



Philippine Reclamation Authority

Strategic Measure	Formula	Weight	Rating System	Baseline			2021 Annual Target <sup>2</sup>
				2018	2019	2020 <sup>1</sup>	
<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%	Milestones	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.	Signed Implementing Agreement (IA) with DENR-MGB for Biliran, Leyte and Malapascua, Cebu	Implementing Agreement (IA)/ Final Output in concurrence with the DENR-MGB
SM 2a: Implementation of Land Reclamation Activities : Pasay 360 hectare reclamation	Actual Accomplishment	7.5%	Milestones	N/A	N/A	Notice to Mobilize/ Notice to Proceed issued to Proponent	Timely submission of Quarterly Monitoring Report to the PRA Management every 3rd Monday of preceding month from the end of the Quarter
SM 2b: Implementation of Land Reclamation Activities : Navotas City reclamation	Actual Accomplishment	7.5%	Milestones	N/A	N/A	Initial/preliminary review/evaluation of the pre-construction documents	Issuance of Notice to Mobilize (NTM); and,timely submission of Quarterly Monitoring Report to the PRA Management every 3rd Monday of preceding month from the end of the Quarter
SM 2c: Implementation of Land Reclamation Activities : Batangas city reclamation	Actual Accomplishment	7.5%	Milestones	N/A	N/A	PRA's review/evaluation and approval of the submitted pre-construction documents as pre-conditions of the Notice to Proceed issued to proponent	Timely submission of Quarterly Monitoring Report to the PRA Management every 3rd Monday of preceding month from the end of the Quarter

SOCIAL IMPACT/STAKEHOLDERS

Strategic Measure	Formula	Weight	Rating System	Baseline			2021 Annual Target <sup>2</sup>
				2018	2019	2020 <sup>1</sup>	
<b>SO 2: Promote and integrate a comprehensive coastal defense/ protection strategy into development plans</b>							
<b>SM 3: Coastal defense strategy for Vulnerable Areas</b>	Actual Accomplishment	10%	Milestones	<p>A) GRP granted a No-Cost extension to the project</p> <p>B) 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)</p>	<p>A) Completed and submitted the Final Report to GRP through One Architecture on 01 March 2019</p> <p>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.</p> <p>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.</p>	<p>A.) Final Report on the Scaling-Out Project for Bulacan and Pampanga as submitted to the Global Resilience Partnership</p> <p>B.) Conduct of environmental scanning/ investigation and validation of available data; and conduct stakeholders' workshops/ consultations</p>	Completion of the Coastal Protection Strategy (CPS) Report and endorsement to the LGU (signed by both PRA and the designated LGU Department/Office)
<b>SO 3: Increase Support of Stakeholders, Address Concerns of Affected Communities and Gain Social Acceptance of Development Projects</b>							
<b>SM 4: Percentage of Satisfied Customers/ Stakeholders</b>	Actual Accomplishment	5%	(Actual/ Target) x Weight	Establish Baseline	88.9%	90%	90%
<b>SO 4: Increase Revenue and Improve Cash Flow</b>							
<b>SM 5: Net Income Commitment</b>	Absolute Amount	15%	(Actual/ Target) x Weight	₱250.0 M	Php 2.9 Billion (Financial Income)	Php 874 Million	Php 541 Million
<b>SO 5: Increase inventory of marketable land assets</b>							
<b>SM 6: Disposition of unlawfully reclaimed areas</b>	Actual Accomplishment	10%	(Actual/ Target) x Weight	<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>	18.1686-Hectares	Endorsement to the DENR for issuance of Presidential Proclamation (PP) covering ten sites (10) sites.	Endorsement to the DENR for issuance of Presidential Proclamation (PP) covering ten (10) sites

FINANCE

Strategic Measure	Formula	Weight	Rating System	Baseline			2021 Annual Target <sup>2</sup>
				2018	2019	2020 <sup>1</sup>	
<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	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	Publication of Board-approved policy on PRA Monitoring of the Non-Environmentally Critical Projects in newspapers of general circulation and filing with the Office of the National Administrative Register (ONAR)
SM 8. Development of PRA Properties : Re-development of Coastal Plaza Condominium Project (CPCP)	Actual Accomplishment	7.5%	Milestones	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	Publication of Public Bidding for the disposition of free areas
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%	Milestones	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 100% Contract Deliverables for the Detailed Engineering Design	<u>I. Rehabilitation of PRA Roads through Agency-to-Agency Implementation</u> - 100% completion of soil foundation study (thru test pits or boreholes), and of Detailed Engineering Design (DED)  <u>II. Construction of One (1) Road through Agency-to-Agency Implementation</u> - 100% implementation of boreholes and soil foundation study, and Detailed Engineering Design (DED)  <u>III. Road Repair Works of PRA Roads</u> - 100% completion of the road repair/ maintenance works through cutting/squaring
<b>SO 7. Strengthen culture of continuous training and innovation in the organization</b>							
SM 10. Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	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 the Organization	Improvement of Competency Baseline
<b>SO 8. Implement a Quality Management System (QMS)</b>							
SM 11. Improve Processes to Quality Management System	Actual Accomplishment	5%	Milestones	Certification under ISO 9001:2015	Passed the Surveillance Audit	Pass the 2nd Surveillance Audit	Recertification under ISO 9001:2015
	<b>Total</b>	<b>100%</b>					

<sup>1</sup> Recalibrated Performance Scorecard for CY2020

<sup>2</sup> Revised CY2021 Interim PES based on Technical Panel meeting dated 10 November 2020

Approved by:

- Original signed -

ATTY. JAMILO E. RUBIATO  
General Manager and CEO

November 27, 2020  
Date

- Original signed -

ATTY. ALBERTO C. AGRA  
Chairman of the Board

November 27, 2020  
Date



Strategic Measure	Formula	Weight	Rating System <sup>1</sup>	2021 Annual Target <sup>1</sup>	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%	Signing of IA with DENR-MGB for the actual conduct of fieldwork activities on Biliran, Leyte, and Malapascua, Cebu – 5%  Concurrence on the submitted Final Report of the DENR-MGB on the scientific survey for Biliran, Leyte, and Malapascua, Cebu – 10%	PRA's Concurrence on the Final Report of DENR-MGB on the Geo-Scientific Survey/Investigation for Biliran, Leyte and Malapascua, Cebu Sites	Coordination with DENR-MGB on the finalization and review by the OGCC of the IA for the actual conduct of Geo-Scientific Survey/ Investigation for Biliran, Leyte and Malapascua, Cebu	Signing of IA with the with DENR-MGB for the actual conduct of fieldwork activities on Biliran, Leyte and/or Malapascua, Cebu	Coordination with DENR-MGB for the actual conduct of fieldwork activities on Biliran, Leyte and/or Malapascua, Cebu	PRA's concurrence on the submitted Final Report of the DENR-MGB on the Geo-scientific Survey/Investigation for Biliran, Leyte and Malapascua, Cebu
SM 2a: Implementation of Land Reclamation Activities : Pasay 360-hectare reclamation	Actual Accomplishment	7.5%	All or Nothing	100% Completion of the 2021 Deliverables per Project Timeline	Act on the timely approval of submitted pre-construction documents to trigger the initial mobilization of the General Contractor.	Close monitoring on the full mobilization of the General Contractor in terms of manpower, equipment and other resources to mount a large scale operation.	Conduct project monitoring and general supervision works as basis for the monthly report to be collated into a quarterly report for submission to the PRA Management.	Conduct project monitoring and general supervision works as basis for the monthly report to be collated into a quarterly report for submission to the PRA Management.
SM 2b: Implementation of Land Reclamation Activities : Navotas City reclamation	Actual Accomplishment	7.5%	All or Nothing	100% Completion of the 2021 Deliverables per Project Timeline	Act on the timely approval of submitted pre-construction documents to effect the issuance of NTM and trigger the initial mobilization of the General Contractor	Close monitoring on the full mobilization of the General Contractor in terms of manpower, equipment and other resources to mount a large scale operation	Issuance of Notice to Mobilize; and  Conduct project monitoring and general supervision works as basis for the monthly report to be collated into a quarterly report for submission to the PRA Management	Conduct project monitoring and general supervision works as basis for the monthly report to be collated into a quarterly report for submission to the PRA Management
SM 2c: Implementation of Land Reclamation Activities : Batangas City reclamation	Actual Accomplishment	7.5%	All or Nothing	100% Completion of the 2021 Deliverables per Project Timeline	Act on the timely approval of submitted pre-construction documents to effect the issuance of NTM and trigger the initial mobilization of the General Contractor	Close monitoring on the full mobilization of the General Contractor in terms of manpower, equipment and other resources to mount a large scale operation	Conduct project monitoring and general supervision works as basis for the monthly report to be collated into a quarterly report for submission to the PRA Management	Conduct project monitoring and general supervision works as basis for the monthly report to be collated into a quarterly report for submission to the PRA Management

