

**PHILIPPINE PORTS AUTHORITY  
2016 Performance Scorecard**

| Objective/Measure | Component  |  |               | PPA Submission         |  |                         | CGO-B Evaluation |                         | Supporting Documents | Remarks  |  |
|-------------------|--|--|---------------|------------------------|--|-------------------------|------------------|-------------------------|----------------------|--|--|
|                   | Formula  | Weight   | Rating System | Target                 | Actual   | Rating                  | Score            | Rating                  |                      |  |  |
| <b>SO 1</b>       | <b>Contribute Significantly to Increased Trade and Tourism</b>   |  |               |                        |  |                         |                  |                         |                      |  |  |
| SM 1              | % Increase in Cargo Throughput (In Million Metric Tons/Annum)  | Absolute Figure  | 1%            | Actual/Target x Weight | 0.45%<br>(234.08)<br>2015 Baseline: 224  | 246.99                  | 1%               | 10.26%<br>(246.99)      | 1%                   | - 2016 Statistics for Cargo, Passenger and Shipcalls<br>(Data verifiable through www.ppa.com.ph) | Domestic 95.33<br>Foreign 151.67<br>Import 84.72<br>Export 66.95<br>Total 246.99                     |
| SM 2              | % Increase in Number of Vessels (In Thousand Vessels)  | Absolute Figure  | 2%            | Actual/Target x Weight | 1.12%<br>(399.42)<br>2015 Baseline: 395  | 432.37                  | 2%               | 9.46%<br>(432.37)       | 2%                   |  | Domestic 420.12<br>Foreign 12.25<br>Total 432.37   |
| SM 3              | % Increase in Passengers (In Million Passengers)   | Absolute Figure  | 2%            | Actual/Target x Weight | 5.00%<br>(65.88)<br>2015 Baseline: 62.74   | 68.84                   | 2%               | 9.72%<br>(68.84)        | 2%                   |  | Disembarked 35.57<br>Embarked 33.27  |
| <b>SO 2</b>       | <b>Enhance Accessibility Through Seamless Connectivity with Other Transport Modes</b>                            |  |               |                        |  |                         |                  |                         |                      |  |  |
| SM 4              | Institutional Support to Social Reform Projects to Promote Tourism and Economic Development Agenda of Government | % completion of DOTr-approved Tourism and Social Reform-related Port Projects bidded-out | 7.5%          | Actual/Target x Weight | 100%<br>(47 Tourism and Social Reform-related Port Projects bidded-out in 2016 [regardless of bid result]) | 72.34%<br>(34 Projects) | 5.43%            | 76.60%<br>(36 Projects) | 5.74%                | - Status Report on DOTr-Proposed Projects<br>- Notices of Award<br>- Requests for Renegotiation  | 11 projects reportedly pending with the DOTr for funding or Program of Work (POW) evaluation issues. |

SOCIAL IMPACT

|              | Component   |   |  |                        | PPA Submission         |   |  | CGO-B Evaluation |  | Supporting Documents                        |   | Remarks  |
|--------------|---|---|--|------------------------|------------------------|---|--|------------------|--|---|---|--|
|              | Objective/Measure   | Formula   | Weight   | Rating System          | Target                 | Actual  | Rating                                     | Score            | Rating                                 |   |   |  |
| FINANCIAL    | SM 5  | Future Proofing Gateway Ports   | % Completion of additional ports with modern container handling facilities (Iloilo & Cagayan de Oro) | 5%                     | Actual/Target x Weight | 20% per schedule of Civil Works (General Santos and Iloilo) | 49.83% General Santos<br>64.54% Iloilo     | 5%               | 49.83% General Santos<br>64.54% Iloilo | 5%  | - Project Accomplishment Reports<br>- Photographs | Target date of accomplishment for both ports will be by the end of CY 2017.  |
|              |   | <b>Sub-total</b>  |  | <b>17.5%</b>           |                        |   |  | <b>15.43%</b>    |  | <b>15.74%</b>                               |   |  |
|              | SO 3  | Become Financially Sufficient to Support its Development Program  |  |                        |                        |   |  |                  |  |   |   |  |
|              | SM 6  | Percent Increase in Port Revenue  | (Current year – Prior year) / Prior year   | 10%                    | Actual/Target x Weight | 5.00% (P13.95)  | P14.23 Billion                             | 10%              | 7.07% P14.23 Billion                   | 10%   | - PPA 2016 Unaudited FS as submitted to COA       | Increase in ICTSI and ATI dues by P881 Million.  |
| SM 7         | Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) | EBITDA (In Billion Pesos)   | 0%   | Actual/Target x Weight | P5.07 Billion          | P9.28 Billion   | 0%   | P9.28 billion    | 0%                                     | - PPA 2016 Unaudited FS as submitted to COA | Target exceeded by 83% or P4.21 Billion.          |  |
|              | <b>Sub-total</b>  |   | <b>10%</b>   |                        |                        |   | <b>10%</b>                                 |                  | <b>10%</b>                             |   |   |  |
| STAKEHOLDERS | SO 4  | Optimize Stakeholders' Satisfaction   |  |                        |                        |   |  |                  |  |   |   |  |
|              | SM 8  | Number of Ports with Complete Compliance with Recognition Requirements for Port Safety, Health and Environment Management System (PSHEMS) Issued by the Partnership in Environmental Management of Seas in East Asia (PEMSEA) | Number of Ports  | 5%                     | Actual/Target x Weight | +2 Ports Zamboanga and Ozamiz                               | 16 Ports completed Internal Audit with QMS | 5%               | -                                      | N/A   | - Internal Audit Reports                          | PPA has made a shift to the Integrated Management System (IMS) which combines QMS and PSHEMS standards for cost effectiveness and efficiency. Measure is excluded. |

