

**NATIONAL FOOD AUTHORITY (NFA)  
2017 Performance Scorecard Evaluation**

	Objective/Measure	Component			NFA Submission		GCG Validation		Supporting Documents	GCG Remarks		
		Formula	Weight	Rating Scale	Target	Actual	Rating	Actual			Rating	
SOCIAL IMPACT	<b>SO 1</b>	<b>Ensure Food Security</b>										
	SM 1	15-Day National Average Buffer Stocks Maintained	Sum of the Days to Last (DTL) per Month/12	15%	$\geq 33 = 0\%$ $29-32.99 = 5\%$ $25-28.99 = 10\%$ $15-24.99 = 15\%$ $13-14.99 = 10\%$ $11-12.99 = 5\%$ $< 11 = 0\%$	15 Days	7 Days	15%	7 Days	0%	<ul style="list-style-type: none"> <li>Monitoring and Compliance Report for Procurement in the National and Regional Level</li> <li>Random Sampling: NFA Provincial Offices (Regions III, VIII and X) Emails and Inventory Reports</li> </ul>	<p>Target not met. NFA requested to adopt the NFA Council-approved scorecard which provides a different rating scale from the GCG-modified scorecard.</p> <p>Request for revision is <b>DENIED</b>. The rating scale based on the GCG-modified scorecard provides threshold of considerable level of accomplishment while the proposed rating scale of NFA is too thinly scattered providing significant merit of relatively slight improvement in achievement.</p>
	SM 2	30-Day Buffer Stock	Sum of the Days to Last within the Month of July	-	$\geq 30 = 5\%$ $15-29.99 = 3\%$ $< 15 = 0\%$	30-day buffer stock in any one day between July 1 - 31	-	-	-	0%	-	Request for removal of the measure is <b>APPROVED</b> .
			<i>Sub-total</i>		15%				15%		0%	

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STAKEHOLDERS	<b>SO 2</b>	<b>Availability, Accessibility, Affordability and Food Safety</b>										
	SM 3	Percent Procurement from 33 Surplus Provinces	Procurement from Surplus Provinces / NFA Total Domestic Procurement	-	85%-100% = 5% 50%-84.99% = 3% < 50 = 0%	65%	-	-	-	-	-	Request for removal of the measure is <b>APPROVED</b> .
	SM 4	Average Farmgate Price in Surplus Provinces	Absolute Amount	10%	Farmgate Price equal to GSP = 10% 95%-99.99% of GSP = 8% 90%-94.99% of GSP = 5% Below 90% of GSP = 0%	Minimum of P15.30/kg	P17.97/kg	10%	P18.19/kg	10%	<ul style="list-style-type: none"> <li>PSA report in the PSA Website</li> <li>NFA Monitoring and Compliance Report for Procurement (National Level)</li> </ul>	Acceptable.  Actual accomplishment revised using data from the Philippine Statistics Authority.  NFA is given a full score when the Government Selling Price (GSP) is equal to or more than the farmgate price.
	<b>SO 3</b>	<b>Improve Quality Services</b>										
	SM 5	Stocks Maintained in Good and Consumable Condition	% Total Stocks in Good & Consumable Condition/ Total Stocks Stored	10%	99%-100% = 10% 98%-98.99% = 7% 97%-97.99% = 5% 96%-96.99% = 3% < 96% = 0%	100%	99.83%	10%	99.83%	10%	Inventory Report from NFA Regional Offices	Acceptable.  Request to modify rating scale is <b>APPROVED</b> . Rating scale is the same as the 2018 GCG-modified Performance Scorecard.

