

**PHILIPPINE PORTS AUTHORITY (PPA)  
Validated 2023 Performance Scorecard**

SOCIAL IMPACT	Components					PPA Submission		GCG Validation		Supporting Documents	Remarks												
	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating														
	SO 1	Enhance Accessibility Through Seamless Connectivity with Other Transport Modes																					
	SM 1	Cargo Throughput (in Million Metric Tons)	Absolute Figure	5%	Actual / Target	283.79	271.97	4.79%	272.46	4.80%	<div><table><tr><th>Quarter</th><th>2023</th></tr><tr><td>1st</td><td>57,871,160</td></tr><tr><td>2nd</td><td>72,018,218</td></tr><tr><td>3rd</td><td>73,370,815</td></tr><tr><td>4th</td><td>69,202,161</td></tr><tr><td>TOTAL</td><td>272,462,354</td></tr></table><p>PPA's 2023 performance represents a deficit of 11.33 MMT or approximately 3.99% below the target. PPA attributes the following factors to the failure to hit the target:</p><ul style="list-style-type: none"><li>● Inclement weather and other external factors.</li><li>● Cargo shifted from conventional vessels to RoRo vehicles due to increased tariffs (PPA A.O. 10-2019); RoRo Traffic Type 1-4 doesn't record cargo in metric tonnage.</li><li>● LGU restrictions on frozen meat transport due to African Swine Flu (ASF).</li><li>● Decrease in banana exports due to Panama disease and shift to short-term crops like corn.</li><li>● Ceased clinker importation at Private Port Holcim due to local production at Bulacan Plant.</li><li>● Low demand for construction materials after completion of Phase 1 of the Davao Coastal Road project.</li><li>● Decrease in cargo due to suspension of operations at Ports of Cabinet Cabadbaran and Activus Dredging &amp; Reclamation Services (sand and gravel commodities)</li></ul><p>- Summary of Port Statistics for 2023 - 2023 port statistics on PPA website</p></div>	Quarter	2023	1st	57,871,160	2nd	72,018,218	3rd	73,370,815	4th	69,202,161	TOTAL	272,462,354
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Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating				
SM 2	Average Vessel Waiting Time in PPA's Top 10 Base Ports	Absolute Figure	2.5%	7.0 Hrs. – 100%	7 hours	4.62 hours	2.50%	4.62 hours	2.50%	- Summary of Port Statistics for 2023	2023 Average Waiting Time		
				No.							Base Port	Ave.	
				1							North Harbor	0.00	
				2							South Harbor	8.43	
				3							MICT	19.51	
				4							Batangas	0.74	
				5							Iloilo	0.39	
				6							Tagbilaran	0.58	
				7							Cagayan de Oro	4.57	
				8							Davao	10.56	
				9							General Santos	0.40	
				10							Zamboanga	1.02	
				Ave. Waiting Time (in hours)							4.62		
In 2023, the actual annual average vessel waiting time was 4.62 hours. This performance by PPA surpassed its annual target of 7 hours for average vessel waiting time. The shorter waiting time is beneficial as it indicates greater efficiency in port operations.													

## Validated 2023 Performance Scorecard

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	Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score			Rating												
	SM 3	Passenger Traffic (in Millions Passengers)	Absolute Figure	5%	Actual / Target	55.61	73.61	5.00%	73.64	5.00%	<div>- Summary of Port Statistics for 2023</div> <div>- 2023 port statistics on PPA website</div>	<div></div>												
												<table><tr><th>Quarter</th><th>Traffic</th></tr><tr><td>1st</td><td>16,305,633</td></tr><tr><td>2nd</td><td>19,517,072</td></tr><tr><td>3rd</td><td>18,994,171</td></tr><tr><td>4th</td><td>18,819,907</td></tr><tr><td>TOTAL</td><td>73,636,783</td></tr></table>	Quarter	Traffic	1st	16,305,633	2nd	19,517,072	3rd	18,994,171	4th	18,819,907	TOTAL	73,636,783
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TOTAL	73,636,783																							
There was a significant recovery in passenger traffic in 2023 compared to 2022, with an increase of approximately 24.39% from the 2022 passenger traffic of 59.19 million. This rebound indicates a strong recovery in travel and economic activities post-pandemic.																								
Compared to its 2023 target of 55.61 million passengers, PPA's actual performance was 73.64 million, thereby exceeding the target by 18.03 million passengers or 32.41% over the target. PPA attributed this good performance in passenger traffic to "the resurgence of domestic tourism, increased trade activities, and the return to regular travel patterns."																								



