



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



**19 NOVEMBER 2021**

**ALBERTO E. PASCUAL**

*President and CEO*

**PHILIPPINE GUARANTEE CORPORATION (PHILGUARANTEE)**

17th Floor BDO Towers Valero, 8741 Paseo de Roxas,  
Makati City 1226

### **ACKNOWLEDGEMENT RECEIPT**

LETTER **16 NOVEMBER 2021**  
DATE:

RE: **[E] LETTER FROM PHILGUARANTEE TO GCG RE  
SUBMISSION OF DOCUMENTS FOR 2022  
PERFORMANCE SCORECARD**

The said document was officially received by the Governance Commission on 19 November 2021 and has been forwarded to the responsible GCG Officer for appropriate action.

To follow-up for further action on the document, you may contact us through telephone numbers (02) 5328-2030 or (02) 5318-1000. Please cite the GCG Document Management System (DMS) Barcode Number: **0-1105-19-11-2021-018171**.

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**THIS RECEIPT IS COMPUTER GENERATED AND DOES NOT REQUIRE SIGNATURE.**

Received by:

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Signature over Printed Name

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Date and Time

**PRIVACY NOTICE:** Any or all personal data you provided will only be used to process your transaction with the GCG and for other compatible purposes. All collected data will be kept secure and confidential, unless otherwise authorized by law. They will be disposed of as soon as the purpose for their use has been achieved. Only aggregate or anonymized data shall be subject to further processing. We respect your rights under the Data Privacy Act. Should you wish to invoke any such rights in relation to our processing of your personal data, or have questions or clarifications relative to privacy and data protection, you may contact the GCG – Data Privacy Team at [privacy@gcg.gov.ph](mailto:privacy@gcg.gov.ph). You may lodge your complaint or submit an incident report form in the same email address.



**PHILGUARANTEE**  
Philippine Guarantee Corporation

**OFFICE OF THE PRESIDENT AND CEO**

16 November 2021

**ATTY. SAMUEL G. DAGPIN, JR.**

Chairperson

Governance Commission for GOCCs (GCG)

3rd floor, Citibank Center, 8741 Paseo de Roxas

Makati City

**SUBJECT: Submission of the 2022 PHILGUARANTEE Performance Scorecard**

Dear Chairperson Dagpin:

This is to submit the proposed 2022 Performance Scorecard and its relevant documents as approved by the Board of Directors in its meeting held on 15 November 2021:

- a. Updated Charter Statement and Strategy Map (PES Form 1);
- b. Proposed Performance Scorecard (PES Forms 2 and 2a);
- c. Measure Profile (PES Form 2b);
- d. Strategic Initiative Profile (PES Form 3);
- e. Briefer on the rationale of the CY 2022 targets; and
- f. Corporate Operating Budget (COB) for CY 2022 as submitted to the Department of Budget and Management (DBM).

For clarifications and further discussions on the foregoing, your office may reach our focal person, SVP Ian A. Briones, Head of the Corporate Services Group through his e-mail address at [iabriones@philguarantee.gov.ph](mailto:iabriones@philguarantee.gov.ph).

Thank you.

Very truly yours,

**ALBERTO E. PASCUAL**  
President and CEO



**PHILGUARANTEE**

Philippine Guarantee Corporation

## **SECRETARY'S CERTIFICATE**

I, **DYNAH G. NEPOMUCENO-BAYOT**, *SVP & Corporate Secretary* of **Philippine Guarantee Corporation (PHILGUARANTEE)**, a government corporate entity duly organized under existing laws<sup>1</sup> with principal office address at 17<sup>th</sup> Floor BDO Valero Towers, 8741 Paseo de Roxas, Makati City, hereby certify that based on corporate records, the Board of Directors during the special meeting on 15 November 2021<sup>2</sup> adopted the following *Resolution*:

### **RESOLUTION NO. 224**

*Series of 2021*

**"RESOLVED**, that the proposed *2022 Performance Scorecard/PES Forms of PHILGUARANTEE (copy attached)* with the updated strategic direction encapsulated in the PHILGUARANTEE Business Capstone *(copy attached)* as part of the culmination of the Corporation's existing three-year roadmap be, as it is hereby **APPROVED** pursuant to the requirement of the Governance Commission for GOCCs (GCG)."

**"FURTHER RESOLVED**, that the authority of the President and CEO or his duly designated representative, Senior Vice-President Ian A. Briones, Head of Corporate Services Group, to negotiate with the GCG on the matter be, as it is hereby **APPROVED**."

**"FINALLY RESOLVED**, that the Management **PROCEED** with its initiatives and development of its plans for sustainable finance beginning with the environmental component of the environmental, social and governance (ESG) criteria, in support of the *"The Philippine Sustainable Finance Roadmap"* launched by the Department of Finance and Bangko Sentral ng Pilipinas."

