



## PERFORMANCE AGREEMENT

This Performance Agreement has been executed pursuant to the **PERFORMANCE EVALUATION SYSTEM FOR THE GOCC SECTOR (GCG MC No. 2013-02 [Re-Issued])** between the –

**GOVERNANCE COMMISSION FOR GOCCs (GCG)**

- and -

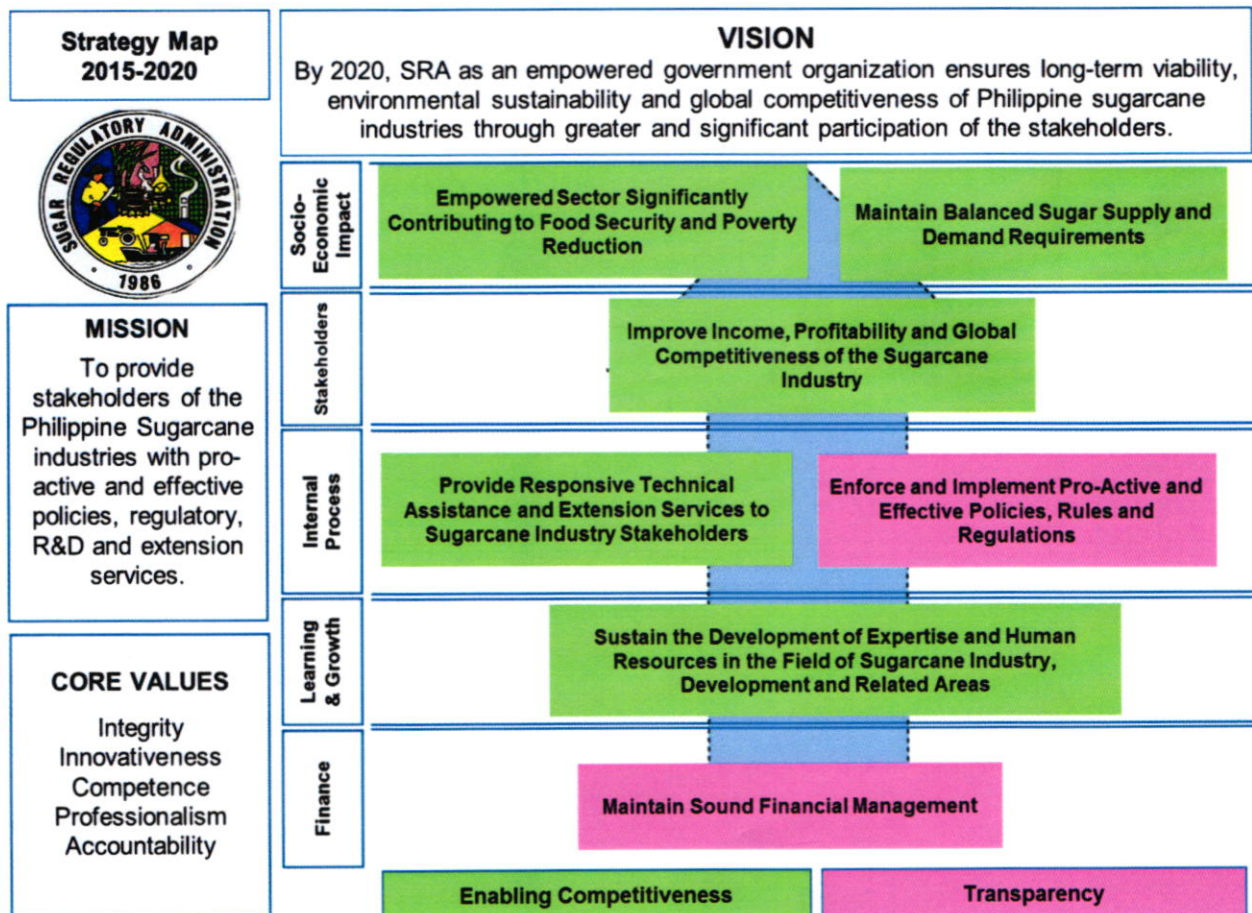
**SUGAR REGULATORY ADMINISTRATION (SRA)**

