



28 June 2021

MR. CARLOS G. DOMINGUEZ

*Secretary, Department of Finance
and PhilGuarantee Chairperson*

MR. ALBERTO FRANCISCO E. PASCUAL

President and CEO (PCEO)

PHILIPPINE GUARANTEE CORPORATION (PHILGUARANTEE)

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

RE : TRANSMITTAL OF 2021 PERFORMANCE SCORECARD

Dear Secretary Dominguez and PCEO Pascual,

This is to formally transmit the 2021 Charter Statement and Strategy Map (**Annex A**) and 2021 Performance Scorecard (**Annex B**) of PhilGuarantee.

The PhilGuarantee proposed Charter Statement, Strategy Map and Performance Scorecard submitted through a letter dated 15 December 2020¹ were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held last 21 December 2020 and evaluation of revised documents submitted through its letter dated 25 January 2021² and e-mail communication on 11 June 2021.

We take this opportunity to **REMIND** PhilGuarantee that Item 5 of GCG Memorandum Circular (M.C.) No. 2017-02³ mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. PhilGuarantee is requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the 2nd Quarter Monitoring Report for 2021.

Finally, under GCG M.C. No 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2021 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

FOR PHILGUARANTEE'S INFORMATION AND COMPLIANCE.

Very truly yours,

¹ Officially received by the Governance Commission on 16 December 2020.

² Officially received by the Governance Commission on 26 January 2021.

³ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

2021 CHARTER STATEMENT AND STRATEGY MAP (Annex A)

PHILIPPINE GUARANTEE CORPORATION

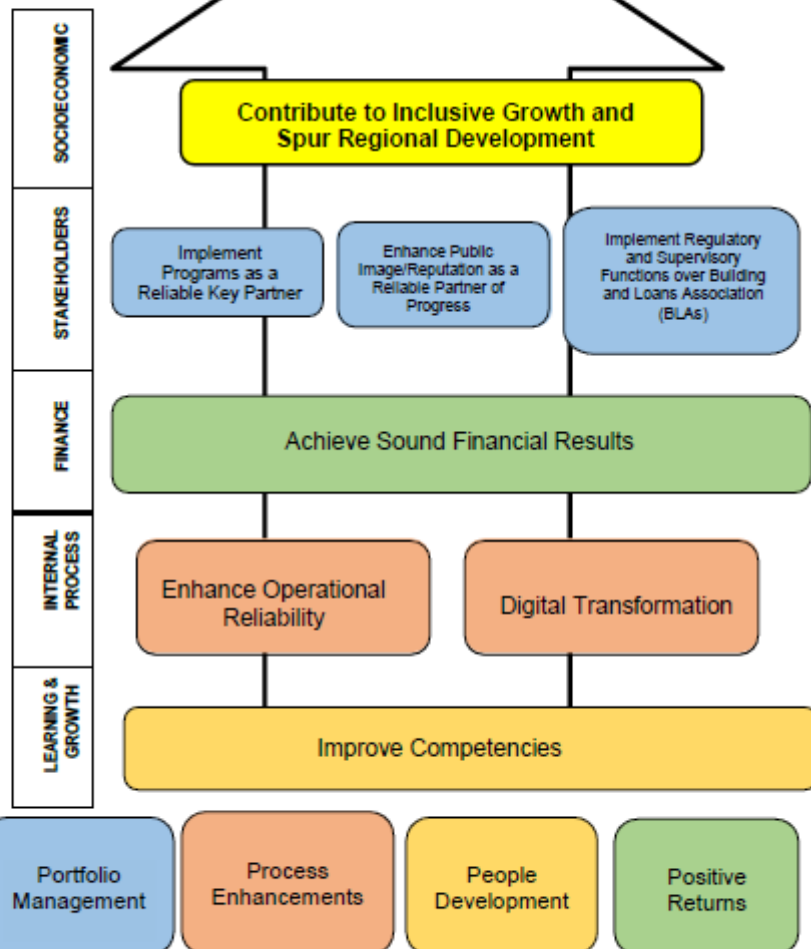
Vision: By 2025, PHILGUARANTEE shall be a strong and trusted State-Owned Enterprise, the reliable and responsive partner in championing inclusive growth and catalyzing regional development of economic sectors, and a key regional player for guarantee finance in the ASEAN Community.

Mission: As the *Principal Agency for State Guarantee Finance of the Philippines*, we provide accessible, reliable and efficient guarantee systems to enable credit for stakeholders in trade and investments, infrastructure, housing, agriculture, MSMEs and other priority sectors of the Government.

Core Values:

- Adaptability to Innovation
- Reliability
- Integrity
- Service Commitment
- Empowerment

Themes



2021 PERFORMANCE SCORECARD (Annex B)

PHILIPPINE GUARANTEE CORPORATION

Component					Baseline Data		Target		
	Objective/Measure		Formula	Weight	Rating System	2018	2019	2020	2021
SOCIO- ECONOMIC IMPACT	SO 1	Contribute to Inclusive Growth and Spur Regional Development							
	SM 1	Increase Total Value of Loans Guaranteed to the following Sectors:							
		a. Housing	Value of Outstanding Guaranty for the year	15%	(Actual / Target) x Weight	N/A	N/A	₱160.11 Billion	₱146.29 Billion
		b. Priority Sector/MSME		10%				₱3.6 Billion	₱4 Billion
		c. Agriculture (AGFP)		5%				₱3.5 Billon	₱3.12 Billion
		Sub-Total		30%					
STAKEHOLDERS	SO 2	Implement Programs as a Reliable Key Partner							
	SM 2a	Percentage Implementation of the MSME Credit Guarantee Program	Actual Accomplishment	5%	(Actual / Target) x Weight	N/A	N/A	Implemented to 2,000 MSMEs	Implement to 8,000 additional MSMEs
	SM 2b	Increase No. of Beneficiaries in the Key Sectors	Actual Accomplishment	0%	(Actual / Target) x Weight	N/A	N/A	Housing Sector: 4,121 New Housing Loan Borrowers Priority Sector/MSME: 2,000 Businesses Agri: 39,000 Agri-based workers	Housing Sector: 10,302 New Housing Loan Borrowers Priority Sector/MSMEs: 8,000 additional MSMEs Agri: 40,950 additional Agri-based workers

Component						Baseline Data		Target	
	Objective/Measure		Formula	Weight	Rating System	2018	2019	2020	2021
								(For Monitoring Only)	
	SO 3	Enhance Public Image/Reputation as a Reliable Partner of Progress							
	SM 3	Percentage of Satisfied Customers	Number of respondents who gave a rating of at least Satisfactory over Total Number of respondents	5%	(Actual / Target) x Weight If less than 80% = 0%	N/A	N/A	90% Satisfactory Rating	90%
	SO 4	Implement Regulatory and Supervisory Functions over Building and Loans Association (BLAs)							
	SM 4	Conduct Operations Audit in Building and Loan Associations	Number of operations audits conducted	5%	(Actual / Target) x Weight	N/A	N/A	Conducted Operations Audit to all BLAs under the supervision and regulation of PhilGuarantee	Conducted Operations Audit to all BLAs under the supervision and regulation of PhilGuarantee
		Sub-total		15%					
	FINANCE	SO 5	Achieve Sound Financial Results						
SM 5		Increase Total Comprehensive Income	Total Revenue less total expenses	10%	(Actual / Target) x Weight	N/A	N/A	₱221.79 Million	₱449.18 Million
SM 6		Sales Value of Acquired Asset	Actual Sales Values of Acquired Asset / Target sales value	5%	(Actual / Target) x Weight	N/A	N/A	₱6 Million	₱159.60 Million

Component						Baseline Data		Target	
	Objective/Measure		Formula	Weight	Rating System	2018	2019	2020	2021
	SM 7	Improve Collection Efficiency Rate	Value of actual collections during the year / Total Projected Collections for the year	10%	(Actual / Target) x Weight	N/A	N/A	At least 60% Collection Efficiency (Amortization Payments of Housing Loans from Disposed Acquired Assets)	At least 75% Collection Efficiency
		Sub total		25%					
INTERNAL PROCESS	SO 6	Enhance Operational Reliability							
	SM 8	Implement Quality Management	Actual Accomplishment	5%	All or Nothing	N/A	N/A	ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification
	SM 9	Implementation of Information Systems Strategic Plans	Actual Accomplishment	5%	All or Nothing	N/A	N/A	ISSP (Phase 1-2020 ICT Resource Acquisition Clearance from the Department of Information and Communications Technology)	100% Implementation of the targets based on the ISSP as submitted to DICT
	SO 7	Digital Transformation							
	SM 10	Automation of Key Processes	Actual Accomplishment	10%	All or Nothing	N/A	N/A	Automation of one (1) Key Process (preferably establishment of Digital Payment Platforms)	Full implementation of the digital payment platform as ongoing frontline service automation innovation
		Sub-total		20%					

Component						Baseline Data		Target	
	Objective/Measure		Formula	Weight	Rating System	2018	2019	2020	2021
LEARNING AND GROWTH	SO 8	Improve Competencies							
	SM 11	Improve Competency Level	Actual Accomplishment	10%	All or Nothing	N/A	N/A	Board Approved Competency Framework with 1. Competency Catalogue 2. Competency Tables 3. Competency Matrix 4. Position Profiles 5. Competency-Based Job Description	Board Approved Competency Framework: ¹ 1. Competency Catalogue 2. Competency Tables 3. Competency Matrix 4. Position Profiles 5. Competency-Based Job Description
		Sub-total		10%					
		Total		100%					

¹ Competency Catalogue – A document that identifies the competencies relevant to the organization; Competency Framework – A diagram that clusters the competencies identified under the Competency Catalogue into Core, Leadership, Technical and Organizational themes; Competency Tables – A set of tables containing an operational definition for each competency, identifying the behavioral indicators associated with the competency, and classifying the behavioral indicators into different levels, showing a progression of proficiency; Competency Matrix – A matrix of all position titles and competencies that identifies the (1) competencies required for each position and (2) the required competency levels for those competencies; Position Profiles – A set of profiles for all positions identifying the (1) competencies required for each position title, and the (2) behavioral indicators associated with these required competencies. The behavioral indicators must be in accordance with the competency levels required for the position title under the Competency Matrix; Competency-Based Job Description – A set of all job descriptions of all position titles identifying the (1) tasks and sub-tasks associated with each position title, (2) the competencies required for the position title, (3) the competency levels for these required competencies, and (4) the behavioral indicators associated with the competency levels.