



07 March 2023

HON. JAIME J. BAUTISTA
 Chairperson and DOTR Secretary
ATTY. HERNANDO T. CABRERA
 Administrator
LIGHT RAIL TRANSIT AUTHORITY (LRTA)
 1st Floor, Line 2 Depot
 Marcos Highway, Pasig City

**RE : VALIDATION RESULTS OF LRTA'S
2021 PERFORMANCE SCORECARD**

Dear Secretary Bautista and Administrator Cabrera,

This is to formally transmit the validation result of LRTA's 2021 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, LRTA obtained an overall score of **81.04%** (See **Annex A**). The same is to be posted on LRTA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

In relation to the grant of the 2021 Performance-Based Bonus (PBB) to eligible officers and employees, LRTA failed to satisfy the requirements for GCG M.C No. 2019-02,² particularly the achievement of a weighted average score of at least 90% in its 2021 Performance Scorecard. In this regard, the Board is reminded that any unilateral action to release the PBB will be considered a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.³

Consequently, pursuant to GCG M.C. No. 2021-01,⁴ failure to qualify for the PBB means that the Appointive Members of the Governing Board of LRTA shall not be qualified to receive the Performance-Based Incentive (PBI).

FOR LRTA'S INFORMATION AND GUIDANCE.

Very truly yours,

Alex L. Quiroz
Justice ALEX L. QUIROZ (ret.)
 Chairperson

cc: COA Resident Auditor – LRTA

LIGHT RAIL TRANSIT AUTHORITY
 RECORDS OFFICE
 RECEIVED BY: EMIE
 DATE: 3/15/23 TIME: 9:50AM

LIGHT RAIL TRANSIT AUTHORITY
 RECORDS OFFICE
 RECEIVED BY: Faye
 DATE: 3/13/23 TIME: 11:36

¹ "Code of Corporate Governance for GOCCs," dated 28 November 2012.

² "Interim Performance-Based Bonus (PBB)," dated 25 July 2019.

³ "GOCC Governance Act of 2011."

⁴ "Interim Performance-Based Incentive (PBI) System for Appointive Directors of GOCCs covered by GCG for CY 2020 and for the Years Thereafter," dated 28 January 2021.

**LIGHT RAIL TRANSIT AUTHORITY (LRTA)
Validated 2021 Performance Scorecard**

		Component			LRTA Submission		GCG Validation		Supporting Documents	Remarks											
Objective/Measure	Formula	Weight	Rating System ^{1/}	Target	Actual	Rating	Score	Rating													
SO 1 Increased Passenger Mobility and Reduced Commuter Time, Increase Productivity																					
SOCIAL IMPACT	SM 1	Passenger Ridership	Absolute Figure (in Millions)	Actual / Target	L1: 57.54	L1: 44.35	0%	L1: 44.35	0.00%	<ul style="list-style-type: none"> Line 1 and Line 2 Monthly Passenger Ridership Reports for 2021 LRTA Annual Report 2021 DOTr Data Set for the Railway Sector 	<table border="1"> <tr><td>Q1</td><td>12,150,556</td></tr> <tr><td>Q2</td><td>9,022,596</td></tr> <tr><td>Q3</td><td>9,688,624</td></tr> <tr><td>Q4</td><td>13,491,841</td></tr> <tr><td>Total</td><td>44,353,617</td></tr> </table> <p>The following factors affected the 2021 Line 1 ridership:</p> <p>a. Reduced ridership in compliance with the government directive, which resulted in the implementation of a Passenger Limit per platform to maintain load capacity at 30% as imposed by the IATF and the DOTr;</p> <p>b. Reduced number of trains/fleet for deployment as an unavoidable adjustment to the decrease in actual patronage demand plus the project implementation related to the systematic installation of the new onboard signaling system; and</p> <p>c. Closure of Roosevelt Station due to the relocation of switch 17</p>	Q1	12,150,556	Q2	9,022,596	Q3	9,688,624	Q4	13,491,841	Total	44,353,617
					Q1	12,150,556															
					Q2	9,022,596															
Q3	9,688,624																				
Q4	13,491,841																				
Total	44,353,617																				
L2: 12.68	L2: 11.84	1.87%	L2: 11.84	1.87%	<table border="1"> <tr><td>Q1</td><td>2,871,518</td></tr> <tr><td>Q2</td><td>2,077,407</td></tr> <tr><td>Q3</td><td>2,664,488</td></tr> <tr><td>Q4</td><td>4,229,541</td></tr> <tr><td>Total</td><td>11,842,954</td></tr> </table> <p>LRTA cites in its Accomplishment Report that the decrease in 2021 for Line 2 ridership was caused by the implementation of the Enhanced Community Quarantine (ECQ) and Modified Enhanced Community Quarantine (MECQ) during the year as well as the degraded train operation and full stoppage or closure of operations from Recto to Cubao and vice-versa for several days in June and July 2021.</p>	Q1	2,871,518	Q2	2,077,407	Q3	2,664,488	Q4	4,229,541	Total	11,842,954						
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Q2	2,077,407																				
Q3	2,664,488																				
Q4	4,229,541																				
Total	11,842,954																				
Sub-total	2%					1.87%		1.87%													

