

2017

ANNUAL REPORT



**Synergy with LGUs to Bridge
the Housing Gap**



CORPORATE GOVERNANCE
CONFIRMATION SHEET

"The Social Housing Finance Corporation (SHFC) Board of Directors, officers and employees confirm adherence and full compliance with the Revised Manual on Corporate Governance. The SHFC further affirms and certifies that for 2017, the Corporation performed corporate actions in accordance with the principles stated in the Revised Manual on Corporate Governance."


Atty. Arnolfo Ricardo B. Cabling
President, SHFC

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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, subject to funds appropriated by Congress.



OUR MISSION

We empower and uplift the living conditions of underprivileged communities by Building Adequate Livable Affordable and Inclusive (BALAI) Filipino Communities through the provision of FAIR shelter solutions in strong partnerships with the national and local government, as well as civil society organizations and the private sector to support the underprivileged communities.



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 level

STEWARDSHIP

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

EXCELLENCE

Upholding the virtue of excellence in every activity

FROM THE CHAIRPERSON

In 2017, the key shelter agencies took a leap forward by launching the BALAI Filipino (Building Adequate Livable Affordable and Inclusive Filipino Communities) Program. The Social Housing Finance Corporation (SHFC) plays a crucial role in the realization of the BALAI vision given the agency's mandated focus on low-income families who cannot afford to provide shelter for themselves without government assistance.

This year's theme, "Synergy with LGUs to Bridge the Housing Gap," captures the strategy of partnering with local government units (LGUs) that SHFC has adopted to fulfill its role in the BALAI scheme. For 2017 alone, SHFC has inked memoranda of agreement with 19 LGUs. Indeed, in my extensive visits to various cities and discussions with mayors, I have seen that their localized knowledge, complementary resources, and proximity to the communities make them perfect partners in implementing responsive interventions that are tailored to local needs.


These advantages of synergizing with LGUs are showcased in SHFC's partnership with the Quezon City government. Our refinancing agreement with the city has so far benefitted 10 community associations from flood-prone areas who have now resettled in safe locations within the city. Through this arrangement, SHFC has provided the city with a revolving fund worth 200 million pesos, which the city is now using to continually build more resilient communities. SHFC and the local government are poised to collaborate on at least five more identified projects in 2018.

Notably, because of SHFC's partnership with LGUs, informal settler families are easily organized into associations and completion of documentary requirements are immediately facilitated. This enables SHFC to swiftly provide security and safety to informal communities. Such timeliness is crucial given the annual average of 20 typhoons that devastate informal settlements in danger zones. Disasters cause unnecessary loss of lives and livelihood that could have been prevented with adequate housing solutions.

It is my hope that SHFC will continue to expand its partnerships with LGUs for the benefit of low-income families throughout the country.

Mabuhay po ang mga kawani ng SHFC sa patuloy nitong pagsulong ng kapakanan ng mga mahihirap!




Eduardo D. Del Rosario
Chairperson, HUDCC & SHFC

FROM THE IMMEDIATE PAST CHAIRPERSON

Local government units (LGUs) share the collective ambition of Social Housing Finance Corporation and other key shelter agencies in tackling homelessness in the country. As partners, we assume a shared responsibility that makes far more efficient provision of long-term housing solutions for the poor.

In my experience as Mayor of Maribojoc, Bohol from 2007 to 2016, I can attest to the important roles that LGUs play in facilitating and providing socialized housing for the vulnerable. Through collaboration, SHFC and LGUs were able to pool their resources—financial, equipment, and human capital, among others—in ensuring the delivery of adequate shelter solutions suitable to the needs of the local constituents.

I would like to extend my heartfelt congratulations to the hardworking men and women of SHFC, led by President Atty. Arnolfo Ricardo B. Cabling, for rendering a commendable service to the public over the past year, particularly to communities that need land tenure and shelter security.

This year’s theme, “Synergy with LGUs to Bridge the Housing Gap,” speaks of the need for greater collaboration as we continue to make progress in putting a dent in the housing backlog. This will also ensure that more informal settler families benefit from SHFC’s flagship initiatives—the Community Mortgage Program and High-Density Housing Program.

I commend the agency’s tireless efforts in delivering community-driven projects for the underprivileged. Your dedicated service is highly recognized and deeply appreciated by those who have benefitted from your endeavors. Please accept my congratulations and best wishes for your continued success and growth.


Leoncio B. Evasco, Jr.
Immediate Past Chairperson, HUDCC & SHFC
December 2016 - July 2017



FROM THE NHMFC PRESIDENT

What a year it has been for the Social Housing Finance Corporation (SHFC) as they continue to provide our Citizens with the housing that they deserve!

This year’s theme, **Synergy with LGUs to Bridge the Housing Gap**, sits in line with SHFC’s mission of providing flexible, affordable, innovative, and responsive shelter solutions. SHFC’s 2017 was a year full of excitement — establishing innovative partnerships with Local Government Units (LGUs) in making housing services more responsive and accessible to the people.

All these accomplishments would not have been possible without the passion and dedication of the men and women of SHFC in fulfilling their duties as true public servants of the Filipino people. Public service is a privilege, and through the collaborative efforts of the whole of SHFC, the agency is destined for greater accomplishments moving forward. We salute every employee of the SHFC — you have done well and we wish you many more years of great achievement!

On behalf of your brothers and sisters from the National Home Mortgage Finance Corporation, congratulations for a fruitful year. Hand in hand, our two Key Shelter Agencies will continue to give every Filipino the proper shelter that they deserve.

Mabuhay!


Dr. Felixberto U. Bustos, Jr.
President, NHMFC



FROM THE PRESIDENT

Bayanihan—a uniquely Filipino value wherein community members come together to achieve a common goal. It was evident in early rural societies when most Filipinos lived in traditional *bahay kubo* made of bamboo and wood. In those times, as a send-off to a family moving away, the men and women of the village would literally haul the neighbor's *bahay kubo* to its new location – the entire structure and all the belongings of the family – relying on their collective strengths.

We have since drastically changed our living arrangements as most of us now live in immovable concrete houses. But the true essence of the *bayanihan* lives on. This essence is the power that members of a community generate when they come together—hands working together in synchronicity make the task at hand easier, the workload lighter. I believe there is no culture similar to this anywhere in the world. *Bayanihan* is probably the singular quality of a genuinely thriving Filipino community.

The spirit of the *bayanihan* is the driving force behind the programs of the Social Housing Finance Corporation (SHFC) as we continuously and consistently realize our mandate to uplift the lives of the underprivileged communities. Behind each BALAI (Building Adequate Livable Affordable and Inclusive Filipino Community) is the seamless coming together of SHFC and local government units (LGUs), informal settler families (ISFs), and a host of other institutions and individuals. They aim to build FAIR (Flexible, Affordable, Innovative, and Responsive) shelter solutions fortified by strong partnerships and bound by mutual trust.

In 2017, we reviewed our ties with our partners to ensure that our points of convergence remained the same. We reiterated our commitment to be in the service of ISFs; happily, many of our partners echoed the same sentiment. While this review saw us sadly cutting our ties with a number of partners, we also welcomed new like-minded organizations into our working network. Beyond 2017, we see SHFC converging more smoothly with our partners.

Our collaboration with varied institutions carries unique challenges in the stages of implementation. However, these difficulties pale in comparison to the feeling of fulfillment we get whenever we witness palpable positive changes in the lives of our beneficiaries.

Through our collaborations with LGUs, both SHFC and the LGU concerned have been able to maximize our limited resources. Locating our Community Mortgage Program (CMP) in areas where the LGU has already set up the basics such as a road network or a sewer system allows ISFs to adapt more swiftly and benefit more quickly from living in a more organized community.

Convergence, collaboration, and synergy—these are our key strategies in implementing the different iterations of CMP. To date, aside from our standard on-site CMP, we are developing farm lot CMP and vertical CMP. The former will fill the gap between providing ISFs with both a safe dwelling place and a sustainable source of livelihood. On the other hand, we will also put in place the vertical CMP—which uses a smaller area of land compared to the usual sprawling horizontal housing—in an effort to nurture communities without further contributing to the decrease of our green cover. This is important because climate change is real and SHFC will be remiss in our mission to organize communities with safe dwellings if we, ourselves, will contribute to the degradation of our planet. The vertical CMP will also enable us to optimize the use of scarce land in highly urbanized areas to the benefit of more families. Down the road, we also want to develop mixed-use CMP townships.

What keeps SHFC going is the uniqueness of its housing program—one that is community based and truly reflective of the Filipino way of building and growing a thriving family network that has both economic and social components. In 2017, we added a new dimension to our synergy with our stakeholders—that of being closer to our beneficiaries. It is not enough that our employees work well with one another. For each one to be truly effective in carrying out their duties, we must go out of our comfort zones and be amidst the communities that we work so hard to establish, nurture, and grow. This year, we organized the Grassroots Team—the men and women who are living the daily battles of our ISFs in order for us to better understand how to help them. Complementing the efforts of this team is the decentralization of SHFC as an organization. While this particular process may take time because of budget concerns and the natural misgivings about having to effect geographic transfers, a sustained focus and the right amount of diligence and discipline will enable SHFC to harness this synergy into a powerhouse team of social housing experts.

To sum things up, 2017 was a year of changes—many of which were deliberate though several were borne of the circumstances we found ourselves in. But true to the resilient persona of the Filipino, SHFC remains committed to achieving our vision of sharing the gift of a decent home to 530,000 organized and low-income families in 2022. Of course, we still have a lot to do beyond 2022, but we must not lose sight of what we can do in the foreseeable future.

No, homelessness need not equate to hopelessness. Rather, homelessness is our opportunity to make bayanihan come alive, in the spirit of nation-building.


Atty. Arnolfo Ricardo B. Cabling
President, SHFC

FROM THE IMMEDIATE PAST PRESIDENT

Housing is a basic human right. Each year SHFC is called upon to renew its commitment to house the poor and build sustainable communities. It is this challenge that forces us not only to scale-up and speed up housing delivery but also to admit that we cannot do it alone. SHFC's mission is to enhance people's lives and empower communities by providing FAIR (Flexible, Affordable, Innovative and Responsive) shelter solutions and build sustainable communities through strong partnerships with national and local government, civil society organizations as well as the private sector.

For decades, housing delivery was done on a project-by-project basis, so that projects implemented within the same city were uncoordinated. It is in this context that SHFC introduced the Citywide Community Upgrading Strategy. This strategy makes possible a more programmatic and proactive delivery of housing solutions. Among other things, it entails mapping all the ISFs within a city, developing a citywide shelter development plan, and systematically allocating resources to prioritized informal settlements. This strategy is therefore more efficient than the usual hodgepodge way of delivering housing in that solutions here are implemented at scale by targeting all – not just some – areas of a city. Also, the orchestration of the whole process is decentralized to the LGU level, rather than at the national level. Moreover, it is demand-driven so that communities lead the planning and implementation process.

