



03 June 2020

**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

**RE : TRANSMITTAL OF 2020 PERFORMANCE SCORECARD**

Dear Sec. Dar and Admin. Serafica,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**), and 2020 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.<sup>1</sup>

The SRA proposed Performance Scorecard submitted through its letter dated 30 August 2019<sup>2</sup> was **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 15 October 2019 and evaluation of other documents submitted through its letter dated 04 February 2020.<sup>3</sup>

Also attached is the *Prescribed Questionnaires (Annex C)* for SRA's Customer Satisfaction Survey starting 2020. SRA should strictly adhere to the standard guideline in the implementation of the annual customer satisfaction survey. Modification or alteration of the transmitted questionnaires is prohibited. However, GOCCs may add questions specific to their products and services as long as the survey instrument remains in accordance with the guidelines prescribed. Additional information on the conduct of the customer satisfaction survey can be found in the GCG website.

We take this opportunity to remind SRA that Item 5 of GCG M.C. No. 2017-02<sup>4</sup> 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 requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the 2<sup>nd</sup> Quarter Monitoring Report for 2020.

Finally, with the declared State of Public Health Emergency,<sup>5</sup> and State of Calamity,<sup>6</sup> throughout the Philippines due to COVID-19, and the issuance of the Memorandum from Executive Secretary dated 16 March 2020, as well as the public address by President Rodrigo R. Duterte, rest assured that the Governance Commission is evaluating the impact of the current situation on the accomplishment

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

<sup>2</sup> Officially received by the Governance Commission on 03 September 2019.

<sup>3</sup> Officially received by the Governance Commission on 07 February 2020.

<sup>4</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

<sup>5</sup> Presidential Proclamation No. 922, s.2020.

<sup>6</sup> Presidential Proclamation No. 929, s.2020.

of the GOCCs' targets under their respective 2020 Performance Scorecards. If necessary, the Governance Commission shall issue the corresponding memorandum at the proper time taking into consideration the current situation and factors involved. For the time being, all Circulars and Orders involving the Performance Evaluation System subsist.