**WITNESSETH: THAT –**

The Parties agree to the following terms:

1. **Period.** – This Agreement shall be effective beginning from the execution of this Agreement and ending upon the determination by the Governance Commission of the eligibility of SRA for the FY 2016 PBB and PBI.
2. **Charter Statement and Strategy Map.** – SRA's Charter Statement and Strategy Map for the Period specified in Section 1 hereof, shall be as follows:

### SUGAR REGULATORY ADMINISTRATION



*JH*

*[Signature]*

*[Signature]*

*[Signature]*

*[Signature]*

3. **Measurement of Performance.** – Based on the Performance Scorecard 2016 attached hereto as **Annex A**, the SRA's Performance for 2016 shall be based on the following Measures/Performance Indicators and Annual Targets, to wit:

COMPONENT		WT.	RATING SCALE	2016 TARGET											
SOCIAL IMPACT	SO 1	<b>Empowered Sector Significantly Contributing to Food Security and Poverty Reduction</b>													
	SM 1	Productivity / Yield Per Hectare (TC/Ha)	8%	Actual/Target x Weight If accomplishment is below the target range = Actual/Max yield target x 100 x Weight	57										
	SM 2	Volume of Sugar Produced (in Million Metric Tons)	0%	Actual/Target x Weight	2.27 MMT										
	SM 3	Average income per hectare of block farmers	10%	Actual/Target x Weight	Establish a baseline										
	SO 2	<b>Maintained Balanced Sugar Supply and Demand Requirements</b>													
	SM 4	Volume of Buffer stock (MT)	7%	Actual/Target x Weight	200,000										
		<b>Sub-total</b>	<b>25%</b>												
STAKEHOLDER	SO 3	<b>Improve Income, Profitability and Global Competitiveness of the Sugarcane Industry</b>													
	SM 5	Stakeholder's Satisfaction Rating	8%	<table border="1"> <tr> <td>90 and above</td> <td>100%</td> </tr> <tr> <td>80 – 89</td> <td>90</td> </tr> <tr> <td>70 – 79</td> <td>80</td> </tr> <tr> <td>50 – 69</td> <td>70</td> </tr> <tr> <td>49 and below</td> <td>0</td> </tr> </table>	90 and above	100%	80 – 89	90	70 – 79	80	50 – 69	70	49 and below	0	90%
	90 and above	100%													
	80 – 89	90													
	70 – 79	80													
50 – 69	70														
49 and below	0														
SM 6	Number of Sugarcane block farms validated, assisted, and trained	12%	Actual/Target x Weight	293											
SM 7	Number of scholars enrolled	3%	Actual/Target x Weight	299											
	<b>Sub-total</b>	<b>23%</b>													
INTERNAL PROCESS	SO 4	<b>Provide Responsive Technical Assistance and Extension Services to Sugarcane Industry Stakeholders</b>													
	SM 8	Number of seminars/trainings provided to Planters / Cooperatives / Associations / Federations / Block Farms	3%	Actual/Target x Weight	400										
	SM 9	Number of completed research projects:		Actual/Target x Weight											
a. Stages		2.5%	35												
	b. Certified for dissemination by the Technical Research Council	2.5%		8											

JH6

h

*[Signature]*

*[Signature]*

*[Signature]*  
M. P. ...  
J. ...

