



**PHILIPPINE RETIREMENT AUTHORITY
RISK MITIGATION PLAN**

NO.	PROCESS	PROCESS OWNER	INTERESTED PARTIES NEEDS AND EXPECTATIONS	INTERNAL AND EXTERNAL ISSUES	PLANNED RESULTS EXPECTED OUTPUTS, MFO, OBJECTIVE	RISKS THAT CAN ADVERSELY AFFECT THE PLANNED RESULT	OPPORTUNITIES THAT CAN BENEFICIALLY AFFECT THE PLANNED RESULT	ACTIONS TO ADDRESS RISKS AND OPPORTUNITIES	
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	Conceptualization and development of printed promotional collaterals	Advertising and Promotions Division	Potential retiree applicants, existing retiree members, foreign attaches, employees, industry partners, suppliers, publishers, third-party providers, and other government agencies. <i>(Needs accurate and timely information presented in a succinct and attractive manner)</i>	(-) Possibility of errors on printed promotional materials due to the lack of available staff to check and proofread.	Well-designed promotional materials presented to interested and involved parties that increases knowledge and awareness about the PRA and the SRRV	Errors in print may affect brand perception and may cause misconception among parties involved.	Professional proofreading and checking of content, A/B testing of design	Conceptualization and development of new designs with thorough proofreading.	Create a TWG for A/B testing and intensive review of content.
	Conduct of Market Study in order to collect proposals from various media entities	Advertising and Promotions Division	Third-party providers (media partners, publishers, etc.) and respective signatories. <i>(Needs swift action and routing of endorsements and other necessary paperwork in order to ensure timely implementation)</i>	(-) Delays in submission of requirements from third party providers, missed communication / interrupted routing channels due to new normal schedules, absence of signatories	Projects, programs, and activities are implemented within a timely manner.	Constant delays in project implementation may cause a loss of trust between the PRA and the third-party provider. Project delays may also cause a loss of audience / right timing in launching advertising projects.	Full digitalization and streamlining of necessary processes. Digital marketing experiences a large surge, leading to more budget friendly opportunities.	Utilization of free platforms (i.e. Facebook, PRA Website) for makeshift advertising while the budget is pending. Constant coordination with media partners for free publication of press releases. Meticulous management of documented information to ensure efficiency in routing documents. Regular conduct of market research in order to ascertain new marketing trends.	Streamline existing processes with respect to New Normal Schedules
	Up-to-date endorsement and implementation of Ad Placements	Advertising and Promotions Division	Third-party providers (media partners, publishers, etc.), proponents from the BAC, and the Authority per se. <i>(Ensure that the utilization of budget and placement of advertisements are on the most advantageous media available and applicable.)</i>	(-) The ongoing community quarantine and safety protocols made people especially our target market less mobile. Capitalizing on the Out-of-Homes advertisements like the initial plan of the division would now be less effective.	Placements of advertisements are effective and can reach more potential clients.	Not adapting with the constant change of marketing particularly in advertising will hinder in reaching a broader market.	The advertising industry's direction is going digital, which is less expensive compared to other advertising media. Digital media can target and track its audience.	Cancellation of some Out-of-Home projects. Exploring the emerging trends in advertising and promotions.	Constant research on advertising trends and consult various ad companies/ media practitioners.
	Inspection of various ad placements (both internationally and locally) through physical and digital means	Advertising and Promotions Division	Third-party providers (media partners, publishers, etc.), and proponents from the BAC <i>(assurance of quality advertising in specified locations)</i>	(-) Inability to conduct in-person inspection due to COVID, lack of inspectors	All advertising placements are duly inspected before payment is processed.	Remote inspection may show cause for imagery manipulation and inaccurate assessment of advertising effectiveness.	Aligning inspection dates with CRPDD travels may see to a lower cost of airfare and accommodation.	Monitor CRPDD scheduled events upon setting the duration of ad placements as well as required ocular inspections. Conduct ocular inspections through live-video calls.	Coordinate with foreign sister agencies / industry partners to conduct inspection and assessment on our behalf.



