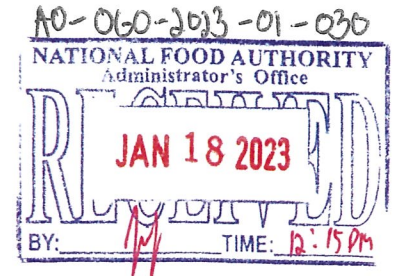


28 December 2022

**MR. DOMINGO F. PANGANIBAN**  
 Senior Undersecretary, Department of Agriculture  
**ATTY. JUDY CAROL L. DANSAL**  
 Administrator  
**NATIONAL FOOD AUTHORITY (NFA)**  
 SRA Building, North Avenue,  
 Diliman, Quezon City



**RE: VALIDATION RESULT OF 2021 PERFORMANCE SCORECARD OF NFA**

Dear Senior Undersecretary Panganiban and Administrator Dansal,

This is to formally transmit the validation result of NFA's 2021 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, NFA gained an overall score of **43.96%** (See **Annex A**). The same is to be posted on NFA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

In relation to the grant of 2021 Performance-Based Bonus (PBB) to eligible officers and employees, NFA fails to satisfy the requirements of GCG M.C. No. 2019-02,<sup>2</sup> particularly the achievement of a weighted-average score of at least 90% in its 2021 Performance Scorecard. In this regard, the Board is reminded that any unilateral action to release the PBB will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.<sup>3</sup>

Consequently, pursuant to GCG M.C. No. 2018-04,<sup>4</sup> failure to qualify for the PBB means that the Appointive Members of the Governing Board of NFA shall not be qualified to receive the Performance-Based Incentive (PBI).

**FOR NFA'S INFORMATION AND GUIDANCE.**

Very truly yours,

**Justice ALEX L. QUIROZ (ret.)**  
 Chairperson

**Atty. GIDEON D.V. MORTEL, D.C.L.**  
 Commissioner

**Atty. GERALDINE MARIE BERBERABE-MARTINEZ**  
 Commissioner

cc: COA Resident Auditor – NFA

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

<sup>2</sup> INTERIM PERFORMANCE-BASED BONUS (PBB), dated 25 July 2019.

<sup>3</sup> AN ACT TO PROMOTE FINANCIAL VIABILITY AND FISCAL DISCIPLINE IN GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS AND TO STRENGTHEN THE ROLE OF THE STATE IN ITS GOVERNANCE AND MANAGEMENT TO MAKE THEM MORE RESPONSIVE TO THE NEEDS OF PUBLIC INTEREST AND FOR OTHER PURPOSES, dated 06 June 2011.

<sup>4</sup> INTERIM PERFORMANCE-BASED INCENTIVE (PBI) SYSTEM FOR THE APPOINTIVE DIRECTORS OF GOCCs COVERED BY GCG FOR FY 2016 AND FOR THE YEARS THEREAFTER, dated 17 July 2018.

NATIONAL FOOD AUTHORITY (NFA)  
Validation Result of 2021 Performance Scorecard

Component					NFA Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating <sup>1</sup>	Actual	Rating				
SO 1 Ensure Food Security through Maintenance of Buffer Stock Sourced from Local Farmers												
SOCIAL IMPACT	SM 1	Buffer Stocks Maintained	Total NFA Inventory in Rice Form / Daily Consumption Requirement	20%	<p><i>For January:</i> 15 Days and Above = 20% 10-14.99 Days = 15% 5 to 9.99 Days = 10% Below 5 days = 0%<sup>2</sup></p> <p><i>For February to December:</i> <u>(Actual / Target) x Weight</u></p>	<p><i>For January:</i> At Least 15 Days (Based on Monthly Average)</p> <p><i>For February to December:</i> <u>At Least 9 Days (Based on Monthly Average)</u></p>	6.63 Days	-	6.66 Days	13.96%	<p>Monthly Monitoring and Compliance Report</p> <p>Total Rice Equivalent Summary Report</p> <p>Computation of Rice Buffer Stocks</p> <p>Computation of the 2021 Daily Consumption Requirement</p> <p>Samples of Monthly Ending Inventory/Stock Variety Inventory Report</p> <p>Consumption of Selected Agricultural Commodities in the Philippines Volume 1 and 2010-2020</p>	<p>Request to revise the target is <b>APPROVED</b>. The rating scale is also revised to align with the revised target.</p> <p>The NFA Council approved the optimal level of national buffer stock of 300,000 MT through Council Resolution No. 999-2021-B dated 16 February 2021. The said optimal buffer stock is equivalent to 9 days.</p> <p>The details of GCG's validation, including the monthly rating based on the revised target, are presented in <b>Appendix 1</b>.</p>

<sup>1</sup> No self-rating submitted.

