

ANNUAL SCORECARD
2016 CORPORATE ACCOMPLISHMENT REPORT AND PERFORMANCE RATING
(Based on Board-Approved Reassessed 2016 CPS)

Measure		2016 Targets		As of 31 December 2016		PI Score	PI Rating
Description	Formula	Weight	Full Year	Accomplishment			
Perspective 1: Financial							
Objective 1: Reduced financial obligations (FO)							
Measure 1: Amount of Net Reduction in FO	Previous Year's FO - Current Year's FO	30.0%	PhP60.45 billion (Reduction from PhP550.81 billion to PhP 490.37 billion) <u>Forex Used: 2015 Year-end rate (PhP47.166 = US\$1)</u>	PhP65.22 billion (Reduction from PhP550.81 billion to PhP485.59 billion) <u>Forex Used: 2015 Year-end rate (PhP47.166 = US\$1)</u>		100.00%	30.00%
Objective 2: Ensured strong financial performance							
Measure 2: Collection efficiency (CE) for current power sales	$\frac{\text{Collections from Current Power Sales}}{\text{Current Power Sales}}$	10.0%	95%	96.34 % PhP16.304 billion PhP16.923 billion		100.00%	10.00%
Measure 3: Percentage Share of Overhead Expenses to Total Income	$\frac{(\text{PS} + \text{MOOE}) - \text{Bad Debts}}{\text{Total Income}}$ <i>Source: Statement of Comprehensive Income</i>	7.5%	3%	1.76% PhP0.409 billion PhP23.204 billion		100.00%	7.50%
Measure 4: EBITDA Margin of Remaining Power Assets	$\frac{\text{EBITDA of Remaining Power Assets}}{\text{Net Utility Revenue}}$	3.0%	3.59% PhP0.90 billion PhP25.15 billion	12.05% PhP3.038 billion PhP25.218 billion		100.00%	3.00%
Perspective 2: Customers/ Stakeholders							
Objective 3: Implemented fair and transparent privatization program							
Measure 5: Successfully privatized capacity (in MW)	Σ Capacity of power plant/ IPP Contract Successfully Bid out	20.0%	882 MW	32 MW			16.15%
			32 MW: PB 104	<ul style="list-style-type: none"> Joint Certificate of Turn-over issued to SPC Island Power Corporation (SIPC) on 30 June 2016 		100.00%	0.73%
			850 MW: Sucat (Decommissioned Plant)	<ul style="list-style-type: none"> 08 April 2016: 2nd round of bidding was conducted but declared a failure after three (3) bidders did not meet the reserve price 22 July 2016: for the 3rd round of bidding, Agency Appraisal Report (ARR) submitted July- September 2016: implemented measures to ensure the proper management and disposal of hazardous wastes in preparation for the 3rd round of bidding The PSALM Board approved the deferment of 3rd round of bidding in 2017. 		80.00%	15.42%
Measure 6: No. of lots disposed under Strategic Plan	$\frac{(\Sigma \text{ Lots disposed} \div \text{Total lots titled to PSALM under Strategic Plan}) \times 100\%}{}$	3.0%	6 Lots	12 Lots: Issued OEN		86.67%	2.60%
			Bataan CPP (2)	Bataan CCCC (3 lots): Issued Option Existence Notice (OEN) to Pania Energy Inc. (PEI) for two (2) lots on 22 September 2016 and one (1) lot on 22 November 2016			
			Bohol (2)	Bohol (2 lots): Issued OEN to SIPC on 20 June 2016. On 09 December 2016, SIPC exercised its option and paid the land purchase agreement			
			Tiwi-Makban (2)	Makban (7 lots): Issued OEN to APRIL on 19 September 2016			
Measure 7: Percent of excluded assets disposed	$\frac{\Sigma \text{ Excluded assets disposed}}{\text{Target excluded assets for disposal}}$	3.0%	100%	100%		77.78%	2.33%
			Angat, Masinloc, Maibarara and Navotas	Angat, Masinloc, Maibarara, Navotas, PGPC <ul style="list-style-type: none"> 08 December 2016: 2nd round of bidding was declared a failure 			
			Cebu, Bohol, Palinpinon, Aplaya	Cebu-Bohol-Palinpinon-Aplaya (2nd Round of bidding) <ul style="list-style-type: none"> 16 September 2016: conducted the 2nd round of bidding 13 October 2016: issued the Notice of Award dated 07 October 2016 to Izbanda Enterprises 24 October 2016: Issued the Notice to Proceed dated 19 October 2016 to Izbanda Enterprises 			
			BacMan	BacMan Scheduled for disposal in 2017			
Objective 4: Provided reliable power supply							
Measure 8: Forced Outage Hours (FOH) of plants under OMA with NPC	FOH per unit per year (FOH as defined under OMA Performance Standards for Operating Plants) <i>Source: Monthly Operational Report</i>	4.0%	24 hours per unit per year	Less than 24 FOH: 16 Units (100%) (Agus 1 Units 1&2, Agus 2 Units 1-3, Agus 4 Units 1-3, Agus 5 Units 1&2, Agus 6 Unit 3, Agus 7 Units 1 and 2, Pulangi Units 1-3) More than 24 FOH: 2 Units (0%) (Agus 6 Units 4 and 5 with an FOH of 877.42 hours and 260.05 hours, respectively) Shutdown: 2 Units (N/A) (Agus 6 Units 1&2 Uprating Project) For privatization: 4 Units (N/A) (PB 104 Units 1-4)		88.89%	3.56%

