

# Sugar Regulatory Administration

North Avenue, Diliman, Quezon City



## RISK AND OPPORTUNITY REGISTER


### CORPORATE/TOP LEVEL

- EXTERNAL ISSUES/FACTORS
- INTERNAL ISSUES/FACTORS
- INTERESTED PARTIES & THEIR REQUIREMENTS

*As of January 31, 2019*

# Risk and Opportunity Register

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 EXTERNAL ISSUES/FACTORS

*As of January 31, 2019*

**RISK REGISTER-CORPORATE LEVEL**

**COVERAGE: EXTERNAL FACTORS**

as of January 31, 2019

DATE	No.	EXTERNAL FACTORS	RISK (-)	ASSESSMENT & EVALUATION				RISK TREATMENT					
				S	L	RPN	RISK CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE/ L-LOW)	ACTION PLAN			TIMELINES		
								ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING/ STATUS
April 2018	1	MARKET/ COMPETITION	Threat of liberalization of sugar importation. (4)  Influx of imported sugar procured below the local production cost  Disincentive to cane area expansion and investment in sugar mills  Crop shift inducement	5	3	15	H	Propose to hold a Sugar Summit that will involve stakeholders to come up with strong industry position against liberalization.	Top Management/ Board	Funds/Venue/ Facilitator	Feb-19	continuing	
April 2018	2	ECONOMIC	Decline in sugar production  Dependence on imported sugar  Mills running below rated capacities  Reduction in GDP contribution	5	3	15	H	Full implementation of projects in accordance with the plans and programs. Sugar production for CY 2017-2018 is only 2.1 MT or a drop of 400 MT from 2016-2017 production. Two waves of sugar importation have been approved (SO 10 s. 2017-2018 and SO 2 s. 2018-2019). The concern is for CY 2018-2019, the projected production is almost the same or even lower than 2.1 MT sugar.	SRA Management/ Department Heads concerned/employees	Approved Budget/APP /Personnel/Internet/Communication Equip/computer/Supplies	Apr-18	continuing	updated
April 2018	3	ENVIRONMENTAL	Geographical location of farms and farmers  Slow delivery of services (5)	4	3	12	H	Identify priority areas and conduct surveys for FMR.	SRA Management/ Program Committee/RDE Manager/MDO	Approved Budget/service vehicle/GPS/ personnel	Aug-18	Jul-19	updated
April 2018	4a	ENVIRONMENTAL	Unfavorable weather condition  Disruption of activities due to unpredictable weather (5)	4	3	12	H	Regularly monitor weather data in collaboration with other government agencies such as DOST, ASTI, PAGASA, DA, BSWM, etc.	SRA Management/ Program Committee/RDE Manager/Chief Agriculturist/MDO	Approved Budget/AWS/Laptop/hard drive/usb	May-18	continuing	updated

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**COVERAGE: EXTERNAL FACTORS**

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				S	L	RPN	RISK CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE / L-LOW)	ACTION PLAN			TIMELINES		
								ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING/ STATUS
	4b	Climate Change	Decrease in production (5)	4	4	16	H	DRRMP Projects  Irrigation and cloud seeding in case of drought episode	SRA Management/ Program Committee/RDE Manager/Chief Agriculturist/MDO	Approved Budget/AWS/Laptop/hard drive	4th quarter of 2018	continuing	
April 2018	5	ENVIRONMENTAL Occurrence of Pest and Diseases	Decrease in productivity due to infestation. (n)	2	3	6	M						
April 2018	6	LEGAL New government laws/policies/rules/regulations/ from DBM,CSC, COA, GCG, BIR,BTR/DA/others	Varying interpretations of new government laws/policies/rules/ regulations	3	3	9	H	Official query to competent authorities	Top Management/ Concerned Department	Personnel/Internet/Communication Equip/computer/Supplies	Apr-18	continuing	updated
April 2018	7	LEGAL New Government policies/regulations (Chemistry Law, etc.)	Lack of technical personnel to implement required regulation/ Non-compliance to new laws and regulations. (n)	4	2	8	M						
April 2018	8	LEGAL Comprehensive Agrarian Reform Law	Low farm productivity due to loss of economies of scale	4	3	12	H	Increase the coverage of block farm operationalization	SRA Management/Block Farm Focal Persons/RDE/Extension Services Division	approved budget/Personnel	Apr. 2018	continuing	updated

