



PERFORMANCE AGREEMENT

This Performance Agreement has been executed pursuant to the PERFORMANCE EVALUATION SYSTEM FOR THE GOCC SECTOR (GCG MC No. 2013-02 [Re-Issued]) between the –

GOVERNANCE COMMISSION FOR GOCCs (GCG)

- and -

HOME DEVELOPMENT MUTUAL FUND (Pag-IBIG)

WHEREAS, the Parties above entered into a Performance Agreement covering CY 2016;

WHEREAS, the Parties agreed to renegotiate certain targets for CY 2015, pursuant to Section 7.2 of GCG MC No. 2013-02 (Re-Issued), which provides that "GOCCs can renegotiate the targets set in their Performance Agreements for the current year if the same are no longer feasible due to substantial changes in circumstances that could not have been foreseen at the time the targets were agreed upon."

WITNESSETH: THAT –

The Parties agree to the following terms:

- Renegotiation.** – Pag-IBIG's Performance Scorecard in its 2015 Performance Agreement is hereby amended pursuant to the attached **Renegotiated Performance Scorecard**. All other conditions in the Performance Agreement covering CY 2015 shall remain effective.
- Mission and Vision.** – Pag-IBIG's Mission, Vision and target breakthrough results for its vision year are as follows:

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.

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

Operational Vision: By 2020, register 90% of coverable workers, and provide affordable housing to low income earners, capturing 88% of LTS from socialized and low-cost housing segments.

	2012	Baseline 2015	2016	2020
<i>Percent of LTS from Socialized and Low-cost Housing</i>			70.5%	88%

The agreed Strategy Map for achieving the vision is attached hereto as **Annex A**. The above breakthrough results shall serve as the context of performance negotiations of annual targets between the Governance Commission and the Board of the GOCC until the vision year.

3. **Measurement of Performance.** – Performance for 2015-16 shall be measured based on based on the Performance Scorecard attached hereto as **Annexes B and B-1, respectively**. It is understood that the GOCC must achieve a weighted-average of at least 90% based on the agreed targets for 2015-16 to be eligible to grant any Performance-Based Bonus.
4. **Strategic Initiatives.** – Pag-IBIG hereby commits to undertaking the following key programs and/or projects identified as having a significant impact on its Performance Scorecard (PES Form 2) attached hereto as **Annex C**, to wit:
 - (a) Strategic Initiative 1 – Open Additional Member Services Branch (MSB)/Member Services Office (MSO) nationwide and appoint Information Officer in countries with at least 200,000 coverable workers;
 - (b) Strategic Initiative 2 – Increase membership through the creation of an Other Working Group (OWG) unit;
 - (c) Strategic Initiative 3 – Expand Loyalty Card Program;
 - (d) Strategic Initiative 4 – Co-finance and market Pag-IBIG led units for:
 - Teachers, Men-In-Uniform, LGU Employees, Kasambahays and Drivers
 - Unserved/underserved members
 - (e) Strategic Initiative 5 – Implement online services for major processes
 - Implementation of Electronic Submission of Remittance Schedule (ESRS)
 - Expansion of Online payment facilities
 - (f) Strategic Initiative 6 – Availability of Disaster Recovery Plan for IT Infrastructure
 - (g) Strategic Initiative 7 – Implement OSSP 2

The Commitment herein includes obtaining all necessary approvals, if applicable, such as those for Major Development Projects under GCG MC No. 2013-03. Pag-IBIG shall include updates on the foregoing Strategic Initiatives in its submission of quarterly monitoring reports to the GCG.

5. **Quarterly Submission of Performance Monitoring.** – Pag-IBIG shall submit a quarterly monitoring report to the GCG within thirty (30) calendar days from the close of each quarter.
6. **Good Governance Conditions.** – In addition to the covered portions of the Performance Scorecard, the GOCC must fully comply with the Good Governance Conditions enumerated under GCG MC No. 2013-02 (Re-Issued), GCG MC No. 2014-02, and GCG MC No. 2014-03 namely:
 - 6.1. *Conditions Common to National Government Agencies and GOCCs:*
 - (a) Transparency Seal;
 - (b) PhilGEPS Posting;
 - (c) Cash Advance Liquidation;
 - (d) Citizen's Charter or its equivalent; and

- (e) Compliance with the submission and review requirements covering Statement of Assets, Liabilities and Networth (SALN);

6.2. *Conditions Specific to GOCCs Covered by R.A. No. 10149:*

- (a) Satisfaction of all statutory liabilities, including the payment of all taxes due to the Government, and declaration and payment of all dividends to the State as cleared by DOF, whenever applicable.
- (b) Submission and execution of concrete and time bound action plans for addressing Notices of Disallowances and Audit Observation Memoranda from the Commission on Audit (COA), if any.
- (c) Adoption of a "*Manual of Corporate Governance*" pursuant to Section 42 of the **CODE OF CORPORATE GOVERNANCE FOR GOCCs (GCG MC No. 2012-07)** that is approved by GCG and uploaded on the GOCC's website.
- (d) Compliance with posting on the GOCC's website the information enumerated under Section 43 of GCG MC No. 2012-07.
- (e) Adoption of a **No GIFT POLICY** approved by the GCG and uploaded on the GOCC's website pursuant to Section 29 of GCG MC No. 2012-07.
- (f) Compliance with the deadlines and submission of reports through the Integrated Corporate Reporting System (ICRS) pursuant to GCG MC No. 2014-02.
- (g) Compliance by all members of the Governing Board with the submission of all required forms for the Director Performance Review (DPR) pursuant to GCG MC. No. 2014-03 and implementing issuances pursuant thereto.
- (h) Submission of Corporate Operating Budgets (COBs):
 - i. For GOCCs receiving national government budgetary support, COBs shall be submitted to the Department of Budget and Management (DBM) for review and approval on or before the deadline indicated in DBM National Budget Memorandum No. 123 on "Budget Call for FY 2016;"
 - ii. For GOCCs without national government budgetary support, COBs shall be submitted to the Governance Commission using the same deadline as provided in DBM National Budget Memorandum No. 123.

