

**SOCIAL HOUSING FINANCE CORPORATION (SHFC)
2017 Performance Scorecard Evaluation**

		Component				SHFC Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating			
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	Utilization of Housing Subsidies for Community Mortgage Program (CMP) and High Density Housing (HDH) Program	Number of Informal Settler Families (ISFs) provided with shelter security (awarded with housing unit)	10%	Above 23,702 = 10% 14,431 to 23,702 = 7.5% Below 14,431 = 0%	14,431	10,468	0.00%	Cannot be validated	0.00%	<ul style="list-style-type: none"> Summary of CMP and HDH Projects 	Due to SHFC's non-submission of requested evidentiary documents, the Governance Commission was unable to verify the validity of the submitted summary of CMP and HDH projects. As such, pursuant to Section 2.1.1 of GCG M.C. No. 2017-01, the measure is given an automatic zero score.
		Sub-total	10.00%					0.00%		0.00%		
STAKEHOLDER	SO 2	Significantly Increase Number of Empowered Communities										
	SM 2	Number of Families Assisted through CMP and HDH	Number of Families Assisted Through CMP and HDH (issued with Letter of Guarantee)	10%	Above 23,202 = 10% 17,422 to 23,202 = 7.5% Below 17,422 = 0%	17,422	19,176	7.50%	Cannot be validated	0.00%	<ul style="list-style-type: none"> Summary of CMP CISFA and HDH Projects 	Due to SHFC's non-submission of requested evidentiary documents, the Governance Commission was unable to verify the validity of the submitted summary of CMP CISFA and HDH projects. As such, pursuant to Section 2.1.1 of GCG M.C. No. 2017-01, the measure is given an automatic zero score.

Validation Result 2017 Performance Scorecard (Annex A)

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SO 3	Expand Collaborative Arrangements										
SM 3	Number of Partnerships Developed and Institutions Capacitated	Number of Partnerships Developed and Institutions Capacitated	6%	(Actual / Target) x Weight	117	119	6.00%	113	5.70%	<ul style="list-style-type: none"> • Summary of Partners (2010-2017) • Copies of Memoranda of Understanding/Agreement • Copies of Certificates of Accreditation 	<p>Target not met. The difference in the reported and validated accomplishment is due to the following:</p> <ul style="list-style-type: none"> • Three institutions were not new stakeholders and were previously engaged by SHFC: City Government of Cagayan de Oro, Northeastern Isabela Foundation for the Rural Areas, Inc., and Newlife Realty Management Corporation; and • Revision of cumulative partners in 2016 to 100 per validation which shows the addition of 10 new partners instead of the reported 13, in 2017.
SO 4	Create Widespread Acceptability for Flexible Affordable Innovative Responsive (FAIR) Shelter Solutions										
SM 4	Number of Families of Legally Organized Associations Assisted through Project	Number of Families of Legally Organized Associations Assisted Through Project Development	6%	(Actual / Target) x Weight	28,972 ISFs	19,507	4.04%	Cannot be validated	0.00%	<ul style="list-style-type: none"> • Summary of Projects Endorsed to Credit Committee 	<p>Due to SHFC's non-submission of requested additional evidentiary documents, the Governance Commission was unable to verify the validity of the submitted summary of projects endorsed to credit</p>

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	Development Process	Process (Approved and Reviewed in the Credit Committee)									committee. As such, pursuant to Section 2.1.1 of GCG M.C. No. 2017-01, the measure was given an automatic zero score.
	SM 5	Satisfaction Rating Based on a Survey Conducted by a Third Party	Actual Accomplishment	3%	(Actual / Target) x Weight	Achieve 85% Satisfaction Rating on Four (4) Drivers of Satisfaction ⁶	85.70% for Pre Take Out Services 91.90% for Post Take Out Services	3.00%	Cannot be validated	0.00%	<ul style="list-style-type: none"> • Certification on the 2017 Client Satisfaction Survey Rating of SHFC • Rating per Satisfaction Driver Due to SHFC's non-submission of requested evidentiary documents, the Governance Commission was unable to verify the validity of the submitted supporting documents. As such, pursuant to Section 2.1.1 of GCG M.C. No. 2017-01, the measure is given an automatic zero score.
	Sub-total		25.00%					20.54%		5.70%	
FINANCE	SO 5	Enhance Financial Viability									
	SM 6	Collection Efficiency Rate	Total Collection / Total Billing	10%	84% and Above = 10% 80% to 83% = 7.5%	84%	68.70%	0.00%	Cannot be validated	0.00%	<ul style="list-style-type: none"> • Collection Efficiency Rating Computation Based on the graduated rating scale of the measure, the reported accomplishment is below the acceptable threshold set for the year and thus should be awarded with zero rating. The reported collection efficiency rate only captures CMP accounts and does not include collection from HDH

⁶ Accountability, Reliability, Responsiveness and Effectiveness

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		Formula	Weight	Rating System	Target	Actual	Rating	Score			Rating
				78 to 79.99% = 5% 76.60% to 77.99% = 3% Below 76.60% = 0%						projects. Moreover, the submitted documents are insufficient for the Governance Commission to verify the validity of the submitted computation of collection efficiency rating. As such, pursuant to Section 2.1.1 of GCG M.C. No. 2017-01, the measure was given an automatic zero score.	
SM 7	EBITDA Margin	Earnings before Interest, Tax, Depreciation and Amortization (EBITDA) / Total Revenue	10%	Above 37% = 10% 34% to 36.99% = 9% 28% to 33.99% = 8% Below 28% = 0%	28%	42.08%	10.00%	48.16%	10.00%	• EBITDA Margin Computation SHFC not only exceeded the annual target but significantly improved from its past year's actual performance of 21.21% EBITDA. The difference in the computation of SHFC and the Governance Commission is the latter's use of figures from the COA Annual Audit Report.	
SO 6	Design Non-Traditional Financing Schemes										
SM 8	Conceptual Framework/ Schemes for Accessing Non-Traditional Funds	Actual Accomplishment	5%	All or Nothing	Proposed Memorandum Circular submitted to HLURB on the issuance of SHFC	Submission of Proposed Memorandum Circular subject to revised HLURB	-	Cannot be validated	0.00%	No supporting documents submitted.	The Governance Commission was unable to validate the reported accomplishment due to the non-submission of the necessary supporting documents.

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					Certification on the developers' participation for CMP under the Balanced Housing Scheme	Impelenting Rules and Regulations (IRR) on Balanced Housing Development Program					
SO 7	Develop Other Long-Term Funding Sources										
SM 9	Issuance of CMP Asset Backed Securities	Actual Accomplishment	5%	SHFC issued the Circular = 5% Proposed to the HLURB = 2.5%	Issue a Memorandum Circular on the CMP Asset Backed Securities as mode of compliance	Submission of Proposed Memorandum Circular subject to revised HLURB Impelenting Rules and Regulations (IRR) on Balanced Housing Development Program	-	Cannot be validated	0.00%	No supporting documents submitted.	The Governance Commission was unable to validate the reported accomplishment due to the non-submission of the necessary supporting documents.
		Sub-total	30.00%				10.00%		10.00%		

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INTERNAL PROCESS	SO 8	Create Non-Mortgage Based Products										
	SM 10	Develop New Rights-Based Instruments	Actual Accomplishment	5%	All or Nothing	IRR for Rental Housing Signed and Board Approved	Signed Guidelines on Rental Housing	5.00%	Corporate Circular HDH No. 17-015 was not approved by the Board	0.00%	<ul style="list-style-type: none"> Corporate Circular HDH No. 17-015 (Terms of the Rent-to-Own Scheme for Member Beneficiaries of the High Density Housing Program) 	Target not met. The target required the approval of the SHFC Board and the "All or Nothing" rating scale of the measure, no weight was awarded to this measure.
	SO 9	Design, Develop and Deliver FAIR Shelter Solutions										
SM 11	Develop New Framework for Financing Schemes	At least one loan take-out	5%	All or Nothing	One Culturally Sensitive Socialized Housing Project Piloted	Multi-Tribal HOA Taken Out	5.00%	Cannot be validated	0.00%	<ul style="list-style-type: none"> Copies of Disbursement Vouchers 	SHFC submitted disbursement vouchers as proof that a loan was extended to Multi-Tribal Phase 1 Homeowners Association, Inc. However, these documents were not sufficient to prove that the guidelines used are different from the existing guideline used for "regular" CMP accounts. Foregoing considered, an automatic score of zero is awarded for this measure.	

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SO 10	Integrate and Upgrade Support Systems										
SM 12	Automation of System Processes through Information System Strategic Plan (ISSP)	Actual Accomplishment	5%	All or Nothing	Updated ISSP approved by the Board and submitted to the Department of Information and Communication Technology (DICT)	Updated ISSP is subject to Board review and approval	-	Cannot be validated	0.00%	No supporting documents submitted.	The reported accomplishment does not meet the target. Moreover, the Governance Commission was unable to validate the reported accomplishment due to the non-submission of the necessary supporting documents.
SM 13	Average Number of Days to Process Loan Applications for CMP and HDH	Percentage of Applications Processed within the Targeted Number of Days	10%	(Actual / Target) x Weight	90% of HDH applications processed within 100 working days 90% of CMP applications processed within 50 working days	100% (14 out of 14 projects processed within 100 days) 98.33% (59 out of 60 projects were processed within 50 days)	10.00%	Cannot be validated	0.00%	• Summary of Projects Approved by the Board	Due to SHFC's non-submission of requested additional evidentiary documents, the Governance Commission was unable to verify the validity of the submitted summary of projects approved by the SHFC Board. As such, pursuant to Section 2.1.1 of GCG M.C. No. 2017-01, the measure was given an automatic zero score.
		Sub-total	25.00%				20.00%		0.00%		

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LEARNING & GROWTH	SO 11	Develop a Responsive Organization										
	SM 14	ISO Certification for SHFC Frontline Services	Actual Accomplishment	5%	All or Nothing	Readiness Certificate for ISO 9001:2015	-	-	Cannot be validated	0.00%	No supporting documents submitted.	No accomplishment reported
	SO 12	Elevate Personnel Competency										
	SM 15	Comprehensive Performance Management System (PMS) Established and Implemented	Competence Performance Management System (PMS) Established and Implemented	5%	All or Nothing	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 13 trainings	-	Cannot be validated	0.00%	No supporting documents submitted.	The Governance Commission was unable to validate the reported accomplishment due to the non-submission of the necessary supporting documents.
			Sub-total	10.00%				0.00%		0.00%		
			TOTAL	100.00%				50.54%		15.70%		