

ANNUAL REPORT 2015

# Collaborating for Sustainable Communities





## Contents

<b>3</b>	Vision, Mission, and Core Values
<b>4</b>	Message from the HUDCC Chair
<b>5</b>	Message from the NHMFC President
<b>6</b>	Message to Our Partners and Stakeholders: An Invitation to Collaboration
<b>8</b>	Corporate Performance Scorecard
<b>10</b>	2015 At A Glance
<b>11</b>	Partnership with Communities: We Start Where the People Are
<b>13</b>	Partnership with Local Governments: We Work With Those In Charge of Housing
<b>14</b>	Big Ticket Projects: We Keep Innovating and Improving Our Work
<b>16</b>	2015 Highlights
<b>24</b>	Outlook and Targets
<b>25</b>	Financial Highlights
<b>28</b>	Board of Directors
<b>31</b>	Senior Officers
<b>32</b>	Managers
<b>33</b>	Regional Officers



## Our Vision

By 2022, 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.

## Our Mission

We empower and uplift the living conditions of underprivileged communities by:

- providing Flexible, Affordable, Innovative, and Responsive (FAIR) shelter solutions;
- building strong partnerships with the national and local government, as well as civil society organizations and the private sector, for the attainment of affordable housing; and
- supporting the underprivileged communities' housing initiatives.

## Our Core Values

### **SERVANT LEADERSHIP**

Institutionalizing a culture of leadership that recognizes the role of government employees as public servants

### **PROFESSIONALISM**

Promoting the highest standards for individual and corporate performance

### **ACCOUNTABILITY**

Setting and implementing performance standards that are clear and understandable to the public

### **INTEGRITY**

Keeping high ethical standards at the corporate and individual levels

### **STEWARDSHIP**

Putting premium to sustainability and the judicious and proper use of internal resources

### **EXCELLENCE**

Upholding the virtue of excellence in every activity



# Message from the HUDCC Chair

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I commend the efforts of the Social Housing Finance Corporation (SHFC) in addressing the country's socialized housing needs in full scale through stronger collaboration with its stakeholders.

In implementing the programs to ensure housing provision for the informal settler families (ISFs), the government faces many challenges given its limited resources. Through the years, we have witnessed the growth of urban centers at a tremendous phase along with the significant increase in the number of communities living in informal and blighted areas.

The year 2015 highlights SHFC's innovative efforts in bridging the housing finance gap. These resulted in the establishment of a more feasible approach that centers on partnership programs with various sectors for sustainable communities. SHFC has opened the door to a new dimension in community development that makes ISFs themselves contribute to their own progress.

The 2015 Annual Report Theme "Collaborating for Sustainable Communities" firmly upholds the direction that SHFC is advocating. As relationships develop by bridging together those at the forefront of the programs, it is assured that the outcome will represent the best interest of the ISFs. There is already a good foundation for achieving success and it is now up to us to work together as one team, to reach our mutual goal of providing a roof for every Filipino.

Congratulations SHFC and more power!

A handwritten signature in black ink, appearing to read 'Chito M. Cruz', written in a cursive, flowing style.

**ATTY. CHITO M. CRUZ**

Chair

Housing and Urban Development Coordinating Council (HUDCC)



# Message from the NHMFC President

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**G**reetings to the brilliant team of dedicated employees and, most importantly, to the stakeholders of the Social Housing Finance Corporation (SHFC).

Since its inception, SHFC has demonstrated its core mandate of being the lead government agency to administer social housing programs to the formal and informal sectors of our country.

SHFC contributes to fulfill the dreams of low-income families in key urban areas. The Community Mortgage Program (CMP), which is considered to be your centerpiece program for informal settler families (ISFs), has provided them with better socialized housing benefits. Thanks to your High Density Housing Program (HDH), families not only realize their dream homes, but these are guaranteed safe and flood-resilient. You have also provided homes by funding site improvement and home construction through the Abot Kaya Pabahay Fund - Development Loan Program (AKPF-DLP).

On behalf of the National Home Mortgage Finance Corporation, we extend our felicitous congratulations to the women and men of SHFC for your endeavors to uplift Filipino lives and turn their dreams of owning a home into a reality.

May God bless us all!

A handwritten signature in black ink, appearing to read 'F. Bustos, Jr.', written in a cursive style. The signature is positioned above the printed name and title.

**DR. FELIXBERTO U. BUSTOS, JR**

President

National Home Mortgage Finance Corporation (NHMFC)

# An Invitation to Collaboration

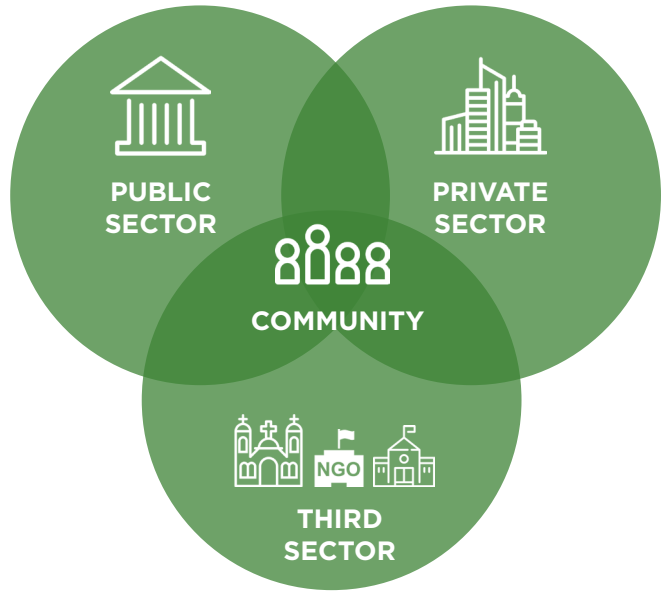
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Since 2011, our approach to meeting the need for decent and affordable housing of informal settlers has shifted from one that sees our contribution as limited to shelter financing to one that aims to transform and sustain communities. This was a result of examining our long-held notions and reimagining our work as an institution. We see this shift in the reforms we have introduced in our Community Mortgage Program (CMP) and the innovations we have started in our High Density Housing (HDH) Program. Together with other government agencies, local government units, experts in different fields, and development institutions, we have been incorporating into our programs various components such as financial literacy for community associations, livelihood development for enterprising community members, settlements management in multi-story housing projects, and disaster-resilient designs and technologies. However, these initiatives came about when opportunities arose and not by design.

This prompted us to develop a framework to guide our work with different stakeholders. It combined inputs from regional caucuses with our partners and the project design of Ecoville, a resettlement site in Cagayan de Oro City for families affected by Typhoon Sendong in 2011. This framework puts the community at the center, not because we see them as mere recipients of assistance but because sustaining the benefits of our programs lies on the people's strength. We draw inspiration from our partners in civil society to help us integrate principles of community organizing (CO) and community development (CD) into our programs. CO and CD elements have long been present in CMP and HDH projects, but we at SHFC recognize that we also have a share in the work of building communities, from the time a project is designed up to the moment when families begin their lives as formal homeowners.

The framework involves two processes—community development and project development—that go hand in hand. Put simply, as people organize themselves to address a shared problem (for example, threat of eviction), they should be able to come up with concrete and doable solutions (for example, applying for loan to acquire land). So that their potential is converted into effective action, different stakeholders (government, civil society, and private sector) must come to contribute to and facilitate both processes. Maintaining their organization, improving people's participation in decision-making, building their capacities to undertake a project, and managing their finances are some of the objectives of community development. Project development, on the other hand, covers the legal, technical, and financial aspects of the project that the community has to fully understand and adequately address when problems emerge. But people cannot achieve these on their own, thus these two processes require a multi-stakeholder approach.



By emphasizing the importance of community organizing, the framework also affirms the indispensable work of our partner community mobilizers. But as it informs our policies and procedures, the framework will have significant implications on the work of NGOs participating in CMP and the HDH Program. They share with us the challenge of aiming beyond project loan approval, which is part of what we call the “take out” phase. This means they are to accompany the community in every step of the way, in all the five milestones we have identified: (1) pre-project development/community organizing, (2) project conceptualization, (3) loan documentation, (4) site development and community upgrading, and (5) settlement management. Our work does not end when a project loan is approved. It is fulfilled when the people have good roads and working drainages in their CMP community, when multi-story buildings remain vibrant and liveable even after several years, and if there is harmony among community members. To reiterate, community development cannot be separated from project development.

We believe that the community mobilizers are in the best position to continue guiding and mentoring the community associations, so we complement their commitment with a comprehensive capacity-building program in partnership with the private sector. This year, we organized training activities and workshops that aimed to develop our partners’ capacities on a range of topics, from developing climate change mitigation and adaptation measures for communities to conducting participatory community planning. Refresher courses on community organizing and sessions on enhancing people’s financial literacy are on the works. For these activities, we will be tapping established NGOs and microfinance institutions.




Each year, we at SHFC are called upon to renew our commitment to make a dent in the country’s housing problem, and this year we begin this new development framework. Needless to say, the challenge confronting us as a government housing institution forces us to admit that we cannot do the work alone, but the positive changes we have seen and achieved together this year bring us hope.

  
**MA. ANA R. OLIVEROS**  
 President



# Corporate Performance Scorecard

In compliance with Republic Act 10149, SHFC adopted a Performance Scorecard for 2015 to ensure that the distinct but linked perspectives (social impact, stakeholders, finance, internal process, and organization) are addressed in identifying appropriate measures of performance. It forms part of the Performance Evaluation System of the Governance Commission for Government-Owned or -Controlled Corporations (GCG) which consists of a set of measures, targets and initiatives that facilitate the achievement of breakthrough results and performance through effective and efficient monitoring, and coordination of the strategic objectives of the Corporation.

	2015 TARGET	ACTUAL ACCOMPLISHMENT	ACCOMPLISHMENT RATE	GCG WEIGHT	GCG SCORE
<b>SOCIAL IMPACT</b>				10%	10.00%
	100% utilization	23,241 informal settler families assisted	100.65%	10%	10.00%
<b>STAKEHOLDERS</b>				25%	25.00%
	Board-approved projects: 24,254 ISFs	Board-approved projects: 26,558	109.50%	10%	10.00%
	16 partners developed (85 cumulative)	21 partners	131.25%	6%	6.00%
	Project development: 24,000 ISFs	29,097 ISFs	121.24%	6%	6.00%
	Satisfactory rating (all or nothing)	Satisfactory rating	90.7%	3%	3.00%
<b>FINANCE</b>				30%	26.24%
	83% CER	76.71% CER	92.42%	10%	9.24%
	28% EBITDA* margin	34% EBITDA margin	131.25%	10%	10.00%
	Guidelines crafted/ incentives identified for the developers' participation on 20% balance housing	MC 05 amended adopting the SHFC proposed changes through HLURB Board Resolution No. 932 Series of 2016 (28 January 2016)	80%	5%	4.00%
	Issuance of CMP Asset-Backed Securities (ABS)	Authority of the SHFC President to sign CMP-ABS related document approved by the SHFC Board on 29 June 2015. Proposed mandate letter with NHMFC in the final stage of review	60%	5%	3.00%

\* Earnings Before Interest, Taxes, Depreciation and Amortization



2015  
TARGET

ACTUAL  
ACCOMPLISHMENT

ACCOMPLISHMENT  
RATE

GCG  
WEIGHT

GCG  
SCORE

## INTERNAL PROCESS

20%

16.97%



8 HDH projects  
with usufruct

10 HDH projects

125%

5%

5.00%

Wholesale lending  
conceptual framework  
developed and  
approved by the Board  
(all or nothing)

Wholesale lending  
conceptual framework  
approved by the Board  
on 2 December 2015

100%

5%

5.00%

50% of each of the 2  
out of 4 modules for  
Information Systems  
Strategic Plan (ISSP)  
developed

Detailed Requirements  
Study (DRS) being  
undertaken

40.8%

5%

2.04%

120 days to process  
loan applications for  
CMP and HDH

131 out of 133 projects  
were processed within  
120 days

98.50%

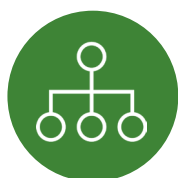
5%

4.93%

## ORGANIZATION

15%

15.00%



Documentation on the  
Quality Management  
System (QMS)  
completed  
(all or nothing)

QMS Manual  
approved and being  
implemented

100%

5%

5.00%

4 Regional Hubs  
established based on  
the Rationalization Plan  
(all or nothing)

4 Regional Hubs have  
been created

100%

5%

5.00%

Performance  
Improvement Plan  
(PIP) in the context  
of Performance  
Management System  
(PMS) developed, and  
competency mapping  
and skills assessment  
project completed  
(all or nothing)

PMS Policy 005 on PIP in  
place; PIPs for 10 employees  
rated below satisfaction  
have been developed; CBS  
Manual was presented to  
the Senior Officers on 16  
December 2015

100%

5%

5.00%

## 2015 PERFORMANCE

100%

93.21%

# 2015

At A Glance



NUMBER OF  
PROJECTS



NUMBER OF FAMILIES ASSISTED



AMOUNT  
RELEASED

## LOANS RELEASED

Community Mortgage Program	97	12,038	814 M
High Density Housing Program	19	11,203	1.3 B
Total	116	23,241	2.1 B

## PROJECTS APPROVED BY THE SHFC BOARD OF DIRECTORS

Community Mortgage Program	116	14,952	983 M
High Density Housing Program	16	11,606	2.3 B
Total	132	26,558	3.3 B



## We Start Where the People Are

**A**s a government corporation, we at SHFC strive for efficiency and effectiveness to attain financial soundness. This is not easy because from a financial point-of-view, our clients—the urban informal settler families, who are mostly income-poor—represent a risky segment of the market. But as a shelter agency, guided by a mission to contribute to the improvement in the lives of the landless and homeless in our cities, SHFC believes that only when the communities are empowered that we can achieve financial stability.

Our flagship programs—the CMP and HDH Program—have been held up as the most participatory and effective among existing housing programs of government. For almost 30 years, CMP has provided the organized among the poor a chance not only to acquire a piece of land but also to upgrade their communities. By supporting “people’s plans”, the HDH Program has made headway in demonstrating community-led, in-city housing as a viable approach in providing security of tenure to informal settler families. The growing demand for housing among low-income families casts a challenge on government’s ability to respond, but both programs have been generally successful because they help unlock the potential of collective action by people.

Participation in the CMP and HDH Program require communities to organize themselves, but mobilizing a neighborhood towards a common goal does not happen overnight. With the help of NGOs, whom we call “mobilizers”, people are enabled to pool together their time, resources, and mutual support. We start where the people are, because in the end, sustaining the benefits of an intervention lies on them. The long-term impacts of CMP and the positive results of the HDH Program point to the fact that poor communities need not settle at the receiving end of government programs. People possess resources that are crucial to change their situation.



Initiative and leadership. It takes certain individuals with specific qualities to inspire others to act. Projects supported by CMP and HDH Program all started with people’s desire to improve their situation, but all these were led by people who took the lead.

Change in Champaca, an informal settlement in Marikina City, began when Cornelia Layosa took the initiative of approaching the city government. Once a muddy, undeveloped community without paved streets, water supply, electrical connection, and working drains, Champaca has transformed into a livable community through CMP. Connie, as she was fondly called, prodded her neighbors to form the Champaca III Homeowners Association to be able to

participate in the CMP; she was elected as the president. In November 2007, the community's loan, endorsed by the city government, was granted to benefit 212 families.

The city government saw the hard work and determination of Connie's association. The following year, it allocated funds for clearing the road-right-of-way and for constructing paved streets and drainages. This year, a multi-purpose building (to be used as venue for livelihood trainings that association has planned) has been erected and construction of a covered court has started. "You just need to make a step in order to achieve your goals. The government is always there to help," Connie said.



Harnessing cooperation. But for change to be sustained, there has to be cooperation among members of the community. One sees where cooperation could lead the community in the housing project of St. Hannibal Homeowners Association Phase II in Pasay City. Assisted by the religious NGO St. Hannibal Empowerment Center (SHEC), the association participated in the CMP in 2006 to acquire an undivided vacant property where they could start anew after leaving their precarious life along the Estero Tripa de Gallina and Maribacan Creek.

Compared to other housing projects, the community is well-maintained. Noemi Henon, the association's president since it was formed, said her members have internalized the rules they all developed and agreed to implement. These rules include observing of a curfew period, residents taking turns as guards at the entrance gate, and minimizing noise. She admitted that it was a daunting task to enforce these rules but open communication between the leaders and members proved crucial. "The reason why we have an estate management plan is because we are aiming for a better quality of life now that we are living in our own homes and community. We want to correct all the wrong habits we used to have," she explained.

The communities of Connie and Noemi and the families consisting their organizations used to be among the marginalized in our society. We find communities like them at the periphery of the housing market, dominated by large banks and formal financial institutions whose procedures and requirements inherently exclude the poor. But these communities have so much to offer us, and when organized, they themselves can effectively and sustainably overcome one aspect of their poverty—the lack of security of tenure.



## We Work With Those In Charge of Housing

Republic Act 7279 or the Urban Development and Housing Act of 1992 (UDHA) places the responsibility of shelter provision mainly to local government units. Local governments take the lead role in identifying lands for socialized housing for their informal settler population and are mandated to allocate resources for site development. As a shelter agency, we at SHFC, support housing projects initiated by local governments, and it heartens us to have worked with those that puts informal settlements and housing on top of their development agenda.

The case of Quezon City. Quezon City is in a position no other cities envy: the city with the highest number of informal settlers. Owing to its land area and employment opportunities it offers, the city has for many decades housed some of the largest informal settlements in the Philippines. A lot has changed, however, especially in recent years. The city upgraded its Urban Poor Affairs Office (UPAO) into Housing and Community Development and Resettlement Department (HCDRD) to better respond to the demand for secure and affordable housing. It is the first city to have a socialized housing tax which is used for developing in-city housing projects. People's organizations and NGOs have seats in the Local Housing Board. It also has an updated City Shelter Plan that details how the city will increase its housing stock that is accessible to the poor.

Recognizing its people—including the informal settlers—as an important asset that keeps its economy moving, the local government sees to it that those without a home they can call their own are not displaced and sent in resettlement projects outside the city. Here, our programs at SHFC have been relevant. CMP and HDH Program address the issue of lack of security of tenure among ISFs without removing them from the city where they earn a living. The HCDRD continues to serve as a “mobilizer” of communities accessing loan from SHFC through the CMP; it has so far assisted more than 11,000 families since it started participating in the program.



Quezon City is also the only local government participating in SHFC's HDH Program. The Bistekville Housing Projects refinanced by this program have benefitted more than 300 ISFs relocated since 2013 from the banks of the Tullahan River and San Juan River. The accomplishment is a drop in the bucket—there remains at least 15,000 ISFs in the city's waterways—but the city government is convinced it has the support of national agencies such as SHFC in pursuing alternatives to distant resettlement.



## We Keep Innovating and Improving Our Work

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As we look forward to a sustainable future, certain organizational reforms were explored to prepare the agency in handling the huge task of addressing the country's housing backlog. We ventured into the development of a Reorganization Plan to support scaling up of services. This included empowering the satellite offices located in different areas in the country to enable more beneficiaries, especially those in the provinces, to have access to SHFC programs. Some support functions in the head office were also strengthened such as: (1) Planning to include product development to enable SHFC to come up with innovative and responsive programs, (2) Human Resource to consider organizational development that looks into expanding the knowledge and effectiveness of people to achieve corporate goals, and (3) Public Affairs to also cater to internal communication as critical to efficiently carrying out information and advocacy for SHFC programs. Essential to the development of the Reorganization Plan is the role of the Change Management Team, which leads matters related to reorganization. The mix of top and middle management, rank-and-file, and representatives from the union, allows for a holistic capture of inputs on activities related to reorganization.

We also established a Competency-Based System (CBS) to align employee roles and processes of the identified benchmark positions under the Reorganization Plan. Through the CBS, employees are able to see the importance of their individual contribution to the achievement of strategic corporate goals given their competencies: (1) core competencies which capture SHFC's vision, mission, and competitive advantage, (2) leadership competencies that focus on efficiency, leadership skills, and behavior that contribute to superior performance, (3) organizational competencies that define the universe of employee skills that all of SHFC must possess to achieve its goals, and (4) technical competencies or job-specific knowledge



and skills needed to perform a defined set of activities. Alongside strengthening SHFC's human capital are efforts supporting operational efficiency through the use of technology as articulated in our three-year Information Systems Strategic Plan (ISSP).

In 2015, we continued to develop a Detailed Requirement Study (DRS) with an end goal of process automation, and geared up for an ISO Certification by putting up a Quality Management System (QMS). The DRS covers the full documentation, analysis, and recommendation for the improvement of current business processes. The study aims to increase operational efficiency, improve monitoring and measurement of performance, and enhance productivity through increased collaboration across departments.

Seeing the need to ensure consistency in providing excellent public service and improve competitiveness in the government sector, we aligned our QMS with the Government Quality Management Program (GQMP).

These reforms manifest our commitment to raise the bar of public service through efficient systems and competent staff through world-class business practices. The need to be relevant and contribute to the national goal of improving the condition of the underprivileged and marginalized Filipino families compelled us to adjust our structure and empower our human resource, improve communication through the use of advanced technology, and put in place a set of standards that are globally recognized. The SHFC has embarked on these 'big ticket projects' to create an organization that is responsive and able to carry out its mandate of providing security of land tenure to its target beneficiaries.



# 2015

## Highlights

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### JANUARY



#### 11 GROUNDBREAKING CEREMONY OF ST. HANNIBAL HOMEOWNERS ASSOCIATION PHASE 17

The event, attended by Cardinal Luis Antonio G. Tagle, SHFC President Ma. Ana R. Oliveros and officials of the City of Pasay, marked the construction of 5-story buildings for 65 members of St. Hannibal Homeowners Association in Malibay, Pasay. The project is under SHFC's HDH Program which assists families from waterways to undertake an off-site, in-city relocation project.

