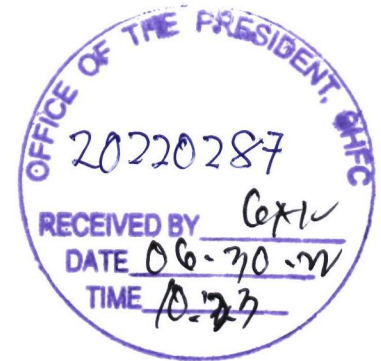


24 June 2022

**MAJ. GEN. EDUARDO D. DEL ROSARIO (RET.)**  
*Secretary, Department of Human Settlements and  
Urban Development (DHSUD) and SHFC Chairperson*  
**ATTY. ARNOLFO RICARDO B. CABLING**  
*President*  
**SOCIAL HOUSING FINANCE CORPORATION (SHFC)**  
BDO Plaza, 8737 Paseo de Roxas  
Salcedo Village, Makati City



**RE: TRANSMITTAL OF 2022 PERFORMANCE SCORECARD**

Dear Secretary Del Rosario and President Cabling,

This is to formally transmit the 2022 Charter Statement and Strategy Map (**Annex A**) and 2022 Performance Scorecard (**Annex B**) of SHFC. The same is to be posted on SHFC's website in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The SHFC proposed Charter Statement, Strategy Map, and Performance Scorecard submitted through a letter dated 03 December 2021<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 18 January 2022, and the evaluation of revised documents submitted through SHFC's letters dated 02 February 2022,<sup>3</sup> 17 February 2022,<sup>4</sup> 29 March 2022,<sup>5</sup> 05 April 2022,<sup>6</sup> and 20 May 2022.<sup>7</sup>

We take this opportunity to **REMIND** SHFC that Item 5 of GCG M.C. No. 2017-028 mandates GOCCs to submit Quarterly Monitoring Reports and upload the same to the GOCC's website within thirty (30) calendar days from the close of each quarter. SHFC is requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the Quarterly Monitoring Reports for 2022.

Finally, under GCG M.C. No 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for

<sup>1</sup> Code of Corporate Governance for GOCCs dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 06 December 2021.

<sup>3</sup> Officially received by the Governance Commission on 02 February 2022.

<sup>4</sup> Officially received by the Governance Commission on 17 February 2022.

<sup>5</sup> Officially received by the Governance Commission on 29 March 2022.

<sup>6</sup> Officially received by the Governance Commission on 06 April 2022.


<sup>7</sup> Officially received by the Governance Commission on 23 May 2022.

<sup>8</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

modification in the 2022 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

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

Very truly yours,

  
**SAMUEL G. DAGPIN, JR.**  
*Chairman*

  
**JAYPEE O. ABESAMIS**  
*OIC-Commissioner\**

  
**MARITES C. DORAL**  
*Commissioner*

---

\*By virtue of the Memorandum from the Executive Secretary dated 21 March 2022.



SOCIAL HOUSING FINANCE CORPORATION

STRATEGY MAP

Social Impact

*Improve the Quality of Life of the Informal Settler Families and Low-Income Filipinos through the Provision of Housing Finance*

Stakeholders

*Ensure Customer Satisfaction through the Provision of Quality Service*

Finance

*Enhance Financial Viability*

Internal Process

*Enhance Internal Process*

Learning & Growth

*Implement Quality Management System*

*Enhance Corporate Competency*



VISION

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

MISSION

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

CORE VALUES

Servant Leadership  
Professionalism  
Accountability  
Integrity  
Malasakit  
Excellence  
Solidarity

# 2022 PERFORMANCE SCORECARD (Annex B)

## SOCIAL HOUSING FINANCE CORPORATION

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2019	2020	2021	2022	
SOCIAL IMPACT	SO 1	Improve the Quality of Life of the Informal Settler Families and Low-Income Filipinos through the Provision of Housing Finance							
	SM 1	Increase the Number of ISFs Provided with Housing Finance Assistance	Actual Accomplishment	35%	(Actual/Target) x Weight	8,810	20,331	60,000	60,000
		Sub-total		35%					
STAKEHOLDERS	SO 2	Ensure Customer Satisfaction through the Provision of Quality Service							
	SM 2a	Percentage of Satisfied Customers (Pre-Takeout)	Number of stakeholders who gave a rating of at least Satisfactory / Total number of respondents	5%	(Actual/Target) x Weight If less than 80% = 0%	Result not acceptable	Result not acceptable	90%	90%
	SM 2b	Percentage of Satisfied Customers (Post-Takeout)	Number of stakeholders who gave a rating of at least Satisfactory / Total number of respondents	5%	(Actual/Target) x Weight If less than 80% = 0%	Result not acceptable	Result not acceptable	90%	90%
		Sub-total		10%					



