



29 December 2022

LABORATORY ADMINISTRATION  
 ORDS SECTION

RECEIVED  
 JAN 12 2023  
 DATE

Sugar Regulatory Administration  
 OFFICE OF THE ADMINISTRATOR

RECEIVED  
 JAN 12 2023

By: *Tn* 1:15 pm  
 2023-1-12-48-B2

**MR. DAVID JOHN THADDEUS P. ALBA**  
*Acting Administrator*  
**SUGAR REGULATORY ADMINISTRATION (SRA)**  
 Sugar Center Bldg., North Ave.  
 Diliman, Quezon City

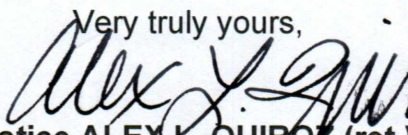
RE: **VALIDATION RESULT OF SRA'S  
2021 PERFORMANCE SCORECARD**

Dear Acting Administrator Alba,

This is to formally transmit the validation result of SRA's 2021 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, SRA obtained an overall score of **94.41%** (See **Annex A**). The same is to be posted on SRA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

In relation to the grant of 2021 Performance Based Bonus (PBB) to eligible officers and employees, SRA can grant such incentive only upon receipt of confirmation letter from the Governance Commission. In this regard, the Board is reminded that any unilateral action to release the PBB before the confirmation will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.<sup>2</sup>

**FOR SRA'S INFORMATION AND GUIDANCE.**

Very truly yours,  
  
**Justice ALEX L. QUIROZ (ret.)**  
*Chairperson*

OFFICE OF THE MANAG  
 PLANNING, POLICY & SPECIAL PROJECTS DE

Received by : *ST*  
 Date : 01-19-23  
 Time : 1:00 pm  
 Tracking No. : 2023-01-19-37,137

  
**Atty. GIDEON D.V. MORTEL, D.C.**  
*Commissioner*

  
**Atty. GERALDINE MARIE B.  
 BERBERABE-MARTINEZ**  
*Commissioner*

cc: COA Resident Auditor – SRA

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.  
<sup>2</sup> GOCC GOVERNANCE ACT OF 2011.

