

**NATIONAL FOOD AUTHORITY
2016 PERFORMANCE SCORECARD**

| | Performance Measure | | | | NFA Submission | | GCG Evaluation | | Supporting Documents | GCG Remarks | | | | | | | | | | | | | | | | | | | | | |
|------------------------|------------------------|--|--|--------------|--|-------------------|----------------|-------|----------------------|-------------|--|---|----------|----------|------------------------|------------------------|-------------|---------------|------------|---------------|-----------|---------------|------------------|---------------|--|----------------|--|---------------|--|---------------|--|
| | Objectives / Measures | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | | | Rating | | | | | | | | | | | | | | | | | | | | |
| SOCIAL IMPACT | SO 1 | Ensure Food Security | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SM 1 | 15-day National Average Buffer Stocks Maintained | Sum of the Days to Last (DTL) per month / 12 | 10% | More than 30 days = 0% 15-30 days = 10% 12-14 days = 7% 8-11 days = 5% Less than 7 days = 0% | Average = 15 days | 26 day | 10% | 26 days | 10% | Monitoring and Compliance Report for Procurement Indicator (National Level) for the year ended 2016 Emails from the Regional Offices transmitting the Ending Stock Inventory for the Month PSA data on the Population and per Capita Consumption (from PSA website and per confirmation with the Demographic and Health Statistics Division and Agricultural | With the actual average Days to Last of 27 days as compared to the target of 15 days, NFA received the full weight of 10% for this measure. In the letter of the NFA dated 24 May 2016, it requested to renegotiate the Rating System as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Existing</th> <th>Proposed</th> </tr> </thead> <tbody> <tr> <td>30 days and above = 0%</td> <td>33 days and above = 0%</td> </tr> <tr> <td>15-30 = 10%</td> <td>31-32.99 = 2%</td> </tr> <tr> <td>12-14 = 7%</td> <td>29-30.99 = 4%</td> </tr> <tr> <td>8-11 = 5%</td> <td>27-28.99 = 6%</td> </tr> <tr> <td>Less than 7 = 0%</td> <td>25-26.99 = 8%</td> </tr> <tr> <td></td> <td>15-24.99 = 10%</td> </tr> <tr> <td></td> <td>13-14.99 = 8%</td> </tr> <tr> <td></td> <td>11-12.99 = 6%</td> </tr> <tr> <td></td> <td>9-10.99 = 4%</td> </tr> </tbody> </table> | Existing | Proposed | 30 days and above = 0% | 33 days and above = 0% | 15-30 = 10% | 31-32.99 = 2% | 12-14 = 7% | 29-30.99 = 4% | 8-11 = 5% | 27-28.99 = 6% | Less than 7 = 0% | 25-26.99 = 8% | | 15-24.99 = 10% | | 13-14.99 = 8% | | 11-12.99 = 6% | |
| Existing | Proposed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30 days and above = 0% | 33 days and above = 0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15-30 = 10% | 31-32.99 = 2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12-14 = 7% | 29-30.99 = 4% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8-11 = 5% | 27-28.99 = 6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Less than 7 = 0% | 25-26.99 = 8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 15-24.99 = 10% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 13-14.99 = 8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 11-12.99 = 6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 9-10.99 = 4% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Objectives / Measures | | Performance Measure | | | | NFA Submission | | GCG Evaluation | | Supporting Documents | GCG Remarks |
|-----------------------|---------------------|---|--------|---|---|----------------|--------|----------------|--------|---|--|
| | | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | Rating | | |
| | | | | | | | | | | | <div style="border: 1px solid black; padding: 2px; width: fit-content;"> 8-8.99= 2% 7 days & below= 0% </div> <p>Per representation, the proposal to change the rating scale considers the right amount of inventory and procurement that it has for its buffer stocks. In fulfilment of its mandate of ensuring food security, NFA should maintain a low of 15-day to a high of 30-day inventory enough for the country's rice consumption requirements while providing enough supply in anticipation of calamities. Thus, the approved rating scale considers the minimum and maximum required buffer stocks. Considering that the proposed revision of the rating scale would be counterproductive to NFA such that it provides scores for incremental performance, the proposal is <u>DENIED</u>.</p> |
| SM 2 | 30-day Buffer Stock | NFA National Rice Inventory / National Daily Consumption Requirement as of July 1 = | 5% | 30 = 5% 27-29.99 = 4% 24-26.99 = 3% | 30 days any one day between July 1 - 31 | 28 days | 4% | 28 days | 4% | Monitoring and Compliance Report for Procurement Indicator (National Level) for the year ended 2016 | The NFA rice inventory as of end of June 2016 totaled to 913,525 MT while the DCR was 32,321 MT which then resulted to the average of 28-day buffer stock during the lean months. |

