PHILIPPINE RETIREMENT AUTHORITY

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QUALITY MANAGEMENT SYSTEM (QMS) MANUAL

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INTRODUCTION

This Quality Manual documents the PRA's purpose and intentions for running and executing the processes within its quality management system (QMS). It outlines the general policies, systems and procedures adopted by the PRA to ensure that its QMS meets not only its own mandated requirements as a Government-Owned-and-Controlled Corporation (GOCC), but also satisfies the requirements of its customers/stakeholders, and conforms with the ISO 9001:2015 Standard and other regulatory and statutory obligations. With this Manual, the Authority ensures that processes within its QMS produce quality service to all its stakeholders.

The Quality Manual and its associated documents mentioned hereto aim to:

- Describe the basic elements of the PRA's QMS;
- Communicate with the stakeholders the system being maintained by the Authority, for their conformity and observance; and
- Promote QMS awareness among PRA employees and other stakeholders.

The PRA establishes and documents its QMS through this Manual. It contains references to policies, objectives and guidelines set by the PRA which are necessary to effectively implement the QMS.

SCOPE AND APPLICATION OF QMS

The QMS covers all processes (management, core and support) in the **PRA's Enrollment to Special Resident Retiree's Visa Program** in all sites (Head Office and Satellite Offices) as embodied in its Process Map.

PRA does not apply ISO 9001:2015 8.3 Clause in its QMS. The non-application of such clause does not affect PRA's capability to provide the level of service that responds to or exceeds the needs and expectations of its stakeholders as identified in PRA's Stakeholder Mapping Matrix.

Table 1. ISO Requirement Not Applicable to PRA QMS

CLAUSE/TITLE	DETAILS OF JUSTIFICATION
8.3 Design and development of products and services	PRA's products and services are in accordance with Rules III to VII of Executive Order (E.O.) No. 1037 issued on July 4, 1985. Henceforth, products and services cannot be amended, deleted, added without the intervention of the Executive and Legislative processes of the Philippine government.

I.   THE PRA CONTEXT

A. THE PRA CHARTER STATEMENTS

The Philippine Retirement Authority (PRA) is a government-owned and controlled corporation created by virtue of Executive Order (E.O.) No. 1037, signed by former President Ferdinand E. Marcos on 04 July 1985. On 31 August 2001, through Executive Order (E.O.) No. 26, the control and supervision of PRA was transferred to the Board of Investment (BOI) – Department of Trade and Industry (DTI) from the Office of the President.

On 12 May 2009, by virtue of Republic Act (R.A.) No. 9593, otherwise known as Tourism Act of 2009, PRA became an attached agency of the Department of Tourism (DOT), and was placed under the supervision of the Secretary of DOT.

PRA is mandated to develop and promote the Philippines as a retirement haven as a means of accelerating the social and economic development of the country, strengthening its foreign exchange position, and at the same time, providing best quality of life to the targeted retirees by giving them the most attractive retirement package and service.

PRA, in pursuit of its mandate, has established its Mission, Vision, and Core Values, to wit:

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.

VISION   To make the Philippines the preferred retirement destination in South East Asia by 2022.

CORE VALUES   In pursuit of the PRA's Vision and Mission, the employees of the Philippine Retirement Authority bind themselves to develop and conform their actions in accordance with the following core values:

Service Excellence
We push ourselves to provide high quality service at all times, taking on every opportunity as a chance to improve ourselves, in order to meet international standards and realize our ideals for excellence.

Innovation
We continuously explore new and dynamic ways to improve our work, drawing on our imagination and creativity in making things happen to produce the desired results.

Teamwork
We believe in working as One Team in order to achieve the PRA Mission and Vision, with each

member of the team taking on a significant role towards successfully overcoming each corporate challenge.

Integrity

> *We uphold honesty and financial accountability in all aspects of our work, always maintaining our moral integrity and our dignity as respectable public servants.*

Discipline

> *We continuously act in accordance with the rules of conduct and other regulations, and obey the laws as well as the legal orders by the duly constituted authorities therein.*

Good Governance

> *We hold ourselves accountable and maintain transparency in all our actions, responsive to the needs of our nation and the society as a whole, deliver services that meet the needs of our stakeholders while making the best use of our resources, and follow the rule of the law.*

Social Responsibility

> *It is our obligation to act for the benefit of our stakeholders, the environment, and the entire Filipino nation.*

B. QUALITY OBJECTIVES/STRATEGIC OBJECTIVES AND THE PRA STRATEGY MAP

Considering that the PRA's QMS covers the entirety of its processes, the Quality Objectives for the QMS is one and the same as the corporate Strategic Objectives (SO) of the PRA, which are embodied in its strategy map.
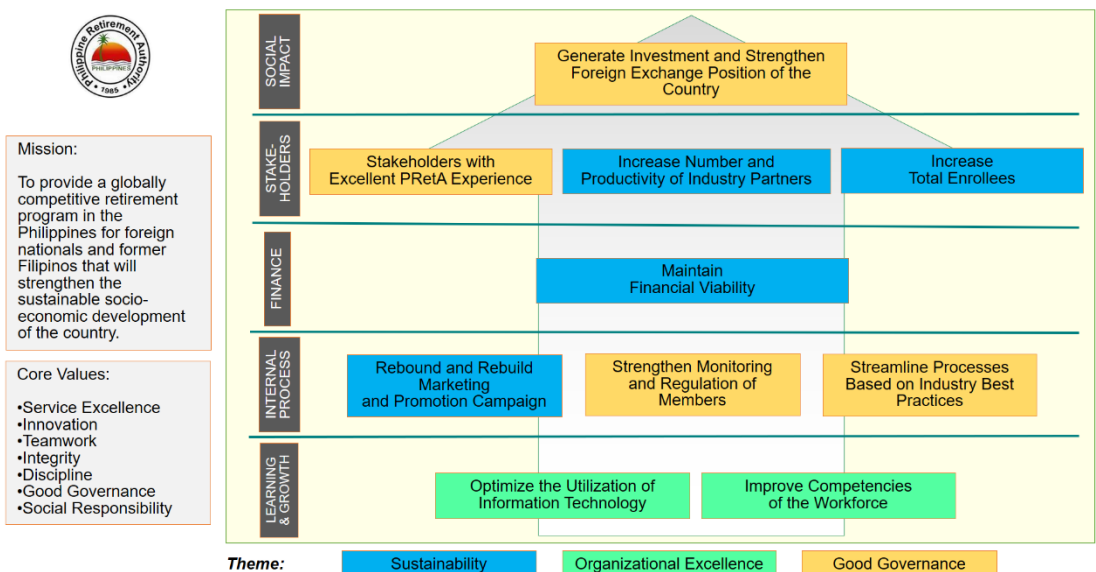
Figure 1. PRA Strategy Map

During strategic Planning PRA reviews and formulates, as necessary, the strategic objectives for each of the key results areas or strategic perspectives. From the strategy map[1] illustrated above the SOs of PRA per strategic perspectives are as follows:

Table 2. PRA's Strategic Objectives

STRATEGIC PERSPECTIVE	STRATEGIC OBJECTIVE
Socio-Economic-Impact	1. To generate investments and strengthen the foreign exchange position of the country
Stakeholders	2. To have stakeholders with excellent PRA experience 3. To increase the numbers and productivity of industry partners 4. To increase total enrollees
Finance	5. To maintain PRA's financial viability
Internal Process	6. To rebound and rebuild PRA's marketing and Promotion campaign 7. To strengthen the monitoring and regulation of members 8. To streamline processes based on industry best practices
Learning and Growth	9. To optimize the utilization of Information Technology 10. To improve the competencies of the PRA workforce

C. THE PRA ORGANIZATIONAL STRUCTURE

The PRA Top Management establishes an Organizational Structure that outlines the vertical authority and horizontal interrelation between and among functional units (*offices, departments and divisions*). The employees in each of these functional units are responsible for the quality of their individual work and services and are capable to perform the functions, duties and responsibilities not just in the corresponding process/es they are assigned, but also those involving inter-functional and cross-functional cooperation and coordination, even in process overlaps. PRA ensures that it provides needed resources to employees including capacity building interventions, which may include among others the program and process orientation, the use of quality control tools within in each processes and the metrics to which their performance are be gauged with.

PRA considers this structure including the employees performing work as important factors in delineating and monitoring quality objectives achievement as determined per functional unit (*divisions and offices*). Below is the Organizational Structure of PRA as approved by the Governance Commission for GOCCs:

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[1] GCG-approved Strategy Map, transmitted thru GCG letter dated August 26, 2021
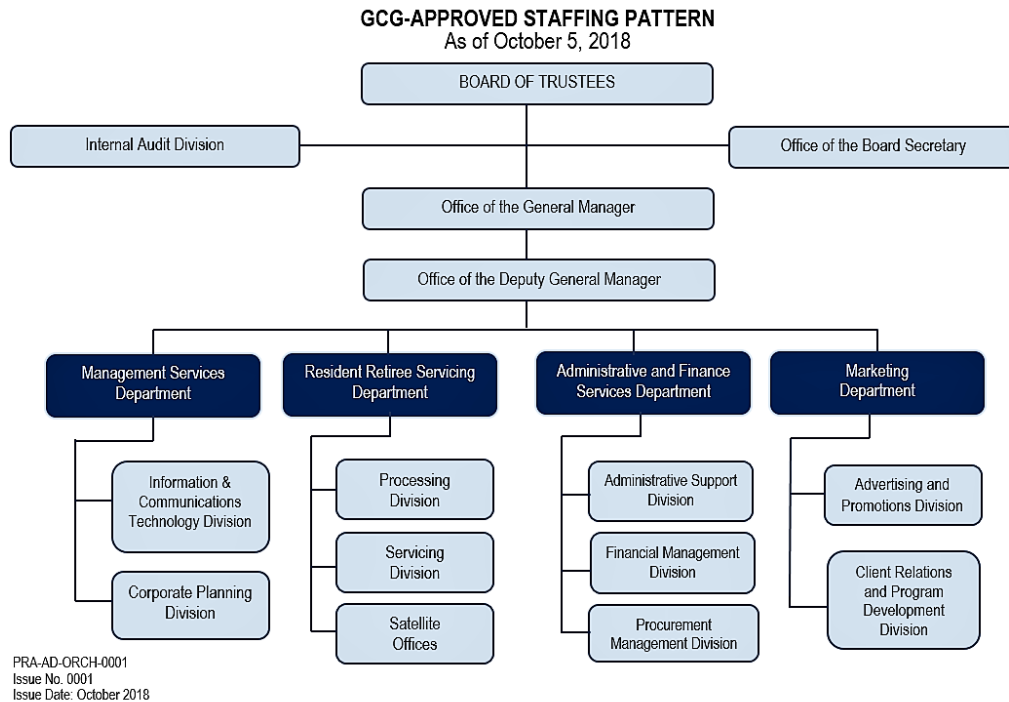
Figure 2. PRA Organizational Structure approved by the GCG

Interim changes in the Organizational structure may be initiated by the PRA Management, as may be deemed necessary, supported by an issuance of an Office Order.

The functions of different offices, departments and divisions are as follows:[2]

BOARD OF TRUSTEES
- Formulate policies, guidelines and programs to effectively implement and carry out the purposes and objectives of the Authority;
- Prescribe and periodically review and revise the amount of fees, charges, and assessments levied and collected for the support and maintenance of the operations of the Authority;
- Control the management, operation, and administration of the Authority; and
- Approve the annual and supplemental budget of receipts and expenditures of the Authority.

OFFICE OF THE BOARD SECRETARY
- Oversees the planning, preparation, and dissemination of agenda and minutes for the Authority's Board meetings;
- Prepares proposals for consideration of the Board, as the need arises;
- Records the proceedings of the Board meetings;
- Informs and/or coordinates with the Board members any activities which may require approval and/or attendance;
- Prepares Secretary's Certificate for all Resolutions approved by the Board, and authorizes the release thereof upon instruction by the General Manager;

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[2] GCG Memorandum Order 2013-34, *Rationalization of the Philippine Retirement Authority*; GCG's transmittal letter dated 11 October 2013.

- Acts as a record custodian of all documents pertaining to the Authority's Board of Trustees; and
- Performs other functions that may be required by the General Manager and/or by the Board members.

INTERNAL AUDIT DIVISION
Responsible in strengthening the internal control system in the Authority and shall undertake activities designed to ensure that management achieves efficiency of operations, reliability of financial reports, and compliance with the applicable laws, regulations, and internal policies.

OFFICE OF THE GENERAL MANAGER
- Oversees, directs, and controls the overall operations and internal administration of the Authority;
- Directs the enforcement and implementation of orders, policies, and directives laid down by the Board; and
- Sets the appropriate measures of performance of PRA pertinent to corporate goals and objectives.

OFFICE OF THE DEPUTY GENERAL MANAGER
For and on behalf of the General Manager, oversees, directs, and controls the planning, implementation, evaluation, and overall administration of the programs and operations of the PRA.

MANAGEMENT SERVICES DEPARTMENT
- Undertake the development of the Authority's plans and programs, encompassing the conceptualization and implementation of relevant policies and procedures, including the preparation of corporate operating budget supportive of and in consistent with the Authority's mission and vision.
- Provide a well-maintained network with an uninterrupted data processing system related to information technology, updated hardware and software abreast with the latest technology that is globally competitive and responsive to the ICT needs of the Authority.

