



Strategic Measure	Formula	Weight	Rating System	Baseline			2020 Annual Target	
				2017	2018	2019	GCG-Finalized Target	Adjusted Target
<b>SO 1: Increase number of environmentally sound buildable areas for development</b>								
SM 1: Secure approval of Government Seabed Quarry Permit (GSQP) for Lubang Island and Simo Banks-Nasugbu; Leyte-Biliran; Malapascua of Cebu; Maasin of Leyte; and Oton-Guimaras Coastal Waters for Marine Sand Quarry	Actual Accomplishment	10%	All or Nothing	Failed bidding	Government-to-Government arrangement between PRA and MGB. Submission of MGB of the Revised Technical and Financial Proposal	The draft Implementing Agreement under review of DENR-MGB. Determined two (2) alternative sites in Lubang Island and Simo Banks-Nasugbu as replacement for the Bulacan-Pampanga-Bataan site.	GM-approved Final Report on the Geo-Scientific Survey/ Investigation for Biliran, Leyte and Malapascua, Cebu Sites	Signed Implementing Agreement (IA) with DENR-MGB for Biliran, Leyte and Malapascua, Cebu
SM 2a: Implementation of Land Reclamation Activities : Pasay 360 hectare reclamation	Actual Accomplishment	7.5%	All or Nothing	N/A	N/A	N/A	Notice to Mobilize/ Notice to Proceed issued to Proponent	N/A
SM 2b: Implementation of Land Reclamation Activities : Navotas City reclamation	Actual Accomplishment	7.5%	All or Nothing	N/A	N/A	N/A	Final Review and Status Report on the Evaluation of Pre-Construction documents submitted to PRA Management	Initial/preliminary review/evaluation of the pre-construction documents
SM 2c: Implementation of Land Reclamation Activities : Batangas city reclamation	Actual Accomplishment	7.5%	All or Nothing	N/A	N/A	N/A	Notice to Mobilize/ Notice to Proceed issued to Proponent	PRA's review/evaluation and approval of the submitted pre-construction documents as pre-conditions of the Notice to Proceed issued to proponent

SOCIAL IMPACT/STAKEHOLDERS

Strategic Measure	Formula	Weight	Rating System	Baseline			2020 Annual Target	
				2017	2018	2019	GCG-Finalized Target	Adjusted Target
<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	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) Completed and submitted the Final Report to GRP through One Architecture on 01 March 2019. b.1) The Coastal Protection Master Plan (CPMP) for Surigao City was approved per Resolution No. 10-2020 dated 16 January 2020 by the City Council. b.2) The Coastal Protection Master Plan (CPMP) for Bislig City was approved on 19 November 2019 per Resolution No. 2019-752 by the City Council.	A. Final Report on the Scaling-Out Project for Bulacan and Pampanga as submitted to the Global Resilience Partnership	N/A
							B. Endorsement of the Framework Plan to the LGU (signed by both PRA and the designated LGU Department/ Office)	Conduct of environmental scanning/ investigation and validation of available data; and Conduct stakeholders' workshops/ consultations  Note: activities will depend on the protocols of IATF at that time
<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	Hired the Development Academy of the Philippines (DAP) as the consultant to design the survey	Establish Baseline	88.9%	90%	Issuance of Notice to Proceed; and Submission of appropriate reports
<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	₱366.68 M	₱250.0 M	Php 2.9 Billion (Financial Income)	Php874 Million (Net Income after Tax)	N/A
<b>SO 5: Increase inventory of marketable land assets</b>								
SM 6: Disposition of unlawfully reclaimed areas	Absolute number	10%	(Actual/Target) x Weight	3 Board-approved applications endorsed to DENR for its recommendation for the issuance of Presidential Proclamation	• 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)	18.1686-Hectares	Endorsement to the DENR for issuance of Presidential Proclamation covering twenty-seven (27) sites	Endorsement to the DENR for issuance of Presidential Proclamation (PP) covering ten sites (10) sites.

FINANCE

Strategic Measure	Formula	Weight	Rating System	Baseline			2020 Annual Target		
				2017	2018	2019	GCG-Finalized Target	Adjusted Target	
<b>SO 6: Implement Clear and Efficient Reclamation Guidelines and Public Estates Development and Management</b>									
INTERNAL PROCESS	SM 7. Formulation of a new policy	Actual Accomplishment	5%	All or Nothing	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"	The PRA Board approved the policy on the integration of coastal protection and green spaces in reclamation projects under Resolution No. 5047. It was published at Philippine Star and filed with the UP Law Center on 06 December 2019.	Publication of Board-approved Utilization Guidelines on the Social Environmental Fund (SEF) in newspapers of general circulation and filing with UP Law Center	N/A
	SM 8. Development of PRA Properties : Re-development of Coastal Plaza Condominium Project (CPCP)	Actual Accomplishment	7.5%	All or Nothing	N/A	Finalized business plan was presented to the Board	Implementing Strategy was not completed.	100% of the deliverables for the year are implemented based on the Board-approved CPCP Business Plan	Board-approved CPCP Business Plan
	SM 9. Maintenance and timely repair of roads and other infrastructure projects : Construction of One Road at Superblock B; and Rehabilitation of PDMB, Asean Ave., and Diokno Blvd.	Actual Accomplishment	5%	All or Nothing	Preparation of TOR and Bid Documents for hiring consultant of consultant for civil works and complete detailed engineering	Revision of bidding documents	Failure of First (1st) and Second (2nd) Bidding on September 24, 2019 and December 16, 2019, respectively, due to lack of interested bidders.	Implementation of 100% Contract Deliverables for the Detailed Engineering Design	Implementation of 20% Contract Deliverables for the Detailed Engineering Design
<b>SO 7. Strengthen culture of continuous training and innovation in the organization</b>									
ORGANIZATION	SM 10. Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	Position Profiling	Board-Approved competency-based job descriptions for all positions	Competency assessment was conducted among 100% of the PRA employees; Baseline was established.	Improve Competency Baseline of PRA	Continuous provision of training/interventions to address the competency gap and assess the improvement of Competency Baseline of PRA Employees (in reference to the 2019 Competency Baseline) through the ff. activities: a. HR Learning Sessions on Competency based interview, learning measurement, succession planning and employee engagement; and b. Individual Development Planning and writing
	<b>SO 8. Implement a Quality Management System (QMS)</b>								
	SM 11. Improve Processes to Quality Management System	Actual Accomplishment	5%	All or Nothing	Management-approved QMS Manual	Certification under ISO 9001:2015	Passed the Surveillance Audit	Pass the 2nd Surveillance Audit	N/A
	<b>Total</b>		<b>100%</b>						

Approved by:

- Original signed -

  
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**ATTY. JANILO E. RUBIATO**  
General Manager and CEO

**August 26, 2020**  
Date

- Original signed -

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**ATTY. ALBERTO C. AGRA**  
Chairman, Board of Directors

**August 26, 2020**  
Date



Philippine Reclamation Authority  
CY 2020

PES 2a

Strategic Measure	Formula	Weight	Rating System	GCG-Finalized 2020 Annual Target	Adjusted 2020 Annual Target	Adjusted Quarterly Targets				
						1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	
<b>SO 1: Increase number of environmentally sound buildable areas for development</b>										
SM 1: Secure approval of Government Seabed Quarry Permit (GSQP) for Lubang Island and Simo Banks- Nasugbu; Leyte-Biliran; Malapascua of Cebu; Maasin of Leyte; and Oton-Guimaras Coastal Waters for Marine Sand Quarry	Actual Accomplishment	10%	All or Nothing	GM-approved Final Report on the Geo-Scientific Survey/ Investigation for Biliran, Leyte and Malapascua, Cebu Sites	Signed Implementing Agreement (IA) for Biliran, Leyte and Malapascua, Cebu with DENR-MGB	IA prepared and transmitted to the Department of Environment and Natural Resources- Mines and Geosciences Bureau (DENR-MGB) for comments and/or review.	PRA-RD's meeting with the DENR-MGB regarding the draft IA for the conduct of Geo-scientific survey/investigation of at least two (2) sites out of the six (6) sites:  Naval, Biliran and Malapascua, Cebu	Signing of the Implementing Agreement (IA) for the conduct of Geo-scientific survey/ investigation of at least two (2) sites out of the six (6) sites: Naval, Biliran and Malapascua, Cebu	Signing of the Implementing Agreement (IA) for the conduct of Geo-scientific survey/ investigation of at least two (2) sites out of the six (6) sites: Naval, Biliran and Malapascua, Cebu	
SM 2a: Implementation of Land Reclamation Activities : Pasay 360 hectare reclamation	Actual Accomplishment	7.50%	All or Nothing	Notice to Mobilize/ Notice to Proceed issued to Proponent	Notice to Mobilize/Notice to Proceed issued to proponent on the survey and investigation of the proposed quarry area as source of fill materials	Coordination with the proponent on the remaining documents to be compiled (Follow-up letters and Minutes of the Meeting)	Joint evaluation (RD, PED and ENV) on the value engineering proposal on certain aspect of the detailed engineering design and reclamation methodology submitted by the project proponent. Submission of the draft report to the AGM for RRO for discussion and deliberations.	Submission of the final report to PRA Management and issuance of the final Notice to Proceed and project mobilization	Notice to Mobilize/Notice to Proceed issued to proponent on the survey and investigation of the proposed quarry area as source of fill materials	
SM 2b: Implementation of Land Reclamation Activities : Navotas City reclamation	Actual Accomplishment	7.50%	All or Nothing	Final Review and Status Report on the Evaluation of Pre-Construction documents submitted to PRA Management	Pre-construction documents submitted to PRA for review/evaluation and approval	Coordination with the proponent on the remaining documents to be compiled	Proponent to submit the remaining documents to be compiled	Final assessment and issuance of Notice of Complete Submission of pre-construction documents (Letter/ Notice of Complete Submission)	Pre-construction documents submitted to PRA for review/evaluation and approval	
SM 2c: Implementation of Land Reclamation Activities : Batangas city reclamation	Actual Accomplishment	7.50%	All or Nothing	Notice to Mobilize/ Notice to Proceed issued to Proponent	Pre-construction documents submitted to PRA for review/evaluation and approval	Coordination with the proponent on the remaining documents to be compiled	Coordination with the proponent for their submission of pre-construction documents and request for technical conference	Issuance of the Final Notice of Complete Submission of pre-construction documents within sixty (60) calendar days;  Monitoring of compliance of the suspension order based on the complaint of Department Of Energy (DOE) regarding Sta. Rita-Malampaya pipeline crossing the project site;  Technical conference with the proponent/ developer and DOE to be bested by PRA concerning the project	Pre-construction documents submitted to PRA for review/evaluation and approval	

