bidding. No consultant was shortlisted Revised TOR Invitation for submission of proposals from shortlisted consultant 	0.00%	-	0.00%	-	The non-accomplishment was due to the one-time failure of bidding held on 08 May 2018.														
SM 14	Percentage of projects (with NCA) completed during the year	Actual number of projects completed	6%	100% (99/99)	77.22% (61/79)	4.63%	62.77% (59/94)	3.77%	<ul style="list-style-type: none"> Certificates of Project Completion Minutes of BAC meeting BAC Resolution Bid Notice Abstract Accomplishment Report 	Twenty (20) projects were requested for exclusion but the supporting documents were inadequate.														
SM 15	a. Carry-over	Project funds utilization rate:																						
		Total Funds Disbursed / Total Funds Available and Obligated at the beginning of the year	6%	100%	75.06% (626.826M / 835.073M)	4.50%	65.29% (557.607M/ 854.073M)	3.92%	<ul style="list-style-type: none"> Project Fund Utilization Schedule 	Breakdown for the utilization is as follows: <table border="1"> <tr> <td>NG 2009</td> <td>₱ 37,688,459</td> </tr> <tr> <td>NG 2012</td> <td>65,557,148</td> </tr> <tr> <td>NG 2014</td> <td>73,020,194</td> </tr> <tr> <td>NG 2016</td> <td>18,245,681</td> </tr> <tr> <td>NG2016 Yolanda</td> <td>357,687,124</td> </tr> <tr> <td>NG 2017</td> <td>5,408,738</td> </tr> <tr> <td>Total</td> <td>₱ 557,607,344</td> </tr> </table>	NG 2009	₱ 37,688,459	NG 2012	65,557,148	NG 2014	73,020,194	NG 2016	18,245,681	NG2016 Yolanda	357,687,124	NG 2017	5,408,738	Total	₱ 557,607,344
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INTERNAL PROCESS

	Component			Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Wt.	2018	Actual	Rating	Score	Rating			
INTERNAL PROCESS	b. Current	Cash Disbursed / Total Cash Program	4%	23%	42.27% (93M / 220M)	4.00%	42.27% (93M / 220M)	4.00%	<ul style="list-style-type: none"> Project Fund Utilization Schedule Project Monitoring Report 	<p>The ₱93 Million utilization is attributable to the water supply rehabilitation project of Pandan, Antique.</p> <p>Two other projects which received funding, namely the Cabagan water supply rehabilitation project, and the water source development are still in the documentation phase with no physical accomplishment.</p>	
	Sub-total		20%			13.13%		11.69%			
LEARNING AND GROWTH	SO 7 Develop a Competent and Efficient Workforce of Dedicated Civil Servants										
	SM 16	ISO 9001:2015 Certification	Milestone	5%	ISO Certification of one core process (Regulation)	Certified ISO 9001:2015 per Certificate No. AJA 18-0207	5.00%	ISO Certified	5.00%	<ul style="list-style-type: none"> ISO Certificate 	<p>Certification number AJA18-0207 which will expire on 19 December 2021.</p> <p>The scope of the registration covers Public Administration covering water rate fees (Initial and Adjustment) review and approval for all water districts.</p>
	SM 17	Percentage of employees with required competencies met	Milestone	5%	Establish Baseline	Establishment of competency baseline will be implemented in CY 2019 in harmony with the new structure of LWUA	0.00%	-	0.00%	-	<p>The request for exclusion due to the newly-approved organizational structure was not granted because LWUA already knew of the on-going evaluation of its organizational structure during the target-setting and it was clarified that the model shall be based on status quo.</p>
Sub-total		10%				5.00%		5.00%			
TOTAL		100%				90.34% (73.18/ 81)		72.28% (65.05/ 90)			