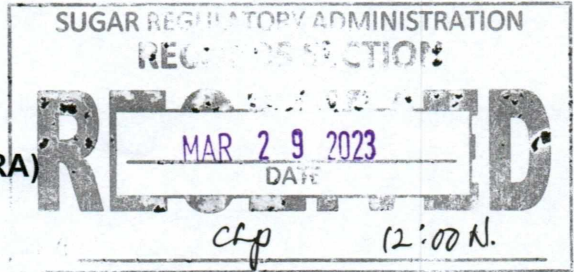




10 March 2023

MR. DAVID JOHN THADDEUS P. ALBA
Acting Administrator
SUGAR REGULATORY ADMINISTRATION (SRA)
 Sugar Center Bldg., North Ave.
 Diliman, Quezon City



**RE: TRANSMITTAL OF 2023 CHARTER STATEMENT AND
STRATEGY MAP AND PERFORMANCE SCORECARD**

Dear Acting Administrator Alba,

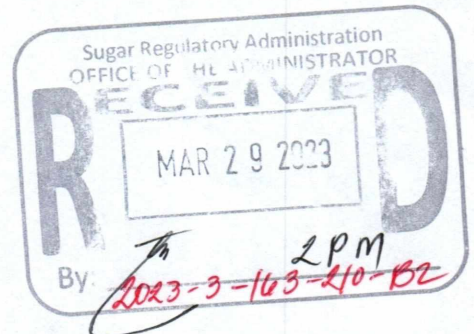
We respectfully furnish you the SIGNED 2023 SRA Charter Statement and Strategy Map (**Annex A**) and Performance Scorecard (**Annex B**).

Your compliance with GCG M.C. No. 2012-07 and GCG M.C. No. 2023-01 will be highly appreciated.

