



05 February 2021

MR. CARLOS G. DOMINGUEZ
Chairperson and DOF Secretary

ATTY. MELVIN A. MATIBAG
President and CEO (PCEO)

NATIONAL TRANSMISSION CORPORATION (TRANSCO)
Power Center, Quezon Avenue corner BIR Road
Diliman, Quezon City

**RE : VALIDATION RESULT OF TRANSCO'S
2019 PERFORMANCE SCORECARD**

Dear Sec. Dominguez and PCEO Matibag,

This is to formally transmit the validation result of TRANSCO's 2019 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, TRANSCO gained an over-all score of **85.44%** (See **Annex A**). The same is to be posted on TRANSCO's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

In relation to the grant of 2019 PBB to eligible officers and employees, TRANSCO failed to satisfy the requirements for GCG M.C No. 2019-02,² particularly the achievement of a weighted average score of at least 90% in its 2019 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. 10149.³

Consequently, pursuant to GCG M.C. No. 2018-04,⁴ failure to qualify for the PBB means that the Appointive Members of the Governing Board of TRANSCO shall not be qualified to receive the Performance-Based Incentive (PBI).

FOR TRANSCO'S INFORMATION AND GUIDANCE.

Very truly yours,

cc: COA Resident Auditor – TRANSCO

¹ Code of Corporate Governance for GOCCs, dated 28 November 2012.

² Interim Performance-Based Bonus (PBB).

³ GOCC Governance Act of 2011.

⁴ Interim Performance-Based Incentive (PBI) System for Appointive Directors of GOCCs covered by GCG for 2016 and for the Years Thereafter.

**NATIONAL TRANSMISSION CORPORATION (TransCo)
Validated 2019 Performance Scorecard**

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks																											
Objective/Measure	Formula	Wt.	Rating System	2019	Actual	Rating	Actual	Rating																														
CUSTOMERS / STAKEHOLDERS	SO 1	Enhance Customer/Stakeholders Satisfaction in Line with the Mandates of TransCo																																				
	SM 1	Percentage of Satisfied Customers	Total No. of Satisfied Respondents over Total No. of Respondents	10.00%	Actual over Target 0% = If less than 80%	90% ¹	97.25%	10.00%	97.25%	0.00%	<ul style="list-style-type: none"> 2019 Customer Satisfaction Survey (CSS) prepared by Development Academy of the Philippines (DAP) Five sample accomplished survey questionnaire 	<p>Breakdown of the CSS result on the overall satisfaction of TransCo:</p> <table border="1"> <thead> <tr> <th>Satisfaction</th> <th>No. of respondents</th> <th>%</th> <th>% of Satisfied Customers</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied</td> <td>41</td> <td>37.61</td> <td rowspan="2">97.25</td> </tr> <tr> <td>Satisfied</td> <td>65</td> <td>59.63</td> </tr> <tr> <td>Neither</td> <td>3</td> <td>2.75</td> <td></td> </tr> <tr> <td>Dissatisfied</td> <td>0</td> <td>0</td> <td></td> </tr> <tr> <td>Very Dissatisfied</td> <td>0</td> <td>0</td> <td></td> </tr> <tr> <td>TOTAL</td> <td>109</td> <td>100%</td> <td></td> </tr> </tbody> </table> <p>TransCo, however, is credited with zero rating for failing to comply with all the requirements provided in the standard methodology, particularly on quality control. Under Part IV, Item 9(h) of the Standard Methodology, at least 30% of the total responses must be backchecked and spot-checked. The report submitted by TransCo, however, does not indicate how much of the interviews were spot-checked and back-checked.</p>	Satisfaction	No. of respondents	%	% of Satisfied Customers	Very Satisfied	41	37.61	97.25	Satisfied	65	59.63	Neither	3	2.75		Dissatisfied	0	0		Very Dissatisfied	0	0		TOTAL	109	100%
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¹ Using the Standard Methodology and Questionnaire developed by GCG.