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	Review of advertising contracts done by OGCC	Advertising and Promotions Division	OGCC, proponent (<i>ensure that contracts are at a win-win situation for the PRA and is duly compliant with the procurement law, RA 9184</i>)	(-) Delays in submission of contracts, usually from the provider's end	All advertising contracts get reviewed by the OGCC and duly revised afterwards.	Delays in response from the OGCC may cause delays in the implementation of the project itself.	Better contracts mean better deals for the Authority, minimizing the risk of disadvantage on black and white.	Collate and forward contracts for OGCC review at the earliest possible time. Apply changes and revisions as soon as full review is received.	Coordinate with OGCC to allow piecemeal submission of contracts to avoid delays.
	Collaboration with sister government agencies and partner government agencies	Advertising and Promotions Division	Industry partners, sister agencies (i.e. TPB, TIEZA, DOT attaches and offices) (<i>certify alignment between industry partners, secure advertising opportunities</i>)	(-) Delays in or non-response of contacted agencies (+) Industry partners and sister agencies volunteering partnership opportunities.	Branding is aligned with sister agencies, advertising partnerships between sister agencies are secured at no cost.	Delays in response from sister agencies may cause delays in finalizing branding details for the Authority.	Sister agencies may offer spaces in their offices to place PRA advertising materials (brochures, flyers, standees, etc.)	Correspond with sister agencies through phone and email.	Conduct regular alignment meetings with relevant sister agencies through digital means.
	SRRV Operations	PRA Operations Group	Retiree-members, retiree-applicants, PRA Employees, industry partners, relevant stakeholders (<i>an efficient and hassle free application process, from the inquiry level to the oath-taking level</i>)	(-) Operations are currently suspended with no definite timeframe.	Applications are re-opened and proceed in an efficient and hassle-free manner.	Suspension of operations for an indefinite period of time leaves retiree members and potential retiree applicants in an uncertain position. This uncertainty also equates to a halt in promotional efforts.	N/A	Closely collaborate with the mother agency, DOT, and comply with directives in order to ensure the resumption of operations at the soonest possible time.	N/A
	SRRV Policy Restructuring	PRA Policy Technical Working Group	Retiree-members, retiree-applicants, PRA Employees, industry partners, relevant stakeholders (<i>a retirement scheme that hits the sweet spot between economic prosperity through retirement tourism and maintaining territorial integrity</i>)	(-) Changes that will be made to the current SRRV program are still uncertain.	The SRRV program is not restructured or is restructured in a way that it will be beneficial to the Authority.	Restructuring the SRRV program means revising promotional materials as well as realigning market studies to newer, and more applicable demographics.	N/A	Closely collaborate with the TWG for updates on the restructuring of the program.	Ready materials for revision, if necessary. Conduct timely market studies for new demographics.
	Re-entry of SRRV members	PRA Servicing Division	Retiree-members, employees, potential retiree-applicants (<i>for retiree-members outside the country to be able to use their SRRV to enter the country in the height of COVID-19</i>)	(-) The IATF has yet to issue a directive that includes the SRRV as one of the allowed entry visas during quarantine.	SRRV members are allowed entry via their visa.	Non-allowance of entry of retiree members lessens the SRRV's value and produces irate customers that populate official social media sites.	N/A	Closely collaborate with the DOT and the DFA to expedite re-entry requests. Continuously appeal to the IATF to allow SRRV members to enter with their visa.	N/A



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	Implementation of New Normal Schemes	PRA	Employees, industry partners, stakeholders, retiree-members, retiree-applicants <i>(for the PRA to continue operations while following COVID-19 safety protocols)</i>	(+) The PRA has been steadfast in implementing COVID-19 guidelines and ensuring safe transactions. Vaccines are slowly being rolled out. (-) A New COVID-19 variant has been spotted.	The Division to adjust to a New Normal Scheme while also preparing for a return to normal through vaccination.	Uncontrollable phenomenon such as IATF guidelines and rise of COVID cases pose as risks to the viability of the Philippines as a retirement destination. Paper trails for documents (i.e. endorsements) are interrupted due to skeletal work schedules. New normal schemes also mean new normal advertising trends.	Researching new normal advertising trends (digital and broadcast) to fit the new demographic. Full digitalization of workflow. Capitalizing on lived experiences of retiree-members living in the Philippines.	Taking note of new practices in the new normal and adapting them to existing process flows. Keeping close watch of new developments with the IATF. Continuously and religiously researching new marketing trends apt for the current situation.	N/A
	Acceptance of SRRV Applications	Client Relations and Program Development Division (CRPDD)	SRRV APPLICANTS <i>Easy and convenient process of documentary requirements for the submission of SRRV Application</i>	Evaluation on the authenticity of documents submitted by clients/marketers	Endorsement of SRRV Application for processing	Fraudulent documents	Properly screened quality applicants	Seminars and trainings for fraud detection.	Regular seminars and trainings on fraud detection conducted by agencies with expertise on such matter.
Number of processing days for SRRV/Visa applicants' evaluation				Incomplete SRRV requirements		Increase in number of SRRV holders			
	Local and International Promotion	Client Relations and Program Development Division (CRPDD)	LOCAL AND INTERNATIONAL ORGANIZATIONS <i>Participation/Sponsorship in local and international events</i>	Identify linkages with private local/international organizations, Philippine embassies/consular offices abroad, and OFW organizations abroad to promote retirement in the Philippines.	Increase number of SRRV applications through local and international promotions	Global pandemic that resulted to poor economic status and health risk. Budget allocation. Internet and network connectivity.	To participate in different local and international events. To be more aggressive in online promotions and webinars conducted by different retirement and business organizations.	Regular communications with various local and international organizations.	Improve Information Technology System that can provide fast digital connection.
	Program Development	Client Relations and Program Development Division (CRPDD)		Improve retirement packages at par with other ASEAN countries with retirement as an industry	Globally competitive retirement program	Travel restrictions and closure of borders due to COVID-19	Utilization of different online platforms such as digital marketing.	Outsourcing of marketing plans and programs.	Budget allocation for the comprehensive marketing plan.
	Processing of SRRV Application	Processing Division	SRRV APPLICANTS (FOREIGN RETIREES) <i>On-time approval/issuance of SRRV</i>	Suspension beginning 23 October 2020 on the acceptance and processing of applications for new SRRV. Travel restrictions of foreign nationals and work disruptions due to COVID-19 pandemic.	Successful and timely delivery of SRRV to retiree-applicants. Achieving the set target enrollment for the year.	Failure to deliver SRRV on time due to internal and external issues resulting in (a) discontinuance of SRRV application, and (b) non-achievement of set target enrolment.	Lifting of suspension on the acceptance and processing of SRRV applications for new SRRV. Lifting of travel restrictions of foreign nationals.	Monitoring of turn-around time of SRRV process through time and motion study. Ensuring that all applicants with pending applications are aware of the suspension and delay of the process through Website Advisory and other means of communications.	Close coordination with the Bureau of Immigration (BI), and the possible establishment of the One-Stop-Shop by 2021.
	Safekeeping of clients' documents during SRRV application	Processing Division	SRRV APPLICANTS (FOREIGN RETIREES) <i>Physical documents and the confidentiality of information therein are protected during application</i>	Lack of proper and secured storage for the submitted documents/requirements.	No incident of loss/damaged documents while in PRA's custody. No incident of breach of Data Privacy Law.	Physical damage, deterioration, or loss of customer property.	The implementation of the Data Privacy Law in the country.	Passports of applicants are stored in a safety vault, while the other documents are kept in a secured lateral cabinet with lock.	Acquisition of additional safety vault for proper storage of documents and records of SRRV applicants in 2021.
Inadequate emphasis given to assure applicants of protection on personal information.				Inclusion of Confidentiality Clause in the application form.					



