

**PHILIPPINE PORTS AUTHORITY (PPA)
Recalibrated 2020 Performance Scorecard**

Component					Baseline Data		Targets		
Objective/Measure	Weight	Formula	Rating Scale ^{a/}	2017	2018	2019	2020		
SOCIAL IMPACT	SO 1	Contribute Significantly to Increased Trade and Tourism							
	SM 1	Cargo Throughput (in Million Metric Tons)	5.0%	Absolute Figure	Actual / Target	254.07	260.95	282.47	246.54
	SM 2	Passenger Traffic (in Million Passengers)	5.0%	Absolute Figure	Actual / Target	72.05	76.80	80.09	30.40
	SO 2	Enhance Accessibility Through Seamless Connectivity with Other Transport Modes							
	SM 3	Number of Ro-Ro Ramps Completed (based on Ro-Ro networks)	5.0%	Additional Number for the year	Actual / Target	N/A	9	9	<i>Additional 8 (299 Cumulative Total)</i>
	SM 4	Number Passenger Terminal Buildings (PTBs) Completed	5.0%	Cumulative Number	Actual / Target	120	121	Additional 1 PTB	Additional 1 PTB (123 Cumulative Total)
	SM 5	Number of Cruise Ship Ports Completed	(5.0%)	Actual Number Completed During the Year	Actual / Target	N/A	N/A	N/A	0
		Sub-total	25.0%						
FINANCIAL	SO 3	Become Financially Sufficient to Support its Development Programs							
	SM 6	Port Revenues (In Billion Pesos)	20.0%	Absolute Amount	Actual / Target	15.36	17.50	17.78	16.76
	SM 7	Earnings Before Interest, Taxes, Depreciation, and Amortization (In Billion Pesos)	15.0%	Absolute Amount	Actual / Target	9.73	11.063	9.12	10.25

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SO 4	Augment National Capacity to Achieve Government Thrusts							
SM 8	Budget Utilization Rate	5.0%	Budget Utilized/ Total Allocated Amount for Locally-funded Projects	Actual / Target	89.59%	60.06%	90%	75%
Sub-total		40.0%						
SO 5	Maximize Benefits from Its Privatization Scheme							
SM 9	Number of Ports Bid out based on the New Policy on the Procurement of Port Services Contract	(5.0%)	Actual Number	Actual / Target	N/A	0	2	0
SO 6	Optimize Stakeholders' Satisfaction							
SM 10	Percentage of Satisfied Customers		Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	Actual / Target 0% = If less than 80%	84%	86.03%	90%	Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG
	a. Passengers	(3.0%)						<i>Excluded</i>
	b. Shipping Lines	1.0%						90%
	c. Concessionaires	1.0%						90%
SM 11	Percentage of Common Permits Released within the Indicated Processing Time ^{b/}	5.0%	Number of Permits released within prescribed period/Total Permits released	Actual / Target	100%	100%	100%	100%

STAKEHOLDERS

Recalibrated 2020 Performance Scorecard

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INTERNAL PROCESS	SM 12	Percentage of Identified Ports Compliant with International Ship and Port Facility Security (ISPS) Code	5.0%	Ports Compliant with International Ship and Port Facility Security (ISPS) Code/ Total Number of Identified Ports	Actual / Target	N/A	77.94%	100%	95%
	Sub-total		20.0%						
INTERNAL PROCESS	SO 7	Be Recognized for its International Best Practices on its Core Processes							
	SM 13	<i>ISO Certifications</i>							
		a. Number of Ports with Integrated Management System (IMS) Certification	5.0%	Number of Ports that Passed 1 st Surveillance or 2 nd Surveillance Audits and Recertification	Actual / Target	N/A	3	9	9
		b. Number of Ports with Quality Management System (QMS) Certification	5.0%			N/A	8	N/A	16
Sub-total		10%							
LEARNING & GROWTH	SO 8	Raise Employee Competence to Global Standards							
	SM 14	Percentage of Employees Meeting Required Competencies	5.0%	Actual Accomplishment	Actual / Target	N/A	Board Approved Competency Model	Establish Baseline	Establish Baseline
	Sub-total		5.0%						
TOTAL EXCLUDED WEIGHTS		100% (13%)							
RECALIBRATED TOTAL		87%							