

**PNOC RENEWABLES CORPORATION (PNOC RC)
Validated Performance Scorecard 2016**

Component					Target	Accomplishments		CGO-B Validation		Supporting Documents	Remarks
	Objective/Measure	Formula	Weight	Rating System	2016	Actual	Rating	Score	Rating		
SOCIAL IMPACT	SO 1	Promote Low Carbon Development Strategies									
	SM 1	Amount of Carbon Dioxide (CO ₂) Reduced/Avoided Measured in tCO ₂ e	Total tons of Carbon Dioxide (tCO ₂ e) avoided = $\sum (1.05/\text{kW tCO}_2\text{e for solar} + 0.030 \text{ tCO}_2\text{e/bulb for ESCO})$	15%	Actual over Target	1,230	1,093.04	13.33%	926.04	11.29%	<ul style="list-style-type: none"> • 2016 Socio-Environmental Impact and GHG Avoidance Report prepared by PNOC RC Social and Environmental Department • Certificate of Work Completion/ Acceptance issued by: <ol style="list-style-type: none"> 1. UP Diliman 2. DENR EMB 3. PCA 4. PSPC 5. COA <p>For 2016, reduction of 1,230 carbon dioxide (CO₂) was initially targeted: 620 from solar rooftop projects (1.05 tCO₂ x 600kW) and 600 from LED retrofitting (0.30 tCO₂ x 20,000).</p> <p>PNOC RC requested revision of target from installation of 600kW solar rooftop projects and 20,000 LED bulbs to agreed percentage of completion for the solar rooftop projects per partner agency and for EEL installation of 3,568 bulbs and bidding of 6,500 bulbs by the end of the year for the following reasons:</p> <ol style="list-style-type: none"> 1. Unavailability of the authorized signatories of the MOUs/MOAs with the partner agencies due to transition of administration; 2. Election ban which caused to delay in procurement and hiring of personnel; and 3. Extreme weather patterns affecting construction activities. <p>Request for revision denied. The national election and the change in administration are circumstances already known during the conduct of negotiations. Furthermore, while it is maintained that extreme weather patterns affected PNOC RC's construction activities, the validating team observed that the company was</p>

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												able to accomplish and even exceed its target for solar rooftop projects. PNOC RC's failure to achieve its target is attributable not to the delays in construction but to its failure to meet its target number of lightbulbs for retrofitting. Reported accomplishments from the Rizal Hydro Power Plant (HPP) and Corporate Social Responsibility (CSR) Activity, a total of 167.64 tCO2, were excluded. The Rizal HPP and CSR were not considered as basis for target-setting during negotiations.
		Sub-total		15%				13.33%		11.29%		
STAKEHOLDER	SO 2	Operated in an Environment of Fairness and Transparency in Dealing with Stakeholders										
	SM 2	Stakeholder Satisfaction Survey	90 and above - 100 80 to 89 - 90 70 to 79 - 80 60 to 69 - 70 59 and below - 0	5%	Rating Scale	≥90	90.80% (Very Satisfied)	5%	90.80% "Very Satisfied" rating	5%	• Customer/ Stakeholder Satisfaction Survey 2016 (Solar Rooftop PV and Energy Efficient Lighting) dated 27 December 2016 prepared for PNOC RC by Mr. Alexey Rola Cajilig and its raw data (accomplished survey questionnaires)	It was noted in the report prepared by the consultant, the weighted average score of 3.90 is equivalent to 90.80% which has an adjectival rating of "Very Satisfied".

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	SO 3	Forged Links with Stakeholders										
	SM 3	Number of Signed Renewable Energy (RE) Related Projects (MOU/MOA)	Total number of projects with signed agreements involving RE projects = $\sum(\text{agreements})$	10%	Actual over Target	12	12	10%	12	10%	<ul style="list-style-type: none">• Copies of MOUs/ MOAs with partner agencies/ companies	<p>PNOC RC entered into 12 MOUs/MOAs with the objective of exploring cooperative ways towards RE projects, viz:</p> <ol style="list-style-type: none">1. Public-Private Partnership Center of the Philippines (MOU dated 10 February 2016);2. University of the Philippines – Diliman (MOA dated 01 March 2016);3. Philippine Public Safety College (MOA dated 21 March 2016);4. Philippine Coconut Authority (MOA signed on March 2016);5. GDI Lighting Solutions (MOU dated 16 May 2016);6. Commission on Audit (MOA dated 30 May 2016);7. National Irrigation Administration (MOU signed on August 2016 (for ARIS 1));8. National Irrigation Administration (MOU signed on August 2016 (for ARIS 2));9. H& WB Asia Pacific (PTE LTD) Corporation (MOU dated 27 October 2016);10. Powersource Philippines Development Corporation (MOU dated 20 December 2016);11. Euro Hydro Power (ASIA) Holdings, Inc. (MOU dated 20 December 2016); and12. Cleantech Solar Rooftops Inc. (MOU dated 20 December 2016)
		Sub-total		15%				15%		15%		

