

NATIONAL TOBACCO ADMINISTRATION (NTA)
Performance Scorecard

	Component			Target	Submission		GCG Validation		Supporting Documents	Remarks																															
	Objective/Measure	Formula	Weight	2015	Actual	Rating	Score	Rating																																	
SOCIAL IMPACT	SO 1	Sustained Viable Tobacco Industry																																							
	SM 1	Yield per hectare (kg/ha)	Total Production /Total Area	10%	2,200	2,501	10%	2,210	10%	<ul style="list-style-type: none"> Production and Yield Schedule <table border="1"> <thead> <tr> <th>Tobacco Type</th> <th>Production (kg)</th> <th>Area (ha)</th> <th>Ave Yield (kg/ha)</th> </tr> </thead> <tbody> <tr> <td>Virginia</td> <td>7,590,866</td> <td>3,731</td> <td>2,035</td> </tr> <tr> <td>Burley</td> <td>3,307,492</td> <td>1,259</td> <td>2,627</td> </tr> <tr> <td>Native</td> <td>1,294,038</td> <td>527</td> <td>2,458</td> </tr> <tr> <td>Total</td> <td>12,192,396</td> <td>5,517</td> <td>2,210</td> </tr> </tbody> </table>	Tobacco Type	Production (kg)	Area (ha)	Ave Yield (kg/ha)	Virginia	7,590,866	3,731	2,035	Burley	3,307,492	1,259	2,627	Native	1,294,038	527	2,458	Total	12,192,396	5,517	2,210											
	Tobacco Type	Production (kg)	Area (ha)	Ave Yield (kg/ha)																																					
	Virginia	7,590,866	3,731	2,035																																					
Burley	3,307,492	1,259	2,627																																						
Native	1,294,038	527	2,458																																						
Total	12,192,396	5,517	2,210																																						
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	8%	51:49	53:47	8%	54:46	8%	<ul style="list-style-type: none"> Summary on Tobacco and Other Crops / Livestock Income Schedule on 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> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>Abra</td> <td>0.966</td> <td>1.363</td> <td>41:59</td> </tr> <tr> <td>I. Norte</td> <td>2.877</td> <td>1.824</td> <td>61:39</td> </tr> <tr> <td>Candon</td> <td>5.507</td> <td>5.987</td> <td>48:52</td> </tr> <tr> <td>La Union</td> <td>3.793</td> <td>3.449</td> <td>52:48</td> </tr> <tr> <td>Pangasinan</td> <td>5.588</td> <td>4.946</td> <td>53:47</td> </tr> <tr> <td>Cagayan</td> <td>3.996</td> <td>1.846</td> <td>68:32</td> </tr> <tr> <td>Total</td> <td>22.727</td> <td>19.415</td> <td>54:46</td> </tr> </tbody> </table>	Branch	Other Crops NI	Tobacco NI	Ratio	Abra	0.966	1.363	41:59	I. Norte	2.877	1.824	61:39	Candon	5.507	5.987	48:52	La Union	3.793	3.449	52:48	Pangasinan	5.588	4.946	53:47	Cagayan	3.996	1.846	68:32	Total	22.727	19.415	54:46
Branch	Other Crops NI	Tobacco NI	Ratio																																						
Abra	0.966	1.363	41:59																																						
I. Norte	2.877	1.824	61:39																																						
Candon	5.507	5.987	48:52																																						
La Union	3.793	3.449	52:48																																						
Pangasinan	5.588	4.946	53:47																																						
Cagayan	3.996	1.846	68:32																																						
Total	22.727	19.415	54:46																																						
<i>Subtotal</i>			<i>18%</i>			<i>18%</i>		<i>18%</i>																																	
CUSTOMERS / STAKEHOLDERS	SO 2	Improved Quality of Life of Tobacco Farmers																																							
	SM 3	Customer satisfaction rating	Third Party survey results	6%	Very Satisfactory	Not yet conducted	0%	Not yet conducted	0%	<ul style="list-style-type: none"> MOA between ISPSC and NTA Board Resolution approving MOA between 	NTA Governing Board approved the Memorandum of Agreement (MOA) between NTA and ISPSC for the conduct of Customer Satisfaction Survey on 12 May 2016. ISPSC is still on the process of conducting the survey for CY 2015.																														

