



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS  
3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



**04 August 2021**

**MAJ. GEN. EDUARDO D. DEL ROSARIO (RET.)**

*Secretary, Department of Human Settlements  
and Urban Development (DHSUD) and SHFC Chairperson*

**ATTY. ARNULFO RICARDO B. CABLING**

*President*

**SOCIAL HOUSING FINANCE CORPORATION (SHFC)**

BDO Plaza, 8737 Paseo de Roxas,  
Salcedo Village, Makati City

**RE : TRANSMITTAL OF 2021 PERFORMANCE SCORECARD**

Dear Secretary Del Rosario and President Cabling,

This is to formally transmit the 2021 Charter Statement and Strategy Map (**Annex A**) and 2021 Performance Scorecard (**Annex B**) of SHFC.

The SHFC proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letter dated 01 December 2020<sup>1</sup> were **MODIFIED** based on the discussions made during the technical panel meeting (TPM) held on 16 December 2020 and evaluation of revised documents submitted through its letters dated 04 February 2021,<sup>2</sup> 18 March 2021,<sup>3</sup> and 24 May 2021,<sup>4</sup> and email communications dated 29 March 2021 and 17 April 2021.

We take this opportunity to **REMIND** SHFC that Item 5 of GCG Memorandum Circular (M.C.) No. 2017-02<sup>5</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter.

Finally, under GCG M.C. No. 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2021 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

**FOR SHFC'S COMPLIANCE AND INFORMATION.**

Very truly yours,

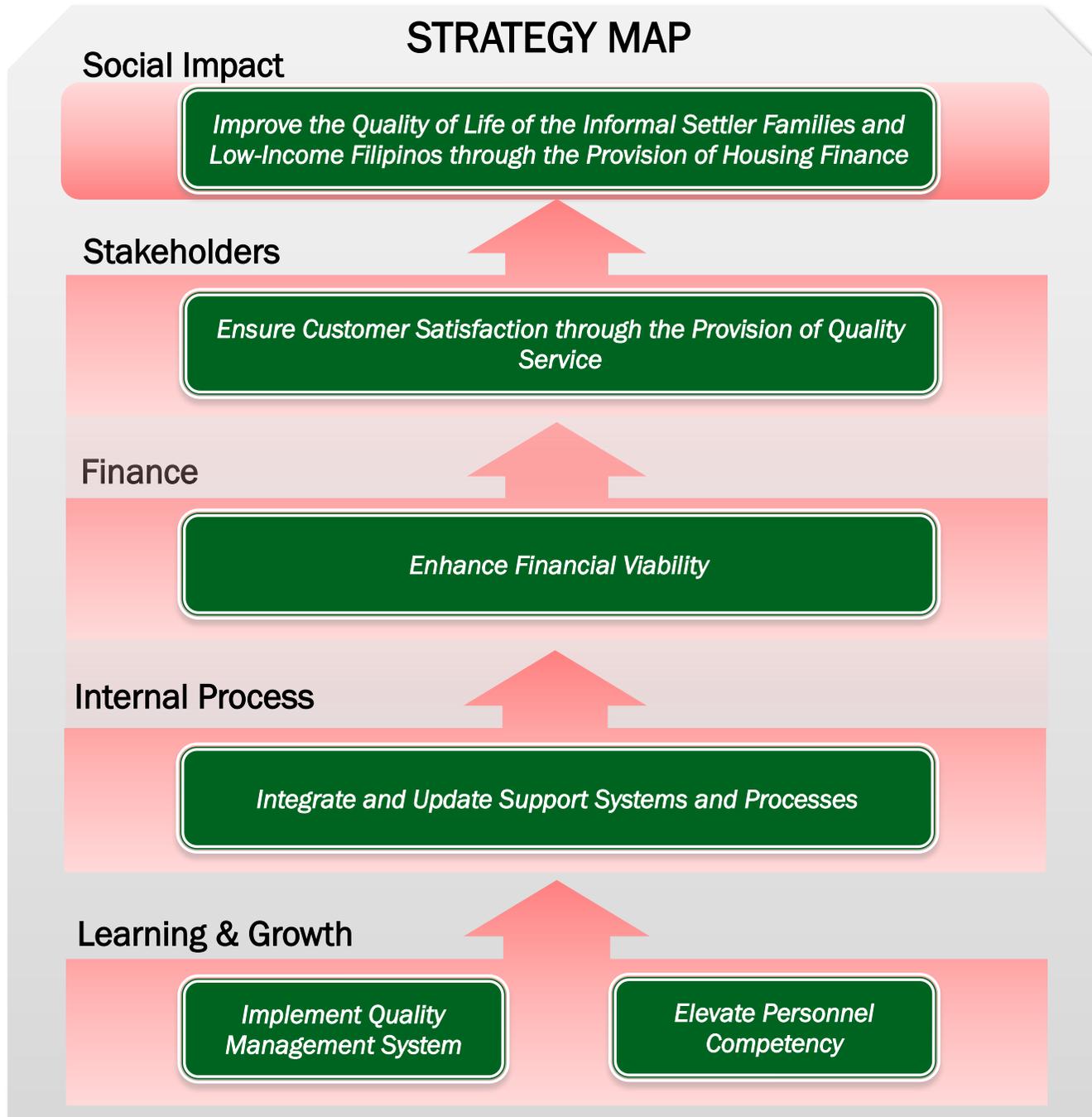
<sup>1</sup> Officially received by the Governance Commission on 01 December 2020.

