



Republic of the Philippines

## DEPARTMENT of AGRARIAN REFORM

ELLIPTICAL ROAD, DILIMAN, QUEZON CITY TELS. 997-031 TO 39

MEMORANDUM CIRCULAR NO. 15

Series of 1996

SUBJECT: PERFORMANCE INDICATOR FOR DEVELOPMENT FACILITATORS

### I. INTRODUCTION

The Department of Agrarian Reform has adopted a development approach anchored on the strategy of developing viable Agrarian Reform Communities (ARCs) in pursuance of a faster, fairer and meaningful implementation of the Comprehensive Agrarian Reform Program (CARP).

At the frontline are the Development Facilitators (DFs) who are deployed on a full-time basis after undergoing the Agrarian Reform Community Organization Development (ARCOD) training. The DFs undertake both Land Tenure Improvement (LTI) and Program Beneficiaries Development (PBD) programs in the ARCs.

This set of performance indicator in the ARC development work provides a uniform parameter to guide the DF in planning his work and to serve as basis for evaluating his performance.

It is in this context that the Performance Indicator (PI) for DFs was designed and hereby adopted as a component of the System for Performance and Evaluation and Employee Development (SPEED).

### II. OBJECTIVES

The development and incorporation of the DF Performance Indicator (DF-PI) in the SPEED aims to improve the efficiency and effectivity of the DFs in the development of the agrarian reform communities.

Specifically, the DF Performance Indicators aims to:

1. Provide a guide for the DFs in planning his task systematically viz-a-viz key activities in ARC development.
2. Provide supervisors a basis in evaluating the performance of the DFs; and
3. Provide a basis to determine appropriate enhancement skills to capacitate the DFs.



*"Tulong-tulong sa pagsulong"*



### III. GENERAL DESCRIPTION

The DF Performance Indicator matrix is composed of three columns: key result area, performance indicator and output description (Annex A). The key result area is divided into LTI, PBD and other related tasks of the DF. The sub KRAs cover the eight elements of a viable ARC.

Specifically, the instrument was designed to complement the System for Performance Evaluation and Employee Development (SPEED). This shall be the basis of the DFs in accomplishing Part I - Performance portion of the SPEED. Except for specific instructions for the application cited in the DF-PI, all other provisions and procedures in the SPEED shall be adopted.

Weights on the KRAs and sub KRAs of the DF-PI shall be based on the present status of both LTI and PBD workload in the area of assignment of the DF. Annex B shall serve as the reference for the assignment of weights for both components.

### IV. MECHANICS OF APPLICATION

The proposed DF PI shall be the basis in determining the performance rating of the DFs which comprises seventy percent (70%) of the total rating under the SPEED. Thirty percent (30%) of the DFs rating on behavioral dimension shall be computed based on the format in the SPEED. The application of the DF PI shall follow the following procedures:

1. In planning and setting commitments, the DF defines activities based on the overall ARC development work in the assigned area. These target activities shall be discussed and agreed upon with the MARO.

For LTI, the DFs and the MARO shall jointly agree on the quantitative targets as well as the time frame required to achieve such targets. Said agreement shall become part of the MARO's commitment to the PARO.

For PBD activities the DF should be guided with the time frame set for the four ARC development phases, i.e., Social Preparation (6-8 months), Organizational Building (6-8 months), Capability Building (12-20 months) and Enterprise and Alliance Building (18-24 months) as spelled out in the ARC Strategic Development Framework.

For example, in undertaking social preparation activities in an ARC where the ARBs have to be organized (zero-based organizing), the total time requirement for undertaking social preparation activities should not exceed eight months (as illustrated in the sample SPEED form-attached to annex C).

Activities to be planned for the other ARC elements e.g. Agricultural Productivity and Farm Income Improvement , ECOPISS, etc., shall use the ARC output indicators as reference point in determining specific activities to be undertaken in the ARC.

2. Computation of the performance rating of the DF shall follow the process adopted in the SPEED. Annex C defines the steps in computing the DFs performance rating under the SPEED.


V. EFFECTIVITY CLAUSE

This Memorandum Circular shall take effect immediately and shall serve as the basis for accomplishing the SPEED Form beginning the period July-December 1996.

18 July

1996. Diliman, Quezon City.

  
ERNESTO D. GARILAO  
Secretary

## DPS PERFORMANCE INDICATOR MATRIX

KEY RESULT AREA/KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
LAND TENURE IMPROVEMENT		
1. Land Transfer		
1.1 Land Acquisition	-Masterlist of landholdings, ARBs and LUs validated	-An accurate CARP scope data base should be established. It should include the extent of work done for realistic programming
	-No. of Claim Folders submitted to the MARO	-Claim Folders should be complete with authentic documentary requirements. If submitted in batches, a summary sheet stating the number of hectares covered and the number of FBs involved should accompany the folders submitted.
1.2 Land Distribution	-No. of Land Distribution Folders submitted to the MARO	-Land Distribution folders submitted should be complete with authentic documentary requirements. It should be accompanied with a summary sheet reflecting the number of hectares covered and the number of FBs.
	-No. of EP/CLOA distributed	-A control book for recording the number of EP/CLOA registered and distributed should be maintained.
	-Logbook maintained	
1.3 Post Distribution	-No. of monitoring reports submitted	-Reports should clearly state beneficiaries updated tillage, payment of amortizations, lots with legal cases and lots where there are transfer cases, Actions/interventions, undertaken should also be well defined.
	-Repayment rate	-Reports should also include extent of compliance to leasehold contracts. Data source will be from the ARB Welfare Monitoring Forms.
	-No. of FBs paying vis total no. of amortizing FBs	

KEY RESULT AREA/ KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
2. Non-Land Transfer		
2.1 Leasehold Operation	-No. of Contracts executed	-Well-defined terms and conditions that are agreeable to contracting parties.
	* Registered	
	No. of hectares covered	* Other Non-Land transfer Scheme such as PPS, SDG and CDF shall be reflected in terms of no. of hectares covered and no. of ARBs involved.
	No. of LOs involved	
	No. of FBs involved	
	* Unregistered	
	No. of hectares covered	
	No. of LOs involved	
	No. of FBs involved	
	* Provisional	
	No. of hectares covered	
	No. of LOs involved	
	No. of FBs involved	
II. PROGRAM BENEFICIARIES DEV'T.		
1. DBAS		
1.1 SOCIAL PREPARATION PHASE		
1.1.1 Community Entry	-No. of meetings/dialogue conducted/barangay	-This normally takes 6-8 months to accomplish during which the solid foundation of ARC is laid down. This phase highlights the efforts in enabling the ARBs to be aware of their situations, the necessity for agrarian reform, and their collective action for their liberation.
	-No. of participants/meetings or dialogue conducted	
	-NSG/PO identified and recommended	-A well prepared and coordinated briefing activity regarding the ARC Development Program is carried out with local leaders e.g. Mayor, Barangay Captain and the influential institutions/persons whose assistance are deemed crucial in undertaking development work in the area.

KEY RESULT AREA/ KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
1.1.2 Core Group Formation	-No. of Potential Leaders identified/brgy. -No. of core groups formed/barangay	-Identified & recommended NGO/PO partners should be those that could help hasten ARC development work in the area.  -Minimum of one core group per barangay with at least 5-10 key members that can lead and take initiatives for the organizations. The group should be trained on key concepts: ARC development process, collective leadership & decision-making. The group should be capable of developing an action plan to map out their subsequent tasks.
1.1.3 ARC Community Orientation	-No. of community orientation conducted -No. of participants	-The core group with DF's assistance shall facilitate the community assembly. Topics to be tackled are: o Salient feature of CARP o Development Perspective o ARC Intervention Framework -ARBs decision to adopt the program & whether to organize/reorganize the BARC is sought.
1.1.4 ARB & ARC Profiling	-No. of Research Team members -No. of Training conducted -Action Plan of Research Team /Instrument developed; -No. ARC Profiles prepared/validated -No. of ARBs profiles completed	-Formation of one Research Team per brgy. is done and evenly represented (M and F) upon program adoption and subsequently trained on PARCIPS. Main outputs are the survey instrument and action plan to carry out community profiling.  -ARB profiles are consolidated to arrive at ARCwide profile, e.g. income, farm productivity, other basic data; DF closely monitors RTs activities to ensure quality profiling. Profiles prepared should be complete with all required authentic information and figures. Profile of the ARC is presented to the community for validation.

