



Office of the President of the Philippines
GOVERNANCE COMMISSION
 FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
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Management System
 ISO 9001:2015
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 ID 10580109

SUGAR REGULATORY ADMINISTRATION
 RECORDS SECTION
RECEIVED
 28 June 2022 1:07 PM
 DATE
 BY: CRP

MR. WILLIAM D. DAR, PH.D.
 Chairperson and DA Secretary
MR. HERMENEGILDO R. SERAFICA
 Administrator
SUGAR REGULATORY ADMINISTRATION (SRA)
 Sugar Center Bldg., North Ave.,
 Diliman, Quezon City

OFFICE OF THE MANAGER III
 PLANNING, POLICY & SPECIAL PROJECTS DEPARTMENT (PPSPD)
 Received by : [Signature]
 Date : 7/7/22
 Time : 3:42 pm
 Tracking No. : 2022-7-22-79

RE : TRANSMITTAL OF 2022 PERFORMANCE SCORECARD

Dear Secretary Dar and Administrator Serafica,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**), and 2022 Performance Scorecard (**Annex B**) of SRA. The same is to be posted in SRA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The SRA's proposed Charter Statement and Strategy Map submitted through its letter dated 26 October 2021² were **RETAINED** while the Performance Scorecard was **MODIFIED** based on the discussions made during the online technical panel meeting (TPM) held on 21 December 2021 via Microsoft Teams and evaluation of supporting documents submitted through its letter dated 21 January 2022.³

We take this opportunity to remind SRA that Item 5 of GCG M.C. No. 2017-02⁴ mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. SRA is thus requested to submit its revised Quarterly Targets based on the attached Scorecard upon submission of its Quarterly Monitoring Report for 2022.

Finally, under GCG M.C. No. 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2022 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

FOR SRA'S INFORMATION AND COMPLIANCE.

Very truly yours,

SAMUEL G. DAGPIN, JR.
 Chairman

JAYPEE O. ABESAMIS
 OIC-Commissioner*

MARITES C. DORAL
 Commissioner

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.
² Officially received by the Governance Commission on 02 November 2021.
³ Officially received by the Governance Commission on 30 March 2022.
⁴ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.
 * By virtue of the Memorandum from the Executive Secretary dated 21 March 2022.

SUGAR REGULATORY ADMINISTRATION (SRA)

**SRA Strategy Map
2021-2025**



MISSION

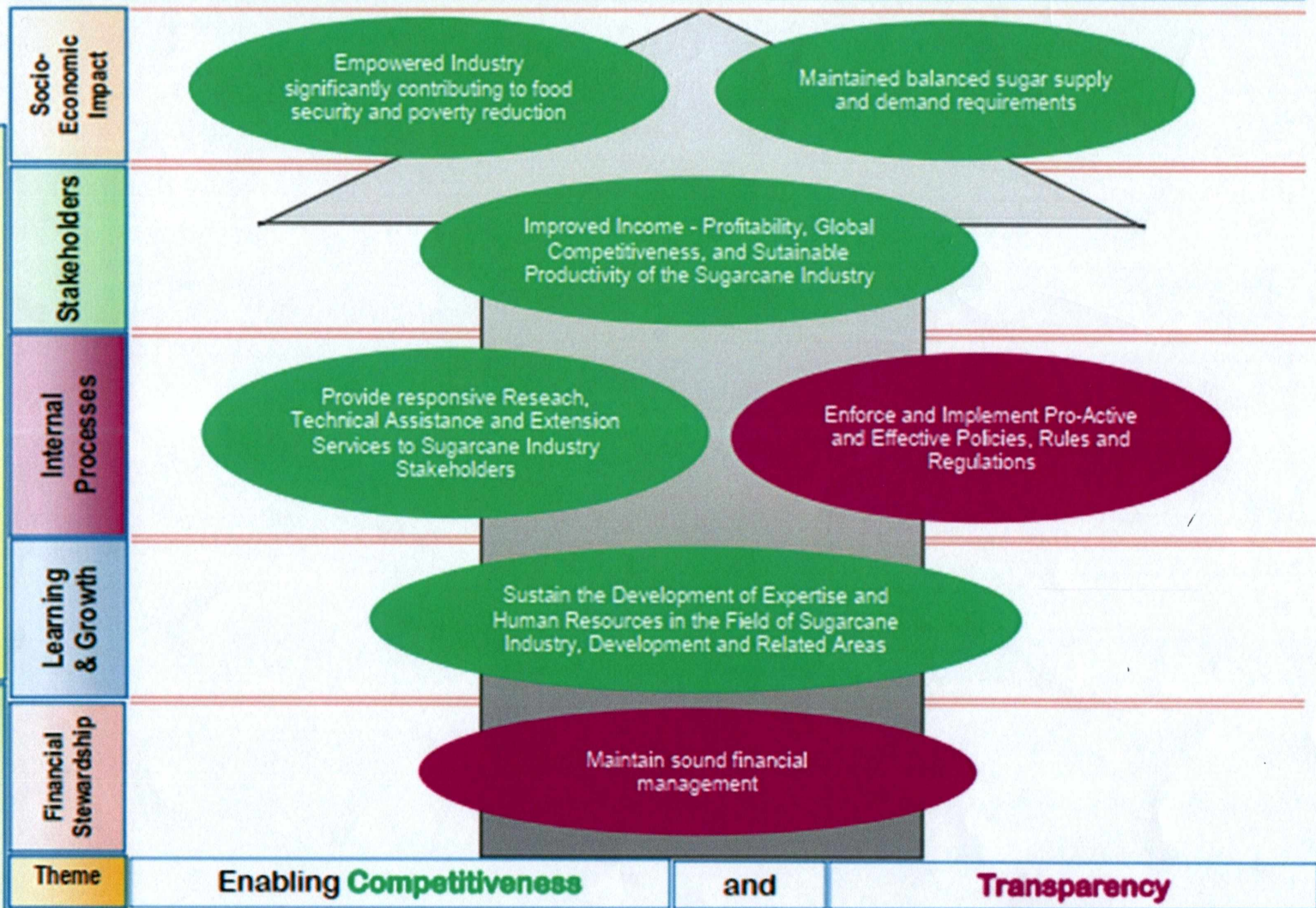
"SRA is a Government-Owned and Controlled Corporation which formulates responsive developmental and regulatory policies, and provides RD&E services to ensure sufficient supply of sugarcane for a diversified, sustainable, and competitive industry that improves productivity and profitability of sugarcane farmers and processing industries, and provides decent income for workers towards enhancing the quality of life of Filipinos."