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	SRRV ID Renewal	Servicing Division	SRRV Members	Limited number of transaction allowed per day walk-in (Appointment System due to Pandemic)	Increase number of allowed walk-in transaction	Less number of SRRV members can renew their IDs	Control on the number of clients personally visiting the PRA office	ID renewal can be made online / via email	Institutionalize On-line Payment
		Servicing Division	SRRV Members	Clients Personally Visiting the PRA Office for Availment of Services	Maintaining safe office premises to protect health & safety of employees and clientele	Viral infection of PRA Employees	Clients can directly request and received the service sought	ID renewal can be made online/via email	
		Servicing Division	SRRV Members	(+) Two (2) printers were already procured (+)Automation of the ID renewal processing through the establishment of SRRV Servicing Information System	Provide excellent service to retirees and other stakeholders	More retirees will be served	Expeditious ID renewal processing which can handle an estimate of 130 to 150 IDs printed per day	Regular machine (ID Printers) maintenance (schedule of maintenance) through the assistance of the ICTD	Additional / Back-up Printers
		Servicing Division	SRRV Members	(-) Most information of the SRRV members specified in the records / files of the Authority are outdated (-) Longer validity of SRRV ID (-) No specific process or person to monitor the current situation / condition of the SRRV members	Vital information of SRRV members (e.g. contact number, address etc.) are kept updated	It may hinder the attainment of the latest information of SRRV members which may result to difficulty in profiling / monitoring their current condition in the country	-	The updated information of SRRV members are obtained during ID renewal annually or every three (3) years, as currently being implemented, depending on the SRRV members, preference	-
		Servicing Division / Financial Management Division (Via Courier Request)	SRRV Members	Batching of service is contributory to slow delivery of service	Prompt delivery of service to clients	Delay in issuance of official receipt for payments thru banks. Possible duplication issuance of official receipt. Delay in the processing of SRRV ID Renewal.	Accurate confirmation of the Retirees	Focal person to process the validation and immediate issuance of official receipt	Establish on-line payment system Streamline Validation & issuance of official receipt



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	One (1) Year Validity of PRA ID	Servicing Division	SRRV Members	Monitoring of PRA Retirees	Verification of retiree members status/ location etc.	Inconvenience to retiree members to renew annually	Updated status of members retirees annually	Provision of three (3)-year ID validity	
	Delay in SRRV Cancellation	Servicing Division / Financial Management Division	Retiree Members	B.I. Procedures/Process Released of Deposit Withdrawal Clearance	Meeting with BI officials Review procedure/process to release withdrawal/clearance	Unavailability of concern officers Streamline the process of cancellation	Facilitate the immediate cancellation of SRRV	Request are forwarded to BI Requires multiple steps to complete the process	
	Control of Records	Servicing Division / Admin	Servicing Division	Control of Records	Assigned Personnel (Regular) as record custodian	Unavailability of Personnel	Direct control of record that will be permitted to be borrowed	Job order employees handles all records	
	Conversion of Deposit to Investment	Servicing Division/Investment Group	SRRV Members	Purchase of condominium Substitution of investment	Require member-retirees to submit DOAS/CTS, photocopies of pictures of the property, and other relevant documents	Actual assessment of status and physical condition of the property.	Causes retirees' satisfaction. Strengthen retentions program.	Ocular inspection is required to verify if the unit is ready for occupancy. Annotation of PRA restriction of the CCT.3. Submission of certified true copy of CCT with PRA restriction. The value of the unit must be at least US\$50,000.00. Ocular inspection is required to verify if the unit is ready for occupancy. The value of the unit must be at least US\$50,000.00 or the value of the property to be substituted is greater than the existing one. Annotation of PRA restriction. Cancellation of PRA restriction on the old CCT. Submission of certified true copy of new CCT with PRA restriction.	Required Certification of Membership from the Building Manager/Administrator