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| Objectives / Measures | Performance Measure | | | | NFA Submission | | GCG Evaluation | | Supporting Documents | GCG Remarks | | |
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| | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | Rating | | | | |
| | Days to Last (DTL) | | 19-23.99 = 2% 15-18.99 = 1% <15 = 0% | | | | | | PSA data on the Population and per Capita Consumption (from PSA website and per confirmation with the Demographic and Health Statistics Division and Agricultural | | | |
| | Sub-total | 15% | | | | 14% | | 14% | | | | |
| SO 2 Availability, Accessibility, and Food Safety | | | | | | | | | | | | |
| STAKEHOLDERS | SM 3 | Percent Procurement from 37 Surplus Provinces | Procurement from 37 Provinces / Total Procurement | 5% | 50%-100% = 5% 40-49% = 3% 30-39% = 1% <30% = 0% | 65% | 86.63% | 5% | 86.63% | 5% | Monitoring and Compliance Report for Procurement Indicator (National Level) for the year ended 2016 on the Percent Procurement for 37 Surplus Provinces as consolidated by Grains Marketing Operation Department – Marketing Research Statistics Division (GMOD-MRSD) | The procurement from the surplus provinces totaled to 102,656 MT which is 86.63% of the 118,494 MT total palay procurement of NFA in the Philippines in 2016. |
| | SM 4 | Average Farmgate Price in All Provinces | Farmgate price (₱/kg) equal to or more than 90% if the GSP | 5% | All or Nothing | Minimum of ₱15.30/kg | ₱17.43/kg | 5% | ₱17.43/kg | 5% | Monitoring and Compliance Report for Procurement Indicator (National Level) for the year ended 2016 on the Average Farmgate | In 2016, the average farmgate price in all provinces as shown in the PSA website is ₱17.43/kg. |

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| | | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | Rating | | |
| | | | | | | | | | | Price in 33 Surplus Provinces as consolidated by GMOD-MRSD | |
| SM 5 | Restoration or Preventing Further Escalation of Prices in Urban Areas (Metro Manila, Cebu, Davao, and Baguio) with Price Increase of 4% of Current Price | Ave. % Weekly Price (July - Sept.) $\frac{\sum \text{Weekly \% Price Increase}}{\text{Total \# of Increases}}$ | 5% | 0%-4.00% = 5% 4.01%-5.00% = 4% 5.01%-6.00% = 3% 6.01%-7.00% = 2% 7.01%-8.00% = 1% >8.01% = 0% | 4% | 0.74% | 5% | 0.74% | 5% | Report on Restoration or Preventing Further Escalation of Prices for 2016 as prepared by the GMOD. | For 2016, the NFA was able to surpass its target by maintaining an average price increase of only 0.74% and hence garnered the full rating of 5%. |
| SM 6 | Average Response Time for Release of Stocks during Calamities | - | 5% | $(1 - \frac{\text{Actual} - \text{Target}}{\text{Target}}) \times \text{Weight}$ | within 22 hours | 2.13 hours | 5% | 2.13 hours | 5% | Report Compliance Rate with Target Response Time of 22 Hours from Request during Calamities and/ or Emergencies for the year 2016 as prepared by GMOD-IMD Memorandum of Agreement between NFA and LGU of | The NFA exceeded its target for 2016 with an average response time of only 2.13 hours for the release of stocks during calamities as compared to its target of responding within 22 hours. |