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Objective 5: Improved customers' relation and service delivery							
Measure 9: Average satisfaction rating on frontline services	$\frac{\Sigma \text{ Survey Rating}}{\text{Total no. of customers surveyed}}$	3.0%	\geq Satisfactory Rating (Power Customers)	Satisfactory Rating with the following weighted average: • Contracting: 3.12 • Billing and Collections: 2.82 Extremely Satisfied: 4.5 - 5.0 Very Satisfied: 3.5 - 4.49 Satisfied: 2.5 - 3.49 Slightly Satisfied: 1.5 - 2.49 Not Satisfied: 0.0 - 1.49		100.00%	3.00%
Perspective 3: Internal Processes							
Objective 6: Adopted effective and efficient financial management system and operational standards							
Measure 10: Universal Charge (UC) Remittance Efficiency of Collecting Entities	$\frac{\Sigma \text{ UC Actual Remittance}}{\text{Total UC Collection}}$	7.5%	97%	98.48% PhP25.434 billion PhP25.827 billion		100.00%	7.50%
Measure 11: No. of business process enhancement program/project implemented	Σ Actual no. of Business Process Implemented	3.00%	2				2.85%
			OMS Upgrade Certification (ISO 9001:2015)	OMS Upgrade Certification (ISO 9001:2015) - Certificate received on 13 December 2016		100.00%	1.50%
			Integrated New Computerized Accounting System (NCAS)	<ul style="list-style-type: none"> • Conducted an in-house training on Integrated NCAS based on Office Order No. 2016-294 • Various system modules operational and maintained: <ul style="list-style-type: none"> a. Accounts Payable module b. Enterprise Financial Management c. Universal Levy Information System d. Treasury Information System e. Power Account Management module f. Budget Utilization Monitoring and Tax Interface module g. Materials Management module h. Payroll module i. Property Accountability module 		90.00%	1.35%
Perspective 4: Learning and Growth							
Objective 7: Enhanced competency and skills of employees							
Measure 12: Average Percentage of Required Competencies Met	-	3.0%	Establish Baseline	Corporate Baseline: 86.67%		100.00%	3.00%
Measure 13: Restructuring	-	3.0%	1 • Submission of Board-approved Restructuring Plan	<ul style="list-style-type: none"> • 28 November 2016: secured Management approval of the Restructuring Plan • 15 Dec 2016: presented to the Board of DAP's Initial Findings and Recommendations on PSALM's Reorganization Plan 		95.00%	2.85%
TOTAL		100.00%					94.33%

PSALM earned 94.33% performance rating on its 2016 Annual Scorecard which justifies the **Corporation's** entitlement to the maximum multiples for the PBB distribution as allowed under the GCG MC No. 2018-01.