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	Conversion of Deposit to Investment	Servicing Division/Investment Group	SRRV Members	Long Term Contract of Lease	Require member-retirees to submit DOAS/CTS, photocopies of pictures of the property, and other relevant documents	Actual assessment of status and physical condition of the property.	Causes retirees' satisfaction.	Ocular inspection is required to verify if the unit and/or property is ready for occupancy. That the value of the Contract must be at least US\$50,000.00.. Annotation of PRA restriction. Cancellation of PRA restriction on the first CCT. Submission of certified true copy of CCT with PRA restriction. Sworn Undertaking by the Lessor to comply with PRA's requirements.	
	Payroll for Regular and Job Order Employee	Administrative Support Division (ASD)	COA PRA OFFICERS AND EMPLOYEES <i>Accurate and on-time payment of salary.</i> <i>Correct and complete documentary requirements on file.</i>	Unjustifiable requests for immediate release of salaries/payroll of Job Order (JO), and non-compliance to schedule and procedure. Delays in submission of Daily Time Record (DTR) and other documentary requirements by employees.	Error-free payment of salary to PRA employees and without delay as scheduled	Errors: incomplete signatories and attachments were observed due to untimely and expeditious release of salaries of JO employees.	Thorough review and timely processing with complete documentary requirements of payroll. Complete/correct and updated 201 and financial records of employees. On-time remittance of mandatory contributions..	Regular reminder to employees to follow/comply with the proper procedures. Thorough review of documents (DTRs, accomplishment reports, etc.) Monitoring the compliance of policies, proper recording and filing. Monitoring and coaching of staff.	Re-assignment or return to Administrative Support Division of HRMO I and HRMO III to start the orientation and hands-on performance of their duties and responsibilities.
	General Services	Administrative Support Division (ASD)	EMPLOYEES <i>Safe and hazard-free working environment.</i>	Improper installation and exposed electrical lines and LAN cables. No coordination with Admin/Property Custodian in the repairs done to office space and properties by ICTD. An aluminum cladding was temporarily placed to expose electrical lines and LAN cables..		May result to fire, tripping, electrocution of personnel, and damage to property. Unpresentable and dirty exposure of tubes and wirings.	Hazard-free environment/workplace. Clean and comfortable work environment.	Requested replacement of lines/cables covering with neat and proper materials.	Installation of cable and other wirings should be done by skilled professionals who can provide an approved plan with proper coordination with the Administrative Support Division, and avoid using PRA employees to perform the job (considering cost-cutting measures).



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	Records and Documented Information	Administrative Support Division (ASD)		<p>Lack of storage/separate locations of records storage.</p> <p>Non-observance on proper recording of documents, records, files which are borrowed/endorsed to other divisions/departments.</p> <p>RRSD-retirees folders are scattered everywhere, and everybody can freely access/remove files from it.</p> <p>201 file records are safely kept in the records room but ICTD directly required all employees to submit their Personal Data Sheet (PDS) to ICTD without the knowledge of Admin/HR division. Some records were issued to external party contractors.</p> <p>Biometrics Record/Attendance are being controlled/accessed by ICTD.</p> <p>Disclosure of 201 files and attendance records are beyond control of Admin/HR Division.</p>		<p>Difficulty in documented information retrieval.</p> <p>Missing documents/files.</p> <p>Unauthorized employees, or even outsiders, can easily access to records, properties, and 201 files of PRA, and may take advantage and misuse the personal information of PRA employees.</p>	<p>Accessible and safe records keeping.</p> <p>ISO certification will be completely successful and well implemented.</p>	<p>Regular notice to implement 5S and Records Management.</p>	<p>To introduce new system and procedure for proper records/documented information management.</p> <p>Institutionalize 5S to employees.</p> <p>To acquire Records Management System from service provider to have an easy records keeping, tracking and access that can be need as reference for records updating, and inventory for active and inactive files.</p>
	Training and Development of Employees	Administrative Support Division (ASD)	<p>CLIENTS/EMPLOYEES <i>Accurate and complete information about PRA requirements, processes and other vital informations</i></p>	<p>Some employees not regularly monitored, and coaching not applied.</p> <p>Some employees are not updated to new government rules and regulations.</p> <p>Lack of knowledge of PRA program, and mostly fall short of competencies required for their positions.</p> <p>Training needs analysis (TNA) not properly identified.</p>	<p>Satisfied and happy clients.</p> <p>Knowledgeable, competent and efficient employees who can deliver expected output.</p>	<p>Delays in delivery/completion of task.</p> <p>Misinformation of policies which results to abuses and violations of office rules.</p> <p>Misbehavior of employees; assigned tasks are taken from granted.</p>	<p>Continuous revalida sessions is being conducted in order to assess the knowledge and understanding on the SRRV Program and its processes by the employees.</p> <p>New rules and regulations of PRA and the government are being communicated to the employees through Office Orders, Memorandum and cascading sessions.</p>	<p>To continue the competency development program, and to strictly implement the Strategic Performance Management System (SPMS) and performance monitoring by the Performance Management Team (PMT).</p> <p>To ensure the timely and quality output of the PRA Plans and Programs through implementation and compliance of Citizen's Charter (internal and external clients).</p>	



