

**NATIONAL TOBACCO ADMINISTRATION (NTA)  
Validated 2017 Performance Scorecard**

Component		Target	GOCC Submission		GCG Validation		Supporting Documents	Remarks																															
Objective/Measure	Formula	Wt.	2017	Actual	Rating	Score			Rating																														
<b>SO 1</b>	<b>Sustained Viable Tobacco Industry</b>																																						
SOCIAL IMPACT	SM 1	Yield per hectare (kg/ha)	Total Production / Total Area	5%	2,400	2,373.59	9.89%	2,374.48	4.95%	<ul style="list-style-type: none"> <li>Summary on Yield and Yield Components of Different Tobacco Types for Crop Year 2016-2017</li> <li>Yield and Yield Components Schedule of Different Tobacco Types for Crop Year 2016-2017 per Branch</li> </ul> <table border="1"> <thead> <tr> <th>Tobacco Type</th> <th>Prod'n (kg)</th> <th>Area (ha)</th> </tr> </thead> <tbody> <tr> <td>Virginia</td> <td>4,920,594</td> <td>2,142</td> </tr> <tr> <td>Burley</td> <td>2,636,292</td> <td>1,020</td> </tr> <tr> <td>Native</td> <td>987,600</td> <td>436</td> </tr> <tr> <td><b>Total</b></td> <td><b>8,544,486</b></td> <td><b>3,598</b></td> </tr> </tbody> </table>	Tobacco Type	Prod'n (kg)	Area (ha)	Virginia	4,920,594	2,142	Burley	2,636,292	1,020	Native	987,600	436	<b>Total</b>	<b>8,544,486</b>	<b>3,598</b>														
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SM 2	Ratio of farmers' income from other crops and livelihood activities vis-à-vis income from tobacco production	Income from other sources: Income from tobacco	5%	61:39	59:41	0%	56:44	4.07%	<ul style="list-style-type: none"> <li>Summary on the Net Income of Farmers from Tobacco and Other Crops / Livestock</li> <li>Schedule on the Net Income of Farmers from Tobacco and Other Crops / Livestock Income per Branch</li> </ul> <table border="1"> <thead> <tr> <th>Branch</th> <th>Other Crops NI</th> <th>Tobacco NI</th> </tr> </thead> <tbody> <tr> <td>Abra</td> <td>3,575,688</td> <td>656,781</td> </tr> <tr> <td>I. Norte</td> <td>4,573,009</td> <td>4,003,409</td> </tr> <tr> <td>Vigan</td> <td>3,130,511</td> <td>2,880,037</td> </tr> <tr> <td>Candon</td> <td>48,584,125</td> <td>41,367,636</td> </tr> <tr> <td>La Union</td> <td>10,277,398</td> <td>8,636,649</td> </tr> <tr> <td>Pangasinan</td> <td>6,516,000</td> <td>5,101,253</td> </tr> <tr> <td>Isabela</td> <td>9,793,434</td> <td>5,944,481</td> </tr> <tr> <td>Cagayan</td> <td>1,891,688</td> <td>1,583,523</td> </tr> <tr> <td><b>Total</b></td> <td><b>88,341,853</b></td> <td><b>70,173,769</b></td> </tr> </tbody> </table>	Branch	Other Crops NI	Tobacco NI	Abra	3,575,688	656,781	I. Norte	4,573,009	4,003,409	Vigan	3,130,511	2,880,037	Candon	48,584,125	41,367,636	La Union	10,277,398	8,636,649	Pangasinan	6,516,000	5,101,253	Isabela	9,793,434	5,944,481	Cagayan	1,891,688	1,583,523	<b>Total</b>	<b>88,341,853</b>	<b>70,173,769</b>
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<b>Subtotal</b>			<b>10%</b>			<b>9.89%</b>		<b>9.02%</b>																															
<b>SO 2</b>	<b>Improved Quality of Life of Tobacco Farmers</b>																																						
STAKEHOLDERS	SM 3	Customer Satisfaction Rating	Third Party survey results	6%	Very Satisfactory	Excellent	6%	Excellent	6%	<ul style="list-style-type: none"> <li>NTA Customer Satisfaction Survey</li> </ul> <p>Survey conducted by the Ilocos Sur Polytechnic State College (ISPSC) at the Central Office and the 8 branch offices of NTA.</p>																													
