

**PHILIPPINE PORTS AUTHORITY (PPA)
Validated 2022 Performance Scorecard**

	Components					PPA Submission		GCG Validation		Supporting Documents	Remarks													
	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating															
SOCIAL IMPACT	SO 1	Enhance Accessibility Through Seamless Connectivity with Other Transport Modes																						
	SM 1	Cargo Throughput <i>[in Million Metric Tons (MMT)]</i>	Absolute Figure	5%	Actual / Target	255.38	261.68	5%	259.14	5.00%	- Summary of Port Statistics for 2022	<table border="1"> <thead> <tr> <th>Quarter</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>1st</td> <td>56,722,440</td> </tr> <tr> <td>2nd</td> <td>66,501,048</td> </tr> <tr> <td>3rd</td> <td>71,178,096</td> </tr> <tr> <td>4th</td> <td>64,733,908</td> </tr> <tr> <td>TOTAL</td> <td>259,135,492</td> </tr> </tbody> </table>	Quarter	2022	1st	56,722,440	2nd	66,501,048	3rd	71,178,096	4th	64,733,908	TOTAL	259,135,492
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SM 2	Average Vessel Waiting Time in PPA's Top 10 Base Ports (in hours)	Absolute Figure	2.5%	Actual / Target	5 hours	8.49	0.76%	10.82	0.00%	- Summary of Port Statistics for 2022	<p>PPA failed to hit the target of 5 hours of vessel waiting time because the actual annual average was 5.82 hours longer than what was targeted.</p> <p>This average, however, is only for eight (8) base ports since there is no waiting time for North Harbor and Zamboanga as vessels directly call into the berthing facility of the two base ports.</p>													
SM 3	Passenger Traffic (in millions)	Absolute Figure	5%	Actual / Target	25.39	59.07	5%	59.19	5.00%	- Summary of Port Statistics for 2022	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Traffic</th> </tr> </thead> <tbody> <tr> <td>1st</td> <td>10,367,895</td> </tr> <tr> <td>2nd</td> <td>17,682,390</td> </tr> <tr> <td>3rd</td> <td>15,868,107</td> </tr> <tr> <td>4th</td> <td>15,274,584</td> </tr> <tr> <td>TOTAL</td> <td>59,192,976</td> </tr> </tbody> </table>	Quarter	Traffic	1st	10,367,895	2nd	17,682,390	3rd	15,868,107	4th	15,274,584	TOTAL	59,192,976	
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SM 4	Average Vessel Turn-around Time in PPA's Top 10 Baseports (in hours)	Absolute Figure	2.5%	Actual / Target	36.27 hours	42.15	2.09%	42.36	2.08%	- Summary of Port Statistics for 2022	PPA also failed to hit the target for the average vessel turn-around time because the actual annual average went beyond the 36.27 hours target. Of the Baseports, Davao had the longest turnaround time at 91.76 hours average followed by MICT at 74.05 hours and then South Harbor at 73.33 hours.																														
SM 5	Ro-Ro Ramps Completed	Cumulative Number	5%	Actual / Target	+8 (317 Cumulative Total)	8 Ro-Ro Ramps completed	5%	316 cumulative total Ro-Ro ramps (11 constructed, 4 demolished in 2022)	4.98%	- Signed Certificates of Completion and Acceptance of new Ro-Ro ramps in 2022 - Signed Inventory of Ro-Ro Ramps as of end of 2021 and 2022	Ro-Ro ramps projects in 2022 include the following: <table border="1"> <thead> <tr> <th>Port</th> <th>Ramps Constructed</th> <th>Ramps Demolished</th> </tr> </thead> <tbody> <tr> <td>Dumangas, Iloilo</td> <td>1</td> <td>-</td> </tr> <tr> <td>Tablas (Poctoy), Romblon</td> <td>2</td> <td>3</td> </tr> <tr> <td>Balanacan, Marinduque</td> <td>1</td> <td>-</td> </tr> <tr> <td>Coron, Palawan</td> <td>2</td> <td>-</td> </tr> <tr> <td>Cagayan de Oro</td> <td>1</td> <td>1</td> </tr> <tr> <td>Lipata, Surigao del Norte</td> <td>1</td> <td>-</td> </tr> <tr> <td>Matnog, Sorsogon</td> <td>2</td> <td>-</td> </tr> <tr> <td>Maasin, Leyte</td> <td>1</td> <td>-</td> </tr> <tr> <td>Total</td> <td>11</td> <td>4</td> </tr> </tbody> </table> <p>The baseline total as of the end of 2021 was 309 ro-ro ramps, translating to a 2022 target of 317 (i.e., 309 + 8 targeted for construction during the year). PPA constructed 11 new Ro-Ro ramps in 2022. However, four (4) ramps were demolished or removed during the year as well. 2022 cumulative total is one (1) ramp below the cumulative target of 317.</p>	Port	Ramps Constructed	Ramps Demolished	Dumangas, Iloilo	1	-	Tablas (Poctoy), Romblon	2	3	Balanacan, Marinduque	1	-	Coron, Palawan	2	-	Cagayan de Oro	1	1	Lipata, Surigao del Norte	1	-	Matnog, Sorsogon	2	-	Maasin, Leyte	1	-	Total	11	4