<sup>2</sup> Rating will be applied in actual performance per month; annual rating will be computed based on the average of monthly ratings.

Validation Result of the 2021 Performance Scorecard (Annex A)

Component					NFA Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating <sup>1</sup>	Actual	Rating		
									Projected Population (Medium Assumption) from the Philippine Statistics Authority (PSA)	
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% <sup>3</sup>	100%	99.994%	-	Cannot be validated	0%	Memorandum on National Quality Assessment Report (QUASAR) of NFA Stocks Memorandum on Monthly National QUASAR of NFA Stocks National Consolidated Report per Commodity per Stock Quality Percentage Performance Rating of Stocks per Region  The Governance Commission could not objectively validate the reported accomplishment considering the significant discrepancies noted during the review of the submitted documents. The details are presented in <b>Appendix 2</b> .

<sup>3</sup> Rating will be applied in actual performance per month; annual rating will be computed based on the average of monthly ratings.

for

Validation Result of the 2021 Performance Scorecard (Annex A)

Component					NFA Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure			Formula	Weight	Rating Scale	Target	Actual	Rating <sup>1</sup>			Actual
											National Consolidated Report of Consumable Stocks per Region per Commodity Summary of Commodity per Region per Quality for Good and Consumable Stocks Consolidated Report on Non-Consumable (Sweepings and Damaged) Stocks per Cereal Type per Region Summary of Non-Consumable (Sweepings and Damaged) National QUASARs per Stock Quality Regional Quality Assessment Reports

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Validation Result of the 2021 Performance Scorecard (Annex A)

Objective/Measure		Component				NFA Submission		GCG Validation		Supporting Documents	GCG Remarks	
		Formula	Weight	Rating Scale	Target	Actual	Rating <sup>1</sup>	Actual	Rating			
										Monthly Grains Stock Quality Report Memorandum dated 12 October 2022 relative to discrepancies noted during onsite validation		
<b>Sub-total</b>			<b>35%</b>				-		<b>13.96%</b>			
<b>SO 2 Availability of Rice During Emergencies and Calamities</b>												
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 <sup>4</sup> / Total Number of Request for Stock in Times of Emergencies and Calamities Received	20%	(Actual / Target) x Weight	100%	90.05%	-	Cannot be validated	0%	Report on Compliance Rate with Target Response Time of 48 Hours from Request During Calamities and/or Emergencies Sample of Copies of Official Receipts and Authorities to Issue	Considering the incomplete submission and/or information in the database per branch, GCG cannot objectively validate the reported accomplishment of NFA. The details of the validation are presented in <b>Appendix 3</b> .

<sup>4</sup> As indicated in NFA's Citizen's Charter as submitted to/as approved by the Anti-Red Tape Authority (ARTA).

for

Validation Result of the 2021 Performance Scorecard (Annex A)

Component					NFA Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating <sup>1</sup>	Actual	Rating				
<b>SO 3 Sustain Client Satisfaction</b>												
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%	90%	1. Conducted virtual briefing the top 20 procurement and distribution branches 2. Disseminated survey questionnaires 3. Consolidation of accomplished questionnaires 4. Procurement of 3 <sup>rd</sup> party service provider (evaluated/ awarded)	-	98%	5%	CSS Final Report Data Collection Quality Control Reports Sample of accomplished survey forms	Target exceeded.	
SM 4b	Percentage of Satisfied Customers (Business Organizations)		5%		90%	-	Result not acceptable	0%	The NFA employed a hybrid data gathering methodology (face-to-face interview and telephone interview) for business organizations, which is <i>not</i> in accordance with the guidelines provided under Part II of the Enhanced Standard Methodology for the Conduct of the CSS.			
<b>Sub-total</b>		<b>30%</b>				-		<b>5%</b>				
<b>SO 4 Improve Cost Efficiency</b>												
<b>FINANCIAL</b>	SM 5	Minimized Net Operating Loss	Total Revenues – Current Operating Expenses <sup>5</sup>	10%	[1 – (Actual-Target)/Target] * Weight	₱(32.824) Billion	₱(9,515,408,540)	-	₱(9.515) Billion	10%	2021 COA Annual Audit Report	Target exceeded.

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

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Validation Result of the 2021 Performance Scorecard (Annex A)

Component					NFA Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating <sup>1</sup>	Actual	Rating				
SM 6	Budget Utilization Rate	Total Disbursement / Total GAA Allocation	10%	All or Nothing	Not Lower Than 90% But Not Exceeding 100%	₱7,000,000,000	-	100%	10%	2021 COA Annual Audit Report	Target met.	
		<b>Sub-total</b>	<b>20%</b>				-		<b>20%</b>			
<b>SO 5 Establish Quality Management System (QMS)</b>												
LEARNING & GROWTH	SM 7	Attain ISO 9001:2015 Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification of 1 Regional Office and 1 Branch Office	ISO 9001:2015 Certification of NFA Central Luzon Regional Office, Nueva Ecija and Tarlac Branch Offices	-	ISO 9001:2015 Certification of 1 Regional Office and 2 Branch Offices	5%	ISO Certificate issued by the 3 <sup>rd</sup> party	Target exceeded. NFA was able to attain certification for NFA Central Luzon Regional Office, Nueva Ecija and Tarlac Branch Offices.
	<b>SO 6 Enhance Competencies of Employees and Information and Communications Technology (ICT) Infrastructure</b>											

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Validation Result of the 2021 Performance Scorecard (Annex A)

Component					NFA Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating <sup>1</sup>	Actual	Rating			
SM 8	Percentage of Completion of the ISSP	Actual Accomplishment	5%	(Actual / Target) x Weight	100% Attainment of 2021 Deliverables <sup>6</sup> (Based on the DICT Approved ISSP 2021-2023)	Received DICT endorsement to DBM last 15 November 2021. Sent letter to DICT dated 03 December 2021 regarding changes in the implementing schedule of ICT programs and projects	-	No deliverables implemented	0%	DICT endorsed the NFA ISSP 2021-2023 as submitted by NFA to DICT	<p>Target not met.</p> <p>In its 28 February 2022 letter, NFA represented that its Accomplishment Report did not include the ISSP, considering that the "ISSP for 2021-2023 was endorsed by the Department of Information and Communications Technology (DICT) to the Department of Budget and Management (DBM) in the latter part of the year and affected the timeline to program the procurement and its implementation."</p> <p>Upon review of the supporting documents submitted, GCG noted that the DICT endorsed the NFA ISSP 2021-2023 through a letter dated 21 October 2021, supporting the representation of NFA. However, it should also be noted that NFA submitted its ISSP 2021-2023 to the DICT on 03 September 2021. Hence, the non-implementation of the ISSP can be attributed to the delay in the submission of NFA to DICT.</p>

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Validation Result of the 2021 Performance Scorecard (Annex A)

Component					NFA Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating <sup>1</sup>	Actual	Rating			
SM 9	Establish Competency Baseline of the Organization	Actual Accomplishment <sup>7</sup>	5%	All or Nothing	Establish Competency Baseline	2021 Competency Assessment Report and its Annexes completed	-	Cannot be validated	0%	Excel File of the 2021 Competency Assessment Results Competency Matrix Competency-based Job Description Competency Assessment Forms	The Governance Commission notes that NFA was able to conduct the 2021 competency assessment, however, the GCG cannot objectively establish the 2021 competency baseline considering the insufficient information provided in the Excel file. The GCG formula for the computation of the competency baseline requires the actual level and required level of competency. NFA only provided the actual level of competency.
		<b>Sub-total</b>	<b>15%</b>				-		<b>5%</b>		
		<b>TOTAL</b>	<b>100%</b>				-		<b>43.96%</b>		

<sup>6</sup> Deliverables refer to systems (applications).

<sup>7</sup> The Competency Baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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

