

**NATIONAL FOOD AUTHORITY (NFA)  
2015 Performance Scorecard**

Component		Agreed			NFA Submission		GCG Validation		Supporting Documents	Remarks
	Objective/Measure	Rating Scale	Target	Weight	Actual	Rating	Actual	Rating		
<b>Social Impact</b>	SO 1	<b>Ensure Food Security</b>								
	SM 1	15- day National Average Buffer Stocks Maintained	13-15 = 10% 11-12.99 = 9% 9-10.99 = 8% 7-8.99 = 7% <7 =0%	Ave. = 15 days	10%	22.17 Days	10%	22.17 Days	10%	Table on Monitoring & Compliance Report for Procurement per Regional and National Level signed by the Grains Marketing Operations Department  NFA ensures the country's food security by maintaining a buffer stock of the staple food equivalent to a minimum of 15-day Strategic Rice Reserve (SRR) year round.  NFA's total stock inventory (total rice equivalent) for the entire year of 2015 averaged to 703,757.33 Metric Tons (MT). Then as of December 31, 2015, NFA's rice ending inventory is 900,454 MT which is good for 28 days of the country's rice consumption requirements of 31,631 MT. The ending inventory is higher than the average inventory for the whole year round due to the higher procurement

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										<p>for the last quarter of 2015 in preparation for La Niña. Out of the total ending inventory in 2015 of 900,454 MT, 85% or 768,000 MT came from importation.</p> <p>For 2015, due to ample supply of rice and in anticipation of the El Niño, NFA was able to maintain an inventory good to last for an average of 22 days.</p> <p>A system for piling and inventory taking of rice called "Warehouse Transaction Information System" is adopted and applied in Region X and CARAGA Region. NFA adopts the First In First Out (FIFO) Method in its warehouse inventory.</p>
	SM 2	30- day Buffer Stock	27-30 = 5% 24-26.99 = 4% 21- 23.99 = 3% 18-20.99 = 2%	30 days by July 1	5%	26.89 Days	4%	26.89 Days	4%	<p>Monitoring and Compliance Report for Procurement Indicator</p> <p>NFA should have a 30-day rice buffer stock by July 1 of every year, inclusive of the 15-day SRR, in preparation for the lean months. The</p>

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		15 - 17.99 = 1% <15 = 0%							(National Level) signed by the Grains Marketing Operations Department	lean months are July, August and September, rainy season, where the prices of rice increase.  As of end of June 2015, NFA had an inventory of 843,205 MT, equivalent to a 27-day buffer stock inventory. This is computed with the Inventory at Disport of 72,326.90 MT (15% Broken and 25% Broken at 47,592.90 MT and 24,734 MT, respectively). The Daily Consumption Requirement totaled to 31,361 MT.
		<b>Sub-total</b>			<b>15%</b>		<b>14%</b>		<b>14%</b>	
<b>Stakeholders</b>	<b>SO 2</b>	<b>Availability, Accessibility, Affordability, and Food Safety</b>								
	SM 3	Percent Procurement from 37 Surplus Provinces	50% - 100% = 5% 40 - 49% = 3% 30 - 39% = 1% <30% = 0%	50%	5%	84.69%	5%	84.69%	5%	-Total Procurement from 37 Surplus Provinces Report signed by the Grains Marketing

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									<p>Operations Department</p> <p>-Monthly Procurement Performance Report</p> <p>-Actual Accomplishment Report</p>	<p>Surplus provinces for 2015 include Abra, Ilocos Sur, Ilocos Norte, Eastern Pangasinan, Western Pangasinan, Cagayan, Allacapan, Kalinga, Isabela, Nueva Vizcaya, Quirino, Ifugao, Aurora, Bataan. Nueva Ecija, Tarlac, Mamburao, Mindoro Occidental, Mindoro Oriental, Palawan, Camarines Sur, Aklan, Antique, Capiz, Iloilo, Bohol, Northern Leyte, Southern Leyte, Biliran, Zamboanga Del Sur, Zamboanga Sibugay, Bukidnon, Davao Del Sur, North Cotobato, Sultan Kudarat, Maguindanao, Agusan Del Sur. In terms of contribution to volume procured, Southern Tagalog topped the list followed by Central Luzon, Bicol and Western Viasayas regions, all exceeding their targets for the year. The province with the highest procurement is Mindoro Occidental which makes</p>

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										<p>up the 28.91% of the 84.69% total procurement from surplus provinces.</p> <p>NFA has a Farmers Option Buy Back Program where farmers have the opportunity to buy back the same volume of palay stocks sold to the agency within a period of six (6) months for resale to traders when palay prices are better than NFA's support price.</p> <p>The reports for the domestic palay procurement are generated manually using Excel. The provincial field offices submit reports to the Grains Marketing Operation Department of the NFA Central Office. Procurement is reported in the financial statements under Cost of Sales-Local Cereals and under Inventory for unsold goods.</p>

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	SM 4 Average Farmgate Price in All Provinces	(Actual/Target) x Weight	Minimum of ₱ 15.30/kg	5%	₱17.96/kg	5%	₱17.96/kg	5%	-Farmgate Per Surplus Provinces Monthly Report -Philippine Statistics Authority (PSA) website	<p>The presence of NFA significantly influenced traders to compete healthily and offer farmers with prices higher or closer to the government support price. With its stabilization mandate, NFA sees to it that prices at the farm gate level allow farmers reasonable returns on their investment, and that there is always a ready and adequate supply of rice at affordable prices in the market.</p> <p>NFA buys palay from farmers at ₱17.00/kg. Even with the government's/NFA's buying price of ₱17.00/kg, the palay farmers still have a 42% Return of Investment (ROI), compared to the ₱11.97/kg cost of production reported by the Philippine Statistics Authority (PSA). Individual farmers and farmer-organizations are</p>

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										<p>given additional incentive of ₱0.70/kg (₱0.20 for drying fee; ₱0.20/kg for delivery fee; and ₱0.30/kg for Corn Development Incentive Fee [CDIF]) provided the palay meets the standards set by the agency.</p> <p>The target was a market price not less than 90% of the ₱17.00/kg support price or ₱15.30/kg. In 2015, the annual average ex-farm price of palay at ₱17.96/kg remained slightly higher than NFA's buying price at ₱17.00/kg.</p> <p>Ifugao has the highest farmgate price at ₱21.78 while Mindoro Oriental has the lowest at ₱15.42.</p>
SM 5	Restoration or Preventing Further Escalation of Prices in Key	(Actual/Target) x Weight	within 14 days	5%	within 14 days	5%	within 14 days	5%	-Retail Prices of Well-milled Rice Report	Data on prices in areas hit by calamities are reported by the Philippine Statistical Authority.

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	Urban Areas (Metro Manila, Cebu, Davao, and Baguio) with Price Increase of 4% of Current Price								-Philippine Statistics Authority (PSA) website	Price Reversion is defined as a return to price levels 2 weeks before the calamity/emergency.
SM 6	Average Response Time for Release of Stocks during Calamities	(Actual/Target) x Weight	within 23 hours	5%	within 23 hours	5%	average 3.81 hours	5%	<p>-Report on the Compliance Rate with Target Response Time of 23 Hours from Request During Calamities and/or Emergencies</p> <p>-Audit Random Sampling: Letter from the LGU and Sangguniang Panlalawigan Resolution</p>	<p>NFA had the national average response time target of 23 hours.</p> <p>Ilocos Region (Region I) with the highest number of occurrence of 11 had an actual average response time 1.49 hours. This is followed by Cagayan Valley (Region II) with 7 number of occurrences and an actual average response time of 2.43 hours.</p> <p>In 2015, 9 typhoons hit the Philippines. The NFA was able to respond to Local Government Units' (LGUs) request for the issuance of rice in less than 23 hours. The total rice released to LGUs and other relief-giving</p>



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										<p>organizations totaled to 8,920.25 MT, the bulk of which was issued after the devastation of typhoon "Lando" in October 2015.</p> <p>The LGUs have MOUs with NFA. The preparation and planning for the calamities in relation to the release of stocks is the mandate of the LGUs and DSWD and they just coordinate with the NFA.</p>
<b>SO 3</b>	<b>Improve Quality Services</b>									
SM 7	Stocks Maintained in Good & Consumable Condition	99 - 100% = 10% 98% = 7% 97% = 5% 96% = 3% <96% = 0%	100%	10%	99.9%	10%	99.9%	10%	-Report on the Percentage Rating for Good and Consumable Stocks per Region -Regional Quality Assessment Report	The Quality Assessment Report (QUASAR) is a report on the quantity and quality of all grains stocks of the NFA. Based on the revised SOP on Grains Quality Information System (TS-SQ04 dated 6 April 1999), Regional Offices are required to submit their Consolidated QUASAR every end of the month. The monthly National QUASAR is prepared by the

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										<p>Technical Research and Services Department – Quality Assurance Division.</p> <p>The measure refers to good, treated and for treatment stocks which means these are fit for human consumption.</p> <p>NFA was not able to attain its commitment to maintain a perfect 100% of its stocks in good quality condition. Good, treated, and for treatment stocks totaled 99.90%, which means they are fit for human consumption. Stocks assessed as 'treated and for treatment during inspection are safe for distribution after treatment.</p> <p>In NFA warehouses, the following activities are being undertaken: 1) Regular pest control activity every 21 days; 2) Fumigation on a quarterly</p>

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										<p>basis; 3) Proper filing system for rice; 4) Quarterly sampling of stocks in the laboratory in the Regional and Central offices; and 5) Regular inventory taking/count (inventory taking in May and November is done with COA).</p>
SM 8	Number of Licensees	(Actual/Target) x Weight	80,000	3%	79,730	2.99%	79,730	2.99%	<p>-Consolidated Report on Registration and Licensing signed by the Industry Services Group -Audit Random Sampling: Monthly Progress/ Accomplishment Report of the Region</p>	<p>This involves the monitoring and enforcement of rules and regulations governing grains business, licensing and registration of all rice and corn business for the purpose of acquiring industry information and ensuring rational distribution of grains business for optimum utility and profitability.</p> <p>The Industry Services Department of the NFA Head Office is in charge of the licensing and registration.</p> <p>In 2015, the total collections generated</p>

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										<p>from licensing activities nationwide amounted to ₱169, 840,270.19. New Licensees and Renewal Licensees totaled to 13,675 and 66,055, respectively. The total number of licensees is 79,730. Southern Tagalog Region topped the list of the total number of registrants/licensees for 2015 with 8,790 applicants, followed by the NCR and Bicol Region with 7,145 and 6,938 applicants, respectively.</p> <p>Metal plates are issued in lieu of NFA registration/licensed certificates, except for import license. These are issued only once, unless lost or destroyed, a replacement is made upon payment of reasonable amount.</p> <p>A system for licensing called the "Registration</p>	

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										and Licensing Information System" is being used in Region X and CARAGA.
SM 9	Number of Alternative Distribution Centers in 10 Priority Provinces	(Actual/Target) x Weight	250	3%	300	3%	300	3%	<p>-Report on the Accredited Retail Outlets</p> <p>-Audit Random Sampling: 1) Regional Report on the Accredited Retails Outlets prepared by the Regional Office and transmitted to GMOD; 2) Grains Situationer</p>	<p>The total number of NFA alternative distribution centers for priority provinces as of December 31, 2015 totaled to 3,291. A total of 300 as targeted centers were added in 2015.</p> <p>For 2015, the ten 10 priority provinces are: 1) Pangasinan (Western and Eastern); 2) Quezon (Infanta and Lucena); 3) Camarines Sur; 4) Negros Occidental; 5) Iloilo; 6) Cebu; 7) Leyte; 8) Zamboanga Del Sur; 9) Davao Del Sur; and 10) Sulu</p> <p>These 10 priority provinces were determined and chosen by NEDA. LGUs have tie-ups with NFA where the latter directly delivers the rice to the former. The</p>

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										distribution centers mostly belong to the LGUs.
SM 10	Percentage of Complaints Acted upon within the Given Turn-Around-Time	(Actual/Target) x Weight	100%	5%	100% (within 4.83 hours)	5%	100% (within 4.83 hours)	5%	<p>-Report on the Number of Complaints Received and Number of Hours Resolved</p> <p>-Audit Random Sampling: 1) Suggestion/ Complaint/ Inquiry/ Request Form (NCR-CDO); and 2) Monitoring and Compliance Report for Complaints Received by the Provincial Office for the month of June 2015</p>	<p>The majority of complaints received by NFA concern product quality, pricing, weighing, packaging and availability of NFA rice in the market.</p> <p>For 2015, NFA was able to process and act on the complaints within the TAT of 72 hours, having achieved a national average of 4.83 hours.</p> <p>Complainants can air their grievances via phone text or filling-up of complaint form in the Customer Assistance Units (CAU) desk.</p> <p>Most complaints received by NFA centered on product quality, pricing, weighing, packaging and availability of rice in the market. NFA addressed</p>

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										and/or referred stakeholder's issues to concerned Regional Office/Department for their appropriate action.
	<b>SO 4</b>	<b>Attain Client Satisfaction</b>								
SM 11	Stakeholders' Evaluation of the NFA's Delivery of Services to its Critical Stakeholder : Palay-Farmers, Licensees and Consumers	Satisfactory = 3% Below Satisfactory = 0%	Satisfactory Rating	3%	Satisfactory Rating	3%	Satisfactory Rating	3%	Methodology and Questionnaire for farmers and retailers, and Customer Survey Results submitted to NFA by the STRAND-ASIA	<p>NFA got a resulting rate of 4.3 over-all performance to Client Satisfaction Survey which was done by the Strategic Research and Development Center, Inc. (STRAND-ASIA). To measure customer satisfaction, personal interviews were conducted nationwide among a total of 383 NFA-accredited palay farmers and 375 NFA-accredited retailers. The satisfactory rating is 3.0.</p> <p>The 383 respondent-palay farmers are all farmers currently planting palay in any of the seven designated provinces in a land that they either own or rent, are currently part</p>

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										<p>of an organization of palay farmers in the province where they are currently based as either an officer or a member, and are selling their palay harvest, whether just a portion or all of it, to NFA. These respondent-farmers were systematically selected from a list provided by NFA. The average result for farmers is 4.1.</p> <p>The 375 respondent-rice retailers are all selling rice with either or part of it coming from NFA, are currently based in any of the six designated provinces, are currently part of an organization of rice traders in the province where they are based as either an officer or a member, and maybe selling a combination of NFA rice, non-NFA local rice, or non-NFA imported rice. These respondent-rice retailers were systematically selected</p>



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										<p>from a list provided by NFA. The average result for retailers is 4.5.</p> <p>The study aims to: 1) Measure the degree of awareness of stakeholders on NFA programs on palay procurement and rice distribution; 2) Determine the perception of stakeholders on NFA performance on programs that directly affect them; 3) Establish the degree of satisfaction of these stakeholders on the agency's delivery of services; and 4) Define the perception on how the NFA can further improve its services to stakeholders.</p>
	<b>SO 5</b>	<b>Rationalized and Efficient Local Procurement</b>								
	SM 12	Cereal Procurement Fund (CPF) Made Available within Set Number of Days	(Actual/Target) x Weight	5 days	3%	2.11 Days	3%	2.11 Days	3%	<p>-Summary of the Average Number of Days to Remit Funds from</p> <p>The process flow in the preparation and transmittal of the fund request are: 1) Based on operational targets, Provincial Office (PO) forwards Requests for</p>

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	upon Receipt of Request								<p>Written Request</p> <p>-Audit Random Sampling: 1) Region VIII CPF Remittances Report for 2015; 2) Notice of Fund Transfer in CPF from Budget Division to the Cash Division/ Fund Management Division; and 3) Letter of Grains Marketing Operations Department (GMOD) to Budget, Treasury and Fund Management Department (BTFMD) for the favorable recommendation of CPF Remittance</p>	<p>CPF Funds to Regional Office (RO); 2) RO endorses the requests to GMOD; 3) GMOD evaluates, recommends remittance of funds to BTFMD; 4) BTFMD-Budget Division evaluates, coordinates with BTFMD-Fund Management Division (FMD) for availability of funds, prepares Request for Fund Transfer Slip, and forwards the said request to BTFMD-Cash Division; and 5) BTFMD-Cash Division evaluates, prepares Request for On-line Remittance, and transmits said request to the respective Depository/ Remitting Bank.</p> <p>There is a central fund where the field offices remit their collections and where the release of money for procurement comes from.</p>

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	<b>SO 6</b>	<b>Efficient Rice Importation</b>									
	SM 13	Cost of Imports Relative to Reference Price	(Actual/Target) x Weight	Equivalent to or lower than the approved reference price	3%	(1) \$425.85 ; \$421.00 (2) \$442.94 ; \$441.00 (3) \$410.12 ; \$410.12 (4) \$408.15 ; \$416.85 (5) \$426.83 ; 426.60	2.99%	(1) \$425.85 ; \$421.00 (2) \$442.94 ; \$441.00 (3) \$410.12 ; \$410.12 (4) \$408.15 ; \$416.85 (5) \$426.83 ; 426.60	2.99%	-Commodity Specification, Reference Price (US\$/MT, CIF/DAP), and Awarded Price (US\$ /MT, CIF-DAP) -Audit Random Sampling: 1) Approved Reference Prices for the Importation of White Rice and Memo on the Reference Prices Approval signed by the NFA Committee on Government-To-Government Procurement (CGGP); 2) Abstract of Price Offers (G to G Procurement); 3) NFA's Secretary Certificate and 4) Notice of Award and Notice to Proceed by NFA to Thailand and Vietnam	Acceptable.  Dates of tender for the rice importation are February 27, 2015, June 05, 2015, June 16, 2015 and September 17, 2015.

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									-Contract for Purchase and Supply of Maximum 100,000 MT, 25% Brokens, Well-Milled Long Grain White Rice, on CIF-DAP (FOW) Basis	
SM 14	Timely Delivery of Contracted Quantity within the Contract Period	90% - 100% = 3% 80% - 89% = 2% 70% - 79% = 1% <70% = 0%	100%	3%	100%	3%	100%	3%	-Status of Import Arrival signed by GMOD -Contract for Purchase and Supply of Maximum 100,000 MT, 25% Brokens, Well-Milled Long Grain White Rice, on CIF-DAP (FOW) Basis -Audit Random Sampling: Bill of Lading	3 Government to Government (G-to-G) negotiations were conducted for the supply of imported rice. Suppliers included Vinafood of Vietnam and DFT Thailand. The total quantity per contract is 1,500,000 MT while the actual quantity delivered is 1,145,945 MT. Actual quantity delivered refers to good stocks only. Difference of 1% accomplishment is due to bad stocks or short landed.
SO 7	Implement Organizational Reform									
	Reorganization of NFA		Agreed Table of	5%	Agreed Table of	5%	Agreed Table of	5%	NFA's Current State and	The submission of NFA's Current State and

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	SM 15	All or Nothing	Organization by October 30, 2015		Organization by October 30, 2015		Organization by October 30, 2015		Assessment (CSA) and Proposed Organizational Chart/s for 2016 - 2020 with Table of Organization (TO)	Assessment (CSA) and Proposed Organizational Chart/s for 2016 - 2020 was emailed on October 30, 2015 while the hard copy was received on November 2, 2015	
		<b>Sub-total</b>		<b>58%</b>		<b>57.98%</b>		<b>57.98%</b>			
Financial	<b>SO 8</b>	<b>Minimize Operating Losses</b>									
	SM 16	Contribution Margin (CM)	₱ 7 Billion = 5% above breakeven but below ₱ 7 Billion = 4% break-even = 3% negative = 0%	₱ 7 Billion	5%	₱5.085 Billion	4%	₱5.085 Billion	4%	-Schedule of Sales and Cost of Sales for the year ended December 31, 2015 -Unaudited Financial Statements submitted to COA and BIR	In 2015, NFA had a gross income of ₱5.085 Billion or 20.32% of its annual sales. Total sales and cost of sales amounted to ₱25 Billion and ₱19.94 Billion, respectively. Locally produced rice and corn grains amounted only to ₱570 Million or 2.28% of the total sales. Importations came from Vietnam and Thailand.
	<b>SO 9</b>	<b>Divestment of Assets</b>									
	SM 17	Divestment of the Big Ticket Assets Approved for	All or Nothing	One (1) South District Office (SDO)	7%	One (1) South District Office (SDO)	7%	One (1) South District Office (SDO)	7%	Memorandum of Understanding	G-to-G Memorandum of Understanding was entered into between NFA and the Department of Transportation and Communications (DOTC),

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	Disposition by the NFA Council									the buyer. The subject of this MOU shall be the 21,202 square meters parcel of land located along DBP Avenue, FTI Compound, Brgy. Bicutan, Taguig City with a purchase price of P1.8 Billion. This would generate the necessary cash flows for the NFA-South District Office (SDO) to relocate and right-size its storage capacity, and also, for the NFA-Central Office to have its own building.
<b>SO 10</b>	<b>Debt Management</b>									
SM 18	Debt Level (Bank Loans)	140 Billion - 144 Billion = 5% 145 Billion - 149 Billion = 4% 150 Billion - 154 Billion = 3% 155 Billion - 159 Billion = 2% 160 Billion - 164 Billion = 1% >165 Billion = 0%	₱ 155 Billion	5%	₱135.973 Billion	5%	₱135.973 Billion	5%	Schedule of NFA's Outstanding Liabilities - Bank Loans as of December 31, 2015	Short term loans from LBP and DBP amounted to ₱32 Billion while the long term loans from various creditors (LBP, DBP, BDO, Chinabank, Metrobank, PNB, Mizuho and RCBC) amounted to ₱103 Billion.

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		<i>Sub-total</i>			<b>17%</b>			<b>16%</b>		
<b>Learning and Growth</b>	<b>SO 11</b>	<b>Establish Quality Management System (QMS)</b>								
	SM 19	ISO 9001 - 2008 Aligned QMS Established	5% = ISO Certification by February 2015 3% = GAP Assessment by December 2015	Certification of Registration & Licensing and Technical and Research Services Processes	5%	ISO Certification of Registration & Licensing but only GAP Assessment of the Technical and Research Services Processes	3%	ISO Certification of Registration & Licensing but only GAP Assessment of the Technical and Research Services Processes	3%	<p>-Audit Certification for the Registration, Licensing and Regulation Process</p> <p>-Memorandum on the GAP Assessment of the Technical and Research Services Processes</p> <p>-Progress Report on the Quality Management System Project Certifiable to ISO 9001:2008</p>

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										include the corrective action planning and stages 1 and 2 of audit by the Certifying Body.	
	<b>SO 12</b>	<b>Establish Competency Framework</b>									
	SM 20	Council-Approved Competency Framework	All or Nothing	Hire a consultant	5%	Consultant hired	5%	Consultant hired	5%	Contract Agreement	NFA procured the Consultancy Services of People Dynamic, Inc. to establish its Competency Framework
		<b>Sub-total</b>			<b>10%</b>		<b>8%</b>		<b>8%</b>		
		<b>TOTAL</b>			<b>100%</b>		<b>95.98%</b>		<b>95.98%</b>		