Component	Target		Submission		GCG Validation		Supporting Documents	Remarks																																										
	Objective/Measure	Formula	Weight	2015	Actual	Rating			Score	Rating																																								
								ISPSC and NTA dated 12 May 2016																																										
CUSTOMERS / STAKEHOLDERS	SM 4	Farmers' net Income per hectare	Gross Sales (tobacco) less Cost of Production	6%	61,379	63,443	6%	45,063	4.41%	<ul style="list-style-type: none"> Net Income Per Hectare Schedule <table border="1"> <thead> <tr> <th>Branch</th> <th>Net Income in Mil (a)</th> <th>Area in ha (b)</th> <th>Income per hectare (a/b)</th> </tr> </thead> <tbody> <tr> <td>Abra</td> <td>8.147</td> <td>213.74</td> <td>38,114</td> </tr> <tr> <td>I. Norte</td> <td>33.326</td> <td>636.25</td> <td>52,379</td> </tr> <tr> <td>Vigan</td> <td>21.424</td> <td>625.75</td> <td>34,238</td> </tr> <tr> <td>Candon</td> <td>94.014</td> <td>3,128</td> <td>30,056</td> </tr> <tr> <td>La Union</td> <td>42.883</td> <td>672.51</td> <td>63,765</td> </tr> <tr> <td>Pangasinan</td> <td>49.474</td> <td>560.89</td> <td>88,206</td> </tr> <tr> <td>Cagayan</td> <td>9.173</td> <td>186.65</td> <td>49,146</td> </tr> <tr> <td>Isabela</td> <td>47.055</td> <td>753.8</td> <td>62,367</td> </tr> <tr> <td>Total</td> <td>305.495</td> <td>6,777.59</td> <td>45,063</td> </tr> </tbody> </table>	Branch	Net Income in Mil (a)	Area in ha (b)	Income per hectare (a/b)	Abra	8.147	213.74	38,114	I. Norte	33.326	636.25	52,379	Vigan	21.424	625.75	34,238	Candon	94.014	3,128	30,056	La Union	42.883	672.51	63,765	Pangasinan	49.474	560.89	88,206	Cagayan	9.173	186.65	49,146	Isabela	47.055	753.8	62,367	Total	305.495	6,777.59	45,063
	Branch	Net Income in Mil (a)	Area in ha (b)	Income per hectare (a/b)																																														
	Abra	8.147	213.74	38,114																																														
	I. Norte	33.326	636.25	52,379																																														
	Vigan	21.424	625.75	34,238																																														
Candon	94.014	3,128	30,056																																															
La Union	42.883	672.51	63,765																																															
Pangasinan	49.474	560.89	88,206																																															
Cagayan	9.173	186.65	49,146																																															
Isabela	47.055	753.8	62,367																																															
Total	305.495	6,777.59	45,063																																															
SM 5	Number of farmers provided with production assistance									<ul style="list-style-type: none"> Production Assistance Schedule <table border="1"> <thead> <tr> <th>Item</th> <th>Amount</th> <th># of Farmers</th> </tr> </thead> <tbody> <tr> <td>Tobacco</td> <td>49,845,406</td> <td>4,523</td> </tr> <tr> <td>Rice</td> <td>19,661,281</td> <td>2,586</td> </tr> <tr> <td>Renewable Energy</td> <td>36,044,311</td> <td>1,832</td> </tr> <tr> <td>AgriPinoy</td> <td>43,654,650</td> <td>544</td> </tr> </tbody> </table>	Item	Amount	# of Farmers	Tobacco	49,845,406	4,523	Rice	19,661,281	2,586	Renewable Energy	36,044,311	1,832	AgriPinoy	43,654,650	544																									
	Item	Amount	# of Farmers																																															
	Tobacco	49,845,406	4,523																																															
	Rice	19,661,281	2,586																																															
Renewable Energy	36,044,311	1,832																																																
AgriPinoy	43,654,650	544																																																
Tobacco	Actual count	2%	4,500 (80 M)	4,523	2%	4,523 (49.85 M)	2%																																											
Rice	Actual count	2%	2,000	2,586	2%	2,586	2%																																											
Renewable energy	Actual count	1%	3,000	1,832	0.62%	1,832	0.61%																																											
AgriPinoy	Actual count	1%	1,000	544	0.54%	544	0.54%																																											
SO 3	Assured Supply of Quantity and Quality of Locally-Produced Tobacco as Desired by Various Markets																																																	
SM 6	Percentage increase in high grades of tobacco (Grades AA to C/high to medium 2)	% in High Grades (current year less previous year over	10%	2% (63%)	62%	10%	1.93% (59%)	9.65%	<ul style="list-style-type: none"> Grade Distribution of Tobacco Types per Regional Office <table border="1"> <thead> <tr> <th>Tobacco Type</th> <th>2014</th> <th>2015</th> </tr> </thead> <tbody> <tr> <td>Virginia Neutral</td> <td>3,090</td> <td>4,477</td> </tr> <tr> <td>Virginia Improved</td> <td>2,390</td> <td>5,457</td> </tr> <tr> <td>Burley Neutral</td> <td>3,167</td> <td>3,760</td> </tr> </tbody> </table>	Tobacco Type	2014	2015	Virginia Neutral	3,090	4,477	Virginia Improved	2,390	5,457	Burley Neutral	3,167	3,760																													
Tobacco Type	2014	2015																																																
Virginia Neutral	3,090	4,477																																																
Virginia Improved	2,390	5,457																																																
Burley Neutral	3,167	3,760																																																

