

PNOC RENEWABLES CORPORATION (PNOC RC)
2017 Validated Performance Scorecard

SOCIAL IMPACT	Component				Target	Submission		GCG Validation		Supporting Documents	Remarks									
	Objective/Measure	Formula	Weight	Rating System	2017	Actual	Rating	Actual	Rating											
	SO 1	Promote Low Carbon Development Strategies																		
	SM 1	Amount of potential CO ₂ (tCO ₂ e) reduced/avoided	Total tons of potential carbon dioxide (tCO ₂) avoided based on the tCO ₂ e per technology	10%	Actual over Target	17,783.20	6,335.05	3.56%	1,715	10%	<ul style="list-style-type: none">• Certificate of Work Completion/ Acceptance issued by:<ol style="list-style-type: none">1. BSP – Facilities Management and Engineering Department2. BSP – Project and Facilities Management Group3. PPSC	<p>For 2017, potential reduction of 17,783.20 carbon dioxide (CO₂) was initially targeted: 636 from solar rooftop projects (1.06 tCO₂ x 600kW) and 17,147.20 from LED retrofitting (15.98 tCO₂ x 1,073.041).</p> <p>The MOA between PNOC RC and UP for 26,000 LED bulbs did not push through due to the directive of UP President to the newly-constituted UP Diliman Campus Power Supply Task Force to:</p> <ol style="list-style-type: none">1. Conduct a comprehensive assessment of the power requirements and consumption of the campus;2. Recommend appropriate reconfiguration of the campus' power distribution system; and3. Conduct relevant studies to identify pertinent strategies to further reduce expenditure in electricity. <p>UP's decision to defer the discussions for the said agreement was communicated to PNOC RC in October 2017. As PNOC RC cannot secure an alternative MOA for 16,068.15 tCO₂e in the last quarter of the year, the 16,068.20 tCO₂e expected from the UP EEL project has been deducted from PNOC RC's total commitment.</p> <table><tr><th>Targets</th><th>Approved</th><th>Revised</th></tr><tr><td>Solar</td><td>600 kW</td><td>600 kW</td></tr><tr><td>EEL</td><td>27,557 bulbs</td><td>1,557 bulbs</td></tr></table>	Targets	Approved	Revised	Solar	600 kW	600 kW	EEL	27,557 bulbs
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	Objective/Measure		Formula	Weight	Rating System	2017	Actual	Rating	Actual			Rating																		
											However, the reported accomplishments from the Maibarara GPP Expansion and Corporate Social Responsibility (CSR) Activity, a total of 4,620 tCO ₂ e, were excluded. The Maibarara GPP is not a project under the O&M of PNOC RC and the CSR activity is not a renewable energy project.																			
											<table><tr><td></td><td>Capacity/Consumption</td><td>Rate</td><td>tCO₂e</td></tr><tr><td>Solar</td><td>600 kW</td><td>106 tCO₂e/100 kW</td><td>636</td></tr><tr><td>EEL</td><td>67.525 MW</td><td>15.98 tCO₂e/1,000 kW</td><td>1,079</td></tr><tr><td colspan="3">Total</td><td>1,715</td></tr></table>		Capacity/Consumption	Rate	tCO ₂ e	Solar	600 kW	106 tCO ₂ e/100 kW	636	EEL	67.525 MW	15.98 tCO ₂ e/1,000 kW	1,079	Total			1,715			
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	SM 2	Amount of CO ₂ (tCO ₂ e) Reduced/Avoided	Total tons of actual carbon dioxide (tCO ₂) avoided based on the tCO ₂ e per technology	10%	Actual over Target	2,496.97	2,506.97	10%	2,506.96	10%	<ul style="list-style-type: none">Memorandum to PCEO J. J. Arenas dated 22 January 2018, re: Equivalent GHG Reduction/Avoidance for the Existing Projects and of the 2017 Accomplishments.	For 2017, reduction of 2,496.97 carbon dioxide (CO ₂) was initially targeted for solar rooftop and LED retrofitting projects. PNOC RC's actual reduction is 2,506.96 detailed as follows:																		
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	Sub-total		20%				13.56%		20%																					

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FINANCE

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks																																																															
Objective/Measure		Formula	Weight	Rating System	2017	Actual	Rating	Actual	Rating																																																																	
SO 2	Achieve Sustainable Fiscal Growth																																																																									
SM 3	Gross revenue	Amount of gross revenue from projects in Php	15%	Actual over Target	22.04 Million	23.22 Million	15%	23,364,964	15%	• FY 2017 Audited FS	<div>The breakdown of PNOC RC's Gross Revenue for 2017 is as follows:<table><tr><th>Particulars</th><th>2017</th></tr><tr><td>Solar Rooftop Projects</td><td>8,160,575</td></tr><tr><td>Hydropower Project</td><td>4,549,386</td></tr><tr><td>Energy Efficiency Lighting</td><td>655,003</td></tr><tr><td>Dividend Income from JV</td><td>10,000,000</td></tr><tr><td>Total</td><td>23,364,964</td></tr></table></div>	Particulars	2017	Solar Rooftop Projects	8,160,575	Hydropower Project	4,549,386	Energy Efficiency Lighting	655,003	Dividend Income from JV	10,000,000	Total	23,364,964																																																			
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SM 4	Amount of Investment by PNOC RC and/or partners	Amount of Investment by PNOC RC and/or partners in Php	15%	Actual over Target	105 Million	103,109,763	14.73%	89,253,037	12.75%	<div>• Memorandum dated 17 January 2018, re: 2017 CAPEX UTILIZATION.</div> <div>• Memorandum dated 23 January 2018, re: Report on PNOC RC's Financial Commitment for 2017.</div>	<div>The breakdown of PNOC RC's Investment Outlay for 2017 is as follows:<table><tr><th>Projects</th><th>2017 Approved Budget (Php)</th><th>Actual Disbursement</th></tr><tr><td>Existing</td><td></td><td></td></tr><tr><td>PHC Solar</td><td>996,330</td><td>996,330</td></tr><tr><td>DOST Solar</td><td>996,501</td><td>996,501</td></tr><tr><td>DENR-EMB</td><td>2,744,544</td><td>1,722,189</td></tr><tr><td>PCA Solar</td><td>4,613,768</td><td>2,927,532</td></tr><tr><td>COA Solar</td><td>9,350,121</td><td>9,182,068</td></tr><tr><td>UP-D Solar</td><td>13,398,391</td><td>8,786,775</td></tr><tr><td>PPSC EEL</td><td>1,140,456</td><td>931,632</td></tr><tr><td>Rizal Hydro</td><td>10,190,213</td><td>1,792,173</td></tr><tr><td>Maibarara GPP</td><td>31,000,000</td><td>37,100,000</td></tr><tr><td>Subtotal</td><td>74,430,324</td><td>64,435,200</td></tr><tr><td>New</td><td></td><td></td></tr><tr><td>BSP-MNL&QC</td><td>25,471,635</td><td>16,222,836</td></tr><tr><td>LLDA Solar</td><td>720,000</td><td>-</td></tr><tr><td>PNOC Bldg 5</td><td>900,000</td><td>-</td></tr><tr><td>PPSC – EEL</td><td>695,000</td><td>-</td></tr><tr><td>UPLB EEL</td><td>2,769,150</td><td>-</td></tr><tr><td>PICC</td><td>-</td><td>8,595,000</td></tr><tr><td>Subtotal</td><td>30,555,785</td><td>24,817,836</td></tr><tr><td>Total</td><td>104,986,109</td><td>89,253,036</td></tr></table></div>	Projects	2017 Approved Budget (Php)	Actual Disbursement	Existing			PHC Solar	996,330	996,330	DOST Solar	996,501	996,501	DENR-EMB	2,744,544	1,722,189	PCA Solar	4,613,768	2,927,532	COA Solar	9,350,121	9,182,068	UP-D Solar	13,398,391	8,786,775	PPSC EEL	1,140,456	931,632	Rizal Hydro	10,190,213	1,792,173	Maibarara GPP	31,000,000	37,100,000	Subtotal	74,430,324	64,435,200	New			BSP-MNL&QC	25,471,635	16,222,836	LLDA Solar	720,000	-	PNOC Bldg 5	900,000	-	PPSC – EEL	695,000	-	UPLB EEL	2,769,150	-	PICC	-	8,595,000	Subtotal	30,555,785	24,817,836	Total	104,986,109	89,253,036
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STAKEHOLDER	Component				Target	Submission		GCG Validation		Supporting Documents	Remarks																										
	Objective/Measure	Formula	Weight	Rating System	2017	Actual	Rating	Actual	Rating																												
	SO 3	Operated in an Environment of Fairness and Transparency in Dealing with Stakeholders																																			
	SM 5	Stakeholder Satisfaction Survey	Average satisfaction rating	5%	All or Nothing	≥90	92.50% (Very Satisfied)	5%	92.50% “Very Satisfied” rating	5%	<ul style="list-style-type: none">Memorandum dated 29 December 2017, re: PNOC RC 2017 Customer/Stakeholder Satisfaction Survey Report.Survey Report dated 29 December 2017 prepared by Arc Docendi, Inc. <p>It was noted in the report prepared by the consultant, the weighted average score of 4.10 is equivalent to 92.50% which has an adjectival rating of “Very Satisfied”.</p>																										
	SO 4	Forged Links with Stakeholders																																			
	SM 6	Number of Signed Renewable Energy (RE) / Energy Efficiency (EE) Related Projects (MOU/NDA/MOA)	Total number of RE projects with signed agreements	10%	Actual over Target	12	14	10%	14	10%	<ul style="list-style-type: none">Copies of MOUs/ MOAs/NDCA with partner agencies/ companies. <table><tr><th>Partner</th><th>No. of Proj.</th></tr><tr><td>1. Bangko Sentral ng Pilipinas – QC</td><td>1</td></tr><tr><td>2. Asian Pyrochem Technologies Inc.</td><td>1</td></tr><tr><td>3. Enerbay, Inc.</td><td>1</td></tr><tr><td>4. Pangasinan Electric Cooperative I</td><td>1</td></tr><tr><td>5. Pangasinan Electric Cooperative III</td><td>1</td></tr><tr><td>6. Philippine International Convention Center</td><td>3</td></tr><tr><td>7. Maguindanao Electric Cooperative</td><td>1</td></tr><tr><td>8. LGU Naga City</td><td>1</td></tr><tr><td>9. AlterEnergy Development and Construction Corporation</td><td>1</td></tr><tr><td>10. Municipality of Paombong</td><td>1</td></tr><tr><td>11. Municipality of Taal</td><td>1</td></tr><tr><td>12. Sunasia Energy, Inc.</td><td>1</td></tr></table> <p>PNOC RC entered 12 MOUs/MOAs/NDCA, with a total of 14 projects, and with the objective of exploring cooperative ways towards RE projects, viz:</p>	Partner	No. of Proj.	1. Bangko Sentral ng Pilipinas – QC	1	2. Asian Pyrochem Technologies Inc.	1	3. Enerbay, Inc.	1	4. Pangasinan Electric Cooperative I	1	5. Pangasinan Electric Cooperative III	1	6. Philippine International Convention Center	3	7. Maguindanao Electric Cooperative	1	8. LGU Naga City	1	9. AlterEnergy Development and Construction Corporation	1	10. Municipality of Paombong	1	11. Municipality of Taal	1	12. Sunasia Energy, Inc.	1
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	Sub-total		15%				15%		15%																												

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INTERNAL PROCESS	Component				Target	Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Weight	Rating System	2017	Actual	Rating	Actual	Rating			
	SO 5	Ensure Effective Project Development Processes										
	SM 7	Number of Feasibility Studies conducted/ completed	Total number of completed FS	15%	Actual over Target	12	18	15%	17	15%	<ul style="list-style-type: none">Copies of Technical and Financial Studies crafted by PNOC RC	<p>For 2017, PNOC RC crafted 17 FS for the following RE projects – 11 Solar rooftop Projects, 4 EEL Projects and 2 Hydropower Projects.</p> <p><i>Solar Rooftop Projects</i></p> <p>1. Department of Environment and Natural Resources – Central; 2. Quirino Memorial Medical Center; 3. Philippine International Convention Center; 4. Laguna Lake Development Authority; 5. University of the Philippines Diliman (Phase 1); 6. LGU Naga City, Cebu; 7. Bangko Sentral ng Pilipinas – Tuguegarao; 8. Commission on Higher Education; 9. Bangko Sentral ng Pilipinas – Cebu; 10. Philippine Ports Authority; and 11. Bangko Sentral ng Pilipinas.</p> <p><i>Energy Efficient Lighting Project</i></p> <p>12. University of the Philippines Diliman (Phase 1); 13. LGU Naga City, Cebu; 14. Commission on Higher Education; and 15. Department of Environment and Natural Resources – Natural Resources Development Corporation.</p> <p><i>Hydropower Project</i></p> <p>16. Muñoz, NIA Irrigation Canal; and 17. ARIS.</p>
		Sub-total		15%				15%		15%		

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LEARNING AND GROWTH

Component					Target	Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight	Rating System	2017	Actual	Rating	Actual	Rating		
SO 6	Enhance the Organizational Capital										
SM 8	ISO Certification	Maintained certification	5%	All or Nothing	Passed Surveillance Audit	Passed Surveillance Audit on 10 November 2017	5%	Passed Surveillance Audit on 10 November 2017	5%	<ul style="list-style-type: none">Audit Surveillance Report issued by TUV Rheinland dated 20 November 2017	PNOC RC passed the ISO 9001:2015 1 st follow-up audit conducted by TUV Rheinland on 10 November 2017.
SM 9	Implementation of the PNOC RC Restructuring Plan	Milestone	5%	All or Nothing	Submission to GCG of a Board Approved Revised Reorganization Plan	Submitted Revised TO and other documents on 07 April 2017	5%	Submitted Revised TO on 07 April 2017	0%	<ul style="list-style-type: none">Revised TO submitted to GCG on 07 April 2017	Only a Revised TO (endorsed by the Change Management Team and Pres. J.J. Arenas on 05 April 2017) was submitted to GCG on 07 April 2017.
SO 7	Enhance the Human Capital										
SM 10	Percentage of Average Required Competencies Met		10%	All or Nothing	Establish Baseline	80.39%	10%	80.39%	10%	<ul style="list-style-type: none">Memorandum dated 23 April 2018, re: Revised 2017 Employee Competency Report.PNOC RC Employee Competency Report 2017	A copy of PNOC RC's Employee Competency Report 2017 (signed by the HR Manager, J.N. Garcia and the Acting-VP for Legal and Corporate Affairs, J.J. Cui) was submitted to GCG on 26 April 2018.
Sub-total			20%				20%		15%		
TOTAL			100%				93.29%		92.75%		

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