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								ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING/ STATUS
April 2018	9	POLITICAL Peace and Order/ Civil Disturbance	Can pose untoward incidents to field workers, and possible loss of lives (a/4/7)	4	3	12	H	Schedule monitoring activities/other field assignments and to properly coordinate with concerned SRA field personnel and LGUs for the security and safety of employees deployed in the field.	Regulation Dept.LMD/STD/S RED; RDE Dept / PPD-Project Monitoring personnel	Cellphone, computer, Internet connection, service vehicle/IT equipment	Apr-18	continuing	
April 2018	10	POLITICAL Change in Leadership	Shifts in program preference	3	3	9	H	Conduct public consultation; Inform political leaders the importance of the projects and push for programs that have the same objectives proven to be beneficial and effective; realign existing projects accd to new administrations directives	Regulation Dept.LMD/STD/S RED; SRA Management; All SRA dept.	Cellphone, computer, Internet connection, service vehicle/IT equipment	Apr-18	continuing	
April 2018	11	POLITICAL Change in Leadership	Political accommodation for Presidential appointee (Padrino system) (a/4/7)	3	2	6	M						
April 2018	12	SOCIAL Technology-resistant farmers and farm workers	Low technology adoption rate leading to production and work inefficiency	4	4	16	H	Conduct information dissemination regarding SRA programs, and provide tractors and farm implements under SIDA.	SRA Management/Program Committees	Approved Budget	Apr-18	continuing	updated
April 2018	13	TECH Unstable internet connection	Inefficient communication resulting to delay in submission/transmission/exchange of reports/data .(7)	4	3	12	H	Back-up with other service providers/fiber optic connections	MIS	Funding and internet connectivity	Apr-18	continuing	Implemented

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				S	L	RPN	RISK CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE / L-LOW )	ACTION PLAN			TIMELINES		
								ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING/ STATUS
April 2018	14	<i>TECHNOLOGICAL</i> Fast technology changes	<i>Difficulty in adopting technology in farm management by planters. (5)</i>	4	3	12	H	Farm demo, success stories of block farms	SRA Management/RE/Extension Services Division	Approved Budget	Apr.-18	continuing	

Approved by:

Sgd.  
**HERMENEGILDO R. SERAFICA**  
 Administrator

# Risk and Opportunity Register

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 INTERNAL ISSUES/FACTORS

*As of January 31, 2019*

**RISK REGISTER-CORPORATE LEVEL**

**COVERAGE: INTERNAL FACTORS**

as of January 31, 2019

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					S	L	RPN	RISK CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE/ L-LOW )	ACTION PLAN			TIMELINES		
									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
24/04/2018	1	ENVT	Behavioral issues, character/attitude problems of employees	<i>Delayed provision of services and will not meet targets. (3)</i>	3	3	9	H	Conduct values orientation workshop, and coaching and mentoring to concerned personnel to cordially discuss and settle the problem relating to work	Management/H R; all SRA personnel	Cellphone/Funds/Venues/Speakers	5/31/18	31/12/2018	<i>updated</i>
4/24/18	2	LEGAL	New Procurement process from GPPB	<i>Change in procurement process may delay delivery of services. (3)</i>	4	2	8	M						
4/24/19	3	LEGAL	Slow procurement process	<i>Delayed implementation of projects.(3)</i>	4	3	12	H	Prepare the required documents in accordance with the schedule of procurement activities, including the approved PPMP and APP	Supply Officer IV/Admin. Officer V/ BAC/End-user	Equipment/Internet Connection	5/31/18	31/12/2018	<i>updated</i>
4/24/20	4	ENVT	Delayed implementation of Organizational Strengthening (SRA RatPlan of 2016)	<i>Lack of accountable plantilla personnel to implement PPAs</i>  <i>Insufficient and ineffective delivery of services (3)</i>  <i>Dissolution of position</i>	4	4	16	H	Implement the rationalization plan	Sugar Board/Top Management	List of qualified applicants/Budget & Board approval	5/31/18	continuing	



