



ECLOF Philippines
2015 ANNUAL REPORT



RESPONSIBLE PARTNERSHIP TOWARDS INCLUSIVE GROWTH

THE LAUNCH:
Riding the
PARADIGM SHIP

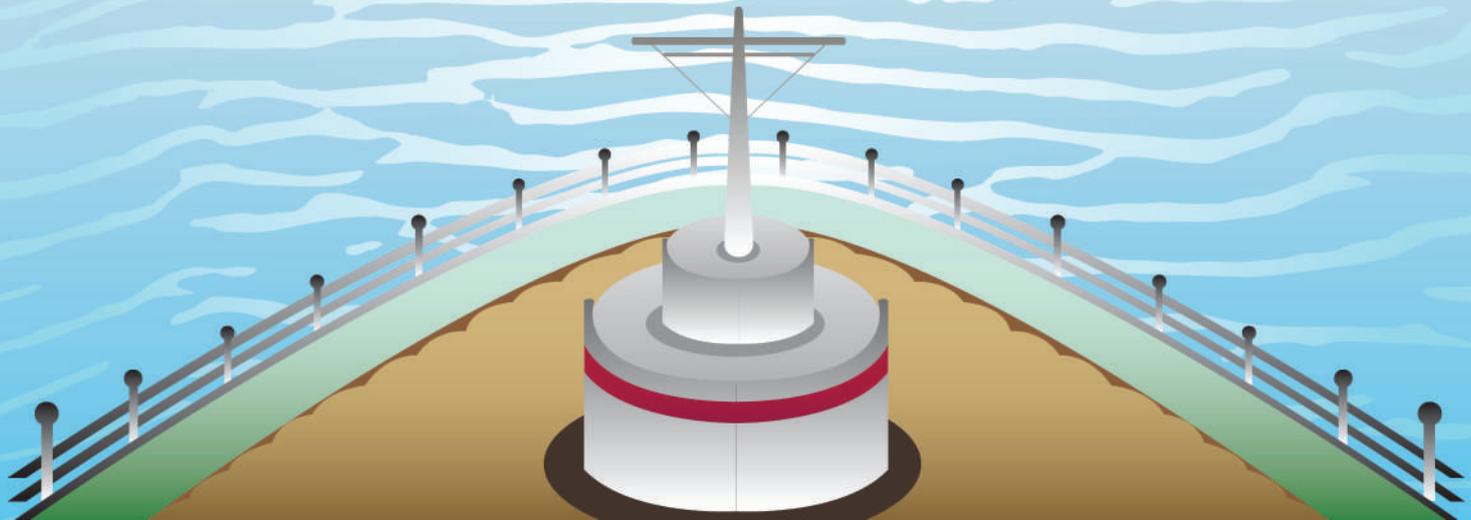


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OUR HISTORY

ECLOF STARTED AS A DESK CREATED BY THE NATIONAL COUNCIL OF CHURCHES IN THE PHILIPPINES (NCCP) IN 1972 TO GRANT LOAN TO ITS MEMBER CHURCHES. IN 1995, IT BECAME AN INDEPENDENT ENTITY AND WAS REGISTERED AT THE SECURITIES AND EXCHANGE COMMISSION (SEC) AS ECUMENICAL CHURCH FOUNDATION, INC., TO EXTEND ITS LOAN SERVICES NOT ONLY TO CHURCHES. IN 2001, ECLOF BEGAN TO OPERATE AS A MICROFINANCE INSTITUTION.

In 2010, the Board of Trustees made a strategic decision to focus on agricultural microfinance and increase ECLOF's agri portfolio to 60%.

Through the years, ECLOF Philippines (EP) continues to grow and expand its program and services by establishing different branches in North Luzon, South Luzon, and Palawan. These offices provide microinsurance and savings programs to its clients on top of loan programs, such as agri microfinance, entrep microfinance, small medium enterprises (SME) and institutional loans.

As of 2015, EP has a total of 16 unit offices. And to strengthen its advocacy on organic farming, EP had also established Learning Farms in Palawan and Benguet. These learning farms teach and train farmers to encourage them to convert to sustainable organic farming practices and livelihood activities.

EP will continually offer responsive and relevant products and services to its clients by institutionalizing a "one-stop-shop" program in all of its field offices; consistent with EP's strategic goal to reach 50,000 clients, in 3 regions, for the next 5 years (2014-2019).

MESSAGE FROM
THE CHAIRPERSON

“

WE ARE COMMITTED TO POVERTY ALLEVIATION, SOCIAL JUSTICE AND ENVIRONMENTAL STEWARDSHIP IN THIS COUNTRY AND OUR PERFORMANCE WILL BE JUDGED BY HOW WELL WE HAVE CONTRIBUTED TO THESE. ”

It is an honor and a privilege to welcome our members, partners and supporters to the General Assembly of the Ecumenical Church Foundation, Inc. or ECLOF Philippines scheduled on 27 May 2016.

We shall meet to look at where we are, a year after we launched our new Five Year Strategic Plan, with the target: 3 regions, in 5 years, reaching out to 50,000 clients, as expressed in last year's theme "ONE ECLOF 3:5:50K". Indeed, we are now in an exciting positive trajectory as clearly shown by our performance for this past year. While we may not have fully attained the targets set for the year, we have clearly broken the ground and have initiated a momentum that can only go up in the next four years of our strategic plan. As in recent years, our financial bottomline, which has given our members much jitters in the past, is on the positive plane and I'm sure this will give us all a cause for celebration and thanksgiving as well as a well-deserved commendation to our staff.

We shall also meet to re-affirm our vision and mission as we do not exist and operate for ourselves but for our people especially those who continue to be economically and socially marginalized in a land of abundance. We are committed to poverty alleviation, social justice and environmental stewardship in this country and our performance will be judged by how well we have contributed to these.

Finally, we shall meet to renew our friendships and to affirm each other's determination to continually take the path of service. It will be really great to meet nice and committed people many of whom we see only during our Assembly.




Atty. Floyd P. Lalwet

THE LAUNCH: RIDING THE PARADIGM SHIP

Luke 5:4 “Put out into deep water, and let down the nets for a catch.”

When someone is asked to work on a ship, the usual answer is “I would like to be the captain.” This is understandable as the captain has the control and leadership of the ship. But when a strategist is asked the same question, the answer would be, “I would like to be the designer of the ship.” Why? The design of the ship would spell whether the ship will be used to navigate local or international waters.

The same can be said about ECLOF Philippines’ (EP) expansion. The Board and Management made the preparations to build a structure designed to reach the destination – literally and figuratively. When EP embarked on a journey of reaching 50,000 clients in 5 years in 3 regions – the first of its kind in EP history, the board, management and staff rode on its first year of expansion - the Paradigm Ship.

As with most organizational change initiatives, the “1 ECLOF : 3 Regions : 5 Years : 50,000 Clients” Strategic Direction and goal mark was met with mixed fear and excitement. Fear, of the unknown; excitement, on what the expansion would bring to EP people. From a paradigm of deepening roots in one’s hometown to navigating in new waters, EP people slowly understood the paradigm of “roots in water.” Reaching 50,000 clients would mean our people along with their family being prepared and ready to be assigned in new areas, outside the shores of their comfort zone, with more power and responsibility. It was a time to reflect, to prioritize, to hope and to dream, and to grow and develop. That the family remains at its core, the very reason why we do work, not just to survive, but to thrive and grow together.

In 2014, EP positioned itself for growth. In 2015, the Paradigm Ship sailed towards its first year destination toward the strategic directions -- to continue developing responsive and relevant products and services; and, to ensure organizational growth and sustainability.



During the launching year, EP was able to fulfill its goal in product and services developments for its partners and members by reviewing and improving the policies on membership, operations and products; introducing relevant and responsive products and portfolio mix in preparation for a one-stop shop operations; forging partnerships with Universities and Local Government Units for the service to the communities; visiting and observing best practices in managing growth of an NGO that transitioned to a bank; hosting and training international partners to expansion and branching methodology; and participating in the Organic Congresses in MiMaRoPa and Laguna. On the other hand, to ensure organizational growth and sustainability, training and development program for the staff were conducted to prepare them for bigger roles and future growth; Head Office was transferred to a more strategic location that can accommodate the growth of the back office; opened up two (2) new unit offices in Laguna, the Sta. Cruz and Calauan; rehabilitation of Agoo, La Union operations by relocating to a more strategic office while reviewing and re-studying the potential of La Union branch; and launching the LIFE Farm in Palawan.

All of these attributed the milestones for the year, including the recognition of EP client as an awardee of the 2015 Citibank Microentrepreneurship Award for Community Leadership and the approval of MF NGO Act in to a law that takes effect before the year ends.

