



4 December 2017

**MR. EMMANUEL F. PIÑOL**  
 DA Secretary and Chairman  
**MR. HERMENEGILDO R. SERAFICA**  
 Administrator  
**SUGAR REGULATORY ADMINISTRATION (SRA)**  
 Sugar Center Bldg., North Ave., Diliman,  
 Quezon City

**RE : TRANSMITTAL OF CY 2017 PERFORMANCE SCORECARD**

Dear Secretary Piñol and Administrator Serafica,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2017 Performance Scorecard (**Annex B**) of SRA.

The SRA proposed Performance Scorecard submitted on 31 January 2017 was **MODIFIED** based on the discussions made during the technical working group (TWG) meeting held on 3 May 2017, and evaluation of revised documents submitted on 17 July 2017 and 27 November 2017. The CY 2017 Charter Statement, Strategy Map and Performance Scorecard shall take effect **IMMEDIATELY**. SRA is hereby directed to submit the applicable Quarterly Monitoring Reports and upload the same in its website.

**FOR YOUR INFORMATION AND GUIDANCE.**

Very truly yours,

**SAMUEL G. DAGPIN JR.**  
 Chairman

**MICHAEL P. CLORIBEL**  
 Commissioner

**MARITES CRUZ-DORAL**  
 Commissioner

OFFICE OF THE MANAGER	
PLANNING & POLICY DEPARTMENT (PPD)	
Received by :	<i>Jm</i>
Date	12/27/17
Time	3 PM
OR-103-047	

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**Strategy Map  
2017-2022**



