



18 June 2021

**MR. WILLIAM D. DAR, PH. D.**

*Chairperson and DA Secretary*

**ATTY. GLEN A. PANGAPALAN**

*General Manager*

**PHILIPPINE FISHERIES DEVELOPMENT AUTHORITY (PFDA)**

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

Diliman, Quezon City

**RE : TRANSMITTAL OF 2021 PERFORMANCE SCORECARD**

Dear Sec. Dar and GM Pangapalan,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**), and 2021 Performance Scorecard (**Annex B**) of PFDA. The same is to be posted in PFDA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The PFDA's proposed Performance Scorecard submitted through its letter dated 12 October 2020<sup>2</sup> was **MODIFIED** based on the discussions made during the online technical panel meeting (TPM) held on 02 December 2020 and evaluation of supporting documents submitted through its letters dated 16 December 2020,<sup>3</sup> 19 January 2021,<sup>4</sup> and 10 February 2021.<sup>5</sup>

We take this opportunity to remind PFDA that Item 5 of GCG M.C. No. 2017-02<sup>6</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. PFDA is thus requested to submit its revised Quarterly Targets based on the attached Scorecard upon submission of the 2<sup>nd</sup> Quarter Monitoring Report for 2021.

Finally, under GCG M.C. No. 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2021 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

**FOR PFDA'S COMPLIANCE.**

Very truly yours,

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Received by the Governance Commission on 15 October 2020.

<sup>3</sup> Received by the Governance Commission on 21 December 2020.

<sup>4</sup> Received by the Governance Commission on 16 February 2021.

<sup>5</sup> Received by the Governance Commission on 10 February 2021.

<sup>6</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.



**VISION**  
**The Leader of Fishery Post-Harvest Services Towards a Food Secure and Resilient Philippines by 2025**

**MISSION**

1. Establish new, upgrade and maintain existing fishery post-harvest infrastructure and facilities
2. Conduct our operations prudently, providing viability and financial growth to assure continuous improvement of port facilities and delivery of quality service.
3. Satisfy our stakeholders' business needs with timely and quality service.
4. Work as a team with dedication in an environment that ensures growth opportunities and employee engagement that will translate to quality service.

**CORE VALUES**

Provide Outstanding Service  
 Foster Culture of Integrity, Accountability and Teamwork  
 Demonstrate Authentic and Transformational Leadership  
 Adhere to Excellence in Corporate Governance

Client/  
Customers

**Expand Client Base and Enhance Customer Service Satisfaction**

**Empower Marginalized Stakeholders**

Financial

**Strengthen Fiscal Management To Achieve Financial Stability**

**Ensure Sustainability of Strategic Priorities**

Internal  
Process

**Increase Efficiency in the Utilization of Fishery Post-Harvest Facilities**

**Ensure Effective and Efficient Project Implementation**

**Improve Operational Practices**

Learning and  
Growth

**Develop Adequate, Competent and Engaged (ACE) Human Resource**

**Enhance Integrated Information System & Institutionalize Total Quality Management**

**OPERATIONAL EXCELLENCE**

**SERVICE EXCELLENCE**

**BUSINESS GROWTH**

**PHILIPPINE FISHERIES DEVELOPMENT AUTHORITY (PFDA)**

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Wt.	Rating System <sup>af</sup>	2018	2019	2020	2021	
<b>CUSTOMERS / STAKEHOLDERS</b>	<b>SO 1</b>	<b>Expand Client Base and Enhanced Customer Service Satisfaction</b>							
	SM 1	Client/Port Users Served (with PTCB)	Total Number of Port Clients Served with Permit to Conduct Business (PTCB)	10%	Actual / Target	33,534	34,990	34,000	35,000
	SM 2	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents		Actual / Target 0% = If less than 80%	84.32%	85.09%	90.00%	86.00%
		a. Lessees		2.0%					
		b. Market Operators		1.0%					
		c. Processors, Ice Plants, Cold Storage Operators		1.0%					
d. Other PTCB Holders	1.0%								
<i>Sub-total</i>			15%						
<b>FINANCE</b>	<b>SO 2</b>	<b>Strengthen Fiscal Management to Achieve Financial Stability</b>							
	SM 3	EBITDA (in ₱ M)	EBITDA	10%	Actual / Target	263.00	213.52	143.00	213.00
	SM 4	Collection Efficiency (current)	Total Collection of Current Accounts / Total Billing	5%	Actual / Target	92.61%	91.64%	95.00%	95.00%
	SM 5	Collection Efficiency (arrears)	Total Collection of Arrears / Net Arrear Receivables 2009-2020	3%	Actual / Target	18.49%	32.43%	50.47%	50.47%

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Wt.	Rating System <sup>a/</sup>	2018	2019	2020	2021	
FINANCE	SM 6	Budget Utilization Rate	Utilized (2021 GA + PY carry-over) / 2021 GAA + PY carryover)	5%	100% - 5% 81-99% - 4% 66-80% - 3% 51-65% - 2% 50% and below – 1%	77.16%	57.35%	100%*	100%*
	Sub-total			23%					
INTERNAL PROCESS	SO 3	Increase Efficiency in Utilization of Fishery Post-Harvest Facilities							
	SM 7	Utilization rate of port facilities:							
		a. Market Hall	Utilized Capacity over Maximum Capacity	5%	Actual / Target	80.87%	85.39%	96%	96%
		b. Cold Storage		4%	Actual / Target	52.44%	59.06%	67%	67%
		c. Ice Plant		4%	Actual / Target	50.95%	45.01%	66%	66%
		d. Processing Areas and Building Spaces		4%	Actual / Target	64.56%	59.62%	63%	63%
	e. Commercial and Industrial Areas	4%		Actual / Target	58.94%	59.71%	84%	84%	
	SO 4	Ensure Effective and Efficient Project Implementation							
	SM 8	Rehabilitation / Repair / Improvement Projects							
		a. No of Projects Started							
a1. Detailed Engineering Design		Absolute Number	2%	Actual / Target	-	-	N/A	11	
a2. Project Implementation	Absolute Number	2%	Actual / Target	-	-	N/A	8		

\* Based on projected work accomplishment per contract

	Component				Baseline Data		Targets	
	Objective/Measure	Formula	Wt.	Rating System <sup>a/</sup>	2018	2019	2020	2021
INTERNAL PROCESS	b. On-going project (multi-year)							
	b1. IFPC (₱287 M)	Actual Percentage of Completion	3%	Actual / Target	N/A	N/A	25% project implementation	45% project implementation
	b2. DFPC (₱243 M)	Actual Percentage of Completion	3%	Actual / Target	N/A	N/A	20% project implementation	70% project implementation
	b3. LFPC (₱139 M))	Actual Percentage of Completion	3%	Actual / Target	N/A	N/A	35% project implementation	55% project implementation
	b4. ZFPC (₱456 M)	Actual Percentage of Completion	3%	Actual / Target	N/A	N/A	Notice to Proceed	20% project implementation
	b5. NFPC (₱3,054 M)	Actual Percentage of Completion	3%	All or Nothing	N/A	N/A	Detailed Engineering and Design completed	20% project implementation
	b6. SFP (₱141 M)	Actual Percentage of Completion	3%	All or Nothing	N/A	N/A	Detailed Engineering and Design completed	20% project implementation
	b7. CFP (₱72 M)	Actual Percentage of Completion	3%	All or Nothing	N/A	N/A	Detailed Engineering and Design completed	20% project implementation
		<i>Sub-total</i>		46%				

	Component				Baseline Data		Targets		
	Objective/Measure	Formula	Wt.	Rating System <sup>a/</sup>	2018	2019	2020	2021	
<b>LEARNING AND GROWTH</b>	<b>SO 5</b>	<b>Develop Adequate, Competent, Engaged (ACE) Human Resources</b>							
	SM 9	Percentage of Incumbents Meeting Required Competencies	Percentage of Incumbents Meeting Required Competencies over Total Employees	5%	Actual / Target	14.5% improvement from baseline (94.5%)	77.89%	87.89%	10% improvement from baseline
	<b>SO 6</b>	<b>Enhance Integrated Information Systems and Institutionalize Total Quality Management System</b>							
	SM 10	Automation of PFDA's operation							
		a. Development of Systems	Absolute Number	2%	Actual / Target	3 systems	2 systems	2 systems	4 systems
		b. Installation of Systems	Absolute Number	2%	Actual / Target	Installation of FS in 8 ports and PMRS in 4 ports	3 systems in all ports and CO	2 systems in CO and all ports	2 systems
		c. Enhancement of Systems	Absolute Number	2%	Actual / Target	-	-	N/A	2 systems
	SM 11	ISO 9001:2015 Certification	Milestone	5%	Actual / Target	ISO certification (5 ports) and ISO-alignment (CO and 1 port)	ISO 9001:2015 Re-certification (5 ports) and ISO 9001:2015 Certification (Central Office, ZFPC and SFP)	Recertification (CO, NFPC, GFPC, IFPC, DFPC, LFPC, ZFPC)	Recertification (CO, NFPC, GFPC, IFPC, DFPC, LFPC, ZFPC)
	<i>Sub-total</i>			16%					
	<b>TOTAL</b>			<b>100%</b>					

a/ But not to exceed the weight assigned per indicator