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	Recruitment, Selection and Placement	Administrative Support Division (ASD)	CLIENTS/STAKEHOLDERS	Hiring of JO more than the number of regular employees. Giving tasks to JO which are critical, confidential, and also regular duties of permanent employees. Unequal opportunity for promotions of deserving employees.	Full implementation of the Plans and Programs of PRA without delay and in accordance with approved budget.	May result to COA Audit Observation Memorandum (AOM). Quality of work output and attainment of Plans and Programs not fully completed as shown in the scorecard.	Accomplishment of scorecard Entitlement to Performance-Based Bonus (PBB) Employees are motivated to improve performance.	Issues are beyond the control of Admin/HR Division.	PRA may consider reviewing policies, circulars and other issuances regarding hiring of JOs. Review duties and responsibilities of JOs in accordance with DBM, CSC, and COA guidelines. Entering into contract with manpower agency for JO employees.
	Inventory of Properties and Equipments	Administrative Support Division (ASD)	EMPLOYEES	Any employee, upon request, are allowed to use or duplicate the keys to PRA offices for their easy access and comfort to enter the office anytime.	Proper use, safekeeping, and security of government properties.	Security of the office and PRA properties are compromised. Uncontrolled use/access of materials and properties which can be brought out of the office anytime by anybody..	Secured office and government properties.	Issues are beyond the control of Administrative Support Division and Property Custodian.	Only officer/staff from the Administrative Support Division or Property Custodian shall be the sole holder of keys of the office. Keys from other staff shall be surrendered to the ASD. Access/entering the PRA office during holidays shall require approval from Agency Head through an Office Order.
	Inventory of Furniture and Fixture, and Regular Office Supplies	Administrative Support Division (ASD)	EMPLOYEES <i>Items are in good condition.</i>	All items are issued to users and property documented.	Provision of equipment and materials needed by the employees.	Mishandling and misplacements of materials and other properties which resulted to delay in updating and re-issuance of Acknowledgement Receipt of Equipment (ARE) and physical inventory.	Requests of employees are provided, and convenience to their work and work area. Inventory reports are submitted on-time to COA.	Monitoring of physical presence of the item and updating of inventory report.	Quarterly submission of inventory of furniture and fixture, and monthly inventory of regular office supply.
	Purchase Request	Administrative Support Division (ASD)	SUPPLIER <i>Complete details and specifications of the item requested.</i>	Urgency of the item and prioritization of what matter most for the end-user.	Provision of good and quality items for the end-user.	Specification not completely met by the supplier. Delay in the complete delivery of goods and services.	Achieving quality items that would satisfy and provide the needs of the end-user.	Quotations from supplier must completely meet the specifications requested including delivery time.	Request of materials and equipment should be based on the submitted Annual Procurement Plan - Common-Use Supplies and Equipment (APP-CSE) as tool and guide.5



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		Financial Management Division (FMD)							
	Procurement Process	Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT <i>Prompt execution of planned project/activity and effective utilization of the allotted budget</i>	(-) Winning bidder/supplier did not accept terms and conditions/contract	Timely implementation of the planned and necessary programs, activities, and projects (PAPs) in the achievement of the corporate targets and goals of the Authority. All procurement projects and activities of the Authority are implemented in accordance with R.A. No. 9184.	Disruption/delay in project implementation, possible downtime, and may entail additional costs for re- processing. Impractical timeframe in the accomplishment of the project/activity.	n.a.	Terms and conditions are clearly stated during invitation to bid. Adequate time for bidders to respond is provided. Negotiation with the bidder is done without jeopardizing the integrity of the contract/agreement.	Consult prospective bidders during procurement planning. The Division to seek legal redress if non-acceptance causes loss to the Authority.
	Procurement Process	Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT <i>Prompt execution of planned project/activity and effective utilization of the allotted budget</i>	(-) Inadequate/ no response/offer/bid received			n.a.	Documentation and specifications are improved. Specifications needed for a product/service requested are clearly specified during the invitation to bid. Documentation of the bidding process is improved. The Division allowed sufficient time for bidders to inquire and respond.	The Division to seek feedback from prospective bidders on their non-response. To encourage all departments/divisions concerned to earnestly review the specifications/terms and conditions required of a product or service, including market knowledge/study. Improve forecasting, planning, and consultation with proponent/requesting party.
		Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT <i>Prompt execution of planned project/activity and effective utilization of the allotted budget</i>	(-) Insufficient funding and/or late approval of the Authority's Corporate Operating Budget (COB)			n.a.	The Division encourages all concerned end-users to ensure appropriate approvals of funding before undertaking process. Early conduct of budget planning and preparation. Constant promotion of prompt submission of divisional PAPs with approved Project Procurement Management Plan (PPMP) and Budget Breakdown.	Re-design conduct of pre- procurement conference - <i>Divisional Procurement Planning Technical Guidance Session</i> , to improve the procurement planning process.



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	Procurement Process	Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT Prompt execution of planned project/activity and effective utilization of the allotted budget	(-) Narrow/Biased specifications (-) Branding		There may only be fewer alternatives/bidders to provide the necessary product/service. Thus, most suitable goods/services may not be obtained resulting to needs not satisfied, that may cause additional/increased costs to the Authority. There may be legal cases needed to be addressed due to non-compliance of the law. Poor competition.	n.a.	The Division asks for the end- users to define specifications in terms of required outputs, and to use functional and performance specifications. The Division also implements control mechanism to review specifications before release.	
	Procurement Process	Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT Prompt execution of planned project/activity and effective utilization of the allotted budget	(-) Decision made on subjective grounds		This may result on selecting an Inappropriate supplier/ service provider. Thus, complaints from bidders may arise and may accuse the concerned decision-makers of having an unethical conduct and unfair decision that may be subjected to legal charges as violation of the law.	n.a.	The Division strictly follows the evaluation procedure and criteria provided by the law, and ensures transparency during the conduct of evaluation. Unacceptable bid/offer is reasonably excluded in the list during the evaluation and selection process.	To introduce additional evaluation criteria that is appropriate and measurable in selecting the proper and suitable supplier/service provider.
	Procurement Process	Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT Prompt execution of planned project/activity and effective utilization of the allotted budget	(-) Integrity issues		It may result to misuse of resources since the most suitable goods/services are not obtained. The unethical conduct of the concerned personnel may cause the disallowance of disbursed funds and may lead to legal charges as violation of the law. Reduced competition	n.a.	Implementation of best practice policies, guidelines, and practices is being performed in order to maintain the ethical environment within the Authority.	To improve training of personnel, professionalize the BAC members and TWGs. To improve controls and reviews in place.