The notable achievements of PSALM in 2016, and other accomplishments, are as follows:

Liability and Financial Management

- Reduced the financial obligations from PhP550.81 Billion to PhP485.59 Billion, or a reduction of PhP65.22 Billion;
- Secured approval of the Ancillary Service Differential (per ERC Order dated 15 March 2016 on ERC Case No. 2009-029 RC) amounting to PhP5.285 Billion, of which PhP2.21 Billion was collected in 2016;
- Collected a total of PhP2.41 Billion from PEZA as reimbursement for the discounted power rates given to Texas Instruments located in Baguio City Economic Zone and Clark Special Economic and Freeport Zone;
- Collected PhP3.96 Billion from DENR and NIA as reimbursement for advances for the non-power component of San Roque Multi-Purpose Project; and
- The Automatic Cost Adjustments on **PSALM's** tariff was set to zero which benefitted the electricity consumers.

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Asset Management

- Successfully privatized Power Barge 104 which resulted to the generation of proceeds amounting to PhP218.89 Million and avoidance of operating loss in the amount of PhP285.9 Million;
- Disposed excluded assets located in Cebu, Bohol, Palinpinon, Aplaya, Panay and Gen. Santos amounting to PhP7.098 Million;
- Commenced with the privatization of Malaya Thermal Power Plant.

Internal Processes

- Generated savings from procurement of goods and services amounting to PhP2.40 Billion;
- Garnered satisfactory rating on the survey for frontline services conducted by Contact Asia Services, Inc.; and
- Acquired the QMS upgraded certification (ISO 9001:2015) as conferred by TÜV Rheinland Philippines, Inc. on 15 December 2017 .

POWER SECTOR ASSETS AND LIABILITIES MANAGEMENT CORPORATION (PSALM)
Validated Performance Scorecard 2016