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									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
4/24/18	5	ECONOMIC	Funding support to industry stakeholders/associations /federations/ cooperatives/block farms/MDDC's	Delayed or non-liquidation of cash advance/funding support (affects subsequent fund releases)	4	3	12	H	Coordinate with the concerned department or people about the timely liquidation of cash advance	SRA Management/ Department Heads concerned/employees	Approved Budget/APP /Personnel/Internet/Communication Equip/computer /Supplies	Apr-18	continuing	updated

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Sgd.  
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# Risk and Opportunity Register

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## INTERESTED PARTIES & THEIR REQUIREMENTS

*As of January 31, 2019*

**RISK REGISTER-CORPORATE LEVEL (INTERESTED PARTIES)**

as of January 31, 2019

Date	No.	INTERESTED PARTIES	NEEDS AND EXPECTATIONS	RISK FROM THEIR EXPECTATIONS	ASSESSMENT & EVALUATION				RISK TREATMENT					
					S	L	RPN	RISK CATEGORY (C-CRITICAL / H-HIGH / M- MODERATE / L- LOW )	ACTION PLAN			TIMELINES		
									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
5/24/18	1	Sugarcane Planters/Farmers	<ul style="list-style-type: none"> <li>Sugarcane improvement and development plans, programs and projects such as propagation of high sugarcane varieties/planting materials; cost-efficient farm and production technologies and practices to increase farm productivity, farmers' income and sugar production, and attain lower production cost;</li> </ul>	<i>R &amp; D outputs take time to mature and develop technology for transfer.</i>	3	2	6	M						
				<i>Climate change such as El Niño episode may affect sugarcane/sugar production</i>	3	2	6	M						
			<ul style="list-style-type: none"> <li>Reliable information and data on sugar prices, crop estimation; sugar production allocation and sugar movement monitoring systems;</li> </ul>	<i>Lack of SRA complete personnel fleet to do ground work.</i>	3	2	6	M						
				<i>Force majeure episode may alter crop estimates</i>	4	2	8	M						
				<i>Delayed information dissemination resulting to customer dissatisfaction</i>	3	1	3	M						
			<ul style="list-style-type: none"> <li>Conduct of soil analysis (laboratory) tests and technical assistance and other form of extension services; and outreach and capability building programs such as farm-based trainings on cost-efficient practices in sugarcane farming, technical trainings on fertilizer usage and application, advisory services, on-site trainings, and farm visits, and the like .</li> </ul>	<i>SRA's analytical laboratory personnel cannot cope up with the volume of analyses without hiring of additional chemist under Ratplan.</i>	3	2	6	M						
<i>MDO personnel are heavily tasked with monitoring jobs and reportorial submission.</i>	3	2		6	M									
5/24/18	2	Sugar Millers, Refiners and Traders	<ul style="list-style-type: none"> <li>Quality assurance of raw sugar, refined sugar and muscovado sugar ;</li> </ul>	<i>Production center inefficiently operates, yielding poor quality products.</i>	3	2	6	M						
				<i>Mills/refineries are not compliant with audit recommendation/s.</i>	3	2	6	M						
			<ul style="list-style-type: none"> <li>Monitoring of production, withdrawals, coastwise shipments/movements and prices of sugar ;</li> </ul>	<i>Violation of SRA's rules and regulations by sugar mills, refineries and traders of SRA regulatory policies.</i>	3	2	6	M						
				<ul style="list-style-type: none"> <li>Physical inventory of sugar stocks and audits of sugar quedans</li> </ul>	<i>May lead to resistance to new methods and question the accuracy of the method. (4)</i>	3	2	6	M	Utilize the new equipment for inventory, establish baseline data, improve effectiveness of methods, and constant training of RD personnel.				<i>updated</i>