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Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																																									
SM 4	Average Vessel Turn-around Time in PPA's Top 10 Baseports	Absolute Figure	2.5%	40.0 Hrs. – 100%	40 hours	37.84 hours	2.50%	37.84 hours	2.50%	- Summary of Port Statistics for 2023	<table><tr><th colspan="3">2023 Turnaround Time</th></tr><tr><th>No.</th><th>Base Port</th><th>Ave.</th></tr><tr><td>1</td><td>North Harbor</td><td>71.01</td></tr><tr><td>2</td><td>South Harbor</td><td>58.07</td></tr><tr><td>3</td><td>MICT</td><td>47.30</td></tr><tr><td>4</td><td>Batangas</td><td>19.25</td></tr><tr><td>5</td><td>Iloilo</td><td>4.89</td></tr><tr><td>6</td><td>Tagbilaran</td><td>6.38</td></tr><tr><td>7</td><td>Cagayan de Oro</td><td>38.37</td></tr><tr><td>8</td><td>Davao</td><td>82.45</td></tr><tr><td>9</td><td>General Santos</td><td>30.44</td></tr><tr><td>10</td><td>Zamboanga</td><td>20.24</td></tr><tr><td colspan="2">Ave. Turnaround Time (in hours)</td><td>37.84</td></tr></table>	2023 Turnaround Time			No.	Base Port	Ave.	1	North Harbor	71.01	2	South Harbor	58.07	3	MICT	47.30	4	Batangas	19.25	5	Iloilo	4.89	6	Tagbilaran	6.38	7	Cagayan de Oro	38.37	8	Davao	82.45	9	General Santos	30.44	10	Zamboanga	20.24	Ave. Turnaround Time (in hours)		37.84
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				40.1 Hrs. – 50.0 Hrs. – 90 % 50.1 – 60 Hrs. – 80% 60.1 – 70 Hrs. – 70% > 70.00 – 0%							<p>There is significant variability in efficiency across different ports, with North Harbor and Davao showing the highest turnaround times, indicating potential areas for improvement. North Harbor consistently shows the highest turnaround times, with a peak of 103.81 hours in January and a yearly average of 71.01 hours. Ports like Iloilo, Tagbilaran, and Batangas demonstrate high operational efficiency with consistently low turnaround times. Iloilo has the lowest turnaround times among all ports, with a yearly average of 4.89 hours.</p>																																							

