



# 2020

## ANNUAL REPORT

**Sheltering Communities**  
in the times of pandemic

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# Our Vision

By 2020, 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 the unprivileged communities by Building Adequate 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 underprivileged communities.



# Our Core Values

## **Servant Leadership**

Institutionalizing a culture of leadership that recognizes the role of government employees

## **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

# 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 2020, the Corporation performed corporate actions in accordance with the principles stated in the Revised Manual on Corporate Governance.”



**Atty. Arnolfo Ricardo B. Cabling**



# SOCIAL HOUSING FINANCE CORPORATION

The Social Housing Finance Corporation (SHFC) is a government-owned and controlled corporation, created by virtue of Executive Order No. 272 in 2004, and an attached key shelter agency under the Department of Human Settlements and Urban Development (DHSUD).

It is mandated to develop and implement social housing programs that will cater to low-income families in both the formal and informal sectors. Given this mandate, SHFC has concentrated its efforts on delivering Flexible, Affordable, Innovative, and Responsive (FAIR) housing solutions for various sectors, with the ultimate objective of providing security of tenure and developing resilient and sustainable communities.

Known for its community-driven programs, SHFC fulfills its mandate through the implementation of the various modalities of its **Community Mortgage Program (CMP)**, which is the National Government's shelter financing program for the homeless and the underprivileged as emphasized in RA 7279. The CMP has also been highlighted as a national poverty alleviation program in the Magna Carta for the Poor (RA 11291), a law signed in April 2019 that reinforces the fundamental rights of the poor including the provision of decent shelter.

SHFC likewise established the **High-Density Housing Program (HDH)**, a slum rehabilitation strategy that houses a significant number of ISFs in high-risk areas of Metro Manila in vertical housing facilities. The ISFs' Housing Program aims to ensure safe and flood-resilient permanent housing solutions for the ISFs living in danger areas of the National Capital Region (NCR).

The **Marawi Shelter Project** is another shelter finance program run by SHFC in partnership with UN-Habitat. Its goal is to offer refuge and a means of subsistence for the most vulnerable families and communities affected by the Marawi siege.

SHFC also provides continuous shelter solutions to ISFs impacted by major infrastructure projects undertaken by the national government as part of President Duterte's administration's "Build Build Build" development plan.

The SHFC has been selected as the key shelter agency program of the Department of Transportation and Intramuros Administration (IA) to execute the relocation and resettlement component of their projects, the **North South Commuter Railway Extension (NSCR-Ex) Project and the Inclusive Mainstreaming of People's Living Entitling (SIMPLE) Program**. SHFC supports national economic development activities through these collaborations with national government organizations to relocate households affected by the projects.

Through SHFC programs' shelter financing assistance, informal settler families (ISFs) achieve security of tenure through title ownership (lot acquisition), house construction and site development, enabling them towards a strongly rooted, comfortable, and secure life; and therefore, becoming productive citizens in national development efforts.

# Introduction

## A. Breakthrough 2019 Corporate Performance

SHFC had faced a number of obstacles in recent years including the unavailability of funds, the bureaucratic processes and requirements of other government agencies, as well as administrative developments. Despite these circumstances, SHFC continuously commits to empower and uplift the living conditions of its mandated beneficiaries by Building Adequate, Livable, Affordable, and Inclusive (BALAI) Filipino Communities. In order to effectuate this, the following strategic directions have been adopted toward resilient and sustainable communities: (1) Inclusivity, (2) Stronger collaboration, (3) Enhanced capacity building, (4) Decentralization, (5) Improved systems and processes, (6) Grassroots approach and (7) Strict monitoring and enforcement.

For the Year 2019, SHFC significantly surpassed its target of providing at least 25,000 assistance to ISFs, which is beyond its expected target. With an accomplishment rate of 125.78%, 31,196 families have been provided with access to affordable housing finance.

On top of its program performance, SHFC consistently achieved satisfactory ratings for its processes and services. Of the 226 Community Associations, 93.36% of them rated “Very Satisfied” and “Satisfied”.

In the same year, SHFC maintained a high collection efficiency rate of 82.38% for CMP and HDH loans equivalent to P1.12Bn. SHFC likewise utilized 99.71% of its DBM-approved Corporate Operating Budget for Maintenance Other Operating Expenses, Capital Outlay, and Loans Outlay. These favorable financial performances contributed and enabled SHFC’s profitability, which stood at P224.20 Mn as of December 2019.

In its thrust to further improve corporation’s delivery of social services and to further promote ease of doing business, SHFC successfully developed and implemented the 2nd Phase of its ISSP which included Financial Management Systems (Phase 2), Inventory Management System, Document and Knowledge Management System, the SHFC Portal, and Kiosk.