	SM 4	Farmers' Net Income per hectare	Gross Sales (tobacco) less Cost of Production (Per	6%	₱70,527	₱75,623.88	6%	₱77,598.76	6%	<ul style="list-style-type: none"> <li>Schedule of Net Income per NTA Branch</li> </ul> <table border="1"> <thead> <tr> <th>Gross Sales(₱)</th> <th></th> </tr> </thead> <tbody> <tr> <td>674,280,340.13</td> <td></td> </tr> <tr> <td>Less: Cost of Production</td> <td>(395,043,518.79)</td> </tr> </tbody> </table>	Gross Sales(₱)		674,280,340.13		Less: Cost of Production	(395,043,518.79)																							
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	Branch/Area/Average)								<table border="1"> <tr> <td>Net Income</td> <td>279,236,821.34</td> </tr> <tr> <td>Divided by: Actual Area</td> <td>3,598.47</td> </tr> <tr> <td>Net Income per hectare (₱/ha)</td> <td>77,598.76</td> </tr> </table>	Net Income	279,236,821.34	Divided by: Actual Area	3,598.47	Net Income per hectare (₱/ha)	77,598.76										
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<b>SO 3</b>	<b>Assured Production of Quality Locally-Produced Tobacco as Desired by Various Markets</b>																								
<b>STAKEHOLDERS</b>	SM 5	Percentage increase in high grades of tobacco (Grades AA to C/high to medium 2)	% in High Grades (current year less previous year over previous year) x 100	8%	2% increase (65%)	4.73% (71.89%)	6%	13.27% increase (74.10%)	8%	<ul style="list-style-type: none"> <li>Summary of Grade Distribution of Tobacco Types</li> <li>Grade Distribution of Tobacco Types per Regional Office</li> </ul> <table border="1"> <thead> <tr> <th>Tobacco Type</th> <th>HG</th> <th>Traded Stock</th> </tr> </thead> <tbody> <tr> <td>Virginia</td> <td>3,138,208</td> <td>4,554,311.70</td> </tr> <tr> <td>Burley</td> <td>2,144,401</td> <td>2,636,291.63</td> </tr> <tr> <td>Native</td> <td>777,601</td> <td>987,600.45</td> </tr> <tr> <td><b>Total</b></td> <td><b>6,060,210</b></td> <td><b>8,178,204</b></td> </tr> </tbody> </table> <p>The percentage share of high grade tobacco in 2016 is 65.42%.</p>	Tobacco Type	HG	Traded Stock	Virginia	3,138,208	4,554,311.70	Burley	2,144,401	2,636,291.63	Native	777,601	987,600.45	<b>Total</b>	<b>6,060,210</b>	<b>8,178,204</b>
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<b>Sub-total</b>		<b>20%</b>			<b>18%</b>		<b>20%</b>																		
<b>SO 4</b>	<b>Strengthen Research and Development and Technology Transfer</b>																								
<b>INTERNAL PROCESS</b>	Number of research results/studies:																								
	(a) incorporated in the technology manual (in consultation with private sector)	Absolute Number	6%	2	2	6%	3	6%	<ul style="list-style-type: none"> <li>Package of Technologies (POT) 2017</li> <li>Certification dated 3 August 2017</li> </ul> <p>The updates in the POT are (i) the varieties CC67, PVH 2254, PVH 2241, and PVH 2261, (ii) K. Humate, (iii) and Flumetralin. Flupro.</p>																
	(b) other industrial / alternative uses of tobacco ready for commercialization (as validated by appropriate authority)	Absolute Number	8%	1	1	8%	1	8%	<ul style="list-style-type: none"> <li>Certification</li> <li>Research Study</li> </ul> <p>Research title: "Demonstration trials on the use of tobacco crude water extract for controlling golden apple snail eggs"</p>																
	(c) Verification of initial studies conducted (stages)		0%	2	2	0%	2	0%	<ul style="list-style-type: none"> <li>Initial Studies</li> </ul> <p>The studies on their initial stages are: Leaf Extract Emulsion (Extract in Concentrated Form) and Extract Spray for Veterinary Application</p>																