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks																		
Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																				
SM 5	Numbers of Ro-Ro Ramps Completed (based on RoRo networks)	Cumulative Number	5%	Actual / Target	Additional 8	325 cumulative total Ro-Ro Ramps (8 RoRo Ramps were constructed in 2023)	5%	325 cumulative total Ro-Ro ramps (8 RoRo Ramps were constructed in 2023)	5.00%	<div>- Signed Certificates of Completion and Acceptance of new Ro-Ro ramps in 2023</div> <div>- Signed Inventory of Ro-Ro Ramps as of end of 2022 and 2023</div> <div>- Onsite Inspection of Port of Tubigon in Bohol</div>	<table><tr><th>No.</th><th>2023 RoRo Ramp Projects</th></tr><tr><td>1</td><td>Ambulong Port Expansion Project in Romblon</td></tr><tr><td>2</td><td>Capinpin Port Expansion Project in Orion, Bataan</td></tr><tr><td>3</td><td>Abra De Ilog Port Expansion Project in Occidental Mindoro</td></tr><tr><td>4</td><td>Construction of Port Operational Area Project in Port of Calatagan, Batangas</td></tr><tr><td>5</td><td>Construction of Port Operational Area with RoRo Ramp Project in Port of Tablas, Poctoy, Romblon</td></tr><tr><td>6</td><td>Rehabilitation/Improvement of Claveria Port Project in Taggat Norte, Cagayan</td></tr><tr><td>7</td><td>Construction of Back-up Area with Continuous RoRo Ramp and POB Project in Port of Tubigon, Bohol</td></tr><tr><td>8</td><td>Isabela Port Improvement Project in Basilan</td></tr></table> <div>There was a correction in the 2022 validated performance of PPA for this measure. One ramp in Claveria Port, Taggat Norte, Cagayan was reported as completed, but it was not. Additionally, 2 ports were reported as completed in Jagna Port, Bohol, but the correct accomplishment was 4. This brings the correct 2022 baseline to 317 ports. Therefore, the correct target for 2023 is a total of 325 RoRo ramps (317 cumulative total in 2022 plus 8 targeted for completion in 2023).</div> <div>The Inventory of RoRo Ports as of 25 December 2023 shows a total of 325 existing and operational RoRo ramps. This accomplishment means that PPA has exactly met its target for the year.</div>	No.	2023 RoRo Ramp Projects	1	Ambulong Port Expansion Project in Romblon	2	Capinpin Port Expansion Project in Orion, Bataan	3	Abra De Ilog Port Expansion Project in Occidental Mindoro	4	Construction of Port Operational Area Project in Port of Calatagan, Batangas	5	Construction of Port Operational Area with RoRo Ramp Project in Port of Tablas, Poctoy, Romblon	6	Rehabilitation/Improvement of Claveria Port Project in Taggat Norte, Cagayan	7	Construction of Back-up Area with Continuous RoRo Ramp and POB Project in Port of Tubigon, Bohol	8	Isabela Port Improvement Project in Basilan
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8	Isabela Port Improvement Project in Basilan																												
Sub-total		20.0%				19.79%	19.80%																						
SO 2	Become Financially Sufficient to Support its Development Programs																												



Components						PPA Submission		GCG Validation		Supporting Documents	Remarks											
Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating													
FINANCIAL	SM 6	Port Revenue (in Billion Pesos)	Service and Business Income + Gains + Other Non-operating Income	20%	Actual / Target	20.62	25.45	20%	25.44	20.00%	- COA-audited 2023 Financial Statements (FS) and Notes to FS of PPA.	<table><tr><th>Income</th><th>Amount</th></tr><tr><td>Service and Business</td><td>25,310,028,248</td></tr><tr><td>Gains</td><td>100,972,412</td></tr><tr><td>Other Non-Operating</td><td>32,702,317</td></tr><tr><td>TOTAL</td><td>25,443,702,977</td></tr></table>	Income	Amount	Service and Business	25,310,028,248	Gains	100,972,412	Other Non-Operating	32,702,317	TOTAL	25,443,702,977
												Income	Amount									
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												TOTAL	25,443,702,977									
												The increase in revenues that led PPA to significantly exceed its target for the year is due to a 695% increase in Service Concession Revenue, which rose from ₱631 million in 2022 to ₱5.02 billion in 2023. By nature, this revenue arises when a grantor entity provides an operator the right to earn income from third-party users of a service concession asset or another revenue-generating asset.										
In 2023, PPA recognized the value of service concession assets used for public services provided by operators. This recognition was in line with the 2021 Commission on Audit (COA) recommendations and the Philippine Public Sector Accounting Standards (PPSAS) 32 – Service Concession Arrangements. The assets provided by the operators were recorded as service concession assets, with a corresponding liability recognized under deferred concession revenue. This liability is amortized based on the asset's life or the concession contract's term, whichever is shorter.																						
For 2023, a total of ₱4.39 billion of Service Concession Fee due to the application of the PPSAS was the increase recorded for this revenue source.																						