**RISK REGISTER-CORPORATE LEVEL (INTERESTED PARTIES)**

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					S	L	RPN	RISK CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE / L-LOW)	ACTION PLAN			TIMELINES		
									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
				Acceptance of mill regarding accuracy of methods or resistance to new methods	3	3	9	H	To utilize new equipment (laser scanner) for inventory acquired by the office, establish baseline data and improve effectiveness of the methods for the benefits of the mill and constant training of RD Personnel	Regulation Officers/SRE D-Regulation Dept.	3D Laser Scanners- Equipment & software/ Travel Allowance/ Laptop	August 2018	Continuing	
			* Issuance of food safety regulations such as Sanitary and Phytosanitary (SPS) certifications and import permits;	No established Food Safety Regulatory framework for sugar to serve as basis/guide on implementation. Unresolved issued on delineation of jurisdiction and responsibilities on safety regulation on sugar	3	2	6	M						
			*Effective formulation of production allocation/market distribution, sugar policies, rules and regulations ;	<i>Diverse stakeholders position as regard with sugar allocation under Sugar Order No. 1 at the start of crop year.</i>	3	2	6	M						
				Delay in responding to the need in evaluating the production allocation and other policies	3	2	6	M						
5/24/18	3	Sugar Importers and Exporters	*Licenses, clearances, registrations and permits for import and export of sugar; and Sugar orders, policies, rules and regulations and shipments ;and circular letters.	Delay in processing and releases of clearances, licenses, import permits due to incomplete requirements and failure to disseminate policies	3	2	6	M						
24/05/2018	4	SugarMill District Development Foundation, Inc.	* Technical assistance and funding support;	<i>Delay in the release of fund/project implementation due to requirements of DBM, COA, DSWD, LBP</i>	3	2	6	M						
			* Programs and projects collaboration and coordination such as expansion of sugarcane areas; and	<i>Local/regional land use policy to be reconciled with developmental efforts.</i>	3	2	6	M						
			*Development and promotion of sugarcane -based industries .	<i>Lack investors or adequate raw materials for diversification.</i>	3	2	6	M						
24/05/2018	5	SugarAlliances, Federations, Associations, Foundations and Cooperatives	*Formulation of sugar policies, pro cedures, rules and regulations;	<i>Divergent view and opinions of stakeholders</i>	3	2	6	M						

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					S	L	RPN	RISK CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE / L-LOW)	ACTION PLAN			TIMELINES		
									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
			•Development and implementation of plans, programs and projects of the sugarcane industries; and	<i>Funding requirement, manpower and technical skills</i>	3	2	6	M						
24/05/2018	6	Sugarcane Workers and Laborers	• Monitoring and sound implementation of Social Amelioration Program;	<i>Recipient cannot be located</i>	3	2	6	M						
			•Collection of sugar liens as fund for the socio-economic needs of the sugarcane industry's dependents; and Convergence initiatives with DAR, DA, DOLE, DepED, DSWD, DPWH, DTI, NEDA, DOE for the farmers and workers welfare.	<i>While funds are actually collected, distribution is a concern</i>	3	2	6	M						
24/05/2018	7	Public Sector Union	•Concerns on SRA formulation and implementation of policies, procedures, rules and regulations	<i>Divergent view and opinions of stakeholders</i>	3	2	6	M						
24/05/2018	8	Oversight Agencies	• Compliance with regulatory issuances and reportorial requirements	<i>Non-compliance by stakeholders</i>	3	2	6	M						
24/05/2018	9	Partner Government Agencies and other external agencies	• Collaboration, coordination and integration of related or similar projects, programs and activities for appropriate implementation and monitoring;	<i>Overlapping projects</i>	3	2	6	M						
24/05/2018	10	Media	•Articles on SRA matters, i.e. sugar production and allocation, sugar prices and stocks inventory, current scenario on supply and demand, and sugar policies and issuances.	<i>No advertising/promotional budget for SRA</i>	3	2	6	M						
				<i>Delayed/unavailable reports in the SRA official website</i>	3	1	3	L						
24/05/2018	11	Private Corporations having similar nature of business as SRA	• Benchmarking of latest applicable technologies and good practices and techniques related to the industry.	<i>Lack of data coordination, data protection policy</i>	3	2	6	M						
24/05/2018	12	General Public	•Sugar prices and qualities; and	<i>Dictated by supply and demand</i>	3	2	6	M						
			•Health issues and benefits of sugar.	<i>No study on the issue</i>	3	2	6	M						
18/12/2018	13	SRA Employees	Pending implementation of organizational	<i>May affect employees' level of motivation</i>					Coordination with concerned government agencies to ensure that appropriate courses of action are considered.					

