



30 March 2022

MR. WILLIAM D. DAR, PH.D.

Chairperson and DA Secretary

ATTY. GLEN A. PANGAPALAN

Administrator

PHILIPPINE FISHERIES DEVELOPMENT AUTHORITY (PFDA)

2/F PCA Annex Bldg. I, Elliptical Rd.

Diliman, Quezon City

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

Dear Secretary Dar and Administrator Pangapalan,

This is to formally transmit the validation result of PFDA's 2020 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, PFDA obtained an overall score of **82.03%** (See **Annex A**). The same is to be posted in PFDA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

In relation to the grant of 2020 PBB to eligible officers and employees, PFDA fails to satisfy the requirements of GCG M.C. No. 2019-02,² particularly the achievement of a weighted-average score of at least 90% in its 2020 Performance Scorecard. In this regard, the Board is reminded that any unilateral action to release the PBB 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. 10149.³

Consequently, pursuant to GCG M.C. No. 2021-01,⁴ failure to qualify for the PBB means that the Appointive Members of the Governing Board of PFDA shall not be qualified to receive the Performance-Based Incentive (PBI).

FOR PFDA'S INFORMATION AND GUIDANCE.

Very truly yours,

cc: COA Resident Auditor – PFDA

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² INTERIM PERFORMANCE-BASED BONUS (PBB), dated 25 July 2019.

³ GOCC GOVERNANCE ACT OF 2011.

⁴ INTERIM PERFORMANCE-BASED INCENTIVE (PBI) SYSTEM FOR THE APPOINTIVE DIRECTORS OF GOCCs COVERED BY GCG FOR CY 2020 AND FOR THE YEARS THEREAFTER, dated 28 January 2021.

* By virtue of the Memorandum from the Executive Secretary dated 21 March 2022.

PHILIPPINE FISHERIES DEVELOPMENT AUTHORITY (PFDA)
Validated 2020 Performance Scorecard

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																						
	Objective/Measure	Formula	Wt.	2020	Actual	Rating	Score	Rating																								
CUSTOMERS / STAKEHOLDERS	SO 1	Expand Client Base and Enhance Customers Service Satisfaction																														
	SM 1	Client/Port users served (with PTCB)	Total number of port clients served with Permit to Conduct Business (PTCB)	10%	34,000	49,457	10%	49,457	10%	<ul style="list-style-type: none">PFDA Ports Monitoring Report 2020 <table><tr><th>Fish Port</th><th>Clients</th></tr><tr><td>Navotas</td><td>14,668</td></tr><tr><td>Iloilo</td><td>2,767</td></tr><tr><td>Zamboanga</td><td>1,781</td></tr><tr><td>Lucena</td><td>777</td></tr><tr><td>General Santos</td><td>25,099</td></tr><tr><td>Davao</td><td>1,352</td></tr><tr><td>Sual</td><td>349</td></tr><tr><td>Camaligan</td><td>86</td></tr><tr><td>Bulan</td><td>2,578</td></tr><tr><td>Total</td><td>49,457</td></tr></table>	Fish Port	Clients	Navotas	14,668	Iloilo	2,767	Zamboanga	1,781	Lucena	777	General Santos	25,099	Davao	1,352	Sual	349	Camaligan	86	Bulan	2,578	Total	49,457
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Total	49,457																															
SM 2	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents		90.00%		0.5%	Non-compliant with CSS Guideline	0%	<ul style="list-style-type: none">Final CSS ReportPFDA letter dated 07 July 2021	PFDA failed to substantiate the basis for the adjusted sample sizes per customer segment. As such, GCG cannot verify whether the adjusted sample sizes have met the required confidence level and margin of error (MOE). Moreover, the back checking and spot-checking report did not provide the breakdown per customer segment.																						
	a. Lessees		2.0%		76%																											
	b. Market Operators		1.5%		62%																											
	c. Processors, Ice Plants, Cold Storage Operators		1.0%		64%																											
	d. Other PTCB Holders		0.5%		80%																											
Sub-total			15%			10.50%		10.00%																								

