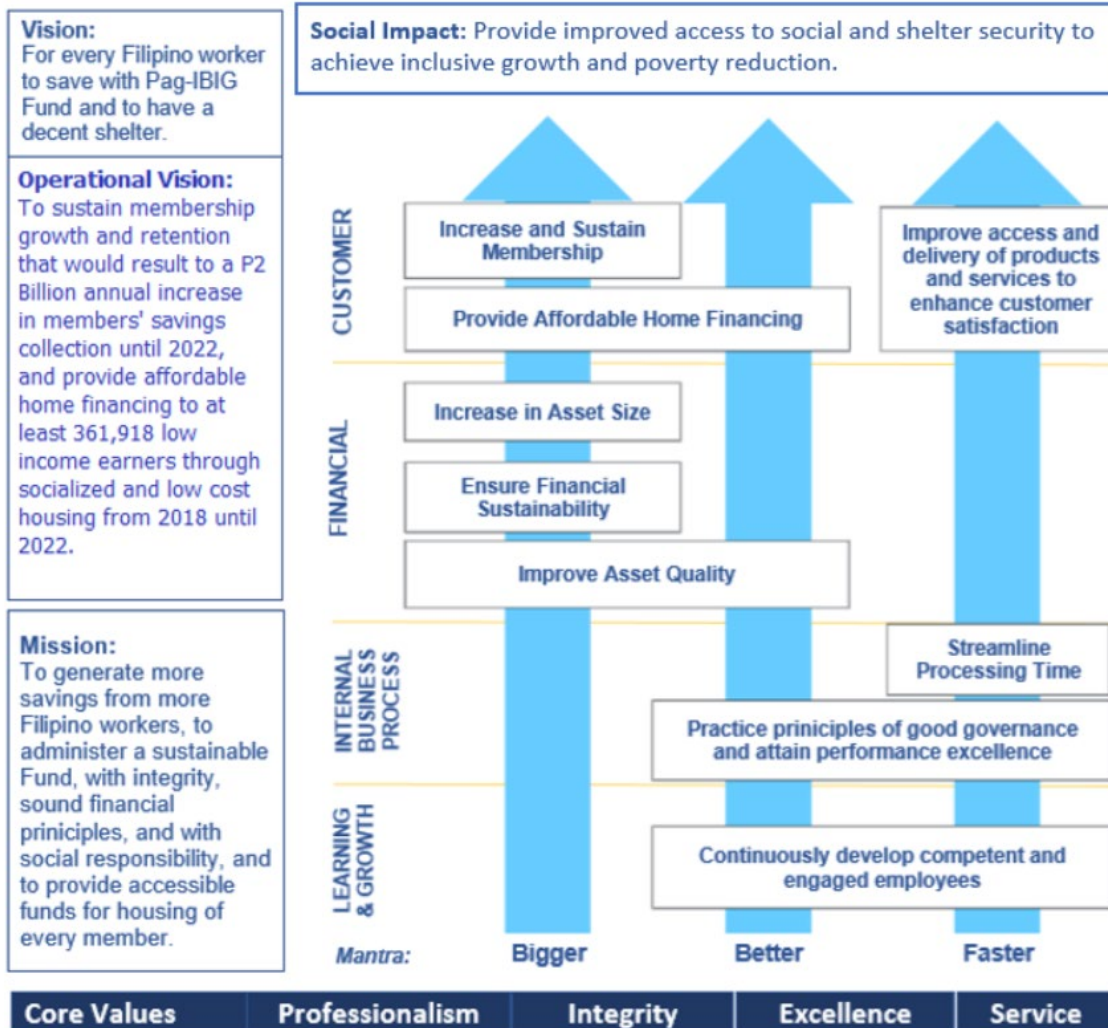


2021 CHARTER STATEMENT AND STRATEGY MAP (Annex A)

HOME DEVELOPMENT MUTUAL FUND (PAG-IBIG FUND)



HOME DEVELOPMENT MUTUAL FUND (PAG-IBIG FUND)

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
CUSTOMER	SO 1	Increase and Sustain Membership							
	SM 1	Percentage of Labor Force Covered	Total Active Members as of Performance Year / Adjusted Coverable ¹	15%	(Actual/Target) x Weight	45.90% (12.984 million / 28.285 million)	45.27%	42.76%	50%
	SO 2	Provide Affordable Home Financing							
	SM 2	Actual Take-Out Units from SH and LC	Actual Take-Out Units from SH and LC	20%	(Actual/Target) x Weight	89,328	90,424	63,264	69,496 ²
	SO 3	Improve Access and Delivery of Products and Services to Enhance Customer Satisfaction							
	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%	95.5%	91.00%	90.00%	90.00%
			Sub-Total	45%					

¹ Adjusted Coverable pertains to the Total Employed Persons by Major Industry Group based on the **2020 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.

² Target is based on the revised 2020-2022 Philippine Development Plan.

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
FINANCIAL	SO 4	Increase in Asset Size							
	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 ₱511.227 Billion	₱511.227 Billion	₱579.942 Billion	₱635.235 Billion	₱705.616 Billion ³
	SO 5	Ensure Financial Sustainability							
	SM 5	Increase Income Level	Total Revenue Less Total Expenses	10%	(Actual/ Target) x Weight	₱33.172 Billion	₱34.375 Billion	₱27.957 Billion	₱33.668 Billion ⁴
	SM 6	Increase Members' Savings	Total Members Savings Collected	10%	(Actual/Target) x Weight	₱40.59 Billion	₱50.768 Billion	₱46.354 Billion	₱48.649 Billion ⁵
	SO 6	Improve Asset Quality							
	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% = 80% and Below	90.23%	90.93%	85.00%	87.00%
			Sub-Total	40%					

³ Target is based on the Corporate Operating Budget and pertains to Cash and Cash Equivalents, Financial Assets, Loans and Receivables, and Non-Current Assets Held for Sale.

⁴ Target is based on the Corporate Operating Budget and pertains to Net Income After Tax.

⁵ Target is based on the Corporate Operating Budget and pertains to Members' Contributions.

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
INTERNAL PROCESSES	SO 7	Streamline Processing Time							
	SM 8	Improve Processing Time on:							
		a.) End-User Financing (EUF) Approval and Take-out	Number of EUF applications Processed within Applicable Processing Time / Total number of EUF applications received	2.50%	(Actual/ Target) x Weight; Below 95% = 0%	Accomplishment unverifiable	Accomplishment unverifiable	90.00% ⁶	100% ⁷
		b.) Short-Term Loan (STL) Approval and Disbursement	Number of loan applications Processed within Applicable Processing Time / Total number of loan applications received	2.50%	(Actual/ Target) x Weight; Below 95% = 0%	No Data	95.66%	100.00%	100% ⁸
	SO 8	Practice Principles of Good Governance and Attain Performance Excellence							
SM 9	Ensure compliance Government Quality Management Systems Standards (GQMSS)	Actual Accomplishment	2.50%	All or Nothing	ISO 9001:2015 Certification for: 1. Housing Loan; and 2. Membership Registration Maintained ISO 9001:2015 Certification for:	Maintenance of ISO 9001:2015 Certification covering the following processes: 1. Membership Registration 2. Short-Term Loan	Maintenance of ISO 9001:2015 Certification covering the following processes: 1. Membership Registration (Window 1 only); 2. Short-Term Loan and Provident Benefit Claims; 3. Housing Loan	1. ISO 9001: 2015 Recertification for Membership Registration (Window 1 only); and 2. Maintenance of ISO 9001: 2015 Certification for Short-Term Loan and Provident Benefit Claims	

⁶ 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.

⁷ 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.

⁸ 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.

		Component				Baseline Data		Target	
Objective/Measure		Formula	Weight	Rating System	2018	2019	2020	2021	
		Actual Accomplishment	2.50%	All or Nothing	1. Short Term Loan Claims 2. Provident Claims	and Provident Benefit Claims; 3. Housing Loan Origination and Management	Origination and Management	Maintenance of ISO 9001: 2015 Certification for Housing Loan Origination and Management	
		Sub-Total	10%						
LEARNING & GROWTH	SO 9	Continuously Develop Competent and Engaged Employees							
	SM 10	Competent Workforce	Competency Baseline ⁹ 2021 - Competency Baseline 2020	5%	All or nothing	Board-Approved 1. Competency Catalogue; 2. Competency Framework; and 3. Competency Tables	Board Approved: 1. Competency Matrix; 2. Position Profiles; 3. Competency - Based Job Description 4. Competency Assessment for 100% of employees	Improvement on the Competency Level of the Organization based on the 2019 year-end assessment	Improvement on the Competency Level of the Organization based on the 2020 year-end assessment
			Sub-Total	5%					
			TOTAL	100%					

⁹ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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