- 7. Pag-IBIG shall timely inform GCG of all audit observations and notices of disallowances within seven (7) working days from the time it receives the same from the Commission on Audit (COA) prior to the regular publication of the final annual audit report. Accordingly, Pag-IBIG shall copy furnish the Governance Commission copies of all written communications between Pag-IBIG and COA on such matters, inform GCG of the schedule of its exit interview with COA seven (7) working days before the schedule or as soon as practicable, and other efficient means of inter-agency coordination.

Failure to timely disclose such matters to the Governance Commission prior to the same becoming public information or the submission of the application for the Performance-Based Bonus (PBB) or Performance-Based

Incentive (PBI) may be considered as non-compliance with the Good Governance Condition of submitting Concrete and Time Bound Action Plans on findings of COA, rendering the Governing Board **INELIGIBLE** to apply for the PBI, without prejudice to a further determination on the impact of the same on the GOCCs PBB application.

8. Nothing herein shall be construed as limiting the authority of GCG to initiate renegotiations and/or revoke Performance Agreements in accordance with existing laws, rules and regulations.

DONE, this 14th day of March 2016, in the City of Makati, Philippines.

**GOVERNANCE COMMISSION FOR
GOCCs**

HOME DEVELOPMENT MUTUAL FUND

BY AUTHORITY OF THE COMMISSION:


CESAR L. VILLANUEVA
Chairman

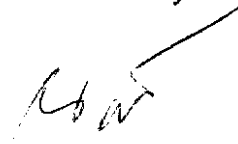

CHITO M. CRUZ
Chairman



MA ANGELA E. IGNACIO
Commissioner


DARLENE MARIE B. BERBERABE
CEO

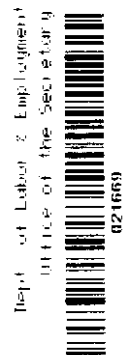

RAINIER B. BUTALID
Commissioner


FLORENCIO B. ABAD
DBM Secretary


CESAR V. PURISIMA
DOF Secretary


ROSALINDA D. BALDOZ
DOLE Secretary


ADRIAN S. CRISTOBAL, JR.
DTI Secretary





RAUL B. DE MESA
Board Member



EDGARDO G. LACSON
Board Member

TOMAS B. LOPEZ
Board Member



JAIME L. MIRALLES
Board Member



JESUS B. VARELA
Board Member

HOME DEVELOPMENT MUTUAL FUND

HOME DEVELOPMENT MUTUAL FUND
STRATEGY MAP
2016

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

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

Operational Vision: By 2020, register 90% of coverable workers, and provide affordable housing to low income earners, capturing 88% of LTS from socialized and low-cost housing segments

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

Core Values:
Professionalism
Integrity
Excellence
Service

CUSTOMER

Increase & Sustain Membership
Provide Affordable Housing

Improve Access and Delivery of Products and Services to Enhance Customer Satisfaction

FINANCIAL

Increase in Asset Size
Improve Asset Quality
Implement Enterprise Risk Management
Ensure Financial Sustainability

INTERNAL PROCESS

Instill Principles of Good Governance and Attain Performance Excellence

LEARNING AND GROWTH

Develop Competent and Engaged Employees

Themes:

Bigger

Better

Faster

Note: Coverable Workers refers to the employed workers less unpaid family workers, agricultural workers, those who are below 18 years old and above 60 and 65 years old (retirement age), and workers who are paid in kind and with undocumented salaries

HOME DEVELOPMENT MUTUAL FUND

	Component					Baseline Data (if applicable)		Target	
	Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
	CUSTOMER	SO 1	Sustain Membership Generation						
SM 1		Increase in Membership Level ¹	Covered Local and OFW Employees	10%	Simple Average, but shall not exceed 100%		13,486,269	14,760,890	16,428,873
SO 2		Deliver Customer-Focused Products							
SM 2		Increase Short-Term Loans Disbursed							
SM 2a		Short-Term Loans Availment (PHP Billion) ²	Total Loan Amount Approved	4.5%	Simple Average, but shall not exceed 100%		43.543	41.731	42.173 (Exclusive of P6 Billion Allocation for CL)
SM 2b		Short-Term Loans Availment (Borrowers)	Total Number of Borrowers with Approved Loan	4.5%	Simple Average, but shall not exceed 100%		2,326,605	2,134,264	2,114,265

Component							Baseline Data (if applicable)		Target
Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015		
SM 2c	Calamity Loan	Actual Number of Calamity Loan Borrowers with Approved Loans divided by: Qualified Calamity Loan Applicants	5%	All or nothing		100%	100%	100%	
SM 3	Provident Benefit Claims	Actual Number of Claimants with Approved Provident Benefit Claim Applications divided by: Qualified Benefit Claim Applicants	5%	All or nothing		100%	100%	100%	
SM 4	Increase Number of Housing Loans Disbursed								

Component					Baseline Data (if applicable)		Target	
Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
SM 4a	End-User Financing Availment (PHP Billion)	Total Amount of Loans Taken-Out + Amount of Loans Pending for Take-Out	5%	Simple Average, but shall not exceed 100%		46.581	51.401	51.844
SM 4b	End-User Financing Availment (No. of Units)	Total Housing Units Taken-Out + Number of Housing Units Pending for Take-Out	5%	Simple Average, but shall not exceed 100%		63,148	66,198	71,918
SO 3	Enhance Customer Satisfaction Through Improved Delivery of Service							
SM 5	CSC Rating ³ ARTA	Survey Rating	2%	Simple Average, but shall not exceed 100%		85.2%	88.5%	85%
SM 6	Satisfaction Rating Through Third Party Survey	Survey Rating	2%	Simple Average, but shall not exceed 100%		N/A	N/A	85%
		Sub-total	43%					

	Component				Baseline Data (if applicable)		Target		
	Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
FINANCIAL	SO 4	Increase in Asset Size							
	SM 7	Increase in Financial Assets (PHP Billion)	Total Target Financial Assets	5%	Simple Average, but shall not exceed 100%		369.782	401.445	420.031
	SM 8	Increase Members' Savings (PHP Billion)	Actual Year-End MS + MS Upgrade + MS from New Members, to list: a.) Local Members b.) OFW-New Hires Deployment	5%	Simple Average, but shall not exceed 100%		26.134 (8.4% growth)	28.072 (7.4% growth)	31.590 (12.5% growth)
	SO 5	Improve Asset Quality							
	SM 9	Improve Collection Efficiency							

Component						Baseline Data (if applicable)		Target
Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
SM 9a	Collection Efficiency for Short-Term Loans	Actual Collection for Current Loans (PHP) / Collectibles for Current Loans (PHP)	3%	Simple Average, but shall not exceed 100%		92%	90%	95%
SM 9b	Collection Efficiency for Housing Loan ⁴	Actual Collection for Current Loans (PHP) / Collectibles for Current Loans (PHP)	5%	Simple Average between 75-90, but shall not exceed 100%		N/A	N/A	Target is 90%. Below 75 is 0 weight
SM 10	Improve Performing Loans Ratio							
SM 10a	Performing Loans Ratio for Accounts Taken Out 2011 Onwards	Accounts Current to 3 Months / Total Outstanding Balance (exclusive of Referred to Foreclosure and Petition for Extra-Judicial Foreclosure)	3%	Simple Average, but shall not exceed 100%		86.74%	85.16%	95%

	Component					Baseline Data (if applicable)		Target	
	Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
	SM 10b	Performing Loans Ratio for Accounts Taken Out Prior to 2011	Accounts Current to 3 Months / Total Outstanding Balance (exclusive of Referred to Foreclosure and Petition for Extra-Judicial Foreclosure)	2%	Simple Average, but shall not exceed 100%		72.15%	75.79%	79%
	SO 6	Increase Net Income							
	SM 11	Grow Net Income	Actual Net Income (PHP) / Target Net Income (PHP)	5%	Simple Average, but shall not exceed 100%		14.437	16.222	19.996
			Sub-total	28%					
INTERNAL PROCESS	SO 7	Provide Better Access and Convenience to Members							
	SM 12	Number of Branches	Cumulative number of branches	2%	Simple Average, but shall not exceed 100%		62	76	117

	Component					Baseline Data (if applicable)		Target	
	Objective/Measure	Formula	Weight	Rating System	Data Provider	2013	2014	2015	
	SM 13	Checkless Disbursements of MPL and Calamity Loan Proceeds	Number of Checkless Disbursements / Total Number of Transactions	3%	Simple Average, but shall not exceed 100%		N/A	60.53%	60%
	SO 8	Simplify Processes and Integrate Systems							
	SM 14	Multi-Purpose and Housing Loan Processed ⁵	Number of loans processed within TAT / Total number of loan applications processes	14%	Simple Average, but shall not exceed 100%		N/A	N/A	80%
			Sub-total	19%					
LEARNING AND GROWTH	SO 9	Develop Competencies and Potentials of Fund Officers and Employees							
	SM 15	ISO Certification for All Branches and All Processes	Percentage of completion of the project based on WBS	5%	Simple Average, but shall not exceed 100%		N/A	N/A	Timeline

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Component						Baseline Data (if applicable)		Target
Objective/Measure		Formula	Weight	Rating System	Data Provider	2013	2014	2015
SM 16	Competence Framework	Percentage of completion of the project based on WBS	5%	Simple Average, but shall not exceed 100%		N/A	N/A	Timeline
		Sub-total	10%					
		TOTAL	100%					

1 Based on estimated coverable from LFS and CFO Statistics

2 2014-2019 target consists of MPL and HELPs, accomplishments should be measured inclusive of CL Availment. Pag-IBIG Fund allocates Calamity Loans of P6 Billion yearly from 2015 to 2019

3 Implementation period starts from 2015 onwards per GCG memo dated 25 June 2014

4 Current Loans are loans aged 0 to 3 months in arrears as of Yearend 2014. This excludes collection from accounts aged more than 3 months in arrears at the beginning of the year and Take-Out of the year. Collection and Collectibles is comprised of Principal, Interest, Insurance, Penalties, Advance Payment and Fullpayment.