Component		Target	Accomplishment	CGO-B Validation	Supporting Documents	Remarks																																			
Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating																																		
SO 1	Reduced Financial Obligation (FO)																																								
FINANCIAL	SM 1	Amount of net reduction in FO	Previous Year's FO - Current Year's FO	30%	<p>₱ 60.45 Billion (rom ₱ 550.81 B to ₱ 490.37 B)</p> <p>Forex Used: 2015 Year-end rate (Ph₱ 47.166 = US\$1)</p>	<p>₱ 65.22 Billion (Reduction from ₱ 550.81 B to ₱ 485.59 B)</p> <p>Forex Used: 2015 Year-end rate (Ph₱ 47.166 = US\$1)</p>	30%	<p>₱ 65.22 Billion (Reduction from ₱ 550.81 B to ₱ 485.59 B)</p> <p>Forex Used: 2015 Year-end rate (Ph₱ 47.166 = US\$1)</p>	30%	<ul style="list-style-type: none"> PSALM's report on SM 1 2016 Statement of Financial Position 	<p>PSALM's Total FO is composed of its Debts (A) and IPP Lease Obligations (B).</p> <table border="1"> <thead> <tr> <th>FO denominated in various currencies</th> <th>₱ Equivalent as of 2016 (In Billions) (using 2015 year-end FOREX)</th> </tr> </thead> <tbody> <tr> <td colspan="2" style="text-align: center;">(A) Debts</td> </tr> <tr> <td>NPC Contracted Debt (Pre-EPIRA), net</td> <td>14.24</td> </tr> <tr> <td>NPC Contracted Debt (EPIRA), inclusive of Quarterly Assigned Petroleum Adjustment (QAPA) due to DOE – Prior to Asset-Debt Transfer</td> <td>2.37</td> </tr> <tr> <td>PSALM Contracted Debt, net</td> <td>250.25</td> </tr> <tr> <td>Subtotal Debt</td> <td>266.86</td> </tr> <tr> <td colspan="2" style="text-align: center;">(B) Lease Obligation</td> </tr> <tr> <td>NPC Contracted Obligation (Pre-EPIRA)</td> <td>162.28</td> </tr> <tr> <td>NPC Contracted Obligation (EPIRA) – Prior to Asset-Debt Transfer</td> <td>56.45</td> </tr> <tr> <td>Subtotal Lease Obligation</td> <td>218.73</td> </tr> <tr> <td>TOTAL FO</td> <td>485.59</td> </tr> </tbody> </table> <p>By using the 2015 FOREX rate, PSALM targeted to reduce its FO from ₱550.81 Billion in 2015 to ₱490.37 Billion in 2016 or by ₱60.45 Billion. Based on GCG's evaluation, PSALM reduced its FO in 2016 by ₱65.22 Billion or 108% of ₱60.45 Billion. Thus, PSALM achieved 30% for this indicator.</p> <p>The following are the applicable forex as of 31 December 2015:</p> <table border="1"> <tbody> <tr> <td>1US\$</td> <td>₱47.1660</td> <td>1EUR</td> <td>₱51.7411</td> </tr> <tr> <td>1JPY</td> <td>₱0.3920</td> <td>1KRW</td> <td>₱0.0404</td> </tr> </tbody> </table>	FO denominated in various currencies	₱ Equivalent as of 2016 (In Billions) (using 2015 year-end FOREX)	(A) Debts		NPC Contracted Debt (Pre-EPIRA), net	14.24	NPC Contracted Debt (EPIRA), inclusive of Quarterly Assigned Petroleum Adjustment (QAPA) due to DOE – Prior to Asset-Debt Transfer	2.37	PSALM Contracted Debt, net	250.25	Subtotal Debt	266.86	(B) Lease Obligation		NPC Contracted Obligation (Pre-EPIRA)	162.28	NPC Contracted Obligation (EPIRA) – Prior to Asset-Debt Transfer	56.45	Subtotal Lease Obligation	218.73	TOTAL FO	485.59	1US\$	₱47.1660	1EUR	₱51.7411	1JPY	₱0.3920	1KRW	₱0.0404
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Objective/Measure	Formula	2016	Actual	Rating	Score	Rating																							
SO 2	Ensured Strong Financial Performance																												
SM 2	Collection efficiency (CE) for current power sales	$\frac{\text{Collections from Current Power Sales}}{\text{Current Power Sales}}$	10%	95.00%	96.34% ₱ 16.304 B ₱ 16.923 B	10%	96.34% ₱ 16.304 B ₱ 16.923 B	10%	<ul style="list-style-type: none"> 2016 Power Receivables – Collection Efficiency (Current) <p>CE decreased by 0.96% from 97.30% in 2015 to 96.34% in 2016.</p> <p>The formula used for CE-current power sales is:</p> <p align="center">Collection from current customers + credit memo for power purchase discount (PPD) + <u>Technical credit memos</u> Total power sales + Debit Memo</p> <p>Computation is as follows (In ₱ Million):</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Collection</th> <th>Billing</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Luzon</td> <td>4,838.54</td> <td>4,838.54</td> <td>100</td> </tr> <tr> <td>Visayas</td> <td>84.63</td> <td>84.89</td> <td>99.68</td> </tr> <tr> <td>Mindanao</td> <td>11,380.76</td> <td>11,999.70</td> <td>94.84</td> </tr> <tr> <td>TOTAL</td> <td>16,303.93</td> <td>16,923.13</td> <td>96.34</td> </tr> </tbody> </table>	Region	Collection	Billing	%	Luzon	4,838.54	4,838.54	100	Visayas	84.63	84.89	99.68	Mindanao	11,380.76	11,999.70	94.84	TOTAL	16,303.93	16,923.13	96.34
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TOTAL	16,303.93	16,923.13	96.34																										
SM 3	Percentage share of overhead expenses on total income	$\frac{[(\text{PS} + \text{MOOE}) - \text{Bad Debts}]}{\text{Total Income}}$	7.50%	3.00%	1.76% ₱ 0.409 B ₱ 23.204 B	7.50%	1.76% ₱ 0.409 B ₱ 23.204 B	7.50%	<ul style="list-style-type: none"> Percentage Share of Overhead Expenses to Total Income Report 2016 Statement of Financial Performance <p>Computation is as follows (In ₱ Billion):</p> <table border="1"> <thead> <tr> <th>Particulars</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>PS</td> <td>0.135</td> </tr> <tr> <td>MOOE</td> <td>1.257</td> </tr> <tr> <td>Less: Bad Debts</td> <td>(0.984)</td> </tr> <tr> <td></td> <td>0.409</td> </tr> <tr> <td>Income</td> <td>23.204</td> </tr> <tr> <td>%</td> <td>1.76%</td> </tr> </tbody> </table>	Particulars	Amount	PS	0.135	MOOE	1.257	Less: Bad Debts	(0.984)		0.409	Income	23.204	%	1.76%						
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SM 4	EBITDA margin of remaining power assets	$\frac{\text{EBITDA of Remaining Power Assets}}{\text{Net Utility Revenue}}$	7.50%	26.44% ₱ 6.55 Billion ₱ 24.77 Billion	12.05% ₱ 3.038 B ₱ 25.218 B	3.42%	(Excluded) (Excluded)	<ul style="list-style-type: none"> EBITDA Margin of Remaining Power Plants Operating Results by Region <p>In a letter dated 7 October 2016, PSALM requested for the revision of target to 3.59%, ₱ 0.90 Billion EBITDA over ₱25.15 Billion NUR.</p> <p>PSALM offered the following justifications:</p> <ul style="list-style-type: none"> The target was recomputed to capture the changes in power plants lined up for privatization in 2016 (Mindanao Coal and Unified Leyte), and the actual 1st Quarter 2016 Results of Operations (ROO); the El Niño phenomenon; and the isolation of Agus 1 and 2 due to the bombing of transmission Tower No. 25 on 24 December 2015. Connection was restored only on 14 March 2016. 																					

