

**PHILIPPINE PORTS AUTHORITY**  
**Interim Performance Scorecard**

Performance Measures				PPA Submission			CGO-B Evaluation		Supporting Documents	Remarks
Description	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating		
<b>MFO 1 : Port Development</b>										
<b>Quantity 1a:</b> Increase in Berth Length	Refer to PPA Port Planning Manual	5.00%	(Actual/Target) x Weight	607.27	468.98	3.86%	469.22	3.86%	<ul style="list-style-type: none"> <li>Summary of Engineering Office Medium Term Plan</li> <li>Certificates of Completion issued by Contractor</li> <li>Certificates of Acceptance issued by PPA</li> <li>Photographs</li> </ul>	<ul style="list-style-type: none"> <li>Slippage of 138.05 sq.m. or 23% of the commitment due to the adjustment of the targeted berth length to suit actual field condition.</li> </ul>
<b>Quantity 1b:</b> Number of Containers Removed from Port of Manila (by November 2014)	Absolute Number	5.00%	(Actual/Target) x Weight	5,000	1,175,587	5.00%	21,104	5.00%	<ul style="list-style-type: none"> <li>Brief Explanation on Container Movements in Manila Ports</li> <li>Summary of Container Movements for Manila International Container Terminal (MICT) and South Harbor</li> <li>Daily Yard Movement Report on MICT Port Situation (January-December)</li> <li>Daily Yard Movement Report on South Harbor Port Situation (January-December)</li> </ul>	<ul style="list-style-type: none"> <li>Added measure during the Renegotiations in lieu of the reduced target for MFO 1, Quantity, and in light of then issue on port congestion</li> <li>Based on CGO-B validation, the container outflows were deducted from container inflows for the period of 18 September 2014 (day after the PAN) to 31 November 2014, as targeted, excluding Sundays. PPA on the hand, reported a total of 1,175,587 that is 184,527 containers on top of the 991,060 routinely moved during normal days (from May 13, 2014 to 31 December 2014)</li> </ul>

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										excluding Sundays).
<b>Quantity 2:</b> Increase in Back-Up Area (in sq. m.)	Refer to PPA Port Planning Manual	10.00	(Actual/Target) x Weight	28,023.47	37,089.07	10.00%	37,387.94	10.00%	<ul style="list-style-type: none"> <li>Summary of Engineering Office Medium Term Plan</li> <li>Certificates of Completion issued by Contractor</li> <li>Certificates of Acceptance issued by PPA</li> <li>Photographs</li> </ul>	<ul style="list-style-type: none"> <li>PPA adapts to continuously propose projects until DOTC approval is sought based on the various requests submitted. It turned out that those approved happened to have more seating capacity and larger back-up area.</li> </ul>
<b>Quantity 3:</b> Increase in Passenger Capacity (in Number of Seats)	Refer to PPA Port Planning Manual	10.00%	(Actual/Target) x Weight	1,120	2,300	10.00%	2,306	10.00%	<ul style="list-style-type: none"> <li>Summary of Engineering Office Medium Term Plan</li> <li>Certificates of Completion issued by Contractor</li> <li>Certificates of Acceptance issued by PPA</li> <li>Photographs</li> </ul>	
<b>Quantity 4:</b> Number of major pre-construction technical & economic studies completed	Number of Feasibility Studies / Project Evaluation, Hydro/ Topo Surveys, Soil Investigations and Program of Work completed	6.00%	(Actual/Target) x Weight	92	95	6.00%	95	6.00%	<ul style="list-style-type: none"> <li>Certification of Port Planning and Design Department Accomplishments</li> <li>Certificate of Completion on Consultancy for the Technical Services for the Conduct of Soil Investigation at Selected Ports</li> <li>Hydrographic and Topographic Survey Plans</li> </ul>	<ul style="list-style-type: none"> <li>Completed sixty two (62) pre-construction technical/economic studies, soil investigation and POWs; plus thirty three (33) hydro-topo surveys during the period.</li> </ul>
<b>Sub-total of Weights:</b>		<b>36.00%</b>				<b>34.86%</b>		<b>34.86%</b>		

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<b>MFO 2: Port Services</b>										
<b>Quality 1:</b> Percent of ports with complete compliance with requirements for certification to ISO-Quality Management System (QMS) on Vessel Entrance and Clearance in conformity with ISO 9001:2000 and the applicable Government Quality Management Systems Standards (QMSS)	(No. of Ports /7 ports) x 100, where Total No. of Ports =7 representing the major ports of Batangas, Cagayan de Oro, Davao, Zamboanga, Gen. Santos, Ozamis & Iloilo and excluding MICT, SH and NH which are operated by private concessionaires (E.O. 605)	8.00%	(Actual/Target) x Weight	100% (Ozamiz, Iloilo)	100% (Ozamiz, Iloilo)	8.00	100% (Ozamiz, Iloilo)	8.00	<ul style="list-style-type: none"> <li>TUV Rheinland Surveillance Audit Report on QMS – Vessel Entrance and Clearance (VEC) process for the Port of Iloilo</li> <li>TUV Rheinland Surveillance Audit Report on QMS – VEC process for the Port of Ozamiz</li> </ul>	<ul style="list-style-type: none"> <li>Supporting documents are sufficient.</li> </ul>
<b>Quality 2:</b> Percent 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)	(No. of Ports /2 ports) x 100, where No. of Ports = 2 representing Iloilo & Cagayan de Oro which are PPA commitments to the ASEAN Ports Association project	8.00%	(Actual/Target) x Weight	100% (Cagayan de Oro)	100% (Cagayan de Oro)	8.00%	100% (Cagayan de Oro)	8.00	<ul style="list-style-type: none"> <li>PEMSEA Letter to PPA on the Compliance of PMO CDO with PSHEMS requirements</li> </ul>	<ul style="list-style-type: none"> <li>Supporting document is sufficient.</li> </ul>