| Objective/Measure | Component  |   | PPA Submission |                        |  | CGO-B Evaluation |            | Supporting Documents |           | Remarks  |   |
|-------------------|--|---|----------------|------------------------|--|------------------|------------|----------------------|-----------|--|---|
|                   | Formula  | Weight  | Rating System  | Target                 | Actual   | Rating           | Score      | Rating               |           |  |   |
| SM 9              | Attainment of Minimum Satisfactory Rating on the Port Users' Needs and Satisfaction Survey (PUNSS) | Refer to rating system used in the survey   | 5%             | All or Nothing         | PUNSS Result with Minimum Satisfactory Rating of 3.75% | 3.79%            | 5.00%      | 3.79%                | 5.00%     | - Copy of Final Report drafted by Development Academy of the Philippines | Overall Port Users' Annual Satisfaction Survey Rating is 3.79%, an average from the satisfaction ratings of Passengers and Shipping Lines with 3.76% and 3.81%, respectively. |
| <b>Sub-total</b>  |  |   | <b>10%</b>     |                        |  |                  | <b>10%</b> |                      | <b>5%</b> |  |   |
| SO 5              | Be Recognized For its International Best Practices on its Core Processes                           |   |                |                        |  |                  |            |                      |           |  |   |
| SM 10             | Increasing the Productivity of Ro-Ro Operations  | Ave. No. of Ro-Ro Units/Net Ship-Hour (Total No. of Ro-Ro Units per Vessel/Net Service Time per Vessel) in Top 20 Ro-Ro ports Operating 12 hrs for 365 days | 5%             | All or Nothing         | 35-40 Vehicles   | 47.13            | 5%         | 47.13                | 5%        | - Schedule of Productivity of Ro-Ro Operations                           | Top Performing Ports:<br>1. Balingoan CDO – 120.53<br>2. Benoni CDO – 97.34<br>3. Daima Shipping Corp. Ozamiz – 69.65   |
| SM 11             | Increase in Sites with Transport Connectivity Enhanced Through the Provision of Ro-Ro Ramps        | Actual Accomplishment   | 7.5%           | Actual/Target x Weight | +7 Ports   | 13 Ports         | 7.5%       | 13 Ports             | 7.5%      | - Certificates of Completion and Acceptance                              | A total of 157 Ro-Ro Ramps were provisioned in ports nationwide.  |
| SM 12             | Increasing the Productivity of Container Operations  | Ave. No. of Boxes/Net Ship-Hour (Total no. of Boxes per Vessel/Net Service Time per Vessel) in Manila-based ports   | 5%             | All or Nothing         | 20-25 (MICT, SH and NH)                                | 26.74            | 5%         | 26.74                | 5%        | - Schedule of Productivity of Container Operations                       | North Harbor 20.63<br>South Harbor 26.49<br>MICT 33.09  |