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Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating																												
										As per evaluation, the foregoing justifications are beyond the control of PSALM. Accordingly, the measure and target on EBITDA Margin shall be excluded.																									
		Sub-total	47.5%			50.92%		47.50%																											
SO 3	Implemented Fair and Transparent Privatization Program																																		
CUSTOMERS/STAKEHOLDERS	SM 5	Successfully privatized capacity (in MW)*	Σ Capacity of <u>power plant</u> IPP contract successfully bid out	20%	1,122 MW (200 MW: Mindanao Coal, 32 MW: PB 104, 40 MW: UL Security, 850 MW: Sucat Decommissioned Plant)	882 MW (32 MW: PB 104, 850 MW: Sucat Decommissioned Plant)	16.15%	882 MW (32 MW: PB 104, 850 MW: Sucat Decommissioned Plant)	16.15%	<ul style="list-style-type: none"> • PBAC Resolution No. 2016-018 • Joint Certificate of Turn-Over dated 30 June 2016 • PSALM's Sales Invoice No. 2 	<p>The power barge (PB 104) was successfully turned over to SPC Power Corporation, on 30 June 2016.</p> <p>As regards to sale of 850 MW Sucat Decommissioned Plant, there was a declaration of failure of 2nd round of bidding due to the fact that none of the three bidders meet the Reserve Price.</p> <p>Below is the distribution of weights on each privatized plant based on its capacity: [(MW/882) x Grade x 20%]</p> <table border="1"> <thead> <tr> <th>Asset</th> <th>MW</th> <th>Grade</th> <th>Weight</th> </tr> </thead> <tbody> <tr> <td>PB104</td> <td>32</td> <td>100%</td> <td>0.73%</td> </tr> <tr> <td>Sucate</td> <td>850</td> <td>80%</td> <td>15.42%</td> </tr> <tr> <td>Mindanao Coal</td> <td>200</td> <td>-%</td> <td>-%</td> </tr> <tr> <td>UL Security</td> <td>40</td> <td>-%</td> <td>-%</td> </tr> <tr> <td>TOTAL</td> <td>882</td> <td></td> <td>16.15%</td> </tr> </tbody> </table> <p>As per GCG evaluation, the 200 MW Mindanao Coal is excluded from the target due to the continuing opposition from stakeholders/local government units. Subsequently, the 40 MW UL Security Strip is excluded from the target because it is still subject to DOE's policy direction on its inclusion in the privatization of the UL Bulk Energy. Accordingly, it is appropriate to exclude them in the target since both situations are not under the control of the Company.</p>	Asset	MW	Grade	Weight	PB104	32	100%	0.73%	Sucate	850	80%	15.42%	Mindanao Coal	200	-%	-%	UL Security	40	-%	-%	TOTAL	882		16.15%
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SM 7	Percent of Excluded Assets Disposed*	$\frac{\sum \text{Excluded assets disposed}}{\text{Target excluded assets for disposal}}$	3%	100%	(Palinpinon, Bohol, BacMan, Ormat, Aplaya, Masinloc, Maibarara, Navotas and Angat)	100%	(Palinpinon, Bohol, BacMan, Cebu, Aplaya, Masinloc, Maibarara, Navotas, and Angat)	2.33%	77.78%	(Palinpinon, Bohol, Cebu, Aplaya, Masinloc, Maibarara, Navotas, and Angat)	2.33%	<ul style="list-style-type: none"> • Notice of Award to Izbanda Enterprises dated 7 Oct 2016 • Notice to Proceed to Izbanda Enterprises dated 19 Oct 2016 	<p>Upon evaluation, Notice of Award and Notice to Proceed were issued to Izbanda Enterprises for Cebu, Bohol, Palinpinon and Aplaya. PSALM has not yet conducted bidding for excluded assets in Ormat and BacMan. On the other hand, assets in Masinloc, Maibarara, Navotas and Angat were not yet disposed due to failure of biddings.</p> <p>Below is the distribution of weights on each excluded asset: $[(Qty/9) \times Grade \times 3\%]$</p> <table border="1"> <thead> <tr> <th>Asset</th> <th>Qty</th> <th>Grade</th> <th>Weight</th> </tr> </thead> <tbody> <tr> <td>Palinpinon</td> <td>1</td> <td>95%</td> <td>0.32%</td> </tr> <tr> <td>Bohol</td> <td>1</td> <td>95%</td> <td>0.32%</td> </tr> <tr> <td>BacMan</td> <td>1</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>Ormat</td> <td>-</td> <td>-%</td> <td>-%</td> </tr> <tr> <td>Cebu</td> <td>1</td> <td>95%</td> <td>0.31%</td> </tr> <tr> <td>Aplaya</td> <td>1</td> <td>95%</td> <td>0.31%</td> </tr> <tr> <td>Masinloc</td> <td>1</td> <td>80%</td> <td>0.27%</td> </tr> <tr> <td>Maibarara</td> <td>1</td> <td>80%</td> <td>0.27%</td> </tr> <tr> <td>Navotas</td> <td>1</td> <td>80%</td> <td>0.27%</td> </tr> <tr> <td>Angat</td> <td>1</td> <td>80%</td> <td>0.26%</td> </tr> <tr> <td>TOTAL</td> <td>9</td> <td></td> <td>2.33%</td> </tr> </tbody> </table>	Asset	Qty	Grade	Weight	Palinpinon	1	95%	0.32%	Bohol	1	95%	0.32%	BacMan	1	0%	0%	Ormat	-	-%	-%	Cebu	1	95%	0.31%	Aplaya	1	95%	0.31%	Masinloc	1	80%	0.27%	Maibarara	1	80%	0.27%	Navotas	1	80%	0.27%	Angat	1	80%	0.26%	TOTAL	9		2.33%
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**POWER SECTOR ASSETS AND LIABILITIES MANAGEMENT CORPORATION (PSALM)
Validated Performance Scorecard 2016**

