

LAND BANK OF THE PHILIPPINES
Revalidation of 2020 Performance Scorecard

	Component					LANDBANK Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/ Measure	Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating			
SOCIAL-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:											
	SM 1	a. 20 Poorest Provinces ¹ as identified by the PSA	Total Outstanding Loan Amount	10%	(Actual / Target) x Weight	₱38 Billion	₱40.455 Billion	10%	₱40.457 Billion	10%	<ul style="list-style-type: none">Summary of loans processed by the Agricultural and Development Lending Sector (ADLS) and Branch Banking Sector (BBS)General Ledger BalancesPoverty Incidence Among Families published by PSA²	Acceptable.
		b. Agriculture and Fisheries Sector (including the Small Farmers and Fishers)		10%	(Actual / Target) x Weight	₱245 Billion	₱237.661 Billion	9.7%	₱237.661 Billion	9.70%	<ul style="list-style-type: none">Summary of loans processed by the Agricultural and Development Lending Sector (ADLS) and Branch Banking Sector (BBS)General Ledger BalancesOutstanding Loan Portfolio Report as submitted to BSP	

¹ Based on the Philippine Statistics Authority List of 20 Poorest Provinces (2018 Survey Data).

² Table 9: Updated Clustering of Provinces based on 2018 Full Year Poverty Incidence among Families, by Province: 2015 and 2018. <https://psa.gov.ph/poverty-press-releases/data>.

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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	100% Release of the Fund Downloaded to LANDBANK from January to June 2020, excluding LBP & SRA's Socialized Credit Program - Sugarcane Industry Development Act (SCP-SIDA) Funds	Total downloaded funds for January to June 2020 – ₱3.407 Billion Total Releases from January to December 2020 – ₱4.686 Billion Utilization rate of 137.54%	5%	96.31%	4.82%	<ul style="list-style-type: none">• Rice Liberalization Law,• ACEF Extension Law,• Guidelines on the Implementation of the ACEF Lending Program,• Revised Guidelines on the Implementation of the Expanded Rice Credit Assistance under the ERCA-RCEF Program,• IRR of R.A. No. 11203,• IRR of R.A. No. 10848,• Breakdown of ACEF and ERCA-RCEF Loan Releases per Region,• Memorandum of Agreement between LANDBANK and DA- ACPC dated 28 August 2019,• Implementing Guidelines on Survival and Recovery Lending Program (SURE Aid Program),• Data on Loan Releases of Expanded Sure Aid	Validated actual includes funds downloaded to LANDBANK in 2020, as follows: ACEF Total Funds received: ₱2.880 Billion Total Funds Released: ₱2.880 Billion ERCA-RCEF Total Funds Received: ₱500 Million Total Funds Released: ₱384.88 Million SURE Aid Total Funds Received: ₱27.35 Million Total Funds Released: ₱16.77 Million The utilization rate excludes loan releases from reflows and funds from prior years' releases. Reported actual for fund releases under the program

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										Program in 2020, and • RFFA List of Credited Accounts of Farmer-Beneficiaries submitted to DA.	administered for DAR is also excluded since no fresh funds were downloaded to LANDBANK in 2020.
	SM 3	Increase in Number of Farmers and Fishers Assisted	<u>Total number of farmers and fishers assisted</u>	5%	(Actual / Target) x Weight	<u>2 million farmers and fishers</u>	2,670,849	5%	2,621,279	5%	• The Memorandum of Agreement with Department of Agriculture (DA) for the Distribution of Rice Farmer Financial Assistance (RFFA); • Implementing Guidelines on the Financial Subsidy for Rice Farmers (FSRF) Program; • Implementing Guidelines on the RFFA Program; • Memorandum and Monitoring Report on SFF Assisted as of 31 December 2020; • Summary of Beneficiaries of RFFA and FSRF; • Attendance report on Farmers and Fishers who attended the financial literacy training conducted by the LCDFI.

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FINANCIAL	SO 2	Support National Development Programs, ³ 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	P551.48 billion	P540.88 Billion	9.81%	P540.88 Billion	9.81%	<ul style="list-style-type: none">Summary of loans processed by the Agricultural and Development Lending Sector (ADLS) and Branch Banking Sector (BBS)General Ledger BalancesOutstanding Loan Portfolio Report as submitted to BSP	Acceptable.
		Subtotal		40%			39.51%		39.33%			
	SO 3	Enhance Public Image or Reputation as a Reliable Partner of Progress										
	SM5	Increase Net Income	(Interest Income = Other Operating Income) – (Interest Expense + Provision for Credit Losses + Other Operating Expenses + Provision for Income Tax)	10%	(Actual / Target) x Weight	P17.08 Billion ⁴	P17.138 Billion	10%	P21.394 Billion	10%	<ul style="list-style-type: none">COA Annual Audit Report as of 31 December 2020	Validated actual based on the COA Audited Financial Statements.
	Subtotal		10%				10%		10%			

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

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

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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	100% ⁵	99.96%	5%	99.91%	4.99%	<ul style="list-style-type: none">LOS Turnaround Time of Credit Facility Proposal (CFP) Approved Cases for all Lending Units per Lending Group for Group Head and Credit Committee Level, andPerformance on Turnaround Time (Manual) for all Lending Units per Lending Group <p>The request for reconsideration is <u>APPROVED</u>.</p> <p>A total of 22,361 loan applications were processed out of 22,381 loan applications received.</p>
	SM 7a	Percentage of Service Availability of Internet Banking Services ⁶	Total service availability in days / 365 days	2.5%	(Actual/ Target) x Weight	90% Average Service Availability of Internet Banking Services (iAccess, WeAccess, MBA)	99.78%	2.5%	99% average service availability of internet banking services (iAccess, WeAccess, MBA)	2.5%	<ul style="list-style-type: none">iAccess, WeAccess, and Mobile Banking App Availability Report <p>Validated actual per ITIL requirement.</p>
	SM 7b	Percentage of Service Availability of Automated Teller Machines	Total Number of Onsite ATMs with at least 80% availability / Total Number of Onsite ATMs	1.25%	(Actual/ Target) x Weight	80% Service Availability of ALL Onsite ATMs ⁷	91.23% Average Service Availability of all onsite ATMs	1.25%	91.03% of Onsite ATMs have at least 80% availability	1.25%	<ul style="list-style-type: none">ATM Availability Report from the Network Operations Department <p>Request to revise the target is <u>DENIED</u>.</p> <p>Validated actual is based on the review and evaluation of</p>

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 and ARTA Memorandum Circular Nos. 2020-03 dated 20 March 2020 and 2020-03-A dated 11 June 2020.

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

⁷ 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.

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INTERNAL PROCESS											submitted supporting documents.
			Total Number of Onsite ATMs with at least 75% availability / Total Number of Offsite ATMs	1.25%	(Actual/ Target) x Weight	75% Service Availability of ALL Offsite ATMs ⁸	84.45% Average Service Availability of all offsite ATMs	1.25%	81.72% of Offsite ATMs have at least 80% availability	1.25%	Validated actual is based on the review and evaluation of submitted supporting documents.
	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%	95%	90%	4.73%	89.75%	4.72%	<ul style="list-style-type: none">• Results of the Survey conducted by third-party;• Sample Survey Questionnaires• Back-checking and Spot-Checking Report Validated actual based on weighted average as provided in the CSS Report.
	Sub-total			15%				14.72%		14.71%	
	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%	5%	99.81%	4.99%	<ul style="list-style-type: none">• Summary of Land Transfer Claim Processing Accomplishment Report from Jan to Dec 2020;• Detailed Land Transfer Claim Processing Accomplishment Report;• Memorandum on the Adjustment on ASG's Out of the 1,036 claim folders received, LANDBANK processed 1,034 claim folders within the applicable TAT.

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.

⁹ Applicable 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 and ARTA Memorandum Circular Nos. 2020-03 dated 20 March 2020 and 2020-03-A dated 11 June 2020.

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Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating			
										Performance Scorecard; • Memorandum on Community Quarantine Over the Entire Luzon and Further Guidelines for the Management of the Coronavirus Disease (COVID-19) Situation; and • Memorandum Circular No. 2020-03-A on the Amendments to Memorandum Circular No. 2020-03 dated 20 March 2020 ¹⁰		
	SO 6	Streamline Banking Operations Through Digital Platforms to Support Inclusive Banking										
	SM 10	Number of Additional POS Cash-out Machines Installed	Actual Accomplishment	10%	(Actual/Target) x Weight	300 additional POS Cash-out Machine	Installed 307 additional POS Cash Out Machines	10%	Installed 307 additional POS Cash Out Machines	10%	• List of machines for existing and new partner institutions; • Memorandum agreements per partner institutions; and • Documentation reports on the installation of POS Cash-out units	Acceptable.

¹⁰ Re "Extension of Deadline of Submission of the Citizen's Charter and Suspension of Processing Times in the Delivery of Government Services in Luzon Area in Light of the Imposition of the Enhanced Community Quarantine"

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	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	10%	(Actual/ Target) x Weight	24 New Sites	Onboarded additional Agent Banking Partner in 90 new sites (Out of 90, 18 were unbanked; 37 had no LANDBANK presence)	10%	85 sites	10%	<ul style="list-style-type: none">List of unbanked cities and municipalities in the Philippines, andMemorandum of Agreement with Agent Banking Partners	5 reported sites were not provided with supporting documents.
		Sub-total		25%				25%		24.99%		
LEARNING & GROWTH	SO 8	Establish a High Performance “One Bank” Culture										
	SM 12a	Improvement on the Competency Level of the Organization	Actual Accomplishment	2.5%	All or Nothing	Board-Approved Competency Model	LANDBANK Board of Directors approved on June 10, 2020 the enhanced Position Competency Profiles of all Bank units for positions up to Group Head, which shall be incorporated in LANDBANK’s Competency Framework / Model	2.5%	Board-Approved Enhanced Position Competency Profiles	2.5%	<ul style="list-style-type: none">Mancom Resolution No. 2020-(05)-55,¹¹LBP CGCOM Resolution No. 20-023,¹² andLBP Board Resolution No. 20-399¹³Revised Position Competency Profiles	Revised competency model includes the following competencies: 6 for Core, 3 for Leadership, 3 for Functional Knowledge, and 25 for Functional Skills.

¹¹ Approval on the Proposed Enhancements on Position Competency Profiles

¹² Approval on the Enhancement of Position Competency Profiles (PCPs)

¹³ Approval on LANDBANK's Competency Framework/ Model

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Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating			
	SM 12b		Actual Accomplishment	2.5%	(Actual/Target) x Weight	100% Competency Assessment of all LANDBANK employees as of 1 June 2020	100% (7,400) of eligible ratees (as of June 1, 2020) were assessed by their respective supervisors as scheduled 9% (690) of the total eligible ratees shall be provided with learning & development interventions	2.5%	7,400 employees were assessed in 2020	2.5%	<ul style="list-style-type: none">• Status of Completion of Competency Assessment, Competency Assessment Summary Report, Sample Assessment Results, Average Competency Level, and• Memorandum for Sector Heads on the Competency Assessment Raters' Orientation	Based on the assessment report, the 2020 competency organization competency level is at 98.30%
	SM 13	Implement Quality Management System	Actual Accomplishment	5%	All or Nothing	Maintain Certification through Surveillance Audit	Passed surveillance audit without new non-conformities Received the confirmation of the Continued Certification and Surveillance Audit Report from the Certification International Philippines Inc. (CIP) Posted the CIP letter of Continued Certification with a copy of ISO Certificated (9001 & 14001) with	5%	Maintain ISO Certification 9001:2015 and ISO 14001:2015	5%	<ul style="list-style-type: none">• Certificate of Registration for ISO 9001:2015 and ISO 14001:2015 for the Provision of Sustainable Banking Products and Services Involving Branch Banking, Lending, Agrarian, Trust, Treasury, and Support Operations• Surveillance Audit Report by Certification International Philippines Inc. (CIP)	Acceptable.

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Objective/ Measure		Formula	Wt.	Rating Scale	Target	Actual	Rating	Actual	Rating		
						appendices / annexes in the LBP website transparency seal as proof of qualification and compliance with IATF MC No. 2020-1, GQMC MC No. 2020-1, and GQMC Advisory No. 2020-1 guidelines					
	Sub-Total		10%				10%		10%		
	TOTAL		100%				99.23%		99.03%		

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