<sup>2</sup> Officially received by the Governance Commission on 08 February 2021.

<sup>3</sup> Officially received by the Governance Commission on 19 March 2021.

<sup>4</sup> Officially received by the Governance Commission on 31 May 2021.

<sup>5</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.



**VISION**

By 2023, SHFC shall have provided 530,000 organized, homeless, and low-income families with Flexible, Affordable, Innovative, and Responsive (FAIR) shelter solutions to their housing needs.

**MISSION**

We empower and uplift the living conditions of underprivileged communities by **Building Adequate Livable Affordable and Inclusive (BALAI) Filipino Communities** through strong partnerships with the national and local government, civil society organizations, and the private sector.

**CORE VALUES**

- Servant Leadership
- Professionalism
- Accountability
- Integrity
- Malasakit
- Excellence
- Solidarity

## SOCIAL HOUSING FINANCE CORPORATION (SHFC)

| Component     |                   |  |   |               | Baseline Data                                       |                       | Target                |        |        |
|---------------|-------------------|--|---|---------------|---|-----------------------|-----------------------|--------|--------|
|               | Objective/Measure | Formula  | Weight  | Rating System | 2018  | 2019                  | 2020                  | 2021   |        |
| SOCIAL IMPACT | SO 1              | Improve the Quality of Life of the Informal Settler Families and Low-Income Filipinos through the Provision of Housing Finance |   |               |   |                       |                       |        |        |
|               | SM 1              | Increase Number of ISFs Provided with Housing Finance Assistance   | Actual Accomplishment   | 35%           | (Actual / Target) x Weight                          | 13,186                | 8,810                 | 35,000 | 60,000 |
|               |                   | <b>Sub-total</b>   |   | <b>35%</b>    |   |                       |                       |        |        |
| STAKEHOLDERS  | SO 2              | Ensure Customer Satisfaction through the Provision of Quality Service  |   |               |   |                       |                       |        |        |
|               | SM 2a             | Percentage of Satisfied Customers (Pre-Takeout)  | Number of Stakeholders who Gave a Rating of At Least Satisfactory / Total Number of Respondents | 5%            | (Actual / Target) x Weight<br>If Less Than 80% = 0% | Result not acceptable | Result not acceptable | 90%    | 90%    |
|               | SM 2b             | Percentage of Satisfied Customers (Post-Takeout)   | Number of Stakeholders who Gave a Rating of At Least Satisfactory / Total Number of Respondents | 5%            | (Actual / Target) x Weight<br>If Less Than 80% = 0% | Result not acceptable | Survey not conducted  | 90%    | 90%    |
|               |                   | <b>Sub-total</b>   |   | <b>10%</b>    |   |                       |                       |        |        |

| Component      |                   |  |   |               | Baseline Data              |                              | Target                       |   |  |
|----------------|-------------------|--|---|---------------|----------------------------|------------------------------|------------------------------|---|--|
|                | Objective/Measure | Formula                                | Weight  | Rating System | 2018                       | 2019                         | 2020                         | 2021  |  |
| <b>FINANCE</b> | <b>SO 3</b>       | <b>Enhance Financial Viability</b>     |   |               |                            |                              |                              |   |  |
|                | SM 3              | Improve Collection Efficiency Rate     | Cumulative Collection / Cumulative Billing (Current and Delinquent Accounts Only)   | 10%           | (Actual / Target) x Weight | 84.62% <sup>1</sup>          | 84.81% <sup>2</sup>          | N/A   | 90% Collection Efficiency on Current and Delinquent Accounts                       |
|                | SM 4              | Improve Status of Problematic Accounts | [(Current Year's Number of Problematic Accounts – Prior Year's Number of Problematic Account) / Prior Year's Number of Problematic Accounts] x 100% | 10%           | (Actual / Target) x Weight | N/A                          | N/A                          | N/A   | 10% Reduction of Problematic Accounts  |
|                | SM 5              | Increase Gross Revenue                 | Total Revenues  | 5%            | (Actual / Target) x Weight | ₱718.28 Million <sup>3</sup> | ₱846.78 Million <sup>4</sup> | N/A   | ₱787.48 Million  |
|                | SM 6              | Improve Budget Utilization Rate        | Total Disbursement / Total GAA Allocation for SHFC Program  | 10%           | All or Nothing             | 80.09%                       | 99.71%                       | Not Less Than 90% But Not More Than 100% of the GAA Allocation for SHFC Program | Not Less Than 90% But Not More Than 100% of the GAA Allocation for SHFC's Programs |
|                |                   | <b>Sub-total</b>                       |   |               | <b>35%</b>                 |                              |                              |   |  |

<sup>1</sup> Computed based on data provided by SHFC.