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			PRA END-USER/PROPONENT Prompt execution of planned project/activity and effective utilization of the allotted budget	(-) Selecting inappropriate/low quality product/service	All goods and services complied with the requirements/specifications set by the requesting party and delivered on time.	The selected product/service may fail to satisfy the needs of the organization/clients. Hence, may cause disruption/delay in the implementation of the project/activity, and even the normal operation of the Authority, which may entail additional costs for re- processing.	n.a.	The Division involves the user/requesting party/technical working group (TWG) in the evaluation, and selection procedures during the bidding process. Constant communication with the concerned departments/divisions concerning improved preparation of technical specifications/terms of reference.	
	Procurement Process	Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT Prompt execution of planned project/activity and effective utilization of the allotted budget	(-) Purchase of unsuitable/totally unacceptable product or service Specifications/deliverables/ scope of works not clearly and completely specified/provided by the project proponent		It may cause possible downtime of normal operation of the Authority due to understatement or overstatement of the need, or misinterpretation of end-user needs. Purchase of unsuitable/totally unacceptable product/service; thus, needs not satisfied. It will result to money and time being wasted, therefore, increased costs. Poor competition	n.a.	The Division asks the end-users to analyze the need accurately in order to define functional and performance specifications. Use of functional and performance requirements during the preparation of detailed specifications/Terms of Reference (TOR)/Scope of Work (SOW). Detailed review of the submitted specs/TOR/SOW by the PMD and BAC before publishing the invitation to bid/request for quotation.	
	Procurement Process	Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT Prompt execution of planned project/activity and effective utilization of the allotted budget	(-) Supplier/service provider failed to fulfill the conditions/continue the contract	Average rating in Suppliers Performance Evaluation should be at least 4.0.	The selected product/ service may fail to satisfy the needs of the organization/clients. Hence, may cause disruption/delay in the delivery of the project/activity, even possible downtime, which may entail additional costs for re-processing. Also, may cause contract disputes that will lead to legal actions.	n.a.	A regular performance evaluation of the suppliers/service providers is being conducted by the Division, through the assessment of the concerned end-user. The Division requires the suppliers/service providers to submit a progress report on the completion of delivery of product/provision of service. Hold regular meetings/maintain communication. The Division consider blacklisting/excluding supplier/service provider with this kind of issue.	



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	Procurement Process	Procurement Management Division (PMD) Bids and Awards Committee (BAC)	PRA END-USER/PROPONENT Prompt execution of planned project/activity and effective utilization of the allotted budget	(+) Availability of modern technology/innovations (+) Additional IT programmers hired (+) Electronic systems used by the oversight government agencies like Government Procurement Policy Board (GPPB)	Automate procurement process by 2022.		The automation of the procurement procedures may cut down processing time and costs, improve records keeping, and ensure transparency.	Utilization of e-bidding system provided by GPPB. Development of the Procurement Information Management System (PIMS) is continuing, including the pre-procurement process.	The Bids and Awards Committee (BAC) members and Technical Working Group (TWG) to attend e-bidding system training of GPPB.
	Corporate Performance and Compliance Management	Corporate Planning Division (CorPlan)	PRA <i>Continuous existence as a GOCC</i> <i>Corporate image and reputation as a GOCC</i> PRA OFFICERS AND EMPLOYEES <i>Attain high morale and motivation to perform their job/functions satisfactorily</i>	(-) Non-achievement of a weighted average score of at least 90% in the Authority's Performance Scorecard, and failure to satisfy 100% of the good governance conditions (GGCs) for the past years.	Strong image and reputation of the Authority as a GOCC in terms of governance and management.	Failure to achieve Scorecard targets thus Performance-Based Incentives (PBI) for Appointive Directors, and Performance-Based Bonus (PBB) to qualified officers and employees of the Authority are not granted. Non-renewal of appointment of Appointive Directors of the Authority, including the General Manager/CEO.	Increased SRRV enrollment Improvement of processes as a result of government stakeholder interventions such as the BI and the DFA Introduction of new DOT policies that supports/benefits the SRRV program (directly or indirectly)	Action planning for the strategies in achieving the Performance Scorecard targets and fulfillment of GGCs is included in the annual Strategic Planning Activity of the Authority. Identify focal person per division for monitoring and reporting of respective targets per division and capacitate them on how to better monitor the compliances through regular meeting and updating.	Automate the monitoring system by 2021.
	Compliance to Other Government Agencies	Corporate Planning Division (CorPlan)	CLIENTS <i>Streamlined processes for the efficient receipt of services requested</i>	(-) Failure to maintain ISO Certification	Strong image and reputation of the Authority as a GOCC in terms of quality of services; Streamlined processes based on industry best practices.	Failure to maintain best practices Unable to achieve TAT in terms of ARTA guidelines	Continuing education with regard to ISO procedures and practices.	Regular review of implementation of relevant quality management system (QMS) requirements in accordance with the ISO 9001:2015 Standards.	Automate the monitoring system by 2021.
	Scheduling of Management Committee (ManCom) Meetings	Office of the General Manager (OGM) ManCom Secretariat	MANAGEMENT COMMITTEE (PRA OFFICERS) PRA EMPLOYEES, CLIENTS, AND STAKEHOLDERS	Availability of the ManCom. Agenda items/topics for discussion.	Regular schedule of ManCom meetings	Different schedules/availability of the ManCom members. No items/topics for agenda or discussion.	Consciousness of the departments/divisions as to their respective plans and programs.	Schedule meeting when the need arises.	Set a regular (monthly) ManCom meeting