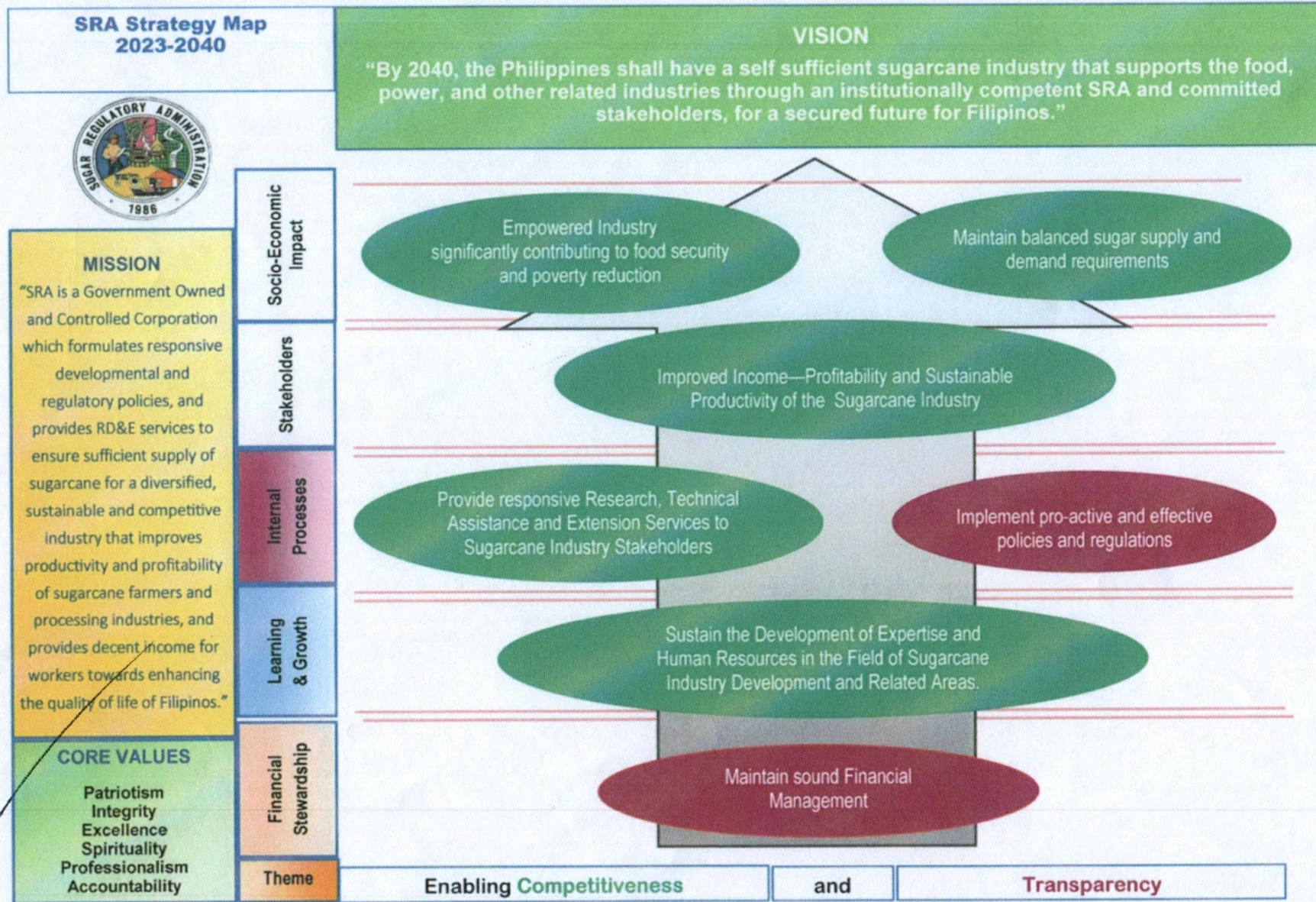

Very truly yours,

Justice ALEX L. QUIROZ (ret.)
Chairperson

cc: Sugar Employees Association of the Philippines (SUGAREAP)



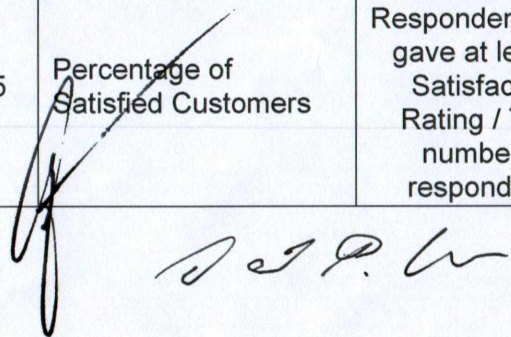
SUGAR REGULATORY ADMINISTRATION (SRA)

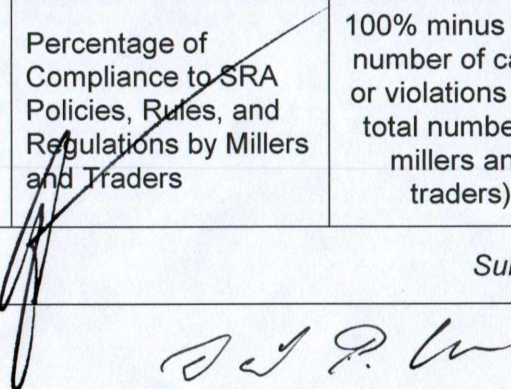
AJP

SUGAR REGULATORY ADMINISTRATION (SRA)

		Component			Baseline		Target		
Objective/Measure		Formula	Wt.	Rating System ^{a/}	2020	2021	2022	2023	
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	58	60.74	52.70	53
	SM 2	Sugar Production - Crop Year Basis (In Million Metric Tons)	Absolute Number	7%	Actual / Target	2.146	2.143	1.80	2.001
	SM 3	Average Income per Hectare of Block Farms	Total farmers' income over total area	12%	Actual / Target	₱66,280.91	₱77,725.66	₱72,916.17	₱80,000
	SO 2	Maintain Balanced Sugar Supply and Demand Requirements							
	SM 4	Volume of Buffer Stock	Absolute Number	12%	Actual / Target	254,400	396,105	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 at least a Satisfactory Rating / Total number of respondents	5%	Actual / Target	89.76%	85%	90%	90%



