

**NATIONAL HOUSING AUTHORITY (NHA)  
2017 Performance Scorecard Evaluation**

Component					Target	NHA Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating				
<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>SOCIAL IMPACT</b>	SM 1	Number of Housing Units Started	Total number of housing units started through NTP	12.5%	(Actual/Target) x Weight	105,921 housing units	26,539	3.13%	24,116	2.85%	<ul style="list-style-type: none"> <li>• Summary of the Housing Programs and units started</li> <li>• Notices to Proceed (NTP) for projects bid out by NHA</li> <li>• Memorandum of Agreement, Disbursement Vouchers, and check for the 15% advanced payment released to LGU</li> </ul>	The GCG-validated score was based on the submitted supporting documents. Copies of the Notice to Proceed, Memorandum of Agreement, Disbursement Vouchers submitted for 2,423 units did not specify the number of units covered by the project.

Validation Result of 2017 Performance Scorecard (Annex A)

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Objective / Measure			Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating	
SM 2	Percent of Projects with NTP Completed Within the Project Duration	Total number of fully completed units in 2017 / Total number of completions target less number of units re-scheduled or deferred as a result of granted time extensions	12.5%	(Actual/Target) x Weight	90% of total completions target of 112,695 units	52% (55,393 / 105,640)	7.28%	50.37% (55,348 / 109,883)	7%	<ul style="list-style-type: none"> <li>Summary of projects with details on the targeted and completed units</li> <li>Certification on Completed Housing Units from the Project Manager duly concurred by the Area Management Office</li> <li>NHA Memoranda on approved time extensions</li> </ul>	<p>Only 2,812 units can be excluded out of the 7,055 units requested for exclusion. Representation for the exclusion of the other units cannot be objectively verified as the corresponding documents submitted by NHA do not indicate the number of units approved for extension.</p> <p>Based on GCG's validation, the total number of fully completed units was 55,348.</p>

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SM 3	Percent of disposable housing units disposed									
a) Percent of Old Inventory Disposed	Old units awarded / Old Inventory (as of 4 <sup>th</sup> quarter of 2015)	5%	(Actual/Target) x Weight	47% (36,790 / 77,638)	19% (14,747 / 77,638)	2.02%	19% (14,747 / 77,638)	2.02%	<ul style="list-style-type: none"> <li>• Certification from NHA Project Offices on the Disposition of Lots Based on Group Sales Report and Masterlist of Beneficiaries Lot Allocation</li> <li>• Samples of Conditional Contract to Sell, Individual Loan Agreement, Group Award, Sales Report, Masterlist of Beneficiaries Lot Allocation</li> </ul>	Acceptable. However, for the subsequent years, the validating document for this measure would be the report on Inventory of Units Under Sales Documentation (IUSD), List of Overall Inventory per Lot Inventory System, and Summary of the Total Inventory specifying the units ready for disposition.
b) Percent of New Inventory Disposed	New units awarded / New inventory (starting January 2016)	10%	(Actual/Target) x Weight	81% (19,945 / 24,623)	20% (4,907 / 24,623)	2.46%	20% (4,907 / 24,623)	2.46%		

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Objective / Measure	Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating			
<b>SO 2 Strengthened Strategic Partnerships with Stakeholders</b>											
SM 4	Number of Beneficiary-Families Below Poverty Threshold Provided Access to Livelihood Trainings & Other Income-Generating Interventions	No. of Beneficiary-families in NHA-administered projects provided livelihood trainings and other livelihood and affordability enhancement interventions	5%	(Actual/Target) x Weight	33,268 beneficiary-families	46,826	5%	46,826	5%	<ul style="list-style-type: none"> <li>• Certification on the livelihood intervention provided based on list of beneficiaries given access to livelihood</li> <li>• Attendance sheets</li> <li>• MOA with partner agencies</li> </ul>	NHA exceeded the target. The reported accomplishment is acceptable.
<b>SO 3 Improve Stakeholder Satisfaction</b>											
SM 5	Customer Satisfaction	Number of stakeholders who gave Very Satisfactory rating (scale 4) / Total number of stakeholders surveyed	10%	(Actual/Target) x Weight	80% of stakeholders gave Very Satisfactory Rating	Very Satisfactory Rating	10%	84% of stakeholders rated Very Satisfied and Somewhat Satisfied	10%	<ul style="list-style-type: none"> <li>• Report on Overall Customer Satisfaction Survey for 2017</li> </ul>	NHA exceeded the target. The GCG-validated score reflected the percentage of respondents who gave Somewhat Satisfied to Very Satisfied rating per the target for this measure.
<b>Sub-total</b>		<b>55%</b>					<b>29.90%</b>		<b>29.33%</b>		

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Objective / Measure	Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating				
FINANCIAL	<b>SO 4 Efficient Budget Management</b>											
	SM 6	Budget Utilization Rate (BUR)	Amount obligated / Total Releases from July of previous year to June of current year	5%	(Actual/Target) x Weight	97% (P33.578 Billion / P34.499 Billion)	95.66% (P8.363 Billion / P8.742 Billion)	4.93%	95.79% (P8.639 Billion / P9.019 Billion)	4.94%	<ul style="list-style-type: none"> <li>• Certification on NHA's BUR for the period Jan to Dec 2017, with Annex A on the BUR computation</li> <li>• Samples of Request for Fund Allotment</li> <li>• DBM Report on 2017 SARO Releases</li> </ul>	Validation of the total releases include P276.060 Million which was released in December 2016.
	<b>SO 5 Efficient Asset Management</b>											
SM 7	Collection Efficiency of Residential Lots	Total Actual Collection for Residential Lots / Total Amount Due	10%	(Actual/Target) x Weight	40% (P0.8708 B / P2.177 B)	37% (P0.802B / P2.177B)	9.21%	36.84% (P0.802B / P2.177B)	9.21%	<ul style="list-style-type: none"> <li>• Certification on Collection Efficiency Rate signed by the NHA Treasury Department Manager</li> <li>• Summary of Official Receipt Numbers issued in 2017</li> </ul>	Acceptable. However, for the succeeding validations, NHA shall submit a Collection Evaluation Report, as reported by the Regional offices and as consolidated by the NHA Head Office. Aside from this, the summary to be submitted should consist of the actual collection and the corresponding Official Receipt Numbers.	
<b>Sub-total</b>			<b>15%</b>				<b>14.14%</b>		<b>14.15%</b>			