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<b>Quantity 1:</b> Number of Port Privatization Studies completed in accordance with PPA Privatization Scheme	Number of Studies completed, presented and accepted by the PPA Board	N/A	(Actual/Target) x Weight	Davao-Initiation of tender by December 31, 2014	PPP Center has taken over the Davao-Sasa privatization and GCG already received PPA request for its exclusion from its Performance Scorecard.	N/A	N/A	N/A	<ul style="list-style-type: none"> <li>PPA letters to the Governance Commission dated 28 April 2014 and 23 December 2014 respectively, requesting for measure exclusion</li> </ul>	<ul style="list-style-type: none"> <li>Target prior Renegotiations was <i>Davao-Initiation of tender by October 31, 2014</i></li> <li>PPA completed the FS for the Davao-Sasa privatization in July 2012. PPA, however, could not proceed since DOTC engaged the services of a Transaction Advisor which will package the project as a PPP project. At present, the project is already included in the NEDA PPP Center list of PPP projects.</li> <li>Measure excluded.</li> </ul>
<b>Quantity 2:</b> Percent of Existing Passenger Terminal Buildings (PTBs) privatized with electronic ticketing component	(No. of Privatized PTBs w/e-ticketing / No. of PTBs for Privatization) x 100 where No. of PTBs = <u>17</u> as of 2014	9.00%	(Actual/Target) x Weight	100% privatized operation for ports which completed and/or having ongoing post-qualification processes as of 2013 (Palompon, Maasin, Baybay, Naval [in Ormoc], San Carlos, Danao [in Pulupandan], Fort San Pedro [in Iloilo], Jagna [in Tagbilaran])	Contracts and NTPs were signed for the eight (8) PTBs at the Maasin, Baybay, San Carlos, Naval ports of Palompon, Fort San Pedro, Danao and Jagna on 08 July 2014.	9.00%	Contracts and NTPs were signed for the eight (8) PTBs at the Maasin, Baybay, San Carlos, Naval ports of Palompon, Fort San Pedro, Danao and Jagna on 08 July 2014.	9.00%	<ul style="list-style-type: none"> <li>Notices to Proceed</li> <li>PTB Contracts</li> </ul>	<ul style="list-style-type: none"> <li>Supporting documents are sufficient.</li> </ul>
<b>Quantity 3:</b> Percent accomplishment on e-payment development and implementation in all computerized	Major Scope of Work: System Investigation - 10% System Requirements	9.00%	Formula-based	90% (System Requirements Spec.- 10%, Design & Dev't.-	100%	9.00%	100%	9.00	<ul style="list-style-type: none"> <li>Electronic Payment System User Manual</li> </ul>	<ul style="list-style-type: none"> <li>System Requirements Specification and Design &amp; Development are 100% complete. Implementation is scheduled in the 4th</li> </ul>

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collection sites	Spec.-10% Design & Development - 50%			50% and Implementation-30%)						quarter
<b>Quantity 4:</b> Percent accomplishments on On-Line Permits System (On-Line application & approval for vehicle access, pedestrian access, permit to operate ancillary services & permit to occupy) for all ports with internet facility	Major Scope of Work: System Investigation - 10% System Requirements Spec.-10% Design & Development - 50%	9.00%	Formula-based	90% (System Requirements Spec.- 10%, Design & Dev't.- 50% and Implementation-30%)	100% complete. Implementation is ongoing. (System Investigation with a weight of 10% was completed in 2013)	9.00%	100%	9.00%	<ul style="list-style-type: none"> <li>Electronic Payment System User Manual Launch Guide</li> </ul>	<ul style="list-style-type: none"> <li>System Requirements Specification, Design &amp; Development are 100% complete. Implementation is scheduled in the fourth quarter.</li> </ul>
<b>Timeliness:</b> Ave. Response Time in no. of major ports / gateways	a. Ave. Response Time-Simple Port Incident: First Responder: 5-10 minutes Tactical Engagement: 10-15 minutes	2.00%	Formula-based	100% (North Harbor, South Harbor, Zamboanga, General Santos, Ozamiz)	100% (North Harbor, South Harbor, Zamboanga, General Santos, Ozamiz)	6.00%	100% (North Harbor, South Harbor, Zamboanga, General Santos, Ozamiz)	6.00%	<ul style="list-style-type: none"> <li>PPA Memorandum Order No. 34-2013</li> </ul>	<ul style="list-style-type: none"> <li>MO No. 34-2013 is being implemented in all ports under PPAs jurisdiction; all port incidents, if any, are responded to within the prescribed time.</li> </ul>
	b. Ave. Response Time-Bomb Threat First Responder: 5-10 minutes Tactical Engagement: 10-30 minutes	2.00%								
	c. Ave. Response Time-Medical First Responder: 5-10 minutes Tactical Engagement: 10-30 minutes	2.00%								
<b>Sub-total of Weights:</b>		<b>49%</b>				<b>49%</b>		<b>49%</b>		

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<b>MFO 3: Financial Performance</b>										
<b>Quantity 1:</b> Increase in Gross Revenues	Absolute amount	5.00%	(Actual/Target) x Weight	10.80 Billion	Php12.57 billion	5.00%	Php12.57 billion	5.00	<ul style="list-style-type: none"> <li>EBITDA Computation as of 31 December 2014</li> <li>2014 Unaudited Financial Statements</li> </ul>	<ul style="list-style-type: none"> <li>Excluding the one-time lump sum fees of ATI and ICTSI amounting to Php280 million and Php672 million, respectively.</li> </ul>
<b>Quantity 2:</b> Increase in EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization)	Absolute amount	5.00%	(Actual/Target) x Weight	5.80 Billion	Php 8.48 billion	5.00%	Php 8.48 billion	5.00	<ul style="list-style-type: none"> <li>Income Statement as of 31 December 2014</li> <li>2014 Unaudited Financial Statements</li> </ul>	<ul style="list-style-type: none"> <li>Excluding the amount for R/M of facilities damaged by calamities in 2013 amounting to Php396 million for 2014 and Php236 million for 2015</li> </ul>
<b>Sub-total of Weights:</b>		<b>10%</b>				<b>10%</b>		<b>10%</b>		
<b>General Administrative Services</b>										
<b>Quantity 1:</b> Percent utilization of the Accounting and Financial Management System (AFMS) & System Enhancement	Actual utilization	0.00%	(Actual/Target) x Weight	100	90.59% utilization	0.00	90.59% utilization	0.00%	<ul style="list-style-type: none"> <li>2014 AFMS Utilization Report</li> </ul>	<ul style="list-style-type: none"> <li>PPA is now responsible for resolving implementation issues and developing strategies to further improve system performance.</li> </ul>
<b>Quantity 2:</b> Best Practices in Financial Management		0.00	(Actual/Target) x Weight			0.00%		0.00%	<ul style="list-style-type: none"> <li>Computation of Financial Ratios</li> <li>2014 Unaudited Financial Statements</li> </ul>	<ul style="list-style-type: none"> <li>Supporting documents are sufficient.</li> </ul>
Debt/Equity Ratio (<1)	Net Operating Income/ Average Depreciable Assets			7.72	14.54		14.54			
Return on Asset (>7)	Current Assets/ Current Liabilities			1.14	2.86		2.86			
Current Ratio (>1)	Total Liabilities/ Total Equity			0.13	0.085		0.085			

Performance Measures				PPA Submission			CGO-B Evaluation		Supporting Documents	Remarks
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<b>Quantity 2:</b> Volume of silts dredged	Total Volume of Silts Dredged	0.00%	(Actual/Target) x Weight	1.57 million cubic meters (reduced to 285,000 cubic meters)	0.044 million cubic meters	0.00%	0.044 million cubic meters	0.00%	<ul style="list-style-type: none"> <li>Dredging Report</li> </ul>	<ul style="list-style-type: none"> <li>Dredging volume has to be reduced to compensate for the dredging cost of projects to be implemented by contract.</li> <li>A total of 0.044 million cu. m. of silts was removed from the Ports of Legaspi and Tabaco.</li> </ul>
<b>Financial:</b> Percent utilization of R&M Budget	Actual Utilization of R&M Budget	0.00%	(Actual/Target) x Weight	80%	87.35%	0.00%	87.35%	0.00%	<ul style="list-style-type: none"> <li>Internal Documents</li> </ul>	<ul style="list-style-type: none"> <li>Approved revised budget for the year amounted to Php1.90 billion which earmarked for 88 carry-over and 63 new projects scheduled for the year.</li> <li>Completed 107 R&amp;M projects with a value of accomplishment of Php1.66 billion equivalent to about 87.35% of approved budget (Php1.90 million) or 89.37% of the fund released (Php1.54 billion).</li> </ul>
<b>Sub-total of Weights:</b>		<b>0.00%</b>				<b>0.00%</b>		<b>0.00%</b>		
<b>TOTAL OF WEIGHTS:</b>		<b>95.00%</b>				<b>93.86%</b>		<b>93.86%</b>		
<b>VALIDATED SCORE:</b>							<b>98.80%</b>			