Port	Ramps Constructed	Ramps Demolished																																							
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Total	11	4																																							
Sub-total		20.0%				17.85%		17.06%																																	

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Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																	
SO 2 Become Financially Sufficient to Support its Development Programs																									
FINANCIAL	SM 6	Port Revenue (in Billion Pesos)	Service and Business Income + Gains + Other Non-operating Income	20.0%	Actual / Target	19.77	20.38	20%	20.53	20.00%	- COA-audited 2022 Financial Statements (FS) and Notes to FS of PPA.	<table border="1"> <thead> <tr> <th>Income</th> <th>Amount (in millions)</th> </tr> </thead> <tbody> <tr> <td>Service and Business</td> <td>20,345,889,316</td> </tr> <tr> <td>Gains</td> <td>174,578,133</td> </tr> <tr> <td>Other Non-Operating</td> <td>17,562,705</td> </tr> <tr> <td>TOTAL</td> <td>20,538,030,154</td> </tr> </tbody> </table> <p>This port revenue total of ₱20.54 billion in 2022 is 3.88% above the target for the year and a 16.21% increase from the 2021 total.</p>	Income	Amount (in millions)	Service and Business	20,345,889,316	Gains	174,578,133	Other Non-Operating	17,562,705	TOTAL	20,538,030,154			
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SM 7	Earnings Before Interest, Taxes, Depreciation, and Amortization (in Billion Pesos)	Net Income + Interest + Taxes + Depreciation + Amortization	15.0%	Actual / Target	12.23	14.37	15%	14.23	15.00%	- COA-audited 2022 Financial Statements (FS) and Notes to FS of PPA.	<table border="1"> <thead> <tr> <th>Item</th> <th>Amount (in millions)</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>7,933</td> </tr> <tr> <td>Taxes</td> <td></td> </tr> <tr> <td>Depreciation</td> <td>41</td> </tr> <tr> <td>Interest</td> <td>2,947</td> </tr> <tr> <td>Amort.</td> <td>3,305</td> </tr> <tr> <td>EBITDA</td> <td>14,240</td> </tr> </tbody> </table> <p>This EBITDA performance of ₱14.24 billion in 2022 is a 16.24% increase from 2021 and is also a 16.43% excess over the 2022 target.</p>	Item	Amount (in millions)	Net Income	7,933	Taxes		Depreciation	41	Interest	2,947	Amort.	3,305	EBITDA	14,240
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SO 3 Augment National Capacity to Achieve Government Thrusts																															
SM 8	Budget Utilization Rate	Actual Disbursement / Total Approved Corporate Operating Budget (Both Net of PS Cost)	5%	Actual/Target	90% (CO & MOOE)	89.10%	4.95%	85.89%	4.77%	- Signed and Certified CY 2022 Budget Utilization Rate	<table border="1"> <thead> <tr> <th>2022</th> <th>COB Amount (in millions)</th> </tr> </thead> <tbody> <tr> <td>Total COE (net of PS)</td> <td>13,658</td> </tr> <tr> <td>Total Capital Outlay</td> <td>8,192</td> </tr> <tr> <td>TOTAL COB (net of PS Cost)</td> <td>21,850</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>2022</th> <th>Utilization (in millions)</th> <th>BUR</th> </tr> </thead> <tbody> <tr> <td>Total COE (net of PS)</td> <td>12,008</td> <td>87.92%</td> </tr> <tr> <td>Total Capital Outlay</td> <td>6,760</td> <td>82.52%</td> </tr> <tr> <td>TOTAL COB (net of PS Cost)</td> <td>18,768</td> <td>85.89%</td> </tr> </tbody> </table> <p>In PPA's COB, the current operating expenses (COE) include Personal Services (PS), MOOE, Repairs and Maintenance, Dredging Costs, TOP-CRMS Expense, Debt Servicing, Provision for Income Tax, and Dividends. The total of these projects, less the total for PS cost, was used to add to the total CO for the year to arrive at the denominator used for the formula of this measure which is Total COB less PS Cost.