#### 12 FINANCIAL LITERACY SEMINAR

Members and officers of community associations participating in the HDH Program and staff of SHFC attended a financial literacy seminar, which shed light on the financial aspect of housing projects, including various savings schemes, and promoted responsible loan payment.

### FEBRUARY



#### 2 GROUNDBREAKING CEREMONY OF CORRINAI HOUSING PROJECT

This HDH project in Zamora, Pasay City was inaugurated to commence the construction of 122-unit, 4-story buildings which will benefit 109 informal settler families.

#### 25 SHFC ANNUAL MEETING WITH PROGRAM PARTNERS

The activity held in Quezon City was attended by SHFC's partner mobilizers, landowners, and private developers to determine the volume of projects in 2016 including their corresponding budgetary requirements. Outputs of this activity were used as basis for the targets of SHFC for 2016.

#### 25 AWARDING OF CERTIFICATES OF COMMENDATION FOR COMMUNITY ASSOCIATIONS

The Operations Group and Legal Department recognized community associations with the highest number of released individualized land titles.



## MARCH

### 13 CMP AWARDING IN CABANATUAN CITY

SHFC awarded 29 titles to the community associations in Barangay San Isidro, Cabanatuan City.

### 17 EXECOM AND SITE VISIT IN AMVA HOUSING PROJECT

Members of the SHFC Executive Committee (ExeCom) convened and visited the housing project of the Alyansa ng mga Mamamayan ng Valenzuela (AMVA) located in Barangay Ugong, Valenzuela City. The said project is under the HDH Program and will benefit 1,440 ISFs.

### 20 WOMEN'S MONTH BAZAAR

In celebration of Women's Month, the SHFC Gender and Development Committee launched a bazaar, which showcased goods and products made by SHFC's employees.

### 24 CMP AWARDING IN TACLOBAN CITY

A total of 533 member-families of Lexington HOA and Don Albert Compas HOA were awarded with CMP loans amounting to Php 38 million that will be used to purchase land for their relocation.

### 27 LEARNING EXCHANGE ACTIVITY FOR WOMEN'S MONTH

Representatives from different community associations in Metro Manila visited women-led organizations to share insights on gender sensitivity and settlements management. Some of the visited sites were the AMVA Housing Project in Valenzuela City and Amabelle in Caloocan City.

### 27 UDHA MONTH CELEBRATION

SHFC commemorated the anniversary of the passage of the Urban Development and Housing Act (UDHA) during the general assembly of UMALPAS Housing Cooperative in Parañaque City. The housing cooperative is among the associations participating in the HDH Program of SHFC.





## APRIL

### 15-16 LEARNING EXCHANGE AND VISIT OF REGIONAL STAFF TO HDH PROJECT SITES

This two-day activity aimed to familiarize SHFC regional staff to the HDH Program. The participants identified lessons in program and project implementation that can be applied in housing projects in their respective regions.

### 16 SIGNING OF MOU WITH MUNTINLUPA CITY GOVERNMENT

The Memorandum of Understanding (MOU) with the local government of Muntinlupa City sought to get its support in the implementation of Citywide Development Approach (CDA) being piloted by SHFC.

### 17 CORPORATE TEAM BUILDING

This annual activity gave SHFC employees a chance to develop camaraderie and improve cooperation.

### 21 LCMP CHECK AWARDING IN MISAMIS ORIENTAL

Loan proceeds under the Localized Community Mortgage Program (LCMP) were awarded to 273 member-families of Rolling Hills Phase 1 Homeowners Association in Gingoog City, Misamis Oriental.

### 27 WORLD BANK LEARNING EXCHANGE

World Bank representatives based in other countries visited two HDH project sites as part of their learning exchange activity in the Philippines. The visit highlighted the "people's plan" approach that guided the projects.



## MAY

### 13 GOCC DAY

SHFC participated in this annual gathering of GOCCs which recognized their contribution to national development and economic stability.

### 14 CMP AWARDING CEREMONY IN MINDORO

Vice President Jejomar Binay led the awarding of 17 titles to members of GaryCris Village HOA in Sablayan, Occidental Mindoro after completing payment of their monthly amortization through CMP.



## 18-20 DRR TRAINING IN ROXAS CITY

The three-day training and workshop on Disaster Risk Reduction and Preparedness aimed to capacitate CMP communities in Capiz, especially those severely affected by Super Typhoon Yolanda in 2013. The participants were provided inputs on climate change and trained on hazard mapping, conducting earthquake drill, hazard assessment, emergency planning, among others.



## 21-22 PHOTOEXHIBITION ON POST-DISASTER REHABILITATION IN AKLAN

SHFC organized a photo exhibit on post-disaster rehabilitation and recovery efforts in Capiz under the Post-Yolanda Support for Safer Homes and Settlements Project. This was held during the Community Driven Shelter and Livelihood (CDSL) Forum held in Kalibo, Aklan.

## 27 LAUNCHING OF THE NATIONAL HOUSING SUMMIT

SHFC was among the many government agencies that participated in the National Housing Summit, an initiative of the legislative branch of the government. This eight-month long undertaking was launched in AMVA Housing Project, one of the projects supported by SHFC through its HDH Program.



## JUNE

### HDH TECHNICAL WORKSHOP

- 3 The workshop's objective was to help the participants engage in "people's planning" for project development and site improvement, familiarize with the process of selecting contractors, and gain basic knowledge on building standards as enumerated in Batas Pambansa 220.

## 18 SITE DEVELOPMENT AND HOUSE CONSTRUCTION WRITESHOP

The aim of the writeshop was to draft the implementing rules and regulations (IRR) for Site Development Loan and House Construction Loan under the Regular CMP and the AKPF Development Loan for take-out thru the CMP.







## 25-26 TURNOVER OF HOUSES UNDER THE “POST-YOLANDA SUPPORT FOR SAFER HOMES AND SETTLEMENTS PROJECT”

A total of 660 housing units were turned over to families affected by Super Typhoon Yolanda in Eastern Visayas to help them start anew after a catastrophe.

## 25-26 ORIENTATION ON QUALITY MANAGEMENT SYSTEM (QMS-ISO)

The Development Academy of the Philippines (DAP) gave an orientation to SHFC management and employees on quality management system (QMS), a prerequisite for achieving ISO certification.



## 30 PRE-CORPORATE PLANNING ACTIVITY

SHFC managers and chiefs of division attended a pre-planning activity to discuss and review the departmental achievements from January to June 2015 in preparation for the Midyear Corporate Planning.

## JULY

## 6-8 REORGANIZATION PLAN ORIENTATION

The Change Management Committee (CMT) updated SHFC employees about the status of the Reorganization Plan (RPlan).

## 15 SIGNING OF MOU WITH PNB

The signing of the Memorandum of Understanding (MOU) with the Philippine National Bank (PNB) marked the collaboration of SHFC and the bank to address informal occupation of PNB-owned properties. PNB identified 800 properties that the SHFC can help develop through its CMP and HDH Program.

## 16 SHDA HOUSING EXPO

The two-day event held Mandaluyong City showcased various housing projects of banks, real estate suppliers, and government housing agencies including SHFC.

## 16 SECOND HOUSING COOPERATIVE SUMMIT

The event, which was held in Makati City, highlighted the role of cooperatives in securing housing for the poor. SHFC showcased some of its best practices in housing finance and housing cooperative.



## 18 LEARNING EXCHANGE FOR TACLOBAN CITY COMMUNITIES IN CAPIZ

The activity introduced to community leaders from Tacloban City some of the best practices by community organizations in Capiz in incorporating people-led processes and practices in doing post-Yolanda rehabilitation and recovery efforts.



