

**PHILIPPINE NATIONAL RAILWAYS
2016 PERFORMANCE SCORECARD**

Component				Target	PNR Submission		CGO-B Evaluation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating			
SOCIAL IMPACT	SO 1	Improve Accessibility & Mobility of Passenger									
	SM 1	Ridership									
		a. Metro South Commuter	Actual ridership							- Monthly Result of Operations Report - 2016 Train Operating Plan (Original and Revised)	Overall, revised targets on total ridership not met by 9.59%. <i>The operations of Naga-Legazpi Line got suspended as of June 2016 due to mechanical problems.</i>
		Tutuban-Alabang		8%	23,243,536	21,089,784	9.03%	21,089,784	7.26%		
		Tutuban-Calamba		2%	463,536	309,287		309,287	1.33%		
		b. Bicol Commuter Service		8%	427,847	430,236	8.40%	430,236	8.00%		
	SO 2	Accelerated Infrastructure Development									
	SM 2	Project of Double Tracking from Sucat to Alabang	Actual Accomplishment	4%	100% Completion	Not accomplished	0%	Not accomplished	0%	-	No concrete steps were undertaken in relation to this measure in 2016 due to re-alignment of assigned priority projects.
	SM 3	Submission of Final Alignment of Legaspi to Matnog Line		4%	100% Completion	Completed and submitted to DOTr	4%	Could not be verified	0%	-	PNR claimed to have submitted the map for the final alignment and the report from the LRA to the DOTr. However, no supporting documents were provided to support such claim. Moreover, per telephone inquiry with the DOTr, such receipt of PNR's submission cannot be found in their records.
		Sub-total		26%			21.43%		16.59%		

STAKEHOLDERS

SO 3	Convenient and Affordable Train Service											
SM 4	Space-Kilometer Offering ('000)											
	a. Metro South Commuter	Space capacity x no. of cars x km travelled									- Monthly Result of Operations Report - 2016 Train Operating Plan (Original and Revised)	Overall, revised targets on total space-km offerings were not met by 7.93%. Naga-Sipocot – 15,440 Naga-Legazpi – 2,731
	Tutuban-Alabang		4%	548,215	508,054	3.23%	508,054	3.71%				
	Tutuban-Calamba		1%	12,540	7,444	0.15%	7,444	0.59%				
	b. Bicol Commuter Service		5%	18,892	18,171	5%	18,171	4.81%				
SM 5	Punctuality (Departure at terminal station)											
	a. Metro South Commuter	Train trips on-time/ Total train trips	4%	90%	93%	4%	92.78%	4%	- Monthly Result of Operations Report	Derived from the average of punctuality rates of Manila-Alabang and Manila-Mamatid routes.		
	b. Bicol Commuter Service		3%	95%	93%	2.94%	92.92%	2.93%		Derived from the average of punctuality rates of Naga-Sipocot and Naga-Legazpi routes.		
SM 6	Reduction of Train Shutdowns	Train Shutdowns/ Total train trips	5%	0.32%	0.19%	5%	0.19%	5%	- Monthly Result of Operations Report	Target met. Only 32 en-route failures recorded over 16,978 train runs.		
SM 7	Reduction of Accidents where PNR is at fault	Crossing Accidents/ Total Train Trips	5%	Zero or No Crossing Accidents where PNR is at fault	0	5%	0	5%	- Certification from the Operations Department	Target met.		
SO 4	Enhance Customer Loyalty											
SM 8	Customer Satisfaction Rating	Actual Accomplishment	4%	Satisfactory Rating from survey of third-party provider	No third-party surveyor	4%	Not accomplished	0%	-	PNR failed to conduct customer satisfaction survey since 2015.		
	Sub-total		31%			29.32%		26.04%				

