



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
 FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS  
 SUGAR REGULATORY ADMINISTRATION  
 RECORDS SECTION



Management System  
 ISO 9001:2015  
 CERTIFIED

**RELEASED**

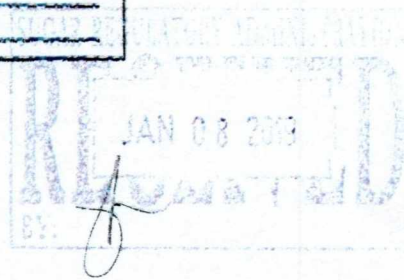
03 January 2019

BY: \_\_\_\_\_  
 DATE: JAN 08 2019

**MR. EMMANUEL F. PIÑOL**  
 Chairman and DA Secretary

**MR. HERMENEGILDO R. SERAFICA**  
 Administrator

**SUGAR REGULATORY ADMINISTRATION (SRA)**  
 Sugar Center Bldg., North Ave., Diliman  
 Quezon City



**RE : TRANSMITTAL OF 2019 PERFORMANCE SCORECARD**

Dear Sec. Piñol and Admin. Serafica,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2019 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 Charter Statement, Strategy Map and Performance Scorecard submitted through its letter dated 31 August 2018<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 15 October 2018 and evaluation of revised documents submitted through its letter dated 05 November 2018.<sup>3</sup>

We take this opportunity to **REMIND** SRA that Item 5 of GCG Memorandum Circular 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.

**FOR YOUR COMPLIANCE.**

Very truly yours,

**SAMUEL G. DAGPIN JR.**  
 Chairman

**MICHAEL P. CLORIBEL**  
 Commissioner

**MARITES C. DORAL**  
 Commissioner

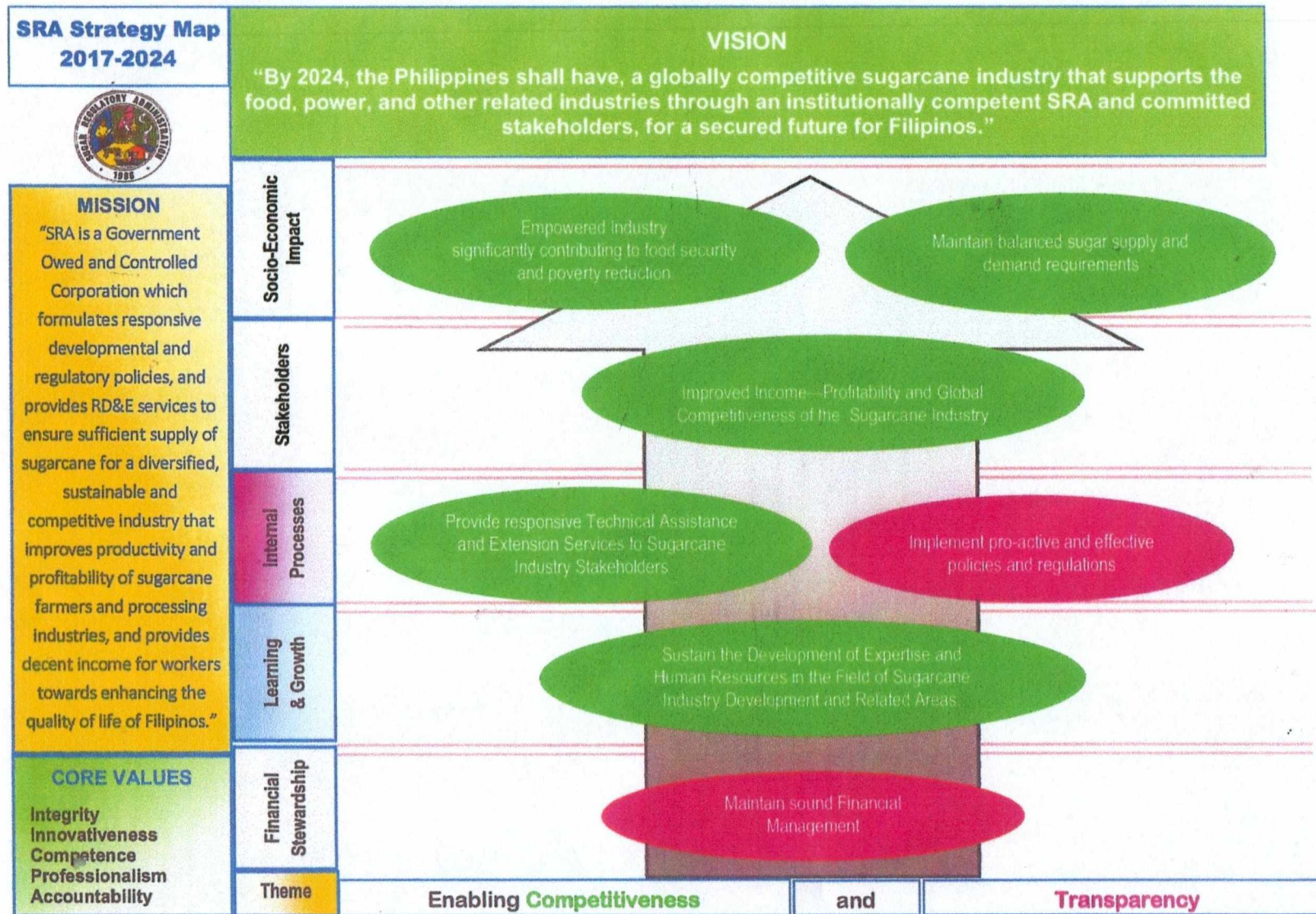
<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.  
<sup>2</sup> Officially received by the Governance Commission on 11 September 2018.  
<sup>3</sup> Officially received by the Governance Commission on 07 November 2018.  
<sup>4</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