INTERNAL PROCESS

| Component   |  | PPA Submission                                 |               |                | CGO-B Evaluation                                      |  | Supporting Documents |        | Remarks       |  |
|---|--|--|---------------|----------------|---|--|----------------------|--------|---------------|--|
| Objective/Measure   | Formula  | Weight   | Rating System | Target         | Actual  | Rating   | Score                | Rating |               |  |
| SM 18   | Percentage Compliance with the Requirements for Certification on Core Processes for PPA Head Office                | Percentage Completion                          | 5%            | All or Nothing | 100% Completed All Requirements for ISO Certification | Finalized Policy and Procedures Manual; and Conducted Internal Audit | 0%                   | N/A    | N/A           | - Report on the Conduct of Internal Audit at PPA Head Office<br>- Requests for Renegotiation<br><br>PPA completed Internal Audit for ISO 9001:2015.<br><br>The migration to new version of standard from ISO 9001:2008 to ISO 9001:2015, as recommended by the certifying body of PPA, resulted to delay in the processes set in place for the QMS recognition of the core processes of PPA Head Office.<br><br>Measure is excluded. |
| <b>SO 6 Strengthen Regulatory Regime that will Promote Healthy Competition and Efficient Operations</b> |  |  |               |                |   |  |                      |        |               |  |
| SM 19   | % Completion of Inventory and Mapping of Ports in Relation to new Terminal Management Operation and Service Policy | % Completion for all manned ports with traffic | 5%            | All or Nothing | 100%  | 100%   | 5%                   | 100%   | 5%            | - Tier Mapping and Classification of Ports<br>- Port Terminal Management Regulatory Framework Policy<br><br>PPA classified the investment arrangements that contractors may enter into based on the services required by each port.  |
| SM 20   | % Completion of Policy Reform on Interim Delineation of Regulatory from Operations Functions                       | % Completion                                   | 5%            | All or Nothing | 50% Board-approved Policy                             | N/A  | -                    | N/A    | N/A           | GCG has yet to issue policy guidelines on the delineation of the regulatory functions of PPA from its commercial functions.<br><br>Measure is excluded.  |
| <b>Sub-total</b>  |  |  | <b>57.5%</b>  |                |   |  | <b>41.50%</b>        |        | <b>41.50%</b> |  |

LEARNING AND GROWTH

| Objective/Measure | Component   |                         | PPA Submission |                        |  | CGO-B Evaluation                |                       | Supporting Documents            |                       | Remarks   |   |
|-------------------|---|-------------------------|----------------|------------------------|--|---------------------------------|-----------------------|---------------------------------|-----------------------|---|---|
|                   | Formula   | Weight                  | Rating System  | Target                 | Actual                                     | Rating                          | Score                 | Rating                          |                       |   |   |
| SO 7              | Raise Employee Competence to Global Standards   |                         |                |                        |  |                                 |                       |                                 |                       |   |   |
| SM 21             | Number of Graduates on Master of Science in Maritime Affairs at the World Maritime University (WMU)         | Number of PPA Graduates | 5%             | Actual/Target x Weight | 4  | 4                               | 5%                    | 4                               | 5%                    | - Copies of Course Completion Certificates on Master of Science in Maritime Affairs | Four (4) PPA employees completed the Master of Science in Maritime Affairs (Port Management Course) at the World Maritime University. |
| SM 22             | Number of Graduates on Modern Port Management Course Duly Accredited by International Institutions (UNCTAD) | Number of PPA Graduates | 0%             | Actual/Target x Weight | Completion of 3 modules by 12 PPA students | 20 students completed 4 modules | 0%                    | 20 students completed 4 modules | 0%                    | - Special Orders<br>- Attendance Sheets   | The completed modules were the requirements of the UNCTAD TrainForTrade Port Training Programme on Modern Port Management Course.     |
|                   | <b>Sub-total</b>  |                         | 5%             |                        |  |                                 | 5%                    |                                 | 5%                    |   |   |
|                   | <b>SCORECARD TOTAL</b>  |                         | 100%           |                        |  |                                 |                       |                                 |                       |   |   |
|                   | <b>EXCLUDED WEIGHTS</b>   |                         | 15%            |                        |  |                                 |                       |                                 |                       |   |   |
|                   | <b>VALIDATED TOTAL</b>  |                         | 85%            |                        |  |                                 | 81.93%                |                                 | 77.24%                |   |   |
|                   | <b>VALIDATED RATING</b>   |                         |                |                        |  |                                 | (81.93 / 85) = 96.39% |                                 | (77.24 / 85) = 90.87% |   |   |