	(PHILSURIN, SRA, UPLB, PSMA, academe)					
INTERNAL PROCESS	<b>SO 5</b>	<b>Enforce and Implement Pro-Active and Effective Policies, Rules and Regulations</b>				
	SM 10	Number of sugar cane stakeholders monitored	5%	Actual/Target x Weight	Establishment of stakeholders' universe	
	SM 11	Number of technical audits (capacity / performance / energy and environmental conducted	5%	Actual/Target x Weight	12	
	SM 12	Percentage of compliance to SRA policies, rules and regulations by millers and traders	5%	Actual/Target x Weight	95%	
	SM 13	Number of production-related materials and services distributed to farmers:				
		a. Plantlets (pcs)	3%	Actual/Target x Weigh	500,000	
		b. Canepoints (Lacsa = 10,000 pcs)	2%	Actual/Target x Weigh	5,000	
		c. Trichogramma (strips)	2%	Actual/Target x Weigh	10,000	
		d. Soil Analysis Tests	2%	Actual/Target x Weigh	7,500	
		<b>Sub-total</b>	<b>32%</b>			
LEARNING AND GROWTH	<b>SO 6</b>	<b>Sustain the Development of Expertise and Human Resources in the Field of Sugarcane Industry, Development and Related Areas</b>				
	SM 14	Average percentage of required competencies met	5%	Actual/Target x Weight	Development of Competency Model	
	SM 15	ISO 9001 Certification	10%	All or nothing	Audit: Pass	
		<b>Sub-total</b>	<b>15%</b>			
FINANCE	<b>SO 7</b>	<b>Maintain Sound Financial Management</b>				
	SM 16	EBITDA	2.5%	Actual/Target x Weight	12%	
	SM 17	Ratio of budget utilized	2.5%	All or nothing	90%	
		<b>Sub-total</b>	<b>5%</b>			
	<b>TOTAL</b>	<b>100%</b>				

a/ But not to exceed the weight assigned per indicator

It is understood that the SRA must achieve a weighted-average of at least 90% to be eligible to grant any Performance-Based Bonus.

4. **Strategic Initiatives.** – SRA hereby commits the Soil Health Assessment, Mapping and Profiling the Sugarcane Mill Districts in the Philippines, a profile of which is attached hereto as **Annex B**, its sole strategic initiative identified as having a significant impact on its Performance Scorecard.

The Commitment herein includes obtaining all necessary approvals, if applicable, such as those for Major Development Projects under GCG MC No. 2013-03. SRA shall include updates on the foregoing Strategic Initiatives in its submission of quarterly monitoring reports to the GCG.

JAB

fr

5. **Quarterly Submission of Performance Monitoring.** – SRA shall submit a quarterly monitoring report to the GCG within thirty (30) calendar days from the close of each quarter using the monitoring report attached hereto as **Annex C**.
6. **Good Governance Conditions.** – In addition to the covered portions of the Performance Scorecard, SRA must fully comply with the Good Governance Conditions enumerated under GCG MC No. 2013-02 (Re-Issued), GCG MC No. 2014-02, and GCG MC No. 2014-03 namely:
- 6.1. *Conditions Common to National Government Agencies and GOCCs:*
- (a) Transparency Seal;
  - (b) PhilGEPS Posting;
  - (c) Cash Advance Liquidation;
  - (d) Citizen's Charter or its equivalent; and
  - (e) Compliance with the submission and review requirements covering Statement of Assets, Liabilities and Networth (SALN);
- 6.2. *Conditions Specific to GOCCs Covered by R.A. No. 10149:*
- (a) Satisfaction of all statutory liabilities, including the payment of all taxes due to the Government, and declaration and payment of all dividends to the State as of the end of the applicable calendar year, whenever applicable. Liabilities that are still under dispute and there has been no final and executory judgment/decision as of the date of the release of the PBB by the GOCC shall be excluded for the purpose of this provision.
  - (b) Submission and execution of concrete and time bound action plans for addressing Notices of Disallowances and Audit Observation Memoranda from the Commission on Audit (COA), if any.
  - (c) Adoption of a "*Manual of Corporate Governance*" pursuant to Section 42 of the **CODE OF CORPORATE GOVERNANCE FOR GOCCs (GCG MC No. 2012-07)** that is approved by GCG and uploaded on the GOCC's website.
  - (d) Compliance with posting on the GOCC's website the information enumerated under Section 43 of GCG MC No. 2012-07.
  - (e) Adoption of a **NO GIFT POLICY** approved by the GCG and uploaded on the GOCC's website pursuant to Section 29 of GCG MC No. 2012-07.
  - (f) Compliance with the deadlines and submission of reports through the Integrated Corporate Reporting System (ICRS) pursuant to GCG MC No. 2014-02.
  - (g) Compliance by all members of the Governing Board with the submission of all required forms for the Director Performance Review (DPR) pursuant to GCG MC. No. 2014-03 and implementing issuances pursuant thereto.
  - (h) Submission of Corporate Operating Budgets (COBs):
    - i. For GOCCs receiving national government budgetary support, COBs shall be submitted to the Department of Budget and Management (DBM) for review and approval on or before the deadline indicated in DBM National Budget Memorandum No. 120 on "Budget Call for FY 2015;"
    - ii. For GOCCs without national government budgetary support, COBs shall be submitted to the Governance Commission using

the same deadline as provided in DBM National Budget Memorandum No. 120.

