

# **CORPORATE OBJECTIVES AND PRIORITIES FY 2011-2016**

## **I. CORPORATE PROFILE**

### **Mandate**

The legal mandate of SRA is embodied in Executive Order No. 18 dated May 28, 1986 creating the Sugar Regulatory Administration. It states that the policy of the State is to promote the growth & development of the sugar industry through greater participation of the private sector and to improve the working conditions of the laborers.

### **Vision**

To lead in extending regulatory and other services and a dynamic partner in providing responsive technologies towards maintaining self-sufficiency and sustainability of the sugarcane industry - 2015 and beyond.

### **Mission**

To provide regulatory and extension services, as well as R&D technologies to stakeholders to ensure economic viability of cane and sugar production and a stable, sufficient supply of quality cane and sugar in the Philippines.

## **II. CORPORATE GOALS, OBJECTIVES AND FUNCTIONS**

### **Goals and Objectives**

In order to carry out its mandate pursuant to E.O. No. 18, series of 1986, the SRA is guided by the following objectives:

1. To institute an orderly system in sugarcane production for the stable, sufficient and balanced production of sugar, for local consumption, exportation and strategic reserves;
2. To establish and maintain such balanced relation between production and requirement of sugar and such marketing conditions as will ensure stabilized prices at a level reasonably profitable to the producers and fair to consumers;

3. To promote the effective merchandising of sugar and its by-products in the domestic and foreign markets so that those engaged in the sugar industry will be placed on a basis of economic viability;

4. To undertake such relevant studies as maybe needed in the formulation of policies and in the planning and implementation of action programs required in attaining the purposes and objectives set forth under E. O. 18 s. 1986.

Further, Republic Act 9367 s. 2006 (Biofuels Act of 2006) mandated SRA as member of the National Biofuel Board (NBB) to develop and implement policies supporting the Philippine Biofuel Program and to ensure security of domestic sugar supply.

### **Functions**

- To recommend the establishment of a sugar production coefficient and a production quota which shall be attached to the land for each planter;
- To institute regulations for implementing, controlling and monitoring the production quotas;
- To establish domestic, export and reserve allocations;
- To explore and expand the domestic market and foreign markets for sugar and by-products, to assure mutual benefits to consumers and producers and to promote and maintain a proper balance of production of sugar and its by-products;
- To institute, implement and regulate an orderly system of queuing, disposition and withdrawals of various forms of sugar from warehouse;
- To evaluate and recommend to the President new projects involving the production of sugar and its by-products and other products derived from sugarcane and sugar;
- To issue permits and licenses and collect corresponding fees and levies on the processing and manufacture of sugar and its by-products and other products derived from sugarcane and sugar;
- To enter, make and execute routinary contracts as may be necessary for or incidental to the attainment of its purposes between any persons, firm, public or private, and the Government of the Philippines;

To do all such other things, transact such other businesses and perform such function directly or indirectly necessary, incidental or conducive to the attainment of the purposes of the Sugar Regulatory Administration

### III. CORPORATE THRUSTS

As the sugar industry moves forward to year 2016, SRA will pursue programs on :

#### Industry Safeguards

- ⊕ Development of a more reliable crop estimate system for sugarcane
- ⊕ Development of an e-quedan system for the sugar industry
- ⊕ Formulation of production allocation / market distribution, import and export policies
- ⊕ Strengthen sugar anti-smuggling through private sector participation, LGU cooperation and improved Sugar Movement Monitoring
- ⊕ Physical Inventory of sugar stocks and audit of sugar quedans
- ⊕ Monitoring of production, withdrawals, coastwise shipments and prices of sugar
- ⊕ Technical audit / assessment of sugar mills and refineries
- ⊕ Farm audits and assessment of production costs and price structure of sugar
- ⊕ Quality assurance of raw sugar, refined sugar and muscovado
- ⊕ Preparation and establishment of muscovado standards and shelf-life of refined sugar

#### Increase in Sugar Production, Farm Productivity and Income of Farmers

- ⊕ Consolidation of small farms 10 hectares and less into block farms (minimum of 30 hectares each) thru the Sugarcane Convergence Program (SCP) of SRA/DA, DAR and DENR.
- ⊕ Research, development, extension and production support services.
- ⊕ Variety sourcing, development, propagation and distribution.
- ⊕ Productivity improvement from 63 TC/Ha to 75 TC/Ha. (Crop Year 2010-2011 to 2015-2016); Sugar yield from 1.9 LKG/TC to 2.1 LKG/TC and increase of the small farmers net farm income to a minimum of P40,000 per hectare in 2016 through the consolidation of ARB farms and small sugarcane farms of ten hectares and less into block farms.

- ⊕ Construction / rehabilitation of Farm-to-Mill Roads, irrigation improvement, variety improvement, cost reduction measures and crop financing through the DA-DAR-DENR Convergence Initiative and Public-Private Partnership (PPP).
- ⊕ Development and promotion of sugarcane-based industries such as muscovado, bioethanol and power cogeneration while maintaining sugar self-sufficiency.
- ⊕ Expansion of sugarcane areas from 400,000 hectares in crop year 2010-2011 to 470,000 hectares in crop year 2015-2016 to improve capacity utilization of existing sugar mills and as feedstock areas for bioethanol production to partially supply the mandated requirement of bioethanol pursuant to R.A. 9367.

### **Welfare of Sugarcane Farmers and Workers**

- ⊕ Outreach and capability building programs such as farm-based trainings on best practices in sugarcane farming, technical trainings on fertilizer usage and application, advisory services, on-site trainings, farm visits, etc. .
- ⊕ Collection of liens through sugar quedans to fund for the socio-economic needs of the sugarcane industry's dependents implemented by the Sugar Industry Foundation, Inc. (SIFI).
- ⊕ Enforcement of lien collection through sugar quedans for the Social Amelioration Program (SAP) of sugar workers implemented by DOLE.

### **Policy Support for the Philippine Biofuel Program**

- ⊕ Biofuel production policies for feedstock producers, feedstock traders and bioethanol producers.

### **Public Relations and Industry Communication Program**

- ⊕ Conduct of sugar fora, public consultations, stakeholders meetings and press conferences.
- ⊕ Publication of industry statistics, circularization / posting of sugar policies and guidelines, industry initiatives, CBW / Industrial users transactions, and other relevant information in the SRA website.

### **Promotion of Good Governance and Transparency in Public Service**

- ⊕ Continuing performance assessment of and disciplinary actions to frontline personnel providing regulatory services.

- ⊕ Dissemination of SRA policies and industry updates such as circularization /posting of sugar policies and guidelines, industry statistics/initiatives and other relevant information in the SRA website.
- ⊕ Improvement of SRA services specifically on matters concerning R&D, report automation, e-quedan systems, personnel development program, organizational enhancement and crop estimation improvement.

#### **IV. PLANS AND PROGRAMS**

SRA's corporate revenue is geared towards pursuing activities that will further enhance the development of the sugarcane industry.

##### **Policy and Information Support Services**

- ❑ Development of the e-quedan system for the sugar industry.
- ❑ Development of a more reliable crop estimate system for sugarcane.
- ❑ Formulation and review of policies on sugar production and allocation, importation and exportation of sugar and other products from sugar and sugarcane.
- ❑ Formulation of sugar policies/guidelines on the production of muscovado, bioethanol and other co-products and by-products derived from sugarcane, sugarcane juice, sugar and sugar syrups.
- ❑ Information dissemination through press conferences, stakeholders conferences / dialogues / meetings / consultations and distribution of publications, statistical reports and other information through the print, tri-media and the SRA website.

##### **Regulatory Services**

- ❑ Enforcement of sugar policies and guidelines.
- ❑ Attestations to sugar quedans / sugar release orders.
- ❑ Issuance of shipping permits, licenses to sugar / molasses / muscovado traders, permits to operate etc..
- ❑ Strengthen sugar anti-smuggling through improved sugar movement monitoring, private sector participation and LGU cooperation.

- ❑ Physical inventory of sugar stocks , monitoring of sugar and co-products production, withdrawal, stock balances, prices, exports and imports.
- ❑ Quality assurance and product analysis, including imported sugar and sugar premixes or concentrates.
- ❑ Implementation of the Philippine National Single Window System in the importation/exportation of sugar and by-products.
- ❑ Issuance of registration certificates to bioethanol producers and feedstock traders.
- ❑ Issuance of certifications for existing sugarcane areas to be utilized as feedstock areas and production sites for bioethanol production.
- ❑ Attestations to E-Cane Reports for the production of bioethanol from sugarcane, sugarcane juice, sugar, and sugar syrups.
- ❑ Analysis of wastewater samples and gas effluents of sugar mills/refineries and monitoring their compliance to environmental standards.
- ❑ Analysis of premixes, molasses, muscovado and sugar samples.
- ❑ Monitoring of imported sugar premixes, CBW importations, HFCS and other artificial sweeteners and sugar substitutes.