Component		Target			Submission		GCG Validation		Supporting Documents	Remarks									
Objective/Measure	Formula	Weight	2015	Actual	Rating	Score	Rating												
	previous year) x 100									<table border="1"> <tr> <td>Burley Improved</td> <td>4,287</td> <td>9,320</td> </tr> <tr> <td>Native</td> <td>4,689</td> <td>5,042</td> </tr> <tr> <td>Total</td> <td>17,623</td> <td>28,056</td> </tr> </table>	Burley Improved	4,287	9,320	Native	4,689	5,042	Total	17,623	28,056
Burley Improved	4,287	9,320																	
Native	4,689	5,042																	
Total	17,623	28,056																	
<i>Sub-total</i>		28%			21.16%		19.21%												
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	5%	2	2	5%	2	5%	<ul style="list-style-type: none"> Agency In-house review (Report format for ongoing projects) 2014 Tobacco Production Manual Certification by the Technology Updating Task Force 	2 research projects were incorporated in NTA's 2014 Tobacco Production Manual which was published during 2015. These research projects are the following: 1. Performance Evaluation of Anawang Furnance Fed with Agricultural Wastes 2. Verification of venture furnace on flue-curing Virginia Tobacco The two research projects were certified by the Technology Updating Task Force to be included in NTA's technology manual									
	b. Other industrial / alternative uses of tobacco ready for commercialization (as validated by appropriate authority)	Actual count	5%	1	1	5%	1	5%	<ul style="list-style-type: none"> Certification from MMSU College of Agriculture, Food and Sustainable Development 	NTA's research entitled "Application of Tobacco Powder Water Extract in the Control of Pests of Mango and Eggplant" was certified by the College of Agriculture, Food and Sustainable Development (CAFSD) of Mariano Marcos State University (MMSU) on 28 December 2015. Both MMSU and NTA are signatories of Ilocos Agriculture and Resource Research and Development Consortium (ILARRDEC) which provides the regional research, development and extension (ROE) framework for the agriculture,									

INTERNAL PROCESS

Validated Performance Scorecard 2015 (Annex A)

	Component			Target	Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Weight	2015	Actual	Rating	Score	Rating			
										forestry and natural resources (AFNR) sectors.	
	c. Verification of initial studies conducted (stages)	Actual count	2%	2	2	2%	2	2%	<ul style="list-style-type: none"> Verification Studies 	NTA conducted 2 verification studies for its research projects. These verification studies are the following: 1. Yield and Quality of Neutral Virginia Tobacco as Affected by Flowerhead Removal and Additional Irrigation Under Farmers' Field Condition. NTA 2014-2015 2. Farmers' Verification of the Rice Hull-Fed Furnace Automatic Feeder on Virginia Tobacco Flue-Curing NTA-FTDD 2014-2015	
SO 5 Effective Enforcement of Regulatory Measures											
INTERNAL PROCESS	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"> Demand Letter Official receipt of payment of penalty Import commodity clearance Authority to transship Accreditation permit After inspection report 	Each license has a corresponding clearance, authority or permit. On the other hand, the violations are shown in the memorandum or the official receipt of payment of penalty. Following is the breakdown of licensed entities and violations:	
		a. Local Trading		4%	91%	91%	4%	90%			3.96%
		b. Export / Import / Transshipment		4%	82%	98%	4%	91%			4%
	c. Manufacturing	4%	97%	93%	3.84%	100%	4%				
SM 9	Percentage of violations resolved within the day	Number of violations resolved / Total number of violations	3%	70%	100%	3%	100% (39 / 39)	3%	<ul style="list-style-type: none"> NTA Monitoring Report on Company Violations 	All 39 violations in 2015 were resolved by NTA within the day. With each violation, NTA would advise its violators to comply with requirements and perform necessary tasks to resolve the violation (i.e. pay necessary fees).	