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| | | | | | | | | | Aurora (Random Sampling) | | |
| SO 3 | Improve Quality Services | | | | | | | | | | |
| SM 7 | Stocks Maintained in Good & Consumable Condition | % Total Stocks in Good & Consumable Condition / Total Stocks Stored | 10% | 99%=100% 10% 98%=7% 97%=5% 96%=3% <96%=0% | 100% | 99.89% | 10% | 99.89% | 10% | Report on the Percentage of Good Stocks Maintained in Good and Consumable Condition for the year 2016 with Report on 2016 Assessed Volume of Good and Consumable Stocks per Region as well as of the Bad and Non-Consumable Stocks per Region as prepared by TRSD (Technical Research Services Department) - QAD (Quality Assurance Division) | For 2016, the 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 99.89%, which means they are fit for human consumption. Stocks assessed as 'treated and for treatment during inspection are safe for distribution after treatment. However, NFA still got the 10% rating since the full weight of 10% is given for 99% - 100% of stocks maintained in good and consumable condition. |
| SM 8 | Number of Alternative Distribution Centers (ADCs) in 10 Priority Provinces | Absolute Number | 4% | (Actual/Target) x Weight | 300 and Council-Approved 5-year Program | 480 | 4% | 480 and no Council-Approved 5-year Program | 2% | Report on the Number of Existing Non-Traditional Accredited Retail Outlets for 2016 as prepared by Grains Marketing Operation Department - Inventory Management Division (GMOD-IMD) | In a letter dated 27 February 2016, the NFA requested to change the target from "300 ADCs and Council-Approved 5-year Program" to "300 ADCs." The 5-year Program was not included in the calendar of the NFA Council for approval despite the Memorandum by the NFA Management to the NFA Council dated 26 October |

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| Objectives / Measures | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | Rating | | |
| | | | | | | | | | Memorandum of the NFA OIC Tomas R. Escarez to the NFA Council requesting for approval to license at least 300 alternative distribution centers for 2016 and the targets for 2017-2021 | October 2016 by then Officer-in-Charge Tomas R. Escarez requesting the approval of the same. Performance Agreement is entered into between the GOCC, as represented by its Governing Board, and the State as represented by the GCG. Thus, the commitments and targets under the 2016 Performance Scorecard of NFA is the commitment of the NFA Council as executed and implemented by the NFA Management. The fact that the NFA Council did not take an action on the proposed 5-year Program is also an inaction by the entire NFA. In view of this, NFA is given only 2% for this measure by hitting the target of 300 ADCs while failing to achieve the Council-Approved 5-year Program. |

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| | | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | | | Rating |
| SM 9 | Percentage of Complaints Acted upon within the Given Turn-Around-Time | Complaints Acted Upon within TAT/ Total Complaints | 5% | (Actual/Target) x Weight | 100% within 3 hours | 1.2303 hours | 5% | 94.29% acted upon within 3 hours | 4.71% | Monitoring and Compliance Report for Complaints Received for 2016 | In the letter dated 24 May 2016 of NFA, it proposed to change the target from "100% within 3 hours" to "100% in 72 hours." Per NFA, the standard time for government agencies to act or respond to complaints is 72 hours. The time to act on complaints varies depending on the nature of the complaint and the situation in the field. However, the Governance Commission finds the proposal as unacceptable considering that the 3-year average response time of NFA is only 3.83 hours. For 2016, NFA reported a TAT of 1.2303 hours. Upon validation of documents, it shows that 99 out of 105 complaints or 94.29% were acted upon within 3 hours. |
| SO 4 Attain Client Satisfaction | | | | | | | | | | | |
| SM 10 | Stakeholders' Evaluation of the NFA's Delivery of Services to its Critical Stakeholder: Palay-Farmers, Licensees | Clients' rating of at least Satisfactory | 3% | Satisfactory = 3% Below Satisfactory = 0% | Plus 5% of the 2015 result but never below Satisfactory | A rating of 4.2 over-all performance to Client Satisfaction Survey | 3% | A rating of 4.2 over-all performance to Client Satisfaction Survey | 3% | 2015 and 2016 NFA's Client Satisfaction Survey conducted by Strategic Research and Development Center, Inc. and Market Relevance Corporation, respectively. | The target for 2016 is "Plus 5% of the 2015 result but never below Satisfactory." However, upon the validation, NFA stated that the surveys in 2015 and 2016 are not comparable since the two surveys conducted by different providers covered different areas. The GCG |

