



Strategic Measure	Formula	Weight	Rating System	Baseline			2019 Annual Target
				2016	2017	2018	
SO 1: Increase number of environmentally sound buildable areas for development							
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"> Declaration of failure of the second (2nd) bidding PRA Board approval of the new (3rd) public bidding 	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
SO 2: Develop a comprehensive coastal defense/ protection strategy							
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
				2016	2017	2018	
SO 3: Increase Support of Stakeholders, Address Concerns of Affected Communities and Gain Social Acceptance of Development Projects							
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%
SO 4: Increase Revenue and Improve Cash Flow							
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
				2016	2017	2018	
SO 5: Increase inventory of marketable land assets							
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"> Secured Board approval for twenty-one (21) applications under PRA A.O. 2005-1 & 2008-3; Five (5) Board approved applications endorsed to DENR for the issuance of Presidential Proclamation (PP) 	Endorsement to the DENR for issuance of Presidential Proclamation covering an area of at least ten (10) hectares
SO 6: Implement Clear and Efficient Reclamation Guidelines and Public Estates Development and Management							
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
				2016	2017	2018	
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
SO 7. Strengthen culture of continuous training and innovation in the organization							
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
SO 8. Implement a Quality Management System (QMS)							
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
	Total	100%					

ORGANIZATION



Strategic Measure	Formula	Weight	Rating System	2019 Annual Target	Quarterly Targets			
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
SO 1: Increase number of environmentally sound buildable areas for development								
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 Geo-scientific survey/investigation of at least two (2) sites out of the five (5) quarry sites.	Issuance of Notice to Proceed (NTP) to MGB and monitoring of the Exploration and Geo-Scientific Survey of the First (1st) Quarry Site (1 Site)	<ul style="list-style-type: none"> Completed First Field Work of the First Quarry Site (1 Site) Coordination on the conduct of Laboratory Testing and Data Analyses by MGB on the First Quarry Site (1 Site) Review and comment on the preliminary report submitted by MGB on the First Quarry Site (1 Site) 	Issuance of the NTP to MGB and monitoring on the Exploration and Geo-Scientific Survey of Second (2nd) Quarry Site (1 Site)	<ul style="list-style-type: none"> Completed First Field Work of the Second Quarry Site (1 Site) Coordination on the conduct of Laboratory Testing and Data Analyses by MGB on the Second Quarry Site (1 Site) Review and comment on the preliminary report submitted by MGB on the Second Quarry Site (1 Site)
SM 2: Completion of the Preparatory Activities for Land Reclamation	Actual Accomplishment	10%	(Actual/Target) x Weight	<ol style="list-style-type: none"> Contract Implementation for the preparation of Feasibility Study (FS), Environmental Impact Study (EIS), and Terms of Reference (TOR) for Detailed Engineering Design (DED) Environmental Compliance Certificate (ECC) application with DENR 	Bidding process for Consultancy Services for the preparation of FS, EIS and TOR for DED	Award and issuance of NTP for the Consultancy Services for the preparation of FS, EIS and TOR for DED	<ul style="list-style-type: none"> Implementation and monitoring of the preparation of FS, EIS and TOR for DED Submission of the FS and EIS Reports and TOR for the DED 	<ul style="list-style-type: none"> Review, Evaluation and Acceptance of the FS and EIS Reports and TOR for the DED Filing of ECC application and area clearance with the DENR
SO 2: Develop a comprehensive coastal defense/ protection strategy								
SM 3: Coastal defense strategy for Vulnerable Areas	Actual Accomplishment	10%	(Actual/Target) x Weight	<ol style="list-style-type: none"> Submission to GRP, through One Architecture, of Final Report on Seed Grant Project (for Tacloban City and Palo, Leyte), and Scaling-Up Proposal 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 	<ol style="list-style-type: none"> Finalization and Submission of the final report of Seed Grant Project to GRP through One-A Coordination with LGU counterparts and gathering of data; Conduct environmental scanning and inspection and coordinate with other concerned agencies and local stakeholders 	<ol style="list-style-type: none"> Evaluation and assessment of the identified area for scaling up proposal; Drafting of scaling up proposal in partnership with One-A Conduct review, assessment and evaluation of the data; Drafting of coastal protection framework plan in collaboration with LGU and local stakeholders 	<ol style="list-style-type: none"> Deliberation and Finalization of the scaling up proposal with LGU and One-A; Presentation of scaling up proposal to PRA Board Initial presentation of the draft framework plan to LGUs, local stakeholders including technical adviser/s for inputs and comments 	<ol style="list-style-type: none"> Submission of scaling up proposal to GRP through One-A Presentation of the coastal protection framework plan and approval of the two LGUs

