

**2016 QUARTERLY TARGETS AND  
ACCOMPLISHMENTS –  
1<sup>ST</sup> QUARTER 2016**

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-Mar. 2016	Jan.-Mar. 2016
SOCIO-ECONOMIC IMPACT	SO 1	<b>Expand Financial And Other Services In All Provinces, Cities And Municipalities</b>				
	SM 1	Amount of outstanding loans in the 20 poorest provinces as identified under the RSBSA of the DA	5%	₱18.5 Bn		P18.4 Bn
	SM 2	Percentage of loans to priority sectors	na	85%		88.7 %
	SM 3	Amount of outstanding loans to small farmers and fishers <sup>1/</sup>	5%	₱37.5 Bn		P32.8 Bn
	SM 4	Amount of outstanding loans supporting Agriculture and Fisheries	10%	₱100.0 Bn		P100.9 Bn
	SO 2	<b>Support National Development Programs</b> (micro, small and medium enterprises, communications, transportation, housing (socialized, low cost and medium cost), education, health care, environment-related projects, tourism and utilities)				
	SM 5	Amount of loans supporting other government programs	10%	₱250.0 Bn		P253.7 Bn

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-Mar. 2016	Jan.-Mar. 2016
FINANCE	SO 3	Maintain Competitive ROE				
	SM 6	ROE higher than the industry rate	5%	ROE equal or higher than the industry rate		17.03%  BSP Industry Average Ratio as of 12.31.15: 9.40%
	SO 4	Grow Private Deposit Base				
	SM 7	Outstanding balance of private deposits	7.5%	₱319.0 Bn		P329.3Bn

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
STAKEHOLDERS	SO 5	Provide The Funding & Assistance In A Timely Manner			
	SM 8a	No. of banking days to process accounts with loan amounts of ≤ ₱15 M – 15 banking days (from receipt of complete documents)	5%	80% of loan accounts with amount of ≤ ₱15M are processed within 15 banking days	97% of loan proposals are processed within the 15 banking days period
	SM 8b	No. of banking days to process accounts with loan amounts of > ₱15 M – 45 banking days (from receipt of complete documents)	5%	80% of loan accounts with amount of > ₱15M are processed within 45 banking days	98% of loan proposals are processed within the 45 banking days period

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 9	Percentage of branches passing the Anti-Red Tape Act (ARTA) Report Card Survey of CSC	5%	90%	<p>The self-funded ARTA-RCS was conducted by the CSC in 51 LANDBANK Branches/Extension Offices (EOs) nationwide from May to September 2015 with 100% passing rate. The survey result is as follows:</p> <ul style="list-style-type: none"> <li>15 got "Excellent" rating, which automatically qualifies them to the Citizen's Satisfaction Center Seal of Excellence Award (CSC-SEA) conferred by the CSC after a two-phase validation process (subject to clarification wiith the CSC in view of the issuance of its Memorandum Circular No. 11 on May 4, 2016, promulgating the award validation guidelines aimed at improving its conferment, as well as encouraging excellent customer service relations in the public sector)</li> <li>1 was rated "Outstanding"</li> <li>33 received a rating of "Good"</li> <li>2 were "Acceptable"</li> </ul>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
SHAREHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 10	Customer Satisfaction	2.5%	<ul style="list-style-type: none"> <li>80% of respondents giving "Satisfactory Rating"</li> <li>Evaluation of the 2015 survey and presentation to the LBP Board of Directors for notation.</li> <li>Preparation for the conduct of survey on July – Sept. 2016</li> </ul>	<ul style="list-style-type: none"> <li>Presented to and noted by the Board of the Directors on Feb 09, 2016.</li> <li>Discussion with Nielsen on the conduct of the survey</li> </ul>

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-Mar. 2016	Jan.-Mar. 2016
SHAREHOLDERS	SO 7	Process Land Transfer In A Timely Manner				
	SM 11	Percentage of claim folders processed within the average turn-around time (30 working days) from receipt of complete documents (targets sustained)	5%	100%		100%

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
INTERNAL PROCESS	SO 8	Enhance Banking Operations Thru Technological Solutions			
	SM 12	No. of new IT projects implemented	10%	5  1. Check Truncation System 2. Collateral Management System 3. New Trust System 4. Security and Network Infrastructure Upgrade 5. New Disk Storage System at both Production and Back-up Data Centers with Mirroring Capabilities	Security and Network Infrastructure Upgrade – completed and implemented Next Generation Intrusion Prevention System (NGIPS) on March 25, 2016



Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-Mar. 2016	Jan.-Mar. 2016
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services				
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	5%	2 <ul style="list-style-type: none"><li>LBP Mastercard</li></ul>		<ul style="list-style-type: none"><li>MasterCard approved LANDBANK's application for a Principal Participation License. The license allows LANDBANK to conduct card issuing and transaction acquiring under the MasterCard brand. It also allows the Bank to develop new products such as the Cashless Purchase Card required by the Bureau of Treasury, as well as issue and operate its own prepaid, debit and credit card business.</li></ul>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
INTERNAL PROCESS	<b>SO 9</b>	<b>Establish Strategic Alliances In The Delivery Of Bank Services</b>			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	5%	2 <ul style="list-style-type: none"> <li>• KFW – Yolanda Reconstruction Program (YRP)</li> </ul>	<p>The first two (2) contract packages were submitted to KfW last 29 February 2016 for their No Objection before LGUs can proceed with the procurement;</p> <p>Seven (7) detailed engineering design (DED) are in the final/last stage of review by YRP Consultant;</p> <p>Comments on another seven (7) detailed engineering design have been communicated by the YRP Consultant and the LGUs are in the process of incorporating these comments to the DED. LBP is presently awaiting the No Objection of KfW, NEDA and DOF as implementation of these projects have been completed and LGUs were able to acquire funding from other sources.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	5%	<b><u>New Products = 5</u></b>  1. Agri-Mechanization Program          2. Oil Palm Financing Program	<b><u>New Products</u></b>  1. The data gathering on the various farm mechanization programs of other entities has been completed. A meeting was set on May 23, 2016 with the Philippine Center for Postharvest Development and Mechanization (PhilMech) and with the Philippine Rice Research Institute (PhilRice) for possible tie-ups, to identify gaps where LANDBANK can help in the technical parameters and available trainings, among others. Thereafter, the program proposal will be packaged and submitted to the CreCom for approval by end of 2 <sup>nd</sup> Quarter of 2016.       2. Approved by Investments and Loans Committee on May 2, 2016

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	5%	<b><u>New Products = 5</u></b>	<b><u>New Products</u></b>  3. The data gathering (materials/information) is ongoing. Target completion of the proposal and its submission for approval is within the 3rd Quarter of 2016.  4. Product Manual <ul style="list-style-type: none"> <li>Draft product manual for review</li> </ul> *Launching will depend on BSP's accreditation of PERA Administrator, and its formal launch and implementation of the PERA Program

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-Mar. 2016	Jan.-Mar. 2016
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development				
	SM 14	No. of new products and channels developed	5%	<u><b>New Products = 5</b></u>  5. LBP Master Card Credit Card		<u><b>New Products</b></u>  <ul style="list-style-type: none"> <li>Project teams have been created to develop the MasterCard-branded LANDBANK Prepaid and Credit Card, which will replace the existing LANDBANK Visa Credit Card. Development of the Cashless Purchase Card is ongoing with target completion by the end of June 2016. All other initiatives will be completed by the fourth quarter of 2016.</li> </ul>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
INTERNAL PROCESS	<b>SO 11</b>	<b>Establish A Robust Risk Management System</b>			
	SM 15	No. of internal models developed to quantify risk	5%	1. Two (2) credit rating models to be developed: <ul style="list-style-type: none"> <li>• Behavioral Model for Cooperatives</li> <li>• Behavioral Model for Livelihood Loans</li> </ul>	<ul style="list-style-type: none"> <li>• Identified sample to be used for the model build up</li> <li>• Ongoing build-up of data on rating models to be developed: <ul style="list-style-type: none"> <li>✓ Demographic Data</li> <li>✓ Financial Ratios</li> <li>✓ Qualitative Factors</li> <li>✓ Delinquency History</li> </ul> </li> </ul>
				2. Recalibration of three (3) rating models developed in 2015 (refers to remodeling due to changes in data profile, Bank guidelines, model parameters, etc.) <ul style="list-style-type: none"> <li>• Behavioral Model for Corporates</li> <li>• Behavioral Model for LGUs</li> <li>• Behavioral Model for SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• On-going model deployment of the existing behavioral models for Corporates, LGUs and SMEs into the production environment of the Credit Risk Engine System (CRES).</li> <li>• Target date: 4th Quarter of 2016</li> </ul>

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Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%  3. Two (2) market risk management tools to be developed: <ul style="list-style-type: none"> <li>• Balance Sheet Duration for Interest Rate Risk Management</li> <li>• Current Exposure Approach for Counterparty Risk</li> </ul>		<ul style="list-style-type: none"> <li>• On-going activities related to the development of the Balance Sheet Duration Model are the following:               <ul style="list-style-type: none"> <li>✓ Review of literatures related to various duration models for interest rate risk analysis.</li> <li>✓ Data mapping and bucketing.</li> </ul> </li> <li>• The Bank has started to work on the development of the Current Exposure Approach (CEA) for the Pre Settlement Risk calculation for Counterparty Risk through the following on-going initiatives:               <ul style="list-style-type: none"> <li>✓ Calculated risk weight of price risk or the adverse movement in prices/rates for each portfolio which can be used as Likely Increase in Future Value (LIFV).</li> <li>✓ PSR weights have been updated documented through Guidelines on Monitoring of PSR for Treasury Related Transactions – Version 4 has been approved by Board of Directors (BoD) on December 07, 2015</li> <li>✓ Started monitoring price movement of Credit Default Swap (CDS)</li> <li>✓ Review of literatures related to CEA</li> </ul> </li> </ul>

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-Mar. 2016	Jan.-Mar. 2016
LEARNING AND GROWTH	SO 12	Establish High Performance Culture				
	SM 16	Average Competency Level of the Organization	5%	Development of Baseline Competency Level Per Sector of the Bank  For 2017-2018 Intervention and Assessment	Cascaded core and functional competencies  Competency assessment tool	<ul style="list-style-type: none"> <li>On-going Sectoral review and/or validation of the final draft of the Competency Profile of all positions</li> <li>Management clearance obtained on April 8, 2016 for the engagement of Willis Towers Wyatt for the Competency Framework Cascade and Competency Assessment</li> </ul>



Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Mar. 2016	Jan.-Mar. 2016
<b>SO 13</b>	<b>Develop World-Class Operations</b>				
SM 17	Establishment of Quality Management System	5%	Bid for ISO 9001:2015 Certification on Core Bank Processes by 2016; ISO 9001:2015 Certification by 2017	Gap assessment of actual operations against ISO 9001:2015 requirements – via a cross functional team; <ul style="list-style-type: none"> <li>• Branch Banking</li> <li>• Lending</li> <li>• Treasury</li> </ul>	Assessment of present branch and lending operations vis-à-vis ISO 9001-2015 requirements is on-going. The executing team set a 2-day training with Neville Clarke on April 25-26, 2016 to enable a more substantive assessment.
				Procurement of a technical assistance provider	The procurement of a third party technical assistance provider was put on hold pending developments on the LBP-DBP Merger.
				Quality Manual – revision of the manual to cover all key processes to document requirements for ISO 9001:2015 <ul style="list-style-type: none"> <li>• Branch Banking</li> <li>• Lending</li> </ul>	QMO is closely coordinating with the Internal Audit Group. Gap assessment is ongoing in order to achieve an integrated audit of operations aligned with QMS requirements.
				Monitor implementation of all established QMS best practices (Jan. – Dec. 2016)	A monitoring mechanism is currently being done by QMO in coordination with the Branch Groups in place and working for all branches nationwide.

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SOCIO-ECONOMIC IMPACT	SO 1	<b>Expand Financial And Other Services In All Provinces, Cities And Municipalities</b>				
	SM 1	Amount of outstanding loans in the 20 poorest provinces as identified under the RSBSA of the DA	5%	₱18.5 Bn		₱19.7 Bn
	SM 2	Percentage of loans to priority sectors	na	85%		89.3%
	SM 3	Amount of outstanding loans to small farmers and fishers <sup>1/</sup>	5%	₱37.5 Bn		₱34.5 Bn
	SM 4	Amount of outstanding loans supporting Agriculture and Fisheries	10%	₱100.0 Bn		₱102.8 Bn
	SO 2	<b>Support National Development Programs</b> (micro, small and medium enterprises, communications, transportation, housing (socialized, low cost and medium cost), education, health care, environment-related projects, tourism and utilities)				
	SM 5	Amount of loans supporting other government programs	10%	₱250.0 Bn		₱269.4 Bn

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Objective/Measure				2016	Jan.-June 2016	Jan.-June 2016
FINANCE	SO 3	Maintain Competitive ROE				
	SM 6	ROE higher than the industry rate	5%	ROE equal or higher than the industry rate		16.51%  Industry Average Ratio as of 31 March 2016 - 9.80% (source: BSP)
	SO 4	Grow Private Deposit Base				
	SM 7	Outstanding balance of private deposits	7.5%	₱319.0 Bn		₱349.9 Bn

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Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
STAKEHOLDERS	SO 5	Provide The Funding & Assistance In A Timely Manner			
	SM 8a	No. of banking days to process accounts with loan amounts of ≤ ₱15 M – 15 banking days (from receipt of complete documents)	5%	80% of loan accounts with amount of ≤ ₱15M are processed within 15 banking days	• 98% of loan proposals are processed within the 15 banking days period
	SM 8b	No. of banking days to process accounts with loan amounts of > ₱15 M – 45 banking days (from receipt of complete documents)	5%	80% of loan accounts with amount of > ₱15M are processed within 45 banking days	• 98% of loan proposals are processed within the 45 banking days period

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STAKEHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 9	Percentage of branches passing the Anti-Red Tape Act (ARTA) Report Card Survey of CSC	5%	90%	<p>The ARTA-RCS was conducted by the CSC in 51 LANDBANK Branches/Extension Offices (EOs) nationwide from May to September 2015 with 100% passing rate. The survey result is as follows:</p> <ul style="list-style-type: none"> <li>• 15 got “Excellent” rating, which automatically qualifies them to the Citizen’s Satisfaction Center Seal of Excellence Award (CSC-SEA) conferred by the CSC after a two-phase validation process (subject to clarification with the CSC in view of the issuance of its Memorandum Circular No. 11 on May 4, 2016, promulgating the award validation guidelines aimed at improving its conferment, as well as encouraging excellent customer service relations in the public sector)</li> <li>• 1 was rated “Outstanding”</li> <li>• 33 received a rating of “Good”</li> <li>• 2 were “Acceptable”</li> </ul>

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Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
STAKEHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 10	Customer Satisfaction	2.5%	<ul style="list-style-type: none"> <li>80% of respondents giving "Satisfactory Rating"</li> </ul>	<ul style="list-style-type: none"> <li>Preparatory activities have been conducted for the implementation of the Customer Satisfaction Survey</li> <li><i>The Customer Satisfaction Survey will commence in August 2016.</i></li> </ul>
	SO 7	Process Land Transfer In A Timely Manner			
	SM 11	Percentage of claim folders processed within the average turn-around time (30 working days) from receipt of complete documents (targets sustained)	5%	100%	100%

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
<b>INTERNAL PROCESS</b>	<b>SO 8</b>	<b>Enhance Banking Operations Thru Technological Solutions</b>			
	SM 12	No. of new IT projects implemented	10%	5 1. Check Truncation System – Q4 2016	1. Check Truncation System (CTS) <ul style="list-style-type: none"> <li>• Contract Signing – Mar 2016</li> <li>• Issued the System Integration Certificate by Occidental Data Corporation (ODC) – Apr 2016</li> <li>• Implemented the CTS Problem Report Database for the use of User's Acceptance Testing (UAT) team – May 2016</li> <li>• ODC submitted on the Check Image Clearing System Conceptual Systems Design v1.2 and revised CICS Conceptual Systems Design v1.2, respectively. – June 2016</li> </ul>



Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	SO 8 Enhance Banking Operations Thru Technological Solutions					
	SM 12	No. of new IT projects implemented	10%	5 2. Collateral Management System – Q4 2016		2. Collateral Management System (Document Inventory Module) <ul style="list-style-type: none"> <li>Completed the consolidation and validation of the inventory data submitted by the 39 Provincial Lending Centers (PLC), Loans Implementation Department and Provident Fund Office – Apr 2016</li> <li>Migrated data to production – Apr 2016</li> <li>Obtained Implementation Phase sign-off – Apr 2016</li> <li>Implemented Release I (Lending Centers) – Apr 2016</li> <li>Turn-over the system to system owner – May 2016</li> <li>Obtained Post Implementation Phase Sign-off for Release I – May 2016</li> </ul>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	<b>SO 8 Enhance Banking Operations Thru Technological Solutions</b>				
	SM 12	No. of new IT projects implemented	10%	5 2. Collateral Management System – Q4 2016	2. Collateral Management System (CMS) (Loan Origination System (LOS) Interface Module) <ul style="list-style-type: none"> <li>Secured approval of ITCOM for the CMS and LOS new interface process flow – Apr 2016</li> <li>Obtained approval/confirmation from Heads, Controllership Group and Operations Sector on Accounting Center – Bookkeeper as the System User – June 2016</li> </ul>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	SO 8	Enhance Banking Operations Thru Technological Solutions			
	SM 12	No. of new IT projects implemented	10%	5 3. Security and Network Infrastructure Upgrade – Q1 2016 4. New Disk Storage System at both Production and Back-up Data Centers with Mirroring Capabilities – Q3 2016	3. Completed and implemented Next Generation Intrusion Prevention System (NGITS) on March 2016 4. New disk storage system at both production and backup data centers with mirroring capabilities – for bidding August 2016 ✓ Preparation of terms of reference , approval of budget - March – June 2016 ✓ Pre-bid – July 14, 2016 ✓ Bidding – August 4, 2016

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	SO 8	Enhance Banking Operations Thru Technological Solutions				
	SM 12	No. of new IT projects implemented	10%	5 5. New Trust Banking System		<ul style="list-style-type: none"> <li>During the course of the development and User Acceptance Testing (UAT) of Fundware module of the system, BSP Circular 913 Series of 2016 (Subject: Revised Features of Monetary Operations under the Interest Rate Corridor (IRC) System) reflected the requirements on ODF (Overnight Deposit Facility) and TDF (Term Deposit Facility) as replacement to BSP-SDA (Special Deposit Account) which requires the FRPTI report to be revised. Also, on 28 July 2016, the Bureau of Internal Revenue (BIR), released a memorandum with the subject Prescribing the Guidelines and Procedures in the Implementation of RA No. 9505, otherwise known as the Personal Equity and Retirement Account (PERA) Act of 2008. This affected the Trust project through the revision of the module on the taxes for PERA products. In view of the additional requirements from BSP and BIR, the Trust Project is projected to be finished next year.</li> </ul>

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Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	SO 8	Enhance Banking Operations Thru Technological Solutions			
	SM 12	No. of new IT projects implemented	10%	5 5. New Trust Banking System	<p><b>Proposed Replacement :</b> Updating of the Integrated Documents and Reports Archival and Retrieval System (IDRARS)</p> <p>IDRARS is centralized repository of the Bank's records and documents which are readily available for access through LANDBANK's network.</p> <p>Information, data, records and images are available online while ensuring confidentiality of each document through access control rights security. It is a facility for dissemination of information such as bank reports and executive orders to all units of the Bank.</p> <p>IDRARS upgrade will be finished by fourth quarter and will be implemented in 30 pilot Bank units within the year.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	SO 9	Establish Strategic Alliances In The Delivery Of Bank Services			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	5%	2 <ul style="list-style-type: none"> <li>Alliance of LANDBANK with Mastercard</li> </ul>	<ul style="list-style-type: none"> <li>LBP President &amp; CEO Gilda E. Pico signed the General Terms and Conditions, as well as the Special Terms and Conditions of the Processing Agreement with MasterCard Asia-Pacific Pvt. Ltd. (MAPPL) and its subsidiary MasterCard Technology Pvt. Ltd. (MAPPL) on May 24, 2016. The documents are currently being routed for sign-off by counterparties.</li> </ul>

