

**NATIONAL HOUSING AUTHORITY (NHA)**  
**Validation Result of 2021 Performance Scorecard**

		Component				NHA Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score				
<b>SO 1 Scale-Up Provision of Safe and Affordable Housing Responsive to the Needs of Informal Settler Families (ISF) and Low-Income Formal Sector</b>												
<b>STAKEHOLDERS/SOCIAL IMPACT</b>	SM 1	Percent of Housing Units Started	Total Number of Housing Units <sup>1</sup> Started Through Notice to Proceed (NTP) / Total Board-Approved Target Starts Less Number of Units Affected by External Factors	10%	(Actual / Target) x Weight	100% of Total Board-Approved Targets Starts	34% (34,902 / 103,011)	3.39%	33.88% (34,902 / 103,011)	3.39%	<ul style="list-style-type: none"> <li>Summary of Housing Units Started per Program/ Project/Location</li> <li>Notices to Proceed, Contracts, Memoranda of Agreement, Disbursement Vouchers, Notices of Award, Contracts Monitoring Reports of Randomly Selected Programs/ Projects<sup>2</sup></li> </ul>	Target not met.
	SM 2	Percent of Housing Units Completed Within the Project Duration	Total Number of Fully Completed Units in 2021 / Total Number of Completions Target Less Number of Units Re-Scheduled/Deferred as a Result of Granted Time	10%	(Actual / Target) x Weight	90% of Total Completions Target	47% (45,078 / 96,604)	5.18%	34.27% (33,108 / 96,604)	3.81%	<ul style="list-style-type: none"> <li>Summary of Housing Units Completed Within the Project Duration per Program/ Project/Location</li> <li>Certificates of Physical Completion</li> </ul>	Target not met. Projects that were unverifiable due to the non-submission of the supporting documents and projects that were not accomplished in 2021 were excluded in the validated

<sup>1</sup> Pertains to either of the following: (1) House and Lot Packages, (2) Housing Units, (3) Lots, or (4) Low-Rise Building Units. The same definition shall apply to the term "housing unit" used in the succeeding measures.

<sup>2</sup> The following programs/projects were sampled: (1) Magsaysay Tulungan Center Low Rise Building; (2) Ilocos Sur Polytechnic State College IP Students Dormitory; (3) Baguio Luna Terraces; (4) Sta. Praxedes Resettlement Project; (5) San Mariano Housing Project for Rebel Returnees/Former Rebels; (6) Doña Carmela Heights; (7) Mt. Samat Ville; (8) Our Lady of Mt. Carmel Ville; (9) Tabaco Housing Project Phase 2; (10) Bulusan Resettlement Project; (11) Sta. Fe Residences; (12) Busay Sites and Services Phase 2; (13) Maribojoc Resettlement Project Phase 1; (14) Peace and Prosperity Village; (15) Labuan Sea Breeze Subdivision Phase 1 and Phase 2; (16) Gentle Breeze Subdivision; (17) Kalugmanan Paglaum Village; (18) Kapyaan Heights; (19) NHA-Bislig Paglaum Tribal Village; and (20) Agusan del Norte Former Rebels.

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score			
		Extensions and/or Termination of Contracts								<ul style="list-style-type: none"> <li>Physical Completion Checklists</li> </ul>	accomplishment. A summary of the excluded projects and the corresponding basis for its exclusion is provided in <b>Appendix 1</b> .
SM 3	Provision of Menu of Design Options <sup>3</sup>	Actual Accomplishment	5%	All or Nothing	Board-Approved Menu of Options and Plans/ Technical Specifications	100% (11 / 11)	5.00%	Board Approval of the Detailed Architectural and Engineering Design (DAED), Cost Estimates and Technical Specifications of Various Housing Models on the Menu of Design Options for Emerging Housing Program and DAED of Various Housing Models	5.00%	<ul style="list-style-type: none"> <li>NHA Board Resolution Nos. 6892 and 7009</li> </ul>	Target met.
SM 4a	Percentage of Calamity-Stricken Families Provided with Emergency	Percentage of Calamity-Stricken Families Provided Assistance / Total Number of Beneficiaries Based	5%	(Actual / Target) x Weight	100%	91% (88,994 / 98,653)	4.56%	90.21% (88,994 / 98,653)	4.51%	<ul style="list-style-type: none"> <li>Emergency Housing Assistance Program (EHAP) Monitoring Report</li> <li>Project Proposals and Signed</li> </ul>	Target not met.