5 Turn-Around-Time (TAT) for loans are as follows:

- a. MPL – 3 WDs for New Loans and Loan Renewal with all records available within the receiving / processing branch
- b. Housing – 9 WDs for Take-out of Prime Accounts; 14 WDs for Approval and 3 WDs for Take-Out of Regular Accounts; 17 WDs for Approval and 3 WDs for Take-Out of Walk-In Accounts. This excludes the following: (a) Documentation Compliance of borrowers; (b) Awaiting Developers' request for unit inspection for accounts under Preliminary Evaluation; (c) With Findings; (d) For return or returned to borrowers due to withdrawal / cancellation / disapproval

HOME DEVELOPMENT MUTUAL FUND

	Objective / Measures	Component			Baseline		Target		
		Weight	Formula	Rating System	2013	2014	2015	2016	
CUSTOMER	SO 1	Increase and Sustain Membership							
	SM 1	Increase in Membership Coverage	12.0%	Covered Local and OFW Employees	Actual / Target x Weight	13,486,851	14,760,890	16,428,873 (73%)	17,589,634 (12,689,971: 76% of Local & 4,899,663: 100% of OFW)
	SO 2	Provide Affordable Housing							
	SM 2	Percent of LTS from Socialized and Low-cost Housing	15.0%	LTS less of NHA and SHFC	Actual / Target x Weight	63.39%	60.91%	Actual: 62.83%	70.5% (88% for the vision year 2020)
		Number of Units	0.0%	Total Housing Units Taken-Out (excludes NHA and SHFC)		47,562	54,026	59,409 (Actual December)	63,676
	Loan Amount (in Php Billions)	0.0%	Total Amount of Loans Taken-Out (excludes NHA and SHFC)		33.963	40.581	43.932 (Actual December)	50.562	

	Objective / Measures	Component			Baseline		Target		
		Weight	Formula	Rating System	2013	2014	2015	2016	
	SM 3	Co-financing program for Socialized and Low-cost Housing	5.0%					Board-Approved Program (2017: Pilot Project)	
	SO 3	Improve Access and Delivery of Products and Services to Enhance Customer Satisfaction							
	SM 4	Third Party Survey Rating	10%	Survey Rating	Actual / Target x Weight	N/A	N/A	85%	2015 result + 5 percentage points (but not below satisfactory)
		<i>Sub-Total</i>	42%						
	SO 4	Increase in Asset Size							
FINANCIAL	SM 5	Net Financial Asset Level (in Php Billion)	7%	Total Net Financial Assets	Actual / Target x Weight	331.357 (Net)	363.120 (Net)	420.031 (Gross) 378.905 (Net)	424.321

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	Objective / Measures	Component			Baseline		Target	
		Weight	Formula	Rating System	2013	2014	2015	2016
SO 5	Improve Asset Quality							
SM 6	Performing Loans Ratio	7%	Accounts Current to 3 Months / Total Outstanding Balance (exclusive of referred to foreclosure and petition for extra-judicial foreclosure)	Actual / Target x Weight	78.42%	80.86%	87.41% (November actual)	89%
SO 6	Implement Enterprise Risk Management							
SM 7	Capital Adequacy Ratio	5.0%	Actual Rate / Target Rate	Actual / Target x Weight	20.28% actual	22.25% actual	24.32% (Actual November); 17.5% (SIFI) target	28.05%
SM 8	Expected Loss Rate (Probability of Loss multiplied by Loss given default rate)	5.0%	Expected Loss Rate (ELR) = Probability of Default (PD) x Loss Given Default (LGD) where	Actual / Target x Weight	N/A	N/A	N/A	2.84%

Component					Baseline		Target	
Objective / Measures	Weight	Formula	Rating System	2013	2014	2015	2016	
		PD=1-Collection Efficiency LGD=1-Recovery Rate						
SO 7	Ensure Financial Sustainability							
SM 9	Targeted Income Level (in Php Billions)	11%	Actual Net Income (Php) / Target Net Income (Php)	Actual / Target x Weight	14.446 (Restated)	16.227 (COA audited)	19.996 (Actual November: 18.812)	26.503
SM 10	Member Savings (in Php Billions)	12%	Actual Year-End MS + MS Upgrade + MS from New Members, to list: a. Local Members b. OFW-New Hires Deployment	Actual / Target x Weight	26.134	28.072	31.59	32.51
	<i>Sub-Total</i>	47%						

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	Objective / Measures	Component			Baseline		Target		
		Weight	Formula	Rating System	2013	2014	2015	2016	
INTERNAL PROCESS	SO 8	Instill Principles of Good Governance and Attain Performance Excellence							
	SM 11	ISO Certification	3.0%	Percentage of Completion of the Project	Actual / Target x Weight	Membership Registration of Ortigas	Membership Registration of Ortigas	Timeline (see attachment) ISO certification of 7 new branches in NCR (Membership)	2016: All other core processes for provident fund (STL availment and provident claims) 2017: All core processes for housing fund (housing loan origination and management)
	SM 12	ARTA Survey Rating	3.0%	Average Survey Rating	Actual / Target x Weight	85.18%	88.47%	85%	86% (no failed branch)
		<i>Sub-Total</i>	6%						

	Objective / Measures	Component		Baseline		Target			
		Weight	Formula	Rating System	2013	2014	2015	2016	
LEARNING AND GROWTH	SO 9	Develop Competent and Engaged Employees							
	SM 13	Competent Workforce	5.00%	Percentage of Completion of the Project	Percentage of Completion x Weight	N/A	N/A	Review of current functional roles and classify positions into job families Timeline (see attachment)	IISP for Provident Fund and STL shall have been fully deployed. <i>Attached as Annex D is the Work Breakdown Structure for the Rollout of Provident Fund and STL IISP</i>
		<i>Sub-Total</i>	5%						
		TOTAL	100%						

Strategy Initiatives Profile (Annex C)

HOME DEVELOPMENT MUTUAL FUND

STRATEGIC INITIATIVES PROFILE

I. STRATEGIC INITIATIVE PROFILE 1 – Open additional Member Services Branches/Member Service Offices (MSBs/MSOs) nationwide and appoint Information Officer in countries with at least 200,000 coverable workers