Component					LRTA Submission		GCG Validation		Supporting Documents	Remarks																					
Objective/Measure	Formula	Weight	Rating System nd	Target	Actual	Rating	Score	Rating																							
CUSTOMERS & STAKEHOLDERS	SO 2	Sustain Customer Satisfaction																													
		Percentage of Satisfied Customers																													
		a. Passengers		6%	92%*	100%	6%	100%	6.00%	<ul style="list-style-type: none"> 2021 LRTA Customer Satisfaction Survey Report Customer Satisfaction Survey Data for LRT-2 Concessionaires Certification of Quality Control Copies of ten (10) Accomplished Survey Questionnaires Certificate on Total Population of LRT-2 Concessionaires 	<table border="1"> <thead> <tr> <th>Rating</th> <th>Total</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>VS</td> <td>416</td> <td>75.64%</td> </tr> <tr> <td>S</td> <td>134</td> <td>24.36%</td> </tr> <tr> <td>Neither</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>D</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>VD</td> <td>0</td> <td>0.00%</td> </tr> <tr> <td>Total</td> <td>550</td> <td>100%</td> </tr> </tbody> </table>	Rating	Total	%	VS	416	75.64%	S	134	24.36%	Neither	0	0.00%	D	0	0.00%	VD	0	0.00%	Total	550
Rating	Total	%																													
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S	134	24.36%																													
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D	0	0.00%																													
VD	0	0.00%																													
Total	550	100%																													
	SM 2	b. Concessionaires	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	2%	92%*	100%	2.00%	100%	2.00%	10 out of 10 or 100% of LRT Line 2 Concessionaires have rated LRTA's services as either Satisfactory (4 concessionaires) or Very Satisfactory (6 concessionaires).																					

* Using the Enhanced Guidelines for the Conduct of the CSS prescribed by the GCG.

Objective/Measure		Component			LRTA Submission		GCG Validation		Supporting Documents	Remarks	
		Formula	Weight	Rating System ^{af}	Target	Actual	Rating	Score			Rating
SO 3	Address Increasing Demands Through Existing Lines and New Ones										
SM 3	Line 2 East Extension Project	Percentage of Completion (cumulative)	8%	Actual / Target	a. 100% completion of Electro-Mechanical Works and Track Works (Package 3)	99.96% completion	7.99%	99.96% completion	7.99%	<ul style="list-style-type: none"> Monthly Progress Report No. 30 as of December 2021 by the Contractor Marubeni-DMCI Consortium 	This project was at 99.96% as of 31 December 2021. The report from the contractor highlights that "overall the project is -0.04% behind schedule, with the remaining activities being minor punch-list items for testing, delivery of spares and tools, and submission of the As-built drawings for the Project."
		Actual revenue operation	2%	All or Nothing	b. Line 2 East Extension Opening of Operation by June 2021	Line 2 Line 2 East Extension started operation on 05 July 2021	0.00%	Measure Excluded	-	<ul style="list-style-type: none"> Copy of the DOTr letter on the approval of the contractor's claim for Extension of Time (EOT) Nos. 2 and for the E&M Works of the project 	The inauguration and opening of the LRT Line 2 East Extension project could not be made unless the installation and testing activities were finished. The installation and testing could not be done on time because these activities needed to be performed by the foreign experts of the contractor. In turn, the contractors could not fly to the Philippines based on the expected timeline due to the imposed travel ban for foreign nationals in the first semester of 2021. The complete travel ban from 20 March 2021 to 21 April 2021 impacted the mobilization to Manila of the Foreign Experts who installed and tested the signaling system. Measure excluded.

