



PHILIPPINE CHARITY SWEEPSTAKES OFFICE



BAGONG PILIPINAS

MEMORANDUM No. 2026-011-OBS

FOR : HONORABLE BOARD OF DIRECTORS
FROM : OFFICE OF THE BOARD SECRETARY
SUBJECT : Performance Evaluation of Directors for CY 2025
DATE : 06 February 2026

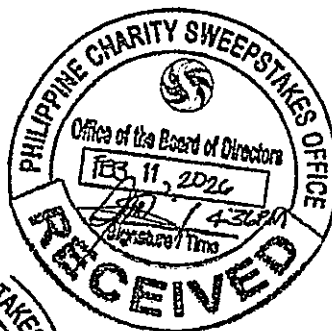
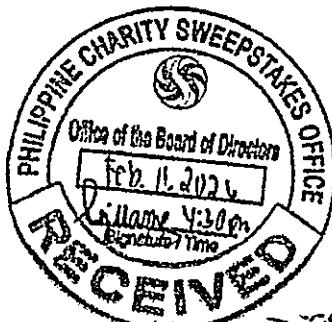
1. References:

- GCG Memorandum Circular 2012-07: Code of Corporate Governance
- GCG Memorandum Circular 2015-07: Corporate Governance Scorecard
- PCSO Manual of Corporate Governance

2. Following the above-stated references, the Annual Performance Evaluation of GOCC Directors requires every member of the Board to submit duly accomplished appraisal forms assessing the performance of the Chairperson, the General Manager, and fellow members of the Board for the relevant year covered.

In addition, each member of the Board shall submit an appraisal of his or her performance for the same year and an assessment of the Committees that he or she is a member of.

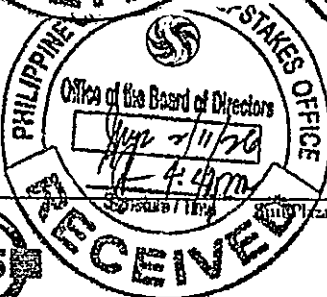
3. In compliance therewith, attached is a copy of the appraisal forms to be accomplished by each Board member for validation of the Governance Commission for GOCCs.
4. It is kindly requested that all accomplished forms be submitted to the Office of the Board Secretary in a sealed envelope on or before **19 February 2026**.
5. For your kind consideration and appropriate action.



CHARLES FREDERICK T. CO



1. L. Casayon / 4:38



Philippine Charity Sweepstakes Office Building, 1507 Shaw Boulevard corner Princeton St., Mandaluyong City 1552

02928-2000

PCSO, Hindi Umurong sa Pagtulong!
Sa Bawat Taya, May Kawanggawa.

**PHILIPPINE CHARITY SWEEPSTAKES OFFICE
ANNUAL PERFORMANCE EVALUATION OF THE BOARD FOR CY 2025**

The Government-Owned or -Controlled Corporations (GOCC) Governance Act of 2011, the Code of Corporate Governance for GOCCs, and the 2016 PCSO Manual of Corporate Governance provide that there shall be an Annual Performance Evaluation of the Board (APEB), which is an essential instrument for elevating the PCSO Governing Board's efficacy and professionalism. It is an incentive for the Board Members to perform their tasks and is a mandatory evaluation under the Corporate Governance Scorecard Report of the Governance Commission for GOCCs (GCG).

The APEB will be conducted by and for all members of the PCSO Governing Board who will accomplish appraisal forms for CY 2025. The criteria shall be aligned with the GCG's Performance Evaluation for Directors and is envisioned to be a sufficient evaluation of the Board Members through Self-, Peer and Committee Appraisals.

The results of the APEB shall be treated with **utmost confidentiality**. Once accomplished, the form shall be submitted to the Office of the Board Secretary in a *sealed envelope* on the prescribed date.

To be reviewed	Evaluators
Chairperson	All members of the Governing Board
General Manager/Vice Chairperson	
Members of the Governing Board	
Board Committees	All members of the Committee

Rating Guide

Rating	Remarks
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

Office of the President PHILIPPINE CHARITY SWEEPSTAKES OFFICE	STRICTLY CONFIDENTIAL
ANNUAL PERFORMANCE EVALUATION OF THE BOARD	For CY 2025
EVALUATION ON THE GENERAL MANAGER/VICE CHAIRPERSON	
This is the assessment of the performance of the General Manager/Vice Chairperson of the PCS for the period stated.	
Kindly read the statements carefully and provide your response based on a 5-point scale:	
<u>Rating</u>	<u>Remarks</u>
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