MS

## SM 1: BUFFER STOCKS MAINTAINED

MONTH	TOTAL RICE EQUIVALENT REPORT		MONTHLY ENDING INVENTORY REPORT*		GCG VALIDATION*			
	TRE	DAYS TO LAST	TRE	DAYS TO LAST	TRE	DAYS TO LAST	MONTHLY TARGET	RATING
January	302,072	9.00	301,640.20	9.05	301,729.40	9.05	15	10.00%
February	266,098	7.93	265,178.22	7.96	265,178.22	7.96	9	17.68%
March	241,126	7.18	241,640.26	7.25	241,434.51	7.24	9	16.10%
1 <sup>ST</sup> QUARTER	<b>269,765</b>	<b>8.04</b>	<b>269,486.23</b>	<b>8.08</b>	<b>269,447.37</b>	<b>8.08</b>		
April	231,601	6.90	231,503.93	6.95	231,503.93	6.95	9	15.43%
May	225,087	6.71	224,700.04	6.74	224,700.04	6.74	9	14.98%
June	205,820	6.13	205,337.95	6.16	205,337.95	6.16	9	13.69%
2 <sup>ND</sup> QUARTER	<b>220,836</b>	<b>6.58</b>	<b>220,513.97</b>	<b>6.62</b>	<b>220,513.97</b>	<b>6.62</b>		
July	178,842	5.33	178,953.09	5.37	178,953.09	5.37	9	11.93%
August	151,172	4.50	149,063.24	4.47	149,063.18	4.47	9	9.94%
September	166,342	4.96	165,944.30	4.98	165,944.30	4.98	9	11.06%
3 <sup>RD</sup> QUARTER	<b>165,452</b>	<b>4.93</b>	<b>164,653.54</b>	<b>4.94</b>	<b>164,653.52</b>	<b>4.94</b>		
October	244,323	7.28	243,227.66	7.30	243,227.66	7.30	9	16.22%
November	249,713	7.44	250,073.15	7.50	250,073.15	7.50	9	16.67%
December	209,660	6.25	208,214.37	6.25	208,201.57	6.25	9	13.88%
4 <sup>TH</sup> QUARTER	<b>234,565</b>	<b>6.99</b>	<b>233,838.39</b>	<b>7.02</b>	<b>233,834.13</b>	<b>7.02</b>		
AVERAGE FOR THE YEAR 2021	<b>222,655</b>	<b>6.63</b>	<b>222,123</b>	<b>6.66</b>	<b>222,112.25</b>	<b>6.66</b>		<b>13.96%</b>
*Based on the 300,000 MT optimal level of buffer stocks; equivalent of 9 days.								

**SUMMARY OF INCONSISTENCIES OBSERVED IN THE SUMMARY REPORT**

MONTH	PROVINCE	NFA REPORTED			GCG VALIDATION			DISCREPANCY		
		PALAY	RICE	TRE	PALAY	RICE	TRE	PALAY	RICE	TRE
January	Infanta	24,334	2,931	18,261	24,333	2,929	18,259	1	2	2
	Occidental Mindoro (San Jose)	517,650	31,009	357,128	457,511	30,564	318,796	60,139	445	38,332
	Occidental Mindoro (Mamburao)	98,403	14,329	76,323	158,797	14,329	114,371	(60,393)	-	(38,048)
	Palawan	125,938	26,484	105,825	125,937	26,484	105,824	1	-	1
	Quezon	57,680	16,347	52,685	58,411	17,958	54,757	(731)	(1,611)	(2,072)
March	Apayao	59,857	1,813	39,522	58,069	1,822	38,405	1,788	(9)	1,117
	Cagayan	51,268	491	32,789	47,036	488	30,121	4,232	3	2,668
	Kalinga	23,118	938	15,502	22,561	959	15,172	557	(21)	330
August	Capiz	12,978	6,369	14,545	12,976	6,369	14,544	2	-	1
December	Iloilo	184,282	135,243	251,341	184,282	135,236	251,334	-	7	7
	Antique	21,777	1,677	15,397	21,777	1,428	15,148	-	249	249

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## SM 2: STOCKS MAINTAINED IN SAFE &amp; CONSUMABLE CONDITION

Sampling on Total Stocks Stored

MONTH	REGION	NFA REPORT	GCG EVALUATION				DISCREPANCY
			#	PROVINCIAL REPORTS	SUBTOTAL	TOTAL	
January	Region V	489,002.90	1	Albay	76,723.93	489,225.87	222.97
			2	Camarines Norte	18,187.57		
			3	Camarines Sur	291,209.00		
			4	Catanduanes	3,865.42		
			5	Masbate	42,317.96		
			6	Sorsogon	56,922.00		
February	Region I	821,069.00	1	Ilocos Norte	278,454.00	821,069.00	-
			2	La Union	160,290.00		
			3	East Pangasinan	382,325.00		
March	Region VI	1,476,522.90	1	Negros Occidental	61,661.62	1,476,462.94	59.96
			2	Iloilo	1,129,796.84		
			3	Capiz	285,004.48		
April	Region VIII	176,789.40	1	Samar	20,473.00	176,793.40	4.00
			2	Eastern Samar	18,332.00		
			3	Northern Samar	16,355.00		
			4	Leyte	72,349.96		
			5	Southern Leyte	45,025.44		
			6	Biliran	4,258.00		
May	Region VII	34,817.60	1	Cebu Provincial Office	22,478.36	85,020.76	50,203.16
			2	Negros Oriental	22,630.40		
			3	Bohol	39,912.00		

