

27 March 2024

**HON. BELINDA SARMIENTO-SANCHEZ**  
*Acting Administrator*  
**NATIONAL TOBACCO ADMINISTRATION (NTA)**  
NTA Bldg., Scout Reyes cor. Panay Ave.  
Brgy. Paligsahan, Quezon City

**RE: TRANSMITTAL OF 2024 PERFORMANCE SCORECARD**

Dear Acting Administrator Sarmiento-Sanchez,

This is to formally transmit the 2024 Charter Statement and Strategy Map (**Annex A**) and 2024 Performance Scorecard (**Annex B**) of the **National Tobacco Administration (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-proposed Strategy Map and Performance Scorecard submitted through a letter dated 07 December 2023<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 19 December 2023, evaluation of revised documents submitted through a letter dated 02 January 2024,<sup>3</sup> and finalized during the Performance Target Conference (PTC) held on 27 March 2024.

We remind NTA that Item 6 of GCG M.C. No. 2023-01<sup>4</sup> requires GOCCs to submit its Quarterly Targets within 15 calendar days from receipt of the GCG-approved Performance Scorecard. Moreover, Item 7 of the same Circular directs GOCCs to accomplish the requisite Quarterly Monitoring Reports detailing its progress in accomplishing its performance targets. The Quarterly Monitoring Reports should disclose substantial changes in circumstances that were unforeseen during the TPM that may affect the timely achievement of targets.

**FOR NTA'S INFORMATION AND COMPLIANCE.**

Very truly yours,

**ATTY. MARIUS P. CORPUS**  
*Chairperson*

**ATTY. BRIAN KEITH F. HOSAKA**  
*Commissioner*

**ATTY. GERALDINE MARIE B. BERBERABE-MARTINEZ**  
*Commissioner*

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

<sup>2</sup> Officially received by the Governance Commission on 11 December 2023.

<sup>3</sup> Officially received by the Governance Commission on 03 January 2024.

<sup>4</sup> PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 19 January 2023.



NATIONAL TOBACCO ADMINISTRATION (NTA)

