



**21 March 2023**

**MR. JOSE RIZALINO L. ACUZAR**

*Chairperson and DHSUD Secretary*

**MR. FEDERICO A. LAXA**

*President and CEO*

**SOCIAL HOUSING FINANCE CORPORATION (SHFC)**

*BDO Plaza, 8737 Paseo de Roxas,*

*Salcedo Village, Makati City*

**RE: TRANSMITTAL OF 2023 CHARTER STATEMENT AND  
STRATEGY MAP, AND PERFORMANCE SCORECARD**

Dear Secretary Acuzar and PCEO Laxa,

We respectfully furnish you the SIGNED 2023 SHFC Charter Statement and Strategy Map (***Annex A***) and Performance Scorecard (***Annex B***).

Your compliance with GCG M.C. No. 2012-007 and GCG M.C. No. 2023-01 will be highly appreciated.

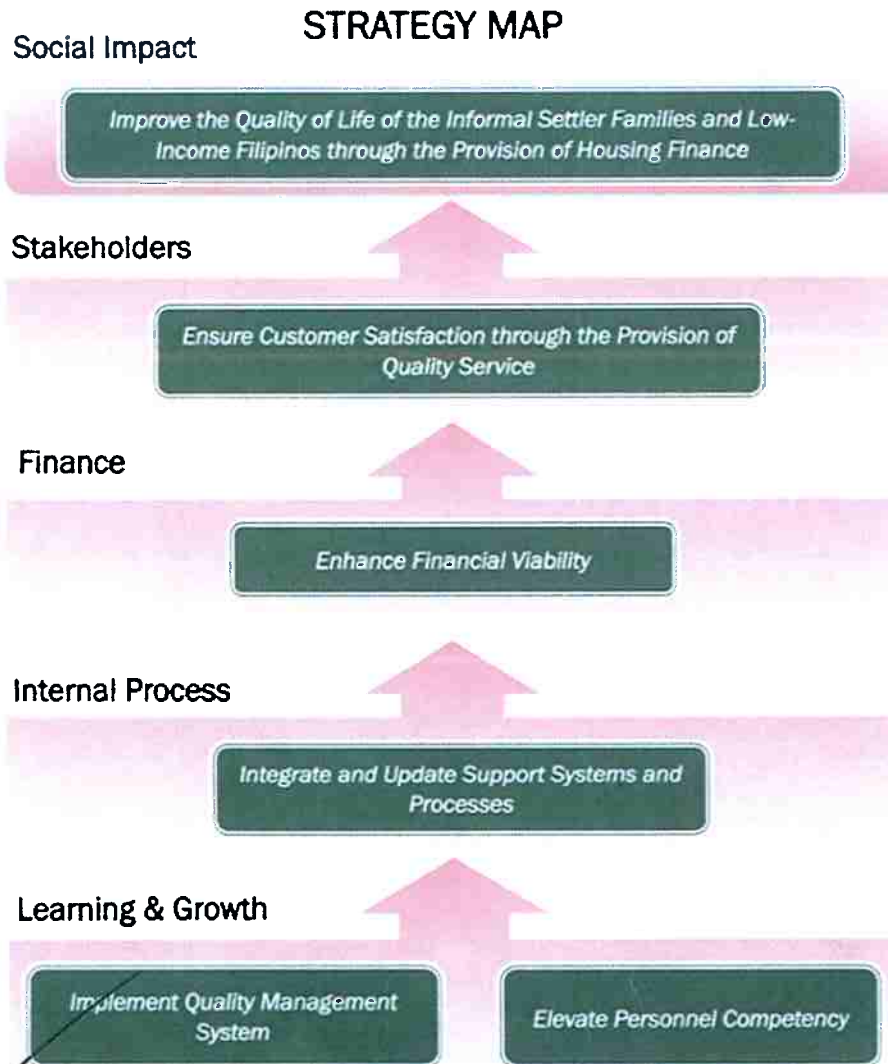
Very truly yours,

  
**Justice ALEX L. QUIROZ (ret.)**  
*Chairperson*

**cc: SHFC Employees' Association/Union**

## 2023 CHARTER STATEMENT AND STRATEGY MAP (Annex A)

### SHFC STRATEGY MAP



PES Form 1  
Strategy Map and Charter Statement [2022]



2019-2023

#### VISION

By 2023, SHFC shall have provided 530,000 organized, homeless, and low-income families with Flexible, Affordable, Innovative, and Responsive (FAIR) shelter solution 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

The Mission and Core Values of this Strategy Map were a result of the SHFC Management's Strategic Planning activity conducted in September 24-25, 2018. The approval of the Strategy Map and Charter Statement are likewise contingent upon the conduct of the SHFC Board's Strategic Planning activity.