**OFFICE OF THE MANAGER III**  
 PLANNING, POLICY & SPECIAL PROJECTS DEPARTMENT [PPSP]

Received by: JLH  
 Date: 1/8/19  
 Time: 3:10 pm  
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SUGAR REGULATORY ADMINISTRATION (SRA)



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## SUGAR REGULATORY ADMINISTRATION

Component							Target		
Objective/Measure		Formula	Weight	Rating System	2016	2017	2018	2019	
Socio-Economic Impact	SO 1	<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	56.25	66.57	70	58.34
	SM 2	Sugar Production - Crop Year Basis (In Million Metric Tons)	Absolute Number	6%	(Actual/Target ) x Weight	2.239	2.501	2.380	2.100
	SM3	Average Income per Hectare of Block Farms	Total farmers' Income over total area	11%	(Actual/Target ) x Weight	₱50,943.27	-	₱60,000	₱35,000
	SO 2	<b>Maintained Balanced Sugar Supply and Demand Requirements</b>							
	SM 4	Volume of Buffer stock (MT)	Absolute Number	11%	(Actual/Target ) x Weight	326,850	497,770	200,000	200,000
		<i>subtotal</i>			<b>38%</b>				
Customers/Stakeholders	SO 3	<b>Improved Income, Profitability and Global Competitiveness of the Sugarcane Industry</b>							
	SM 5	Percentage of Satisfied Customers	Number of Respondents which gave at least a Satisfactory Rating / total number of respondents	10%	(Actual/Target ) x Weight 0% = if less than 80%	92.70%	93%	90%	90%
	SM 6	Number of Sugarcane Block Farms Validated, Assisted and Trained	Actual count	10.5%	(Actual/Target ) x Weight	214	66	48	50
	SM 7	Number of scholars enrolled	Actual count	4%	(Actual/Target ) x Weight	NA	NA	1,932	3,000
		<i>subtotal</i>			<b>24.5%</b>				
Internal Processes	SO 4	<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	20	13	18	20	

Component							Target		
Objective/Measure			Formula	Weight	Rating System	2016	2017	2018	2019
Internal Processes		b. Certified for dissemination by the Technical Research Council	Actual count	2.5%	(Actual/Target) x Weight	5	11	11	12
	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	Number of sanctions over number of violations	5%	(Actual/Target) x Weight	97.90%	98.43%	97%	100%
	<i>subtotal</i>				10%				
Learning & Growth	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 Competency over Number of Filled Plantilla	5%	(Actual/Target) x Weight	Development of Competency Model	2.79%	Improvement by 25%	Improvement by 25%
	SM 12	ISO 9001 Certification	Milestone	5%	All or Nothing	Passed Surveillance Audit	5%	ISO 9001:2015 Certification	ISO 9001:2015 Re-certification
<i>subtotal</i>				10%					
Financial	SO 7	Maintain Sound Financial Management							
	SM 12	EBITDA Margin	EBITDA / Total Revenues	10%	(Actual/Target) x Weight	44.37%	28.10%	15%	26.26%
	SM 13	Budget Utilization Rate	(Actual expenditure disbursed + savings) / (Actual corporate revenue + actual subsidy released)	7.5%	(Actual/Target) x Weight	45.15%	2.04%	80% - current year 100% - prior years	90%
<i>subtotal</i>				17.5%					
<i>TOTAL</i>				100%					