

SOCIAL HOUSING FINANCE CORPORATION

		Component				Baseline		Target	
		Objective/Measure	Formula	Weight	Rating System	2013	2014	2015	2016
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	Number of Informal Settler Families (ISFs) provided with shelter security	Number of ISFs provided with shelter security against the subsidy actually received for the year	10%	(Actual/Target) x weight (but not to exceed assigned weight)	N/A	N/A	N/A	12,550
		Sub-total		10%					
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 (but not to exceed assigned weight)	16,021	21,811 (CMP-12,025; HDHP-9,786)	24,254 (CMP-16,500; HDH-7,754)	18,382 (CMP-16,500; HDH-1,882)
	SO 3	Expand Collaborative Arrangements							
	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	8%	(Actual/Target) x weight (but not to exceed assigned weight)	49	74 (25 new partners)	85 (16 new partners)	97 (12 new partners)

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Stakeholders	SO 4	Create Widespread Acceptability for FAIR Shelter Solutions							
	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 (but not to exceed assigned weight)	23,076	25,109	24,000	20,000
	SM 5	Client Satisfaction Survey	Rating (Done by external party)	3%	All or nothing	N/A	N/A	Satisfactory	Pre-take out: 92% Post-take out: Satisfactory
		<i>Sub-total</i>			<u>27%</u>				
Finance	SO 5	Enhance Financial Capacity							
	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 (but not to exceed assigned weight)	76.6%	84.4%	83%	84%
	SM 7	EBITDA margin	(Earnings before interest, taxes, depreciation and amortization / Total Revenues) x 100	8%	(Actual/Target) x weight (but not to exceed assigned weight)	23.1%	37.88% (P191.57 Million / P505.68 Million)	28%	31%

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Finance	SO 5-A	Design Non-Traditional Financing Schemes							
	SM 8	Conceptual Frameworks/schemes for accessing non-traditional funds	Guidelines crafted and presented to the Board	3%	All or nothing	N/A	N/A	Guidelines crafted/ incentives identified for the developers' participation in the CMP as a mode of compliance to the 20% balanced housing	Guidelines crafted/ incentives identified for the developers' participation in the CMP as a mode of compliance to the 20% balanced housing (by June 2016)
	SO 5-B	Develop Other Long Term Funding Sources							
	SM 9	Issuance of CMP/corporate bonds	Issuance of CMP ABS (accounts at 0-3 months with estimated value of P2 Billion)	3%	All or nothing	N/A	N/A	Issuance of CMP ABS	Issuance of CMP Mortgages, applying the proceeds for the HDH program by June 2016
		<i>Sub-total</i>		<u>24%</u>					
Internal Process	SO 6	Create Non-Mortgage Based Products							
	SM 10	Number of projects with usufruct arrangements	Absolute number	5%	(Actual/Target) x weight (but not to exceed assigned weight)	N/A	N/A	8 HDH projects with usufruct arrangements financed	2 HDH projects

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Internal Process	SO 6-A	Design, Develop and Deliver FAIR Shelter solutions							
	SM 11	Number of MFI/LGU partner accessing the wholesale lending scheme	Number of partners for the pilot-testing based on the framework developed and approved by the Board	5%	All or nothing	N/A	N/A	Wholesale lending conceptual framework developed and approved by the Board	1 MFI/LGU partner (pilot testing)
	SO 6-B	Integrate and Upgrade Support Systems							
	SM 12	Automation of system processes through ISSP	Absolute	6%	All or nothing	ISSP approved by the NCC	ISSP approved by the DOST-ITC	50% of 2 modules (Loan Management System and Financial Management Information System modules) out of 4 modules for ISSP developed	2 Modules (Loan Management System and Financial Management Information System modules) commenced based on the TOR; NTP by 3rd Quarter
	SM 13	% of HDH applications processed within 120 working days	Total number of days to process HDH loan applications/ Total HDH applications for the year	3%	(Actual/Target) x weight (but not to exceed assigned weight)	N/A	N/A	N/A	90%
	SM 14	% of CMP applications processed within 60 working days (from Credit Committee to Board Approval)	Total number of days to process CMP loan applications/ Total CMP applications for the year	3%	(Actual/Target) x weight (but not to exceed assigned weight)	N/A	N/A	N/A	90%

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	<i>Sub-total</i>		<u>22%</u>						
Learning and Growth	SO 7	Develop a Responsive Organization							
	SM 15	ISO Certification for SHFC frontline services	All processes (ISO Certification on June 2016)	6%	All or nothing	N/A	N/A	Completed Documenting the QMS	ISO certification for all processes secured
	SM 16	ICT Group established based on Reorganization Plan	Absolute	6%	All or nothing	N/A	N/A	N/A	ICT Group established based on Reorganization Plan
	SO 8	Elevate Personnel Competency							
	SM 17	Comprehensive Performance Management System (PMS) established and implemented	Absolute	5%	All or nothing	N/A	N/A	Performance Improvement Plan (PIP) in the context of PMS developed and competency mapping and skills assessment project completed	HR policies on hiring and promotions revised in accordance with the Competency Based System Manual (CBS) Manual ¹
		<i>Sub-total</i>		<u>17%</u>					
	Total		<u>100%</u>						

¹ The competency gaps resulting from the competency assessment shall establish the baseline.