SOCIAL IMPACT/STAKEHOLDERS

Strategic Measure	Formula	Weight	Rating System <sup>1</sup>	2021 Annual Target <sup>1</sup>	Quarterly Targets			
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<b>SO 2: Promote and integrate a comprehensive coastal defense/ protection strategy into development plans</b>								
SM 3: Coastal Defense Strategy for Vulnerable Areas	Actual Accomplishment	10%	Milestones	Secure approval from the LGU of Baras, Catanduanes for the Coastal Protection Strategy endorsed by PRA and its Partners	Signing of Expression of Collaboration (EOC) between PRA and LGU; set-up study team and gathering of available secondary data	Institutional setting, identification/ delineation of study area; and environmental scanning, verification and validation of secondary data	Stakeholders workshops and consultations, drafting and deliberation of the Coastal Protection Strategy	Completion of the Coastal Protection Strategy (CPS) Report and endorsement to the LGU (signed by both PRA and the designated LGU Department/ Office)
<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 <i>0% = If less than 80%</i>	90%	1) Update composition of committee for Customer Satisfaction Survey (CSS); 2) Preliminary activities for the hiring of consultant to conduct the CSS for 2021.	Issuance of Notice of Award (NOA) to the technical provider to undertake the 2021 CSS; and Conduct of Inception meeting	Inception Report	1) Completed Interim Report.; and 2) 90% Satisfied Rating
<b>SO 4: Increase Revenue and Improve Cash Flow</b>								
SM 5: Net Income After Tax Commitment	Absolute Amount	15%	(Actual/ Target) x Weight	Php 541 Million	Php 33 Million	Php 116 Million	Php 512 Million	Php 541 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 ten (10) sites	PRA Board Approval of two (2) applications for PP Endorsement with the DENR	PRA Board Approval of four (4) applications for PP Endorsement with the DENR	PRA Board Approval of four (4) applications for PP Endorsement with the DENR	Endorsement to the DENR for issuance of Presidential Proclamation (PP) covering ten (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 policy on PRA Monitoring of the Non-Environmentally Critical Projects in newspapers of general circulation and filing with the Office of the National Administrative Register (ONAR)	Submit draft policy to Legal for comments/ inputs	Submission of the draft policy to the Management Committee for deliberation	Submission of the final draft of the policy to Board for appropriate action/ approval	Publication of Board-approved policy on PRA Monitoring of the Non-Environmentally Critical Projects in newspapers of general circulation and filing with the Office of the National Administrative Register (ONAR)

	Strategic Measure	Formula	Weight	Rating System <sup>1</sup>	2021 Annual Target <sup>1</sup>	Quarterly Targets			
						1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
INTERNAL PROCESS	SM 8. Re-development of Coastal Plaza Condominium Project (CPCP)	Actual Accomplishment	7.5%	Milestones	Publication of Public Bidding for the disposition of free areas	Submission of all documents required by the Department of Human Settlements & Urban Development (DHSUD) for the approval of the Alteration of the Site Development Plan.	a) Filing of application for Certificate of Project Completion with DHSUD; and b) Filing of requirements with the Register of Deeds for the processing of consolidation/ subdivision of titles	a) Submission of completed requirements to DHSUD for the approval of the amendment of the Master Deed with Declaration of Restrictions; and b) Approval by the Board of Directors of the Terms of Reference for the disposition of free areas	Publication of bidding requirements for the disposition of free areas
	SM 9a. Maintenance and timely repair of roads and other infrastructure projects: Rehabilitation of PRA Roads	Actual Accomplishment	5%	All or Nothing	100% implementation of the 2021 deliverables in the Memorandum of Agreement	Approval of change in mode of implementation from Agency-to-Agency to Procurement Agency Agreement; and	Finalize Memorandum of Agreement (MOA) between PRA and DPWH-NCR, where DPWH-NCR assumes the role of Procurement Agent for the Rehabilitation of PRA Roads and Construction of One (1) Road.	OGCC Review and Execution of the MOA	Start of Bidding Process; and Notice of Award to Winning Consultant
	SM 9b. Maintenance and timely repair of roads and other infrastructure projects: Construction of One (1) Road					Preparation of Memorandum of Agreement			
	SM 9c. Maintenance and timely repair of roads and other infrastructure projects: Road Repair Works of PRA Roads				100% completion of road repair/maintenance works through cutting/squaring	N/A	Notice to Proceed (NTP) to be issued to winning contractor and start of road repair works		
<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	Improvement of Competency Baseline of the Organization	1. Prepare Learning & Development Program to prioritize employees requiring immediate intervention based on the result of the Competency Assessment; 2. Negotiate with DAP to conduct the following competency: - Re-assessment to determine the improvement - Technical assistance in the provision of right intervention/ training - Training/intervention for HR Personnel for the conduct of future assessment.	1. Execution of contract with DAP; and 2. Conduct of trainings/ interventions	1. Conduct trainings/ Interventions; and 2. Preliminary activities for the re-assessment	Increase the 79% competent employees (16% who Demonstrate the competency model plus 63% who are Approaching the competency model) based on the 2019 competency assessment result.
	<b>SO 8. Implement a Quality Management System (QMS)</b>								
	SM 11. Improve Processes to Quality Management System	Actual Accomplishment	5%	All or Nothing	Recertification under ISO 9001:2015 Standard	Required trainings/workshops for the Recertification under ISO 9001:2015 Standards	Issuance of Notice to Proceed (NTP)/ Execution of Contract	Internal Quality Audit; and Management Review	Recertification under ISO 9001:2015
		<b>Total</b>	<b>100%</b>						

<sup>1</sup> Based on Final CY 2021 PES transmitted by GCG dated 31May2021