



05 September 2018

**MR. BIENVENIDO K. CHY**  
General Manager

**PHILIPPINE RETIREMENT AUTHORITY (PRetA)**  
29/F Citibank Tower, 8741 Paseo de Roxas,  
Makati City, Philippines

RE : TRANSMITTAL OF 2018 PERFORMANCE SCORECARD

Dear General Manager Chy,

This is to formally transmit the 2018 Charter Statement and Strategy Map (**Annex A**) and 2018 Performance Scorecard (**Annex B**) of PRetA.

The proposed Charter Statement, Strategy Map and Performance Scorecard submitted on 29 September 2017 were MODIFIED based on the discussions made during the technical panel meeting (TPM) held on 22 November 2017 and evaluation of documents submitted through PRetA's letter dated 19 June 2018. The 2018 Performance Scorecard, as attached, shall take effect IMMEDIATELY.

Based on the review and evaluation of the submitted documents, the Governance Commission retained the hierarchy of the perspectives under the previous Strategy Map since it shows the connections of the drivers and outcomes of the objectives. On the other hand, the following proposed Strategic Measures were deleted:

- a. **Stakeholders' Feedback Management.** - Based on the proposal of PRetA this measure aims to encourage its stakeholders to provide suggestions, compliments, and complaints and provide solutions or actions within a designated timeframe. However, the Governance Commission finds that this initiative is already captured in SM 3: "Percentage of Satisfied Customers", thru the Customer Satisfaction Survey.
- b. **Number of Productive Marketers Maintained/Retained.** - The inclusion of this measure aims to monitor the productivity of the marketers thru its ability to refer applicants. However, given that the productivity and efficiency of marketers are already captured in SM5: "Cumulative Net Enrollment by End of the Year" and SM 9: "Increase Return on Marketing Expenses (ROME), the measure was removed.
- c. **Increase Number of Satellite Offices.** - PRetA plans to open more PRetA Satellite Offices in the next years to make PRetA present in every locality where there is a heavy concentration of PRetA retirees. While this is a strategic move for PRetA, it is recommended to exclude this as a measure under the 2018 Performance Scorecard. Putting up an additional Satellite Office requires additional manpower for PRetA, which needs the prior approval from the Governance Commission.

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- d. **Web traffic of the PRA website measured in terms of number of visits and which page is frequently visited.** – This measure was proposed by PRetA to determine the improvement of its marketing process. However, web traffic alone is not a good indicator of marketing as visiting a webpage does not automatically translate to sales. Web traffic may be used as a measure if it is gauged in relation to the leads or visits converted to sales or membership into PRetA's program. While this measure is not included in the 2018 Performance Scorecard, PRetA is recommended to undertake deeper study on the matter and for the inclusion of the measure "Website Traffic to Website Lead Ratio" in the succeeding years scorecard.
- e. **Increase Local Points of Accessibility of Retirees to PRA's Post-Enrollment Services.** - This measure was first introduced in 2017 to encourage retirees to avail of post-enrollment services easily. However, upon reevaluation of the measure, the Governance Commission deems that this measure is more appropriate as a strategic initiative in order to enhance and push further the measures on customer satisfaction and availment of the services of merchant partners. In view of this, the Governance Commission recommends the removal of this measure.

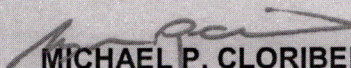
We take this opportunity to inform PRetA that Item 5 of GCG Memorandum Circular No. 2017-02 mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter.

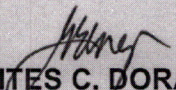
In view of the foregoing, PRetA is hereby **DIRECTED** to upload the 1<sup>st</sup> and 2<sup>nd</sup> Quarterly Monitoring Reports in its website and submit the same together with validating documents necessary for the review and evaluation of the reported accomplishments. PRetA is given **thirty (30) calendar days** from receipt of this letter to comply with the said directive.