KEY RESULT AREA/ KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
1.1.5 ARC Planning	<ul style="list-style-type: none"> <li>-No. of Planning Team members</li> <li>-No. of trainings</li> <li>-No. of Pax</li> <li>-Action Plan of Planning Team</li> <li>-Tentative Dev't. Plan</li> </ul>	<ul style="list-style-type: none"> <li>-Formation of Planning Team is done; minimum of 1 planning team per barangay represented by male and female; Planning Team is trained on Participatory Planning with ARC dev't. plan as output; tentative plan is validated by the community after which Ad-Hoc Committees are created. ARC plan shall be incorporated to the barangay dev't. plan for sustainability purposes. The respective committees map out action plans and involve ARBs in implementing such plans.</li> </ul>
1.1.6 BARC Reorganization	<ul style="list-style-type: none"> <li>-No. of Sectoral meetings conducted</li> <li>-No. of BARC organized/reorganized</li> <li>-No. of meetings attended</li> <li>-No. of Trainings facilitated</li> <li>-No. of participants</li> </ul>	<ul style="list-style-type: none"> <li>-Sectoral base group orientations are conducted re: BARC concepts and objectives before electing base group representatives; BARC chairperson chosen through the holding of organizational meeting; training is provided to BARC members and are provided with a list of unresolved tenurial conflicts and status of actions taken.</li> </ul>
1.1.7 Conduct of BARBES/Community Consultation to Organize/Reorganize	<ul style="list-style-type: none"> <li>-Trainings conducted</li> <li>-No. of participants</li> </ul>	<ul style="list-style-type: none"> <li>-Training on BARBES conducted; a well-planned community consultation is conducted to decide whether to organize/reorganize ARBs organization.</li> </ul>
1.2 ORGANIZATIONAL BLDNG. PHASE		<ul style="list-style-type: none"> <li>-This features the process of formalizing the ARBs organization which will take 6-8 months to realize. The expected output among others is the setting/redefining the vision, mission and goals of the organization.</li> </ul>
1.2.1 Conduct of PMES/PO Building Training	<ul style="list-style-type: none"> <li>-No. of Trainings</li> <li>-No. of participants</li> <li>-Ad-Hoc Committee formed re: Formulation of ABC/AOI</li> </ul>	<ul style="list-style-type: none"> <li>-A well-planned /coordinated training is conducted either on PMES (cooperative-type) or in PG building (association type)</li> </ul>

KEY RESULT AREA/ KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
1.2.2 VMGO/AOI/C-By-laws Formulation and Ratification	-VMGO defined -AOI/C-CBL formulated and ratified	-VMGO/AOI/C-By-Laws formulated by Ad-Hoc Committee and ratified through community consultation.
1.2.3 Formalization/ Registration	-Registered organization -No. of ARBs who joined the association -No. of leadership trainings conducted -No. of participants	-Organizational meeting held where officers and committee members are elected; registration papers prepared and sent to registering authority. Majority of the ARBs should be members of the organization. There should be at least % increase in membership annually. Leadership formation seminar conducted to equip officers with leadership / problem solving/decision-making skills.
1.2.4 PO/ARC Mobilization	-No. of meetings conducted -No. of ARBs involved vis total -No. of members participating -Amount generated	-Majority of the members are mobilized/ participating in the spheres of: * ownership meeting * capital build-up * project implementation -There should be increase in CBU annually and there is increase in members participating.
1.3 CAPABILITY BUILDING PHASE		-This entails 12-20 months to accomplish which aims to equip leaders and members with adequate knowledge and skills and the necessary attitudes for running the organization effectively.
1.3.1 ARC Development Planning	-No. of SDFW conducted -No. of participants -5 year Devt. Plan with annual operational plan prepared and validated with the General Assembly	-Strategic Development Planning Workshop conducted with five-year development plan as output; ARCDF validated by the community.