SHFC has been consistent in maintaining its successful organizational reforms, one of which is the adherence to systems and processes to international standards. In 2016, SHFC was able to obtain its ISO 9001:2008 standards, and consequently, a certification for ISO 9001:2015. In November 2019, SHFC maintained its certification during the Re-certification Audit. A certification was thereafter issued by SOCOTEC Certification Philippines, Inc. last December 19, 2019.

In line with SHFC’s efforts to improve its processes, SHFC implemented the Competency Based System to professionalize its Human Resource Management. An assessment was conducted to identify the competency gaps of its employee. These gaps continue to be applicable and consistent with SHFC’s work plan despite changes in the workforce (i.e. reassignment of personnel) because of the extensive reach of its operations.

# SHFC's 2020 Corporate Performance

## A. Program Accomplishment

During the previous year, SHFC strived to ensure that more of its mandated beneficiaries have access to secure shelter finance despite the spread of COVID-19 across the country. Regardless of the immediate implementation of community quarantines, lean workforce, and the restrictions in mobility, SHFC was able to provide affordable housing loans to **20,331 ISFs** through 63 projects amounting to Php 1.61 Bn (Table 1). These loans were awarded for land tenure security, site development, and house construction.

SHFC Community-Driven Program	Number of Projects Financed	Number of ISFs Assisted	Loan Amount, Php
Community Mortgage Program	59	16,737	1,304,552,652.81
High Density Housing Program	3	3,474	270,301,397.89
Marawi Shelter Program	1	120	34,191,479.80
<b>Total</b>	<b>63</b>	<b>20,331</b>	<b>1,609,045,530.50</b>

Table 1. 2020 Project Take Outs, by SHFC Community-Driven Program

Table 1. 2020 Project Take Outs, by SHFC Community-Driven Program

In support to the Gender and Development advocacy, it has been identified that 57.67% of the registered beneficiaries are women whereas 42.33% are men.

This adequate performance has contributed to SHFC's overall accomplishment of providing assistance to 413,018 ISFs with a total of 24.47 Billion pesos loan amount released as of December 2020.



**413,018 ISFS**



**24.47 Billion**



One of the many strategies adopted during 2020 was to prioritize highly dense projects, which allowed the families to acquire lands at affordable costs, and at the same time, address the challenge of land availability. The pandemic has mainly affected the National Capital Region and the adjacent provinces. Iso as not to be held back by mobility restrictions, the corporation directed its implementation towards the implementation of projects in the less affected areas around the country, particularly in Southern Luzon and some parts of Mindanao (Table 2 and 3).

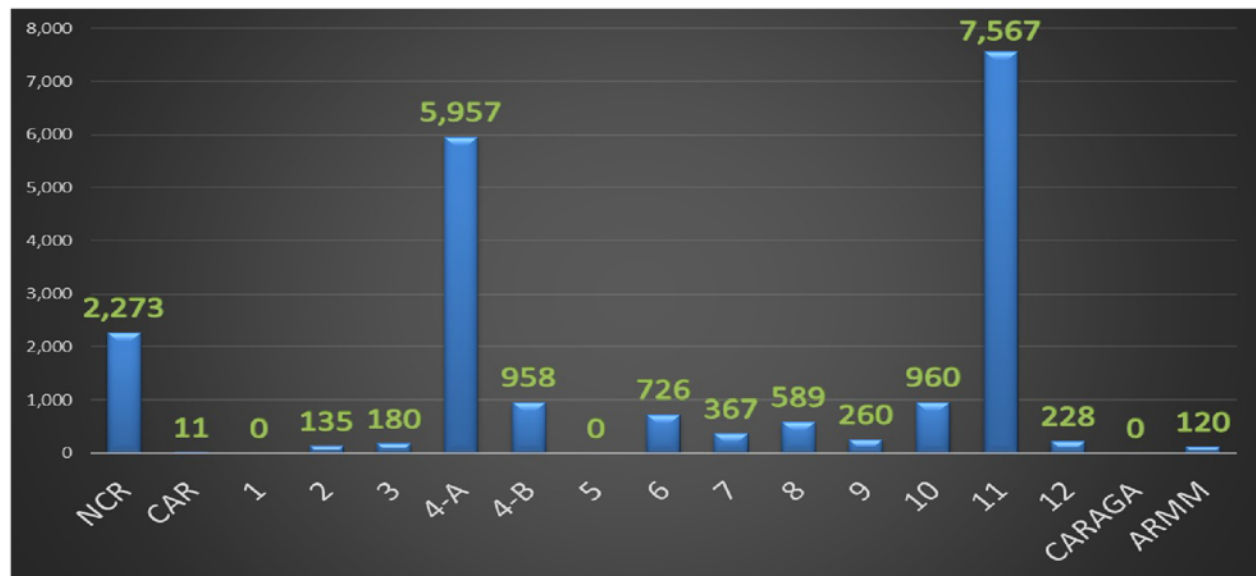


Table 1. 2020 Project Take Outs, by SHFC Community-Driven Program  
Source: SHFC Operations Group

