

2020 CHARTER STATEMENT AND STRATEGY MAP (Annex A)

LAND BANK OF THE PHILIPPINES



VISION: *By 2023, LANDBANK shall be the leading universal bank that promotes inclusive growth, especially in the unbanked and underserved areas, through the delivery of innovative financial products and services powered by digital banking platforms.*

MISSION:
To our Clients and Publics:

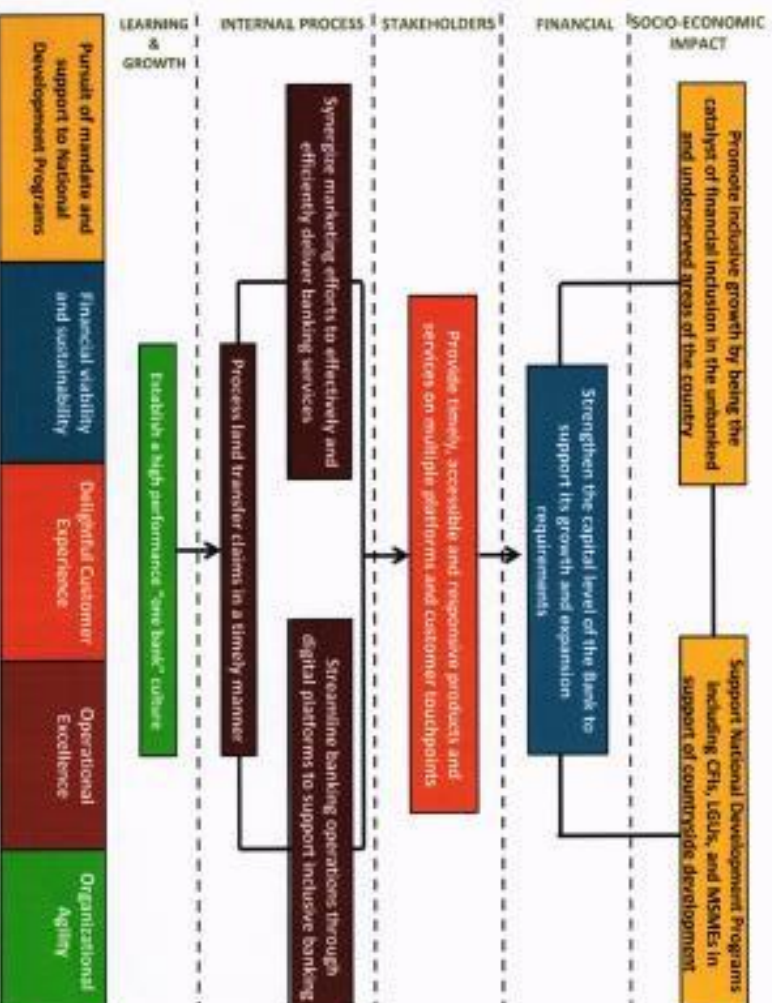
We provide accessible and best technology solutions to deliver timely and responsive financial and support services to meet the needs of our clients, especially Small Farmers and Fishers (SFFs), Micro, Small and Medium Enterprises (MSMEs), Countryside Financial Institutions (CFIs), Local Government Units (LGUs) and government agencies, while promoting sustainable development anchored on good governance.

To our Employees:

We are the employer of choice. We develop and nurture talents who exemplify the highest standards of ethics, social responsibility and service excellence. We support diversity and cultivate a healthy work environment with equal opportunity for professional growth and advancement.

CORE VALUES:

- Innovation
- Accountability
- Customer Focus
- Collaboration
- Excellence
- Social Responsibility



LAND BANK OF THE PHILIPPINES

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
SOCIO-ECONOMIC IMPACT	SO 1	Promote Inclusive Growth by being the Catalyst of Financial Inclusion in the Unbanked and Underserved Areas of the Country							
		Amount of Outstanding Loans under the following sectors/programs:							
	SM 1	a. 20 Poorest Provinces ¹ as identified by the PSA	Total Outstanding Loan Amount	15%	Actual/Target x Weight	P28.1 Billion	P43.93 Billion	P44.50 Billion	P46.725 Billion
		b. Agriculture and Fisheries Sector (including the Small Farmers and Fishers)		15%	Actual/Target x Weight	P183.35 Billion	P222.06 Billion	P231.25 Billion	P 265.00 Billion
SM 2	Loan Releases to Small Farmers and Fishers Under the Programs Administered by LandBank in Partnership with DA, DAR, and Other Government Agencies	Total Loan Releases / Total Funds Downloaded to LandBank by Partner Agencies	5%	(Actual/Target) x Weight	n.a	n.a.	n.a	100% Release of the Fund Downloaded to Landbank	