		Component				LRTA Submission		GCG Validation		Supporting Documents	Remarks											
Objective/Measure	Formula	Weight	Rating System ^{al}	Target	Actual	Rating	Score	Rating														
CUSTOEMRS & STAKEHOLDERS	SM 4	Line 2 West Extension Project	Percentage of completion	7%	Actual / Target	100% completion of Detailed Engineering Design for Civil Works, Electromechanical Systems and Rolling Stock	Still pending approval of the revised alignment from concerned government agencies and issuance of Multi-year obligational Authority (MYOA) from DBM.	0.70%	Measure Excluded	-	<ul style="list-style-type: none"> LRTA-submitted Comprehensive Timeline of the Line 2 West Extension Project <p>Target was not achieved as LRTA was still awaiting the issuance of the Multi-Year Obligational Authority (MYOA) from the DBM. Only when the MYOA is received from the DBM can LRTA proceed with the project.</p> <p>Measure excluded.</p>											
	SM 5	a. Relocation of Informal Settler Families (ISFs) under Right-of-Way (ROW) Package 2 – Las Piñas City	Actual Accomplishment	4%	Actual / Target	Relocation of 109 ISFs under Package 2	81 ISFs out of 109 were relocated	2.97%	81 out of 92 eligible ISFS were relocated	3.52%	<ul style="list-style-type: none"> Status of 109 ISFs as of end of 2021 Actual Copies of Permits to Move in for 68 ISFs Las Piñas Station Revised Alignment Briefer <table border="1"> <thead> <tr> <th>Status</th> <th>No. of ISFs</th> </tr> </thead> <tbody> <tr> <td>Qualified for relocation and given a permit to move-in</td> <td>68</td> </tr> <tr> <td>Did not qualify for relocation and were not given a permit to move-in</td> <td>13</td> </tr> <tr> <td>Ineligible for Relocation due to project realignment (excluded from universe)</td> <td>17</td> </tr> <tr> <td>Qualified for Relocation but were resistant and did not move-in</td> <td>11</td> </tr> <tr> <td>TOTAL</td> <td>109</td> </tr> </tbody> </table> <p>Due to revised alignment in the middle of the year, 17 families were no longer eligible for relocation as they were deemed no longer affected by the project. The total target considered for this sub-measure is reduced from 109 to 92 due to this change in scope.</p> <p>Only eleven (11) ISFs qualified for relocation were not relocated because they were resistant</p>	Status	No. of ISFs	Qualified for relocation and given a permit to move-in	68	Did not qualify for relocation and were not given a permit to move-in	13	Ineligible for Relocation due to project realignment (excluded from universe)	17	Qualified for Relocation but were resistant and did not move-in	11	TOTAL
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TOTAL	109																					