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SM 6	Number of Alternative Distribution Centers in 10 Priority Provinces	Absolute Number	10%	(Actual/Target) x Weight	87 based on the Council Approved 5-Year Program	330	10%	330 ADCs not based on the Council-approved 5-year program	0%	<ul style="list-style-type: none"> <li>Report on the Number of Existing Non-Traditional Accredited Retail Outlets for 2017</li> <li>Memo-randum to the NFA Council requesting for approval to license at least 300 alternative distribution centers for 2016 and the targets for 2017-2021</li> </ul> <p>NFA was able to exceed the target number of ADCs. However, the 0% score is awarded because the ADCs established are not based on the Council-approved 5-year plan.</p> <p>NFA Council failed to adopt a 5-year program to ensure the strategic approval/establishment of ADCs.</p> <p>NFA's requested to adopt the Council-approved target and weight for this measure is <b>APPROVED</b>.</p>	
<b>SO 4 Attain Client Satisfaction</b>											
SM 7	Stakeholder's Evaluation of the NFA's Delivery of Services to its Critical Stakeholder: Palay-Farmers & Licensees	Number of respondents who gave a Satisfactory rating or higher / Total number of respondents	5%	All or Nothing	90% of respondents gave a rating of Satisfactory or higher	No. of issues = 43 No. of issues acted = 43	5%	No accomplishment	0%	-	<p>NFA requested to exclude this measure and replace with a measure tracking the actions undertaken to address the issues identified during the 2016 survey. The request is <b>DENIED</b>. The measure on customer satisfaction rating is standard across</p>

Validation Result of 2017 Performance Scorecard (Annex A)

Objective/Measure	Component				NFA Submission		GCG Validation		Supporting Documents	GCG Remarks	
	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating			
										<p>GOCCs under the jurisdiction of GCG. While addressing identified issues is vital in ensuring efficient delivery, the requirement to conduct an annual satisfaction survey was communicated to NFA since the adoption of this measure in 2016.</p> <p>Moreover, the proposed measure is a Strategic Initiative which NFA needs to implement in order to improve customer satisfaction level.</p>	
SM 8	Number of Provinces Implementing the Registration and Licensing Information System (RLIS)	Number of Provinces	10%	(Actual/Target) x Weight	Roll-out to 35 Provinces	35 Provinces	10%	35 Provinces	10%	<ul style="list-style-type: none"> <li>• List of NFA Provincial Offices, with RLIS installed</li> <li>• Notarized Certification issued by the Provincial Managers</li> <li>• Sample generated reports of NFA-NCR for the months of November and December 2017</li> <li>• Sample Application form</li> </ul>	<p>Acceptable.</p> <p>Request to modify the weight is <b>APPROVED</b> consistent with the GCG-modified 2018 Performance Scorecard</p>

Objective/Measure	Component		NFA Submission		GCG Validation		Supporting Documents	GCG Remarks				
	Formula	Weight	Rating Scale	Target	Actual	Rating			Actual	Rating		
								generated by the system • Report of RLIS composite team on the installation of RLIS, training of concerned employees and initial implementation of the system				
		<i>Sub-total</i>	45%			45%	30%					
<b>SO 5</b>	<b>Improve Collection Efficiency</b>											
<b>FINANCIAL</b>	SM 9	Collection of Trade Accounts Receivables Aging 3 years and Below	Absolute Amount of Trade Accounts Receivables based on Audited Balance Sheet	5%	<p>₱115M – ₱121M = 5%</p> <p>₱100M - ₱114.99M = 3%</p> <p>₱89M – ₱99.99M = 1%</p> <p>&lt; ₱89M = 0%</p>	₱80 Million	₱125.681 Million	5%	₱125.681 Million	5%	Report on Collection of Receivables with corresponding Official Receipts Number	Acceptable.  NFA's request to modify the target and rating scale is <b>DENIED</b> . The measure is crucial in improving NFA's financial position. Graduated rating scale provides allowable acceptable level of accomplishment. Moreover, the request is moot considering that NFA exceeded the target set by the GCG.

## Validation Result of 2017 Performance Scorecard (Annex A)

Objective/Measure	Component				NFA Submission		GCG Validation		Supporting Documents	GCG Remarks	
	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating			
<b>SO 6</b>	<b>Divestment of Assets</b>										
SM 10	Divestment of Assets Approved for Disposition by the NFA Council	Actual accomplishment	10%	(Actual/Target) x Weight	Appraisal of the NFA-Agricultural Credit Administration (ACA) property for divestment	NFA Council approved the sale of NFA ACA property based on the Asian Appraisal of ₱1.035 Billion	10%	Appraisal of the NFA-Agricultural Credit Administration (ACA) property for divestment	10%	Valuation Report by the Asian Appraisal Company, Inc. (AACI)	Acceptable. Request to modify weight is <b>APPROVED</b> . Weight allocation is the same as the GCG-modified 2018 Performance Scorecard of NFA.
<b>SO 7</b>	<b>Debt Management</b>										
SM 11	Debt Level (Bank Loans)	Absolute Amount of Outstanding Debt <sup>1</sup>	10%	₱95B - ₱115.99B = 10% ₱116B - ₱126.9B = 9% ₱127B - ₱132.9B = 8% ₱133B - ₱135B = 5% >₱135B = 0%	₱130 Billion	₱119.56 Billion	10%	₱119.56 Billion	9%	2017 COA Audited Financial Statements	Reported actual is acceptable. However, the request for revision of the rating scale is <b>DENIED</b> . The measure aims to ensure the reduction of NFA's debt level over time. Hence, the graduated rating scale encourages improvement of debt level.
		<i>Sub-total</i>	25%				25%		24%		

<sup>1</sup> Both short and long-term based on Audited Balance Sheet

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LEARNING AND GROWTH	<b>SO 8</b>	<b>Establish Quality Management System (QMS)</b>										
	SM 12	ISO 9001:2015 Aligned QMS Established	Actual Accomplishment vs. Work Program	5%	ISO Certification = 5%  GAP Assessment = 2.5%	ISO Certification of NFA-Iloilo Regional Office/ Provincial Office	Certificate of Attestation/ ISO Certification received before PBB application	5%	Internal Audit assessment conducted last 04 to 05 December 2017	2.50%	Management Review Minutes	Third-party audit for the conferment of ISO certificate was conducted in 2018.  Partial score is granted for the conduct of internal audit assessment during 2017.
	<b>SO 9</b>	<b>Establish Competency Framework</b>										
SM 13	Competency Framework	Number of positions assessed / Total number of positions	5%	(Actual/ Target) x Weight	Establish Competency Baseline <sup>2</sup> covering 50%	Identify gaps of key officials (Regional Directors and Department Managers)	5%	Failed to Establish Competency Baseline covering 50%	0%	<ul style="list-style-type: none"> <li>•NFA Human Resource Management Department (HRMD) Memorandum dated 19 February 2018</li> <li>•PXT Assessment Test Result conducted by People Dynamics, Inc.</li> </ul>	Target not met. Competency baseline was not established.  PXT Assessment is not the assessment tool for the conduct of Competency Assessment as prescribed under the NFA Competency Framework.	

<sup>2</sup> Involves the Competency Assessment and the Implementation (i.e. Assessment Tools/Processes, Competency Integration and Updated HR Policies). Covering each of the organizational level: a) Senior Management; b) Middle Management; c) Professional and Supervisory; and d) Clerical/ General Staff

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<b>Excluded/ Removed Measures</b>												
-	-	Reduction in Controllable Maintenance & Other Operating Expenses	Actual Accomplishment	-	5% & above=5% 4%- 4.99%=4% 3%- 3.99%=3% 2%- 2.99%=2% 1%- 1.99%=1% 0-99% & lower = 0%	5% lower than the 2016 actual amount	(in Thousand Pesos)  2016: ₱669,098 2017: ₱490,535  decrease: ₱178,222 or 26.64%	-	-	-	NFA Monitoring and Compliance Report	Request to include measure is <b>DENIED</b> . Crucial and vital strategic measures to improve NFA's finances are already included in the scorecard.
<b>Sub-total</b>				10%			10%		0%			
<b>TOTAL</b>				95%			95%		56.5% out of 95%			
				100%			100%		59.47%			