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FINANCE	SO 4	Achieve Sustainable Fiscal Growth																																											
	SM 4	Amount of Revenue from RE Projects (in PhP)	Total revenue = \sum (Amount of Revenue in Pesos from RE projects)	10%	Actual over Target	₱10 Million	₱3,957,394	3.96%	₱3,957,394	3.96%	<ul style="list-style-type: none">Certified true copy of Memorandum reflecting the quarterly reports on revenue from RE Projects.	<p>Request for revision of target denied.</p> <p>Breakdown of the of revenue (from RE Projects) is as follows:</p> <table><thead><tr><th>PROJECTS</th><th>AMOUNT (Php)</th></tr></thead><tbody><tr><td colspan="2"><i>Solar Rooftop Projects</i></td></tr><tr><td>PHC</td><td>728,684.00</td></tr><tr><td>DOST</td><td>704,978.00</td></tr><tr><td>DENR EMB</td><td>171,051.00</td></tr><tr><td colspan="2"><i>EEL Projects</i></td></tr><tr><td>PPSC</td><td>216,018.00</td></tr><tr><td colspan="2"><i>Hydro Power</i></td></tr><tr><td>Rizal HPP</td><td>2,136,663.00</td></tr><tr><td>Total</td><td>₱3,957,394.00</td></tr></tbody></table>	PROJECTS	AMOUNT (Php)	<i>Solar Rooftop Projects</i>		PHC	728,684.00	DOST	704,978.00	DENR EMB	171,051.00	<i>EEL Projects</i>		PPSC	216,018.00	<i>Hydro Power</i>		Rizal HPP	2,136,663.00	Total	₱3,957,394.00													
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SM 5	Amount of Investment by PNOC RC and/or partners (in PhP)	Total financial commitment = \sum (financial commitments of all projects)	15%	Actual over Target	₱66 Million	₱268,180,000	15%	₱268,180,000	15%	<ul style="list-style-type: none">Memorandum dated 3 December 2015, re: Approval of 2016 Work Plans and Corporate Operating BudgetSecretary's Certificate dated 1 June 2017 certifying that the Investment Outlay amounting to P268,180,000 was approved by its Board through Board Resolution No. 33 series 2015.	<p>The breakdown of PNOC RC's Investment Outlay for 2016 is as follows:</p> <table><thead><tr><th>Particulars</th><th>2016 Approved Budget (Php)</th></tr></thead><tbody><tr><td>NHA</td><td>8,200,000.00</td></tr><tr><td>PNRI</td><td>8,200,000.00</td></tr><tr><td>NKTI</td><td>24,600,000.00</td></tr><tr><td>Congress</td><td>8,200,000.00</td></tr><tr><td>UP Diliman</td><td>19,680,000.00</td></tr><tr><td>PGH</td><td>20,500,000.00</td></tr><tr><td>PUP</td><td>8,200,000.00</td></tr><tr><td>GSIS</td><td>24,600,000.00</td></tr><tr><td>ESCO DENR-EMB</td><td>12,000,000.00</td></tr><tr><td>ESCO PGH</td><td>24,000,000.00</td></tr><tr><td>ESCO PHC</td><td>24,000,000.00</td></tr><tr><td>ESCO DOST</td><td>12,000,000.00</td></tr><tr><td>Biomass Talisay</td><td>10,000,000.00</td></tr><tr><td>Hybrid</td><td>10,000,000.00</td></tr><tr><td>Bongo Island</td><td>54,000,000.00</td></tr><tr><td>Total</td><td>268,180,000.00</td></tr></tbody></table>	Particulars	2016 Approved Budget (Php)	NHA	8,200,000.00	PNRI	8,200,000.00	NKTI	24,600,000.00	Congress	8,200,000.00	UP Diliman	19,680,000.00	PGH	20,500,000.00	PUP	8,200,000.00	GSIS	24,600,000.00	ESCO DENR-EMB	12,000,000.00	ESCO PGH	24,000,000.00	ESCO PHC	24,000,000.00	ESCO DOST	12,000,000.00	Biomass Talisay	10,000,000.00	Hybrid	10,000,000.00	Bongo Island	54,000,000.00	Total	268,180,000.00
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		Sub-total	25%				18.96%		18.96%																																				