Total Licensed Entities		Violators
Local Trading	342	33
Export/ Import/ Transshipment	67	6
Manufacturing	14	0

	Component			Target	Submission		GCG Validation		Supporting Documents	Remarks																														
	Objective/Measure	Formula	Weight	2015	Actual	Rating	Score	Rating																																
INTERNAL PROCESS	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%	80	107	5%	101	5%	<ul style="list-style-type: none"> Summary of Partnership with Private Sector and LGUs <table border="1" data-bbox="1746 430 2086 686"> <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>12</td> <td>2</td> </tr> <tr> <td>Vigan</td> <td>4</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>12</td> <td>4</td> </tr> <tr> <td>Isabela</td> <td>0</td> <td>3</td> </tr> <tr> <td>Cagayan</td> <td>0</td> <td>3</td> </tr> <tr> <td>Total</td> <td>76</td> <td>25</td> </tr> </tbody> </table>	Branch	LGU	PS	Abra	11	2	I. Norte	12	2	Vigan	4	2	Candon	22	3	La Union	15	6	Pangasinan	12	4	Isabela	0	3	Cagayan	0	3	Total	76	25
	Branch	LGU	PS																																					
Abra	11	2																																						
I. Norte	12	2																																						
Vigan	4	2																																						
Candon	22	3																																						
La Union	15	6																																						
Pangasinan	12	4																																						
Isabela	0	3																																						
Cagayan	0	3																																						
Total	76	25																																						
<i>Sub-total</i>			32%			31.84%		31.96%																																
LEARNING AND GROWTH	SO 7 Develop Competent and Highly Work-Motivated Employees in a Conducive Organizational Climate																																							
	SM 11	Number of employees trained in critical competencies	Actual count	5%	316	804	5%	317	5%	<ul style="list-style-type: none"> HR Development Intervention List of Trainings / Seminars and Participants Accomplished Training Needs Analysis (TNA) per Region <p>NTA conducted a total of seventeen (17) trainings/seminars focusing on critical competencies of employees as identified in the TNA.</p>																														

	Component			Target	Submission		GCG Validation		Supporting Documents	Remarks																				
	Objective/Measure	Formula	Weight	2015	Actual	Rating	Score	Rating																						
LEARNING AND GROWTH	SM 12	Average competency level of the Agency employees	Weighted Average of Total Point Scores of all NTA Employees (pursuant to CSC PES and CESPES; from 2016 onward - CSC SPMS and CESPES)	4%	8.54	PES: 8.62 SPMS: 4.38	4%	8.69	4%	<ul style="list-style-type: none"> Employee PES Ratings Employee SPMS Rating PES and SPMS Computation <p>The Performance Evaluation System (PES) was used during the first semester, with the following ranges:</p> <table border="1"> <tr><td>O</td><td>9.3 – 10</td></tr> <tr><td>VS</td><td>7.5 – 9.29</td></tr> <tr><td>S</td><td>4.7 – 7.49</td></tr> <tr><td>US</td><td>2.9 – 4.69</td></tr> <tr><td>P</td><td>2 – 2.89</td></tr> </table> <p>For the second semester, the Strategic Performance Management System (SPMS) was used, with the following ranges:</p> <table border="1"> <tr><td>O</td><td>5 (100%)</td></tr> <tr><td>VS</td><td>4 (80% - 99%)</td></tr> <tr><td>S</td><td>3 (60% - 79%)</td></tr> <tr><td>F</td><td>2 (40% - 59%)</td></tr> <tr><td>NI</td><td>1 (below 40%)</td></tr> </table> <p>NTA converted this to a rating scale of 1-10 for PBB validation purposes.</p>	O	9.3 – 10	VS	7.5 – 9.29	S	4.7 – 7.49	US	2.9 – 4.69	P	2 – 2.89	O	5 (100%)	VS	4 (80% - 99%)	S	3 (60% - 79%)	F	2 (40% - 59%)	NI	1 (below 40%)
	O	9.3 – 10																												
	VS	7.5 – 9.29																												
	S	4.7 – 7.49																												
US	2.9 – 4.69																													
P	2 – 2.89																													
O	5 (100%)																													
VS	4 (80% - 99%)																													
S	3 (60% - 79%)																													
F	2 (40% - 59%)																													
NI	1 (below 40%)																													
SO 8 Adopt a More Efficient, Effective and Responsive Information System																														
SM 13	ISO 9001 Certification	Milestone	5%	Finalization of Manual	Manual of Operation / Draft of QMS partial	5%	Final Operations Manual / Final QMS Manual	5%	• NTA QMS Manual	Approved by the Administrator on 1 April 2016.																				
<i>Sub-total</i>			14%			14%		14%																						
FINANCIAL STEWARDSHIP	SO 9 Attain Financial Stability																													
	SM 14	Percentage Increase in EBITDA	Actual / Prior year	3%	(3.28%) (120,634,783)	(128,451,113)	3%	169% 110,039,141	3%	• NTA's Unaudited Statement of Revenues and Expenditures	<table border="1"> <thead> <tr> <th></th> <th>2014</th> <th>2015</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>₱ (283,739,693)</td> <td>₱ 154,568,424</td> </tr> <tr> <td>Interest</td> <td>0</td> <td>520,519</td> </tr> <tr> <td>Taxes</td> <td>644,544</td> <td>1,289,845</td> </tr> </tbody> </table>		2014	2015	Net Income	₱ (283,739,693)	₱ 154,568,424	Interest	0	520,519	Taxes	644,544	1,289,845							
	2014	2015																												
Net Income	₱ (283,739,693)	₱ 154,568,424																												
Interest	0	520,519																												
Taxes	644,544	1,289,845																												