1. **Name of Project:** Open additional Member Services Branches/Member Service Offices (MSBs/MSOs) nationwide and appoint Information Officer in countries with at least 200,000 coverable workers
2. **Contact Person/Project Team Head:** Alexander Hilario G. Aguilar, Senior Vice President, Member Services Sector
3. **Project Description:** Pag-IBIG Fund aims to expand its reach of products/programs through better and efficient services by bringing the Fund closer to its local and OFW members.
4. **Project Milestones:**

Activities	Timeline		Budget ¹	Funding Source	Status
	Start	End			
1. Preparation of Office Space Locations	04 Jan, 2016	17 Oct, 2016			
2. Preparation of Logistics Requirements	04 Jan, 2016	05 Dec, 2016			
3. Preparation of Systems Requirements	04 Jan, 2016	05 Dec, 2016			
4. Preparation of Manpower Requirements and Implementation	04 Jan, 2016	08 Dec, 2016			
5. Opening of MSBs/MSOs and appointment of Information Officers	10 Mar, 2016	08 Dec, 2016			

5. **Measures Affected:** Increase in Membership Coverable

¹ P4,006,029 for each MSO. P60,090,435 for 15 MSOs; P5,370,455 for Los Angeles, USA; P5,335,875 for Toronto, Canada.

II. STRATEGIC INITIATIVE PROFILE 2 – Increase membership through the creation of an Other Working Group (OWG) Task Force - (Transport and Market Vendors Groups)

1. **Name of Project:** Increase membership through the creation of an Other Working Group (OWG) Task Force - (Transport and Market Vendors Groups)
2. **Contact Person/Project Team Head:** Alexander Hilario G. Aguilar, Senior Vice President, Member Services Sector
3. **Project Description:** The Transport and Market Vendor Groups are sectors of the OWG segments with identified potential, thus shall serve as a primary target of the OWG Task Force. These are easily identified as organized associations, and can be reached by partnering with appropriate government agencies, local government units, and other transport and vendor associations and cooperatives.
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Preparatory Activities					
a. Collaborate with payment facilities/centers	19 Oct, 2015	29 Jan, 2016			
b. Develop a Special Housing Program for the Transport and Market Vendors Groups	01 Feb, 2016	29 Apr, 2016			
c. Conduct of special training of MSB marketing officers / heads on OWG approaches	16 Nov, 2015	30 Jun, 2016			
2. Implement a focused, market-specific Communication Plan for the Transport and Market Vendors Groups	04 Nov, 2015	29 Dec, 2016			
3. Forge strategic partnerships with national agencies and local government units, transport and market vendors associations and cooperatives within the NCR and Regions	01 Oct, 2015	29 Dec, 2016			
4. Generate additional members	04 Jan, 2016	29 Dec, 2016			
a. 30,000 from Transport Groups					
b. 5,000 from Market Vendors Groups					

5. **Measures Affected:** Increase in Membership Coverable

III. STRATEGIC INITIATIVE PROFILE 3 – Expand Loyalty Card Program

1. **Name of Project:** Expand Loyalty Card Program
2. **Contact Person/Project Team Head:** Alexander Hilario G. Aguilar, Senior Vice President, Member Services Sector
3. **Project Description:** The project aims to provide members with additional benefits in the form of discounts and rewards from partner establishments. It will also enable members' data clean-up and build-up, thereby enhancing our services.
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Generation of 2,000,000 Additional Loyalty Cardholders	04 Jan, 2016	29 Dec, 2016			
2. Acquisition of 30 Additional Partner Establishments	04 Jan, 2016	29 Dec, 2016			
3. Acquisition of Bank Partner to enable Cashcard Functionality of the Loyalty Card	01 Mar, 2016	29 Dec, 2016			
4. Preparation of Terms of Reference (TOR) for procurement of Phase-3 Loyalty Cards and Loyalty Card System	16 May, 2016	29 Nov, 2016			

5. **Measures Affected:** Increase in Membership Coverable




IV. STRATEGIC INITIATIVE PROFILE 4 – Co-Finance and market Pag-IBIG led units for: (a) Teachers, Men-In-Uniform, LGU Employees, Kasambahays, and Drivers (b) Unserved/underserved members

1. **Name of Project:** Co-Finance and market Pag-IBIG led units for:
 - a) Teachers, Men-In-Uniform, LGU Employees, Kasambahays, and Drivers
 - b) Unserved/underserved members

2. **Contact Person/Project Team Head:** Juanito V. Eje, Head, Business Development Sector and concurrent Vice President, Corporate Sales Group

3. **Project Description:** Pag-IBIG Led projects are institutional/group housing projects where the Fund proactively seeks partnership with LGUs/employers/institutions with identified project sites for housing for specific sectors i.e. LGU employees, teachers, military personnel etc. The resulting housing project shall be compliant to specific program parameters: housing design, unit cost based on paying capacity of target/pre-identified/pre-qualified beneficiaries.

4. Project Milestones:

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Identification of program partners based on set partnership parameters ²	2 months				
2. Execution of technical phase and packaging of project partnership	within 6 months from identification of potential project partner				
3. Contract signing or sealing of partnership	within 4 months from identification of potential project partner				
4. Project implementation ³	within 24-36 months from groundbreaking of the project				

5. Measures Affected: Percent of LTS from Socialized and Low Cost Housing

² This includes project preparation activities such as conduct of due diligence on documents, meetings with partners, pre-qualification of target project beneficiaries/member-borrowers beneficiaries and market validation.