FINAL IMPACT/STAKEHOLDERS

SOC	Strategic Measure	Formula	Weight	Rating System	GCG-Finalized 2020 Annual Target	Adjusted 2020 Annual Target	Quarterly Targets (as of Mid-Year Assessment)			
							1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
							<b>SO 2: Integrate a comprehensive coastal defense/ protection strategy</b>			
SM 3: Coastal defense strategy for Vulnerable Areas	Actual Accomplishment	10%	(Actual/Target) x Weight	A. Final Report on the Scaling-Out Project for Bulacan and Pampanga as submitted to the Global Resilience Partnership  B. Endorsement of the Framework Plan to the LGU (signed by both PRA and the designated LGU Department/ Office)	N/A  Conduct of environmental scanning/ investigation and validation of available data; and Conduct stakeholders' workshops/ consultations	Assessment of various sites for possible scaling up for deliberation by One Architecture, Wetlands Int'l and PRA  Coordination with Municipalities of Baras and Virac as the two LGUs to be assisted in conducting their respective Coastal Protection Strategies (CPS)	Submit required data for scaling-up proposal to One Architecture  Submit update report to the Board once documentation of the two LGUs is completed and secure authority for the GM/CEO to sign the Expression of Collaboration	Periodic check in call with partners (One-Architecture and Wetlands International) on the status update of the proposed scaling-out  Secure PRA Board of Directors' approval on inclusion of the Mun. of Baras; and if approved, signing of Expression of Collaboration;  Signing of EOCs between PRA and Virac and Baras; and  Initiate institutional setting for the CPS with partner local/regional governmental agencies (DPWH, DENR, BFAR, NEDA and others)	Comply with additional requirements to update the scaling-out proposal, if needed; and  Submit proposal to Global Resilience Partnership  Conduct environmental scanning/ investigation and validation of available data;  Conduct stakeholders' workshops/ consultations  NOTE: activities will depend on the protocols of the IATF at that time	
<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	Actual Accomplishment	5%	(Actual/Target) x Weight 0% = If less than 80%	90%	Issuance of Notice to Proceed; and Submission of appropriate reports			Receipt of the Development Academy of the Philippines (DAP) project proposal for the conduct of the 2020 CSS;  If received, management's evaluation and recommendation for PRA Board of Directors' approval of the proposal; and  Notice of Award and start of the execution of contract	Issuance of Notice to Proceed; and Submission of appropriate reports	
<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	Php874 Million (Net Income after Tax)	N/A	Php200 Million	Php200 Million	Php3.3 Billion	Php874 Million	
<b>SO 5: Increase Inventory of marketable land assets</b>										
SM 6: Disposition of unlawfully reclaimed areas	Absolute number	10%	(Actual/Target) x Weight	Endorsement to the DENR for issuance of Presidential Proclamation (PP) covering twenty-seven (27) sites	Endorsement to the DENR for issuance of Presidential Proclamation (PP) covering a total of ten sites (10) sites.		Two (2) out of four (4) sites approved by the PRA Board for PP endorsement with the DENR	Seven (7) sites endorsed for PP with the DENR	Endorsement to the DENR for issuance of Presidential Proclamation (PP) covering a total of ten sites (10) sites.	
<b>SO 6: Implement Clear and Efficient Reclamation Guidelines and Public Estates Development and Management</b>										
SM 7: Formulation of a new policy	Actual Accomplishment	5%	All or Nothing	Publication of Board-approved Utilization Guidelines on the Social Environmental Fund (SEF) in newspapers of general circulation and filing with UP Law Center	N/A	Research, data gathering and review of related literatures and similar policies, if any, and brainstorming within Environmental Management Department	Continue research of reference literatures and draft preliminary guideline for discussion by the Environmental Management Department and the Reclamation and Regulation Office	Preliminary draft policy discussed within Reclamation and Regulation Office;  Presentation of the draft policy at the PRA Implementing Rules and Regulations Committee for deliberation; and  Presentation of the draft policy to Management Committee	Submit draft policy to the PRA Board of Directors for appropriate action/ approval;  Publication of Board-approved Utilization Guidelines on the Social Environmental Fund (SEF) in newspapers of general circulation and filing with UP Law Center	

	Strategic Measure	Formula	Weight	Rating System	GCG-Finalized 2020 Annual Target	Adjusted 2020 Annual Target	Quarterly Targets (as of Mid-Year Assessment)			
							1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
INTERNAL PROCESS	SM 8. Development of PRA Properties ; Re-development of Coastal Plaza Condominium Project (CPCP)	Actual Accomplishment	7.50%	All or Nothing	100% of the deliverables for the year are implemented based on the Board-approved CPCP Business Plan/Implementation Strategy	N/A	Submission to Management Committee of possible options to undertake in the re-development of the CPCP.	Preparation of the Implementing Strategy	Submission to the Management Committee & Board of Directors of the Business Plan/ Implementation Strategy	100% of the deliverables for the year are implemented based on the Board-approved CPCP Business Plan/Implementation Strategy
	SM 9. Maintenance and timely repair of roads and other infrastructure projects : Construction of One Road at Superblock B; and Rehabilitation of PDMB, Asean Ave., and Diokno Blvd.	Actual Accomplishment	5%	All or Nothing	Implementation of 100% Contract Deliverables for the Detailed Engineering Design	Implementation of 20% Contract Deliverables for the Detailed Engineering Design	Start of Preparation of documents for bidding activities on the 2nd Quarter	Start of Bidding Activities for Consultancy Services and for the Road Repair Works: - Transmittal of the Eligibility and Bidding Documents for the procurement of Consultancy Services for review/action of BAC on May 2020; - Approval of revised ABC and Construction Plans for Road Repair Works on May 2020; - Transmittal of Final Bidding Documents for the Road Repair Works to the Board of Directors for approval and start of bidding process	I. Consultancy Services: - Preparation of the final bidding documents for Consultancy Services for the approval of the BOD; - Start of bidding process for the Consultancy Services II. Road Repair Works: - Board approval of the bidding documents, budget and Contract Agreement; - Start of bidding activities	I. Consultancy Services: - Implementation of 20% Contract Deliverables for the Detailed Engineering Design based on progress/milestone reports II. Road Repair Works: - Issuance of Notice of Award and Notice to Proceed
<b>SO 7. Strengthen culture of continuous training and innovation in the organization</b>										
ORGANIZATION	SM 10. Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	Improve Competency Baseline of PRA	Continuous provision of training/interventions to address the competency gap and assess the improvement of Competency Baseline of PRA Employees (in reference to the 2019 Competency Baseline)		1. For the concerned Assistant General Manager (AGM) and Department Manager (DM) to discuss the assessment result with the concerned employee and the needed intervention to improve the employee's performance/productivity; and 2. Coordinate with DAP for the schedule and implementation of the next stage of PRA competency assessment	Implementation/facilitation of the remaining activities of the Project; Concerned Assistant General Manager and Department Manager to discuss with the concerned employee the needed intervention to improve the employee's performance/ productivity	Continuous provision of training/ interventions to address the competency gap and assess the improvement of Competency Baseline (from 2019 Baseline)
	<b>SO 8. Implement a Quality Management System (QMS)</b>									
	SM 11. Improve Processes to Quality Management System	Actual Accomplishment	5%	All or Nothing	Pass the 2nd Surveillance Audit	N/A	Re-orientation of employees of the ISO 9001:2015 Standards	Conduct of required training/workshop for the PRA ISO 9001:2015 Standards	Internal Quality Audit; Management Review; Third-Party's Surveillance Audit	Surveillance Audit Report
	<b>Total</b>		<b>100%</b>							