



**21 March 2023**

**MR. BENJAMIN DIOKNO**  
*Secretary, Department of Finance (DOF)  
And SSS Chairperson*

**MR. ROLANDO L. MACASAET**  
*President and CEO (PCEO)  
SOCIAL SECURITY SYSTEM (SSS)  
SSS Building, East Avenue, Diliman,  
Quezon City*

**RE: TRANSMITTAL OF 2023 CHARTER STATEMENT AND  
STRATEGY MAP, AND PERFORMANCE SCORECARD**

Dear Secretary Diokno and PCEO Macasaet,

We respectfully furnish you the **SIGNED** 2023 SSS Charter Statement and Strategy Map (**Annex A**) and Performance Scorecard (**Annex B**).

Your compliance with GCG M.C. No. 2012-007 and GCG M.C. No. 2023-01 will be highly appreciated.

Very truly yours,

  
**Justice ALEX L. QUIROZ (ret.)**  
*Chairperson*

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**cc: SSS Employees' Association/Union**

SOCIAL SECURITY SYSTEM (SSS)



**VISION** A viable social security institution providing universal and equitable social protection through world-class service.

**STRATEGY MAP 2025**  
Social Security System

Impact

Fund Sustainability

Benefit Adequacy

Position

Ensure progressively higher levels of Social Security Protection for Filipino workers and their families

Core

Make all Filipino workers here and abroad, and foreign workers covered members of SSS to attain Universal Coverage

Ensure timely and accurate collection from members through stricter enforcement and convenient payment system

Increase ROI gradually and sustainably while digitally transforming treasury and investment operations

Enhance benefit programs for value, cost efficiency and payment integrity.

Provide stakeholders with consistent, reliable and seamless customer experience across all service delivery models

Support

Develop a competent, diverse, flexible and engaged workforce in an environment of meritocracy, service excellence and accountability

Manage operating costs to ensure prudent stewardship of resources

Implement a robust and agile information communication technology system

Roll out digital communications to increase awareness of SSS services and products' and value of membership.

Integrate SSS systems that conform to local and international standards on governance, risk, compliance

**MISSION** To manage a sound and viable social security system which shall promote social justice and provide meaningful protection and exemplary service to members and their families against the hazard of disability, sickness, maternity, old age, death and other contingencies resulting in loss of income or financial burden.

**CORE VALUES**  
Trust | Empowerment | Teamwork

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## 2023 PERFORMANCE SCORECARD (Annex B)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
IMPACT	<b>SO 1</b>	<b>Fund Sustainability</b>							
	SM 1	Increase in Total Assets (5-year average)	Sum of percentage increase from 2017 to 2022 / 5 years  Where: Annual percentage increase in total assets = [(Total assets at the end of the CURRENT year – Total assets at the end of the PREVIOUS year) / Total assets at the end of the PREVIOUS year] x 100	5%	(Actual / Target) x Weight	N/A	N/A	N/A	7%
	<b>SO 2</b>	<b>Benefit Adequacy</b>							
	SM 2	Per Capita Fund (Basis Actuarial Figure)	Total Assets / Covered Members (Absolute Amount)	10%	(Actual / Target) x Weight	N/A	₱ 16,475.99	₱ 17,100.00	₱17,700
		<b>Subtotal</b>	<b>15%</b>						
POSITION	<b>SO 3</b>	<b>Ensure progressively higher levels of Social Security Protection for Filipino workers and their families</b>							
	SM 3	Increase in the benefit adequacy of SSS pensioners (Basis Actuarial Figures)	Average Pension <sup>1</sup> / Average Wage <sup>2</sup>	5%	(Actual / Target) x Weight	N/A	Unverifiable	56%	44.1%

<sup>1</sup> Refers to New Pensioners 2023.

<sup>2</sup> Wage refers to only NCR Minimum wage for 22 days.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
SM 4	Increase in per capita benefit – DB (average per disbursement)	Total Amount of SSS Benefits Disbursed / Number of SSS Benefits disbursed	5%	(Actual/Target) x Weight	N/A	N/A	N/A	₱6,000.00
		<b>Subtotal</b>	<b>10%</b>					
<b>SO 4</b>	<b>Make all Filipino workers covered members of SSS to attain Universal Coverage</b>							
SM 5	Percentage of economically active population contributing to SSS	(No. of SSS paying members – Paying OFW) / (Labor force 15yrs and over – Unpaid family workers – government workers)	5%	(Actual / Target) x Weight	44.11%	35.65%	41%	39.60%
<b>SO 5</b>	<b>Ensure timely and accurate collection from members of SSS to attain Universal Coverage</b>							
SM 6a	Increase the Amount of Contributions Collected	Contribution collection (Employed + Self-employed + Voluntary + OFWs)	12.5%	(Actual / Target) x Weight	₱ 205.70 Billion	₱ 226.22 Billion	₱ 260.86 Billion	₱334.64 Billion
SM 6b	Reduction of Delinquency Accounts	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	N/A	Board-Approved Policy on Delinquent Accounts <sup>3</sup>