In a nutshell, EP was able to reach a total of 12,851 clients, disbursing PhP391.0M with a portfolio of PhP217.0M. A positive net income of PhP5.9M with total assets of PhP298M and fund balance of (PhP5.1M).

Like in any voyage, there will be calm and rough waters. It is often said that any captain can steer the ship when passing through still waters, but it would take courage and competence at the helm when passing through treacherous seas. EP leadership is cognizant of the risk and the reward that awaits at the end of the trip. The Paradigm Ship had launched. The journey continues...



Rosemarie C. Castro

2015 PERFORMANCE HIGHLIGHTS - OPERATIONS

I. PORTFOLIO PERFORMANCE

ECLOF Philippines managed to grow its portfolio in 2015 by 8% from last year's PhP201M to PhP217M. The increase for the year, although minimal as compared from the last 2 years was more strategic as Operations focused more on the development of products and services with calibrated expansion during the launch of the 5-year strategic plan.

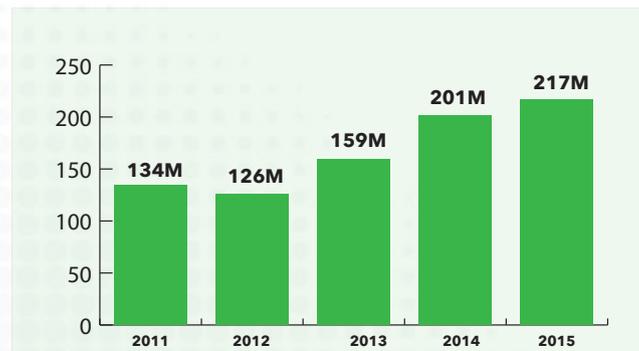


Chart 1: Portfolio Trends in the Last Five Years (in PhP Million)

Portfolio Distribution Per Branch (in PHP million)	
Abatan	45,724,356.02
NCL	26,133,211.49
North Palawan	26,562,790.44
Central Palawan	37,249,308.29
Laguna	14,146,255.83
GMA	35,560,885.16

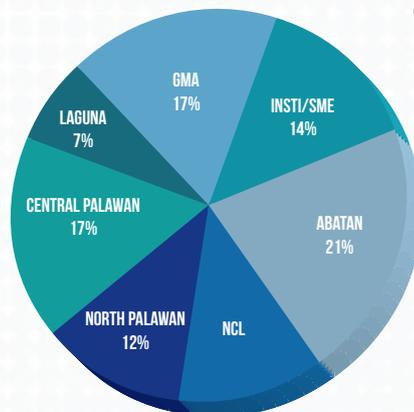


Chart 2: Portfolio Per Branch

The Portfolio share per Branch including Insti/SME Unit showed Abatan with the highest share of 21% or PhP45.7M. Central Palawan and GMA shares were at 17% with PhP37.3M and PhP36.0M portfolio amount respectively. The PhP31.4M portfolio of Insti & SME registered a 14% share while NCL and Palawan both contributed 12% each or an equivalent total amount of PhP26.0M and PhP26.6M respectively. The newly opened Laguna branch shared a 7% of portfolio or PhP14.2M.

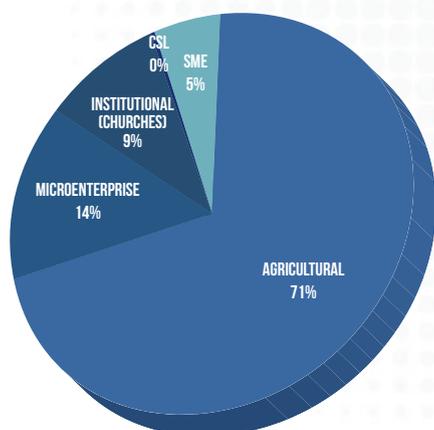
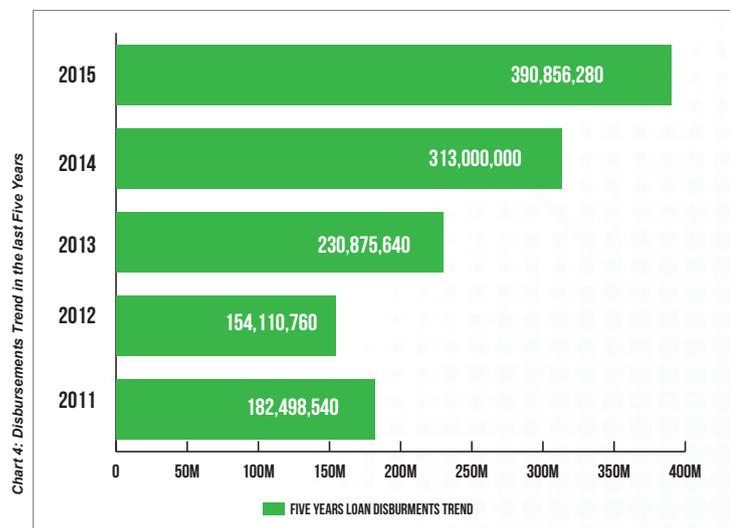


Chart 3: Portfolio Distribution Per Product

Portfolio Distribution Per Product (in PHP million)	
Agricultural	154,106,033.23
Micro Enterprise	30,847,912.50
Institutional	20,750,276.38
SME	10,796,455.31
CSL	422,862.69

Portfolio share per product showed majority was with agricultural loans, with 71% share or PhP154.0M, followed by loans with Microenterprises which share was at 14% or PhP30.9M. The Institutional Loans provided to churches, cooperatives and schools represent 9% or PhP20.8M while loans for individual businesses under SME was at 5% or PhP10.8M. Although minimal, Client Service Loans(CSL) was provided with share of 0.19% or PhP423K.

II. SUMMARY OF LOAN RELEASES



Disbursement trend for the past 5 year showed significant increase annually except in 2012, where the transition in leadership and strategies for portfolio rehabilitation and standardization of operations were the focus of EP. Starting in 2013, 50% growth was registered from PhP154M to PhP231M disbursements, with the following years 2014 and 2015 showed consistent increase of 25% to 36%, from P231M in 2013 to PhP313M in 2014 and up to PhP391M in 2015.

The total disbursement of PhP391.0M during the year was contributed by the existing 5 branches, 2 newly opened unit offices in Laguna branch and the Special Account Unit at the Head Office for the institutional and SME loans.

Leading in loan releases share was the Abatan branch with 24% or PhP93M disbursement. Second highest GMA with 22% or PhP85M was closely followed by Central Palawan with 21% share or PhP84M disbursement. North Palawan, although with just 2 Unit Offices, landed in the top 4 disbursement contributor with 15% share or PhP58M. North Central Luzon with PhP45M or 11% share was followed by the new branch, Laguna with PhP25M or 6% share and the Institutional & SME under special account unit at the Head Office share 1% or PhP2.4M.

Portfolio Distribution Per Branch (in PHP million)	
Abatan	92,859,500
NCL	44,500,200
North Palawan	58,324,500
Central Palawan	83,586,080
Laguna	24,585,000
GMA	84,651,000
Insti/SME	2,350,000