**SUGAR REGULATORY ADMINISTRATION (SRA)  
Validated 2021 Performance Scorecard**

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																																
Objective/Measure	Formula	Wt.	2021	Actual	Rating	Score	Rating																																			
<b>SO 1 Empowered Industry Significantly Contributing to Food Security and Poverty Reduction</b>																																										
SOCIO-ECONOMIC IMPACT	SM 1	Productivity / Yield per Hectare	Yield (ton) per hectare	10%	55.60	61	10%	60.74	10%	<ul style="list-style-type: none"> <li>Summary of Sugarcane Production for CY 2020-2021</li> <li>Hectare Covered per Area</li> </ul> <p>The breakdown (in thousands) of the yield per hectare for the crop year 2020-2021 is provided below:</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Area Harvested</th> <th>Yield</th> <th>TC/ Ha.</th> </tr> </thead> <tbody> <tr> <td><b>Luzon</b></td> <td><b>41.64</b></td> <td><b>1,976.44</b></td> <td><b>47.47</b></td> </tr> <tr> <td><b>Visayas</b></td> <td><b>272.62</b></td> <td><b>17,195.55</b></td> <td><b>63.08</b></td> </tr> <tr> <td><i>Negros</i></td> <td>228.64</td> <td>14,854.75</td> <td>64.97</td> </tr> <tr> <td><i>Panay</i></td> <td>32.29</td> <td>1,816.69</td> <td>56.26</td> </tr> <tr> <td><i>E. Visayas</i></td> <td>11.69</td> <td>524.11</td> <td>44.83</td> </tr> <tr> <td><b>Mindanao</b></td> <td><b>84.91</b></td> <td><b>5,073.82</b></td> <td><b>59.75</b></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>399.17</b></td> <td><b>24,245.81</b></td> <td><b>60.74</b></td> </tr> </tbody> </table>	Region	Area Harvested	Yield	TC/ Ha.	<b>Luzon</b>	<b>41.64</b>	<b>1,976.44</b>	<b>47.47</b>	<b>Visayas</b>	<b>272.62</b>	<b>17,195.55</b>	<b>63.08</b>	<i>Negros</i>	228.64	14,854.75	64.97	<i>Panay</i>	32.29	1,816.69	56.26	<i>E. Visayas</i>	11.69	524.11	44.83	<b>Mindanao</b>	<b>84.91</b>	<b>5,073.82</b>	<b>59.75</b>	<b>TOTAL</b>	<b>399.17</b>	<b>24,245.81</b>	<b>60.74</b>
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SM 2	Sugar Crop Production – Crop Year Basis (in Million Metric Tons)	Absolute Number	7%	2.224	2.143	6.75%	2.143	6.75%	<ul style="list-style-type: none"> <li>Summary of Final Sugar Production for CY 2020-2021</li> <li>Weekly Sugar Production Bulletin for 2021</li> </ul> <p>The sugar production per area is as follows (in metric tons):</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Production</th> </tr> </thead> <tbody> <tr> <td><b>Luzon</b></td> <td><b>154,579</b></td> </tr> <tr> <td><b>Visayas</b></td> <td><b>1,535,025</b></td> </tr> <tr> <td><i>Negros</i></td> <td>1,349,543</td> </tr> <tr> <td><i>Panay</i></td> <td>144,805</td> </tr> <tr> <td><i>E. Visayas</i></td> <td>40,677</td> </tr> <tr> <td><b>Mindanao</b></td> <td><b>453,414</b></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>2,143,018</b></td> </tr> </tbody> </table>	Region	Production	<b>Luzon</b>	<b>154,579</b>	<b>Visayas</b>	<b>1,535,025</b>	<i>Negros</i>	1,349,543	<i>Panay</i>	144,805	<i>E. Visayas</i>	40,677	<b>Mindanao</b>	<b>453,414</b>	<b>TOTAL</b>	<b>2,143,018</b>																	
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Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																
Objective/Measure	Formula	Wt.	2021	Actual	Rating	Score	Rating																			
SM 3	Average Income per Hectare of Block Farms	Total farmers' income over Total area	12%	₱67,412	₱75,864.19	12%	₱77,725.66	12%	<ul style="list-style-type: none"> <li>Income Schedule per Block Farm</li> <li>Summary of Block Farms Income for CY 2020-2021</li> </ul>	The breakdown is as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Particulars</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Gross Income</td> <td>₱1,070,362,265.33</td> </tr> <tr> <td>Cost of Production</td> <td>₱490,860,051.07</td> </tr> <tr> <td>Net Income</td> <td>₱579,502,214.26</td> </tr> <tr> <td>Area (in ha.)</td> <td>7,455.7386 ha.</td> </tr> <tr> <td><b>Net Income per Ha.</b></td> <td><b>₱77,725.66</b></td> </tr> </tbody> </table> <p>The computation in the SRA submission used the mean of the average net incomes from ratoon cane and plant cane.</p>	Particulars	Amount	Gross Income	₱1,070,362,265.33	Cost of Production	₱490,860,051.07	Net Income	₱579,502,214.26	Area (in ha.)	7,455.7386 ha.	<b>Net Income per Ha.</b>	<b>₱77,725.66</b>				
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SO 2 Maintained Balanced Sugar Supply and Demand Requirements																										
SM 4	Volume of Buffer Stock (MT)	Absolute Number	12%	240,000	396,105	12%	396,105	12%	<ul style="list-style-type: none"> <li>Summary of Raw Sugar Balance by Mill District for CY 2020-2021</li> </ul>	The balance of SRA's buffer stock (in metric tons) per area is as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Region</th> <th>Production</th> </tr> </thead> <tbody> <tr> <td><b>Luzon</b></td> <td><b>34,091</b></td> </tr> <tr> <td><b>Visayas</b></td> <td><b>232,025</b></td> </tr> <tr> <td>    Negros</td> <td>200,539</td> </tr> <tr> <td>    Panay</td> <td>27,490</td> </tr> <tr> <td>    E. Visayas</td> <td>4,176</td> </tr> <tr> <td><b>Mindanao</b></td> <td><b>129,989</b></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>396,105</b></td> </tr> </tbody> </table>	Region	Production	<b>Luzon</b>	<b>34,091</b>	<b>Visayas</b>	<b>232,025</b>	Negros	200,539	Panay	27,490	E. Visayas	4,176	<b>Mindanao</b>	<b>129,989</b>	<b>TOTAL</b>	<b>396,105</b>
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<b>TOTAL</b>	<b>396,105</b>																									
		Subtotal	41%			40.75%		40.75%																		