SOCIAL IMPACT/STAKEHOLDERS

Strategic Measure	Formula	Weight	Rating System	2019 Annual Target	Quarterly Targets			
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
SO 3: Increase Support of Stakeholders, Address Concerns of Affected Communities and Gain Social Acceptance of Development Projects								
SM 4: Percentage of Satisfied Customers/Stakeholders	Actual Accomplishment	5%	(Actual/Target) x Weight 0% = If less than 80%	90%				90% of respondents gave at least a Satisfactory Rating
SO 4: Increase Revenue and Improve Cash Flow								
SM 5: Net Income Commitment	Absolute Amount	15%	(Actual/Target) x Weight 0% = If less than P150Million	₱400 M	₱61 M	₱166 M	₱228 M	₱400 M
SM 6a: Disposition of Properties to Minimize Expense : Bacolod Properties	Actual Accomplishment	2.5%	All or Nothing	Lease of an aggregate area of 13,155 square meters	Collection of advance quarterly rent and deposit equivalent to one quarter rent in total amount of P1.296Million from lease of 4,000sqm of Bredco properties	Collection of advance quarterly rent and deposit equivalent to one quarter rent in total amount of P1.807Million from lease of 7,577.50sqm of Bredco properties; Or A.2 Conduct of 2nd bidding	Collection of advance quarterly rent and deposit equivalent to one quarter rent in total amount of P2.386Million from lease of 11,155sqm of Bredco properties; Or A.2 Conduct of negotiated lease	1) Collection of advance quarterly rent and deposit equivalent to one quarter rent in total amount of P2.455Million from lease of 13,155sqm of Bredco properties; Or 2) Pursue negotiated lease
SM 6b: Disposition of Properties to Minimize Expense : Esplanade Properties	Actual Accomplishment	2.5%	All or Nothing	Collect back rentals of Php70 Million from Salem	1) If negotiation is successful, Collection of lease; 2) If negotiation fails, Court case continues	1) If negotiation is successful, Collection of lease 2) If negotiation fails, Court case continues	1) If negotiation is successful, Collection of lease 2) If negotiation fails, Court case continues	1) If negotiation is successful, Collection of lease 2) If negotiation fails, Court case continues
SM 6c: Disposition of Properties to Minimize Expense : NAIAX Property	Actual Accomplishment	2.5%	All or Nothing	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	Secure DOJ opinion on whether or not DPWH is liable to pay its monetary obligation to PRA	1) Secure DPWH acknowledgment of its monetary obligation to PRA; Or 2) File a case against DPWH	1) Secure DPWH acknowledgment of its monetary obligation to PRA; Or 2) File a case against DPWH	1) Secure DPWH acknowledgment of its monetary obligation to PRA; Or 2) File a case against DPWH

