

**PHILIPPINE PORTS AUTHORITY (PPA)  
Validated 2019 Performance Scorecard**

Component						PPA Submission		GCG Validation		Supporting Documents	Remarks												
Objective/Measure	Formula	Wt.	Rating Scale <sup>a/</sup>	Target	Actual	Rating	Score	Rating															
<b>SO 1</b>	<b>Contribute Significantly to Increased Trade and Tourism</b>																						
SM 1	Cargo Throughput (in Million MT/Annum)	Absolute Figure	5%	Actual/Target x Weight	282.47	265.08	4.69%	266.42	4.72%	- 2019 Summary of Port Cargo and Passengers Statistics	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>1st</td> <td>59,939,121</td> </tr> <tr> <td>2nd</td> <td>70,335,677</td> </tr> <tr> <td>3rd</td> <td>71,177,018</td> </tr> <tr> <td>4th</td> <td>64,965,393</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>266,417,209</b></td> </tr> </tbody> </table>	Quarter	Throughput	1st	59,939,121	2nd	70,335,677	3rd	71,177,018	4th	64,965,393	<b>TOTAL</b>	<b>266,417,209</b>
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SM 2	Passenger Traffic (in Million Passengers)	Absolute Figure	5%	Actual/Target x Weight	80.09	83.18	5.00%	83.72	5.00%	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Traffic</th> </tr> </thead> <tbody> <tr> <td>1st</td> <td>18,143,560</td> </tr> <tr> <td>2nd</td> <td>27,463,303</td> </tr> <tr> <td>3rd</td> <td>17,321,973</td> </tr> <tr> <td>4th</td> <td>20,792,559</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>83,721,395</b></td> </tr> </tbody> </table>	Quarter	Traffic	1st	18,143,560	2nd	27,463,303	3rd	17,321,973	4th	20,792,559	<b>TOTAL</b>	<b>83,721,395</b>	
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<b>SO 2</b>	<b>Enhance Accessibility Through Seamless Connectivity with Other Transport Modes</b>																						
SM 3	Ro-Ro Ramps Completed (based on Ro-Ro Networks)	Cumulative Number	5%	Actual/Target x Weight	Additional 9 Ro-ro Ramps (from the 2018 total)	+9	5.00%	+6	3.33%	<ul style="list-style-type: none"> <li>- Certificates of Completion</li> <li>- Certificates of Acceptance</li> <li>- Photographs</li> <li>- Inventory of Ro-Ro Ramps as of year-end 2018-2019</li> </ul>	<p>The total existing Ro-Ro Ramps as of December 2018 was at 289.</p> <p>Nine (9) Ro-Ro ramps were completed in 2019. However, as of yearend, the running total of Ro-Ro Ramps was only 295.</p> <p>The lacking three (3) were traced to demolished Ro-Ro ramps at the Ports of Bauan and Poctoy.</p>												

