

**NATIONAL POWER CORPORATION
Interim Performance Scorecard**

Performance Measures			Targets	Accomplishment		CGO-B Validation		Supporting Documents	Remarks
Description	Formula	Weight	Data Reference if applicable	2014	Actual	Rating	Score		
MFO 1: Supply of Electricity in Missionary Areas									
Quality 1: Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	$\frac{\sum(\text{Dependable Cap} \times \text{Period Hours} - \text{Losses}) + \sum(\text{Rated Cap} \times \text{Period Hours} - \text{Deactivated Shutdown Hours})}{\sum(\text{Rated Cap} \times \text{Period Hours} - \text{Deactivated Shutdown Hours})}$	4%	Based on Annual Operating Reports	70.15%	66.37%	3.78%	66.37%	3.78%	NPC Monthly Monitoring Report of Performance Targets for Supply of Electricity in Missionary Areas as approved by Mr. Rafael L. Abergas (OIC-Vice President, SPUG).
Quality 2: Percentage of Expected Power Interruption (Forced Outage Rate)	$\frac{\sum(\text{Forced Outage Hours}) + \sum(\text{Operating Hours} + \text{Forced Outage Hours})}{\sum(\text{Operating Hours} + \text{Forced Outage Hours})}$	5%	Based on Annual Operating Reports	0.637%	0.197%	5.00%	0.197%	5.00%	
Quality 3: Plant Operation Efficiency (Net Heat Rate in Btu/kWh)	$\frac{[\sum(\text{Diesel Fuel Consumption}) \times \text{Ave Diesel Fuel Heating Value} + \sum(\text{Bunker Fuel Consumption}) \times \text{Ave Bunker Fuel Heating Value}] \div \sum(\text{Net Generation})}{\sum(\text{Net Generation})}$	5%	Based on Annual Operating Reports	10,839	10,628	5.00%	10,628	5.00%	Onsite validation of the NPC database.
Quality 4: Plant Operational Efficiency (Production Cost in ₱/kWh) ^{-1a}	$\frac{\sum[\text{Fuel} + \text{PS} + \text{MOOE} + \text{Depreciation}] + \sum(\text{Gross Generation})}{\sum(\text{Gross Generation})}$	3%	Based on Annual Operating Reports	18.220	15.599	3.00%	15.599	3.00%	NPC Report on Production Cost Per Books for Supply of Electricity in Missionary Areas as certified correct by

^{-1a} Reflecting of old generating plants in 2013 and 2014.

Performance Measures			Targets	Accomplishment		CGO-B Validation		Supporting Documents	Remarks
Description	Formula	Weight	Data Reference <i>if applicable</i>	2014	Actual	Rating	Score		
									Ms. Lorna T. Dy (Vice President, Administration & Finance) Onsite validation.
Quality 5a: Collection Efficiency w/ ARMM Customers	Total Collections + Total Accounts Receivable	5%	Based on 2013 Collection of Receivables (with ARMM customers)	50.90%	49.47%	4.86%	49.47%	4.86%	NPC Summary Report of Performance Targets for Collection Efficiency as of 31 December 2014 prepared by A.P. Japon (NPC Sr. Dept. Manager, Finance) and approved by L.T. Dy (VP, Administration & Finance) Validated sample of customer accounts.
Quality 5b: Collection Efficiency w/o ARMM Customers		5%	Based on 2013 Collection of Receivables (without ARMM customers)	94.00%	96.80%	5.00%	96.80%	5.00%	
Quantity 1a: Completed Capacity Additions –Lease (in MW)	Σ (Nameplate Ratings of Leased or Commissioned Generation Capacity)	7%	Based on Test & Commissioning Report	42.8	48.20	6.12%	48.20	6.12%	NPC List for Lease of Generating Sets for Various SPUG Plants/Areas Onsite validation.
									Per NPC list, completed capacity additions by lessors in various plants/areas in 2014, are as follows: 1. Monark Equipment Corporation – 42.2 MW 2. Hastings Motor Corporation – 6 MW It is more viable to own than to lease generating sets.

Performance Measures			Targets	Accomplishment		CGO-B Validation		Supporting Documents	Remarks
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Quantity 1b: Completed Capacity Additions – Commissioned (in MW)	$\Sigma(\text{Nameplate Ratings of Leased or Commissioned Generation Capacity})$	3%	Based on Test & Commissioning Report	15.41	2.40		2.40		<p>Copies of NPC Certificates of Taking Over of Operations (GenSets Commissioned) for various SPUG areas</p> <p>Onsite validation.</p> <p>Per NPC, ten (3) Diesel Engine Generator Sets (D/G) are already in commercial operation, (based on commissioning reports), as follows:</p> <ol style="list-style-type: none"> 2x600 kW Diesel Generating Sets at the Power Barge No. 113 1x600 kW D/G Set of Sitangkai Diesel Power Plant 1x600 kW D/G Set of Siasi Diesel Power Plant. <p>Inability to achieve 2014 target was due to delays in some stages of the project.</p>
Transmission Line				155.7	3.81	0.18%	3.81	0.18%	<p>Copies of NPC Certificate of Final Completion (Provisional Acceptance) as approved by Mr. Katambayan Celino (VP, Power Engineering Services) and NPC Certificate of Taking Over Operation as approved by RL Abergas and KS Celino.</p> <p>Rehabilitation/Repair of transmission lines pertains to the following projects:</p> <ol style="list-style-type: none"> Supply and Erection/Installation of 138kV Steel Towers 69kV Steel Poles for Taguilan, Colonia and San Agustin River Crossings in Occidental Mindoro. <p>Per validation, total distance (ckt.km) of transmission lines per project was not indicated in the contract. It is recommended to include such detail.</p>
Subtransmission Line				15	0		0		<p>Contract No. Log MSSP 2013-11-200-JP</p> <p>No reported accomplishment for this measure.</p>

Performance Measures			Targets	Accomplishment		CGO-B Validation		Supporting Documents	Remarks	
Description	Formula	Weight	Data Reference if applicable	2014	Actual	Rating	Score			Rating
Financial 1: Net Operating Income/(Loss) without UCME (Financial Sustainability) (in ₱ Billion) ^{-b}	Net Operating Revenue (w/o UCME) - Total Operating Expenses	15%	Based on 2013 Results of Operations	(6.072)	(5.322)	15.00%	(5.322)	15.00%	SPUG Net Operating Loss w/o UCME as certified correct by L.T. Dy (NPC VP, Admin & Finance)	Validated per submitted supporting document. Two kinds of UCME: 1) SPUG 2) Watershed (requires approval from ERC) PSALM remits UCME to NPC monthly.
Financial 2: Amount Allowed for Recovery from ERC-approved Cost Recovery Mechanisms (SAGR, GRAM, ICERA, UCME and UCME True Up) (in ₱ Billion) ^{-c}	Σ [Actual Approved Amounts (SAGR + GRAM + ICERA + SARR + UCME + UCME True-Up)]	5%	Based on ERC Approval of NPC Petitions	10.080	10.795	5.00%	10.795	5.00%	FY 2014 Net Utility Revenue Report as certified correct by J.M. Mojica. Onsite validation	Validated per submitted supporting document.
Subtotal of Weights:		57%				52.94%		52.94%		
MFO 2: Supply of Electricity in the Main Grid										
Quality 1: Percentage of Readiness of Existing Plants (Equivalent Availability Factor)	$\Sigma(\text{Available Hours}) \div \text{No of Plants} \times \text{Period Hours}$	3%	Based on PSALM Rating	87.43%	92.79%	3.00%	92.79%	3.00%	NPC Report for MFO2: Contribute to the Supply of Electricity in the Main Grid – Operation and Management of Undisposed Plants as signed by VP K. S. Celino (NPC Performance	PB 103 is non-operational because of the damages sustained during typhoon Yolanda. Actual EAF per undisposed plants under Operation and Management Contract, are as follows:
									Plants	Actual EAF (%)
									PB 101	98.64%
									PB 102	97.10%
									PB 104	86.03%
									AGUS I and II	92.55%

^{-b} Universal Charge for Missionary Electrification (UCME)

^{-c} Subsidized/Approved Generation Rate (SAGR), Generation Rate Adjustment Mechanism (GRAM), Incremental Currency Exchange Rate Adjustment (ICERA), UCME and USME True up

Performance Measures			Targets	Accomplishment	CGO-B Validation		Supporting Documents	Remarks			
Description	Formula	Weight	Data Reference if applicable	2014	Actual	Rating			Score	Rating	
									Engineering Services Group)	AGUS IV and V	94.91%
										AGUS VI and VII	85.56%
										PULANGI IV	94.75%
									Sample of an NPC Memorandum for Monthly Operational Report of a Hydroelectric Plant as signed by the Plant Manager	Weighted Average based on allocated Rated Capacity (RC) per Plant	92.79%
Quality 2: Percentage of Expected Power Interruption (Forced Outage Rate)	$\sum(\text{Forced Outage Hours}) + \sum(\text{Forced Outage Hours} + \text{Service Hours})$	3%	Based on PSALM Rating	0.33%	0.016%	3.00%	0.016%	3.00%	Actual FOR per undisposed plants under Operation and Management Contract, are as follows:		
										Plants	Actual FOR (%)
										PB 101	0.033%
										PB 102	0.023%
										PB 104	0.000%
										AGUS I and II	0.007%
										AGUS IV and V	0.000%
										AGUS VI and VII	0.039%
										PULANGI IV	0.008%
										Weighted Average based on allocated Rated Capacity (RC) per Plant	0.016%
Quality 3: Plant Operation Efficiency (Net Heat Rate in Btu/kWh)	$\frac{\sum(\text{Fuel Consumption w/Generation} \times \text{Ave Fuel Heating Value})}{\sum[\text{Net Generation (net of station use)}]}$	3%	Based on PSALM Rating	Assumed privatized	9,212.47	3.00%	9,212.47	3.00%	NPC resumed operations because PSALM was not able to privatize the PBs.		
										Net Heat Rate (NHR) as a measure of efficiency is applicable only to the Power Barges 101-104 (i.e., for its fuel consumption).	
										As validated per NPC's supporting documents, actual NHR per plant are as follows:	
										Plants	Actual NHR (Btu/kWh)
										PB 101	9,414.40
										PB 102	9,295.68

Performance Measures			Targets	Accomplishment		CGO-B Validation		Supporting Documents	Remarks	
Description	Formula	Weight	Data Reference if applicable	2014	Actual	Rating	Score			Rating
									PB 104	8,927.34
									Weighted Average based on allocated Rated Capacity (RC) per Plant	9,212.47
Quality 4: Plant Operational Efficiency (Production Cost in ₱/kWh)	$\Sigma(\text{Fuel Expense} + \text{Personnel Services} + \text{MOOE} + \text{Head Office Allocation}) + \Sigma(\text{Energy Sales})$	3%	Based on Annual Operating Reports			3.00%		3.00%	As validated per NPC's supporting documents, actual POE per plant are as follows:	
4a Hydro Plants (Angat, Agus-Pulangi)				0.500	0.13		0.13		Hydro Plants	Actual POE (₱/kWh)
									Agus I & II	0.14
									Agus IV and V	0.19
									Agus VI and VII	0.10
									Pulangui IV	0.07
									Average	0.13
4b Power Barges (PB-101 thru 104)				N/A	10.19		10.19		Power Barges	Actual POE (₱/kWh)
									PB 101	9.6530
									PB 102	11.2240
									PB 104	9.7016
									Average	10.1929
Quantity 1: Processed IPP Contract Billings (in terms of number of processing days for billings of energy delivered) ^{1d}	N/A	3%	N/A	12	9	3.00%	9	3.00%	NPC- Summary Report on IPP Billings as approved by Sr. Department Manager Rosalito R. Castillo Quarterly Reports as prepared by the Logistics Department.	NPC was able to process IPP contract billings less days than targeted.

