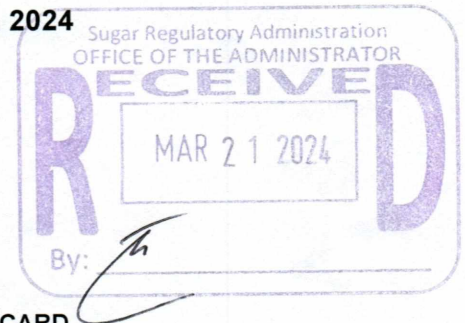




21 March 2024

HON. PABLO LUIS S. AZCONA
 Acting Administrator
SUGAR REGULATORY ADMINISTRATION (SRA)
 Sugar Center Bldg., North Ave.
 Diliman, Quezon City



RE: TRANSMITTAL OF 2024 PERFORMANCE SCORECARD

Dear Acting Administrator Azcona,

This is to formally transmit the 2024 Charter Statement and Strategy Map (**Annex A**) and 2024 Performance Scorecard (**Annex B**) of the **SUGAR REGULATORY ADMINISTRATION (SRA)**. The same is to be posted in **SRA's** website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The SRA-proposed Strategy Map and Performance Scorecard submitted through a letter dated 28 November 2023² were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 14 December 2023, evaluation of revised documents submitted through letters dated 05 January 2024³ and 12 January 2024,⁴ and finalized during the Performance Target Conference (PTC) held on 21 March 2024.

We remind SRA that Item 6 of GCG M.C. No. 2023-01⁵ requires GOCCs to submit its Quarterly Targets within 15 calendar days from receipt of the GCG-approved Performance Scorecard. Moreover, Item 7 of the same Circular directs GOCCs to accomplish the requisite Quarterly Monitoring Reports detailing its progress in accomplishing its performance targets. The Quarterly Monitoring Reports should disclose substantial changes in circumstances that were unforeseen during the TPM that may affect the timely achievement of targets.

FOR SRA'S INFORMATION AND COMPLIANCE.

Very truly yours,


ATTY. MARIUS P. CORPUS
 Chairperson


ATTY. BRIAN KEITH F. HOSAKA
 Commissioner


ATTY. GERALDINE MARIE B. BERBERABE-MARTINEZ
 Commissioner

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.
² Officially received by the Governance Commission on 30 November 2023.
³ Officially received by the Governance Commission on 08 January 2024.
⁴ Officially received by the Governance Commission on 18 January 2024.
⁵ PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 19 January 2023.



**SRA STRATEGY MAP
2024-2040**

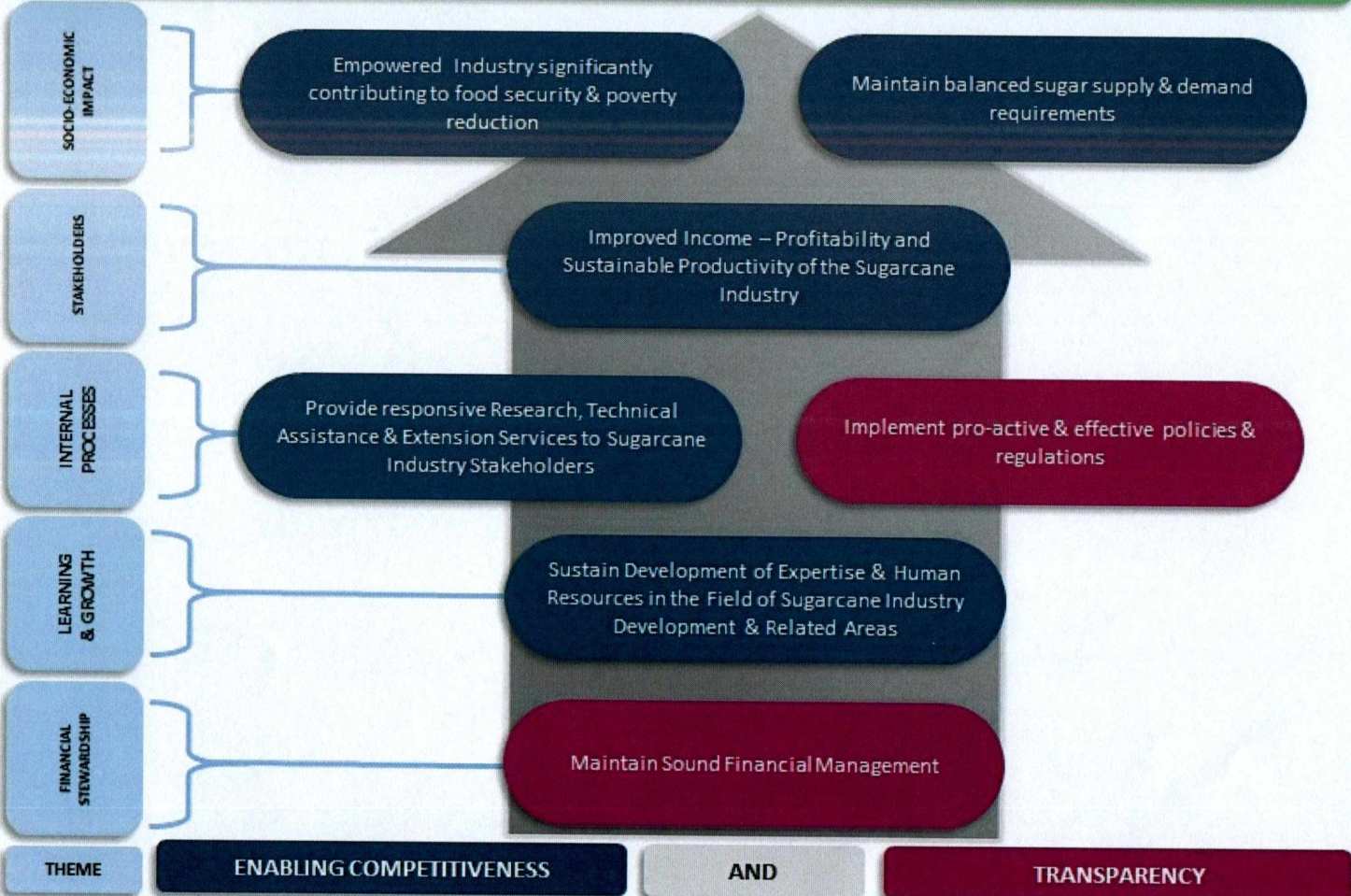


SUGAR REGULATORY ADMINISTRATION (SRA)

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

MISSION
 "SRA is a Government Owned and Controlled Corporation which formulates responsive development 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
 Patriotism
 Integrity
 Excellence
 Spirituality
 Professionalism
 Accountability



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SUGAR REGULATORY ADMINISTRATION (SRA)

		Component			Baseline		Target		
Objective/Measure		Formula	Wt.	Rating System ^{a/}	2021	2022	2023	2024	
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	60.74	53.81	53	56
	SM 2	Sugar Production - Crop Year Basis (In Million Metric Tons)	Absolute Number	7%	Actual / Target	2.143	1.821	2.001	1.967
	SM 3	Average Income per Hectare of Block Farms	Total farmers' income over total area	12%	Actual / Target	₱77,725.66	₱101,827.50	₱80,000.00	₱95,000.00
	SO 2	Maintain Balanced Sugar Supply and Demand Requirements							
	SM 4	Physical Sugar Stock Inventory (in metric tons)	Absolute Number	12%	Actual / Target	396,105	160,800	240,000	240,000
			<i>Subtotal</i>	41%					
STAKEHOLDERS	SO 3	Improved Income – Profitability and Sustainable Productivity of the Sugarcane Industry							
	SM 5	Percentage of Satisfied Customers	Number of Respondents who gave <i>at least</i> a Satisfactory Rating / Total number of respondents	5%	Actual / Target 0% = less than 80%	85%	0%	90%	90%


Component					Baseline		Target		
Objective/Measure	Formula	Wt.	Rating System ^{a/}	2021	2022	2023	2024		
STAKEHOLDERS	SM 6	Number of Block Farms Made Operationalized	Actual count	14%	Actual / Target	N/A	N/A	21	21
	SM 7	Human Resource Development Program (under SIDA)							
		a. Number of Scholars Enrolled	Actual count	3%	Actual / Target	688	710	700	871
		b. Number of Farmers and Farmworkers Trained	Actual count	2%	Actual / Target	N/A	N/A	N/A	6,920
	Subtotal			24%					
INTERNAL PROCESSES	SO 4	Provide Responsive Research, Technical Assistance and Extension Services to Sugarcane Industry Stakeholders							
	SM 8	Number of Completed Research Projects							
		a. Under the Breeding Program	Actual count	3%	Actual / Target	21	27	31	37
		b. Production Technology Projects	Actual count	3%	Actual / Target	16	19	20	20
	c. RDE Projects Implemented	Actual count	3%	Actual / Target	N/A	N/A	25	23	
SO 5	Implement Pro-active and Effective Policies and Regulations								
SM 9	Percentage of Compliance to SRA Policies, Rules, and Regulations by Millers and Traders	100% minus (total number of cases or violations over total number of millers and traders)	5%	Actual / Target	87.50%	98.64%	100%	100%	

Component				Baseline		Target			
Objective/Measure	Formula	Wt.	Rating System ^{a/}	2021	2022	2023	2024		
<i>Subtotal</i>		14%							
LEARNING AND GROWTH	SO 6	Sustain 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 Competencies over Number of Filled Plantilla	5%	Actual / Target	50.22%	56.05%	Improvement from the baseline	90%
	SM 11	ISO 9001:2015 Certification	Milestone	5%	All or Nothing	Passed surveillance audit	ISO 9001:2015 Recertification	Pass 1 st Surveillance Audit	Pass 2 nd Surveillance Audit
	<i>Subtotal</i>		10%						
FINANCIAL STEWARDSHIP	SO 7	Maintain Sound Financial Management							
	SM 12	EBITDA Margin	EBITDA / Total Revenues	5%	Actual / Target	32.74%	46.78%	16%	33.40%
	SM 13	Budget Utilization Rate (BUR)							
		a. Subsidy							
		i. Obligation Rate							
Current	Total Obligated Subsidy over Total COB from Subsidy	1%	Actual / Target	N/A	100%	90%	90%		
Carry-over	[both net of PS Cost]	1%	Actual / Target	N/A	N/A	90%	90%		


Component					Baseline		Target	
Objective/Measure	Formula	Wt.	Rating System ^{a/}	2021	2022	2023	2024	
FINANCIAL STEWARDSHIP	ii. Disbursement Rate							
	Current	Total Disbursement over Total Obligation [both net of PS Cost]	1%	Actual / Target	N/A	44.19%	90%	90%
	Carry-over		1%	Actual / Target	N/A	46.03%	90%	90%
	b. Disbursement Rate of Internally Generated Fund (IGF)	Total Disbursement from IGF over Total COB from IGF [both net of PS Cost]	2%	Actual / Target	N/A	83.92%	90%	90%
	<i>Subtotal</i>		11%					
TOTAL		100%						

a/ But not to exceed the weight assigned per indicator

For GCG:


HON. MARIUS P. CORPUS
Chairperson

For SRA:


HON. PABLO LUIS S. AZCONA
Administrator