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<b>SO 5</b>		<b>Effective Enforcement of Regulatory Measures</b>																												
<b>INTERNAL PROCESS</b>	Percentage of licensed companies fully compliant to rules and regulations:																													
	SM 7	(a) Local Trading	Total licensed entities minus Number of Violators over Total licensed entities	5%	92%	92.42%	4%	90.38%	4.91%	<ul style="list-style-type: none"> <li>Form 23 Supervision/ Monitoring of Trading Operations; and</li> <li>Form 23-A Supervision/ Monitoring of Field Representative/ Viajeros</li> <li>Mediation / Arbitration</li> <li>Summary of Violations</li> <li>Summary of Approved Licenses 2017</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>Licensed</th> <th>Violations</th> <th>Violators</th> </tr> </thead> <tbody> <tr> <td>Local Trading</td> <td>343</td> <td>33</td> <td>33</td> </tr> <tr> <td>Export/ Import</td> <td>44</td> <td>3</td> <td>2</td> </tr> <tr> <td>Trans</td> <td>9</td> <td>0</td> <td>0</td> </tr> <tr> <td>Manufacturing</td> <td>20</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Licensed	Violations	Violators	Local Trading	343	33	33	Export/ Import	44	3	2	Trans	9	0	0	Manufacturing	20	0	0
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	(b) Export / Import / Transshipment	5%	95%	99%	4%	96.27%	5%																							
	(c) Manufacturing	5%	95%	100%	4%	100%	5%																							
SM 8	Percentage of violations resolved within the day	No. of violations resolved over Total no. of violations	3%	92%	100%	3%	100%	3%	<ul style="list-style-type: none"> <li>Monitoring of Trading Operations</li> <li>Inspection / Permit to Transport / Incidental Report</li> <li>Log/Record Book</li> </ul> <ul style="list-style-type: none"> <li>Included in the validation are those presented with the logbook</li> <li>It was advised that letter correspondence related to these cases should have proper date and time stamp for proper monitoring.</li> </ul>																					
<b>Sub-total</b>			<b>32%</b>			<b>29%</b>		<b>31.91%</b>																						
<b>SO 6</b>		<b>Develop Competent and Highly Work-Motivated Employees in a Conducive Organizational Climate</b>																												
<b>LEARNING AND GROWTH</b>	SM 9	Percentage of employees meeting required competencies	Total number of incumbents meeting required competencies over Total number of incumbents	4%	Establish Baseline	16 incumbents	4%	7% (21 / 289)	4%	<ul style="list-style-type: none"> <li>HRD Interventions CY 2017, Competency Based Framework, Plantilla of Personnel 2017</li> </ul>																				



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LEARNING AND GROWTH	SO 7	Adopt a More Efficient, Effective and Responsive Information System																											
	SM 10	ISO 9001 Certification	Milestone	4%	Pass Surveillance Audit and Transition to ISO 2015 (orientation)	Complied	5%	Surveillance Audit passed and Transition to ISO 2015 orientation	4%	• SGS Management System Certification Audit Summary Report																			
	<b>Sub-total</b>			<b>8%</b>			<b>9%</b>		<b>8%</b>																				
FINANCE	SO 8	Attain Financial Stability																											
	SM 11	EBITDA	Net Income before subsidy + Interest + Taxes + Depreciation + Amortization	6%	(124,348,098)	(187,077,487)	4%	(203,898,939)	2.16%	<ul style="list-style-type: none"> <li>• NTA's Audited Income Statement</li> <li>• Notes to FS 2017</li> </ul>	<table border="1"> <thead> <tr> <th></th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>NI after Subsidy</td> <td>(127,702)</td> <td>(233,816)</td> </tr> <tr> <td>Interest</td> <td>0.322</td> <td>0</td> </tr> <tr> <td>Taxes</td> <td>1,555</td> <td>0</td> </tr> <tr> <td>Dep'n</td> <td>3,369</td> <td>29.92</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>(122,456)</b></td> <td><b>(203.90)</b></td> </tr> </tbody> </table>		2016	2017	NI after Subsidy	(127,702)	(233,816)	Interest	0.322	0	Taxes	1,555	0	Dep'n	3,369	29.92	<b>EBITDA</b>	<b>(122,456)</b>	<b>(203.90)</b>
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SM 12	Utilization rate:									<ul style="list-style-type: none"> <li>• Status Reports</li> <li>• Minutes of board meetings</li> </ul>	The total releases per program is as follows: <table border="1"> <tbody> <tr> <td>Tobacco</td> <td>₱110,108,088</td> </tr> <tr> <td>Rice</td> <td>28,520,021</td> </tr> <tr> <td>Renewable Energy</td> <td>37,361,884</td> </tr> <tr> <td>Agripinoy</td> <td>7,373,573</td> </tr> </tbody> </table>	Tobacco	₱110,108,088	Rice	28,520,021	Renewable Energy	37,361,884	Agripinoy	7,373,573										
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(a) Tobacco	Production assistance provided to farmers / Total budgeted production assistance	5%	100%	95.44%	4.77%	99.2%	4.96%																						
(b) Rice		5%	100%	96.11%	4.81%	98.34%	4.92%																						
(c) Renewable energy		3%	100%	82.00%	2.46%	45.56%	1.37%																						
(d) Agripinoy		3%	100%	63.73%	1.91%	24.58%	-																						
SM 13	Collection efficiency: (a) Tobacco	Total actual collection / Total production	3%	92%	90.70%	2.96%	55.14%	1.80%	• Status Report on Production Assistance	<table border="1"> <tbody> <tr> <td>Loan Releases <sup>A</sup></td> <td>110,108,088</td> </tr> <tr> <td>Collection <sup>B</sup></td> <td>60,712,430</td> </tr> <tr> <td>Collection Efficiency <sup>B/A</sup></td> <td>55.14%</td> </tr> </tbody> </table>	Loan Releases <sup>A</sup>	110,108,088	Collection <sup>B</sup>	60,712,430	Collection Efficiency <sup>B/A</sup>	55.14%													
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FINANCE	(b) Rice	assistance released	3%	97%	86.26%	2.67%	94.19%	2.91%	<ul style="list-style-type: none"> <li>Regional Reports/Certification Collections</li> </ul> <table border="1"> <tr> <td>Loan Releases <sup>A</sup></td> <td>28,520,041</td> </tr> <tr> <td>Collection <sup>B</sup></td> <td>26,863,415</td> </tr> <tr> <td>Collection Efficiency <sup>B/A</sup></td> <td><b>94.19%</b></td> </tr> <tr> <td>Amount Due <sup>A</sup></td> <td>37,361,884</td> </tr> <tr> <td>Collection <sup>B</sup></td> <td>1,959,829</td> </tr> <tr> <td>Collection Efficiency <sup>B/A</sup></td> <td><b>5.25%</b></td> </tr> <tr> <td>Amount Due <sup>A</sup></td> <td>7,373,573</td> </tr> <tr> <td>Total Collection <sup>B</sup></td> <td>7,246,548</td> </tr> <tr> <td>Collection Efficiency <sup>B/A</sup></td> <td><b>98.28%</b></td> </tr> </table>	Loan Releases <sup>A</sup>	28,520,041	Collection <sup>B</sup>	26,863,415	Collection Efficiency <sup>B/A</sup>	<b>94.19%</b>	Amount Due <sup>A</sup>	37,361,884	Collection <sup>B</sup>	1,959,829	Collection Efficiency <sup>B/A</sup>	<b>5.25%</b>	Amount Due <sup>A</sup>	7,373,573	Total Collection <sup>B</sup>	7,246,548	Collection Efficiency <sup>B/A</sup>	<b>98.28%</b>
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(c) Renewable energy	1%	50%	38.13%	0.76%	5.25%	0.11%																					
(d) Agripinoy	1%	97%	88.48%	0.91%	98.28%	1%																					
<b>Sub-total</b>		<b>30%</b>			<b>25.25%</b>		<b>19.23%</b>																				
<b>TOTAL</b>		<b>100%</b>			<b>91.14%</b>		<b>90.89%</b> <b>(88.16/97)</b>																				