To pursue this, several forums were organized with the World Bank as a key partner. Pilots were pursued in the cities of Quezon (District 6), Muntinlupa, Caloocan (Barangay 177), Mandaue, and Cagayan de Oro. To promote the citywide strategy, learning exchanges were also sponsored for the LGU of Cagayan de Oro City and Zamboanga City together with their partner communities and CSO. This was also extended to partners in Davao City, Cebu City, Tacloban City, and Roxas City.

While much needs to be done to advance the ideals of the citywide strategy, its initial impacts as seen in pilot communities and cities are very promising. It is hoped that SHFC will continue to drive the strategy into action so that empowered communities in slum-free cities can become a reality.

Ma. Ana R. Oliveros

Immediate Past President, SHFC
February 2011 – May 2017



FROM THE EXECUTIVE VICE PRESIDENT

The year 2017 saw SHFC facing significant challenges on several fronts. For one, it was in the midst of adjusting to a new administration while undergoing preparations for organizational changes mandated under the GCG Law. The transition to the proposed new organizational structure started during the year ushered in changes not only in the way resources, both human and material, are deployed but also in systems and processes.

In the midst of these changes, the organization, more particularly the middle managers and staff, responded with usual dedication and agility. With characteristic openness and enthusiasm, the organization was able to re-focus its collaborative engagements to the local government units (LGUs) as its primary partner. This came as a very logical strategic move as both entities have housing provision as their primary mandates. Moreover, SHFC's Localized Community Mortgage Program, though limited in scope, has demonstrated the LGU's reliability and effectiveness as partners in delivering housing benefits to their constituents.

The years ahead will definitely be equally challenging for the SHFC community. But with proven resiliency, enlightened direction, and reliable partners, its clientele is assured of continued quality service delivery.

Eduardo T. Manicio

Executive Vice President, SHFC





THE NEW SHFC LOGO

The refreshed SHFC logo is rendered primarily in green, the color of hope. Especially for families, the hope of progressing and achieving their dreams often begin with the security of owning a home.

Green keeps the dream alive and drives our common desire for a balanced life that is in harmony with Nature.

The “H” is literally the first letter of the word “house” and in the logo it is used as such, with a roof over it, to depict SHFC’s direction towards vertical structures.

The negative space between the top of the H and the roof forms an upward arrow, a subliminal design reinforcement of “pag-asenso ng buhay.”

It is red, the most vibrant of hues, because the home is a hive of positive energy, love and nurturing. An open door welcomes the family dwellers as well as friends in the community.

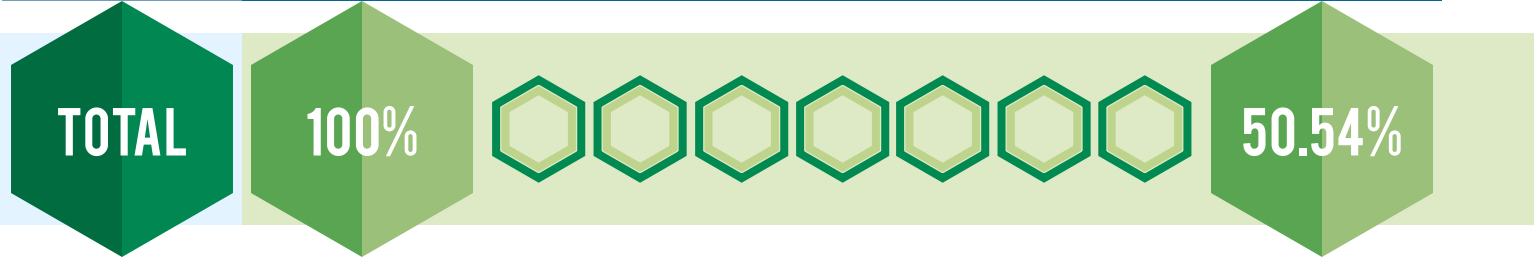
The scenario takes place on a green rise, or hill which for SHFC symbolizes green communities.

CORPORATE PERFORMANCE SCORECARD

As modified by the GCG

PERFORMANCE INDICATOR	WEIGHT	2017 TARGET	ACTUAL ACCOMPLISHMENT	ACCOMPLISHMENT RATE	WEIGHTED RATING
SOCIAL IMPACT					
SM 1: Utilization of Housing Subsidies for Community Mortgage Program (CMP) and High Density (HDH) Program	10%	14,431 CMP - 14,231 HDH - 200	10,468 CMP - 7,108 HDH - 3,360	72.54%	0%
SUB-TOTAL:	10%				0%
STAKEHOLDERS					
SM 2: Number of Families Assisted through CMP CISFA and HDH	10%	17,422 CMP - 17,222 HDH - 200	19,176 CMP - 15,693 HDH - 3,483	110.06%	7.50%
SM 3: Number of Partnerships Developed and Institutions Capacitated	6%	117 partners (Cumulative) (14 partners)	119 partners (Cumulative) (16 partners)	101.71%	6.00%
SM 4: Number of Families of Legally Organized Associations Assisted through Project Development Process	6%	28,972 CMP - 18,972 HDH - 10,000	19,507 CMP - 16,046 HDH - 3,461	67.33%	4.04%
SM 5: Satisfaction Rating Based on a Survey Conducted by a Third Party	3%	Achieved 85% Satisfaction Rating on Four (4) Drivers of Satisfaction	SHFC achieved a rating of 85.70% for Pre Take Out Services and 91.90% for Post Take Out Services, as certified by UP-NCPAG last January 12, 2018.	Satisfactory rating on all eight (8) Drivers of Satisfaction (Pre Take Out and Post Take Out)	3.00%
SUB-TOTAL:	25%				20.54%
FINANCE					
SM 6: Collection Efficiency	10%	84%	68.70% (Jan - Dec 2017)	81.79%	0%
SM 7: EBITDA Margin	10%	28%	42.08% (Jan - Dec 2017)	100.00%	10.00%
SM 8: Conceptual Frameworks/Schemes for Accessing Non-Traditional Funds	5%	Proposed MC submitted to HLURB on the issuance of SHFC certification on the developers' participation for CMP under the balanced housing scheme	Submission of proposed Memorandum Circular subject to revised HLURB Implementing Rules and Regulations (IRR) on Balanced Housing Development Program	-	-
SM 9: Issuance of CMP Asset Backed Securities	5%	Issue a Memorandum of Circular on the CMP Asset Backed Securities as mode of compliance	Submission of proposed Memorandum Circular subject to revised HLURB Implementing Rules and Regulations (IRR) on Balanced Housing Development Program	-	-
SUB-TOTAL:	30%				10.00%









PERFORMANCE INDICATOR	WEIGHT	2017 TARGET	ACTUAL ACCOMPLISHMENT	ACCOMPLISHMENT RATE	WEIGHTED RATING
INTERNAL PROCESS					
SM 10: Develop New Rights-Based Instrument	5%	IRR for Rental Housing Signed and Board Approved	Guidelines on Rental Housing was signed on May 31, 2017 (Corporate Circular HDH No. 17-015)	100.00%	5.00%
SM 11: Develop New Framework for Financing Schemes	5%	One Culturally Sensitive Socialized Housing Project Piloted	Multi-Tribal HOA, the pilot project for Culturally Sensitive socialized housing, was taken out on May 4, 2017.	100.00%	5.00%
SM 12: Automation of System Processes through ISSP	5%	Updated Information System Strategic Plan (ISSP) approved by the Board and submitted to the DICT	The updated ISSP Plan is with the Executive Vice President, subject to review and approval of the Board on February 2018.	-	-
SM 13: Average number of Days to Process Loan Applications for CMP and HDH	10%	90% of HDH applications processed within 100 working days	100% (14 out of 14 projects processed within 100 days)	111.11%	5.00%
		90% of CMP applications processed within 50 working days	98.33% (59 out of 60 projects were processed within 50 days)	109.26%	5.00%
SUB-TOTAL:	25%				20.54%
LEARNING & GROWTH					
SM 14: ISO Certification for SHFC frontline services	10%	Readiness Certificate for ISO 9001 :2015	The original target was to complete trainings that would be essential in attaining ISO Certification based on the 9001:2015 standards by FY 2018. Hence, the GCG-modified target is irreconcilable with the approved schedule of activities.	-	-
SM 15: Comprehensive Performance Management System (PMS) Established and Implemented	10%	Improvement on the Technical Competencies. 90% of the employees under Beginner level are moved to Developing level by the end of 2017	100% of the identified competency gaps were addressed through conduct of thirteen (13) trainings.	-	-
SUB-TOTAL:	10%				0%











2017 IN NUMBERS

*Data includes Phase 2



SHFC COMMUNITY-DRIVEN PROGRAMS			
COMMUNITY MORTGAGE PROGRAM		HIGH DENSITY HOUSING PROGRAM	
			
 Number of Projects	62	 Number of Projects	5
 Number of Informal Settler Families Assisted	7,108	 Number of Informal Settler Families Assisted	3,360
 Amount Released	PHP 473,890,988.88	 Amount Released	PHP 1,467,041,995.86
Total number of projects	: 67	Total number of informal settler families assisted	: 10,468
Total number of informal settler families assisted	: 10,468	Total amount released	: PhP 1,940,932,984.74



SHFC COMMUNITY-DRIVEN PROGRAMS			
COMMUNITY MORTGAGE PROGRAM		HIGH DENSITY HOUSING PROGRAM	
			
 Number of Projects	108	 Number of Projects	13
 Number of Informal Settler Families Assisted	15,693	 Number of Informal Settler Families Assisted	3,483
 Amount Released	PHP 1,306,561,854.61	 Amount Released	PHP 1,477,518,738.92
Total number of projects	: 121	Total number of informal settler families assisted	: 19,176
Total number of informal settler families assisted	: 19,176	Total amount released	: PhP 2,784,080,593.53



SHFC AND LGU PARTNERSHIP: SOLVING THE HOUSING CONUNDRUM TOGETHER

The daunting task of solving the social housing backlog in the country calls for more innovative and long-term strategies. To narrow the housing gap, SHFC has adopted the strategy of partnering with local government units (LGUs).

SHFC recognizes the crucial role of LGUs in the provision of decent housing for low-income families. Under Republic Act No. 7279 or the Urban Development and Housing Act of 1992 (UDHA), LGUs are mandated to undertake the provision of housing services for their respective communities. Their tasks include the making of an inventory of lands suitable for socialized housing and the identification of qualified beneficiaries within their localities. They are also required to facilitate provision of basic services and facilities in socialized housing communities such as potable water, electricity, and sewerage.

Breaking down and scaling up the numbers

The latest figures from the Department of the Interior and Local Government show that there are 81 provinces, 145 cities, 1,489 municipalities, and 42,036 barangays in the Philippines. The sheer number of LGUs therefore makes them suitable partners for SHFC, which envisions to provide flexible, affordable, innovative, and responsive (FAIR) shelter solutions to 530,000 informal settler families (ISFs) by 2022. This is a huge figure but when broken down into cities, it will be more manageable. Thus, by working with a critical number of LGUs, SHFC hopes to scale up and speed up delivery of housing solutions.

LGUs have welcomed this partnership because they see that SHFC's Community Mortgage Program (CMP) and High Density Housing (HDH) housing programs can help them fulfill their legal mandates not only to provide housing but also to reduce poverty and climate change vulnerability under the Local Government Code and the Climate Change Act of 2009, respectively. Poverty reduction co-benefits from housing are expected because an adequate house protects against health and accident hazards that, if not avoided, could drain a household of its financial resources. Moreover, housing can serve as sites for income generation such as sari-sari stores and other home-based cottage industries. On the other hand, climate change adaptation co-benefits are also possible because sturdy and resilient housing shields communities from climate change impacts such as more frequent typhoons and flooding, which could otherwise instantly wipe out life and property as our experience in several cities have shown.

Pooling resources to pull up the poor

Such collaborative approach enables SHFC and the LGUs to pool their resources. SHFC has the capacity to finance projects as well as to provide capacity-building initiatives while LGUs possess grassroots knowledge and information, which put them in the best position to identify the issues and challenges facing their constituents. This allows for more nuanced interventions that appropriately address actual needs. Additionally, as will be seen later in our existing partnerships with several LGUs, the latter can also contribute human resources, provide equipment and funding, as well as facilitate the processing of permits and licenses. And very importantly, in LGUs with credible executives, their active involvement may provide legitimacy to the projects and may foster collaboration with other stakeholders in the city for a more holistic housing intervention.

Notably, this national-local government level partnership also allows for more transparency and accountability as the two levels of government share not only resources but also the duty of ensuring the provision of adequate housing. Each partner will therefore have to ensure that the other is doing its part; otherwise, its own individual contribution will amount to nothing.

These are the reasons why SHFC signed a memorandum of understanding (MOU) with San Carlos City in Negros Occidental, San Mateo and Cordon in the province of Isabela, Cagayan de Oro City, and Cebu City in 2017, opening the door for a dynamic collaboration for housing low income families. The agency also inked a memorandum of agreement (MOA) with Bacoar and Lucena, bringing the total number of MOU and MOA signed with LGUs to 19.

Refinancing housing projects in Quezon City

One of SHFC's core thrusts is to continuously provide funding for the socialized housing initiatives of LGUs for vulnerable communities. This thrust is best exemplified by our partnership with Quezon City.

Owing to its massive land area, immense employment opportunities, and population growth, the city is dealing with a large number of ISFs. However, much as it desires to provide adequate shelter in safe communities to all ISFs, the city does not have sufficient resources to do so on its own. Thus, the need for innovative shelter financing support such as SHFC's HDH Program for ISFs living along waterways and other high risk areas in Metro Manila. Through the refinancing scheme under this program, the city is able to immediately recover the funds it frontloads for the building of houses in safe communities, allowing it to build more houses, which again will be refinanced, and so on. Thus, a revolving fund is created for the ISFs of Quezon City.

The agency has so far refinanced 10 Bistekville housing sites, Quezon City's main housing initiative for ISFs residing in danger zones. It particularly caters to those who lived along the Tullahan River, which spills over its banks during typhoons and heavy rains. Pioneered in 2013, the in-city or near-city nature of this housing scheme allows ISFs to preserve their access to livelihood, social networks, and basic services as the communities would be living close to their original settlements with their original neighbors. The refinancing arrangement has so far benefited 517 ISFs who availed of loans from SHFC in the total amount of Php 212.19 million. SHFC and Quezon City are looking to increase these numbers in 2018 in order to assist more ISFs in the city, which now tops 190,000 based on the latest estimates of the local government.



Landbanking and harnessing the LGU for a one-stop shop arrangement

SHFC can also help more LGUs through landbanking while land prices for socialized housing projects are still affordable. In the case of San Carlos City, the MOU signed by Atty. Arnolfo Ricardo B. Cabling and Mayor Gerardo P. Valmayor, Jr. in December sought to ensure the availability of lands for housing projects in the city. In fact, it already identified three projects sites to be piloted by SHFC either through land refinancing, vertical housing, farmlot housing, and sectoral housing.

To implement the projects, the LGU will identify and certify the list of qualified ISFs who would avail of loans, and establish a one-stop shop for the processing of documentary requirements necessary for project approval. For its part, SHFC will assess the viability of identified lots and finance the socialized housing initiatives of the LGU. The agency will also liaise with other government agencies to expedite the documentation processing and assign personnel to assist in project development of shelter programs.

Building LGU capacity

For SHFC and the LGUs to be effective partners, they have to foster a culture of mutual learning. That is why, the agency held a special learning exchange in Manila in April for employees of the Cagayan de Oro city government in order for the latter to learn new approaches and technology in socialized housing. The activity was meant to help the participants gain insight on the experience of other LGUs in implementing their shelter initiatives, which can be replicated in Cagayan de Oro. This undertaking fulfilled part of the conditions in the MOU inked by Atty. Cabling and Cagayan de Oro City Mayor Oscar S. Moreno in August.

The MOU also aimed to speed up the delivery of services to the homeless. Under the pact, the city will serve as mobilizer, assist in organizing community associations (CAs), and facilitate the completion of SHFC’s documentary requirements. In return, the agency will help in the resolution of issues involving recalcitrant ISFs, including substitution of member-beneficiaries of CAs.



Bringing SHFC’s services closer to the people

SHFC’s partner-LGUs have willingly assisted SHFC in its goal of bringing its services closer to the people. With their help, the agency has been able to open satellite offices in key locations. For example, as part of the agreements it forged with Bacoor, SHFC was given an office space at the Bacoor Government Center for the conduct of its operations in the city. Similarly, a MOA was inked with Lucena City, allowing SHFC to use one of the premises in the old City Hall Building.

The corporation has been pursuing decentralization to be able to cater to more ISFs and to make it more convenient for the public to transact with the agency. This will enable partner communities to save time and money since they will no longer have to go to Manila or to regional offices to conduct business. Moreover, to further identify the needs of the communities at the grassroots level, SHFC has been sending Grassroots Special Action Teams to barangays, the lowest administrative level of government.

Curbing the housing backlog remains to be a seemingly intractable problem despite major efforts to plug the gaps over the years. With this long-term, multi-stakeholder and multi-level strategy of partnering with LGUs, however, SHFC looks forward to providing a substantial number of low-income families with adequate, safe, and affordable housing in sustainable communities.



WORKING TOGETHER FOR A DREAM

Collaboration facilitates the attainment of a dream. These words ring true for the Satima Homeowners Association, Inc. (HOAI) Phase 1 in Barangay Talon Dos, Las Piñas City. The community of 122 families went through a difficult time before it was finally taken out on July 10, 2017. It owes its success to the coordinated action of their officers, SHFC, and the city government of Las Piñas.

In the 1970s, Satima was an unused agricultural property occupied by migrant families from the Visayas without consent of the landowners. Later, the landowners would allow them to stay on for a monthly rent of Php65. However, most of the occupants had barely enough resources to make ends meet and would eventually default on their payment obligations, causing the landowners to threaten them with eviction.

“Masakit sa kalooban namin noong pinapaalis kami. Pero nagmatigas kami kasi bukod sa wala kaming pambayad sa upa, wala rin naman kaming ibang lilipatan,” said Gina Javier, wife of Satima’s president, Alfredo. *“Nagbabarikada kami para di kami paalisin, kahit alam naming bawal.”* Their tactic worked—the landowners failed in all their attempts to remove the settlers from the site.

Over the years, however, the families got tired of fighting eviction, which only gave them temporary relief; so they decided to pursue more permanent solutions. Thus, they registered as a community association (CA) with the Home Insurance and Guaranty Corporation in 1993 upon learning that this would give them a chance to own a piece of the land through a government housing scheme. But nothing happened for years. The National Housing Authority came into the picture in 2000, but its plan to acquire and develop the Satima land for mass housing did not push through because the landowners would not want to sell their property.

The community’s hope of owning the land was again dashed with the death of the landowners since it would now have to deal with new and more people – the heirs. *“Dahil patay na ang may-ari, iyong mga anak naman ang kasunod naming kinausap para kumbinsihin silang ibenta na ‘yung lupa. Pero hindi pa rin kami magkasundo kasi hindi namin kaya ‘yung gusto nilang presyo,”* Gina shared. But the community would not give up easily. The members found out that they could still stay in their settlement as long as they continued paying the real estate tax. *“Nag ambag-ambag kami para mabayaran ang amilyar,”* Gina added.



Collaborative work and committed action

It was when negotiations on the sale of the property started to fall apart in 2010 that the city government of Las Piñas began to mediate. The LGU convinced both the community and the landowners that the best solution to their predicament was to participate in the Community Mortgage Program (CMP) of SHFC. The association then engaged the services of a certain organization as its mobilizer, but initial attempts to enter the program did not bear fruit.

"Inabot ng limang taon 'yung paghihintay namin kaso wala pa ding progress. Kung anu-anong dahilan 'yung sinasabi samin (ng mobilizer) kung bakit nade-delay," Gina rued. "Pero umasa pa din kami na magiging maayos yung pagproseso sa amin. Itinuloy pa din namin 'yung aming pakikipaglaban." A HOA election was held in 2015 and a fresh set of officers was installed. Upon the advice of the local government, they visited the SHFC office in Makati to learn more about CMP. This sparked fresh optimism but a new obstacle emerged.

Due to a problem in the land titles, Satima HOAI had to be divided into Phases 1 and 2. Members of Phase 1 had to be prioritized because they had a clean title. Unfortunately, some people who were against the split started to spread wrong information about the CMP, creating confusion and doubt among Phase 1 members. This turn of events threatened to undermine the viability of the project and the social cohesion of the Satima HOAI, which were both necessary for the long-term sustainability of the community. To resolve the problem, SHFC encouraged the skeptics to go to the agency's head office to verify the legitimacy of the CMP and to discuss how they could benefit from it. Staff members from NCR Operations-South Area conducted orientation for the Phase 1 officers about the CMP process, including the CA's obligations as loan recipients once their application was approved.