CORE VALUES

Patriotism
Integrity
Excellence
Spirituality
Professionalism
Accountability

VISION

"By 2025, the Philippines shall have a globally competitive sugarcane industry that supports the food, power, and other related industries through an institutionally competent SRA and committed stakeholders, for a secured future for Filipinos."



**SUGAR REGULATORY ADMINISTRATION (SRA)
2022 PERFORMANCE SCORECARD**

		Component			Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System	2019	2020	2021	2022	
SOCIO-ECONOMIC IMPACT	SO 1	Empowered Industry Significantly Contributing to Food Security and Poverty Reduction							
	SM 1	Productivity / Yield per Hectare (TC/Ha – Crop Year Basis)	Yield (tons cane) per hectare	10%	Actual / Target	53	58.28	55.60	52.70
	SM 2	Sugar Production – Crop Year Basis	Absolute number	7%	Actual / Target	2.074	2.1457	2.224	1.80
	SM 3	Average Income per Hectare of Block Farms	Total farmers' net income over total area	12%	Actual / Target	₱ 81,594.19	₱ 63,677.00	₱ 67,412.00	₱ 72,916.17
	SO 2	Maintained Balanced Sugar Supply and Demand Requirements							
	SM 4	Volume of Buffer Stock	Absolute number	12%	Actual / Target	245,681	254,400	240,000	240,000
	<i>Subtotal</i>			41%					
STAKEHOLDERS	SO 3	Improved Income, Profitability, Global Competitiveness, and Sustainable Productivity of the Sugarcane Industry							
	SM 5	Percentage of Satisfied Customers							
		a. Farmers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	2.5%	Actual over Target 0% = If less than 80%	0%	89.72%	90%	90%
		b. Regulated Entities		2.5%					90%
SM 6	Number of Sugarcane Block Farms Accredited	Actual count	14%	Actual / Target	34	56	50	50	

Component					Baseline		Targets	
Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022	
SM 7	Number of Scholars Enrolled	Actual count	5%	Actual / Target	5,157	512	767	772
		<i>Subtotal</i>	24%					
SO 4	Provide Responsive Research, Technical Assistance and Extension Services to Sugarcane Industry Stakeholders							
	Number of Completed Research Projects							
SM 8	a. Under the Breeding Program	Actual count	2.5%	Actual / Target	24	14	21	31
	b. Production Technology Projects	Actual count	2.5%	Actual / Target	8	16	12	18
SO 5	Enforce and Implement Pro-active and Effective Policies, Rules, and Regulations							
SM 9	Percentage of Compliance to SRA Policies, Rules, and Regulations by Millers and Traders	100% minus (total number of cases or violations over total number of millers and traders)	5%	Actual / Target	88.89%	100%	100%	100%
		<i>Subtotal</i>	10%					
SO 6	Sustain the Development of Expertise and Human Resources in the Field of Sugarcane Industry, Development, and Related Areas							
SM 10	Percentage of Personnel with Required Competencies Met	Number of Incumbents Meeting Required Competencies over Number of Filled Plantilla	5%	Actual / Target	88.52%	100%	100%	100%
SM 11	ISO 9001:2015 Certification	Milestone	5%	All or Nothing	ISO 9001:2015 Recertification	Passed surveillance audit	Passed surveillance audit	ISO 9001:2015 Recertification
		<i>Subtotal</i>	10%					

INTERNAL PROCESS

LEARNING AND GROWTH

Component				Baseline		Targets		
Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022	
SO 7	Maintain Sound Financial Management							
SM 12	EBITDA Margin	EBITDA / Total Revenue	5%	Actual / Target	52.82%	14.60%	15.00%	41.02%
FINANCE	Budget Utilization Rate							
	a. Subsidy							
	a.1. Obligation Rate							
	Current	Total Obligated Subsidy over Total COB from Subsidy	2%	Actual / Target	-	-	-	90%
	Carry-over	[both net of PS Cost]	2%	Actual / Target	-	-	-	90%
	a.2. Disbursement Rate							
	Current	Total Disbursement over Total Obligations	2%	Actual / Target	-	-	-	90%
	Carry-over	[both net of PS Cost]	2%	Actual / Target	-	-	-	90%
	b. Disbursement of Internally generated Funds (IGF)	Total Disbursement from IGF over Total COB from IGF	2%	Actual / Target	-	-	-	90%
			[both net of PS Cost]					
	<i>Subtotal</i>	15%						
	TOTAL	100%						