³ This includes groundbreaking, project accreditation up to take out of accounts either for institutional/ developmental loan or end-user financing.

V. STRATEGIC INITIATIVE PROFILE 5 – Implement Online Services for Major Processes

1. **Name of Project:** Implement Electronic Submission of Remittance Schedule (ESRS)
2. **Contact Person/Project Team Head:** Florencio B. Cortez, Officer-In-Charge, Information Systems Group
3. **Project Description:** The project will provide a convenient channel for employers to submit their monthly remittance schedule.
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Requirements Gathering	05 Jan, 2015	09 Jan, 2015			
2. Analysis of Software Requirements	12 Jan, 2015	04 Feb, 2015			
3. System Design	05 Feb, 2015	26 Mar, 2015			
4. System Development	27 Mar, 2015	27 Nov, 2015			
5. QA Functional Testing	04 Jan, 2016	02 Feb, 2016			
6. Integration with Collecting Partners	06 Jan, 2016	17 Feb, 2016			
7. Communication Plan	05 Jan, 2016	24 Feb, 2016			
8. User Acceptance testing	25 Feb, 2016	23 Mar, 2016			
9. Pilot Implementation	23 Mar, 2016	10 Jun, 2016			
10. Full Rollout	10 Jun, 2016	15 Jun, 2016			

5. **Measures Affected:** Members Savings

1. **Name of Project:** Expansion of Online Payment Facilities
2. **Contact Person/Project Team Head:** Florencio B. Cortez, Officer-In-Charge, Information Systems Group
3. **Project Description:** Development of application systems to support the initiatives of Treasury Department on the expansion of Online Payment Facilities.
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Requirements Gathering	5 WDs from receipt of approved initiation request				
2. Analysis of Software Requirements	20 WDs from receipt of complete requirements				
3. System Design	40 WDs from completion of analysis of software requirements				
4. System Development	150 WDs from completion of system design				
5. QA Functional Testing	22 WDs from endorsement to QA				
6. Integration with Collecting Partners	30 WDs from completion of system design				
7. Communication Plan	30 days from completion of system design				
8. User Acceptance Testing	20 WDs from completion of systems development and integration				
9. Pilot Implementation	2 Months from UAT				
10. Full Rollout	Will commence from acceptance to pilot site(s)				

5. **Measures Affected:** Members Savings

VI. STRATEGIC INITIATIVE PROFILE 6 – Availability of Disaster Recovery Plan for IT Infrastructure

1. **Name of Project:** Availability of Disaster Recovery Plan for IT Infrastructure
2. **Contact Person/Project Team Head:** Francis T. Santos, Officer-In-Charge, Information Technology Services Sector
3. **Project Description:** A Disaster Recovery Plan (DRP) for IT is a documented process or set of procedures to recover and protect a business IT infrastructure in the event of a disaster. This plan documented in written form, specifies the procedures an organization should follow in the event of a disaster.
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Presentation, submission and review of DR Plan	05 Jan, 2015	11 Mar, 2016			
2. Submission of final IT Infrastructure DR Plan to COSSG	14 Mar, 2016	18 Mar, 2016			
3. Presentation to VP-COSSG for approval	21 Mar, 2016	31 Mar, 2016			
4. Presentation to SVP-ITSS for approval	01 Apr, 2016	29 Apr, 2016			
5. Presentation to DCEO-SSC for approval	02 May, 2016	31 May, 2016			
6. Presentation to Business Continuity Plan Steering Committee for approval	01 Jun, 2016	30 Jun, 2016			
7. Presentation of DR Plan to Senior Management Committee for approval	01 Jul, 2016	29 Jul, 2016			

5. **Measures Affected:** N/A

VII. STRATEGIC INITIATIVE PROFILE 7 – Implement OSSP 2

1. **Name of Project:** Implement OSSP 2
2. **Contact Person/Project Team Head:** Delia D. Robles, Vice President, Human Resource Services Group
3. **Project Description:** The Fund aims to get the approval of the Governance Commission for GOCCs (GCG) in 2017 of the Organizational Structure and Staffing Pattern (OSSP 2). For 2016, Human Resource Services Group will conduct an organizational review and process audit and establish the revised job descriptions. The project will result in an improved organizational structure and appropriate staffing pattern and positions that will ensure that Pag-IBIG mandates are carried out efficiently and effectively.
4. **Project Milestones:**

Activities	Timeline		Budget	Funding Source	Status
	Start	End			
1. Creation of Organizational Review Committee and Sub-Committees	18 Feb, 2015	28 Feb, 2015			
2. Engagement of Consultant	01 Mar, 2015	05 Jan, 2016			
3. Preparation and presentation of the proposed Interim Structure based on the target system	15 Aug, 2015	31 Dec, 2015			
4. Project Planning and Diagnostics	06 Jan, 2016	04 Feb, 2016			
5. Organizational Structure Review	05 Feb, 2016	02 Aug, 2016			
6. Process Audit and Redesign	05 Feb, 2016	02 Aug, 2016			
7. Job Analysis and Job Description	03 Aug, 2016	01 Dec, 2016			
8. Position Classification	02 Dec, 2016	30 Apr, 2017			
9. Staffing Workforce Analytics and Planning	31 Jan, 2017	30 Apr, 2017			
10. Compensation Review	02 May, 2017	30 Jun, 2017			
11. Communication Planning and Change Management	within project duration				
12. Presentation of the proposed new Organizational Structure	Jul, 2017	Aug, 2017			
13. Presentation of the proposed OSSP2 to the GCG for approval		Sep, 2017			
14. Implementation of the approved OSSP2	upon receipt of GCG approval				

