

**PHILIPPINE RETIREMENT AUTHORITY (PRA)**  
**Result of Revalidation of the 2020 Performance Scorecard**

	Objective/Measure	Component			PRA Submission		GCG Validation		Supporting Documents	GCG Remarks		
		Formula	Weight	Rating System	Target	Actual	Rating	Actual			Rating	
SOCIAL IMPACT	<b>SO 1</b>	<b>Generate Investment and Foreign Exchange</b>										
	SM 1	Annual Foreign Currency Generated	Outstanding Visa Deposit in Banks at the End of the Year	20%	(Actual / Target) x Weight If Lower Than \$423 Million = 0%	\$608.15 Million	\$572,981,481.22	18.84%	Cannot Be Validated	0%	Report on Outstanding Visa Deposits from PRA's Currently and Previously Accredited Banks Communication Letters/E-mails from Banks	The Governance Commission was unable to validate the accuracy of the submitted internally generated reports as PRA did not submit the requested bank certificates.
		<b>Sub-total</b>			<b>20%</b>				<b>18.84%</b>		<b>0%</b>	
STAKEHOLDERS	<b>SO 2</b>	<b>Stakeholders with Excellent PRA Experience</b>										
	SM 2	Percentage of Satisfied Customers	Number of Respondents who Gave at Least Satisfactory Rating / Total Number of Respondents	10%	(Actual / Target) x Weight If Less Than 80% = 0%	90%	63%	0%	63%	0%	Final Report Spot Check & Quality Control Reports Observation & Debriefing Reports Fieldwork Report Training Manual Preliminary Pre-Test Report Inception Report Contract for the Customer Satisfaction Survey Sample of Accomplished Survey Forms	Target not met.

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	Formula	Weight	Rating System		Actual	Rating	Actual	Rating			
<b>SO 3</b>	<b>Increase Number and Productivity of Industry Partners</b>										
SM 3	Number of Retirees Availing of Merchant Partners' Services and PRA-Accredited Retirement Facilities	-	-	-	-	-	Measure Excluded	-		The PRA proposed for the removal of the measure in the submitted request for recalibration of the 2020 Performance Scorecard.  In consideration of the no-contact policy, which was identified as a significant factor in the decrease of accredited partners, and the temporary or permanent closure/cessation of operations of accredited entities, the Governance Commission excluded the measure.	
			-	-	-						
			-	-	-						
<b>SO 4</b>	<b>Increase Total Enrollees</b>										
SM 4	Cumulative Net Enrollment by End of the Year	Absolute Number of Cumulative Gross Enrollment at the End of the Rating Period – Absolute Number of Cumulative Cancellations at the End of the Rating Period	15%	(Actual / Target) x Weight	60,345	55,114	13.7%	55,114	13.7%	System Generated Report	Request to revise the target and weight is <b>DENIED</b> .  Validated actual based on 53,266 net enrollments in 2019, 2,225 enrollment in 2020, and 3,777 cancellations during the year.
	<b>Sub-total</b>		<b>25%</b>				<b>17.29%</b>		<b>13.7%</b>		

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FINANCIAL	<b>SO 5</b>	<b>Maintain Financial Viability</b>										
	SM 5	Improve Net Operating Income	(Revenues + Interest Income from Visa Deposits) – Operating Expenses	15%	(Actual / Target) x Weight	₱654.83 Million	₱454,146.390.50 (Based on COA-Submitted FS)	13.38%	₱515,821,828	11.82%	2020 COA Annual Audit Report	Request to revise the target is <b>DENIED</b> .  The net operating income was computed based on a total operating income of ₱703,092,484 and a total operating expense of ₱187,970,656.
	<b>Sub-total</b>			<b>15%</b>				<b>13.38%</b>		<b>11.82%</b>		
INTERNAL PROCESS	<b>SO 6</b>	<b>Intensify Marketing and Promotion Campaign</b>										
	SM 6	Increase Return on Marketing Expense <sup>1</sup>	Passport and Visa or Application Fees + Accreditation Fees (Excluding Annual PRA Fees) / Marketing Expenses + Marketers Fee	5%	(Actual / Target) x Weight	312%	227.96% (Subject to Adjustments)	3.66%	<u>227.96%</u>	<u>3.65%</u>	Report on 2020 Return on Marketing Expense (ROME) 2020 COA Annual Audit Report <u>2021 COA Annual Audit Report</u> <u>Memo Requesting for the Revalidation of SM 6</u> <u>Budget Utilization Report (2020 MOOE)</u> <u>Breakdown of Expenses as presented in 2020 ROME</u>	<u>Request</u> _____ <u>for reconsideration</u> <b>APPROVED.</b>

<sup>1</sup> Includes traveling, advertising and promotion, postage and delivery, representation and medical examination fees.