CORPORATE PLANNING DIVISION
Oversees the implementation of an effective corporate planning, monitoring, and control systems within the Authority, and of equally reliable information systems for planning, decision-making, and control purposes.

INFORMATION AND COMMUNICATIONS TECHNOLOGY DIVISION
Ensures proper maintenance and consistent implementation of new technologies and uninterrupted use of data processing system of the Authority.

RESIDENT RETIREE SERVICING DEPARTMENT
Plans, directs, organizes, and controls the activities of the Department to ensure the effective and efficient delivery of services to the resident retirees.

PROCESSING DIVISION

Formulates and implements policies, manages the processing of the retirees' portfolio, and coordinates with the accredited banks with regards to their adherence to Authority's policies.

SERVICING DIVISION

Renders support and assistance to the Department Manager in planning, organizing, directing, and controlling the activities of the Department, as well as in the enforcement of systematic systems and procedures.

SATELLITE OFFICES OR STATIONS

Established in key growth corridors located in Baguio City, Clark-Subic Area, Cebu City, and Davao City to promote the PRA program in the area, and screen and pre-process pertinent documents of the enrollees.

ADMINISTRATIVE AND FINANCE SERVICES DEPARTMENT

- Manages the financial resources of PRA through the provision of accounting and budgetary services.
- Supports all organizational units through the provisions of human and physical requirements.

FINANCIAL MANAGEMENT DIVISION

Plans, organizes, controls, and coordinates the activities of the department in providing adequate funds for established requirements in a timely manner and at a cost consistent with the prevailing condition, and in keeping with the corporate plans and objectives.

ADMINISTRATIVE SUPPORT DIVISION

Renders support and assistance to the Department Manager in planning, organizing, directing, and controlling activities of the Division, as well as in the delivery and enforcement of systematic policy systems and procedures.

PROCUREMENT MANAGEMENT DIVISION[3]

Responsible for the planning and monitoring of all procurement activities of the Agency; Provide technical assistance in the preparation of PPMPs; Monitor and manage all phases of procurement process which includes price monitoring of goods and services, as well as list of suppliers, contractors and consultants.

MARKETING DEPARTMENT

Plans, organizes, directs, and controls the operations of the Marketing Department in accordance with the objectives established by the higher management.

ADVERTISING AND PROMOTIONS DIVISION

Plans, organizes, directs, and controls the activities of the Division in accordance with the specific guidelines and instructions of the Department Manager for Marketing.

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[3] GCG Memorandum Order 2017-05, *Creation of Procurement Management Division of the Philippine Retirement Authority (PRetA)*; GCG's transmittal letter dated 24 October 2017.

CLIENT RELATIONS AND PROGRAM DEVELOPMENT DIVISION
Responsible for the execution and implementation of the Authority's marketing programs, and the periodic analysis of the performance of participants, as well as the marketing and viability of the programs.

The PRA may create other Committees, Interim Units, Teams and Groups Significant to QMS, as necessary. Among these are the following:

- Interim Legal Services Unit (ILSU)[4]
- Bids and Awards Committee (BAC)
- PRA Committee On Arta
- Performance Management Team
- QMS Core Team
- Interim Feedback Management Unit (IFMU)
- Personnel Selection Board
- PRA FOI Committee
- Technical Working Groups (TWGs)

II. THE PRA QUALITY POLICY

The PRA Top Management treats its QMS as a strategic asset in its continuous improvement initiatives. To this end, the PRA Top Management formulates policies and objectives, and ensures resources are readily available to attain such objectives.

The PRA Top Management, through its Quality Policy, recognizes the importance of understanding and meeting the stakeholders' requirements. The Quality Policy clearly embodies the intent and commitment to render quality service that is relevant to the mandate and purpose of the Authority.

PRA QUALITY POLICY
L.E.S.S. IS BEST
PHILIPPINE RETIREMENT AUTHORITY,
mandated to develop and promote the Philippines as a retirement haven to accelerate the country's socio-economic development, commits to:

Provide quality service to achieve stakeholders' satisfaction	Promote culture of excellence and shared responsibility to build organizational strength	Conform to relevant requirements and standards to maintain quality management system	Continuously improve the effectiveness of management system	Adhere to applicable statutory and regulatory requirements in pursuit of the aforementioned commitment

Figure 3. PRA Quality Policy

The PRA Quality Policy is communicated and cascaded throughout the organization through:

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[4] PRA Office Order No. PRA-ANF-2017-07-124, *Creation of Interim Legal Services Unit*, July 3, 2017

- Discussion of the policy and the key elements with the new employees as part of the Employee's Orientation;
- Display of QMS information in strategic locations, not only in PRA Head Office, but also in Satellite Offices;
- Inclusion of QMS in Management Committee (ManCom) meetings, Strategic Planning, and employees' trainings and seminars;
- Issuance of memoranda and special orders re: QMS updates; and
- Announcement of QMS updates during flag raising ceremony and other employees' assemblies.

PRA periodically reviews its Quality Policy statement and key system elements to ensure the appropriateness, effectiveness, and suitability of the same to the mandate and purpose of the Authority.

III.   THE PRA STAKEHOLDERS

PRA determines through various means the needs/requirements of all its stakeholders, which are treated as valuable inputs to the review, formulation, and/or enhancement of programs, activities and projects (PAPs), action plans, strategic initiatives, relevant policies and system development that are aimed at satisfying the stakeholders' expectations.

Table 3. PRA's Stakeholders Map

STAKEHOLDERS	NEEDS	EXPECTATIONS	MEANS TO DETERMINE NEEDS AND EXPECTATIONS
1. **Client** (Foreign Retirees) a. **Potential/ Prospective Enrollees**	▪ Details about the program	▪ Accurate and complete information about the requirements and processes ▪ Knowledgeable, accommodating personnel ▪ Conducive facility ▪ On-time processing/ delivery of visa ▪ No red tape	▪ Market development, interviews, attending conventions/ conferences, trade fairs, exhibits, events sponsorship
1. **Client** (Foreign Retirees) b. **Retiree-Members/ Authorized Representatives**	▪ Membership Services	▪ Accurate and complete information about the requirements and processes ▪ Knowledgeable, accommodating personnel ▪ Conducive facility ▪ On-time processing/ delivery of request	▪ Inquiries/ communication (*email, letter requests, phone, in-person*) ▪ Feedback ▪ Meeting/Focus group discussion ▪ Third-party Customer Satisfaction Survey

STAKEHOLDERS	NEEDS	EXPECTATIONS	MEANS TO DETERMINE NEEDS AND EXPECTATIONS
		▪ No red tape ▪ New / enhanced benefits	
2. Employees	▪ Salary ▪ Compensation and benefits ▪ Training ▪ Recognition/ Awards ▪ Working area, equipment and materials/ supplies	▪ Accurate and on-time payment of salary ▪ Well-designed compensation and benefits scheme/ plan ▪ Adequate and appropriate training ▪ Fair and constructive feedback from superior; excellent performance is awarded and recognized ▪ Safe working condition, equipment in good and working condition, materials/ supplies are adequate and readily available	▪ Meeting ▪ Feedback ▪ Coaching/ Mentoring ▪ Other forms of communication (*email, letter, memorandum, social media, SMS, etc.*)
3. Partners a. Marketers	▪ Accreditation Certificate ▪ Marketing collaterals/ promotional items ▪ Incentives	▪ Accurate and complete information about the requirements and processes ▪ Knowledgeable, accommodating personnel ▪ Conducive facility ▪ On-time processing/ delivery of certificates ▪ Complete and on-time release of incentives ▪ No red tape	▪ Meetings, feedback, briefings, communication (*email, letter, memorandum, social media, SMS, etc.*)
3. **Partners** (Banks)	▪ Letter of	▪ Accurate	▪ Meetings, feedback,

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STAKEHOLDERS	NEEDS	EXPECTATIONS	MEANS TO DETERMINE NEEDS AND EXPECTATIONS
b. Accredited Banks	Instructions/ Letter of Introduction ▪ Clearances	instructions and complete documents/ attachments ▪ Knowledgeable, accommodating personnel	briefings, communication (*email, letter, memorandum, social media, SMS, etc.*)
3. Partners (Banks) **c. Depository Banks**	▪ Letter of Instructions	▪ Accurate instructions and complete documents/ attachments ▪ Knowledgeable, accommodating personnel	▪ Meetings, feedback, briefings, communication (*email, letter, memorandum, social media, SMS, etc.*)
3. Partners (Banks) **d. Prospective Banks**	▪ Information on bank accreditation ▪ Memorandum of Agreement (MOA)	▪ Accurate and complete information	▪ Meetings, feedback, briefings, communication (*email, letter, memorandum, social media, SMS, etc.*)
3. Partners **a. Merchant Partners**	▪ Certificate as Partner/ Accredited Clinic ▪ Referral ▪ PRA to promote the facilities and services of Merchant Partners	▪ Accurate and complete information about the requirements and processes ▪ Knowledgeable, accommodating personnel ▪ Conducive facility ▪ On-time processing/ delivery of certificates ▪ No red tape ▪ More referral	▪ Meetings, feedback, briefings, communication (*email, letter, memorandum, social media, SMS, etc.*)
3. Partners (Merchants) **b. Other Merchant Partners** (Hotels, Health and Wellness Resorts, etc.)	▪ Accreditation Certificate ▪ PRA to promote the facilities and services of Merchant Partners	▪ Accurate and complete information about the requirements and processes ▪ Knowledgeable, accommodating personnel ▪ On-time processing/ delivery of certificates	▪ Meetings, feedback, briefings, communication (*email, letter, memorandum, social media, SMS, etc.*)

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STAKEHOLDERS	NEEDS	EXPECTATIONS	MEANS TO DETERMINE NEEDS AND EXPECTATIONS
		▪ No red tape ▪ PRA to provide a facility/mechanism where merchant partners can promote their facilities and services ▪ New/enhanced benefits	
3. **Partners** (Offerors) **a. Accredited Retirement Facilities**	▪ Accreditation Certificate ▪ PRA to promote the facilities and services of the Offerors ▪ Assistance in processing the application of Retiree for visa deposit conversion ▪ Clearances	▪ Accurate and complete information about the requirements and processes ▪ Knowledgeable, accommodating personnel ▪ On-time processing/ delivery of certificates ▪ No red tape ▪ PRA to provide a facility/mechanism where the Offerors can promote their facilities and services ▪ New/enhanced benefits ▪ On-time release of approved Clearances	▪ Meetings, feedback, briefings, communication (*email, letter, memorandum, social media, SMS, etc.*)
3. **Partners** (Offerors) **b. Non-Accredited Retirement Facilities**	▪ Assistance in processing the application of Retirees for visa deposit conversion ▪ Clearances	▪ Accurate and complete details about the requirements and processes ▪ On-time release of approved Clearances	▪ Meetings, feedback, briefings, communication (*email, letter, memorandum, social media, SMS, etc.*)
4. **Supplier/Third-Party Service Provider**	▪ Specifications/ Terms of Reference (TOR)/ Bidding Documents ▪ Payment	▪ Objective-based selection process conforming with R.A. No. 9184 and its Implementing Rules and	▪ Meetings ▪ Feedback ▪ Briefings ▪ Communication (*email, letter, phone, etc.*)

STAKEHOLDERS	NEEDS	EXPECTATIONS	MEANS TO DETERMINE NEEDS AND EXPECTATIONS
		Regulations (IRR) ▪ Complete and accurate details on the specifications, requirements, and processes ▪ Complete and on-time release of payment ▪ No red tape	
5. **Other Government Agencies** a. **Regulatory/ Statutory Agencies**	▪ Payment of Statutory Liabilities (*Tax, Dividends, Mandatory Premiums, etc.*) ▪ Reports, reply letter ▪ Participation in program and policy development and implementation	▪ Complete and on-time payment of statutory liabilities ▪ Accurate and on-time submission of reports and/or reply letter ▪ Active participation in program and policy development and implementation	▪ Formal communication (*circulars, letters, policies, etc.*) ▪ Meetings
6. **Other Government Agencies** b. **Partner Agencies**	▪ Reports, Reply Letter, Documentary Requirements ▪ Fees ▪ Participation in program and policy development and implementation	▪ Accurate and on-time submission of reports and/or reply letter ▪ Complete an accurate submission of documentary requirements ▪ Active participation in program and policy development and implementation	▪ Formal communication (*circulars, letters, policies, etc.*) ▪ Meetings ▪ Citizen's Charter ▪ Website ▪ Journals

IV.   THE PRA PROCESS MAP

The "PRA Enrollment to Special Resident Retirees Visa Program" represents the entire QMS process of PRA, which is embodied in the PRA Process Map (*illustrated in the next page*). The map provides an overview of the sequence and interactions of the PRA's various processes within its QMS. The three (3) major processes in the PRA Process Map are the **Management, Core**, and **Support Processes**, which are described individually in this Manual. Feedback gathering mechanisms and channels are embedded in all processes in the PRA process map to determine the needs and requirements of all involved stakeholders as also enumerated in the Stakeholders Map. These feedbacks, at all level, are used as inputs

for process and program improvements to engender positive stakeholders' satisfaction and retention of primary customers/ retirees.