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INTERNAL PROCESS	SO 5	Ensure Effective Project Development Processes										
	SM 6	Number of Feasibility Studies Conducted/Completed	Total number of FS involving RE projects = $\sum(FS)$	10%	Actual over Target	11	26	10%	26	10%	<ul style="list-style-type: none">Copies of Technical and Financial Studies crafted by PNOC RC <p>PNOC RC crafted 26 FS for the following RE projects- 4 rooftop Solar PV System, and 22 EEL Projects.</p> <p><i>Rooftop Solar PV System</i></p> <ol style="list-style-type: none">Philippine Coconut Authority;Philippine Nuclear Research Institute;Malacañang Car Park;Philippine National Oil Company Building5 <p><i>Energy Efficient Lighting Project</i></p> <ol style="list-style-type: none">Philippine Nuclear Research Institute;Philippine Public Safety College;Department of Science and Technology – Philippine Council for Industry, Energy and Emerging Technology Research and Development;Department of Science and Technology – Advanced Science and Technology Institute;Eastern Visayas State University;University of the Philippines Visayas Tacloban College;Leyte Provincial Capitol;Leyte Academic Center;Leyte Provincial Hospital and Palo Municipal Hall;Development Academy of the Philippines;PAG-ASA Weather Center;Palo Municipal Hall;Leyte Provincial Hospital;National Kidney Transplant Institute;Malacañang Mabini Hall;	

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											20. Philippine National Oil Company Building 5 21. Philippine Public Safety College (Phase 3); 22. Quirino Memorial Medical Center (QMMC); 23. Department of Environment and Natural Resources – Central Office; 24. National Police Commission; and 25. University of the Philippines – Los Baños
SM 7	Submission of Monthly Project Monitoring Reports to GCG	Total number of Project Monitoring Reports submitted to GCG within 30 days from end of every month = $\Sigma(\text{PMRS})$	10%	Actual over Target	12	12	10%	9	7.50%	<ul style="list-style-type: none"> Project Monitoring Reports for January to December 2016 	PNOC RC requested revision of target from 12 (submission of project monitoring reports monthly) to 4 (submission of project monitoring reports quarterly). Request for revision denied. PNOC RC submitted copies of monthly project monitoring reports for January to December 2016. However, reports for January, February and April were submitted beyond the prescribed timeframe.
SM 8	Satisfactory Feedback for RE Related Information Education (IEC) Campaigns	Pass or Fail	5%	Actual over Target	3	Passed 4.505	5%	Passed 4.51	5%	<ul style="list-style-type: none"> Feedback reports on the Renewable Energy and Energy Efficiency Forums facilitated by PNOC RC (with attached tabulation of raw scores) 	PNOC RC conducted Renewable Energy and Energy Efficiency Forums on 17 March and 15 July 2016. It was validated that the feedback on RE forum resulted to a rating of 4.60, while the feedback on EE forum resulted to a score of 4.41. This results to a weighted average feedback score of 4.505, exceeding the target rating of 3.
	Sub-total		25%				25%		22.5%		

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LEARNING AND GROWTH	SO 6	Develop a Highly Competent Workforce										
	SM 9	ISO Certification 9008:2015	Pass or Fail	5%	All or nothing	ISO Certified	Passed ISO Certified on 18 November 2016	5%	ISO Certified	5%	<ul style="list-style-type: none">ISO 9001:2015 Certificate issued by TUV Rheinland dated 23 December 2016	PNOC RC passed the ISO 9001:2015 audit conducted by TUV Rheinland on 18 November 2016.
	SM10	Reorganization Plan	Pass or Fail	10%	All or nothing	Submission to GCG of a Board approved Reorganization Plan	Passed	10%	Submission to GCG of a Board approved Reorganization Plan	10%	<ul style="list-style-type: none">Board Approved Reorganization Plan submitted to GCG on 23 June 2016PNOC RC Board Resolution No. 12 series 2016 dated 22 June 2016	A copy of PNOC RC's Reorganization Plan (approved by its Board on 22 June 2016) was submitted to GCG on 23 June 2016.
	SM11	Average Percentage of Required Competencies Met	Pass or Fail	5%	All or nothing	Submission to GCG of a Board-approved Competency Model	Passed	5%	Submission to GCG of a Board approved Competency Framework	5%	<ul style="list-style-type: none">Board Approved Competency Framework submitted to GCG on 10 October 2016Secretary's Certificate dated 10 Oct. 2016 certifying that the Competency Framework was Board approved	A copy of PNOC RC's Competency Framework (approved by its Board on 27 Sept. 2016) was submitted to GCG on 10 October 2016.
		Sub-total		20%				20%		20%		
	TOTAL		100%				92.29%		87.75%			