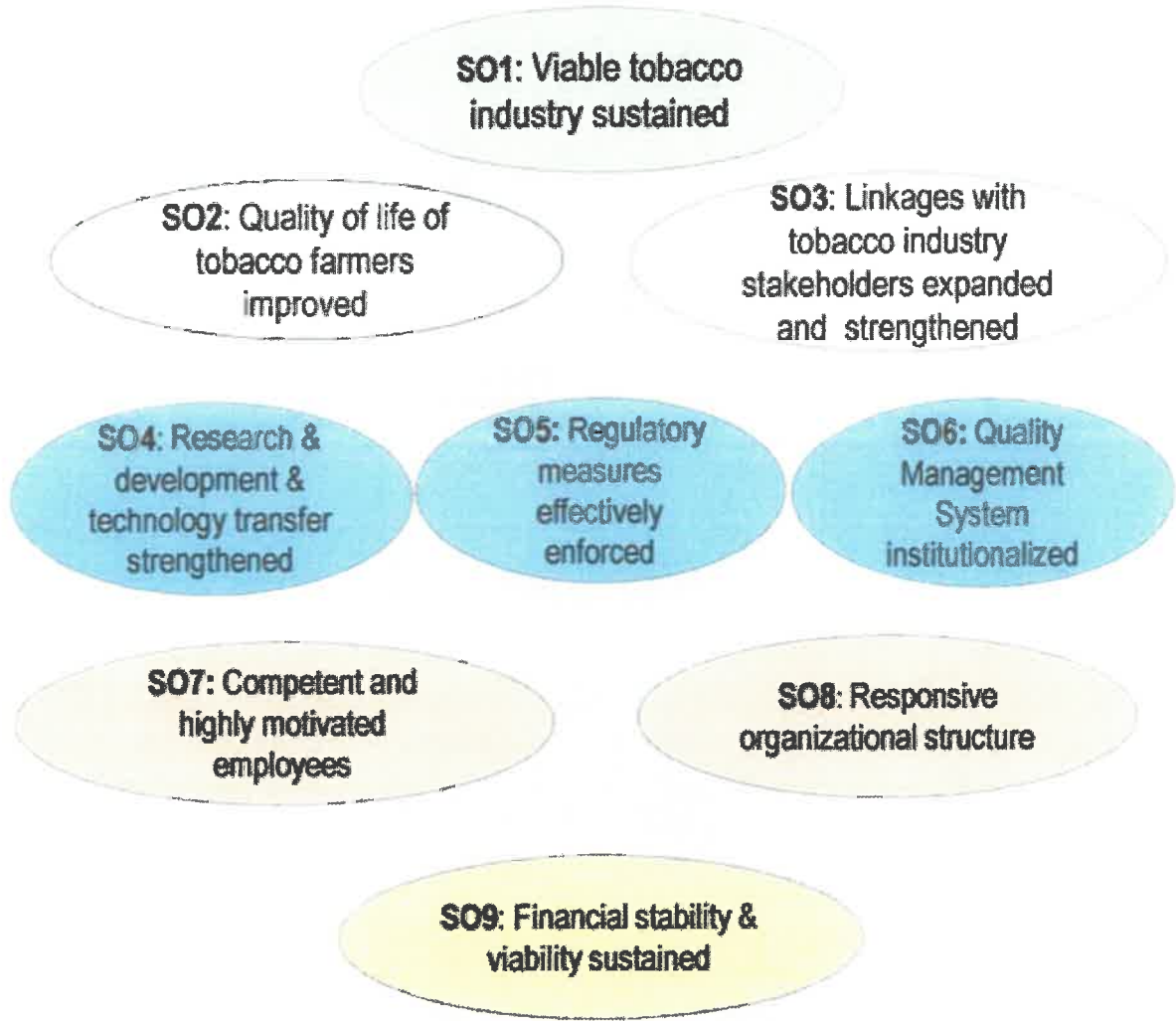
**NTA Strategy Map  
2023-2028**

**VISION:** *By 2028, a resilient NTA resulting in progressive and empowered tobacco farmers and other industry stakeholders*

**MISSION:** *Provide excellent service to enrich the lives of Tobacco Farmers and other Industry stakeholders through meaningful programs that improve productivity and promote global competitiveness*

**CORE VALUES**  
 Performance Excellence  
 Resiliency  
 Innovation  
 Client Focus  
 Entrepreneurship

- Social Impact
- Stakeholders
- Internal Process
- Learning and Growth
- Financial Stewardship



CLIENT RESPONSIVENESS

ORGANIZATIONAL EFFICIENCY

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## NATIONAL TOBACCO ADMINISTRATION (NTA)

		Component			Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System <sup>a/</sup>	2021	2022	2023	2024	
SOCIAL IMPACT	<b>SO 1</b>	<b>Viable Tobacco Industry Sustained</b>							
	SM1	Yield per Hectare (kg/ha)	Total Production / Total Area	10%	Actual over Target	2,598.49	2,560.30	2,560	2,560
	Subtotal			10%					
STAKEHOLDERS	<b>SO 2</b>	<b>Quality of Life of Tobacco Farmers Improved</b>							
	SM 2	Percentage of Satisfied Customers	Number of respondents who gave <i>at least</i> a Satisfactory rating / Total number of respondents	5%	Actual over Target	96.34%	0%	90%	90%
	SM 3	Farmers' Net Income							
		a. From Tobacco	Total annual net income / Total area	5%	Actual over Target	₱79,316.36	₱66,917.12	₱82,000	₱84,000
b. From Other Crops and Livelihood Activities	Total annual net income / Total number of farmers	5%	Actual over Target	₱26,452.34	₱51,347.53	₱51,000	₱52,472.90		

Component					Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System <sup>a/</sup>	2021	2022	2023	2024	
STAKEHOLDERS	SM 4	Number of Farmer-Cooperators/Beneficiaries who Availed of Production Assistance	Actual count	6%	Actual over Target	N/A	N/A	4,400	16,438
	SM 5	Percentage of High Grade Tobacco	High-grade tobacco over Total production	6%	Actual over Target	80.92%	81.00%	81.81%	83%
	<b>SO 3</b>	<b>Linkages with Tobacco Industry Stakeholders Expanded and Strengthened</b>							
		<i>Subtotal</i>		27%					
INTERNAL PROCESS	<b>SO 4</b>	<b>Research and Development and Technology Transfer Strengthened</b>							
		Research and Development Projects							
	SM 6	a. No. of Research and Development Projects Completed	Actual count	5%	Actual over Target	3	2	4	4
	b. No. of Completed Research and Development Projects Published in National/ Regional Technology Publication Journals or Newsletter	Actual count	5%	Actual over Target	0	2	2	2	