<sup>3</sup> For (1) Emerging Housing Programs (BALAI Rental Housing, Dormitory Housing for SUCs and the Housing Projects of the Balik Probinsya, Bagong Pag-Asa Program); and (2) For Standard Community Facilities for Mandamus, Danger Areas & Infra Resettlement Projects (with Complete Detailed Architectural and Engineering Design Plans and Technical Specifications).

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score			
	Housing Assistance	on the Approved Masterlist								Payrolls for EHAP from Seven (7) Regional Offices (i.e., NCR North Sector, Region I, Region II, Region IX, Region XI, Region XII, and Region XIII) • Photos and Copies of Identification Cards of Select EHAP Beneficiaries	
SM 4b	Percentage of Emergency Housing Assistance Processed Within the Applicable Processing Time	Total Number of Emergency Housing Assistance Processed Within the Applicable Processing Time / Total Number of Emergency Housing Assistance Based on the Masterlist	5%	(Actual / Target) x Weight	100%	61% (54,328 / 88,994)	3.05%	Cannot Be Validated	0.00%	• EHAP Monitoring Report • Project Proposals, Masterlists of Families Eligible for Emergency Housing Assistance, Validated Lists of Affected Families, Damage Assessment Reports, and Payroll Sheets for Sampled Transactions <sup>4</sup>	The submitted supporting documents do not provide the required information to verify the turnaround time of the sampled transactions (i.e., start date based on the date of approval of the Masterlist of Beneficiaries and end date based on the receipt of the beneficiaries of the cash assistance).  A sample of unverifiable transactions based on the submitted supporting

<sup>4</sup> The following requests were sampled: (1) Brgy. San Rafael Village, Navotas; (2) Brgy. Tanza, Navotas; (3) Brgy. Tugatog, Malabon; (4) Benito Soliven, Isabela; (5) Brgy. Bagong Sikat & Brgy. Maulad, Puerto Princesa City, Palawan; (6) Brgy. Mabili and Molom, Malngas, Zamboanga Sibugay; (7) Brgy. Poblacion, La Dicha and Lipucan, Malangas, Zamboanga Sibugay; (8) Brgy. Saloagan, Dimatiling, Zamboanga del Sur; (9) Brgy. Tandubuay, Marcos Village, Daplayan and Brgy. Sagsan, San Pablo, Zamboanga del Sur; (10) Brgy. Taganito, Claver, Surigao del Norte; (11) Brgy. San Jose, Brgy. Tabon, and Brgy. San Antonio, Bislig City, Surigao del Sur; (12) Brgy. Tubo-Tubo and Brgy. Poblacion, Cagwait, Surigao del Sur; (13) Brgy. Punta, Nasipit, Agusan del Norte; (14) Municipality of Cortes, Surigao del Sur; (15) Brgy. La Caridad, Prosperidad, Agusan del Sur; (16) Brgys. Patin-ay, Poblacion, Aurora, Mapaga, La Caridad, Las Navas, San Rafael, New Maug, Lucena, Salvacion, and Azpetia, Municipality of Prosperidad, Agusan del Sur.

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score			
SM 5	Percent of Housing Units Disposed	<u>Total Number of Units Awarded or Disposed / Total Number of Inventory for Disposition as of December 2021</u>	10%	(Actual / Target) x Weight	70%	78% (16,033 / 20,667)	10.00%	77.54% (16,033 / 20,667)	10.00%	<ul style="list-style-type: none"> <li>Inventory of Housing Units</li> <li>Work Program and Budget</li> <li>Sales and Disposition Performance Report</li> <li>Inventory of Units Under Sales Documentation, Inventory of Units Under Loan Documentation, Masterlist of Beneficiaries Lot Allocation, Report on Loans Granted to Finance Acquisition of Lot and Lease, Group Award – Sales Report, and Lease Award – Regular Lease of the Sampled Projects<sup>5</sup></li> </ul>	<p>documents is provided in <b>Appendix 2</b>. Target exceeded.</p> <p>The Governance Commission revised the formula of the measure to “Total Number of Units Awarded or Disposed / Total Number of Inventory for Disposition as of December 2021” instead of the initially approved formula of “Total Number of Units Awarded or Disposed / Total Number of Inventory for Disposition as of December 2020” in consideration of the limits of the current system of the NHA (i.e., the current system of the NHA can only capture the total inventory of the corporation as of date of generation). Moreover, the revised formula better reflects the actual accomplishment of the corporation as it also includes the housing units for disposition as of the yearend of the performance year being evaluated.</p>

<sup>5</sup> The following projects were sampled: Sitio Pingkian and Tatalon Bliss from NCR East Sector, Philippine Centennial Village and PRTC MRH from NCR South Sector, Bustos Heights and Villa Lois from Region 3, Bahay Katuparan and PABHOA Phase 1 from Region 4.

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score			
SM 6	Percent of Housing Units that Remain Unoccupied	Number of Unoccupied Units (or Unawarded Units) / Total Number of Houses Built as of 31 December 2020	5%	$\frac{1 - \{(\text{Actual} - \text{Target}) / \text{Target}\} \times \text{Weight}}$	20%	6% (46,657 / 793,060)	5.00%	Cannot Be Validated	0.00%	<ul style="list-style-type: none"> <li>Inventory of Saleable Housing Units</li> <li>Inventory Summary Reports of Sampled Projects<sup>6</sup></li> </ul>	<p>Review of the supporting documents showed the following:</p> <ol style="list-style-type: none"> <li>Based on the Inventory of Saleable Housing Units, the total number of houses built as of 2021 is 800,594 and not 793,060 as reported in the 4th Quarter Monitoring Report; and</li> <li>The reported total houses built of one of the sampled projects (Lianga Housing Project) in the Inventory of Saleable Housing Units is not consistent with the Inventory Summary Report (i.e., under the Inventory of Saleable Housing Units, there are 412 total houses built while under the Inventory Summary Report there are 419 total houses built).</li> </ol> <p>The observations noted by the Governance</p>

<sup>6</sup> The following projects were sampled: Libis Espina (NCR North Sector), Karangalan Village (NCR East Sector), BLC Rawis (NCR West Sector), Sinchioco Urban HOA (NCR South Sector), Domingo-Pucay Clan (Region 1), Sta. Fe (Region 2), Brgy. Puksuan (Region 3), Summer Ville (Region 4), Bonapcor HOA (Region 5), Talisay SS (Region 6), Busay SS (Region 7), Tolosa (Region 8), Amor Con Amor Subdivision (Region 9), City Urban HOA, Inc. (Region 10), Toril Phase 2 (Region 11), Sofia Ville (Region 12), and Lianga Housing Project (Region 13).

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score			
											<p>Commission casted doubt on the veracity and accuracy of the submitted Inventory of Saleable Housing Units. Thus, the reported accomplishment of the NHA could not be objectively validated.</p> <p>The Governance Commission also revised the rating system of the measure from “(Actual / Target) x Weight” to “{1 - [(Actual - Target) / Target]} x Weight” considering that the intent of the measure and target is to decrease the percentage of housing units that remain unoccupied.</p>
SM 7	Percent of Community Facilities Completed in Existing Resettlement Sites (18 Live Cases)	Actual Number of Community Facilities Completed in Existing Resettlement Sites / Total Number of Unaccomplished Community Facilities as of End of 2020	5%	(Actual / Target) x Weight	100%	100% (7 / 7)	5.00%	100% of Community Facilities in Existing Resettlement Sites Completed	5.00%	<ul style="list-style-type: none"> <li>• Certificate of Physical Completion</li> <li>• Physical Completion Checklist</li> <li>• Photos of Projects</li> </ul>	Target met.
<b>SO 2</b>	<b>Strengthen Strategic Partnerships with Stakeholders</b>										
SM 8	Number of Beneficiary-Families Below Poverty Threshold	Actual Number of Beneficiary-Families in NHA-Administered Projects Provided	5%	(Actual / Target) x Weight	20,260	30,848	5.00%	30,848	5.00%	<ul style="list-style-type: none"> <li>• Summary of Beneficiary Families Below Poverty-Threshold</li> </ul>	Target exceeded.

