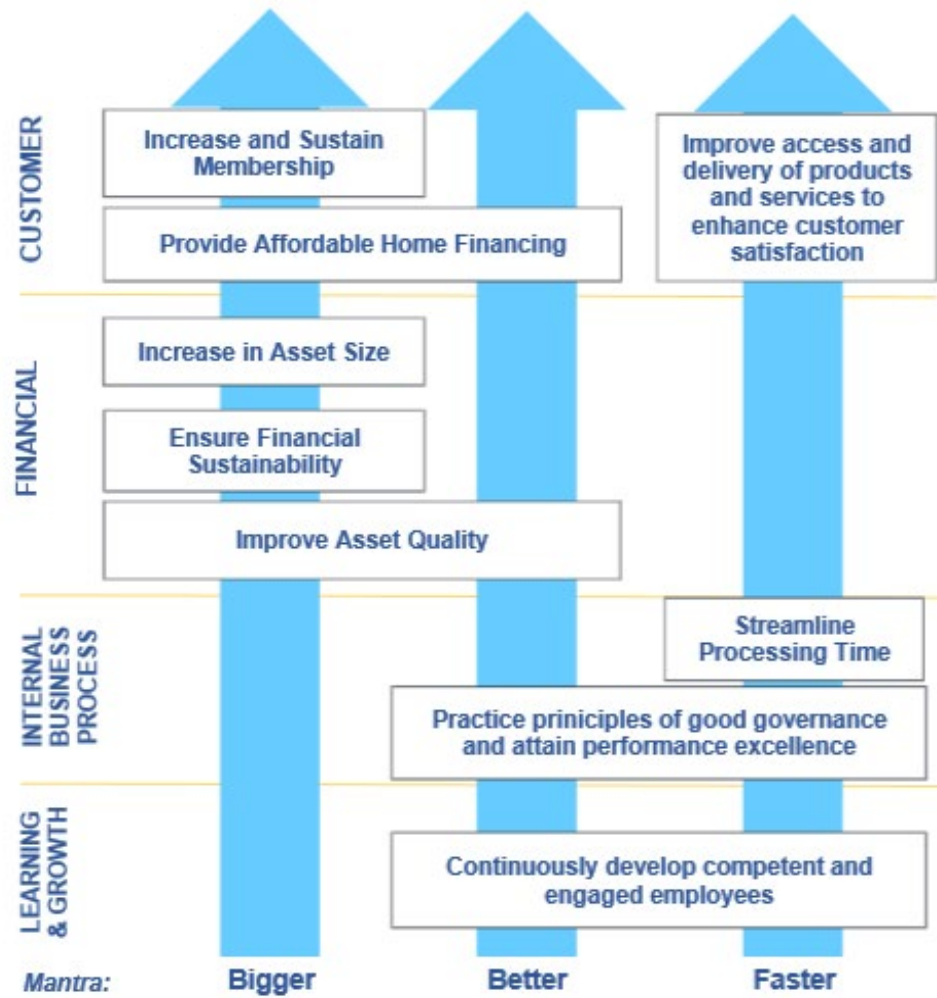


**Vision:**  
For every Filipino worker to save with Pag-IBIG Fund and to have a decent shelter.

**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>
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**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%	<u>(Actual/Target) x Weight</u>	₱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 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.

**Appendix 1**

<b>Status Code</b>	<b>Current Description</b>	<b>Proposed Description</b>	<b>Proposed Exclusion (Stop Time)</b>	<b>Remarks</b>
<b>A. PRE-QUALIFICATION</b>				
1A	For credit investigation	For credit investigation		
1B	For inspection	For inspection		
1C	For CI and Inspection	-		For deletion, same as 1A and 1B.
1D	With CI report/ Awaiting CAR	-		For deletion, same as 1J.
1E	Transferred to Loans Evaluation	-		For deletions since this is the same with 2A.
1F	CI transmitted to MSSD	CI transmitted to MSSD		
1G	Encoded	Encoded		
1H	For Editing	-		For deletion
1I	For Re-evaluation	-		For deletion since this happens due to requests from borrowers or adjustments in loan value, etc. Thus, application could be cancelled first or withdrawn. New application shall be filed to restart the counting of processing time.
1J	With CI Report	With CI Report		
1K	For encoding	-		For deletion.
1L	With Borrower's Validation Sheet			For deletion, since it can happen any time prior to RFP. A simple notation that the BVS has already been complied could be provided instead. If not yet complied, the status "Awaiting Action or Compliance" will suffice.
1M	For Transmittal to Processing Unit	For Transmittal to Processing Unit		
<b>B. LOAN EVALUATION</b>				
2A	For Evaluation Sheet printing	For Evaluation Sheet printing		This means that the transmittal has been validated by LE and was accepted.
2B	For review	For review		