		Component			LRTA Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Rating System ^{af}	Target	Actual	Rating	Score	Rating		
	b. Trainsets of New Rolling Stock – 4 th Generation LRVs	Actual Accomplishment	4%	Actual / Target	Delivery of 18 Trainsets	Delivery of 16 trainsets	3.56%	Delivery of 16 trainsets	3.56%	<ul style="list-style-type: none"> Monthly Progress Report No. 46 as of 31 December 2021 by the contractor <p>16 out of 18 trainsets were already at the depot, most of which were already inspected while the rest were already unloaded, Trainsets 20 and 21 have not arrived at the port.</p> <p>The two (2) trainsets were not delivered due to the non-availability of the stabling tracks at the Baclaran depot.</p>
	Sub-total		33%				23.22%		23.07%	
INTERNAL PROCESS										
SO 4	Ensure Delivery of Performance by the Private Concessionaire at All Times									
SM 6	Compliance Rate of Concessionaire to Performance Commitments under the Concession Agreement	Percentage of Compliance to Secondary KPI (No. of Rectified Non-compliance + Total No. of Non-compliance) x 100%	10%	96% & above = 10% 94-95% = 9% 93% = 8% 92% = 7% 91% = 6% 90% = 5% 89.9% & below = 0%	L1: 96%	L1: 97.44%	10.00%	L1: 97.44%	10.00%	<ul style="list-style-type: none"> 2021 Secondary KPI Monthly Report <p>No. of Citations: 39 No. of Rectifications: 38 % of Rectification: 97.44%</p>

		Component				LRTA Submission		GCG Validation		Supporting Documents	Remarks																												
Objective/Measure		Formula	Weight	Rating System ^{1/}	Target	Actual	Rating	Score	Rating																														
INTERNAL PROCESS	SM 7	Compliance Rate of Line 2 Automated Fare Collection System (AFCS) Concessionaire to Service Level Agreement (SLA)	(No. of SLA provisions complied + Total number relevant provisions) x 100%	7%	Actual / Target	L2: 100%	L2: 99.59%	6.97%	L2: 99.59%	6.97%	<ul style="list-style-type: none"> 2021 Monthly and Quarterly performance monitoring report for AFCS concessionaire <table border="1"> <thead> <tr> <th>Month</th> <th>Compliance Rate</th> </tr> </thead> <tbody> <tr><td>January</td><td>99.45%</td></tr> <tr><td>February</td><td>99.13%</td></tr> <tr><td>March</td><td>99.54%</td></tr> <tr><td>April</td><td>99.84%</td></tr> <tr><td>May</td><td>99.58%</td></tr> <tr><td>June</td><td>99.87%</td></tr> <tr><td>July</td><td>99.59%</td></tr> <tr><td>August</td><td>99.14%</td></tr> <tr><td>September</td><td>99.89%</td></tr> <tr><td>October</td><td>99.74%</td></tr> <tr><td>November</td><td>99.63%</td></tr> <tr><td>December</td><td>99.73%</td></tr> <tr><td>Total</td><td>99.59%</td></tr> </tbody> </table>	Month	Compliance Rate	January	99.45%	February	99.13%	March	99.54%	April	99.84%	May	99.58%	June	99.87%	July	99.59%	August	99.14%	September	99.89%	October	99.74%	November	99.63%	December	99.73%	Total	99.59%
	Month	Compliance Rate																																					
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July	99.59%																																						
August	99.14%																																						
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October	99.74%																																						
November	99.63%																																						
December	99.73%																																						
Total	99.59%																																						
SO 5 Improve Efficiency and Reliability of LRT Systems and Processes																																							
SM 8	Number of Projects Completed for Improved Systems and Facilities	No. of projects with 100% completion + Total number of projects for the year	12%	Actual / Target	Eight (8) Projects	1 project	1.50%	1 out of 4 (4 other projects excluded)	3.00%	<ul style="list-style-type: none"> Certificate of 100% Completion for Construction of water treatment facility Project Project milestones and list of justifications from the contractor for excluded projects 	<ul style="list-style-type: none"> Four (4) projects excluded. <ol style="list-style-type: none"> Design and build for the improvement of Line 2 Stations and Facilities at 91.33% physical completion. Replacement of Precision Air-Conditioning Unit (PACU) System at Depot at 95.15% physical completion. Consultancy Service for Structural Investigation and Related Works for Lines 1 and 2 at 98% physical completion. Rehabilitation of Station Roof Decks and Substation subsumed through an approved Variation Order under Design and build for the improvement of Line 2 Stations and Facilities project. <p>The first 3 projects with above 90% completion rate as of yearend were originally intended for completion in the 1st quarter of the year but had different completion rates as of the end of the 4th quarter due to the requested time extension by the respective contractors in view of the pandemic. The fourth project is also excluded since the Variation Order made it impossible for this project to be measured separately since it was already subsumed under a bigger project for cost and technical efficiency.</p> <p>As for the 4 other projects, 1 was 100% completed and the 3 were deferred by LRTA Management (not excluded from the 2021 performance scorecard).</p>																												