## 27-28 ORIENTATION ON CLIMATE CHANGE AND RISK REDUCTION

SHFC organized a two-day forum on climate change and risk reduction as part of the Disaster Risk Awareness Month. Resource speakers from various government agencies were invited.

### AUGUST

## 10 BRIEFING WITH THE NEW HUDCC CHAIR

SHFC paid a courtesy call on the new HUDCC chairman, Atty. Chito M. Cruz.

## 24 GOING GREEN: CLIMATE CHANGE WORKSHOP

In celebration of the 27<sup>th</sup> anniversary of the Community Mortgage Program, SHFC organized a Climate Change Forum which was attended by 80 community leaders from various areas in Luzon and Metro Manila. The talks focused on solid waste management and urban gardening.



## 25 TCT AND TOP CER AWARDING IN QUEZON CITY

SHFC awarded 23 titles for lands which have been parcelled into individual Transfer Certificate of Titles (TCT) and 50 community associations with Top Collection Efficiency Rating as part of CMP Month Celebration.

## 25 CMP FORUM

SHFC and the Office of Councilor Precious Hipolito-Castelo conducted the CMP Forum on the programs and policies, including accommodation mortgage and off-site projects to selected communities in Quezon City.



## 26-27 OSHDP - HUDCC NATIONAL CONVENTION

The convention highlighted the relevance of the National Housing Summit in making socialized housing projects affordable and achievable with the help of partners from the private sector.





## SEPTEMBER

### 4 SHFC PARTNERSHIP WITH LOS BAÑOS LGU

SHFC and Los Baños city government forged partnership to implement housing programs under the Localized Community Mortgage Program (LCMP).

### 10-11 PROJECT DEVELOPMENT PLAN FOR LPG LUZON/NCR

The development plan aimed to gather the Loan Processing Group for Luzon and NCR officers in preparation of the proposed reorganization of SHFC. Group discussions and activities were conducted to identify issues and concerns on the transition.

### 18 CMP AWARDING IN MARIKINA CITY

SHFC awarded titles to and recognized ten community associations with the highest collection efficiency rating in Barangay Malanday, Marikina City.



## OCTOBER

### 1 SMV HOAI INAUGURATION

SHFC President Ma. Ana Oliveros led the inauguration of South Morning View (SMV) Housing Project in Naic, Cavite. The housing project is under the HDH Program and will benefit 1,180 ISFs who used to live in danger areas in Las Piñas City.

### 7 CMP AWARDING IN STA. ROSA CITY, LAGUNA

SHFC awarded titles and certificates of recognition to community associations in Sta. Rosa City, Laguna for achieving high collection efficiency rating.

### 14 CMP AWARDING IN PASIG CITY

Twenty-nine (29) CMP beneficiaries in Brgy. Manggahan, Pasig City received their individualized land titles after completing their payment of CMP loan worth P4.1 million. Thirty-five (35) community associations were also given certificates of high collection efficiency rating.



### 16-18 HOUSING FAIR 2015

This year's housing fair carried the theme "Disenteng Pabahay, Maunlad na Buhay" and promoted affordable and decent housing through the services, programs, and properties offered by government and non-government housing and real estate agencies.

## 28 CMP AWARDING IN TAYTAY, RIZAL

SHFC awarded 19 titles and 10 certificates of recognition to different community associations with the highest collection efficiency rating from Antipolo, Binangonan, Tanay, and Taytay.



## NOVEMBER

### 3 PASCUALER HOA GROUNDBREAKING CEREMONY

The event commenced the construction of 994 housing units for the members of Pascualer Ville HOA in Novaliches, Quezon City. The project is under the HDH Program.

### 11 SHFC ISABELA OFFICE INAUGURATION

To provide better quality of service to its stakeholders, SHFC Isabela was renovated.



### 20-22, ESTATE MANAGEMENT TRAINORS' TRAINING

28-29 CSO Partners and community leaders of projects under the HDH Program underwent a training on estate management. The activity is aimed at capacitating the trainers who will cascade effective estate management practices at the community level.

## DECEMBER

### 2-4, ESTATE MANAGEMENT TRAINORS' TRAINING

11-12 Training for second batch of community leaders and CSO Partners

### 3 PEOPLE'S PROCESS IN SHELTER RECOVERY PHOTOBOOK AND VIDEO LAUNCH

The SHFC-UN Habitat joint publication was launched as part of the celebration of the Urban Poor Solidarity Week. The event, held in Pontevedra, Capiz, gathered stakeholders who took part in the Post-Yolanda Support for Safer Homes and Settlements Project.



### 3 RENEWAL OF PARTNERSHIP WITH UN-HABITAT

SHFC renewed its partnership with UN-Habitat to expand the community-driven shelter rehabilitation in Yolanda-hit communities in Tacloban City, Leyte and Coron, Palawan.

# Outlook and Targets

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## SOCIAL IMPACT

15,594 ISFs  
Phase 1: 8,683 ISFs with land tenure  
Phase 2: 6,911 ISFs with upgraded communities



## STAKEHOLDERS

- 18,919 ISFs assisted through CMP (17,037 ISFs) and HDH (1,882 ISFs)
- 17 partners developed and capacitated
- 20,000 ISFs assisted through project development process
- Client Satisfaction Survey target achieved (92% for Pre-take out processes and satisfactory rating for Post-Take out management)



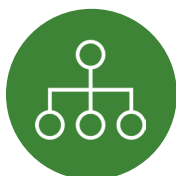
## FINANCE

- 84% CER (Collection Efficiency Rating) achieved
- 31% EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization ) margin achieved
- Guidelines crafted and incentives identified for the developers' participation in the CMP as a mode of compliance to the 20% balanced housing (by June 2016)
- P2.0 B worth of CMP mortgages issued, applying the proceeds for the HDH program (by June 2016)
- SHFC recommendation on Comprehensive and Integrated Shelter and Finance Act (CISFA) 2 supported by Congress



## INTERNAL PROCESS

- 2 projects with usufruct arrangements financed
- 1 MFI/LGU partner for wholesale lending piloted
- 2 modules (Loan Management System and Financial Management Information System) commenced based on the Terms of Reference (Notice to Proceed or NTP by 3<sup>rd</sup> Quarter)
- 100% of HDH applications processed within 120 days (from CreCom Approval to Board Approval); 95% of CMP applications processed within 60 days



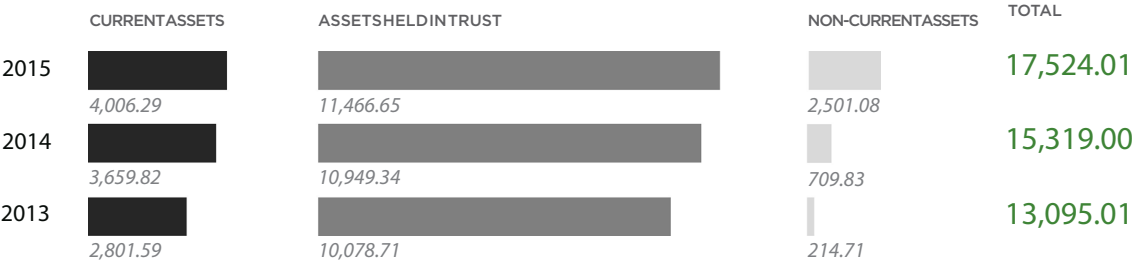
## ORGANIZATION

- International Organization for Standardization (ISO) Certification for all processes secured
- SHFC Charter bill sponsored and filed at the HOR and Senate (17th Congress)
- 2016 Gender and Development (GAD) Plan implemented
- 100% Compliance of Good Governance Conditions
- SHFC Reorganization Plan approved and implemented
- HR policies on hiring and promotions revised in accordance with the Competency-Based System (CBS) manual; training plan developed and implemented; and career development program developed
- Change Initiative Projects (CIPs) implementation continued (to be included in Individual Performance Plans)

# Financial Highlights

## ASSETS

IN MILLION PESOS



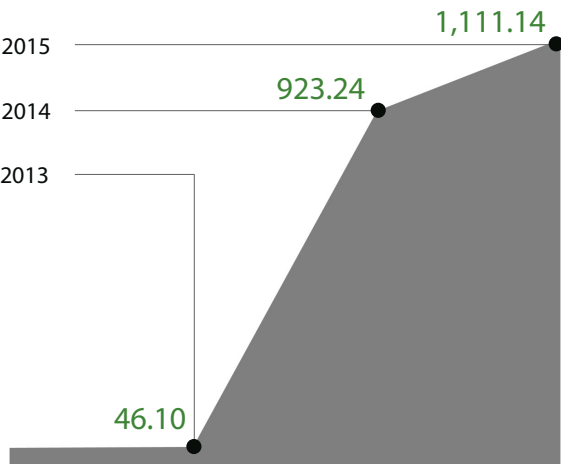
## LIABILITIES

IN MILLION PESOS



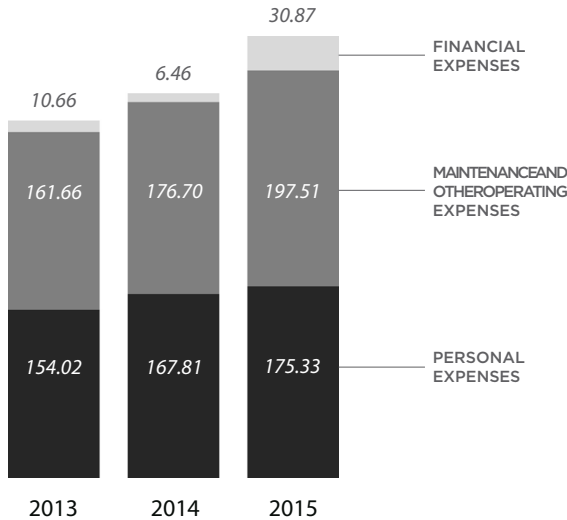
## NET INCOME

IN MILLION PESOS



## EXPENSES

IN MILLION PESOS



# Balance Sheet

31 DECEMBER 2015

	2015	2014
ASSETS		
CURRENT ASSETS		
Cash on hand and in banks	3,703,881,358	3,521,101,421
Receivables	78,389,772	68,107,057
Inventories	4,262,836	3,488,247
Prepayments	3,016,287	2,438,809
Guaranty deposits	1,640,121	777,774
Advances to contractors	215,095,744	63,912,624
	4,006,286,118	3,659,825,932
ASSETS HELD IN TRUST		
NHMFC	10,913,591,215	10,395,562,968
Abot-Kaya Pabahay Fund	553,055,436	553,778,742
	11,466,646,651	10,949,341,710
NON-CURRENT ASSETS		
Long-term receivables	732,661,102	147,121,185
Property and equipment-net	172,708,569	178,985,941
Intangible assets	1,801,080	1,169,504
Other resources	1,143,909,413	382,557,071
	2,051,080,164	709,833,701
TOTAL ASSETS	17,524,012,933	15,319,001,343
LIABILITIES AND STOCKHOLDER'S EQUITY		
CURRENT LIABILITIES		
Payables	1,489,679,779	1,238,875,776
Inter-agency payables	32,160,256	44,014,116
Other liabilities	1,032,859,828	859,227,999
	2,554,699,863	2,142,117,891
LONG-TERM LIABILITIES		
Other long-term liabilities	102,399,462	114,457,960
TRUST LIABILITIES		
NHMFC	12,092,938,895	11,342,966,311
Abot-Kaya Pabahay Fund	553,055,436	553,778,742
	12,645,994,331	11,896,745,053
TOTAL LIABILITIES	15,303,093,656	14,153,320,904
STOCKHOLDER'S EQUITY	2,220,919,277	1,165,680,439
TOTAL LIABILITIES AND STOCKHOLDER'S EQUITY	17,524,012,933	15,319,001,343



# Statement of Income and Expenses

FOR THE YEAR ENDED 31 DECEMBER 2015

	2015	2014
<b>INCOME</b>		
Interest Income on Loans	296,579,794	306,028,822
Interest on Savings Deposits	63,663,955	37,687,442
Service Fees	10,870,040	10,597,698
Miscellaneous Income	201,801,900	151,363,421
	<b>572,915,689</b>	<b>505,677,383</b>
<b>EXPENSES</b>		
<b>Personal Services</b>		
Salaries and Wages	82,862,722	80,943,674
Other Personnel Benefits	14,306,106	14,714,764
Other Compensation	61,680,276	56,049,583
Personnel Benefit Contribution	16,486,392	16,106,812
	<b>175,335,496</b>	<b>167,814,833</b>
<b>Maintenance and Other Operating Expenses</b>		
Professional Services	54,910,831	46,576,616
Origination and Appraisal Cost	31,877,470	26,500,548
Gender and Development Expenses	211,858	-
Taxes, Insurance Premiums, and Other Fees	24,117,292	17,929,470
Depreciation	14,026,441	13,063,252
Amortization	784,329	884,281
Representation	4,528,145	7,790,646
Utility	6,805,366	7,122,903
Supplies and Materials	6,604,457	6,981,169
Loan Loss	5,154,022	3,013,882
Travelling	8,032,874	6,955,366
Rent	4,257,161	3,330,385
Building Association Contribution to Organization	3,864,899	3,177,349
Communication	3,634,530	4,415,526
Confidential, Extraordinary, and Miscellaneous	1,457,232	3,285,683
Subsidies and Donations	28,000	48,000
Training and Seminar	5,465,335	2,258,907
Repairs and Maintenance	1,745,200	1,709,630
Advertising	1,985,231	1,205,646
Printing and Binding	611,800	916,705
Subscription	167,334	127,063
Transportation and Delivery	145,809	49,540
Miscellaneous Expenses	17,094,341	19,362,626
	<b>197,509,957</b>	<b>176,705,193</b>
<b>Financial Expenses</b>		
Interest Expenses	6,446,182	5,894,099
Bank Charges	30,450	54,925
Financial Expense - Technical Assistance	24,398,363	22,559
Other Financial Charges	-	497,323
	<b>30,874,995</b>	<b>6,468,906</b>
<b>INCOME BEFORE INCOME TAX</b>	<b>169,195,241</b>	154,688,451
Income Tax Expense	<b>37,025,138</b>	38,265,548
<b>NET INCOME AFTER INCOME TAX</b>	<b>132,170,103</b>	116,422,903
Subsidy from National Government	<b>978,968,849</b>	806,919,084
<b>NET INCOME AND SUBSIDIES</b>	<b>1,111,138,952</b>	<b>923,341,987</b>

# Board of Directors



**ATTY. CHITO M. CRUZ**  
CHAIR

## AGENCY

Housing and Urban Development  
Coordinating Council (HUDCC)

## AGE

54

## EXPERIENCE

### 2010

General Manager  
National Housing Authority (NHA)  
Elliptical Road, Diliman, QC

### 2009 to 2010

Corporate Secretary  
Subic Executive Lofts  
Condominium Corporation

### 2001 to 2003

Chairman  
Freeport Services Corporation (Subsidiary  
Corporation of SBMA)

### 1999 to 2004

Chairman  
Subic Technopark, Inc.  
Japanese Technology Park  
Subic Bay Freeport Zone

### 1998 to 2004

Senior Deputy Administrator for Support  
Services  
Subic Bay Metropolitan Authority

## EDUCATION

### 1986

Admitted to the Philippine Bar

### 1985

College of Law  
Ateneo de Manila University

### 1981

AB Economics  
Ateneo de Manila University



**MA. ANA R. OLIVEROS**  
VICE CHAIR

## AGENCY

Social Housing Finance Corporation  
(SHFC)

## AGE

61

## EXPERIENCE

### 1989 to 2010

Director, Foundation for the Development of  
the Urban Poor (FDUP)

### 2001

President, National Congress of Community  
Mortgage Program Originators and Social  
Housing Developers in Low Income Housing

### 1998

President, Philippine Undertaking for Social  
Housing (PUSH)

### 1989

Officer for External Affairs  
Pagtambayayong Foundation, Inc.

### 1986 to 1988

Member, HUDCC-PCUP Task Force on the  
CMP (1988); Assistant Regional Director -  
Luzon Office (1987); and Policy and Program  
Division Head (1986)  
Presidential Commission for the Urban Poor  
(PCUP)

## EDUCATION

### 1978

Ateneo de Manila University  
BS Management Engineering

## TRAININGS ATTENDED

2015 International Housing Finance  
Program "Housing Finance in a Changing  
Global Environment" and "Securitization  
and Mortgage Bonds", The Wharton School  
University of Pennsylvania, June 2015

Fifth Asia Pacific Ministerial Conference  
on Housing and Urban Development  
(APMCHUD), Seoul, Korea, November 2014

Orientation-Seminar on Public Corporate  
Governance, conducted by the Development  
Academy of the Philippines (DAP),  
September 2014

Corporate Board Strategic Planning and  
Balanced Scorecard conducted by the  
Institute of Corporate Directors (ICD),  
October 2012



**DR. FELIXBERTO U. BUSTOS**  
MEMBER

## AGENCY

National Home Mortgage Finance  
Corporation (NHMFC)

## AGE

68

## EXPERIENCE

### 2008

Managing Director  
Credit Rating and Investors Services  
Philippines, Inc.

### 2007

Auditor and Chairman  
Audit Committee  
Philippine Electricity Market Corporation

### 2002 to 2008

Audit and Risk Management Chairman  
Banco de San Juan

### 1998 to 2004

President  
Asian Consulting and Training Group, Inc.

### 1997

General Manager  
Southeast Asia Cement Holdings, Inc.

### 1993 to 1996

Executive Vice President  
Land Bank of the Philippines

### 1978 to 1987

Vice President  
Transferred Assets Group  
Philippine National Bank (PNB)

## EDUCATION

### 1993

Doctor of Business Administration  
University of the Philippines, Diliman

### 1973

Masters in Business Administration  
Columbia University

## TRAININGS ATTENDED

Orientation-Seminar on Public Corporate  
Governance, conducted by the Development  
Academy of the Philippines (DAP),  
September 2014



## AUGUSTO LOPEZ-DEE

MEMBER

### AGENCY

Bangko Sentral ng Pilipinas (BSP)

### AGE

63

### EXPERIENCE

#### 1995

Executive Vice President  
State Investment Trust, Inc.  
Binondo, Manila

#### 1988

Manager  
Commonwealth Bank of Australia

#### 1979

Senior Vice President  
State Investment House, Inc.  
Binondo, Manila

#### 1979

Vice President  
Amherst Group-Makati City

#### 1974

Chief of Division  
Bangko Sentral ng Pilipinas  
Malate, Manila

### EDUCATION

#### 1993

Academic Units  
Royal Melbourne Institute of Technology,  
Australia

#### 1975

Masters in Business Administration  
University of the Philippines, Diliman

#### 1973

AB Economics  
Ateneo de Manila University

### TRAININGS ATTENDED

Orientation-Seminar on Public Corporate Governance, conducted by the Development Academy of the Philippines (DAP), September 2014

Corporate Board Strategic Planning and Balanced Scorecard conducted by the Institute of Corporate Directors (ICD), October 2012



## JOANNA P. CASTILLO

MEMBER

### AGENCY

Department of Finance (DOF)

### AGE

40

### EXPERIENCE

#### 2016

Acting Director III  
Corporate Affairs Group  
Corporate Operations Office  
Department of Finance

#### 1998

Accountant  
Department of Finance

### EDUCATION

#### 2011

Masters Degree in Business Administration  
Pamantasan ng Lungsod ng Maynila

#### 1996

Passed the CPA Licensure Exam

#### 1996

Bachelor of Science in Accountancy  
Meycauayan College, Bulacan

### TRAININGS ATTENDED

Short-term training on World Bank's operation and programs and to research on factors related to private sector growth and promotion of regional trade and competitiveness in World Bank, Washington, D.C., U.S.A.



## LUZ M. CANTOR

MEMBER

### AGENCY

Department of Budget and Management (DBM)

### AGE

62

### EXPERIENCE

#### 2002 to 2010

Director IV  
Department of Budget and Management

#### 2000 to 2002

Director III  
Department of Budget and Management

#### 1996 to 2000

Chief Budget Specialist  
Department of Budget and Management

#### 1990 to 1996

Supervising Budget Specialist  
Department of Budget and Management

#### 1987 to 1990

Senior Budget Specialist  
Department of Budget and Management

#### 1979 to 1987

Budget Specialist  
Department of Budget and Management

### EDUCATION

#### 1998

Masters in Management  
Philippine Christian University

#### 1987

Certificate in Economics Development  
University of the Philippines

#### 1976

BS Business Administration  
Major in Accounting  
Philippine School of Business Administration

### TRAININGS ATTENDED

Orientation-Seminar on Public Corporate Governance, conducted by the Development Academy of the Philippines (DAP), September 2014



**RODOLFO MA. PONFERRADA**  
PRIVATE SECTOR REPRESENTATIVE

**AGENCY**

Alphaland Corporation

**AGE**

39

**EXPERIENCE**

2009

Board Member  
Alpha Land Corporation

Board Member  
Corporate Secretary  
Atok-Big Wedge Co, Inc.

Corporate Secretary  
Phillex Mining Corporation

2006 and 2007 to present  
Corporate Information Officer, Assistant  
Corporate Secretary, and Legal Counsel  
ISM Communications Corporation

2006 and 2008 to present  
Vice President, Assistant Corporate Secretary,  
and Chief Legal Counsel  
Eastern Telecommunications Philippines, Inc.

2006 to 2008  
Corporate Secretary  
Chief Legal Counsel  
Connectivity Unlimited Resource Enterprise

**EDUCATION**

1997

BS in Management (Honors Program)  
Minor in Japanese Studies  
Ateneo De Manila University

2001

Bachelor of Laws  
University of the Philippines, Diliman

**TRAININGS ATTENDED**

Orientation-Seminar on Public Corporate  
Governance, conducted by the Development  
Academy of the Philippines (DAP),  
September 2014

Corporate Strategic Planning and Balance  
Scorecard, conducted by the Institute of  
Corporate Directors (ICD), October 2012



**JOVITO C. LABAJO**  
PRIVATE SECTOR REPRESENTATIVE

**AGENCY**

Kapulungan ng mga Sandigan ng Pilipinas  
(KASAPI)

Kilusan para sa Pagkakaisa, Pagkakasundo at  
Pag-unlad (KILOS PA)

**AGE**

57

**EXPERIENCE**

1986 to 1992

Assistant Civil Security Officer/  
Assistant Community Relations Officer  
Quezon City Local Government

1988

Acquired training in Community Mortgage  
Program (CMP) through the Presidential  
Management Staff (PMS)

1988

Initiated the incorporation of the Philippine  
Foundation for Integrative Alternative  
Development, Inc.

**EDUCATION**

1991

Bachelor in Industrial Management  
(Managers Program)  
Pamantasan ng Lungsod ng Maynila (PLM)

1992

18 units of Masters  
in Industrial Management  
Pamantasan ng Lungsod ng Maynila

**TRAININGS ATTENDED**

Orientation-Seminar on Public Corporate  
Governance, conducted by the Development  
Academy of the Philippines (DAP),  
September 2014

Corporate Strategic Planning and Balance  
Scorecard, conducted by the Institute of  
Corporate Directors (ICD), October 2012



**DAMASO C. VERTIDO**  
PRIVATE SECTOR REPRESENTATIVE

**AGENCY**

Mindanao Land Foundation, Inc. (MinLand  
or MLF, also known as Mindanao Land  
Acquisition Housing and Development  
Foundation, Inc.

**AGE**

64

**EXPERIENCE**

1989-2005

President, Executive Director  
MinLand

1996-1998

National Chairman  
National Congress of Community Mortgage  
Program Originators and Social Housing  
Developers in Low Income Housing

1994

Convenor, Co-Founder  
Kahugpungan sa Mindanao (a confederation  
of 16 NGOs in social housing and urban  
development in key cities in Mindanao)

1992

Convenor, Co-Founder  
Hugpong Dabaw (a federation of 6 NGOs in  
social housing in Davao City)

**EDUCATION**

1975

Bachelor of Arts  
University of the Philippines

1982

Masters in Business Administration  
School of Business  
Ateneo De Manila University

**TRAININGS ATTENDED**

Orientation-Seminar on Public Corporate  
Governance, conducted by the Development  
Academy of the Philippines (DAP),  
September 2014

Corporate Strategic Planning and Balance  
Scorecard, conducted by the Institute of  
Corporate Directors (ICD), October 2012

# Senior Officers

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**MA. ANA R. OLIVEROS**

President



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**EDUARDO T. MANICIO**

Executive Vice President



---

**ANNICIA D. VILLAFUERTE**

Vice President  
Loan Processing Group  
(Luzon and National Capital Region)



---

**ATTY. MARIA ROSALIE  
RICH A. TAGUIAN**

Vice President  
Loan Processing Group  
(Visayas and Mindanao)



---

**ATTY. JOSE D. MELGAREJO**

Board Secretary  
Vice President  
Corporate Legal Counsel



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**ERNESTO N. ATIENZA, JR**

Vice President  
Management Services Group



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**ERNESTO R. LEYNES**

Vice President  
Treasury Group



# Managers



*Seated (left to right)*

**JESSICA B. CARASO**

Manager  
Project Accreditation, Evaluation and Monitoring  
Department  
Loan Examination Department, LPG-Luzon

**DULCE C. ABUSMAN**

Officer-in-Charge  
Regional Operations Department (OIC)

**LORIE LYNN B. BUNDOC**

Manager  
Public Affairs Department

**JOSEFINA B. BANLAGAN**

Manager  
Accounts Management Department

**ATTY. JANICE V. PALISOC**

Manager  
Mortgage Examination Department, LPG-Luzon

*Standing (left to right)*

**ATTY. LEO B. DEOCAMPO**

Officer-in-Charge  
Legal Department

**FLORENCIO R. CARANDANG, JR.**

Manager  
Planning Department

**JOEEN B. BUENSALIDO**

Manager  
Admin Department

**ATTY. TRISTAN FREDERICK L. TRESVALLES**

Compliance Officer  
Office of the Board Secretary

**LOURDES P. PANALIGAN**

Manager  
Internal Audit Department

**JASON C. YAP**

Manager  
Documentation Control and Custodianship Department  
and Cash Management Department

**PACITA A. GUINEZ**

Officer-in-Charge  
BI/Loan Examination Department, LPG VisMin Hub

**ENGR. ELSA JULIAN DE VILLA-CALIMLIM**

Manager  
Technical Services Department, LPG-Luzon

**DONATO P. EXCONDE**

Manager  
Information Systems Department

**JULITA B. PARREÑO**

Manager  
Project Individualization Department

**DANTE M. ANABE**

Manager  
Finance and Controllershship Department

**EDGAR M. ANINIPOT**

Manager  
Task Force on Remedial Management  
of Accounts Department

**ENGR. FELMAN R. GILBANG**

Manager  
Trust Administration Department and  
High Density Housing Unit

*Not in photo*

**ENGR. JOHN O. LEE**

Technical Services Department, VisMin Hub

**RUBEN C. LASET**

LCMP Department

# Regional Officers

---

## LUZON

### JONES TOMAS

SHFC Isabela  
297 La Patria Bldg., Maharlika Highway  
Cauayan, Isabela  
shfc\_cauayan@yahoo.com  
(078) 652-2502

### JESUS EDEN CIDRO

SHFC Palawan  
Room 301 The Corporate Center  
Rizal Ave., Puerto Princesa, Palawan  
shfc\_palawan@yahoo.com  
(048) 434-1605

### FREDERICK DE REAL

SHFC Naga  
City Hall Compound  
J. Miranda Ave., Naga City  
shfc\_naga@yahoo.com  
(054) 721-2359

## VISAYAS

### ELMERADO VIERNES, JR.

SHFC Bacolod  
2/F 1st Provincial House 1 cor.  
Nueva-Gatuslao St., Bacolod City  
shfc\_bacolod@yahoo.com  
0917-584-1747

### ELSIE SUAREZ

SHFC Iloilo  
Insular Life Building, General Luna St.  
Brgy. San Felix, Molo, Iloilo City  
shfc\_iloilogov@yahoo.com  
(033) 508-6977

### RANDOLPH LIBRANDO

SHFC Cebu  
Rm. 303 3/F Machay Bldg.  
Gorordo Ave., Cebu City  
shfc\_cebu@yahoo.com  
(032) 233-6963

## MINDANAO

### GINA LUMBRE

SHFC Zamboanga  
2/F VHW Bldg.  
Veterans Avenue, Zamboanga City  
shfc\_zambo@yahoo.com  
(062) 990-2944

### JANET LUMAYAG

SHFC Cagayan de Oro  
Door #3, 3/F Jofelmor Bldg.  
Mortola St., Cagayan de Oro City  
shfc\_cdo@yahoo.com  
(088) 857-3794

### ATTY. RONALDO SACO

SHFC Davao  
2/F ANDA Corporate Center  
Iñigo St., Davao City  
shfc\_davao@yahoo.com  
(082) 226-2901

### JUANA LEONORA MELODIAS

SHFC General Santos  
2/F Rd. South Sea cor. Magsaysay Ave.  
and Salazar St., General Santos City  
shfc\_gensan@yahoo.com  
(083) 301-8968





## **SOCIAL HOUSING FINANCE CORPORATION**

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

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info@shfcph.com

**www.shfcph.com**