¹Based on the Philippine Statistics Authority List of 20 Poorest Provinces (2017): 1. Mt. Province, 2. Catanduanes, 3. Sorsogon, 4. Negros Oriental, 5. Siquijor, 6. Leyte, 7. Eastern Samar, 8. Northern Samar, 9. Western Samar, 10. Zamboanga Del Norte, 11. Sulu, 12. Zamboanga Sibugay, 13. Agusan Del Sur, 14. Bukidnon, 15. Lanao Del Norte, 16. Lanao Del Sur, 17. Sarangani, 18. North Cotabato, 19. Maguindanao, 20. Sultan Kudarat.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	SM 3	Increase in Number of Farmers Assisted	Total number of farmers assisted in the unbanked and underserved areas ²	5%	(Actual/Target) x Weight	n.a.	n.a.	n.a.	Additional 1 million Farmers from Year-end 2019 Figure
	SO 2	Support National Development Programs³ including CFIs, LGUs, and MSMEs in Support of Countryside Development							
	SM 4	Amount of Outstanding Loans Supporting Other Government Programs	Total Outstanding Loan Amount	10%	(Actual / Target) x Weight	P380.72 Billion	P512.21Billion	P508.87 Billion	P551.48 Billion
	Sub-total			50%					
FINANCIAL	SO 3	Strengthen the Capital Level of the Bank to Support Its Growth and Expansion Requirements							
	SM 5	Increase Net Income	(Interest Income + Other Operating Income) - (Interest Expense + Provision for Credit Losses + Other Operating Expenses +	10%	(Actual / Target) x Weight	P 15.17 Billion	P16.59 Billion	P 16.37 Billion	P20.01 Billion ⁴

² Areas identified by the Financial Institution Library System (FILS) of the Bangko Sentral ng Pilipinas (BSP).

³ MSMEs, Communications, Transportation, Housing, Education, Health Care, Environment-related projects, Tourism, Utilities, and Others

⁴ Target is based on the submitted 2020 Corporate Operating Budget (COB).

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
		Provision for Income Tax)							
	Sub-total		10%						
STAKEHOLDERS	SO 4	Provide Timely, Accessible & Responsive Products and Services on Multiple Platforms & Customer Touchpoints							
	SM 6	Percentage of Loan Application Processed within the Applicable Turnaround Time (TAT)	Number of loan proposals processed within prescribed TAT/ Number of loan proposals processed	5%	(Actual/Target) x Weight	80%	99.31%	100%	100% ⁵
	SM 7a	Percentage of Service Availability of Internet Banking Services ⁶	Total service availability in days / 365 days	2.5%	(Actual / Target) x Weight	No Data	90%	90%	90% Average Service Availability of Internet Banking Services (iAccess, WeAccess, MBA)
	SM 7b	Percentage of Service Availability of Automated Teller Machines	Total Number of ATMs with at least 90% availability / Total number of ATMs	2.5%	(Actual / Target) x Weight	No Data	90%	90%	90% of ATMs with at least 90% service availability ⁸

⁵ Applicable processing time based on compliance with Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

⁶ Based on Information Technology Infrastructure Library (ITIL) version 3 Availability Management. ITIL provides an internationally accepted set of standards on IT services.

⁸ Additional ATM Monitoring Status equivalent for a downtime/unavailability of the machine: Offline/No Connection; Cash Dispenser Error; Card Reader Error; and No Cash Available.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	SM 8	Percentage of Satisfied Customers	Number of respondents who gave a rating of at least Satisfactory and Very Satisfactory / Total number of respondents	5%	(Actual / Target) x Weight Below 80% = 0%	n/a	Accomplishment not acceptable	95%	95%
		Sub-total		15%					
INTERNAL PROCESS	SO 5	Process Land Transfer Claims in a Timely Manner							
	SM 9	Percentage of Claim Folders processed within the Applicable turn-around time	Number of Claim Folders processed within TAT / Total number of Claim Folders received ⁹	5%	(Actual/Target) x Weight	100%	100%	100%	100%

⁹Applicable processing time subject to compliance with R.A. 11032 otherwise known as Ease of Doing Business and Efficient Government Service Delivery (EODB) Act of 2018.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	SO 6	Streamline Banking Operations Through Digital Platforms to Support Inclusive Banking							
	SM 10	Number of Additional POS Cash-out Machines installed	Actual Accomplishment	5%	(Actual/Target) x Weight	n.a.	n.a.	n.a.	80 additional POS Cash-out Machine
	SO 7	Synergize Marketing Efforts to Effectively and Efficiently Deliver Banking Services							
	SM 11	Number of Agent Banking Partners/Sites in the Unbanked and Underserved Areas	Actual Accomplishment	5%	(Actual / Target) x Weight	n.a.	n.a.	1. Approval of Model 2. Award to Partner 3. Roadmap	16 new sites
	Sub-total			15%					
LEARNING & GROWTH	SO 8	Establish a High Performance “One Bank” Culture							
	SM 12	Improvement on the Competency Level of the Organization	Competency Baseline ¹² 2020 – Competency Baseline 2019	5%	All or Nothing	No assessment conducted	40% of the total number of targeted employees with competency gaps are addressed	100% of the employees with competency gaps	Improvement on the Competency of the Organization based on the 2019 year-end assessment

¹² The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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

Component					Baseline Data		Target		
	Objective/Measure		Formula	Weight	Rating System	2017	2018	2019	2020
	SM 13	Implement Quality Management System	Actual Accomplishment	5%	All or Nothing	1. Training-Workshop on IMS Internal Assessment 2. Conduct of IMS Internal Assessment (Quality and Environment) of selected Bank units 3. Compliance to GQMC 2017-01 requirements: Posting of IMS Manual Minutes of Management Review conducted ISO 9001 and 14001 audit/assessment	Procurement of Certification International Philippines	Integrated Management System Certification (Integration of Quality Management System and Environmental Management System)	Maintain Certification through Surveillance Audit
	Sub-total			10%					
	TOTAL			100%					