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks																
Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																		
SM 7	Earnings Before Interest, Taxes, Depreciation, and Amortization (in Billion Pesos)	Net Income + Interest Exp + Income Taxes + Depreciation + Amortization	20%	Actual / Target	12.62	19.47	20%	16.51	20.00%	- COA-audited 2023 Financial Statements (FS) and Notes to FS of PPA.	<table><tr><th>2023 EBITDA</th><th>Amount</th></tr><tr><td>Net Income</td><td>5,880,580,527</td></tr><tr><td>Add:</td><td></td></tr><tr><td>Interest Exp.</td><td>33,122,149</td></tr><tr><td>Income Taxes</td><td>2,885,686,299</td></tr><tr><td>Depreciation</td><td>7,692,596,217</td></tr><tr><td>Amortization</td><td>15,360,564</td></tr><tr><td>EBITDA</td><td>16,507,345,756</td></tr></table>	2023 EBITDA	Amount	Net Income	5,880,580,527	Add:		Interest Exp.	33,122,149	Income Taxes	2,885,686,299	Depreciation	7,692,596,217	Amortization	15,360,564	EBITDA	16,507,345,756
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											Amortization	15,360,564															
											EBITDA	16,507,345,756															
																					Noting the discussion in SM 6 on Port Revenues, PPA's 2023 EBITDA was significantly impacted by Service Concession Revenue. Each amortization of unearned revenue is recognized as income, with an equivalent depreciation expense offsetting it, resulting in no net effect on net income or cash balance. However, this amortization increases both Port Revenues and EBITDA, as depreciation expense does not impact EBITDA calculations.						
										In 2023, PPA achieved an EBITDA of ₱16.51 billion. A significant contributor to this figure was the depreciation expense, which amounted to ₱7.69 billion. This alone, when added to the net income of ₱5.88 billion, was sufficient to surpass the target of ₱12.62 billion for the year. Additionally, with income taxes totaling ₱2.89 billion, PPA easily exceeded its 2023 financial target.																	



Components						PPA Submission		GCG Validation		Supporting Documents	Remarks									
	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating											
SO 3 Augment National Capacity to Achieve Government Thrusts																				
	SM 8	Budget Utilization Rate	Actual Disbursement / Scheduled Disbursement (MOOE and CO)	5%	Actual/ Target	90%	94.62%	5%	84.86%	4.71%	- 2023 updated figures found in the 2024 Corporate Operating Budget as uploaded on PPA website	<table><tr><th>Item</th><th>(in thousand pesos) 2023 COB Approved by DBM</th></tr><tr><td>Total Corporate Operating Expenses (COE) net of PS</td><td>12,951,232</td></tr><tr><td>Total Capital Outlay (CO)</td><td>9,734,874</td></tr><tr><td>TOTAL</td><td>22,686,106</td></tr></table>	Item	(in thousand pesos) 2023 COB Approved by DBM	Total Corporate Operating Expenses (COE) net of PS	12,951,232	Total Capital Outlay (CO)	9,734,874	TOTAL	22,686,106
												Item	(in thousand pesos) 2023 COB Approved by DBM							
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												<table><tr><th>Item</th><th>(in thousand pesos) Utilized</th></tr><tr><td>Total Corporate Operating Expenses (COE) net of PS</td><td>11,510,504</td></tr><tr><td>Total Capital Outlay (CO)</td><td>7,740,565</td></tr><tr><td>TOTAL</td><td>19,251,069</td></tr></table>	Item	(in thousand pesos) Utilized	Total Corporate Operating Expenses (COE) net of PS	11,510,504	Total Capital Outlay (CO)	7,740,565	TOTAL	19,251,069
												Item	(in thousand pesos) Utilized							
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												TOTAL	19,251,069							
												<table><tr><th>Item</th><th>% Utilized</th></tr><tr><td>Total Corporate Operating Expenses (COE) net of PS</td><td>88.88%</td></tr><tr><td>Total Capital Outlay (CO)</td><td>79.51%</td></tr><tr><td>TOTAL</td><td>84.86%</td></tr></table>	Item	% Utilized	Total Corporate Operating Expenses (COE) net of PS	88.88%	Total Capital Outlay (CO)	79.51%	TOTAL	84.86%
												Item	% Utilized							
												Total Corporate Operating Expenses (COE) net of PS	88.88%							
												Total Capital Outlay (CO)	79.51%							
												TOTAL	84.86%							
With the target set at 90% for the year and PPA achieving only 84.86% BUR in 2023, PPA attained a score of 4.71% out of the 5% weight allocated for this measure.																				





