



16 February 2023

**HON. JAIME J. BAUTISTA**

*Chairman and DOTr Secretary*

**ATTY. JAY DANIEL R. SANTIAGO**

*General Manager*

**PHILIPPINE PORTS AUTHORITY (PPA)**

Bonifacio Drive, South Harbor

Port Area, Manila

**RE: VALIDATION RESULT OF PPA'S  
2021 PERFORMANCE SCORECARD**

Dear Sec. Bautista and GM Santiago,

This is to formally transmit the validation result of PPA's 2021 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, PPA obtained an overall score of **90.86%** (See **Annex A**). The same is to be posted on PPA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

In relation to the grant of 2021 Performance Based Bonus (PBB) to eligible officers and employees, PPA can grant such incentive only upon receipt of the confirmation letter from the Governance Commission. In this regard, the Board is reminded that any unilateral action to release the PBB before the confirmation will be considered a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.<sup>2</sup>

**FOR PPA'S INFORMATION AND GUIDANCE.**

Very truly yours,

**Justice ALEX L. QUIROZ (ret.)**

*Chairperson*

FEB 22 2023

BY: CLAM

**Atty. GIDEON D.V. MORTEL, D.C.**  
*Commissioner*

**Atty. GERALDINE MARIE B. BERBERABE-MARTINEZ**  
*Commissioner*

cc: COA Resident Auditor – PPA

<sup>1</sup> Code of Corporate Governance for GOCCs, dated 28 November 2012.

<sup>2</sup> GOCC Governance Act of 2011.

005946

02/20/23 "Upholding a Transparent and Responsive GOCC Sector for the Filipino People"

20230227053

**PHILIPPINE PORTS AUTHORITY (PPA)**  
**Validated 2021 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 (in Million Metric Tons)	Absolute Figure	2.5%	Actual / Target	218.35	266.76	2.5%	262.05	2.5%	- Summary of Port Statistics for 2021 - Annual Statistical Report on PPA's website	<table><tr><th>Quarter</th><th>Throughput</th></tr><tr><td>1st</td><td>56,582,443</td></tr><tr><td>2nd</td><td>70,763,073</td></tr><tr><td>3rd</td><td>72,790,254</td></tr><tr><td>4th</td><td>61,915,122</td></tr><tr><td>TOTAL</td><td>262,050,892</td></tr></table>	Quarter	Throughput	1st	56,582,443	2nd	70,763,073	3rd	72,790,254	4th	61,915,122	TOTAL	262,050,892
	Quarter	Throughput																						
	1st	56,582,443																						
	2nd	70,763,073																						
3rd	72,790,254																							
4th	61,915,122																							
TOTAL	262,050,892																							
SM 2	Average Vessel Waiting Time (in hours)	Absolute Figure	2.5%	Actual / Target	5 hours	4.76	2.5%	4.76	2.5%	- Summary of Port Statistics for 2021	The accomplishment of PPA is the average vessel waiting time in the top 10 base ports of PPA.													
SM 3	Passenger Traffic (in Million Passengers)	Absolute Figure	2.5%	Actual / Target	20.80	22.33	2.5%	23.08	2.5%	- Summary of Port Statistics for 2021 - Annual Statistical Report on PPA's website	<table><tr><th>Quarter</th><th>Traffic</th></tr><tr><td>1st</td><td>5,219,467</td></tr><tr><td>2nd</td><td>5,472,698</td></tr><tr><td>3rd</td><td>4,714,989</td></tr><tr><td>4th</td><td>7,669,820</td></tr><tr><td>TOTAL</td><td>23,076,974</td></tr></table>	Quarter	Traffic	1st	5,219,467	2nd	5,472,698	3rd	4,714,989	4th	7,669,820	TOTAL	23,076,974	
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2nd	5,472,698																							
3rd	4,714,989																							
4th	7,669,820																							
TOTAL	23,076,974																							
SM 4	Average Vessel Turn-around Time (in hours)	Absolute Figure	2.5%	Actual / Target	36.27 hours	36.14	2.5%	36.14	2.5%	- Summary of Port Statistics for 2021	The accomplishment of PPA is the average TAT in the top 10 base ports of PPA.													



Components						PPA Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score			Rating
	SM 5	Port Projects Completed	Absolute Figure	2.5%	Actual / Target	6	7	2.5%	7	2.5%	- Certificates of Completion and Acceptance	Seven (7) port projects were constructed in the following ports: 1. Banago, Bacolod City, Negros Occidental 2. Bulan, Sorsogon 3. Dapitan City, Zamboanga del Norte 4. Ozamiz City, Misamis Occidental 5. Puerto Princesa City, Palawan 6. Salumague, Cabugao, Ilocos Sur 7. Tagbilaran City, Bohol
	SM 6	Ro-Ro Ramps Completed	Cumulative Number	2.5%	Actual / Target	+9	+9	2.5%	+9	2.5%	- Certificates of Completion and Acceptance	Nine (9) RoRo ramp projects were constructed in the following ports: 1. Banago, Bacolod City, Negros Occidental 2. Basiao, Ivisan, Capiz 3. Bulan, Sorsogon 4. Maribojoc, Bohol 5. Palompon, Leyte 6. Siquijor 7. Sultan Naga Dimaporo, Lanao Del Norte 8. Dapitan City, Zamboanga del Norte 9. Virac, Catanduanes
		Sub-total			15.0%				15.0%		15.0%	

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks														
	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																
FINANCIAL	SO 2	Become Financially Sufficient to Support its Development Programs																							
	SM 7	Port Revenue (In Billion Pesos)	Absolute Amount	20.0%	Actual / Target	18.16	17.68	19.47%	17.67	19.46%	- 2021 COA-audited Financial Statements (FS) of PPA	<table><tr><th>Income</th><th>Amount (in '000)</th></tr><tr><td>Service and Business</td><td>17,464,955</td></tr><tr><td>Gains</td><td>136,219</td></tr><tr><td>Other Non-Operating</td><td>72,487</td></tr><tr><td>TOTAL</td><td>17,673,662</td></tr></table>	Income	Amount (in '000)	Service and Business	17,464,955	Gains	136,219	Other Non-Operating	72,487	TOTAL	17,673,662			
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	Other Non-Operating	72,487																							
TOTAL	17,673,662																								
SM 8	Earnings Before Interest, Taxes, Depreciation, and Amortization (In Billion Pesos)	Absolute Amount	15.0%	Actual / Target	10.56	11.96	15%	12.25	15%	- 2021 COA-audited Financial Statements (FS) of PPA  - Notes to FS	<table><tr><th>Item</th><th>Amount (in '000)</th></tr><tr><td>Net Income</td><td>6,895,266</td></tr><tr><td>Taxes</td><td>2,253,736</td></tr><tr><td>Dep'n.</td><td>3,035,003</td></tr><tr><td>Interest</td><td>52,266</td></tr><tr><td>Amort.</td><td>13,621</td></tr><tr><td>EBITDA</td><td>12,249,893</td></tr></table>	Item	Amount (in '000)	Net Income	6,895,266	Taxes	2,253,736	Dep'n.	3,035,003	Interest	52,266	Amort.	13,621	EBITDA	12,249,893
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SO 3	Augment National Capacity to Achieve Government Thrusts																								
SM 9	Budget Utilization Rate	Budget Utilized/ Total Allocated Amount for Locally Funded Projects (LPs)	5%	Actual/ Target	90%	87.04%	4.84%	94.00%	5.00%	- Report on Budget Utilization as of 31 December 2021	<table><tr><td>2021 Revised COB for LFPs</td><td>4,237,665,715</td></tr><tr><td>Total Amount Utilized</td><td>3,983,377,683</td></tr><tr><td>2021 BUR</td><td>94.00%</td></tr></table>	2021 Revised COB for LFPs	4,237,665,715	Total Amount Utilized	3,983,377,683	2021 BUR	94.00%								
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Total Amount Utilized	3,983,377,683																								
2021 BUR	94.00%																								
	Sub-total		40.0%				39.31%		39.46%																



Components						PPA Submission		GCG Validation		Supporting Documents	Remarks															
	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																	
STAKEHOLDERS	SO 6	Improve Stakeholders' Satisfaction Rating																								
	SM 10	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) 2021 Final Report  - Sample Accomplished Survey Questionnaires	<table><tr><th>Satisfaction Level</th><th>Shipping Companies</th><th>Concessionaires</th></tr><tr><td>Very Satisfied and Satisfied</td><td>82.80%</td><td>87.63%</td></tr><tr><td>Neither</td><td>13.20%</td><td>8.70%</td></tr><tr><td>Dissatisfied</td><td>2.00%</td><td>2.34%</td></tr><tr><td>Very Dissatisfied</td><td>2.00%</td><td>1.34%</td></tr></table>	Satisfaction Level	Shipping Companies	Concessionaires	Very Satisfied and Satisfied	82.80%	87.63%	Neither	13.20%	8.70%	Dissatisfied	2.00%	2.34%	Very Dissatisfied	2.00%	1.34%
		Satisfaction Level	Shipping Companies	Concessionaires																						
		Very Satisfied and Satisfied	82.80%	87.63%																						
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	Dissatisfied	2.00%	2.34%																							
	Very Dissatisfied	2.00%	1.34%																							
	a. Passengers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	3.00%	90%	Excluded as approved by GCG																					
	b. Shipping Lines		1.00%	90%	82.80%	0.92%	82.80%	0.92%																		
	c. Concessionaires		1.00%	90%	87.63%	0.97%	87.63%	0.97%																		
SM 11	Percentage of Common Permits Released within the Indicated Processing Time <sup>a</sup>	No. of Permits released within prescribed period/ Total Permits released	5%	Actual / Target	100%	100%	5%	99.998%	4.99%	- Summary of Transactions Received and Processed for CY 2021	There were 81 out of 3.46 million applications issued beyond the prescribed process.															
SM 12	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	7.5%	Actual/ Target	100% (for 99 identified ports)	100% (123 ports are compliant)	7.5%	93.18% (123 out of 132 ports are compliant)	6.99%	- List of Ports Compliant with ISPS Code for 2021  - Copies of Certifications on Statement of Compliance of a Port Facility (SCPF)	As of 2021, only 123 ports have a valid SCPF out of a total of 132 identified ports.															

<sup>a</sup>Subject to compliance with the Ease of Doing Business Act (R.A. 11032).

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score			Rating
	SM 13	Electronic Accreditation of Port Service Providers	Actual Number	5%	Actual / Target	100% Processing of All Applications Received Based on Prescribed Timetable	Reviewed, evaluated, and processed a total of 3,645 signed PPA Accreditation	5%	100% of 3,436 accreditation applications processed	5%	- Summary Report on the Reviewed, Evaluated, and Processed PPA Accreditation of Port Services Provider  - Monthly Accreditation Reports	The online system for the Electronic Accreditation of Port Service Providers is operational in 2021 and all (100%) applications received through the system for the said year were all processed by PPA
		Sub-total			22.5%				19.39%		18.87%	
INTERNAL PROCESS	SO 5	Be Recognized for its International Best Practices on its Core Processes										
	SM 14	ISO Certifications										
		a. Number of Ports with Integrated Management System (IMS) Certification	Number of Ports that Passed 1 <sup>st</sup> Surveillance or 2 <sup>nd</sup> Surveillance Audits and Recertification	7.5%	Actual / Target	9	9 ports sustained compliance with ISO-IMS	7.5%	4	3.33%	- Signed Summary and Timeline of Procurement Activities for IMS and QMS Certification of PPA Ports	Four (4) ports had IMS certifications valid as of 31 Dec 2021: 1. Batangas 2. Panay / Guimaras 3. Ozamiz 4. Zamboanga
		b. Number of Ports with Quality Management System (QMS) Certification		5.0%	Actual / Target	17	The recertification audit for CY 2021 is ongoing	0%	5	1.47%	- Actual Certificates of QMS, EMS and OH&S ISO Certifications	Five (5) ports had ISO QMS certifications valid as of 31 Dec 2021: 1. Palawan 2. Legazpi 3. Davao 4. Cagayan de Oro 5. General Santos



Components						PPA Submission		GCG Validation		Supporting Documents	Remarks
	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating		
	SO 6	Promote a Regulatory Framework that is Transparent, Fair, and Relevant to the Needs of All Stakeholders in Pursuit of a National Port Development Program									
		Implementation of the New Policy on the Procurement of Port Services Contract									
	SM 15	Number of Ports Bid Out based on the Approved Implementing Rules and Regulations	Actual Number	5.0%	Actual / Target	2	2 ports have been awarded	5.0%	Four (4) ports awarded to bidders	5.0%	<div>- Ports Bid Out Under the Port Terminal Management Regulatory Framework (PTMRF) (Tier 3) as of 31 December 2021</div> <div>- Copies of Notice of Award (NOA) and Notice to Proceed (NTP) of ports bid out</div> <div>4 ports awarded:<div>1. Puerto Princesa</div><div>2. Tabaco</div><div>3. Matnog</div><div>4. Pulupandan</div></div>
		Sub-total		17.5%				12.50%		9.80%	
LEARNING & GROWTH	SO 7	Develop and Maintain a Workforce with Necessary Competencies									
	SM 16	Percentage of Employees Meeting Required Competencies	Percent Completion	5.0%	Actual / Target	50% Conduct of Online Competency Assessment	66.89% (1,222 employees meeting required competencies out of 1,827 profiled employees)	5%	84.04% Conduct of Online Competency Assessment	5%	<div>- List of Employees with Consolidated Assessment and Competency Profiling for CY 2021</div> <div>1,827 out of 2,174 (84.04%) total employees profiled.</div> <div>1,222 out of 1,827 (66.89%) profiled employees meet the required competencies.</div>
		Sub-total		5%				5%		5%	
		TOTAL WEIGHTS EXCLUDED WEIGHTS	100% (3%)				91.20% (3%)		88.13% (3%)		
		VALIDATED TOTAL	97.00%				91.20 / 97.0 = 94.02%		88.13 / 97.00 = 90.86%		