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Component					PRA Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
<b>SO 7</b>	<b>Improve Marketing Process</b>										
SM 7	Rationalize Marketing Program, Activities and Projects	-	-	-	-	-	-	Measure Excluded	-		The implementation of the Five-Year Marketing Plan was deferred by the PRA Board as the operations of PRA were significantly affected during the pandemic (i.e., potential clients/ customers are retirees living in other countries). In consideration of the effect of the pandemic, the Governance Commission excluded the measure in the 2020 Performance Scorecard.
<b>SO 8</b>	<b>Streamline Processes Based on Industry Practices</b>										
SM 8: Percentage of Applications Processed Within Prescribed Period <sup>2</sup> from Receipt of Complete Documents											
SM 8a	Application of SRRV	Number of Applications Processed within Prescribed Period / Total Number of Applications with Complete Documents	3.75%	(Actual / Target) x Weight	100%	54% (For October-December 2020)	2.03%	Cannot Be Validated	0%	Monthly and Quarterly Summary Report of SRRV Applications	A review of the submitted supporting documents showed that the total number of applications in the submitted summary report and the database is inconsistent. It was also noted that for the reported

<sup>2</sup> Prescribed period based on PRA's compliance with Republic Act No. 11032 otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

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		Component			PRA Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
SM 8b	Cancellation of SRRV	Number of Applications Processed within Prescribed Period / Total Number of Applications with Complete Documents	3.75%	(Actual / Target) x Weight	100%	100% (For October-December 2020)	3.75%	Cannot Be Validated	0%		SRRV cancellation applications, the turnaround time does not follow the indicated the start date and end date of the process. See <b>Appendix 1</b> for details.  Due to the unreliability of the submitted supporting documents, the Governance Commission could not undertake an objective validation of the measure.
SM 9	Attain ISO Certification	Actual Accomplishment	5%	All or Nothing	Maintain ISO 9001:2015 Certificate	Maintain ISO 9001:2015 Certificate	5%	ISO 9001:2015 Certificate Maintained	5%	Attestation of Socotec Certification Philippines, Inc. Continued Certification for ISO 9001:2015 QMS Copy of the Surveillance Audit Report	Target met.
<b>Sub-total</b>			<b>17.5%</b>						<b>8.65%</b>		
<b>SO 9</b>	<b>Optimize the Utilization of Information Technology</b>										
SM 10	Automation of PRA Processes	Actual Accomplishment	5%	All or Nothing	100% Attainment of 2020 Deliverables (based on DICT-endorsed	86% Accomplishment of 2020 Deliverables	0%	<u>10 out of 23 ICT Projects Attained based on the 2020-2022 ISSP</u>	<u>2.17%</u>	2020-2022 DICT-Endorsed ISSP Summary of Accomplishments for the 2020 ISSP Deliverables	<u>The request for reconsideration is APPROVED.</u> <u>The Governance Commission referred to PRA's updated ISSP</u>

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Component		PRA Submission			GCG Validation		Supporting Documents		GCG Remarks		
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
				ISSP 2019-2021)					Users Guides Terms of References Copies of Memoranda: implementation of systems Copy of e-mail communications Circulars/Policies pertaining to the Bureau of Immigration Ad Referendum Resolution no. 2, s. of 2020	2020-2022 submitted to the DICT. The details of the validation are presented in Appendix 2. The Governance Commission notes that the Ad Referendum of PRA, in view of R.A. 11469, did not include the list of projects that were canceled/postponed.	
<b>SM 10</b>	<b>Improve Competencies of the Workforce</b>										
SM 11	Improved Competency Baseline of the Organization	Competency Baseline <sup>3</sup> 2020 – Competency Baseline 2019	5%	All or Nothing	Improvement in the Competency Baseline of the Organization	-0.368 PRA Ave., CY 2020 = 1.046 PRA Ave., CY 2019 = 1.414	0%	Cannot Be Validated	0%	Tabulated Summary Competency Assessment for 2019 and 2020 Documentation of the Training Conducted for Division Heads Comparative Matrix of PRA's January 2020 and October 2020	The competency assessment conducted in 2020 only included the rank-and-file employees of the corporation. The Governance Commission would like to take this opportunity to remind the PRA that the competency baseline should capture the holistic implementation of the competency framework covering, among others, hiring, training, and