7. SRA hereby undertakes to have its Performance Scorecard rated by its customers and solicit feedback on how the same may be improved. SRA shall determine the most effective method for accomplishing the said purpose. Such information shall be reported to GCG together with the quarterly monitoring report. The rating shall not affect the performance indicators/measures in SRA's Performance Scorecard, and shall be used solely as a reference by GCG and SRA during Performance Agreement Negotiations/Renegotiations.
8. SRA shall timely inform GCG of all audit observations and notices of disallowances within seven (7) working days from the time it receives the same from the Commission on Audit (COA) prior to the regular publication of the final annual audit report. Accordingly, SRA shall copy furnish the Governance Commission copies of all written communications between SRA and COA on such matters, inform GCG of the schedule of its exit interview with COA seven (7) working days before the schedule or as soon as practicable, and other efficient means of inter-agency coordination.

Failure to timely disclose such matters to the Governance Commission prior to the same becoming public information or the submission of the application for the Performance-Based Bonus (PBB) or Performance-Based Incentive (PBI) may be considered as non-compliance with the Good Governance Condition of submitting Concrete and Time Bound Action Plans on findings of COA, rendering the Governing Board **INELIGIBLE** to apply for the PBI, without prejudice to a further determination on the impact of the same on the SRA's PBB application.

9. Nothing herein shall be construed as limiting the authority of GCG to initiate renegotiations and/or revoke Performance Agreements in accordance with existing laws, rules and regulations.

**DONE**, this 28<sup>th</sup> day of September 2015, in the City of Makati, Philippines.


**GOVERNANCE COMMISSION FOR  
GOCCs**


BY AUTHORITY OF THE COMMISSION:

  
**CESAR L. VILLANUEVA**  
Chairman

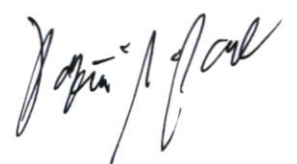
  
**MA. ANGELA E. IGNACIO**  
Commissioner

**SUGAR REGULATORY  
ADMINISTRATION**

  
**PROCESO J. ALCALA**  
Chairman  
Secretary, Department of Agriculture

  
**MA. REGINA BAUTISTA-MARTIN**  
Administrator

DEPARTMENT OF AGRICULTURE  
In replying pls cite this code :  
For Signature: S-04-15-0222  
Received : 04/16/2015 11:04 AM





**RAINIER B. BUTALID**  
*Commissioner*



**JESUS L. BARRERA**  
*Board Member*



**PABLITO S. SANDOVAL**  
*Board Member*



SUGAR REGULATORY ADMINISTRATION

Component						Baseline Data (if applicable)			Target	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Data Provider	2013	2014	2015 <sup>b/</sup>	2016	
SOCIAL IMPACT	<b>SO 1</b>	<b>Empowered Sector Significantly Contributing to Food Security and Poverty Reduction</b>								
	SM 1	Productivity / Yield Per Hectare (TC/Ha) Per Crop Year Basis	Yield (ton canes) per Hectare	8%	Actual/Target x Weight	RDED	59	59	61-63	57
	SM 2	Volume of Sugar Produced (in Million Metric Tons) Per Crop Year Basis	Absolute Number	0%	Actual/Target x Weight	RDED	2.465	2.461	2.50	2.27
	SM 3	Average income per hectare of block farmers	Average Income per farmer over	10%	Actual/Target x Weight	RDED	NA	NA	NA	Establish a baseline
	<b>SO 2</b>	<b>Maintained Balanced Sugar Supply and Demand Requirements</b>								
	SM 4	Volume of buffer stock (MT)	Absolute Number	7%	Actual/Target x Weight	RD	354,042	290,854	200,000	200,000
		<b>Sub-total</b>		<b>25%</b>						
STAKEHOLDER	<b>SO 3</b>	<b>Improve Income, Profitability and Global Competitiveness of the Sugarcane Industry</b>								
	SM 5	Stakeholder's Satisfaction Rating	Survey result	8%	90 and above 100% 80 – 89 90 70 – 79 80 50 – 69 70 49 and below 0	AFD	NA	NA	90%	90%
	SM 6	Number of Sugarcane block farms validated, assisted,	Actual count	12%	Actual/Target x	RDED	NA	93	100	293