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| | | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | Rating | | |
| | and Consumers | | | | | | | | | | <p>does not agree with the statement provided by NFA. The difference in sampling size and areas covered are not reasons for the results not to be comparable. Sampling methodology is employed as it is statistically impossible to cover the population size, in this case, all farmers and retailers in the country. The use of different areas as source of the sampling for 2015 and 2016 will not contradict but instead affirm the result. While NFA argues that the conduct of the survey by two different third party providers is also a reason why the results are not comparable, the same is not acceptable. Surveys for 2015 and 2016, while conducted by different providers, used the same population (farmers and retailers), methodology, and survey instrument.</p> <p>Regardless of the foregoing, the NFA still got the full weight of 3% since the rating scale gives 3% as long as "Satisfactory" is achieved.</p> |
| | Sub-total | | 42% | | | | 42% | | 39.71% | | |

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| INTERNAL PROCESS | SO 5 | Rationalized and Efficient Local Procurement | | | | | | | | | | |
| | SM 11 | Cereal Procurement Fund Made Available within Set Number of Days upon Receipt of Request | Average Number of Days / Target | 3% | (Actual/Target) x Weight | 4 days | 1.63 days | 3% | 1.63 days | 3% | Summary of the Average Number of Days to Remit Funds from Written Request for the year 2016 as prepared by the Budget Treasury Fund Management Department (BTFMD) | The NFA was able to exceed its target for 2016 of making the cereal fund available within 4 days by actually doing the same within 1.63 days. |
| | SM 12 | Processing Time of License Application | Application Acted Upon within TAT / Total Number of Applications | 3% | (Actual/Target) x Weight | Average of 45 minutes | Average of 25.41 minutes | 3% | Average of 25.41 minutes | 3% | Regional Consolidated Average Processing Time for 2016 as prepared by Industry Services Department (ISD) | For 2016, the NFA had a processing time for the license application with an average of only 25.41 minutes, thereby surpassing its target average of 45 minutes. |
| | SO 6 | Implement Organizational Reform | | | | | | | | | | |
| | SM 13 | Reorganization of NFA | Reorganization Plan approved by GCG in 2015 | 5% | (Actual/Target) x Weight | Submission of Staffing Pattern to GCG by February 2016 | NFA Submitted the Organization Chart delineating the Proprietary from Regulatory functions under one Council | 0% | No submission | 0% | Organization Chart delineating the Proprietary from Regulatory functions | The NFA failed to submit its Staffing Pattern to the GCG in 2016. The former only submitted its Organization Chart delineating its Proprietary from Regulatory functions in its letter dated 29 February 2016. |
| | Sub-total | | | 11% | | | | 6% | | 6% | | |

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| FINANCIAL | SO 7 | Minimize Operating Losses | | | | | | | | | | |
| | SM 14 | Variable Distribution Cost per Unit | - | 5% | (Actual/Target) x Weight | Reduction by 5% from the validated 2015 | 18.45% lower than 2015 | 5% | 18.66% lower than 2015 | 5% | Report on the Variable Distribution Cost per Unit for 2016 Schedule of Administrative and Operating Expenses Schedule of Sales and Cost of Sales | The 2016 actual accomplishment of NFA exceeded its target for this measure by hitting a reduction of 18.66% in its variable cost per unit as compared to its target of only 5% reduction. The variable distribution cost per unit in 2015 and 2016 averaged to 0.134 and 0.109, respectively. |
| | SM 15 | Increase in Other Income | - | 5% | (Actual/Target) x Weight | 20% higher than the 2014 but not lower than the 2015 actual figure | 2016 = ₱1.716 Billion 2015 = ₱550 Million 2014 = ₱590 Million 190.59% | 5% | 2016 = ₱1.716 Billion 2015 = ₱550 Million 2014 = ₱590 Million 190.59% | 5% | Report on Other Income for 2016 Schedule of Other Income COA Audited Income Statement DBM Advice of SARO for the Tax Subsidy | The NFA was able to hit its target for 2016 by almost tripling the 2014 and 2015 figures of ₱590 Million and ₱550 Million, respectively. |

