



21 March 2023

**MR. JOSE RIZALINO L. ACUZAR**  
*Chairperson and DHSUD Secretary*

**MR. FEDERICO A. LAXA**  
*President and CEO*

**SOCIAL HOUSING FINANCE CORPORATION (SHFC)**  
*BDO Plaza, 8737 Paseo de Roxas,  
Salcedo Village, Makati City*

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

Dear Secretary Acuzar and PCEO Laxa,

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

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

Very truly yours,

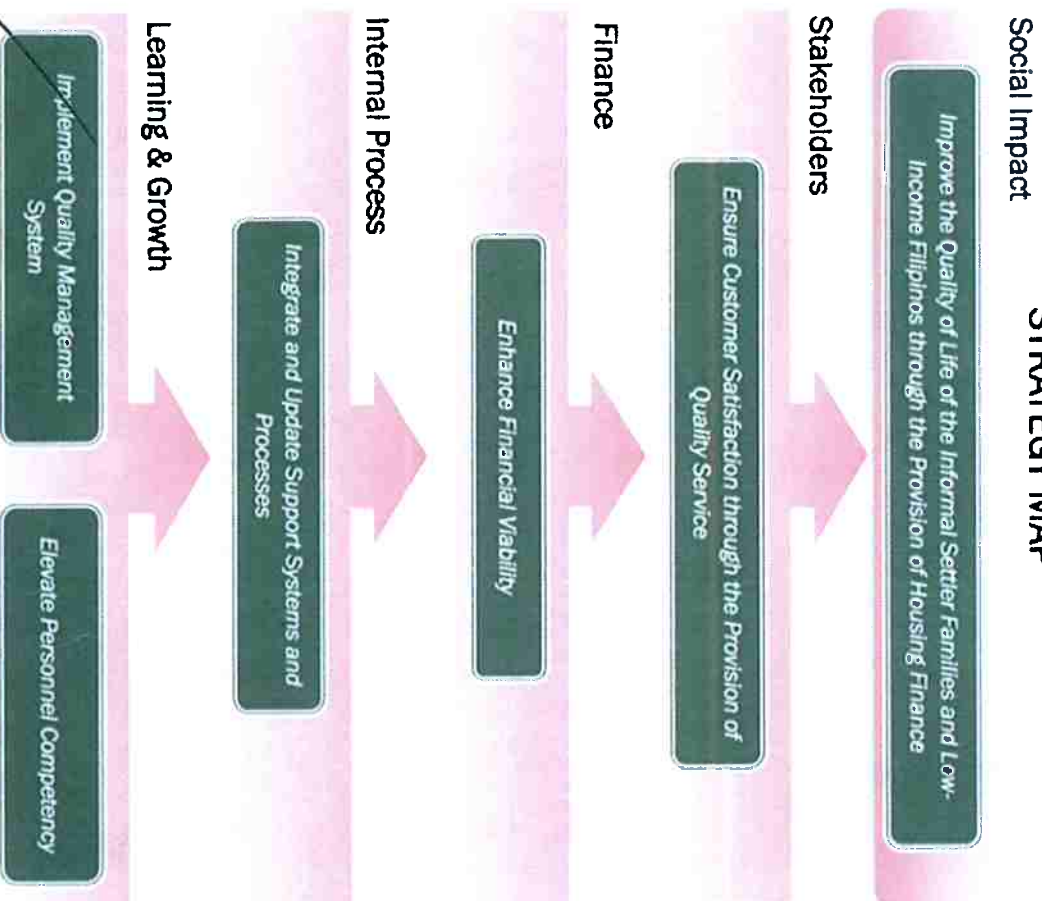
  
**Justice ALEX L. QUIROZ (ret.)**  
*Chairperson*

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

# 2023 CHARTER STATEMENT AND STRATEGY MAP (Annex A)

## SHFC STRATEGY MAP

### STRATEGY MAP



PES Form 1  
Strategy Map and Charter Statement [2022]



#### VISION

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

#### MISSION

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

#### CORE VALUES

- Servant Leadership
- Professionalism
- Accountability
- Integrity
- Malasakit
- Excellence
- Solidarity

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

## 2023 PERFORMANCE SCORECARD (Annex B)

### SOCIAL HOUSING FINANCE CORPORATION (SHFC)

Component				Baseline Data			Target	
Objective/Measure	Formula	Weight	Rating System	2020	2021	2022	2023	
<b>SO 1</b> Improve the Quality of Life of the Informal Settler Families and Low Income Filipinos through the Provision of Housing Finance								
SM 1	Provision of Shelter Security and Improved Housing Quality	Actual Accomplishment	35%	(Actual / Target) x Weight	20,331	14,693	60,000	28,000
	<i>Sub-total</i>		<b>35%</b>					
<b>SO 2</b> Ensure Customer Satisfaction through the Provision of Quality Service								
SM 2a	Percentage of Satisfied Customers (Pre Takeout)	Number of Stakeholders who gave a Rating of at Least Satisfactory / Total Number of Respondents	5%	(Actual / Target) x Weight	Result not acceptable	Result Not Acceptable	90%	90%
SM 2b	Percentage of Satisfied Customers (Post Takeout)	Number of Stakeholders who gave a Rating of at Least Satisfactory / Total Number of Respondents	5%	(Actual / Target) x Weight	Result not acceptable	Result Not Acceptable	90%	90%
<b>SO 3</b> Enhance Financial Viability								
SM 3	Improve Collection Efficiency Rating of SHFC Program Loans	Cumulative Collections (P++MRI) / Cumulative Billings (P++MRI)	10%	(Actual / Target) x Weight	70.74%	Unverifiable	91% Collection Efficiency on Current and Delinquent Accounts	65% Cumulative CER

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

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

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

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

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

For GCG:

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

For SHFC:

  
**MR. FEDERICO A. LAXA**  
 President and CEO