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks												
	Objective/Measure	Formula	Wt.	2020	Actual	Rating	Score	Rating														
FINANCE	SO 2	Increase Revenue Sources to Achieve Sustainable Income																				
	SM 3	EBITDA (in million peso)	EBITDA	8%	₱143.00	₱265.06	8%	₱233.982	8%	<ul style="list-style-type: none">PFDA 2020 COA-Audited Income Statement <table><tr><td>Net Income</td><td>₱1,213.219</td></tr><tr><td>NG Subsidy</td><td>(1,084.814)</td></tr><tr><td>Interest</td><td>12.430</td></tr><tr><td>Taxes</td><td>51.648</td></tr><tr><td>Depreciation</td><td>41.499</td></tr><tr><td>EBITDA</td><td>₱ 233.982</td></tr></table>	Net Income	₱1,213.219	NG Subsidy	(1,084.814)	Interest	12.430	Taxes	51.648	Depreciation	41.499	EBITDA	₱ 233.982
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SM 4	Collection Efficiency (Current)	Total collection of current accounts / Total billings	8%	95.00%	91%	7.66%	90.70%	7.64%	<ul style="list-style-type: none">Collection Efficiency Schedule per Individual Ports (Current AR)Summary on Collection Efficiency (Current AR) <table><tr><td>Current</td><td>₱ Thousands</td></tr><tr><td>Collection</td><td>565.569</td></tr><tr><td>Billing</td><td>623.584</td></tr><tr><td>Efficiency</td><td>90.70%</td></tr></table>	Current	₱ Thousands	Collection	565.569	Billing	623.584	Efficiency	90.70%					
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SM 5	Collection Efficiency (Arrears)	Total collection of arrears/net arrear receivables 2009-2017	2%	50.47%	35.28%	1.40%	35.28%	1.40%	<ul style="list-style-type: none">Collection Efficiency Schedule per Individual Ports (AR in arrears)Summary on Collection Efficiency (AR in arrears) <table><tr><td>In Arrears</td><td>Thousands</td></tr><tr><td>Collection</td><td>₱ 43.902</td></tr><tr><td>Total Billing</td><td>124.436</td></tr><tr><td>Efficiency</td><td>35.28%</td></tr></table>	In Arrears	Thousands	Collection	₱ 43.902	Total Billing	124.436	Efficiency	35.28%					
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	Objective/Measure		Formula	Wt.	2020	Actual	Rating	Score			Rating												
FINANCE	SM 6	Budget Utilization Ratio	Utilized (2019 GAA and PY Carry over) / (2019 GAA + PY Carry over)	5%	100%	94%	4.70%	72.05%	3.60%	<ul style="list-style-type: none">Schedule of 2020 Projects with expected percentage progressConstruction in Progress Reports	Adjustment for the targeted utilization is: <table><tr><th>Particulars</th><th>(in P000)</th></tr><tr><td>As submitted</td><td>1,059,299</td></tr><tr><td>Less: Adjustments</td><td>(244,850)</td></tr><tr><td>Adjusted:</td><td>814,449</td></tr><tr><td>Over: Projected</td><td>1,130,332</td></tr><tr><td>Utilization Rate</td><td>72.05%</td></tr></table>	Particulars	(in P000)	As submitted	1,059,299	Less: Adjustments	(244,850)	Adjusted:	814,449	Over: Projected	1,130,332	Utilization Rate	72.05%
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	Utilization Rate	72.05%																					
Sub-total				23%			21.76%		20.64%														
INTERNAL PROCESS	SO 3	Increase Efficiency in the Utilization of Post-Harvest Facilities																					
	SM 7	Utilization rate of port facilities:																					
	a. Market Hall	Utilized Capacity over Maximum Capacity	4%	96%	95.59%	3.98%	95.47%	3.98%	<ul style="list-style-type: none">2020 Performance Assessment ReportMonthly Accomplishment Report submitted by Fish Ports	The low accomplishment in SFP, in addition to the effect of the pandemic, is due to LGU issuance that all fishermen shall unload their catch in the LGU-managed fish port. In the case of Davao Fish Port Complex (DFPC), there was a halt in the operation of transshippers, which consequently affected market hall operations.													

