



06 September 2021

MS. BLESILA A. LANTAYONA

*Undersecretary, Department of Trade and Industry
and SBC Acting Chairperson*

MS. MA. LUNA E. CACANANDO

President and CEO (PCEO)

SMALL BUSINESS CORPORATION (SBC)

*17th & 18th Floors, 139 Corporate Center
139 Valero Street, Salcedo Village, Makati City*

RE : TRANSMITTAL OF 2021 PERFORMANCE SCORECARD

Dear Undersecretary Lantayona and PCEO Cacanando,

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

The SBC proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letter dated 01 December 2020¹ and e-mail communication dated 02 December 2020 were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 18 December 2020 and evaluation of submissions and revised documents submitted through SBC's letters dated 15 January 2021² and 16 August 2021,³ and e-mail communications dated 17 December 2020, 15 January 2021, and 23 August 2021.

We take this opportunity to **REMIND** SBC that Item 5 of GCG Memorandum Circular (M.C.) No. 2017-02⁴ 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.

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 SBC'S INFORMATION AND COMPLIANCE.

Very truly yours,

¹ Officially received by the Governance Commission on 01 December 2020.

² Officially received by the Governance Commission on 18 January 2021.

³ Officially received by the Governance Commission on 18 August 2021.

⁴ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

SMALL BUSINESS CORPORATION (SBC)

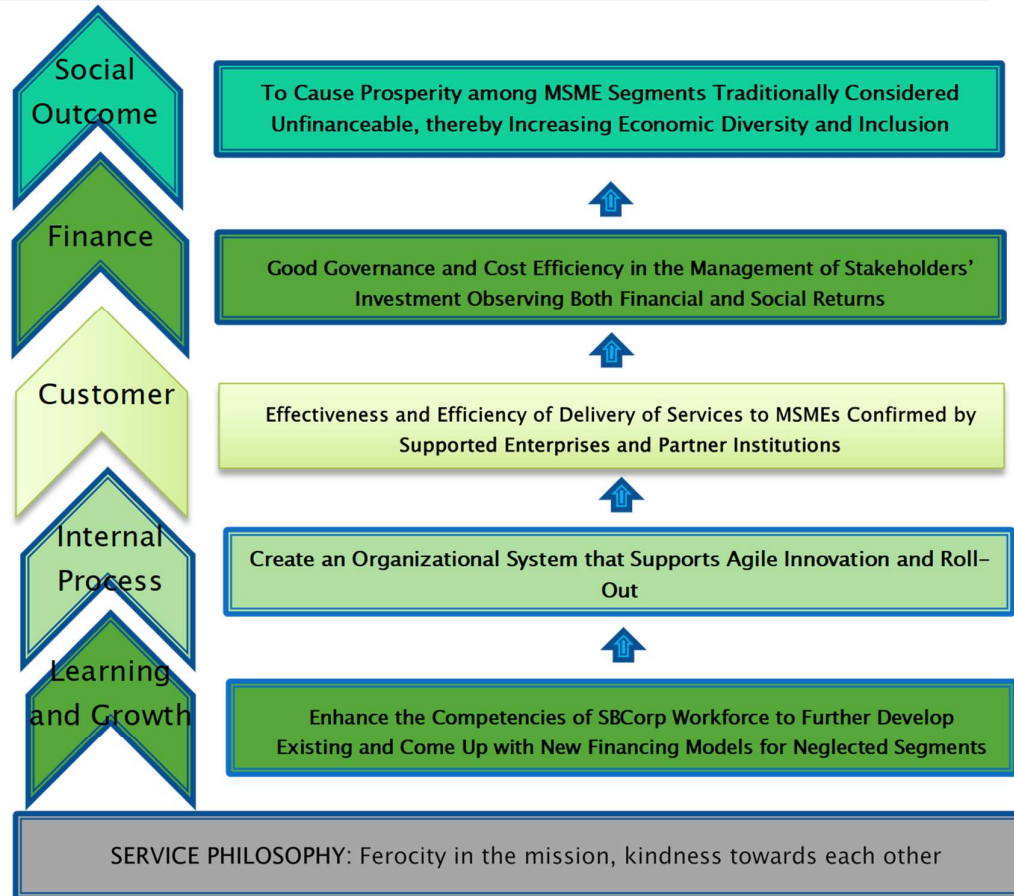


VALUE PROPOSITION ^{1/}
 Building financing alternatives for unfinanceable segments of Philippine MSMEs

VISION
 By 2025, we will be the leader in building financing alternatives for Philippine MSMEs, putting them at the forefront of inclusive economic growth.

Our **MISSION** is to relentlessly champion the neglected business segments of the country to get them to access the capital needed to grow successfully.

VALUES
 Matapat sa Bayan
 (faithful and trustworthy service to the country)
 Magaling at Maabilidad
 (competent and innovative)
 Bayanihan
 (community in unity)



^{1/}Unfinanceable segments refer to MSMEs that operate as an on-going business yet not able to access finance at non-usurious rates.

SMALL BUSINESS CORPORATION (SBC)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
SOCIAL IMPACT	SO 1	To Cause Prosperity among MSME Segments Traditionally Considered Unfinanceable, thereby Increasing Economic Diversity and Inclusion							
	SM 1	Increase Total Financing Portfolio	Year-End Gross Amount of Loan Portfolio	17.5%	(Actual/Target) x Weight If Less Than ₱4.66 Billion = 0%	₱4.659 Billion	₱5.846 Billion	₱7 Billion	₱12.65 Billion
	SM 2	Increase Number of Micro, Small and Medium Enterprise Borrowers	Unique Count	15%	(Actual / Target) x Weight	41,254	Cannot be validated	40,000	58,000
	SM 3	Number of Provinces Provided with Access to Financing	Number of Provinces with Loan Releases during the year	15%	(Actual / Target) x Weight	50 Provinces with Minimum Loan Portfolio of ₱20 Million Per Province	Cannot be validated	Four (4) Small Island Economies with at least ₱10 Million Financing Portfolio	85 Provinces
		Sub-total			47.5%				
FINANCE	SO 2	Good Governance and Cost Efficiency in the Management of Stakeholders' Investment Observing Both Financial and Social Returns							
	SM 4	Improve Net Operating Income	Operating Income ¹ – Operating Expenses	15%	(Actual / Target) x Weight	₱13.67 Million	₱22.89 Million	₱23.16 Million	₱30 Million

¹ Excludes Gains for Sale of Real and Other Properties Acquired (ROPA).

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
	SM 5	Improve Past Due Rate ²							
	5a	CARES Loan Portfolio	Value of Past Due CARES Accounts / Total CARES Financing Portfolio	5%	$1 - [(Actual - Target / Target) \times Weight]$	-	-	-	30%
	5b	Aggregate of Other Loan Portfolios Outside CARES Program	Value of Past Due Loan Accounts / Total Financing Portfolio (net of CARES portfolio)	5%	$1 - [(Actual - Target / Target) \times Weight]$	18.21%	15.46%	16.40%	16%
		Sub-total		25%					
CUSTOMERS	SO 3	Effectiveness and Efficiency of Delivery of Services to MSMEs Confirmed by Supported Enterprises and Partner Institutions							
	SM 6	Percentage of Satisfied Customers	Number of Stakeholders Who Gave a Rating of At Least Satisfactory / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	95%	Result not acceptable	90%	90%
		Sub-total		5%					
INTERNAL PROCESS	SO 4	Create an Organizational System that Supports Agile Innovation and Roll-Out							
	SM 7	Improve Percentage of Loan Applications Processed within Prescribed Turnaround Time	Number of Applications Processed within Applicable Turnaround Time ³ / Total Number of Applications	5%	(Actual / Target) x Weight	49.22%	63.30%	100% of Applications Processed Within Prescribed Turnaround Time	100% of Applications Processed within Prescribed Turnaround Time

² Based on the definition provided by the Bangko Sentral ng Pilipinas.

³ The applicable time for the processing of loans should be consistent and in compliance with Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021
SM 8	Automate Existing Systems and Processes	Actual Accomplishment	7.5%	(Actual / Target) x Weight	ISSP submitted to the DICT for approval	Implementation of the following Information Systems: Loan Origination System Loan Disbursement System Loan Collection System Business Performance Indicator Profile Procurement Management System	100% Attainment of 2020 Deliverables (Based on DICT-Approved ISSP or ISSP as Submitted to DICT)	100% Attainment of 2021 Deliverables (Based on DICT-Approved ISSP 2021-2023)
SM 9	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	Maintain ISO 9001:2015 Certification or ISO 9001:2015 Certification of at least One (1) Regional Lending Group = 2.50%; Maintain ISO 9001:2015 Certification and ISO 9001:2015 Certification of at least One (1) Regional Lending Group = 5%	ISO 9001:2015 Certified	ISO 9001:2015 Certification Maintained	Maintain ISO 9001:2015 Certification; ISO 9001:2015 Certification of at least One (1) regional Lending Group	Maintain ISO 9001:2015 Certification for Head Office and North Luzon Group; ISO 9001:2015 Certification of At Least One (1) Additional Regional Lending Group
	Sub-total		17.5%					

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
LEARNING & GROWTH	SO 5	Enhance the Competencies of SBCorp Workforce to Further Develop Existing and Come Up with New Financing Models for Neglected Segments							
	SM 10	Improve Competency Baseline of the Organization	Competency Baseline ⁴ in 2021 – Competency Baseline in 2020	5%	All or Nothing	Competency Assessment of 100% of Employees was conducted by a Third-Party Competency Baseline of the Organization Re-established	18% Improvement in the Corporate Competency Score from 0.8786 in 2018 to 1.0365	Improvement in the Competency Baseline of the Organization	Improvement in the Competency Baseline of the Organization
		Sub-total		5%					
		TOTAL		100%					

⁴ Improvement in the competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A (\text{Actual Competency Level})}{A} \right]_b}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled