

I. EXECUTIVE SUMMARY

A. MANDATE AND OBJECTIVES

The NTA is the sole government Agency vested with the power to administer and regulate the local tobacco industry. **Executive Order No. 245**, series of 1987, mandates the Agency to:

1. Improve the living conditions and raise the quality of life of the tobacco farmers including those who depend upon the industry for their livelihood; and,
2. Promote the balanced and integrated growth and development of the tobacco industry to help make agriculture a solid basis for industrialization.

B. POWERS

To effectively and efficiently carry out its mandate, the Agency was vested with the specific powers to, among others:

1. Promulgate and enforce rules and regulations on the production, standardization, classification, grading and trading of tobacco and tobacco products as may be necessary to attain its purposes and objectives and pursue the policy of government on tobacco; and,
2. Conduct agricultural and industrial research and establish, operate and maintain experimental stations.

C. ADDITIONAL MANDATE: In addition, Section 33 of Republic Act No. 9211, entitled, Tobacco Regulation Act of 2003, mandates the NTA to implement the following programs and projects:

1. **Tobacco Growers Assistance Program** to support financially the NTA registered tobacco farmers who may be displaced due to the implementation of the said RA or has voluntarily ceased planting tobacco;
2. **Promote Tobacco Growers Cooperatives Program** to assist tobacco farmers in developing alternative farming systems, plant alternative crops and other livelihood projects;
3. **National Tobacco Free Public Education Program** to provide scholarship for dependents of tobacco farmers in collaboration with state colleges and universities;
4. **Research and Development Program** to undertake studies concerning technologies and methods to reduce the risk of dependence on or injury from tobacco product usage and exposure and Development of Alternative Uses of tobacco and similar research programs.

D. VISION

Within the medium-term, NTA envisions:

“An improved quality of life of the tobacco farmers and other stakeholders through increased productivity and other income-generating activities.”

E. MISSION

For the effective actualization of the vision, NTA is committed to:

Enhance capabilities, build synergistic relationship among sectors, and mobilize resources for the development of the tobacco industry, for the benefit of the tobacco farmers and other industry stakeholders.

F. STATEMENT OF FULL COMPLIANCE WITH CODE OF CORPORATE GOVERNANCE

The NTA Appointive Directors, Officers and Employees affirm and confirm their faithful compliance on the mandatory provisions of the NTA Amended Manual of Corporate Governance as approved by the Governance Commission on GOCCs

G. ORGANIZATIONAL OUTCOME

Organizational Outcomes	Performance Indicator	Performance Targets				Data Source
		2013	2014	2015	2016	
1. Productivity of tobacco farmers increased	Yield per hectare on tobacco production increased by 5% per year (kg//hectare)	1,942	2,039	2,141	2,248	NTA-FTSD
2. Income of tobacco farmers increased	Net income per hectare from tobacco production increased by 55 per year (PhP/hectare)	55,672	58,456	61,378	64,447	'- do -
	Ratio of farmers income from other crops and livelihood activities vis-à-vis income from tobacco production increased*	47 : 53	49 : 51	51 : 49	52 : 48	'- do -

*A combination of any 3 or 4 of the following crops/livestock, based on suitability per location, the project income of which are as follows:

	2013	2014	2015	2016
Rice	42,771 50,927		44,909	48.155
Vegetables	14,367 16,161		14,942	15,539
Peanut	27,840 31,316		28,954	30,112
Mongo	19,470 22,539		20,444	21,466
Watermelon	24,241 27,268		25,211	26,219
Hog Fattening	4,082	12,858		13,501
Livestock	14,176 8,040	8,201		8,365
	8,448			

H. NTA CORPORATE PRIORITIES

In aggressive pursuance of its mandates and thrusts, the NTA accords top priority to the following programs/projects/activities for CY 2016:

- 1. Market-Driven Quality Tobacco Production**, addressing the growing demand for domestic manufacturing and export markets, primarily through the ➤**Tobacco Contract Growing System (TCGS)** that will include the production of improved and full flavor/blending tobacco.
 - the technology development activities and services;
 - the search for outstanding tobacco farmers or Tobacco Grower of the Year contest;
 - Integrated Farming and Other Income Generating Activities (IFOIGAP)**, where NTA provides assistance to tobacco farmers in the production of rice, corn and high value crops, hog and poultry raising. The project includes **value-adding/processing**, where it operates the **Agri-Pinoy Tobacco Farmers Food Processing and Trading Center (ATFFPTC)** in Ilocos Region, which buys farmers’ produce; processes them into top selling bagnet, Viganlonganiza, bacon, etc.; and, sells to Bagsakan Centers, government offices and hospitals in Region 1 and Metro Manila. The project includes the **Agripinoy Milling Complex**, composed of a **Feedmill** to cater to the requirement of farmer- beneficiaries of the ATFFPTC hogs/poultry production assistance, and a **Rice Mill** for IFOIGAP Rice Production and other farmers;
 - **Irrigation Support Project for Small Tobacco Farmers (ISPSTF)** wherein Communal Irrigation Systems (CIS) will be constructed in identified areas in Region 1.
- 2. Continuing Exercise of Regulatory Authority under existing laws.** At present, NTA has covers production and trading of leaf and the importation and exportation of tobacco leaf and tobacco products. The NTA intends that in the future, it will also cover the processing of leaf and the manufacture, distribution and sale (wholesaling and retailing) of cigarettes, with emphasis on the compliance to standards, detection of fake products and shelf life;
- 3. Renewable Energy Farm Project and Restoration of Ecological Integrity** of Tobacco Growing Regions will address the fuelwood requirement of the farmers in the flue-curing for Virginia tobacco, as well as assist in the reforestation efforts of the tobacco growing regions;

4. **Quality Assurance for Tobacco Leaf and Manufactured Products**, will concentrate in the provision of services that ensure the quality of land, water, fertilizer and leaf tobacco, including the continuing study and monitoring of physical and chemical quality of cigarettes, as an input to continuing technology adjustments, standards formulation and effective regulation enforcement and compliance;
5. **Farmers' Organizational Development**, to include continuing registration of farmers, strengthening farm clusters, organizational development and livelihood assistance, to enable the farmers to become self-reliant, food secured and become active partners of development;
6. **Scholarship Program for Tobacco Farmers Children/Dependents** (National Free Public Education). In collaboration with the CHED and TESDA, in regions 1, 2 and CAR. The scholarship includes baccalaureate and technical/vocational courses, preferably in the field of agriculture.
7. **Continuing Research and Development, and implementation of pioneering ventures** (the other industrial uses of tobacco), to include among others, the enhancement of technologies and profitability of the production of tobacco dust, tobacco handmade paper and tobacco extracts as pesticide for vegetables, fruits and ornamentals.

I. RELATIONSHIP TO NATIONAL DEVELOPMENT PLAN, POLICIES AND PRONOUNCEMENTS

The above programs, projects and activities have been realigned and implemented pursuant to the **5 KRAs** particularly on **poverty reduction** and **rapid, inclusive and sustained economic growth**, as well as the **Millennium Development Goals** (MDGs); and Medium-Term Philippine Development Plan (MTPDP) 2011-2016, and the directives of the **Aquino Administration**, including his 16 areas of transformational leadership, highlighting among others, the following:

1. Poverty alleviation;
2. Self-sufficiency in food staples and other agricultural commodities;
3. Restoring ecological integrity/environmental sustainability;
4. Recognizing farms and rural enterprises as vital to achieving food security and more equitable economic growth; and
5. Creation of well-considered programs that build capacity and create opportunity among the poor and the marginalized of the country.

It may be noted that the local tobacco industry:

1. Provides Income and sustenance to 2.9 million people, including the more than 800,000 tobacco farmers and the members of their families; and,

Generates revenue amounting to an average of more than PhP70 billion, in the recent years due to R.A. 10351 (Sin Tax Reform Law), which, to a large measure, helps the Government fund its delivery of services, economic, infrastructure, education, health and social welfare programs.

J. STATEMENT ON THE REVIEW BY THE NTA GOVERNING BOARD ON THE OPERATIONAL, FINANCIAL AND CONTROLS AND RISK MANAGEMENT SYSTEM

The NTA Governing Board has fully reviewed the Operational Plans of the NTA and has deliberated and passed upon the Corporate Operating Budget of the NTA. The NTA Governing Board has likewise reviewed and deliberated the Risk Management Plan of the Agency.

K. STRATEGIC PLANNING REVIEW FOR 2013-2017

The STRATEGIC DEVELOPMENT PROGRAMS which implementation will be accelerated 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 outputs of the **Strategic Planning Workshop** conducted by the Development Academy of the Philippines in 2012 are contained in a "Documentation Report", with the following, as the highlights:

I. ENVIRONMENTAL SCANNING

Pre-Planning Workshops

The pre-planning activities defined the parameters and framework for planning. The pre-planning workshops were divided into the following activities: 1) **Pre-Planning Meeting** refers to a meeting between DAP and members of the NTA Technical Working Group was conducted on August 27, 2012. This meeting was intended to identify the parameters of the pre-planning, agree on the design and schedule of the strategic planning workshop, and 2) **Rapid Performance Review**, which aimed at assessing the 2011 performance, determining the various milestones in program/service delivery; and identifying the facilitating and hindering factors of the NTA that will serve as inputs to the strategic planning workshop. This was participated in by twenty Department Managers and Branch Managers with the discussion focusing on the assessment of the 38 indicators representing the 12 programs of NTA.

In order to facilitate the discussion, some operational definitions were made.

- Planning period for the year should be aligned with the Department of Agriculture which is January – December.
- For tobacco production, coverage of 2011 performance is August 2011 to July 2012.
- For rice production, coverage of 2011 performance is January to December 2011.
- Corporate Planning is the official source of information because it is the one monitoring the projects.
- Tobacco Contract Growing System (TCGS) refers to both rice and tobacco farmers.

The NTA 2011 accomplishments were assessed vis-à-vis their 2011 targets. Each of the indicators under the programs/activities/projects (PAPs) was rated following three criteria. A green color means 90% of target exceeded; yellow color is 51%-89.9% of the target is attained and red means below 50% accomplishment of targets.

As a follow through activity, the participants were asked to identify the factors that facilitated the attainment of targets for the indicators that reached their targets while hindering factors were identified for the indicators below 50% accomplishment.

Focus Group Discussion

Shortly after the rapid performance review, DAP Project Officer Cathy Luzuriaga facilitated the FGD. She provided inputs on the Balanced Scorecard (BSC) and on the Results-Based Performance Management System (RBPMS) to provide the participants a brief background on the planning frameworks.

The focus group discussion sought to validate the facilitating and hindering factors that were identified during the 2011 rapid performance review. The following questions which were anchored on the four drivers of the Balanced Scorecard triggered the discussion.

The core processes of NTA are Research, Regulations, Technology Transfer and Research and Development (R&D). Some of the mechanisms installed to protect the NTA resources are internal audit, financial planning and budgeting, mobility support, and presence of laboratories and logistical support such as computers and prepaid cards for communication.

NTA complies with the COA rules and adopts an energy saving initiative. They also have house rules on energy conservation.

Organizational performance is being assessed through the submission of monthly or quarterly reports. The management also conducts mid-year assessment. They also shared that a periodic assessment is done.

The output in the pre-planning activities formed an integral part of the Strategic Planning Workshop.

Stakeholders' Consultation Survey

A survey was conducted for the different stakeholders of the NTA to solicit inputs which will help define clearly the new direction of NTA. A self-administered questionnaire was sent on September 4-7, 2012 to the farmer/cooperative leaders, LGUs where tobacco is grown and buyers/manufacturers/exporters of tobacco products. A non-probability sampling method was used to draw the sample.

Opinions of the respondents were solicited on the current performance of NTA; best practices used by NTA in fulfilling its mandate and competitive advantage of the Philippines over other countries in terms of tobacco administration and business. Respondents were also asked on what they could commit as a stakeholder and what they could recommend for the NTA to further deliver their mandate.

The result of the stakeholders' consultation was presented during the Strategic Planning Workshop.

SWOT Validation Workshop

A SWOT validation workshop was conducted on September 11, 2012. A summary of the agency's strengths, weaknesses, opportunities and threats was presented to the participants for validation.

II. STRATEGIC DIRECTIONS SETTING

The strategic planning workshop was conducted on September 13-14, 2012 at the DAP Conference Center in Tagaytay City. Twenty-four NTA top and middle managers attended the workshop.

After the opening preliminaries, Deputy Administrator Vicente Lasam delivered his opening remarks. Atty. Lasam urged the participants to look back at the basic law that created NTA. He mentioned that the agribusiness that NTA is going is not easy. He reiterated that planning is principally a target setting and people are made accountable for the responsibility.

Perspective Setting

Dr. Cristina Lopez, NTA Department Manager set the perspective for the participants. She quoted Peter Drucker saying that planning basically answers two questions; where do we want to go and how do we get there? She related their experience way back in 2004 when NTA did not receive GAA from the government. NTA generated income from the enforcement of regulations in controlling tobacco leaf and tobacco products. She said that in 2007, a great deal of the NTA projects are directed to the farmers' welfare and in order for the NTA to compete in the global arena, there must be consistency in quality, quantity and competitiveness in pricing on the tobacco products. She also presented NTA's position in the Excise Tax Law. She said that the sin tax will adversely affect the tobacco industry and presented the worst scenario for the tobacco industry. She also said that during the leadership of Administrator Zaragoza, the NTA vision has been revised.

Atty. Everin Molina, NTA Deputy Administrator shared his experience during the WHO-Framework Convention on Tobacco Control (FCTC). He said that WHO-FCTC reaffirms the right of the people to have the highest standard of health. He shared some of the demand reduction and supply reduction provisions of the convention. Among the demand reduction provisions are non-price measures, increase in price of tobacco, health hazards from smoking and regulations on labeling. Some of the supply reduction measures include the illicit trade of tobacco and the provision of economically viable safety nets for the tobacco farmers who would be displaced. He said that our country will definitely be affected by this treaty.

Strategic and Performance Management Frameworks

To provide a backgrounder on the planning frameworks, DAP Vice President Trygve Bolante presented the Strategic Management Framework and Results-Based Performance Management System (RBPMS).

He defined Strategic Management as the process whereby managers establish an organization's long-term directions, set specific performance objectives, develop strategies in the light of all the relevant internal and external circumstances and undertake to execute the chosen plans. The strategic

management framework involves strategy formulation, strategy implementation and strategy evaluation. The framework answers three basic questions: where are we going, how do we get there and how would we know if we are getting to where we want to go.

He also shared that RBPMS is anchored on Administrative Order (AO) No. 25 issued on December 21, 2011. In AO 25, the government felt that the need to rationalize, harmonize, streamline, simplify, integrate and unify the efforts of government agencies relative to the National Leadership Agenda, Philippine Development Plan, agency mandates, commitments and targets. Under AO 25, an inter-agency task force was created to develop common set performance scorecard and a Government Executive Information System. (GEIS). The Organizational Performance Indicators Framework (OPIF) and the Results Matrix (RM) are underlying frameworks for the RBPMS to be used by all government agencies. The RBPMS shall be used as basis for determining entitlement to performance-based allowances, incentives, or compensation of government personnel.

NTA's Environment

DAP Director Alvin Principe discussed the results of the NTA Stakeholder Consultations Survey conducted for the different stakeholders on September 4-12, 2012. Twenty-one farmers/cooperative leaders, two LGUs and two buyers/manufacturers/exporters served as the respondents for the survey.

On a scale of 0-7, the current performance of NTA in terms of partnership/network building got a high average rating of 6.33 while research obtained a low average rating of 5.25. Other areas rated were leadership, personnel qualification, programs/policies and social responsibility which ranked second, third, fourth and fifth, respectively. On NTA's support services, production support ranked first while post-harvest development service was rated last.

The respondents felt that the strong participation among stakeholders is their advantage over other countries on tobacco administration and business in contrast with adequate state subsidy which was ranked last.

According to the famers/cooperative leaders, the best practice/s used by NTA are the presence of extension workers, establishment of floor price for the tobacco, financial and technical assistance to farmers as well as cooperatives and the enforcement of NTA policies.

For the Local Government Units (LGUs), the expansion of coverage for the Tobacco Contract Growing System project through the implementation of updated package of technology and the extension of production assistance to tobacco farmers are NTA's best practices. This is being confirmed by the buyers/manufacturers/exporters who stated the same view on this. They added that the annual meeting conducted for the stakeholders by NTA is also a best practice.

The stakeholders committed to collaborate and continue to provide support to the NTA programs and projects.

Strengthen research and cooperative development, continue financial assistance programs, and provide sufficient government subsidy to augment corporate farms were among the respondents' recommendations.

It was pointed out that the result of the Stakeholders' Survey is not representative due to sampling design and response rate constraint. The result however, provides rough indication of how stakeholders perceive NTA at present, which hopefully will be considered in the planning exercise.

Session 1: Envisioning the Future

VP Bolante provided inputs on the mission, vision and values. He defined mission as the statement that defines the fundamental purpose of the organization and provided the elements of a good mission statement. A mission statement provides the purpose, scope and outputs, stakeholders, and methodology or approach on how the agency will produce the outputs.

Vision was defined as a conduit between the organization's reason for being, as reflected in the mission, the values representative of the organizational culture, and the strategy that will be put into execution to reach the future state. A good vision statement should have a quantified success indicator, a definition of niche and a timeline for execution.