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score			
Provided Access to Livelihood Trainings and Other Income-Generating Interventions	Livelihood Trainings and Other Income Generating Interventions									Provided Access to Livelihood Trainings and Other Income-Generating Interventions per Region <ul style="list-style-type: none"> <li>• Breakdown of Trainings Livelihood Trainings and Other Income-Generating Interventions for the National Capital Region (NCR) West Sector, Region V, Region VIII, and Region XII</li> <li>• Attendance Sheets of Sampled Livelihood Trainings and Other Income-Generating Interventions</li> </ul>	
<b>SO 3</b>	<b>Improve Stakeholder Satisfaction</b>										
SM 9	Percentage of Satisfied Customers	Number of Respondents Who Rated At Least Satisfactory / Total Number of Survey Respondents	5%	(Actual / Target) x Weight  0% = If Less Than 80%	90%	97%	5.00%	97%	5.00%	<ul style="list-style-type: none"> <li>• Customer Satisfaction Survey Final Report</li> <li>• Inception Report</li> <li>• Back-Checking and Spot-Checking Report</li> <li>• Accomplished Survey Forms</li> </ul>	Target exceeded.

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score			
<b>Sub-total</b>			<b>65%</b>			<b>51.19%</b>		<b>41.71%</b>			
<b>SO 4 Efficient Budget Management</b>											
FINANCIAL	SM 10	Budget Utilization Rate	Total Actual Disbursements / Total Cash-Based Corporate Operating Budget for the Year (Both Net of Personal Services Cost)	10%	(Actual / Target) x Weight	90%	44% (P25.593 Billion / P58.169 Billion)	4.89%	35.20%	3.91%	<ul style="list-style-type: none"> <li>2021 Annual Audit Report (AAR) from the Commission on Audit (COA)</li> </ul> Target not met. The validated accomplishment is based on a total disbursement of P24,137,047,038 and total corporate operating budget of P68,569,191,781.
	<b>SO 5 Efficient Asset Management</b>										
	SM 11	Collection Efficiency of Residential Lots/Units	Total Actual Collection for Residential Lots / Total Amount Due	10%	(Actual / Target) x Weight	50%	29% (P1.138 Billion / P3.958 Billion)	5.75%	Cannot Be Validated	0.00%	<ul style="list-style-type: none"> <li>Statement of Cash Flows from the 2021 COA AAR</li> <li>Breakdown of Collections from Awardees/Beneficiaries/Entities</li> <li>Consolidated Collection Evaluation Report</li> <li>Summary of NHA Official Receipts Utilized/Issued for Collections on a National and Regional Level</li> <li>Summary of Collection Evaluation Report</li> </ul> To validate the total actual amount collected by the NHA (basis of the numerator of the formula), the Governance Commission compared the figures in the Statement of Cash Flows from the 2021 COA AAR as supported by the Breakdown of Collections from Awardees/Beneficiaries/Entities and the Consolidated Collection Evaluation Report. Review of the aforementioned documents showed a variance in the reported actual amount collected. Based on the Statement of Cash Flows and the Breakdown of



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											<p>Collections from Awardees/Beneficiaries/Entities, the total actual collection is ₱1,895.77 Million while the total actual collection reported in the Consolidated Collection Evaluation Report is ₱1,895.71 Million.</p> <p>On the other hand, to validate the total amount due for the year (basis of the denominator of the formula), the Governance Commission cross-referenced the Summary of Collection Evaluation Report with the Summary of NHA Official Receipts Utilized/Issued for Collections on a National and Regional Level. However, the submitted Summary of NHA Official Receipts Utilized/Issued for Collections for Region IV is incomplete. Thus, the Governance Commission could not verify the total amount due for the region and determine whether the reported total amount due for the year is accurate.</p>