5. **Measures Affected:** Competent Workforce

Work Breakdown Structure (Annex D)

PROJECT NAME: ISO Certification for Provident Fund Core Processes (MS, STL, and Provident Claims) and Preparation for Housing Fund

Start of Project: 04 January 2016

End of Project: 29 December 2016

No.	Activity	Timeline Per Activity/Sub-Activity		Weight (per unit)
		Start	End	
A.	ISO Certification of Members' Savings Payment (Receipt and Posting), STL (Processing of applications and receipt and posting of amortizations), and Provident Claims (Processing of applications) Luzon Group (3 MSBs and TAS)			
1.	Conduct of 2016 Quality Planning Activities	January 2016	February 2016	8.00%
2.	Conduct of following trainings:			
a.	Indepth seminar on QMS Principles and ISO 9001	February 2016	March 2016	4.00%
b.	5s	February 2016	March 2016	4.00%
c.	Root Cause Analysis	March 2016	March 2016	4.00%
d.	Internal Quality Auditing	July 2016	August 2016	4.00%
3.	Conduct of Initial Gap Assessment	January 2016	January 2016	3.50%
4.	Conduct of Evaluation of Operations	February 2016	March 2016	3.50%
5.	Conduct of External Customer Satisfaction Survey			
a.	Pre-Implementation	March 2016	March 2016	4.00%
b.	Implementation Period	July 2016	July 2016	4.00%
6.	Conduct of Internal Customer Satisfaction Survey			
a.	Pre-Implementation	March 2016	March 2016	4.00%
b.	Implementation Period	July 2016	July 2016	4.00%
7.	Conduct of Inventory of QMS Documents			
a.	First Semester Inventory of QMS Documents	January 2016	January 2016	3.50%
b.	Second Semester Inventory of QMS Documents	October 2016	October 2016	3.50%
8.	Conduct of Technical Assistance Session with branches (3 MSBs visited per month)	May 2016	September 2016	3.50%
9.	Quality Planning Activities (Provident)	August 2016	September 2016	8.00%
10.	Conduct of Internal Quality Audit	September 2016	September 2016	4.00%
11.	Conduct of Final Gap Assessment	October 2016	October 2016	3.50%
12.	Conduct of Third-Party Certification Audit			
a.	Acquisition of Certifying Body	February 2016	June 2016	3.00%
b.	Conduct of Certification Audit	November 2016	November 2016	5.00%
B.	Preparation for ISO Certification of Housing Loan Application to Posting of HL Payment			
1.	Conduct of External Customer Satisfaction Survey (Pre-Implementation)	October 2016	December 2016	4.00%
2.	Conduct of Internal Customer Satisfaction Survey (Pre-Implementation)	October 2016	December 2016	4.00%
3.	Conduct of Inventory of QMS Documents	September 2016	September 2016	3.00%
4.	Conduct of Housing Top Management Orientation	October 2016	October 2016	4.00%
5.	Conduct of Orientation of Pag-IBIG Fund's Quality Management System (QMS) (General Employees)	October 2016	November 2016	4.00%
TOTAL				100.00%

PROJECT NAME: Rollout of Provident Fund Management System (PFMS)

Start of Project: 01 October 2014

End of Project: 16 December 2016

No.	Activity	Timeline Per Activity/Sub-Activity		Weight
		Start	End	
1	Fit and Gap Analysis	September 2015	December 2015	2.20%
2	Business Process Review	October 2015	January 2016	0.25%
3	System Development/Enhancement	October 2015	December 2015	1.51%
4	Security Acceptance Test	January 2016	January 2016	0.28%
5	User Acceptance Testing	January 2016	February 2016	0.96%
6	Data Migration	October 2014	December 2015	24.83%
7	Training of Champions/Trainers' Training	February 2016	March 2016	0.20%
8	Preparation of hardware and software requirements	March 2016	March 2016	0.08%
9	Preparation of Deployment Plan	February 2016	March 2016	0.25%
10	Pilot Implementation - Imus	March 2016	May 2016	0.91%
11	Rollout to TAS			
	a. Data Migration			
	• Cagayan Valley - Tuguegarao	January 2016	May 2016	2.52%
	• Central Luzon I	January 2016	May 2016	2.78%
	• Central Luzon II	January 2016	June 2016	3.03%
	• NCR West	January 2016	June 2016	3.28%
	• NCR North	January 2016	July 2016	3.53%
	• North Central and Eastern Visayas	January 2016	July 2016	3.79%
	• South Central Visayas	January 2016	August 2016	4.04%
	• Western Mindanao	January 2016	September 2016	4.54%
	• Ilocos Region	January 2016	September 2016	4.79%
	• Northern Mindanao	January 2016	September 2016	5.05%
	• Western Visayas & Southern Mindanao	January 2016	October 2016	5.30%
	• NCR East & South Western Mindanao	January 2016	October 2016	5.55%
	• Bicol Region & Southern Tagalog	January 2016	November 2016	5.80%
	• Outside CBD and MUTAPA & Makati CBD	January 2016	November 2016	6.06%
	b. Preparation of hardware and software requirements			
	• Cagayan Valley - Tuguegarao	May 2016	May 2016	0.08%
	• Central Luzon I	May 2016	May 2016	0.08%
	• Central Luzon II	June 2016	June 2016	0.08%
	• NCR West	June 2016	June 2016	0.08%
	• NCR North	July 2016	July 2016	0.08%
	• North Central and Eastern Visayas	July 2016	July 2016	0.08%
	• South Central Visayas	August 2016	August 2016	0.08%
	• Western Mindanao	August 2016	September 2016	0.08%
	• Ilocos Region	September 2016	September 2016	0.08%
	• Northern Mindanao	September 2016	September 2016	0.08%
	• Western Visayas & Southern Mindanao	October 2016	October 2016	0.08%
	• NCR East & South Western Mindanao	October 2016	October 2016	0.08%
	• Bicol Region & Southern Tagalog	November 2016	November 2016	0.08%
	• Outside CBD and MUTAPA & Makati CBD	November 2016	November 2016	0.08%
	c. Go LIVE Implementation			
	• Cagayan Valley - Tuguegarao	May 2016	June 2016	0.53%
	• Central Luzon I	May 2016	June 2016	0.53%
	• Central Luzon II	June 2016	July 2016	0.53%
	• NCR West	June 2016	July 2016	0.53%
	• NCR North	July 2016	July 2016	0.53%
	• North Central and Eastern Visayas	July 2016	August 2016	0.53%
	• South Central Visayas	August 2016	August 2016	0.53%
	• Western Mindanao	August 2016	September 2016	0.53%
	• Ilocos Region	September 2016	October 2016	0.53%
	• Northern Mindanao	September 2016	October 2016	0.53%
	• Western Visayas & Southern Mindanao	October 2016	November 2016	0.53%
	• NCR East & South Western Mindanao	October 2016	November 2016	0.53%
	• Bicol Region & Southern Tagalog	November 2016	December 2016	0.53%
	• Outside CBD and MUTAPA & Makati CBD	November 2016	December 2016	0.53%
TOTAL				100.00%

PROJECT NAME: Rollout of Short-Term Loans Management System (STLMS)

Start of Project: 28 August 2015

End of Project: 16 December 2016

No.	Activity	Timeline Per Activity/Sub-Activity		Weight
		Start	End	
1	Fit and Gap Analysis	September 2015	December 2015	2.66%
2	Business Process Review	December 2015	January 2016	0.31%
3	System Development/Enhancement	September 2015	December 2015	1.87%
4	Security Acceptance Test	January 2016	January 2016	0.34%
5	User Acceptance Testing	January 2016	February 2016	1.19%
6	Data Migration	August 2015	March 2016	7.12%
7	Training of Champions/Trainers' Training	February 2016	March 2016	0.12%
8	Preparation of hardware and software requirements	March 2016	March 2016	0.09%
9	Preparation of Deployment Plan	February 2016	March 2016	0.31%
10	Pilot Implementation - Imus	March 2016	May 2016	1.12%
11	Rollout to TAS			
	a. Data Migration			
	• Cagayan Valley - Tuguegarao	January 2016	May 2016	3.12%
	• Central Luzon I	January 2016	May 2016	3.44%
	• Central Luzon II	January 2016	June 2016	3.75%
	• NCR West	January 2016	June 2016	4.06%
	• NCR North	January 2016	July 2016	4.37%
	• North Central and Eastern Visayas	January 2016	July 2016	4.69%
	• South Central Visayas	January 2016	August 2016	5.00%
	• Western Mindanao	January 2016	September 2016	5.62%
	• Ilocos Region	January 2016	September 2016	5.94%
	• Northern Mindanao	January 2016	September 2016	6.25%
	• Western Visayas & Southern Mindanao	January 2016	October 2016	6.56%
	• NCR East & South Western Mindanao	January 2016	October 2016	6.87%
	• Bicol Region & Southern Tagalog	January 2016	November 2016	7.19%
	• Outside CBD and MUTAPA & Makati CBD	January 2016	November 2016	7.50%
	b. Preparation of hardware and software requirements			
	• Cagayan Valley - Tuguegarao	May 2016	May 2016	0.09%
	• Central Luzon I	May 2016	May 2016	0.09%
	• Central Luzon II	June 2016	June 2016	0.09%
	• NCR West	June 2016	June 2016	0.09%
	• NCR North	July 2016	July 2016	0.09%
	• North Central and Eastern Visayas	July 2016	July 2016	0.09%
	• South Central Visayas	August 2016	August 2016	0.09%
	• Western Mindanao	August 2016	September 2016	0.09%
	• Ilocos Region	September 2016	September 2016	0.09%
	• Northern Mindanao	September 2016	September 2016	0.09%
	• Western Visayas & Southern Mindanao	October 2016	October 2016	0.09%
	• NCR East & South Western Mindanao	October 2016	October 2016	0.09%
	• Bicol Region & Southern Tagalog	November 2016	November 2016	0.09%
	• Outside CBD and MUTAPA & Makati CBD	November 2016	November 2016	0.09%
	c. Go LIVE Implementation			
	• Cagayan Valley - Tuguegarao	May 2016	June 2016	0.66%
	• Central Luzon I	May 2016	June 2016	0.66%
	• Central Luzon II	June 2016	July 2016	0.66%
	• NCR West	June 2016	July 2016	0.66%
	• NCR North	July 2016	July 2016	0.66%
	• North Central and Eastern Visayas	July 2016	August 2016	0.66%
	• South Central Visayas	August 2016	August 2016	0.66%
	• Western Mindanao	August 2016	September 2016	0.66%
	• Ilocos Region	September 2016	October 2016	0.66%
	• Northern Mindanao	September 2016	October 2016	0.66%
	• Western Visayas & Southern Mindanao	October 2016	November 2016	0.66%
	• NCR East & South Western Mindanao	October 2016	November 2016	0.66%
	• Bicol Region & Southern Tagalog	November 2016	December 2016	0.66%
	• Outside CBD and MUTAPA & Makati CBD	November 2016	December 2016	0.66%
TOTAL				100.00%