

**SUGAR REGULATORY ADMINISTRATION (SRA)
2016 Performance Scorecard**

Component			Target	Submission		CGO Validation		Supporting Documents	Remarks																						
Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating																								
SO 1 Empowered Sector Significantly Contributing to Food Security and Poverty Reduction																															
SOCIO-ECONOMIC IMPACT	SM 1	Productivity / Yield Per Hectare (TC/Ha)	Yield (tons cane) per hectare	8%	57	56.25	7.89%	56.25	7.89%	<ul style="list-style-type: none"> Final Sugar Production Bulletin CY 2015-2016 <table border="1"> <thead> <tr> <th>Region</th> <th>Area Harvested</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Luzon</td> <td>55,765</td> <td>2,848,954</td> </tr> <tr> <td>Negros</td> <td>226,637</td> <td>13,973,558</td> </tr> <tr> <td>Panay</td> <td>29,711</td> <td>1,855,985</td> </tr> <tr> <td>E. Visayas</td> <td>12,758</td> <td>663,386</td> </tr> <tr> <td>Mindanao</td> <td>88,563</td> <td>3,912,200</td> </tr> <tr> <td>TOTAL</td> <td>413,434</td> <td>23,254,083</td> </tr> </tbody> </table>	Region	Area Harvested	Volume	Luzon	55,765	2,848,954	Negros	226,637	13,973,558	Panay	29,711	1,855,985	E. Visayas	12,758	663,386	Mindanao	88,563	3,912,200	TOTAL	413,434	23,254,083
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TOTAL	413,434	23,254,083																													
SM 2	Sugar Production – Crop Year Basis (In Million Metric Tons)	Absolute Number	0%	2.32 MMT	2.2389 MMT	0%	2.24 MMT	0%	<ul style="list-style-type: none"> Summary on Final Production of Raw Sugar CY 2015-2016 Summary on Raw Sugar Production, by Sugar Class CY 2015-2016 Weekly Reports on Raw Sugar from Mill Districts <p>Sugar production of each major region is as follows (in metric tons):</p> <table border="1"> <tbody> <tr> <td>Luzon</td> <td>239,726</td> </tr> <tr> <td>Negros</td> <td>1,355,565</td> </tr> <tr> <td>Panay</td> <td>166,340</td> </tr> <tr> <td>E. Visayas</td> <td>58,732</td> </tr> <tr> <td>Mindanao</td> <td>418,509</td> </tr> <tr> <td>TOTAL</td> <td>2,238,872</td> </tr> </tbody> </table>	Luzon	239,726	Negros	1,355,565	Panay	166,340	E. Visayas	58,732	Mindanao	418,509	TOTAL	2,238,872										
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SM 3	Average income per hectare of block farmers	Absolute Number	10%	Establish Baseline	₱50,943.27	10%	-	0%	None	SRA failed to submit supporting documents. Since accomplishments cannot be verified accurately, this indicator is given an automatic zero score following Section 2.1.1. of GCG MC 2017-01. However, SRA is still required to resolve and organize the documentation.																					

Validated Performance Scorecard 2016 (Annex A)

Component				Target	Submission		CGO Validation		Supporting Documents	Remarks																						
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SO 2 Maintained Balanced Sugar Supply and Demand Requirements																																
SOCIO-ECONOMIC IMPACT	SM 4	Volume of Buffer Stock (MT)	Absolute Number	7%	200,000	326,773	7%	326,850	7%	<ul style="list-style-type: none"> Summary on Raw Sugar Balance, by Mill District CY 2015-2016 Weekly Reports on Raw Sugar from Mill Districts 	Balances of SRA's buffer stock in metric tons (MT) for CYs 2014-15 and 2015-16 is as follows: <table border="1"> <thead> <tr> <th></th> <th>2014-15</th> <th>2015-16</th> </tr> </thead> <tbody> <tr> <td>Luzon</td> <td>20,532</td> <td>15,491</td> </tr> <tr> <td>Negros</td> <td>160,156</td> <td>189,100</td> </tr> <tr> <td>Panay</td> <td>22,445</td> <td>32,424</td> </tr> <tr> <td>E. Visayas</td> <td>1,418</td> <td>5,570</td> </tr> <tr> <td>Mindanao</td> <td>54,455</td> <td>84,265</td> </tr> <tr> <td>TOTAL</td> <td>259,006</td> <td>326,850</td> </tr> </tbody> </table>		2014-15	2015-16	Luzon	20,532	15,491	Negros	160,156	189,100	Panay	22,445	32,424	E. Visayas	1,418	5,570	Mindanao	54,455	84,265	TOTAL	259,006	326,850
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Sub-total			25%			24.89%		14.89%																								
SO 3 Improved Income, Profitability and Global Competitiveness of the Sugarcane Industry																																
STAKEHOLDERS	SM 5	Stakeholder's Satisfaction Rating	Survey Result	8%	90%	92.7%	8%	92.7%	8%	<ul style="list-style-type: none"> Kantar TNS SRA CSS Report dated April 19, 2017 	Survey conducted by Kantar TNS revealed a Likert scale of 4.6 satisfaction rating. A total of 300 respondents participated in the survey.																					
	SM 6	Number of Sugarcane block farms validated, assisted and trained	Actual Count	12%	293	214	8.76%	214	8.76%	<ul style="list-style-type: none"> List of Accredited Block Farms (with SRA intervention) 	Breakdown of block farms validated and assisted per area: <table border="1"> <tbody> <tr> <td>Luzon</td> <td>35</td> </tr> <tr> <td>Visayas</td> <td>159</td> </tr> <tr> <td>Mindanao</td> <td>20</td> </tr> <tr> <td>TOTAL</td> <td>214</td> </tr> </tbody> </table>	Luzon	35	Visayas	159	Mindanao	20	TOTAL	214													
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SM 7	Number of scholars enrolled	Actual Count	3%	299	250	2.51%	237	2.38%	Submission by the SRA Scholarship Committee	<table border="1"> <thead> <tr> <th>Program</th> <th>CHED</th> <th>SRA</th> </tr> </thead> <tbody> <tr> <td>Baccalaureate</td> <td>206</td> <td>14</td> </tr> <tr> <td>Graduate</td> <td>7</td> <td>10</td> </tr> <tr> <td>TOTAL</td> <td>213</td> <td>24</td> </tr> </tbody> </table>	Program	CHED	SRA	Baccalaureate	206	14	Graduate	7	10	TOTAL	213	24										
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Sub-Total			23%			19.27%		19.14%																								

	Component			Target	Submission		CGO Validation		Supporting Documents	Remarks																		
	Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating																				
INTERNAL PROCESS	SO 4	Provide Responsive Technical Assistance and Extension Services to Sugarcane Industry Stakeholders																										
	SM 8	Number of seminars/trainings provided to planters/cooperatives/associations / federations	Actual Count	3%	400	130	0.98%	122	0.92%	• Submission of the Planning and Policy Department																		
	SM 9	Number of completed research projects:																										
		a. Stages of Research	Actual Count	2.5%	35	20	1.43%	20	1.43%	• Submission of the Planning and Policy Department																		
	b. Certified for dissemination by the Technical Research Council (PHILSURIN, SRA, UPLB, PSMA, academe)	Actual Count	2.5%	8	8	2.5%	5	1.56%	• Submission of the Planning and Policy Department																			
SO 5	Enforce and Implement Pro-Active and Effective Policies, Rules and Regulations																											
SM 10	Number of Sugarcane Stakeholders Monitored	Actual Count	5%	Establishment of stakeholders' universe	Established stakeholders' universe	5%	Planters – 80,245 Traders – 347 Millers – 28 Refineries – 13 Bioethanol – 10	5%	• Sugarcane Block Farming Project Annual Report (Luzon/Mindanao and Visayas)	<table border="1"> <tr><td>Planters</td><td>80,245</td></tr> <tr><td>Luzon and Mindanao</td><td>33,465</td></tr> <tr><td>Visayas</td><td>46,780</td></tr> <tr><td>Traders</td><td>347</td></tr> <tr><td>Molasses / Muscovado</td><td>138</td></tr> <tr><td>Sugar</td><td>209</td></tr> <tr><td>Millers</td><td>28</td></tr> <tr><td>Refineries</td><td>13</td></tr> <tr><td>Bioethanol</td><td>10</td></tr> </table>	Planters	80,245	Luzon and Mindanao	33,465	Visayas	46,780	Traders	347	Molasses / Muscovado	138	Sugar	209	Millers	28	Refineries	13	Bioethanol	10
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Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating																										
INTERNAL PROCESS	SM 11	Number of technical audits (capacity/ performance/ energy and environmental) conducted	Actual Count	5%	12	15	5%	15	5%	<ul style="list-style-type: none"> • Sample audit report for Capacity and Efficiency Audit, Energy Audit, and SAGE • Summary of Technical Audits Conducted <table border="1"> <tr> <td>Capacity and Efficiency Audit</td> <td>3</td> </tr> <tr> <td>Energy Audit</td> <td>2</td> </tr> <tr> <td>Special Action Group for Environment (SAGE) audit</td> <td>10</td> </tr> </table>	Capacity and Efficiency Audit	3	Energy Audit	2	Special Action Group for Environment (SAGE) audit	10																	
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SM 12	Percentage of compliance to SRA policies, rules and regulations by millers/traders	100% minus (Total Actual Number of Cases or Violations over Total Number of Millers and Traders)	5%	95%	95%	5%	97.90%	5%	<ul style="list-style-type: none"> • Sugar, Molasses and Muscovado Activity Reports, CY 2015-2016 <table border="1"> <tr> <td colspan="4">Breakdown of Sugar, Molasses and Muscovado Traders that were penalized for CY 2015-2016:</td> </tr> <tr> <td></td> <td>Total Traders</td> <td>Penalized</td> <td>%</td> </tr> <tr> <td>Sugar</td> <td>280</td> <td>7</td> <td>2.50</td> </tr> <tr> <td>Molasses</td> <td>125</td> <td>2</td> <td>1.60</td> </tr> <tr> <td>Muscovado</td> <td>24</td> <td>0</td> <td>0.00</td> </tr> <tr> <td>Total</td> <td>429</td> <td>9</td> <td>2.10</td> </tr> </table>	Breakdown of Sugar, Molasses and Muscovado Traders that were penalized for CY 2015-2016:					Total Traders	Penalized	%	Sugar	280	7	2.50	Molasses	125	2	1.60	Muscovado	24	0	0.00	Total	429	9	2.10
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SM 13	Number of Production-related materials and services distributed to farmers:									<ul style="list-style-type: none"> • Materials and Services Distribution Schedule • List of Microplantlets Beneficiaries <p>HYV Plantlets are available only in SRA Research Stations (LAREC and LAGAREC).</p>																							
	a. New HYV Plantlets (pcs)	Actual Count	3%	500,000	394,401	2.37%	394,401	2.37%																									

Component			Target	Submission		CGO Validation		Supporting Documents	Remarks																													
Objective/Measure	Formula	Weight	2016	Actual	Rating	Score	Rating																															
INTERNAL PROCESS	b. New HYV Canepoints (in Lacsas where 1 Lacsas = 10,000 pcs)	Absolute Count	2%	5,000	2,597	1.04%	2,598	1.04%	<ul style="list-style-type: none"> Materials and Services Distribution Schedule List of Recipients of New HYV Canepoints <table border="1"> <tr><td>LAGAREC</td><td>449.67</td></tr> <tr><td>LAREC</td><td>328.20</td></tr> <tr><td>Extension (L)</td><td>754.38</td></tr> <tr><td>Extension (V)</td><td>1,066.10</td></tr> <tr><td>Total</td><td>2,598.35</td></tr> </table>	LAGAREC	449.67	LAREC	328.20	Extension (L)	754.38	Extension (V)	1,066.10	Total	2,598.35																			
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c. Trichogramma (Strips)	Absolute Count	2%	10,000	24,096	2%	25,466	2%	<ul style="list-style-type: none"> Materials and Services Distribution Schedule Tricho-strips Distribution and Beneficiaries Schedule 																														
d. Soil Analysis Test	Absolute Count	2%	7,500	3,688	0.98%	3,659	0.98%	<ul style="list-style-type: none"> Materials and Services Distribution Schedule List of Routine Analysis on Soil and Beneficiaries 																														
Sub-total		32%			26.30%		25.30%																															
SO 6	Sustain the Development of Expertise and Human Resources in the Field of Sugarcane Industry, Development and Related Areas																																					
LEARNING AND GROWTH	SM 14	Average percentage of required competencies met	Actual Target x Weight	5%	Development of Competency Model	Development of Competency Model	5%	Development of Competency Model	5%	<ul style="list-style-type: none"> Position profiles Board resolution no. 2016-267 <p>It is noted that SRA prepared the following position profiles per unit:</p> <table border="1"> <tr><td>Management</td><td>6</td><td>Planning</td><td>5</td></tr> <tr><td>Audit</td><td>5</td><td>Property</td><td>16</td></tr> <tr><td>HR</td><td>11</td><td>Research</td><td>6</td></tr> <tr><td>Legal</td><td>3</td><td>Extension</td><td>7</td></tr> <tr><td>Laboratory</td><td>6</td><td>Regulation</td><td>6</td></tr> <tr><td>MIS</td><td>5</td><td>PDME</td><td>7</td></tr> <tr><td>Finance</td><td>19</td><td>Secretariat</td><td>6</td></tr> </table>	Management	6	Planning	5	Audit	5	Property	16	HR	11	Research	6	Legal	3	Extension	7	Laboratory	6	Regulation	6	MIS	5	PDME	7	Finance	19	Secretariat	6
	Management	6	Planning	5																																		
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Validated Performance Scorecard 2016 (Annex A)