^{1d} Number of processing days for billings of energy delivered.

Performance Measures			Targets	Accomplishment		CGO-B Validation		Supporting Documents	Remarks		
Description	Formula	Weight	Data Reference if applicable	2014	Actual	Rating	Score			Rating	
Quantity 2: Cleaning of Book of Accounts of PSALM and NPC (In ₱ Billion)	N/A	10%	N/A	4.758	3.67	7.71%	3.67	7.71%	NPC Monitoring Report for FY 2014	As of 31 December 2014, NPC accomplished cleaning of books with PSALM for the following accounts: Property Accounts (Retained at NPC's Temporary Registry) – ₱3.585 Billion cleaned (NPC JV reference H000095006; H000095071; H000095075; H000095084; S000096228; MA13052309; MB13122414; MA13122440; MD13122436)	
Subtotal of Weights:		25%				21.96%		21.96%			
MFO 3: Management of Dams and Watershed											
Quantity 1: Reforestation of Open Areas (in hectares)	Actual Areas Reforested	3%	Based on Certification by Barangays & LGUs Concerned	250	1,471.8	3.00%	1,471.8	3.00%	NPC Watershed Management Department Accomplishments as signed by Manager E.A. Umali Copies of Certifications by Barangays and LGUs concerned	Validated with internal records	
										UC-EC Funded	
										Reforestation/Agroforestry	Area (has.)
										Angat WAT	25
										Lake Lanao Agus River WAT	170
										Magat WAT	70
										Makiing-Banahaw WAT	10
										Pantabangan WAT	25
										Pulangi WAT	160
										San Roque WAT	1
										Subtotal	511
										Implemented through Partnerships	
										Watershed; Partners	Area (has.)
										Caliraya-Lumot WAT; DENR	447
Makiling-Banahaw WAT; DENR, EPSON Cooperative, LiMA PCOO Cooperative	412										
San Roque WAT; DENR	100										

Performance Measures			Targets	Accomplishment	CGO-B Validation		Supporting Documents	Remarks																					
Description	Formula	Weight	Data Reference if applicable	2014	Actual	Rating			Score	Rating																			
									Tiwi WAT; Tree Planting / LGU-Malinao 1.8 Subtotal 960.8 Total Area Rehabilitated 1,471.8 NPC submits certifications from Barangays and LGUs concerned as part of its filing of petition to the ERC.																				
Quantity 2: Mandatory Dam Inspection	No of Inspections Conducted	5%	Based on Certification by PSALM	10	15	5.00%	15	5.00%	NPC conducted a total of 15 inspections to the following dams:																				
									NPC Report on Dams Management as signed by Manager Romualdo Ma. T. Beltran Copies of Inspection Reports																				
									<table border="1"> <thead> <tr> <th>Dam</th> <th>No. of inspection</th> </tr> </thead> <tbody> <tr> <td>1. Caliraya and Lumot Dams/Dykes</td> <td>2</td> </tr> <tr> <td>2. Ambuklao Dam</td> <td>2</td> </tr> <tr> <td>3. Binga Dam</td> <td>2</td> </tr> <tr> <td>4. Angat Dam</td> <td>2</td> </tr> <tr> <td>5. San Roque Dam</td> <td>2</td> </tr> <tr> <td>6. Buhi-Barit Dams</td> <td>2</td> </tr> <tr> <td>7. Amlan Dam</td> <td>2</td> </tr> <tr> <td>8. Loboc Dam</td> <td>1</td> </tr> <tr> <td>Total:</td> <td>15</td> </tr> </tbody> </table>	Dam	No. of inspection	1. Caliraya and Lumot Dams/Dykes	2	2. Ambuklao Dam	2	3. Binga Dam	2	4. Angat Dam	2	5. San Roque Dam	2	6. Buhi-Barit Dams	2	7. Amlan Dam	2	8. Loboc Dam	1	Total:	15
Dam	No. of inspection																												
1. Caliraya and Lumot Dams/Dykes	2																												
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Total:	15																												

