MASAGANANG SAKAHAN, INC.

Component					Baseline	Target	
	Objective/Measure	Formula	Weight	Rating System	2014	2015	2016
SO 1	**Strengthen the Competitiveness and Technical Knowledge of the LandBank Assisted Farmer-Cooperative**						
SOCIAL IMPACT — SM 1	Total No. of Cooperatives with Improved Quality of Palay that Benefited from the Payment in Kind (PIK) Program	No. of Cooperatives	10%	(Actual / Target) x Weight	15	25	30
	Sub-total		**10%**				
SO 2	**Strengthen Financial Viability**						
FINANCIAL — SM 2	Increase in EBITDA Margin	Absolute Percentage	10%	(Actual / Target) x Weight	5%	8%	14%
	Sub-total		**10%**				
SO 3	**Promote Customer Satisfaction in the Delivery of Services**						
STAKEHOLDER — SM 3	Customer Satisfaction Survey	Average (Mean) Respondent Rating (5= Excellent 1= Poor)	15%	All or Nothing	N/A	Average of 4	Average of 4
SM 4	Primary Market* Developed	No. of Retailers/End-User Accounts	10%	(Actual / Target) x Weight	31	35	39
SM 5	Volume of Rice Sold	Volume of Rice (Bags)	10%	(Actual / Target) x Weight	6,578 bags	7,500 bags	9,000 bags
	Sub-total		**35%**				

		Component				Baseline	Target	
		Objective/Measure	Formula	Weight	Rating System	2014	2015	2016
INTERNAL PROCESSES	SO 4	**Enhance Existing Toll Milling Process Comparable with the Grading Quality of the Industry**						
	SM 6	Average Milling Recovery Rate	Absolute Percentage	15%	(Actual / Target) x Weight	63%	63%	63%
	SO 5	**Streamline Market Linkaging Process**						
	SM 7	On-time Delivery (Lead Time)	Average No. of Days from End of Milling to End of Delivery	10%	(1 – ((Actual-Target)/Target) x Weight	Not more than 12 days	Not more than 12 days	4 days
	SO 6	**Strengthen Business and Development Support Mechanisms**						
	SM 8	Utilization Rate of Santa Rosa Grain Center	Warehouse utilization per year (cavans)	10%	(Actual / Target) x Weight	109,000 cavans	109,000 cavans	120,000 cavans
		Sub-total		**35%**				
LEARNING AND GROWTH	SO 7	**Develop Strategic Skills & Competence of Officers and Staff**						
	SM 9	Average Competency in the Organization	Based on training needs analysis and number of personnel	10%	All or Nothing	N/A	Develop Competency Framework (together with LandBank)	Improvement in Baseline in Targeted/ Strategic Competencies
		Sub-total		*10%*				
		TOTAL		**100%**				