INTERNAL PROCESS	Component				Target	NHA Submission		GCG Validation		Supporting Documents	GCG Remarks	
	Objective / Measure	Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating			
	<b>SO 6 Efficient and Effective Processes</b>											
	SM 8	Review of Selected Processes Involved in Planning and Implementation of Housing Programs	Updated/ Revised Land Development Manual	5%	All or Nothing	Memorandum Circular on Updated/ Revised Land Development Manual	Approved Memorandum Circular No. 2017-034 dated 29 Dec 2017	5%	Approved Memorandum Circular No. 2017-034 dated 29 Dec 2017	5%	<ul style="list-style-type: none"> <li>NHA Memorandum Circular No. 2017-034 on the Updated Guidelines in Land Development for NHA Housing Development Projects</li> </ul>	Reported accomplishment is acceptable.
	<b>SO 7 Establishment of Quality Management System</b>											
	SM 9	ISO Certification	Milestone achieved	10%	<ul style="list-style-type: none"> <li>ISO 9001:2008 Certified = 5%</li> <li>ISO 9001:2008 Certification and Readiness to ISO 9001:2015 = 10%</li> </ul>	ISO 9001:2008 Certification and Certificate of Readiness to ISO 9001:2015	<ul style="list-style-type: none"> <li>NHA ISO 9001:2008 Certified as of 07 June 2017</li> <li>ISO Quality Management System (QMS) Core Team Post-</li> </ul>	5%	ISO 9001:2008 Certification	5%	<ul style="list-style-type: none"> <li>ISO 9001:2008 Certificate</li> <li>NHA Certification on the completion of the ISO QMS Core Team Post-Assessment and Orientation on ISO 9001:2015</li> </ul>	NHA was not able to secure a readiness certificate to ISO 9001:2015. NHA's reported accomplishment relative to this target was only the conduct of Post-Assessment and Orientation on ISO 9001:2015 for the ISO QMS Core Team 14 to 16 June 2017.

Validation Result of 2017 Performance Scorecard (Annex A)

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Objective / Measure		Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating		
						Assessment and Orientation on ISO 9001 :2015 for ISO Core Team Members, June 14-16, 2017					
		<b>Sub-total</b>	<b>15%</b>				<b>12%</b>		<b>10%</b>		
<b>LEARNING AND GROWTH</b>	<b>SO 7 Optimum Utilization of Information Technology</b>										
	SM 10	Enterprise and Communication Management System	Actual Accomplishment	5%	All or Nothing	Scanning and indexing of the following documents completed: <ul style="list-style-type: none"> <li>o 47,108 pages of Transfer Certificates of Title</li> <li>o 1,000,000 pages out of 2,940,000 pages of Beneficiary folders</li> </ul>	-	-	-	0%	None

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Objective / Measure		Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating		
					o 250,000 out of 500,000 pages of NHA Employees' 201 files						
SM 11	Document Tracking System	Actual Accomplishment	5%	All or Nothing	Document Tracking System for Infrastructure Projects Billing completed and implemented	Fully implemented in April 2017	5%	Document Tracking System (DTS) implemented in 2017	5%	<ul style="list-style-type: none"> <li>• Certification on the implementation of Document Tracking System signed by the NHA General Manager</li> <li>• NHA Officer Order No. 3102 dated 04 January 2017 on the workshop for DTS</li> <li>• Sample DTS reports on the status of documents on 2017 transactions</li> </ul>	Acceptable.



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<b>SO 9 Established Competency-Based Framework</b>											
SM 12	Human Resource (HR) Competency-Based Framework	Actual Accomplishment	5%	All or Nothing	Establish Competency Baseline <sup>1</sup> for all employees under executive/managerial level <sup>2</sup>	Completed	5%	Competency Baseline for Employees under executive/managerial level was <b>not</b> established	0%	<ul style="list-style-type: none"> <li>• 2017 Leadership Competency Needs Assessment</li> </ul>	Upon validation, the assessment conducted <u>only</u> covered the Leadership competency of employees under the Executive / Managerial Level. Based on the competency framework of NHA, employees will be assessed based on the Core, Organizational, Functional and Leadership competencies. In view of the foregoing, the reported accomplishment is invalid as it is insufficient to comply with the requirement of the measure which is the conduct of competency assessment, covering all required competencies for employees under the executive / managerial level.
		<b>Sub-total</b>	<b>15%</b>				<b>10%</b>		<b>0%</b>		
		<b>TOTAL</b>	<b>100%</b>				<b>66.04%</b>		<b>58.48%</b>		

<sup>1</sup> Refers to the implementation of assessment tools/processes designed to evaluate whether an incumbent or candidate to a position possesses (1) the competencies required by the position, (2) the actual competency levels of the incumbent or candidate, and (3) the gaps between the actual competencies and competency levels of the incumbent or candidate, and the required competencies and competency levels of the position.

<sup>2</sup> Shall refer to senior manager and middle manager level as defined under Section 4.1 of GCG Memorandum Circular No. 2017-01.