<sup>2</sup> Ibid.

<sup>3</sup> Based on COA Annual Audit Report

<sup>4</sup> Ibid.

| Component               |                   |  |  |               | Baseline Data   |   | Target                                      |  |   |
|-------------------------|-------------------|--|--|---------------|---|---|---|--|---|
|                         | Objective/Measure | Formula  | Weight   | Rating System | 2018  | 2019  | 2020  | 2021   |   |
| <b>INTERNAL PROCESS</b> | <b>SO 4</b>       | <b>Integrate and Update Support Systems and Processes</b>          |  |               |   |   |   |  |   |
|                         | SM 7              | Percentage of Loan Applications Processed Within Prescribed Period | Number of Loan Applications Processed Within Prescribed Period <sup>5</sup> / Total Number of Applications | 5%            | (Actual / Target) x Weight  | N/A   | N/A   | 100%   | 100%  |
|                         | SM 8              | Enhance Support Systems for the Effective and Efficient Processes  | Actual Accomplishment  | 5%            | 100% Attainment of the ISSP Deliverables in the DICT-Approved ISSP 2018-2020 <b>or</b> ISSP 2022-2024 Approved by/Submitted to DICT = 2.5%<br>100% Attainment of the ISSP Deliverables in the DICT-Approved ISSP 2018-2020 <b>and</b> ISSP 2022-2024 Approved by/Submitted to DICT = 5% | SHFC's ISSP Approved by DICT ISSP Phase I Fully Implemented | 100% Implementation of Phase II of the ISSP | 100% Attainment of the 2020 Deliverables based on SHFC's DICT-Approved ISSP 2018-2020 <sup>6</sup> | 100% Attainment of the ISSP Deliverables in the DICT-Approved ISSP 2018-2020<br><br>ISSP 2022-2024 Approved by/ Submitted to DICT |
|                         |                   | <b>Sub-total</b>   |  | <b>10%</b>    |   |   |   |  |   |

<sup>5</sup> The prescribed period for the processing of loans should be consistent and in compliance with the Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

<sup>6</sup> Based on the ISSP, the information systems due for implementation in 2020 are: (1) Financial Management System, (2) Management Information System, and (3) System Administration and Management.

| Component                                   |                   |   |   |               | Baseline Data   |   | Target   |   |  |
|---|-------------------|---|---|---------------|---|---|--|---|--|
|   | Objective/Measure | Formula   | Weight  | Rating System | 2018  | 2019  | 2020   | 2021  |  |
| <b>ORGANIZATION / LEARNING &amp; GROWTH</b> | <b>SO 5</b>       | <b>Implement Quality Management System</b>        |   |               |   |   |  |   |  |
|   | SM 9              | Attain Quality Management Certification           | Actual Accomplishment                               | 5%            | Pass ISO Surveillance Audit (Head Office and 1 Regional Office) <b>or</b> Attain ISO Certification for 2 Regional Branches = 2.5%<br>Pass ISO Surveillance Audit (Head Office and 1 Regional Office) <b>and</b> Attain ISO Certification for 2 Regional Branches = 5% | ISO 9001:2015 Certified   | ISO 9001:2015 Certification Attained                         | Pass ISO Surveillance Audit for the Head Office and ISO 9001:2015 Certification for One (1) Regional Branch | Pass ISO Surveillance Audit (Head Office and 1 Regional Office)<br><br>ISO Certification for 2 Regional Branches |
|   | <b>SO 6</b>       | <b>Elevate Personnel Competency</b>               |   |               |   |   |  |   |  |
|   | SM 10             | Improvement of the Competency of the Organization | Competency Baseline 2021 – Competency Baseline 2020 | 5%            | All or Nothing  | 211 out of 211 Position Titles with Competency Based Job Descriptions | Competency Gap Closed for 134 out of 180 employees or 74.44% | Improvement in the Competency Baseline of the Organization  | Improvement in the Competency Baseline <sup>7</sup> of the Organization  |
|   |                   | <b>Sub-total</b>                                  |   | <b>10%</b>    |   |   |  |   |  |
|   |                   | <b>TOTAL</b>                                      |   | <b>100%</b>   |   |   |  |   |  |

<sup>7</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:

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

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