

Republic of the Philippines National Electrification Administration

26 July 2006

NEA MEMORANDUM No. 2006-021

TO

ALL ELECTRIC COOPERATIVES

SUBJECT

SCORECARD ON CORPORATE GOVERNANCE

FOR ELECTRIC COOPERATIVES (ECs)

The Scorecard on Corporate Governance (SCG) is a tool to assess the overall performance or health profile of ECs at all levels, and identify their strengths and weaknesses in order to improve their ability to face stiff competition in the restructured power industry. Enclosed is mechanics of the SCG.

The performance measures by which ECs are to be assessed are the financial, technical, institutional and information technology perspectives. The institutional perspective has a new dimension, and that is the critical role of the Board of Directors. Its sound and effective governance shall be measured by its ability to ensure that the EC attains institutional stability, financial viability and technical efficiency through its corporate decisions and required management actions.

The major bases of measuring ECs performance are the progress made in achieving the targets set in the ICPM, and the primary data that will be collected through a set of Questionnaires as well as the Cross Validation on EC information and services that shall be done by NEA. As feedback mechanism, the result of the SCG shall be sent to the ECs as a guide in instituting corrective measures to improve operation. The same results shall be used in the overall performance evaluation of ECs.

The Scorecard on Corporate Governance shall take effect immediately, and shall be undertaken on a semestral basis, beginning the second half of this year for selected ECs, and for all ECs next year, 2007.

The ECs are enjoined to participate and fully comply with the requirements of the SCG to truly reflect their overall performance.

EDITA S. BUENO

Administrator

NATIONAL ELECTRIFICATION ADMINISTRATION IN PEPLYINGS PLS. CITE: #08008983

NEA-OHOODES

SCORECARD ON CORPORATE GOVERNANCE FOR ECS

I. BACKGROUND

Corporate governance has emerged as the key element defining the character of corporations and determining their performance. It deals with the manner by which firms are directed and controlled and by which accountability and transparency for corporate decisions and management actions are established.

Given that corporate governance impacts on performance, in the measurement of ECs performance, it is necessary to find out critical factors that contribute to their performance. In the past, the monitoring or assessment of ECs performance was based on identified nine (9) Key Performance Indicators (KPI). However, this may not be enough to assess the overall strengths and weaknesses of ECs since there are other vital areas of concerns or perspectives which were not measured (i.e. customer perspective as well as internal perspective).

In this regard, a new mechanism is hereby adopted in the monitoring and assessment of ECs performance through the Scorecard on Corporate Governance for Electric Cooperatives (SCG).

II. OBJECTIVE

The Scorecard shall be used as a tool to assess the overall performance or health profile of ECs at all levels and identify strengths and weaknesses in order to improve their ability to compete in the deregulated environment.

III. METHODOLOGY

- A. Identify/establish performance measure/area by which ECs are to be monitored. Each performance measure/area has an assigned weight (in %) depending on its importance. The basis of measuring ECs performance is on the progress made in achieving the targets set in their ICPM...
- B. Review of secondary data like the MFSR, Audit Report and MER. Result of KPI shall be determined using the MFSR as the source document.
- C. Develop Survey Questionnaire to collect primary data. There will be three sets of Questionnaire for: ICPM Institutional Activities, ICPM Technical Activities, and Information Technology.
- D. Send the Questionnaire to 71 ECs (AMGD) and 47 ECs (MAG).

- E. Cross validation on EC information and services shall be done by NEA through community groups such as the Multi-Sectoral Electrification Advisory Council (MSEAC), composed of representatives who are member-consumers of ECs, among others.
- F. The returned Questionnaires, results of KPIs and cross validation will be given scores and analyzed to identify ECs strengths and weaknesses.
- G. As feedback mechanism, the SCG shall be sent to the ECs for them to institute corrective measures to improve operation.