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SOCIAL IMPACT	SM 4	Passenger Terminal Buildings Completed	Cumulative Number	5%	Actual/Target x Weight	106	+1	5.00%	+1	5.00%	<ul style="list-style-type: none"> <li>- Certificates of Completion</li> <li>- Certificates of Acceptance</li> <li>- Photographs of PTBs</li> <li>- Inventory of PTBs as of year-end 2018-2019</li> </ul>	<p>As of end of 2018, there were at total of 119 PTBs, in 105 ports.</p> <p>In 2019, PPA completed three (3) PTBs resulting in a cumulative total of 122. The new PTB in Claveria, Cagayan brought the total number of ports with PTBs to 106, as there was previously no existing PTB therein.</p>												
	<b>Sub-total</b>			<b>20%</b>				<b>19.69%</b>		<b>18.05%</b>														
FINANCIAL	SO 3	<b>Become Financially Sufficient to Support its Development Program</b>																						
	SM 5	Port Revenues (In Billion Pesos)	Absolute Amount	20.0%	Actual/Target x Weight	17.775	18.35	20.00%	18.35	20.00%	<ul style="list-style-type: none"> <li>- COA-Audited Financial Statements (FS) of PPA for CY 2019</li> <li>- Notes to FS</li> </ul>	<table border="1"> <thead> <tr> <th>Component</th> <th>Amount (in ₱ Billion)</th> </tr> </thead> <tbody> <tr> <td>Service and Business Income</td> <td>18.23</td> </tr> <tr> <td>Gains</td> <td>0.095</td> </tr> <tr> <td>Other Non-Operating Income</td> <td>0.022</td> </tr> <tr> <td><b>Total</b></td> <td><b>18.352</b></td> </tr> </tbody> </table>	Component	Amount (in ₱ Billion)	Service and Business Income	18.23	Gains	0.095	Other Non-Operating Income	0.022	<b>Total</b>	<b>18.352</b>		
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SM 6	Earnings Before Interest, Taxes, Depreciation, and Amortization (In Billion Pesos)	EBITDA	15.0%	Actual/Target x Weight	9.12	13.18	15.00%	13.11	15.00%	<table border="1"> <thead> <tr> <th>Item</th> <th>Amount (in ₱)</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>7,280,659,107</td> </tr> <tr> <td>Taxes</td> <td>76,884,238</td> </tr> <tr> <td>Dep.</td> <td>3,064,202,119</td> </tr> <tr> <td>Interest</td> <td>2,689,101,089</td> </tr> <tr> <td>Amort.</td> <td>814,261</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>13,111,660,814</b></td> </tr> </tbody> </table>	Item	Amount (in ₱)	Net Income	7,280,659,107	Taxes	76,884,238	Dep.	3,064,202,119	Interest	2,689,101,089	Amort.	814,261	<b>EBITDA</b>	<b>13,111,660,814</b>
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<b>SO 4</b>	<b>Augment National Capacity to Achieve Government Thrusts</b>																
SM 7	Budget Utilization Rate	Budget Utilized/ Total Allocated Amount for Locally Funded Projects	4%	Actual/ Target x Weight	90%	80.06%	3.56%	79.35%	3.53%	<ul style="list-style-type: none"> <li>- Reports on Budget Utilization as of 31 Dec '19</li> <li>- List of Projects with Fund Utilized and Fund Requirement</li> <li>- Copy of Board Resolution 2840</li> <li>- Latest Approved 2019 COB</li> </ul>	<table border="1"> <tr> <td>2019 Revised COB for LFPs</td> <td>₱5.836 B</td> </tr> <tr> <td>Amount Utilized</td> <td>₱4.631 B</td> </tr> <tr> <td><b>2019 BUR</b></td> <td><b>79.35%</b></td> </tr> </table>	2019 Revised COB for LFPs	₱5.836 B	Amount Utilized	₱4.631 B	<b>2019 BUR</b>	<b>79.35%</b>
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<b>2019 BUR</b>	<b>79.35%</b>																
	<b>Sub-total</b>		<b>39%</b>				<b>38.56%</b>		<b>38.53%</b>								
<b>SO 5</b>	<b>Maximize Benefits from Its Privatization Scheme</b>																
	Implementation of the New Policy on the Procurement of Port Services Contract																
SM 8	a. Ports Bid out based on the Approved Implementing Rules and Regulations	Actual Number	3%	Actual/ Target x Weight	2	No Reported Accomplishment	0%	Measure Excluded	-	<ul style="list-style-type: none"> <li>- Briefer on PTMRF for 2019</li> <li>- Report on the Port Terminal Management Regulatory Framework (PTMRF) sent via email dated 28 Sep 2020</li> </ul>	Considering the magnitude of the scope of the PTMRF, the concerns that needed to be addressed in the implementation of the policy led to the issuance of PPA Admin. Order (AO) No. 10-2019, which prescribes the uniform port tariff rate to be applied for Tier 3 Ports under PTMRF; and AO No. 16-2019 which paves for the alignment of the uniform port tariffs. These issuances were made effective only on 10 Nov 2019 and 23 Jan 2020.						

STAKEHOLDERS

Component						PPA Submission		GCG Validation		Supporting Documents	Remarks										
Objective/Measure	Formula	Wt.	Rating Scale <sup>al</sup>	Target	Actual	Rating	Score	Rating													
SO 6 Optimize Stakeholders' Satisfaction																					
SM 9	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	3%	Actual / Target x Weight  0% = If less than 80%	90%*	82%	2.75%	82.15%	2.74%	<ul style="list-style-type: none"> <li>- 2019 Port Users' Annual Satisfaction Survey Final Report</li> <li>- Sample Accomplished Survey Questionnaires</li> <li>- Data Presentation Report on Actual Satisfaction Results of PPA</li> </ul>	Of the 2,953 valid responses, 2,426 or 82.15% gave at least a satisfactory rating to PPA, with breakdown as follows: <table border="1"> <thead> <tr> <th>Customer Segment</th> <th>Satisfied/ V. Satisfied</th> </tr> </thead> <tbody> <tr> <td>Passengers</td> <td>2,084</td> </tr> <tr> <td>Shipping Lines</td> <td>298</td> </tr> <tr> <td>Concessionaires</td> <td>44</td> </tr> <tr> <td><b>Total</b></td> <td><b>2,426</b></td> </tr> </tbody> </table>	Customer Segment	Satisfied/ V. Satisfied	Passengers	2,084	Shipping Lines	298	Concessionaires	44	<b>Total</b>	<b>2,426</b>
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<b>Total</b>	<b>2,426</b>																				
STAKEHOLDERS	SM 10	% of Common Permits Released within the Indicated Processing Time**	No. of Permits released within prescribed period/ Total Permits released	7.5%	Actual / Target x Weight	100%	100%	7.50%	100%	7.50%	<ul style="list-style-type: none"> <li>- Certification of Compliance</li> <li>- Sample copies of Summary Reports w Actual Processing Time of Permits Processed</li> <li>- Clarifications via email dated 29 January 2021</li> <li>- 2019 PPA's Citizen Charter</li> </ul>	A total of 5,656,171 common permits were processed in 2019. These are classified as: (1) Application for Permit to Operate Ancillary Services; (2) Entrance/Clearance of Vessels; (3) Entrance/Withdrawal of Cargo from Govt Ports; (4) Clearance on Dangerous Goods; (5) Annual Vehicle Pass; (6) Annual Port User's Pass; (7) Day Pass; and (8) Temp. Port User's ID/Pass.									

\* Using the Standard Methodology and Questionnaire developed by GCG.

\*\* Subject to compliance with the Ease of Doing Business Act (R.A. 11032).

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Objective/Measure	Formula	Wt.	Rating Scale <sup>a/</sup>	Target	Actual	Rating	Score	Rating				
SM 11	Number of Ports Compliant with International Ship and Port Facility Security (ISPS) Code	Cumulative Number	7.5%	Actual/Target x Weight	105		86	6.14%	86	6.14%	- Status Report on ISPS Compliance of Ports for 2019 - Statement of Compliance issued by Office for Transportation Security of Ports	Accomplishment in 2018 was a total of 106 compliant ports. From this, PPA failed to renew the respective ISPS compliance certificates of 20 ports in 2019, failing to meet the target.
<b>Sub-total</b>			<b>21%</b>					<b>16.39%</b>		<b>16.38%</b>		
<b>SO 7</b>	<b>Be Recognized for its International Best Practices on its Core Processes</b>											
<b>INTERNAL PROCESS</b>	<i>Integrated Management System (IMS) ISO 9001:2015 Quality Management System (QMS), ISO 14001:2015 Environmental Management System (EMS) and ISO 18001 Occupational Health and Safety (OH&amp;S)</i>											
	SM 12	a. Number of Ports which passed the 1st Surveillance Audit	Actual Number	5%	Actual/Target x Weight	5	5	5.00%	5	5.00%	- Attestations from the Certification International (SOCOTEC) - Certificates of Audit Reports from TUV Rheinland	The ff. ports passed the 1 <sup>st</sup> Surveillance Audits: 1. Puerto Princesa, Palawan 2. Misamis Oriental/Cagayan De Oro 3. SOCSARGEN, General Santos 4. Davao 5. Bicol, Legazpi
		b. Number of Ports which passed the 2nd Surveillance Audit	Actual Number	5%	Actual/Target x Weight	3	3	5.00%	3	5.00%		The ff. ports passed the 2 <sup>nd</sup> Surveillance Audits: 1. Batangas 2. Misamis Occidental/Ozamiz 3. Panay/Guimaras

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c. Number of Ports which passed the Recertification Audit	Actual Number	5%	All or Nothing	1	1	5.00%	1	5.00%		The Port of Zamboanga City had passed the Recertification Audit conducted in 2019.	
<b>Sub-total</b>		<b>15%</b>				<b>15.00%</b>		<b>15.00%</b>			
<b>SO 8</b>	<b>Nurture a Positive Work Environment</b>										
	<i>Competency-Based Human Resource System</i>										
SM 15	Percent of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	Establish Baseline	Profiled 100% of Key Positions	5.00%	No Accomplishment	0.00%	- Inventory of Key Positions - Position profiles per Department	PPA was only able to map out the required competencies for all key positions but failed to profile the competencies of all its employees. In this regard, PPA failed to accomplish the target and was not able to establish the competency baseline of all its employees in 2019.
<b>Sub-total</b>		<b>5%</b>					<b>5.00%</b>		<b>0.00%</b>		
<b>TOTAL WEIGHTS EXCLUDED WEIGHTS</b>		<b>100% (3%)</b>					<b>94.64%</b>		<b>87.96%</b>		
<b>VALIDATED TOTAL</b>		<b>97%</b>						<b>87.96 / 97 = 90.68%</b>			

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