</p>	2022	COB Amount (in millions)	Total COE (net of PS)	13,658	Total Capital Outlay	8,192	TOTAL COB (net of PS Cost)	21,850	2022	Utilization (in millions)	BUR	Total COE (net of PS)	12,008	87.92%	Total Capital Outlay	6,760	82.52%	TOTAL COB (net of PS Cost)	18,768	85.89%
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STAKEHOLDERS	SO 6	Improve Stakeholders' Satisfaction Rating																						
	SM 9	Percentage of Satisfied Customers		Actual / Target 0% = If less than 80%	Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG				- Port Users' Satisfaction Survey (PASS) 2022 Final Report - Sample Accomplished Survey Questionnaires	<p>The transition to the new administration in 2022 left PPA without a General Manager for months, affecting the timely procurement of the CSS provider. This delay in timelines made PPA decide in favor of an Agency-to-Agency procurement through a Memorandum of Agreement (MOA) with the Development Academy of the Philippines (DAP) for the 2022 CSS, in the interest of time.</p> <p>When the MOA with the DAP was finalized, conducting an intercept survey for customers was no longer allowed by the Enhanced Standard Guidelines for the Conduct of the CSS since it was already 2023.</p> <table border="1"> <thead> <tr> <th>2022 Shipping Companies</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied</td> <td>34.60%</td> </tr> <tr> <td>Satisfied</td> <td>52.80%</td> </tr> <tr> <td>Neither</td> <td>9.60%</td> </tr> <tr> <td>Dissatisfied</td> <td>2.60%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0.40%</td> </tr> <tr> <td>Total</td> <td>100.00%</td> </tr> </tbody> </table> <p>The total percentage of shipping companies satisfied with PPA's services in 2022 was at 87.4%, 2.6% short of the 90% target for the year.</p>	2022 Shipping Companies	Percentage	Very Satisfied	34.60%	Satisfied	52.80%	Neither	9.60%	Dissatisfied	2.60%	Very Dissatisfied	0.40%	Total	100.00%
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a. Passengers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	2.5%	90%	-	-	-	0.00%																	
b. Shipping Lines	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	2.5%	90%	87.40%	2.43%	87.40%	2.43%																	

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SM 10	Percentage of Common Permits Released within the Indicated Processing Time*	No. of Permits released within prescribed period/ Total Permits released	2.5%	Actual / Target	100%	99.98%	2.50%	99.93%	2.50%	- Summary of Transactions Received and Processed for CY 2022	<table border="1"> <thead> <tr> <th>2022</th> <th>Total</th> <th>Exceeded Processing Time</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1,175,068</td> <td>38</td> </tr> <tr> <td>Q2</td> <td>1,500,332</td> <td>3962</td> </tr> <tr> <td>Q3</td> <td>1,675,360</td> <td>5</td> </tr> <tr> <td>Q4</td> <td>1,275,357</td> <td>7</td> </tr> <tr> <td>Total</td> <td>5,626,117</td> <td>4,012</td> </tr> </tbody> </table> <p>With only 4,012 out of 5.6 million permits exceeding the prescribed processing time, PPA's accomplishment for this measure in 2022 translated to 99.93%, 0.07% less than the 100% target.</p> <p>There was a total of 45 types of application licenses, permits, clearances, or authorizations in 2022.</p>	2022	Total	Exceeded Processing Time	Q1	1,175,068	38	Q2	1,500,332	3962	Q3	1,675,360	5	Q4	1,275,357	7	Total	5,626,117	4,012
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* Subject to compliance with the Ease of Doing Business Act (R.A. 11032).