IV. AREAS OF PERFORMANCE ASSESSMENT

A.	Financial Perspective	<u>30%</u>
	Ave. Days Receivable	8%
	Net Margin	6%
	Non Power Cost / Customer	5%
	Payment to National Electrification Administration	5%
	Payment to GENCO	4%
	Payment to National Transmission Corporation	2%
В.	Technical Perspective	<u>30%</u>
	System Loss Reduction	10%
	System Loss Segregation	5%
	Reliability	5%
	Project Implementation	5%
	Power Quality	3%
	Power Factor	2%
C.	Institutional Perspective and Information Technology	<u>40%</u>
	Corporate Governance	10%
	Human Resource Development	6%
	Member-Consumer Development	6%
	Image Building Activities	4%
	District Election	2%
	Annual General Membership Assembly	2%
	Information Systems/Systems Applications	3%
	Operational Website	2%
	Inter-Connectivity/Internet Access	2%
	Information Communication Technology Planning	2%
	Video and Audio Conferencing Facility	1%
	Other ICT Innovations	Bonus

TOTAL <u>100%</u>

V. OVERALL RATING PERFORMANCE

Total Scores	Adjectival Rating
90 – 100%	- Outstanding (5 常常常常常)
75 – 89 %	- Very Satisfactory (4 🕏 🕏 🕏)
60 – 74%	- Satisfactory (3 🕏 🏂 🕏
50 - 59%	- Fair
49 below	- Poor

VI. FREQUENCY OF ASSESSMENT

The performance assessment shall be conducted on a semestral basis to start this year.

QUESTIONNAIRE ON INFORMATION & COMMUNICATION TECHNOLOGY

Name of EC:	
This is one of a 3-part questionnaire to serve a effectiveness of the institutional, technical and inform on information technology activities, your answer contributions of these activities in the improvement accomplished questionnaire to NEA-AMGD on or be	mation technology activities. Focusing mainly s shall reveal the coop's standing and the of its overall operations. Please return the
I. Information Systems/ System Applications	
1. What part of your Meter Reading, Billing & Collect	tion (MRBC) System is computerized?
	Operational Yes No
a) meter reading b) billing c) collection d) tellering	
Are you using hand held device? (PSION, Ro	over, etc.) Yes No
2. Other than the MRBC, do you have other operation Yes No Please check below:	onal computerized system ?
a.) Accountingb.) Member Consumer Monitoringc.) Payroll, HRIS, Inventory etc.)d.) Others,	
II. Inter-connectivity/ Internet Access	
3. Do you have an operational/active Local Area Ne	twork System (LAN) ? YesNo
Please indicate number of servers worksta	ations
Do you have an active internet connection/internet Please check below:	et service provider? Yes No
a.) Broadband Speed(MBPS) b.) DSL Speed c.) Modem/Dial up Speed d.) Others,	Dedicated? Yes No
III. Information Communication Technology Plan	nning (ICT Planning)
4. Do you have any of the following:	Yes No Status
 A. ICT Plan (3 to 5 years) B. Project Plan (3 to 5 years) C. Information System Plan (3 to 5 years) D. ICT Procurement Plan (3 to 5 years) 	s)

IV. Operational Website (optional to Island EC)	
5. Do you have a Website? Yes No	
Please check status/level :	Level
 a) Static b) Dynamic c) With web enabled transactions (SMS, Electronic Banking, Billing, etc.) 	
Please indicate website address:E-mail address:	
Do you have your own electronic mail facility for the compail, Hotmail, etc.? Yes No	oop other than standard yahoo,
V. Video & Audio Conferencing Facility (Not applicable	
Do you have the following: a) video conferencing b) RQIM facility	Operational Yes No
6.1 Did you have an active/consistent RQIM connection for Yes No If not, please cite reason/s:	
VI. Other ICT Innovations	
7. Do you have other ICT Innovations like: Yes	No
 a) Broadband Over Power lines (BPL) b) Open Source (OS) based applications c) Others (you can prepare separate sheet if necessary) 	
Accomplished by:	
MIS Head/Officer/LAN Administrator	
Date:	
	Concurred by:
	General Manager
	Board President
	Date:

