

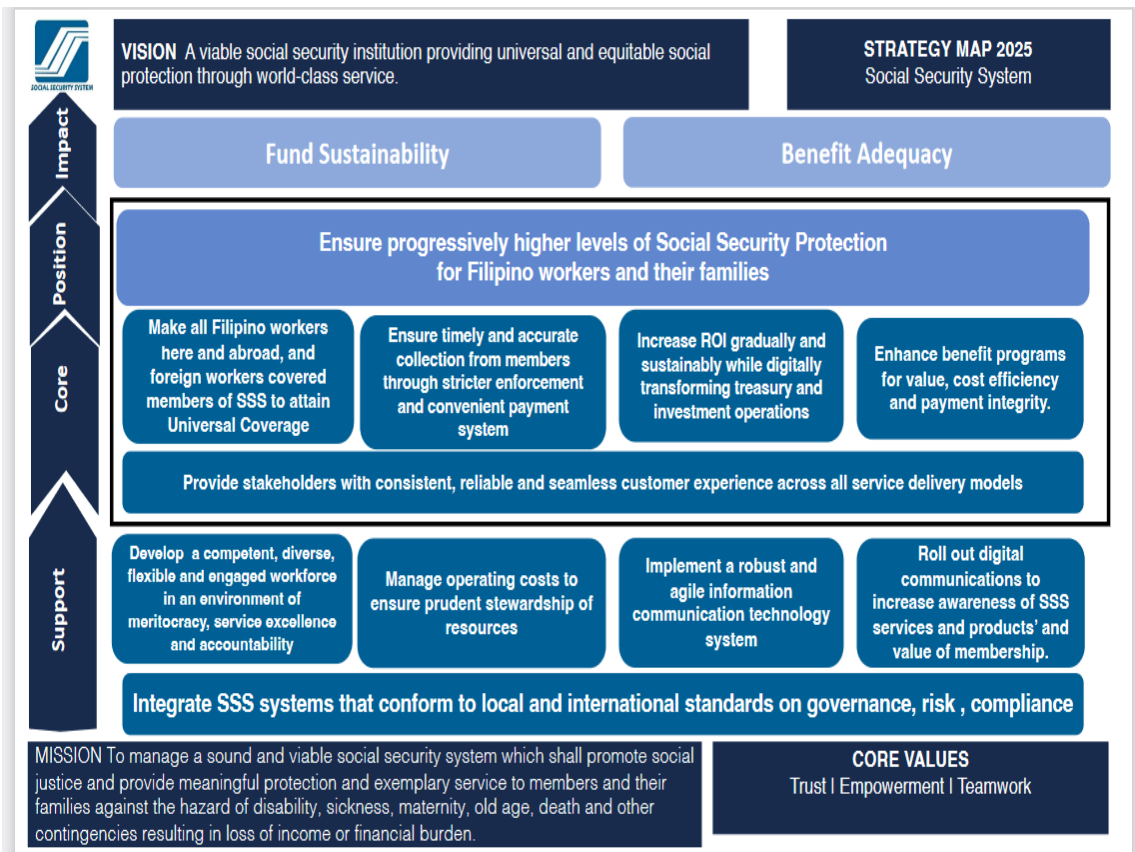


## SSS Vision and Mission/Strategy

### 2023 – 2025 Strategy Map and 2023 Performance Scorecard

On 14 November 2022, the Commission approved, under Resolution No. 724-s.2022, the SSS’ 2023 – 2025 Strategy Map and the 2023 Performance Scorecard, viz:

#### I. 2023 – 2025 Strategy Map



The salient information, viz:

- A. Retention of the various strategic objectives under the impact and position perspectives.
- B. Transfer of the member-servicing objective "Provide stakeholders with consistent, reliable and seamless customer experience across all service delivery models" from support to core perspective.
- C. Additional two (2) new objectives under the support perspective:
  - 1. Manage operating costs to ensure prudent stewardship of resources; and
  - 2. Integrate SSS systems that conform to local and international standards on governance, risk, and compliance.

- D. All other support perspective's objectives take into consideration the integration of digitalization efforts in all the SSS business models.

II. 2023 Performance Scorecard

The proposed 2023 Performance Scorecard supports the current administration's priorities relative to social protection.