**FOR YOUR COMPLIANCE.**

Very truly yours,

**SAMUEL G. DAGPIN, JR.**  
*Chairman*

  
**MICHAEL P. CLORIBEL**  
*Commissioner* 1-8

  
**MARITES C. DORAL**  
*Commissioner*



PHILIPPINE RETIREMENT AUTHORITY

Strategy Map

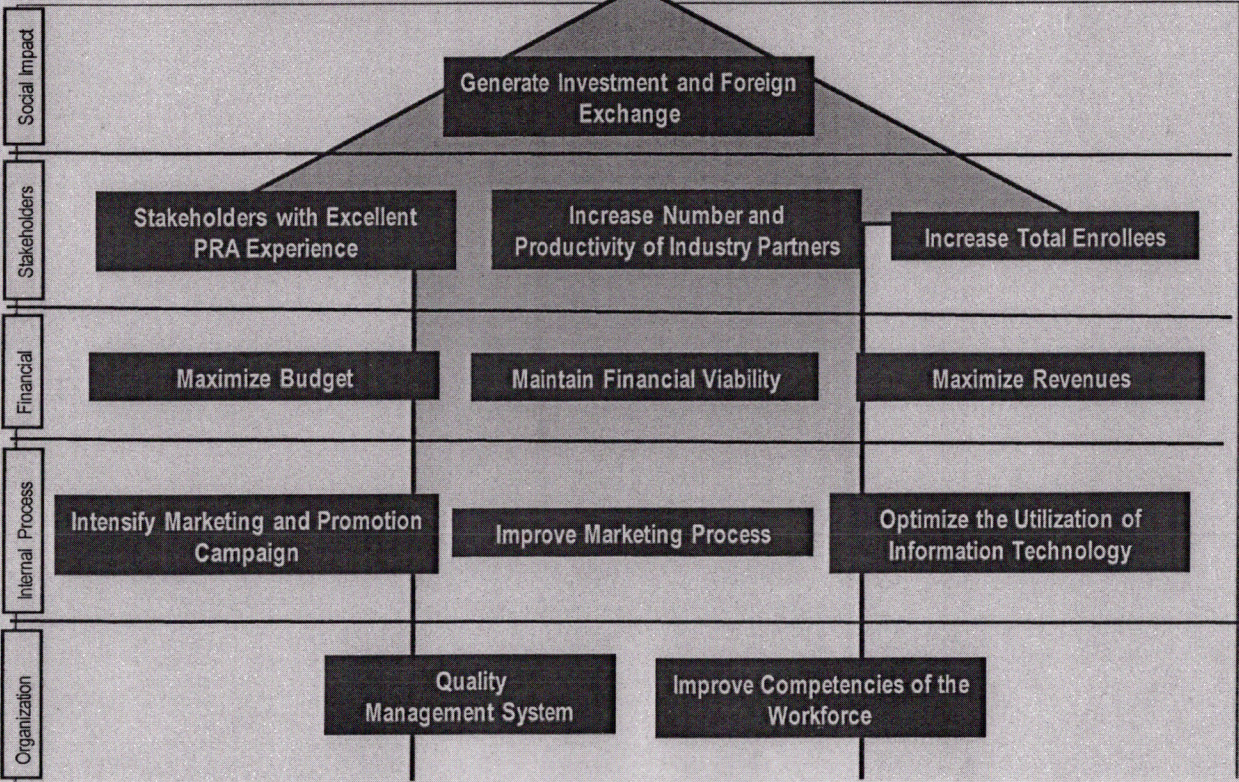


**Mission:**  
 To provide a globally competitive retirement program in the Philippines for foreign nationals and former Filipinos that will strengthen the socio-economic development of the country

- Core Values:**
- Service Excellence
  - Innovation
  - Teamwork
  - Integrity
  - Discipline
  - Good Governance
  - Social Responsibility

**Vision:** To make the Philippines the preferred retirement destination in South East Asia by 2022.

**Theme:** Global Competitiveness      Good Governance





2018 PERFORMANCE SCORECARD (ANNEX B)

PHILIPPINE RETIREMENT AUTHORITY

	Objective/Measure	Component		Rating System	Baseline Data		Target		
		Formula	Weight		2015	2016	2017	2018	
<b>SOCIAL IMPACT</b>	<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	10%	Lower than \$532.38 Million = 0% \$532.38 Million to \$585.57 Million = 3% \$585.58 Million to \$628.43 Million = 5% \$628.44 Million to \$678.70 Million = 8% \$678.71 Million and Above = 10%	\$532.38 Million	\$585.58 Million	\$628.44 Million	\$678.71 Million
	SM 2	Establish a System that will Monitor the Actual Expenditures of Retirees (Spending on Conversion, Household, Services, Medical, etc.)	Actual Accomplishment	5%	All or Nothing	Approved by Management to be Implemented in 2016	System to Monitor the Actual Expenditures of Retirees is not yet Established	Establish Baseline	Re-establish baseline using new design and methodology
		<b>Sub-total</b>			<b>15%</b>				