PRA ENROLLMENT TO
SPECIAL RESIDENT RETIREE'S VISA (SRRV) PROGRAM

MANAGEMENT PROCESS

PLANNING PROCESS	PERFORMANCE MONITORING, ASSESSMENT & MEASUREMENT	IMPROVEMENT OF PROCESSES AND PROGRAMS
Strategic Planning (Charter Statement, Strategy Map, Strategic Initiatives, SWOT Analysis, Action Plans and PAPs, Performance/Balanced Scorecard, Technical Panel Meeting) Operational Planning (OPB, COB, PPMP, APP)	Measurement of Performance of PRA as an Agency/GOCC Internal Audit (Operations and IQA) Stakeholders' Satisfaction Measurement (Internal and External) Divisional Performance Review (Strategic Performance Management System)	Management Review (Board Meetings/Extended Management Committee Meetings, Committee Meetings, Agency Performance Review) Policy Review and Formulation Correction and Corrective Action Management of Risks and Opportunities Monitoring Systems Research for Program Development/ Improvement

CORE PROCESS

STAKEHOLDERS (NEEDS / REQUIREMENTS)

SRRV MARKET DEVELOP-MENT → IMPLEMEN-TATION OF MARKETING PLAN → RECRUIT-MENT OF SRRV APPLICANTS → ENROLLMENT OF SRRV APPLICANTS

PROVISION OF MEMBERSHIP SERVICES

MONITORING OF SRRV MEMBERS

PROVISION OF END-OF-TERM SERVICES

ACCREDI-TATION OF PARTNERS

STAKEHOLDERS (SATISFACTION / RETENTION)
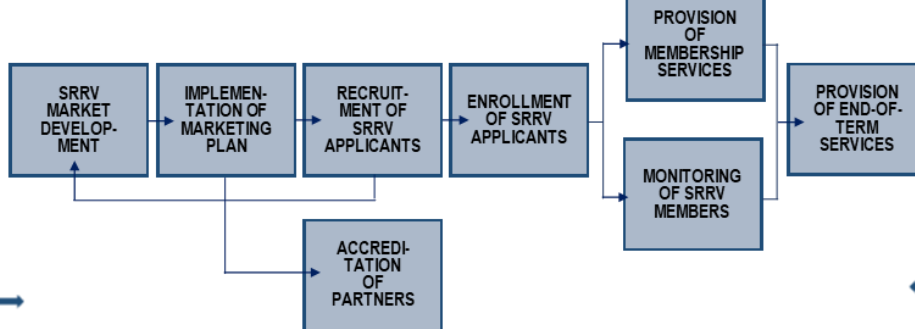
SUPPORT PROCESS

MANAGEMENT OF HUMAN RESOURCES	MANAGEMENT OF FINANCIAL RESOURCES	MANAGEMENT OF PROCUREMENT
Recruitment and hiring of employees, competency assessment, development and training of employees, periodic performance evaluation, personnel action	Budget management, management of expenses, revenue management, financial analysis and reporting	Requisition of goods and services, posting of requirements, evaluation and selection of supplier/service provider, issuance of Notice of Award (NOA)/ Purchase Order (PO)/Contract/Notice to Proceed (NTP)

MANAGEMENT OF GOODS AND SERVICES	MANAGEMENT OF INFRASTRUCTURE	MANAGEMENT OF WORK ENVIRONMENT	MANAGEMENT OF INFORMATION
Acceptance from supplier, issuance to end-user, proper usage, inventory maintenance and storage, disposal of unserviceable property, monitoring of outsourced services	Identification/Determination, provision and maintenance of: 1. ICT Infrastructure and Resources; 2. Office space and associated utilities; 3. Transportation resources; and 4. Other equipment	Identification/Determination, provision and maintenance of Work Environment on: 1. Social; 2. Psychological; and 3. Physical factors.	Organizational Knowledge Management (knowledge gained from trainings, seminars, conferences, maintenance of documented information like Operations Manual, process flows, Office Orders, Circulars, Citizen's Charter, etc.) Control of Documented Information

Figure 4. PRA Process Map

A. THE PRA MANAGEMENT PROCESS

The PRA Management Process as illustrated in the map, is further categorized into three (3) sub-processes, namely:

1. Planning;
2. Performance Monitoring and Assessment; and
3. Improvement Processes.

The activities in these sub-processes are mainly focused on the PRA's Top Management's commitment to establish the direction of the PRA, determine the strategies and action plans to that will bring PRA to that direction, monitor and assess the progress and the performance of all in terms of success indicators, and promote/adopt actions for continual improvement of the processes and related programs within the PRA QMS. The activities that PRA engages with in each of these three (3) sub-processes, are also outlined in the map.

MANAGEMENT PROCESS

PLANNING PROCESS	PERFORMANCE MONITORING, ASSESSMENT & MEASUREMENT	IMPROVEMENT OF PROCESSES AND PROGRAMS
Strategic Planning (Charter Statement, Strategy Map, Strategic Initiatives, SWOT Analysis, Action Plans and PAPs, Performance/Balanced Scorecard, Technical Panel Meeting) Operational Planning (OPB, COB, PPMP, APP)	Measurement of Performance of PRA as an Agency/GOCC Internal Audit (Operations and IQA) Stakeholders' Satisfaction Measurement (Internal and External) Divisional Performance Review (Strategic Performance Management System)	Management Review (Board Meetings/Extended Management Committee Meetings, Committee Meetings, Agency Performance Review) Policy Review and Formulation Correction and Corrective Action Management of Risks and Opportunities Monitoring Systems Research for Program Development/ Improvement

Figure 5. PRA Management Process

1. PLANNING PROCESS

1.1. STRATEGIC PLANNING

The PRA's Strategic Planning activity uses a bi-directional approach planning framework, which is a combination of **top-down** and **bottom-up** approaches to come up with **strategies and action plans** (long. medium and short term plans).

This approach is illustrated below:

PRA STRATEGIC PLANNING FRAMEWORK
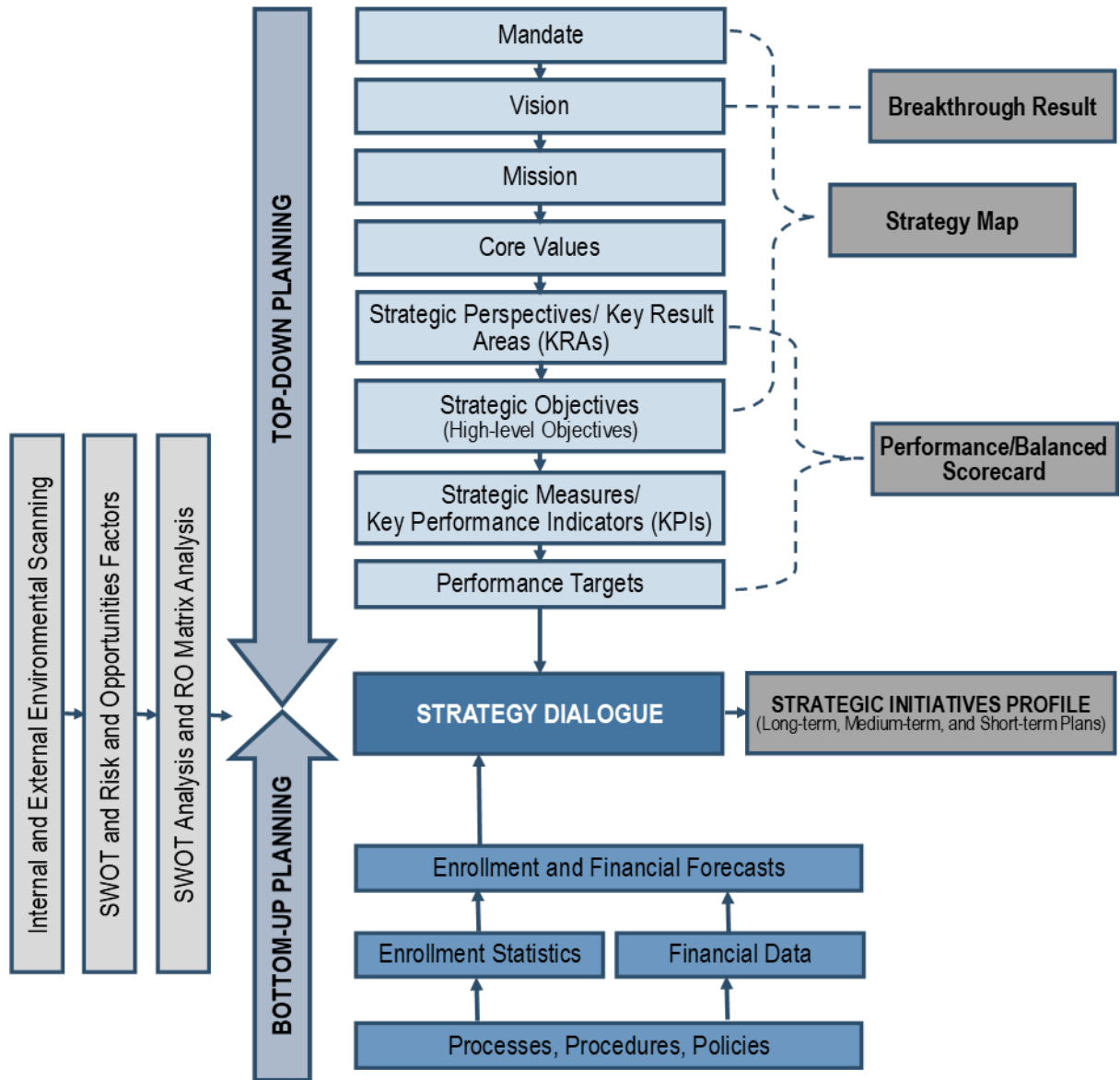

Figure 6. PRA Strategic Planning Framework

TOP-DOWN APPROACH

Using the top-down approach the PRA Top Management starts the direction setting with the high level directives which may include the PRA mandate itself and the directives of its Board of Trustees or the higher authorities, if any. The activities involved are patterned to the **Performance Evaluation System (PES)**

Framework for GOCC Sector of the Governance Commission for the GOCCs (GCG).

During the top-down direction setting, PRA revisits and reformulates, as necessary, its **Vision Statement** that has a time-bound element which is known as the "vision year". The PRA Vision Statement may be translated into a quantifiable result or a "Breakthrough Result" for the vision year, in order to apprise the PRA Management of the distance of PRA from its Vision. Secondly, to comply with the given mandate and to complement the Vision Statement, the PRA Top Management crafts its **Mission Statement** to identify the purpose of PRA as a GOCC. The Mission Statement of PRA serves a means to communicate with its stakeholders that the reasons and intentions of PRA in all its endeavors are all leading towards its Vision, and that as stakeholders of PRA, their satisfaction and delight with its programs and services, are significant to its achievement. Thirdly, PRA Top Management shapes its organizational culture through the **Core Values** that it upholds. These core values are not just ethical considerations in PRA's Top Management's decision making, but that these also bring all actions of employees and other stakeholders towards its mission and vision in harmony and synchrony. Lastly, during direction setting, PRA formulates its Strategy Map, starting with mapping of the Vision, Mission and Core Values of PRA, sequencing of the of the five (5) key results areas or Strategic Perspectives *(Socio-economic, Stakeholders, Financial, Organizational and Learning & Growth perspectives)* on the map in such a way that it will create PRA's "story towards the Vision", and determining the high-level/Strategic objectives of the PRA in each of these perspectives. These strategic objectives are also the Quality Objectives of the PRA.

The updated Mandate, Vision Statement, Mission, Statement, Core Values and the Strategy Map comprise the **PRA's Charter Statements** which are presented in the Section I-A of this Manual under the PRA Context.

During Strategic Planning, PRA conducts target-setting activity to come up with a **Performance/ Balanced Scorecard**, which is also part of the GCG's PES requirements for the GOCC Sector. In each Strategic Perspectives, PRA determines the key performance indicators or **Strategic Measures** which are the metrics of performance of PRA in each Strategic Objectives. PRA identifies the formula and rating system for each Strategic Measure and allocate the weights to balance the scorecard according to the driver and outcome perspective sequencing. Based on historical data, baseline figures, and/ or other valid information, PRA determines the annual targets per Strategic Measure.

The PRA Charter Statement and Performance Scorecard and other PES forms consist the PRA PES proposal which are approved by the PRA Board of Trustees or the highest ranking Officer of the PRA, and is submitted to the GCG subject the provision of the GCG's relevant circular/issuances. PRA and the GCG discuss the proposal in a Technical Panel Meeting (TPM) which GCG schedules using any meeting platform feasible, prior to the latter's approval and release of the PRA's PES Charter Statement and Performance Scorecard.

BOTTOM-UP APPROACH

During bottom-up planning, PRA strategies may emanate from the functional units responsible for the implementation of processes, procedures and policies. Based on actual performance based on relevant statistical data such as enrollment figures and financial data, officers representing a functional unit is recognized by the PRA Top Management as contributors to providing forecasts necessary for strategy formulation.