The complete details of the 2023 Performance Scorecard are contained in the Memorandum of the Department Manager III, Corporate Policy and Planning Department, dated 09 November 2022, and forming an integral part of this Resolution.

2023 Plans and Programs of the Social Security System

On 23 December 2022, the Commission approved, under Resolution No. 788-s.2022, the 2023 Plans and Programs of the Social Security System, viz:

The plans and programs are anchored on the Institution's three (3) corporate objectives:

- 1. Improve fund viability;
- 2. Improve service delivery; and
- 3. Establish accountability and improve corporate culture.

The attainment of the above involves the integration of the transformative digitalization thrust which started in 2019 in all the business models of SSS.

Further, the plans and program are contributory to the achievement of the Philippine Development Plan's near-term goal of enhancing social protection and human capital development.

Plans and Programs	Target	Impact
I. IMPROVE FUND VIABILITY		
1. Increase contribution collections		
1.1 Implement Contribution Subsidy Provider Program	76 MOAs (At least 4 MOA signed per Division)	Additional 20,000 newly registered self-employed members
1.2 Conduct Run After Contribution Evaders (RACE)	2 RACE Operations per Branch	At least 950 delinquent employers served Improved level of ER compliance
1.3 Implement other payment of AlkanSSSy partners via other available payment facilities, e.g., GCash or bank deposit (Landbank PISO account) instead of physical alkansiya unit	At least 2 payment partners	Improved payment density
2. Increase coverage of new members		
2.1 Conduct SSS on Wheels in far-flung areas and barangays	24 visits per Division	Increased awareness of SSS, its value, programs and benefits
2.2 Implement the E-centers in barangays, LGUs and Cooperatives	912 E-centers	

Plans and Programs	Target	Impact
2.3 Forge MOA with LGUs on data sharing	409 LGUs (25% of 1,634 LGUs - 33 Highly Urbanized Cities [HUCs], 108 component cities, 5 independent component cities, and 1,488 municipalities)	Increased number of new registered employers by 6.61% or 43,349 new ERs from 40,896*  Projected 2022 figure
<u>For self-employed JOWs</u>		
2.4 Implement MOA with LGUs/government agencies/SUCs for KaltaSSS program (different from Contribution Subsidy Provider Program)	6 MOAs signed with government entities	Additional 360 (average) SE paying members per KaltaSSS partner
<u>OFWs</u>		
2.5 Arrange on disbursement facilities to Filipinos/ foreigners under bilateral SSAs	1 MOA signed by June 2023	Integrity of disbursements
3. Improve Investment Income		
3.1 Improve lease income of the available Investment Properties	- Eastwood Libis (Cyber One) - FCA 5 (HK Sun Plaza) - Urdaneta Villages Properties - Manila Harbor Center	Additional income of ₱44.81-M
3.2 Invest in foreign investments	At most 2% of IRF	
II. IMPROVE SERVICE DELIVERY		
1. Integration of additional payment partners on the Website/Mobile App		
1.1 Website	1 Payment Partner (new)	More flexible and convenient payment options to pay the contributions and/or loan amortizations
1.2 Mobile	2 Additional Partners (3 existing GCash, BPI and Maya)	
2. Install the following services in the SSS Website/Mobile App		
2.1 Website		
2.1.1 PRN generation for applicable quarter or for advance payments for at most one (1) calendar year (for Household Employers)	June 2023	75% of SSS services available in electronic/self-services facilities  Increased online transactions by 3%
2.1.2 Notification Inbox for Employer in the My.SSS employer account	October 2023	
2.2 Mobile App		
2.2.1 Disbursement Account Enrollment Module (DAEM) for Employer	April 2023	5% increase from 2022 actual data in DAEM enrollment
2.2.2 SS Number Issuance with uploading of supporting documents	June 2023	75% of SSS services available in electronic/self-service facilities
2.2.3 Pension Loan Application	October 2023	Increased online transactions by 3%
2.2.4 Funeral Claim Application	November 2023	
3. Implement the following		
3.1 Seamless/straight-thru Member Web registration (Real-time validation and using OTP)	November 2023	Improved processing time in web registration (real-time)