SOCIO-ECONOMIC IMPACT

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																	
Objective/Measure	Formula	Wt.	2021	Actual	Rating	Score	Rating																				
<b>SO 3 Improved Income, Profitability and Global Competitiveness of the Sugarcane Industry</b>																											
<b>CUSTOMERS/STAKEHOLDERS</b>	SM 5	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	5%	90%	85%	4.72%	85%	4.72%	<ul style="list-style-type: none"> <li>Survey Report</li> <li>Samples of Accomplished Survey Questionnaire</li> <li>Raw Data Accomplished Survey Questionnaire</li> </ul>	The breakdown of the number of satisfied respondents vis-à-vis the total number of respondents is as follows: <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Type of Client</th> <th>No. of Satisfied Respondents</th> <th>No. of Respondents</th> <th>% Satisfied</th> </tr> </thead> <tbody> <tr> <td>Farmers</td> <td>416</td> <td>500</td> <td>83.20%</td> </tr> <tr> <td>Regulated Entities</td> <td>94</td> <td>100</td> <td>94%</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>510</b></td> <td><b>600</b></td> <td><b>85%</b></td> </tr> </tbody> </table>	Type of Client	No. of Satisfied Respondents	No. of Respondents	% Satisfied	Farmers	416	500	83.20%	Regulated Entities	94	100	94%	<b>TOTAL</b>	<b>510</b>	<b>600</b>	<b>85%</b>
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<b>TOTAL</b>	<b>510</b>	<b>600</b>	<b>85%</b>																								
SM 6	Number of Sugarcane Block Farms Accredited	Actual Count	14%	50	53	14.00%	55	14.00%	Certifications of Luzon, Visayas, and Mindanao Block Farms <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Region</th> <th>No. of Block Farms</th> </tr> </thead> <tbody> <tr> <td>Luzon</td> <td>7</td> </tr> <tr> <td>Visayas</td> <td>37</td> </tr> <tr> <td>Mindanao</td> <td>11</td> </tr> <tr> <td><b>Total</b></td> <td><b>55</b></td> </tr> </tbody> </table>	Region	No. of Block Farms	Luzon	7	Visayas	37	Mindanao	11	<b>Total</b>	<b>55</b>								
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Visayas	37																										
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SM 7	Number of Scholars Enrolled	Actual Count	5%	767	688	4.49%	688	4.49%	List of Scholars <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Region</th> <th>No. of Block Farms</th> </tr> </thead> <tbody> <tr> <td>SRA</td> <td>233</td> </tr> <tr> <td>Visayas</td> <td>455</td> </tr> <tr> <td><b>Total</b></td> <td><b>688</b></td> </tr> </tbody> </table>	Region	No. of Block Farms	SRA	233	Visayas	455	<b>Total</b>	<b>688</b>										
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SRA	233																										
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<b>Total</b>	<b>688</b>																										
<i>Subtotal</i>			24%			23.21%		23.21%																			

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Wt.	2021	Actual	Rating	Score	Rating			
<b>INTERNAL PROCESS</b>										
SO 4	<b>Provide Responsive Research, Technical Assistance and Extension Services to Sugarcane Industry Stakeholders</b>									
SM 8	Number of Completed Research Projects									
	a. Under the Breeding Program	Actual Count	2.5%	21	19	2.26%	21	2.5%	Completed Research Projects	Upon validation of its submitted copies of the completed research projects, SRA has substantially complied with the number of research projects to be completed in 2021.
	b. Production Technology Projects	Actual Count	2.5%	12	11	2.29%	16	2.5%		
SO 5	<b>Enforce and Implement Pro-Active and Effective Policies, Rules and Regulations</b>									
SM 9	Percentage of Compliance to SRA Policies, Rules and Regulations by Millers/Traders	100% minus (total number of cases or violations over total number of millers and traders)	5%	100%	100%	5%	87.50%	4.38%	<ul style="list-style-type: none"> <li>• Trader Activity Reports for CY 2020-2021</li> <li>• List of Registered Domestic Traders and International Fructose, Molasses, and Sugar Traders</li> </ul>	There are thirty-four (34) cases/violations out of two hundred seventy-two (272) registered traders or 12.50% (100% minus 12.50% equals 87.50%). The thirty-four (34) cases/violations were registered traders and millers that did not submit a Trader Activity Report. Further, thirty-one (31) companies are not included in the list of registered traders, which were then removed from the baseline of three hundred three (303) traders.
		<i>Subtotal</i>	<i>10%</i>			<i>9.55%</i>		<i>9.38%</i>		

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Wt.	2021	Actual	Rating	Score	Rating			
<b>SO 6 Attract, Develop and Retain Highly Competent Workforce</b>										
SM 10	Percentage of employees meeting required competencies	No. of employees meeting required competencies over total number of employees	5%	100%	37.73%	1.89%	50.22%	2.51%	Competency Assessment Report	112 out of 223 plantilla personnel met the required competencies of their respective positions.
SM 11	ISO 9001:2015 Certification	Milestone	5%	Passed Surveillance Audit	Passed Surveillance Audit on March 12, 2021	5%	Passed Surveillance Audit	5%	Confirmation Letter from TUV Rheinland Philippines, Inc.	The pertinent details of the ISO 9001:2015 Certificate are as follows: <ul style="list-style-type: none"> <li>• <i>Scope:</i> Provision of Services for Sugarcane Industry – Planning and Policy Formulation, Regulatory Services, Research, Development and Extension Service</li> <li>• <i>Validity:</i> The certificate is valid from 27 April 2019 to 26 April 2022. The first certification was in 2016.</li> <li>• <i>Office Covered:</i> Sugar Regulatory Administration – Sugar Center Building, North Avenue, Diliman, Quezon City, Philippines</li> </ul>
		<i>Subtotal</i>	10%			6.89%		7.51%		