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Wt.	Rating System	2019	Actual	Rating	Actual	Rating			
SO 2	Ensure Continuous Supply of Electricity										
SM 2	System Availability (SA) (Measures the long-term average fraction of time that a component or system is in service and satisfactorily performing its intended function)	The sum for all circuit hours <u>available</u> (Number of circuits) x (Number of hours in period)	4.00%	Actual over Target	Luzon - 99.19% Visayas - 99.52% Mindanao - 99.53%	Luzon - 99.35% Visayas - 99.76% Mindanao - 99.78%	4.00%	Luzon - 99.35% Visayas - 99.76% Mindanao - 99.78%	4.00%	<ul style="list-style-type: none"> NGCP Transmission Lines and Substations Performance Report CY 2019 	Validated with supporting documents.
SM 3	System Interruption Severity Index (SISI) [Measures the severity of interruption (in system-minutes) of a single delivery point or a system]	Ratio of the unserved energy to the system peak load: {[MW lost x duration (min)]/System Peak Load (MW)}	4.00%	Actual over Target	Luzon - 17.96 mins Visayas - 121.83 mins Mindanao - 30.74 mins	Luzon - 18.83 mins Visayas - 84.29 mins Mindanao - 41.05 mins	1.33%	Luzon - 5.09 mins Visayas - 10.94 mins Mindanao - 9.44 mins	4.00%	<ul style="list-style-type: none"> NGCP Transmission Lines and Substations Performance Report CY 2019 Updated NGCP Transmission Lines and Substations Performance Report CY 2019 	Validated with supporting documents.
SO 3	Ensure Uninterrupted Access for the Operation and Maintenance by the NGCP of the Existing Transmission Lines and other Transmission-Related Facilities										
SM 4	No. of ROW Claims/Cases Approved for Settlement or Expropriation Cases Initiated	Σ No. of ROW Claims/cases approved for settlement + Σ No. of Expropriation Cases Initiated	8.00%	Actual over Target	200	201 (144 expropriation cases initiated and 57 approved for settlement)	8.00%	187 (130 expropriation cases initiated and 57 approved for settlement)	7.48%	<ul style="list-style-type: none"> Report on Claims/Cases with Approved Settlement/Authority to Pay as of 31 Dec 2019 Report on Expropriation Cases Initiated as of 31 Dec 2019 Case Files and Checklist of Cases 	The 14 cases under Inverse Condemnation reported as accomplishment were excluded from the validated accomplishment as the measure pertains to expropriation cases initiated. Cases under Inverse Condemnation, however, may be considered under "ROW Claims or Cases Approved for Settlement" should the cases conclude with a settlement.

CUSTOMERS / STAKEHOLDERS

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Wt.	Rating System	2019	Actual	Rating	Actual	Rating				
SO 4	Efficient Administration of the Feed-in Tariff (FIT) Allowance Fund ²											
SO 5	Ensure NGCP's Implementation of Corrective Actions Based from the Findings by TransCo											
CUSTOMERS / STAKEHOLDERS	SM 5	Total Number of Major Findings/Observations Corrected	Σ No. of major findings/observations corrected over total agreed major observations for correction	5.00%	Actual over Target	81%	72.51%	4.48%	72.51%	4.48%	<ul style="list-style-type: none"> • CY 2019 Closeout Rate Monitoring • Actual List and Status of Inspections Observations 	1,042 out of the total 1,437 major findings/ observations were closed/ corrected by NGCP.
	SM 6	Total Number of Minor Findings/Observations Corrected	Σ No. of minor findings/observations corrected over total agreed minor observations for correction	5.00%	Actual over Target	83%	85.37%	5.00%	85.37%	5.00%	<ul style="list-style-type: none"> • Copy of email correspondences by TransCo and NGCP representatives • Letters from NGCP re Response/ Updates to TransCo Observations • Justification for failure to meet the target 	3,070 out of the total 3,596 minor findings/ observations were closed/ corrected by NGCP.
	Subtotal		36.00%				35.48%		24.96%			

² Measure on "timely release of payments to RE Developers" excluded. Outcome measured under Customers Satisfaction Rating.

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks												
Objective/Measure	Formula	Wt.	Rating System	2019	Actual	Rating	Actual	Rating															
FINANCIAL	SO 6	Ensure TransCo's Operational Viability																					
	SM 7	Reduction of Construction Work In Progress (CWIP) Presented Under Comprehensive Income (Loss) Account	Actual Amount of CWIP Reduced	5.00%	Pass or Fail	₱1.05 Billion	₱1.07 Billion	5.12%	₱1.07 Billion	5.00%	<ul style="list-style-type: none"> • Summary Schedule • Journal Vouchers • Journal Vouchers Coding Sheets • 2019 COA Audited Financial Statements (FS) 	The ₱1.07 Billion reduction brings down the CWIP balances in the <i>Comprehensive Income (Loss) Account</i> to ₱3.04 Billion or a decrease by 26% (from ₱4.11 Billion).											
	SM 8	Cost Efficiency	Controllable <u>OPEX</u> Revenues	8.00%	Actual over Target	0.04781	0.03424	8.00%	0.03424	8.00%	<ul style="list-style-type: none"> • Cost Efficiency Report 31 December 2019 • Condensed Statement of Financial Performance as of 31 December 2019 • Supporting computation for Uncontrollable Cost • Schedule of PS/MOOE for CY 2019 • 2019 COA Audited FS 	Detailed breakdown is as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Particulars</th> <th>Amount (In ₱ Millions)</th> </tr> </thead> <tbody> <tr> <td>Total Operating Expenses</td> <td>391.53</td> </tr> <tr> <td>Less: Uncontrollable Cost</td> <td>49.98</td> </tr> <tr> <td>Controllable Cost (A)</td> <td>341.55</td> </tr> <tr> <td>Total Revenues (B)</td> <td>9,973.96</td> </tr> <tr> <td>Cost Efficiency (A/B)</td> <td>0.03424</td> </tr> </tbody> </table>	Particulars	Amount (In ₱ Millions)	Total Operating Expenses	391.53	Less: Uncontrollable Cost	49.98	Controllable Cost (A)	341.55	Total Revenues (B)	9,973.96	Cost Efficiency (A/B)
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Objective/Measure	Formula	Wt.	Rating System	2019	Actual	Rating	Actual	Rating				
SM 9	Collection of Revenues re 3rd Reg. ROW Related Capex	Actual amount collected	5.00%	Actual over Target	₱358M	₱108.91M	1.52%	₱108.91M	1.52%	<ul style="list-style-type: none"> • TransCo Official Receipt No. 0029812 dated 29 May 2019 • TransCo Official Receipt No. 0029955 dated 05 August 2019 • Letter from NGCP to TransCo re ROW Related CAPEX of the TransCo, dated 01 August 2019 	NGCP's total payment to TransCo amounted to ₱108,912,357.00. NGCP, in its letter dated 1 August 2019, informed TransCo that "[w]ith regard to the remaining claims, NGCP is still validating the supporting documents and once completed, we will facilitate the reimbursement for these claims".	
FINANCIAL	SM 10	Number of Monitoring Reports on Estimated Recovery Payment	Σ No. of monitoring reports on estimated recovery payment	3.00%	Actual over Target	4	4	3.00%	4	3.00%	<ul style="list-style-type: none"> • Copy of reports to the Board dated 15 March 2019, 15 May 2019, 09 September 2019 and 06 November 2019 	Validated with supporting documents.
	Subtotal		21.00%				17.64%		17.52%			

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Wt.	Rating System	2019	Actual	Rating	Actual	Rating				
INTERNAL PROCESS	SO 7	Enhance Performance on Mandated Roles and Responsibilities										
	SM 11	Collection Efficiency (FIT-All)	Fit-All Fund Collection over Total Fit-All Fund Receivables	3.00%	Actual over Target	94.00%	94.06%	3.00%	94.06%	3.00%	<ul style="list-style-type: none"> Collection Efficiency Report as of 31 December 2019 Summary of FIT-All Receivables and Remittance of FIT-All Collections to Agents for 2019 2019 FIT-All Financial Statements 	TransCo collected ₱19,941,687,654 out of the ₱21,202,135,875 FIT-All receivables.
	SM 12	TRFLAT Annual Report Submitted to DOE, ERC and NGCP.	Annual Report submitted to DOE, ERC, and NGCP	5.00%	Pass or Fail	1 Annual Report	1 Annual Report	5.00%	1 Annual Report	5.00%	<ul style="list-style-type: none"> Transmittal of Joint PSALM-TransCo TRFLAT IBR report to NGCP, copy furnished DOE, and ERC dated 19 December 2019 (with Annexes) 	Validated with supporting documents.
	SM 13	Percentage of NGCP Projects Reviewed (technical review/assessment) within forty-eight (48) days	Projects reviewed and acted upon <i>within 48 working days from publication date</i> over Projects filed by NGCP	5.00%	Actual over Target	100% ³	1/1 within 29 days	5.00%	100%	1/1 within 23 working days	5.00%	<ul style="list-style-type: none"> TransCo's Technical Analysis on NGCP's Application for the Approval of the Palawan-Mindoro Interconnection Project (Stage 1) dated 16 April 2019

³ Subject to compliance with Republic Act 11032: "An Act Promoting Ease of Doing Business and Efficient Delivery of Government Services, Amending for the Purpose Republic Act No. 9485, Otherwise Known as the Anti-Red Tape Act of 2007, and for Other Purposes," signed 28 May 2018.