Plans and Programs	Target	Impact
3.2 Chatbot for Tier 2 member/ employer/ pensioner's queries	September 2023	20% reduction in the usage of social media for queries
4. Forge MOA under the UMID Pay Card Program	MOA with at least 1 additional Participating Financial Institution	- 75% of SSS services available in electronic/self-service facilities - 80% of Member Transactions shifted to virtual platform - 5% phase out of branch telling
5. Multilayer authentication in Online Transactions:		
5.1 Pilot Implementation of Facial Biometric Authentication (FBA) in My.SSS and SS Mobile App	September 2023	
5.2 One Time Pin (OTP) Authentication	July 2023	
6. Enhance Payment Disbursement Facilities		
6.1 Direct arrangement with PCHC on PESONet Bulk Payments Service	December 2023	
6.2 Instapay disbursement for Funeral & Unemployment benefits	December 2023	
6.3 E-wallet for Foreign Disbursements	1 MOA signed by December 2023	
7. Implement the Online Filing of benefit claims by non-SSS members	June 2023	
8. Adopt the standard physical layout of Digital Branch	43 branches transformed into Digital Branches	
9. Integrate PhilID in the online processes, systems and services	Linking of the PhilSys number token to the SSS number by December 2023	
III. ESTABLISH ACCOUNTABILITY AND IMPROVE CORPORATE CULTURE		
1. Conferment of the 2 <sup>nd</sup> /3 <sup>rd</sup> stage of the Performance Governance System	Compliant/Proficient by June 2023	Responsive performance evaluation mechanisms
2. ISO 9001-2015 Certification for Short-Term Loans (STL) Process	Date of attestation: December 2023	Enhanced customer experience
3. Full implementation of the following:		
3.1 Internal Audit Management System (IAMS)	December 2023	Enhanced internal control system
3.2 Investment Management System (IMS)	October 2023	Accurate cash flow reporting, streamlined investment transactions
3.3 Human Resources Management System (HRMS)	October 2023	Streamlined HR processes and seamless access to records
3.4 Electronic Case Monitoring System (eCMS)	January 2023	Efficient information extraction an accessibility of legal references
4. Completion of Actuarial Valuation of SS Fund	November 2023	Responsive corporate resources planning given an updated market value of SSS assets and incomes

**2022 Accomplishments Report –  
Implementation of Social Security Act of 2018**

On 19 April 2023, the Commission approved, under Resolution No. 170-s.2023, the 2022 Accomplishments Report - Implementation of Social Security Act of 2018, which is for submission to the Office of the President of the Philippines and Congress.

2022 SSS Performance Evaluation System

On 27 April 2023, the Commission approved, under Resolution No. 179-s.2023, the 2022 SSS Performance Evaluation System Form 3 and corresponding proof of accomplishments for submission to the Governance Commission for GOCCs with a total rating of 97.47%.

2024 Plans and Programs of the Social Security System and the Proposed 2024 Corporate Operating Budget of the Social Security System

On 22 August 2023, the Commission approved, under Resolution No. 354-s.2023, the 2024 Plans and Programs of the Social Security System and the proposed 2024 Corporate Operating Budget of the Social Security System, including 2024 multi-year projects, subject to the adjustment of the date of completion of the development of IT systems and applications to an earlier date so these can be used in 2024 (and not in 2025), viz:

I. 2024 Plans and Programs

The plans and programs are anchored on the Institution's three (3) corporate objectives:

- 1. Improve fund viability;
- 2. Improve service delivery; and
- 3. Establish accountability and improve corporate culture.

The attainment of the above involves the implementation of various policy and structural reforms complementing the various digitalization initiatives that were implemented in 2019.

Further, the plans and programs contribute to the achievement of the Philippine Development Plan's mid-term goal of enhancing social protection and human capital development.