Performance Measures			Targets	Accomplishment		CGO-B Validation		Supporting Documents	Remarks
Description	Formula	Weight	Data Reference if applicable	2014	Actual	Rating	Score	Rating	
Quantity 3: Completed Emergency Action Plan (EAP) for Flood Mitigation	Based on Target Deliverables	5%	Based on Certification by NWRB	4 Updated Protocols and 1 EAP	EAP completed in 2012. Implementation of IEC Program/Drill @ Angat Ambuklao-Binga, San Roque, Caliraya-Lumot	5.00%	EAP completed in 2012. Implementation of IEC Program/Drill @ Angat Ambuklao-Binga, San Roque, Caliraya-Lumot	5.00%	Report on the Conduct of Information and Education Campaign Required EAP for the 4 Dams (Angat Ambuklao-Binga, San Roque, Caliraya-Lumot) were completed in 2012. In replacement for 2014 accomplishment, NPC conducted Information and Education Campaign (IEC) Programs/Drills for the 4 Dams.
Timeliness 1: Eco-Tourism for Angat and Caliraya and Joint Venture	N/A	2%	Based on MANCOM Approval	Business Plan for Caliraya/ Implementation of Eco-Tourism Program for Angat/ Preparation of Business Development Plan for Watershed	Business Plan for Caliraya/ Implementation of Eco-Tourism Program for Angat	2.00%	Business Plan for Caliraya/ Implementation of Eco-Tourism Program for Angat	2.00%	Copy of (i) Ecotourism Development Framework for Angat Watershed and (ii) Caliraya-Lumot Watershed Ecotourism Framework Plan as signed and endorsed by NPC-WMD Manager Emmanuel A. Umali Onsite validation. The Business Plan was approved by MANCOM on 18 December 2014. The Eco-Tourism Program for Angat was launched on 17 December 2014.
Subtotal of Weights:		15%				15.00%		15.00%	
General Administrative Support and Services									
Employee Productivity and Competency									
Quantity 1: Employee Wellness	$\sum(\text{Days of Filed Sick Leaves}) + \text{Total No of Employees}$	1%	Based on Average Sick Leave	2.23	101.375%	1.00%	2.035	1.00%	Employee Attendance in CY 2014 signed by Manager E.C. Leona (NPC-CBD) Onsite validation. Validated submitted supporting document.

Performance Measures			Targets	Accomplishment	CGO-B Validation		Supporting Documents	Remarks					
Description	Formula	Weight	Data Reference if applicable	2014	Actual	Rating			Score	Rating			
Quantity 2: No of officials/staff trained per relevant programs	$\frac{\sum(\text{Actual No of Personnel Trained}) + \sum(\text{Personnel Scheduled for Training})}{\text{per Relevant Program}}$	1%	Based on NPC Training Plan Accomplishment Report			1.00%		1.00%	NPC HRD- Training and Development Division Report as signed by VP Lorna T. Dy (NPC-AFG)	Validated submitted supporting documents.			
2a Managerial				20%	120.47%		102.79%			Rank	Actual	Target	%
2b Supervisory				20%	90.74%		98.29%			M	405	394	102.94%
2c Rank & File				20%	154.46%		168.52%			S	1,091	1,110	98.29%
										RF	1,033	613	168.52%
										Total	2,529	2,117	119.46%
Timeliness 1: Timely Procurement of goods and services (in days)- ^e	Processing days from date of advertisement	1%	N/A	90	90	1.00%	90	1.00%	NPC Logistics Department Report on Procurement of Goods and Services as signed by VP Lorna T. Dy (NPC-AFG) Onsite validation.	Validated submitted supporting documents.			
Subtotal of Weights:		3%				3.00%		3.00%					
TOTAL OF WEIGHTS:		100%				93.65%		93.65%					

^e Measured by no. of processing days from date of advertisement rather than in percentage.