

ROLE OF THE BOARD IN CORPORATE STRATEGY

The Appointive Members of the NTA Governing Board actively participated in the strategic planning on September 13-14, 2012 for the NTA in pursuance of the overall thrusts of the national government/department of agriculture include:

- I. Technology Development and Services Program for Market Driven Quality Tobacco Production and Food Sufficiency
- II. Industrial Research and Development Program
- III. Market Research and Development Program
- IV. Regulatory Services Program
- V. Farmers Organizational Development Program
- VI. Institutional Development Program
- VII. Scholarship Program for Tobacco Farmers' Dependents
(Compliance to RA 9211)

Organizations need to plan and develop strategies in order to achieve its vision. Having the right strategies will help in the continual improvement of operations in order to deliver the products and/or services that meet customer requirements. However, there are cases wherein unintended gaps exist between strategic planning and execution of strategies. Thus, there is a need for organizations to determine and make use of appropriate performance indicators which would harmonize efforts and eventually lead to the collective desired state.

As declared in Executive Order (EO) No. 235 on July 24, 1987, the National Tobacco Administration (NTA) is mandated to "improve the economic and living conditions and raise the quality of life of the tobacco farmers including those who depend upon the industry for their livelihood; and promote balanced and integrated growth and development of the tobacco industry to help make agriculture a solid base for industrialization". Since its creation, the NTA continuously works for the achievement of better lives for the tobacco farmers and other industry stakeholders through the development of the tobacco industry in the country.

One of the priorities of President Benigno S. Aquino III is to promote effective governance within the bureaucracy by raising accountability and exacting high level of performance among government managers and employees. In line with this priority, the NTA identified the need to conduct a strategic planning workshop to improve its way of attaining its vision and mandate. The workshop aims to enhance its strategic management and planning process through the adoption of the Balanced Scorecard. This will help prepare NTA embark on a journey towards quality and performance excellence.

In view of this, the Development Academy of the Philippines (DAP) conducted the strategic planning on September 13-14, 2012, with the Appointive Members of the NTA Governing Board and Top and Senior Management Officials participating on the strategic planning review sessions. The strategic planning intervention enabled the NTA to define their strategic direction from 2013-2017 which provided the venue to revisit its mission, vision and core values; developed its strategy map; and formulated the corporate scorecard.

The NTA Governing Board further adopted compliance with the Integrated Corporate Reporting System (ICRS) with the designation of Management Staff which shall be under the supervision of the board.