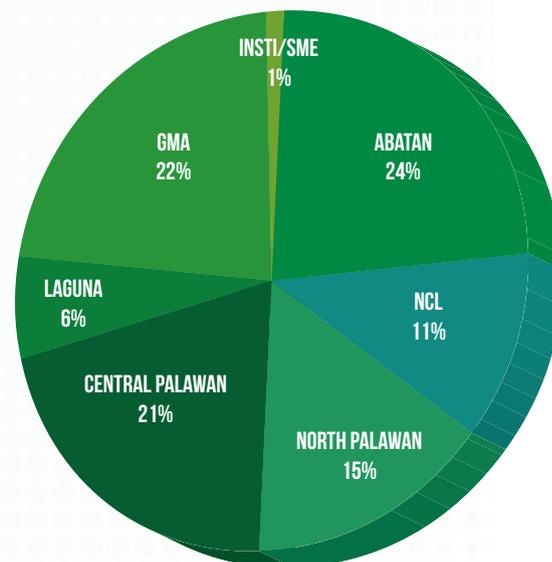


Chart 5: Disbursement Per Branch

III. CLIENT OUTREACH

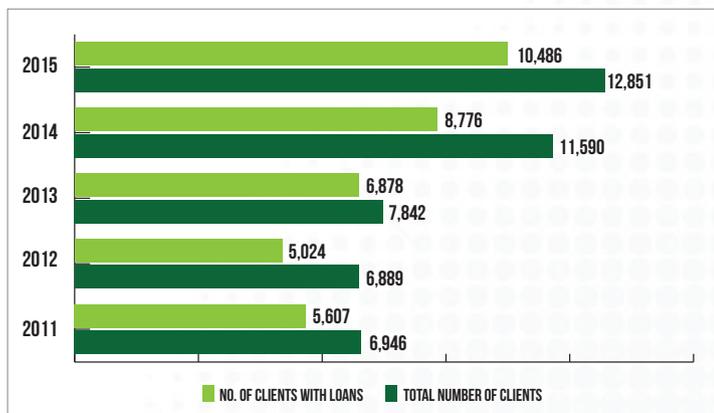
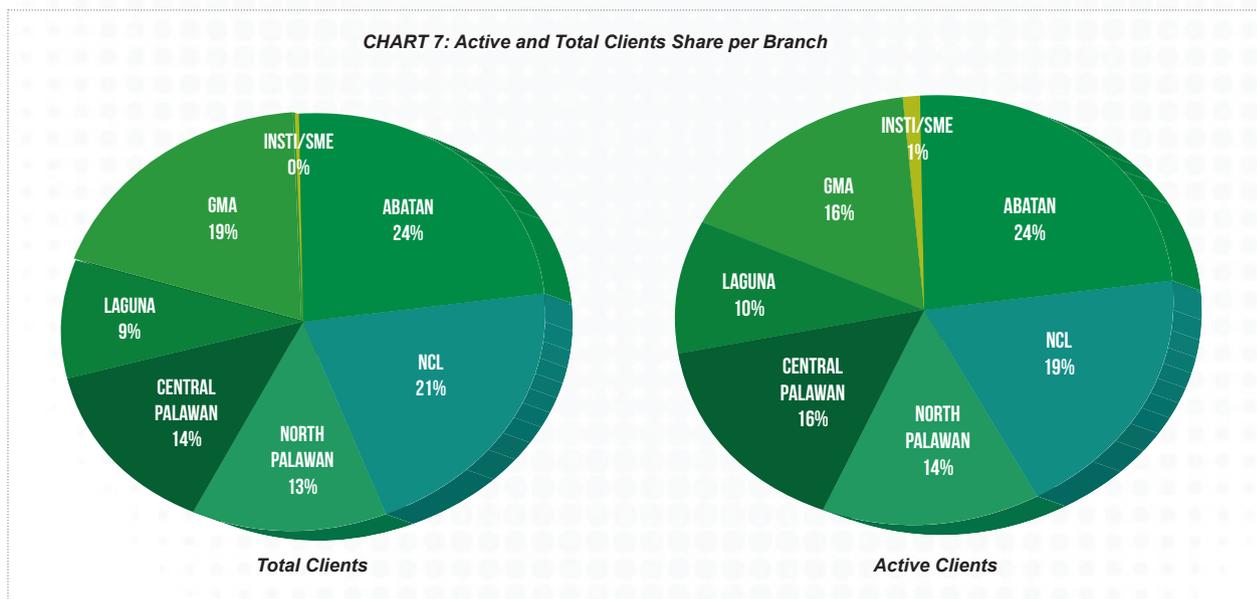


Chart 6: Total Clients and Active Clients Trend

There was a consistent increase in clients in the last 3 years. The highest increase in active clients registered was in 2013 with 37%, from 5,024 to 6,878 clients with loans in 2012 to 2013. Along with this, the highest increase in total clients posted in 2014 was 55% of 7,482 total clients in 2013 to 11,590 in 2014.

Although minimal, increase in the active and total clients were continuously achieved in 2015 with 8,776 to 10,486 active clients and total clients of 11,590 to 12,951, both in 2014 to 2015.



Client outreach contribution per branch showed that major shares came from North Luzon Area with Abatan branch having 24% or 2,533 clients with loans out of its 3,077 total clients, followed by North Central Luzon (NCL) with 19% or 2,009 active clients out of the total 2,681 which represents 21% of total clients.

The third top most contributor was GMA with 16% or 1,705 active clients out of 2,456 or 19% total clients.

Central Palawan contributed 16% share to the active clients that was 1,648 with its total clients of 1,815 or 14% share from the over-all.

With just two Unit Offices, North Palawan contributed 14% to the active clients which is 1,435 and 13% of the total clients or 1,649.

Laguna as the newly opened branch with two Unit Offices, contributed 10% in the active clients and 9% in the total clients or 1,080 and 1,189 number of clients respectively. Institutional and SME loans share 1% and less with 76 clients with loans, and 84 total clients.

CLIENTS PER BRANCH	WITH LOANS	TOTAL CLIENTS
Abatan	2,533	3,077
NCL	2,009	2,681
North Palawan	1,435	1,649
Central Palawan	1,648	1,815
Laguna	1,080	1,189
GMA	1,705	2,456
Insti/SME	76	84

IV. PORTFOLIO QUALITY

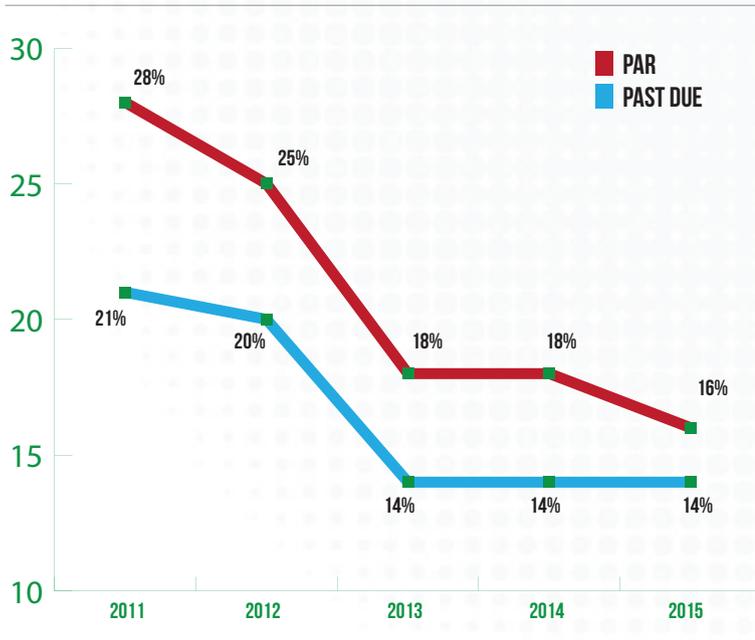


CHART 8: Past Due and Portfolio at-Risk Rate Trend

Although there was minimal growth with the portfolio, EP managed to maintain if not improved the quality of its portfolio in 2015. During the early 2 years of the last 5 years, significant improvements were noticed in 2011 and 2012. The Portfolio at-risk (PAR) rate decreased from 28% to 25% while Past Due (PD) from 21% to 20%. It was followed by a steady 18% PAR and 14% PD from 2013 to 2014 and the minimal decrease of PAR in 2015 but a steady 14% PD at the end of the year.