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks													
Objective/Measure	Formula	Wt.	Rating System	2019	Actual	Rating	Actual	Rating																
SM 14	Number of Final Inspection Reports Submitted to NGCP	$\frac{\Sigma \text{ No. of Final Inspection Reports submitted to NGCP within 13 working days}}{\Sigma \text{ Total No. of Final Inspection Reports}}$	7.00%	Actual over Target	85	73	6.01%	73	7.00%	<ul style="list-style-type: none"> List of Inspections of Transmission Assets and Projects (CY 2019) Actual Inspection Reports NGCP Acknowledgement letter of Annual Inspection Schedule NGCP Letter replies to TransCo Travel Reports 	<p>Twelve (12) target inspections on NGCP projects were excluded as NGCP did not allow TransCo to inspect its ongoing projects claiming that it is not covered by the inspections allowed in the Concession Agreement (CA).</p> <p>Considering that this issue must be settled pursuant to the dispute resolution under the CA, the 12 targeted inspections on NGCP projects are excluded from the total target inspections.</p>													
INTERNAL PROCESS	SM 15	No. of ROW Claims Validated	$\Sigma \text{ Actual number of ROW claims validated}$	6.00%	Actual over Target	276	280	6.00%	282	6.00%	<ul style="list-style-type: none"> Report on Status of ROW Claims for 2018 Actual ROW Claims 	<p>The breakdown of the accomplishment is as follows:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Area</th> <th>No. of Claims</th> </tr> </thead> <tbody> <tr> <td>North Luzon</td> <td>66</td> </tr> <tr> <td>South Luzon</td> <td>58</td> </tr> <tr> <td>Visayas</td> <td>67</td> </tr> <tr> <td>Mindanao</td> <td>91</td> </tr> <tr> <td>TOTAL</td> <td>282</td> </tr> </tbody> </table>	Area	No. of Claims	North Luzon	66	South Luzon	58	Visayas	67	Mindanao	91	TOTAL	282
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SM 16	Length of T/L and S/S Profiled and Identified	N/A	5.00%	Actual over Target	5,083 km	5,441 km	5.00%	5,038 km	4.96%	<ul style="list-style-type: none"> Detailed Summary of As-Built/Sketch Plans covering 5,442km of T/L profiled Actual As-Built/Sketch Plans covering 5,038 km of transmission lines profiled 	Discrepancy between the reported and validated accomplishment is due to the following findings: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;">Particulars</th> <th style="width: 20%;">km</th> </tr> </thead> <tbody> <tr> <td>TransCo Reported Accomplishment</td> <td style="text-align: right;">5,441.81</td> </tr> <tr> <td>Add/(Less):</td> <td style="text-align: right;">(403.93)</td> </tr> <tr> <td>2018-19 Survey Project</td> <td></td> </tr> <tr> <td>Schedule 2: RASA – no As Built Plan</td> <td style="text-align: right;">(123.01)</td> </tr> <tr> <td>Schedule 5: H.O Noveloso – no As Built Plan</td> <td style="text-align: right;">(42.45)</td> </tr> <tr> <td>Schedule 6: Thetan – no As Built Plan</td> <td style="text-align: right;">(111.21)</td> </tr> <tr> <td>Schedule 11: R.C. Tollo – no As Built Plan</td> <td style="text-align: right;">(127.26)</td> </tr> <tr> <td>TransCo Validated Accomplishment</td> <td style="text-align: right;">5,037.88</td> </tr> </tbody> </table>	Particulars	km	TransCo Reported Accomplishment	5,441.81	Add/(Less):	(403.93)	2018-19 Survey Project		Schedule 2: RASA – no As Built Plan	(123.01)	Schedule 5: H.O Noveloso – no As Built Plan	(42.45)	Schedule 6: Thetan – no As Built Plan	(111.21)	Schedule 11: R.C. Tollo – no As Built Plan	(127.26)	TransCo Validated Accomplishment	5,037.88
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SO 8	Divest Remaining Sub-Transmission Assets to Qualified Distribution Utilities Even as the Operation and Maintenance of Such Assets are Already Transferred to NGCP																												
SM 17	No. of Signed Joint Applications	Σ No. of Joint Applications Filed with ERC	2.00%	Actual over Target	2	2	2.00%	2	2.00%	<ul style="list-style-type: none"> Copy of Signed Joint Applications (ERC Case Nos. 2019-094 RC and 2019-095 RC) filed with the ERC 	ERC Case Nos. 2019-094 and 2019-095 were officially received by the ERC on 20 December 2019.																		
Subtotal			33.00%				32.01%		32.96%																				

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Wt.	Rating System	2019	Actual	Rating	Actual	Rating				
LEARNING AND GROWTH	SO 9	Comprehensively Link Individual Performance to the Goals of the Organization										
	SM 18	Percentage of Employees with Required Competencies Met	No. of Employees with Required Competencies Met Total Employees	5.00%	Actual over Target	30.00%	30%	5.00%	62.04%	5.00%	<ul style="list-style-type: none"> Employee Competency Report for 2019 Rating Sheets TransCo List of Employees 	134 out of 216 employees (62.04%) have met the required competencies.
	SM 19	Compliance to Quality Standards	ISO 9001 Certificate Awarded	5.00%	Pass or Fail	Surveillance Audit Passed	Surveillance Audit Passed	5.00%	Surveillance Audit Passed	5.00%	<ul style="list-style-type: none"> ISO 9001:2015 Certificate No. 01-100-1634748 issued by TUV Rheinland Certified True Copy of TUV Rheinland Audit Report 	TransCo passed the surveillance audit as reflected in TUV Rheinland's Audit Report.
	Subtotal		10.00%				10.00%		10.00%			
TOTAL		100.00%				92.34%		85.44%				