Components						PPA Submission		GCG Validation		Supporting Documents	Remarks											
Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating													
INTERNAL PROCESS	SM 11	Percent of Identified Ports Compliant with International Ship and Port Facility Security (ISPS) Code	Ports Compliant with International Ship and Port Facility Security (ISPS) Code/ Total Number of Identified Ports as of Yearend	5%	Actual/ Target	100%	115 out of 119 Identified ports are compliant with the ISPS Code	4.83%	88.98%	4.45%	- List of Ports Compliant with ISPS Code for 2023  - Copies of Certifications on Statement of Compliance of a Port Facility (SoCPF)	<table><tr><th>SoCPF 2023 Status</th><th>No.</th></tr><tr><td>Valid</td><td>105</td></tr><tr><td>Expired</td><td>11</td></tr><tr><td>Non-compliant</td><td>2</td></tr><tr><td>Total</td><td>118</td></tr></table> <p>As of 2021, PPA determined that 133 ports needed to comply with ISPS regulations. However, 15 of these ports were subsequently privatized, shifting the responsibility for obtaining and maintaining the SoCPF to their new private operators. Consequently, the current number of ports under PPA jurisdiction requiring ISPS compliance is 118.</p> <p>With 105 ports having a valid SoCPF out of 118, PPA's 2023 accomplishment is only at 88.98%.</p>	SoCPF 2023 Status	No.	Valid	105	Expired	11	Non-compliant	2	Total	118
	SoCPF 2023 Status	No.																				
	Valid	105																				
Expired	11																					
Non-compliant	2																					
Total	118																					
Sub-total			15%				9.83%		14.44%													
INTERNAL PROCESS	SO 5	Be Recognized for its International Best Practices on its Core Processes																				
	SM 12	ISO Certifications																				
		a. Number of Ports with Integrated Management System (IMS) Certification	Actual Number	5%	Actual / Target	9	9	5%	9	5.00%	- PPA Management System Audit Accomplishment  - Actual Certificates and Audit Reports of QMS, EMS, and OH&S ISO Certifications	The following nine (9) ports have a valid ISO IMS Certificate as of 2023 yearend:  1. Port of Legazpi 2. Port of Davao 3. Port of Cagayan de Oro 4. Port of Puerto Princesa 5. Port of General Santos 6. Port of Zamboanga 7. Port of Panay/Guimaras 8. Port of Ozamiz 9. Port of Batangas										