Component	Objective/Measure	Formula	Weight	Target	Submission		GCG Validation		Supporting Documents	Remarks									
				2015	Actual	Rating	Score	Rating											
FINANCIAL STEWARDSHIP									<ul style="list-style-type: none"> NTA's EBITDA schedule 	<table border="1"> <tr> <td>Depreciation</td> <td>22,861,518</td> <td>24,432,122</td> </tr> <tr> <td>Amortization</td> <td>0</td> <td>0</td> </tr> <tr> <td>EBITDA</td> <td>₱ (260,233,631)</td> <td>₱ 180,810,910</td> </tr> </table>	Depreciation	22,861,518	24,432,122	Amortization	0	0	EBITDA	₱ (260,233,631)	₱ 180,810,910
	Depreciation	22,861,518	24,432,122																
	Amortization	0	0																
	EBITDA	₱ (260,233,631)	₱ 180,810,910																
	SM 15	Collection efficiency (%)	Total Actual Collection/Total Production Assistance Extended							<ul style="list-style-type: none"> Status Report on Production Assistance 	For Tobacco Crop Year 2014-2015: <table border="1"> <tr> <td>Collections as of 31 Dec 2015 ^(a)</td> <td>₱ 70,619,191</td> </tr> <tr> <td>Amount Released ^(b)</td> <td>81,436,971</td> </tr> <tr> <td>Collection Efficiency ^(a/b)</td> <td>86.72%</td> </tr> </table>	Collections as of 31 Dec 2015 ^(a)	₱ 70,619,191	Amount Released ^(b)	81,436,971	Collection Efficiency ^(a/b)	86.72%		
	Collections as of 31 Dec 2015 ^(a)	₱ 70,619,191																	
	Amount Released ^(b)	81,436,971																	
	Collection Efficiency ^(a/b)	86.72%																	
		Tobacco	1.67%	86%	87%	1.67%	86.72%	1.67%	For the Year-Ended 2015: <table border="1"> <tr> <td>Collections as of 31 Dec 2015 ^(a)</td> <td>₱ 14,897,650</td> </tr> <tr> <td>Amount Released ^(b)</td> <td>19,531,930</td> </tr> <tr> <td>Collection Efficiency ^(a/b)</td> <td>76.27%</td> </tr> </table>	Collections as of 31 Dec 2015 ^(a)	₱ 14,897,650	Amount Released ^(b)	19,531,930	Collection Efficiency ^(a/b)	76.27%				
	Collections as of 31 Dec 2015 ^(a)	₱ 14,897,650																	
Amount Released ^(b)	19,531,930																		
Collection Efficiency ^(a/b)	76.27%																		
	Rice	1.67%	97%	76%	1.31%	76.27%	1.31%	For the Year-Ended 2015: <table border="1"> <tr> <td>Collections as of 31 Dec 2015 ^(a)</td> <td>₱ 112,786,980</td> </tr> <tr> <td>Amount Released ^(b)</td> <td>117,991,207</td> </tr> <tr> <td>Collection Efficiency ^(a/b)</td> <td>95.59%</td> </tr> </table>	Collections as of 31 Dec 2015 ^(a)	₱ 112,786,980	Amount Released ^(b)	117,991,207	Collection Efficiency ^(a/b)	95.59%					
Collections as of 31 Dec 2015 ^(a)	₱ 112,786,980																		
Amount Released ^(b)	117,991,207																		
Collection Efficiency ^(a/b)	95.59%																		
	AgriPinoy	1.66%	99%	96%	1.64%	95.59%	1.60%												
	<i>Subtotal</i>	8%				7.62%		7.58%											
	TOTAL	100%				92.62%		90.75%											