<sup>3</sup> The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:  

$$\frac{\sum_{a=1}^B \left[ \frac{\sum_{b=1}^A \text{Actual Competency Level}}{\text{Required Competency Level}_B} \right]}{B}$$
 where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled



Result of Revalidation of 2020 Performance Scorecard (**Annex A**)

Objective/Measure	Component				PRA Submission		GCG Validation		Supporting Documents	GCG Remarks
	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
									Competency Assessment Sample of Individual Competency Assessment	promotion of employees. As such, all employees of PRA should have been assessed.
	<b>Sub-total</b>								<b>2.17%</b>	
	<b>TOTAL</b>								36.34% out of 87.5% <b>41.53% out of 100%</b>	

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**Details of Validation of SM 8: Percentage of Applications Processed Within Prescribed Period from Receipt of Complete Documents**

The tables below show the inconsistencies in the number of transactions in the submitted supporting documents (i.e., Summary Reports and Excel Databases).

***Number of Reported SRRV Application Transactions***

MONTH	SUMMARY REPORT	SRRV TIME AND MOTION EXCEL FILE DATABASE	CRPDD EXCEL FILE DATABASE
January	892	498	892
February	403	275	401
March	247	165	247
April	-	-	-
May	-	-	-
June	110	66	100
July	167	127	180
August	62	49	61
September	167	147	185
October	75	67	115
November	-	-	-
December	-	-	-
<b>TOTAL</b>	<b>2,123</b>	<b>1,394</b>	<b>2,181</b>

***Number of Reported SRRV Cancellation Transactions***

MONTH	SUMMARY REPORT	EXCEL FILE DATABASE ON CANCELLATIONS	EXCEL FILE DATABASE ON CANCELLATIONS/ DOWNGRADING
January	122	123	122
February	85	84	84
March	50	50	50
April	-	-	-
May	-	-	-
June	44	44	44
July	90	90	90
August	83	82	82
September	129	129	129
October	112	112	112
November	83	83	83
December	50	78	8
<b>TOTAL</b>	<b>848</b>	<b>875</b>	<b>804</b>



**REVALIDATION OF SM 10: Automation of PRA Processes**

The table below shows the validation of the annual accomplishment of PRA vis-à-vis the submitted additional documents and justifications in reference to its request for consideration of the Strategic Measure (SM) 10.

Information Systems / Sub-Systems or Modules	Implementation Schedule	Reported Accomplishment	CGO-A Validation	Supporting Documents Submitted	GCG Remarks
<b>Finance and Administrative Management System - For Enhancement</b>					
Budget and Disbursement Information System	2020 - 2022	No reported accomplishment	Unverifiable	Disbursement and Payment for Check Issued System User Manual Flow Chart	The enhancement conducted was not specified. The supporting documents do not indicate that enhancements were made in 2020.
Billing System	2020 - 2022	30%	Unverifiable	Billing System Flow Chart and Screenshots of the System	
Point of Payment System (Revised)	2020 - 2022	74%	<b>With progress</b>	Point of Payment System User Manual Flow Chart; Memoranda for the Point of Payment System dated 21 January 2020, 24 February 2020, 23 July 2020, and 04 August 2020	As a reference to the Memoranda for the Point of Payment System dated 21 January 2020, 24 February 2020, and 04 August 2020, the documents show requests for the approval of the improvement in the system. Further, the memoranda show the coordination of the ICTD with the Financial Management Division in providing a list of information for the development of the "electronic subsidiary ledger."
Human Resource Information System	2020 - 2021	No reported accomplishment	Not acceptable	Memo: Status of Issues Raised on HRIS during TWG Walkthrough dated 08 November 2021 Memo dated 29 October 2021 requesting for a status update of the HRIS Project procured by ICTD Minutes of the Meeting dated 01 July 2021 pertaining to the TWG of the HRIS Letter dated 25 March 2022 pertaining to the discussions	The supporting documents submitted were dated 2021 and 2022, which is beyond the performance year being rated.