In bottom-up planning, functional units also refer to recommendations raised in the 3rd party customer satisfaction survey conducted, exit interviews, stakeholder feedbacks captured internally, results of internal audits, results of 3rd party audits and other similar sources if available.

ENVIRONMENTAL SCANNING

Environmental scanning during PRA Strategic Planning is conducted by reviewing and analyzing the PRA's strengths, weaknesses, opportunities and threats (SWOT) along with the Risk and Opportunity (RO) Factors identified in various processes. During the brainstorming and analysis, PRA updates the SWOT and the risk and opportunity matrices/registry. The updated matrices are also valuable inputs and considerations PRA refers to in formulating the PES Charter Statements, Strategy Map and Performance Scorecard.

Process owners are also recognized sources of information on the impact of potential risks and opportunities in their respective processes, which are captured in a Risk and Opportunity Registry (ROR), and being updated whenever necessary.

STRATEGY DIALOGUE: STRATEGIES AND ACTION PLANS

PRA Top Management formulates the Strategies and Action Plans based on the results of the planning using the two (2) approaches. The Strategy Map and the Performance Scorecard *(Strategic Measures and Targets)* in the top-down approach are useful information for PRA to come up with strategic initiatives and plans that are more directed towards the vision.

The SWOT Analysis and the RO Factor Matrix Analysis which are based on environmental scanning are used by PRA to come up with SWOT and RO strategies and action plans during the bottom-up planning. These SWOT and RO strategies and action plans aid in the prevention and management of risks and prevent any adverse effects in the achievement of the strategic/quality objectives, the performance scorecard targets, and even the implementation of the strategies and action plans that are identified in the top-down planning. The two (2) sets of strategies and action plans complement and backs-up each other as PRA trails its long-term direction.

At the end of the whole Strategic Planning Activity, PRA comes up with Strategic Initiatives which may include long-, medium- and short-term plans consisting of programs, activities and projects (PAPs) with corresponding responsibility center or office-of-primary-responsibility (OPR) for determination of resources needed.

The Strategic Planning is conducted either annually, or as necessary. The GCG-approved Charter Statement, Strategy Map, Performance Scorecard and Strategic Initiatives are cascaded to all functional levels for regular monitoring and reporting.

1.2. OPERATIONAL PLANNING

From the strategic initiatives which are composed of long-, medium- and short-term PAPs, Divisions/ Offices/ OPRs determine the PAPs which must be allocated with the appropriate resources and budget in the next Fiscal Year. Following the Cash-Based Approach[5] in annual budgeting or any approaches that may be required by the Department of Budget and Management (DBM), Divisions and Offices prepare their proposed Operational Plan and Budget (OPB) for the coming year. Interventions may be organized and formalized by the Corporate Planning Division, together with the Budget Officer/s, such as conduct of technical guidance session and sit-down meetings per division/office for proper alignment of the PAPs based on the agreements during the most recent strategic planning activity held, the various issuances related to budgeting, the recent directives of the PRA Board, the revised chart of accounts for expense account identification.

The OPB is composed of PAPs implementable in one (1) year and prepared with detailed activities, the target implementation date, objectives of the PAP, breakdown of resources and budget needed, and the expense class and accounts that must be given allocation.

Consolidated OPBs comprise the Corporate Operating Budget (COB) proposal of PRA which is submitted to the Board for approval, which after the approval, is submitted by the PRA Financial Management Division to the DBM, together with the budget-related forms, as may be required by the DBM.

Board approval of the COB may warrant the start of implementation of the PAPs programmed in the OPB provided that the level of expenditures will not exceed the previous year's budget level approved by the DBM.

In aid of legislation, PRA is required submission of its proposed COB to Senate and the House of Representatives together with the budget of its Mother Agency, even if the PRA's budget is not included in the General Appropriations Act (GAA).

To complete the cycle of operational planning, the Divisions/Offices/Units prepare the Project Procurement Management Plan (PPMP) based on the OPBs and Certificate of Budget Inclusion (CBI) for multi-year projects, if any, and submit the same to the Procurement Management Division (PMD). The PMD consolidates all PPMPs to come up with PRA's Annual Procurement Plan (APP).

In any case, the Procurement Planning may be conducted during interventions identified above.

2. PERFORMANCE MONITORING, ASSESSMENT AND MEASUREMENT

PRA understands the importance of managing its corporate hence, it regularly monitors, measures, analyzes and evaluate its the performance of various process

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[5] DBM Cash Based Budgeting

within its QMS. To continually improve the QMS, performance monitoring assessment and measurement are done to ensure conformity to its own requirements, as well as the requirements of the PRA stakeholders, ISO 9001:2015 Standard, and the agencies requiring regulatory and statutory compliance. Various monitoring and measurement tools are employed to this effect.

To demonstrate the suitability and effectiveness of the QMS, and to identify improvements that can be made, PRA collects and analyses data gathered from these administered monitoring and measurement tools. Data are analyzed to provide information on:

- Agency performance
- stakeholder's satisfaction;
- characteristics of processes, service, and their trends;
- supplier performance evaluation; and
- yearly GCG –audited performance scorecard; and.

2.1. MEASUREMENT PERFORMANCE OF PRA AS AN AGENCY/GOCC

PRA, being a GOCC regulated by the Governance Commission for GOCCs (GCG), is directed to monitor, measure, analyze, and evaluate its organizational-wide performance in view of its vision. Thus, it adopts and employs the Performance Evaluation System (PES) for GOCCs[6], as its structure of corporate performance management.

PERFORMANCE/BALANCE SCORECARD MONITORING AND MEASUREMENT (QUARTERLY)

The PES requires the use of a Balanced Scorecard as a PES tool, and embodies it in a Technical Panel Meeting (TPM). The Balanced Scorecard, commonly known as the Performance Scorecard, is a translation of the strategy map measured annually. It covers five (5) major perspectives, namely: Social Impact, Stakeholder, Finance, Internal Process, and Learning and Growth. Each strategic perspective has strategic objectives, measures and targets which serve as basis for strategy formulation of each division. As a performance evaluation tool, PRA's Balanced Scorecard has all these component reflected in the PES Form 2[7].

GOOD GOVERNANCE COMPLIANCE

PRA's performance as a GOCC is also being evaluated annually against its compliance with various good governance conditions[8]. Every GOCC is expected to satisfy 100% of the conditions validated by various agencies.

CORPORATE GOVERNANCE COMPLIANCE

In line with the declaration of policy under the "GOCC Governance Act of 2011" (R.A. No. 10149), the Code of Corporate Governance for GOCCS mandated under Section 5(c) of R.A. No. 10149. GCG Memorandum Circular has been

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[6] GCG Memorandum Circular No. 2017-02, *Interim Performance Evaluation System (PES) for the GOCC Sector*, 30 June 2017.
[7] PES Forms (uploaded last 10 July 2017) on GCG's corporate website
[8] AO 25 IATF Memorandum Circular Guidelines issued annually

issued to establish a Corporate Governance Scorecard (CGS) for GOCCS within the GOCC Sector covered by R.A. No. 10149.

The CGS annually assesses PRA's governance policies and practices on 1) Stakeholder Relationships, 2) Disclosure and Transparency, and 3) Responsibilities of the Board. Further it identifies the strengths and weaknesses of the corporate governance practices of PRA compared to existing corporate governance provisions. The PRA CGS works together with the PES in improving the transparency of PRA's corporate governance initiatives and practices.

2.2. INTERNAL AUDITS

OPERATIONS AUDIT BY IAD

PRA's own Internal Audit Division (IAD) conducts operational audit to ensure that the Authority achieves efficiency of operations, reliability of financial reports and compliance with applicable laws, regulations, and internal policies

INTERNAL QUALITY AUDIT

PRA maintains an Internal Quality Audit (IQA) procedure to verify whether quality activities and related results conform to the measures and standards to determine the effectiveness of the QMS. Each QMS process is audited at least once a year.

Audits are conducted by qualified personnel. The qualifications of the internal quality auditors are stated in the PRA's Internal Quality Audit (IQA) Procedure.

The Internal Quality (IQ) Auditor communicates the findings to the key personnel having responsibility in the audited area. The auditee makes corrections and corrective actions on the non-conformities found during the audit based on PRA's Correction and Corrective Action Procedure.

The Internal Quality (IQ) Auditor conducts follow-up audit activities to verify and record the implementation and effectiveness of the actions taken. The QMS Secretariat maintains the records and results of the IQA which is reported by the IQA Head during the Management Review.

2.3. STAKEHOLDERS' SATISFACTION MEASUREMENT

PRA monitors the service outcome in terms of meeting the stakeholders' requirements and expectations before, during, and after the delivery of services.

Most of the stakeholder satisfaction measurement methods that PRA employs are conducted in-house. It also has survey conducted by a third party to encourage unbiased result.

EXTERNAL STAKEHOLDERS

OPERATIONS FEEDBACK MANAGEMENT

Walk-in stakeholders, with operation-related transactions, provide feedback after the provision of service, as required by the Anti-Red Tape Act. PRA

assigns a Public Assistance Officer (PAO)/Bilis Aksyon Partner who hands a simple "Heart-Happy Face-Sad Face" emoticon-based survey which will be dropped in a designated box. The Heart emoticon signifies excellent service or very satisfactory, Happy Face emoticon response signifies Satisfactory service, while Sad Face signifies that the service needs improvement. The PAO/Bilis Aksyon Partner collects all accomplished forms in a periodic basis, encodes them in a database, and comes up with a monthly report copy furnished the Interim Feedback Management Unit (IFMU).

TRANSACTIONAL FEEDBACK MANAGEMENT

This approach is meant to address the stakeholders' issues and concerns which can be received through various avenues such as but not limited to online (social media network), PRA website, and personal appearance to PRA office. Designated PRA employees handle the transactions accordingly. Gathering of transactional feedbacks is made through the Stakeholder Feedback Form, and shall be controlled by the Interim Feedback Management Unit (IFMU) through the PRA's Stakeholders' Feedback Management Procedure.

CUSTOMER SATISFACTION SURVEYS THROUGH A THIRD PARTY CONSULTANT

As required of all GOCCs covered by R.A. No. 10149, PRA measures annually the level of satisfaction of its primary customers, the SRRV holders in all its services rendered. The Customer Satisfaction Survey (CSS) is conducted by a third-party research firm/ consultant to achieve a more impartial results align with the CSS standard methodology of the GCG. PRA utilizes a quantitative research methodology (1) to provide analysis of customer perception and expectation, (2) to review the effectiveness of the customer communication channels of PRA, (3) to identify areas for improvement; and (4) to recommend short- and long-term action plans for the efficient and effective delivery of its services, more importantly on areas where gaps are identified.

PROMOTION EFFECTIVENESS SURVEY

This survey is incorporated in the application form of SRRV Applicants. It aims to determine the most effective marketing tool employed by PRA.

EXIT INTERVIEW/SURVEY

This interview aims to get feedback from the retiree-members who intend to withdraw their membership. This is conducted by RRSD.

INTERNAL STAKEHOLDERS

COST EFFICIENCY

PRA measures its performance in terms of Cost Efficiency to ensure that all planned activities are implemented, and the corresponding budget is utilized accordingly. It is measured by determining the percentage of Budget Utilization

against the percentage of accomplished Programs, Activities, and Projects (PAPs).

SYSTEM OF RANKING AND RATING OF DELIVERY UNIT

These are guidelines set by the Authority based on AO 25 IATF[9] Memorandum Circular No. 2021-1[10] to ensure an objective and evidence-based system of rating the delivery units within Philippine Retirement Authority (PRA). A delivery unit is the primary subdivision of the agency performing substantive line functions, technical services or administrative support as reflected in the Agency's organizational structure/functional chart. In PRA, it refers to its Divisions and Offices.

The eligibility of PRA to the grant of the Performance-Based Bonus (PBB) is dependent on its satisfaction of the four (4) criteria and conditions, namely: (1) Performance Results; (2) Process Results; (3) Financial Results; and (4) Citizen/Client Satisfaction Results.

The delivery units shall no longer be ranked, and grant of PBB shall be uniform across the PRA. However, the Division/Office including the officials and staff most responsible for deficiencies or non-compliance of the requirements and other agency accountabilities as required by government-mandated laws and standards shall not be entitled to receive the PBB.

GROUP DYNAMICS

All divisions and departments of the Authority conduct Group Dynamics as necessary to evaluate the progress of their respective plans and programs. This activity is documented through photos or minutes of the meetings.

3. IMPROVEMENT OF PROCESSES AND PROGRAMS

PRA is cognizant that continuous improvement is the core of QMS that entails commitment, planning, leadership, consultation, unity, and teamwork. However, in order to achieve the suitability, adequacy, and effectiveness of the QMS, results of measuring tools, such as Internal and External Quality Audit, Stakeholders' Satisfaction Surveys, and Stakeholders' Feedback are reviewed and analyzed for appropriate action.

3.1. MANAGEMENT REVIEW

PRA conducts Management Review integrated in the Management Committee (ManCom) Meetings held on a regular basis. The General Manager/CEO and QMS Leader, or a designated member of the Top Management, in accordance with existing office policies, lead the review. The QMS Secretariat stipulates and records the attendance and the agenda/minutes.

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[9] Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems (Administrative Order No. 25 S. 2011)
[10] Guidelines on the Grant of the Performance-Based Bonus (PBB) for Fiscal Year (FY) 2021 Under Executive Order No. 80, s. 2012 and Executive Order No. 201, s. 2016

	PHILIPPINE RETIREMENT AUTHORITY (PRA)
	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL

Document Code	Document Issue No.	Document Issue Date
PRA-QM-QMNL-001	**0006**	**December 2021**

The PRA Management reviews the quality management system at least once a year, to ensure its continuing suitability, adequacy, and effectiveness. The review includes assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives.

The discussions of the above inputs help the management determine the status of the QMS, and become the basis for the discussion of recommendations for improvement.

The progress of the review is oriented towards output objectives as listed below:

- improvement of the QMS and its processes;
- improvement of services related to the client requirements; or
- identification of new or changing resource needs.

BOARD MEETINGS

The Philippine Retirement Authority, as a corporate body, acts through its Board of Trustees. It is through Board meetings where the Board of Trustees or their Alternate Members discuss and resolve matters within their power and functions as provided in Section 6 of Executive Order No. 1037.

Board meetings are scheduled regularly or as the need arises. The planning, preparation and dissemination of the agenda and Minutes for the PRA's Board meetings are managed by the Office of the Board Secretary which is placed under the direct supervision of the PRA Board of Trustees.

MANCOM MEETINGS

The Management Committee (ManCom) is composed of the General Manager, Deputy General Manager and the Department Managers. While in certain instances, Division Chiefs are also included which is considered as "Extended ManCom."

ManCom meetings serve as a forum for comprehensive review and discussion of draft policies, guidelines, office issuances and other matters affecting the operations of PRA. It is likewise expected that matters brought about during the meeting will be resolved or decided upon, unless further study or deliberation is required.

The Office of the General Manager shall serve as the Secretariat of the ManCom with the following duties and responsibilities:

- Prepare and distribute Notice of Meetings
- Coordinate with the ManCom on matters to be discussed and included in the agenda
- Prepare and distribute agenda
- Prepare the venue of the meeting
- Document, prepare and distribute highlights/minutes of the meetings
- Monitor and request for reports on the action taken or the status of implementation of tasks assigned to the different units, divisions or departments of PRA

▪ Act as custodian or repository of documents pertinent to all meetings conducted.

COMMITTEE MEETINGS

Per Resolution No. 21-A, series of 2015, three (3) Committees were created to assist the PRA Board of Trustees, these are:

▪ Board Audit Committee;
▪ Banking Committee; and
▪ Immigration Committee.

Currently, only the Board Audit Committe has an approved composition and charter. Under the Board Audit Committee Charter the Committee shall meet atleast once every quarter or as often as circumstances may require.

The Office of the Board Secretary is designated as the Secretariat of the Board Audit Committee, hence, the said Office shall prepare and maintain the Minutes of the meeting and other records of the Audit Committee.

AGENCY PERFORMANCE REVIEW (MIDYEAR OR QUARTERLY)

PRA Management reviews in a quarterly basis, the performance of the Agency in terms of (1) Performance/ accomplishment in the Balanced/Performance Scorecard, and (2) Accomplishment of the Programs, Activities and Projects (PAP) for the year. Divisions and process owners submit to the Corporate Planning Division the quarterly accomplishment Report, which the latter consolidate in a one coherent agency report to be submitted to the PRA Top Management, and to other supervising and regulatory agencies (DOT, COA, GCG) as may be required. In any case, PRA may conduct a separate ManCom meeting or a Corplan-led review for this purpose.

3.2. POLICY REVIEW AND FORMULATION

A Committee, through an office order, is created in support of Management to review and/or recommend revision of existing policies as well as create new ones. If directed, it will also evaluate the impact of these policies if they are in accordance with PRA's mandate. Revised or newly created policies recommended by the Committee are subject to the final approval of the General Manager and the Board of Trustees.

The Committee convenes based on requests/issues raised by either the Management or Division Heads within the organization for appropriate action.

The composition of the Chairman, Vice-Chairman and its members are comprised of department and division heads with a secretariat, as stipulated in the Office Order.

3.3. CORRECTION AND CORRECTIVE ACTION

Where applicable, PRA deals with nonconformities through one (1) or more of the following ways:

- by applying corrections;
- by authorizing the efficient delivery of the services to the stakeholders;
- by taking actions appropriate to the effects, or potential effects, of the nonconformities when non-conforming processes or services are detected after the start of application or delivery; and
- other means to address non-conformities, as may be deemed necessary and proper.

When nonconformities are corrected, PRA re-verifies the corrections made to validate its conformity to the requirements.

PRA establishes and maintains a documented procedure to ensure that corrections and corrective actions are made to nonconformities in processes and services. The procedure also provides a system to determine the cause(s) of nonconformities, and implements appropriate actions to obviate the recurrence of nonconformities.

3.4. MANAGEMENT OF RISK AND OPPORTUNITIES

PRA ensures that the integrity of its QMS is substantially maintained, even with the occurrence of significant changes due to internal and external factors. The risks and opportunities that may affect the QMS are identified by each process owner and are given appropriate action plans which may include preventive actions for risks identified, and actions to take advantage of the opportunities. The action plans consider those intended to address potential changes, or areas vulnerable to changes in the QMS. These are documented through the Risk and Opportunity Registry (ROR), which may include the nature of risk, opportunity or potential change, determination of impact, the action plan, the resource allocation, and review of QMS after the responsive measures/actions are implemented.

The ROR is reviewed annually or as necessary by the process owners and reported to the Top Management.

3.5. RESEARCH FOR PROGRAM DEVELOPMENT/IMPROVEMENT

For purposes of improvement of the PRA program, or any process within the PRA QMS, a research whether in-house or through a third party consultant may be conducted as necessary or as directed by the Board, other regulatory agencies, or the PRA Top Management.

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B. THE PRA CORE PROCESS

Enrollment of applicants to SRRVisa program involves seven (7) major processes, namely:

1. SRRV Market Development;
2. Implementation of Marketing Plan
3. Accreditation of Partners;
4. Recruitment of SRRV Applicants;
5. Enrollment of SRRV Applicants;
6. Provision of Membership Services;
7. Monitoring of SRRV Members; and
8. Provision of Services for Cancellation of Membership.
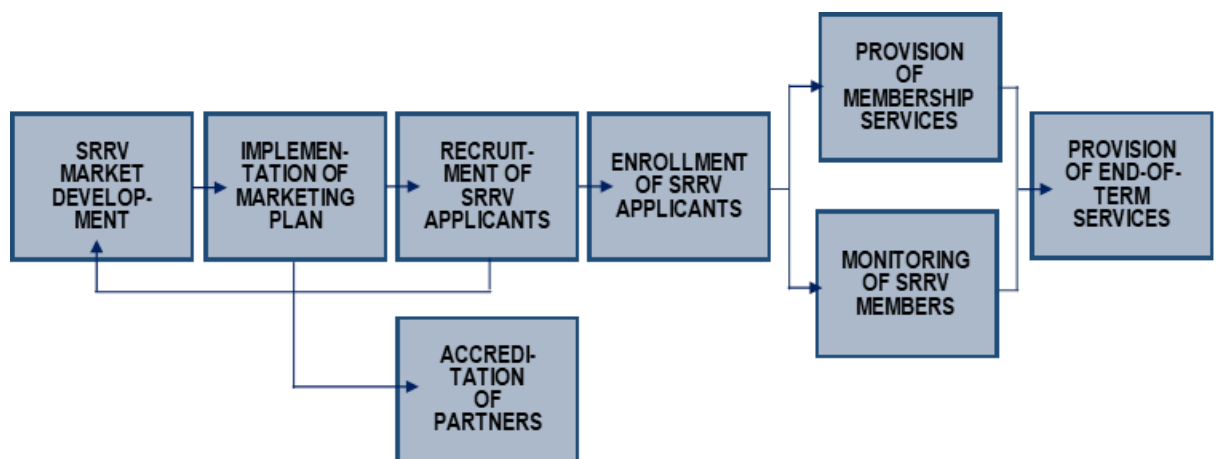
Figure 7. PRA Core Process

1. SRRV MARKET DEVELOPMENT

PRA develops its market based on the growing number of foreign retirees, stakeholders' cooperation, and global competition through the internal and external market profiling done by the Marketing Department through the Client Relations and Program Development Division (CRPDD) and Advertising and Promotions Division (APD) on a periodic basis.

Internal market profiling refers to the analysis of the trends in SRRV enrollment to identify the top five (5) nationalities in the program which would be the market focus. Furthermore, the results will also help in identifying emerging markets from the next five (5) nationalities.

External market profiling refers to the gathering of relevant retirement and ageing-related demographics which are gathered from local and international seminars and conferences which PRA participates in as either co-organizer or sponsor. The compiled data are utilized to examine the suitability of the SRRV program, including its benefits and compliances to particular existing or emerging markets.

The results of market profiling serve as inputs in developing the Authority's Marketing Plan.

2. IMPLEMENTATION OF THE MARKETING PLAN

The marketing plan is a tool for organizing the programs, activities, and projects implemented by the Marketing Department through its two (2) divisions, the CRPDD and the APD. The marketing plan aims to promote awareness of the SRRV program, and reach potential retirees, using allocated financial resources.

The Ads and Promo Division starts the implementation of the marketing plan by developing marketing materials/collaterals and advertisements. These marketing collaterals/materials are utilized in Local and International promotional campaigns through display and distribution, digital advertisements, broadcast advertisements, print advertisements and out-of-home advertisements which are regularly placed in both local and international publications.

For local promotion campaigns, PRA sends invitations and conducts briefings to retirement stakeholders like international organizations, foreign chambers and associations, expat clubs, Economic Zone locators, Alien Employment Permit (AEP) holders, and multinational companies. The Authority also conducts regular in-house orientations to foreign retirees in online or hybrid forms. Attendees to these activities cover short and long stay tourists, expatriates, including holders of other Philippine visas. Part of these orientations are institutional marketing and promotions through briefings/seminars organized separately or conducted simultaneously with the activities of the different organizations. PRA also participates as exhibitor/sponsor/resource speaker in different retirement and tourism activities such as fairs, conferences, summit, expos, seminars, and roadshows organized by the Department of Tourism (DOT), and other relevant government entities, and private sectors.

For international promotional campaigns, PRA organizes meetings/briefings/road shows for the Philippine Embassy/Consular Offices, DOT, Department of Trade and Industry (DTI), and Filipino Associations.

PRA also actively participates in retirement-focused and tourism-related events, such as expos, trade/travel/tourism/senior/emigration fairs, conferences, summits, seminars, sports/cultural events, farm tours, etc., as exhibitor/partner and/or resource speaker.

During the onset of the pandemic, most of these activities have switched to either web-based or hybrid platforms.

Ad placements are published and/or aired in local and international medium/media to maintain visibility, such as print advertisement, TV and radio exposures (including guestings/interviews), TV commercial spots, Billboards/LEDs, airport monitors and available ad spaces, moving/mobile ads (buses, taxis, paraws, etc), online websites, magazines/newspapers, and social media. Digital marketing ventures are given priority in a time where mobility between destinations are limited making foot traffic scarce.

As part of the implementation of the marketing plan, the PRA, through the CRPDD, collaborates with private entities, such as marketers, retirement facilities/offerors and merchant partners/packagers through an accreditation process to promote the SRRV program and provide services to the retirees in the most attractive package. Marketers render services to the retirees to facilitate their enlistment to the program. Retirement

facilities/offerors are real estate projects that cater to services/facilities that will be used by retiree-members. Merchant partners/packagers create a packaged lifestyle for the retirees.

The PRA also conducts online briefings and seminars to these entities to explain the accreditation process and incentives.

Conducting the aforementioned awareness campaigns results in the increased visibility of the PRA which then generates leads for potential retirees, accredited marketers, retirement facilities, merchant partners, and other existing stakeholders.

3. ACCREDITATION OF PARTNERS

Accreditation of stakeholders has been an integral part in the implementation of the marketing plan. These campaigns are designed to create secondary-level participation in the retirement programs. While promotions and client engagements are focused on directly communicating the SRRV to potential retiree applicants, recruitment of partners are geared to build and maintain a network of partners, and channels for marketing and promotion of the retirement programs of the Authority.

Currently, the PRA has three types of partner stakeholders: Marketers, Merchant Partners, and Retirement Facilities.

Marketers are accredited companies (i.e. travel agencies, law firms, hotels, restaurants, and other business providers), sole proprietors, lawyers, PRC licensed brokers, and other individuals who wish to help the PRA promote the SRRV program Marketers receive a fiscal incentive of $500 USD once they have successfully enrolled a principal retiree in the SRRV program.

Merchant Partners, on the other hand, are accredited service providers such as hotels, resorts, restaurants, drug stores, wellness centers, spas, bookstores, laundry shops, clinics, and the like that may give preferential treatment and discounts to PRA retiree members.

Retirement Facilities are accredited accommodations or dwellings for PRA-retiree members such as condominium units (can be Ready for Occupancy or Pre-selling), townhouses, houses, and house and lots for long term lease.

Potential retirement stakeholders would signify their intention to be a PRA partner through an accreditation procedure. The checklist of the documentary requirements for the accreditation process is available and downloadable from the PRA website.