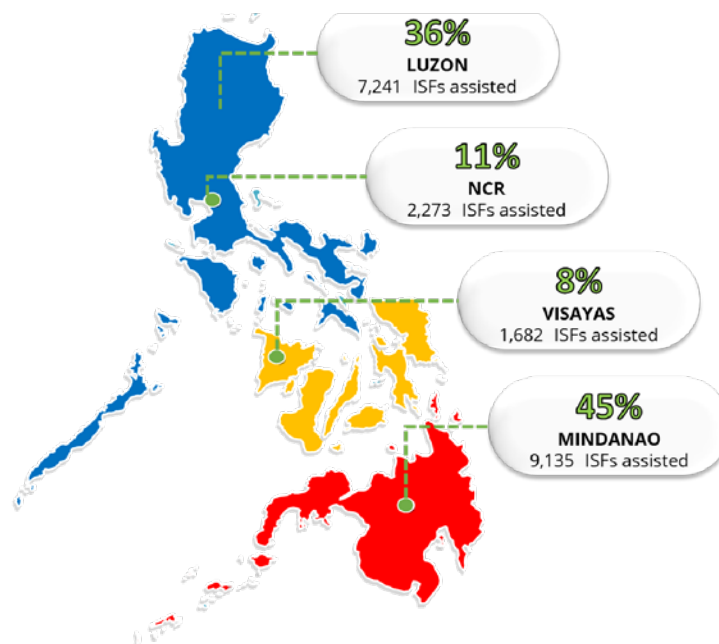


Table 3. 2020 Number of ISFs Assisted within NCR and 3 Major Island Group

On the same note, 11,403 ISFs out of the 20,331 ISFs provided with security of tenure through CMP and Marawi Shelter Project in 2020 were classified and counted in the Human Development and Poverty Reduction Cluster (HDPRC)'s Priority Provinces. This data shows that SHFC has further eased the impact of financial hardships and tenure insecurity in the most vulnerable provinces of the country.

## **B. Financial Accomplishment**

SHFC faced a string of difficult decisions in terms of finances. Despite the lack of funding from the National Government, SHFC was able to finance 63 project applications. In addition to this and notwithstanding the imposition of moratoriums and grace periods, SHFC was still able to collect amortization payments amounting to Php 764.60 Million, which translates to an efficiency rate of 70.74%. This achievement is attributed through the partnership with various digital payment channels to make sure that payment platforms are made accessible to SHFC's beneficiaries.

## **C. Organizational Accomplishment**

SHFC has consistently achieved satisfactory ratings for its processes and services based on a commissioned Client Satisfaction Survey (CSS) conducted by Profiles Asia Pacific, Inc. The SHFC 2020 CSS was undertaken to determine stakeholders' satisfaction on SHFC's pre-take out processes and post-takeout services. Through quantitative and qualitative research surveys, SHFC has garnered an overall weighted average of 4.50, which corresponds to a very satisfied overall rating. In particular, 90.5% of the 105 respondents for pre-takeout service rated SHFC's services Very Satisfied and Satisfied. Meanwhile, 90.2% of the 183 respondents for post-takeout management likewise rated SHFC's services Very Satisfied and Satisfied. This suggests that SHFC has not only been able to assist ISFs in gaining tenure security, but it had also done so in a conducive environment, and in a manner that is responsive and reliable.

In addition to this, SHFC has successfully developed and completed four (4) out of the seven (7) systems under the third phased of its DICT-Approved ISSP 2018-2020, among which are the Remedial Management System, Check Writer, Property Plant and Equipment, and the Notification System. Additional three (3) programs were likewise prioritized considering the circumstance of the pandemic namely, Online Appointment System, Community Needs Assessment, and Electronic Signature.

To further utilize the idle time brought by the pandemic, specifically during the moratoriums implemented (*March-June; September-November 2020*), SHFC has worked on the following documents/studies:

- Community Needs Assessment Tool
  - A tool that will ensure the thorough identification of beneficiaries who can avail the Socialized Rates;
  - Help create baseline data essential for tracking the growth and provide developmental programs;
  - Adapt to changing times and quarantine restriction brought by the Pandemic and more
- SHFC Construction Manual
  - To assess the site suitability for socialized housing development;
  - To value the property to be posted as loan collateral, and;
  - To evaluate and implement the projects in accordance with the Social Housing Finance Corporation's (SHFC) various housing programs' terms and policies

- Enhanced the definitions of selected CMP modalities to provide more Flexible, Affordable, Inclusive, and Responsive (FAIR) shelter solutions to SHFC's mandated beneficiaries

Consistent with its efforts to provide value-added services, SHFC took initiatives to professionalize its human resource management by continuously implementing the Competency Based System. To further elevate personnel competence, the Human Resource Development Department developed and implemented a yearly Training Development Plan and used the applicable learning interventions to close the identified gaps of the employees. As a result of these efforts, SHFC's 2019 Corporate Competency Level was established at 1.2413, and further improved to 1.2662 in 2020.