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									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING	
			strengthening	and productivity.	3	3	9	M	Hiring of Jos to complement the human resource requirement in the operationalization of various SRA projects/ activities.						
			Grant of Performance-based bonus	Non-qualification of SRA	3	3	9	H	Regular monitoring of SRA compliance and adopt the required report format. Communicate and appeal to GCG for reconsideration. Provide appropriate justifications.						

Approved by:

Sgd.  
**HERMENEGILDO R. SERAFICA**  
Administrator

# Risk and Opportunity Register

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- EXTERNAL ISSUES/FACTORS
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*As of January 31, 2019*

**OPPORTUNITY REGISTER-CORPORATE LEVEL**

**COVERAGE: EXTERNAL FACTORS**

as of January 31, 2019

DATE	No.	EXTERNAL FACTORS	OPPORTUNITY	ASSESSMENT & EVALUATION				OPPORTUNITY ENHANCEMENT PLAN						
				B	L	PN	OPPORTUNITY CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE / L-LOW )	ACTION PLAN			TIMELINES			
								ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING	
Apr. 2018	1	MARKET/COMPETITION Threat of import liberalization	Competitive and productive sugar industry	3	4	12	M							
Apr. 2018	2	ECONOMIC Funding support to industry stakeholder/associations/federations/ cooperative/block farms/MDDC's	Increase sugar production/income	5	3	15	M							
Apr. 2018	3	ECONOMIC Funding support to industry stakeholder/associations/federations/ cooperative/block farms/MDDC's	Assure enough supply of sugar	5	3	15	M							
Apr. 2018	4	ECONOMIC Funding support to industry stakeholder/associations/federations/ cooperative/block farms/MDDC's	Opportunity for Philippine sugarcane product diversification	5	3	15	M							
Apr. 2018	5	ENVI Occurrence of Pest and Diseases	Implementation of Quick Response Program	4	3	12	M							
Apr. 2018	6	ENVI Geographical location of farms and farmers	Introduction of road networks to benefit outlying farmers' area	4	4	16	M							
Apr. 2018	7	LEGAL New government laws/policies/rules/regulations from DBM,CSC, COA, GCG, BIR,BTR/DA	Can improve overall Management System (3)	4	2	8	H	Implement new policies, strategic directions, plans and programs.	Management/ AFD	Fund/Equipment/personnel	May 2018	on-going		updated
Apr. 2018	8	LEGAL - New government laws/policies/rules/regulations/ from DBM,CSC, COA, GCG, BIR,BTR/DA	Continuing professional development of employees	4	3	12	M							
Apr. 2018	9	LEGAL Comprehensive Agrarian Reform Law (CARP)	More beneficiaries for Block Farm Projects	5	3	15	M							
Apr. 2018	10	LEGAL New Government policies/regulations (Chemistry Law, etc.)	Opportunity to regulate(FSA)/ Improvement of existing manpower complement/ Training/updating & capacity building/ Improvement of safety provision for lab/ Provision of additional benefits	5	5	25	L							