Accreditation and management of partners designated as follows: Accreditation of marketers is handled by the accreditation unit in the Office of the General Manager, while accreditation of Retirement Facilities and Merchant Partners is handled by the accreditation unit in the Marketing Department.

An annual renewal of the accreditation serves as the monitoring system in managing accredited partners. The approval of an accreditation renewal is based on compliance to the accreditation renewal guidelines. Again, a checklist of the documentary requirements for the renewal process is available and downloadable on the PRA website.

RETIREMENT FACILITIES

Accreditation of Retirement Facilities is designated to the Marketing Department, Retirement Facilities whose business model is to provide long term accommodations, dwellings or residences to PRA retirees as they pursue their relocation and retirement in the Philippines.

The Accreditation Unit does conducts evaluation, site visits and project validation based on the submitted requirements.

Upon receipt of the documentary requirements from the Retirement Facility, the Accreditation Officer evaluates the completeness of the submitted documents. A mandatory orientation is conducted to educate the partners about the SRRV program, from the project leads down to their designated representatives.

Provided that Retirement Facility pass the accreditation standards, the Accreditation Officer will then endorse the Facility through a memo to the Accreditation Unit Head for review, and onwards to the General Manager for approval.

If the Retirement Facility is a Ready for Occupancy (RFO) unit, they would have to pay an accreditation fee at the PRA Cashier, after being issued a Billing Statement by the Accreditation Officer.

After compliance and approval are completed, the Accreditation Officer will facilitate the issuance of a Certificate of Accreditation, a Memorandum of Agreement, and an Official Sticker to the Retirement Facility, usually released through a representative.

MERCHANT PARTNERS

PRA offers business opportunity to stakeholders willing to provide/offer discounts and privileges to SRRV holders, and Marketers. Any DTI or SEC-registered business may apply to be accredited, at PRA Head Office and any Satellite Offices, free of charge.

Documentary requirements are required depending on their type of industry. The updated checklist of the basic and other requirements for the accreditation of Merchant Partner is available and downloadable on the PRA website.

The assessment and recommendation for accreditation are based on the completeness and compliance of the applying partner.

After the Head of Agency (General Manager/CEO) approved the endorsement memo prepared by the accreditation officer, the business owner may claim the certificate of accreditation, MOA, and issued by the Authority.

MARKETERS

> PRA accredits any person, natural or juridical, who are interested in rendering services to a retiree in the facilitation of his/her application to the program.

> The Accreditation Unit evaluates and validates the submitted documentary requirements of potential or interested marketer. Upon confirmation that the requirements are complete and that payment of accreditation fee has been made, the accreditation unit will then endorse the Marketer through a Memorandum to the Accreditation Unit head and the General Manager for approval together with the Marketer's Accreditation Certificate for the General Manager's signature.

> Likewise, ID forms with the information of the Marketer's authorized representatives are forwarded to the Servicing Division for ID printing.

In times of force majeure or natural calamities, PRA may utilize other permissible mechanisms/ways (web-based, hybrid, or online platforms) to accredit partners.

4. RECRUITMENT OF SRRV APPLICANTS

PRA's recruitment of SRRV applicants is embodied in the implementation of the marketing plan. Once potential retirees are identified through the recruitment program, leads are then converted into actual retiree-applicants through rigorous post-event and/or post-briefing follow through.

The Marketing Department handles the pre-processing step of the enrollment process where front liners evaluate the completeness, validity, authenticity, and accuracy of the submitted requirements.

In line with the ongoing efforts to automate the Authority's major processes, the Information and Communication Technology Division (ICTD) has developed the Checklist for Requirements for SRRV Application (CRSA) which is used to ensure efficient and streamlined evaluation of application submitted, and is linked to the bigger Retiree Information Management System (RIMS).

The evaluation process begins once the applicant has submitted their documents. Front liners evaluate if the documents are complete and valid, before encoding and printing the CRSA form. Afterwards, the document is then validated and given as a folder to the process document controller.

5. ENROLLMENT OF SRRV APPLICANTS

PRA, through its Processing Division, enrolls foreign retirees to the SRRV program by re-evaluating, verifying and re-validating the submitted requirements, endorsing them to the Bureau of Immigration (BI), and facilitating the release of the approved SRRV.

The Division recommends the application of retiree-applicant, through an endorsement letter (with the necessary attachments), addressed to the Commissioner of the BI for the issuance of SRRV. As part of the Division's adherence to the President's directive of Ease of Doing Business[11], automation of SRRV Application Process was instituted

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[11] Republic Act (R.A.) No. 11032

resulting to speed, efficiency and reliability of task implementation. Likewise, it enables control of the workflow and providing status reports of completed processes, in progress and incoming applications. PRA's liaison officer brings the application to the BI, together with the corresponding payment for the fees. The inter-agency relationship between PRA and BI is embodied in the Memorandum of Agreement (MOA) executed by and between the parties in so far as they relate to procedure for visa issuance. Moreover, PRA has established an effective mechanism to assure communication with BI through dialogues, whenever the need arises.

The application form and other relevant documents of the retiree-applicants are kept in a folder. While the visa is being processed, the folder can be traced by a unique number which is contained in the database maintained by the Processing Division. Each folder also contains a tracking sheet with the corresponding color assigned to each Division.

PRA exercises due care with the retirees' property, while it is under PRA's custody and control, or while being used, by:

- Providing a secure space and area for the retirees' folders that contain personal information, such as copy of Bank Certificate, passport, visa, police clearance, etc.;
- Keeping the original passports and other documents of the applicants in a vault *(the lock combination are entrusted to accountable officers in the Processing Division)* while the retiree's visa is being processed;
- Improving the work station of the employees in order to have spaces for necessary documents, while the applications are still being processed; and
- Designating an accountable staff responsible for keeping the retiree's data/information/record safe and secured.

Upon favorable endorsement to the BI, the Bureau then converts the tourist visa of the applicant into an SRRVisa through the issuance of a BI Order. The proof of membership to the SRRV program is a visa sticker affixed to the applicant's passport. The PRA procures the visa sticker and stores them in a vault *(c/o the Administrative Support Division)*. The Processing Division, in turn, requests for visa stickers based from the regular submitted consumption report. The Financial Management Division regularly conducts inventory check to ensure a safe level of stock. The General Manager/CEO, or any of his authorized representative, returns the passport with approved SRRVisa to the retiree during the Oath Taking, whereby obligations, rules and regulations of the Authority, as well as, Philippine Laws are being stated.

In cases where retirees are from any of the satellite offices, their approved SRR Visas are then transmitted through a courier, care of Satellite Unit, and the Oath Taking is administered by the Satellite Office Head.

During the pandemic, approved SRR Visas are transmitted through courier directly to the retiree in case their residence is far from any of the Satellite Offices, have comorbidities, or too old to travel, provided they will sign and return the Affirmation of Membership prior to transmittal.

6. PROVISION OF MEMBERSHIP SERVICES

To ensure continued customer delight and retention of SRRV holders to the program, PRA, through its Servicing Division, provides pro-active and reactive *(in coordination with the Financial Management Division and Information Communications Technology Division)* after-enrolment services. Pro-active after-enrolment services refer to yearly social integration programs intended to gather and involve SRRV holders in different worthwhile activities, such as:

- **Lakbay Aral Saya**, which serves as an educational/historical tour to let the retiree-members understand and appreciate the Filipino history and culture;
- **Health and Wellness Program**, which will help manage stress-free lifestyle of the retiree-members in fulfillment of PRA's mandate to provide a quality of life for them while residing in the country; and
- **Agri-tourism**, in support to the advocacy of the government, by allowing retiree-members to experience and be exposed to the most successful farms in the country, and inspire them in agricultural investment opportunities while enjoying retirement in the Philippines.

Reactive after-enrolment services refer to services provided upon request of SRRV holders, such as:

- Conversion of Visa Deposit into active investments that allows SRRV holders to maximize the use of such deposit through acquisition of condominium units or long-term lease of residential properties;
- ID Renewal;
- Re-stamping of SRRVisa;
- Assistance on bank-related transactions, such as Bank Transfer, withdrawal of excess visa deposit, withdrawal of interest earnings, change of account name, etc.;
- Cancellation of/Withdrawal from the SRRV Program;
- Other specialized services as the need of SRRV holders arises
- As per IATF Resolution, monitoring of SRRVisa holders' departure and arrival thru the issuance of Travel Pass via PRA website; and
- All transactions request is required to secure an appointment to observe minimum health protocols required by the government.

PRA establishes a process of receiving, evaluating, and handling request of service, and maintains a database to monitor the requests handled, and services delivered based on SRRV number and identification.

Whenever the transaction involves customer property, PRA provides space for safekeeping and storage of the said property, and exercises extreme care and confidentiality while under the custody and control of the Authority.

7. MONITORING OF SRRV MEMBERS

7.1. ONE (1) YEAR VALIDITY OF SRRV ID CARD

The yearly renewal of SRRV ID card started during 1996 pursuant to Board Resolution No. 01 series of 1996. It was adopted as a policy to oblige SRRV

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members to keep in touch with PRA yearly. The period of validity of the SRRV ID card was fixed to one (1) year, costing US$10.00 per card.

In 2005, the period of validity was raised to three (3) years pursuant to PRA Circular No. 001 dated 03 January 2005.

However, with the issue concerning the efficient monitoring and profiling of SRRV holders, the validity of I.D. Card was reverted to one (1) year pursuant to PRA Circular No. 001 dated 26 January 2021, effective 18 February 2021.

7.2. MONITORING OF DEPARTURE AND ARRIVAL

Pursuant to IATF Resolution No. 99-A, series of 2021, SRRV members are required to secure a Travel Pass (TP) from the PRA prior to their departure from the Philippines.

The TP is generated by the SRRV monitoring web app via PRA official website, free of charge. The SRRV member must register an account and fill-out the required travel information. Once completed, the TP will be sent to the SRRV member's registered e-mail address. The TP must be presented to the Bureau of Immigration (BI) counter at the airport.

Anent those arriving SRRV members, they are required to report the fact of arrival via entryexit@pra.gov.ph.

These requirements aid the Servicing Division in monitoring the movement of SRRV members.

7.3. OATH OF AFFIRMATION

The additional obligations incorporated in the Oath of Affirmation will be obligatory not only to new enrollees but for existing SRRV holders as well.

To ensure compliance with the obligations imposed, the transactions of SRRV holders with the Servicing Division shall be entertained upon presentation of their respective reference number obtainable on-line via PRA official website.

The Servicing Division requires a fully accomplished Retiree Registry Form (RRF) to be submitted personally or online that will grant the retiree access to a particular transaction number, necessary before they can transact with the following: renewal of ID, re-stamping of visa, travel pass, entry exemption document and other services from the Servicing Division . With this policy, existing SRRV holders can be monitored as they are required to fully disclose pertinent information to PRA. Unless these forms are properly and completely accomplished, the applicant or retiree will not be given a transaction number.

For marketers or representatives who will be transacting with PRA for and in behalf of the SRRV holders, they shall be required to accomplish and present, in addition to the RRF, a notarized Guarantee Letter to ensure that all data / information about the retiree member supplied to PRA are true, accurate and verifiable.

8. **PROVISION OF END-OF-TERM SERVICES**

As part of the commitment to provide former members assistance the Servicing Division extended the following services thru:

- Repatriation of former member retirees to their country with coordination on their respective embassy.

- Assistance on burial/cremation for those members without any family left to claim

C. **THE PRA SUPPORT PROCESS**

The PRA Management determines, and is committed to provide appropriate resources necessary to implement and maintain the Quality Management System (QMS), to continuously improve its effectiveness, and to enhance client satisfaction by meeting regulatory requirements, and exceeding clients' requirements/expectations.

MANAGEMENT OF HUMAN RESOURCES	MANAGEMENT OF FINANCIAL RESOURCES	MANAGEMENT OF PROCUREMENT
Recruitment and hiring of employees, competency assessment, development and training of employees, periodic performance evaluation, personnel action	Budget management, management of expenses, revenue management, financial analysis and reporting	Requisition of goods and services, posting of requirements, evaluation and selection of supplier/service provider, issuance of Notice of Award (NOA)/ Purchase Order (PO)/Contract/Notice to Proceed (NTP)

MANAGEMENT OF GOODS AND SERVICES	MANAGEMENT OF INFRASTRUCTURE	MANAGEMENT OF WORK ENVIRONMENT	MANAGEMENT OF INFORMATION
Acceptance from supplier, issuance to end-user, proper usage, inventory maintenance and storage, disposal of unserviceable property, monitoring of outsourced services	Identification/Determination, provision and maintenance of: 1. ICT Infrastructure and Resources; 2. Office space and associated utilities; 3. Transportation resources; and 4. Other equipment	Identification/Determination, provision and maintenance of Work Environment on: 1. Social; 2. Psychological; and 3. Physical factors.	Organizational Knowledge Management (knowledge gained from trainings, seminars, conferences, maintenance of documented information like Operations Manual, process flows, Office Orders, Circulars, Citizen's Charter, etc.) Control of Documented Information

Figure 8. PRA Support Process

1. **MANAGEMENT OF HUMAN RESOURCES**

1.1. **RECRUITMENT AND HIRING OF EMPLOYEES**

PRA seeks to attract the best-qualified candidates who bring the necessary skills, knowledge and qualifications to bear on the position. PRA is also committed to equal opportunity and nondiscrimination towards applicants and follows recruitment, selection, and hiring practices that comply with CSC rules and regulations.

