



Strategic Measure	Formula	Weight	Rating System	Baseline			2019 Annual Target
				2016	2017	2018	
<b>SO 1: Increase number of environmentally sound buildable areas for development</b>							
SM 1: Secure approval of Government Seabed Quarry Permit (GSQP) in 2023 for Bulacan-Pampanga-Bataan; Leyte-Biliran; Malapascua of Cebu; Maasin of Leyte; and Oton-Guimaras Coastal Waters for Marine Sand Quarry	Actual Accomplishment	10%	All or Nothing	Completion of bid documents	Failed bidding	Government-to-Government arrangement between PRA and MGB. Submission of MGB of the Revised Technical and Financial Proposal	Completion of Geo-scientific survey/investigation of at least two (2) sites out of the five (5) quarry sites.
SM 2: Completion of the Preparatory Activities for Land Reclamation	Actual Accomplishment	10%	(Actual/Target) x Weight	Preparation of preliminary engineering plans and bidding documents for restoration & completion	Publication of invitation to bid for the procurement of services for the conduct of Feasibility Study	<ul style="list-style-type: none"> <li>Declaration of failure of the second (2nd) bidding</li> <li>PRA Board approval of the new (3rd) public bidding</li> </ul>	1. Contract Implementation for the preparation of Feasibility Study (FS), Environmental Impact Study (EIS), and Terms of Reference (TOR) for Detailed Engineering Design (DED)  2. Environmental Compliance Certificate (ECC) application with DENR
<b>SO 2: Develop a comprehensive coastal defense/ protection strategy</b>							
SM 3: Coastal defense strategy for Vulnerable Areas	Actual Accomplishment	10%	(Actual/Target) x Weight	Presentation of the Master Plan to the LGUs and other GAs and followed-up LGU action plans	PRA Board approved priority areas; Initial implementation of Coastal Defense Strategy per agreements with funder and LGU	1) GRP granted a No-Cost extension to the project;  2) Expressions of Collaboration (EOC) between PRA and Cities of Surigao and Bislig were finalized for the preparation of their respective Coastal Protection Master Plan (CPMP)	a) Submission to GRP, through One Architecture, of Final Report on Seed Grant Project (for Tacloban City and Palo, Leyte), and Scaling-Up Proposal  b) Secure approval from the LGU on the Framework Plan for the conduct of the respective Coastal Protection Master Plan for the Cities of Surigao and Bislig

SOCIAL IMPACT/STAKEHOLDERS

Strategic Measure	Formula	Weight	Rating System	Baseline			2019 Annual Target
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<b>SO 3: Increase Support of Stakeholders, Address Concerns of Affected Communities and Gain Social Acceptance of Development Projects</b>							
SM 4: Percentage of Satisfied Customers/Stakeholders	Actual Accomplishment	5%	(Actual/Target) x Weight 0% = If less than 80%	N/A	Hired the Development Academy of the Philippines (DAP) as the consultant to design the survey	Establish Baseline	90%
<b>SO 4: Increase Revenue and Improve Cash Flow</b>							
SM 5: Net Income Commitment	Absolute Amount	15%	(Actual/Target) x Weight 0% = If less than P150Million	₱135.96 M	₱366.68 M	₱250.0 M	₱400 M
SM 6a: Disposition of Properties to Minimize Expense : Bacolod Properties	Actual Accomplishment	2.5%	All or Nothing	N/A	Board approved TOR and contracts for the disposition of Bacolod properties	Failed bidding	Lease of an aggregate area of 13,155 square meters
SM 6b: Disposition of Properties to Minimize Expense : Esplanade Properties	Actual Accomplishment	2.5%	All or Nothing	N/A	Board approved new terms of lease of Esplanade	Annual rent collected from SM Prime Holdings; Negotiation talks with Salem Investment Corporation conducted	Collect back rentals of Php70 Million from Salem
SM 6c: Disposition of Properties to Minimize Expense : NAIAX Property	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	N/A	Secure acknowledgment from DPWH of its monetary obligation to PRA relative to its NAIAX account; OR file court case against DPWH, if DOJ opinion is unfavorable to PRA

FINANCIAL

Strategic Measure	Formula	Weight	Rating System	Baseline			2019 Annual Target
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<b>SO 5: Increase inventory of marketable land assets</b>							
SM 7: Final disposition of unlawfully reclaimed areas	Absolute number	5%	All or Nothing	20.38 has. Endorsed to DENR for recommendation for the issuance of Presidential Proclamation	3 Board-approved applications endorsed to DENR for its recommendation for the issuance of Presidential Proclamation	<ul style="list-style-type: none"> <li>Secured Board approval for twenty-one (21) applications under PRA A.O. 2005-1 &amp; 2008-3;</li> <li>Five (5) Board approved applications endorsed to DENR for the issuance of Presidential Proclamation (PP)</li> </ul>	Endorsement to the DENR for issuance of Presidential Proclamation covering an area of at least ten (10) hectares
<b>SO 6: Implement Clear and Efficient Reclamation Guidelines and Public Estates Development and Management</b>							
SM 8: Implementation of Programmatic Environmental Assessment, Planning and Engineering Studies : Manila Bay	Actual Accomplishment	10%	All or Nothing	Re-publication of Request for Expression of Interest	Declaration of failure of bidding	Declaration of failure of bidding	100% of deliverables achieved based on the contract with the consultant
SM 9. Formulation of a new policy	Actual Accomplishment	2.5%	All or Nothing	N/A	Draft Administrative Order on the Conduct of Competitive Challenge; Board approved policy on appraisal of properties; and, Board approved new security plan	PRA Board approved "Guidelines and Procedures for the Competitive Challenge for Unsolicited Proposals to Reclaim"	Publication of Board-approved policy on the integration of coastal protection and green spaces in reclamation projects in newspapers of general circulation and filing with UP Law Center
SM 10a. Development of PRA Properties : Coastal Plaza Condominium Project (CPCP)	Actual Accomplishment	5%	All or Nothing	N/A	N/A	Finalized business plan was presented to the Board	100% of the targets for the year are implemented based on the Board-approved CPCP Business Plan

INTERNAL PROCESS

Strategic Measure	Formula	Weight	Rating System	Baseline			2019 Annual Target
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SM 10b. Development of PRA Properties : Waste Transfer Station	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	Board approved Business Plan with concrete timeline of activities and deliverables per year
SM 11. Maintenance and timely repair of roads and other infrastructure projects : Construction of One Road at Superblock B	Actual Accomplishment	5%	All or Nothing	N/A	Preparation of TOR and Bid Documents for hiring consultant of consultant for civil works and complete detailed engineering	Revision of bidding documents	Implementation of 100% Contract Deliverables
<b>SO 7. Strengthen culture of continuous training and innovation in the organization</b>							
SM 12. Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	Board-Approved Competency Framework Model	Position Profiling	Board-Approved competency-based job descriptions for all positions	Competency Assessment conducted to 100% of Employees to establish competency baseline
<b>SO 8. Implement a Quality Management System (QMS)</b>							
SM 14. Improve Processes to Quality Management System	Actual Accomplishment	5%	All or Nothing	Board approval of TOR for the procurement of consultancy services for the preparation and development of a QMS	Management-approved QMS Manual	Certification under ISO 9001:2015	Pass Surveillance Audit
	<b>Total</b>	<b>100%</b>					

ORGANIZATION