

Power Sector Assets and Liabilities Management (PSALM) Corporation

		Component			GCG-approved	Accomplishments (as of 30 September 2019)	
		Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight %	Rating System	Annual Target	Actual
Perspective 1: Financial	SO 1: Reduced financial obligations (FO)						
	SM 1	Amount of Net Reduction in FO	$FO_{previous\ year} - FO_{current\ year}$	30.0	Actual over Target	<p>PHP11.48 Billion</p> <p>(Reduction from PHP435.860 Billion to PHP424.376 Billion) Forex Used: 2017 Year-end rate (PHP49.923 = US\$1)</p> <hr/> <p>PHP15.21 Billion (Restated)^{1/}</p> <p>(Reduction from PHP449.189 Billion to PHP433.978 Billion) Forex Used: 2018 Year-end rate (PHP52.724 = US\$1)</p>	<p>PHP20.52 Billion</p> <p>(Reduction from PHP449.19 Billion to PHP428.66 Billion) Forex Used: 2018 Year-end rate (PHP52.724 = US\$1) Note: Net of bond discount, premium, and issue cost</p>
	SO 2: Ensured strong financial performance						
	SM 2	Collection Efficiency for Current Power Sales	$\frac{Collections\ from\ Current\ Power\ Sales}{Current\ Power\ Sales}$	10.0	Actual over Target	93%	93.70%
	SM 3	Amount of Delinquent/ Overdue Accounts Collected	$\frac{\sum Actual\ Collection}{\sum Target\ Collection}$	5.0	Actual over Target	PHP4.12 billion	PHP2.41 Billion
	SM 4	Percentage Share of Overhead Expenses to Total Income	$\frac{(PS + MOOE) - Bad\ Debts}{Total\ Income}$	5.0	Actual over Target	8.92% PHP0.778 Billion PHP8.729 Billion	4.96% PHP 0.922 Billion PHP18.570 Billion
	SM 5	EBITDA Margin of Operating Power Assets	$\frac{EBITDA\ of\ Operating\ Power\ Assets}{Net\ Utility\ Revenue}$	5.0	Actual over Target	4.88% PHP1.479 Billion PHP30.327 Billion	14.89% PHP4.040 Billion PHP27.131 Billion
	SM 6	Universal Charge (UC) Remittance Efficiency of Collecting Entities (CEs)	$\frac{\sum UC\ Actual\ Remittance}{Total\ UC\ Collection + Maintaining\ balance}$	7.0	Actual over Target	98%	98.22% PHP22.275 Billion PHP22.679 Billion
	SM 7	Percentage of UC-ME disbursed to NPC	$\frac{\sum UC\ Actual\ Disbursement}{Total\ UC\ Remittance + Maintaining\ balance}$	8.0	Actual over Target	100%	100% NPC: PHP3.515 Billion PHP3.515 Billion
		Percentage of UC-ME-REDCI disbursed to RE Developers	$\frac{Total\ Cash\ Incentive\ Disbursed}{\sum_{i=1}^n G_i r_i}$ Where: $\sum_{i=1}^n G_i r_i$ n = the number of REDs G_i = Net Generation in KWH of the i^{th} RED r_i = ERC - approved Cash Incentive Rate for the i^{th}				100% RE Developers : PHP13.191 Billion PHP13.191 Billion
		Sub-total:	70.0				

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Perspective 2: Customers/ Stakeholders	SO 3: Implemented fair and transparent privatization program						
	SM 8	No. of Power Assets Successfully Privatized	Actual accomplishments	10.0	All or Nothing	797.92 MW Caliraya- Botocan- Kalayaan HEPPs	<ol style="list-style-type: none"> 1. PSALM conducted two (2) public biddings for the procurement of the 3rd Party Advisor in 2018 and early part of 2019, both of which resulted to failure in bidding. 2. On 03 May 2019, DOF Secretary and PSALM Board Chairman Carlos G. Dominguez gave instruction to engage Asian Development Bank (ADB) for the study. 3. PSALM sent a letter to DOF requesting its assistance in engaging ADB for the consulting services or alternatively, its permission to allow PSALM to coordinate directly with ADB on 03 June 2019 4. PSALM presented to ADB and DOF the Terms of Reference for the proposed technical assistance by ADB for the study on the privatization options for PSALM's remaining IPP contracts on 05 July 2019 5. Submitted to ADB the proposed TOR for PSALM's request for technical assistance from ADB for the conduct of study on the privatization options and structures for PSALM IPP contracts (12 July 2019) 6. On 25 September 2019, the PSALM Board approved the revision of the privatization target for CBK from 2019 to 2020/2021
	SM 9	No. of Lots Disposed under Strategic Plan	$\frac{\Sigma \text{Number of lots disposed}}{\Sigma \text{Target Number of lots for disposal}}$	5.0	Actual over Target	160 lots <ul style="list-style-type: none"> • Bauang DPP (92) • Batangas CFTPP (57) • Paranaque CMP with NHA (4) • Mexico Central Warehouse (1) • Camalaniugan Substation (1) • Sudipen Campsite (2) • General Santos (3) 	<ul style="list-style-type: none"> • Bauang DPP (92) 1. Successfully privatized the sale of ninety-two (92) lots underlying the Bauang Diesel Power Plant, with an aggregate area of 26.13 hectares, in the amount of PHP524.21 million in August 2019. • Batangas CFTPP (57) 1. With PSALM Board approval of revision in REA Strategic Plan re: OEN Procurement to include disposal of lots with just cause of exclusive possession; 2. Legal opinion was rendered identifying lots with available possessory documents that warrants the issuance of OEN to SGC under the LLA; 3. Meeting with Sem Calaca Power Corporation regarding lots under the BCFTPP LLA that are ready for issuance of OEN pursuant to the principle of "just cause of exclusive possession" • Paranaque CMP with NHA (4) 1. Issued letter to Social Housing Finance Corporation (SHFC) requesting for a meeting regarding the implementation of Executive Order No. 68 Series of 2002 for PSALM's Parañaque Property on 01 September 2019. • Mexico Central Warehouse (1)/ • Camalaniugan Substation (1) 1. Procurement of third party appraiser is ongoing. As of 27 September 2019, completed the post-qualification evaluation of the 2 appraisers.

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	SO 4: Improved customers' relation and service delivery						
	SM 10	Percentage of Satisfied Customers	$\frac{\text{Total number of Satisfied Respondents}}{\text{Total number of Respondents}}$	5.0	Actual over Target 0% = if < 80%	90% Satisfied Customers	1. Submission of Terms of Reference and Contract of 2019 Customer Satisfaction Survey to the Office of the Government Corporate Counsel
Sub-total:				20.0			
Perspective 3: Internal Business Process	SO 5: Adopted effective and efficient financial management system and operational standards						
	SM 11	Compliance to Quality Standards	Actual accomplishments	5.0	All or Nothing	ISO 9001:2015 Recertification	<ol style="list-style-type: none"> 1. Conducted the first Management Review on 01 April 2019 at Xenia Hotel, Clark City, Pampanga; 2. Awarded the contract to SOCOTEC Certification Philippines, Inc. (formerly AJA Registrars) as the new third-party Management System Certification Body for the PSALM QMS ISO 9001:2015 Recertification; 3. Completed the following training programs/ workshop on: <ol style="list-style-type: none"> a. Internal Audit Refresher Course on 11-12 July 2019 b. Quality Management System (QMS) Appreciation/ Refresher Course on 18 July 2019; and 4. Conducted the Internal Audit of all PSALM units on 22, 23, 27, 28 and 29 August 2019 as part of the QMS process and to assess their readiness for the 3rd Party External Audit on 18, 28 and 29 November 2019.
Sub-total:				5.0			
Perspective 4: Learning and Growth	SO 6: Enhanced competency and skills of employees						
	SM 12	Percentage of Employees with Required Competencies Met	$\frac{\Sigma \text{ Employees with Required Competencies Met}}{\text{Total No. of Employees}}$	5.0	Actual over Target	93.40%	<ol style="list-style-type: none"> 1. Processed requests for attendance to formal training programs of (1) personnel without competency gaps to further enhance competencies required for their positions and (2) personnel with competency gaps to address their gaps; 2. Coordinated with Civil Service Institute for the conduct of in-house leadership and managerial training programs to address competency gaps and further enhance leadership and managerial competencies; 3. Provided following interventions for four (4) personnel with competency gaps, such as: <ol style="list-style-type: none"> a. attendance to formal trainings; b. designation of personnel to higher position; and c. membership to various committees.
Sub-total				5.0			
Total Weight				100.0			

Note: ¹¹ Pursuant to the GCG-approved 2019 Performance Scorecard, the target should be updated once the 2018 yearend FOREX Rate is available