### **Production Support Services**

- ❑ Breeding of Sugarcane High Yielding Varieties (HYVs) for sugar and bioethanol production
- ❑ Production technology and crop management
  - Sugarcane nutrition
  - Soil fertility improvement
  - Improvement of cultural practices
  - Plant cane and ratoon performance
  - Organic fertilizer production and use of beneficial microorganism (BMO)
  - Pest management
  - Muscovado production and technology
  - Micropropagation of HYVs
  - Maturity studies of sugarcane for bioethanol production

- ❑ Quality Assurance Studies
  - Updating of sugar standards
  - Establishment of muscovado standards
  - Stability of refined sugar upon storage / shelf-life determination
  
- ❑ Postharvest and Energetic Studies
  - Life Cycle Assessment (LCA) of Bioethanol from sugarcane using the SCBI and GFI case
  - Profiling of hauling systems, their costs and efficiencies
  - Life Cycle Assessment (LCA) of Bioethanol from sugarcane
  
- ❑ Environmental Management in Support of the Sugar Industry's Self-Monitoring Program
  - Studies on the analysis of wastewater effluents from sugar mills and refineries and other industry pollutants
  
- ❑ Production and distribution of Trichogramma for pest control
  
- ❑ Propagation and distribution of HYV canepoints / plantlets and other SRA recommended varieties through the establishment of HYV nurseries and block farming

### **Extension Support Services**

- ❑ Agricultural Extension Services
  - Transfer of mature technologies from research stations to sugarcane farms through the establishment of demo farms, conceptualization of strategies to ensure adoption of developed technologies and implementation of the block farming project.
  - Farm audit / inventory, crop production estimates and GIS mapping of sugarcane farms
  - Outreach programs such as farm-based trainings / seminars, techno-demos
  - Technical trainings on right fertilization, application of rock phosphate as fertilizer, production of bio-organic fertilizer and use of beneficial

microorganism (BMO), muscovado and other products from sugar and sugarcane

- Technical assistance and advisory services
  - Monitoring the implementation of Sugar ACEF projects
  - Inspection and validation of existing sugarcane areas to be utilized as feedstock areas and production sites for bioethanol production
  - Gathering of baseline data such as farm/farmers profile, extending technical services and coordination with the MDDCs in organizing block farms
- ❑ Technical Services
    - Technical audits of sugar mills and refineries (compliance to standards, energy, efficiency and capacity utilization)
    - Technical assistance on muscovado and bio-organic fertilizer production
    - Environmental monitoring of waste effluents from sugar mills and refineries in support of the sugar industry's self-monitoring program
  - ❑ Laboratory Services
    - Analysis of cane juice, soil, fertilizer samples and wastewater/gaseous effluents from sugar mills and refineries

### **Institutional Strengthening Program**

- ❑ Updating of SRA Service Guide / Work Flows to facilitate / speed-up transactions with the public/clients and eliminate any form of red tape among SRA employees and officials.
- ❑ Upgrading of SRA Website which is responsive to the information needs of the sugarcane industry stakeholders and the general public.
- ❑ Continuing performance assessment of and disciplinary actions to frontline personnel providing regulatory services.
- ❑ Dissemination of SRA policies and industry updates such as circularization/posting of sugar policies and guidelines, industry statistics/initiatives and other relevant information in the SRA website.

- ❑ Improvement of SRA services on matters concerning R & D self-sufficiency, report automation, e-quedan and crop estimation improvement.
- ❑ Monitoring, evaluation and performance assessment of existing programs, projects and activities including viability assessment of research stations
- ❑ Organizational and systems review and development focusing on structure, industry statistics system, internal procedures, reports, codification of regulations, book of fees and penalties, etc.
- ❑ Optimization of revenue
- ❑ Personnel development program, organizational enhancement and grievance mechanism