		Component				LRTA Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Rating System ^{1/}	Target	Actual	Rating	Score	Rating			
SM 9	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Recertification	Not accomplished	0%	Not accomplished	0.00	<ul style="list-style-type: none"> Timeline and milestone activities for ISO Certification in 2021 	LRTA was not able to procure on time which led to the non-achievement of this target during the year. Only the document for the Terms of Reference was provided.
SM 10	Mobile Application for Line 2 Passenger Information	Actual Accomplishment	3%	Actual/Target	100% Implementation and Roll-out	100% Implementation and Roll-out	3%	100% Implementation and Roll-out	3%	<ul style="list-style-type: none"> Project Status Report as of end of 2021 Screenshot of the app on Google Play Store 	LRTA was able to roll out and implement the app during the 4 th quarter of 2021. The app has modules that include Route Map, Station Information – and Fare Calculator, among others
		Sub-total	37%				21.47%		22.97%		
SO 6	Sustainability of Financial Conditions										
	Budget Utilization Rate										
SM 11	a. Current Budget (2020 Carryover & 2021)	Actual Award / (Total Budget – Savings)	2%	Actual / Target	100%	24.54%	0.49	18.59%	0.37%	<ul style="list-style-type: none"> Summary of Award for Budget Utilization Rate CY 2021 2021 Annual Procurement Plan (APP) in LRTA's website 	Actual Award = 154,483,475.76 Divided by: (Total APP = 853,873,000 Less: Savings = 22,744,369) = 831,128,630.76 BUR = 154,483,475.76 ÷ 831,128,630.76 BUR = 18.59%

FINANCIAL

		Component				LRTA Submission		GCG Validation		Supporting Documents	Remarks																				
Objective/Measure		Formula	Weight	Rating System ^{1/}	Target	Actual	Rating	Score	Rating																						
LEARNING & GROWTH	SM 11	b. Prior Years' Subsidies (2011-2019),	Actual Award / (Total Budget – Savings)	2%	Actual / Target	100%	76.48%	1.47%	76.48%	1.47%	<ul style="list-style-type: none"> Summary Table for CY 2011-2019 prepared by LRTA Finance Department <table border="1"> <thead> <tr> <th>Year and Funding Source</th> <th>BUR</th> </tr> </thead> <tbody> <tr> <td>2011 – 889 M</td> <td>100.00%</td> </tr> <tr> <td>2013 – 1,314 M</td> <td>100.00%</td> </tr> <tr> <td>2014 – 727 M</td> <td>100.00%</td> </tr> <tr> <td>2015 – 977 M</td> <td>41.06%</td> </tr> <tr> <td>2015 – 2,819 M</td> <td>88.66%</td> </tr> <tr> <td>2016 – 343 M</td> <td>100.00%</td> </tr> <tr> <td>2018 – 1,034 M</td> <td>0.00%</td> </tr> <tr> <td>2019 – 1,418.5 M</td> <td>53.56%</td> </tr> <tr> <td>Total</td> <td>76.48%</td> </tr> </tbody> </table>	Year and Funding Source	BUR	2011 – 889 M	100.00%	2013 – 1,314 M	100.00%	2014 – 727 M	100.00%	2015 – 977 M	41.06%	2015 – 2,819 M	88.66%	2016 – 343 M	100.00%	2018 – 1,034 M	0.00%	2019 – 1,418.5 M	53.56%	Total	76.48%
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Total	76.48%																														
SM 12	Collection Efficiency Rate	Actual Non-Rail Revenue Collection / Total Non-Rail Revenue Billed	10%	Actual / Target	90%	112.32%	10%	93.45%	10.00%	<ul style="list-style-type: none"> Comparative Non-Rail Revenue Consolidated Collection Reports for 2021 <p>2021 Total Actual Collection = 81,481,037.32 + Total Target Collection for 2021 = 87,191,800.89 Collection Efficiency Rate = 93.45%</p>																					
		Sub-total	14%				11.96%		11.84%																						
SO 7 Achieve Railway System Competency and Expertise																															
SM 13	Employees with Required Competences Met	Total Number of Revised Competency Profile	5%	Actual / Target	Prepared Revised Competency Profile of All Positions in the LRTA	Competency Profile of all positions in LRTA prepared in December 2021	5.00%	All positions in LRTA with Competency Profile as of 31 December 2021	5.00%	<ul style="list-style-type: none"> CY 2021 Summary List of Positions with Competency Profile Copies of all the Position Competency Profiles 	<p>Total Number of Positions for Profiling = 291</p> <p>Number of Positions Profiled = 291</p>																				

