



VISION By 2028, a viable social security institution providing universal and equitable social protection through world-class service.

STRATEGY MAP 2028
Social Security System



Fund Sustainability and Benefit Adequacy

Ensure progressively higher levels of Social Security Protection for Filipino workers and their families that puts the Philippines at par with its ASEAN peers

Harmonize collection efforts within SSS and with other government agencies while improving collection efficiency

Introduce new and enhanced products to improve returns while adopting best practices in investment management

Make all Filipino workers (including informal sectors, last mile communities, and Gen Z) here and abroad covered members of SSS to attain Universal Coverage

Improve benefit value proposition to members through new/enhanced programs, streamlined processes, and rebranding

Enable digital empowerment through an enhanced click service delivery model in collaboration with stakeholders to increase access to SSS services

Upgrade capability of support units to a globally benchmarkable level to respond to the strategic requirements of the Business Process Owners and operating units

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

SOCIAL SECURITY SYSTEM (SSS)
2026 Performance Scorecard

	COMPONENT				BASELINE DATA			TARGET		
	OBJECTIVES / MEASURES	FORMULA	WEIGHT	RATING SYSTEM	2022	2023	2024	2025	2026	
IMPACT	SO 1	Fund Sustainability and Benefit Adequacy								
	SM 1	Per Capita Fund	SS Total Assets/ Covered Members + Pensioners	10%	(Actual / Target) x Weight	₱18,420.06	₱20,662.55	₱22,939.11	₱25,365.18 ¹	₱30,200.00 ²
		Sub-total		10.0%						
	SO 2	Ensure progressively higher levels of Social Security Protection for Filipino workers and their families that puts the Philippines at par with its ASEAN peers								
STAKEHOLDERS	SM 2	Increase in the Benefit Adequacy of SSS pensioners	Ratio of Average Pension to Average Monthly Salary Credit for New Pensioners	5%	(Actual / Target) x Weight	-	40.72%	61.96%	60.53%	64.44%
	SM 3	Customer Satisfaction Survey (CSS)	Number of Respondents who gave a rating of at least Satisfactory / Total number of respondents	5%	(Actual/ Target) x Weight If below 80% = 0%	99.80% (Individual Customers)	92.23%	98.90%	90%	90%
						98.20% (Business Clients)				
				10.0%						

¹ Total Assets includes the SS Fund and Provident Fund (excluding EC-SIF Fund).

² *Id.*

	COMPONENT				BASELINE DATA			TARGET		
	OBJECTIVES / MEASURES	FORMULA	WEIGHT	RATING SYSTEM	2022	2023	2024	2025	2026	
FINANCE	SO 3	Harmonize collection efforts within SSS and with other government agencies while improving collection efficiency								
	SM 4a	Amount of Collections	Contribution collection (Employed + Self-employed + Voluntary + OFWs)	13%	(Actual / Target) x Weight	₱260.44 Billion	₱343.97 Billion	₱377.77 Billion	₱480.21 Billion ³	₱494.09 Billion
	SM 4b	Collection Efficiency Rate for Delinquent Employer Accounts	Actual Collection from Delinquent Employer Accounts / Established Collectibles reconciled with the Employer	10%	Actual / Target) x Weight	-	-	-	90% ⁴	90% ⁵
	SO 4	Introduce new and enhanced products to improve returns while adopting best practices in investment management								
	SM 5	Return on Investments	Annualized monthly ROI	12%	(Actual / Target) x Weight	6.62%	5.78%	5.99%	5.80%	6.08%
	SM 6	Budget Utilization Rate (BUR)	Total disbursement / DBM-approved Corporate Operating Budget (both net of PS Cost)	5%	(Actual / Target) x Weight 0% = Below 70%	96.70%	96.52%	97.01%	90%	90%
	Sub-total			40.0%						

³ Subject for increase recalibration upon submission of reconciled figures.

⁴ Collectible accounts – based on the 2024 COA Annual Audit Report.

⁵ Collectible accounts – based on the 2025 COA Annual Audit Report.