Enlightened after the visit, the Phase 1 members sought the help of Las Piñas' Urban Poor Affairs Office (UPAO) to expedite their participation in the program. They went to the UPAO of the city because of its very good track record of helping urban poor communities like Satima HOAI. Because the previous mobilizer failed to successfully assist the community in the latter's initial attempts to participate in the CMP, the UPAO recommended that they switch to a new mobilizer – Alternative Technology for Home and Community Advancement, Inc.

The UPAO also assisted Phase 1 members in submitting the requirements needed for SHFC to process the community's CMP application. Furthermore, UPAO helped the members in completing the negotiations with the landowners to sell the land that the community was occupying, consequently leading to the signing of a memorandum of agreement by the CA and the landowners in September 2016. The support of the local government lent legitimacy to the CA, which would otherwise have been doubted or even ignored by the landowners. Such support also ensured that the interests of the CAs were protected during negotiations.

"Hindi naging matagumpay ang pagpasok namin sa CMP noong una dahil maraming issues tulad ng di pagkakasundo sa negosasyon sa presyo ng lupa at hindi kami nakipag-coordinate agad sa munisipyo," said Florida M. Blanza, who served as Assistant Treasurer of Satima for 15 years. "Pero bumilis 'yung proseso noong naging katuwang na namin ang SHFC at UPAO." The 82-year-old added that they didn't mind starting the whole process of legalizing their settlement in the area again as long as, in the end, they could legally own the land they occupy.

For its part, SHFC helped Satima HOAI further by streamlining its CMP application processes and requirements in order to make housing solutions more accessible for underprivileged communities. Indeed, the reforms resulted in faster approval of project applications, including that of Satima HOAI Phase 1. Thus, on October 23, 2016, just two weeks after SHFC received the CA's project application, the agency sent a team to the community to conduct a background investigation. Soon after, the community finally obtained approval for their loan application, ending long years of waiting for a chance to have their own land.

Finally, security and peace of mind for the community

On August 2, 2017, SHFC President Atty. Arnolfo Ricardo B. Cabling awarded the check worth Php11.96 million to cover the loan of Satima HOAI Phase 1.

"Tuwang-tuwa po kami dahil napatunayan namin na may mga programa pala ang gobyerno, kagaya ng sa SHFC, na tutulungan kaming mga mahihirap na mapasa-amin ang aming inuukupahang lupa," Javier said. "Parang nabunutan po kami ng tinig sa dibdib dahil nawala na ang mga pangamba namin na pwede kami paalisin dito at iyong pakiramdam na wala kaming iiwan para sa mga anak namin."



The success of the Satima HOAI Phase 1 is only one of the many inspiring stories that have come out of SHFC's journey in providing housing solutions for the lowest-income families. Its story stands out as a good example of how synergistic coordination among the community, the local government, and SHFC can untangle problems and facilitate the provision of security of tenure.



BEYOND BUILDING HOUSES: LEARNING FROM MARIKINA

The proliferation of urban slums continues to be one of the most pressing challenges facing the cities of Metro Manila. Under the shadow of hulking skyscrapers and gleaming billboards, families sleep in shanties without access to basic services such as electricity and clean water. Local government units (LGUs) need to seriously address this facet of poverty.

Approximately 20 kilometers away from the nation's capital, a city popularly known for its cobblers has taken great strides in providing security and housing tenure for its underprivileged communities. Marikina took a bold step forward in 1992 when its local government, led by then-Mayor Bayani F. Fernando, declared its ambitious goal of becoming a city without slums.

Institutionalization of tenure security provision

To strengthen this thrust, the city's Settlement Program was launched a year later by virtue of Executive Order No. 3, which called for the enactment of two major policies—the containment of informal settler families (ISFs) in the city and the provision of 24-square meter lots for them. In the same year, the Marikina Settlement Office (MSO) was created to facilitate the city's relocation initiative. The MSO would subsequently work with SHFC through the latter's Community Mortgage Program (CMP).



The two partners have been able to work well because they share a strong belief that land has an important social – not just commercial – function, and that sufficient land should be set aside proactively for housing especially in favor of low-income communities.

Nearly three decades later, the MSO continues to make inroads in its push to maintain housing stability in the city, which has a total of 245 listed community associations (CA). It undertakes on-site or off-site housing projects, with priority given to people living in danger zones, such as families living along the banks of Marikina River, which swells rapidly during typhoon season. Aside from funds provided by the CMP, the communities benefit from LGU assistance and subsidy for land acquisition. The LGU also issues building permits and offers free architectural concept designs for member-beneficiaries who wish to undergo house improvement, especially those who are living in houses made of light materials. As of 2017, a total of 80 CAs composed of 8,248 households have been assisted through the CMP.

Livelihood provision for sustainability

Aside from ensuring tenure security, the city assists the families in improving their overall well-being.

"Our job doesn't end after the individualization of titles," said Felomina V. Tiglaog, Head of MSO Land Management and Community Relations Division. "We go out of our way to make sure that they will not go back to their previous life as 'squatters.' We help them stand on their own feet."

Thus, the local government makes sure that these households find a fresh start by providing them livelihood assistance. Aside from giving them a small capital, the MSO provides technical and skills development training, such as workshops in welding and making soaps, dishwashing liquid, rags, and pillowcases, among others. These products are then sold in local stores and marketplaces.



Cornelia Layosa, a consultant with the MSO Land Management and Community Relations Division, believes in the old saying “Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime.” “We don’t want our beneficiaries to depend on the government for help,” the president of Champaca III Homeowners Association, Inc. said. “We want to empower them and teach them to be independent.”

Landbanking for vertical housing

One of the top targets of Marikina, which has a total land area of 2,150 hectares, is to make available 20 hectares of land for housing by 2020. Through the MSO, the local government is intensifying its land-banking strategy by continuously looking for land not only for present housing needs but also for future housing requirements. It does this by coordinating with the Treasurer’s Office and the Assessor’s Office in negotiations with landowners to sell the latter’s delinquent properties.

Because Marikina is highly urbanized, and land prices are soaring, the city intends to go into vertical or multistory housing to optimize land value. For example, Marikina is eyeing idle properties in Barangay Tumana and Doña Petra that are suitable for a High Density Housing (HDH) project in the city. HDH is SHFC’s slum redevelopment strategy wherein a significant number of ISFs are accommodated in multistory buildings.



The MSO also serves as mediator in the communities. It helps settle issues of nonpayment of association fees, transfer of rights, and other disputes arising between associations and members. It also conducts weekly consultations and house visits to monitor the situation in the communities, maintain accountability, and discuss concerns related to CMP. Indeed, it works closely with SHFC in enhancing collection efficiency of CAs and in fast-tracking individualization of titles for partner-homeowners. Every year, the MSO also organizes a “Presidents’ Night” to gather all heads of CAs under one roof for a day of fellowship, team-building, and leadership training.

These are among the best practices of Marikina that can be emulated by other LGUs, which are required by law to address the shelter needs of their localities. LGUs should be proactive in delivering shelter solutions that forge sustainable communities where low-income families can live with improved well-being.

01

JANUARY

13

LPA SIGNING AND CHECK AWARDING CEREMONY IN CALOOCAN CITY

Partner-homeowners of Soria Home Owners Association, Inc. (HOAI) in Caloocan City signed their Lease Purchase Agreement (LPA) with SHFC. This was followed by a check awarding to the landowner, Ms. Rosemary Ramirez Soria.



24-25

LEARNING EXCHANGE WITH DAVAO CMP-MOBILIZERS

Community Mortgage Program-Mobilizers (CMP-Ms) from Davao City visited several High Density Housing (HDH) sites in Metro Manila to learn best practices on community-driven housing.



02

FEBRUARY

17

CMP AWARDING CEREMONY IN ZAMBOANGA CITY

SHFC conducted a check and LLetter of Guaranty (LOG) awarding ceremony at Multi-Tribal Phase 1 HOAI in Barangay Mampang, Zamboanga City. Together with SHFC were partners from Al Qalam Institute, Ateneo de Zamboanga University, Ateneo de Davao University, Zampen, and the local government unit (LGU) of Zamboanga City.



20

MOU SIGNING WITH ATENEO DE DAVAO UNIVERSITY

Ateneo de Davao University, represented by Fr. Joel Tabora, signed a Memorandum of Understanding (MOU) with SHFC together with partners from Al Qalam Institute for the development of housing policies that are responsive to the cultural needs of Muslim communities.



03

MARCH

08

MOU SIGNING WITH BUREAU OF INTERNAL REVENUE

To speed up socialized housing loan-related transactions, SHFC partnered with the Bureau of Internal Revenue (BIR) with the signing of an MOU. The agreement was aimed at expediting the release of capital gains tax exemption for transfer of raw lands from landowners to community associations (CAs) intended for CMP projects.



10



'MA' ROSA' SPECIAL SCREENING

In celebration of Women's Month, SHFC employees witnessed the special screening of "Ma' Rosa," the acclaimed film which highlights the important role of women as exemplified by the title character, Ma' Rosa, who did all she could to get her family out of prison when they were busted for drug pushing. The director himself, Brillante Mendoza, graced the occasion.

29

2017 URBAN DEVELOPMENT AND HOUSING ACT (UDHA) CELEBRATION

SHFC conducted a title awarding ceremony for CMP projects under the city government of Pasay in celebration of the anniversary of the Urban Development and Housing Act (UDHA), which mandates LGUs to undertake the provision of housing services for their respective communities.



30



MEETING AND ORIENTATION WITH LGU BACOOR

Mayor Lani Mercado-Revilla graced SHFC's Makati Office to discuss housing opportunities for Bacoor constituents. SHFC programs were presented to the mayor in order for her to get an overview of housing options for her constituents.

03

APRIL

04

LEARNING EXCHANGE WITH CAGAYAN DE ORO CMP-MOBILIZERS AND PARTNERS

CMP-Ms and partners from Cagayan de Oro City gained insights on the effectiveness of the People's Plan approach in shelter development through a learning exchange conducted in different HDH sites in Metro Manila.



07

CMP AWARDING IN ANTIPOLO CITY

SHFC awarded land titles to 32 partner-homeowners of Samahang Magsasaka ng Rosario Village Pasig HOAI in Angono, Rizal, who have successfully completed their housing loan payment under CMP.



13-14



LEARNING EXCHANGE AND TECHNICAL WRITESHOP IN ZAMBOANGA CITY

Sharing of best practices from the recovery efforts of Tacloban and Roxas communities affected by Yolanda and a technical writeshop for Muslim housing projects were the highlights of the learning exchange conducted by SHFC in partnership with Ateneo de Davao University, Ateneo de Zamboanga University, UN Habitat, Zamboanga CMP-Ms, and CAs.

17

HDH FINANCIAL MANAGEMENT WORKSHOP

Partner-homeowners of HDH projects participated in a financial management workshop to enhance their skills in handling monetary assets that can help their communities become financially sustainable.



18



RADIO GUESTING AT DWWW 774

SHFC community-driven housing programs and the agency's efforts to lessen the housing gap were some of the information shared in the radio program *Opinyon Mo, Opinyon Ko* aired by DWWW 774.

24

CMP DAY IN MALABON CITY

Fourteen partner-homeowners of KASALIKA BAYAN and Samahang Tungo Sa Kaunlaran ng Catmon HOAI received their land titles after successfully completing their housing loan payment under CMP. Mayor Antolin Oreta III, representatives from the Local Housing Unit, Meralco, and Maynilad were present to witness the activity held in Tinajeros, Malabon.



05

MAY

12

MOTHER'S DAY CELEBRATION

SHFC moms were honored on Mother's Day with fun games and activities.



16



PUBLIC SPEAKING WORKSHOP

Information Systems Department staff and officers had a session on public speaking with the Public Affairs Department to boost their confidence in delivering presentations and using conversational English in their line of work.

06

JUNE

08

ASSUMPTION OF OFFICE OF SHFC'S NEW PRESIDENT

New leadership. SHFC welcomes its new president, Atty. Arnolfo Ricardo B. Cabling, in a turnover ceremony attended by employees.



11-12



119TH PHILIPPINE INDEPENDENCE DAY CELEBRATION

With the theme *Kalayaan 2017: Pagbabagong Sama-Samang Balikatin*, SHFC conducted an orientation for interested walk-in clients at the 119th Philippine Independence Day celebration in Luneta Park, Manila. It also joined the job fair spearheaded by DOLE at the same event.

15-16

STRATEGIC COMMUNICATIONS PLANNING WORKSHOP

SHFC senior management and key officers pooled their creative inputs together in coming up with key corporate messages, developing a brand foot print, and establishing a new corporate identity in a strategic communications workshop held in Quezon City.



22-23

CORPORATE MID-YEAR PLANNING AND ASSESSMENT

Catch-up plans and status of major corporate projects were discussed by SHFC senior and middle management to evaluate SHFC's mid-year performance and pursue next steps to attain targets set for 2017.



29



SITE VISIT IN PALAWAN

SHFC President Atty. Arnolfo Ricardo B. Cabling led the site visit at Villa Loreta Cutaran HOA in Palawan to identify possible interventions that can enhance the community's initiatives towards sustainable practices.

29-30

HDH CONSTRUCTION MONITORING AND SUPERVISION WORKSHOP

Community leaders and officers of taken-out and LOG-approved HDH projects were taught basic knowledge on construction supervision and monitoring which covers contracts, interpretation of plans, cost control, quality assurance procedures, and financial management, among others.



07 JULY

17



THE 2ND TASK FORCE MARAWI MEETING

Government agencies, together with contingents from SHFC, participated in the second Task Force Bangon Marawi meeting to plan the rehabilitation of Marawi City.

21

1ST CARAGA URBAN POOR HOUSING SUMMIT

With the theme *Malahutayong Pakigbisog, Alang sa Gawasnong Pabalay*, community leaders, LGUs, and other government agencies participated in the housing summit organized by the Butuan-Caraga Urban Poor Alliance, PHILSSA, and Surigao City Councilor Rise Faith T. Recabo.



27

PHILIPPINE DEVELOPMENT PLAN ROAD SHOW 2017

SHFC participated in the Zamboanga Road Show of the Philippine Development Plan held in Pagadian City. The road show was attended by key shelter agencies and all government agencies.



08 AUGUST

02



CMP AWARDING IN LAS PIÑAS

SHFC conducted a check and transfer certificate of title (TCT) awarding ceremony to several CAs in Las Piñas City. The check amounting to Php11.9 million will be used for the acquisition of land for the benefit of 122 partner-homeowners from Satima HOAI.

11

CMP MONTH CELEBRATION IN CDO

An awarding of TCTs to partner-homeowners in Cagayan de Oro City and an MOU signing with the local government were the highlights of SHFC CDO's celebration of CMP Month.



15



CMP MONTH CELEBRATION IN BACOR

Bacoor's celebration of CMP Month was marked by the awarding of TCTs to different CAs and the recognition of 18 top performing CAs with the highest collection efficiency rating (CER).

17

CAPACITY BUILDING FOR BICOL CMP-Ms

Representatives from the LGUs of Naga, Pasacao, Pili, Sorsogon, and Mercedes, HUDCC Bicol Region, HLURB, NHA, and various CMP-Ms and CAs participated in the orientation conducted by SHFC in Naga City. Topics discussed were loan documentation process and requirements for CMP-M accreditation, including their benefits, fees and sanctions for violations committed.



17

MEETING WITH LGU PASACAO, CAMARINES SUR

Atty. Arnolfo Ricardo B. Cabling met with Mayor Niño Tayco of the Municipality of Pasacao, Camarines Sur to discuss how SHFC can assist them in the implementation of socialized housing programs for their constituents. This was followed by a visit to a community living along the municipal shoreline which the municipal government is targeting for relocation to a safer area.



18



SECOND BLOOD DONATION DRIVE

A total of 78 donors participated in the second SHFC Blood Donation Drive facilitated by the Philippine Red Cross. The blood-letting activity was followed by a seminar on stress management conducted by Intellicare.

25

CMP AWARDING IN VALENZUELA

Twenty-one partner-homeowners of Delfin Velilla Neighborhood Association received their land titles after successfully completing their housing loan payment under CMP. The awarding ceremony was held in Arkong Bato, Valenzuela City.



26



MARAWI RELIEF OPERATIONS

Atty. Arnolfo Ricardo B. Cabling, together with HUDCC Chairperson Eduardo D. Del Rosario, led the distribution of relief packages for 109 families in Marawi City. Some 450 pieces of coloring books and 400 boxes of crayons were also turned over to the Department of Health to support its mental health and psycho-social support program for the children of Marawi City.

30

CMP MONTH CELEBRATION IN ANTIPOLLO

Aside from the awarding of TCTs to partner-homeowners in Brgy. Cupang, Antipollo City, SHFC recognized five HOAs with the highest CER. Riverside, Nagsikap, Cribs, Kamiasville, and Shineville Phase I received the citation in a ceremony led by Atty. Tristan Frederick L. Tresvalles, OIC-Vice President for Luzon Hub.



31

TREE PLANTING AND TURNOVER OF HOUSING UNITS IN VALENZUELA CITY

Atty. Arnolfo Ricardo B. Cabling led the turnover of housing units, and awarding of lease purchase agreements and TCTs in Denilla Ville HOAI in Hulo St., Brgy. Bignay, Valenzuela City. A tree-planting activity was also held in the community as part of SHFC's greening campaign.



09 SEPTEMBER

7-9



1ST IMMERSION PROGRAM FOR SHFC EMPLOYEES

SHFC employees took part in the construction of houses at the Villa de Tacloban HOAI in Brgy. Cabalawan during the 1st Immersion Program in Tacloban City.

27

BRANDED CUSTOMER SERVICE AND BRANDED CUSTOMER EXPERIENCE WORKSHOP

Operation frontliners participated in a Branded Customer Service and Experience workshop at Crowne Regency Hotel in Makati City as part of the agency's branding strategies.



28-29



IMPACT ASSESMENT OF SHFC-UN HABITAT PROJECTS

Atty. Arnolfo Ricardo B. Cabling led an assessment activity on the impact of the SHFC-UN Habitat Project in Pontevedra, Capiz. Atty. Maria Rosalie Richa A. Taguian, Vice President of the Project Development and Enhancement Department, and Jessica B. Caraso, Manager of the Partner Relations Division, also participated in the two-day event.

10 OCTOBER

5-6 **MOU SIGNING CEREMONIES AND CONSULTATIVE MEETING WITH LGUs IN ISABELA PROVINCE**

SHFC bolstered its partnership with the municipality of Cordon in Isabela in facilitating socialized housing programs with the signing of an MOU by Atty. Arnolfo Ricardo B. Cabling and Mayor Lynn M. Zuniega. A similar agreement was inked by Atty. Cabling and San Mateo Mayor Crispina R. Agcaoli.



5-6 **2ND IMMERSION PROGRAM FOR SHFC EMPLOYEES**

Employees from the Support Group participated in the 2nd Immersion Program, wherein they conducted house-to-house validation of partner-homeowners in Valenzuela City.

18 **BALAI FILIPINO LAUNCHING**

Atty. Arnolfo Ricardo B. Cabling joined other heads of key shelter agencies for the launch of Building Adequate, Livable, Affordable and Inclusive (BALAI) Filipino Communities Program at the Crowne Regency Hotel in Pasig City. The event also featured the signing of a Unity Statement and the launch of the BALAI logo.



20 **UNVEILING OF SHFC LOGO**

The agency's new logo was unveiled during the flag ceremony held at the SHFC Multi-Purpose Hall. The presentation was led by Atty. Arnolfo Ricardo B. Cabling, Executive Vice President Eduardo T. Manicio, and Administrative and Logistical Support Services Department Vice President Annicia D. Villafuerte.

20 **KILOS SAMBAYANAN: HUMAN DEVELOPMENT AND POVERTY REDUCTION CLUSTER THEME 2 LUPA, PABAHAY, AT PAGKAIN**

SHFC's housing initiatives were presented at the Kilos Sambayanan forum held at the Bureau of Soils and Water Management in Quezon City.



20



TURNOVER OF SYMBOLIC KEY TO PASCUALER VILLE ISF HOAI

Atty. Arnolfo Ricardo B. Cabling presented the symbolic key to Pascualer Ville ISF HOAI in Quezon City. The community is composed of 994 partner-homeowners who relocated from the Tullahan River.

26-27 **CAPACITY BUILDING FOR GENERAL SANTOS CITY LGU AND CMP-Ms**

Spearheaded by the Project Development and Enhancement Department, a capacity-building workshop for LGUs and non-governmental organizations from Sarangani and South Cotabato provinces was held at the General Santos City Hall.



11 NOVEMBER



7-8 **3RD IMMERSION PROGRAM FOR SHFC EMPLOYEES**

The 3rd Immersion Program saw employees from the Support Group helping partner-homeowners of Villa de Tacloban in the construction of houses in Brgy. Cabalawan in Tacloban City.

9 **TURNOVER CEREMONY VILLA DE TACLOBAN HOAI**

Joined by representatives from the UN Habitat, BDO, and the Tacloban City Government, Atty. Arnolfo Ricardo B. Cabling led the turnover ceremony of housing units to members of Villa de Tacloban HOAI in Brgy. Cabalawan. The beneficiaries of this initiative are families affected by Typhoon Yolanda which devastated the city in 2013.



22 **LEARNING EXCHANGE AND SITE VISITS TO SHFC PROJECTS**

Representatives from the LGU, partners, and stakeholders from Davao City took part in a learning exchange held at St. Giles Hotel in Makati City. The activity also included a site visit to SHFC's HDH projects in Quezon City such as Pascualer Ville, Goldmine HOAI, and Bistekville.

12 DECEMBER

5-7

2018 ANNUAL CORPORATE PLANNING

Senior officers and managers gathered at the Armada Hotel in Manila for the Annual Corporate Planning. Organizational targets and commitments for 2018 were set in order to address projected socialized housing requirements for the coming year.



11



RIBBON CUTTING CEREMONY AND BLESSING OF BACOR SUB-OFFICE

SHFC's satellite office in Bacoar formally opened its doors with a blessing and ribbon-cutting ceremony led by Atty. Arnolfo Ricardo B. Cabling and Mayor Lani Mercado-Revilla.

12

MOU SIGNING CEREMONY BETWEEN SHFC AND SAN CARLOS CITY, NEGROS OCCIDENTAL

Atty. Arnolfo Ricardo B. Cabling and San Carlos City (Negros Occidental) Mayor Gerardo P. Valmayor, Jr., together with the JF Ledesma Foundation, signed an MOU to ensure the availability of lands for housing projects in the city.





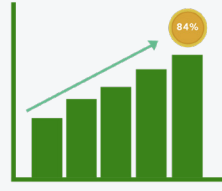


28



MOU SIGNING CEREMONY BETWEEN SHFC AND LGU BALIUAG

Atty. Arnolfo Ricardo B. Cabling, along with Luzon Hub OIC-Vice President Atty. Tristan Frederick L. Tresvalles and Baliuag Mayor Ferdinand V. Estrella, visited the locations of two proposed housing projects in the municipality. An MOU was signed by Atty. Cabling and Mayor Estrella to identify sites to be piloted and financed by the agency.

2018 OUTLOOK & TARGETS

SOCIAL IMPACT		WEIGHT
	52,600* ISFs Utilization of Housing Subsidies for the Provision of Shelter Security and Improved Housing Quality	35%
STAKEHOLDERS		
 90% Satisfaction	90% Percentage of Satisfied Customers	10%
FINANCE		
	84% Improve Collection Efficiency	10%
	Php120 Million Net Operating Income (Before Tax and Subsidy)	10%
	Improve Budget Utilization Rate (Not Less Than 90% But not More Than 100%)	10%
INTERNAL PROCESS		
	DICT-approved ISSP and Implementation of Phase I of DICT-approved ISSP	10%
LEARNING AND GROWTH		
	Attain ISO 9001:2015 Certification	10%
	100% Completion of all Competency Based Job Description	5%
TOTAL		100%

*SM 1 target with request to GCG for reconsideration from 24,000 to 52,600 ISFs

STATEMENTS OF CASH FLOWS

For the Years Ended December 31, 2017 and 2016 (In Philippine Peso)

	NOTE	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash Inflows			
Collection of Income/Revenue		956,375,161	928,840,842
Receipt of Assistance/Sunsidy		-	360,360,000
Collection of Receivables		6,431,590	5,492,042
Receipt of Inter-Agency Fund Transfers		2,259,704,320	2,994,267,501
Trust Receipts		155,294,364	131,886,229
Other Receipts		4,150,978	1,646,912
TOTAL CASH INFLOWS		3,381,956,413	4,422,493,526
Cash Outflows			
Payment of Expenses		316,905,364	356,035,541
Purchase of Inventories		3,379,661	4,211,040
Prepayments		58,748,776	61,536,950
Refund of Deposits		16,190,022	222,270
Remittance of Personnel Benefit Contributions and Mandatory Deductions		108,563,560	67,950,773
Release of Inter-Agency Fund Transfers		17,961,017	19,091,487
Other Disbursements		2,152,516,794	2,029,164,639
TOTAL CASH OUTFLOWS		2,674,265,194	2,538,212,700
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES		707,691,219	1,884,280,826
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash Inflows			
Receipt of Interest Earned		63,108,294	71,606,781
Proceeds from Matured Investments/Redemption of Long-term Investments/Return on Investments.		802,107,930	-
TOTAL CASH INFLOWS		865,216,224	71,606,781
ADJUSTMENTS		3,026,995,864	-
ADJUSTED CASH INFLOWS		3,892,212,088	71,606,781
Cash Outflows			
Purchase/Construction of Property, Plant and Equipment		22,645,423	591,789,573
Purchase of Investments		4,977,624,667	-
Grant of Loans		8,200,000	5,340,000
TOTAL CASH OUTFLOWS		5,008,470,090	597,129,573
ADJUSTMENTS		-	2,225,046,148
ADJUSTED CASH OUTFLOWS		5,008,470,090	2,822,175,721
NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES		(1,116,258,002)	(2,750,568,940)
CASH FLOWS FROM FINANCING ACTIVITIES			
Cash Outflows			
Payment of Long-Term Liabilities		9,873,038	9,828,497
Payment of Interest on Loans and Other Financial Charges		5,045,242	5,402,810
Payment of Cash Dividends		84,713,020	69,079,858
TOTAL CASH OUTFLOWS		99,631,300	84,311,165
ADJUSTMENTS		20,174,242	83,717,357
ADJUSTED CASH OUTFLOWS		119,805,542	168,028,522
NET CASH PROVIDED BY/(USED IN) FINANCING ACTIVITIES		(119,805,542)	(168,028,522)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		(528,372,325)	(1,034,316,636)
Cash and Cash Equivalent at beginning of the year		2,669,564,722	3,703,881,358
CASH AND CASH EQUIVALENTS AT END OF YEAR	4	2,141,192,397	2,669,564,722

STATEMENTS OF CHANGES IN EQUITY

For the Years Ended December 31, 2017 and 2016 (In Philippine Peso)

	PAID IN CAPITAL 23.1	RETAINED EARNINGS 23.2	TOTAL EQUITY
Balance as of January 1, 2016	10,000,000	2,210,919,277	2,220,919,277
Adjustments:			
Prior Period Errors	-	8,118,809	8,118,809
Deferred Tax Asset Adjustment	-	41,736,461	41,736,461
Other Adjustments	-	(5,963,325)	(5,963,325)
Restated balance as of January 1, 2016	10,000,000	2,254,811,222	2,264,811,222
Comprehensive Income for the year	-	2,037,798,198	2,037,798,198
Dividens	-	(68,662,063)	(68,662,063)
Garnishment of Peso Time Deposit	-	(70,930,752)	(70,930,752)
Ending balance as of December 31, 2016	10,000,000	4,153,016,605	4,163,016,605
Balance as of December 31, 2016	10,000,000	4,153,016,605	4,163,016,605
Comprehensive Income for the year	-	1,432,226,168	1,432,226,168
Dividends	-	(84,713,020)	(84,713,020)
Other Adjustments	-	3,920,334	3,920,334
Balance as of December 31, 2017	10,000,000	5,504,450,087	5,514,450,087

STATEMENTS OF COMPREHENSIVE INCOME

For the Years Ended December 31, 2017 and 2016 (In Philippine Peso)

	NOTE	2017	2016
INCOME			
Service and Business Income	27	596,461,525	509,468,537
		596,461,525	509,468,537
EXPENSES			
Personnel Services	28	211,866,621	195,118,446
Maintenance and Other Operating Expenses	28	184,042,275	171,447,449
Financial Expenses		5,307,604	5,839,526
Non-Cash Expenses	12,13	17,646,584	18,913,505
		418,863,084	391,318,926
PROFIT/LOSS BEFORE TAX		117,598,441	118,149,611
Financial Income		91,741,977	74,557,099
Income Tax Expense/(Benefit)	26	58,784,050	39,918,309
PROFIT/LOSS AFTER TAX		210,556,368	152,788,401
Net Assistance/Subsidy/(Financial Assistance/Subsidy/Contribution)	24	1,221,669,800	1,885,009,797
NET INCOME/(LOSS)		1,432,226,168	2,037,798,198
Other Comprehensive Income/(Loss) for the Period		-	-
COMPREHENSIVE INCOME/(LOSS)		1,432,226,168	2,037,798,198

STATEMENTS OF FINANCIAL POSITION

December 31, 2017 and 2016 (In Philippine Peso)

	NOTE	2017	2016	JANUARY 1, 2016 RESTATED
CURRENT ASSETS				
Cash and Cash Equivalents	4	2,141,192,397	2,669,564,722	512,782,093
Financial Assets	5	3,338,353,381	-	-
Other Investments	6	50,359,743	2,225,046,148	3,191,099,265
Receivables	7	83,413,409	79,043,389	76,794,520
Inventories	8	2,855,826	3,011,501	4,262,836
Other Current Assets	9	423,979,033	448,332,271	221,347,404
		6,040,153,789	5,424,998,031	4,006,286,118
NON-CURRENT ASSETS				
Receivables	10	15,111,507,752	13,485,493,526	11,861,871,078
Investment Property	11	1,318,742,356	1,285,323,892	928,290,652
Property, Plant and Equipment	12	153,221,808	161,947,796	167,381,681
Intangible Assets	13	860,459	1,028,007	1,801,080
Deferred Tax Assets	14	44,551,973	43,045,461	-
Other Non-Current Assets	15	552,128,128	553,496,838	553,055,436
		17,181,012,476	15,530,335,520	13,512,399,927
TOTAL ASSETS		23,221,166,265	20,955,333,551	17,518,686,045
LIABILITIES AND EQUITY				
Current Liabilities				
Financial Liabilities	16	1,165,094,036	1,401,135,083	1,512,720,127
Inter-Agency Payables	17	30,367,357	36,006,727	28,821,785
Trust Liabilities	18	4,634,056	4,062,632	4,062,633
Deferred Credits/Unearned Income	19	273,232,302	238,681,488	237,151,287
Other Payables	20	1,155,530,778	1,017,831,088	771,944,031
		2,628,858,529	2,697,717,018	2,554,699,863
Non-Current Liabilities				
Financial Liabilities	21	73,966,546	89,340,114	102,399,462
Trust Liabilities	22	15,003,891,103	14,005,259,814	12,645,994,331
		15,077,857,649	14,094,599,928	12,748,393,793
TOTAL LIABILITIES		17,706,716,178	16,792,316,946	15,303,093,656
Retained Earnings/(Deficit)	23	5,504,450,087	4,153,016,605	2,205,592,389
Stockholders' Equity	23	10,000,000	10,000,000	10,000,000
TOTAL EQUITY		5,514,450,087	4,163,016,605	2,215,592,389
TOTAL LIABILITIES AND EQUITY		23,221,166,265	20,955,333,551	17,518,686,045

SHFC BOARD OF DIRECTORS



MR. EDUARDO D. DEL ROSARIO

Chairperson

AGENCY

Chairperson
Housing and Urban Development Coordinating Council (HUDCC)

AGE

61

EXPERIENCE

2016-2017 | UNDERSECRETARY
Office of the Undersecretary for Civil, Veterans and Retiree Affairs
Department of National Defense

2013-2017 | ADMINISTRATOR
Office of the Civil Defense

EDUCATION

2011-2012 | Masters in Public Administration
Philippine Christian University

1992-1994 | Masters in Business Administration
Ateneo Graduate School of Business

1980 | Bachelor of Science in Military Science
Philippine Military Academy

1973-1975 | Bachelor of Science in Mechanical Engineering
Adamson University

TRAINING

Orientation-Seminar on Public Corporate Governance
Development Academy of the Philippines
August 29-30, 2017



MR. LEONCIO B. EVASCO, JR.