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Total 108																																						
SM 15	ISO 9001 Certification	Milestone	10%	Audit: PASS	ISO Certified	10%	PASSED Surveillance Audit	10%	• Certificate	SRA's ISO certificate was issued on April 27, 2016 and the surveillance audit for 2017 was held on Feb. 10, 2017.																												
Sub-total			15%			15%		15%																														
SO 7 Maintain Sound Financial Management																																						
FINANCE	SM 16	EBITDA	EBITDA	2.5%	12%	69%	2.5%	44.37%	2.5%	<ul style="list-style-type: none"> Actual EBITDA and BUR COA-audited 2016 Income Statement 	<table border="1"> <thead> <tr> <th>In thousand P</th> <th>2016</th> <th>2015</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>192,520</td> <td>86,529</td> </tr> <tr> <td>Interest</td> <td>0</td> <td>256</td> </tr> <tr> <td>Tax</td> <td>96,724</td> <td>15,970</td> </tr> <tr> <td>Depreciation</td> <td>20,310</td> <td>16,929</td> </tr> <tr> <td>Amortization</td> <td>0</td> <td>0</td> </tr> <tr> <td>EBITDA</td> <td>309,554</td> <td>119,684</td> </tr> <tr> <td>Total Revenue</td> <td>697,640</td> <td>492,299</td> </tr> <tr> <td>Margin</td> <td>44.37%</td> <td>24.31%</td> </tr> </tbody> </table>	In thousand P	2016	2015	Net Income	192,520	86,529	Interest	0	256	Tax	96,724	15,970	Depreciation	20,310	16,929	Amortization	0	0	EBITDA	309,554	119,684	Total Revenue	697,640	492,299	Margin	44.37%	24.31%
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SM 17	Ratio of Budget Utilized	(Actual expenditure + obligated + savings) over (Actual corporate revenue + actual subsidy released)	2.5%	90%	34%	0.94%	45.15%	1.25%	<ul style="list-style-type: none"> SAOUD Statement of Comparison of Budget and Actual Amount 	<table border="1"> <thead> <tr> <th></th> <th>Allocation</th> <th>Utilized</th> </tr> </thead> <tbody> <tr> <td>SIDA / GAA</td> <td>601,103,571</td> <td>13,457,142</td> </tr> <tr> <td>Corporate Fund</td> <td>538,914,000</td> <td>501,266,864</td> </tr> <tr> <td>TOTAL</td> <td>1,140,017,571</td> <td>514,724,006</td> </tr> </tbody> </table>		Allocation	Utilized	SIDA / GAA	601,103,571	13,457,142	Corporate Fund	538,914,000	501,266,864	TOTAL	1,140,017,571	514,724,006																
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Sub-total			5%			3.44%		3.75%																														
TOTAL			100%			88.9%		78.08%																														