CRITERIA	RATING				
	5	4	3	2	1
1. Proficiency in Leadership					
1.1	Able to establish short and long term goals for the institution through strategic planning and management meetings				
1.2	Provides sound and logical decisions while taking into account the insights of other employees/executives				
1.3	Able to engage the employees/executives towards common objectives for the welfare of the agency				
2. Managerial Proficiency/Effectiveness					
2.1	Implements effective corporate strategies promptly and efficiently				
2.2	Promotes open communication with employees to provide a productive workplace and positive business outcomes				
2.3	Guarantees clear delegation of authority to senior management and routinely assesses management efficiency				
3. Interaction with the Board					
3.1	Actively informs the Board of updates and challenges encountered by the management in its operations				
3.2	Observes a healthy relationship with the Board members in pursuit of the agency's objectives				
3.3	Ensures transparency within the Board and full disclosure of information and opinions during meeting deliberations				
4. Professional Conduct/Behavior					
4.1	Interacts with others in a professional and respectful manner				
4.2	Open to insights provided by others and is available for meetings/consultations				
4.3	Exhibits integrity and treats business information with utmost confidentiality				
4.4	Respects and adheres to the resolutions of the Board and maintains the confidentiality of its deliberations at all times				

Comment/s, if any: _____

EVALUATOR'S SIGNATURE: _____

EVALUATION ON THE CHAIRPERSON

This is an assessment of the performance of the PCSO Chairperson for the period stated.

Kindly read the statements carefully and provide your response based on a 5-point scale:

Rating	Remarks
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

CRITERIA	RATING				
	5	4	3	2	1

1. Preparedness and Engagement

1.1	Proactively participates in board meetings and deliberations					
1.2	Demonstrates proficiency in understanding statutory and regulatory requirements					
1.3	Devotes time to know the developments regarding the agency, including its financial and operational performance					

2. Collaborative Engagement and Effective Communication

2.1	Actively establishes and maintains a good relationship with all members of the Board and Management					
2.2	Listens attentively to the contribution of others and maintains impartiality at all times					
2.3	Approaches divergent viewpoints positively and handles work conflict constructively					

3. Management of the Board

3.1	Able to maintain peace and cultivate a harmonious relationship among all the members of the Board					
3.2	Facilitates board meetings and ensures effective communication between the Board and Management					
3.3	Ensures transparency within the Board and the full disclosure of information and opinions during its deliberations					
3.4	Manages the meeting agenda taking into account the challenges and concerns of the agency					
3.5	Exhausts all discussions from Board members prior to rendering resolutions thereby ensuring informed decisions					

4. Professional Conduct/Behavior

4.1	Interacts with others in a professional and respectful manner					
4.2	Open to insights provided by others and is available for meetings/consultations					
4.3	Exhibits integrity and treats business information with utmost confidentiality					
4.4	Respects and adheres to the resolutions of the Board and maintains the confidentiality of its deliberations at all times					

Comment/s, if any: _____

EVALUATOR'S SIGNATURE: _____

BOARD MEMBER APPRAISAL – HON. IMELDA A. PAPIN

This is an assessment of the performance of each PCSO Board Member for the period stated.

Kindly read the statements carefully and provide your response based on a 5-point scale:

<u>Rating</u>	<u>Remarks</u>
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

CRITERIA		RATING				
		5	4	3	2	1
1. Professional growth and personal advancement						
1.1	Comprehends the Mission and Vision of the agency					
1.2	Grasps the obligations and duties of a director, including the distinction between Board and Management roles					
1.3	Is willing to participate in development and management activities					
2. Preparedness and Engagement						
2.1	Proactively participates in board meetings and deliberations					
2.2	Provides concrete and feasible solutions/strategies to the Board.					
2.3	Devotes time to know the developments regarding the agency, including its financial and operational performance					
3. Teamwork and Communication						
3.1	Is able to express personal insights and opinions clearly					
3.2	Takes varying perspectives positively and does not discourage differences in opinion					
3.3	Consistently fosters and sustains positive interpersonal relationships with all Board members and Management					
3.4	Ensures transparency within the Board and full disclosure of information and opinions during meeting deliberations					
4. Professional Conduct/Behavior						
4.1	Interacts with others in a professional and respectful manner					
4.2	Open to insights provided by others and is available for meetings/consultations					
4.3	Exhibits integrity and treats business information with utmost confidentiality					
4.4	Respects and adheres to the resolutions of the Board and maintains the confidentiality of its deliberations at all times					