98

4

*[Handwritten signature]*

*[Handwritten signature]*

*[Handwritten signature]*

FF

Component						Baseline Data (if applicable)			Target	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Data Provider	2013	2014	2015 <sup>b/</sup>	2016	
	and trained			Weight						
	SM 7	Number of scholars enrolled	Actual count	3%	Actual/Target x Weight	AFD	NA	17	17	299
		<b>Sub-total</b>		<b>23%</b>						
INTERNAL PROCESS	<b>SO 4</b>	<b>Provide Responsive Technical Assistance and Extension Services to Sugarcane Industry Stakeholders</b>								
	SM 8	Number of seminars/trainings provided to Planters / Cooperatives / Associations / Federations	Actual count	3%	Actual/Target x Weight	RDED	111	200	220	400
	SM 9	Number of completed research projects:	Actual count	2.5%	Actual/Target x Weight	RDED	24	25	30	35
		a. Stages of Research								
		b. Certified for dissemination by the Technical Research Council (PHILSURIN, SRA, UPLB, PSMA, academe)		2.5%		RDED	5	6	8	8
	<b>SO 5</b>	<b>Enforce and Implement Pro-Active and Effective Policies, Rules and Regulations</b>								
SM 10	Number of sugar cane stakeholders monitored	Actual count	5%	Actual/Target x Weight	PPD	NA	NA	NA	Establishment of stakeholders' universe	



9/16

Component						Baseline Data (if applicable)			Target						
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Data Provider	2013	2014	2015 <sup>b/</sup>	2016						
INTERNAL PROCESS	SM 11	Number of technical audits (capacity / performance / energy and environmental) conducted	Actual count	5%	Actual/Target x Weight	RDED	7	10	6	12					
	SM12	Percentage of compliance to SRA policies, rules and regulations by millers and traders	100% minus (Total Actual Number of Cases or Violators over Total Number of Millers and Traders)	5%	Actual/Target x Weight	RD	90%	90%	93%	95%					
	SM 13	Number of production-related materials and services distributed to farmers:	Actual count		Actual/Target x Weight	RDED									
		a. New HYV Plantlets (pcs)									3%	116,462	280,000	300,000	500,000
		b. New HYV Canepoints (lacs = 10,000 pcs)									2%	481	2,000	2,500	5,000
		c. Trichogramma (strips)									2%	20,791	15,000	13,000	10,000
	d. Soil Analysis Tests	2%	7,031	8,000	8,500	7,500									
	<b>Sub-total</b>		<b>32%</b>												

Handwritten initials 'FF' in the top left corner.

	Component					Baseline Data (if applicable)			Target	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Data Provider	2013	2014	2015 <sup>b/</sup>	2016	
LEARNING AND GROWTH	SO 6	Sustain the Development of Expertise and Human Resources in the Field of Sugarcane Industry, Development and Related Areas								
	SM 14	Average percentage of required competencies met		5%	Actual/Target x Weight	AFD	NA	NA	NA	Development of Competency Model
	SM 15	ISO 9001 Certification	Milestone	10%	All or nothing	IAD	NA	Orientation	Finalization of Manuals	Pass Surveillance Audit
		<b>Sub-total</b>		<b>15%</b>						
FINANCE	SO 7	Maintain Sound Financial Management								
	SM 16	EBITDA	EBITDA	2.5%	Actual/Target x Weight	AFD	19% (83,473,963)	3% (13,038,839)	10% (51,500,000)	12%
	SM 17	Ratio of budget utilized	(Actual expenditure obligated + savings) over (Actual corporate revenue + actual subsidy released)	2.5%	Actual/Target x Weight	AFD	-	-	90%	90%
		<b>Sub-total</b>		<b>5%</b>						
	<b>TOTAL</b>		<b>100%</b>							

Handwritten blue circle with a diagonal line through it.

a/ But not to exceed the weight assigned per indicator  
b/ Subject to GCG validation

Handwritten signature in the bottom left corner.