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score				
											In view of the above findings, the reported accomplishment of the corporation could not be objectively validated.	
	<b>Sub-total</b>											
		<b>20%</b>										
		<b>10.64%</b>										
		<b>3.91%</b>										
INTERNAL PROCESS	<b>SO 6 Established Quality Management System</b>											
	SM 12	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification	Completed	5.00%	ISO 9001:2015 Certification Attained	5.00%	<ul style="list-style-type: none"> <li>ISO 9001:2015 Certificate</li> <li>Audit Report</li> </ul>	Target met.
	<b>SO 7 Optimum Utilization of Information and Communication Technology</b>											
	SM 13	<u>Implementation of the ISSP of the Authority</u>	Actual Accomplishment	2%	All or Nothing	<u>Board-Approved 2021-2023 ISSP Submitted to DICT</u>	Board-Approved 2021-2023 ISSP Submitted to DICT	2.00%	Board-Approved 2021-2023 ISSP Submitted to DICT	2.00%	<ul style="list-style-type: none"> <li>Letter to the Department of Information and Communications Technology (DICT) Submitted the Board-Approved 2021-2023 Information System Strategic Plan (ISSP)</li> </ul>	<p>Target met.</p> <p>The 2021 target was revised to "<u>Board-Approved 2021-2023 ISSP Submitted to DICT</u>" from "<u>Board-Approved 2022-2024 ISSP Submitted to DICT</u>" following the recommendation of the DICT to NHA to submit a 2021-2023 ISSP instead of a 2022-2024 ISSP. For the same reason, the wording of the measure is revised to "<u>Implementation of the ISSP of the Authority</u>" from "<u>Implementation of the 2019-2021 ISSP for the Authority</u>".</p>
		<u>Number of Projects Completed Based on the Deliverables per ISSP / Total</u>	3%	(Actual / Target) x Weight	<u>Completed 100% of 2021 Deliverables Based on</u>	Geographical Information System, Data Center	1.50%	50% of 2021 Deliverables Completed	0.75%	<ul style="list-style-type: none"> <li>Board-Approved 2021-2023 ISSP</li> <li>Certificates of Completion and</li> </ul>	<p>Target not met.</p> <p>Out of the four (4) systems due for roll-out</p>	

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	<u>Number of 2021 Deliverables per 2021-2023 ISSP Submitted to DICT</u>			<u>2021-2023 ISSP</u>	Migration and Network Rehabilitation of NHA Main Office, and Human Resource Information System Completed				User Acceptance and Contract Agreement for the Completed Deliverables	<p>and implementation in 2021, only the Implementation of eMail Solution and Video Conferencing Solution were implemented.</p> <p>It should also be noted that considering that the basis for the accomplishment of the target is the 2021-2023 ISSP of the corporation, the Governance Commission revised the target to "Completed 100% of 2021 Deliverables Based on <u>2021-2023 ISSP</u>" instead of the initial target of "Completed 100% of 2021 Deliverables Based on <u>2019-2021 ISSP</u>". Likewise, the Governance Commission revised the formula to "Number of Projects Completed Based on the Deliverables per ISSP / Total Number of 2021 Deliverables per <u>2021-2023 ISSP Submitted to DICT</u>" from "Number of Projects Completed Based on the Deliverables per ISSP / Total Number of 2021 Deliverables per <u>2019-</u></p>

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Actual	Score				
											2021 ISSP Submitted to DICT.	
	<b>Sub-total</b>		<b>10%</b>			<b>8.50%</b>		<b>7.75%</b>				
<b>LEARNING AND GROWTH</b>	<b>SO 8</b>	<b>Established Competency-Based Framework</b>										
	SM 14	Improvement on the Competency Level of the Organization	Actual Accomplishment	5%	All or Nothing	Establish Baseline on the Competency Level of the Organization <sup>7</sup>	Completed	5.00%	Competency Baseline Established	5.00%	<ul style="list-style-type: none"> <li>Report on the 2021 Organizational Baseline Competency Assessment</li> <li>Competency Assessment Database</li> <li>Certification from the Head of the Human Resource Management on the Number of Employees</li> </ul>	Target met.  The competency baseline of the NHA is 82.87%.
		<b>Sub-total</b>		<b>5%</b>				<b>5.00%</b>		<b>5.00%</b>		
	<b>TOTAL</b>		<b>100%</b>				<b>75.33%</b>		<b>58.37%</b>			

<sup>7</sup> Shall pertain to the competency assessment result for 100% of employees under Executive and Managerial Level. The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula: 
$$\frac{\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A (\frac{\text{Actual Competency Level}}{\text{Required Competency Level}})^a \right]}{B}$$
 where a = Competency required. A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled.