

**NATIONAL TOBACCO ADMINISTRATION
Performance Scorecard**

Component	Objective/Measure	Formula	Wt.	Target	Submission		GCG Validation		Supporting Documents	Remarks																														
				2016	Actual	Rating	Score	Rating																																
SO 1 Sustained Viable Tobacco Industry																																								
SOCIAL IMPACT	SM 1	Yield per hectare (kg/ha)	Total Production (all tobacco types) over Total Area	10%	2,248	2,370.8	10%	2,369 (23,347,781 / 9,855)	10%	<ul style="list-style-type: none"> Summary on Yield and Yield Components of Different Tobacco Types for Crop Year 2015-2016 Yield and Yield Components Schedule of Different Tobacco Types for Crop Year 2015-2016 per Branch 	Production and area planted per type of tobacco as follows: <table border="1"> <thead> <tr> <th>Tobacco Type</th> <th>Production (kg)</th> <th>Area (ha)</th> </tr> </thead> <tbody> <tr> <td>Virginia</td> <td>11,430,741.03</td> <td>5,150.99</td> </tr> <tr> <td>Burley</td> <td>8,456,963.70</td> <td>3,146.03</td> </tr> <tr> <td>Native</td> <td>3,460,076.29</td> <td>1,558.44</td> </tr> <tr> <td>Total</td> <td>23,347,781.01</td> <td>9,855.46</td> </tr> </tbody> </table>	Tobacco Type	Production (kg)	Area (ha)	Virginia	11,430,741.03	5,150.99	Burley	8,456,963.70	3,146.03	Native	3,460,076.29	1,558.44	Total	23,347,781.01	9,855.46														
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SM 2	Ratio of farmers income from other crops and livelihood activities vis-à-vis income from tobacco production increased	Income from other source : Income from tobacco	5%	52:48	52:48	5%	61:39	5%	<ul style="list-style-type: none"> Summary on the Net Income of Farmers from Tobacco and Other Crops / Livestock Schedule on the Net Income of Farmers from Tobacco and Other Crops / Livestock Income per Branch 	<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>6,572,072</td> <td>3,028,301.95</td> </tr> <tr> <td>I. Norte</td> <td>5,163,637.5</td> <td>3,520,695.2</td> </tr> <tr> <td>Vigan</td> <td>2,994,707.87</td> <td>2,744,392.41</td> </tr> <tr> <td>Candon</td> <td>11,164,160.71</td> <td>8,830,785.7</td> </tr> <tr> <td>La Union</td> <td>4,269,748.5</td> <td>3,941,306.29</td> </tr> <tr> <td>Pangasinan</td> <td>7,861,279.6</td> <td>4,331,160.75</td> </tr> <tr> <td>Isabela</td> <td>9,840,680.5</td> <td>5,513,845.48</td> </tr> <tr> <td>Cagayan</td> <td>2,718,304.45</td> <td>878,187.15</td> </tr> <tr> <td>Total</td> <td>50,584,591.13</td> <td>32,788,674.93</td> </tr> </tbody> </table>	Branch	Other Crops NI	Tobacco NI	Abra	6,572,072	3,028,301.95	I. Norte	5,163,637.5	3,520,695.2	Vigan	2,994,707.87	2,744,392.41	Candon	11,164,160.71	8,830,785.7	La Union	4,269,748.5	3,941,306.29	Pangasinan	7,861,279.6	4,331,160.75	Isabela	9,840,680.5	5,513,845.48	Cagayan	2,718,304.45	878,187.15	Total	50,584,591.13	32,788,674.93
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CUSTOMERS / STAKEHOLDERS	Component			Target	Submission		GCG Validation		Supporting Documents	Remarks																											
	Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score	Rating																													
	SO 2	Improved Quality of Life of Tobacco Farmers																																			
SM 3	Customer satisfaction rating	Third Party survey results	5%	Very Satisfactory	Very Satisfactory	5%	Excellent / Extremely Satisfactory	5%	<ul style="list-style-type: none"> Survey Study submitted by Ilocos Sur Polytechnic State College dated 22 Aug 2016 	Coverage: Ilocos Norte, Ilocos Sur, Abra, Cagayan, La Union, Pangasinan, Isabela and Quezon City. Respondents totaled 1,493.																											
SM 4	Farmers' net Income per hectare	Gross Sales (tobacco) less Cost of Production	6%	61,000	67,206.68	6%	69,404	6%	<ul style="list-style-type: none"> Net Income per Branch Schedule Tobacco Farm Area per Branch Schedule 	Breakdown is as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Tobacco Type</th> <th>NI (000)</th> <th>Area (ha)</th> </tr> </thead> <tbody> <tr> <td>Virginia Neutral</td> <td>119,918</td> <td>2,816</td> </tr> <tr> <td>Virginia Improved</td> <td>175,783</td> <td>2,335</td> </tr> <tr> <td>Burley Neutral</td> <td>102,446</td> <td>909</td> </tr> <tr> <td>Burley Improved</td> <td>156,472</td> <td>2,237</td> </tr> <tr> <td>Cigar Filler</td> <td>4,740</td> <td>134</td> </tr> <tr> <td>Batek</td> <td>118,629</td> <td>1,285</td> </tr> <tr> <td>LPI 4/2</td> <td>5,986</td> <td>139</td> </tr> <tr> <td>Total</td> <td>683,974</td> <td>9,855</td> </tr> </tbody> </table>	Tobacco Type	NI (000)	Area (ha)	Virginia Neutral	119,918	2,816	Virginia Improved	175,783	2,335	Burley Neutral	102,446	909	Burley Improved	156,472	2,237	Cigar Filler	4,740	134	Batek	118,629	1,285	LPI 4/2	5,986	139	Total	683,974	9,855
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SM 5	Number of farmers provided with production assistance								<ul style="list-style-type: none"> 2016 Integrated Farming and Other Generating Activities Project - Tobacco Contract Growing System (IFOIGAP-TCGS) Collection Report Sample docs (Summary of Farm Plan and Budget, Application Letter, Accomplished Farm Plan and Budget, and Trust 	<table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Assistance</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Tobacco</td> <td>51,476,287</td> </tr> <tr> <td>Rice</td> <td>20,653,042</td> </tr> <tr> <td>Renewable Energy</td> <td>42,974,965</td> </tr> <tr> <td>AgriPinoy</td> <td>27,043,523</td> </tr> </tbody> </table>	Assistance	Amount	Tobacco	51,476,287	Rice	20,653,042	Renewable Energy	42,974,965	AgriPinoy	27,043,523																	
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a. Tobacco	Actual count	5%	4,400	3,493	3.97%	3,493	3.97%																														
b. Rice	Actual count	5%	2,000	2,449	5%	2,449	5%																														
c. Renewable energy	Actual count	2%	1,250	1,710	2%	1,710	2%																														
d. AgriPinoy	Actual count	2%	1,200	332	0.55%	332	0.55%																														

	Component			Target	Submission		GCG Validation		Supporting Documents	Remarks																												
	Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score	Rating																														
CUSTOMERS / STAKEHOLDERS									Receipt, Promissory Note and Schedule of Payment, Disbursement Voucher, Budget Utilization Request, and Cash Voucher)																													
	SO 3	Production of Higher Quality Tobacco																																				
	SM 6	Percentage increase in high grades of tobacco (Grades AA to C/high to medium 2)	Percent of High Grades (current year less previous year over previous year) x 100	5%	-3% (60%)	8% 63.86%	5%	0% (-45.56%)	0%	• Grade Distribution of Tobacco Types per Regional Office	High grade tobacco: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Tobacco Type</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Virginia Neutral</td> <td>4,477</td> <td>3,123</td> </tr> <tr> <td>Virginia Improved</td> <td>5,457</td> <td>3,059</td> </tr> <tr> <td>Burley Neutral</td> <td>3,760</td> <td>2,435</td> </tr> <tr> <td>Burley Improved</td> <td>4,287</td> <td>4,080</td> </tr> <tr> <td>Cigar Filler</td> <td>-</td> <td>141</td> </tr> <tr> <td>Batek</td> <td>4,689</td> <td>2,166</td> </tr> <tr> <td>LPI 4/2</td> <td>-</td> <td>273</td> </tr> <tr> <td>Total</td> <td>28,056</td> <td>15,274</td> </tr> </tbody> </table> <p>The percentage share of high grade tobacco over the total traded volume was 53% (28,056 / 53,118) and 65% (15,274 / 23,348) for 2015 and 2016, respectively.</p>	Tobacco Type	2015	2016	Virginia Neutral	4,477	3,123	Virginia Improved	5,457	3,059	Burley Neutral	3,760	2,435	Burley Improved	4,287	4,080	Cigar Filler	-	141	Batek	4,689	2,166	LPI 4/2	-	273	Total	28,056	15,274
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Total	28,056	15,274																																				
<i>Sub-total</i>			30%			27.52%		22.52%																														
INTERNAL PROCESS	SO 4	Strengthen Research and Development and Technology Transfer																																				
	SM 7	Number of research results/studies: a. Incorporated in the technology manual (in consultation with private sector)	Actual count	6%	2	2	6%	2	6%	• 2016 Tobacco Production Manual	Researches incorporated in 2016 NTA Production Manual: (i) Field Efficacy of Timorex Gold against Common Diseases of Tobacco; and,																											

INTERNAL PROCESS	Component			Target	Submission		GCG Validation		Supporting Documents	Remarks																								
	Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score	Rating																										
										(ii) The Improvement and Evaluation of 3.75m x 3.75m x 5.7m Flue-Curing Barn in Flue Curing Virginia Tobacco.																								
	b. Other industrial / alternative uses of tobacco ready for commercialization (as validated by appropriate authority)	Actual count	6%	1	1	6%	1	6%	<ul style="list-style-type: none"> • Certification from MMSU College of Agriculture, Food and Sustainable Development • Demonstration Trials on the Use of Tobacco Powder for the Control of Mosquito Wrigglers 	A research report entitled "Demonstration Trials on the Use of Tobacco Powder for the Control of Mosquito Wrigglers" was submitted to and certified by the College of Agriculture, Food and Sustainable Development of the Mariano Marcos State University in the City of Batac, Ilocos Norte.																								
	c. Verification of initial studies conducted (stages)	Actual count	0%	2	2	0%	2	0%	<ul style="list-style-type: none"> • 2016 Tobacco Production Manual 																									
SO 5 Effective Enforcement of Regulatory Measures																																		
SM 8	Percentage of licensed companies fully compliant to rules and regulations (reports under oath):	Total Entities minus Number of Violators over Total Licensed Entities							<ul style="list-style-type: none"> • Form 23 Supervision / Monitoring of Trading Operations; and • Form 23-A Supervision / Monitoring of Field Representative / Viajeros Mediation / Arbitration 	<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>347</td> <td>102</td> <td>39</td> </tr> <tr> <td>Export</td> <td>25</td> <td>1</td> <td>1</td> </tr> <tr> <td>Import</td> <td>44</td> <td>1</td> <td>1</td> </tr> <tr> <td>Trans</td> <td>9</td> <td>3</td> <td>2</td> </tr> <tr> <td>Manufacturing</td> <td>16</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Licensed	Violations	Violators	Local Trading	347	102	39	Export	25	1	1	Import	44	1	1	Trans	9	3	2	Manufacturing	16	0	0
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a. Local Trading	4%	91%	91%	4%	88.76%	3.9%																												
b. Export / Import / Transshipment	4%	83%	95%	4%	94.87%	4%																												
c. Manufacturing	4%	92%	100%	4%	100%	4%																												

Component				Target	Submission		GCG Validation		Supporting Documents	Remarks																														
Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score	Rating																																	
								<ul style="list-style-type: none"> Summary of Violations Summary of Approved Licenses 2016 																																
SM 9	Percentage of violations resolved within the day	Number of Violations Resolved over Total Number of Violations	3%	90%	100%	3%	28.97% (31/107)	0.97%	<ul style="list-style-type: none"> Monitoring of Trading Operations, ARD Form No. 23 Inspection / Permit to Transport / Incidental Report Log/Record Book 	<ul style="list-style-type: none"> Included in the validation are those presented with the logbook As observed in the prior validation, accomplishment of the monitoring forms is not uniform. Important data such as date of the conduct of monitoring as well as date of occurrence of violation are not properly documented. 																														
SO 6	Intensify Production of Quality Tobacco in Partnership with Private Sector and LGUs																																							
SM 10	Number of private sector / LGUs participated under TCGS	No. of Private Sector + LGU (under TCGS)	5%	85	110	5%	110	5%	<ul style="list-style-type: none"> Summary of Partnership with Private Sector and LGUs Certification/ Resolution/ Appropriation Ordinance of Partnership between NTA and LGUs/Private Sectors 	<table border="1"> <thead> <tr> <th>Branch</th> <th>LGU</th> <th>PS</th> </tr> </thead> <tbody> <tr> <td>Abra</td> <td>11</td> <td>2</td> </tr> <tr> <td>I. Norte</td> <td>14</td> <td>2</td> </tr> <tr> <td>Vigan</td> <td>5</td> <td>2</td> </tr> <tr> <td>Candon</td> <td>22</td> <td>3</td> </tr> <tr> <td>La Union</td> <td>15</td> <td>6</td> </tr> <tr> <td>Pangasinan</td> <td>14</td> <td>4</td> </tr> <tr> <td>Isabela</td> <td>1</td> <td>3</td> </tr> <tr> <td>Cagayan</td> <td>5</td> <td>1</td> </tr> <tr> <td>Total</td> <td>23</td> <td>87</td> </tr> </tbody> </table>	Branch	LGU	PS	Abra	11	2	I. Norte	14	2	Vigan	5	2	Candon	22	3	La Union	15	6	Pangasinan	14	4	Isabela	1	3	Cagayan	5	1	Total	23	87
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Total	23	87																																						
<i>Sub-total</i>			32%			32%		29.87%																																

Component	Target			Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score			Rating
SO 7 Implement an Improved Merit-Based Performance, Recognition, and Reward System										
SM 11	Number of employees trained in critical competencies	Actual count	2%	316	305	1.93%	305	1.93%	<ul style="list-style-type: none"> HR Development Intervention List of Trainings / Seminars and Participants Employee Training Profiles Training Needs Analysis (TNA) 	<ul style="list-style-type: none"> NTA is still crafting its Competency Framework. The TNA used is the one administered in 2015 since training needs is assessed every two (2) years. It was targeted in 2016 to fill 316 positions out of the 350 authorized positions but only 305 was filled.
SM 12	Average competency level of the Agency employees	Weighted Average of Total Point Scores of all NTA Employees (pursuant to CSC SPMS and CESPES)	4%	Establish Baseline	4 <i>(as-of first sem; on-going consolidation of reports)</i>	4%	4.54	4%	<ul style="list-style-type: none"> Employee SPMS Rating Summary of SPMS Rating 	SPMS Rating was used for rank-and-file while CESPES Rating for managers.
SO 8 Adopt a More Efficient, Effective and Responsive Information System										
SM 13	ISO 9001 Certification	(1) Training 3%, (2) Internal Audit 4%, (3) External Audit/certification 5%	5%	ISO Certified	ISO Certified	5%	ISO Certified	5%	<ul style="list-style-type: none"> ISO Certificate (SGS Certification) valid from 19 Sept 2016 to 15 Sept 2018 	<ul style="list-style-type: none"> ISO Certification covers the following core services: Research and Development, Regulatory, Technology Assistance, Extension and Production Support. Support services are yet to be certified.
Sub-total			11%			10.93%		10.93%		

LEARNING AND GROWTH

Component	Target			Submission		GCG Validation		Supporting Documents	Remarks											
	Objective/Measure	Formula	Wt.	2016	Actual	Rating	Score			Rating										
SO 9	Attain Financial Stability																			
SM 14	EBITDA	Actual / Prior year	3%	(147) M	17,222 M (Per prelim Trial Balance)	3%	(122) M	3%	<ul style="list-style-type: none"> NTA's Unaudited Statement of Revenues and Expenditures NTA's EBITDA schedule 	Breakdown is as follows (in Million Pesos): <table border="1" style="margin-left: 20px;"> <tr><td>NI after Subsidy</td><td>(127.702)</td></tr> <tr><td>Interest</td><td>0.322</td></tr> <tr><td>Taxes</td><td>1.555</td></tr> <tr><td>Depreciation</td><td>3.369</td></tr> <tr><td>EBITDA</td><td>(122.456)</td></tr> </table>	NI after Subsidy	(127.702)	Interest	0.322	Taxes	1.555	Depreciation	3.369	EBITDA	(122.456)
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EBITDA	(122.456)																			
SM 15	Collection efficiency (%)	Total Actual Collection/Total Production Assistance Extended	3%	80%	92%	3%	92%	3%	<ul style="list-style-type: none"> Status Report on Production Assistance Regional Reports/Certification Collections 	For Tobacco Crop Year 2015-2016: <table border="1" style="margin-left: 20px;"> <tr><td>Total Loan Releases ^(A)</td><td>70,600,451</td></tr> <tr><td>Total Collection ^(B)</td><td>64,778,843</td></tr> <tr><td>Collection Efficiency ^(B/A)</td><td>92%</td></tr> </table>	Total Loan Releases ^(A)	70,600,451	Total Collection ^(B)	64,778,843	Collection Efficiency ^(B/A)	92%				
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Collection Efficiency ^(B/A)	92%																			
Rice	3%	97%	87%	2.7%	98%	3%	For the Year-Ended 2016: <table border="1" style="margin-left: 20px;"> <tr><td>Total Loan Releases ^(A)</td><td>19,133,281</td></tr> <tr><td>Total Collection ^(B)</td><td>18,686,291</td></tr> <tr><td>Collection Efficiency ^(B/A)</td><td>98%</td></tr> </table>	Total Loan Releases ^(A)	19,133,281	Total Collection ^(B)	18,686,291	Collection Efficiency ^(B/A)	98%							
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Collection Efficiency ^(B/A)	98%																			
AgriPinoy	3%	97%	81%	2.51%	94%	2.91%	For the Year-Ended 2016: <table border="1" style="margin-left: 20px;"> <tr><td>Amount Due ^(A)</td><td>55,054,158</td></tr> <tr><td>Total Collection ^(B)</td><td>51,770,884</td></tr> <tr><td>Collection Efficiency ^(B/A)</td><td>94%</td></tr> </table>	Amount Due ^(A)	55,054,158	Total Collection ^(B)	51,770,884	Collection Efficiency ^(B/A)	94%							
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Collection Efficiency ^(B/A)	94%																			
<i>Subtotal</i>			12%			11.21%		11.91%												
TOTAL			100%			96.66%		90.23%												

FINANCE