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	Accreditation of Marketer	Office of the General Manager (OGM) Accreditation Unit	SIGNATORIES TO THE DOCUMENTS COMPANIES INTERESTED TO BECOME ACCREDITED MARKETERS ACCREDITED MARKETERS (RENEWAL PURPOSES)	Lacking documents. Availability of signatories.	Processing of accreditation completed within the period provided in the Citizen's Charter.	Unavailability of signatories.	Forms are readily available at PRA website so they can accomplish it in advance and complete the documents needed.	Accessibility of the system to all staff under the Accreditation Unit. Retain own records/monitoring (Excel).	System-based checklist of documents to control issuance of OPS.
	Scheduling of Board Meetings	Office of the Board Secretary PRA Board Secretariat	PRA BOARD SECRETARIAT CHAIRPERSON AND MEMBERS OF THE BOARD PROONENTS (PRA DEPARTMENTS/DIVISIONS)	Availability of the Chairperson and Members of the Board. Agenda items/topics for discussion.	Regular schedule of Board meetings.	Different schedules/availability of the Chair and Members of the Board. No items/topics for agenda or discussion.	Continuity of plans and programs.	Schedule meeting when the need arises.	Set/fix date for regular board meetings.
	Routing of Board Materials	Office of the Board Secretary PRA Board Secretariat	PRA BOARD SECRETARIAT CHAIRPERSON AND MEMBERS OF THE BOARD	Delay in the submission of the proponents of their Board Materials	Routing of Board Materials to the Chairperson and Board of Trustees (BOT) members one (1) week before the scheduled BOT meeting.	Delay in the submission of materials by the proponents.	Setting stricter guidelines in the submission of materials.	Sending materials prior to meeting.	Stricter guidelines in the submission of materials.
	Drafting of Minutes of the BOT Meeting and Resolutions	Office of the Board Secretary PRA Board Secretariat	PRA BOARD SECRETARIAT CHAIRPERSON AND MEMBERS OF THE BOARD	Availability of audio recording and transcript of meetings.	Inclusion of the minutes in the next Board Meeting for approval of the Board. Routing of draft Board Resolutions one (1) week after Board Meeting, for signature of BOT.	Schedule of BOT meetings if made in short intervals.		Delegation as to transcribing of audio recording and drafting of the Minutes and Board Resolutions.	



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	Data Gathering and Audit Report Writing	Internal Audit Division (IAD)	AUDIT CLIENTS	Delay in the provision of requested documents	Analysis of data gathered.	Delay in the submission of reports to the Board of Trustees (BOT).	More time to be given to audit clients to submit their management comments.	Constant follow-up and monitoring of work accomplishments.	
				Unavailability of clients for interview/validation.	Final Audit Report submitted to BOT.	Incomplete audit findings and conclusions.	More time to improve/polish the report.	Constant coordination with Senior (Top) Management.	
				Incomplete data provided.		Extension of audit exercise.			
				Audit client files cannot be easily retrieved/located.		The BOT are not informed of the results of the audit due to non/delay in conduct of Board Audit Committee conference.			
				The need to see physical evidences/source documents aside from soft copies/databases for validation/verification purposes.		Non/Delay in issuance of Board Resolutions/Secretary's Certificate. Audit recommendations not implemented.			
	Implementation of programs, activities, and projects	HO, Finance, SOU, and DSO	Clients (foreign retirees and PRA partners) 1. On time processing and delivery of requested services PRA/Government 1. Efficient and effective management of allocated budget to achieve targets and objectives	Late approval of budget	1. On time approval of budget 2. Budget utilization 3. Prompt implementation of the PAPs	1. Late implementation of planned activities 2. Low budget utilization at the end of the year		1. Continue submitting proposals on time (subject to availability of funds)	
	Availability of retiree information to DSO	ICTD	Clients (foreign retirees and PRA partners) 1. Quick and efficient service PRA DSO 1. Easy and ready access to retiree information for verification	Unavailability of retiree information that may result in longer wait time for clients	1. Easy and ready access to retiree files and information	1. DSO personnel unable to immediately verify information 2. Urgent need for retiree information involves a phone call to HO which entails cost		1. RIMS access	1. Cloud/remote access to retiree files
	Information, Policies, and Procedure Dissemination/Communication	HO and SOU	Clients (foreign retirees and PRA partners) 1. Timely and accurate information PRA DSO 1. Updated/accurate information about current policies and procedures	DSO personnel are not given update(s) on current policies and procedures in a timely manner	1. SOs included in dissemination of updates 2. SOs to receive updates in a timely manner	1. Delay in completion of transactions due to incomplete/incorrect requirements 2. Client dissatisfaction due to incorrect/incomplete information provided		1. Ensure all updates/changes are communicated to SOU for dissemination to SOs	1. Cloud/remote access to PRA files