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Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																					
SM 11	Percentage 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	5%	Actual/Target	100% <i>(for 118 identified ports)</i>	100% <i>(for 114 identified ports)</i>	5%	96.61%	4.83%	<ul style="list-style-type: none"> List of Ports Compliant with ISPS Code for 2022 Copies of Certifications on Statement of Compliance of a Port Facility (SoCPF) 	<table border="1"> <thead> <tr> <th>SoCPF Status</th> <th>No.</th> </tr> </thead> <tbody> <tr> <td>Valid</td> <td>114</td> </tr> <tr> <td>Expired</td> <td>17</td> </tr> <tr> <td>Non-compliant</td> <td>2</td> </tr> <tr> <td>Total</td> <td>133</td> </tr> </tbody> </table> <p>The target set for PPA in 2022 for this measure was to have a valid SoCPF for 118 identified ports which was based on the sum of the following: 120 (valid as of 2021) + 6 (expired in 2021) – 8 (expiring in 2022). With 114 ports with valid SoCPF, PPA achieved 96.61% of the targeted number of identified ports.</p>	SoCPF Status	No.	Valid	114	Expired	17	Non-compliant	2	Total	133								
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SM 12	Electronic Accreditation of Port Service Providers	Actual Number	5%	Actual / Target	100% Processing of All Applications Received Based on the Prescribed Timetable	535 PPA Accreditation applications of port services providers processed	5%	29.53%	1.48%	<ul style="list-style-type: none"> Monthly Summary Report on the Processing of PPA Accreditation of Port Services Providers in 2022 	<table border="1"> <thead> <tr> <th>2022</th> <th>Total</th> <th>Exceeded Processing Time</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>168</td> <td>107</td> </tr> <tr> <td>Q2</td> <td>189</td> <td>128</td> </tr> <tr> <td>Q3</td> <td>176</td> <td>142</td> </tr> <tr> <td>Q4</td> <td>2</td> <td>0</td> </tr> <tr> <td>Total</td> <td>535</td> <td>377</td> </tr> </tbody> </table> <p>Only 158 of 535 total (29.53%) PPA accreditation applications for Ports Service Providers were processed based on the prescribed timetable of 14 days and 2 hours. Only 2 applications were received in the last quarter of 2022 since the filing of applications for PPA Accreditation via the Electronic Accreditation System (EAS) was suspended starting 31 August 2022, as provided by PPA Operation Memorandum Order No. 01-2022 released on 19 September 2022. On 20 December 2022, PPA Memorandum Order No. 14-2022 was issued revoking PPA Operation Memorandum Order No. 01-2022.</p>	2022	Total	Exceeded Processing Time	Q1	168	107	Q2	189	128	Q3	176	142	Q4	2	0	Total	535	377
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INTERNAL PROCESS	SO 5 Be Recognized for its International Best Practices on its Core Processes										
	ISO Certifications										
	SM 13	a. Number of Ports with Integrated Management System (IMS) Certification	Number of Ports that Passed 1 st Surveillance or 2 nd Surveillance Audits and Recertification	5%	Actual / Target	9	9	5%	9 (6 ports re-certified and 3 ports passed 2 nd surveillance audit)	5.00%	- PPA Management System Audit Accomplishment - Actual Certificates and Audit Reports of QMS, EMS, and OH&S ISO Certifications
	b. Number of Ports with Quality Management System (QMS) Certification		5.0%	Actual / Target	17	17	5%	17	5.00%		

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	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																	
LEARNING & GROWTH	SO 6 Promote a Regulatory Framework that is Transparent, Fair, and Relevant to the Needs of All Stakeholders																									
	<i>Implementation of the New Policy on the Procurement of Port Services Contract</i>																									
	SM 14	Number of Ports Bid Out based on the Approved Implementing Rules and Regulations	Actual Number	5.0%	Actual / Target	6	6	5%	6	5.00%	- Ports Bid Out Under the Port Terminal Management Regulatory Framework (PTMRF) as of 31 December 2022 - Copies of Notice of Award (NOA) of the ports bid out	Six (6) ports awarded as follows: <table border="1"> <thead> <tr> <th>Port</th> <th>Date of NOA</th> </tr> </thead> <tbody> <tr> <td>Surigao</td> <td>21-Jan-22</td> </tr> <tr> <td>Masao</td> <td>04-Apr-22</td> </tr> <tr> <td>Tagbilaran</td> <td>04-Apr-22</td> </tr> <tr> <td>Pagadian</td> <td>27-May-22</td> </tr> <tr> <td>Pasig</td> <td>27-May-22</td> </tr> <tr> <td>Sasa</td> <td>30-May-22</td> </tr> </tbody> </table>	Port	Date of NOA	Surigao	21-Jan-22	Masao	04-Apr-22	Tagbilaran	04-Apr-22	Pagadian	27-May-22	Pasig	27-May-22	Sasa	30-May-22
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Sasa	30-May-22																									
Sub-total			15%				15%		15.00%																	
SO 7 Develop and Maintain a Workforce with the Necessary Competencies																										
SM 15	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5.0%	Actual / Target	83% (1,524 of 1,827)	81.95% (1,525 of 1,861)	4.94%	80.65% (1,525 of 1,891)	4.86%	- List of Employees with Consolidated Assessment and Competency Profiling for CY 2022	<table border="1"> <thead> <tr> <th>2022</th> <th>No.</th> </tr> </thead> <tbody> <tr> <td>Total Plantilla for 2022</td> <td>1,965</td> </tr> <tr> <td>Less: Separated Employees</td> <td>32</td> </tr> <tr> <td>Less: Personnel Not Requiring Competencies</td> <td>42</td> </tr> <tr> <td>Total Population</td> <td>1,891</td> </tr> </tbody> </table> <p>Of the total 1,891 PPA plantilla employees, 1,525 already met the required competencies of their positions as of 2022 yearend. This translates to an 80.65% 2022 baseline, 2.35% short of the target.</p>	2022	No.	Total Plantilla for 2022	1,965	Less: Separated Employees	32	Less: Personnel Not Requiring Competencies	42	Total Population	1,891					
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