



Office of the President of the Philippines
GOVERNANCE COMMISSION
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



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28 December 2021

ATTY. ARTHUR P. TUGADE
Chairman and DOTr Secretary
ATTY. JAY DANIEL R. SANTIAGO
General Manager (GM)
PHILIPPINE PORTS AUTHORITY (PPA)
Bonifacio Drive, South Harbor
Port Area, Manila

**RE : VALIDATION RESULT OF PPA'S
2020 PERFORMANCE SCORECARD**

Dear Secretary Tugade and GM Santiago,

This is to formally transmit the validation result of PPA's 2020 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, PPA obtained an overall score of **94.86%** (See **Annex A**). The same is to be posted in PPA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

In relation to the grant of 2020 Performance Based Bonus (PBB) to eligible officers and employees, PPA can grant such incentive only upon receipt of 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 as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.²

FOR PPA'S INFORMATION AND GUIDANCE.

Very truly yours,

Digitally signed by:
CHAIRMAN SAMUEL G. DAGPIN, JR.

Digitally signed by:
COMMISSIONER MICHAEL P. CLORIBEL

Digitally signed by:
COMMISSIONER MARITES C. DORAL

cc: **COA Resident Auditor – PPA**

¹ Code of Corporate Governance for GOCCS, dated 28 November 2012.

² GOCC Governance Act of 2011.

PHILIPPINE PORTS AUTHORITY (PPA)
Validated 2020 Performance Scorecard

SOCIAL IMPACT	Components					PPA Submission		GCG Validation		Supporting Documents	Remarks													
	Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating															
	SO 1	Contribute Significantly to Increased Trade and Tourism																						
	SM 1	Cargo Throughput (in Million Metric Tons)	Absolute Figure	5%	Actual / Target	246.54	229.81	4.66%	243.99	4.95%	- 2020 Revised Summary of Port Cargo and Passengers Statistics - 2020 Annual Report of PPA	<table><tr><th>Quarter</th><th>Throughput</th></tr><tr><td>1st</td><td>57,733,589</td></tr><tr><td>2nd</td><td>49,267,064</td></tr><tr><td>3rd</td><td>70,655,507</td></tr><tr><td>4th</td><td>66,333,377</td></tr><tr><td>TOTAL</td><td>243,989,537</td></tr></table> <p>Recovery in PPA's cargo performance was seen during the last quarter of 2020, with a slight increase of 2.11% from 2019. Overall, cargo throughput performance suffered a minimal decline amidst the pandemic.</p>	Quarter	Throughput	1 st	57,733,589	2 nd	49,267,064	3 rd	70,655,507	4 th	66,333,377	TOTAL	243,989,537
	Quarter	Throughput																						
	1 st	57,733,589																						
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	3 rd	70,655,507																						
	4 th	66,333,377																						
	TOTAL	243,989,537																						
SM 2	Passenger Traffic (in Million Passengers)	Absolute Figure	5%	Actual / Target	30.40	24.90	4.10%	24.89	4.09%	<table><tr><th>Quarter</th><th>Traffic</th></tr><tr><td>1st</td><td>16,574,835</td></tr><tr><td>2nd</td><td>1,708,940</td></tr><tr><td>3rd</td><td>2,968,346</td></tr><tr><td>4th</td><td>3,634,316</td></tr><tr><td>TOTAL</td><td>24,886,437</td></tr></table> <p>A dip in passenger volume was experienced by PPA from the 2nd to the 4th quarters of 2020 vis-a-vis its comparative figures from 2019 because of the pandemic.</p>	Quarter	Traffic	1 st	16,574,835	2 nd	1,708,940	3 rd	2,968,346	4 th	3,634,316	TOTAL	24,886,437		
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PPA Validated 2020 Performance Scorecard

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating			
SO 2	Enhance Accessibility Through Seamless Connectivity with Other Transport Modes										
SM 3	Ro-Ro Ramps Completed (based on Ro-Ro Networks)	Additional Number for the year	5%	Actual / Target	Additional 8	+8	5.00%	+7	4.38%	<ul style="list-style-type: none">- Certificates of Completion- Certificates of Acceptance- Inventory of Ro-Ro Ramps as of year-end 2019 and 2020- Clarifications on PPA's 2020 PES	<p>As of year-end 2019, PPA had a total inventory of 295 Ro-Ro ramps.</p> <p>In 2020, a total of eight (8) Ro-Ro Ramps were completed at the following ports:</p> <ol style="list-style-type: none">1.Bansud, Oriental Mindoro2.Benoni, Mahinog, Camiguin3.Carmen, San Agustin Romblon4.Estancia, Iloilo5.Ormoc, Ormoc City, Leyte6.Palompon, Leyte7.Tapal, Ubay, Bohol8.Matnog, Matnog, Sorsogon <p>However, one ramp was demolished at the Port of Ubay, Bohol. Thus, only an additional seven (7) Ro-Ro ramps can be effectively considered as accomplishment for this measure in 2020, with the actual cumulative total at 302 Ro-Ro ramps.</p>

PPA Validated 2020 Performance Scorecard

Components												PPA Submission		GCG Validation		Supporting Documents	Remarks				
Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating												
SOCIAL IMPACT	SM 4	Number Passenger Terminal Buildings (PTBs) Completed	Cumulative Number	5%	Actual / Target	Additional 1 PTB (123 Cumulative Total)	+1 100% completed as of October 31, 2020 (Port of Tagbilaran City, Bohol)	5.00%	+4 (127 cumulative total)	5.00%	- Certificates of Completion - Certificates of Acceptance - Inventory of PTBs as of year-end 2019 and 2020 - Clarifications on PPA's 2020 PES Accomplishment	As of 2019, PPA has a [revised] total of 123 PTBs. In 2020, PPA completed four (4) PTBs located at the following ports: 1. Tagbilaran, Bohol 2. Abra de Ilog, Mindoro Occidental 3. Dumaguete (Base Port), Negros Occidental; and 4. Babak, Davao del Sur. This resulted in a cumulative total of 127 PTBs as of end of 2020.									
	SM 5	Number of Cruise Ship Ports Completed	Actual Number Completed During the Year	5.0%	Actual / Target	0	N/A	0.00%	Measure Excluded	—	N/A	Measure excluded in the PPA Recalibrated 2020 Performance Scorecard.									
	Sub-total			25.0%				18.76%		18.42%											
FINANCIAL	SO 3	Become Financially Sufficient to Support its Development Programs																			
	SM 6	Port Revenues (In Billion Pesos)	Absolute Amount	20.0%	Actual / Target	16.76	16.57	19.77%	16.64	19.86%	- COA-Audited Financial Statements (FS) of PPA for CY 2020 - Notes to FS	<table><tr><th>Income</th><th>Amount (in '000)</th></tr><tr><td>Service and Business</td><td>16,616.993</td></tr><tr><td>Gains</td><td>6.299</td></tr><tr><td>Other Non-Operating</td><td>17.942</td></tr><tr><td>Total</td><td>16,641.234</td></tr></table> Although target was exceeded, actual Port Revenues in 2020 have decreased by 9.32% from 2019 due to the pandemic.	Income	Amount (in '000)	Service and Business	16,616.993	Gains	6.299	Other Non-Operating	17.942	Total
Income	Amount (in '000)																				
Service and Business	16,616.993																				
Gains	6.299																				
Other Non-Operating	17.942																				
Total	16,641.234																				

PPA Validated 2020 Performance Scorecard

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks															
Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating																	
STAKEHOLDERS	SM 7	Earnings Before Interest, Taxes, Depreciation, and Amortization (In Billion Pesos)	Absolute Amount	15.0%	Actual / Target	10.25	11.65	15.00%	11.73	15.00%	- COA-Audited Financial Statements (FS) of PPA for CY 2020 - Notes to FS	<table><tr><th>Item</th><th>Amount (in '000)</th></tr><tr><td>Net Income</td><td>6,138,593</td></tr><tr><td>Taxes</td><td>63,240</td></tr><tr><td>Dep'n.</td><td>2,687,794</td></tr><tr><td>Interest</td><td>2,829,141</td></tr><tr><td>Amort.</td><td>6,832</td></tr><tr><td>EBITDA</td><td>11,725,601</td></tr></table> Although target was exceeded, EBITDA saw a decrease from the 2019 figure by 10.57% due to dip in total port revenues.	Item	Amount (in '000)	Net Income	6,138,593	Taxes	63,240	Dep'n.	2,687,794	Interest	2,829,141	Amort.	6,832	EBITDA	11,725,601
	Item	Amount (in '000)																								
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	EBITDA	11,725,601																								
	SO 4 Augment National Capacity to Achieve Government Thrusts																									
	SM 8	Budget Utilization Rate	Budget Utilized/ Total Allocated Amount for Locally Funded Projects	5%	Actual/ Target	75%	80%	5.00%	81.39%	5.00%	- PPA's revised 2020 Corporate Operating Budget (COB) - Report on Budget Utilization as of 31 December 2020 - Certificates of Completion, Contract, Notice of Award and Notice to Proceed	<table><tr><td>2020 Revised COB for LFPs</td><td>₱3.65 B</td></tr><tr><td>Total Amount Utilized</td><td>₱2.97 B</td></tr><tr><td>2020 BUR</td><td>81.39%</td></tr></table>	2020 Revised COB for LFPs	₱3.65 B	Total Amount Utilized	₱2.97 B	2020 BUR	81.39%								
2020 Revised COB for LFPs	₱3.65 B																									
Total Amount Utilized	₱2.97 B																									
2020 BUR	81.39%																									
	Sub-total		40%				39.77%		39.86%																	
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	Actual Number	5%	Actual/ Target	0	—	—	Measure Excluded	—	N/A	Measure excluded in the PPA Recalibrated 2020 Performance Scorecard.															

PPA Validated 2020 Performance Scorecard

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks												
Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating															
SO 6	Optimize Stakeholders' Satisfaction																						
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					- 2020 Port Users' Annual Satisfaction Survey (PASS) Final Report by the DAP - Sample Accomplished Survey Questionnaires - Data Collection Monitoring on PASS 2020	Of the 800 valid responses, 691 or 86.39% gave at least a satisfactory rating to PPA, with breakdown as follows: <table><tr><th>Customer</th><th>Total</th><th>VS/S</th></tr><tr><td>Shipping Lines</td><td>503</td><td>429</td></tr><tr><td>Concessio naires</td><td>297</td><td>262</td></tr><tr><td>Total</td><td>800</td><td>691</td></tr></table>	Customer	Total	VS/S	Shipping Lines	503	429	Concessio naires	297	262	Total	800	691
	Customer	Total	VS/S																				
	Shipping Lines	503	429																				
	Concessio naires	297	262																				
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a. Passengers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	3.00%	Excluded	The Survey was not conducted in 2020 due to the pandemic	-	Excluded	-																
b. Shipping Lines		1.00%	90%		-	85.29%	0.95%																
c. Concessionaires		1.00%	90%		-	88.22%	0.98%																
SM 11	Percentage of Common Permits Released within the Indicated Processing Time ^a	No. of Permits released within prescribed period/ Total Permits released	5%	Actual / Target	100%	100%	5.00%	100%	5.00%	- Breakdown of Commonly Applied for Permits CY 2020 - Sample Registers of Common Permits issued by the PMO Zamboanga del Norte and Iligan - Clarifications on PPA's 2020 PES Accomplishment - 2020 PPA's Citizen Charter	A total of 3,620,545 common permits were processed by PPA in 2020. 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.												

^aSubject to compliance with the Ease of Doing Business Act (R.A. 11032).

PPA Validated 2020 Performance Scorecard

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating			
INTERNAL 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	5%	Actual/ Target	95%	92%	4.62%	91.51%	4.82%	- List of Ports Compliant with ISPS Code for 2020 - Copies of Certifications on Statement of Compliance of a Port Facility (SCPF)	A total of 106 ports were identified by PPA for compliance on ISPS for 2020. However, only 97 or 91.51% have valid Certificates as of year-end.
	Sub-total			20%			9.62%		11.75%			
	SO 7	Be Recognized for its International Best Practices on its Core Processes										
INTERNAL PROCESS	SM 13	ISO Certifications										
		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	5.00%	9	5.00%	- Attestations from the Certification International (SOCOTEC) - Certificates of Audit Reports from TUV Rheinland - Letter from Certification International Philippines, Inc. dated 24 Sep 2020 re: Continued Certification to ISO 9001:2015	1. Batangas 2. Bicol 3. Palawan 4. Davao 5. Zamboanga City 6. Misamis Oriental/ Cagayan de Oro 7. SOCSARGEN 8. Panay/ Guimaras 9. Misamis Occidental/ Ozamiz
		b. Number of Ports with Quality Management System (QMS) Certification		5%	Actual / Target	16	16	5.00%	17	5.00%		1. Head Office 2. NCR North 3. NCR South 4. Marinduque 5. Mindoro 6. Northern Luzon 7. Bataan/Aurora 8. Eastern Leyte, Samar 9. Western Leyte, Biliran 10. Bohol 11. Negros Oriental 12. Negros Occidental 13. Surigao 14. Agusan 15. Lanao del Norte 16. Zamboanga del Norte 17. Cotabato
Sub-total			10%			10.00%		10.00%				

PPA Validated 2020 Performance Scorecard

Components						PPA Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating				
LEARNING & GROWTH	SO 8	Raise Employee Competence to Global Standards										
	SM 14	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual / Target	Establish Baseline	51% Total No. of Employes with Competency Profile = 1,072 Personnel Inventory = 2,095	2.55%	Assessed 50.05% of the total PPA employees where 32.91% have met required competencies	2.50%	- List of Employees with Consolidated Assessment and Competency Profiling for CY 2020 - Sample copies of Competency Profiles	PPA failed to meet the target for 2020 of establishing the baseline on the number of employees meeting the required competencies as it was only able to assess 1,072 employees or 50.05% of the total 2,142 employees. Of the profiled employees, 705 were found to have met the required competencies. This represents 32.91% out of the total.
		Sub-total		5%				2.55%		2.50%		
		TOTAL WEIGHTS EXCLUDED WEIGHTS		100% (13%)				80.70%		82.53%		
		VALIDATED TOTAL		87%			80.70 / 87 = 92.76%		82.53 / 87 = 94.86%			