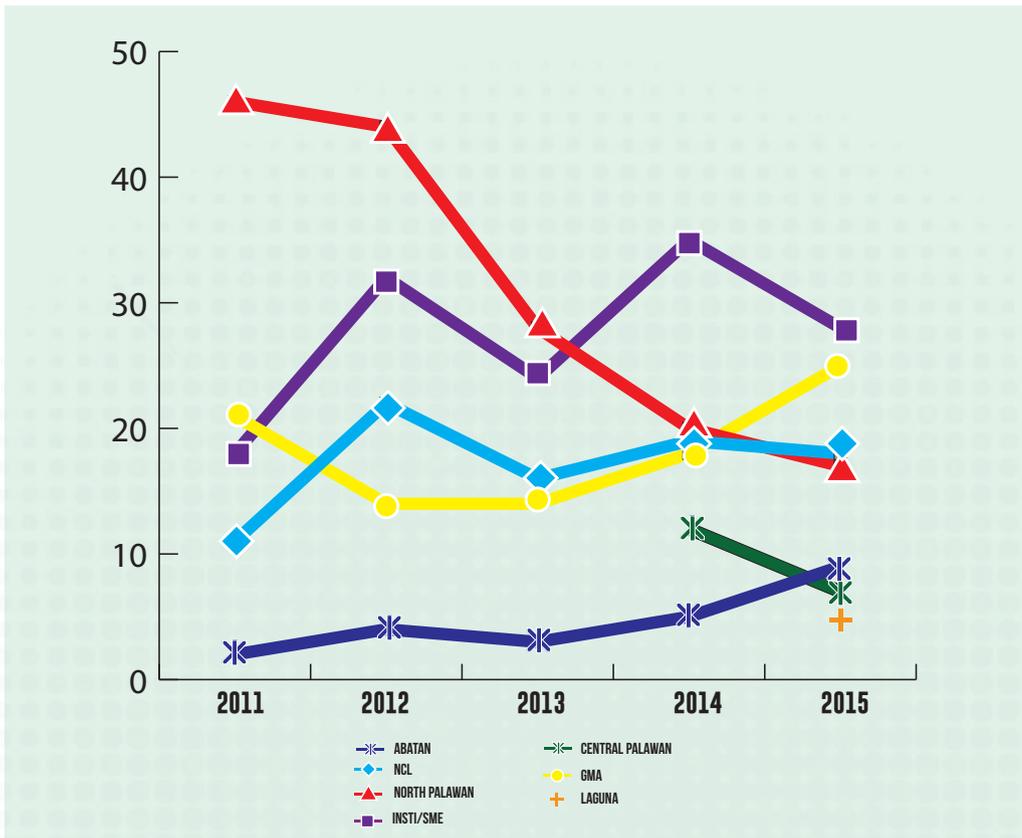


CHART 9: Portfolio at-Risk Rate Trend by Branch

Notable improvement was achieved in 2015 by the operations team, specifically by Palawan area. Although EP was challenged with the portfolio quality measure, Central Palawan Branch was able to bring down its PAR from a high of 46% in 2011 to 7% while North Palawan brought down its PAR to 17% at the end of 2015.

5 Years	Abatan	NCL	Pal/NP	CP	GMA	Laguna	Insti/ME
2011	2%	11%	46%		21%		18%
2012	4%	22%	44%		14%		32%
2013	3%	16%	28%		14%		24%
2014	5%	19%	20%	12%	18%		35%
2015	9%	18%	17%	7%	25%	5%	28%

While significant improvement was done in Palawan Operations, the portfolio quality in South, particularly the GMA branch suffered with increasing PAR which is from 21% in 2011 to 25% at the end of 2015. Improvement in NCL Branch brought about by the good performances of Baguio and Nueva was pulled down by the poor performance of La Union, Agoo due to misfit of product offerings in the area, thus, 11% PAR in 2011 increased to 18% in 2015. Calibrated operations of the Institutional and SME loans increased its PAR from 18% in 2011 to 28% at the end of 2015.

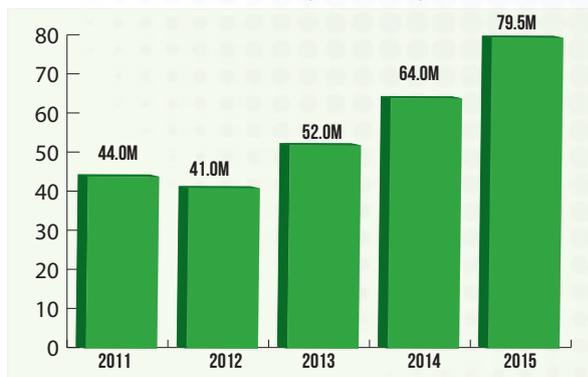
Unexpected increased in PAR of Abatan branch brought by out of season typhoon and pricing concerns of the farmers in the North Area contributed to increased PAR of the all time performing branch from 2% in 2011 to 9% at the end of 2015.

2015 PERFORMANCE HIGHLIGHTS- FINANCE

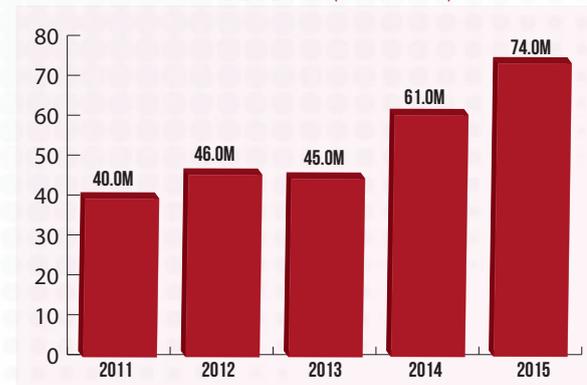
Summary of Revenue and Expenses (in million PhP)	2011	2012	2013	2014	2015
Total Revenue	44	41	52	64	79.5
Total Expenses	40	46	45	61	73.6
Net Income/(Loss)	4	-5	7	3	5.9
OSS	110%	89%	116%	105%	108%
FSS	108%	107%	112%	104%	106%
OCR	34%	36%	34%	33%	35%

Financial performance for 2015 registered a net income of PhP5.9M, an increase of 97% from the previous year's PhP3.0M. This was brought about by the increase in Total Gross Revenue of 25%, from PhP64M in 2014 to PhP79.7M at the end of 2015, and increase in the Total Operating Expenses of 21% from PhP61M in 2014 to PhP74M at the closing of year 2015. The Operational Self-Sufficiency (OSS) in 2015 was at 108% with an increase, although minimal of 3% from last year's 105%. Financial Self-Sufficiency (FSS) also increased by 2% from 104% in 2014 to 106% in 2015. While the ideal Operating Cost Ratio (OCR) for successful MFIs of 13% to 21% was not met as we posted a 35% OCR for the year 2015, it must be noted that a consistent net income for the past 3 years to cover the cumulative Net Loss of around PhP20M in 2012 was a good indicator that EP can finally register a positive Fund Balance on the following year.

TOTAL REVENUE (in million PhP)

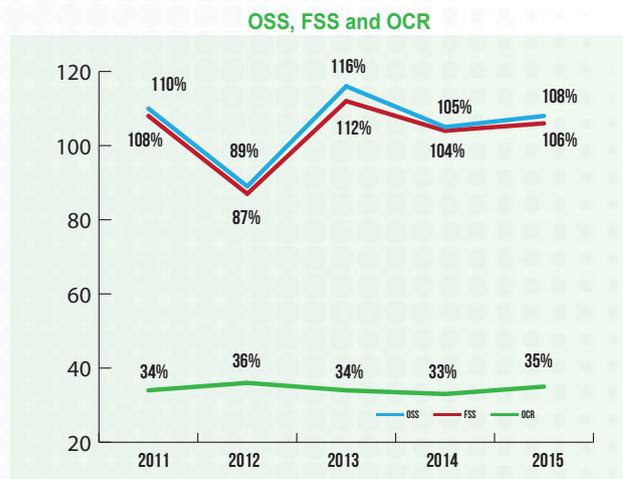
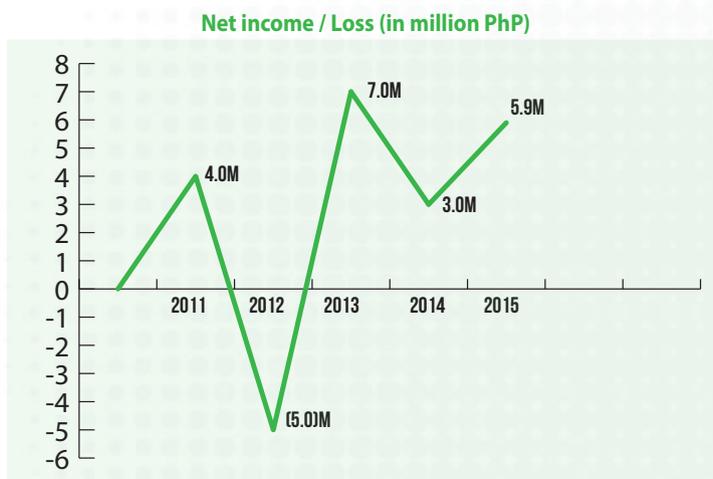


TOTAL EXPENSES (in million PhP)



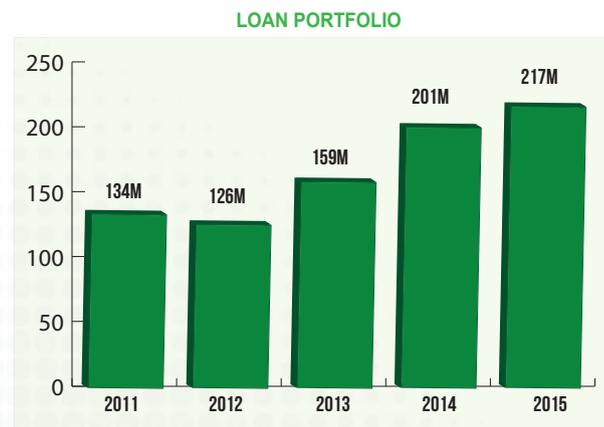
The Total Revenue was consistently increasing for the past 5 years, with an average of 12% increase that started in year 2013. At the end of year 2015, the highest increase for the past 5 years was achieved, by having a PhP15.5M or 24% increase on the Total Revenue amounting to PhP79.5M. On the other hand, the Total expenses during the last 5 years registered varied changes. Highest increase for the past 5 years in the Total Expenses was posted in 2014 by having PhP16.0M or 36% increase, while minimal decrease was in 2013. During the year 2015, PhP13.0M or 21% increase from the previous year was posted.

With this, the 2nd highest Net Income for the last five years was recognized during the year with PhP5.9M or 97% increase from last year's PhP3.0M. Still, Net Income for year 2013 of PhP7.0M, was the highest within the last five years where standardization of process and policies was started and implemented.



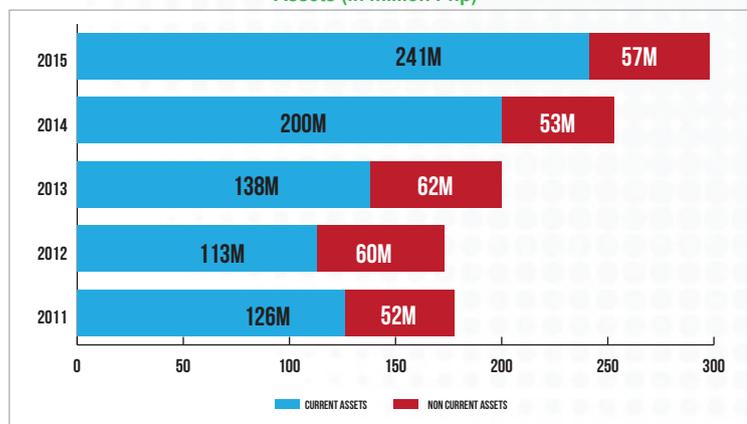
The Operational Self-Sufficiency (OSS) for the past five years have shown improvements except in 2012, where the strategies have been started to rehabilitate the portfolio of some branches and standardize the operations in all areas. Financial Self-Sufficiency (FSS) goes with the changes in the OSS, as the organization usually have 2% to 4% imputed cost of capital from subsidies and inflation rate for the period. As the highest income was registered in 2013, so as with the OSS of 116% and FSS of 112%. It was followed by year 2015 with 108% OSS and 106% FSS. The Operating Cost Ratio (OCR) was steady at 33% to 36%, where the lowest was registered in 2014 with 33% while the highest was in 2012 which is 36%. The ideal OCR rate of 13%-21% is yet to be achieved, which indicated a good measure of the efficiency of the lending operations.

Summary of Financial Position (in million Php)	2011	2012	2013	2014	2015
Current Assets	126	113	138	200	241
Non-Current Assets	52	60	62	53	57
TOTAL ASSETS	178	173	200	254	298
Current Liabilities	37	38	39	84	100
Non-Current Liabilities	156	156	174	181	203
TOTAL LIABILITIES	193	194	214	265	303
FUND BALANCE	(15)	(20)	(14)	(11)	(5.1)
TOTAL LIABILITIES AND FUND BALANCE	178	173	200	254	298

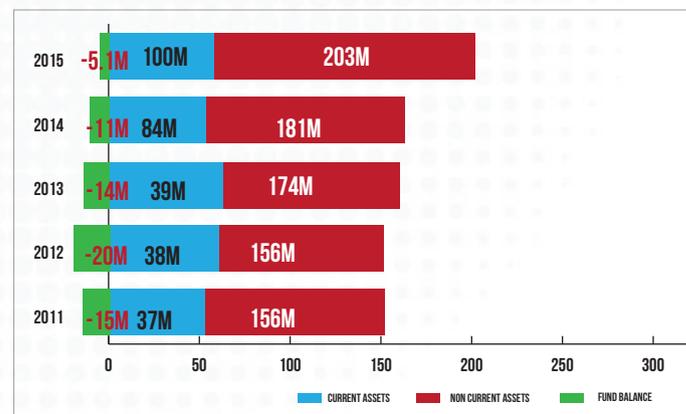


The Financial Position for the past 5 years showed steady improvements, assets have been strengthened by the continuous income for the past 3 years which brought the highest Fund Balance which was a cumulative Net Loss of PhP20.0M in 2012 to PhP5.1M low during the year 2015. Liquidity was secured as current ratio ranged from 2.38 (2014) to 3.54 (2013). With the consistent increase in assets during the last 5 years, the performing asset, particularly Loan Portfolio is the one with majority share, wherein 73% to 80% represents share of Loan Portfolio from the total assets. Lowest Net Loss registered in 2015 with PhP5.1M cumulative loss, as the average Net Income of PhP5.0M per year was steadily achieved for the past 3 years.

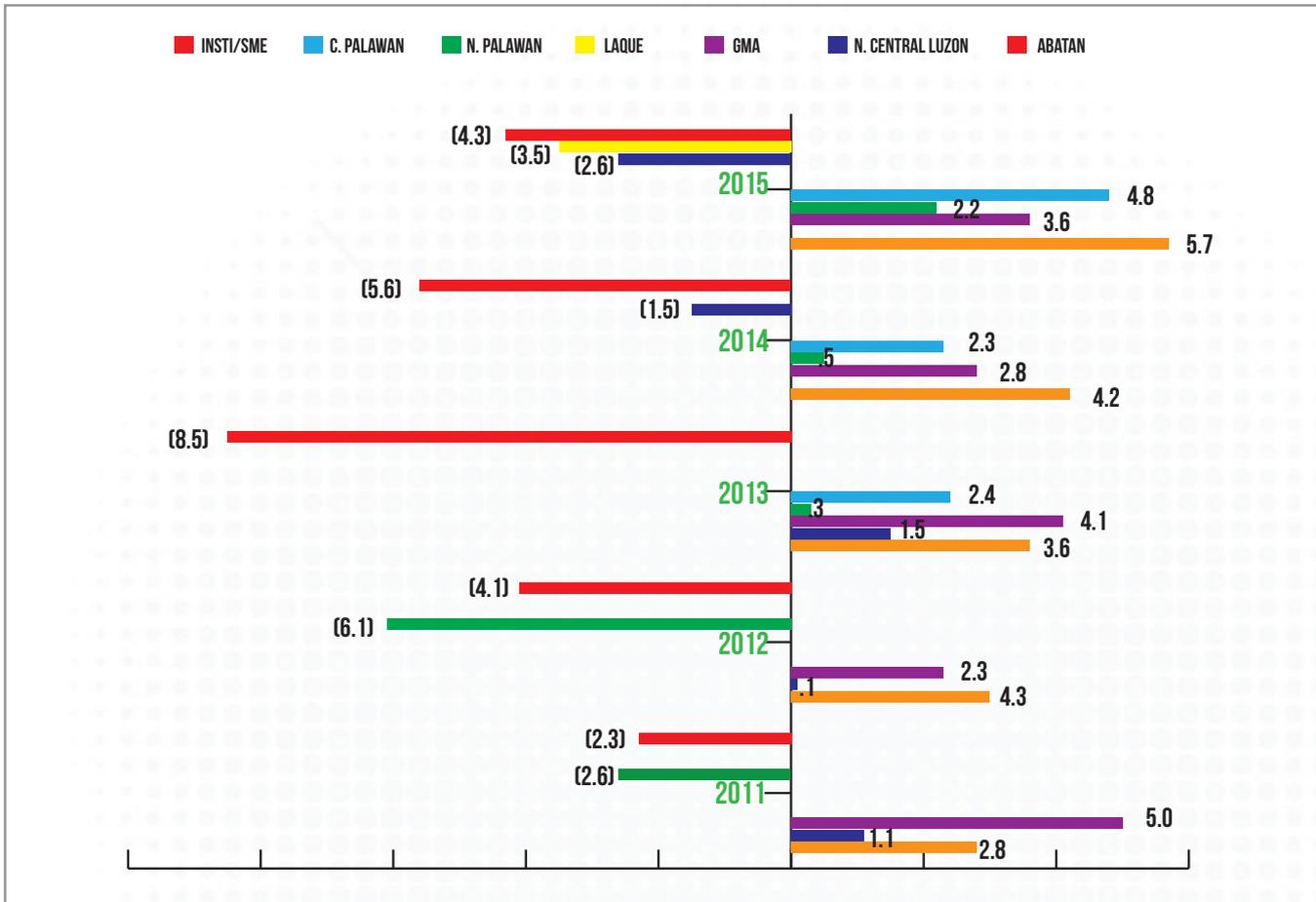
Assets (in million Php)



Liabilities and Fund Balance (in million Php)



Five Year Trend of Net Income Per Branch (in million PhP)



Contributing to the steady recovery on income are the branches and unit operations located in 3 major areas of Palawan & Inter-Island, North and South Luzon. Year 2015 posted the 2nd highest Net Income of PhP5.9M in the last 5 years. The highest contribution to income was from Abatan Branch which registered a year-end income of PhP5.7M, followed by Central Palawan with PhP4.8M and GMA with PhP3.6M. Net Income contribution per branch/unit office for the last five years reflected a significant contribution from the branches of Abatan, GMA and Central Palawan while recovering from losses to having a positive net income was noted with North Palawan in the last 3 years. North Central Luzon registered a decline, from having a positive net income to incurring losses during the last two years. On the other hand, the newly opened Branch in Laguna during 2015, is still with net loss of PhP3.5 while the Institutional and SME unit is consistently registering a negative net income during the last 5 years.

2015 HIGHLIGHTS AND CHALLENGES

HIGHLIGHTS

- Review, revision and approval of departmental policies and procedures in preparation for growth.
- Recognition of GA members and presentation of complementing works and partnership in the next 5 years during the 20th General Assembly.
- Establishment and conversion to organic farming of LIFE farm in Palawan as learning center for the farmers in the area.
- Operations in 3 Areas - Palawan, North and South Luzon - with full time leaders on-site.
- Developed 4 Branch Managers to lead North Central Luzon, Abatan, LaQue and Central Palawan Branches.
- Developed 7 Program Supervisors: 3 in Palawan, 2 in North Luzon and 2 in South Luzon.
- Opening of 2 unit offices in Laguna: Sta. Cruz and Calauan.
- Installed client feedback system in each unit.
- Preparation and completion of area studies for new unit offices to be opened in 2016 in Infanta, Quezon and San Fernando, La Union.
- Funding borrowed from UCCP-Tacloban PhP10M, EI PhP17M and payment of loans from FPSDC, PhP15.0M.
- Transfer of Head Office to a bigger space at the UCCP building, EDSA, Quezon City.
- Outreach and seeds distribution to clients in North Luzon who were devastated by Typhoon Lando during the last quarter.
- A farmer client from Baguio was awarded with the 2015 Citi-Microentrepreneurship Awards – Special Award for Community Leadership. Likewise, his Program Officer and EP were recognized during the awarding.
- Microfinance NGO Law was signed by the President of the Philippines during the last quarter.
- Formulated/revised the Membership Policy for member churches and organizations.



Opening in Calauan, Laguna



Opening in Sta. Cruz, Laguna



Seeds distribution to clients affected by Typhoon Lando

CHALLENGES

- Hiring and staffing
- Fund sourcing and timely transfer of funds to the units
- Staff/Leaders preparation to manage growth
- Resignation and termination of key officers
- Continuous reduction of Portfolio At Risk
- Legality and regulations compliance on the non-micro loan operations (SME and Institutional loans)
- Limited banking and delivery support system in the rural area
- Calamities brought by natural causes
- At the macroeconomic level, the AFTA (ASEAN Free Trade Agreement), in full swing in 2015, continues to negatively affect the condition of the Filipino farmers and professional sources
- Development of personnel's competence and character
- Monitoring and continuous improvement of MIS and standard procedures
- Continuous development of relevant products and services
- Organizational readiness to handle growth

L.I.F.E PROGRAM

(LIVING INTEGRATED FARMING THE ECLOF WAY)

2015 was a jam-packed year for EP LIFE Program with a total of 261 farmers trained in Buguias, La Union, Palawan, Nueva Vizcaya, and Laguna areas. Mr. Primo Suza, Farm Officer, facilitated the trainings on organic farming wherein he taught basic concepts and concoctions of various organic fertilizers and pesticides to the participants, who also had the opportunity to make them on their own. They also visited nearby organic farms to get first-hand experiences and learn from the insights of organic farmers. On the other hand, Mr. Donato G. Alcoba, Jr., ECLOF Philippines' (EP) Development Consultant, handled trainings on strategic planning and financial literacy, as EP LIFE program extends to other support services to clients.

Continuing last year's feat, in April 28, 2015, EP launched the LIFE Farm in Narra, Palawan. Clients and people from the academe, civil society and local government of Narra gathered to show their support. In a nutshell, the LIFE Farm is a place for industry partners, farmer groups, and EP clients as they share their knowledge, technologies, and discoveries in integrated and organic farming. It is EP's hope that partnerships among and between them will be fostered to further the advocacy on organic farming. The training center will also be utilized as a venue for training and a display center of LIFE Farm products. EP staff also got to participate in the



program through the activity called, "A Day in a Farm." The activity was done per branch or area, aimed at the staff getting actual experiences of various farming activities and practices.



North Central Luzon Branch went to Benguet State University to clean and plant organic vegetables at EP's Demo Farm located within the school grounds. North Luzon Branch travelled to Mr. Cornelio Benigno's garden in Buguias to help plant organic vegetables. Mr. Benigno is a client of EP Abatan Unit. Meanwhile, South Luzon Area planted rice on Ms. Lydia Castro's farm in the morning and in the afternoon, proceeded to Mr. Vicente Berdan's organic farm for a short orientation on organic farming. Both are clients of EP Tanay Unit. As for Palawan Area, they worked on various farming activities in the LIFE Farm and over-all preparation of the training center in time for its launching.

PARTNERSHIPS

Partnerships was also one of the highlights for 2015. EP partnered with Western Philippines University (WPU) in Palawan to promote organic farming and facilitate exchanges of resources, expertise and technologies between the two

organizations. The partnership also aimed to promote the Training Center at EP LIFE Farm as a learning venue for agriculture students of WPU as they conduct their on-the-job training on different farming activities. EP also visited two organic practitioners in Benguet to further expand its advocacy on organic farming. One was Mr. Pat Acosta, owner of The Master's Garden, who became the resource person of EP training on sustainable organic farming with the Association of Buguias Organic Agriculture Practitioners (ABOAP). The other was Mr. Jeffrey Laruan, owner of Lily the Valley Organic Farm, located at Wangal-Motorpool Rd., La Trinidad, Benguet.

In conclusion, 2015 marked EP's aggressive efforts for its advocacy on organic farming that fittingly match its strategic plan for area expansion.



HUMAN RESOURCE

P.E.A.K.S Program



TRAININGS

- Risk Management Learning Session
- Being Brilliant with the Basics (POs in all Areas)
- Finance Training
- Supervisory Training
- Training on Market Research
- Branch Management Training
- Financial Management Training
- The Basics of Project Management



EP also gave time for teambuilding activities where staff enjoyed and find rest in the company of one another. These activities were aimed to build organizational camaraderie and unity.

Finally, EP celebrated Christmas through theme parties per area – Head Office in Disney Characters, South Luzon and Palawan Areas in Cosplay, and North Luzon Area in Cowboy attires.

ECLOF Philippines ended with 161 HR complement including Program Officer (PO) trainees. While it was largely challenged with high turnover of staff, still it was able to increase in number; especially with the opening of two new units in Calauan and Sta. Cruz, Laguna.

Through its development programs, EP identified 4 Branch Managers and 7 Program Supervisors to lead its existing and new units and branches.

BRANCH MANAGERS



Florentino Anganganay Abatan



Johnel Cinco
Central Palawan



Dandy Feliciano
North Central Luzon



Mark Anthony Gonzales
Laguna-Quezon

PROGRAM SUPERVISORS



Noreen Gabatino
Buguias 1



Marcing Dao-anes
Buguias 2



Tirso Lucero
Brookes Point,
Palawan



Rolando Guanco
Quezon, Palawan



Noli Cabasal
Rizal, Palawan



Warren Retoria
Marikina, GMA



Angelito Masinsin
Infanta, Quezon

TOP PERFORMING OPERATIONS STAFF



Best Branch Manager (BM)
Johnel Cinco
Branch: Central Palawan

A hands-on leader and multitasking expert, Johnel was first hired as a Program Officer in Quezon, Palawan in 2011. Two years later, he was promoted as the Program Supervisor of the Unit then later spearheaded the opening of nearby Rizal Unit. Since then, he was juggling management duties to both Units. While lowering down Quezon's PAR, he maintained Rizal's good performance. These achievements unquestionably led him to be promoted as a Branch Manager of Central Palawan in 2015. Without a doubt, Johnel was one of the leaders who helped improve Palawan's overall operations performance. What could possibly make these achievements come true are Johnel's strong leadership skills, endless thirst for learning, and passion. Through the years, Johnel was able to develop Program Officers to Program Supervisors who now lead two of the three units that compose Central Palawan Branch. People who know him as well take note of his curiosity – he takes no pride in asking a lot of questions because he wants to learn more and be better in what he is doing. Above all, his heart which he carries with him in everything he does, fuels him to deliver his 100%.



Best Program Supervisor (PS)
Andrew Farner Aguila
Unit: Narra, Palawan

Behind one of the best performing units of 2015 is a dedicated leader with strong management skills - Andrew Farner Aguila. Andrew started working with EP as a Program Supervisor in Narra in 2013. Since then, he was able to improve immensely the performance of the unit – increasing the loan portfolio and disbursement, doubling the number of clients and net income, and reducing the Portfolio At Risk significantly.

What can be said about him with regards to these accomplishments is that he manages his people well in order to bring out the best of them. He unceasingly monitors his Program Officers (POs) not only to guide them in their work, but also to build a good relationship. He is firm in his decisions and manages conflict well, either between POs or between PO and client. Notably, his people management skill paved the way in order to develop one of the unit's POs to be the Program Supervisor of Quezon, Palawan. All things considered, Andrew is one leader who develops other leaders.



Best Program Officer (PO)
Artemio Viray
Unit: Sta. Cruz, Laguna

Art, as he is commonly called, is a son of a client of EP Tanay Unit. Thus, he is able to capture the trust of his clients, as he carries within himself the heart of a farmer. Art started as one of the first POs of the newly opened Unit in Sta. Cruz, Laguna. Notably, in less than a year, he is able to make these contributions to his unit's overall operations performance. He handles 3 municipalities, covering a total of 48 barangays. He travels 15-25 kilometers from Sta. Cruz to reach his clients whom he caters various loan products in Agri and Micro Negosyo at Serbisyo. Indeed, Art is very good in managing his time and not short of courage and determination to get his work done. His teammates likewise describe him as a very good team player and in fact, the "speaker" of the team in marketing and promotions. Truly, Art exemplifies how it is to live up to EP's tagline: Service is our Lifestyle.

LOYALTY AWARDEES



GLENN LORENZO
10 years



BILLY SAB-IT
10 years



DANDY FELICIANO
5 years

BILLY SAB-IT

Billy was around 24-25 years old when he first joined ECLOF Philippines (EP). He decided to work with EP to explore other opportunities of work and to find a more stable source of income for his future family. He was assigned as a Project Officer in Atok and continued to be so for the next five years. During those years, he acquired further knowledge and experience and improved his skills. He became a Program Supervisor at Atok then was transferred to Abatan in 2 years. Later, he was promoted as Branch Manager then in 2014, as an Area Manager.



For the past 10 years, Billy found fulfillment in serving other people, which was actually honed in working with EP. He considers good performance, discipline, and motivating staff – leaving a trail for others to follow as his achievements.

Nevertheless, his biggest challenge so far was his “going out of comfort zone to courage zone”, which is actually about being reassigned in Palawan. He narrated he had familiarized himself well with the North and had grown complacent with the good performance of the area. But, with the reassignment in Palawan, he has to conquer unfamiliar waters -- the weather, the culture, and the people - plus the big responsibility of improving the performance of the area and developing next leaders. Indeed, it was challenging. But, the key, according to him, was patience and perseverance. He tirelessly encouraged the staff to improve their performance and work together. Thus, team work, he pointed out, was what made all the improvements possible in Palawan. In addition, for his part, he’s thankful to God for giving him the wisdom, courage, and determination to lead the team.

Looking forward, Billy sees himself continuing to work with EP so long as his calling to serve the people is still burning. We all agree in saying that equally to his passion in serving people, Billy’s ability to focus and direct his actions towards a specific goal are his secrets to success.

20TH GENERAL ASSEMBLY

Dressed in Filipiniana attire, EP Board of Trustees, staff, and guest, gathered at the Dolcelatte Café in Quezon City to celebrate the organization's 20th anniversary.

Atty. Floyd P. Lalwet, Chairman of the Board, gave the welcome remarks. Then followed by Rev. Philip Tarroja of CBS-Asia with an inspiring reflection of Isaiah 54:2-3;

2"Enlarge the place of your tent, stretch your tent curtains wide, do not hold back; lengthen your chords, strengthen your stakes.

3For you will spread out to the right and to the left; your descendants will dispose nations and settle in their desolate cities

Rev. Tarroja in his sharing left everyone with an encouraging note that as EP is now positioning for further growth, all should turn their focus from gaining comfort to embracing the upcoming challenges.

Highlight of the event was the sharing of keynote speaker, Mr. Dominador Mariano, Deputy Program Manager their experience in Catholic Relief Services (CRS), an international humanitarian agency involved in relief operations and



community organizing and sustainable development initiatives. He shared KALASAG Farmers Producers Cooperative, a group who currently supplies onions to Jollibee Food Corporation. Indeed this is invaluable as EP plans to implement a whole value chain program for its clients through partnerships and development programs. Linking of farmers to markets is one way. Mr. Mariano also stressed that dole outs should never be exercised, instead change the mindset of farmers. A strong participatory partnership between and among EP staff should be developed to make this dream – giving pride to the farmers – a reality.

During the business session, Atty. Lalwet and Mr. Lauro Millan, member of Finance Committee presented the 2014 success highlights. Ms. Rosemarie Castro, Executive Director, also presented the new 5-year Strategic Plan of EP (2015-2019) with a theme on “Partnership for Inclusive Growth”. Moreover, everyone welcomed the re-elected Board member, Ms. Mary Jane I. Baldago of PUNLA sa Tao Foundation and newly elected Board member,

Mr. Rogelio G. Decal of Llano Multi-purpose Cooperative.

MEMBERSHIP HIGHLIGHTS

The Board of Trustees of ECLOF Philippines (EP) approved the revised Membership Policy to effectively engage and define the scope of being a member of EP. The policy seeks to engage member churches and organization in EP's delivery of its programs and services. Highlights of the policy include membership criteria, membership involvement, duties and responsibilities of each member, annual fees, and the role of EP as the secretariat. The Membership Policy is set to be presented to the next General Assembly prior to implementation.

MARINES TAKINGAN:

2015 Citi Microentrepreneurship Awards-Special Awardee for Community Leadership

A seasoned farmer in La Trinidad, Benguet, Mr. Marines Takingan was 2015 Citi Microentrepreneurship Awards (CMA)-Special Awardee for Community Leadership for his active advocacy on organic farming.

The CMA is a yearly nationwide search for outstanding microentrepreneurs in the Philippines. The program aims to increase awareness for microfinance and provide incentives to microentrepreneurs in the country. It is funded by Citi Foundation and was launched in 2002 as part of the celebrations of Citi's 100th year in the Philippines. The program is a partnership between Bangko Sentral ng Pilipinas (BSP), Citi Philippines, and the Microfinance Council of the Philippines, Inc. (MCPI).

Last December 2, 2015, Mr. Takingan was awarded at the Bangko Sentral ng Pilipinas in Malate, Manila along with his fellow awardees in other categories. The awarding was attended by some prominent people in microfinance, including the Governor of BSP, Mr. Amando M. Tetangco, Jr. Meanwhile, Mr. Takingan was supported by his family and some of EP management and staff. He received Php100,000 part of which was used to buy a shredder he proposed to CMA he'll reinvest in the community; a personal microinsurance coverage; entrepreneurship course; a laptop; and to recognize his achievements and contributions for the community recognition in his town graced by Hon. Edna C. Tabanda, Mayor of La Trinidad, Benguet. His award likewise gave recognition to his Program Officer, Ms. Fely Bogawit and as an institution, ECLOF Philippines – both receiving Php 10,000 and a plaque.

Mr. Takingan, before his advocacy on organic farming, was a conventional farming practitioner for a number of years. When he first joined

EP in 2005, he was engaged in cut-flower business. In 2006, however, he was rushed into the hospital and was diagnosed with so much bad chemicals in his body. Chemicals he mostly got from his conventional farming, such as pesticides and fertilizers. Following this fateful event, he decided to shift to organic farming and plants organic vegetables in his 500 sq.m garden near his house.

Mr. Takingan is one of the founding members of Ambiong La Trinidad Organic Practitioner's Association (ALTOPA), a barangay-wide association of organic farmers. He also serves as a farm and product inspector of La Organica, an association for the distribution of organic vegetables, and offers his farm as a venue for teaching about organic farming.

EP is truly happy and proud to share in Mr. Takingan's achievement. We hope to be able to facilitate more client-awardees in the years to come and further our advocacy on organic farming!



INTERNATIONAL PARTNERSHIP AND NETWORKING

Not only did EP hosted some international partners, we were also able to visit ACLEDA in Cambodia furthering our partnerships and networks for the year. These visits were certainly very enriching to both EP and international partners.

