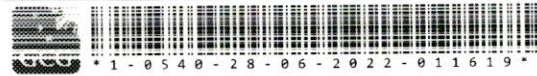


5-84 NTA



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS  
3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



Management System  
ISO 9001:2015  
www.tuv.com  
ID 9105080109

24 June 2022 **RECEIVING COPY**

**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

OFFICE OF THE ADMINISTRATOR  
**NTA RECEIVED**  
NAME: \_\_\_\_\_  
DATE: 10-1 JUL 2022  
TIME: \_\_\_\_\_

**RE : TRANSMITTAL OF 2022 PERFORMANCE SCORECARD**

Dear Secretary Dar and Administrator Seares,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**), and 2022 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 Charter Statement and Strategy Map submitted through its letter dated 30 March 2022<sup>2</sup> were **RETAINED** while the Performance Scorecard was **MODIFIED** based on the discussions made during the online technical panel meeting (TPM) held on 01 April 2022 and evaluation of supporting documents submitted through its letter dated 26 April 2022.<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 Quarterly Monitoring Report for 2022.

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 2022 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

**FOR NTA'S COMPLIANCE.**

Very truly yours,

**SAMUEL G. DAGPIN, JR.**  
*Chairman*

**JAYPEE O. ABESAMIS**  
*OIC-Commissioner\**

**MARITES C. DORAL**  
*Commissioner*

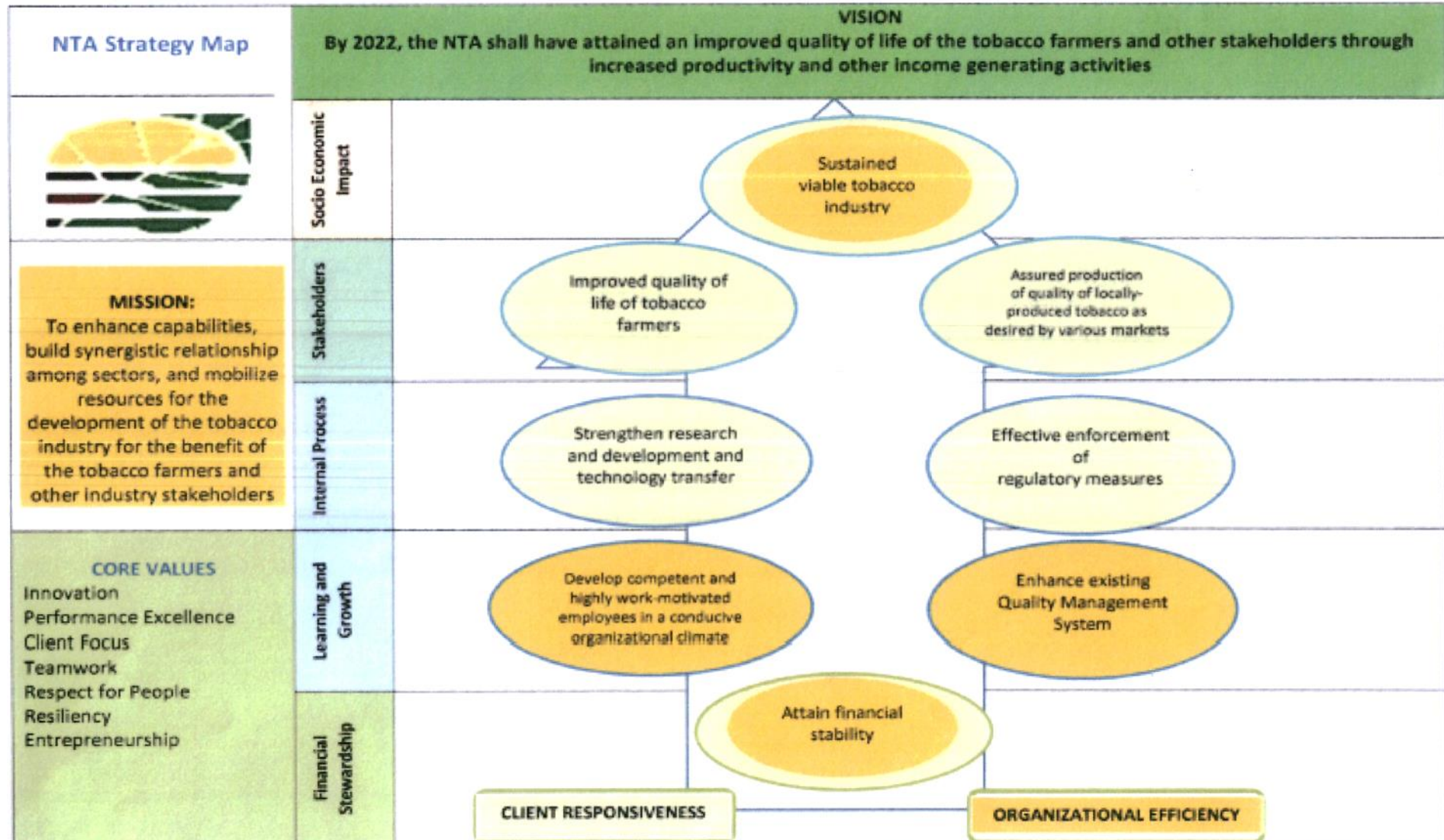
<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 31 March 2022.

