

**NATIONAL HOUSING AUTHORITY (NHA)  
Validation Result of 2019 Performance Scorecard**

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Weight		2019	Actual	Rating	Score	Rating			
STAKEHOLDERS / SOCIAL IMPACT	SO 1	Scale-Up Provision of Safe and Affordable Housing Responsive to the Needs of Informal Settler Families (ISFs) and Low-Income Formal Sector									
	SM 1	Percent of Housing Units Started	Total number of housing units started through NTP / Total number of housing starts for the year per Board-approved Work Program	10%	$\frac{\text{Actual}}{\text{Target}} \times \text{Weight}$	100% of Total Housing Starts per 2019 Board-Approved Work Program	43% (27,825/64,738)	0%	Unverifiable	0%	<ul style="list-style-type: none"> <li>• Notice to Proceed</li> <li>• Copy of released voucher and check for the payment of first release to LGU</li> <li>• NOA/MOA/ Contract of Agreement</li> </ul> <p>Request to lower down weight allocation from 12.5% to 10% is <b>APPROVED</b>. Only 17,578 of the reported 27,825 units were substantiated with supporting documents. However, the percent of housing starts cannot be computed. The total number of housing starts for the year was unverifiable due to the non-submission of Board-approved Work Program.</p>
	SM 2	Percent of Units Completed within the Project Duration	Total number of fully completed units in 2019 / Total number of completions target per Board-approved Work Program	10%	$\frac{\text{Actual}}{\text{Target}} \times \text{Weight}$	90% of Total Completions Target per 2019 Board-Approved Work Program	37% (42,946/117,316)	0%	Unverifiable	0%	<ul style="list-style-type: none"> <li>• Certificate on physically completed unites issued by NHA District Offices as Concurred by the Contractor</li> </ul> <p>Request to lower down weight allocation from 12.5% to 10% is <b>APPROVED</b>. Only 21,058 of the reported 42,946 units were substantiated with supporting documents. However, the percent of units completed cannot be computed. The total</p>

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									<ul style="list-style-type: none"> <li>• Sample of physical completion checklist</li> <li>• Photos</li> </ul>	<p>number of completions target for the year was unverifiable due to the non-submission of Board-approved Work Program.</p> <p>NHA requested a revision to the existing formula to exclude the number of units rescheduled/deferred as a result of granted time extensions from the universe of the completions target for the year. NHA was requested to provide an updated matrix/summary of accomplishment, specifying the completions target that were rescheduled/deferred including the supporting documents on the approval of time extensions. However, these were not submitted by NHA. Hence, absent these representation and documentations, the GCG cannot identify the number of units for exclusion and evaluate</p>

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											the propriety of their exclusion.
SM 3	Number of Community Facilities Completed in Existing Resettlement Sites (18 Live Cases)	Actual number of community facilities completed in existing relocation sites	5%	(Actual / Target) x Weight	22 Community Facilities Completed	141% (31/22)	5%	29 Community Facilities Completed	5%	<ul style="list-style-type: none"> <li>• Certificate on physically competed units issued by NHA District Offices as concurred by the Contractor</li> <li>• Samples of physical completion checklist</li> </ul>	Exceeded target.  However, based on the GCG's validation, only 29 out of the 31 community facilities reported were duly supported with documentation as submitted to the GCG. Refer to <b>Appendix 1</b> for the details.
SM 4	Percent of Housing Units Disposed	Total number of units awarded or disposed / Total number of Inventory for disposition	15%	(Actual / Target) x Weight	100%	92% (33,031/ 36,096)	13.73%	92%	13.73%	<ul style="list-style-type: none"> <li>• For Regular (Non-CBIA) Projects: Inventory of Units under Sales Documentati on</li> <li>• For CBIA Projects: Inventory of Units under Sales Documentati on for the reporting quarter, Samples of</li> </ul>	Target not met.  33,031 units disposed out of 36,096 units targeted for disposition

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									Masterlist of Beneficiaries Lot Allocation (MBLA) for AFP/PNP Program	
SM 5	Percent of Housing Units Occupied	Number of occupied units / Number of units ready for occupancy as of 1 <sup>st</sup> quarter of 2019	10%	(Actual / Target) x Weight	80%	95.24% (585,524 / 614,764)	10%	Unverifiable	0%	<ul style="list-style-type: none"> <li>Summary Report</li> <li>Certifications on units awarded and ready for occupancy signed by the District Managers of NHA and the Head of Community Association</li> </ul> <p>The submitted supporting documents cannot be reconciled. The Summary Report presented the accomplishment per Region/Sector while the List of Units were presented per project/location (see <b>Appendix 2</b>). NHA requested to revise the target to 75%. However, as early as 2nd quarter, NHA already reported an accomplishment of 92% which already exceeded the target of 80%. Thus, the GCG <b>DENIES</b> NHA's request for modification.</p>