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INTERNAL PROCESS	<b>SO 9</b>	<b>Establish Strategic Alliances In The Delivery Of Bank Services</b>			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	5%	2 <ul style="list-style-type: none"> <li>Alliance with KFW for the Yolanda Reconstruction Program (YRP)</li> </ul>	<p>The detailed engineering design on eight (8) sub-projects have been reviewed and certified by the YRP Consultant as completed. Of the eight (8) sub-projects, four (4) are under procurement and the remaining four (4) are for procurement.</p> <p>The Detailed Engineering Design (DED) for the construction of evacuation center of LGU-Balasan, Iloilo (to replace sub-projects of Mayorga, Leyte and Poro, Cebu which were able to acquire funding from other sources) is completed but awaiting issuance of No Objection from the Department of Finance (DOF) to enroll the sub-project to YRP.</p> <p>H.P. Gauff/ Schema Konsult (YRP Consultant) is now assisting the LGUs of the remaining ten (10) sub-projects in the preparation of their respective DEDs &amp; are targeting these to be completed by September 2016.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	5%	<b><u>New Products = 5</u></b> <ol style="list-style-type: none"> <li>1. Agri-Mechanization Program</li> <li>2. Oil Palm Financing Program</li> <li>3. Climate Resilience Agriculture Program</li> <li>4. Personal Equity Retirement Account (PERA) Cash Custodian</li> </ol>	<b><u>New Products</u></b> <ol style="list-style-type: none"> <li>1. Approved by the Investments and Loans Committee on 11 July 2016</li> <li>2. Approved by the Investments and Loans Committee on 01 May 2016</li> <li>3. To be presented to the Loan Approving Group this 3<sup>rd</sup> quarter 2016</li> <li>4. Approval obtained</li> </ol> <p>Awaiting launch date from BSP subject to BIR accreditation of PERA Administrators namely: BDO and BPI</p>



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INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	5%	<u><b>New Products = 5</b></u> 5. LBP Master Card Credit Card	<u><b>New Products</b></u> <p>While contract for the production of the EMV chip-enabled cards with both the "Contact" and "Contactless" features was already awarded to AllCard in Q2 of 2016, Mastercard informed LANDBANK in June 2016 that the implementation of the "contactless" features would have to be deferred to 2017 because of some limitations on their end. Given the change in features, the Bank may need to repeat the bidding process, which is expected to delay the delivery of the product beyond 2016.</p> <p><b>Proposed Replacement: Innovation and Technology (I-TECH) Lending Program</b></p> <p>This program is in support to one of the 10-point Socioeconomic Agenda of the current administration which is to promote Science, Technology, and the Creative Arts to enhance Innovation and Creative Capacity. A Memorandum of Understanding was signed with the Technology Application and Promotion Institute (TAPI)-DOST to launch the program. I-TECH will provide credit support for the commercialization of patented inventions of Filipino inventors.</p>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	<b>SO 11</b>	<b>Establish A Robust Risk Management System</b>			
	SM 15	No. of internal models developed to quantify risk	5%	1. Two (2) credit rating models to be developed: <ul style="list-style-type: none"> <li>• Behavioral Model for Cooperatives</li> <li>• Behavioral Model for Livelihood Loans</li> </ul>	1. On-going gathering of data needed for credit rating models to be developed: <ul style="list-style-type: none"> <li>• Demographic Data</li> <li>• Financial Ratios</li> <li>• Qualitative Factors</li> <li>• Delinquency History</li> </ul> On-going collection of required documents from lending units: <ul style="list-style-type: none"> <li>• Latest Credit Facility Proposal (CFP)</li> <li>• Last Basic Business Information (BBI)</li> <li>• Audit BIR stamped Financial Statement for CY 2012, 2013 and 2014</li> <li>• Latest results of Enhanced Cooperative Accreditation Criteria (ECAC)/ Enhanced Cooperative Operations Review Instrument (ECORI)</li> </ul>
				2. Recalibration of three (3) rating models developed in 2015 (refers to remodeling due to changes in data profile, Bank guidelines, model parameters, etc.) <ul style="list-style-type: none"> <li>• Behavioral Model for Corporates</li> <li>• Behavioral Model for LGUs</li> <li>• Behavioral Model for SMEs</li> </ul>	2. On-going model deployment of the existing behavioral models for Corporates, LGUs and SMEs into the production environment of the Credit Risk Engine System (CRES)  Note: Recalibration of credit models shall be done one (1) year after rating implementation or as the need arises (changes in data profile, Bank guidelines, model parameters, etc.). The one (1) year performance period shall serve as basis for the performance assessment of the credit rating models.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%	3. Two (2) market risk management tools to be developed: <ul style="list-style-type: none"><li>• Balance Sheet Duration for Interest Rate Risk Management</li><li>• Current Exposure Approach for Counterparty Risk</li></ul>	<ul style="list-style-type: none"><li>• ON-GOING Initial study and benchmarking of the approach has been completed. Draft of the guidelines is being prepared.</li><li>• The Bank has undertaken the following actions with regards to the development of the model for Pre-Settlement Risk (PSR) using the Current Exposure Approach (CEA):<ol style="list-style-type: none"><li>1. Researched and benchmarked with subject matter experts</li><li>2. Conceptualized the model and developed the sample templates ;</li><li>3. Gather sample securities to be used to test the model; and</li><li>4. Run the model using selected sample securities.</li></ol></li></ul>

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-June 2016	Jan.-June 2016
LEARNING AND GROWTH	SO 12	Establish High Performance Culture				
	SM 16	Average Competency Level of the Organization	5%	Development of Baseline Competency Level Per Sector of the Bank  For 2017-2018 Intervention and Assessment	Baseline competencies for each function in: <ul style="list-style-type: none"> <li>• Branch Banking Sector</li> <li>• Agricultural &amp; Development Lending Sector</li> <li>• Treasury &amp; Investment Banking Sector</li> </ul>	Management approval for the following: <ul style="list-style-type: none"> <li>• Engagement of Willis Towers Watson for the Competency Framework Cascade (08 April 2016)</li> <li>• Engagement of Strata Philippines for the Online Competency Assessment (11 May 2016)</li> <li>• Communications Plan for the Competency Framework Cascade and Online Competency Assessment Training (29 June 2016)</li> </ul>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
<b>SO 13</b>	<b>Develop World-Class Operations</b>				
SM 17	Establishment of Quality Management System	5%	Bid for ISO 9001:2015 Certification on Core Bank Processes by 2016; ISO 9001:2015 Certification by 2017	Gap assessment of actual operations against ISO 9001:2015 requirements – via a cross functional team; <ul style="list-style-type: none"> <li>•Branch Banking</li> <li>•Lending</li> <li>•Treasury</li> </ul>	Initial gap assessment completed and the following were identified: <ul style="list-style-type: none"> <li>• Areas where LBP is compliant</li> <li>• Gaps to be addressed</li> <li>• Recommendations to address these gaps</li> </ul>
				Procurement of a technical assistance provider	Proposal from technical assistance provider was received last June 2016. This is due for presentation to MANCOM for approval.
				Quality Manual – revision of the manual to cover all key processes to document requirements for ISO 9001:2015 <ul style="list-style-type: none"> <li>•Branch Banking</li> <li>•Lending</li> <li>•Treasury</li> </ul>	Activities in line with the bid for certification will be revised to align with the proposed activities as recommended by the technical service provider and as approved by Management.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-June 2016	Jan.-June 2016
<b>SO 13 Develop World-Class Operations</b>					
SM 17	Establishment of Quality Management System	5%	Bid for ISO 9001:2015 Certification on Core Bank Processes by 2016; ISO 9001:2015 Certification by 2017	<p>On the integration of QMS Audit Functions in Internal Audit Group operational audit:</p> <ul style="list-style-type: none"> <li>• Meet with Internal Audit Group</li> <li>• Seek approval for budget and technical assistance</li> <li>• Work on an integrated QMS / Operational Audit Standard</li> </ul> <p>Pilot implementation of audit</p>	<p>The submitted proposal will be for the establishment of an integrated management system (IMS) in view of the simultaneous revision of the ISO standards for both QMS and EMS for which LANDBANK is currently certified.</p> <p>Establishing an IMS will be both beneficial and value-adding at the same time cost-efficient considering the new “high-level structure” that ISO will adopt.</p> <p>This will enable the Bank to focus on a common objective aligned with its strategic context, avoid duplication of formal systems, create consistency, easy coordination and harmonization of best workplace practices.</p>
				Monitor implementation of all established QMS best practices	Monitoring of accomplishments on quality objectives and other activities are continuing for the branches. Best practices such as EMS/5S are observed and quality objectives monitoring in place for the lending units nationwide.

**2016 TARGETS AND  
ACCOMPLISHMENTS -  
3<sup>RD</sup> QUARTER 2016**

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-Sept. 2016	Jan.-Sept. 2016
SOCIO-ECONOMIC IMPACT	SO 1	<b>Expand Financial And Other Services In All Provinces, Cities And Municipalities</b>				
	SM 1	Amount of outstanding loans in the 20 poorest provinces as identified under the RSBSA of the DA	5%	₱18.5 Bn		₱20.7 Bn
	SM 2	Percentage of loans to priority sectors	na	85%		89.98%
	SM 3	Amount of outstanding loans to small farmers and fishers <sup>1/</sup>	5%	₱37.5 Bn		₱37.9 Bn
	SM 4	Amount of outstanding loans supporting Agriculture and Fisheries	10%	₱100.0 Bn		₱104.4 Bn
	SO 2	<b>Support National Development Programs</b> (micro, small and medium enterprises, communications, transportation, housing (socialized, low cost and medium cost), education, health care, environment-related projects, tourism and utilities)				
	SM 5	Amount of loans supporting other government programs	10%	₱250.0 Bn		₱271.7 Bn



Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
FINANCE	SO 3	Maintain Competitive ROE			
	SM 6	ROE higher than the industry rate	5%	ROE equal or higher than the industry rate	15.83%  Industry Average Ratio as of 30 June 2016 - 9.82% (source: BSP)
	SO 4	Grow Private Deposit Base			
	SM 7	Outstanding balance of private deposits	7.5%	₱319.0 Bn	₱339.9 Bn

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
STAKEHOLDERS	SO 5	Provide The Funding & Assistance In A Timely Manner			
	SM 8a	No. of banking days to process accounts with loan amounts of ≤ ₱15 M – 15 banking days (from receipt of complete documents)	5%	80% of loan accounts with amount of ≤ ₱15M are processed within 15 banking days	• 99% of loan proposals are processed within the 15 banking days period
	SM 8b	No. of banking days to process accounts with loan amounts of > ₱15 M – 45 banking days (from receipt of complete documents)	5%	80% of loan accounts with amount of > ₱15M are processed within 45 banking days	• 98% of loan proposals are processed within the 45 banking days period

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
STAKEHOLDERS	SO 6	Anticipate The Needs & Provide New/Enhanced Products & Services In A Timely Manner			
	SM 9	Percentage of branches passing the Anti-Red Tape Act (ARTA) Report Card Survey of CSC	5%	90%	LANDBANK obtained 100% passing rate for 51 Branches/EOs covered by the 2015 survey.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
STAKEHOLDERS	<b>SO 6</b>	<b>Anticipate The Needs &amp; Provide New/Enhanced Products &amp; Services In A Timely Manner</b>			
	SM 10	Customer Satisfaction	2.5%	80% of respondents giving "Satisfactory Rating"	<ul style="list-style-type: none"> <li>• 100% completion of fieldwork in Sept 2016 for face-to-face interview and online survey.</li> <li>• 100% completion rate for face-to-face interview and 25% for online survey.</li> <li>• Initial assessment of the survey results is being conducted by the third-party service provider.</li> </ul>
	<b>SO 7</b>	<b>Process Land Transfer In A Timely Manner</b>			
	SM 11	Percentage of claim folders processed within the average turn-around time (30 working days) from receipt of complete documents (targets sustained)	5%	100%	100%

Component		Weight	Target	Target	Performance/Accomplishments
Objective/Measure			2016	Jan.- June 2016	Jan-Sept. 2016
INTERNAL PROCESS	SO 8 Enhance Banking Operations Thru Technological Solutions				
	SM 12	No. of new IT projects implemented	10%	5 IT projects to be implemented as follows:  1. Check Truncation System	<b>Test Phase</b> Overall Completion: 68% Target Implementation Date: December 2016 (based on Philippine Clearing House Corporation (PCHC) deadline) <ul style="list-style-type: none"> <li>The objective of the Check Truncation System(CTS) Project is to address the regulatory requirement of PCHC on the Check Image Clearing System(CICS). CICS will be implemented industry-wide as a replacement of the existing Electronic Check Clearing System(ECCS). Thus simultaneous implementation by all member banks is necessary. PCHC, to date, set the CICS implementation in January 2017.</li> <li>Original date of PCHC “big-bang” implementation was in July 2016 per its Memorandum Circular (MC) 3052, which was within the December 2016 GCG commitment. This strategy, however, was changed to a "Migration Run - Cut-Over" approach per MC 3142 in which the Migration Run was scheduled in October 2016 and Cut-Over in January 2017. As per MC 3210, a "Simulation Run" will be conducted in deferment of the Migration Run. A Simulation Run will be conducted this November per MC 3233. These changes and additional runs were intended to assess and prepare integration, not only by LBP but all banks, to PCHC and it's new system. LBP's commitment to this endeavor is shown on it's participation during the numerous Parallel Test and Simulation Runs conducted by PCHC.</li> <li>Forecast completion of UAT and adjustments based on the results of the Runs is in December 2016, on schedule for the PCHC Cut-Over of January 2017.</li> </ul>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan-Sept. 2016
INTERNAL PROCESS	<b>SO 8 Enhance Banking Operations Thru Technological Solutions</b>				
	SM 12	No. of new IT projects implemented	10%	2. Collateral Management System	<b>Release 1: Post Implementation Phase</b> <b>Release 2: Test Phase</b> Overall Completion: 87% Target Implementation Date: November 2016
				3. Security and Network Infrastructure Upgrade	<b>Implemented in March 2016</b>
				4. New Disk Storage System at both Production and Back-up Data Centers with Mirroring Capabilities	<b>Awarded to Questronix</b> Data migration Date: December 2016.
				5. Updating of the Integrated Documents and Reports Archival and Retrieval System (IDRARS)	<b>Test Phase</b> Target Implementation Date: December 2016

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
INTERNAL PROCESS	<b>SO 9</b>	<b>Establish Strategic Alliances In The Delivery Of Bank Services</b>			
	SM 13	No. of strategic alliances formed (including outsourcing of services, joint ventures, horizontal & vertical strategic alliances etc.)	5%	2 <ul style="list-style-type: none"> <li>• Alliance of LANDBANK with Mastercard</li> </ul>	<ul style="list-style-type: none"> <li>• The execution of the Tripartite Agreement between LANDBANK, MasterCard and MasterCard Payment Technology Services was completed on 26 July 2016.</li> </ul>
				<ul style="list-style-type: none"> <li>• Alliance with KFW for the Yolanda Reconstruction Program (YRP)</li> </ul>	<ul style="list-style-type: none"> <li>• Ten (10) out of nineteen (19) sub-projects were already certified complete and technically sound by the YRP consultant. The remaining nine (9) Detailed Engineering Designs (DED) is expected to be completed by October and November 2016.</li> </ul>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
INTERNAL PROCESS	<b>SO 10 Enhance And Accelerate New Product Development &amp; New Channel Development</b>				
	SM 14	No. of new products and channels developed	5%	<b><u>New Products = 5</u></b>  1. Agri-Mechanization Program  2. Oil Palm Financing Program  3. Climate Resilience Agriculture Program  4. Personal Equity Retirement Account (PERA) Cash Custodian	<b><u>New Products</u></b>  1. Approved by the Investments and Loans Committee on 11 July 2016  2. Approved by the Investments and Loans Committee on 01 May 2016  3. Approved by the Investments and Loans Committee on 23 August 2016  4. Approval obtained.  Awaiting launch date from BSP.



Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
INTERNAL PROCESS	SO 10	Enhance And Accelerate New Product Development & New Channel Development			
	SM 14	No. of new products and channels developed	5%	<b><u>New Products = 5</u></b> 5. LBP Master Card Credit Card	<b><u>New Products</u></b> 1. User Acceptance Testing (UAT) requirements are already in place. 2. The LBP UAT Team conducted system familiarization activities pending the arrival of the MasterCard representative from Pune, India on 10 October who will provide guidance during UAT activities. 3. Contracts for Card Personalization and Production, Card Kitting, and Card Certification have been awarded to the respective service providers. 4. Procurement of Leased Lines to connect LBP with the Electra Card System-Card Management System host in Pune, India will be part of the HOBAC Agenda by the 2 <sup>nd</sup> week of October 2016. 5. Estimated Go Live date is 28 November 2016.