Component					Baseline Data		Target		
	Objective/Measure		Formula	Weight	Rating System	2019	2020	2021	2022
FINANCE	SO 3	Enhance Financial Viability							
	SM 3	Improve Collection Efficiency Rate	Cumulative Collections / Cumulative Billings (Current and Delinquent Accounts Only)	10%	(Actual/Target) x Weight	74.00%	70.74%	90% Collection Efficiency on Current and Delinquent Accounts	91% Collection Efficiency on Current and Delinquent Accounts
	SM 4	Improve Status of Problematic Accounts	[(Current Year's Number of Problematic Accounts – Prior Year's Number of Problematic Account) / Prior Year's Number of Problematic Accounts] x 100%	5%	(Actual/Target) x Weight	N/A	N/A	10% Reduction of Problematic Accounts	10% Reduction of Problematic Accounts
	SM 5	Increase Gross Revenues	Total Revenues	5%	(Actual/Target) x Weight	N/A	N/A	₱787.48 Million	₱1,147 Million
	SM 6	Budget Utilization Rate (BUR)							
	SM 6a	Obligations BUR	Total Obligations / DBM-approved or Board-approved Corporate Operating Budget (both net of PS Cost)	5%	(Actual/Target) x Weight	N/A	N/A	N/A	90%

Component						Baseline Data		Target	
	Objective/Measure		Formula	Weight	Rating System	2019	2020	2021	2022
	SM 6b	Disbursements BUR	Total Disbursement / Total Obligations (Both Net of PS)	5%	(Actual/Target) x Weight	N/A	N/A	N/A	90%
	SM 6c		Total Disbursements/ DBM-Approved COB (Both Net of PS)	5%	(Actual/Target) x Weight	N/A	N/A	N/A	90%
		<b>Sub-total</b>		<b>35%</b>					
INTERNAL PROCESS	SO 4	<b>Enhance Internal Process</b>							
	SM 7	Percentage of Loan Application Processed within Prescribed Period	Total Number of Loan Applications Processed with Prescribed Period <sup>1</sup> / Total Number of Loan Applications Received	5%	(Actual / Target) x Weight	N/A	Cannot be validated	100%	100%
	SM 8	Enhance Support Systems for Effective and Efficient Process	Number of Deliverables Accomplished / Total Number of Deliverables	5%	(Actual / Target) x Weight	N/A	N/A	N/A	100% Implementation of Targets under the ISSP as submitted to the DICT
		<b>Sub-total</b>		<b>10%</b>					

<sup>1</sup> The prescribed period for the processing of loan application shall be based on SHFC's compliance with Republic Act No. 11032 as reflected in SHFC's Citizen's Charter.



Component					Baseline Data		Target		
	Objective/Measure		Formula	Weight	Rating System	2019	2020	2021	2022
ORGANIZATION	SO 5	Implement Quality Management System							
	SM 9	Attain Quality Management Certification	Actual Accomplishment	5%	(Actual / Target) x Weight	ISO 9001:2015 Certification Attained	No 1 <sup>st</sup> Surveillance Audit for the Head Office and ISO 9001:2015 Certification Audit for the Regional Branch was Conducted	Pass ISO Surveillance Audit (Head Office and 1 Regional Office)  ISO Certification for 2 Regional Branches	Pass ISO Surveillance Audit (Head Office and 1 Regional Office)  ISO Certification for 2 Regional Branches
	SO 6	Enhance Corporate Competency							
	SM 10	Improvement of the Competency of the Organization	Competency Baseline <sup>2</sup> 2022 – Competency Baseline 2021	5%	All or Nothing	Competency Gap Closed for 134 out of 180 employees or 74.44%	Cannot be validated	Improvement in the Competency Baseline of the Organization	Improvement in the Competency Baseline of the Organization
		Sub-total		10%					
		Total		100%					

<sup>2</sup> The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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