FINANCIAL

Strategic Measure	Formula	Weight	Rating System	2019 Annual Target	Proposed Targets			
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
SO 5: Increase inventory of marketable land assets								
SM 7: Final disposition of unlawfully reclaimed areas	Absolute number	5%	All or Nothing	Endorsement to the DENR for issuance of Presidential Proclamation covering an area of at least ten (10) hectares	a. Notify/ follow-up proponents to comply with the PRA requirements for Special Registration (SR) and/or titling pursuant to PRA AO Nos. 2005-1 and 2008-3 b. Identify and assess applications nearing compliance with the PRA requirements with total area of at least ten (10) hectares c. Conduct data gathering, measurements and/or Joint Verification Survey (JVS) d. Review and evaluation of applications for SR and/or titling pursuant to PRA AO Nos. 2005-1 and 2008-3 and Unauthorized/Illegal Reclamation and Forfeiture	a. Review and evaluation of applications for SR and/or titling pursuant to PRA AO Nos. 2005-1 and 2008-3 and Unauthorized/Illegal Reclamation and Forfeiture b. Conduct data gathering, measurement and/or Joint Verification Survey (JVS) c. Submission of CSW for PRA Board Approval	a. Review and evaluation of applications for SR and/or titling pursuant to PRA AO Nos. 2005-1 and 2008-3 and Unauthorized/ Illegal Reclamation for forfeiture b. Board approval of applications with an aggregate area of at least ten (10) hectares	Endorsement to the DENR for issuance of Presidential Proclamation (PP) covering an area of at least ten (10) hectares
SO 6: Implement Clear and Efficient Reclamation Guidelines and Public Estates Development and Management								
SM 8: Implementation of Programmatic Environmental Assessment, Planning and Engineering Studies : Manila Bay	Actual Accomplishment	10%	All or Nothing	100% of deliverables achieved based on the contract with the consultant	Issuance of Notice of Award (NOA) and signing of Consultancy Services Contract	Issuance of Notice to Proceed (NTP) and Contract Implementation and Monitoring	Contract implementation and monitoring	Contract implementation and monitoring
SM 9. Formulation of a new policy	Actual Accomplishment	2.5%	All or Nothing	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	a) Gathering and review of references (research on similar policies and review of related literature) b) Drafting of policy and deliberation within Environmental Management Department	Submit draft policy to AGM for RRO, DM for Planning & Evaluation and DM for Reclamation to solicit comments and inputs	a) Submission of draft policy to the Legal Department for review/comments; b) Presentation of draft policy to PRA Management	a) Presentation of the draft policy to the PRA Board ReclaCom and PRA Board for approval; b) Publication of the approved policy
SM 10a. Development of PRA Properties : Coastal Plaza Condominium Project (CPCP)	Actual Accomplishment	5%	All or Nothing	100% of the targets for the year are implemented based on the Board-approved CPCP Business Plan	Finalize business plan incorporating revisions as may be directed by BOD	Conduct of consultation meetings with buyers	Amendment of Master Deed of Restrictions	1) If solicited interests, secure Board approval of TOR and bidding documents; Or 2) If unsolicited interests, secure Board approval of minimum acceptable terms

INTERNAL PROCESS

	Strategic Measure	Formula	Weight	Rating System	2019 Annual Target	Proposed Targets			
						1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
	SM 10b. Development of PRA Properties : Waste Transfer Station	Actual Accomplishment	5%	All or Nothing	Board approved Business Plan with concrete timeline of activities and deliverables per year	Conduct of study to determine the most advantageous use of the property	Conduct of study to determine the most advantageous use of the property	Preparation of business plan	Submit proposed business plan for approval of the Board
	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	Implementation of 100% Contract Deliverables	Bid evaluation for consultancy services for construction of one (1) road and rehabilitation of PDMB, Diokno Blvd. and ASEAN Ave.	Negotiation with consultant and Board approval	Completion of design phase for consultancy services for construction of one (1) road and rehabilitation of PDMB, Diokno Blvd., and Asean Avenue	Board approval of bidding documents and start of bidding phase for construction of one (1) road and rehabilitation of PDMB, Diokno Blvd., and Asean Avenue
	SO 7. Strengthen culture of continuous training and innovation in the organization								
	SM 12. Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	Competency Assessment conducted to 100% of Employees to establish competency baseline				Assessment of Competency
	SO 8. Implement a Quality Management System (QMS)								
	SM 14. Improve Processes to Quality Management System	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit	Management Review of the Third-Party Observations	Report of concerned units on actions taken on the Observations	Conduct of Surveillance Audit	Surveillance Audit Report
		Total	100%						

ORGANIZATION