PLANS AND PROGRAMS			TARGET	IMPACT
I.	IMPROVE FUND VIABILITY OF SS FUNDS			
	A.	Increase collections		
		1. Contributions Collection		
		1.1. Enhanced online registration/amendments/contributions payment for Kasambahay	June 2024	20% of Households covered out of 2.1M
		1.2 Contribution Subsidy Provider Program	76 MOAs (At least 4 MOA signed per Division)	50% of informal sectors covered (out of 11.7M)
		2. Loans Collection		
		2.1 Penalty Condonation on SILP and PFLP	September 2024	Improved collection efficiency
		2.2 EALP Condonation	December 2024	
	B.	Continuing Programs to Increase coverage of new members and collection		
		1. Conduct SSS on Wheels in far-flung areas and barangay	30 visits per Division	Increased awareness of SSS, its value, programs and benefits
		2. Implement the E-centers in barangays, LGUs and Cooperatives	1,320 E-centers (cumulative, additional 3 per Branch)	
		3. Conduct Run After Contribution Evaders (RACE)	2 RACE Operations per Branch	Collection of 30% and 35% of established collectibles for the branch operations and large accounts

PLANS AND PROGRAMS		TARGET	IMPACT
		<u>For self-employed (IOWs)</u>	
		4. Implement KaSSSanga programs	Additional 500 MOAs  - 50% of gov't workers covered out of 0.63M - 50% of Gen Z covered
		<u>OFWs</u>	
		5. Partnerships with Advocate groups (Government agencies/ units, NGOs, FilComs)	At least 4 signed MOAs  At least 20,000 new OFW coverage
	C.	System Support	
		1. Launching of Virtual Foreign Representative Offices	July 2024  Improved OFW coverage
		2. Enhancement of the Account Management System (several modules)	June 2024  Improved data/ information accuracy
	D.	Improve Investment Income	
		1. Improve income from properties	- Eastwood Libis (Cyber One) - FCA 5 (HK Sun Plaza) - Urdaneta Villages Properties - MHC - Others  Additional income of ₱196-M (from projected ₱3.4-B income in 2023)
		2. Investment in Foreign Currency Denominated Corporate Fixed Income Securities by Domestic/ Onshore Issuer	Up to 40% of the limit for foreign investments
II.	IMPROVE SERVICE DELIVERY		
	A.	Install the following services on the Website/Mobile App	
		1. Website/Mobile	
		1.1 Integrate additional one (1) online payment partners in the SSS website and/or mobile app	December 2024
		2. Mobile App	
		2.1 Online Appointment System (Branch Appointment)	August 2024
		2.2 Maternity Benefit Reimbursement Application (Employer)	November 2024
		2.3 Online Payment of Short-term Loans	December 2024
		2.4 Retirement Claim Application	December 2024
	B.	Implement the following:	
		1. Seamless/straight-thru Member Web registration (Real-time validation and using OTP)	December 2024  5% increase from 2022 actual
		2. ChatGPT	October 2024  20% reduction in the usage of social media for queries
	C.	Forge MOA with Participating Financial Institutions (PFIs) for the SSS Pay Card program	MOA with at least 1 additional PFI  - 87% of SSS services available in electronic/self service facilities
	D.	Multi-layer authentication in Online Transactions:	
		1. Self-Service authentication using PhilSys ID	January 2024  - 85% of Member Transactions shifted to virtual platform
	E.	Enhance Payment Disbursement Facilities	
		1. E-wallet for Foreign Disbursements	Additional 1 MOA signed  - 80% phase out of branch tellering
		2. Additional electronic disbursements	1 for Member Loans; and 1 MOU for benefits and member loans
	F.	Implement new/enhanced benefit programs	