Component					Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System <sup>a/</sup>	2021	2022	2023	2024	
	c. No. of Matured Technologies Transferred	Actual count	5%	Actual over Target	N/A	N/A	N/A	1	
<b>SO 5 Regulatory Measures Effectively Enforced</b>									
INTERNAL PROCESS	Percentage of Licensed Companies Fully Compliant with Rules and Regulations								
	SM 7	a. Local Trading	Total licensed entities with transactions minus number of violators over total licensed entities with transactions	5%	Actual over Target	100%	100%	97%	100%
		b. Export/ Import/ Transshipment		5%	Actual over Target	100%	100%	95%	100%
		c. Manufacturing		5%	Actual over Target	100%	100%	100%	100%

		Component			Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System <sup>a/</sup>	2021	2022	2023	2024	
INTERNAL PROCESS	SM 8	Percentage of Violations Acted Upon within One (1) Working Day	No. of violations acted upon within one (1) working day / Total no. of violations	5%	Actual over Target	100%	100%	100%	100%
	<b>SO 6</b>	<b>Quality Management System Institutionalized</b>							
	SM 9	ISO 9001:2015 Certification	Milestone	5%	All or Nothing	Surveillance Audit Passed	ISO 9001:2015 Re-Certification	1 <sup>st</sup> Surveillance Audit Passed	2 <sup>nd</sup> Surveillance Audit Passed
	SM 10	No. of Information Systems Deployed	Actual count	5%	Actual over Target	N/A	N/A	N/A	1
	<i>Subtotal</i>			45%					
LEARNING AND GROWTH	<b>SO 7</b>	<b>Competent and Highly Motivated Employees</b>							
	SM 11	Percentage of Employees Meeting Required Competencies	Number of Employees Meeting Required Competencies over Total Number of Employees	5%	Actual over Target	45%	49.40%	49%	5% improvement from prior year
	<b>SO 8</b>	<b>Responsive Organizational Structure</b>							
<i>Subtotal</i>			5%						



Component		Baseline			Targets			
Objective/Measure	Formula	Wt.	Rating System <sup>a/</sup>	2021	2022	2023	2024	
<b>SO 9</b>	<b>Financial Stability &amp; Viability Sustained</b>							
FINANCIAL STEWARDSHIP	Budget Utilization Rate							
	a. Subsidy							
	Obligation Rate							
	SM 12	i. Current	Total Obligated Subsidy over Total COB from Subsidy [both net of PS cost]	2%	Actual over Target	N/A	65.85%	90%
		ii. Carry Over		0%	Actual over Target	N/A		90%
	Disbursement Rate							
		i. Current	Total Disbursement over Total COB from Subsidy [both net of PS cost]	2%	Actual over Target	N/A	100%	90%
		ii. Carry-Over		2%	Actual over Target	N/A		90%

Component				Baseline		Targets		
Objective/Measure		Formula	Wt.	Rating System <sup>a/</sup>	2021	2022	2023	2024
	b. Disbursement Rate of Internally Generated Fund (IGF)	Total Disbursement of IGF over Total COB from Subsidy [both net of PS cost]	2%	Actual over Target	N/A	49.63%	90%	90%
SM 13	Total Internally Generated Income	Absolute amount	5%	Actual over Target	₱172,860,813 <sup>b/</sup>	₱136,873,936 <sup>b/</sup>	N/A	₱143,139,536.14
<i>Subtotal</i>			13%					
<b>TOTAL</b>			<b>100%</b>					

a/ No carry-over subsidy for obligation in CY 2024

b/ Based on COA-Audited 2021 and 2022 Financial Statements

For GCG:



**HON. MARIUS P. CORPUS**  
Chairperson

For NTA:



**HON. BELINDA SARMIENTO-SANCHEZ**  
Administrator