Information Systems / Sub-Systems or Modules	Implementation Schedule	Reported Accomplishment	CGO-A Validation	Supporting Documents Submitted	GCG Remarks
				<p>from the meeting dated 10 March 2022 relating to the HRIS Project Letter dated 29 March 2022 in response to the letter of Omniray Ventures Inc.</p> <p>Letter dated 04 2022 pertaining to the endorsement of the ICTD to relocate the HRIS from its current location to another server</p> <p>Letter dated 18 March 2022 pertaining to the response of Omniray Ventures towards the plan to relocate the location of the HRIS Server</p> <p>Memo dated 04 March 2022 pertaining to the Relocation of the HRIS</p>	
Property Information System	2020 - 2022	65%	Unverifiable	<p>Screenshots of the system (Property Information System 1.0 dated 19 July 2019)</p> <p>Supply Inventory System User Manual (not utilized by the Admin Support Division)</p>	The enhancement conducted was not specified. The screenshots of the system were dated 2019.
Retirees Bank Deposit Management System	2020 - 2022	80% <i>(Average of the 13 Identified ICT Activities)</i>	With progress	<p>RBDMIS DBP User Manual</p> <p>Letter of Introduction (LOI) System User Manual</p> <p>Memo dated 30 July 2020 pertaining to Data Migration and Reconciliation of Data</p> <p>Memorandum dated 18 June 2020 detailing the points to consider in data migration.</p> <p>Memorandum dated 16 June 2020 pertaining to the Data</p>	The enhancement covers data migration.

Information Systems / Sub-Systems or Modules	Implementation Schedule	Reported Accomplishment	CGO-A Validation	Supporting Documents Submitted	GCG Remarks
				Migration of Visa Deposits Information of Accredited Private Banks to the RBMIS. Memorandum dated 08 October 2020	
Procurement Information System	2020 - 2022	70%	With progress	Purchase Request Module (User Manual) Memorandum dated 29 October 2019: Deployment of the Purchase Request Module. Memorandum dated 13 August 2020: Use of the Purchase Request Module	The memorandum dated 22 September 2020 indicates that the project can now be used pending the Management's approval for deployment.
Supply Inventory System	2020 - 2022	86%	With progress	Supply Inventory System (Admin division) User Manual Supply Inventory System (Marketing division) User Manual Memorandum dated 22 September 2020	
Inventory System (IT Equipment)	2020 - 2022	89%	Unverifiable	ICTD Inventory System User Manual QMS Procedure Infrastructure Management Inventory Report Memorandum dated 27 October 2021: Inventory System of the ICTD System Generated Reports dated 27 October 2021	The enhancement conducted was not specified. The supporting documents do not indicate that enhancements were made in 2020.
Finance Management Information System	2020 - 2022	No reported accomplishment	Unverifiable	Financial Management System Report Petty Cash System User Manual Petty Cash System Flow chart	



Information Systems / Sub-Systems or Modules	Implementation Schedule	Reported Accomplishment	CGO-A Validation	Supporting Documents Submitted	GCG Remarks
<b>SRRVisa Management System - For Enhancement</b>					
RIMS Application Kiosk	2020 - 2022	No reported accomplishment	Unverifiable	KIOSK Application User Manual RIMS Online System User Manual	The enhancement conducted was not specified. The supporting documents do not indicate that enhancements were made in 2020.
Marketer's Information Management System (MIMS)	2020 - 2022	No reported accomplishment	<b>With progress</b>	Marketer's Information Management System (MIMS) Memorandum dated 20 January 2020	Memorandum dated 20 January 2020 requested for approval on the implementation of QR Code on SRRV ID Cards.
PRA Registration Event System Application and Mobile Application (Android OS)	2020 - 2022	100% (Average of the 2 Identified ICT Activities)	Unverifiable	PRA Event Registration Form User Manual	The enhancement conducted was not specified. The supporting document does not indicate that enhancements were made in 2020.
SRRV Servicing Information System	2020 - 2022	84.5% (Average of the 20 Identified ICT Activities)	<b>With progress</b>	Memorandum dated 17 January 2020	Updates provided on the deployment of the Servicing Information System.
Processing System - Endorsement and B.I. Monitoring	2020 - 2022	90% (Average of the 4 Identified ICT Activities)	Unverifiable	Processing B.I. Order and Implementation / SRRV Allocation System User Manual Flowchart	The enhancement conducted was not specified. The supporting document does not indicate that enhancements were made in 2020.
CRSA System	2020 - 2022	93.75% (Average of the 8 Identified ICT Activities)	<b>With progress</b>	CRSA Document Assigning User Manual CRSA User Manual CRSA Application Flowchart Memorandum dated 24 February 2020	Memorandum dated 24 February 2020 requested for the Processing Division of the Resident Retiree Servicing Department to use the SRRV Module as it is connected with the CRSA Module and in lieu of the development of the Billing System.