	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
STAKEHOLDER	<b>SO 2</b>	<b>Stakeholders with Excellent PRA Experience</b>							
	SM 3	Percentage of Satisfied Customers	Number of Respondents with Satisfactory Rating / Number of Total Respondents	10%	(Actual/Target) x Weight 0% = If less than 80%	N/A	Notice of Award (NOA) to Sustainable Development Solutions (SDS)	Satisfactory or its Equivalent Percentage	90%
	<b>SO 3</b>	<b>Increase Number and Productivity of Industry Partners</b>							
	SM 4	Number of Retirees Availing of the Merchant Partners' Services and PRetA-Accredited Retirement Facilities	Absolute Number	10%	(Actual/Target) x Weight	N/A	N/A	N/A	3,000 Retirees (Merchant Partners) 25 Retirees (Retirement Facilities)
	<b>SO 4</b>	<b>Increase Total Enrollees</b>							
	SM 5	Cumulative Net Enrollment by End of the Year	Absolute Number of Cumulative Gross Enrollment at the end of the rating period less Absolute Number of Cumulative Cancellations at the end of the rating period	10%	(Actual/Target) x Weight	N/A	N/A	41,122	47,234
		<b>Sub-total</b>			<b>30%</b>				



	Objective/Measure	Component			Baseline Data		Target		
		Formula	Weight	Rating System	2015	2016	2017	2018	
FINANCIAL	SO 5	<b>Maximize Budget</b>							
	SM 6	Improve Budget Utilization Rate	Total Amount Disbursed (Net of PS) / Total DBM-Approved COB (Net of PS)	10%	91% to 100% = 10% 86% to 90% = 5% <86% = 0% More than 100% = 0%	25%	82.62%	N/A	>90%
	SO 6	<b>Maintain Financial Viability</b>							
	SM 7	Improve Revenue Generation	Absolute Amount of Operating Revenues including Interest Income from Visa Deposits of Retirees	10%	₱891.063 Million and above = 10% Below ₱891.063 Million to ₱872 Million = (Actual/Target) x Weight Below ₱872 Million = 0%	₱655.37 Million	₱664.66 Million	₱773.42 Million	₱891.063 Million
	SO 7	<b>Maximize Revenues</b>							
	SM 8	Improve Net Operating Income	Revenues + Interest Income from Visa Deposit - Operating Expenses	10%	(Actual/Target) x Weight Less than ₱513.77 Million = 0%	₱459.98 Million	₱469.36 Million	₱338.74 Million	₱539.46 Million
			<b>Sub-total</b>		<b>30%</b>				

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	Objective/Measure	Component	Baseline Data		Target				
		Formula	Weight	Rating System	2015	2016	2017	2018	
INTERNAL PROCESS	SO 8	Intensify Marketing and Promotion Campaign							
	SM 9	Increase Return on Marketing Expense <sup>1</sup>	Passport and Visa or Application Fees + Accreditation Fees (excluding Annual PRA Fees) / Marketing Expense + Marketers Fee	5%	(Actual/Target) x Weight Less than 262% = 0%	345%	303%	205%	303%
	SO 9	Improve Marketing Process							
	SM 10	Increase in the Number of Walk-In Principal Member with Approved Applications (Principal Only)	Absolute Number	5%	(Actual / Target) x Weight	429	499	677	910
	SO 10	Optimize the Utilization of Information Technology							
	SM 11	Automation of PRA Processes	Automation of SRRV Application	5%	All or Nothing	N/A	N/A	N/A	Fully Operational and Functional Automated Processing of SRRV in the Head Office
		<b>Sub-total</b>		<b>15%</b>					

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

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	Objective/Measure	Component		Weight	Rating System	Baseline Data		Target	
		Formula				2015	2016	2017	2018
LEARNING AND GROWTH	SO 11	Quality Management System							
	SM 12	Attain ISO Certification	Actual Accomplishment	5%	All or Nothing	Quality Manual and Mandatory Procedures	Final Gap Assessment	ISO 9001:2008 Certification All Sites, All Processes	ISO 9001:2015 Certification
	SO 12	Improve Competencies of the Workforce							
	SM 13	Percentage of Employees Meeting Required Competency	Actual Accomplishment	5%	All or Nothing	Competency Framework and Tables	No Competency Framework and Baseline Established	Implementation of Competency Model and Establishment of Baseline	Concrete Action Plan <sup>2</sup> to Address Competency Gaps, as determined from the competency assessment, of All Employees
		<b>Sub-total</b>		<b>10%</b>					
	<b>TOTAL</b>		<b>100%</b>						

<sup>2</sup> The plan should provide target timeline within which the organization intends to address the competency gaps identified during the assessment. The plan should include, among others, the targeted competencies per employee to be addressed, methods to be employed to address competency gaps, and expected timeline within which identified competency gap is addressed.

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