Components						PPA Submission		GCG Validation		Supporting Documents	Remarks																		
Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																				
	b. Number of Ports with Quality Management System (QMS) Certification	Actual Number	5%	Actual / Target	17	17	5%	17	5.00%	- PPA Management System Audit Accomplishment  Actual Certificates and Audit Reports of QMS, EMS, and OH&S ISO Certifications	The following seventeen (17) ports had a valid ISO QMS re-certification as of 2023 yearend:  1. Head Office 2. NCR North 3. NCR South 4. Port of Calapan 5. Port of Lucena 6. Port of Currimao 7. Port of Lamac 8. Port of Ormoc 9. Port of Tacloban 10. Port of Tagbilaran 11. Port of Dumaguete 12. Port of Banago 13. Port of Nasipit 14. Port of Surigao 15. Port of Iligan 16. Port of Dapitan 17. Port of Masbate																		
SO 6	Promote a Regulatory Framework In Pursuit of National Development Program																												
	Implementation of the New Policy on the Procurement of Port Services Contract																												
SM 13	a. Ports Bid Out based on the Approved Implementing Rules and Regulations	Actual Number	5%	Actual / Target	10	6	3%	6	3.00%	- Copies of Notice of Award (NOA) of the ports bid out	Six (6) ports were bid out in 2023 as follows: <table><tr><th>No.</th><th>Name of Port</th><th>Date of NOA</th></tr><tr><td>1</td><td>Port of Opoi</td><td>13 November 2023</td></tr><tr><td>2</td><td>Port of Jagna</td><td rowspan="4">Clustered: 06 December 2023</td></tr><tr><td>3</td><td>Port of Tapal</td></tr><tr><td>4</td><td>Port of Ubay</td></tr><tr><td>5</td><td>Port of Talibon</td></tr><tr><td>6</td><td>Port of Getafe</td><td></td></tr></table>	No.	Name of Port	Date of NOA	1	Port of Opoi	13 November 2023	2	Port of Jagna	Clustered: 06 December 2023	3	Port of Tapal	4	Port of Ubay	5	Port of Talibon	6	Port of Getafe	
No.	Name of Port	Date of NOA																											
1	Port of Opoi	13 November 2023																											
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	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating												
		Sub-total	15%				13%		13.00%												
LEARNING & GROWTH	SO 7	Develop and Maintain a Workforce with the Necessary Competencies																			
	SM 14	Percentage of Employees Meeting Required Competencies	Number of Incumbents Meeting Required Competencies / Filled Plantilla	5.0%	Actual / Target	85%	81.82% (1,674 out of 2,046) of Employees have met the required competency	4.81%	86.07% (1,761 out of 2,046)	5.00%	- List of Employees with Consolidated Assessment and Competency Profiling for CY 2023										
											<table><tr><th>2023 Competency Levels</th><th>No.</th></tr><tr><td>Total Filled Plantilla as of 2023 yearend</td><td>2,046</td></tr><tr><td>Total Employees Meeting Required Competencies as of 2023 yearend</td><td>1,761</td></tr><tr><td>Total Employees not meeting required competencies</td><td>285</td></tr><tr><td>% of Employees Meeting Required Competencies</td><td>86.07%</td></tr></table>	2023 Competency Levels	No.	Total Filled Plantilla as of 2023 yearend	2,046	Total Employees Meeting Required Competencies as of 2023 yearend	1,761	Total Employees not meeting required competencies	285	% of Employees Meeting Required Competencies	86.07%
	2023 Competency Levels	No.																			
	Total Filled Plantilla as of 2023 yearend	2,046																			
Total Employees Meeting Required Competencies as of 2023 yearend	1,761																				
Total Employees not meeting required competencies	285																				
% of Employees Meeting Required Competencies	86.07%																				
											The variance between the GCG-validated outcomes and the PPA's submission arises from 78 employees who had competency gaps and were slated for training validation between September and December 2023. This validation process was anticipated to conclude by March 2024.										
											The 86.07% achievement figure encompasses the results of these 78 employees and the recalibration of competency levels for other PPA plantilla personnel not previously accounted for in PPA's report.										
		Sub-total	5%				4.81%		5.00%												
		TOTAL	100%				92.43%		96.95%												

2023 Competency Levels	No.
Total Filled Plantilla as of 2023 yearend	2,046
Total Employees Meeting Required Competencies as of 2023 yearend	1,761
Total Employees not meeting required competencies	285
% of Employees Meeting Required Competencies	86.07%

The variance between the GCG-validated outcomes and the PPA's submission arises from 78 employees who had competency gaps and were slated for training validation between September and December 2023. This validation process was anticipated to conclude by March 2024.

The 86.07% achievement figure encompasses the results of these 78 employees and the recalibration of competency levels for other PPA plantilla personnel not previously accounted for in PPA's report.

a/ But not to exceed the weight assigned per indicator