Component					Baseline		Target		
Objective/Measure	Formula	Wt.	Rating System ^{a/}	2020	2021	2022	2023		
STAKEHOLDERS	SM 6	Number of Block Farms Made Operationalized	Actual count	14%	Actual / Target	N/A	N/A	N/A	21
	SM 7	Number of Scholars Enrolled	Actual count	5%	Actual / Target	711	688	772	700
	<i>Subtotal</i>		<i>24%</i>						
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	15	21	31	31
		b. Production Technology Projects	Actual count	3%	Actual / Target	19	16	18	20
		c. RDE Projects Implemented	Actual count	3%	Actual / Target	N/A	N/A	N/A	25
SO 5	Implement Pro-active and Effective Policies, Rules, 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	97.87%	87.50%	100%	100%	
<i>Subtotal</i>		<i>14%</i>							

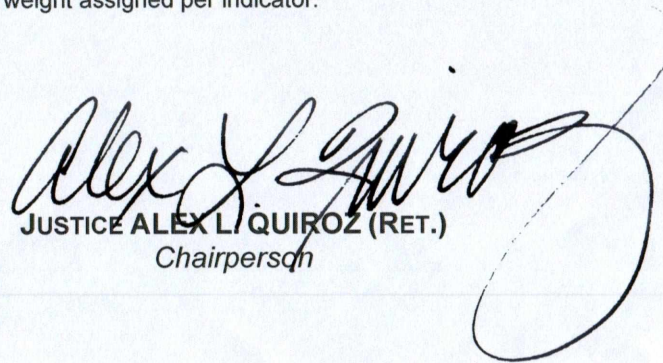


		Component			Baseline		Target		
Objective/Measure		Formula	Wt.	Rating System ^{a/}	2020	2021	2022	2023	
LEARNING AND GROWTH	SO 6	Sustain the Development of Expertise and Human Resources in the Field of Sugarcane Industry, Development, and Related Areas							
	SM 10	Percentage of Personnel with Required Competencies Met	Number of Incumbents Meeting Required Competencies over Number of Filled Plantilla	5%	All or Nothing	96.61%	50.22%	100%	Improvement from the baseline
	SM 11	ISO 9001:2015 Certification	Milestone	5%	All or Nothing	Passed Surveillance Audit	Passed Surveillance Audit	ISO 9001:2015 Recertification	Pass 1 st Surveillance Audit
	Subtotal			10%					
FINANCE	SO 7	Maintain Sound Financial Management							
	SM 12	EBITDA Margin	EBITDA / Total Revenues	5%	Actual / Target	39.93%	32.74%	41.02%	16%
	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	N/A	90%	90%		
Carry-over	[both net of PS Cost]	1%	Actual / Target	N/A	N/A	90%	90%		

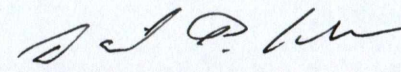
Component				Baseline		Target		
Objective/Measure	Formula	Wt.	Rating System ^{a/}	2020	2021	2022	2023	
FINANCE	ii. Disbursement Rate							
	Current	Total Disbursement over Total Obligation [both net of PS Cost]	1%	Actual / Target	N/A	N/A	90%	90%
	Carry-over		1%	Actual / Target	N/A	N/A	90%	90%
	b. Disbursement 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	N/A	90%	90%
<i>Subtotal</i>		11%						
TOTAL		100%						

a/ But not to exceed the weight assigned per indicator.

For GCG:


JUSTICE ALEX L. QUIROZ (RET.)
Chairperson

For SRA:


MR. DAVID JOHN THADDEUS P. ALBA
Acting Administrator