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Job vacancies are posted at the CSC Bulletin of Vacant Positions, Bulletin Boards within the office premises as well as in Satellite Offices. In addition, applicants may also apply thru its Jobstreet.com page. An applicant must submit an application letter, copy of Certificate of Eligibility/License, properly filled out PDS, Performance Rating in the last rating period (if applicable) and TOR. Applicants who meet the minimum QS of the position will move forward to the interview process. They will be screened by the Chairperson and Members of the HRM Personnel Selection Board. The most qualified among the applicants will be then recommended by the HRM PSB to the Appointing Authority.

1.2. COMPETENCY ASSESSMENT

Competency assessment, also known as competency evaluation, is the process of looking into the current skill levels of employees and the potential competencies they could acquire or enhance. It focuses on how well the employee is performing the required job skills in relation to specified performance standards. Competency assessments present an effective means to:

- Provide a performance assessment tool
- Acknowledge satisfactory and exemplary performance
- Target performance deficits
- Highlight skills that require additional training or practice
- Benchmark employee performance across organization norms

Furthermore, we can also use competency assessments to evaluate the effectiveness of training and tailor fit it for each employee.

Training records are documented information that can be used as evidence of competence. It clearly and quickly show what training has taken place. Examples of evidence may include:

- Employee PDS and certifications
- Training attendance
- Test results, certifications, performance evaluations

1.3. PERIODIC PERFORMANCE EVALUATION

The PRA-SPMS is focused on linking individual performance vis-à-vis the Authority's organizational vision, mission and strategic priorities. It is a mechanism that ensures that each employee contributes to the attainment of or helps achieve the objectives set by the agency and, on the other hand, the agency achieves the objectives that it has set itself to achieve in its strategic plan.

The PRA-SPMS follows the four-stage PMS cycle: Performance Planning and Commitment, Performance Monitoring and Coaching, Performance Review and Evaluation, and Performance Rewarding.

The Key Players are as follows:

- SPMS Champion
- Performance Management Team
- Corporate Planning Division
- HR Unit
- Individual Employees

The Performance Review aims to assess both Office and individual employee's overall performance level based on performance targets and measures as approved in the OPCRs, and IPCRs.

The Department Managers assess the performance of its divisions and units in terms of accomplishment of their Programs, Activities, and Projects (PAPs). The Division Chiefs as immediate supervisors assess individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records of accomplishment. It is also expected that the immediate supervisor keeps supporting documents and evidence on the reported outputs of individual employees which will be used as bases for employee assessment and for determining employee's contributions. The supervisors are required to indicate qualitative comments, observations and recommendations in the IPCRs which will be used for human resource development purposes such as promotion and other interventions. Forms with blank portion will be returned. Employee's assessment should be discussed by the supervisor with the concerned ratee prior to the submission of the IPCRs.

Performance evaluation shall be done semi-annually that is January to June and July to December. The results of the performance evaluation/assessment will serve as inputs to the:

- Supervisors in identifying and providing the kind of interventions needed, based on the developmental needs identified;
- HR Unit in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives;
- PMT in identifying potential PRAISE Awards nominees for various awards categories; and,
- PRAISE Committee in determining top performers of the Authority who qualify for awards and incentives

In terms of evaluating the individual performance, PRA uses the IPCR, which is a rating scale performance measurement tool submitted semi-annually to the Administrative Support Division. It is a mechanism to capture the Key Result Areas (KRA), objectives, performance indicator, and competencies.

2. MANAGEMENT OF FINANCIAL RESOURCES

The Financial Management Division (FMD) is primarily tasked to allocate and manage the financial resources of PRA. It is responsible for the overall control and monitoring of its net worth. It ensures that assets are well accounted for, and manages the

expenditures so that all programs/projects are financed in an optimal way, at minimal risks. Likewise, the FMD takes the responsibility of reporting how budgets are utilized in the implementation of specific plans and programs of the Authority. This includes reporting on budget utilization and implementation of specific plans and programs of the Authority.

Common mechanisms are currently used for the production of financial reports and the handling/monitoring of the Authority's monetary assets.

2.1. BUDGET MANAGEMENT

PRA's COB is a detailed projection of all estimated income and expenses primarily
based on forecasted number of retiree-applicants who are targeted to enroll in the program through the issuance of Special Resident Retiree's Visa (SRRV) by the Bureau of Immigration, during a certain fiscal year. The COB for a given calendar year is approved by DBM.

2.2. MANAGEMENT OF EXPENSES

PRA maintains a Registry of Budget Utilization by Expense Class to monitor and control the utilization of funds, which includes Personnel Services, Maintenance and Other Operating Expenses, and Capital Outlays. The amount of utilization should not exceed the approved Corporate Operating Budget (COB).

2.3. REVENUE MANAGEMENT

PRA takes on the responsibility of handling funds from (a) its own earnings saved from the yearly operational net income; and (b) funds held-in-trust for the retirees' visa deposits maintained at a government bank or accredited private banks. Item (a) comprises of the Authority's financial resources in terms of collections and payments made in accordance with the plans and programs being set by the management, and in compliance with the standard accounting and auditing rules and regulations. The excess funds are maximized in the form of investing in high-earning time deposits and other deposit products and securities. Item (b) comprises of funds solely from the visa deposits of retirees' and/or applicants' money held in trust by PRA. Visa deposits with DBP are placed in Certificates of Time Deposits (CTDs) under the account of PRA for and on behalf of the retiree-member. The interest earned from these CTDs are re-invested to maximize interest income. PRA earns Management Fees from visa deposits with private banks.

2.4. FINANCIAL ANALYSIS AND REPORTING

Financial Statements are prepared by FMD on a calendar period which shows the financial conditions of the Authority at a particular date, and the results of its operations during the period. The sources and uses of cash and cash equivalents are presented in the Statement of Cash Flows. And the changes to the Authority's net worth are presented in the Statement of Changes to Equity. Additional disclosures required by standards or regulations are found in the Notes to Financial Statements.

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Likewise, other financial reports may be required by PRA management.

3. MANAGEMENT OF PROCUREMENT

Procurement refers to the acquisition of Goods, Consulting Services and the contracting for Infrastructure projects of the Authority. PRA adheres to the generic procurement process mandated under Republic Act No. 9184 (Procurement Law) and its Implementing Rules and Regulations (IRR). All procurements are presented to the Bids and Awards Committee (BAC) during preparation of the Annual Procurement Plan (APP) for deliberations and determination of the mode of procurement.

The Bids and Awards Committee (BAC) is composed of at least five (5) but not more than seven (7) regular members, including provisional members (End-user/Proponent). The regular members are: The Chairperson, Vice-Chairperson, and three (3) members. The provisional members attend the meeting depending on the nature of the procurement and when the procurement needs of their respective division and/or department are being deliberated. The BAC and its Secretariat has the following responsibilities as stated in the Procurement Law (RA 9184):

- conduct pre-procurement conference and pre-bid conferences;
- determine the eligibility of prospective bidders;
- conduct the evaluation of bids;
- undertake post-qualification proceedings;
- resolve motion for reconsideration;
- recommend award of contracts to the Head of the Procuring Entity (HoPE);
- recommend to the HoPE the use of Alternative Methods of Procurement; and
- perform such other related functions as may be necessary, including the creation of a Technical Working Group (TWG) from a pool of technical, financial and/or legal experts to assist in the procurement process, particularly in the eligibility screening, evaluation of bids, and post-qualification.

On the other hand, the BAC Secretariat is responsible for the following:

- provide administrative support to the BAC;
- organize and make all necessary arrangements for BAC meetings and conferences;
- prepare minutes of the BAC meetings and resolutions of the BAC;
- take custody of procurement documents and other records;
- manage the sale and distribution of bidding documents to interested bidders;
- advertise and/or post bidding opportunities, including bidding documents, and Notice of Awards;
- assist in managing the procurement process;
- monitor procurement activities and milestones, and prepare procurement monitoring report using the form prescribed by the GPPB;
- consolidate Project Procurement Management Plans (PPMPs) from various units of the procuring entity to make them available for review;
- prepare the Annual Procurement Plan (APP); and

- act as the central channel of communications between the BAC and the end users, PMOs other units of the line agency, other government agencies, providers of goods, services and infrastructure projects, observers and the general public.
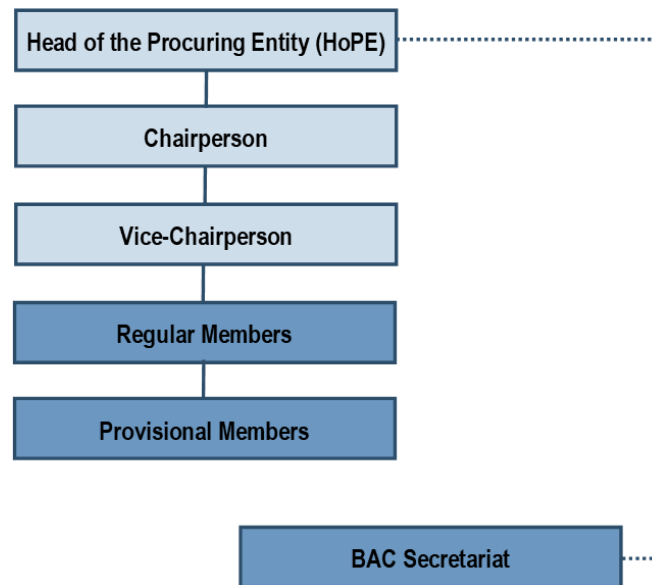

Figure 9. PRA Bids and Awards Committee (BAC) Organizational Structure

The Authority conducts procurement planning activities to guide the proponents on the procurement process, modes, and proper development of the PPMPs, a year before the scheduled procurement. No procurement is undertaken unless it is in accordance with the approved COB and APP. In case there is no approval of proposed budget, allocation of financial requirements in procuring goods and services shall be taken on the re-enacted budget based on the latest DBM-approved budget in which consideration shall only be taken on Operating Expenses, but not on Capital Outlays expenditures. Every year-end, from the approved Corporate Operating Budget (COB) granted by the Board of Trustees (BOT) and the Department of Budget Management (DBM), each procuring unit submits its revised PPMP to the BAC Secretariat for the preparation of the revised and final APP.

3.1. REQUISITION

Each procurement is initiated by requisition of the end-user to the BAC for resolution. Terms of Reference (TOR) for Consultancy, Technical Specifications for Goods, Scope of Work for Infrastructure Projects and Market Study is required, to supplement the items to be procured. Technical Working Group (TWG) or committee may also be created, if necessary, to help in defining and evaluating the required goods and services.

3.2. POSTING OF REQUIREMENTS

All items to be procured are subject to PRA website posting and Philippine Government Electronic Procurement System (PhilGEPS) posting if the Approved

Budget for the Contract (ABC) is above ₱50,000.00, and request for at least three (3) quotations if the ABC is below ₱50,000.00. Exempted from this is the procurement of regular and non-regular office supplies to be done through Procurement Service (PS). If the regular and non-regular office supplies to be procured are not available/out of stock from the PS, Certificate of Non-Availability of Stocks (CNAS) shall be issued and standard procurement process will be followed.

All bidders and suppliers must be registered to PhilGEPS.

3.3. SELECTION OF SUPPLIER/SERVICE PROVIDER

Certain evaluation mechanics or methodology shall also be employed depending on the kind and nature of items to be procured to identify the Lowest Calculated Responsive Bid (for goods and services) or Highest Rated Responsive Bid (for consultancy). A resolution is issued by the BAC recommending the award to the selected supplier based on compliance with the technical, financial and legal requirements defined in the Purchase Request (PR), Terms of Reference (TOR), Technical Specifications or Scope of Work, and in the provisions of RA 9184 – Procurement Law.

3.4. ISSUANCE OF NOTICE OF AWARD (NOA)/PURCHASE ORDER (PO)/CONTRACT/NOTICE TO PROCEED (NTP)

The Notice of Award (NOA) signed by the Head of the Procuring Entity (HoPE) is issued to the selected bidder/supplier followed by the issuance of the PO/Contract and Notice to Proceed (NTP). The PO/Contract and NTP shall tender the delivery of the goods and services being procured, with stipulation on the terms and conditions, as agreed upon by the Authority and Supplier, following the provisions of RA 9184 – Procurement Law.

4. MANAGEMENT OF GOODS AND SERVICES

4.1. ACCEPTANCE FROM THE SUPPLIER

Goods and services, delivered as fulfilment of the supplier's contractual obligation, shall be accepted by the End-user/Proponent, on the following manner, whenever applicable, subject to the terms and conditions defined and stipulated in the amended PRA Office Order No. PRA-ANF-2018-08-186A, Reconstitution of Inspection Committee.

All items procured are inspected prior to acceptance.

4.2. ISSUANCE TO END-USER

Depending on the kind of goods and services, issuance shall be coordinated and performed by the Supply Officer/Property Custodian, or any designated employee. Regular supplies are being issued, upon request, and are recorded in the database for inventory monitoring.