ICPM INSTITUTIONAL ACTIVITIES QUESTIONNAIRE

Name o	f EC:		
instituti ICPMs. the con	one of a 3-part questionnaire to serve as a monitoring tool that will measure the onal, technical and information technology activities as listed down by the coop Focusing mainly on institutional development, your answers shall reveal the catributions of these activities in the improvement of its overall operations. lished questionnaire to NEA-AMGD on or before May 15, 2007. Thank you very	o in their coop's sta Please	respective inding and
GOOI	GOVERNANCE		
1.	Have your Board Directors attended the Seminar on Good Corporate Governance?	YES	NO
2.	Is there a Corporate Governance Policy formulated by the board?		
3.	Is there an enforcement program for such policy?		
4.	 Have your Board Directors adopted policies on the following? a. Transparency (e.g. procurement, availability of minutes of board meeting, etc.) b. Compliance to audit recommendation c. Code of conduct for EC BOD d. Others (specify) 		
5.	Do you have trainings on EPIRA and other issues/concerns that would capacitate the BOD to ensure their effective participation in Board activities? a. WESM b. Open access c. Others (specify)		
6.	Does your Board conduct an annual evaluation to assess its performance based on: a. Monitoring/evaluation of EC financial performance b. Formulation of policies to attain ICPM objectives c. Audit recommendations		
7.	Does your Board evaluate the performance of the GM? How often? a. Quarterly b. Semi-annually c. Annually		
8.	In what way does the board monitor management vis-à-vis the objectives set in the ICPM? a. Submission of reports b. Board meetings c. Review of Annual report d. Review of Audit report		
9.	Are there specialized committees organized to support the Board in performing its functions? a. Oversight committee b. Financial committee c. Technical committee		

		 d. Administrative committee e. Audit committee f. Grievance committee g. Others (specify) 			
	10.	How often do these specialized committees meet? a. Once a month b. Twice a month c. Others (specify)			
	11.	How often does the Board meet with the employees? a. Quarterly b. Semi-annually c. Others (specify)			
		Does your Board of Directors have working knowledge/background on: a. Legal matters b. Financial matters c. Technical operations d. Management principles e. EPIRA (Open Access/ WESM) f. ERC Decisions (Rates, CAPEX, Compliances, etc.)			
	13.	Does your Internal Audit Group implement strictly the audit standard procedures and controls to ensure compliance with relevant laws, regulations and established business practices? a. Internal control on cash/collection b. Internal control on materials /equipment/supplies c. Close out of Construction Work in Progress (CWIP) d. Others (specify)			
	14.	Do you conduct policy implementation audit to determine whether policies are strictly implemented?			
H		Is your Internal Audit Manager monitored by or submit reports to the Board through the Audit Committee? How often? a. Monthly b. Quarterly c. Annually N RESOURCE DEVELOPMENT			
		Have you implemented an organizational re-structuring attuned to the needs of the reformed electricity environment? a. Energy Trading Office b. Corporate Planning/Info. Tech. Office c. Assets Management Div. d. Others (specify)	YES	NO	
	2.	Do you regularly hold employee assemblies? How often?			
	3.	Do you conduct management committee meetings? How often?			
	4.	Do you have an existing performance evaluation system?			

	5.		have training programs related to EPIRA, WESM? Pls. specify	1 and Corporate —		
	6.		ou developed a training assessment program to eveness of your trainings?	aluate the		
	7.	Do you	strictly implement the EC Code of Ethics/Discipl	line?		
M	EM]	BER-CO	ONSUMER DEVELOPMENT			
A.	Cu	stomer S	Service		YES	NO
	1.	What is	the coop's consumer-employee ratio?			
	2.		ou complied with the Customer Service Standards ation Code?	s as required in the		
		If yes, p	please indicate the measure of performance for each	ch Customer Service	Standard	
		a.	Processing of application for electric connection including estimates of charges	TARGET (specify no. of days	ACTUA / no. of hou	
		b.	Service connection			
		c.	Restoration of service after a fault interruption on the secondary side, including service drop/lateral			
		d.	Power quality complaints			
		e.	Informing customers on schedule of power interruptions			
		f.	Responding to emergency calls			
		g.	Billing queries and complaints			
		h.	Payment queries and complaints			
		i.	Meter complaints			
		j.	Reconnection of service			
		k.	Making and keeping of appointments			