KEY RESULT AREA/ KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
1.3.2 Conduct of follow-up training	-No. of Trainings (per type) -No. of participants	-Specialized training should be provided to concerned leaders & members in the sphere of: * organizational strengthening * financial management * project management * agricultural technology * CARP-related laws, issues, etc.
1.4 ENTERPRISE DEVELOPMENT AND ALLIANCE BUILDING PHASE		-The completion of activities in this phase will cover 18-24 months. This involves the enhancement of organizational capability, widening the support base and sustaining operations through expansion of services, alliances and networks as well as improvement of systems and procedures.
1.4.1 Systems Installation & Improvement	-Systems and Procedures installed/improved: * Recording * Bookkeeping and accounting * Organizational Management System * Financial Control System	-Responsive system and procedures are installed after formal trainings have been provided which may cover accounting, internal control, lending, purchasing, marketing, bookkeeping, records keeping and M & E system. These systems & procedures are improved in response to emerging needs.
1.4.2 Service Provision and Expansion/Project Implementation	-No./Type of projects/services identified/implemented -No. of members benefitted (M & F)	-Projects are implemented; services are provided and expanded to ensure greater access by the ARBs/ community.
1.4.3 Linkaging	-No./Types of linkages -NGOs/POs Profile prepared	-Identification, establishment and expansion of tie-ups with NGOs, POs, GOs and LGUs are done according to the development needs of the ARCs.
1.4.4 Membership Expansion	-Percentage increase in membership -No. of members	-Membership <del>is</del> increased and as a result of better services provided to members.

KEY RESULT AREA/ KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
1.4.5 Conduct of Viability Evaluation/QMA	<ul style="list-style-type: none"> <li>-No. of viability evaluation /QMA conducted</li> <li>-No. of organization assessed</li> <li>-No. of org'n. which increased/improved its maturity level</li> <li>-No. of ARBs/members who participated in the QMA</li> <li>-Sustainability Plan</li> </ul>	<ul style="list-style-type: none"> <li>-Viability evaluation of the PG/ARC is undertaken to measure degree of self-reliance; sustainability plan is thereby drawn-up and for the validation by the community.</li> </ul>
2. ECONOMIC AND PHYSICAL INFRASTRUCTURE SUPPORT SERVICES (ECOPISS)	<ul style="list-style-type: none"> <li>-Number/type/cost of prioritized project proposals submitted to concerned GOs/NGOs</li> <li>-Number/type/cost of projects implemented</li> <li>-Monitoring reports on on-going projects</li> <li>-No. of projects completed and turned-over to ARC</li> </ul>	<ul style="list-style-type: none"> <li>-The economic and physical infrastructure projects needed by the community should have been completely identified, verified and prioritized during community consultation.</li> <li>-POs participation in the construction and installation of physical infrastructure project is maximized.</li> <li>-Reports should contain issues/concerns in the implementation together with appropriate recommendation addressed to specific units/bodies.</li> <li>-Proper turn-over of facilities duly completed should be undertaken/facilitated.</li> </ul>
3. AGRICULTURAL PRODUCTION AND FARM INCOME IMPROVEMENT	<ul style="list-style-type: none"> <li>-Average annual household income established</li> <li>-Number of agri-based projects implemented</li> <li>-Number of social enterprise operated and managed by the ARC</li> <li>-Percent increase in income</li> <li>-Percent increase in the participation of ARBs</li> </ul>	<ul style="list-style-type: none"> <li>-Benchmark data on farmers' income from crops, animal production and other agri-based ventures should be completed.</li> <li>-Appropriate technology should have been adopted by ARBs that would sustain the productivity of the land to provide a source of continuing income for agrarian reform beneficiaries.</li> </ul>