Handwritten signature in the bottom center.

Handwritten signature in the bottom right corner.

SUGAR REGULATORY ADMINISTRATION

STRATEGIC INITIATIVE PROFILE

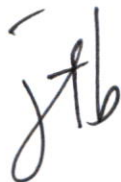
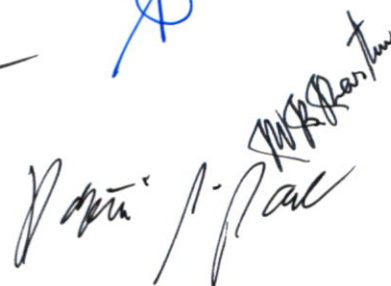
I. STRATEGIC INITIATIVE PROFILE I

1. **Name of Project:** Soil Health Assessment, Mapping And Profiling The Sugarcane Mill Districts In The Philippines
2. **Contact Person/Project Team Head:** Administrator Ma. Regina Bautista-Martin
3. **Project Description:** The Sugar Regulatory Administration (SRA) will be embarking on the soil health assessment project in collaboration with the Bureau of Soils and Water Management (BSWM) to provide a more accurate picture of the soil capacity in all sugarcane-growing provinces to support the growth of the sugarcane plant. The sufficiency or deficiency of nutrients in soils is manifested in the physical appearance of the crops grown and its yield. The potentials of a certain type of soil can be identified through the pedogenetic characteristics and this could be done through soils analysis and identifying the characteristics of the subsurface layers of the farms. The soils of every sugarcane mill district will be profiled and grouped or classified according to soils characteristics and profiles which are very important in farm planning and in the determination of soil performance and maximum potential of a specific sugarcane farm location.

Soil profiling is an important tool in soil management under certain nutrient conditions to sustain the expected output or crop yield. This project will do a more in-depth investigation of the soils' internal or vertical characteristics (zone of transition) in order to predict its behavior as it contributes to other factors in the formation of the environment. The external attributes (landscape) will also be studied since they are manifestations of the internal characteristics. These two components are termed "Soil Profile" or "Soil Taxonomy".

4. **Project Objectives:**
  - a. To establish the soil capacity and yield potential of sugarcane in every mill district through the generation of soil profiles and soil monoliths of all sugarcane mill districts.
  - b. To provide accurate soil health assessment in all sugarcane mill districts and come up with a Soil Fertility Map and Fertilizer Guide Map which will provide the recommended amount and right combination of fertilizer material in all sugarcane mill districts.