Objective/Measure	Component		Target	Accomplishment		CGO-B Validation		Supporting Documents	Remarks																																				
	Formula	Weight	2016	Actual	Rating	Score	Rating																																						
SO 4	Provided Reliable Power Supply																																												
SM 8	Forced Outage Hours (FOH) of plants under OMA with NPC	FOH per unit per year (FOH as defined under OMA Performance Standards for Operating Plants)	4%	24 hours per unit per year	Less than 24 FOH: 16 Units More than 24 FOH: 2 Units Shutdown: 2 Units For privatization: 4 Units	3.56%	Less than 24 FOH: 16 Units More than 24 FOH: 2 Units Shutdown: 2 Units For privatization: 4 Units	3.56%	<ul style="list-style-type: none"> Annual Monitoring Report Performance Standards and Measurement System for Operating Plants CY 2016 <p>This is based on the following graduated scale: (Number of hours)</p> <table border="1"> <thead> <tr> <th>From</th> <th>To</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>24</td> <td>100%</td> </tr> <tr> <td>24.01</td> <td>35.00</td> <td>96%</td> </tr> <tr> <td>35.01</td> <td>47.99</td> <td>92%</td> </tr> <tr> <td>48.00</td> <td>59.99</td> <td>88%</td> </tr> <tr> <td>60.00</td> <td>71.99</td> <td>84%</td> </tr> <tr> <td>72.00</td> <td>83.99</td> <td>80%</td> </tr> <tr> <td>84.00</td> <td>And up</td> <td>0%</td> </tr> </tbody> </table> <p>Below is the distribution of weights of the functional units on each score: [(No. of Units/18) x Score x 4%]</p> <table border="1"> <thead> <tr> <th>No. of Units</th> <th>Score</th> <th>Weight</th> </tr> </thead> <tbody> <tr> <td>16</td> <td>100%</td> <td>3.56%</td> </tr> <tr> <td>2</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>18</td> <td></td> <td>3.56%</td> </tr> </tbody> </table>	From	To	Score	-	24	100%	24.01	35.00	96%	35.01	47.99	92%	48.00	59.99	88%	60.00	71.99	84%	72.00	83.99	80%	84.00	And up	0%	No. of Units	Score	Weight	16	100%	3.56%	2	0%	0%	18		3.56%
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SO 5	Improved Customer's Relation and Service Delivery																																												
SM 9	Average satisfaction rating on frontline services	$\frac{\sum \text{Survey Rating}}{\text{Total no. of customers surveyed}}$	2%	≥Satisfactory Rating	Satisfactory	2%	Satisfactory	2%	<ul style="list-style-type: none"> PSALM's Final Report on Customer Satisfaction Survey by CASI Research <p>PSALM tapped the services of CASI Research to administer its Customer Satisfaction Survey. The survey had a 94% response rate, consisting of customers under <i>Contracting</i> (46/50) and <i>Billing and Collection</i> (48/50). A margin of error is computed at 3% for the 2016 Customer Satisfaction Study. Based on the survey report prepared by CASI Research, customers deemed the services of PSALM as satisfactory with a 3.12 and 2.82 overall weighted average scores for Contracting and Billing/Collection experience, respectively.</p>																																				
	Sub-total		32%			26.64%		26.64%																																					