KEY RESULT AREA/ KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
4. BASIC SOCIAL SERVICES	-No./type/amount of basic social services accessed/delivered -No. of beneficiaries	-The organization in the ARC should be capacitated with the ability to access like health, education, peace and order and public safety, in order to produce potential and productive labor force as support to the ARC's entrepreneurial activities.
5. ECOSYSTEM DEVELOPMENT	-No. of trainings on sustainable and environment-friendly farm practices conducted -Type and number of environment-friendly technologies adopted -Percentage increase of adoptors	-Social services should be the actual requirements of the ARC based on the population taking into consideration the sexes and ages.  -The community should adopt measures on how to manage the environment and utilize natural resources judiciously through suitable, environment-friendly technologies and farm practices.
6. AGRI-BASED INDUSTRIALIZATION	-Number/type of development projects established -No. of ARBs -No. of employment generated -Percentage increase in the participation of ARBs	-Agri-based industry should have been established in the ARC managed by ARBs organization and mainstreamed to support the economic system. This agri-based industry should provide additional source of income, employment, systematized the distribution channels and reduce the number of intermediaries.
7. GAD AND POPULATION CONCERNS	-No. of GAD and population concerns related trainings conducted  -No. of ARBs/Households practicing POPDEV related concepts	-ARBs are practicing POPDEV related concepts e.g. responsible parenthood, family planning, etc.  -ARBs are involved in various ARC related development projects/activities.

KEY RESULT AREA/ KEY ACTIVITY	PERFORMANCE INDICATOR	OUTPUT DESCRIPTION
	-Type of ARC related project/ activity that involved women ARBs -Percent increase of women ARBs	-The community should recognize the equal contribution of men and women in the development process of the organization and the community.
III OTHER RELATED TASKS	-PROCODOCU reports -Number of meetings/RPS attended	-PICs in program implementation should have been responded timely and appropriately. -Support to the ARCs should be provided on time.

Annex B

LTI AND PBD WEIGHT DISTRIBUTION IN RELATION  
TO LTI BALANCE

LTI BALANCE	LTI WEIGHT	PBD WEIGHT
90 - 100%	50%	50%
80 - 89%	45%	55%
70 - 79%	40%	60%
60 - 69%	35%	65%
50 - 59%	30%	70%
40 - 49%	25%	75%
30 - 39%	20%	80%
20 - 29%	15%	85%
10 - 19%	10%	90%
1 - 9%	5%	95%
0	0	100%

## ANNEX C

### STEPS IN COMPUTING THE DFs' PERFORMANCE RATING ADOPTING THE DFs' PI IN RELATION TO SPEED

1. Add all the scores for Quantity, Quality, and Time for both LTI and PBD.
2. Divide the sum by the number of entries for both components.
3. Multiply the quotient of each component with the respective percentage weight assigned to LTI and PBD (Refer to Annex B).
4. Add the product of the two components.
5. Multiply the sum by 70% (the standard % weight for Part I-Performance portion of SPEED).
6. Determine the rating for Part II- Behavioral Dimension by following the procedure of computation under the SPEED.
7. Continue following the steps provided in the SPEED to determine the over-all adjectival rating.

### COMPUTATION BASED ON THE SAMPLE SPEED FORM

Step 1-3:

Assumption : 40% LTI  
60% PBD

$$\begin{aligned} \text{LTI} &= \frac{\text{QN} + \text{QL} + \text{T for LTI}}{\text{Total No. of entries for LTI}} \times \% \text{ weight for LTI} \\ &= \frac{114}{14} \times (0.40) \\ &= 3.25 \end{aligned}$$

$$\begin{aligned}
 \text{PBD} &= \frac{\text{QN} + \text{QL} + \text{T for PBD}}{\text{Total No. of entries for PBD}} \times \% \text{ weight for PBD} \\
 &= \frac{118}{14} \times (0.60) \\
 &= 8.42 \times (.60) \\
 &= 5.05
 \end{aligned}$$

Step 4:

$$\begin{aligned}
 \text{Average point score} &= \text{LTI} + \text{PBD} \\
 &= 3.25 + 5.05 \\
 &= 8.30
 \end{aligned}$$

Step 5:

$$\begin{aligned}
 \text{Point score for Part I} &= \text{Average point score} \times (0.70) \\
 &= 8.30 (0.70) \\
 &= 5.81
 \end{aligned}$$

Step 6:

Compute the portion on Behavioral Dimension or Part II of the SPEED to complete the process in arriving at the over-all numerical and adjectival ratings.

