



## NATIONAL POWER CORPORATION

### ATTESTATION

NPB-OCS - 18 - 0063

**THIS IS TO CERTIFY** that for **CY 2016**, the National Power Board underwent annual performance assessment using the iPED tool of the Governance Commission for GOCCs.

With the said web-based Director Performance Rating (DPR), the National Power Board assessed the performances of the following:

- The Chairman;
- The Appointive Member, Ms. Ma. Gladys Cruz-Sta. Rita; and
- All-other Ex Officio Members of the Board

Prior to conducting the assessment for CY 2016 performance, the Board Governance Committee discussed the procedure for the Director's Performance Evaluation System (PES) on 23 May 2017. The National Power Board also discussed updates on the PES on 13 July 2017 and 16 August 2017.

For CY 2016, the following members of the Board participated in the annual performance evaluation:

AGENCY	NP BOARD MEMBER/OFFICIAL ALTERNATE
DOF	Undersecretary <b>Bayani H. Agabin</b>
	Undersecretary <b>Maria Edita Z. Tan</b>
	Assistant Secretary <b>Ma. Teresa S. Habitan</b>
	Corporate Staff Officer <b>Enrique Jose B. Pastor</b>
DOE	Undersecretary <b>Mylene C. Capongcol</b>
	Undersecretary <b>Felix William B. Fuentebella</b>
	EPIMB Officer <b>Melanie C. Papa</b> EPIMB Officer <b>Emmanuel C. Talag</b>
DTI	Executive Director <b>Raul V. Angeles</b>
DA	Undersecretary <b>Ariel T. Cayanan</b>
	Assistant Secretary <b>Emmanuel Ruben T. Malto Jr.</b>
DILG	Internal Auditor <b>Sara Jane M. Cerezo</b>
NEDA	Alternate Director <b>Francis Bryan C. Coballes</b>
NPC	President and CEO <b>Ma. Gladys Cruz-Sta. Rita</b>

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<b>DBM</b>	Director <b>Lorenzo C. Drapete</b>
<b>DENR</b>	Assistant Secretary <b>Analiza Rebuelta-Teh</b>
	Director <b>Venir T. Cuyco</b>

The 2016 Performance Evaluation consisted of the following components:

## **A. General Appraisal**

### **1. Knowledge and Personal Development**

In this section, the Board Members rated themselves on the following items:

- i. their understanding about the mission, vision and values of National Power Corporation;
- ii. their understanding about the duties and responsibilities as a director including the distinction between board and management roles;
- iii. their understanding about the general economic, social and business industry issues that affect National Power Corporation;
- iv. their willingness to participate in director development activities (e.g. seminars, trainings, etc.); and
- v. their openness to feedback about their performance;

To measure their preparedness and participation to Board and Committee meetings, the Board Members also rated themselves based on the following points:

- i. whether they devoted sufficient time and attention to properly discharge and effectively perform the duties and responsibilities as a member of the Governing Board;
- ii. whether they are updated on the developments regarding the National Power Corporation including its financial and operational performance;
- iii. whether they have working knowledge of the statutory and regulatory requirements affecting NPC including the contents of its Charter, the requirements of the GCG and where applicable, the requirements of other regulatory agencies;
- iv. whether they actively participate in board discussions and deliberations;
- v. whether they acquire information from what had been discussed from meetings they failed to attend;

- vi. whether they contribute to strategy formulation by proposing policies and suggesting corresponding initiatives; and
- vii. whether they are involved in the oversight of strategy execution with particular efforts in its monitoring and assessment.

## **2. Teamwork and Communication**

In this section, the Board Members were asked whether they:

- i. actively establish and maintain good personal relations with the co-directors and management;
- ii. handle work conflict positively and constructively;
- iii. listen attentively to the contribution of others;
- iv. explore differences of opinion in a positive way; and
- v. maintain objectivity in the face of difficult decisions.

Regarding their personal conduct and behavior, the members of the National Power Board also determined whether they:

- i. act in a manner characterized by transparency, accountability, integrity and fairness fully aware that the office of a director is one of trust and confidence;
- ii. ensure the confidentiality of business information acquired by reason of the position as a director and board's deliberations;
- iii. ensure that personal interest do not conflict with the interest of National Power Corporation; and
- iv. treat others within NPC with courtesy and respect.

## **3. Board Management**

For this section, the Board Members made determination whether they:

- i. manage board meetings effectively and promote/solicit participation among members of the NP Board;
- ii. manage the agenda of the Board meetings taking into consideration the relevant and appropriate issues concerning NPC;
- iii. establish harmonious relationship with the members of the National Power Board including the President and CEO;
- iv. ensure the quality, quantity and timeliness of the information disseminated between the NP Board and management;



- v. engage the participation of all members of the NP Board, particularly in getting them to contribute to strategy formulation and oversight of strategy execution; and
- vi. ensure that the President and CEO has enough discretion so that the management takes on the responsibility of executing strategy.