True to its mandate to provide excellent public service, SHFC did not stop at internal reforms and development activities, but also exerted some effort to conduct different virtual meetings on different levels. From the community orientations, information dissemination to branches of operations up to the head office and back to partnering with different LGUs and organizations. Overall, there have been more than 100 Virtual Meetings conducted in the Management Level alone; 208 webinars and online trainings facilitated and outsourced; and 31 MOUs signed, of which 22 were signed virtually.



# SHFC's Bayanihan Response to COVID-19

The National Government did not waste time to respond with the adverse effect of the Covid-19. The Inter-Agency Task Force on Emerging Infectious Diseases (IATF) was vested with the function to conclude specific guidelines regarding the critical situation of the country due to the pandemic. Furthermore, two major legislatures in the form of Bayanihan 1 and 2 were executed in 2020 alone. These laws aim to bolster the frontliners in the health and protective sectors as well as lessen the negative impact of Pandemic to the economy. In consonance with the aforementioned legislations, SHFC took the initiative to keep the Bayanihan spirit alive, both within the organization and all its stakeholders alike.

## A. For SHFC Partners

### 1. Implementation of moratorium and grace-period

As mentioned, SHFC has implemented a moratorium for the monthly amortization of the member beneficiaries in conformity with the National Government's initiative to mitigate the effect of the pandemic on the Filipino people. The said moratoriums occurred in March to June and September to November both in 2020.



### 2. Additional Digital Payment Channels

Different Digital Payment options were explored by the Corporation in order to further assist the partner-homeowners. Member Beneficiaries who have the capacity to pay their amortization can pay through Landbank of the Philippines and ECPay outlets which is commonly located in various 7/11 convenience stores and Petron gas stations nationwide.



### 3. Flexibility Granted to Contractors

In consideration of the reduced productivity due to on-site health and safety measures, SHFC upon the written request of the Contractor and the HOA allowed completion time extension by a period equal to COVID-19-based delays only. This time extension must not affect the construction delays prior to the imposition of the quarantine in the project site areas.

## B. For the Homefront



### 1. Rapid Testing for SHFC employees

With the resumption of work in offices for areas under Modified Enhanced Community Quarantine (MECQ), General Community Quarantine (GCQ), and Modified General Community Quarantine (MGCQ), albeit in skeleton workforce, SHFC has engaged the services of a medical clinic to conduct mandatory rapid antibody testing (RAT) for SHFC employees, especially its frontline personnel. This initiative is congruent to the National Government's T3 strategy (Test, Trace, Treat), and is a preventive measure that would ensure a healthy workforce.

## C. SHFC's "New Normal" Operations

### 1. Work-from-Home Arrangement

Different Digital Payment options were explored by the Corporation in order to further assist the partner-homeowners. Member Beneficiaries who have the capacity to pay their amortization can pay through Landbank of the Philippines and ECPay outlets which is commonly located in various 7/11 convenience stores and Petron gas stations nationwide.



### 2. Continued Evaluation of Project Applications

The IATF, provided an interim guideline that allows an alternative working arrangement for Government workers which allows a skeletal workforce to conduct work related activities that requires physical presence. In relation to this, SHFC personnel were able to conduct project evaluation and other pre-takeout processes effectively in the office.

### 3. Site visits while adhering to DOH minimum health standards

Site visits and other activities which need physical interaction resumed in the latter part of the year. It was conducted by utilizing the limited skeletal workforce, while adhering to the DOH Minimum Health Standards and Safety Protocols.

#### *4. Use of electronic or online platforms*

To adapt to the quarantine restrictions imposed by the National Government, SHFC management moved for corporate-wide automation of system processes to cover information for operational and management activities. Electronic and online platforms were maximized to improve and maintain the corporation's delivery of social service and establish a responsive organization which in turn further promotes the ease of doing business.



# Moving Forward

## A. SHFC 2021 Targets

Despite the less than optimistic economic outlook for the country in 2021, SHFC has decided to retain its target number of ISFs to be assisted for the year. This was after careful consideration and assessment on the opportunities and constraints discussed during the 2020 Annual Corporate Planning held last April 2020. As a result, the management has resolved to not make the current pandemic an excuse for a dip in the corporation's performance. This decision was based on the following considerations:

Corporate Position. SHFC is coming from a strong base. It has a healthy financial situation (years of increasing net operating income, increasing loan amortization collection levels and high collection efficiency) and its corporate program performance (number of ISF assisted) is on a high growth path.

