

PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2021	2022	2023	2024	
SOCIAL IMPACT	SO 1 Increase Contribution to National Government Coffers and Nation Building Efforts								
	SM 1	Payment of Mandatory Contributions	Number of Recipient Agencies Which Received 100% of Mandatory Contributions Due for 2024 / Total Number of Recipient Agencies ¹	25%	(Actual / Target) x Weight	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions Paid to Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies
	SO 2 Increase Gross Gaming Revenue (GGR) of the Industry								
	SM 2	Total Industry Gross Gaming Revenue ²	Absolute Amount	25%	(Actual / Target) x Weight	₱109.383 Billion	₱212.314 Billion	₱244.84 Billion	₱336.387 Billion
		Sub-Total		50%					
FINANCIAL	SO 3 Increase Revenue and Maintain Profitability of PAGCOR								
	SM 3	Income from Gaming Operations	Absolute Amount	10%	(Actual / Target) x Weight	₱32.615 Billion	₱55.027 Billion	₱68.490 Billion	₱81.275 Billion

¹ There are ten (10) identified accounts/recipient agencies.

² Includes revenue from licensees and PAGCOR casinos (table games, slot machines, bingo (traditional and e-bingo, PeGS/Instawin), but excludes offshore gaming.

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2021	2022	2023	2024	
STAKEHOLDERS	SM 4	Net Income After Tax (NIAT)	Net Income – Income Tax	5%	(Actual / Target) x Weight	N/A	N/A	₱1.022 Billion	₱5.266 Billion
	SM 5	Collection Efficiency Rate ³	Total Amount of Collection / Total Amount Due to PAGCOR ⁴	5%	(Actual / Target) x Weight	N/A	N/A	98%	98%
	SO 4	Improve Budget Utilization Rate							
	SM 6	Disbursements Budget Utilization Rate	Total Disbursement / Total DBM-approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	N/A	90.50%	90%	90%
		Sub-Total		25%					
	SO 5	Ensure a Conducive Business Environment within a Level Playing Field							
	SM 7	Percentage of Satisfied Customer	Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	91.1% (Casino Filipino Customers) 95.2% (Licensees)	95.20% (Casino Filipino Customers) 95.02% (Licensees)	90%	90% ⁵
	Sub-Total		5%						

³ Covers CER on the License Fee and Regulatory Fee from: (1) Electronic Games, (2) Philippine Offshore Gaming Operations (POGOs), (3) Bingo, (4) Licensed Casinos, and (5) Poker Off-Site of Table Games.

⁴ Refers to annual figures; Collection with pending and active protests/cases shall be taken out from the universe during the annual validation.

⁵ Based on the GCG-ARTA Joint Memorandum Circular No. 1, series of 2023. Covers customers availing the GOCC's **external services** only.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2021	2022	2023	2024	
SO 6	Improve Products, Services, and Operational Efficiency							
SM 8	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	Retention of ISO 9001:2015 Certification (Passed Surveillance Audit)	ISO 9001:2015 Certification Retained	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)
SM 9	Percentage of Applications Processed within Prescribed Period ⁶	Number of Transactions Processed Within the Prescribed Period ⁷ / Number of Transactions Received with Complete Documents	6%	(Actual / Target) x Weight	74% of Transactions Processed Within the Prescribed Period	98% of Transactions Processed Within the Prescribed Period	100% of Transactions Processed Within the Prescribed Period	100% of Transactions Processed Within the Prescribed Period
SM 10	Percentage of Completion of the ISSP	Total Number of Deliverables Due for 2024 Attained / Total Number of Deliverables Due for 2024	5%	(Actual / Target) x Weight	N/A	100% 2022 Deliverables Attained	100% Attainment of 2023 Deliverables (Based on ISSP 2022-2026 as submitted to/endorsed by the DICT)	100% Attainment of 2024 Deliverables ⁸ (Based on ISSP 2023-2026 as submitted to/endorsed by the DICT)
	Sub-Total		16%	Sub-Total				

INTERNAL PROCESS

⁶ Refer to **Appendix 1** for the list of transactions covered.

⁷ Prescribed period based on the processing time provided under the Citizen's Charter as submitted to the Anti-Red Tape Authority (ARTA) as part of PAGCOR's compliance with Republic Act (R.A.) No. 11032 or the Ease of Doing Business Law.

⁸ Deliverables refer to Information Systems/Applications.

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2021	2022	2023	2024	
SO 7	Enhance Employee Competency and Motivation							
SM 11	Percentage of Employees Required Competencies Met with	Competency Level 2024 – Competency Level 2023	4%	All or Nothing	Competency Baseline of the Organization Established	5.28% Improvement in the Competency Baseline of the Organization	Revised Board-Approved Competency Framework ⁹	Improvement from the 2023 Competency Level
		(where Competency Level = Total Number of Employees with Required Competencies Met / Total Number of Employees)					Establish Competency Baseline of Employees ¹⁰	
	Sub-Total		4%					
	TOTAL		100%					

LEARNING AND GROWTH

For GCG:

ATTY. MARIUS P. CORPUS
Chairperson

For PAGCOR:

HON. ALEJANDRO H. TENGCO
Chairperson and Chief Executive Officer

⁹ The deliverables should comply with the minimum requirement provided under the Frequently Asked Questions on Competency Frameworks/Models as uploaded in the GCG Website. The Revised Board-Approved Competency Framework shall include the revised Competency Catalogue, Competency Tables, Competency Matrix, Position Profiles, Competency-Based Job Descriptions, among others.

¹⁰ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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

SM 9: PERCENTAGE OF APPLICATIONS PROCESSED WITHIN PRESCRIBED PERIOD

No.	DEPARTMENT	SERVICE/PROCESS	FORMULA	WEIGHT
1	Gaming Licensing and Development Department (GLDD)	Gaming Employment License (New)	Number of Transactions Processed Within the Prescribed Period / Total Number of Transactions Received with Complete Documents	0.5%
2		Gaming Employment License (Renewal)		0.5%
3	E-Games/E-Bingo Licensing Department (EGEBLD)	Processing of Application for the Establishment and Operation of Gaming Site for Bingo Games and Electronic Games		0.5%
4		Site Recommendation and Subsequent Issuance of Gaming License for Bingo and Electronic Games Operations		0.5%
5	Bingo Department (BD)	Processing of Application for Mobile Bingo		0.5%
6		Processing of Application for Bingo Live Broadcast (BLB)		0.5%
7	Offshore Gaming Licensing (OGLD)	Issuance of Offshore Gaming License (Offshore-Based Operator)		0.5%
8		Issuance of Offshore Gaming License (Philippine-Based Operator)		0.5%
9		Accreditation of Local Agent – G2B (Corporate Applicant)		0.5%
10		Accreditation of Local Agent – G2C (Individual Applicant)		0.5%
11		Accreditation of Special Class of BPO		0.5%
12		Accreditation of Service Provider		0.5%

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