	COMPONENT				BASELINE DATA			TARGET		
	OBJECTIVES / MEASURES	FORMULA	WEIGHT	RATING SYSTEM	2022	2023	2024	2025	2026	
INTERNAL PROCESS	SO 5	Make all Filipino workers (including informal sectors, last mile communities, and Gen Z) here and abroad covered members of SSS to attain Universal Coverage								
	SM 7	Percentage of Economically Active Population Contributing to SSS	(No. of SSS Paying Members – Paying OFW) / (Labor Force 15 Yrs. and Over – Unpaid family worker – government workers)	10%	(Actual / Target) x Weight	41.23%	38.13%	39.24%	40.55%	41.37%
	SO 6	Improve benefit value proposition to members through new/enhanced programs, streamlined processes, and rebranding								
	SM 8	Percentage of applications with complete documents processed within the applicable processing time								
		Sickness - Employed	Total number of applications with the complete documents processed within the prescribed time/ Total number of applications with complete documents received	1.0%	(Actual / Target) x Weight	60.13%	96.41%	95.53%	100%	100%
		Sickness – SE/VM/Separated/OFW		1.0%		12.99%	47.58%	12.31%		
		Maternity – Medical		1.0%		83.17%	97.82%	97.97%		
		Maternity – Non-Medical		1.0%		98.21%	94.15%	89.71%		
		Funeral – SS and EC		1.0%		99.13%	99.78%	99.93%		
		Unemployment		1.0%		87.42%	87.73%	76.75%		
Death – SS and EC		1.0%		84.88%		89.70%	96.02%			
Disability – SS and EC		1.0%		92.64%		98.69%	97.68%			
Retirement		1.0%		84.31%		96.47%	99.27%			
Pension Loan Granting	1.0%	-		-		-				

COMPONENT					BASELINE DATA			TARGET	
OBJECTIVES / MEASURES	FORMULA	WEIGHT	RATING SYSTEM	2022	2023	2024	2025	2026	
SO 7	Enable digital empowerment through an enhanced click service delivery model in collaboration with stakeholders to increase access to SSS services								
SM 9	Resolution Rate on Referred Members' Concerns/ Complaints	Percentage of resolved referred members' concerns/ complaints/ Referred members' concerns/ complaints through CSC CCB ⁶	2.5%	(Actual / Target) x Weight	-	-	-	≥ 92%	≥ 95%
Sub-total			22.5%						
SO 8	Upgrade capability of support units to a globally benchmarkable level to respond the strategic requirement of the Business Process Owners and operating units								
SM 10	Percentage of Employees with Required Competencies Met	Number of Personnel Who Met All the Required Competencies over Total Number of Personnel	5%	All or Nothing	0.72% improvement from prior year	Improved Competency Level of the Organization Based on the 2022 year-end Assessment	Enhanced / updated SSS Competency Framework approved thru SSC Resolution No. 616, s. 2024	Establish baseline using the Board-approved Revised Competency Framework	Establish 2026 baseline using the Board-approved Revised Competency Framework
SM 11	Percentage of ICT Projects Implemented	Actual Accomplishment	5%	(Actual / Target) x Weight	13 systems accomplished in 2022 out of the 21 systems committed based on the revised ISSP	80.77% of ISSP targets completed	87.5% of ISSP targets completed	100% Completion of the 2025 deliverables based on the DICT – submitted ISSP	100% Accomplishment of the 2026 Deliverables based on the ISSP submitted to or approved by the DICT/MITHI

⁶ Civil Service Commission's Contact Center ng Bayan.

COMPONENT					BASELINE DATA			TARGET	
OBJECTIVES / MEASURES		FORMULA	WEIGHT	RATING SYSTEM	2022	2023	2024	2025	2026
SM 12	Compliance with Quality Standards (ISO QMS)	Actual Accomplishment	2.50%	All or Nothing	Passed the ISO 9001:2015 QMS Certification Audit for Unemployment Benefit (UB) Process with zero non – conformity.	Passed the ISO 9001:2015 for the Short-term Loan Process	Passed the ISO 9001:2015 for 54 branches including management and support processes in the central office	All core processes done in Luzon, Visayas, Mindanao branches (57 branches) including management and support processes in the central office	All core processes certified in 56 branches including management and support processes in the Central Office
			2.50%		Passed the relevant Surveillance Audit	Maintained the ISO Certification on Pension Loans and Unemployment Benefits	Maintained the ISO Certification on Short-Term Loan Process and Unemployment Benefit process		
SM 13	Development and Implementation of the Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	2.50%	(Actual / Target) x Weight	-	-	-	Board-approved DRRM Plan	100% Completion of 2026 Deliverables based on the Board-approved DRRM Plan
Sub-total			17.5%						
TOTAL			100.0%						
BONUS STRATEGIC MEASURE									
GAD Budget Utilization			1%	All or nothing	-	-	-	-	5% of Total COB
ISO Certification on any of the following standards: a. Environmental Management System b. Business Continuity Management System (BCMS)			1%	All or nothing	-	-	-	-	a. ISO 14001:2015 Certification b. ISO 22301:2019 Certification