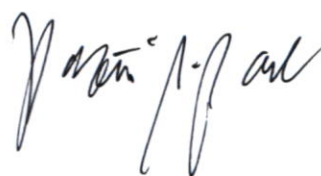
5. **Milestones:**



## Strategic Initiatives Profile (Annex B)

Activities	Timeline		Budget, P'000	Funding Source	Status
	Start	End			
1. Execution of a Memorandum of Agreement (MOA) by and between SRA and BSWM.	Dec 2015	Dec 2015	-	GAA	Funding Approved
2. Processing of release of fund from DBM to SRA, 1 <sup>st</sup> semester	Jan 2016	Feb 2016	-	GAA	Funds released to SRA
3. General supervision activities by BSWM & SRA	Feb 2016	June 2018	300.00	GAA	Completed all soil maps, fertilizer guide maps, soil profiles, soil monoliths and terminal reports of the 28 mill districts
4. Orientation / briefing with the participation of all Mill District Officers and SRA officials.	Feb 2016	Mar 2016	1,000	GAA	Conducted orientation for Luzon, Visayas & Mindanao mill districts
5. Hiring of 12 personnel as GIS specialists, technical assistants and laborers	Feb 2016	Mar 2016	3,326.40	GAA	10 tech'l assistants hired
6. Procurement of equipment, softwares & tools	Feb 2016	Apr 2016	4,000.00	GAA	Acquired all eqpt, softwares & tools
7. Field work – 2 mill districts / month (28 mill districts)	Apr 2016	May 2017	800.00	GAA	Field works done in the 28 mill districts
8. Laboratory Analysis – soil samples will undergo several stages prior to analysis	Apr 2016	July 2017	5,000.00	GAA	Completed analysis of all soil samples from the 28 mill districts
9. Correlation and interpretation of results for fertility assessment, soil classification and soil profiles	May 2016	Aug 2017	200.00	GAA	Completed written interpretation of soil fertility and soil health assessment of the 28 mill districts
10. Processing of release of fund for 2 <sup>nd</sup> semester of 2016 from DBM to SRA	May 2016	June 2016	-	GAA	2 <sup>nd</sup> semester fund released to SRA
11. Generation of Soil Fertility & Fertilizer Guide Maps / Digitization Per Mill District	June 2016	Dec 2017	500.00	GAA	Generated digitized soil fertility maps and fertilizer guide maps of the 28 mill districts
12. Processing of approval of fund for 2017	June 2016	Dec 2017	-	GAA	2017 Budget Approved
13. Generation of Soil Profiles / Monoliths (duplicates – one for SRA + 28 MDDCs)	July 2016	April 2018	2,800.00	GAA	Completed the soil profiles and soil monoliths of the 28 mill districts
14. Processing of release of fund for 1 <sup>st</sup> semester of 2017	Dec 2016	Feb 2017	-	GAA	1 <sup>st</sup> semester fund released
15. Processing of release of fund for 2 <sup>nd</sup> semester of 2017	May 2017	July 2017	-	GAA	2 <sup>nd</sup> semester fund released
16. Processing of fund approval for 2018	June 2017	Dec 2017	-	GAA	Approved 2018 fund
17. Processing of release of fund for 1 <sup>st</sup> semester of 2018	Dec 2017	Feb 2018	-	GAA	1 <sup>st</sup> semester fund released
18. Report writing (after completion of soils maps per mill district)	July 2016	June 2018	300.00	GAA	Completed terminal / technical reports of the soil health assessment and profiles of the 28 mill districts
<b>TOTAL PROJECT COST</b>			<b>17,874.4</b>	<b>GAA</b>	




Handwritten initials: AH

**SUGAR REGULATORY ADMINISTRATION  
MONITORING REPORT OF PERFORMANCE TARGETS**

	Component					Baseline	2016								
	Objective/Measure	Formula	Weight	Rating System	2015		1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Revised Full Year Target	3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter	
						Target	Actual	Target	Actual	Target		Actual	Target	Actual	
SOCIAL IMPACT	<b>SO 1</b>	<b>Empowered Sector Significantly Contributing to Food Security and Poverty Reduction</b>													
	SM 1	Productivity / Yield Per Hectare (TC/Ha)	Yield (ton canes) per Hectare	8%	Actual/Target x Weight	61-63					57				
	SM 2	Sugar Production (in Million Metric Tons)	Absolute Number	10%	Actual/Target x Weight	2.50 MMT					2.27 MMT				
	SM 3	Average income per hectare of block farmers	Average Income per farmer over	10%							Establish a baseline				
	<b>SO 2</b>	<b>Maintained Balanced Sugar Supply and Demand Requirements</b>													
	SM 4	Volume of buffer stock (MT)	Absolute Number	7%	Actual/Target x Weight	200,000					200,000				
		<b>Sub-total</b>													
STAKEHOLDER	<b>SO 3</b>	<b>Improve Income, Profitability and Global Competitiveness of the Sugarcane Industry Stakeholders</b>													
	SM 5	Stakeholder's Satisfaction Rating	Survey result	8%	90 and above 100% 80 – 89 90 70 – 79 80 50 – 69 70 49 and below 0	90%					90%				

Handwritten mark: a blue circle with a diagonal line through it.

Handwritten signature: J. J. J.

Handwritten signature: [Signature]

Handwritten signature: J. J. J.

Component					Baseline	2016									
						1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Revised Full Year Target	3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		
Objective/Measure	Formula	Weight	Rating System	2015	Target	Actual	Target	Actual	Target		Actual	Target	Actual	Target	Actual
SM 6	Number of Sugarcane block farms validated, assisted, and trained	Actual count	12%	Actual/Target x Weight	55					293					
SM 7	Number of scholars enrolled	Actual count	3%	Actual/Target x Weight						299					
	<b>Sub-total</b>		<b>23%</b>												
<b>SO 4 Provide Responsive Technical Assistance and Extension Services to Sugarcane Industry Stakeholders</b>															
INTERNAL PROCESS	SM 8	Number of seminars/trainings provided to Planters / Cooperatives / Associations / Federations	Actual count	3%	Actual/Target x Weight	220					400				
	SM 9	a. Stages of Research	Actual count	2.5%	Actual/Target x Weight	30					35				
		b. Certified for dissemination by the Technical Research Council (PHILSURIN, SRA, UPLB, PSMA, academe)		2.5%		8					8				

27

Component					Baseline	2016							
						1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Revised Full Year Target	3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter
Objective/Measure	Formula	Weight	Rating System	2015	Target	Actual	Target	Actual	Target		Actual	Target	Actual
INTERNAL PROCESS	SO 5	Enforce and Implement Pro-Active and Effective Policies, Rules and Regulations											
	SM 10	Number of sugar cane stakeholders monitored	Actual count	5%	Actual/Target x Weight	NA					Establishment of stakeholders' universe		
	SM 11	Number of technical audits (capacity / performance / energy and environmental) conducted	Actual count	5%	Actual/Target x Weight	6					12		
	SM 12	Percentage of compliance to SRA policies, rules and regulations by: (a) millers (b) traders	100% minus (Total Actual Number of Cases or Violators over Total Number of Millers and Traders)	5%	Actual/Target x Weight	93%					95%		
	SM 13	Number of production-related materials and services distributed to farmers: a. New HYV Plantlets (pcs)	Actual count	3%	Actual/Target x Weight	300,000					500,000		

①

*Handwritten signature*

*Handwritten signature*

*Handwritten signature*

Component					Baseline	2016									
						1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Revised Full Year Target	3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		
Objective/Measure	Formula	Weight	Rating System	2015	Target	Actual	Target	Actual	Target		Actual	Target	Actual		
INTERNAL PROCESS	b. New HYV Canepoints (Iacsa) c/		2%		2,500					5,000					
	c. Trichogramma (strips)		2%		10,000					10,000					
	d. Soil Analysis Tests		2%		8,500					5,000					
	<b>Sub-total</b>		<b>32%</b>												
LEARNING AND GROWTH	<b>SO 6</b>	<b>Sustain the Development of Expertise and Human Resources in the Field of Sugarcane Industry, Development and Related Areas</b>													
	SM 14	Average percentage of required competencies met		5%	Actual/Target x Weight	NA					Development of Competency Model				
	SM 15	ISO 9001 Certification	Milestone	10%	All or Nothing	NA					Pass Surveillance Audit				
	<b>Sub-total</b>			<b>15%</b>											



Component					Baseline	2016							
						1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Revised Full Year Target	3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter
Objective/Measure	Formula	Weight	Rating System	2015	Target	Actual	Target	Actual	Target		Actual	Target	Actual
FINANCE	SO 7	Maintain Sound Financial Management											
	SM 16	EBITDA	EBITDA	2.5%	Actual/Target x Weight	10%					12%		
	SM 17	Ratio of budget utilized	(Actual expenditure obligated + savings)over (Actual corporate revenue + actual subsidy released)	2.5%	Actual/Target x Weight	90%					90%		
		<b>Sub-total</b>			<b>5%</b>								
		<b>TOTAL</b>		<b>100%</b>									