Which of the following is practised for consumer feedback? a. Survey/questionnaire b. Suggestion box c. Short Messaging System (SMS) d. Others (specify) **IMAGE BUILDING ACTIVITIES** A. Practices and Innovations 1. In what way do you disseminate information to your member-consumers? YES NO a. Radio programs b. Print materials (newsletter, annual report, etc.) c. Advertisements (TV, radio, print) d. Pulong Pambarangay e. Public announcements (rekoreda, etc.) f. Postings (main/area office bulletin board, etc.) Which of the following do you practice to build the coop's image? a. Political networking b. Consultations with GOs and NGOs c. Media connections d. Consumer Relations Program e. Community projects 3. Have you introduced any innovation to facilitate your institutional activities? Pls. specify **B.** Consumer Groups 1. Do you organize/revitalize District Electrification Committees/ Member-Consumer Electrification Committees (DEC/MCEC)? 2. Does your DEC/MCEC actively participate in your info dissemination activities and other programs that would improve EC over-all performance? 3. How often do you conduct meetings/consultations with your DEC/MCEC? a. Monthly b. Quarterly c. Semi-annually d. Others (specify) DISTRICT ELECTION YES NO 1. Do you regularly hold district elections? a. As per the by-laws b. Deferred with NEA approval

B. Customer Feedback

c. Others (specify)

2.	What is level of participation of member-consumers? Ave a. 10% below b. 11% - 20% c. Above 20%	rage of:
ANNI	UAL GENERAL MEMBERSHIP ASSEMBLY	
1.		YES NO
2.	What is the number of attendees during your last AGMA? a. Total number of attendees b. Percentage of attendance	,
3.	What is your biggest number of attendance on record for t	he last 5 years?
4.	Do consumer groups actively participate in your AGMA?	
Date ac	ccomplished:	
Accom	nplished by: ISD Manager	
Concur	rred by: General Manager	
	Board President	

QUESTIONNAIRE ON ICPM TECHNICAL ACTIVITIES

Name of EC:			
This is one of a 3-part questionnaire to serve as a monitorieffectiveness of the institutional, technical and information adown by the coop in their respective ICPMs. Focusing myour answers shall reveal the coop's standing and the contribe improvement of its overall operations. Please return the to NEA-AMGD on or before May 15, 2007. Thank you very the	technology a ainly on tec ibutions of t accomplish	ectivities as li hnical activi hese activitie	sted ties, es in
I. System Loss Segregation	Yes	No	
1) Is the System Loss Segregation of all feeders completed?			
	Number Target	of Feeder Actual	% Completion
	Target	Tietaar	r
II. System Reliability			
1) What is the level of the following Reliability	Indices?		
a) SAIFI	2005	2006	
b) SAIDI	2005	2006	
c) MAIFI	2005	2006	
2) Is the installation of your Primary Circuit Breakers completed?	Yes Number Target	no C. B. Actual	

	3) Is the installation of Circuit Breakers co.		Yes Number of Target	No f C. B. Actual	
	4) Is Preventive Maint substations conduct		Yes	NoActual	
III. Proje	ect Implementation				
	Is the installation of completed?	Power Substation	Yes	No	
	Capacity 5 MVA	Quantity	Complete Target	ion Date Actual	%Completion
	Capacity 10 MVA	Quantity	Completi Target	ion Date Actual	%Completion
	Capacity 15 MVA	Quantity	Complete	ion Date Actual	%Completion
	Capacity 20 MVA	Quantity	Completi Target	ion Date Actual	%Completion
	Capacity 30 MVA	Quantity	Completi Target	ion Date Actual	%Completion