**OPPORTUNITY REGISTER-CORPORATE LEVEL**

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								ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING	
Apr. 2018	11	<i>POLITICAL</i> Change in Leadership	Change in policies and strategic direction can improve performance delivery (3)	5	2	10	M	Implement new policies, strategic directions, plans and programs.						updated
Apr. 2018	12	<i>SOCIAL</i> Ageing farmers and farm workers	<i>Introduction of farm mechanization</i>	5	5	25	L							
Apr. 2018	13	<i>SOCIAL</i> New breed of sugarcane planters	<i>Younger bloods are more receptive to new technology</i>	5	4	20	L							
Apr. 2018	14	<i>TECH</i> Fast technology changes	<i>Application of emerging technologies in farm management</i>	5	4	20	L							
Apr. 2018	15	<i>SOCIAL</i> New breed of sugarcane planters	<i>Younger bloods are more receptive to new technology</i>	5	4	20	L							
Apr. 2018	16	<i>COMPETITOR</i> Influx of sugar substitute	<i>Diversification/Training/updating &amp; capacity building</i>	5	4	20	L							
Apr. 2018	17	<i>SOCIAL</i> Ageing farmers and farm workers	<i>Introduction of farm mechanization</i>	5	5	25	L							

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**OPPORTUNITY REGISTER-CORPORATE LEVEL**

**COVERAGE: INTERNAL FACTORS**

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								ACTION PLAN	WHO	RESOURCES	START	END		
Apr.2018	1	<i>POLITICAL</i> Change in Leadership	<i>Change in policies and strategic direction can improve performance delivery.</i>	5	2	10	M	Implement new policies, strategic directions, plans and programs.						updated
Apr.2018	2	<i>LEGAL</i> New government laws/policies/rules/regulations from DBM,CSC, COA, GCG, BIR,BTR/DA	<i>Improve overall Management System.</i>	4	3	12	M	Implement new policies, strategic directions, plans and programs.						updated
Apr.2018	3	<i>ENVI</i> Occurrence of Pest and Diseases	Implementation of Quick Response Program	4	3	12	M							
Apr.2018	4	<i>LEGAL</i> New government laws/policies/rules/regulations/ from DBM,CSC, COA, GCG, BIR,BTR/DA	<i>Continuing professional development of employees</i>	4	3	12	M							
Apr.2018	5	<i>LEGAL</i> Comprehensive Agrarian Reform Law (CARP)	<i>More beneficiaries for Block Farm Projects</i>	5	3	15	M							
Apr.2018	6	<i>ECONOMIC</i> Funding support to industry stakeholder/associations/federations/ cooperative/block farms/MDDC's	<i>Increased production and productivity</i>	5	3	15	M							
Apr.2018	7	<i>ENVI</i> Geographical location of farms and farmers	<i>Introduction of road networks to benefit outlying farmers' area</i>  <i>Provision of mobility mechanisms for SRA Extensionists</i>	4	4	16	M							
Apr.2018	8	<i>TECH</i> Fast technology changes	<i>Application of emerging technologies in farm management</i>	5	4	20	L							

**OPPORTUNITY REGISTER-CORPORATE LEVEL**  
**COVERAGE: INTERNAL FACTORS**

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Apr.2018	9	LEGAL New Government policies/regulations (Chemistry Law, etc.)	<i>The chemistry law enacts the safety provision of the laboratories and additional benefits for chemists. It is also an opportunity for capacity building of chemists//</i>	5	5	25	L							

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**OPPORTUNITY REGISTER-CORPORATE LEVEL (INTERESTED PARTIES)**

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					B	L	PN	OPPORTUNITY CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE / L-LOW )	ACTION PLAN			TIMELINES		
									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
5/24/18	1	Sugarcane Planters/Farmers	<ul style="list-style-type: none"> <li>Sugarcane improvement and development plans, programs and projects such as propagation of high sugarcane varieties/planting materials; cost - efficient farm and production technologies and practices to increase farm productivity, farmers' income and sugar production, and attain lower production cost;</li> <li>Reliable information and data on sugar prices, crop estimation; sugar production allocation and sugar movement monitoring systems;</li> <li>Conduct of soil analysis (laboratory) tests and technical assistance and other form of extension services; and outreach and capability building programs such as farm -based trainings on cost - efficient practices in sugarcane farming, technical trainings on fertilizer usage and application, advisory services, on -site trainings, and farm visits, and the like .</li> </ul>	Develop the core competencies of our research and technical people.	3	3	9	M						
				Develop a Disaster Risk Management Program for Sugar Production	3	3	9	M						
				Development of scientific system of crop estimation	4	3	12	M						
				Develop a Disaster Risk Management Program for Sugar Production	3	3	9	M						
				Establishment of soils laboratory within the mill districts and SUCs.	3	3	9	M						
			Develop training for farmer-trainers who can substitute SRA personnel.	3	3	9	M							
5/24/18	2	Sugar Millers, Refiners and Traders	<ul style="list-style-type: none"> <li>Quality assurance of raw sugar, refined sugar and muscovado sugar ;</li> <li>Technical audit and assessment of sugar mills and refineries;</li> <li>Monitoring of production, withdrawals, coastwise shipments/movements and prices of sugar ;</li> </ul>	Monitoring of the quality of raw sugar, refined sugar and muscovado sugar and assessment to the Philippine National Standards	3	3	9	M						
				Study the possibility of imposing penalties for mill sub-performance	3	3	9	M						
				Imposition of penalty provision for violations on sugar withdrawals.	3	3	9	M						

**OPPORTUNITY REGISTER-CORPORATE LEVEL (INTERESTED PARTIES)**

As of January 31, 2019

Date	No.	INTERESTED PARTIES	NEEDS AND EXPECTATIONS	OPPORTUNITY	ASSESSMENT & EVALUATION				OPPORTUNITY ENHANCEMENT PLAN					
					B	L	PN	OPPORTUNITY CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE / L-LOW)	ACTION PLAN			TIMELINES		
									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
				Know the actual status of sugar supply and demand in the market including prices and ensure that sugar is used for the intended market classification	5	2	10	M						
			• Physical inventory of sugar stocks and audits of sugar quedans;	<i>Development a scientific method of inventory to ensure accuracy</i>	4	3	12	M						
				Determine actual sugar stocks which aids in the policy-making decisions with regard to sugar allocation at the start of every crop year	5	4	20	L						
			• Issuance of food safety regulations such as Sanitary and Phytosanitary (SPS) certifications and import permits;	Monitoring on the safety of sugar imports and exports and its regulation	4	5	20	L						
			• Effective formulation of production allocation/market distribution, sugar policies, rules and regulations ;	<i>Proper consultation with all stakeholders on the issue of allocaiton</i>	3	2	6	M						
				<i>Early information dissemination through Regulation Officers.</i>	3	2	6	M						
5/24/18	3	Sugar Importers and Exporters	• Licenses, clearances, registrations and permits for import and export of sugar; and Sugar orders, policies, rules and regulations and shipments ;and circular letters.	Provision of deadlines for submission by applicants and dissemination of SRA's rules and regulations for fast and efficient in processing of licenses and registration	5	2	10	M						
5/24/18	4	SugarMill District Development Foundation, Inc.	• Technical assistance and funding support;	<i>Legal and technical review of all documents</i>	3	3	9	M						
				<i>Coordination with SRA-side partners</i>	3	3	9	M						