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks											
	Objective/Measure	Formula	Wt.	2020	Actual	Rating	Score	Rating													
INTERNAL PROCESS	b. Cold Storage	Utilized Capacity over Maximum Capacity	2%	67%	69.91%	2%	69.82%	2%	<ul style="list-style-type: none">2020 Performance Assessment ReportMonthly Accomplishment Report submitted by Fish Ports	<p>The breakdown of accomplishment per port is as follows:</p> <table><tr><td>IFPC</td><td>98.00%</td></tr><tr><td>ZFPC</td><td>73.13%</td></tr><tr><td>LFPC</td><td>00.00%</td></tr><tr><td>GSFPC</td><td>77.96%</td></tr><tr><td>CFP</td><td>100.00%</td></tr></table> <p>PFDA exceeded its recalibrated annual target.</p>	IFPC	98.00%	ZFPC	73.13%	LFPC	00.00%	GSFPC	77.96%	CFP	100.00%	
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c. Ice Plant	Utilized Capacity over Maximum Capacity	2%	66%	64.73%	1.96%	64.73%	1.96%	<ul style="list-style-type: none">2020 Performance Assessment ReportMonthly Accomplishment Report submitted by Fish Ports	<p>In ZFPC, the lower production is attributed to the repair of some units during 2020. In CFP, there was a stoppage in operation due to shortage in industrial salt, which is necessary to reduce the melting rate of ice blocks.</p>												
d. Processing Areas and Building Spaces	Utilized Capacity over Maximum Capacity	4%	63%	63%	4%	64.77%	4%	<ul style="list-style-type: none">2020 Performance Assessment ReportMonthly Accomplishment Report submitted by Fish Ports	<p>The breakdown of accomplishment per port is as follows:</p> <table><tr><td>IFPC</td><td>100.00%</td></tr><tr><td>ZFPC</td><td>24.64%</td></tr><tr><td>LFPC</td><td>13.82%</td></tr><tr><td>GSFPC</td><td>91.23%</td></tr><tr><td>DFPC</td><td>30.59%</td></tr><tr><td>CFP</td><td>59.43%</td></tr></table> <p>The total utilized capacity is 8,158.04 out of 12,595 sq.m. actual maximum capacity.</p>	IFPC	100.00%	ZFPC	24.64%	LFPC	13.82%	GSFPC	91.23%	DFPC	30.59%	CFP	59.43%
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Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure		Formula	Wt.	2020	Actual	Rating	Score			Rating
INTERNAL PROCESS		e. Commercial and Industrial Spaces	Utilized Capacity over Maximum Capacity	4%	84%	83.65%	3.98%	83.65%	3.98%	<ul style="list-style-type: none">2020 Performance Assessment ReportMonthly Accomplishment Report submitted by Fish Ports	For DFPC, the utilization rate was also affected by the stoppage of the transshipping operations. In SFP, PFDA has been having difficulty retaining and adding clients due to its location and the LGU ordinance of unloading the fish catch only on the LGU fish port. As for CFP and BFPC, the decrease in leasing is due to conversion plans/activities for said area into other post-harvest facilities.
	SO 4	Increase Efficiency in Project Implementation									
	SM 8	Rehabilitation / Repair / Improvement Projects									
		a. NFPC Facilities (2017 GAA Tier 1 and 2 ₱335 M)	Actual Percentage of Completion	5%	40% project completed	43.35%	5%	43.35%	5%	<ul style="list-style-type: none">2020 Monthly Accomplishment ReportCommunication with contractor	The project incurred a negative slippage of 19.01% based on the PERT-CPM due to bogging down of pile driving equipment, extreme weather disturbance, and work slippage due to holiday break of workers. Nevertheless, as compared to the recalibrated target, PFDA is ahead of schedule by 3.35%.
	b. IFPC (₱191.480 M)	Actual Percentage of Completion	5%	25% project implementation	34.99%	5.00%	35.84%	5%	<ul style="list-style-type: none">2020 Monthly Accomplishment Report	Based on the validation of the monthly accomplishment report, in comparison with the revised PERT-CPM of the contractor, the 2020 percentage accomplishment is already ahead by 17.64% from programmed work progress.	

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks
	Objective/Measure	Formula	Wt.	2020	Actual	Rating	Score	Rating		
INTERNAL PROCESS	c. DFPC (P73.280 M)	Actual Percentage of Completion	3%	20% project implementation	28.43%	3.00%	28.43%	3.00%	<ul style="list-style-type: none"> 2020 Monthly Accomplishment Report 	Based on the validation of the monthly accomplishment report, in comparison with the revised PERT-CPM of the contractor, the 2020 percentage accomplishment is already ahead by 5.6927%.
	d. LFPC (P164.430 M)	Actual Percentage of Completion	5%	35% project implementation	34.80%	4.97%	34.80%	4.97%	<ul style="list-style-type: none"> 2020 Monthly Accomplishment Report Communication with contractor 	Based on validation, in comparison with the revised PERT-CPM of the contractor, the 2020 percentage accomplishment is already ahead by 8.657% from programmed work progress. However, since the annual recalibrated target is at 35%, PFDA narrowly failed to achieve the same, which would only entitle it to a partial rating of this indicator's allocated weight.
	e. ZFPC (P395.96 M)	Actual Percentage of Completion	5%	Notice to Proceed	DED Completed 50% DED 50% NTP	2.5%	NTP not issued	0%	<ul style="list-style-type: none"> PFDA Internal Memoranda Communication with contractor 	PFDA represented that the DED was already accomplished during 2020. However, the completion was not sufficiently substantiated. Nevertheless, as the target is NTP, PFDA failed to achieve the same.

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks
	Objective/Measure	Formula	Wt.	2020	Actual	Rating	Score	Rating		
INTERNAL PROCESS	f. SFP (P13.546 M)	Actual Percentage of Completion	1%	Detailed Engineering and Design completed	20%	0%	DED not completed	0%	<ul style="list-style-type: none"> Status Reports Communication with contractor 	PFDA stated that the reassignment of technical staff for DED preparation caused the project delay. Other than this, PFDA failed to submit complete substantiation to fully justify the non-accomplishment of its target. It should also be noted that this is among the measures requested by PFDA for recalibration of targets.
	g. NFPC (P292 M)	Milestone	1%	Detailed Engineering and Design completed	87.47%	0%	DED not completed	0%	<ul style="list-style-type: none"> Status Reports Communication with contractor 	PFDA failed to submit complete substantiation to fully justify the delay in the accomplishment of its target. It should also be noted that this is among the measures requested by PFDA for recalibration of targets.
	h. CFP (P6.92 M)	Milestone	1%	Detailed Engineering and Design completed	93.33%	0%	DED not completed	0%	<ul style="list-style-type: none"> Status Reports Communication with contractor 	PFDA failed to submit complete substantiation to fully justify the delay in the accomplishment of its target. It should also be noted that this is among the measures requested by PFDA for recalibration of targets.
	SM 9 No. of Projects Completed	Absolute Number	5%	4	4 projects completed	5%	2	2.5%	<ul style="list-style-type: none"> Certificates of Completion 	The Bulan Fish Port and the Navotas Fish Port Complex are not among PFDA's Municipal Fish Ports contemplated in this indicator but are considered Regional Fish Ports. Moreover, these were not included in the five (5) prospectively projects submitted by PFDA at the start of the year, which only listed the following fish ports: (1) Mariveles, (2) Dolores, (3) Basay, (4) Sta Monica, and (5) Real.
	Subtotal		47%			41.39%		36.39%		

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Wt.	2020	Actual	Rating	Score	Rating			
LEARNING AND GROWTH	SO 5	Enhance Organizational Capabilities and Institutionalize Total Quality Management									
	SM 10	ISO 9001: 2015 Certification	Absolute Number	5%	Recertification (CO, NFPC, GFPC, IFPC, DFPC, LFPC, ZFPC)	7 units Recertified	5%	7 units Recertified	5%	<ul style="list-style-type: none">Third Party Certifications ISO-recertified ports/offices: (1) Navotas; (2) Iloilo; (3) Lucena; (4) Davao; (5) General Santos; (6) Central Office; (7) Zamboanga	
	SM 11	Automation of PFDA's Operation									
		a. Development of systems	Absolute Number	3%	2 Systems	100%	3%	2 systems developed	3%	<ul style="list-style-type: none">ManualsMemorandum	(1) Human Resource Management Information System (2) Online Leave and Pay slip Application System
		b. Installation of systems:	Absolute Number	2%	2 systems in CO and all ports	100%	2%	2 systems installed	2%	<ul style="list-style-type: none">ManualsMemorandumAcceptance Report	(1) Online Dispatch System (2) Online Planning and Reporting System
	SO 6	Strengthen Manpower Capacities through Trainings and Skills Development Activities, and Agency Competency-Based Recruitment System									
	SM 12	Percentage of Incumbents Meeting Required Competencies	Percentage of Incumbents Meeting Required Competencies over Total Employees	5%	87.89%	88.86%	5%	88.86%	5%	<ul style="list-style-type: none">Competency Profiling ReportCompetency Assessment Forms 423 out of 476 employees met the required competencies, with 53 employees still with competency gaps identified. Moreover, it was noted that PFDA was able to conduct five (5) in-house trainings and seminars, and seven (7) trainings conducted by third parties.	
	Sub-total			15%			15.00%		15.00%		
TOTAL			100%			88.65%		82.03%			