Republic of the Philippines  
 Department of Agrarian Reform  
**SYSTEM FOR PERFORMANCE EVALUATION AND EMPLOYEE DEVELOPMENT FORM**  
 JANUARY to JUNE, 1996

EMPLOYEE : \_\_\_\_\_  
 POSITION : \_\_\_\_\_

OFFICE: \_\_\_\_\_  
 DIVISION: \_\_\_\_\_

Part I (70%)

TARGET ACTIVITIES/PROCESSES/ RESULTS/OUTPUTS	PERFORMANCE MEASURE						RATING		
	QUANTITY		QUALITY		TIME		REMARKS	QN	QL T
	Planned	Actual	Planned	Actual	Planned	Actual			
I. LTI									
1. Field investigation conducted and validated	2	(2)	8	(10)	1 wk/ bgy.	with in 2 days	Target is fixed variable	10	10
2. Claim folders documented	20	(30)	8	(8)	1 mo/ 10 CF	with in 2 wks.		8	10
3. Claim folders submitted	20	(20)	10	(8)	3 days upon completion	1 day upon completion		6	10
4. Land distribution folders submitted	15	(20)	10	(10)	3 days upon completion	2 days upon completion		8	10
5. Implementation of leasehold contracts monitored	30	(20)	10	(8)	3 days/ LHC	3 days/ LHC		4	8



DUTIES AND RESPONSIBILITIES	PERFORMANCE MEASURE						REMARKS	RATING
	QUANTITY		QUALITY		TIME			
	Planned	Actual	Planned	Actual	Planned	Actual		
II. PBD								
A. SOCIAL PREPARATION								
1. PO/NGO partner identified and recommended		(10)	8	(10)		7 mos. & 1 wk.		
2. Core group formed	1	(1)	8	(8)	2 months	1 mo.	Fixed target	8 10
3. Community Orientation conducted	1	(1)	6	(8)	2 weeks	2 wks	Fixed target	8 6
4. ARC Profiles prepared/submitted	1	(1)	6	(8)	2 months	1 mo.	Fixed target	8 10
5. ARC tentative plan validated	1	(1)	6	(6)	1 month	2 wks	Fixed target	6 10
6. BARBES conducted	1	(1)	6	(8)	2 weeks	1 wk.	Fixed target	8 10
7. BARC re-organized	1	(1)	6	(8)	1 month	1 mo.	Fixed target	8 6

I agree to achieve these assigned tasks for the rating period \_\_\_\_\_, 19\_\_\_\_. I agree to assist the employee achieve his/het assigned task for the said rating period. Noted/Approved:

TOTALS  
 Grand Total 232  
 Ave. Point Score 8.30  
 Equivalent Point Score 5.81

SIGNATURE OF RATEE \_\_\_\_\_ Date \_\_\_\_\_  
 SIGNATURE OF RATER \_\_\_\_\_ Date \_\_\_\_\_  
 REVIEWER/RATER'S SUPERVISOR \_\_\_\_\_ Date \_\_\_\_\_

**PART II - Behavioral Dimensions (30%)**

- A. Courtesy \_\_\_\_\_
- B. Human Relations \_\_\_\_\_
- C. Punctuality and Attendance \_\_\_\_\_
- D. Initiative \_\_\_\_\_
- E. Leadership \_\_\_\_\_
- F. Stress Tolerance \_\_\_\_\_

**TOTAL**  
Average Point Score \_\_\_\_\_  
Equivalent Point Score \_\_\_\_\_

**EMPLOYEE DEVELOPMENT NEEDS**

1. *What I need to have to accomplish my planned performance?*  
(Knowledge, Skills Attitude, etc.).  
(To be filled up at the beginning of the rating period)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. *Areas for Improvement/Action Plan for Development Needs.*  
(To be filled up at the end of the rating period/during  
the evaluation/discussion)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. *Rater's Comments/Remarks*  
(Facilitating/hindering factors to be filled up during  
evaluation discussion)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

OVERALL POINT SCORE (Part I & II) : \_\_\_\_\_  
EQUIVALENT NUMERICAL RATING : \_\_\_\_\_  
EQUIVALENT ADJECTIVAL RATING : \_\_\_\_\_

Discussed Rating with:

\_\_\_\_\_  
SIGNATURE OF RATEE

\_\_\_\_\_  
SIGNATURE OF RATER

\_\_\_\_\_  
SIGNATURE OF RATER'S  
SUPERVISOR (Reviewer)