Status Code	Current Description	Proposed Description	Proposed Exclusion (Stop Time)	Remarks
2C	For NOA/LMA/PN preparation	For NOA/LMA/PN preparation		
2D	For NOA signing/approval	For NOA signing/approval		
2G	For NOA Checking	For NOA Checking		
-	-	Awaiting Borrower's Conformity on NOA	•	To add status. Should always follow 2D to reflect that the Fund is awaiting for the borrower's conformity. However, the status "Awaiting Action or Compliance" will also suffice.
2H	For CNOA/LMA/PN preparation	-		For deletion. No longer used.
2I	For CNOA Checking	-		For deletion. No longer used.
2J	For CNOA signing/approval	-		For deletion. No longer used.
2E	PE awaiting inspection	PE awaiting inspection request	•	Pre-Evaluated Accounts but awaiting inspection of units and issuance of Confirmation of Appraisal. However, inspection is triggered only upon the request from the developer (applicable for Developer-Assisted accounts).
2F	PE for RFP Preparation	PE for RFP Preparation		Pre-Evaluated Accounts for preparation of Request for Payment. Excluded as a stop time.
2K	PE-Awaiting Annotation of TCT	Awaiting action or compliance	•	Pre-Evaluated Accounts presently mortgaged with banks, awaiting compliance of annotated title from the developer.
2L	NOA signed/approved	NOA signed/approved		
2M	CNOA signed/approved	-		For deletion. No longer used.
2N	For Transmittal of NOA to Servicing Unit	For Transmittal of NOA to Servicing Unit		
2O	For Transmittal of CNOA to Serving Unit	-		For deletion. No longer used.

Status Code	Current Description	Proposed Description	Proposed Exclusion (Stop Time)	Remarks
<b>C. WITH NOA/AWAITING COMPLIANCE</b>				
3A	For Release of NOA/LMA/DOA	With NOA awaiting pick-up/claim	•	Approved NOA/LMA/DOA ready for release/awaiting pick up of developer/borrower.
3B	For LMA/DOA annotation	For LMA/DOA annotation	•	Released NOA/LMA/DOA - On-going annotation of mortgage/awaiting compliance from developer/borrower.
3C	Sent NOC/NOD/Awaiting exp. Of prescribed period	Sent NOC/NOD/Awaiting exp. Of prescribed period	•	Sent Notice of Cancellation/Notice of Deficiency - Awaiting compliance from developer/borrower.
3D	LOG/NOA extension	LOG/NOA extension	•	Developer/Borrower requested for extension of LOG/NOA compliance.
3E	For Release of CNOA/LMA/DOA	For Release of CNOA/LMA/DOA	•	Awaiting pick-up of approved CNOA/LMA/DOA.
3F	For review of CNOA Compliance	-		For deletion. No longer used.
3G	Received NOA compliance	Received NOA compliance		Should always be followed by "For Review" status. This is just being noted to capture the compliance date.
3H	Received NOA compliance	-		For deletion. No longer used.
<b>D. POST APPROVAL</b>				
4A	For review of annotated documents	For review of annotated documents		
4B	For RFP preparation	For RFP preparation		
4E	For RFP signing/approval	For RFP signing/approval		
4F	For RFP Checking	For RFP Checking		
4D	Awaiting CAR/re-inspection report/FVC	Awaiting CAR/re-inspection report/FVC		
4C	With Interim releases	With Interim releases	•	For CH/HI and PLCH/PRU-HI loan purposed, with release/s.



Status Code	Current Description	Proposed Description	Proposed Exclusion (Stop Time)	Remarks
4G	With Interim releases - Sent Initial Reminder	With Interim releases - Sent Initial Reminder	•	With release/s but beyond the three (3) month construction period.
4H	With Interim releases - Sent Second Reminder	With Interim releases - Sent Second Reminder	•	With release/s but beyond the five (5) month construction period.
4I	With Interim releases - Sent Final Reminder	With Interim releases - Sent Final Reminder	•	With release/s, remind letter for compliance of requirements for takeout/final release.
4J	Awaiting final documents	Awaiting action or compliance	•	With Final Valuation Certification but awaiting take out documents such as occupancy permit, tax declaration/tax receipt.
<b>E. TAKEOUT</b>				
5A	For check preparation	For check preparation		
5B	Taken-out	Taken-out		
5C	Transmitted to Treasury Dept.	Transmitted to Treasury Dept.		
5D	Check Signing	Check Signing		
5E	Check Ready for Release	Check Ready for Release	•	Awaiting claim/pick-up of check.
5F	Check Released with Interim Releases	Check Released with Interim Releases		Cash Disbursement tagging for check released under interim release/s.
<b>E. FINDINGS</b>				
6A	Credit Investigation	With findings on CI	•	With findings on income documents.
6B	Unit/Lot	With findings on property	•	With findings on property/collateral/technical documents.
6C	Pre-approval documents	With findings on pre-approval documents	•	Pre-Approval Evaluation (with findings).
6D	Post-approval documents	With findings on post-approval documents	•	With findings on Post-Approval/NOA compliance.
6E	Membership Status Verification Slip	With findings on membership	•	Membership Status Verification with findings.
6F	Referred to Legal	Referred to Legal	•	Documents with findings subject to Legal Advise/Opinion.

Status Code	Current Description	Proposed Description	Proposed Exclusion (Stop Time)	Remarks
6G	Insufficient Percentage of Completion	Insufficient Percentage of Completion	•	Construction Progress of House Construction/Improvement is insufficient.
6H	For NOD Preparation (Pre-Approval)	For NOD Preparation (Pre-Approval)	•	For preparation of Notice of Deficiency (with findings on Pre-Evaluation/Approval Documents).
6J	For NOD Preparation (Post Approval)	For NOD Preparation (Post Approval)	•	For preparation of Notice of Deficiency (with findings on Post-Evaluation/Approval Documents).
6M	For NOD Signing (Pre-Approval)	For NOD Signing (Pre-Approval)	•	For Signing of Notice of Deficiency (Pre-Evaluation/Approval Documents).
6N	For NOD Signing (Post Approval)	For NOD Signing (Post Approval)	•	For Signing of Notice of Deficiency (Post-Evaluatio/Approval Documents).
6I	Sent NOD (Pre-Approval)	With Notice of Deficiency	•	Sent Notice of Deficiency thru e-mail/snail mail (Pre-Evaluation/Approval Documents).
6L	Awaiting Clearance from Foreclosure/PMID Dept	Awaiting Clearance from Foreclosure/PMI D Dept	•	PRU Mortgaged with the Fund under redemption, awaiting issuance of Clearance from Foreclosure/PMID Dept.
6O	Awaiting Pag-IBIG MID number	Awaiting action or compliance	•	Awaiting Pag-IBIG MID number prior to preparation of request for payment. Currently not being used due to the implementation of MID requirement upon filing of HL application.
6P	NOD Signed (Pre-Approval)	With Notice of Deficiency	•	Signed Notice of Deficiency for Pre-Evaluation/Approval Documents.
6Q	NOD Signed (Post Approval)	With Notice of Deficiency	•	Signed Notice of Deficiency for Post-Evaluation/Approval Documents.
6R	Sent NOD	With Notice of Deficiency	•	Notice of Deficiency sent thru e-mail/letter.

Status Code	Current Description	Proposed Description	Proposed Exclusion (Stop Time)	Remarks
6S	Received NOD compliance	Acknowledged action or received compliance		This should not be part of exclusion. It should always be followed by "For Review" status. This is just being noted to capture the compliance date.
6T	For Release of NOD	Awaiting action or compliance	•	Awaiting release/pick up of issued Notice of Deficiency.
6U	For Transmittal of NOD to Servicing Unit	With findings	•	Issued Noticed of Deficiency for transfer/endorsement to Servicing Department/Unit.
<b>G. WITHDRAWN/CANCELLED/DISAPPROVED</b>				
7A	For return	For return	•	Loans Evaluation tagging for Developer Assisted Accounts with Notice of Deficiency transmitted to Servicing Department/Unit.
7B	Returned to borrower/developer	Awaiting action or compliance	•	Notice of Deficiency released to developer.
7C	Withdrawn	Withdrawn	•	Developer/Borrower requested for withdrawal of housing loan application.
7D	Archived	Archived	•	Unclaimed/Uncompiled Notice of Approval within 3 months from date of cancellation.
7E	Substituted accounts	Substituted accounts	•	
7F	Hold Accounts	Hold Accounts	•	
7G	Refiled	-		For deletion/Either new application or Disapproved/Cancelled
7H	Cancelled	Cancelled	•	Uncompiled NOA/NOD within the prescribed timelines.
7I	Loan Documents Disposed	Loan Documents Disposed	•	Disposal of HL documents 1 year from data of cancellation.
7J	With Insurance claim	With Insurance claim	•	Tagging for accounts with insurance claims due to borrower's death while the account is still in process.
<b>H. TECHNICAL</b>				
8A	With schedule of Inspection	With schedule of Inspection		This should not be part of exclusion.

Status Code	Current Description	Proposed Description	Proposed Exclusion (Stop Time)	Remarks
8B	Inspection cancelled by developer/borrower	Inspection cancelled by developer/borrower	•	With inspection schedule but the developer/borrower requested for cancellation.
8C	Awaiting compliance	Awaiting action or compliance	•	With findings on technical documents, awaiting compliance from developer/borrower.
8D	For Report Preparation	For Collateral Appraisal Report (CAR) Preparation		
8E	For Review/Approval	For Review/Approval of CAR		
8F	CAR Transmitted to Processing Unit	CAR Transmitted to Processing Unit		
8G	CPR Transmitted to Processing Unit	CPR Transmitted to Processing Unit		
8H	COA Transmitted to Processing Unit	COA Transmitted to Processing Unit		
8I	FAS Transmitted to Processing Unit	FAS Transmitted to Processing Unit		
8J	Memo of Deficiency Transmitted to Processing Unit	Memo of Deficiency Transmitted to Processing Unit		
<b>I. UNDERTAKING</b>				
9A	With Undertaking	With Undertaking		
<b>I. UNDERTAKING</b>				
10A	Cancelled RFP	Cancelled RFP		
10B	Cancelled DV	Cancelled DV		
10C	Cancelled DV (Extracted to MCR)	Cancelled DV (Extracted to MCR)		