CUSTOMERS/STAKEHOLDERS

POWER SECTOR ASSETS AND LIABILITIES MANAGEMENT CORPORATION (PSALM)
Validated Performance Scorecard 2016

Objective/Measure	Component		Target	Accomplishment		CGO-B Validation		Supporting Documents	Remarks
	Formula	Weight	2016	Actual	Rating	Score	Rating		
SO 6	Adopted Effective and Efficient Financial Management System and Operational Standards								
SM10	Universal Charge (UC) Remittance Efficiency of Collecting Entities	$\frac{\Sigma \text{ UC Actual Remittance}}{\text{Total UC Collection}}$	3%	97%	98.48% ₱ 25.434 B ₱ 25.827 B	3%	98.48% ₱ 25.434 B ₱ 25.827 B	3%	<ul style="list-style-type: none"> Percentage of Remittance to PSALM over UC Collected by Collecting Entities 2016 Remittance Efficiency Validated with internal documents.
SM11	No. of business process enhancement program/project implemented	$\Sigma \text{ Actual no. of Business Process Implemented}$	3%	3 (QMS Re-certification, ISMS Re-certification, Integrated NCAS)	2 (QMS Re-certification, Integrated NCAS)	2.85%	1 QMS Certification (ISO 9001:2015)	1.5%	<ul style="list-style-type: none"> ISO 9001:2015 Certificate New Computerized Accounting System (Modules deployed) PSALM requested renegotiation of target to "QMS (ISO 9001:2015) Certification Upgrade; Integrated NCAS" excluding the originally committed ISMS re-certification. PSALM maintains that the QMS certification upgrade (ISO 9001:2015) already includes management of risks on information security management system making the ISMS re-certification redundant and impractical. PSALM secured its ISO 9001:2015 in 2016 but was only able to deploy modules for the NCAS. Target on ISMS Re-certification excluded. Request for renegotiation of the target and proposed graduated rating system for NCAS denied.
	Sub-total		6%			5.85%		4.5%	

INTERNAL PROCESS



POWER SECTOR ASSETS AND LIABILITIES MANAGEMENT CORPORATION (PSALM)
Validated Performance Scorecard 2016

Objective/Measure	Component	Target	Accomplishment		CGO-B Validation		Supporting Documents	Remarks		
	Formula	2016	Actual	Rating	Score	Rating				
SO 7	Enhanced Competency and Skills of Employees									
SM12	Average percentage of required competencies met	$\frac{\sum_{a=1}^A \left(\frac{\text{Actual Competency Level}}{\text{Required Competency Level}} \right)_a}{B}$ Where: a = Competency required A = Total number of competencies required of position b = Personnel profiled B = Total number of personnel profiled	2%	Establish Baseline	86.67%	2%	86.67%	2%	<ul style="list-style-type: none"> Competency-Based Human Resource Framework – Baseline of Competencies Met 	Validated with internal documents.
SM13	Restructuring	N/A	5%	Submission of Board-approved Restructuring Plan	Presented to the Board the DAP's Initial Findings and Recommendations on PSALM's Reorganization Plan	0%	Presented to the Board the DAP's Initial Findings and Recommendations on PSALM's Reorganization Plan	0%	<ul style="list-style-type: none"> Memorandum for PSALM Board 	The proposed Reorganization Plan was approved by the Management on 28 November 2016. The Initial Findings and Recommendations of consultant was presented to the PSALM Board on 15 December 2016.
	Sub-total		7%			2%		2%		
	Total		92.50%			85.41%		80.64%		

PSALM Validated Score: $\frac{80.64\%}{92.50\%} = 87.18\%$

*Based on the following graduated scale:

Project Stages	%
Turnover	100%
Issuance of Notice of Award	95%
Declaration of Highest Bidder	90%
Submission of Bids	80%

**Based on the following graduated scale:
If Public Bidding:

Project Stages	%
Turnover	100%
Issuance of Notice of Award	95%
Declaration of Highest Bidder	90%
Submission of Bids	80%

If through Option Existence Notice (OEN):

Project Stages	%
Payment	100%
Completion of Sale Documents	95%
Acceptance by SGC	90%
Issuance of OEN	80%