



29 July 2021

MR. WILLIAM D. DAR

*Secretary, Department of Agriculture
and NFA Council Chairperson*

ATTY. JUDY CAROL L. DANSAL

Administrator

NATIONAL FOOD AUTHORITY (NFA)

*SRA Building, North Avenue,
Diliman, Quezon City*

RE : TRANSMITTAL OF 2021 PERFORMANCE SCORECARD

Dear Secretary Dar and Administrator Dansal,

This is to formally transmit the 2021 Charter Statement and Strategy Map (**Annex A**) and 2021 Performance Scorecard (**Annex B**) of NFA.

The NFA proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letters dated 24 September 2020¹ and 23 November 2020² were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 03 December 2020 and evaluation of revised documents submitted through NFA's letter dated 21 December 2020.³

We take this opportunity to **REMIN**D NFA that Item 5 of GCG Memorandum Circular (M.C.) No. 2017-02⁴ 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.

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 NFA'S COMPLIANCE AND INFORMATION.

Very truly yours,

Digitally signed by:
CHAIRMAN SAMUEL G. DAGPIN, JR.

Digitally signed by:
COMMISSIONER MICHAEL P. CLORIBEL

Digitally signed by:
COMMISSIONER MARITES C. DORAL

¹ Officially received by the Governance Commission on 05 October 2020.

² Officially received by the Governance Commission on 03 December 2020.

³ Officially received by the Governance Commission on 23 December 2020.

⁴ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.



National Food Authority

Mandate:

The NFA shall maintain sufficient rice buffer stocks to be sourced solely from local farmers.

Vision:

The NFA envisions itself to be a cost-efficient corporate entity, capable of managing the country's buffer stock within the next ten years.

Mission:

The NFA shall procure palay locally and maintain the optimal level of buffer stock at all times strategically located across the country. It shall manage efficiently and effectively the acquisition, quality maintenance, and disposition of the buffer stock during emergencies and calamities.

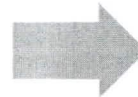
Core Values:

- ☐ Professionalism
- ☐ Service Excellence
- ☐ Accountability
- ☐ Organizational Awareness and Commitment
- ☐ Interpersonal Relations

2021 STRATEGY MAP

Ensure Food Security for Rice

Improvement of Operational Efficiency



Organizational Reforms and Good Governance

SOCIAL

Ensure Food Security through Maintenance of Buffer Stock Sourced from Local Farmers

STAKEHOLDER

Availability of Rice During Emergencies and Calamities

Sustain Client Satisfaction

FINANCIAL

Improve Cost Efficiency

LEARNING & GROWTH

Establish Quality Management System (QMS)

Enhance Competencies of Employees and Information and Communications technology (ICT) Infrastructure

2021 PERFORMANCE SCORECARD (ANNEX B)

NATIONAL FOOD AUTHORITY (NFA)

		Component		Baseline Data			Target		
Objective/Measure		Formula	Weight	Rating System	2018	2019	2020	2021	
SOCIAL IMPACT	SO 1	Ensure Food Security through Maintenance of Buffer Stock Sourced from Local Farmers							
	SM 1	Buffer Stocks Maintained	Total NFA Inventory in Rice Form / Daily Consumption Requirement	20%	15 Days and Above = 20% 10 to 14.99 Days = 15% 5 to 9.99 Days = 10% Below 5 Days = 0% ¹	2.13 Days	N/A	At Least 15 Days (Based on Monthly Average)	At Least 15 Days (Based on Monthly Average)
	SM 2	Stocks Maintained in Safe & Consumable Condition	Total Stocks in Safe & Consumable Condition / Total Stocks Stored	15%	99.50% - 100% = 15% < 99.50% - 99% = 10% < 99% - 98% = 5% < 98% = 0% ²	99.83%	Cannot Be Validated	100%	100%
		Sub-total		35%					
	SO 2	Availability of Rice During Emergencies and Calamities							
STAKEHOLDERS	SM 3	Percentage of Requests for Stock in Times of Emergencies and Calamities Processed Within Prescribed Turnaround Time	Number of Requests for Stock in Times of Emergencies and Calamities Processed Within Prescribed Turnaround Time ³ / Total Number of Requests for Stock in Times of Emergencies	20%	(Actual / Target) x Weight	N/A	N/A	48-Hour Response Time ⁴ (Based on Time of Receipt of Payment/Advice of Payment and Authority to Issue)	100%

¹ Rating will be applied in actual performance per month. Annual rating will be computed based on the average of monthly ratings.

² Rating will be applied in actual performance per month. Annual rating will be computed based on the average of monthly ratings.

³ As indicated in NFA's Citizen's Charter as submitted to/as approved by the Anti-Red Tape Authority (ARTA).

⁴ 2020 measure refers to average TAT. Start time is the receipt of payment or advice of payment and end time is the authorization issued by NFA for 100% of requested stocks.

		Component			Baseline Data			Target	
		Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021
			and Calamities Received						
	SO 3	Sustain Client Satisfaction							
	SM 4a	Percentage of Satisfied Customers (Farmers)	Number of Respondents who gave a Rating of at Least Satisfactory / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	Result Not Acceptable	Cannot Be Validated	90%	90%
	SM 4b	Percentage of Satisfied Customers (Business Organizations)		5%				90%	90%
		Sub-total		30%					
FINANCIAL	SO 4	Improve Cost Efficiency							
	SM 5	Minimize Net Operating Loss	Total Revenues – Current Operating Expenses ⁵	10%	[1 – (Actual-Target)/Target]] * Weight	N/A	N/A	N/A	₱(32.824) Billion
	SM 6	Budget Utilization Rate	Total Disbursement / Total GAA Allocation	10%	All or Nothing	N/A	N/A	N/A	Not Lower Than 90% But Not Exceeding 100%
		Sub-total		20%					
LEARNING & GROWTH	SO 5	Establish Quality Management System (QMS)							
	SM 7	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification for FDC and Tarlac Provincial Office	Measure Excluded	Measure Excluded	ISO 9001:2015 Certification of 1 Regional Office and 1 Branch Office
	SO 6	Enhance Competencies of Employees and Information and Communications Technology (ICT) Infrastructure							
	SM 8	Percentage Completion of the ISSP	Actual Accomplishment	5%	(Actual / Target) x Weight	N/A	N/A	N/A	100% Attainment of 2021 Deliverables ⁶ (Based on the DICT

⁵ Financial assistance/subsidy, gains/losses on foreign exchange and PPE, sale of unserviceable property, and loss on sale/redemption/transfer of investment are excluded.

⁶ Deliverables refer to systems (applications)

		Component		Baseline Data						Target
Objective/Measure		Formula	Weight	Rating System	2018	2019	2020	2021	Approved ISSP (2021-2023)	
	SM 9	Establish Competency Baseline of the Organization	Actual Accomplishment ⁷	5%	All or Nothing	Competency Baseline Result Not Acceptable No Competency Integration No Updated HR Policies	Established Competency Baseline for 83.31% of Positions	NFA Council-approved Competency Framework ⁸	Establish Competency Baseline	
		Sub-total		15%						
		TOTAL		100%						

⁷ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A \left(\frac{\text{Actual Competency Level}}{\text{Required Competency Level}} \right)}{A} \right]}{B}$$

, where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled.

⁸ Based on the newly-approved OSSP of NFA. Should include the Competency Catalogue, Competency Table, Competency Matrix, Position Profiles and Competency-Based Job Descriptions.

NATIONAL FOOD AUTHORITY

2021 Performance Scorecard

	Component					Target
	Objectives / Measures	Formula	Weight	Rating Scale		
SOCIAL IMPACT	SO 1	Ensure Food Security through Maintenance of Buffer Stock				
	SM 1	Buffer Stocks Maintained	Total NFA Inventory in Rice Form / Daily Consumption Requirement	20%	15 days and above = 20% 10 - 14.99 days = 15% 5 to 9.99 days = 10% below 5 days = 0	at least 15 days based on monthly average (subject to adjustment based on the result of study on optimal level)
	SM 2	Stocks Maintained in Safe & Consumable Condition	Total Stocks in Safe and Consumable Condition / Total Stocks Stored	20%	99.50% - 100.00% = 20% <99.50% - 98.50% = 15% <98.50% - 98.00% = 10% <98.00% = 0	99.50 - 100.00%
STAKEHOLDERS	SO 2	Availability of Rice during emergencies and calamities				
	SM 3	Timely Release of Stocks in Times of Emergencies and Calamities	Average turnaround time	20%	48 hours and below= 20% 49 to 60 hours = 15% 61 - 72 hours = 10% above 72 hours = 0	48-hour response time (based on time of receipt of payment / advice of payment, and Authority to Issue)
	SO 3	Sustain Client Satisfaction				
	SM 4a	Percentage of Satisfied Customers (Palay Farmers)	Number of respondents who gave a rating of at least satisfactory / Total number of respondents	5%	(Actual / Target) x Weight If less than 80% = 0%	90% of respondents gave a rating at least satisfactory
	SM 4b	Percentage of Satisfied Customers (Government Institutions)	Number of respondents who gave a rating of at least satisfactory / Total number of respondents	5%	(Actual / Target) x Weight If less than 80% = 0%	90% of respondents gave a rating at least satisfactory

NATIONAL FOOD AUTHORITY

2021 Performance Scorecard

	Component					Target
	Objectives / Measures	Formula	Weight	Rating Scale		
FINANCIAL	SO 4	Improve Cost Efficiency				
	SM 5a	Decrease in Variable Cost of Palay * All costs excluding buying price	Variable Cost* / Total Cost of Palay 10%	$\leq 7\% = 10\%;$ $>7\% \text{ to } 10\% =$ $[1 - (\text{Actual} - \text{Target})/\text{Target}] * \text{Weight};$ $> 10\% = 0\%$	$\leq 7\%$ (refer to Appendix A)	
	SM 5b	Decrease in Variable Cost of Rice	Variable Cost / Total Cost of Rice 10%	$\leq 8\% = 10\%;$ $>8\% \text{ to } 11\% =$ $[1 - (\text{Actual} - \text{Target})/\text{Target}] * \text{Weight};$ $> 11\% = 0\%$	$\leq 8\%$ (refer to Appendix A)	
	SO 5	Competency Framework				
LEARNING & GROWTH	SM 6	Attain ISO 9001:2015 Cetification	Actual accomplishment	5%	All or nothing	ISO 9001 : 2015 Certification of 1 Regional Office and 1 Branch Office under that Region
	SM 7	Identify Competency Baseline covering 100% of Positions per Organizational Level and Establish a Training and Development Plan to Address Gaps in Identified Competencies	Actual accomplishment	5%	All or nothing	Identification of the gaps in the identified competencies of all positions and Submission of an Accomplished Training and Development Plan
	Total Weight			100%		

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