

**PARTIDO DEVELOPMENT ADMINISTRATION
2016 Performance Scorecard Evaluation**

	Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks
	Objectives/Measures	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
SOCIAL IMPACT/SHAREHOLDERS	SO 1	Expand Service Coverage and Maintain Service Standards of Water Facility									
	SM 1	Service Expansion of PWSS	Accumulated no. of service connections for the year	6%	(Actual Increase) / (Target Increase) x Weight	15,398	16,530	6.00%	16,530	6.00%	• Billing Summary

Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks
Objectives/Measures	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
SM 2	Maintain the quality of drinking water	Based on the result of Third Party test	6%	Actual / Target x Weight	100%	100%	100%	6.00%	<ul style="list-style-type: none"> • Summary of Bacteriological Test Result 2016 • Result of Bacteriological Potability Testing issued by MNWD 	The laboratory examinations are conducted by the Metropolitan Naga Water District (MNWD) to assess the bacteriological potability of water from various sampling points. Tests were conducted monthly in accordance with the national standards for a Level III water system. Based on the certifications of potability issued by the MNWD, all test results showed that water samples submitted by PDA were noted as "Passed". With this, the quality of water being supplied by PDA is deemed safe.
SO 2	Improved Client Satisfaction									
SM 3	Customer Satisfaction Rating (PWSS) Reduce Gap Score between Expectations & Perceptions	Perception/ Expectation	6%	Actual / Target x Weight	100%	114%	114% (3.24 / 2.84)	6.00%	<ul style="list-style-type: none"> • Report on Customer Satisfaction Survey prepared by a Statistician 	The survey for 2016 was administered internally by PDA using a SERVQUAL tool, measuring the gap between what was expected by the stakeholders as against their perception based on their actual transaction with PDA. Based on the summary of survey results, all 22 dimensions of service quality which were covered in the survey showed a positive gap score given the higher ratings for perception over expectation. This suggests

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											<p>that the quality of PDA's services is perceived to be good and even exceeds the expectations of its stakeholders. It was noted, however, that the report prepared by the statistician focused on the demographic profile of the 386 survey respondents instead of a detailed interpretation and analysis of the survey results.</p> <p>Using the formula "Perception / Expectation" as specified under the scorecard, the actual rating is at 114% given the overall mean rating for perception and expectation of 3.24 and 2.84, respectively. In this regard, PDA exceeded the 2016 target. While this accomplishment shall be given the full rating because the actual survey result satisfies, even exceeds, the target under the scorecard, PDA should note that the ultimate purpose of the survey is to determine the drivers of satisfaction and points for improvement based on the analysis of the survey results. As such, the survey report should not be limited to the presentation of the summary of results.</p>

Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
Objectives/Measures	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating			
SO 3	Upgrade Human Resources in Various Sectors										
SM 4	Number of trainees in Education, Agriculture, Fishery and Coastal Resources sectors	Actual no. of trainees for the year	6%	Actual / Target x Weight	2,550	2,383	5.61%	2,162	5.09%	<ul style="list-style-type: none"> • Attendance Sheets • Accomplishment Report on Mobile Information Technology Classroom 	<p>PDA is engaged in the implementation of various capability enhancement trainings and programs as part of its mission to catalyze industry and commerce within the region. These programs are expected to redound to economic development through upgrading of human resource. For 2016, the target was to implement programs on priority sectors, namely: education, agriculture, fishery and coastal resources that will benefit 2,550 trainees.</p> <p>Based on the attendance sheets and training reports submitted, PDA implemented the following programs in 2016: (1) Information Technology Training for Teachers; (2) Orientation on Republic Act No. 9165 and Anti-Illegal Drugs Campaign; (3) Project Development and Feasibility Study Preparation; (4) Municipal Advocacy on Rabies Prevention, Management and Control; (5) Training on Cacao and Pili Seedlings Production Project; and (6) Mobile Information Technology Classroom Project. The said programs</p>

Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks
Objectives/Measures	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
										<p>were participated in by 2,383 trainees.</p> <p>However, a total of 221 trainees on RA No. 9165, rabies prevention, and project development shall be excluded since these programs do not belong to the target sectors. In this regard, only 2,162 trainees will be recognized.</p>
SO 4	Active Collaboration/Engagement of Development Projects									
SM 5	Number of partners participating in programs and projects	Actual no. of partners for the year	6%	Actual / Target x Weight	87	88	6.00%	0	0.00%	<ul style="list-style-type: none"> Supporting document submitted was insufficient. <p>PDA enters into program partnerships for the purpose of implementing social development programs for the Partido District. Trainings and other interventions are co-implemented with other government agencies such as various line agencies for health, education, and agriculture and, in some instances, with the private sector.</p> <p>PDA reported that there were 88 partners in 2016. However, only the annual report for 2016 was presented as a supporting document for its accomplishment. The narratives in the annual report mentioned the various partners who participated in the program implementation.</p>

		Performance Measure				PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
		Objectives/Measures	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
												We find that the annual report is not sufficient as a supporting document to establish the number of partners for 2016. In this case, no score shall be given for this measure.
		Sub-total		30%			29.61%		23.09%			
FINANCIAL	SO 5	Improved Operational Efficiency										
	SM 6a	Collection efficiency on current billing	(Current collection + discounts + taxes withheld) / total current billing	8%	Actual / Target x Weight	92%	86.66%	7.54%	86.66%	7.54%	<ul style="list-style-type: none"> Report on Collection Efficiency on Current Billing 	Current billings pertain to the charges to concessionaires for water consumed during the current year. Based on the report provided by PDA, the total billings for 2016 amounted to ₱88.72 Million for water consumption of about 3.60 million cubic meters. Total collections amounted to ₱76.60 Million pertaining to about 86.66% of the total billings. This is below the 2016 target of 92% and even lower than the 2015 collection efficiency which is at 90%.
	SM 6b	Increase collection efficiency on accounts receivable	Prior years collection / active accounts + inactive accounts receivables	8%	Actual / Target x Weight	45%	19.53%	3.47%	19.53%	3.47%	<ul style="list-style-type: none"> Report on Collection Efficiency on Accounts Receivable 	For 2016, the target was to collect 45% of the accounts receivables as of end of 2015. However, it was not achieved by PDA having only a 19.53% actual collection efficiency rate. PDA collected only ₱5.78 Million out of the total

Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
Objectives/Measures	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating			
											arrears amounting to ₱29.58 Million. Same as the previous measure, there was also a decline in collection performance from 24.30% in 2015 to 19.53% in 2016.
SM 7	Actual water rate vs. optimum water rate per cubic meter	Formula based on NWRB Guideline on tariff rate setting	5%	Actual / Target x Weight	₱28/ ₱32.2	-	-	Target not achieved	0.00%	• No supporting documents submitted	The objective of the measure is to increase PDA's revenues thru the imposition of higher tariff for water supplied by PWSS. To date, the minimum water rate is at ₱21.00 per cubic meter and has not been increased since October 2010. Unfortunately, PDA has unpaid Supervision and Regulatory dues with the National Water Resources Board (NWRB) which is a precondition prior to approving PDA's application for tariff increase from ₱21.00 to ₱32.20 per cubic meter. The target for 2016 was the implementation of the partial increase of water rate to ₱28.00 per cubic meter, if the requested increase was approved by NWRB. Since NWRB has yet to issue its decision, PDA was not able to achieve the target.

Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
Objectives/Measures		Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
SM 8	EBITDA Level of PWSS	Gross Income less Maintenance & other operating expenses of PWSS	13%	Actual / Target x Weight	₱36.75 Mn	₱51.24 Mn	13.00%	-	0.00%	<ul style="list-style-type: none"> Supporting documents submitted are insufficient. 	<p>The target was focused on PWSS since this is the main source of revenue and the only income generating unit.</p> <p>PDA reported ₱51.24 Million as the EBITDA for 2016 and submitted the audited financial statements (FS) for 2016 which presents the consolidated financial performance of PDA operations, wherein PWSS is just one of the segments. Details on the financial performance of PWSS cannot be derived and/or computed from the audited FS. Further, the notes to financial statements under the COA audited report for 2016 only included a summary of financial performance per operating unit, while the annexes presented a combined data for PWSS and PDA. In this regard, the EBITDA for PWSS cannot be ascertained based on the available data and the validity of the submitted accomplishment cannot be established. As such, no score shall be given for this measure.</p>

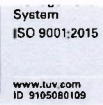
Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
Objectives/Measures		Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
SM 9	Loan Payment to the Bureau of Treasury	Actual amount remitted / Amount due	8%	Actual / Target x Weight	₱16.8 Mn	₱16.8 Mn	8.00%	₱16.8 Mn	8.00%	<ul style="list-style-type: none"> • Proof of Payment to BTr; (2) payment transactions 	<p>The purpose of this measure is to compel PDA to repay its financial obligations with BTr, considering the ballooning balance of NG advances. For 2016, PDA must remit ₱16.8 Million to BTr as repayment for NG advances.</p> <p>PDA was able to settle payment transactions amounting to ₱16.8 million. PDA submitted official receipts issued by BTr as the supporting documents for this measure dated 16 February 2016 and 16 August 2016 with an amount of ₱8.4 million each, corresponding to its ₱16.8 million target.</p>
SM 9a	Submission of a Repayment Plan based on PDA's corporate life	Establish the Repayment Plan in coordination with the DOF/BTr	-	All or Nothing	-	-	-	-	-	<ul style="list-style-type: none"> • No supporting document submitted 	<p>The submission of repayment plan for PDA's outstanding NG advances to the Department of Finance (DOF) and BTr was included in the scorecard, however, no weight was assigned to this since it is a strategic initiative. The agreement was for PDA to formulate a repayment plan in coordination with DOF and BTr. The DOF received the BOD-approved repayment plan on 11 January 2016. The DOF, in its letter dated 19 February 2016, directed PDA</p>

Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
Objectives/Measures		Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
											<p>to devise an immediate reform to promote revenue generation to further increase annual remittances to NG. The repayment plan provides for a repayment period of 60 years, which the DOF rejected.</p> <p>Given that PDA has yet to establish a Repayment Plan in coordination with the DOF, the accomplishment can be considered pending until DOF approves the Repayment Plan proposed by PDA. No supporting document was provided by PDA to present the status of its compliance with the DOF's directive.</p>
SM 10	Non-Revenue Water (NRW)	(CuM produced – CuM billed) / water produced x 100	5%	(1 - (Actual - Target) / Target) x Weight	29	27.17	5.00%	27.17	5.00%	<ul style="list-style-type: none"> • 2016 NRW Summary • COA Audit Report 	<p>Non-revenue water refers to the water that has been produced but was lost before it reaches the consumer. NRW serves as a good indicator for water utility performance wherein high levels of NRW typically indicate a poorly managed water utility.</p> <p>Total billed consumption is about 3.60 million cubic meters as against the total production of 4.94 million cubic meters.</p>
Sub-total			47%				37.01%		24.01%		

	Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
	Objectives/Measures	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating			
INTERNAL PROCESS	SO 6	Improved Development Planning										
	SM 11	Formulate socio-economic development programs and projects	Actual no. of programs and projects formulated	5%	Actual / Target x Weight	7	7	5.00%	8	5.00%	<ul style="list-style-type: none"> • PDA Board Resolution Nos. 5, 6, and 13 series of 2016 	For 2016, PDA exceeded the target to formulate seven (7) plans and programs that will promote the development of the districts, based on the Board Resolutions submitted.
	SM 12	Update the Partido Socio-Economic profile, integrating the digitized technical data prepared by PDA in collaboration with other agencies	Actual no. of digitized maps	5%	Actual / Target x Weight	1 document (Partido Socio-economic profile)	1 SEP	5.00%	-	0.00%	<ul style="list-style-type: none"> • Supporting documents submitted are insufficient 	PDA reported that one (1) updated socio-economic profile was finalized in 2016. No supporting document was provided to support the accomplishment. Upon request of the CGO-in-Charge, PDA provided its annual report as a reference for its accomplishment. However, the annual report does not provide the necessary information relevant to the accomplishment and is not the appropriate supporting document. As such, no score shall be given for this measure.
	Sub-total			10%			10.00%		5.00%			

	Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
	Objectives/Measures	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating			
LEARNING & GROWTH	SO 7	Established Quality Management System										
	SM 13	ISO Certification	Based on milestone	5%	All or Nothing	Re-certification	-	-	Target not achieved	0.00%	<ul style="list-style-type: none"> No supporting documents submitted 	PDA was not able to obtain the targeted ISO re-certification for 2016. It was stated in PDA's annual scorecard that this measure is requested for renegotiation, however, no justification and documents were provided to support its request.
	SO 8	Established Manpower Pool for Critical Services										
	SM 14	No. of PWSS technical people with TESDA Certification	Actual no. of technical people with TESDA certification	3%	Actual / Target x Weight	2/2	2	3.00%	2	3.00%	<ul style="list-style-type: none"> TESDA certifications 	For 2016, the target is to improve the competency of two (2) PDA employees through the skill improvement courses provided by the Technical Education and Skills Development Authority (TESDA). PDA submitted certifications of two (2) employees, namely: Mr. Orestes Alejandro I. Corales and Mr. Jose C. Amatorio, who both trained for the Trainers Methodology I program of TESDA. The two were given a Certificate of Competency in Deliver Training Session and a Trainers Methodology Certificate, respectively.

Performance Measure					PDA Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
Objectives/Measures		Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
SM 15	Percentage of staff undergoing capability enhancement trainings	Actual no. of staff trained / total no. of staff	5%	Actual / Target x Weight	80%	82% (47/57)	5.00%	73.68% (42/57)	4.61%	<ul style="list-style-type: none"> Summary of Trainings and Seminars attended by PDA Employees 	<p>The measure aims to determine the percentage of PDA employees that underwent capability enhancement trainings.</p> <p>Review of PDA's submission for the trainings and seminar attended by the employees revealed that only 42 employees attended trainings in 2016. This is in contrast with the submitted actual score of the PDA which is 47. With this, only 4.61% out of the 5% score will be given for this accomplishment.</p>
	Sub-total		13%				8.00%		7.61%		
	TOTAL		100%				84.62%		59.71%		



02 October 2018

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MR. JIMMY V. DELEÑA

Chairperson

MR. RAMON F. FUENTEBELLA

Administrator

PARTIDO DEVELOPMENT ADMINISTRATION (PDA)

PDA Complex, Caraycayon, Tigaon
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**RE: PDA REQUEST FOR RECONSIDERATION ON THE
VALIDATION RESULT OF 2016 PERFORMANCE
SCORECARD**

Dear Chairperson Deleña and Administrator Fuentebella,

This refers to the letter of PDA dated 26 April 2018¹ on the request for reconsideration of four (4) Strategic Measures (SMs) under the GCG-validated 2016 Performance Scorecard². The items requested for reconsideration and its corresponding weight are as follows:

1. SM 4: Number of Trainees in Education, Agriculture, Fishery and Coastal Resources Sectors (6%);
2. SM 5: Number of Partners Participating in Programs and Projects (6%);
3. SM 8: EBITDA Level of Partido Water Supply System (PWSS) (13%); and,
4. SM 12: Update the Partido Socio-Economic Profile, Integrating the Digitized Technical Data Prepared by PDA in Collaboration with Other Agencies (5%).

Under the GCG-validated 2016 Performance Scorecard, PDA garnered a score of **59.71%**. To address its appeal on the four (4) identified SMs, the justifications of PDA will be discussed in the paragraphs hereunder.

**ON STRATEGIC MEASURE 4: NUMBER OF
TRAINEES IN EDUCATION, AGRICULTURE,
FISHERY, AND COASTAL RESOURCES SECTORS**

For 2016, the target was to reach a total of 2,550 trainees under various priority sectors. PDA reported that the total accomplishment reached 2,383 trainees and submitted supporting documents for the following trainings: (1) Information Technology Training for Teachers; (2) Orientation on Republic Act (RA) No. 9165 and Anti-Illegal Drugs Campaign; (3) Project Development and Feasibility Study Preparation; (4) Municipal Advocacy on Rabies Prevention, Management and Control;

¹ Officially received by the Governance Commission on 08 May 2018.

² Governance Commission letter to PDA dated 05 March 2018.

(5) Training on Cacao and Pili Seedlings Production Project; and (6) Mobile Information Technology Classroom Project. However, a total of 221 trainees on Republic Act No. 9165 otherwise known as the Dangerous Drugs Act of 2002; Rabies Prevention; and, Project Development was excluded since these programs do not belong to the target sectors identified in the Performance Scorecard. With this, only 2,162 trainees were recognized as accomplishment and a rating of 5.09% was given for this measure.

In its appeal, PDA stated that the total number of trainees reached 2,798, as opposed to its initially reported accomplishment of 2,383³. PDA cited the following justifications in its request for appeal:

- (1) The Health Sector is included in the signed 2016 Summary of Agreement. Thus, the trainees on Rabies Prevention, Management and Control under the Health Sector should be counted. It was considered a priority training because the Partido District registered the highest incidence of death in the Bicol Region due to rabies.
- (2) The training participants in the Anti-Illegal Drugs Campaign attended should also be considered since the program is also under the Health Sector supportive of the current Administration's Anti-Illegal Drug Campaign.
- (3) Further, 436 trainees under the Fisheries and Coastal Resources Management Actions (FCRMA), which aims to raise the awareness of the participants on environment matters, should be considered. PDA also maintained that it is only in 2017 that the GCG imposed to remove the awareness building as part of the scorecard. Moreover, in 2015, 725 participants of various awareness building activities were considered by GCG.

Review of the pertinent documents show that the PDA based its accomplishment report on the *2016 Summary of Agreements* **instead** of the *2016 Performance Agreement*. As a background, prior to the issuance of GCG Memorandum Circular No. 2017-02, Performance Agreement Negotiations (PAN) were held annually wherein the GOCC Governing Board and the Governance Commission agree on a set of measures and targets for a particular year. The agreements reached during the said PAN are embodied in the Summary of Agreements (SOA) which will later on be formalized in the form of a Performance Agreement (PA). In the case of PDA, the PA containing its final 2016 Performance Scorecard, among others, was formally transmitted to PDA, through mail, last 25 January 2016.

Upon review of the SOA and PA, the contested measure shows that there had been revisions on the measure from what was stated in the SOA and from that contained in the PA. While the Governance Commission acknowledges that there were deviations from the SOA to the 2016 PA, please note, however, that the 2016 PA supersedes the SOA, thus, it shall serve as the basis in evaluating the 2016 accomplishments. Given that the Health sector was not among the sectors identified in the measure under the 2016 PA, the training participants under this sector were not considered as accomplishment under the scorecard.

³ Monitoring Report of Performance Targets as transmitted per PDA letter dated 31 January 2017.

PDA Request for Reconsideration on the Validation Result of 2016 Performance Scorecard

On the trainees on FCRMA, accomplishments relative to this training were not considered due to the late submission of supporting documents. Note that the attendance sheets for the programs under FCRMA were submitted through email only on 05 March 2018. PDA eventually resubmitted the supporting documents in a letter dated 21 May 2018⁴.

Based on the attendance sheets submitted in the said letter, it was noted that a total of 435 trainees participated in the trainings conducted in 2016 under the FCRMA. Breakdown of trainings and number of participants are as follows:

ACTIVITY	DATE CONDUCTED	NO. OF PARTICIPANTS
Communicate to Respond and Encourage Action Toward Environmental (CREATE) Sustainability	28 to 29 June 2016	200
Seminar on Marine and Coastal Biodiversity	13 December 2016	179
Seminar on FCR Awareness in Partido Area Towards Biodiversity Conservation	07 March 2016	56
Total		435

PDA reported a total of 180 attendees for the Seminar on Marine and Coastal Biodiversity; however, one (1) participant was excluded since no corresponding signature was reflected on the attendance sheet. Nevertheless, the accomplishment increased from 2,162 to 2,597, exceeding the target of 2,550 trainees. Hence, the rating for this measure is hereby **INCREASED** from 5.09% to **6.00%**.

ON STRATEGIC MEASURE 5: NUMBER OF PARTNERS PARTICIPATING IN PROGRAMS AND PROJECTS

PDA reported in its Performance Scorecard that there were 88 program/project partners in 2016, exceeding the target of 87 partners. PDA submitted a copy of its Annual Report as evidence of its accomplishment; however, it was deemed insufficient to substantiate the accomplishment. Thus, no score was given for this measure.

PDA stated in its appeal that additional supporting documents were also submitted aside from the Annual Report as proof of performance. In its email dated 05 March 2018, PDA submitted a matrix on the participation of partner agencies in the various sectors, and attendance sheets showing the signatures of the different stakeholders to the activities and projects. As supporting document to its request for reconsideration, PDA resubmitted a revised copy of the matrix, including attendance sheets, as proof of its partners' involvement in the various programs and projects of PDA.

With regard to its 05 March 2018 email submitting additional supporting documents, may we reiterate that the said submission was considered late. However, considering its appeal, the Governance Commission re-evaluated the submitted matrix and attendance sheets. It was observed that the submitted validating documents include documentation and project reports, Memorandum of Agreement

⁴ Advance copy of submission thru email dated 05 March 2018. Supporting documents per letter dated 21 May 2018 was officially received by the Governance Commission on 23 May 2018.

(MOA), attendance sheets and a reference to the relevant pages under PDA's Annual Report. May we, however, reiterate that the Annual Report is not the appropriate supporting document to prove that a partnership was established between PDA and the other agencies. Further, the attendance sheets and documentation or project report only prove the presence and participation of the agencies' representatives during an activity or event but is not a conclusive evidence of a partnership with PDA. Moreover, the Evaluation Report on Shaping Young Minds Program, which provides for the monitoring of "Hand-in-Hand Books" received by various schools, implies that the schools are recipients or beneficiaries of the program, but not as program partners. As such, we advise PDA to formalize its partnership with other agencies to institutionalize the programs and define the rights and obligations of the partners.

In the case of the MOA, we find that it substantially confirms PDA's partnership with: (1) Bureau of Fisheries and Aquatic Resources Regional Office No. 5; (2) Department of Environmental and Natural Resources Region 5; and (3) Partido State University, including the ten Municipalities within the Partido District, for the implementation of the five-year project named Establishment of Monitoring Structure for Fisheries and Coastal Resources of Partido District. In this regard, only 13 partners shall be recognized as accomplishment and the rating for this measure is revised from 0% to **0.90%**.

ON STRATEGIC MEASURE 8: EBITDA LEVEL OF PWSS

The target for 2016 was to achieve an EBITDA of ₱36.75 Million for PWSS. PDA reported that the 2016 EBITDA is at ₱51.24 Million and submitted its 2016 Audited Financial Statements (FS) and Annual Report which provided for the consolidated financial performance of PDA operations, whereas PWSS is just one of its segments. However, the EBITDA level of PWSS cannot be derived and/or computed from the audited FS since the necessary details on the financial performance of PWSS were not available. Also, only a summary of financial performance per operating unit and an annex which presented a consolidated data for PWSS and PDA are available under the 2016 Annual Audited Report. As such, the Governance Commission was unable to ascertain the EBITDA of PWSS based on the available data, thus, the veracity of the accomplishment reported by PDA was not established.

As stated in its appeal, PDA initially submitted a supporting document on the EBITDA of PDA, consistent with the measure provided for under the SOA. PDA also argued that the document is readily available and submitted details on the EBITDA level of all operating segments along with its appeal.

As previously stated, the confusion is due to the difference on the measures provided under the SOA and PA. However, as already clarified, the PA shall serve as the basis in the evaluation of performance for the year 2018. In the said PA, the measure under SM 8 pertains to the EBITDA level of PWSS. Please also note that our request for supporting document per email dated 27 February 201 specified therein that the requested information is for "SM 8: EBITDA Level of PWSS", consistent with the PA. Despite this, PDA submitted a consolidated FS and Annual Report. Hence, the PDA earned a 0% score for this measure.

In its request for reconsideration, PDA was able to provide a Statement of Income and Expenses for year 2016. Upon evaluation, it was determined that the PWSS

EBITDA for 2016 is at ₱50.11 Million which exceeds the target of ₱36.75 Million. Hence, the rating for this measure is **INCREASED** from 0% to **13.00%**.

ON STRATEGIC MEASURE 12: UPDATE THE PARTIDO SOCIO-ECONOMIC PROFILE, INTEGRATING THE DIGITIZED TECHNICAL DATA PREPARED BY PDA IN COLLABORATION WITH OTHER AGENCIES

PDA reported that one (1) updated socio-economic profile was finalized in 2016 in fulfillment of the target. PDA provided its annual report as the reference for its accomplishment. However, the annual report does not provide the necessary information relevant to the accomplishment and is not the appropriate supporting document. As such, no score was given for this measure.

In its appeal, PDA cited that the accomplishment for this measure is in page 59 of the Annual Report. Further, PDA alleged that it was not informed that the submitted document was not sufficient unlike the practice of the previous coordinators wherein PDA is contacted in case the submitted supporting document is insufficient.

Please note that the Governance Commission acknowledged the submission of PDA's 2016 Annual Report wherein activities regarding the updating of socio-economic profile was mentioned. The report also provided a discussion on the purpose of the profile and the methodology employed by PDA to complete the profile. However, the same was deemed as insufficient documentary evidence as it does not comply with the requirement specified under the scorecard. The target for this measure was for PDA to submit a document providing an update on the socio-economic profile of the Partido District. At the very least, the target document was required to include an integrated digitized technical data to present an updated socio-economic profile of the district which is expected to be prepared by PDA in collaboration with different agencies. In line with this expectation, the submitted 2016 Annual Report was deemed insufficient.

Nevertheless, the submitted document per PDA's letter dated 21 May 2018 was re-evaluated in consideration with its appeal. However, it was observed that the document submitted only contains tables on different socio-economic parameters but does not provide any discussion on the pertinent information provided. More importantly, the document seems to be in its raw or draft form and lacks the necessary information to ascertain whether the document was prepared in 2016. The difficulty in establishing the veracity of the reported accomplishment remains an issue, in this case, the Governance Commission **MAINTAINS** the 0% rating for this measure

In view of the foregoing re-evaluation of the Governance Commission, the 2016 Performance Scorecard rating of PDA is hereby modified from its previous rating of 59.71% to **74.52%**, with details as follows:

PDA Request for Reconsideration on the Validation Result of 2016 Performance Scorecard

Measure		From	To	Inc/(Dec)
SM 4	Number of Trainees in Education, Agriculture, Fishery and Coastal Resources Sectors	5.09%	6.00%	0.91%
SM 5	Number of Partners Participating in Programs and Projects	0.00%	0.90%	0.90%
SM 8	EBITDA Level of PWSS	0.00%	13.00%	13.00%
SM 12	Update the Partido Socio-Economic Profile, Integrating the Digitized Technical Data Prepared by PDA in Collaboration with Other Agencies	0.00%	0.00%	0.00%
Total Weight		5.09%	19.90%	14.81%

We take this opportunity to emphasize that under the Performance Evaluation System (PES), GOCCs are encouraged to devise systems to integrate the PES within the organization. Moreover, the concept of the PES not only entails the crafting of annual measures and targets but also embodies within it a system of monitoring and evaluation. It is in this purpose that GOCCs are required to submit Quarterly Monitoring Reports such that, at the very minimum, GOCCs are expected to gather documents as supporting evidence and to periodically monitor and submit the same to the Governance Commission. Late submissions suggest negligence on the part of PDA and to continue accepting late submissions of documents defeats the purpose and intent of the PES.

In addition, the Governance Commission took note of the representation made by the PDA that it was not informed of the absence and insufficiency of the data submitted. Please note that in an email to PDA dated 27 February 2018, PDA was informed that no supporting documents were submitted pertaining to several measures. PDA was able to reply accordingly on 28 February 2018 by submitting the requested supporting documents. Thus, PDA was accorded with the opportunity to provide all the necessary documentary evidence. But more importantly, this justification of PDA, that the Governance Commission failed to properly inform of the need to submit the document, is not acceptable. The burden to prove the achievement of its targets rests with the GOCC, as such the GOCC also bears the responsibility to provide and submit relevant supporting and evidentiary documents to supplement its report.

Moreover, considering that the evaluation of Performance Scorecard, as part of a larger framework of performance management, is an annual exercise and was already in its third year of implementation last 2016, GOCCs are expected to have instituted

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mechanisms to embody the performance management system within its organization, systems, procedures, and processes.

Foregoing considered, PDA remains to have failed to achieve the weighted-average score of at least 90% in the 2016 Performance Scorecard, therefore, PDA is still disqualified to grant 2016 Performance Based Bonus to its officers and employees.

FOR YOUR INFORMATION AND GUIDANCE.

Very truly yours,


SAMUEL G. DAGPIN, JR.
Chairman


MICHAEL P. CLORIBEL
Commissioner


MARITES C. DORAL
Commissioner