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MONTH	REGION	NFA REPORT	GCG EVALUATION				DISCREPANCY
			#	PROVINCIAL REPORTS	SUBTOTAL	TOTAL	
June	Region III	271,653.51	1	Bulacan	41,736.95	271,653.51	-
			2	Nueva Ecija	82,006.13		
			3	Pampanga	132,724.60		
			4	Tarlac	15,185.84		
July	Region XII	643,736.70	1	General Santos / South Cotabato	149,297.66	672,344.66	28,607.96
			2	North Cotabato	167,804.00		
			3	Sultan Kudarat	355,243.00		
August	Region X	71,010.60	1	Bukidnon	50,759.00	90,587.44	19,576.84
			2	Lanao del Norte	22,446.56		
			3	Misamis Oriental	17,381.88		
September	Region II	718,453.10	1	Cagayan	253,610.05	718,453.13	0.03
			2	Isabela	369,584.00		
			3	Nueva Vizcaya	95,259.08		
October	Region XI	290,904.00	1	Davao del Sur	109,279.00	290,904.00	-
			2	Davao del Norte	112,797.00		
			3	Davao Oriental	68,828.00		
November	Region IX	110,763.90	1	Zamboanga City	37,154.55	110,703.92	59.98
			2	Zamboanga del Sur	73,549.37		
December	Region IV	1,319,636.00	1	Batangas	73,693.37	1,319,636.18	0.18
			2	Laguna	31,785.90		
			3	Occidental Mindoro	956,545.75		
			4	Oriental Mindoro	88,662.25		
			5	Palawan	151,236.81		
			6	Quezon	17,712.12		

*Handwritten signature*

Sampling on Bad Stocks

NCR QUALITY ASSESSMENT (BAD STOCKS)				
MONTH	NFA REPORTED	GCG EVALUATION (using Provincial Assessment Reports)	DISCREPANCY	REMARKS
January	601.00	600.97	(0.03)	Minimal discrepancy noted.
February	601.00	960.51	359.51	Significant discrepancy of 359 bags was observed.
March	960.50	960.49	(0.01)	Minimal discrepancy noted.
April	960.50	960.49	(0.01)	Minimal discrepancy noted.
May	969.50	969.55	0.05	Minimal discrepancy noted.
June	772.70	736.72	(35.98)	Significant discrepancy of 36 bags was observed.
July	112.60	112.57	(0.03)	Minimal discrepancy noted.
August	112.60	112.57	(0.03)	Minimal discrepancy noted.
September	112.60	228.32	115.72	Significant discrepancy of 116 bags was observed.
October	242.10	242.19	0.09	Minimal discrepancy noted.
November	242.10	352.81	110.71	NFA justified through letter dated 12 October 2022 that there were damages on stocks due to Super Typhoon Kiko – Signal No. 4. NFA provided a copy of Results of Quality Inspection Analysis dated 12 November 2021 to substantiate its manifestation. This considered, the discrepancy is therefore justified as a result of calamity and as such, discrepancy is <b>excluded</b> in the validation.
December	186.10	186.12	0.02	Minimal discrepancy noted.

**SM 3: PERCENTAGE OF REQUESTS FOR STOCK IN TIMES OF EMERGENCIES AND CALAMITIES PROCESSED WITHIN PRESCRIBED TURNAROUND TIME**

Branch	NFA-reported		GCG Validation		Remarks
	Total No. of Requests	Total No. Requests Complied within TAT	Total No. of Requests	Total No. Requests Complied within TAT	
Isabela	33	32	33	Unverifiable	Five (5) transactions did not indicate the date of the issuance of the Authority to Issue (Phase 2).
Pampanga	40	31	Unverifiable		No Phase 2 data available for the months of August and September.
Negros Occidental	18	17	18	17	-
Northern Samar	9	9	9	9	-
Zamboanga del Sur	19	9	Unverifiable		No supporting documents submitted.
Bukidnon	1	1	1		No Phase 1 data available.
Marbel/South Cotabato	9	7	9	Unverifiable	One (1) transaction in April 2021 has invalid date.  No dates in the Official Receipts of July 2021 transactions.  No dates in Authority to Issue and Official Receipts of September 2021 transactions.  No dates in Authority to Issue of October transactions.  No dates in Authority to Issue of November transactions.