PLANS AND PROGRAMS			TARGET	IMPACT
		1. Guidelines on continuing payment of contributions for members aged 65 and up with less than 120 contributions to qualify for retirement pension	January 2024	Increased benefit value
		2. Enhanced Mandatory Provident Fund/WISP guidelines	1 <sup>st</sup> Quarter of 2024	
		3. Supplementary guidelines on SS Death Benefit Program	3 <sup>rd</sup> Quarter of 2024	
		4. Enhanced guidelines on Unemployment Benefit Program	2 <sup>nd</sup> Quarter of 2024	Increased process efficiency
		5. Enhanced guidelines on ACOP Program	3 <sup>rd</sup> Quarter of 2024	
		6. Straight-thru-payment of benefit claims filed online: Maternity miscarriage/ETP cases	4 <sup>th</sup> Quarter of 2024	
		7. Online filing for non-SSS members and existing survivor pensioners, with linking of member's SS number to payee's SS number	4 <sup>th</sup> Quarter of 2024	
		8. Guidelines on preventive and punitive actions against fraud in benefit and loan transactions	2 <sup>nd</sup> Quarter of 2024	Improved payment integrity
III.	ESTABLISH ACCOUNTABILITY AND IMPROVE CORPORATE CULTURE			
	A.	Conferment of the 3 <sup>rd</sup> stage of the Performance Governance System	Proficient by November 2024	Responsive performance evaluation mechanisms
	B.	ISO 9001:2015 Agency Wide Implementation	Phase 1 Implementation  54 branches including PCs/MECs NCR: 12 LC1: 12 LC2: 10 VC1: 9 MN: 11	Enhanced customer experience based on accepted standards
	C.	Governance, Risk Management and Compliance (GRC) – Risk Management System	December 2024	Improved leadership effectiveness across governance aspects
	D.	Full implementation of the following:		
		1. Internal Audit Management System (IAMS)	December 2024	Enhanced internal control system
		2. Shared defense strategy for cybersecurity	June 2024	Zero breach
		3. Compliance with the Information Security Management System (ISO 27001) for selected mission critical Systems	October 2024	Holistic approach for risk management; cyber resilience, and operational excellence
		4. Human Resource Management System (Additional Modules)	December 2024	Streamlined HR processes and seamless access to records
		5. Loans Management System (Additional Modules)	December 2024	
		6. PalengQR Payment Channel Integration with PRN System – QR Generation	December 2024	Improved collection efficiency

II. Proposed 2024 Corporate Operating Budget (COB)

The implementation of the 2024 plans and programs for the achievement of the corporate objectives entails the proposed COB.

**2024 Proposed COB vs. 2023 Actual vs. 2023 Budget**  
(Amounts in Billion Pesos)

Particulars	Proposed 2024	Actual 2023*	Increase/(Decrease)		Budget 2023
			Amount	%	
<b>SOURCES OF FUNDS</b>	<b>427.86</b>	<b>381.41</b>	<b>46.45</b>	<b>12.2</b>	<b>370.95</b>
<b>Contributions</b>	<b>382.76</b>	<b>341.18</b>	<b>41.58</b>	<b>12.2</b>	<b>334.64</b>
SSS	337.65	298.24	39.41	13.2	291.94
EC	3.34	2.68	0.66	24.6	2.55
WISP	41.77	40.26	1.51	3.8	40.15
<b>Investment and Other Income</b>	<b>45.10</b>	<b>40.23</b>	<b>4.87</b>	<b>12.1</b>	<b>36.31</b>
SSS**	42.68	37.88	4.80	12.7	34.21
EC	2.43	2.35	0.07	3.0	2.10
<b>USES OF FUNDS</b>	<b>298.26</b>	<b>270.12</b>	<b>28.15</b>	<b>10.4</b>	<b>281.62</b>
<b>Benefits</b>	<b>282.65</b>	<b>257.20</b>	<b>25.46</b>	<b>9.9</b>	<b>265.01</b>
SSS	279.77	255.42	24.35	9.5	262.43
EC	2.88	1.78	1.11	62.5	2.58
<b>Operating Expenses***</b>	<b>12.73</b>	<b>12.55</b>	<b>0.18</b>	<b>1.4</b>	<b>14.82</b>
<b>Capital Expenditures</b>	<b>2.88</b>	<b>0.37</b>	<b>2.51</b>	<b>678.4</b>	<b>1.79</b>
<b>EXCESS</b>	<b>129.60</b>	<b>111.30</b>	<b>18.30</b>	<b>16.4</b>	<b>89.33</b>

\* Actual – Jan. to Jun.; Estimate – Jul. to Dec.  
\*\* Includes income from SS Fund, WISP, and other SS-managed funds, except for EC Fund  
\*\*\* Inclusive of EC Management Fee

The complete details pertaining the 2024 Corporate Operating Budget are contained in the Memorandum of the Department Manager III, Corporate Policy and Planning Department, and the Department Manager III, Budget Department, dated 11 August 2023, and forming an integral part of this Resolution.

SSS’ 2024 - 2028 Strategy Map and  
the 2024 Performance Scorecard

On 30 August 2023, the Commission approved, under Resolution No. 365-s.2023, the SSS’ 2024 - 2028 Strategy Map and the 2024 Performance Scorecard for submission to the Governance Commission for GOCCs.