**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.

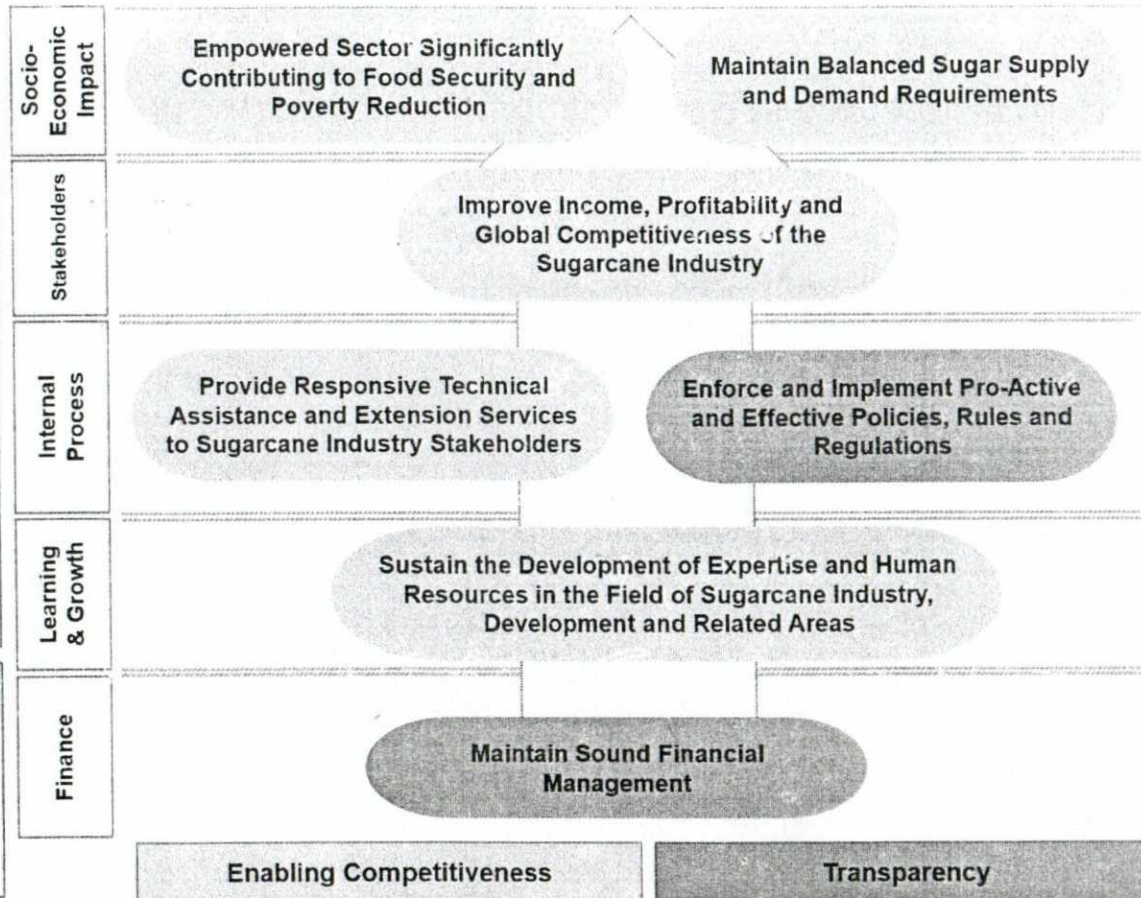
**CORE VALUES**

- Integrity
- Innovativeness
- Competence
- Professionalism
- Accountability

**SUGAR REGULATORY ADMINISTRATION**

**VISION**

By 2040, the Philippines shall have a globally competitive sugarcane industry that supports food, power, and other related industries through an institutionally competent SRA and committed stakeholders, for a secured future for Filipinos



SUGAR REGULATORY ADMINISTRATION

	Component				Data Provider	Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System		2014	2015	2016*	2017	
SCIOECONOMIC IMPACT	<b>SO 1</b>	<b>Empowered Industry Significantly Contributing to Food Security and Poverty Reduction</b>								
	SM 1	Productivity / Yield Per Hectare (TC/Ha – Crop Year Basis)	Yield (tons cane) per hectare	10%	Actual / Target x Weight	RDE	58.74	58.09	56.25	58.00
	SM 2	Sugar Production – Crop Year Basis (in Million Metric Tons)	Absolute Number	6%	Actual / Target x Weight	RD	2.461	2.323	2.239	2.250
	SM 3	Average income per hectare of block farms	Total farmers' Income over total area	11%	Actual / Target x Weight	RD	NA	NA	NA	58,000
	<b>SO 2</b>	<b>Maintained Balanced Sugar Supply and Demand Requirements</b>								
	SM 4	Volume of Buffer stock (MT)	Absolute Number	11%	Actual / Target x Weight	RD	261,937	259,006	326,773	200,000
	<b>Sub-total</b>			<b>38%</b>						
CUSTOMERS/ STAKEHOLDERS	<b>SO 3</b>	<b>Improved Income, Profitability and Global Competitiveness of the Sugarcane Industry</b>								
	SM 5	Stakeholder's Satisfaction Rating	Survey Result	10%	Actual / Target x Weight	IAD	90%	90%	92.7%	93%
	SM 6	Number of Sugarcane block farms validated, assisted and trained	Actual Count	13%	Actual / Target x Weight	RDE	93	96	214	85
	SM 7	Number of Scholars enrolled	Actual Count	4%	Actual / Target x Weight	AFD	17	17	250	348
	<b>Sub-total</b>			<b>27%</b>						

	Component				Data Provider	Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System		2014	2015	2016*	2017	
INTERNAL PROCESS	<b>SO 4</b>	<b>Provide Responsive Technical Assistance and Extension Services to Sugarcane Industry Stakeholders</b>								
	SM 8	Number of completed research projects:								
		a. Stages of Research	Actual Count	2.5%	Actual / Target x Weight	RDE	25	30	20	28
		b. Certified for dissemination by the Technical Research Council (PHILSURIN, SRA, UPLB, PSMA, academe)	Actual Count	2.5%	Actual / Target x Weight	RDE	6	8	8	8
	<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	100% minus (Total Number of cases or violations over Total Number of Millers and Traders)	5%	Actual / Target x Weight	RD	NA	93%	95%	95%	
	<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, Technology Development and Related Areas</b>								
	SM 10	Percentage of personnel with required competencies met	Number of Personnel with required competencies over Total Number of Personnel	5%	All or Nothing	AFD	NA	NA	Development of Competency Model	Establish Baseline

Component					Data Provider	Baseline Data			Target	
Objective/Measure		Formula	Weight	Rating System		2014	2015	2016*	2017	
FINANCE	SM 11	ISO 9001 Certification	Milestone	5%	All or Nothing	IAD	NA	Orientation and Manuals Developed	ISO Certified	Procurement of third-party consultant for ISO 9001:2015
	<b>Sub-total</b>			<b>10%</b>						
	SO 7	<b>Maintain Sound Financial Management</b>								
	SM 12	EBITDA Margin	EBITDA / Total Revenues	10%	Actual / Target x Weight	AFD	NA	21%	69%**	12%
	SM 13	Budget Utilization Rate	(Actual expenditure disbursed + savings) / (Actual corporate revenue + actual subsidy released)	5%	Actual / Target x Weight	AFD	NA	91%	34%**	90%
	<b>Sub-total</b>			<b>15%</b>						
	<b>TOTAL</b>			<b>100%</b>						

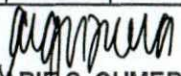
\*SRA submitted accomplishment subject to GCG validation.


\*\*Data as of 30 November 2016



Component					Baseline 2016	2017									
Objective/Measure	Formula	Weight	Rating System	1st Quarter		2nd Quarter		Revised Full Year	3rd Quarter		4th Quarter				
				Target	Actual	Target	Actual	Target	Target	Actual	Target	Actual			
<b>SO 4</b>	Provide Responsive Technical Assistance and Extension Services to Sugarcane Industry Stakeholders														
SM 8	Number of completed research projects:														
	a. Stages of Research	Actual count	2.5%	Actual/Target x Weight	20		4		10	28		3		4	
	b. Certified for dissemination by the Technical Research Council (PHILSURIN, SRA, UPLB, PSMA, academe)		2.5%		8				8		7 Larec + 5 LAGAREC = 12		total = 20		
<b>SO 5</b>	Enforce and Implement Pro-Active and Effective Policies, Rules and Regulations														
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 x 100 x 5%	95%					95%				97%	
<b>SO 6</b>	Sustain the Development of Expertise and Human Resources in the Field of Sugarcane Industry, Development and Related Areas														
Learning & Growth	SM 10	Percentage of personnel with required competencies met	Number of Personnel with required competencies over Total Number of Personnel	5%	All or Nothing	Competency Model developed				Establish baseline		25% of SRA personnel with required competencies met			
	SM 11	ISO 9001 Certification	Milestone	5%	All or Nothing	ISO certified				Procurement of third party consultant for ISO 9001:2015		ISO Certificate maintained, Rosehall Management Consultancy as third party consultant for ISO 9001:2015			
	<b>subtotal</b>			<b>20%</b>											
<b>SO 7</b>	Maintain Sound Financial Management														
Financial	SM 12	EBITDA	EBITDA / Total Revenues	10.0%	Actual/Target x Weight	69%	10%	69%	10%	51%	12%	12%	52%	12%	29%
	SM 13	Budget Utilization Ratio	(Actual expenditure disbursed + savings) over (Actual corporate revenue + actual subsidy released)	5.0%	Actual/Target x Weight	34%	90%	13%	90%	49%	90%	90%	48%	90%	60%
	<b>subtotal</b>			<b>15%</b>											
<b>Grand Total</b>			<b>100%</b>												

Certified Correct:

  
**ROSEMARIE S. GUMERA**  
 Manager III, Planning & Policy Department

  
**JOSEPHINO M. AGOSTO**  
 Manager III, Administrative & Finance Department

Approved by:

  
**HERMENEGILDO R. SERAFICA**  
 Administrator