Inventory Custodian Slip (ICS) is issued to those who will use or be accountable for semi-expandable items, but not classified as regular supplies.

Acknowledgement Receipt for Equipment (ARE), previously known as Memorandum of Receipt (MR), is issued for Fixed Assets which are considered of high value and with estimated useful life of more than one year. This receipt is signed by the end-user and the Supply Officer for accountability, recording, and monitoring purposes.

4.3. INVENTORY MAINTENANCE AND STORAGE

The Supply Officer conducts monthly physical inventory on regular office supplies and reconcile with the database to ensure the availability of goods and prepare and submit the Stock Position Report (SPR) to the concerned unit. Inventory of PRA-owned Fixed Assets (FA) is supported by Acknowledgement Receipt for Equipment (ARE) for custodial, and accountability. As prescribed by the Commission on Audit (COA), periodic inventory is conducted by a team on a yearly basis. This is to validate the physical count of FA consistent with the inventory record.

The Authority maintains its storage located within the office premises. Said facility is provided with shelves and secured locks in which only the Supply Officer/Property Custodian and designated alternate have access to the area. Goods stored are properly grouped according to their kind, and are labelled accordingly for easy identification, retrieval, and issuance.

Aside from inventory of Fixed Assets being handled by the Supply Officer/Property Custodian of the Administrative Support Division, ICTD also maintain a separate inventory list of ICT resources of the Authority intended for the following purposes:

- to monitor the warranty provision for each equipment;
- to monitor the expiration period of software licenses and installation media;
- to determine the accountable user as per distribution to different departments and/or divisions;
- to monitor the operational condition and performance of IT equipment; and
- to serve as reference in the preparation of the Information Strategic System Plan (ISSP) and budget requirements for preventive maintenance system

The above list is periodically reviewed and updated by the ICTD to ensure proper accounting and management of ICT resources.

Satellite Offices shall be responsible to conduct physical inventory and maintain an inventory list of their Fixed Assets, however, the Inventory Committee shall conduct a follow up physical inventory for verification and will issue appropriate ARE.

4.4. DISPOSAL OF UNSERVICEABLE PROPERTIES

Disposal of FA is being done upon the recommendation of the Disposal Committee, duly approved by the Head of the Agency, and a certification issued by COA, if the book value is amounting to Php 5,000,0000.00 and above. Determination on disposing FA is based on the following conditions:

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- it reached the residual value; and
- it is unusable, not operational, or beyond economical repair.

As to the mode of disposal, the Authority follows the provisions stated in the Commission on Audit Circular No. 86-264 issued on 16 October 1986, titled "General Guidelines on the Divestment or Disposal of Asset of Government-Owned and Controlled Corporations (GOCC) and their Subsidiaries," and PRA Manual of Disposal of Unserviceable Property.

4.5. MONITORING OF OUTSOURCED SERVICES

Considering the other ICT requirements of the Authority, PRA engages outsourced services provided by third-party entities. These services are web hosting, email services, and internet connection, among others. The significant contributions to the Authority are as follows:

WEB-HOSTING

Internet presence of PRA website that enable digital promotion and marketing of SRRV products, on-line application, and virtual dissemination of information about the Authority.

INTERNET CONNECTION

Facility that enables PRA to connect over the net, and take advantage and make use of various internet technology resources.

E-MAIL SERVICES

Enable virtual communication to customers and stakeholders through electronic transmission.

Official emails are used to transmit messages and other information to employees, clients and stakeholders.

CONTRACT OF SERVICE

A contracted individual, also referred to as Job Order employee or contracted (manpower), shall perform lump sum work or service related to or incidental to the Authority's hiring functions and operations, for a specific period of time not exceeding six (6) months. It can be classified into janitorial and clerical services.

Government policies and guidelines are strictly followed and indicated in the service contract.

OFFICE SPACE

An area that provides suitable environment for employees and clients intended for office operations.

Contracts and procurement process are in accordance with the government policies and guidelines.

SECURITY SERVICES

To keep ward, watch, and provide protection to PRA employees, clients, and its properties, as per the contractor's requirement.

Contracts and procurement process are in accordance with the government policies and guidelines.

COURIER SERVICES

Courier services help the Authority and individuals transport important documents, packages, and other items. A courier service is noted for expeditious delivery, tracking, and security of items being delivered.

Contracts and procurement process are in accordance with the government policies and guidelines.

STORAGE/WAREHOUSE

An offsite hard-copy document storage and management services that helps the Authority store, maintain, and keep safe the documents that need to be preserved, secured, and remained undisclosed and confidential.

Contract with service provider is approved in accordance with government guidelines and policies.

A periodic inventory of obsolete records/ documents is conducted for proper disposition.

TELECOMMUNICATIONS

Refers to the exchange of information by electronic and electrical means over a significant distance. Telecommunication devices include telephones and cellular phones.

Contracts with service provider is approved in accordance with government guidelines and policies. Office Orders are made for proper official usage of the equipment property.

SUBSCRIPTIONS

An agreement by the Authority to a certain entity to get a publication or service regularly. This includes newspapers, cable, and magazines.

Contract with Service Provider is approved in accordance with government guidelines and policies for the provision of newspapers, magazines, cables, internet connection, etc.

MARKETERS

Business entities (registered sole proprietorships, partnerships, corporations), accredited by the PRA to function as marketing channels and independent promotion and assistance arm for the enrollment of foreign retirees to the SRRV program.

GOODS

Refers to all items, supplies, materials and general support services, which may be needed in the transaction or in the pursuit of any undertaking of the agency.

Performance of the external providers of goods and general support services shall be evaluated at least once a year to determine their continuous ability to provide products or services in accordance with the requirements set by the agency. The PMD shall retain documented information of these activities and any necessary actions arising from the evaluations.

In monitoring the said services, PRA employ the following controls to ensure its proper delivery and compliance with the agreed terms and conditions as stated in the Service Level Agreement (SLA).

Table 4. PRA Service Level Agreement (SLA) Controls

TYPE OF SERVICES	TYPE OF CONTROL	EXTENT OF CONTROL	FREQUENCY
Web Hosting and Email Services	Documentation Review	Regular Monitoring	Yearly
Internet Connection	Documentation Review	Regular Monitoring	Yearly
Contract of Service	Screening	Performance Review	Quarterly
Office Space	Documentation Review	Audit Report	*Depending on the need for transfer or acquisition of new space*
Security Services	Documentation Review	Performance Review	Yearly
Courier Services	Documentation Review	Performance Review	Weekly
Storage/Warehouse	Documentation Review	Performance Review	Yearly
Telecommunications	Documentation Review	Performance Review	(LANDLINE) As the need arises. Monitored only if problem exist

(PABX) Yearly

(MOBILE PHONE) Every two (2) years |

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TYPE OF SERVICES	TYPE OF CONTROL	EXTENT OF CONTROL	FREQUENCY
Subscription	Documentation Review	Regular Monitoring	Every six (6) months
Marketers	Documentation Review	Performance Monitoring	Every six (6) months
Goods	Inspection of goods delivered/services rendered and Documentation Review	Performance Review/Evaluation	At least once a year

5. MANAGEMENT OF INFRASTRUCTURE

Identification/Determination provision and maintenance of:

5.1. ICT INFRASTRUCTURE AND RESOURCES

The Information and Communications Technology Division (ICTD), a unit under the Management Services Department (MSD), handles the ICT initiatives and programs of the Authority. It is responsible in determining IT-based solutions and approaches that are aligned to PRA's mandate, mission, vision, and objectives, as well as its Strategic Plan. The basic function of ICTD is to provide operational and technical support services to the Authority, particularly the provision of software and hardware, network connectivity and other applicable and available ICT technologies. Other associated functions are as follows:

- Prepare and define the Information Systems Strategic Plan (ISSP). This plan covers and serves as the blueprint of the three (3) year ICT journey of the Authority in terms of IS projects, timeline, resource requirements, budgeting and procurement of ICT resources based on consultation with concerned departments and/or divisions. Said plan is mandatorily submitted and endorsed by the Head of the Authority to the Department of Information and Communication Technology (DICT) for review and approval;

- Perform regular monitoring, and initiate appropriate action to mitigate risks and ensure effective protection of IT resources against internal and external threats. Technical evaluation of IT-based solutions and proposals is also undertaken, and recommendation is prepared, as may be required by the management or concerned unit of the Authority; and

- Perform software and hardware repair and troubleshooting as routinary function and/or necessary and preventive maintenance to all PRA-owned IT resources to ensure high availability and optimum utilization of the said resources.

5.2. OFFICE SPACE AND ASSOCIATED UTILITIES

PRA plans, provides and maintains the resources needed to achieve product and process conformance, including buildings, workspace, receiving areas, training facilities, equipments, and supporting services such as transportation and

communication systems. The Administrative Services Division has the overall responsibility for managing facilities and equipment maintenance which includes:

- transportation management, maintenance and repair;
- equipment management, maintenance and repair; and
- facilities management, maintenance and repair

Documented information of the maintenance activities conducted are retained and monitored.

6. MANAGEMENT OF WORK ENVIRONMENT

PRA determines, provides, and maintains necessary environment for the operation of processes to achieve products and service. The necessary environment includes offices conducive to learning and working. 5S has been adopted by PRA to address this requirement in ensuring that work environment in the agency is suitable to achieve conforming products and services, and that adequate human, social, psychological, physical and safety factors are maintained, to wit: equality in opportunities, non-discriminatory, calm, non-confrontational, stress reducing, burn out prevention, emotionally protective (anti-bullying/violence), counseling support, space management, hygiene, noise levels, temperature, heat, humidity, light, airflow. Safety aspects include the use of safety equipment, emergency drills, evacuation plans.

7. MANAGEMENT OF INFORMATION

7.1. ORGANIZATIONAL KNOWLEDGE MANAGEMENT

Corporate data or information which are considered organizational knowledge of the Authority are available in both soft copy and hard copy format. Said data and/or information relevant to transactional processing, reporting, and supplemental references are being shared across the Authority depending on the purpose and output to be generated. Organizational knowledge being produced and shared by each department and division varies in formats and attributes. It can also be shared to external stakeholders like marketers, retirees, merchant partners, private entities, and other government agencies. The initiative of the Authority to perform data build up and consolidation in the form of databases or worksheets establishes a new organizational knowledge considerably functional and beneficial to the Authority.

In order to protect and ensure the integrity of the corporate data, certain security level is enabled to all computing devices and peripherals. The data being shared via network and internet are stored both in the workstations and in the file server with combined data protection mechanism implemented in accessing the server. The said security level is the access key and privilege being set by the System Administrator in the form of a user ID and password.

Aside from sharing organizational knowledge through network resources, the Authority also adopts internet technology in disseminating information through the PRA website and email facility. These modalities are not only effective and

efficient tools, but also ensure the availability of information anytime, anywhere within the net. Embedded security is also enabled by the host providers to ensure protection against virtual threats.

Protection and management of information available on hardcopy and soft copy format are in accordance with Items 7.5.3.1 and 7.5.3.2 of ISO 9001:2015. ICTD performs data back-up of files twice a month from the file server using external storage devices. This is done during weekends to avoid interruption on business operations. Creating back-up on storage media is done alternately to maintain two (2) copies of data on different period. Proper labelling of media and continuous updating of back-up log sheet are being practiced by the ICTD. Restoration of back-up data can also be done, if necessary.

7.2. CONTROL OF DOCUMENTED INFORMATION

The PRA documented information includes documented statement of quality policy and objectives, plans, quality manual, policies and procedures, related forms, externally-sourced documents, such as government regulations and international standards, and records.

PRA developed its official document quality policy and quality objectives, and documented mandatory procedures and records as required by ISO 9001:2015. These procedures are necessary for the effective planning, operation, and control of its processes.

QUALITY MANUAL

The quality manual describes the scope of PRA QMS and justifications for exclusions. It also contains the processes for its QMS and their interaction. These processes include management, resource management and support, service realization processes, measurement, analysis, and improvement processes.

PRA aims to maintain a quality manual with the scope of its QMS. It will reflect the details and justifications for any exclusions, as well as the procedures or references to the procedures. More importantly, the description of interaction among the processes will be defined.

CONTROL OF DOCUMENTED INFORMATION

PRA controls documented information in any type of form or medium conforming with the procedure on control of documented information. When creating and updating documented information from internal and external sources, PRA ensures appropriate review, approval by authorized personnel prior to use and distribution, for suitability and adequacy.

Documented information required by the quality management system and by ISO 9001:2015 are controlled to ensure:

- Availability and suitability for use, where and when it is needed; and
- Protection from loss of confidentiality, improper use, or loss of integrity.

PRA establishes and maintains a documented procedure which defines the control necessary for the creation, maintenance, use, retention and disposal of records. Retained documented information or records whether in print or electronic format, are stored and retained for easy retrieval in the storage facilities that provide a suitable environment to prevent damage, deterioration or loss. Retention periods of quality records and records disposition schedules are established, recorded and maintained in accordance with the National Archives of the Philippines (NAP) Act.

V.   PROVISION FOR AMENDMENT

This procedure may be amended at any time whenever necessary.

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