LEARNING AND GROWTH

Component				Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																				
Objective/Measure	Formula	Wt.	2021	Actual	Rating	Score	Rating																							
<b>SO 7 Maintain Sound Financial Management</b>																														
FINANCE	SM 12	EBITDA Margin	EBITDA / Total revenues	5%	15.00%	28%	5%	32.74%	5%	<ul style="list-style-type: none"> <li>EBITDA Schedule</li> <li>COA 2021 Annual Audit Report</li> </ul> <table border="1"> <thead> <tr> <th>Particulars</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Gross Revenue (Corporate)</td> <td>625,187,909</td> </tr> <tr> <td>Operating Expenses</td> <td>494,764,181</td> </tr> <tr> <td>Net Income</td> <td>130,423,728</td> </tr> <tr> <td>Interest</td> <td>-</td> </tr> <tr> <td>Tax</td> <td>31,523,593</td> </tr> <tr> <td>Depreciation</td> <td>42,502,613</td> </tr> <tr> <td>Amortization</td> <td>236,000</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>204,685,934</b></td> </tr> <tr> <td><b>EBITDA Margin</b></td> <td><b>32.74%</b></td> </tr> </tbody> </table>	Particulars	Amount	Gross Revenue (Corporate)	625,187,909	Operating Expenses	494,764,181	Net Income	130,423,728	Interest	-	Tax	31,523,593	Depreciation	42,502,613	Amortization	236,000	<b>EBITDA</b>	<b>204,685,934</b>	<b>EBITDA Margin</b>	<b>32.74%</b>
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	SM 13	a. Current	(Actual expenditure disbursed + savings) over DBM-approved Corporate Operating Budget	5%	100%	77%	3.85%	77.43%	3.87%	<ul style="list-style-type: none"> <li>Fund Utilization Report for 2021</li> <li>2021 COA Audit Report (Statement of Comparison of Budget and Actual Amounts)</li> </ul> <table border="1"> <thead> <tr> <th>Particulars</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Gross Revenue (Corporate)</td> <td>625,187,909.00</td> </tr> <tr> <td>Amount Utilized</td> <td>484,110,039.00</td> </tr> <tr> <td>PS</td> <td>179,803,643.00</td> </tr> <tr> <td>MOOE</td> <td>272,090,732.00</td> </tr> <tr> <td>CO</td> <td>32,130,867.00</td> </tr> <tr> <td>Financial Expenses</td> <td>84,797.00</td> </tr> <tr> <td><b>BUR</b></td> <td><b>77.43%</b></td> </tr> </tbody> </table>	Particulars	Amount	Gross Revenue (Corporate)	625,187,909.00	Amount Utilized	484,110,039.00	PS	179,803,643.00	MOOE	272,090,732.00	CO	32,130,867.00	Financial Expenses	84,797.00	<b>BUR</b>	<b>77.43%</b>				
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Objective/Measure	Formula	Wt.	2021	Actual	Rating	Score	Rating										
FINANCE	b. Carry-over	Utilized Amount / Total Subsidy Carry Over	5%	100%	91.45%	4.57%	93.74%	4.69%	<ul style="list-style-type: none"> <li>Statement of Allotment, Obligations, Utilization, and Balances for 2021</li> <li>COA 2021 Annual Audit Report</li> </ul> <p>The breakdown of the budget utilization rate for the subsidy from prior years is as follows:</p> <table border="1"> <thead> <tr> <th>Particulars</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>NCA</td> <td>3,118,157</td> </tr> <tr> <td>Amount Disbursed</td> <td>2,922,935</td> </tr> <tr> <td><b>BUR</b></td> <td><b>93.74%</b></td> </tr> </tbody> </table>	Particulars	Amount	NCA	3,118,157	Amount Disbursed	2,922,935	<b>BUR</b>	<b>93.74%</b>
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Amount Disbursed	2,922,935																
<b>BUR</b>	<b>93.74%</b>																
<i>Subtotal</i>		<i>15%</i>			<i>13.42%</i>			<i>13.56%</i>									
<b>TOTAL</b>		<b>100%</b>			<b>93.82%</b>			<b>94.41%</b>									