Immediate Past Chairperson (December 05, 2016 - July 11, 2017)

AGENCY

Cabinet Secretary
Office of the President

AGE

73

EXPERIENCE

2016-Present | GOVERNING BOARD CHAIRMAN
Philippine Coconut Authority

2016-2018 | CABINET SECRETARY
Office of the President

2007-2016 | MUNICIPAL MAYOR
Maribojoc, Bohol

2004-2007 | OFFICER-IN-CHARGE
Davao City Engineer's Office

2001-2004 | CHIEF OF STAFF
Davao City Mayor's Office

1998-2001 | CHIEF OF STAFF
Congressman Rodrigo Duterte

1996-1998 | HEAD
Davao City Economic Enterprise

1990-1996 | CHIEF OF STAFF
Local Government Unit-Davao City

EDUCATION

Masters in Public Administration
Ateneo de Davao University

Bachelor of Arts in Theology
Seminario Mayor de San Carlos

Bachelor of Arts in Philosophy
Seminario Mayor de San Carlos





ATTY. ARNOLFO RICARDO B. CABLING

Vice Chairperson

AGENCY

President
Social Housing Finance Corporation

AGE

50

EXPERIENCE

- 2016-2017 | CHAIRMAN OF THE BOARD AND PRESIDENT
New Ilang Achiever Academy, Ilang, Davao City
- 2016-2017, 2001-2004, 1986-1999 | PRACTICING LAWYER
Cabling Law Office
- 2013-2016 | BARANGAY CAPTAIN
Barangay Ilang, Bunawan District, Davao
- 2004-2013 | CITY COUNCILOR
City Council, Davao City
- 2000-2002 | PROSECUTION AND ENFORCEMENT UNIT HEAD
Securities and Exchange Commission, Davao City

EDUCATION

- 1995 | Bachelor of Law
Ateneo de Davao University
- 1989 | AB-English Language (Linguistics)
University of the Philippines

TRAINING

- Seminar on Corporate Governance
Development Academy of the Philippines
Marco Polo Hotel, Ortigas
August 29-30, 2017
- Disaster Risk Reduction for Community Resilience and
Safeguarding Livelihoods in the Philippines
Department of Foreign Affairs and Trade, Australia
October 11-November 12, 2015



DR. FELIXBERTO U. BUSTOS, JR.

Member

AGENCY

President
National Home Mortgage Finance Corporation (NHMFC)

AGE

70

EXPERIENCE

- 2009-2011 | INDEPENDENT BOARD DIRECTOR
Philippine Electricity Market Corporation (PEMC)
- 2008-2011 | MANAGING DIRECTOR
Credit Rating and Investors Services, Inc. (CRISP)
- 2002-2008 | DIRECTOR AND CHAIRMAN
Audit and Risk Management Committee
Banco San Juan, Makati City, Philippines
- 1998-2004 | PRESIDENT
Asian Consulting and Training Group, Inc. (ACT Group)
Makati City, Philippines
- 1993-1996 | EXECUTIVE VICE PRESIDENT
Landbank of the Philippines, Banking Sector
- 1987-1988 | EXECUTIVE OFFICER
Asset Privatization Trust, Administration and Custodial Services
- 1978-1987 | VICE PRESIDENT AND GROUP HEAD
Philippine National Bank

EDUCATION

- 1993 | Doctorate in Business Administration Major in Business Economics
University of the Philippines
- 1971 | Masters in Business Administration Major in Accounting and Finance
Columbia University

TRAINING

- Seminar on Corporate Governance
Development Academy of the Philippines
Marco Polo Hotel, Ortigas
August 29-30, 2017



USEC. LUZ M. CANTOR

Member

AGENCY

Undersecretary
Department of Budget and Management (DBM)

AGE

63

EXPERIENCE

- 2002-2010 | DIRECTOR IV
Department of Budget and Management
- 2000-2010 | DIRECTOR III
Department of Budget and Management
- 1996-2000 | CHIEF BUDGET SPECIALIST
Department of Budget and Management
- 1990-1996 | SUPERVISING BUDGET SPECIALIST
Department of Budget and Management
- 1987-1990 | SENIOR BUDGET SPECIALIST
Department of Budget and Management
- 1979-1987 | BUDGET SPECIALIST
Department of Budget and Management

EDUCATION

- 1998 | Masters in Management
Philippine Christian University
- 1987 | Certificate in Development Economics
University of the Philippines
- 1976 | BS Business Administration Major in Accounting
Philippine School of Business Administration

TRAINING

- Orientation-Seminar on Public Corporate Governance
Development Academy of the Philippines
September 11-12, 2014



USEC. EMILY O. PADILLA

Member

AGENCY

Undersecretary
Department of the Interior and Local Government

AGE

56

EXPERIENCE

- 2016-Present | UNDERSECRETARY
Department of the Interior and Local Government
- 2004-Present | PARTNER-LAWYER
Padilla Padolina Padilla Law Offices
- 2013-2014 | LEGAL CONSULTANT
Palayan City Water District

EDUCATION

- 1995 | Bachelor of Laws
Araullo University
- 1993 | Bachelor of Arts in History
University of the Philippines

TRAINING

- Mandatory Continuing Legal Education
Integrated Bar of the Philippines, Nueva Ecija
- Special Training Course on Local Governance
National College of Public Administration, University of the Philippines
October-November 2003
- Council on International Programs
Denver University, Denver, Colorado
March-September 1990
- Seminar on Corporate Governance
Development Academy of the Philippines
Marco Polo Hotel, Ortigas
August 29-30, 2017



ATTY. JAIME Z. PAZ

Member

AGENCY

Private Sector

AGE

53

EXPERIENCE

2009-Present | TECHNICAL & LEGAL CONSULTANT
International Solid Waste Management Specialist, Inc.

2008-2009 | TECHNICAL CONSULTANT
Consul General Mary Jo Aragon

2002-2007 | HEAD EXECUTIVE ASSISTANT
Commission on Elections, Office of the Chairman

2001-2002 | GENERAL MANAGER
Office of the President, Metro Manila Development Authority

1998-2000 | LAW PARTNER
Benjamin Abalos Law Firm

EDUCATION

Bachelor of Laws
Manuel L. Quezon University

Bachelor of Laws
Ateneo Law School

Bachelor of Arts in History and Political Science
De La Salle University

TRAINING

Seminar on Corporate Governance
Development Academy of the Philippines
Marco Polo Hotel, Ortigas
August 29-30, 2017



MS. CORAZON P. PURUGGANAN

Member

AGENCY

Director
Asset Management Department
Bangko Sentral ng Pilipinas

AGE

64

EXPERIENCE

2013-Present | DIRECTOR
Bangko Sentral ng Pilipinas, Asset Management Department

2011-2013 | DEPUTY DIRECTOR
Bangko Sentral ng Pilipinas, Asset Management Department

2009-2011 | MANAGER
Bangko Sentral ng Pilipinas, Asset Management Department

2003-2009 | MANAGER II
Bangko Sentral ng Pilipinas, Department of Loans and Credit

1994-2003 | BANK OFFICER II
Bangko Sentral ng Pilipinas, Department of Loans and Credit

1975-1994 | LOAN EXAMINER/EXAMINER B & A/SENIOR EXAMINER
Bangko Sentral ng Pilipinas, Department of Loans and Credit

EDUCATION

1988-1992 | Master of Business Administration
De La Salle University

1969-1973 | Bachelor of Science in Commerce
University of Sto. Tomas

TRAINING

Loan Analysis School
Federal Deposit Insurance Corporation, Arlington, Virginia
October 20-31, 2014

Comprehensive Workshop on Philippine Valuation Standards
2nd Land Adm. & Mgt. Project Valuation & Taxation Component
April 28-30, 2010



USEC. GRACE KAREN G. SINGSON

Member

AGENCY

Underscretary
Department of Finance

EXPERIENCE

2013 - Present | VICE PRESIDENT
Macquarie Capital, Manila Philippines

2011 - 2013 | CHIEF PRIVATIZATION OFFICER
Privatization & Management Office

2008 - 2010 | VICE PRESIDENT, Equity Research Analyst for Global Financials
The Boston Company Asset Management

SUMMER 2007 | EQUITY RESEARCH ANALYST
Capital Research & Management

2004 - 2006 | EQUITY RESEARCH ASSOCIATE
Morgan Stanley

2000 - 2003 | SWISS RE-CAPITAL MANAGEMENT & ADVISORY
2002 - 2003 | RESEARCH ASSOCIATE, CONNING RESEARCH & CONSULTING
(Subsidiary)

2000 - 2002 | INVESTMENT BANKING ANALYST
Fox-Pit Kelton, Inc. (Subsidiary)

EDUCATION

2006 - 2008 | Master in Business Administration
Harvard Business School

1998 - 2000 | Bachelor of Arts Degree, Double Major in Economics and International Relations
Magna Cum Laude
Brown University

1996 - 1998 | Legal Management Program
First Honors, Deans List Awardee
Ateneo de Manila University



ATTY. EMILIANO C. REYES

Member

AGENCY

Private Sector

GOVERNMENT SERVICE EXPERIENCE

2017 - Present | PRIVATE SECTOR REPRESENTATIVE (DIRECTOR)
Social Housing Finance Corporation (SHFC)

2002 - 2004 | PROVINCIAL ADMINISTRATOR
Province of Bataan

2001 - 2002 | ZONE ADMINISTRATOR
Philippine Economic Zone, Baguio City

1999 - 2001 | ZONE ADMINISTRATOR
Philippine Economic Zone, Mariveles, Bataan

1988 - 1995 | PROVINCIAL BOARD MEMBER
Province of Bataan

EXPERIENCE

2011 - Present | PRESIDENT
SJ FAB Petron Service Corporation - FAB, Mariveles, Bataan

2007 - 2011 | GAS STATION DEALER
FAB Petron Service Center - FAB, Mariveles, Bataan

1987 - 1990 | ADMINISTRATOR
Crismina Garments Corp. - Mariveles, Bataan

1995 - 1999 | LAW PRACTICE AND CONSULTANCY
Bataan

1976 - 1985 | LABOR RELATIONS MANAGER
Ford Philippines, Mariveles, Bataan

EDUCATION

1975 | Bachelor of Laws
University of the East

1971 Bachelor of Science in General Studies
Colegio de San Juan de Letran

TRAINING

Seminar on Corporate Governance
Development Academy of the Philippines
Marco Polo Hotel, Ortigas
August 29-30, 2017



MS. MYRNA D. ORTIZ
Member

AGENCY

Private Sector

EXPERIENCE

1993 - 2016 | CITY COUNCILOR
3rd District, Davao City

2004 - 2007 | DEPUTY MAYOR
Davao City

2007 - 2016 | OFFICER & MEMBER
Philippine Councilors League (PCL)

2002 - 2004, 2007 - 2013 | CHAIRPERSON
Finance Committee, Sangguniang Panlungsod

1981 - 1990 | DATA CONTROLLER
Davao Light & Power Corporation

EDUCATION

1993 | Master of Public Administration (Units Only)
University of Southern Philippines

1981 | Bachelor of Science, Banking and Finance
Ateneo de Davao University

1980 | Civil Service Eligible
Passed Dec. 7, 1980 with 84% Rating

TRAINING

Seminar on Corporate Governance
Development Academy of the Philippines
Marco Polo Hotel, Ortigas
August 29-30, 2017



MR. LYNDON B. CATULONG, SR.
Member

AGENCY

Private Sector

EXPERIENCE

2017 - Present | BOARD OF DIRECTOR
Social Housing Finance Corporation

2014 - Present | ANCHOR MAN
Kalayaan Broadcasting System Incorporated - Radyo Rapido

2002 - 2014 | ANCHOR MAN
University of Mindanao Broadcasting Network - Radyo Ukay

1997 - 2001 PROGRAM DIRECTOR / ANCHOR MAN
RGMA Davao

1994 - 1997 | ANCHOR MAN
DXMF Bombo Radyo Philippines

EDUCATION

1993 | Bachelor of Laws (LLB)
University of Mindanao

1989 | Bachelor of Arts (Pol. Sci.)
University of Mindanao

TRAINING

Seminar on Corporate Governance
Development Academy of the Philippines
Marco Polo Hotel, Ortigas
August 29-30, 2017

"PeaceTOC: Peace Officers Teach, Organize and Connect.
A Day with PRO 11 Directorial Staff and PNP Press Corps"
Philippine National Police RXI, Davao City
February 11, 2015
Sponsor: Philippine National Police RXI

"Workshop on Responsible Weather Reporting"
KBP Media Seminar
November 21-22, 2014
Sponsor: Department of Science and Technology

"Managerial and Program Directors Seminar"
RGMA Head Office Manila, Cebu City
November 1997
Sponsor: RGMA



ATTY. ARNOLFO RICARDO B. CABLING
President



MA. ANA R. OLIVEROS
Immediate Past President
February 2011 – May 2017



JOSEPH S. EISMA
OIC-Manager
Regional Coordination Division /
Corporate Executive Officer



ATTY. JUNEFFE G. PAYOT
Corporate Executive Officer
April 2014 - July 2017

OFFICE OF THE EXECUTIVE VICE PRESIDENT

**EDUARDO T. MANICIO**

Executive Vice President

**DONATO P. EXCONDE**Manager
Task Force on Special Concerns**CRISANTO R. ALANES**OIC-Manager
Information Systems Division**ANTONIO L. ALVARADO**OIC-Manager
HDH NCR Area**CHARITO C. LONTAYAO**OIC-Manager
NCR Central Area

NCR OPERATIONS

**ATTY. LEO B. DEOCAMPO**OIC-Vice President
NCR Region**JOSEFINA B. BANGLAGAN**Manager
NCR South Area**ENGR. ELSA JULIANA DV. CALIMLIM**Manager
NCR North Area

LUZON OPERATIONS

**ATTY. TRISTAN FREDERICK L. TRESVALLES**OIC-Vice President
Luzon Region**JULITA R. PARRENO**Manager
Central Luzon Area**ENGR. JOHN O. LEE, JR.**OIC-Manager
CALABARZON Area**ATTY. JUNEFE G. PAYOT**Vice President
Mindanao Region
From July 2017**ENGR. FELMAN R. GILBANG**Manager
Iligan Area and
Marawi Resettlement Project**JUANA LEONORA G. MELODIAS**OIC-Manager
SOCCSKARGEN Area**AMANDO O. MENDOZA**OIC-Manager
HDH Luzon Area**JESUS EDEN A. CIDRO**OIC-Manager
MIMAROPA Area**JONES A. TOMAS**OIC-Manager
North Luzon Area**ENGR. FREDERICK M. DE REAL**OIC-Manager
Bicol Area**GINA P. LUMBRE**OIC-Manager
Zamboaga Peninsula and
Misamis Oriental Area**JANET T. LUMAYAG**OIC-Manager,
CARAGA and
Misamis Oriental Area**BEA CHERMAINE P. RANADA**OIC-Manager
Davao Region and
Bukidnon Area

MINDANAO OPERATIONS

**ATTY. RONALDO B. SACO**OIC-Vice President
Visayas Region**RANDOLPH A. LIBRANDO**OIC-Manager
Central Visayas and
Negros Occidental Area**ELSIE V. SUAREZ**OIC-Manager
Visayas and
Negros Occidental Area**ELMERADO B. VIERNES, JR.**OIC-Manager
Eastern Visayas Area**ERNESTO R. LEYNES**Vice President
Treasury Department**JASON C. YAP**Manager
Cash Management Division**ROGELIO P. ALICAN**OIC-Manager
Document Control and
Custodianship Division**INTERNAL AUDIT****POLICY ENFORCEMENT, CUSTOMER
RELATIONS AND COMPLAINTS****LOURDES P. PANALIGAN**OIC-Vice President
Internal Audit Department**ATTY. ANN MARGARETTE C. VISTA**OIC-Vice President
Policy Enforcement,
Customer Relations and Complaints Department

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OFFICERS

CORPORATE & LEGAL AFFAIRS



ATTY. JOSE D. MELGAREJO

Vice President
Corporate and Legal Affairs
Department / Board Secretary

58

OFFICERS

ADMIN & LOGISTICS



ANNICIA D. VILLAFUERTE

Vice President
Management Services Department



ATTY. MELANIE B. VALENCIANO

OIC-Manager
Legar Affairs Division



JOEEN B. BUENSALIDO

Manager
Facilities and Administrative
Support Division



PACITA A. GUINEZ

OIC-Manager
Trust Administration Division

PROGRAM DEVELOPMENT & ENHANCEMENT

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

Vice President
Program Development and
Enhancement Department

**FLORENCIO R. CARANDANG, JR.**

Manager
Planning and
Research Division

**EDGAR M. ANINIPOT**

Manager
Remedial Division

**JESSICA B. CARASO**

Manager
Partner Relations Division

**LORIE LYNN B. BUNDOC**

Manager
Community Relations and
Communications Division

**CEZAR M. MACASPAC**

OIC-Manager
Insurance, Special Projects and
Concerns Division

**MARIA ALFONSA A. VARGAS**

OIC-Manager
Training and Development, and
Recruitment and Promotion Division

**ETHEL S. BUGHO**

OIC-Manager
HR Services and
Benefits Division

**JAMES ALBETH A. MABULAY**

OIC-Manager
Complaints and
Grievance Division

HUMAN RESOURCE MANAGEMENT DEPARTMENT

**RUBEN C. LASET**

OIC-Vice President
Human Resource
Management Department



DANTE M. ANABE

OIC-Vice President
Finance and
Comptrollership Department



ARBEN D. PANDAC

OIC-Manager
Data Management Division



JASMIN V. LUYUN

OIC-Manager
Budget and Expense
Management Division



JULIETA N. GREGORIO

OIC-Manager
Corporate Accounting Division

REGIONAL OFFICES

LUZON

SHFC Bacoor

2/F Bacoor City Hall, Molino Blvd., Bacoor City
(046) 481-4102 loc. 341

SHFC Calapan

New City Hall Complex, Guinobatan, Calapan City,
Oriental Mindoro
ericvgalang2@gmail.com
0927-885-0152

VISAYAS

SHFC Bacolod

Door #14, Jr. Bldg., Rizal-Lacson Streets, Bacolod City
shfc_bacolod@yahoo.com
0917-584-1747

SHFC Cebu

Room 303, 3/F Machay Bldg., Gorordo Ave., Cebu City
shfccentralvisayas@gmail.com
(032) 233-6963

SHFC Iloilo

3/F Insular Life Bldg., General Luna St., Brgy. San Felix, Molo,
Iloilo City
shfc_iloilogov@yahoo.com
(033) 508-6977

MINDANAO

SHFC Cagayan de Oro

G/F Unit 7, Jofelmor Bldg., Mortola St., Cagayan de Oro City
shfc_cdo@yahoo.com
(088) 857-3794

SHFC Dapitan

New Dapitan City Hall, Polo, Dapitan City
philipcflores@gmail.com
0917-701-1350

SHFC Davao

Door #10, Ebro Pelayo Bldg. I, Juan Luna St., Davao City
shfc_davao@yahoo.com
(082) 266-2901

SHFC Isabela

297 La Patria Bldg., Maharlika Highway, Cauayan, Isabela
shfc_cauayan@yahoo.com
(078) 652-0655

SHFC Naga

Jesse Robredo Coliseum, Brgy. Triangulo, Naga City,
Camarines Sur
shfc_daet@yahoo.com
(054) 473-3670

SHFC Puerto Princesa

Unit 309, 3/F ERC Plaza Bldg., National Highway, San Pedro,
Puerto Princesa City, Palawan
shfc_palawan@yahoo.com
(048) 433-0106

SHFC San Carlos

San Carlos City Hall, San Carlos City, Negros Occidental

SHFC General Santos

3/F Insular Life Bldg., Pioneer Ave., General Santos City
shfc_gensan@yahoo.com
(088) 301-8968

SHFC Tagum

2/F New City Hall Building Annex, JV Ayala Ave., Barangay
Apokom, Tagum City
lawrencevan890@yahoo.com.ph
0956-710-6586

SHFC Zamboanga

2/F VHW Bldg., Veterans Ave., Zamboanga City
shfc_zambo@yahoo.com
(062) 310-2242



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

(632) 750-6337



info@shfcph.com



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www.shfcph.com