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| | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | | | Rating |
| SO 8 | Divestment of Assets | | | | | | | | | |
| SM 16 | Divestment of the Big-Ticket Assets Approved for Disposition by the NFA Council | Actual Accomplishment | 7% | All or Nothing | Conduct of Bidding for the Divestment of Cabanatuan City Property and Council-Approved 5-year Divestment Plan | Replace Cabanatuan City with other ticket items due to some missing titles; 5-year divestment plan approved by the NFA Council, for submission to GCG by the end of December 2016 | 7% | NFA Conducted bidding for the Sto. Tomas property | 0% | <p>Secretary's Certificate certifying that the NFA Council passed Resolution No. 822-2016-E approving the NFA's 5-year Divestment Plan</p> <p>Minutes of the Opening of Bids/Offer for the Disposition through Auction Sale of the Lot located in Sto. Tomas, Davao del Norte dated 11 March 2016, 27 July 2016 and 19 December 2016.</p> <p>To monetize the NFA's non-performing assets and improve its financial condition, this measure was included in the scorecard. Moreover, a 5-year divestment plan was also required to be submitted which will be the basis for setting the targets for the succeeding years. The target for 2016 is the "Conduct of Bidding for the Divestment of Cabanatuan City Property and Council-Approved 5-year Divestment Plan."</p> <p>In its letters dated 27 February 2016 and 24 May 2016, NFA proposed that it be allowed to divest other ticket items, as replacement to Cabanatuan City. Per NFA, several titles for the Cabanatuan property are still for re-issuance, while one of the Transfer Certificate of Titles is still for reconstitution. The NFA instead proposed the divestment of the NFA-Sto. Tomas, Davao Del Norte. The GCG finds the justification of NFA to be ACCEPTABLE.</p> <p>Upon validation, the NFA provided for the minutes of</p> |

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| | | | | | | | | | | <p>the meeting of the public auction/bidding conducted dated 11 March 2016, 27 July 2016 and 19 December 2016. The NFA was able to conduct biddings three times in 2016 but those were failure since no interested bidders/offerors came to participate in the auction process. Given that the target set was for NFA to conduct bidding, the reported accomplishment is deemed acceptable regardless of the circumstance that NFA was not able to divest the asset.</p> <p>On the other target, NFA submitted Secretary Certificate providing that under Resolution No. 822-2016-E, the NFA Council in its 110th Regular Meeting held on 17 May 2016, approved NFA's Five-Year Divestment Plan. In the said divestment plan, NFA is expected to divest a total of 91 projects from 2017 to 2021 with a projected value of ₱3.4 Billion.</p> <p>However, during the discussion for the 2017 and 2018 scorecard, the submitted divestment plan was not used as basis in</p> |

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| | | | | | | | | | | <p>determining the target. NFA represented that there are various steps that needed to be considered first before the actual divestment of an asset. In view of the representations made, the target for 2017 was set based on the proposal of NFA and not the Council-approved Five-year Divestment Plan. Given that the submitted plan cannot be used as a basis in determining succeeding years' targets, the submitted plan cannot be considered as an acceptable accomplishment.</p> <p>Item 4.2(b)iii of GCG Memorandum Circular No. 2013-02 (Re-Issued), provides that "[w]here applicable, annual Targets shall be consistent with the sectoral plans and programs of the GOCC's Supervising Agency, and/or other relevant government agencies/ development plans."</p> <p>The NFA remains to be one of the closely monitored GOCC due to its huge potential burden to the National Government</p> |

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| | | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | Rating | | |
| | | | | | | | | | | | associated with its guarantee on obligations of GOCCs. In fact, there has been an NFA reform program for the past years and continued to be implemented by the current administration to address current and potential problems arising from NFA's operation. One of the concrete action plan identified is to reorganize NFA and the divestment of its big-ticket assets. Considering that the divestment plan and its faithful implementation is an essential and vital part of NFA reform program, and that the submitted Council-approved 5 year Divestment Plan is no longer feasible for implementation, the GCG hereby denies the request for removal of the target, rendering a 0% score for this particular measure. |
| SO 9 | Debt Management | | | | | | | | | | |
| SM 17 | Debt Level (Bank Loans) | Debt Level equal to or Lower than the Projected Level by End of a Given Year | 5% | 140B – 144B = 5% 145B – 149B = 4% 150B – 154B = 3% | ₱155 Billion | ₱131.72 Billion | 5% | ₱131.72 Billion | 5% | Schedule of NFA's Outstanding Liabilities as of 31 December 2016 as prepared by Fund Management Division | For 2016, the NFA maintained its debt level to only ₱131.72 Billion which is lower than the target of ₱155 Billion. |

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| | | | 155B – 159B = 2% | | | | | | | 2016 COA Audited Financial Statement | | |
| | | | 160B – 164B = 1% | | | | | | | | | |
| | | | >165 Billion = 0% | | | | | | | | | |
| | Sub-total | | | 22% | | | | 22% | | 15% | | |
| | SO 10 | Establish Quality Management System (QMS) | | | | | | | | | | |
| LEARNING AND GROWTH | SM 18 | ISO 9001:2008 Aligned QMS Established | Actual Accomplishment | 5% | 5% = ISO Certification by February 2015 3% GAP Assessment by December 2015 | ISO Certification of Procurement and Distribution Processes | The Certifying Body has issued ISO Certification on February 21, 2017 | 5% | ISO Certificate issued February 21, 2017 | 5% | Registration Certificate that certifies that the Management Systems of NFA, Tarlac Provincial Office has been assessed by AJA Registrars LTD and registered against the requirements of ISO 9001:2015 Registration Schedule | In the letter dated 24 May 2016, the NFA proposed to change its target from "ISO Certification of Procurement and Distribution Processes" to "Phase 3: QMS Implementation, Maintenance and Improvement." The request was made considering the time required to attain the certification. However, the time element was already considered in the crafting of the measure such that the approved rating scale is graduated in order to provide flexibility and recognize the completion of milestone activities. In view of this, the request to modify the target is DENIED . For 2016, NFA reported attaining certification under |

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| | | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | Rating | | |
| | | | | | | | | | | | ISO 9001:2015 standards covering the Procurement, Processing, Warehousing, and Distribution of Grains for NFA Tarlac as evidenced by the certificate issued by AJA Registrars under Certificate No. AJA17/AN2367 issued on 21 February 2017. While the certificate was issued in 2017, the audit was conducted in December 2016. Moreover, since the target only required NFA to attain certification under the 9001:2008 standards, NFA exceeded the target. Additionally, while the Performance Agreement did not state a specific NFA office, the concern on the cost implication in undergoing the certification process had been raised by NFA since the 2015 negotiations. Hence, for purposes of validation, the reported accomplishment of NFA is hereby accepted and given the full weight of 5%. |
| SO 11 | Establish Competency Framework | | | | | | | | | | |
| SM 19 | Council-Approved Competency Framework | Actual Accomplishment | 5% | All or Nothing | Competency Based Job Description Council Approved | The Competency Framework was approved already by the NFA Members | 5% | Competency Based Job Description Council Approved | 5% | Resolution No. 847-2016-L of the NFA Council approving the NFA Competency Framework | The NFA achieved its target for 2016 by securing the Competency Based Job Description and the Council Approved Competency Framework. |

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| Objectives / Measures | | Formula | Weight | Rating Scale | Target | Actual | Rating | Score | Rating | | |
| | | | | | Competency Framework in 2016 | | | Competency Framework in 2016 | | Synopsis on the NFA Competency Framework Competency Based Job Description | |
| | | Sub-total | 10% | | | | 10% | | 10% | | |
| | | TOTAL | 100% | | | | 94% | | 84.71% | | |