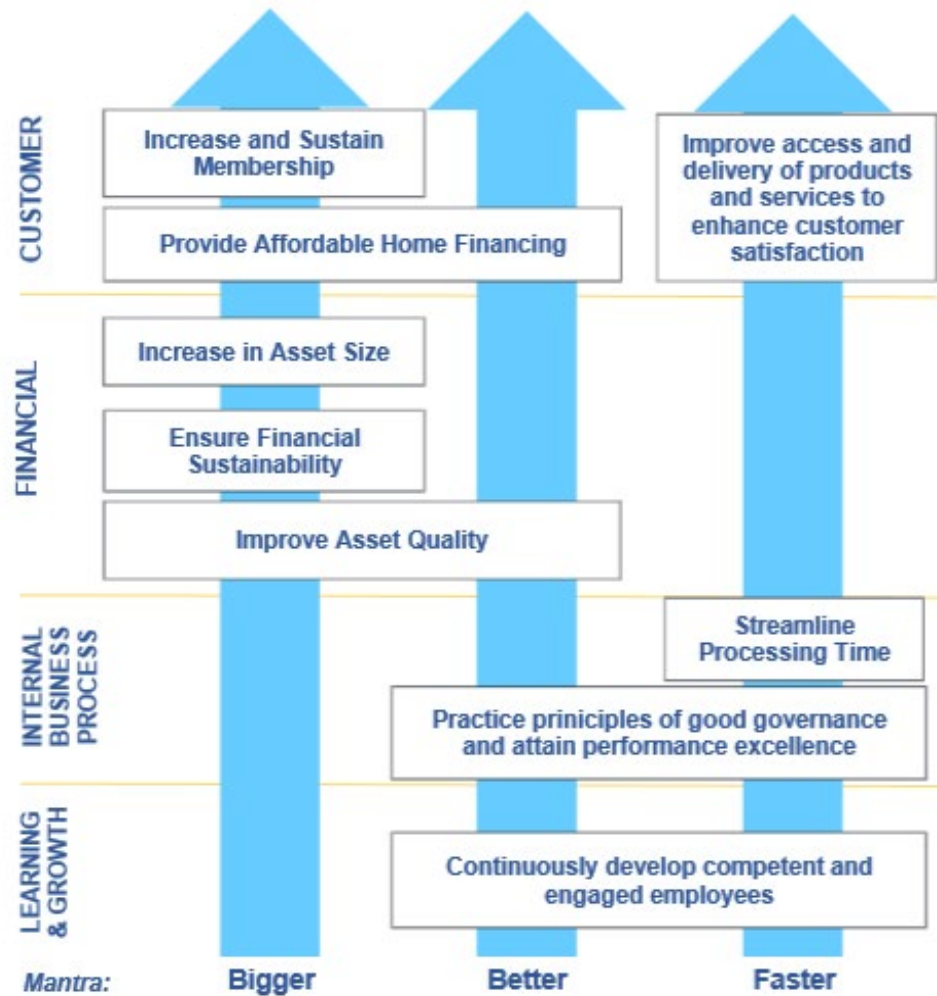


**Vision:**  
For every Filipino worker to save with Pag-IBIG Fund and to have a decent shelter.

**Operational Vision:**  
To sustain membership growth and retention that would result to a P2 Billion annual increase in members' savings collection until 2022, and provide affordable home financing to at least 361,918 low income earners through socialized and low cost housing from 2018 until 2022.

**Mission:**  
To generate more savings from more Filipino workers, to administer a sustainable Fund, with integrity, sound financial principles, and with social responsibility, and to provide accessible funds for housing of every member.

**Social Impact:** Provide improved access to social and shelter security to achieve inclusive growth and poverty reduction.



<b>Core Values</b>	<b>Professionalism</b>	<b>Integrity</b>	<b>Excellence</b>	<b>Service</b>
--------------------	------------------------	------------------	-------------------	----------------

**HOME DEVELOPMENT MUTUAL FUND (PAG-IBIG FUND)**  
**Recalibrated 2020 Performance Scorecard**

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
<b>CUSTOMER</b>	<b>SO 1</b>	<b>Increase and Sustain Membership</b>							
	SM 1	Percentage of Labor Force Covered	Total Active Members as of Performance Year / Adjusted Coverable <sup>1</sup>	15%	(Actual/Target) x Weight	46.68% (12,618 / 27,033)	45.90% (12.984 million / 28.285 million)	50%	<u>42.76%</u>
	<b>SO 2</b>	<b>Provide Affordable Home Financing</b>							
	SM 2	Actual Take-Out Units from SH and LC	Actual Take-Out Units from SH and LC	20%	(Actual/Target) x Weight	80,188	89,328	80,401	<u>63,264</u>
	<b>SO 3</b>	<b>Improve Access and Delivery of Products and Services to Enhance Customer Satisfaction</b>							
	SM 3	Percentage of Satisfied Customer	Number of respondents who rated Pag-IBIG service with at least Satisfactory / Total number of respondents	10%	(Actual/Target) x Weight; Below 80% = 0%	91.95%	95.5%	90%	90%
		<b>Sub-total</b>		<b>45%</b>					
	<b>SO 4</b>	<b>Increase in Asset Size</b>							

<sup>1</sup> Adjusted Coverable pertains to the Total Employed Persons by Major Industry Group based on the previous year's Labor Force Survey of the Philippine Statistics Authority, excluding Agriculture, Other Service Activities, and Activities of Extraterritorial Organization and Bodies. Workers below 18 years old **may be** deducted on the total number of coverable upon submission of data from PSA, subject to determination of the number of covered minors per relevant laws.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	SM 4	Increase Net Financial Asset Level	Total Assets less ROPA, net; Property and Equipment, net; Intangible Assets, net; and Other Assets	10%	(Actual/Target) x Weight; 0% = If less than ₱467.597 Billion	₱467.597 Billion	₱511.227 Billion	₱576.088 Billion	<u>₱635.235 Billion</u>
FINANCIAL	<b>SO 5</b>	<b>Ensure Financial Sustainability</b>							
	SM 5	Increase Income Level	Total Revenue Less Total Expenses	10%	(Actual/Target) x Weight	₱30.268	₱33.172 Billion	₱33.29 Billion	<u>₱27.957 Billion</u>
	SM 6	Increase Members' Savings	Total Members Savings Collected	10%	(Actual/Target) x Weight	₱33.71 Billion	₱40.59 Billion	₱41 Billion	<u>₱46.354 Billion</u>
	<b>SO 6</b>	<b>Improve Asset Quality</b>							
	SM 7	Improve Performing Loans Ratio	Accounts current to 3 months/Total Outstanding Balance [exclusive of Sales Contract Receivables (SCR) under Remediation, Referred to Foreclosure, and Petition for Extra Judicial Foreclosure]	10%	(Actual/Target) x Weight; 0% = <u>80%</u> and Below	89.52%	90.23%	91%	<u>85%</u>
		<b>Sub-total</b>		<b>40%</b>					
INTER	<b>SO 7</b>	<b>Streamline Processing Time</b>							

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
SM 8	Improve Processing Time on:							
	a.) End-User Financing (EUF) Approval and Take-out	Number of EUF application Processed within Applicable Processing Time / Total number of EUF application received	2.5%	(Actual/ Target) x Weight; Below 85% = 0%	98.04%	Accomplishment unverifiable	100%	90% <sup>2</sup>
	b.) Short-Term Loan (STL) Approval and Disbursement	Number of loans Processed within Applicable Processing Time / Total number of loans processed	2.5%	(Actual/ Target) x Weight. Below 95% = 0%	95.58%			100%
SO 8	<b>Practice Principles of Good Governance and Attain Performance Excellence</b>							
SM 9	Ensure compliance Government Quality Management Systems Standards (GQMSS)	Actual Accomplishment	5%	All or Nothing	<b>ISO 9001:2015 Certification for HL Origination</b> ISO 9001:2015 Certification for: a. Short Term Loan b. Provident Claims Readiness Certificate for ISO 9001:2015 Certification on Membership Registration	<b>ISO 9001:2015 Certification for:</b> 1. Housing Loan; and 2. Membership Registration  <b>Maintained ISO 9001:2015 Certification for:</b> 1. Short Term Loan; and 2. Provident Claims	<b>Maintenance of ISO 9001:2015 Certification under covering:</b> 1. Membership Registration; 2. Short-Term and Loan Provident Benefit Claims; 3. Housing Loan Origination and Management.	<b>Maintenance of ISO 9001:2015 Certification covering the following processes:</b> 1. Membership Registration (Window 1 only); 2. Short-Term Loan and Provident Benefit Claims; 3. Housing Loan Origination and Management

<sup>2</sup> Applicable processing time based on compliance with Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 and ARTA Memorandum Circular Nos. 2020-03 dated 20 March 2020 and 2020-03-A dated 11 June 2020. Use of stop time shall be based on the codes a provided in **Appendix 1**.

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020
	<b>Sub-total</b>		<b>10%</b>					
<b>LEARNING AND GROWTH</b>	<b>SO 9</b>	<b>Continuously Develop Competent and Engaged Employees</b>						
	SM 10	Competent Workforce	Competency Baseline <sup>3</sup> 2020 – Competency Baseline 2019	5%	All or nothing	Roll-out and Implementation of STLMS and PFMS to Central Office and all Branches	Board-Approved  1. Competency Catalogue; 2. Competency Framework; and 3. Competency Tables	Submission of Board Approved:  1. Competency Matrix; 2. Position Profiles; 3. Competency - Based Job Description 4. Competency Assessment to determine Competency Baseline for 100% of employees
	<b>Sub-total</b>		<b>5%</b>					
	<b>TOTAL</b>		<b>100%</b>					

<sup>3</sup> The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A (\text{Actual Competency Level})}{A} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled.