

PHILIPPINE NATIONAL RAILWAYS (PNR)

Component					Baseline				Targets		
Objective/Measure		Weight	Formula	Rating Scale	2019	2020	2021	2022	2023	2024	
SOCIAL IMPACT	SO 1	Improved Mobility of Passenger									
	SM 1	Ridership Volume									
		a. Metro North Commuter ^a	1%	Actual Ridership	Actual / Target	1,232,522	902,139	492,417	922,209	97,981	330,044
		b. Metro South Commuter	1%			11,297,747	3,879,923	3,081,424	6,675,485	2,042,082	2,268,825
		c. Bicol Commuter	3%			654,828	284,066	224,242	486,956	502,567	1,141,877
		d. Inter-Provincial Commuter ^b	3%			N/A	N/A	N/A	166,851	68,255	82,524
	SM 2	Space-Kilometer Offering ('000)									
		a. Metro North Commuter ^a	1%	Space Capacity x No. of Cars x Km Travelled	Actual / Target	73,088	39,237	20,214	80,470	11,398	9,054
		b. Metro South Commuter	1%			389,442	133,331	130,861	356,042	109,382	64,499
		c. Bicol Commuter	3%			15,286	8,838	7,698	11,716	128,731	154,740
		d. Inter-Provincial Commuter ^b	3%			N/A	N/A	N/A	48,505	95,558	45,959
		Sub-total		16%							

Metro North Commuter = (Tutuban-G. Pascual-Bicutan) | Metro South Commuter = (Tutuban-Alabang).
Bicol Commuter = (Sipocot-Naga-Legazpi) | Inter-Provincial Commuter = (Calamba-San Pablo-Lucena-Gumaca-Ragay)

Notes: a. The 2019-2020 figures are not GCG-validated because there was no Metro North Commuter sub-measure in the performance scorecard for these years.
b. The 2022 figure is not GCG-validated because the Inter-Provincial Line sub-measure was only added to the 2023 performance scorecard.

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Objective/Measure		Weight	Formula	Rating Scale	2019	2020	2021	2022	2023	2024	
CUSTOMERS STAKEHOLDERS	SO 2	Enhanced Customer Satisfaction									
	SM 3	Percentage of Satisfied Customers	6%	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	Actual / Target 0% = If less than 80%	No Accomplishment	No Accomplishment	Noncompliant	Not Accomplished	90%	90%
	SO 3	Reliable and Efficient Railway Service Provided									
	SM 4	Punctuality Rating (Departure at Terminal Station)									
		a. Metro North Commuter ^a	1%	Train trips on-time/ Total train trips	Actual / Target	87.00%	72.00%	87.05%	90.26%	98.75%	98.75%
		b. Metro South Commuter	1%			74.00%	90.11%	92.94%	90.50%	98.75%	98.75%
		c. Bicol Commuter	3%			84.00%	93.59%	97.66%	95.64%	98.75%	98.75%
		d. Inter-Provincial Commuter ^b	3%			N/A	N/A	N/A	97.00%	98.75%	98.75%

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Objective/Measure		Weight	Formula	Rating Scale	2019	2020	2021	2022	2023	2024	
	SM 5	Reduction of Train Shutdowns	5%	Train Shutdowns/ Total train trips	< 0.21% = 5% > 0.21% to < 0.22% = 4% > 0.22% to < 0.23% = 3% > 0.23% to < 0.24% = 2% > 0.24% to < 0.25% = 1% > 0.25% = 0%	0.24%	0.34%	0.93%	1.37%	≤ 0.21%	≤ 0.21%
	SM 6	Reduction of Operations–Related Derailment Incidents	5%	Actual Accomplishment	All or Nothing	No Speeding-Related Derailment	21 Derailment Incidents	13 Derailment Incidents	6 Derailment Incidents	No Derailment Incident	No Derailment Incident
		Sub-total	24%								
FINANCE	SO 4	Achieved Revenue Targets									
	SM 7	Train Ticket Sales (in millions) ^c	10%	Transportation System Fees Line Item in COA-Audited FS	Actual / Target	₱228.551	₱88.704	₱68.457	₱153.527	₱56.886	₱81.455
	SM 8	Non-Rail Revenue (in millions) ^c	10%	Rent/Lease Income + Interest Income + Fines and Penalties + Other Gains + Miscellaneous Income (excluding Gains on Sale of Property and Gain on Foreign Exchange)	Actual / Target	₱242.527	₱242.547	₱367.479	₱451.921	₱277.000	₱353.267
		Sub-total	20%								

Note: c. The 2019-2022 baseline figures provided are based on the Commission on Audit (COA's) Annual Audit Reports (AARs) of PNR's Financial Statements. There are slight differences between these figures and GCG-validated figures due to differences in the formula used for this measure in previous years.




Component					Baseline				Targets		
Objective/Measure		Weight	Formula	Rating Scale	2019	2020	2021	2022	2023	2024	
INTERNAL PROCESS	SO 5	Improved PNR's Absorptive Capacity									
	SM 9	Budget Utilization Rate									
		a. GAA Subsidies – amounts obligated	5%	Amount Obligated / Total GAA Subsidy	Actual / Target	N/A	N/A	N/A	79.35%	90%	90%
		b. GAA Subsidies – amounts disbursed	5%	Amount Disbursed / Total GAA Subsidy	Actual / Target	N/A	N/A	N/A	95.45%	90%	90%
		c. Corporate Funds – CO & MOOE	5%	Actual Disbursement / Scheduled Disbursement (Both Net of PS Cost)	Actual / Target	N/A	N/A	N/A	38.76%	90%	90%

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Component					Baseline				Targets		
Objective/Measure		Weight	Formula	Rating Scale	2019	2020	2021	2022	2023	2024	
LEARNING & GROWTH	SO 6	Quality Management System									
	SM 10	ISO Certification	5%	Actual Accomplishment	All or Nothing	ISO 9001:2015 Certified	Passed Surveillance Audit	Passed Surveillance Audit	Continued Certification on ISO 9001:2015	Pass Surveillance Audit	Pass Surveillance Audits
	SO 7	Program and Project Management Office									
	SM 11	North South Commuter Railway Project	10%	Actual Accomplishment	Actual / Target	N/A	N/A	N/A	N/A	Establishment of Project Management Office (PMO)	2024 NSCR Deliverable of PNR as Confirmed by DOTr
		Sub-total	30%								
	SO 8	Digitalization									
	SO 9	Reorganization Plan									
	SM 12	Reorganization Plan (RP)	5%	Actual Accomplishment	All or Nothing	No Verifiable Accomplishment	N/A	N/A	Not Accomplished	Submission of Complete RP Proposal to GCG	Complete Submission of RP Documents (in the required format) to the GCG


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SO 10	Enhanced Employee Competency and Motivation									
SM 13	Percentage of Employees Meeting Required Competencies	5%	Actual Accomplishment	All or Nothing a. 3% b. 2%	No Verifiable Accomplishment	No Accomplishment	No Accomplishment	Not Accomplished	Board-approved Competency Model	a. Board-approved Competency Model b. Establish Baseline
	Sub-total	10%								
	TOTAL WEIGHT	100%								

For GCG:


ATTY. MARIUS P. CORPUS
Chairperson

For PNR:


ATTY. CELESTE D. LAUTA
OIC - General Manager