**FOR SRA'S COMPLIANCE.**

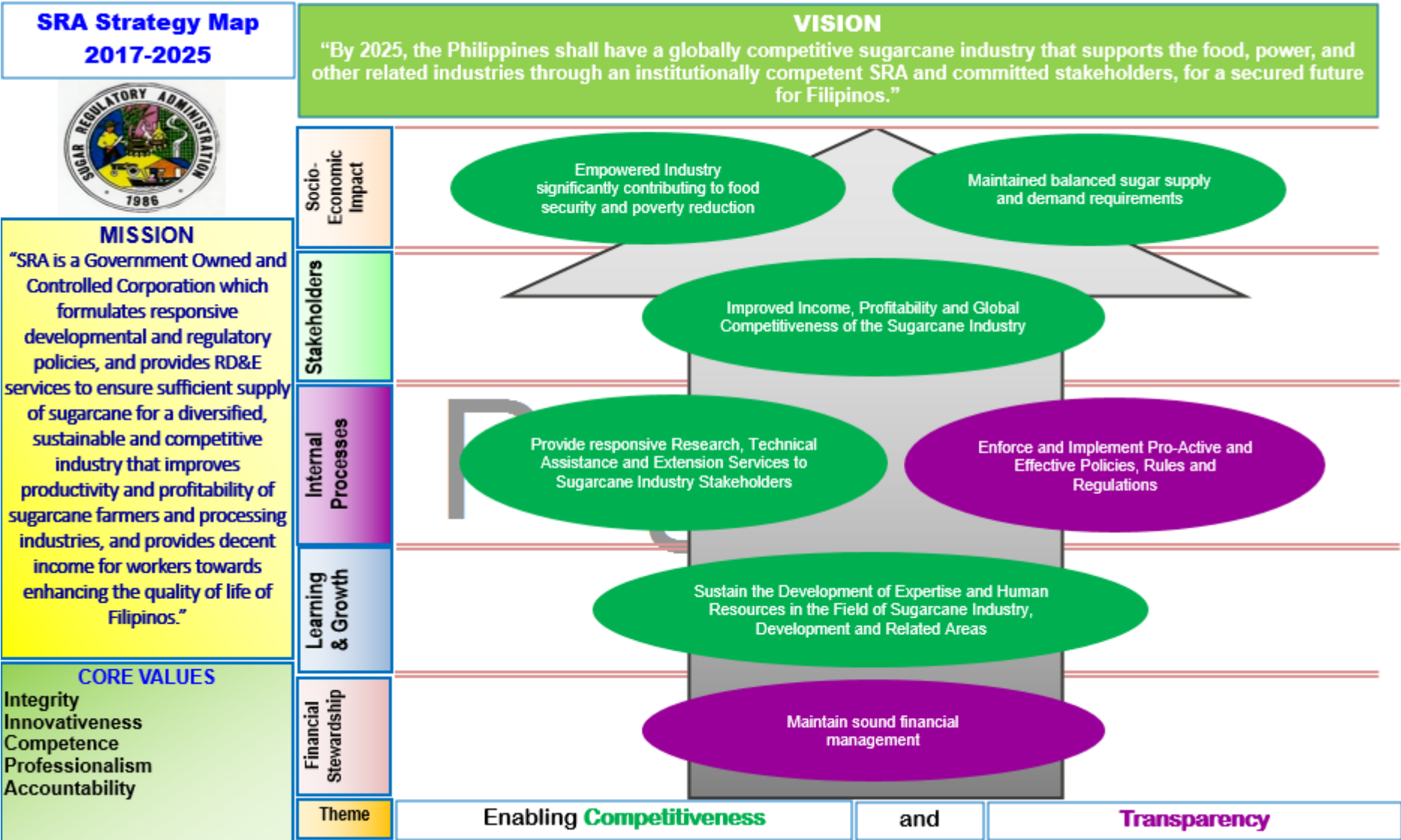
Very truly yours,

  
**SAMUEL G. DAGPIN, JR.**  
*Chairman*

  
**MICHAEL P. CLORIBEL**  
*Commissioner*

  
**MARITES C. DORAL**  
*Commissioner*

SUGAR REGULATORY ADMINISTRATION



SUGAR REGULATORY ADMINISTRATION (SRA)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
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	66.57	57.05	58.34	58
	SM 2	Sugar Production – Crop Year Basis (in Million Metric Tons)	Absolute Number	6%	Actual / Target	2.501	2.084	2.100	2.100
	SM 3	Average Income per Hectare of Block Farms	Total farmers' Income over total area	11%	Actual / Target	-	₱58,983	₱35,000	₱40,000
	SO 2	Maintained Balanced Sugar Supply and Demand Requirements							
	SM 4	Volume of Buffer Stock (MT)	Absolute Number	11%	Actual / Target	497,770	160,170	200,000	200,000
	<b>Sub-total</b>			<b>38%</b>					
CUSTOMERS / STAKEHOLDERS	SO 3	Improved Income, Profitability and Global Competitiveness of the Sugarcane Industry							
	SM 5	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	10%	Actual / Target 0% = If less than 80%	93%	83.95%	90%	90%
	SM 6	Number of Sugarcane Block Farms Accredited	Actual Count	13%	Actual / Target	66	55	50	50
	SM 7	Number of Scholars Enrolled	Actual Count	4%	Actual / Target	-	4,562	3,000	600
	<b>Sub-total</b>			<b>27%</b>					
INTERNAL PROCESS	SO 4	Provide Responsive Technical Assistance and Extension Services to Sugarcane Industry Stakeholders							
	SM 8	Number of Completed Research Projects:							
	a. Under the Breeding Program	Actual Count	2.5%	Actual / Target	13	19	20	15	

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
INTERNAL PROCESS	b. Production Technology Projects	Actual Count	2.5%	Actual / Target	11	12	12	12	
	<b>SO 5</b>	<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%	Actual / Target	98.43%	98.66%	100%	98%
	<b>Sub-total</b>			<b>10%</b>					
LEARNING AND GROWTH	<b>SO 6</b>	<b>Sustain the Development of Expertise and Human Resources in the Field of Sugarcane Industry, Development and Related Areas</b>							
	SM 10	Percentage of Personnel with Required Competencies Met	Number of Incumbents Meeting Required Competency over Number of Filled Plantilla	5%	Actual / Target	2.79%	53.97%	Improvement by 25%	100%
	SM 11	ISO 9001 Certification	Milestone	5%	All or Nothing	5%	ISO 9001:2015 Certified	ISO 9001:2015 Re-certification	Passed Surveillance Audit
	<b>Sub-total</b>			<b>10%</b>					
FINANCE	<b>SO 7</b>	<b>Maintain Sound Financial Management</b>							
	SM 12	EBITDA Margin	EBITDA / Total Revenues	5%	Actual / Target	28.10%	50%	26.26%	14.60%
	SM 13	a. Current	(Actual expenditure disbursed + savings) over DBM-approved Corporate Operating Budget	5%	Actual / Target	2.04%	60.20% - current year	90%	100%
		b. Carry-over	Utilized Amount/Total Subsidy Carry Over	5%			13.46% - prior years		100%
	<b>Sub-total</b>			<b>15%</b>					
<b>TOTAL</b>			<b>100%</b>						