<sup>3</sup> Received by the Governance Commission on 28 April 2022.

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

\* By virtue of the Memorandum from the Executive Secretary dated 21 March 2022.





2022 PERFORMANCE SCORECARD  
(Annex B)

NATIONAL TOBACCO ADMINISTRATION

		Component			Baseline Data		Target		
		Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022
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	2,482.93	No GCG-validated data	2,550	2,550
	<b>Sub-total</b>			<b>10%</b>					
STAKEHOLDERS	SO 2	<b>Improved Quality of Life of Tobacco Farmers</b>							
	SM 2	Percentage of Satisfied Customers							
		a. Tobacco Farmers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	3%	Actual over Target  0% = If less than 80%	99.66%	No submission	90%	90%
	b. Industry Stakeholders	3%		90%					
	SM 3	Farmers' Net Income							
		a. From Tobacco Farmers	Total annual net income / total area	6%	Actual over Target	₱86,829.08	No GCG-validated data	81,600	82,000
	b. From other crops and livelihood activities	5%		-					-
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	3.19% decrease (70.02%)	No GCG-validated data	1.59% (80.92%)	0.08% (81.00%)	
<b>Sub-total</b>			<b>23%</b>						

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022	
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	-	No GCG-validated data	50%	50%
		(b) number of R&D projects completed	Absolute Number	8%		-		6	4
	<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 with transactions minus number of violators over total licensed entities with transactions	5%	Actual over Target	86.57%	No GCG-validated data	97%	97%
		(b) export/import/transshipment		5%		-		95%	95%
		(c) manufacturing		5%		-		100%	100%
	SM 7	Percentage of violations acted upon within (one) working day	No. of violations acted upon within one (1) working day / Total no. of violations	5%	Actual over Target	-		97%	100%
<b>Sub-total</b>			<b>34%</b>						
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	38%	No GCG-validated data	45%	48%
	<b>SO 7</b>	<b>Enhance Existing Quality Management System</b>							
	SM 9	ISO 9001 Certification	Milestone	5%	All or Nothing	ISO 9001:2015 Re-certification	Surveillance Audit Passed	Surveillance Audit passed	ISO 9001:2015 Re-certification
<b>Sub-total</b>			<b>10%</b>						



Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2019	2020	2021	2022	
FINANCE	SO 8	Attain Financial Stability							
	SM 10	EBITDA	Net Income before subsidy + Interest + Taxes + Depreciation + Amortization	5%	Actual over Target	(360,459,007)	(362,728,798)	(154,956,035)	(366,644,962)
	SM 11	Budget Utilization rate:							
		a. Subsidy							
		a.1. Obligation Rate	Total Obligated Subsidy over Total COB from Subsidy [both net of PS Cost]	4%	Actual over Target	92.88%	-	-	100%
		a.2. Disbursement Rate	Total Disbursement over Total Obligations [both net of PS Cost]	4%		99.93%	-	-	100%
	b. Disbursement of Internally generated funds (IGF)	Total Disbursement from IGF over Total COB from IGF [both net of PS Cost]	2%	20.84%		-	-	90%	
	SM 12	Collection efficiency:							
		(a) Tobacco	Total actual collection / Total production assistance released	4%	Actual over Target	88.37%	No GCG-validated data	86%	86%
		(b) Rice		3%		84.87%		97%	97%
		(c) Renewable Energy		1%		100%		65%	100%
		(d) Kadiwa ni Ani at Kita		0%		81.44%		98%	-
<b>Sub-total</b>			<b>23%</b>						
<b>TOTAL</b>			<b>100%</b>						