# 2023 PERFORMANCE SCORECARD (Annex B)

## SOCIAL HOUSING FINANCE CORPORATION (SHFC)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
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	Provision of Shelter Security and Improved Housing Quality	Actual Accomplishment	35%	(Actual / Target) x Weight	20,331	14,693	60,000	28,000
		Sub-total		35%					
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	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	Result not acceptable	Result Not Acceptable	90%	90%
	SO 3	Enhance Financial Viability							
FINANCE	SM 3	Improve Collection Efficiency Rating of SHFC Program Loans	Cumulative Collections (P+I+MRI) / Cumulative Billings (P+I+MRI)	10%	(Actual / Target) x Weight	70.74%	Unverifiable	91% Collection Efficiency on Current and Delinquent Accounts	65% Cumulative CER

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023
SM 4a	Improve Status of Problematic Accounts (2021 and previous years)	Actual Accomplishment	2.5%	(Actual / Target) x Weight	N/A	3.09% reduction in problematic accounts	10% Reduction of Problematic Accounts	3% reduction of problematic accounts <sup>1</sup>
SM 4b	Improve Status of Problematic Accounts (2022 and 2023)	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	N/A	3% reduction of problematic accounts
SM 5	Improve the Financial Bottomline <sup>2</sup>	Total Revenues – Total Expenses	5%	(Actual / Target) x Weight	N/A	N/A	N/A	₱ 74 Million
SM 6	Budget Utilization Rate (BUR)							
SM 6	Obligations BUR	Total obligations / DBM Approved or Board Approved Corporate Operating Budget (bots net of PS Cost)	5%	(Actual / Target) x Weight	N/A	N/A	90%	90%
SM 6b	Disbursement BUR	Total Disbursement / Total Obligations (both net of PS)	5%	(Actual / Target) x Weight	N/A	N/A	90%	90%

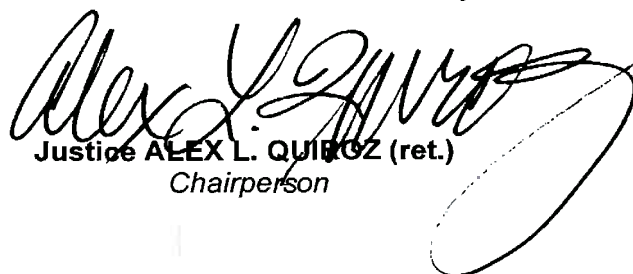
<sup>1</sup> Based on the actual problematic accounts as of 31 December 2021 (108,551 accounts)  
Net Income before taxes and NG Subsidy.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
INTERNAL PROCESS	SM 6c	Total Disbursement / DBM-Approved COB (both net of PS)	5%	(Actual / Target) x Weight	N/A	N/A	90%	90%	
		Sub-total	45%						
	SO 4	Enhance Internal Process							
	SM 7	Turnaround Time of Process as Prescribed in the Ease of Doing Business Act	Total Number of Loan Applications Processed Within the Prescribed Period / Total Number of Loan Applications Received	5%	(Actual / Target) x Weight	Cannot be validated	Unverifiable	100%	100% Loan Applications Processed Within the Prescribed Time <sup>3</sup>
	SM 8	Enhance Support Systems for Effective and Efficient Process	Number of Deliverables Attained/ Total Number of Deliverables	5%	(Actual / Target) x Weight	2020 Deliverables under the DICT- Approved ISSP 2018-2020 Not Attained Within the Year	100% Attainment of the ISSP Deliverables in the DICT Approved 2018-2020  ISSP 2022-2024 Approved by/Submitted to DICT	100% Implementation of the Targets under the ISSP as submitted to the DICT	100% Implementation of Targets under the ISSP as submitted to the DICT
		Sub-total	10%						

<sup>3</sup> Based on the Community Guided Financing Guidelines

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
ORGANIZATION	SO 5	Implement Quality Management System							
	SM 9	Attain Quality Management Certification	Actual Accomplishment	5%	All or Nothing	No 1st Surveillance Audit for the Head Office and ISO 9001:2015 Certification Audit for the Regional Branch was Conducted	-	Pass ISO Surveillance Audit (Head Office and 1 Regional Office)  ISO Certification for Two (2) Regional Branches	Pass ISO Certification (Head Office only)
		Sub-total		5%					
	SO 6	Elevate Personnel Competency							
	SM 10	Improvement of the Competency Baseline of the Organization	Competency Baseline 2023 - Competency Baseline 2022	5%	(Actual / Target) x Weight	Cannot be validated	Unverifiable	Improvement in the Competency Baseline of the Organization	Improvement in the Competency Level
		Sub-Total		5%					
		TOTAL		100%					

For GCG:

  
Justice ALEX L. QUIROZ (ret.)  
Chairperson

For SHFC:

  
Mr. FEDERICO A. LAXA  
President and CEO