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<b>SO 2 Strengthen Strategic Partnerships with Stakeholders</b>											
SM 6	Number of Beneficiary-Families below Poverty Threshold provided Access to Livelihood Trainings & Other Income-Generating Interventions	Actual number of beneficiary families in NHA-administered projects provided livelihood trainings and other income generating interventions	5%	(Actual / Target) x Weight	36,750	40,717	5%	40,717	5%	List of beneficiary families provided with livelihood and other interventions and samples of attendance sheets	Target exceeded.
<b>SO 3 Improve Stakeholder Satisfaction</b>											
SM 7	Percentage of Satisfied Customers	Number of respondents who rated at least satisfactory / Total number of survey respondents	5%	(Actual / Target) x Weight  0% if below 80%	90%	Survey not yet conducted	0%	No survey conducted for 2019	0%	No documents submitted.	NHA was not able to conduct survey for 2019.
<b>Sub-total</b>			<b>60%</b>				<b>33.73%</b>		<b>23.73%</b>		
<b>SO 4 Efficient Budget Management</b>											
<b>FINANCIAL</b>	SM 8	Budget Utilization Rate	10%	90% to 100% = 10%  80% to 89% = 5%	90%	19% (₱17.630 Billion / ₱90.458 Billion)	0%	19.13%	0%	2019 COA Annual Audit Report	Request to lower down the minimum threshold from 90% to 80% is <b>DENIED</b> . The 80% was already set as a minimum threshold in consideration of the difficulties encountered

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		(net of Personal Services Cost)	< 80% = 0%  More than 100% = 0%							by NHA in relation to its low budget utilization and BUR in the prior years.  Based on the COA Audit Report, out of the ₱89.380 Billion approved budget, only ₱17.098 Billion were utilized.
<b>SO 5 Efficient Asset Management</b>										
SM 9	Collection Efficiency of Residential Lots	Total actual collection for residential lots / Total amount due	10%	(Actual / Target) x Weight  0% = if less than 37%	55%	40%	7.19%	40%	7.27%	<ul style="list-style-type: none"> <li>Collection Evaluation Report (CER)</li> <li>Collection report with corresponding official receipt numbers</li> </ul> <p>Target not met. NHA's request to lower the target from 55% to 50% and removal of the minimum threshold of 37% is <b>DENIED</b> due to the following reasons: 1. The 55% target was anchored on the 2017 COA audit observation on the dormancy of accounts receivables and issues on the poor performance of NHA's service provider for the collection of Accounts Receivables. Also, under EO No. 195, s. 1999, NHA was mandated to ensure the sustainability of socialized housing</p>

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											<p>funds by improving its collection efficiency.</p> <p>2. As regards the 37% minimum threshold, the request is already moot given that NHA already achieved a 40% collection efficiency.</p>	
<b>Sub-total</b>			<b>20%</b>			<b>7.19%</b>		<b>7.27%</b>				
<b>INTERNAL PROCESS</b>	<b>SO 6</b>	<b>Established Quality Management System</b>										
	SM 10	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	Surveillance Audit for ISO 9001:2015 Certification Maintained	5%	ISO 9001:2015 Certification Maintained	5%	2 <sup>nd</sup> Surveillance Audit Report by TUV Rheinland	Acceptable.
	<b>Sub-total</b>			<b>5%</b>				<b>5%</b>		<b>5%</b>		
<b>LEARNING &amp; GROWTH</b>	<b>SO 7</b>	<b>Optimum Utilization of Information Technology</b>										
	SM 11	Implementation of the 2019-2021 ISSP for the Authority	Actual Accomplishment	<u>10%</u>	<u>(Actual / Target) x Weight</u>	100% of ISSP Deliverables for 2019 Completed	Out of 7 ISSP Deliverables for 2019, 2 were completed: - Website Content Management System - Project Management	10%	Completed 28.57% of ISSP Deliverables for 2019	2.86%	Website Content Management System: Certificate of Completion and User Acceptance signed by Process Owner on 25 June 2019	<p>Target not met.</p> <p>Out of the 7 ISSP deliverables for 2019, only the Website Content Management System and Project Management Information System were completed.</p> <p>NHA's request to increase the weight allocation for this measure from 5% to</p>

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					Information System				<ul style="list-style-type: none"> <li>Project Management Information System – Project Monitoring System (Production Module): Certificate of Completion and User Acceptance signed by Process owners on 15 November 2019</li> </ul>	10% is <b>APPROVED</b> . The implementation of NHA’s planned IT systems is also an important initiative to improve NHA’s processes considering the magnitude of its operations. Moreover, instead of the request to adopt a graduated rating system, the rating system was revised from All or Nothing to Actual/Target.	
<b>SO 8 Established Competency-Based Framework</b>											
SM 12	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	$\frac{\text{Actual}}{\text{Target}} \times \text{Weight}$	Board-Approved Competency-Based Framework/ Model which shall include the following: (1) Competency Tables (2) Competency Matrix (3) Position Profiles	Competency Tables and Matrix completed and presented to the Board on 13 December 2019.	0%	Board Approved Competency Framework, Competency Tables, and Matrix	2.5%	<ul style="list-style-type: none"> <li>NHA Board-Approved Competency Framework</li> <li>Competency Tables and Matrix</li> <li>NHA Board Resolution No. 6603 dated 13 December 2019</li> </ul>	Request to revise target is <b>DENIED</b> . Instead, the rating scale was modified from All or Nothing to account for actual accomplishment.



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				(4) Competency-Based Job Description Conduct competency assessment based on approved framework to 100% of employees under Executive and Managerial levels						
		<b>Sub-total</b>	<b>10%</b>			<b>0%</b>		<b>5.36%</b>		
		<b>VALIDATED RATING</b>	<b>100%</b>			<b>45.92%</b>		<b>41.36%</b>		