CORE

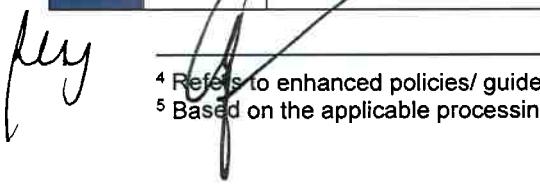
<sup>3</sup> Includes policy on data clean-up and definition of delinquent accounts, processes, system enhancements, among others.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
SM 7	Collection Efficiency Rate	Actual Accomplishment	3%	(Actual / Target) x Weight	76.16%	N/A	90%	90% (new loans)
			2%	(Actual / Target) x Weight				15% (old loans)
<b>SO 6</b>	<b>Increase of ROI gradually and sustainably while digitally transforming treasury and investment operations</b>							
SM 8	Return of Investments	Annualized monthly ROI	10%	(Actual / Target) x Weight	N/A	N/A	4.71 %	5%
<b>SO 7</b>	<b>Enhance benefit programs for value, cost efficiency and payment integrity</b>							
SM 9	Number of Enhanced Benefits (Policies/ Guidelines/ Processes)	Actual Accomplishment	5%	All or nothing	N/A	N/A	N/A	Three (3) Board-approved policies <sup>4</sup>
<b>SO 8</b>	<b>Provide stakeholders with consistent, reliable, and seamless customer experience across all service delivery models</b>							
SM 10	Percentage of applications with complete documents processed within the applicable processing time <sup>5</sup>							
	<i>Sickness – Employed</i>	Total Number of Applications with the Complete Documents Processed within the Prescribed Time / Total Number of Application with	1%	(Actual / Target) x Weight	70.84%	<i>Unverifiable</i>	100%	100%
	<i>Sickness – SE/VM/Separated</i>		1%					
	<i>Maternity – Medical</i>		1%		57.97%			
	<i>Maternity - Non-Medical</i>		1%					
<i>Funeral – SSS</i>	1%		68.57%					

<sup>4</sup> Refers to enhanced policies/ guidelines/ processes in any of the seven (7) benefits and Provident Fund.

<sup>5</sup> Based on the applicable processing time as stated in the latest SSS Citizen's Charter.

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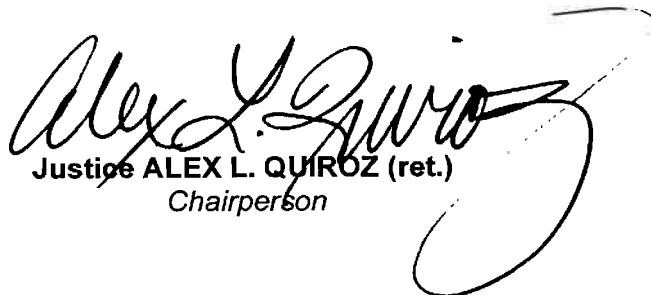


Component					Baseline Data		Target		
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023		
	<i>Unemployment</i>	Complete Documents Received	1%		N/A				
	<i>Death (SS &amp; EC)</i>		1%		60.54%				
	<i>Disability (SS &amp; EC)</i>		1%		71.77%				
	<i>Retirement</i>		2%		61.19%				
SM 11a	Percentage of Satisfied Customers – Individual Customers	Total number of Respondents who gave a rating of at least satisfactory / Total number of respondents	2.5%	(Actual / Target) x Weight	91%	98%	90%	90%	
SM 11b	Percentage of Satisfied Customers – Business Clients		2.5%	Below 80% = 0%			90%	90%	
		<b>Subtotal</b>	<b>55%</b>						
<b>SO 9</b>	<b>Develop a competent, diverse, flexible, and engaged workforce in an environment of meritocracy, service excellence and accountability</b>								
SUPPORT	SM 12	Competency level of the institution	2023 Competency Level – 2022 Competency Level	5%	All or nothing	1.97 % Improvement from prior year	8.75 % Improvement from prior year	Improvement on the Competency of the Organization based on the 2021-year end assessment	Improvement on the Competency Level of the Organization based on the 2022 year-end assessment
	<b>SO 10</b>	<b>Manage operating costs to ensure prudent stewardship of resources to support transformative digitalization</b>							
	SM 13	Budget Utilization Rate	Total disbursement / DBM-Approved COB (both net of PS Cost)	5%	(Actual / Target) x Weight	N/A	N/A	90%	90%


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Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
<b>SO 11</b>	<b>Implement a robust and agile information communication technology system</b>							
SM 14	Percentage of accomplishments based on the 2023 targets in the ISSP	Actual Accomplishment	5%	(Actual / Target) x Weight	100% of the targeted IT projects implemented	Unverifiable	100%	100%
<b>SO 12</b>	<b>Integrate SSS systems that conform to local and international standards on governance, risk, compliance</b>							
SM 15	ISO-certified in all Core Processes	Actual Accomplishment	2.5%	All or Nothing	No surveillance audit conducted in 2020	ISO Certified – Pension Loans Granting Process involving all the branches under the Luzon Operation Group and their management	New ISO Certification for Unemployment Benefit System and Maintenance of Existing ISO Certification	ISO 9001:2015 Certified Short-Term Loan Process
			2.5%					Maintenance of ISO Certification on Pension Loans and Unemployment Benefits
	<b>Subtotal</b>		<b>20%</b>					
	<b>Total</b>		<b>100%</b>					

For GCG:

  
Justice ALEX L. QUIROZ (ret.)  
Chairperson

For SSS:

  
Mr. ROLANDO LEDESMA MACASAET  
President and CEO