## **B. Self-Appraisal of the Directors**

For this component, the directors of/official alternates to the National Power Board rated themselves on the following criteria:

### **1. Leadership Competency**

Here, the Board Members rated themselves whether they:

- i. understand and communicate NPC's mission, vision and values to its stakeholders;
- ii. translate NPC's vision and strategy into feasible business and operational plans to achieve organizational strategic success;
- iii. establish short-term and long-term goals and business plans;
- iv. set clear roles and responsibilities and establish concrete priorities and milestones; and
- v. create new and imaginative approaches to work-related issues.

### **2. Management Competency**

For this competency, the Board Members also assessed whether they:

- i. are committed to building and maintaining NPC's achievement of its social mandate;
- ii. effectively align NPC's resources and budget to the implementation of NPC's strategic plan;
- iii. timely and effectively execute strategies on priorities and measures set by the NP Board;
- iv. plan and support the development of employee's skills and abilities in fulfilling current or future job roles effectively;
- v. actively identify opportunities in building strategic relationships between one's area and other areas, division, departments or organizations to help achieve NPC's social mandate;

- vi. proactively build client relationships by making efforts to listen and understand the people being service by NPC;
- vii. cascade the demands of the corporate strategy down to the groups, departments and service units which are required to formulate their own support strategies fully supportive of the priorities in the corporate strategy;
- viii. require all heads of groups, departments and support units which are required to specify measures, targets and initiative through scorecards that are reported regularly at least on a quarterly basis; and
- ix. ensure a clear delegation of authority to senior management and regularly review management effectiveness.

### **3. For the Appointive Director:**

#### **3.1. Board Relationship**

In this section, the Appointive Director checked whether she:

- i. works closely with the National Power Board in developing the short, medium and long-term strategic plans of the NP Board;
- ii. ensures the proper delineation of the work between the President and CEO and the NP Board;
- iii. assists in the setting and approval of the NP Board meeting agenda;
- iv. provides the NP Board timely, accurate and complete report of the operations of NPC for the preceding year;
- v. creates a sense of trustworthiness in NP Board/CEO relations;
- vi. keeps the NP Board fully informed of the progress and problems arising from strategy execution

#### **3.2. Financial Management**

In this section, the Appointive Director evaluated whether she:

- i. has clear, concise and timely understanding of NPC's financial statements and other pertinent information with regard to its business and financial situation;
- ii. exercises sound judgment in managing the financial affairs and budget of NPC;
- iii. lays out plans to effectively monitor and evaluate the financial planning, budget and administrative operations of the GOCC; and

- iv. ensures that the financial records of NPC are accurate and above board.

### **3.3. Human Resource Management**

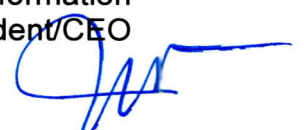
Regarding the competency of the Appointive Director on human resources, she rated herself whether she:

- i. maintains a culture that attracts, keeps and motivates staff to carry out the NP Board's strategic goals and objectives;
- ii. fosters support and stewardship for employee initiative and creativity within the organization; and
- iii. recruits competent management team with skills commensurate with the position;

### **3.4. Product/Service Competency**

Moreover, the Appointive Director also assessed herself whether she:

- i. has high understanding and knowledge of NPC's main products and services;
- ii. has a good understanding of the NPC's business model as well as its business and industry environment;
- iii. regularly encourages and initiates creativeness in developing new products and services;
- iv. handles public relation issues in a manner that builds good will for the NPC and lessens issues/concerns from the general public;
- v. encourages corporate social responsibility to promote a positive image of NPC as well as create awareness of available products and services to the general public;
- vi. serves, as President and CEO, as an effective representative in communicating the NPC's products and services to all stakeholders, including the general public;
- vii. acts in a manner characterized by transparency, accountability, integrity and fairness fully aware that the position of a President/CEO is one of trust and confidence;
- viii. ensures the confidentiality of business information acquired by reason of her position as President/CEO and NP board's deliberations;



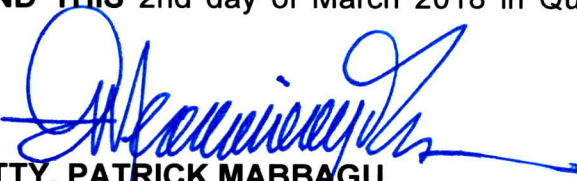


- ix. ensures that personal interests do not conflict with the interest of NPC; and
- x. treats others within NPC with courtesy and respect.

Moreover, the National Power Board, using the said web-based tool, evaluated the performance of the NPC President and CEO (Appointive Member of the NP Board) for CY 2016 as basis for her entitlement to the Appointive Director's Performance Incentive. The National Power Board also rated the performance of the National Power Board Chairman.

For **CY 2017**, the performance evaluation using i-PED shall be conducted between March-May 2018. Furthermore, the Office of the Corporate Secretary is currently developing a **separate evaluation tool** for the CY 2017 Performance of the Board and its Standing Committees and their members. The said evaluation tool is part of the current drive to further improve the good governance practices in National Power Corporation.

**WITNESS MY HAND THIS** 2nd day of March 2018 in Quezon City, Philippines.

  
**ATTY. PATRICK MABBAGU**  
Corporate Secretary