Institutional Processes. SHFC implements two major planning activities in a given year – The Annual Planning (where targets of the upcoming year are discussed) and the Mid-year Planning (where the first half of the year's performance is assessed, and catch-up plans are developed based on the constraints faced and challenges at hand). For this year, the Mid-year planning and other performance evaluation activities have been moved to December 2020 where SHFC Senior Management and other key officers will hold sessions to review and determine ways going forward amid the effects of the present pandemic.

Work in progress Guidelines. SHFC has recently drafted a Business Continuity Plan which can serve as a guiding tool for the corporation on work functions can be implemented in emergency situations.

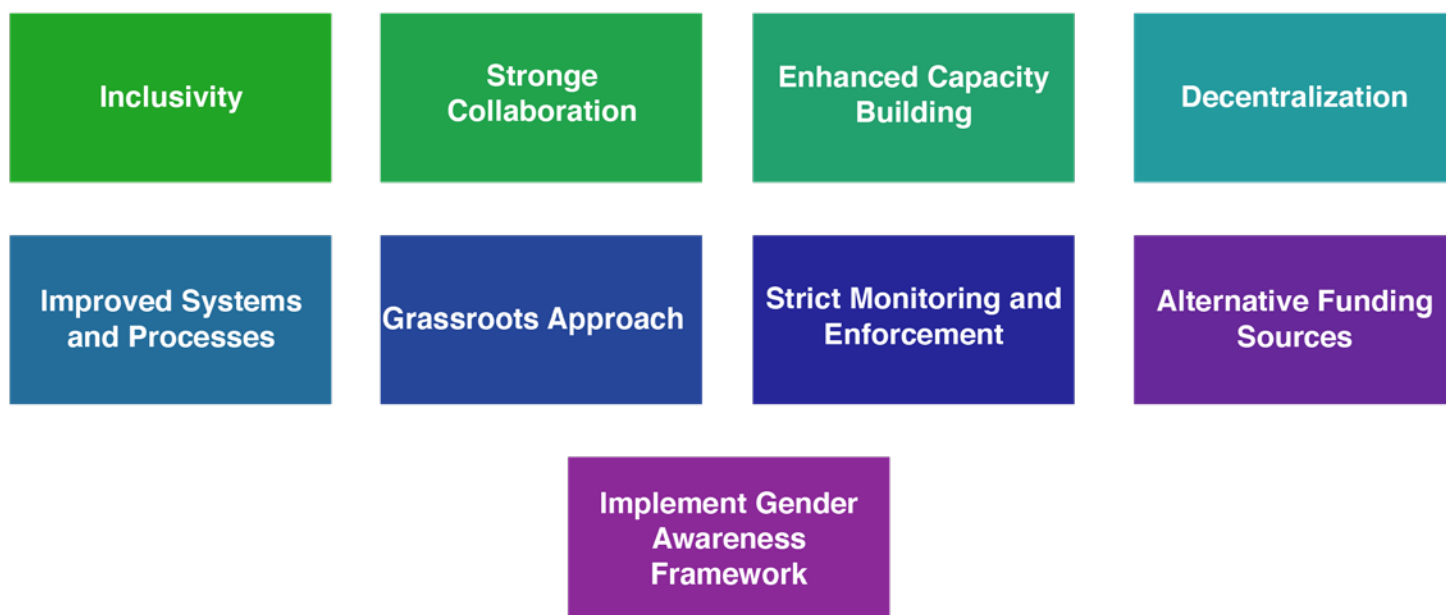
Given these considerations, the following is SHFC's 2021 Corporate Workplan:

Perspective	Targets	Weight
<b>SOCIAL IMPACT</b>		
SM 1	60,000 Informal Settler Families provided with housing loans and grants	35%
<b>STAKEHOLDERS</b>		
SM 2 a	90% of respondents of the Client Satisfaction Survey (based on GCG methodology) gave a Satisfactory rating for SHFC's Pre-takeout services	5%
SM 2 b	90% of respondents of the Client Satisfaction Survey (based on GCG methodology) gave a Satisfactory rating for SHFC's Post-takeout services	5%
<b>FINANCE</b>		
SM 3	91% Modified CER for Current and Past Due Accounts	10%

SM 4	10% Reduction of Problematic Accounts	5%
SM 5	10% Reduction of the Projected Net Loss	5%
SM 6	Disbursed/Released Not Less than 90% of the GAA Allocation for CMP	10%
<b>INTERNAL PROCESS</b>		
SM 7	100% of Loan Applications Processed Within the Prescribed Period	10%
SM 8	DICT submitted updated 2022-2024	10%
<b>ORGANIZATION</b>		
SM 9	Pass ISO Surveillance Audit (Head Office and 1 Regional Office)	5%
	ISO Certification for one (1) Regional Branches	5%
SM 10	Increase corporate competency level	5%
<b>TOTAL</b>		<b>100%</b>

## B. Enabling Strategies

SHFC will continuously implement the following strategies to strengthen its operations and ensure the delivery of its services:



# STATEMENTS OF CASH FLOW

as of December 31, 2020 and 2019  
(In Philippine Peso)

	2020	2019
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Cash inflows</b>		
Collection of income/revenue	757,255,848	1,102,825,825
Receipts of assistance/subsidy	430,525,526	752,872,898
Trust receipts	6,153,199	51,862,733
Collection of receivables	3,888,818	7,585,309
Receipt of inter-agency transfers	2,191,204	5,152,209
Other receipts	19,041,540	10,703,941
Total cash inflows	1,219,056,135	1,930,957,915
<b>Cash outflows</b>		
Release of funds for mortgage contracts	(1,186,803,718)	(2,284,253,471)
Payment of expenses	(407,823,062)	(218,747,816)
Refund of deposits	(838,444)	(178,479,328)
Remittance of personal benefit contributions and mandatory deductions	(61,164,543)	(99,918,900)
Payment for prepaid expenses	(84,664,788)	(73,477,661)
Purchase of inventories	(7,729,273)	(15,583,983)
Grant of cash advances	(7,245,255)	(13,508,589)
Release of inter-agency fund transfers	(47,040,470)	(10,014,353)
Other disbursements	(1,268,853)	(2,315,233)
Total cash outflows	(1,804,578,406)	(2,896,299,334)
<b>Net cash used in operating activities</b>	<b>(585,522,271)</b>	<b>(965,341,419)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Cash inflows</b>		
Proceeds from matured investments/redemption of long-term Investments/return on investments	5,126,744,209	9,660,189,249
Receipt of interest earned	67,878,692	192,483,337
Total cash inflows	5,194,566,901	9,852,672,586
<b>Cash outflows</b>		
Purchase of investments	(4,583,081,814)	(7,184,321,141)
Purchase of land as investment property	(233,733,315)	(451,696,047)
Purchase/ construction of property and equipment	(7,780,508)	(8,936,672)
Purchase of intangible assets	(1787,000)	(882,944)
Grant of loans	(500,000)	(7,700,000)
Total cash outflows	(4,826,822,637)	(7,653,536,804)
<b>Net cash used in operating activities</b>	<b>367,740,264</b>	<b>2,199,135,782</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Cash outflows</b>		
Payment of cash dividends	(109,629,708)	(95,960,626)
Payment of financial expenses for technical assistance	(3,336,107)	(26,318,585)
Payment of long-term liabilities	(13,610,868)	(12,567,751)
Payment of interest on loans and other financial changes	(2,157,333)	(3,187,010)
Total cash outflows	(128,734,016)	(138,033,972)
<b>Net cash used in operating activities</b>	<b>(128,734,016)</b>	<b>(138,033,972)</b>
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	(346,516,023)	1,095,760,391
Cash and cash equivalents at beginning of the year	5,139,064,906	4,043,304,515
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR (NOTE 4)</b>	<b>4,792,548,883</b>	<b>5,139,064,906</b>



# STATEMENTS OF FINANCIAL POSITION

as of December 31, 2020 and 2019  
(In Philippine Peso)

	Note	2020	2019
<b>ASSETS</b>			
<b>Currents Assets</b>			
Cash and cash equivalents	4	4,792,548,883	4,792,548,883
Financial assets	5	1,060,232,808	1,060,232,808
Receivables	6	121,784,607	121,784,607
Inventories	7	7,199,202	7,199,202
Other current assets	8	701,326,088	701,326,088
		<b>6,683,091,588</b>	<b>7,373,332,594</b>
<b>Non-Currents Assets</b>			
Receivables, net	6	4,792,548,883	4,792,548,883
Investment property	9	1,060,232,808	1,060,232,808
Property and equipment	10	121,784,607	121,784,607
Intangible assets	11	7,199,202	7,199,202
Deferred tax assets	25	701,326,088	701,326,088
Other non-currents assets	12	701,326,088	701,326,088
		<b>21,665,340,013</b>	<b>20,824,650,460</b>
<b>TOTAL ASSETS</b>		<b>28,348,431,601</b>	<b>28,197,893,054</b>
<b>LIABILITIES AND EQUITY</b>			
<b>Currents Liabilities</b>			
Financial Liabilities	13	1,106,776,267	1,288,209,456
Inter-agency payables	14	31,211,491	26,492,012
Income tax payables	25	2,741,923	1,427,233
Trust liabilities	15	4,715,710	4,715,710
Deferred credits/unearned income	16	225,135,120	238,141,935
Other payables	17	1,540,010,887	1,485,754,782
		<b>2,910,591,448</b>	<b>3,044,741,128</b>
<b>Non-Currents Liabilities</b>			
Financial liabilities	13	5,583,910	23,763,152
Trust liabilities	15	18,668,886,609	18,669,742,260
		<b>18,674,470,519</b>	<b>18,693,505,412</b>
<b>TOTAL LIABILITIES</b>		<b>21,585,061,967</b>	<b>21,738,246,540</b>
<b>EQUITY</b>			
Capital Stock	18	10,000,000	10,000,000
Retained earnings	18	6,753,369,634	6,449,646,514
<b>TOTAL EQUITY</b>		<b>6,763,369,634</b>	<b>6,549,646,514</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>28,384,431,601</b>	<b>28,197,893,054</b>