FINANCE

SO 5	Increase in Rail and Non-Rail Revenue																							
SM 9	Train Ticket Sales ('000)	Actual Revenue	5%	303,016	278,097	4.59%	277,826	4.58%	- Audited Financial Statements - 2016 Revised Train Operating Plan	<table><tr><td></td><td>Renegotiated</td><td>Actual</td></tr><tr><td>BCS</td><td>8,421,596</td><td>7,500,113</td></tr><tr><td>MSC</td><td>294,594,966</td><td>270,325,754</td></tr><tr><td>Total</td><td>303,016,562</td><td>277,825,867</td></tr></table>		Renegotiated	Actual	BCS	8,421,596	7,500,113	MSC	294,594,966	270,325,754	Total	303,016,562	277,825,867		
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SM 10	Non-Rail Revenue ('000)	Actual Non-Rail Revenue	5%	307,000	182,848	2.98%	182,848	2.98%	- Audited Financial Statements	<table><tr><td>Rent/ Lease Income</td><td>P168,767,508</td></tr><tr><td>Interest Income</td><td>P509,122</td></tr><tr><td>Fines & Penalties- Business Income</td><td>P5,288,527</td></tr><tr><td>Miscellaneous Income</td><td>P4,739,516</td></tr><tr><td>Gain on Sale of Property, Plant & Equipment</td><td>P1,935,000</td></tr><tr><td>Other gains</td><td>P1,608,324</td></tr><tr><td>Total</td><td>P182,847,997</td></tr></table>	Rent/ Lease Income	P168,767,508	Interest Income	P509,122	Fines & Penalties- Business Income	P5,288,527	Miscellaneous Income	P4,739,516	Gain on Sale of Property, Plant & Equipment	P1,935,000	Other gains	P1,608,324	Total	P182,847,997
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SO 6	Drive Operational Efficiency																							
SM 11	EBITDA	Absolute Figure	5%	55,627,020	366,293,013	5%	345,920,878	5%	- Audited Financial Statements	<table><tr><td>Net Income</td><td>(165,649,509)</td></tr><tr><td>Add: Interest</td><td>306,657,404</td></tr><tr><td>Depreciation</td><td>204,912,983</td></tr><tr><td>EBITDA</td><td>345,920,878</td></tr></table> <p>The substantial increase in EBITDA is attributable to the subsidy received amounting to P809 Million.</p>	Net Income	(165,649,509)	Add: Interest	306,657,404	Depreciation	204,912,983	EBITDA	345,920,878						
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SM 12	Fare Box Ratio	Total rail revenue/ direct operating cost	5%	1.00	0.34	1.70%	0.34	1.70%	- Audited Financial Statements	Rail Revenue of P278,097,282 against Direct Operating Cost of P814,544,569.														
	Sub-total		20%			14.27%		14.26%																

INTERNAL PROCESS	SO 7	Improve Operational and Administrative Services									
	SM 13	Rehabilitation of Tracks, Bridges, Stations & Rolling Stocks	Project Accomplished (Obligated)/Total Projects	7.5%	6/6	2 obligated out of 28 projects	1%	2 projects obligated (P438,489,000 out of P1,320,122,240)	2.49%	-	Only 2 projects under "Tracks" were obligated in 2016. These 2 major projects, however, represent 33% of the total budget allocation of P1.32 Billion for locally-funded projects. Hence, PNR is given such allocated weight for these 2 major projects accomplished.
	SM 14	Collection Efficiency for Non-Rail Revenue Lease (excluding leases with legal issues)	Collected/Collectible	8%	82%	96%	8%	96%	8%	- Controllership Division Report	Collected: P32,421,274.53 Collectible: P33,729,497.55
	SM 15	Timeliness and Completeness of Submission of Reports to the DOF-CAG and Compliance with DC 001-2015	Actual Accomplishment	2%	Submission of Quarterly Monitoring	Quarterly Reports are submitted timely and completely	2%	Quarterly Reports are submitted timely and completely	2%	- Controllership Division Report	Target met.
	SM 16	ISO Certification	Actual Accomplishment	2%	ISO-Certified	Not accomplished	0%	Not accomplished	0%	-	
		Sub-total		19.5%			11%		12.49%		
LEARNING & GROWTH	SO 8	Enhance Employee Competency and Motivation									
	SM 17	Reorganization	Actual Accomplishment	0%	Actual Accomplishment	Not accomplished	0%	Not accomplished	0%	-	Targets not met. No weight assigned.
	SM 18	HR Development Plan	Actual Accomplishment	0%	Actual Accomplishment	Not accomplished	0%	Not accomplished	0%	-	

	SM 19	Competency Framework	Actual Accomplishment	3%	Developed Competency Model aligned to GCG Policy	No competency framework developed	0%	No competency framework developed	0%	-	No concrete measures were made for development of a Competency Framework.
		Sub-total		3%			0%		0%		
		TOTAL		99.5%			76.02%		69.38%		
		VALIDATED TOTAL	(69.38/99.5) x 100 = <u>69.73%</u>								

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