Issued this 18<sup>th</sup> day of November 2021 at Taguig City.

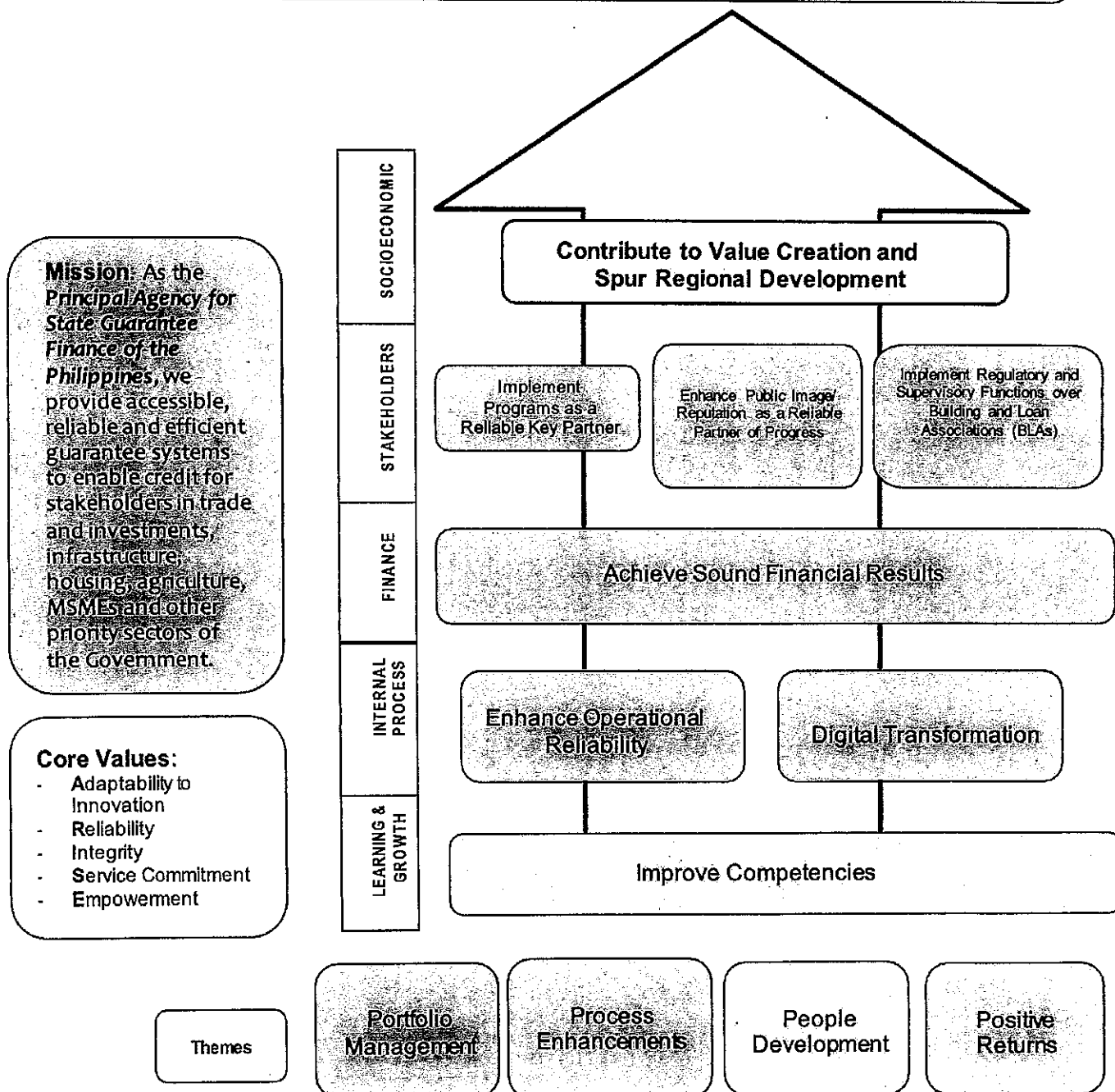
**DYNAH G. NEPOMUCENO-BAYOT**  
*SVP & Corporate Secretary*

<sup>1</sup> Executive Order No. 58, s. 2018

<sup>2</sup> Conducted during the community quarantine through video conferencing/teleconferencing as allowed by GCG and SEC guidelines.



**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.



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**PHILGUARANTEE**

Philippine Guarantee Corporation

**PES Form 2**  
Performance Scorecard CY 2022

COMPONENT					BASELINE DATA		TARGET			
Objective/Measure					Formula	Weight	Rating System	2020 (Actual)	2021 (Target)	2022
SOCIO-ECONOMIC IMPACT	SO 1	Contributing to Value Creation and Regional Development								
	SM 1	Increase Value of **Gross Loans Guaranteed to the following Sectors (Year-to-Date)								
		**Total value of loans mobilized by PHILGUARANTEE through its credit guarantee facilities.								
		a. Housing	Value of Gross Loans Guaranteed for the Year	20%	(Actual / Target) x Weight	P175.71 Bn	P146.29 Bn	P223.30 Bn		
		b. Priority Sectors/MSME		5%		P0.348 Bn	P4 Bn	P4.40 Bn		
		c. Agriculture		5%		P4.25 Bn	P3.12 Bn	P3.86 Bn		
	Sub-Total			30%						
STAKEHOLDERS	SO 2	Increasing No. of Beneficiaries in the Key Sectors (Year-to-Date)								
	SM 2	a. Housing	Actual Accomplishment	5%	(Actual / Target) x Weight	11,281 New Housing Loan Borrowers	10,302 New Housing Loan Borrowers	18,750 housing loan borrowers		
		b. Priority Sectors/MSME		5%		2,944 MSMEs	8,000 MSMEs	8,800 MSMEs		
		c. Agriculture		5%		48,038 Agri-based workers	40,950 Agri-based workers	42,997 Agri-based workers		
	SO 3	Enhancing Public Image or 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%	95% Overall Positive Rating	90% Satisfactory Rating	90% Satisfactory Rating		

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	<b>SO 4</b>	<b>Implementing Regulatory and Supervisory Functions over BLAs</b>						
	SM 4	Conduct Operations Audit in Building and Loan Associations	Number of operations audits conducted	5%	(Actual / Target) x Weight	Completed the conduct of 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	Conducted Operations Audit for all Building and Loan Associations (BLAs) under the supervision and regulation of PHILGUARANTEE
		<b>Sub-Total</b>		<b>25%</b>				
	<b>SO 5</b>	<b>Achieving Sound Financial Results</b>						
FINANCE	SM 5	Increase Total Comprehensive Income	Total Revenue less total expenses	15%	(Actual / Target) x Weight	P796.03 Mn	P785.69 Mn	P789.84 Mn
	SM 6	Sales Value of Acquired Assets	Actual Sales Values of Acquired Asset / Target sales value	5%	(Actual / Target) x Weight	P35.02 Mn	P159.60 Mn	P87.50 Mn
	SM 7	Improve Collection Efficiency Rate	Value of actual collections during the year / Total Collections for the year	5%	(Actual / Target) x Weight	96.61%	75%	85%
		<b>Sub total</b>		<b>25%</b>				
INTERNAL PROCESS	<b>SO 6</b>	<b>Enhancing Operational Reliability</b>						
	SM 8	Implement Quality Management	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification (issued to PHILGUARANTEE by TUV Rheinland after successfully passing the 1 <sup>st</sup> Surveillance Audit)	ISO 9001:2015 Certification (2 <sup>nd</sup> Surveillance Audit)	Awarding of New ISO 9001:2015 Certification
	SM 9	Implementation of Information Systems Strategic Plan	Actual Accomplishment	5%	All or Nothing	ITRA Clearance was granted by the Department of Information and Communications Technology (DICT) on October 26, 2020.	Updated Board/DICT-approved Information Systems Strategic Plan	Implementation of 2022 ISSP Projects

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	<b>SO 7</b>	<b>Promoting Digital Transformation</b>						
	SM 10	Automation/Digitization of Key Process/es	Actual Accomplishment	5%	All or Nothing	Board-approved G-Cash money service as one of the Digital Payment Platforms	Digital payment platform as an ongoing frontline service automation service	Procurement of Guarantee Management System
		<b>Sub-total</b>		<b>15%</b>				
<b>LEARNING &amp; GROWTH</b>	<b>SO 8</b>	<b>Improving Competencies</b>						
	SM 11	Complete the Competency Model	Actual Accomplishment	5%	All or Nothing	Completed the Development of Competency Framework and Competency Catalogue with Operational Definitions	Board Approved Competency Framework with: 1. Competency Catalogue 2. Competency Tables 3. Competency Matrix 4. Position Profiles 5. Competency-Based Job Description	Assessment and Competency Gap Analysis  Preparation of Competency-Based L&D Plan
		<b>Sub-total</b>		<b>5%</b>				
		<b>Total</b>		<b>100%</b>				

2022 Proposed Targets										
Objective/Measure		Formula	Weight	Rating System	Annual	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	
SOCIO-ECONOMIC	SO 1	Contributing to Value Creation and Regional Development								
		Increase Value of **Gross Loans Guaranteed to the following Sectors (Year-to-Date)								
		**Total value of loans mobilized by PHILGUARANTEE through its credit guarantee facilities.								
	SM 1	a. Housing	Value of Gross Loans Guaranteed for the Year	20%	(Actual / Target) x Weight	P223.30 Bn	P182.80 Bn	P191.80 Bn	P205.30 Bn	P223.30 Bn
		b. Priority Sectors/MSME		5%		P4.40 Bn	P1.10 Bn	P2.20 Bn	P3.30 Bn	P4.40 Bn
	c. Agriculture		5%	P3.86 Bn		P0.85 Bn	P1.54 Bn	P2.82 Bn	P3.86 Bn	
		Sub-Total		30%						
STAKEHOLDERS	SO 2	Developing or Implementing Programs as a Reliable Key Partner								
		Increase No. of Beneficiaries in the Key Sectors (Year-to-Date)								
	SM 2	a. Housing	Actual Accomplishment	5%	(Actual / Target) x Weight	Housing: 18,750 housing loan borrowers	1,875	5,625	11,250	18,750
		b. Priority Sectors/MSME		5%		Priority Sectors/MSME: 8,800 Businesses	2,200	4,400	6,600	8,800
		c. Agriculture		5%		Agri: 42,997 Agri-based workers	9,459	17,198	31,388	42,997
	SO 3	Enhancing Public Image or 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%	90% Satisfactory Rating	-0-	-0-	Start of the procurement process for the service provider	Conduct and completion of the 2022 Customer Satisfaction Survey



FINANCE	SO 4	Implementing Regulatory and Supervisory Functions over BLAs								
	SM 4	Conduct Operations Audit in Building and Loan Associations	Number of operations audits conducted	5%	(Actual / Target) x Weight	Conducted Operations Audit for all Building and Loans Associations (BLAs) under the supervision and regulation of PHILGUARANTEE	-0-	-0-	Coordinate with the Housing Guarantee Group on the conduct of BLA audit	Conducted Operations Audit for all BLAs under the supervision and regulation of PHILGUARANTEE
		Sub-Total		25%						
	SO 5	Achieving Sound Financial Results								
	SM 5	Increase Total Comprehensive Income	Total Revenue less total expenses	15%	(Actual / Target) x Weight	P789.84 Mn	P197.46 Mn	P387.02 Mn	P584.48 Mn	P789.84 Mn
INTERNAL PROCESS	SM 6	Sales Value of Acquired Assets	Actual Sales Values of Acquired Asset / Target sales value	5%	(Actual / Target) x Weight	P87.50 Mn	P4.96 Mn	P29.15 Mn	P39.97 Mn	P13.42 Mn
	SM 7	Improve Collection Efficiency Rate	Value of actual collections during the year / Total Collections for the year	5%	(Actual / Target) x Weight	85% Collection Efficiency Rate	20%	45%	65%	85%
		Sub total		25%						
	SO 6	Enhancing Operational Reliability								
	SM 8	Implement Quality Management	Actual Accomplishment	5%	All or Nothing	Awarding of New ISO 9001:2015 Certification	Planning/ Preparation for Certification Audit, Conduct of ISO Trainings	Review of Citizen's Charter/ Document Processes, Reconstitution of IMS Core Team, Conduct of Internal Audit	Management Review and Surveillance Audit by Certifying Body	Planning/ Preparation for Re-Certification for CY 2023
	SM 9	Implementation of Information Systems Strategic Plan	Actual Accomplishment	5%	All or Nothing	Implementation of 2022 ISSP Projects	Request for DICT IT Resource Acquisition Clearance	Procurement of ICT Infrastructure requirements	Procurement of Information Security requirements	Completion of 2022 ISSP Projects

	<b>SO 7</b>	<b>Digital Transformation</b>								
	SM 10	Automation/Digitization of Key Process/es	Actual Accomplishment	5%	All or Nothing	Procurement of Guarantee Management System	Conduct of Request for Quotation/ Information	-0-	Publication of Request for Proposals	Award of Contract/Start of engagement
		<b>Sub-total</b>		<b>15%</b>						
<b>LEARNING &amp; GROWTH</b>	<b>SO 8</b>	<b>Improving Competencies</b>								
	SM 11	Complete the Competency Model	Actual Accomplishment	5%	All or Nothing	Conduct Competency Assessment and Competency Gap Analysis  Preparation of Competency-Based L&D Plan	PHILGUARANTEE Baseline Competency Levels Roll Out  (Conduct of Orientation on Competency Assessment and Gap Analysis)	Conduct of Competency Assessment	Conduct of Gap Analysis	Preparation of L&D Plan based on the results of the Competency Assessment and Gap Analysis
		<b>Sub-total</b>		<b>5%</b>						
		<b>Total</b>		<b>100%</b>						

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