# STATEMENT OF COMPREHENSIVE INCOME

as of December 31, 2020 and 2019

(In Philippine Peso)

	Note	2020	2019
<b>ASSETS</b>			
Service and business income	19	416,659,691	660,858,627
		<b>416,659,691</b>	<b>660,858,627</b>
<b>EXPENSES</b>			
Personal services	20	280,443,669	282,643,330
Maintenance and other operating expenses	21	303,611,843	312,369,967
Non-cash expenses	22	27,033,572	22,043,308
Financial expenses	23	3,161,787	4,748,305
		<b>614,250,871</b>	<b>621,804,910</b>
<b>INCOME/(LOSS FROM OPERATIONS)</b>			
Other non-operating income	24	(197,591,180)	39,053,717
		66,670,142	185,150,305
<b>PROFIT/(LOSS)</b>		<b>(130,921,038)</b>	<b>224,204,022</b>
<b>INCOME TAX EXPENSE/(BENEFIT)</b>			
Current	25.1	8,333,194	23,482,191
Deferred tax	25.2	(63,037,169)	(770,334)
		<b>(54,703,975)</b>	<b>22,711,829</b>
<b>PROFIT /(LOSS) AFTER TAX</b>			
Net assistance/subsidy income from National Government	26	(76,217,063)	201,492,191
		427,766,158	727,506,829
<b>NET INCOME/ COMPREHENSIVE INCOME</b>		<b>28,384,431,601</b>	<b>28,197,893,054</b>

# STATEMENTS OF CHANGES IN EQUITY

as of December 31, 2020 and 2019

(In Philippine Peso)

	Capital Stock 18.1	Related Earnings 18.2	Total Equity
Balance as at January 1, 2019	10,000,000	6,099,642,175	6,109,642,175
Prior period adjustments	0	(372,737,327)	(372,737,327)
Restated balance as at January 1, 2019	10,000,000	5,76,904,848	5,736,904,848
Comprehensive income for the year	0	928,998,994	928,998,994
Dividends paid CY 2018	0	(95,960,626)	(95,960,626)
Dividends payable CY 2019	0	(110,296,702)	(110,296,702)
Balance as at December 31, 2019	10,000,000	6,449,646,514	6,459,646,514
Balance as at January 1, 2020	10,000,000	6,449,646,514	6,449,646,514
Prior period adjustments	0	(47,825,975)	(47,825,975)
Restated balance as at January , 2020	10,000,000	6,401,820,539	6,401,820,539
Comprehensive income for the year	0	351,549,095	351,549,095
<b>BALANCE AS AT DECEMBER 31, 2020</b>	<b>10,000,000</b>	<b>6,753,369,634</b>	<b>6,753,369,634</b>
Appropriated Retained Earnings			
Funds appropriated for HDH Project		6,384,479,898	
Retained Earnings for transfer for NHMFC		60,505,380	
Un-appropriated Retained Earnings		308,384,356	

# 2020 in NUMBERS

(Data includes takeout and LOG)

## Loans Released

SHFC Community-Driven Programs

	COMMUNITY MORTGAGE PROGRAM	HIGH DENSITY HOUSING PROGRAM	MARAWI
Number of Projects	59	3	1
Number of Informal Settle Families Assisted	16,737	3474	120
Amounts Released	1,304,552,652.81	270,301,397.89	34,191,479.80
Total number of projects		<b>63</b>	
Total number of ISF's assisted		<b>20,331</b>	
Totalmoamount released (Php)		<b>1,609,045,530.50</b>	

## CORPORATE PERFORMACE SCORECARD

Performance Indicator	Weight	2020 Target	Actual Accomplishment	Acomplishment Rate	GCG Weighted Rating
<b>SOCIAL IMPACT</b>					
SM 1 : Increase Number of ISF's Provided with Housing Finance Assistance	35%	35,000 number of ISF's provided with housing finance assistance	20,331 ISF's	58.09%	20.33%
<b>Sub-Total</b>	<b>35%</b>				<b>20.33%</b>
<b>STAKEHOLDERS</b>					
SM 2a : Percentage of Satisfied Costumers (Pre-Takeout)	5%	90% of the Respondents gave a Satisfactory Rating	90.5% Respondents gave at least a Satisfactory Rating	100.00%	5.00%
SM 2b : Percentage of Satisfied Costumers (Post-Takeout)	5%	90% of the Respondents gave a Satisfactory Rating	90.2% Respondents gave at least a Satisfactory Rating	100.00%	5.00%
<b>Sub-Total</b>	<b>10%</b>				<b>10.00%</b>
<b>FINANCE</b>					
SM 3: Improve collection Efficiency Rate	10%	73% Cumulative CER	70.74% Cumulative CER	96.90%	9.69%
SM 4: Increase Nett Operating Income (Before Tax and Subsidy)	10%	PhP 165 Million	(PhP 130.92 Million)	0.00%	0.00%
SM 5: Improve Budget Utilization Rate	10%	Not Less Than 90 % But Not More Than 100% of the GAA Allocation for SHFC Program	No chargeable SARO and NCA to SHFC's CY 2020 GAA		



Sub-Total	30%			9.96%
<b>INTERNAL PROCESS</b>				
SM 6: Percentage of Loan Applications Processed Within Prescribed Period	10%	100% Loan Applications Processed Within Prescribed Time	100% Loan Applications Processed Within Prescribed Time (63 out of 63 projects were processed within 20 days)	10.00%
SM 7: Improve Support Systems for Effective and Efficient Processes	5%	100% Attainment of the 2020 Deliverables based on SHFC's DICT-Approved ISSP 2018-2020	As of December 2020, four (4) out of seven (7) systems (Remedial Management System, Check Writer, Property Plant and Equipment, and Notification System) were already implemented.	2.86%
Sub-Total	10%			12.86%
<b>LEARNING GROWTH</b>				
SM 8: Attain Quality Management Certification	5%	Pass ISO Surveillance Audit for the Head Office ISO Certification for one (1) Regional Branch	The 1st Surveillance Audit for the Head Office and ISO 9001:2015 Certification Audit for the Regional Branch will be conducted in FY 2021.	0.00%
SM 9: Improvement of the Competency of the Organization	5%	Improvement in the Competency Base of the Organization	0.0249 Increase in the Corporate Competency Level (CCL)	5.00%
Sub-Total				5.00%
<b>TOTAL</b>	<b>100%</b>			<b>57.88%</b>

## 2021 OUTLOOK & TARGETS

Perspective	Targets	Weight
<b>SOCIAL IMPACT</b>		
<b>SM 1</b>	<b>Provision of Shelter Security and Improved Housing Quality</b> 60,000 Informal Settler Families provided with housing loans and grants	<b>35%</b>
<b>STAKEHOLDERS</b>		
<b>SM 2a</b>	<b>Percentage of Satisfied Customers (Pre-Takeout)</b> 90% of respondents of the Client Satisfaction Survey (based on GCG methodology) gave a Satisfactory rating for SHFC's Pre-takeout services	<b>5%</b>
<b>SM 2b</b>	<b>Percentage of Satisfied Customers (Post-Takeout)</b> 90% of respondents of the Client Satisfaction Survey (based on GCG methodology) gave a Satisfactory rating for SHFC's Post-takeout services	<b>5%</b>
<b>FINANCE</b>		
<b>SM 3</b>	<b>Improve Collection Efficiency Rating of SHFC Program Loans</b> 90% Modified Cumulative CER for current and past due accounts	<b>10%</b>
<b>SM 4</b>	<b>Improve status of problematic accounts</b> 10% Reduction of Problematic Accounts	<b>5%</b>
<b>SM 5</b>	<b>Improve the Financial Bottomline</b> 10% Reduction of the Projected Net Loss per the SHFC Board approved Corporate Operating Budget for 2021	<b>5%</b>

<b>SM 6</b>	<b>Improve Budget Utilization Rate</b> Disbursed/Released Not Less Than 90% of the GAA Allocation for CMP	<b>10%</b>
<b>INTERNAL PROCESS</b>		
<b>SM 7</b>	<b>Turnaround Time of Processes as Prescribed in the Ease of Doing Business Act</b> 100% of Loan Applications Processed Within the Prescribed Period	<b>5%</b>
<b>SM 8</b>	<b>Enhance Support Systems for Effective and Efficient Processes</b> Updated ISSP approved by the Board, and submitted to ICTD	<b>5%</b>
<b>ORGANIZATION</b>		
<b>SM 9</b>	<b>Attain Quality Management Certification</b> Pass ISO Surveillance Audit (Head Office and 1 Regional Office) ISO Certification for two (2) Regional Branches	<b>5%</b>
<b>SM 10</b>	<b>Improve Competency Baseline of the Organization</b> Increase corporate competency level	<b>5%</b>
<b>TOTAL</b>		<b>100%</b>

# REGIONAL OFFICES

## NCR

### SHFC Mega Manila I

DHSUD Bldg., Kalayaan Ave. cor. Mayaman St.  
Diliman, Quezon City

### SHFC Mega Manila II

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## Luzon

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### SHFC Pampanga

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### SHFC Bacoor

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### SHFC Quezon

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### SHFC Naga

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### SHFC Daet

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### SHFC San Carlos

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## Mindanao

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