



07 March 2022

**ATTY. ARTHUR P. TUGADE**  
*Chairman and DOTr Secretary*  
**MR. JEREMY S. REGINO**  
*Administrator*  
**LIGHT RAIL TRANSIT AUTHORITY (LRTA)**  
1st Floor, Line 2 Depot  
Marcos Highway, Pasig City

**RE: VALIDATION RESULT OF LRTA'S  
2020 PERFORMANCE SCORECARD**

Dear Secretary Tugade and Administrator Regino,

This is to formally transmit the validation result of LRTA's 2020 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, LRTA gained an overall score of **81.28%** (See **Annex A**). The same is to be posted in LRTA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

In relation to the grant of 2020 PBB to eligible officers and employees, LRTA fails to satisfy the requirements of GCG M.C. No. 2019-02,<sup>2</sup> particularly the achievement of a weighted-average score of at least 90% in its 2020 Performance Scorecard. In this regard, the Board is reminded that any unilateral action to release the PBB will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.<sup>3</sup>

Consequently, pursuant to GCG M.C. No. 2021-01,<sup>4</sup> failure to qualify for the PBB means that the Appointive Members of the Governing Board of LRTA shall not be qualified to receive the Performance-Based Incentive (PBI).

**FOR LRTA'S INFORMATION AND GUIDANCE.**

Very truly yours,

**SAMUEL C. DAGPIN, JR.**  
*Chairman*

  
**MICHAEL P. CLORIBEL**  
*Commissioner*

  
**MARITES C. DORAL**  
*Commissioner*

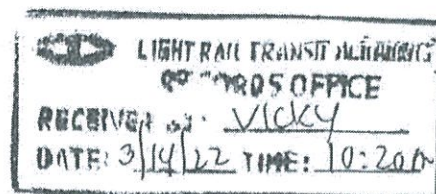
cc: COA Resident Auditor – LRTA

<sup>1</sup> Code of Corporate Governance for GOCCS, dated 28 November 2012.

<sup>2</sup> Interim Performance-Based Bonus (PBB).

<sup>3</sup> GOCC Governance Act of 2011.

<sup>4</sup> "Interim Performance-Based Incentive (PBI) System for Appointive Directors of GOCCs covered by GCG for CY 2020 and for the Years Thereafter," dated 28 January 2021.





**LIGHT RAIL TRANSIT AUTHORITY (LRTA)**  
**Validated 2020 Performance Scorecard**

SOCIAL IMPACT

Objective/Measure

Formula

Weight

Rating System

Target

Actual

Rating

Score

Rating

Supporting Documents

Remarks

SO 1 Increased Passenger Ridership

SM 1

Increased Passenger Ridership

Absolute Figure (in Millions)

0%

Actual / Target

L1: 34.97

L1: 50.97

0%

L1: 50.97

0%

- Signed LRT Line 1 and Line 2 Daily/ Monthly Passenger Ridership Summary Reports for 2020 (except months affected by ECQ)
- Weekly letters from LRMC re Report on Ridership, LRVs and Trains for 2020 (except weeks affected by ECQ)
- Published Accomplishment Report 2020 in LRTA website

Q1	32,125,451
Q2	2,345,693
Q3	6,383,700
Q4	10,114,154
Total	50,968,998

2%

L2: 12.22

L2: 12.50

2.00%

L2: 12.50

2.00%

Q1	7,567,316
Q2	658,510
Q3	1,905,433
Q4	2,371,056
Total	12,502,315

Sub-total

2%

2%

2%

SO 2 Improve Customer Satisfaction

SM 2

Percentage of Satisfied Customers

Actual / Target

a. Passengers

-

6%

0% = If less than 80%

Excluded

Excluded

-

Excluded

-

The Passenger segment excluded from the conduct of LRTA's 2020 CSS.

CUSTOMERS & STAKEHOLDERS



Objective/Measure		Component	Weight	Rating System <sup>21</sup>	Target	LRTA Submission		GCG Validation		Supporting Documents	Remarks
		Formula				Actual	Rating	Score	Rating		
	b. Concessionaires	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	2%		90%*	Line 2: 100%	2.00%	100%	2.00%	<ul style="list-style-type: none"> <li>• 2020 LRTA Concessionaires' Satisfaction Survey Report</li> <li>• Customer Satisfaction Survey Data for LRT-2 Concessionaires</li> <li>• Certification of Quality Control</li> <li>• Copies of ten (10) Accomplished Survey Questionnaires</li> <li>• Certificate on Total Population of LRT-2 Concessionaires</li> </ul>	Out of the ten (10) total respondents of the survey, two (2) gave Satisfactory ratings, while eight (8) gave Very Satisfactory ratings.
SO 3 Address Increasing Demands for the Existing Lines and New Mass Transit Systems											
SM 3	Line 2 East Extension Project: Electro-Mechanical Works and Track Works for Package 3	Percentage of Completion	10%	Actual / Target	80%	86.48%	10.00%	86.48%	10%	<ul style="list-style-type: none"> <li>• Signed Project Status Report as of Dec 2020 – Line 2 East (Masinag) Extension Project</li> <li>• Progress photos of project (Package 3)</li> </ul>	Delay in the procurement/ award of the project, a fire incident in existing LRT Line and the suspensions and restrictions caused by the pandemic affected the completion of the target in 2020. Thus, the new target operational date was moved to April 2021.

\* Using the Enhanced Guidelines for the Conduct of the CSS prescribed by the GCG.

CUSTOEMRS & STAKEHOLDERS

Objective/Measure	Component		Rating System	Target	LRTA Submission		GCG Validation		Supporting Documents	Remarks
	Formula	Weight			Actual	Rating	Score	Rating		
SM 4	Line 1 South Extension Project									
	a. Relocation of Informal Settler Families (ISFs) under Right of Way (ROW) Package 2 – Las Piñas City	Actual accomplishment	4%	Actual / Target	50 ISFs under ROW Package 2	91.60% completed <ul style="list-style-type: none"><li>Social Preparation – 100% completed</li><li>Pre-relocation – 100% completed</li><li>Actual Relocation – 76% (38 out of 50) ISFs relocated</li></ul>	3.66%	Relocated 38 ISFs under ROW Package 2	3.04% <ul style="list-style-type: none"><li>Summary of Cleared/ Relocated Families</li><li>Notices of Invitation for 02 Oct and 11 Dec 2020 meetings</li><li>BSAAC Resolution Nos. 2020-01 to 05 re: LRT Line 1 South (Cavite) Extension Project</li><li>Copies of Certifications of Unit/Lot Assignment and Permit to Move-In</li><li>Copies of Occupancy Rules and Regulations</li><li>Resettlement Activities Photo documentation</li></ul>	A total of 38 ISFs have been relocated in 2020, where one (1) availed cash compensation, four (4) were considered disqualified, while the rest have been assigned with a lot/unit.
	b. Manufacture of Trainsets of New Rolling Stock-4 <sup>th</sup> Generation LRVs		4%		Seven (7) Trainsets	100% completed Seven (7) Trainsets of New Rolling Stock – 4 <sup>th</sup> Generation LRVs manufactured	4.00%	Seven (7) Trainsets	4% <ul style="list-style-type: none"><li>Monthly Progress Report No. 34 dated Dec 2020 by Mitsubishi Corporation – CAF</li><li>Progress Photographs</li></ul>	Although seven (7) trainsets were 100% manufactured by the end of 2020, only four (4) trainsets completed the factory testing and were already for shipment in January 2021.
		Sub-total	26%				19.66%		19.04%	



INTERNAL PROCESS	SO 4: Ensured Delivery of Performance by the Private Concessionaire											
	Objective/Measure	Component Formula	Weight	Rating System *	Target	LRTA Submission		GCG Validation		Supporting Documents	Remarks	
						Actual	Rating	Score	Rating			
	SM 5	Compliance Rate of Concessionaire to Performance Commitments under the Concession Agreement	Percentage of Compliance to Secondary KPI (No. of Rectified Non-compliance ÷ Total No. of Non-compliance) x 100%	10%	95% & above = 10% 94% = 9% 93% = 8% 92% = 7% 91% = 6% 90% = 5% 89.9% & below = 0%	L1: 95%	L1: 100%	10.00%	L1: 100%	10.00%	• 2020 Secondary KPI Monthly Report  No. of Citations: 65 No. of Rectifications: 65 % of Rectification: 100%	
	SM 6	Compliance Rate of Line 2 Automated Fare Collection System (AFCS) Concessionaire to Service Level Agreement (SLA)	(No. of SLA provisions complied ÷ Total number relevant provisions) x 100%	10%	Actual / Target	L2: 100%	L2: 98.83%	9.88%	L2: 84.22%	8.42%	• Monitoring Report on Compliance of Line 2 AFCS Concessionaire to SLA in 2020 from Fare Revenue Operations Group  • Quarterly Report on 2020 AFCS Concessionaire's Compliance to 2015 SLA  Total provisions: 450 Provisions Complied: 379 Compliance Rate: 84.22%	

Objective/Measure	Component		Rating System	Target	LRTA Submission		GCG Validation		Supporting Documents	Remarks	
	Formula	Weight			Actual	Rating	Score	Rating			
SO 5 Improved Efficiency and Reliability of LRT Systems and Processes											
SM 7	Number of Projects Completed for Improved Systems and Facilities	No. of projects with 100% completion ÷ Total number of projects for the year	12%	Actual / Target	L2: Five (5) Projects	2 projects	4.80%	L2: Two (2) Projects	4.80%	<ul style="list-style-type: none"><li>• Certificate of Final Acceptance for CMCU</li><li>• Certificate of Acceptance for Rail Grinding Machine</li><li>• Photo documentation</li><li>• Memo from Engineering Dept. re Submission of 2020 Performance Scorecard Validation Requirements, dated 16 Jul 2021</li><li>• Status of Rehabilitation Projects as of 31 Dec 2020</li></ul>	The total project cost of the two (2) out of five (5) completed projects in 2020 amounted to ₱271.89 Million. There were projects still not completed during the year due to temporary work suspensions brought about by the pandemic.
SM 8	ISO Certification	Actual Accomplishment	7%	All or Nothing	Pass 2 <sup>nd</sup> Surveillance Audit	Issued Continued Certification to ISO 9011:2015 dated October 22, 2020	7.00%	Passed Surveillance Audit for ISO 9001:2015	7.00%	<ul style="list-style-type: none"><li>• Letter on Continued Certification issued by Certification International Philippines, Inc. (CIP)</li><li>• Surveillance Audit Report issued by CIP</li></ul>	The auditor, CIP, notified LRTA of their Continued Certification to ISO 9001:2015 on 22 October 2020, following the 2 <sup>nd</sup> Surveillance Audit on 05-06 October 2020. The audit results found one non-conformity on "Re-orientation of Process Owners," from June 2019 that remains open.
-	Sub-total		39%				31.68%		30.22%		



FINANCIAL

Objective/Measure	Component		Rating System	Target	LRTA Submission		GCG Validation		Supporting Documents	Remarks										
	Formula	Weight			Actual	Rating	Score	Rating												
SO 6 Sustainability of Financial Conditions																				
SM 9	Budget Utilization Rate																			
	a. Current Budget (2019 & 2020)	Actual award ÷ Total Budget	5%	Actual / Target	80%	50.47%	3.15%	43.69%	2.73%	<ul style="list-style-type: none"><li>Signed BUR CYs 2019 &amp; 2020</li><li>FY 2019 &amp; Amended CY 2020 APPs</li><li>Sample Purchase Orders, Contracts, NTPs and Budget Utilization Slips</li><li>Published FY 2020 APP (Final Amendment) and FY 2019 (Amendment) in LRTA website</li><li>Memo on 2020 BUR Justification</li><li>SAAODB as of 31 Dec 20</li></ul>	<p>Details of the BUR for 2019 &amp; 2020 Capital Spare Parts and Rehabilitation Projects (in millions) are as follows:</p> <table><tr><th>Component</th><th>Amount</th></tr><tr><td>Award</td><td>406.60</td></tr><tr><td>Add: Savings</td><td>18.59</td></tr><tr><td>Utilization</td><td>425.19</td></tr><tr><td>Allocation (Based on APP)</td><td>949.33</td></tr></table> <p>There was no additional utilization on the 2019 budget for both Capital Spare Parts and Rehabilitation Projects. However, based on the 2020 APP, the 2019 budget for Rehabilitation Projects was reduced to ₱321 Million.</p>	Component	Amount	Award	406.60	Add: Savings	18.59	Utilization	425.19	Allocation (Based on APP)
Component	Amount																			
Award	406.60																			
Add: Savings	18.59																			
Utilization	425.19																			
Allocation (Based on APP)	949.33																			
SM 9	b. 2018 & Prior Years' Subsidies	Actual award ÷ Total Budget	4%	Actual / Target	80%	71.92%	3.60%	68.16%	3.41%	<ul style="list-style-type: none"><li>Status Report on Operating and Unutilized Allotments CYs 2011-2018</li><li>BUR 2011-2018 LRT Lines 1 &amp; 2 Rehab Project</li><li>List of 2011-2020 4<sup>th</sup> Quarter Actual Obligated Projects</li><li>SAAODB as of 31 Dec 20</li></ul>	<p>Details of the BUR for 2018 &amp; prior years' subsidies for Rehabilitation Projects are as follows:</p> <p>(₱ millions)</p> <table><tr><th>Component</th><th>Amount</th></tr><tr><td>Obligated</td><td>6,260.43</td></tr><tr><td>Allotments*</td><td>9,184.39</td></tr></table> <p>*Based on SAAODB and APP.</p>	Component	Amount	Obligated	6,260.43	Allotments*	9,184.39			
Component	Amount																			
Obligated	6,260.43																			
Allotments*	9,184.39																			



Objective/Measure	Component		Weight	Rating System	Target	LRTA Submission		GCG Validation		Supporting Documents	Remarks										
	Formula					Actual	Rating	Score	Rating												
SM 10	Collection Efficiency Rate	Actual Collection / Total Accounts Receivables	7%	Actual / Target	80%	118.87%	7.00%	89.39%	7.00%	<ul style="list-style-type: none"><li>Non-Rail Revenue Collection Reports (Line 1 System &amp; Line 2) as of 31 Dec 2020</li><li>2020 Monthly Collection Report – Official and A.R.s</li><li>Sample First Notices</li></ul>	<table><tr><th>Items</th><th>in P '000</th></tr><tr><td>Total Collection (a)</td><td>77,243.76</td></tr><tr><td>Advanced Payments (b)</td><td>2,256.66</td></tr><tr><td>Total Receivables (c)</td><td>84,154.85</td></tr><tr><td>CE [a / (b+c)]</td><td>89.39%</td></tr></table>	Items	in P '000	Total Collection (a)	77,243.76	Advanced Payments (b)	2,256.66	Total Receivables (c)	84,154.85	CE [a / (b+c)]	89.39%
Items	in P '000																				
Total Collection (a)	77,243.76																				
Advanced Payments (b)	2,256.66																				
Total Receivables (c)	84,154.85																				
CE [a / (b+c)]	89.39%																				
SM 11	Non-Rail Revenue	Actual Non-Rail Revenues	7%	Actual / Target	₱65.00 Million	₱78.69 Million	7.00%	₱68.84 Million	7.00%	<ul style="list-style-type: none"><li>2020 COA-Audited Financial Statements (FS)</li><li>Notes to 2020 FS</li><li>Non-Rail Monthly Collection Report 2020</li><li>Clarificatory Email dated 07 Dec 2021</li></ul>	Non-rail revenues are lodged under the line item "Rental Income" in Note 17, Notes to 2020 FS. The amount per LRTA is based on signed contracts with a recomputed amount of ₱74.10 Million; while the audited figure reflects Rental Income of only ₱68.84 Million for 2020.										
	Sub-total		23%				20.75%		20.14%												
SO 7: Achieve Railway System Competency and Expertise																					
SM 12	Percentage of Employees Meeting Required Competences	Employees with competency gaps determined ÷ total number of employees	5%	All or Nothing	Board Approval of Revised Competency Framework	Revised Competency Framework approved by the LRTA BOD on 18 December 2020	5.00%	Board-Approved Revised Competency Framework	5.00%	<ul style="list-style-type: none"><li>Briefer on LRTA's Revised Competency Framework</li><li>Secretary's Certificate</li><li>Revised Competency Framework of LRTA CY 2020</li></ul>	The LRTA Board met on 18 December 2020 for a Special Board Meeting via Zoom Teleconference. Board approval on the matter was secured through Resolution No. 034-2020.										



Objective/Measure	Component		Weight	Rating System <sup>a</sup>	Target	LRTA Submission		GCG Validation		Supporting Documents	Remarks
	Formula					Actual	Rating	Score	Rating		
LEARNING & GROWTH SM 13	Establishment of Philippine Railway Training Center (PRTC)	Actual Accomplishment	5%	All or Nothing	TESDA Certificate of Program/Module Registration for Train Traffic Program	Railway Traffic Control Operation Level III Program/Module of the PRTC submitted to the TESDA PAMAMARISAN for registration/accreditation on 23 December 2020	0%	Railway Traffic Control Operation Level III Program/Module of the PRTC submitted to the TESDA PAMAMARISAN for registration/accreditation and was received on 23 December 2020	0%	<ul style="list-style-type: none"> <li>• Transmittal Form (For External Agency) to TESDA PAMAMARISAN Office, dated 23 Dec. 2020</li> <li>• PRTC Letter of Application/Intent to apply for program registration from the TESDA dated 15 Dec 2020</li> <li>• Establishment of PRTC Pertinent Documents</li> </ul>	Due to various issues and concerns brought about by the COVID-19 pandemic, LRTA failed to obtain a TESDA Certificate for the additional program/ module registration on its Railway Traffic Control Operation Level III Program during the year.
	Sub-total		10%				5%		5%		
	TOTAL WEIGHTS EXCLUDED WEIGHT		100% (6%)				79.09%		76.40%		
	VALIDATED TOTAL		94%			79.09 / 94.00 = 84.60%		76.40 / 94.00 = 81.28%			

a/ But not to exceed the weight assigned per indicator.