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Information Systems / Sub-Systems or Modules	Implementation Schedule	Reported Accomplishment	CGO-A Validation	Supporting Documents Submitted	GCG Remarks
SRRV Monitoring System	2020 - 2022	26.88% (Average of the 8 Identified ICT Activities)	With progress	SRRV Monitoring (Enhancement) User Manual Memorandum dated 11 November 2020	The memorandum dated 11 November 2020 indicates that an advanced purchase has been made, considering that the project is a priority for the processes of PRA.
PRA/RIMS Data Buildup Application	2020	No Reported Accomplishment	Unverifiable	RIMS Data Buildup Module User Manual	The enhancement conducted was not specified. The supporting document does not indicate that enhancements were made in 2020.
i-24/7 Interpol	2020 - 2022	No Reported Accomplishment	With progress	Issuance of the PRA-Certified Interpol Clearance Implementing Rules and Regulations of the Policy on PRA-Certified Interpol Clearance PRA Circular No. 01 10 July 2020 series of 2020 Memorandum dated 02 July 2020 entitled Latest report on Philippine Center on Transnational Crime (PCTC) Interpol Inter-connection. Memorandum dated 09 November 2019 entitled "End of life of CISCO ASA 5505" Email correspondence dated 09 December 2019 pertaining to the configuration of the CISCO Memorandum dated 11 November 2019 entitled "Interpol site visit and procurement of CISCO ASA 5505" Memorandum dated 11 November 2019 pertaining to the configuration of the CISCO Memorandum dated 7 November 2019 related to the Meeting and Ocular Inspections of Interpol NCB	Per Memorandum dated 02 July 2020, the ICTD has successfully installed the hardware and software requirements to inter-connect with the PCTC Interpol.

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Information Systems / Sub-Systems or Modules	Implementation Schedule	Reported Accomplishment	CGO-A Validation	Supporting Documents Submitted	GCG Remarks
				<p>Letter from Interpol NCB dated 17 September 2019 requesting for access on the INTERPOL Information System</p> <p>Memorandum dated 31 July 2019 pertaining to the draft MOA with PCTC-Interpol Manila regarding the direct access to INTERPOL Information System</p> <p>Memo dated 02 July 2020 entitled "Latest" report on Philippine Center on Transnational Crime Interpol Interconnection</p> <p>Presentation on I-24/7 Electronic Automated Search Facility (e-ASF)</p> <p>Terms of Reference on the Procurement of CISCO ASA 5506-X with Firepower Services</p>	
<b>PRA Appointment System - For Enhancement</b>					
Appointment System	2020 - 2022	100% (Average of the 7 Identified ICT Activities)	Unverifiable	PRA Appointment System User Manual	The enhancement conducted was not specified. The supporting document does not indicate that enhancements were made in 2020.
<b>PRA Website - For Development</b>					
Website Phase II Development	2020 - 2022	No reported accomplishment	Unverifiable	<p>Memorandum dated 28 March 2022 requesting for inputs for the Website Phase II Development Implementation</p> <p>Memorandum dated 18 March 2022 entitled "Technical Working Group (TWG) for the Web Development of PRA (Phase II)"</p>	The supporting documents submitted were dated 2022, which is beyond the performance year being rated.



Information Systems / Sub-Systems or Modules	Implementation Schedule	Reported Accomplishment	CGO-A Validation	Supporting Documents Submitted	GCG Remarks
				Memorandum dated 24 February 2022 entitled "PRA Website Recommendations (2 <sup>nd</sup> batch)	
DepArr Monitoring Application	2020 - 2022	No reported accomplishment	Unverifiable	Screenshots of the website	The supporting documents do not indicate that the development was started in 2020.
Client Info Registry	2020 - 2022	No reported accomplishment	<b>With progress</b>	Screenshots of the website E-mail requesting to update the registry information dated 27 October 2020	Draft Notice to SRRV Holders requesting for the updating of information for the improvements in the Members' Registry was sent to PRA Officers through e-mail communication dated 27 October 2020. The draft was used for cascading to all SRRV holders.