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	Status of transactions/requests	HO, SOU, and DSO	Clients (foreign retirees and PRA partners) 1. Updates on status of transactions/requests PRA DSO 1. Updates on status of transactions/requests to be relayed to clients	DSO personnel do not have ready access to information on status of transactions/requests	1. Easy and ready access to information on status of transactions	1. Client dissatisfaction due to inability of DSO personnel to provide updates on the status of transactions/requests 2. DSO personnel need to contact HO via e-mail, SMS, or phone call to follow-up or check on the status of transactions 3. Urgent need for updates involves a phone call to HO which entails cost.		1. Daily and weekly follow-ups 2. SOU to provide updates to DSO 3. Database for ID Renewal requests and transmittal records	1. Database for all transactions including client-related and internal
	Delivery of documents from HO to DSO and vice-versa	SOU and DSO	Clients (foreign retirees and PRA partners) 1. Timely delivery/completion of transactions/documents PRA DSO 1. Timely delivery/completion of transactions/documents	Loss or misroute of important documents transmitted via courier Delayed delivery of transmitted documents	1. Eliminate or minimize instances of lost or misrouted documents 2. On time delivery of transmitted documents from HO to DSO and vice-versa	1. Loss of important documents 2. Delay or non-completion of transaction 3. Client complaints 4. Cost in replacement of lost/misrouted documents		1. Keep track of parcels/packages using the tracking number provided by the courier 2. Keep scanned copies of all documents transmitted to HO 3. Database for transmittal records 4. Ensure availability of communication channels	
	Distance from HO	HO, ICTD, and DSO	Clients (foreign retirees and PRA partners) 1. On time processing and delivery of requested services/information PRA DSO 1. Easy and ready access to information from HO		1. Easy and ready access to retiree files and information 2. Seamless communication channels to bridge the distance	1. Information/updates not readily available 2. Follow-ups and inquiries need to be done via e-mail or phone call 3. Equipments and supplies from the HO need to be sent via courier		1. Ensure availability of communication channels	
	Availability of HO personnel	HO, ICTD, and DSO	Clients (foreign retirees and PRA partners) 1. On time processing and delivery of requested services/information PRA DSO 1. Easy and ready access to information from HO		1. Easy and ready access to retiree files and information 2. Seamless communication channels	1. Information and updates will not be readily available to DSO personnel		1. Ensure availability of communication channels	



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	Burglary	HO, ICTD, DSO, and Building Admin	<p>Clients (foreign retirees and PRA partners) 1. Safety and security of person and property</p> <p>PRA DSO 1. Safe and secure work environment</p>		1. Zero burglary incident	1. Loss of property		1. CCTV 2. Ensure all entry points to the office are locked and secured during off-hours 3. Ensure only authorized personnel have keys to the office 4. Important documents are placed inside the vault that only the OIC has access to 5. Building security personnel	
	Medical Emergency	DSO and Building Admin	<p>Clients (foreign retirees and PRA partners) 1. Safety and security</p> <p>PRA DSO 1. Safe and secure work environment</p>		1. That DSO is prepared in case of medical emergencies	1. Injury 2. Loss of life		1. Availability of communication channels and emergency numbers (911) 2. Medical kit	
	Fire/Earthquake/Calamity	DSO and Building Admin	<p>Clients (foreign retirees and PRA partners) 1. Safety and security of person and property</p> <p>PRA DSO 1. Safe and secure work environment</p>		1. That DSO is prepared in case of fire/earthquake/calamity 2. That PRA properties and files are protected and/or recoverable in case of fire/earthquake/calamity	1. Loss of life and property		1. Evacuation plan 2. Availability of communication channels and emergency numbers (911) 3. Medical kit 4. Fire extinguisher	
	Covid-19	DSO and Building Admin	<p>Clients (foreign retirees and PRA partners) 1. Safety and security</p> <p>PRA DSO 1. Safe and secure work environment</p>		1. That DSO is compliant with IATF guidelines 2. That DSO is prepared in case of emergencies 3. That DSO operations will not be hampered in case of emergencies	1. Injury 2. Loss of life		1. Availability of communication channels and emergency numbers (911) 2. Medical kit 3. Availability of products for disinfection (i.e. soap, alcohol, hand sanitizer) 4. Allotment and availability of vitamins and protective equipment (i.e. face mask, face shield, surgical gloves, PPE, barrier) for DSO employees 5. Alternative work arrangements and control of client visits 6. Temperature check at the building entrance 7. Compliance to IATF, DOH, LGU recommendations and minimum health standards 8. Weekly disinfection of office space 9. Implementation of SafeDavao QR Code for LGU contact tracing	



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	Payment of fees at Landbank	HO, Finance, SOU, and DSO	Clients (foreign retirees and PRA partners) 1. Safety and security of person and property 2. Quick, convenient, and efficient service		1. That payment of fees be made more convenient for clients/retirees;	1. Exposure of clients/retirees; 2. Non-completion or delay in completion of transaction; and 3. Client dissatisfaction		1. Landbank deposit slip with payment details is provided to clients/retirees;	1. Online payments be made available; and 2. Enable DSO to accept payments and issue receipts

Updated on: 05 April 2021