

**PHILIPPINE NATIONAL RAILWAYS (PNR)  
Validated 2023 Performance Scorecard**

Component						PNR Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
SOCIAL IMPACT	SO 1	Improve Mobility of Passengers									
	SM 1	Ridership Volume									
		a. Metro North Commuter	Actual Ridership	2%	Actual / Target	97,981	753,225	2.00%	753,225	2.00%	2023 Monthly Result of Operations
		b. Metro South Commuter		2%		2,042,082	8,664,399	2.00%	8,664,399	2.00%	
		c. Bicol Commuter Service		3%		502,567	845,044	3.00%	845,044	3.00%	
		d. Inter-Provincial Commuter		3%		68,255	48,025	2.11%	48,025	2.11%	

Ridership Volume			
Line	2023	2022	Inc/Dec
MNC	753,225	922,209	(18.32%)
MSC	8,664,399	6,674,485	29.81%
BCC	845,044	486,956	73.54%
IPC	48,025	166,851	(71.22%)

MNC, MSC, and BCS exceeded their corresponding targets by 670%, 324%, and 68%, respectively. This is primarily because lower targets were set for the commuter lines that were expected to cease operations in 2023, but the scheduled shift/r-transfer of Metro Manila Commuter service lines to IPC was unexpectedly delayed due to the delayed pronouncement of the DOTr.

For MSC and BCS, the substantial increase in total number of train trips resulting from the higher Rolling Stock Availability (RSA) was a contributory factor to the increase in ridership.

As for IPC, it failed to reach the target as the actual daily number of trips was only four (4) using a 3-car trainset vs. the projected daily trips of eight (8) using a 5-car trainset. In addition, the positive market reception when IPC was introduced in 2022 was not replicated in 2023.

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Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
SM 2	Space-Kilometer Offerings (in thousands)									
	a. Metro North Commuter	Space Capacity x No. of Cars x Km. Traveled	2%	Actual / Target	11,398	38,480	2.00%	38,480	2.00%	2023 Monthly Result of Operations
	b. Metro South Commuter		2%		109,382	244,447	2.00%	244,447	2.00%	
	c. Bicol Commuter Service		3%		128,731	51,754	1.21%	51,754	1.21%	
	d. Inter-Provincial Commuter		3%		95,558	24,739	0.78%	24,739	0.78%	
Subtotal		20%				15.10%		15.10%		

Space-Kilometer Offerings			
Line	2023	2022	Inc/Dec
MNC	38,480	80,470	(52.18%)
MSC	244,447	356,042	(31.34%)
BCS	51,754	11,716	341.74%
IPC	24,739	48,505	(49.00%)

MNC and MSC exceeded their corresponding targets significantly by 338% and 223%, respectively.

On the other hand, BCS and IPC only achieved 40% and 26% of their target space-kilometer offering.

The same reason – the delayed pronouncement of the DOTr to cease the metro commuter service line operations, coupled with lower targets for the commuter lines that are expected to cease operations, given in SM 1 can be attributed to the PNR exceeding the targets for MNC and MSC.

For BCS, it failed to achieve the target despite the 342% increase from previous year. The non-achievement was due to the delay in the operation of the Naga – Ligao route. Supposedly operational on 01 March 2023, this route only started its service on 31 July 2023 when the bridges along the route were completed.

The same with previous measure, IPC's lower space-kilometer offering was due to the commuter line's failure to achieve the programmed number of trips.

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	Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating				
CUSTOMERS / STAKEHOLDERS	SO 2	Enhanced Customer Satisfaction											
	SM 3	Percentage of Satisfied Customers	Number of respondents who gave <i>at least</i> a Satisfactory rating / Total number of respondents	5%	Actual / Target  0% = If less than 80%	90%	0%	0.00%	82.82%	4.60%	-Client Satisfaction Measurement Report  -List of Results of the Harmonized Client Satisfaction Measurement (HCSM) from ARTA	SQD 0: Overall Satisfaction	Score
												Strongly Agree	219
												Agree	263
												Neither Agree nor Disagree	65
												Disagree	16
												Strongly Disagree	19
												N/A	0
												Total Responses	582
												Overall	82.82%
	Based on the compliance status provided by ARTA, PNR was found to be compliant with provisions of GCG-ARTA JMC No. 1 series, with a rating of 82.82%.												
	SO 3	Reliable and Efficient Railway Service Provided											
	SM 4	Punctuality Rating (Departure at Terminal Station)											
		a. Metro North Commuter	Train Trips On-Time / Total Train Trips	2%	Actual / Target	98.75%	97.64%	1.98%	97.49%	1.97%	-2023 Monthly Result of Operations	Metro North Commuter	
												Total Trips on Time	3,491
Total Train Trips												3,581	
										Punctuality Rating	97.49%		

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	Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Score			Rating								
		b. Metro South Commuter		2%		98.75%	98.20%	1.99%	98.21%	1.99%	-Punctuality No. of on time trips 2022 & 2023.	<table><tr><th colspan="2">Metro South Commuter</th></tr><tr><td>Total Trips on Time</td><td>11,005</td></tr><tr><td>Total Train Trips</td><td>11,206</td></tr><tr><td>Punctuality Rating</td><td>98.21%</td></tr></table>	Metro South Commuter		Total Trips on Time	11,005	Total Train Trips	11,206	Punctuality Rating	98.21%
		Metro South Commuter																		
		Total Trips on Time		11,005																
		Total Train Trips		11,206																
		Punctuality Rating		98.21%																
		c. Bicol Commuter Service		3%		98.75%	84.44%	2.57%	83.68%	2.54%		<table><tr><th colspan="2">Bicol Commuter Service</th></tr><tr><td>Total Trips on Time</td><td>2,061</td></tr><tr><td>Total Train Trips</td><td>2,463</td></tr><tr><td>Punctuality Rating</td><td>83.68%</td></tr></table>	Bicol Commuter Service		Total Trips on Time	2,061	Total Train Trips	2,463	Punctuality Rating	83.68%
		Bicol Commuter Service																		
		Total Trips on Time		2,061																
		Total Train Trips		2,463																
Punctuality Rating	83.68%																			
d. Inter-Provincial Commuter	3%	98.75%	98.47%	2.99%	98.45%	2.99%	<table><tr><th colspan="2">Inter-Provincial Commuter</th></tr><tr><td>Total Trips on Time</td><td>1,140</td></tr><tr><td>Total Train Trips</td><td>1,158</td></tr><tr><td>Punctuality Rating</td><td>98.45%</td></tr></table>	Inter-Provincial Commuter		Total Trips on Time	1,140	Total Train Trips	1,158	Punctuality Rating	98.45%					
Inter-Provincial Commuter																				
Total Trips on Time	1,140																			
Total Train Trips	1,158																			
Punctuality Rating	98.45%																			
SM 5	Reduction of Train Shutdowns	Train Shutdowns / Total Train Trips	3%	< 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%	≤ 0.21%	≤ 0.21%	3.00%	0.65%	0%	2023 Monthly Result of Operations	<table><tr><th colspan="2">2023 Train Shutdowns</th></tr><tr><td>Total Train Trips</td><td>18,408</td></tr><tr><td>En-route Failures</td><td>120</td></tr><tr><td>% Train Shutdowns</td><td>0.65%</td></tr></table> <p>The percentage of train shutdowns for 2023 exceeded the set threshold of 0.25%.</p>	2023 Train Shutdowns		Total Train Trips	18,408	En-route Failures	120	% Train Shutdowns	0.65%	
											2023 Train Shutdowns									
											Total Train Trips	18,408								
											En-route Failures	120								
											% Train Shutdowns	0.65%								

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Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating										
FINANCIAL	SM 6	Reduction of Operations-Related Derailment Incidents	Actual Accomplishment	2%	All or Nothing	No Derailment Incident	4	0.00%	4 Derailment Incidents	0%	Summary of Incidents as of December 31, 2023	Date	Site of Incident						
												3/21/23	After Concordia Bridge						
												4/18/23	Bet Pasay Rd. and Edsa Stn.						
												9/10/23	Dela Rosa Station Switch						
												12/22/23	Laon Laan Station						
		Subtotal		20%				12.53%		14.09%									
SO 4 Achieved Revenue Targets																			
SM 7	Train Ticket Sales ('000)	Actual Revenue	7.5%	Actual / Target	56,886	184,729	7.50%	184,729	7.50%	COA-Audited 2023 Financial Statements of PNR	<table><tr><th>2023</th><th>2022</th><th>% Inc. (Dec)</th></tr><tr><td>184,729</td><td>153,527</td><td>20.32%</td></tr></table> <p>The 2023 train ticket sales exceeded the target by 224.74%. This was a result of the substantial increase in the total number of train trips and passenger capacity resulting from the increased average rolling stock, as well as the delayed cease of operations for the Metro Manila Commuter service lines.</p>			2023	2022	% Inc. (Dec)	184,729	153,527	20.32%
	2023	2022	% Inc. (Dec)																
184,729	153,527	20.32%																	
SM 8	Non-Rail Revenue ('000)	Actual Rental Revenue	7.5%	Actual / Target	277,000	378,899	7.50%	413,784	7.50%	<table><tr><th colspan="3">Non-Rail Revenue ('000)</th></tr><tr><th>2023</th><th>2022</th><th>% Inc. (Dec)</th></tr><tr><td>413,784</td><td>407,204</td><td>1.62%</td></tr></table> <p>PNR exceeded the target by 49.38%.</p> <p>As identified by the COA in its 2023 Notes to FS, the steady growth of PNR's rental income is attributed to the</p>	Non-Rail Revenue ('000)			2023	2022	% Inc. (Dec)	413,784	407,204	1.62%
Non-Rail Revenue ('000)																			
2023	2022	% Inc. (Dec)																	
413,784	407,204	1.62%																	

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Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating				
												successful lease of PNR properties to the ff:  • Tutuban Properties Inc. (TPI); and • Manila North Tollways Corporation.	
		Sub-total	15%				15.00%		15.00%				
INTERNAL PROCESS	SO 5	Improved PNR's Absorptive Capacity											
	SM 9	Budget Utilization Rate											
		a. GAA Subsidies – amounts obligated	Amount Obligated / Total GAA Subsidy <i>(both net of PS cost)</i>	5%	Actual / Target	90%	83%	4.60%	82.87%	4.60%	Statement of Allotment, Obligations, Utilization and Balances as of December 31, 2023 (Revised)	GAA Subsidies - amounts obligated	
		Total Amount Obligated		10,934,714									
		Budget Allocated		13,194,231									
	Obligation Rate		82.87%										
	b. GAA Subsidies – amounts disbursed	Amount Disbursed / Amount Obligated <i>(both net of PS cost)</i>	5%	90%	96%	5.00%	75.23%	4.18%	COB FY 2024	GAA Subsidies - amounts disbursed			
	Total Amount Disbursed		10,934,714										
	Total Amount Obligated		8,598,995										
	Disbursement rate		75.23%										
c. Corporate Funds – CO & MOOE	Actual Disbursement / Scheduled Disbursement	5%	90%	22%	1.24%	12.90%	0.72%	Corporate Funds – CO & MOOE					
Actual Disbursement		198,581											
Scheduled Disbursement		1,539,440											
Utilization rate		12.90%											
SO 6	Quality Management System												
SM 10	ISO Certification	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit	Passed the Surveillance Audit	5.00%	Passed Surveillance Audit	5.00%	Audit Report from Certification International Philippines, Inc. (CIPI)	Certification International Philippines Inc. conducted the surveillance audit on PNR on 28 November 2023 covering the "repair, rehabilitation, restoration, and maintenance of railway system; train control and rolling stock maintenance;		



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Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating		
										<p>station operation and related support services".</p> <p>PNR's quality management system is deemed satisfactory despite three (3) minor non-conformities raised during the audit conduct.</p>
SO 7 Program and Project Management Office										
South Long-Haul Project										
SM 11	a. Number of Completed Appraisal Reports for the Affected Properties	Actual Number	5%	Actual / Target	3 Appraisal Reports [a. Land, b. Structure, and c. Crops and Trees]	1.67%	1.67%	0	0%	<p>PNR South-Long Haul PMO 2023 Report on Land Acquisition and Resettlement Activities</p> <p><b>a. LAND</b> <b>Not accomplished.</b> The completion of the land appraisal report spilled over in 2024 resulting from the dispute regarding the San Pablo – Alaminos, which has been resolved only in November 2023.</p> <p><b>b. Structure</b> <b>Not accomplished.</b> At the end of 2023, the PMO was still in the process of reviewing the structure appraisal report of San Pablo Depot. To note, this is the only report submitted to PNR in 2023. The said report was only signed in February 2024.</p> <p><b>c. Crops and trees</b> <b>Not accomplished.</b> The completion of the crops and trees appraisal report is dependent on the timeline of review of the Local Government Units and their Intra-LGU Tree Appraisal Committee (ILTAC). The target is only partially completed.</p>

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Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating	
	b. Number of Offer to Buy (OTB) Issued to Affected Lots	Actual Number	5%	Actual / Target	50	On-going	0.00%	0	0%	
SM 12	North South Commuter Railway (NSCR)	Actual Accomplishment	10%	All or Nothing	Establishment of PMO	10%	10%	Establishment of PMO	10%	<p>PNR Letter of Request for Approval of the Organizational Structure PMO for PNR – NSCR Project</p> <p>DOTr Letter of Approval to Organizational Structure of the PMO for PNR NSCR Project</p> <p>PNR Office Order No. 106 series of 2023</p>
		Sub-total	40%				27.51%		24.50%	
SO 8	Digitalization									
SO 9	Reorganization Plan									



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	Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Score	Rating			
	SM 13	Reorganization Plan (RP)	Actual Accomplishment	2.5%	All or Nothing	Submission of Complete RP Proposal to GCG	On-going	0.00%	Not Accomplished	0%	N/A	PNR did not provide any supporting documents or updates for this measure.
	SO 10	Enhanced Employee Competency and Motivation										
	SM 14	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	2.5%	All or Nothing	Board-approved Competency Model	On-going	0.00%	Not Accomplished	0%	N/A	PNR did not provide any supporting documents or updates for this measure.
		Sub-total		5%				0.00%		0%		
		TOTAL WEIGHTS		100%			70.14%		68.69%			

Annex A Reviewed and Certified Correct by:

  
**ATTY. ORLANDO P. POLINAR**  
 Director IV  
 Corporate Governance Office B

  
**KENNETH M. RAFOLS**  
 Director III  
 Corporate Governance Office B

