



Office of the President of the Philippines
GOVERNANCE COMMISSION
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
3/F, Citibank Center, 8741 Paseo De Roxas, Makati City, Philippines 1226



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MR. CARLOS G. DOMINGUEZ

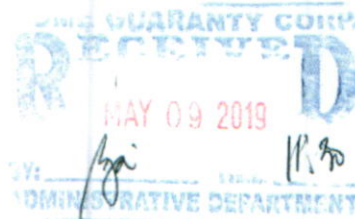
Secretary, Department of Finance
and HGC Chairperson

ATTY. JIMMY B. SARONA

Officer-in-Charge (OIC)

HOME GUARANTY CORPORATION (HGC)

Jade Building, 335 Sen. Gil J. Puyat Avenue,
Makati City, Philippines



**RE : VALIDATION RESULT OF 2018
PERFORMANCE SCORECARD OF HGC**

Dear Secretary Dominguez and OIC Sarona,

This is to formally transmit the validation result of HGC's 2018 Performance Scorecard. Based on the validation of documentary submissions, the HGC gained an over-all score of **90.55%** (see **Annex A**). The same is to be posted in HGC's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

FOR YOUR INFORMATION AND GUIDANCE.

Very truly yours,

SAMUEL G. DAGPIN, JR.
Chairman

MICHAEL P. CLORIBEL
Commissioner

MARITES C. DORAL
Commissioner

cc: COA Resident Auditor – HGC
Philippine Export-Import Credit Agency (PhilExim)

¹ Code of Corporate Governance for GOCCs dated 28 November 2012.

2019009404

HOME GUARANTY CORPORATION (HGC)
Validation Result of 2018 Performance Scorecard

Performance Measure						HGC Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
Objectives/ Measures	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating				
SOCIAL IMPACT	SO 1	Mobilized and Sustained Private Funds for Housing Through a Viable System of Guarantees										
	SM 1	Increase Total Value of Loans Guaranteed	Value of Outstanding Guaranty for the Year	15%	(Actual / Target) x Weight	₱172 Billion	₱199.53 Billion	15%	₱199.13 Billion	15%	Guaranty Portfolio Report; Copies of Certificates of Guaranty; Batch Lists; Copies of Receipts for Premium Payment; Copies of Contracts	Revision on the reported accomplishment due to the adjustment in the guaranty coverage issued to Security Bank under COG No. 2017-7974, which lapsed in November 2018 but was renewed in January 2019.
	SO 2	Ensure a Guaranty Portfolio in Favor of the Low-Income Groups										
	SM 2	Increase Percentage of Value of Outstanding Guaranty Allocated for Socialized and Low-Cost Housing (excluding HDMF accounts)	Value of Outstanding Guaranty Allocated for Socialized and Low-Cost Housing (excluding HDMF accounts) / Total Value of Outstanding Guaranty	15%	(Actual / Target) x Weight If Lower Than 70% = 0%	76%	72.56%	14.34%	72.56%	14.32%	Guaranty Portfolio Report; Report generated by the Retail Guaranty Information System	The reported accomplishment is acceptable. Target not met.
		Sub-total	30%				29.34%		29.32%			

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Validation Result of 2018 Performance Scorecard (Annex A)

Performance Measure						HGC Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
	Objectives/ Measures	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating			
STAKEHOLDERS	SO 3	Expand the Coverage of Operations										
	SM 3	Increase the Number of Active Partner Banks, Developers and other Financial Institutions (FIs) Lending in the Regions	Actual Number of Active Partner Banks, Developers and Other FIs Lending in the Regions	5%	(Actual / Target) x Weight	70	73	5%	73	5%	Summary of Clients with Guaranteed Housing Portfolio in Regions; Samples of Certificates of Guaranty	Acceptable. Target met.
	SO 4	Develop Public Image/Reputation as a Dependable/Strong, Efficient and Professional Corporation										
	SM 4	Improve Percentage of Satisfied Customers	Number of Respondents who gave a Rating of at least Satisfactory / Total Number of Respondents	5%	(Actual / Target) x Weight If Lower Than 80% = 0%	90% of Respondents Gave a Rating of at least Satisfactory	87.88% of Respondents Gave a Rating of at least Satisfactory	4.88%	Result not acceptable	0%	Customer Satisfaction Survey Terminal Report from Third Party Provider	Coordination with the third party service provider of HGC revealed that an online platform was used to conduct the customer satisfaction survey. This is in violation of the prescribed research design, wherein it was stated that the customer satisfaction survey of GOCCs shall be in the form of a structured pen-and-paper questionnaire.

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Validation Result of 2018 Performance Scorecard (Annex A)

Performance Measure						HGC Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
	Objectives/ Measures	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating			
											Moreover, the third party service provider was unable to present a data quality control report, which would ensure the integrity of data collected.	
	SO 5	Enhance Regulatory and Supervisory Functions over Building and Loan Associations (BLAs)										
	SM 5	Conduct Operations Audit in Building and Loan Associations (BLAs)	Number of Operations Audit Conducted	5%	(Actual / Target) x Weight	3 Operations Audit Conducted	3 Operations Audit Conducted	5%	3 Operations Audit Conducted	5%	Audit Report; Attendance Sheets of BLA Audit Team Meetings	Acceptable.
		Sub-total		15%				14.88%		10%		
	SO 6	Improve Financial Viability/Sustainability of Guaranty Operations										
FINANCE	SM 6	Improve Total Comprehensive Income	Total Revenue less Total Expenses	10%	(Actual / Target) x Weight	P746.13 Million	P2.195 Billion	10%	P2.195 Billion	10%	Copy of Unaudited Year-End Financial Statements and Other Financial Reports/ Schedules as transmitted to COA	Acceptable. HGC exceeded the target. Significant increase in TCI was due to the disposition of asset amounting to P2.099 Billion.

