



22 June 2021

**MR. WILLIAM D. DAR, PH.D.**

*Chairperson and DA Secretary*

**MR. ROBERT VICTOR G. SEARES, JR.**

*Administrator*

**NATIONAL TOBACCO ADMINISTRATION (NTA)**

3<sup>rd</sup> and 4<sup>th</sup> Floors, Ben-Lor Building, Quezon Ave.,  
Diliman, Quezon City

**RE : TRANSMITTAL OF 2021 PERFORMANCE SCORECARD**

Dear Sec. Dar and Admin Seares,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**), and 2021 Performance Scorecard (**Annex B**) of NTA. The same is to be posted in NTA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The NTA's proposed Performance Scorecard submitted through its letter dated 25 November 2020<sup>2</sup> was **MODIFIED** based on the discussions made during the online technical panel meeting (TPM) held on 10 December 2020 and evaluation of supporting documents submitted through its letter dated 15 January 2021.<sup>3</sup>

We take this opportunity to remind NTA that Item 5 of GCG M.C. No. 2017-02<sup>4</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. NTA is thus requested to submit its revised Quarterly Targets based on the attached Scorecard upon submission of the 2<sup>nd</sup> Quarter Monitoring Report for 2021.

Finally, under GCG M.C. No. 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2021 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

**FOR NTA'S COMPLIANCE.**

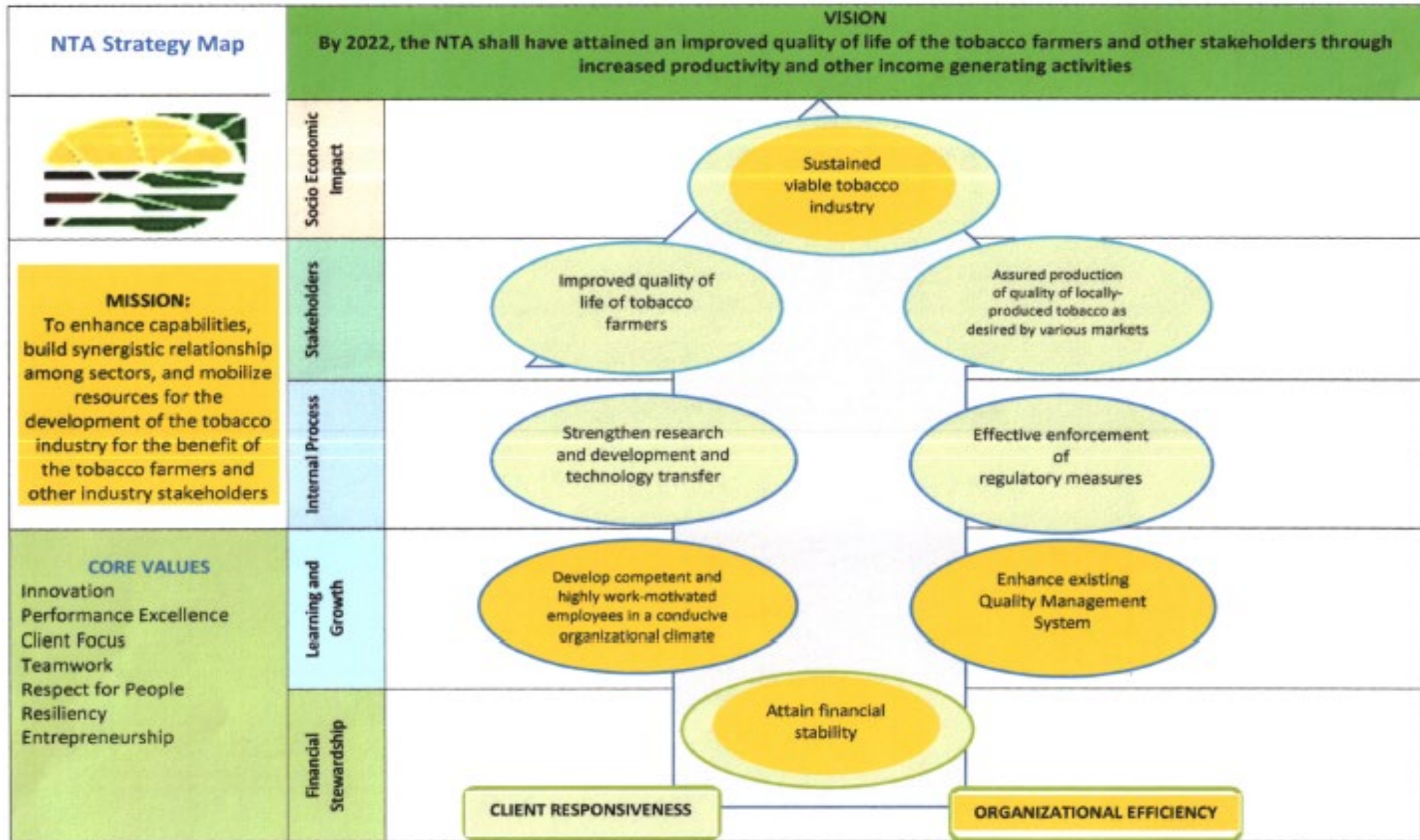
Very truly yours,

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Received by the Governance Commission on 01 December 2020.