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
INTERNAL PROCESS	<b>SO 11 Establish A Robust Risk Management System</b>				
	SM 15	No. of internal models developed to quantify risk	5%	1. Two (2) credit rating models to be developed: <ul style="list-style-type: none"> <li>• Behavioral Model for Cooperatives</li> <li>• Behavioral Model for Livelihood Loans</li> </ul>	1. Behavioral Model for Cooperatives <ul style="list-style-type: none"> <li>• On-going Model development</li> <li>• Data gathering and collection of required documents from lending units completed</li> <li>• Data exploration and clean-up completed</li> </ul> Behavioral Model for Livelihood Loans <ul style="list-style-type: none"> <li>• On-going data exploration and clean up</li> <li>• Model development started on 07 October 2016</li> </ul>
				2. Recalibration of three (3) rating models developed in 2015 (refers to remodeling due to changes in data profile, Bank guidelines, model parameters, etc.) <ul style="list-style-type: none"> <li>• Behavioral Model for Corporates</li> <li>• Behavioral Model for LGUs</li> <li>• Behavioral Model for SMEs</li> </ul>	2. On-going review of loan data and rating system and processes in coordination with business consultants.  Model recalibration started on 24 October 2016.  Issued the following Implementing Guidelines: <ol style="list-style-type: none"> <li>1. EO No. 065 on CRES Corporate Scoring Facility (CCSF)</li> <li>2. EO No. 94 on CRES LGU Scoring Facility (CLSF)</li> <li>3. EO No. 96 on CRES MSME Scoring Facility (CMSF)</li> </ol>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%	3. Two (2) market risk management tools to be developed: • Balance Sheet Duration for Interest Rate Risk Management	<b>ON-GOING</b> 1. Initial study and benchmarking of the approach - <b>Done</b> 2. Draft of the guidelines has been prepared and submitted to Treasury Risk Management Department Head - <b>Done</b> 3. Review of draft guideline - <b>On-Going</b> 4. Conduct data mapping - <b>On-going</b> 5. Construct the template based on available data - <b>22 Nov. 2016</b>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
INTERNAL PROCESS	SO 11	Establish A Robust Risk Management System			
	SM 15	No. of internal models developed to quantify risk	5%	<ul style="list-style-type: none"> <li>Current Exposure Approach for Counterparty Risk</li> </ul>	<b>PARTIALLY COMPLETED</b> <ul style="list-style-type: none"> <li>The Bank has undertaken the following actions with regards to the development of the model for Pre-Settlement Risk (PSR) using the Current Exposure Approach (CEA):               <ol style="list-style-type: none"> <li>1. Researched and benchmarked with subject matter experts. - <b>Done</b></li> <li>2. Conceptualized the model and developed the sample templates. - <b>Done</b></li> <li>3. Gather sample securities to be used to test the model. - <b>Done</b></li> <li>4. Run the model using selected sample securities. - <b>Done</b></li> <li>5. Model validation by loading actual LBP data and running the model. - <b>Done</b></li> <li>6. Recalibration if necessary of the model based on the validation result. - <b>continuing Oct 2016</b></li> <li>7. Prepare the guidelines. - <b>Done. Draft has been prepared for review</b></li> </ol> </li> </ul>

Component			Weight	Target	Target	Performance/ Accomplishments
Objective/Measure				2016	Jan.-Sept. 2016	Jan.-Sept. 2016
LEARNING AND GROWTH	SO 12	Establish High Performance Culture				
	SM 16	Average Competency Level of the Organization	5%	Development of Baseline Competency Level Per Sector of the Bank  For 2017-2018 Intervention and Assessment	Baseline competencies for each function in: <ul style="list-style-type: none"> <li>• Branch Banking Sector</li> <li>• Agricultural &amp; Development Lending Sector</li> <li>• Treasury &amp; Investment Banking Sector</li> </ul>	1. Management approval for the following: <ol style="list-style-type: none"> <li>Engagement of Willis Towers Watson for the Competency Framework Cascade (08 April 2016)</li> <li>Engagement of Strata Philippines for the Online Competency Assessment (11 May 2016)</li> <li>Communications Plan for the Competency Framework Cascade and Online Competency Assessment Training (29 June 2016)</li> </ol> 2. Communication Cascade and Assessment Training: <ol style="list-style-type: none"> <li>Four (4) batches of Train-the-Trainers from 21-26 July 2016.</li> <li>11 batches for Department Heads from 27 July – 16 September 2016</li> <li>15 batches for Supervisors below Department Heads from 10-30 September 2016.</li> </ol>

Component		Weight	Target	Target	Performance/ Accomplishments
Objective/Measure			2016	Jan.-Sept. 2016	Jan.-Sept. 2016
<b>SO 13 Develop World-Class Operations</b>					
SM 17	Establishment of Quality Management System	5%	Bid for ISO 9001:2015 Certification on Core Bank Processes by 2016; ISO 9001:2015 Certification by 2017		<ul style="list-style-type: none"> <li>Conducted coordination meetings with all concerned units of the Bank to seek inputs in drafting the proposal for technical assistance. Proposal was approved by MANCOM on 5 Oct. 2016.</li> </ul>