

**SOCIAL HOUSING FINANCE CORPORATION  
2015 Performance Scorecard**

Performance Measure					SHFC Submission			CGO-A Evaluation		Supporting Documents	Remarks	
Objectives / Measures	Formula	Weight	Rating Scale	Targets	Actual	Rating	Actual	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 CMP, HDH and AKPF	(Amount Utilized/Amount Released) x 100 (Annual)	10%	(Actual/Target) x Weight	100.00%	100.65%	10.00%	100.65%	10.00%	<ul style="list-style-type: none"> <li>Schedule of CMP and HDH subsidy releases and its utilization</li> <li>Summary list of SHFC Board approval for subsidy utilization in 2015</li> </ul>	<ul style="list-style-type: none"> <li>In 2015, funds released with total amount of ₱2,144.836 Million:               <ul style="list-style-type: none"> <li>CMP – Balance of ₱283.815 Million plus FY 2015 releases of ₱1,283.12 Million</li> <li>HDH – Balance of -172.10 Million plus 2015 releases of ₱750 Million.</li> </ul> </li> <li>Actual utilization of funds including internally generated funds totaled ₱2,158.69 Million (₱830.10 Million in CMP and ₱1,328.59 Million in HDH).</li> <li>Reason for exceeding the target is that SHFC may utilize housing subsidies from its corporate funds</li> </ul>
	Sub-total			10%				10.00%		10.00%		
Stakeholders	SO 2	Increase the Number of Empowered Communities										
	SM 2	Number of families assisted through CMP CISFA and HDH	Total number of families which were provided with a shelter loan from CMP CISFA and HDH (Annual)	10%	(Actual/Target) x Weight	24,254	26,558	10.00%	26,558	10.00%	<ul style="list-style-type: none"> <li>Summary list of projects approved by the Board for CMP CISFA and HDH</li> <li>Copies of Board Resolution on the approval of Grant Letters of Guaranty</li> </ul>	<ul style="list-style-type: none"> <li>Actual is higher than target by 9%</li> <li>For CMP, total of 116 projects covering 14,952 ISFs with total loan amount of ₱983 Million</li> <li>For HDH, total of 17 projects covering 11,606 ISFs with total loan amount of ₱2,286 Million</li> <li>Includes families from new project developments and pipeline projects</li> </ul>

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<b>SO 3</b>	<b>Expand Collaborative Arrangements</b>										
SM 3	Number of partnerships developed and institutions capacitated	Cumulative number of partners (mobilizers, LGUs, CSOs and other registered organizations that underwent capacity building programs such as seminars/ trainings/ workshops/ mentoring/ coaching session) and institutions engaged	6%	(Actual/Target) x Weight	85 (16 new partners)	90 (16 new partners)	6.00%	90 (16 new partners)	6.00%	<ul style="list-style-type: none"> <li>Summary of Number of Partnerships Developed and Institutions Capacitated</li> <li>Memorandum of Understanding between SHFC and partners</li> <li>Letter to LGUs for the accreditation as CMP-Mobilizer</li> <li>Letter to CSOs for the accreditation as CSO-Mobilizer</li> </ul>	<ul style="list-style-type: none"> <li>Actual is higher than target by 6%</li> <li>A total of 74 partners as of end of 2014, SHFC added 16 new partners in 2015 accounted as follows: Accredited LCMP Partner (5); Accredited CMP Mobilizer (4); Accredited HDH Partner (3); As Citywide Development Approach (CDA) Partner Developed (1) and MOA/MOU Developed (3)</li> <li>2015 target assumed a beginning balance of 69 partners</li> </ul>
<b>SO 4</b>	<b>Create Widespread Acceptability for FAIR Shelter Solutions</b>										
SM 4	Number of families of legally organized associations assisted through project development process	Number of applications enrolled in terms of Informal Settler Families (ISFs) in Community Mortgage Program and High Density Housing Program	6%	(Actual/Target) x Weight	24,000	29,097	6.00%	29,097	6.00%	<ul style="list-style-type: none"> <li>Summary of projects approved by the Credit Committee from January to December 2015</li> <li>Credit Committee Resolutions</li> <li>Copies of the Memorandum of Agreement between the HOA and the Mobilizers</li> </ul>	<ul style="list-style-type: none"> <li>Actual is higher than target by 21%</li> <li>Involves a total of 136 Community Associations with total loan amount of ₱3.26 Billion</li> <li>In terms of program windows, 48% (or 13,874) of the total assisted ISFs account for HDH program; 52% for CMP (or 15,223) and the remaining accounts for LCMP (877)</li> <li>These are new project developments wherein SHFC provides a proactive assistance to families</li> </ul>
SM 5	Client Satisfaction Survey	Rating (Done by external party)	3%	All or nothing	Satisfactory	90.7% Satisfactory	3.00%	Satisfactory	3.00%	<ul style="list-style-type: none"> <li>Certification from NCPAG on the rating of SHFC from the Customer Satisfaction Survey</li> </ul>	<ul style="list-style-type: none"> <li>SHFC worked with the UP National College of Public Administration and Governance to conduct the survey which seeks to</li> </ul>

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Objectives / Measures	Formula	Weight	Rating Scale	Targets	Actual	Rating	Actual	Rating				
										<ul style="list-style-type: none"> <li>Survey instrument for the Community Associations and LGUs</li> <li>Inception Report and Field Implementation Plan</li> <li>MOA between SHFC and UP-NCPAG</li> </ul>	<ul style="list-style-type: none"> <li>determine the level of satisfaction on SHFC's project application process</li> <li>A 5-point Likert scale was used to determine the satisfaction level of the 229 respondents on 8 drivers</li> <li>Based on the result, 90.7% of the respondents are at least satisfied with SHFC</li> </ul>	
	<i>Sub-total</i>											
			<b>25%</b>									
	<b>SO 5</b>	<b>Enhance Financial Capacity</b>										
Finance	SM 6	Collection Efficiency Rate	(Actual collections for the year/Billing for the year) x 100 (Billing for the year refers to total collectibles for the year)	10%	(Actual/Target) x Weight	83%	76.71%	9.24%	76.71%	9.24%	<ul style="list-style-type: none"> <li>Computation of Collection Efficiency Rate</li> </ul>	<ul style="list-style-type: none"> <li>Actual is lower than target by 8%</li> <li>Out of the billed (due for the year exc. Past due accounts) amount of ₱810 Million, ₱622 Million had been collected (exc. Past due accounts)</li> </ul>
	SM 7	EBITDA margin	(Earnings before interest, taxes, depreciation and amortization / Total Revenues) x 100	10%	(Actual/Target) x Weight	28%	34%	10.00%	34%	10.00%	<ul style="list-style-type: none"> <li>Computation of EBITDA Margin</li> <li>Unaudited Income Statement</li> </ul>	<ul style="list-style-type: none"> <li>Actual is higher than target by 21%</li> <li>Figures are consistent with the Unaudited Income Statement</li> </ul>
		<b>SO 5-A</b>	<b>Design Non-Traditional Financing Schemes</b>									
	SM 8	Conceptual Frameworks/schemes for accessing non-traditional funds	Guidelines crafted and presented to the Board	5%	(Actual/Target) x Weight	Guidelines crafted/ incentives identified for the developers' participation in the CMP as a mode of compliance to the 20% balanced	Proposed amendments on Memorandum Circular No. 5 to expand compliance for CMP to include Private Sector participation in community	4.00%	Proposed amendments on Memorandum Circular No. 5 to expand compliance for CMP to include Private Sector participation in community	4.00%	<ul style="list-style-type: none"> <li>Board Resolution No. 932 s. 2016</li> <li>Letter to HLURB dated 25 November 2015</li> <li>Project Milestones</li> </ul>	<ul style="list-style-type: none"> <li>On 28 January 2016, HLURB issued Board Resolution No. 933 approving the participation of developers of proposed residential subdivision in land development and housing construction of CMP Projects</li> </ul>

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					housing	upgrading works was submitted to HLURB on 05 November 2015		upgrading works was submitted to HLURB on 05 November 2015			
<b>SO 5-B</b>	<b>Develop Other Long Term Funding Sources</b>										
SM 9	Issuance of CMP Asset backed Securities	Issuance of CMP ABS (accounts at 0-3 months with estimated value of P1 Billion)	5%	(Actual/Target) x Weight	Issuance of CMP ABS	Authority of the SHFC President to sign CMP-ABS related document approved by the SHFC Board on June 29, 2015. Proposed mandate letter with NHMFC in the final stage of review.	3.00%	Authority of the SHFC President to sign CMP-ABS related document approved by the SHFC Board on June 29, 2015. Proposed mandate letter with NHMFC in the final stage of review.	3.00%	<ul style="list-style-type: none"> <li>Board Resolution No. 456 s. 2015</li> <li>Risk Management Committee Report</li> <li>Project milestones</li> </ul>	<ul style="list-style-type: none"> <li>Based on project timeline, SHFC only met half of target which represents 3% of the total rating</li> <li>SHFC missed two major activities: <ul style="list-style-type: none"> <li>Conduct complete staff work on mortgages; and</li> <li>Conduct complete staff work on Loan Development System.</li> </ul> </li> </ul>
	<i>Sub-total</i>		<b>30%</b>				<b>26.24%</b>		<b>26.24%</b>		
<b>SO 6</b>	<b>Create Non-Mortgage Based Products</b>										
SM 10	Number of projects with usufruct arrangements	Absolute number	5%	(Actual/Target) x Weight	8 HDH projects with usufruct arrangements financed	10 HDH projects approved by the SHFC Board	5.00%	10 HDH projects approved by the SHFC Board	5.00%	<ul style="list-style-type: none"> <li>List of projects approved by the Board with Usufruct arrangements</li> <li>Copies of the Board Resolution approving the grant of letter of guaranty for HDH under the ISF Housing Program</li> </ul>	<ul style="list-style-type: none"> <li>Actual is higher than target by 25%</li> <li>Total project cost of P663 Million with 8,532 ISFs</li> </ul>
<b>SO 6-A</b>	<b>Design, Develop and Deliver FAIR Shelter solutions</b>										
SM 11	Develop new framework for financing schemes	Framework developed and approved by the	5%	All or nothing	Wholesale lending conceptual framework	Wholesale lending conceptual framework	5.00%	Wholesale lending conceptual framework	5.00%	<ul style="list-style-type: none"> <li>Board Resolution No. 485 s. 2015 re Approval of the Conceptual</li> </ul>	<ul style="list-style-type: none"> <li>Upon verification of the document, the framework established are the following:</li> </ul>

Internal Process

Performance Measure					SHFC Submission			CGO-A Evaluation		Supporting Documents	Remarks
Objectives / Measures		Formula	Weight	Rating Scale	Targets	Actual	Rating	Actual	Rating		
		Board			developed and approved by the Board	approved by the SHFC Board on 02 December 2015		approved by the SHFC Board on 02 December 2015		Framework on Wholesale Lending	<ul style="list-style-type: none"> <li>o Downloading of funds to sub-lenders for relending to end-users or retail borrowers;</li> <li>o Discounting of eligible loans extended to end-users by institutional lenders;</li> <li>o Granting of commitment lines to partners, particularly LGUs;</li> <li>o Establishing pari passu arrangements with large institutional lenders to share; and risks and encourage more lending.</li> </ul>
<b>SO 6-B Integrate and Upgrade Support Systems</b>											
SM 12	Automation of system processes through ISSP	Absolute	5%	(Actual/Target) x Weight	50% of 2 modules (Loan Management System and Financial Management Information System modules) out of 4 modules for ISSP developed	Detailed Requirement Study (DRS) Being undertaken	2.04%	Detailed Requirement Study (DRS) Being undertaken	2.04%	<ul style="list-style-type: none"> <li>• Memorandum signed by Project Manager re Accomplishment of Detailed Requirement Study</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the ISSP started in 2014 and will span 3 years</li> <li>• SHFC achieved 40.75% of the deliverables stated in the Terms of Reference for the Detailed Required Study (DRS)</li> </ul>
SM 13	Average number of days to process loan applications for CMP and HDH	Total number of days to process loan applications/ Total loan applications for the year	5%	1- (Actual-Target)/Target) x weight (but not to exceed assigned weight)	120 working days	98.5% (131 out of 133 projects were processed within 120 days)	4.93%	19 working days	5.00%	<ul style="list-style-type: none"> <li>• Summary of Turnaround time (TAT) of projects approved by the Board</li> <li>• Copies of Credit Committee Reports and Board Resolutions</li> </ul>	<ul style="list-style-type: none"> <li>• Actual TAT is 84% lower than the target</li> <li>• TAT ranges from 5 days to 448 days</li> <li>• Following the formula, total processing days of 2,527 divided by 133 applications is equivalent to 19 days</li> </ul>
	<i>Sub-total</i>		<b>20%</b>				<b>16.97%</b>		<b>17.04%</b>		

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Objectives / Measures	Formula	Weight	Rating Scale	Targets	Actual	Rating	Actual	Rating				
Learning and Growth	<b>SO 7</b>	<b>Develop a Responsive Organization</b>										
	SM 14	ISO Certification for SHFC frontline services	All processes (ISO Certification on June 2016)	5%	All or nothing	Completed Documenting the QMS	QMS Manual approved and being implemented	5.00%	QMS Manual approved and being implemented	5.00%	<ul style="list-style-type: none"> <li>ISO 9001:2008 Readiness Assessment on the QMS</li> <li>Officer Order No. 15-0508 approving the QMS Documents and its Implementation dated 06 November 2015</li> </ul>	<ul style="list-style-type: none"> <li>Readiness assessment was carried out by DAP in December 2-15</li> <li>QMS Manual approved by the SHFC President</li> </ul>
	SM 15	Number of regional hubs established	Absolute	5%	All or nothing	Four (4) regional hubs established	Four (4) regional hubs have been created	5.00%	Four (4) regional hubs have been created	5.00%	<ul style="list-style-type: none"> <li>Office Order No. 15-0514 and 0517 signed by the SHFC President</li> <li>Board Resolution No. 421 s. 2014</li> </ul>	<ul style="list-style-type: none"> <li>The creation of the regional hubs which aims to strengthen its operation at the regions was part of the Rationalization Plan of SHFC</li> </ul>
	<b>SO 8</b>	<b>Elevate Personnel Competency</b>										
	SM 16	Comprehensive Performance Management System (PMS) established and implemented	Absolute	5%	All or nothing	Performance Improvement Plan (PIP) in the context of PMS developed and competency mapping and skills assessment project completed	PMS Policy 005 on PIP is in place; PIPs for 10 employees rated below satisfaction have been developed; CBS Manual was presented to Senior Officers on December 16, 2015	5.00%	PMS Policy 005 on PIP is in place; PIPs for 10 employees rated below satisfaction have been developed; CBS Manual was presented to Senior Officers on December 16, 2015	5.00%	<ul style="list-style-type: none"> <li>Certification from Human Resources Development Division</li> <li>Copy of the Performance Improvement Plan</li> <li>Competency Framework of SHFC</li> <li>Attendance record on the Presentation Briefing of the CBS Project Output to the EVP and Orientation for Senior Officers and Managers on the Competency Based System</li> <li>Competency Based System Manual</li> </ul>	<ul style="list-style-type: none"> <li>SHFC worked with the Civil Service Commission to develop its Competency Based System</li> <li>SHFC personnel have completed the training programs</li> </ul>
	<i>Sub-total</i>			<b>15%</b>				<b>15.00%</b>		<b>15.00%</b>		
	<b>Total</b>			<b>100%</b>				<b>93.21%</b>		<b>93.28%</b>		