Yes No Number of Barangay Target Actual Yes No Number of Barangay Target Actual Yes No Number of Sitio Target Actual Number of Sitio Target Actual Number of Sitio Target Actual	%Completion
Target Actual Yes No Number of Barangay Target Actual Number of Sitio Target Actual Yes No Number of Sitio Target Actual Number of Sitio Target Actual Number of Sitio Target Actual	
Target Actual Yes No Number of Barangay Target Actual Number of Sitio Target Actual Yes No Number of Sitio Target Actual Number of Sitio Target Actual Number of Sitio Target Actual	
Yes No Number of Barangay Target Actual Yes No Number of Barangay Target Actual Yes No Number of Sitio Target Actual Number of Sitio Target Actual Number of Sitio Target Actual	
3) Is the energization of Barangays/ Sitios completed? Number of Barangay Target Actual Yes No Number of Sitio Target Actual Actual Actual Yes No Yes No)]
3) Is the energization of Barangays/ Sitios completed? Number of Barangay Target Actual Yes No Number of Sitio Target Actual Actual Actual Yes No Yes No)]
Number of Sitio Target Actual 4) Transformer Load Management 4.1 Is the installation of distribution Yes No	
4) Transformer Load Management 4.1 Is the installation of distribution Yes No	ı
4) Transformer Load Management 4.1 Is the installation of distribution Yes No]
4) Transformer Load Management 4.1 Is the installation of distribution Yes No	7
4) Transformer Load Management4.1 Is the installation of distribution Yes No	-
4.1 Is the installation of distribution Yes No	-
4.1 Is the installation of distribution Yes No	_
transformers completed? Number of Distribution Transformer Target Actual	n
5) Meterings	
Is the installation of KWH Meter and Metering equipment completed?	
Yes No)
5.1 Replacement of defective KWH Meters	7
Number of meter	_]
Target Actual	-
Taiget Actual	-

5 O H	Yes	No
5.2 Unmetered consumers		
	Number	
	Target	Actual
5.3 Pole-metering/ Meter Clustering	Yes Number of Target	No of meter Actual
5.4 Primary Metering of 300KVA & above consumers or per EC Metering Application Policy	Yes	No
	Number of Target	of meter Actual
5.5 Feeder Metering	Yes Number of Target	No of meter Actual
Distribution System		
6.1 Is the rehabilitation of lines completed?	Yes	No
	3-Phase (Kr	ns of Lines) Actual

6)

	2-Phase (Kms of Lines)		
	Target Actual		
	1-Phase (Kms of Lines) Target Actual		
	Open See (Kms of Lines)		
	Open Sec. (Kms of Lines) Target Actual		
	UB Sec. (Kms of Lines) Target Actual		
	V N.		
6.2 Is the revamp of lines completed?	Yes No		
	3-Phase (Kms of Lines)		
	Target Actual		
	2-Phase (Kms of Lines) Target Actual		
	1 Dhasa (Vms of Lines)		
	1-Phase (Kms of Lines) Target Actual		
	Target		
	Open Sec. (Kms of Lines)		
	Target Actual		
	UB Sec. (Kms of Lines)		
	Target Actual		

6.3 Is the upgrading of lines completed?	Yes		No	
	3-Phase (Kms of Lines)			
	3-Phase Targe		tual	
	Targe	t HC	luar	
	2-Phase (Kms of Lines)			
	Target Actual		tual	
	1-Phase (Kms of Lines)			
	Targe	· .	tual	
		I		
	Open Sec. (Kms of Lines)			
	Targe	t Act	tual	
	UB Sec.	(Kms of I	Lines)	
	Targe			
	<u> </u>	<u>.</u>		
IV. Power Quality				
1) What is the level of voltage along the feeder for:				
1.1 Consumer nearest to the source?				
1.1 Consumer hearest to the source?	Vo	Voltage Level (V)		
	Nominal	Actual	%	
	Ttommar	Actual	difference	
1.2 Consumer at the middle of the feeder?	1.2 Consumer at the middle of the feeder? Voltage Level (V)			
			% %	
	Nominal	Actual	difference	
	1			

	1.3 Consumer at the end of the feeder?	<u> </u>		
		Vo	Voltage Level (V)	
		Nominal	Actual	% difference
2)	Are your feeders/line load balanced?	Yes		No
		Numbe Existing	r of Feede Target	er/Line Actual
3)	Is the installation of monitoring/recording devices completed?	Nui	mber of ing Devic Actu	
V. Power F	Factor			
1)	Is your Power Factor greater than 85%?	Yes Power Fa	No	
Accomplished by: Technical Manager		Concurred by: _	seneral Ma	anager
L	Oate:	-	Board Pro	esident
		Date		