**OPPORTUNITY REGISTER-CORPORATE LEVEL (INTERESTED PARTIES)**

As of January 31, 2019

Date	No.	INTERESTED PARTIES	NEEDS AND EXPECTATIONS	OPPORTUNITY	ASSESSMENT & EVALUATION				OPPORTUNITY ENHANCEMENT PLAN					
					B	L	PN	OPPORTUNITY CATEGORY (C- CRITICAL / H-HIGH / M-MODERATE / L-LOW )	ACTION PLAN			TIMELINES		
									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
			<ul style="list-style-type: none"> <li>Programs and projects collaboration and coordination such as expansion of sugarcane areas; and</li> </ul>	<i>Active role of private/LGU sectors in rural development</i>	3	3	9	M						
			<ul style="list-style-type: none"> <li>Development and promotion of sugarcane -based industries .</li> </ul>	<i>Opens livelihood opportunities for sugar worker</i>	3	3	9	M						
5/24/18	5	<b>SugarAlliances, Federations, Associations, Foundations and Cooperatives</b>	<ul style="list-style-type: none"> <li>Formulation of sugar policies, procedures, rules and regulations;</li> </ul>	<i>Consultation process with the group</i>	3	3	9	M						
			<ul style="list-style-type: none"> <li>Development and implementation of plans, programs and projects of the sugarcane industries; and</li> </ul>	<i>Strategy to implement SIDA project</i>	4	3	12	M						
			<ul style="list-style-type: none"> <li>Sugarcane industry benefits.</li> </ul>	<i>Strategy to implement SIDA project</i>	4	3	12	M						
5/24/18	6	<b>Sugarcane Workers and Laborers</b>	<ul style="list-style-type: none"> <li>Monitoring and sound implementation of Social Amelioration Program;</li> </ul>	<i>Registration of service providers</i>	3	3	9	M						
			<ul style="list-style-type: none"> <li>Collection of sugar liens as fund for the socio -economic needs of the sugarcane industry's dependents; and Convergence initiatives with DAR, DA, DOLE, DepED, DSWD, DPWH, DTI, NEDA, DOE for the farmers and workers welfare.</li> </ul>	<i>Agencies concern to develop a systematic system of collection and distribution</i>	4	3	12	M						
5/24/18	7	<b>Public Sector Union</b>	<ul style="list-style-type: none"> <li>Concerns on SRA formulation and implementation of policies, procedures, rules and regulations</li> </ul>	<i>Proper consultation with stakeholders on the issue of allocation</i>	5	2	10	M						
				<i>Transparency in data and information through website and publications</i>	5	2	10	M						
5/24/18	8	<b>Oversight Agencies</b>	<ul style="list-style-type: none"> <li>Compliance with regulatory issuances and reportorial requirements</li> </ul>	<i>Penalty system for violation</i>	5	2	10	M						

**OPPORTUNITY REGISTER-CORPORATE LEVEL (INTERESTED PARTIES)**

As of January 31, 2019

Date	No.	INTERESTED PARTIES	NEEDS AND EXPECTATIONS	OPPORTUNITY	ASSESSMENT & EVALUATION				OPPORTUNITY ENHANCEMENT PLAN					
					B	L	PN	OPPORTUNITY CATEGORY (C-CRITICAL / H-HIGH / M-MODERATE / L-LOW)	ACTION PLAN			TIMELINES		
									ACTION PLAN	WHO	RESOURCES	START	END	RESULTS MONITORING
5/24/18	9	Partner Government Agencies and other external agencies	<ul style="list-style-type: none"> <li>Collaboration, coordination and integration of related or similar projects, programs and activities for appropriate implementation and monitoring;</li> </ul>	Review of monitoring of projects	3	3	9	M						
5/24/18	10	Media	<ul style="list-style-type: none"> <li>Articles on SRA matters, i.e. sugar production and allocation, sugar prices and stocks inventory, current scenario on supply and demand, and sugar policies and issuances.</li> </ul>	Maintain internal publication	3	3	9	M						
				Transparency in data and information through website and publications	5	2	10	M						
5/24/18	11	Private Corporations having similar nature of business as SRA	<ul style="list-style-type: none"> <li>Benchmarking of latest applicable technologies and good practices and techniques related to the industry.</li> </ul>	Arrangement for date coordination	3	3	9	M						
5/24/18	12	General Public	<ul style="list-style-type: none"> <li>Sugar prices and qualities; and</li> <li>Health issues and benefits of sugar.</li> </ul>	Regulation, allocation of sugar by Market Class	3	3	9	M						
				Commission study on health issue	3	3	9	M						

Approved by:

Sgd.  
**HERMENEGILDO R. SERAFICA**  
 Administrator