<sup>3</sup> Received by the Governance Commission on 15 January 2021.

<sup>4</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.



## NATIONAL TOBACCO ADMINISTRATION (NTA)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2018	2019	2020	2021	
SOCIAL IMPACT	SO 1	<b>Sustained Viable Tobacco Industry</b>							
	SM 1	Yield per hectare (kg/ha)	Total Production / Total Area	10%	Actual over Target	2,404.85	2,482.93	2,500	2,550
	Sub-total			10%					
STAKEHOLDERS	SO 2	<b>Improved Quality of Life of Tobacco Farmers</b>							
	SM 2	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	6%	Actual over Target 0% = If less than 80%	97.57%	99.66%	90%	90%
	SM 3	Farmers' Net Income							
		a. From Tobacco Farmers	Total annual net income / total area	6%	Actual over Target	85,414	86,829.08	80,000	81,600
		b. From other crops and livelihood activities	Total annual net income / total number of farmers	5%	Actual over Target	-	32,699.70	50,922	50,922
	SO 3	<b>Assured Production of Quality Locally Produced Tobacco as Desired by Various Markets</b>							
SM 4	Percentage increase in high grades of tobacco (Grades AA to C/high to medium 2)	Current Year High Grade % less Previous Year High Grade %	6%	Actual over Target	2.39% decrease (72.33%)	3.19% decrease (70.02%)	2.23% (79.33%)	1.59% (80.92)	
Sub-total			23%						

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2018	2019	2020	2021	
INTERNAL PROCESS	<b>SO 4</b>	<b>Strengthen Research and Development and Technology Transfer</b>							
	SM 5	Research results/studies:							
		(a) percentage of completed R&D projects published in national or regional technology publication journal or newsletters	R&D projects published in national or regional technology publication journal or newsletters over Completed R&D Projects	6%	Actual over Target	-	-	50%	50%
		(b) number of R&D projects completed	Absolute Number	8%		-	-	12	6%
	<b>SO 5</b>	<b>Effective Enforcement of Regulatory Measures</b>							
	SM 6	Percentage of licensed companies fully compliant to rules and regulations:							
		(a) local trading	Total licensed entities minus number of violators all over total licensed entities	4%	Actual over Target	96.99%	86.57%	95%	97%
		(b) export/import/transshipment		4%		97.14%	-	92%	95%
		(c) manufacturing		4%		100%	-	100%	100%
SM 7	Percentage of violations acted upon within the day	No. of violations acted upon within a day / Total no. of violations	5%	Actual over Target	98.06%	-	95%	97%	
			<i>Sub-total</i>	31%					
LEARNING AND GROWTH	<b>SO 6</b>	<b>Develop Competent and Highly Work-Motivated Employees in a Conducive Organizational Climate</b>							
	SM 8	Percentage of employees meeting required competencies	Total number of incumbents meeting required competencies / Total number of incumbents	5%	Actual over Target	31.36%	38%	42.47%	45%

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2018	2019	2020	2021	
	<b>SO 7</b>	<b>Enhance Existing Quality Management System</b>							
	SM 9	ISO 9001 Certification	Milestone	5%	All or Nothing	ISO 9001:2015 Certified	ISO 9001:2015 Re-certification	Surveillance Audit passed	Surveillance Audit passed
	<i>Sub-total</i>			10%					
FINANCE	<b>SO 8</b>	<b>Attain Financial Stability</b>							
	SM 10	EBITDA	Net Income before subsidy + Interest + Taxes + Depreciation + Amortization	5%	Actual over Target	(194,130, 225)	(360,459,007)	(162,347,708)	(154,956,035)
	SM 11	Utilization rate:							
		(a) Tobacco	Production assistance provided to farmers / Total budgeted production assistance	5%	Actual over Target	96.55%	92.88%	100%	100%
		(b) Rice		5%		99.92%	99.93%	100%	100%
	(c) Kadiwa ni Ani at Kita	3%		-		20.84%	100%	100%	
	SM 12	Collection efficiency:							
		(a) Tobacco	Total actual collection / Total production assistance released	3%	Actual over Target	89.09%	88.37%	85.73%	86%
		(b) Rice		3%		-	84.87%	97.01%	97%
		(c) Renewable Energy		1%		85.31%	100%	65.37%	65%
(d) Kadiwa ni Ani at Kita	1%	-		81.44%		98.75%	98%		
<i>Sub-total</i>			26%						
<b>TOTAL</b>			<b>100%</b>						