Comment/s, if any: _____

EVALUATOR's SIGNATURE: _____

Office of the President PHILIPPINE CHARITY SWEEPSTAKES OFFICE		STRICTLY CONFIDENTIAL				
ANNUAL PERFORMANCE EVALUATION OF THE BOARD		For CY 2025				
BOARD MEMBER APPRAISAL - HON. JANET D. MERCADO						
This is an assessment of the performance of each PCSO Board Member for the period stated.						
Kindly read the statements carefully and provide your response based on a 5-point scale:						
Rating	Remarks					
5	Strongly Agree					
4	Agree					
3	Somewhat Agree					
2	Disagree					
1	Strongly Disagree					
CRITERIA		RATING				
		5	4	3	2	1
1. Professional growth and personal advancement						
1.1	Comprehends the Mission and Vision of the agency					
1.2	Grasps the obligations and duties of a director, including the distinction between Board and Management roles					
1.3	Is willing to participate in development and management activities					
2. Preparedness and Engagement						
2.1	Proactively participates in board meetings and deliberations					
2.2	Provides concrete and feasible solutions/strategies to the Board.					
2.3	Devotes time to know the developments regarding the agency, including its financial and operational performance					
3. Teamwork and Communication						
3.1	Is able to express personal insights and opinions clearly					
3.2	Takes varying perspectives positively and does not discourage differences in opinion					
3.3	Consistently fosters and sustains positive interpersonal relationships with all Board members and Management					
3.4	Ensures transparency within the Board and full disclosure of information and opinions during meeting deliberations					
4. Professional Conduct/Behavior						
4.1	Interacts with others in a professional and respectful manner					
4.2	Open to insights provided by others and is available for meetings/consultations					
4.3	Exhibits integrity and treats business information with utmost confidentiality					
4.4	Respects and adheres to the resolutions of the Board and maintains the confidentiality of its deliberations at all times					

Comment/s, if any: _____

EVALUATOR's SIGNATURE: _____

Office of the President PHILIPPINE CHARITY SWEEPSTAKES OFFICE		STRICTLY CONFIDENTIAL				
ANNUAL PERFORMANCE EVALUATION OF THE BOARD		For CY 2025				
BOARD MEMBER APPRAISAL - HON. JENNIFER L. GUEVARA						
This is an assessment of the performance of each PCSO Board Member for the period stated.						
Kindly read the statements carefully and provide your response based on a 5-point scale:						
<u>Rating</u>	<u>Remarks</u>					
5	Strongly Agree					
4	Agree					
3	Somewhat Agree					
2	Disagree					
1	Strongly Disagree					
CRITERIA		RATING				
		5	4	3	2	1
1. Professional growth and personal advancement						
1.1	Comprehends the Mission and Vision of the agency					
1.2	Grasps the obligations and duties of a director, including the distinction between Board and Management roles					
1.3	Is willing to participate in development and management activities					
2. Preparedness and Engagement						
2.1	Proactively participates in board meetings and deliberations					
2.2	Provides concrete and feasible solutions/strategies to the Board.					
2.3	Devotes time to know the developments regarding the agency, including its financial and operational performance					
3. Teamwork and Communication						
3.1	Is able to express personal insights and opinions clearly					
3.2	Takes varying perspectives positively and does not discourage differences in opinion					
3.3	Consistently fosters and sustains positive interpersonal relationships with all Board members and Management					
3.4	Ensures transparency within the Board and full disclosure of information and opinions during meeting deliberations					
4. Professional Conduct/Behavior						
4.1	Interacts with others in a professional and respectful manner					
4.2	Open to insights provided by others and is available for meetings/consultations					
4.3	Exhibits integrity and treats business information with utmost confidentiality					
4.4	Respects and adheres to the resolutions of the Board and maintains the confidentiality of its deliberations at all times					

Comment/s, if any: _____

EVALUATOR'S SIGNATURE: _____

Office of the President PHILIPPINE CHARITY SWEEPSTAKES OFFICE	<u>STRICTLY CONFIDENTIAL</u>
ANNUAL PERFORMANCE EVALUATION OF THE BOARD	For CY 2025

AUDIT COMMITTEE APPRAISAL

This is an assessment of the performance of the PCSO Governance Committee for the period stated.

Kindly read the statements carefully and provide your response based on a 5-point scale:

Rating	Remarks
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

CRITERIA		RATING				
		5	4	3	2	1
1. Readiness and Engagement						
1.1	The Committee has an understanding of the Agency's Mission and Vision					
1.2	The Committee considers the inputs from Management before making recommendations to the Governing Board					
1.3	The Committee conducts sufficient number of meetings to address the agency's concerns					
2. Teamwork and Communication						
2.1	Members are able to express personal insights and opinions clearly					
2.2	Members take varying perspectives positively and do not discourage differences in opinion					
2.3	Members consistently foster and sustain positive interpersonal relationships with all Board Members and Management					
3. Professional Conduct/Behavior						
3.1	Members interact with others in a professional and respectful manner					
3.2	Members are open to insights provided by others and are available for meetings/consultations					
3.3	Members treat business information and deliberations with confidentiality and exhibit transparency and fairness at all times					

Comment/s, if any: _____

EVALUATOR'S SIGNATURE: _____

NOMINATION and REMUNERATION COMMITTEE APPRAISAL

This is an assessment of the performance of the PCSO Governance Committee for the period stated.

Kindly read the statements carefully and provide your response based on a 5-point scale:

Rating	Remarks
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

CRITERIA		RATING				
		5	4	3	2	1
1. Readiness and Engagement						
1.1	The Committee has an understanding of the Agency's Mission and Vision					
1.2	The Committee considers the inputs from Management before making recommendations to the Governing Board					
1.3	The Committee conducts sufficient number of meetings to address the agency's concerns					
2. Teamwork and Communication						
2.1	Members are able to express personal insights and opinions clearly					
2.2	Members take varying perspectives positively and do not discourage differences in opinion					
2.3	Members consistently foster and sustain positive interpersonal relationships with all Board Members and Management					
3. Professional Conduct/Behavior						
3.1	Members interact with others in a professional and respectful manner					
3.2	Members are open to insights provided by others and are available for meetings/consultations					
3.3	Members treat business information and deliberations with confidentiality and exhibit transparency and fairness at all times					

Comment/s, if any: _____

EVALUATOR's SIGNATURE: _____

RISK COMMITTEE APPRAISAL

This is an assessment of the performance of the PCSO Governance Committee for the period stated.

Kindly read the statements carefully and provide your response based on a 5-point scale:

Rating	Remarks
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

CRITERIA		RATING				
		5	4	3	2	1
1. Readiness and Engagement						
1.1	The Committee has an understanding of the Agency's Mission and Vision					
1.2	The Committee considers the inputs from Management before making recommendations to the Governing Board					
1.3	The Committee conducts sufficient number of meetings to address the agency's concerns					
2. Teamwork and Communication						
2.1	Members are able to express personal insights and opinions clearly					
2.2	Members take varying perspectives positively and do not discourage differences in opinion					
2.3	Members consistently foster and sustain positive interpersonal relationships with all Board Members and Management					
3. Professional Conduct/Behavior						
3.1	Members interact with others in a professional and respectful manner					
3.2	Members are open to insights provided by others and are available for meetings/consultations					
3.3	Members treat business information and deliberations with confidentiality and exhibit transparency and fairness at all times					

Comment/s, if any: _____

EVALUATOR'S SIGNATURE: _____

GOVERNANCE COMMITTEE APPRAISAL

This is an assessment of the performance of the PCSO Governance Committee for the period stated.

Kindly read the statements carefully and provide your response based on a 5-point scale:

Rating	Remarks
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

CRITERIA		RATING				
		5	4	3	2	1
1. Readiness and Engagement						
1.1	The Committee has an understanding of the Agency's Mission and Vision					
1.2	The Committee considers the inputs from Management before making recommendations to the Governing Board					
1.3	The Committee conducts sufficient number of meetings to address the agency's concerns					
2. Teamwork and Communication						
2.1	Members are able to express personal insights and opinions clearly					
2.2	Members take varying perspectives positively and do not discourage differences in opinion					
2.3	Members consistently foster and sustain positive interpersonal relationships with all Board Members and Management					
3. Professional Conduct/Behavior						
3.1	Members interact with others in a professional and respectful manner					
3.2	Members are open to insights provided by others and are available for meetings/consultations					
3.3	Members treat business information and deliberations with confidentiality and exhibit transparency and fairness at all times					

Comment/s, if any: _____

EVALUATOR'S SIGNATURE: _____

Office of the President PHILIPPINE CHARITY SWEEPSTAKES OFFICE	STRICTLY CONFIDENTIAL
ANNUAL PERFORMANCE EVALUATION OF THE BOARD	For CY 2025
SELF-APPRAISAL	

This is a self-assessment of each Member of the PCSO Board for the period stated.

Kindly read the statements carefully and provide your response based on a 5-point scale:

Rating	Remarks
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

CRITERIA		RATING				
		5	4	3	2	1
1. Board Engagement and Attendance						
1.1	Consistently attends Regular Board and Committee Meetings					
1.2	Prepared to actively participate in dialogues, meetings and discussions					
1.3	Has a clear understanding of the PCSO's Mission and Vision					
2. Responsibilities & Duties						
2.1	Ensures formulation of policies necessary to carry out effectively the provisions of the PCSO Charter and its objectives					
2.2	Committed to accomplish all duties and responsibilities and perform for the best interest of the Institution					
2.3	Possesses a strong sense of purpose and is dedicated to fulfill the agency's mandate					
2.4	Ensures transparency within the Board and full disclosure of information and opinions during meeting deliberations					
3. Professional Conduct/Behavior						
3.1	Interacts with others in a professional and respectful manner					
3.2	Open to insights provided by others and is available for meetings/consultations					
3.3	Exhibits integrity and treats business information with utmost confidentiality					
3.4	Respects and adheres to the resolutions of the Board and maintains the confidentiality of its deliberations at all times					

Comment/s, if any: _____

EVALUATOR'S SIGNATURE: _____