Component					LRTA Submission		GCG Validation		Supporting Documents	Remarks								
Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating										
LEARNING & GROWTH	SM 14	ISO Certification 45001:2018 Occupational Health and Safety	Total Number of Trained Safety Officers	3%	Actual/Target	Six (6) Safety Officers completed OHS-related trainings	3%	Six (6) Safety Officers completed OHS-related trainings	3.00%	<ul style="list-style-type: none"> Submitted list of employees and their respective certificate of completion of trainings in 2021 <p>A total of six (6) employees completed OHS-related trainings. Trainings included Construction Occupational Safety and Health, Loss Control Management, and Hazard Identification Risk Assessment & Control</p>								
	SM 15	Cross-Functional Learning/Skilling for Core Services (Operations – Train Operators, Traffic Control, Station Personnel)	Actual Accomplishment (physical count of trained staff)	a. 2% b. 2% c. 2%	Actual/Target	a. Certified Train Operators = 4 Station Personnel b. Certified Traffic Control Staff = 4 TOD Personnel c. Re-Oriented OCC Personnel to Train Operations = 4 OCC Personnel	a. 2% b. 2% c. 2%	a. Certified Train Operators = 4 Station Personnel b. Certified Traffic Control Staff = 7 TOD Personnel c. Re-Oriented OCC Personnel to Train Operations = 5 OCC Personnel	a. 2% b. 2% c. 2%	<ul style="list-style-type: none"> Training summary and certificates of the employees who have undergone cross-functional training in 2021 <table border="1" data-bbox="1839 695 2107 1034"> <thead> <tr> <th>Actual</th> <th>Type of Training</th> </tr> </thead> <tbody> <tr> <td>4 Station Personnel completed Train Operations Training</td> <td>Basic Rolling Stock and Train Operation Management</td> </tr> <tr> <td>7 TOD personnel completed Traffic Complete Training</td> <td>Basic Signaling Operations</td> </tr> <tr> <td>5 OCC Personnel completed the refresher program</td> <td>Train Operations Management</td> </tr> </tbody> </table> <p>LRTA provided sixteen (16) certificates for this measure representing a total of 16 employees who were subjected to cross-functional training during the year.</p>	Actual	Type of Training	4 Station Personnel completed Train Operations Training	Basic Rolling Stock and Train Operation Management	7 TOD personnel completed Traffic Complete Training	Basic Signaling Operations	5 OCC Personnel completed the refresher program	Train Operations Management
	Actual	Type of Training																
	4 Station Personnel completed Train Operations Training	Basic Rolling Stock and Train Operation Management																
7 TOD personnel completed Traffic Complete Training	Basic Signaling Operations																	
5 OCC Personnel completed the refresher program	Train Operations Management																	
Sub-total			14%			14%		14.00%										
TOTAL WEIGHTS EXCLUDED WEIGHT			100% (9%)			72.52%		73.75%										
VALIDATED TOTAL			91%			72.52 / 91 = 79.69%		73.75 / 91.00 = 81.04%										

a/ But not to exceed the weight assigned per indicator.