FEBRUARY 5-6



EP sent its key officers for a study visit in Cambodia to learn the growth and transition of ACLEDA from a development NGO in 1993 to a sustainable entity – the biggest commercial bank in Cambodia at present. ACLEDA key officers shared their stories, experiences, processes and key lessons throughout the transition to their success at present. EP key officers also visited and observed the banking operations of the Head Office and a Branch Office.

MARCH 23



EP welcomed the visit of the new Church of Sweden Desk Manager for the Philippines, Rev. Jennie Nordin. During the meeting, she was introduced to EP microfinance operations and was given updates on the LIFE Program. Rev. Nordin on her part said she's happy to hear EP programs and services to be successful and noted that EP has a good combination of leaders and managers.

OCTOBER 4-8



EP hosted the “Familiarization Visit” of ECLOF Sri Lanka Officers and ECLOF India Operations Manager (OM). While the Sri Lanka team focused on understanding the expansion system of EP to guide them in their plan for expansion, India OM focused on understanding the Agriculture financing model of EP. The group was given orientation on EP programs and services and update on the current status of EP by the management team. They also visited Unit offices to learn on branch or Unit operations and how these offices relate and report to HO. They also interacted with Program Officers to understand how fieldwork, reports and coordination are done.

OUR PEOPLE



HEAD OFFICE



LAQUE BRANCH



GMA BRANCH



NORTH CENTRAL LUZON BRANCH



ABATAN BRANCH



NORTH PALAWAN BRANCH



CENTRAL PALAWAN BRANCH

OUR BOARD OF TRUSTEES



Atty. Floyd P. Lalwet
Chairperson



Ms. Minnie Anne M. Calub
Vice-Chairperson



Ms. Christie Rowena C. Plantilla
Treasurer



Mary Jane I. Baldago
Corporate Secretary

BOARD MEMBERS



Mr. Lauro C. Millan



Mr. Rogelio G. Decal



Rev. Eliaquim de Aquino, Sr.



Mr. Joselito R. Aguas

MEMBERSHIP LIST

GENERAL ASSEMBLY MEMBERS

CHURCH AND CHURCH RELATED ORGANIZATIONS



National Council of Churches in the Philippines (NCCP)



Episcopal Church in the Philippines (ECP)



United Church of Christ in the Philippines (UCCP)



Iglesia Filipina Independiente (IFI)



The Salvation Army (SA)



Union Theological Seminary



Iglesia Evangelica Metodista En Las Islas Filipinas



Convention of Philippine Baptist Churches



Iglesia Unida Ekyumenikal

NON-GOVERNMENT ORGANIZATIONS (NGOs) & PEOPLE'S ORGANIZATIONS (POs)



ECLOF INTERNATIONAL

ECLOF International



OIKO Credit



PUNLA Foundation



CONCORD, Inc

COOPERATIVES



Federation of Peoples' Sustainable Development Cooperative (FPSDC)



Llano Multi Purpose Cooperative (LLAMPCO)



Old Sta. Mesa Savings and Credit Cooperative (OSMSCC)

AGRI MICROFINANCE (AGRI-MF)

True to its vision of realizing human dignity, ECLOF Philippines provides financing facilities to those engaged in Agriculture to provide food and create livelihood for every family and their immediate community. The amount lent is used for agricultural, livestock and fishery production and its by-products, and asset acquisition to support the agricultural activity.

1. AGRICULTURAL PRODUCTION

Financing program for the farmers producing:

- a. GRAINS – such as Rice, Corn, and others
- b. FRUITS – fruit trees including their by products (such as coconut, cashew, mango, banana, citrus and others) and shrub fruits (such as strawberry, pineapple, watermelon, melon and others)
- c. VEGETABLE – such as chopsuey, pinakbet vegetables and others
- d. FLOWERS & HERBS

2. LIVESTOCK & AQUA PRODUCTS

Covers production and processing of by-products of:

- a. Poultry – Chicken, duck and others
- b. Livestock – hogs, goat and others
- c. Cattle - Carabao or Cow
- d. Aqua products – fish, shrimp, crab cages, seaweeds, shells and others.

3. ASSET ACQUISITION

- a. Land acquisition and/or improvement for farming purposes (such as direct acquisition, titling, greenhouse, solar dryer or construction and others)
- b. Farm Machinery and/equipment such as thresher, water pump, hand tractor, harvester and others
- c. Vehicle for farm produce transportation





MICRO NEGOSYO AT SERBISYO LOAN (MNS)

To support ECLOF's commitment to build communities and livelihood that is sustainable – economically viable, socially desirable and ecologically sound.

Micro Negosyo at Serbisyo is aimed to provide additional capital to individuals engaged in small business that contributes to a vibrant local economy, primarily to increase their working capital or buy fixed assets needed for the business. MNS loans are categorized into three types, the Group Loan which will provide financial access to start-up microenterprises. The Individual Loan and Job-Generation Loan cover microenterprises which are able to generate jobs, and would require access to higher capitalization.

CLIENT SERVICE LOAN (CSL)

A loan program intended to serve as social or extended service loan to address the emergency and basic needs of loyal clients with excellent credit history with the organization. These needs are defined as follows:

1. Education (such as tuition fees)
2. Hospitalization of any member of the family
3. Calamity
4. House repair/renovation
5. Appliance Purchase
6. Burial Assistance

INSTITUTIONAL LOANS (IL)

The Institutional Loans of EP is divided into two (2) categories: General Capital Loans are for Church/School infrastructure projects, and Development Capital Loans which is generally for re-lending fund of Cooperatives and Non-Government Offices, and for income-generating projects of schools and churches.

SMALL & MEDIUM ENTERPRISE LOANS (SME)

SME plays a vital role in terms of employment and growth in every economy. Aside from stimulating entrepreneurship and innovation, SME's also contribute to the expansion and diversification of markets and increase in savings rate and investment base. This loan product is designed to give financing facility to small and medium enterprises to support their business expansion and augment their working capital.

 <p>VISION</p>	 <p>MISSION</p>	 <p>CORE VALUE</p>
<p>Realizing human dignity</p>	<p>ECLOF Philippines is committed to build communities and livelihood, which are sustainable - economically viable, socially desirable and environmentally sound.</p>	<p>Service with T - Teamwork I - Integrity E - Excellence S - Stewardship</p>

AREAS OF OPERATIONS

Head Office: Ground Floor, United Church of Christ in the Philippines Building, 877 EDSA, Quezon City
 Telefax: (02) 961-1600
www.eclof.com.ph

UNIT	ADDRESS	CONTACT NUMBER	UNIT	ADDRESS	CONTACT NUMBER
North Luzon Area			LaQue		
Buguias 1 Abatan	3rd Floor Mariano Cobcobo Bldg., Abatan, Buguias, Benguet	0909-113-6335	Calauan, Laguna	L. Geirosa St., Brgy. Silangan, Calauan, Laguna	(049)310-1243
Buguias 2 Kabayan		0907-359-2214	Sta. Cruz, Laguna	2nd Floor Ansanpua Bldg. Cailles cor. Alfonso St., Poblacion III	(049)309-3180
Atok	Sumakey Bldg., Paoay, Sayangan, Atok, Benguet	0946-338-0263	Infanta, Quezon	2nd Floor Door B & C, AQC Bldg., Mabini St., Poblacion 38, Infanta, Quezon	0929-219-4030
North Central Luzon			Palawan Area		
Baguio	Rm 209 Lyman Ogilby Bldg., Mag-saysay Ave. Baguio City	(074)442-1080	North Palawan		
Nueva Vizcaya	2nd Floor Cuaresma Bldg. National Highway, Bambang, Nueva Vizcaya	(078) 392-1050	Puerto Princesa City	Unit 5, ARL 111 Bldg., Rizal Avenue, Puerto Princesa City, Palawan	(048)434-8045
Agoo, La Union	Dra. Pacis Bldg., Consolacion, Agoo, La Union	0946-970-6092	Narra	Malvar Ave., Poblacion, Narra, Palawan	0930-491-3410
South Luzon Area			Central Palawan		
GMA			Brookes Point	Modelo 11 Bldg., Narrazid St. District 11, Poblacion, Brookes Point, Palawan	0946-983-4430
Marikina	3rd Floor Maryland Bldg., 1 Gil Fernando Ave. Brgy. San Roque, Marikina City	(02)646-0798	Quezon	2nd Floor, TGT Bldg., Poblacion, Quezon, Palawan	0907-709-7611
Taytay, Rizal	4th Floor MORE Business Center, No. 2225, KM. 23, Ortigas Ave. Extension, Brgy. San Isidro, Taytay, Rizal	(02)571-1867	Rizal	Lubaton Bldg., Punta-Baja, Rizal, Palawan	0909-949-3013





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Service is our Lifestyle