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Validation Result of 2018 Performance Scorecard (Annex A)

Performance Measure						HGC Submission		GCG Evaluation		Supporting Documents	GCG Remarks
Objectives/ Measures	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating			
SO 7	Speed Up Asset Disposition										
SM 7	Implement the Inventory and Disposition Plan	Sales Value of Acquired Assets Sold for the Year	10%	(Actual / Target) x Weight	₱829.13 Million	₱5.598 Billion	10%	₱5.599 Billion	10%	Consolidated Disposition Report; Copies of Deeds of Absolute Sale; Copies of Marketing Documentation Clearance Slips	HGC exceeded the target. The GCG-validated accomplishment was based on the re-computation of total sales value of assets made during GCG's on-site validation.
SO 8	Enhance Collection Efficiency to Improve Liquidity										
SM 8	Increase Collection Efficiency	Value of Actual Collections During the Year / Total Collectibles for the Year	10%	(Actual / Target) x Weight	95%	95.16%	10%	95.16%	10%	Summary Report of Collection of Receivable; Copies of Official Receipts and Employee Payroll Ledgers	Acceptable. HGC exceeded the target.
	Sub-total		30%				30%		30%		

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Validation Result of 2018 Performance Scorecard (Annex A)

Performance Measure						HGC Submission		GCG Evaluation		Supporting Documents	GCG Remarks	
	Objectives/ Measures	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating			
INTERNAL PROCESS	SO 9	Enhance Operational Efficiency										
	SM 9	Ensure Satisfactory Delivery of Service within Prescribed Processing Period ¹	Number of Requests Processed within the Prescribed Period / Total Number of Requests	10%	(Actual / Target) x Weight	100% of Requests Processed within the Prescribed Period	54/54 or 100% of Requests Processed within the Prescribed Period	10%	33/53 or 62.26% of Requests Processed within the Prescribed Period	6.23%	Monitoring of Sales Document Execution from the Asset Management and Disposition Group; Receipts of full or partial payment; E-mail or letters notification to buyers	The GCG-validated accomplishment reflects a total of 53 transactions in 2018 since one of 54 reported transactions was reported twice. Of this number, only 33 were processed within the prescribed processing period. Moreover, 10 transactions exceeded the TAT, while 10 cannot be validated due to insufficient/ inconsistent supporting documents.
		Sub-total		10%				10%		6.23%		
LEARNING AND GROWTH	SO 10	Implement Government Quality Management System (GQMS)										
	SM 10	Institutionalize a Quality Management System	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Re-certification	ISO 9001:2015 Re-certified	5%	ISO 9001:2015 Re-certified	5%	Follow-Up Audit Report	Acceptable.

¹ Guaranty Call – 20 calendar days; Title Consolidation – 7 working days; Sales Documentation – 25 working days

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Validation Result of 2018 Performance Scorecard (Annex A)

Performance Measure						HGC Submission		GCG Evaluation		Supporting Documents	GCG Remarks
Objectives/ Measures	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating			
SO 11 Improve Information Security Management											
SM 11	Acquire ISO Certification for the Information Security Management System (ISMS)	Actual Accomplishment	5%	All or Nothing	ISO 27001:2013 Re-certification	ISO 27001: 2013 Re-certified	5%	ISO 27001: 2013 Re-certified	5%	Follow-Up Audit Report	Acceptable.
SO 12 Improve Competencies of the Organization											
SM 12	Ensure Employees Meet Required Competencies	Actual Number of Personnel with Competency Gaps on Organizational Competencies (Quality Management and Industry Sector Dynamics) given Learning and Development Interventions / Total Number of Personnel with Competency Gaps on Quality Management	5%	(Actual / Target) x Weight	Address Competency Gap of All Employees under Organization on Quality Management and Industry Sector Dynamics (Organizational Competency)	1. 100% of the Employees with Gaps on Quality Management Provided with the Necessary Learning and Development Intervention 2. 100% of the Employees with Gaps on Industry Sector Dynamics	5%	All Employees with Quality Management and Industry Sector Dynamics Competency Gaps Addressed	5%	Competency Re-Assessment; Copies of Certificates; Copies of Attendance Sheets; Individual Performance Monitoring Form, Performance Coaching Form, Performance Monitoring and Coaching Journal	Acceptable.

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Performance Measure						HGC Submission		GCG Evaluation		Supporting Documents	GCG Remarks
	Objectives/ Measures	Formula	Wt.	Rating Scale	Target	Actual	Rating	Score	Rating		
		and Industry Sector Dynamics				Provided with the Necessary Learning and Development Intervention					
		Sub-total	15%				15%		15%		
		TOTAL	100%				99.22%		90.55%		

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