



Power Sector Assets and Liabilities Management (PSALM) Corporation

Component					GCG-approved	2nd Quarter Accomplishments (As of 30 June 2019)	
Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight %	Rating System	Annual Target	Target	Actual
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	PHP11.48 Billion (Reduction from PHP435.860 Billion to PHP424.376 Billion) Forex Used: 2017 Year-end rate (PHP49.923 = US\$1)		
					PHP15.21 Billion (Restated)^{1'} (Reduction from PHP449.189 Billion to PHP433.978 Billion) Forex Used: 2018 Year-end rate (PHP52.724 = US\$1)	PHP60.04 Billion Debt: <i>PHP52.55 Billion</i> Lease: <i>PHP7.50 Billion</i>	PHP12.28 Billion (Reduction from PHH449.19 Billion to PHP436.91 Billion) Forex Used: 2018 Year-end rate (PHP52.724 = US\$1) Note: Net of Bond Discount, Premium, and Issue
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%	91%	93.23% PHP6.209 Billion PHP6.660 Billion
SM 3	Amount of Delinquent/Overdue Accounts Collected	$\frac{\Sigma Actual\ Collection}{\Sigma Target\ Collection}$	5.0	Actual over Target	PHP4.12 billion	PHP0.57 Billion	PHP2.11 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	6%	6.08% PHP 0.713 Billion PHP11.729 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	3.5%	14.28% PHP2.778 Billion PHP19.460 Billion
SM 6	Universal Charge (UC) Remittance Efficiency of Collecting Entities (CEs)	$\frac{\Sigma UC\ Actual\ Remittance}{Total\ UC\ Collection + Maintaining\ balance}$	7.0	Actual over Target	98%	96%	98.38% PHP25.104 Billion PHP25.517 Billion
SM 7	Percentage of UC-ME disbursed to NPC	$\frac{\Sigma UC\ Actual\ Disbursement}{Total\ UC\ Remittance + Maintaining\ balance}$	8.0	Actual over Target	100%	100%	NPC: PHP3.230 Billion PHP3.230 Billion
	Percentage of UC-ME-REDCI disbursed to RE Developers	$\frac{Total\ Cash\ Incentive\ Disbursed}{\Sigma_{i=1}^n G_i r_i}$ Where: 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 : PHP4.198 Billion PHP4.198 Billion
Sub-total:			70.0				

Perspective 1: Financial



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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	Board approval to commence sale/ privatization	1. Conducted the following procurement activities for the consulting services: <ul style="list-style-type: none"> • Eligibility check for the shortlisting of bidders for the 1st and 2nd rounds, which resulted to both failed biddings; • Series of meetings on the preparation of bidding documents, Request for Proposal (RFP) and Terms of Reference (TOR) for Negotiated Procurement; 2. Received instructions from the Department of Finance (DOF) Secretary to engage Asian Development Bank (ADB) for the study, instead of procuring the services of a private consultant on 03 May 2019; 3. Notified thru e-mail the concerned companies of the cancellation of the Negotiated Procurement on 07 May 2019; and 4. 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
	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) 	Submission to COA of the Agency Appraisal Report (AAR)	Conducted the following activities:
							<ul style="list-style-type: none"> • Bauang DPP (92) 	1. Conducted meeting with Top Consult, Inc. and Value Metrics, Inc. on PSALM's comments in its valuation report on 05 April 2019 2. Secured PSALM Board approval on the authority for PCEO to negotiate the Disposal of Bauang DPP Land to Provincial Government of La Union (PGLU) on 24 April 2019 3. Conducted signing of Memorandum of Agreement between PSALM and PGLU for the sale of land underlying the Bauang DPP Land on 14 June 2019 4. Secured PSALM Board approval for the Purchase Price and approval of/entry into MOA with PPGLU on 24 June 2019
							<ul style="list-style-type: none"> • Batangas CFTPP (57) 	1. Continuous coordination with PSALM Office of the General Counsel (OGC) regarding the Case Folders
							<ul style="list-style-type: none"> • Paranaque CMP with NHA (4) 	1. Secured PSALM Board approval on the authority of the PCEO to negotiate with NHA for disposal of 4.1 hectares lots in line with Implementation of Executive Order No. 68, Series of 2002 on 24 April 2019; and 2. Sent letter to National Housing Authority and City Governor of Paranaque relative to certain requisites and documentary certification on 02 May 2019

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Perspective 2: Customers/ Stakeholders	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 • 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"> • Mexico Central Warehouse (1) • Camalaniugan Substation (1) • Sudipen Campsite (2) • General Santos DPP (3) 	<ol style="list-style-type: none"> 1. Completed the asset profiles; 2. Conducted pre-procurement conference on 08 May 2019; 3. Posted Invitation to Bid on 24 May 2019; and 4. Conducted Public Bidding on 17 June 2019 <ol style="list-style-type: none"> 1. Conducted meeting with NPC-LLRD to follow-up the requested documents relative to Sudipen Properties on 16 May 2019 1. Continuous coordination with PSALM OGC on the required legal opinion pertaining to the legality of the transaction directly with the heirs of the vendor
	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 less than 80%	90% Satisfied Customers	Preparatory Activities	<ol style="list-style-type: none"> 1. Drafting of Terms of Reference for 2019 Customer Satisfaction Survey: <ul style="list-style-type: none"> • Scope of work; • Methodology; and • Timeline
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	Conduct of awareness seminar and documentation of new business processes	<ol style="list-style-type: none"> 1. Commenced the Procurement of Services of Third Party Management System Certification Body through Negotiated Procurement under Small Value Procurement.
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%	Implementation of identified Learning and Development Interventions	<ol style="list-style-type: none"> 1. Identified personnel who will undergo formal interventions and collated similar competency gaps to be addressed for possible conduct of in-house training programs; 2. Coordinated with various training providers for schedules/availability of training programs for personnel with competency gaps and possible conduct of in-house training programs; and 3. Provided following interventions for five (5) 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:
1/ Pursuant to the GCG-approved 2019 Performance Scorecard, the target should be updated once the 2018 yearend FOREX Rate is available