Three groups were formed to revisit/reassess the NTA mission, vision and values based on the inputs provided. The outputs of the three groups were presented in plenary.

The revised NTA Mission is shown below:

The NTA Mission
To enhance capabilities, build synergistic relationship among sectors, and mobilize resources for the development of the tobacco industry for the benefit of the tobacco farmers and other industry stakeholders.

Based on the comments provided, following is the enhanced NTA Vision:

The NTA Vision
An improved quality of life of the tobacco farmers and other stakeholders through increased productivity and other income-generating activities.

For the NTA core values, the participants agreed that the same values will be adopted. They also realized that since NTA ventures into income-generating activities, entrepreneurship should be added as one of their core values.

The NTA Core Values
Innovation
Performance Excellence
Client Focus
Teamwork
Respect for People
Resiliency
Entrepreneurship

Session 2: Identifying Strategic Options

The strategic matrix is shown below:

SWOT ANALYSIS		INTERNAL FACTORS	
		STRENGTHS	WEAKNESSES
EXTERNAL FACTORS	OPPORTUNITIES	S/O STRATEGIES Continuing farmers' support in collaboration with LGUs and other stakeholders for sustainable growth of the tobacco industry Business development towards financial viability of the Agency Strengthening stakeholders partnership for more effective and efficient production and market regulation	W/O STRATEGIES Strong NTA partnership with LGUs and private sector to strictly enforce policies Strong NTA collaboration with LGUs to sponsor appropriate trainings for personnel Strong alliance with cooperatives to ensure smooth implementation of NTA policies and programs
	THREATS	S/T STRATEGIES Extensive Research and Development Intensive Information Dissemination for Technology Transfer, Quality Assurance, Extensive R & D Collaborative projects with LGUs Continuous support of market-driven QTP	W/T STRATEGIES Comprehensive human resource management and development Develop, strengthen, and promote laws and policies supporting the welfare of the tobacco farmers Strong collaboration with LGU Standardized reporting system Optimization of the function of the approved OSSP

The SWOT analysis served as springboard in formulating the strategic options or strategic themes. The strategic options formulated were later matched with the four

strategic perspectives: Stakeholders, Internal Process, Learning and Growth and Financial Stewardship.

Participants were formed into four perspective groups (Stakeholders, Internal Process, Learning and Growth and Financial Stewardship) to formulate the strategic objectives. Below is NTA’s Strategic Objectives:

NTA Strategic Perspectives and Strategic Objectives	
Strategic Perspectives	Strategic Objectives
Stakeholders	1. Improve quality of life of tobacco farmers 2. Sustain viable tobacco industry
Internal Process	3. Ensure enactment and effective enforcement of regulatory measures 4. Adopt a more efficient, effective, and responsive information system 5. Strengthen research and development and technology transfer 6. Intensify production of quality tobacco in partnership with private sector and LGUs
Learning and Growth	7. Develop competent and highly work-motivated employees in a conducive organizational climate
Financial Stewardship	8. Attain financial stability

Session 3: Determining the Strategic Measures

A workshop on the formulation of Performance or Strategic Measures for each Strategic Objective followed. The outputs were presented in plenary. Below are the NTA’s Strategic Measures.

NTA Strategic Measures		
Strategic Perspectives	Strategic Objectives	Strategic Measures
Stakeholders	1. Improve quality of life of tobacco farmers	<ul style="list-style-type: none">▪ Percent increase of income from tobacco and rice production▪ Increase yield per hectare▪ Percent increase of additional income from non-tobacco▪ Number of farmers’ children with scholarship grants
	2. Sustain viable tobacco industry	<ul style="list-style-type: none">▪ Percentage of high quality tobacco produced

Strategic Perspectives	Strategic Objectives	Strategic Measures
		<ul style="list-style-type: none"> ▪ Number of training conducted for leadership/entrepreneurial skills ▪ Number of farmers' organization/cooperatives implementing own programs for farmers
Internal Process	3. Ensure enactment and effective enforcement of regulatory measures	<ul style="list-style-type: none"> ▪ Percentage compliance to new regulatory measures ▪ Percentage of area coverage compliance for local sales and distribution regulations
	4. Strengthen research and development and technology transfer	<ul style="list-style-type: none"> ▪ Number of technology component developed ▪ Percentage of farmer-adoptors of technology ▪ Percentage of compliance towards ISO accreditation of the NTA quality assurance laboratory ▪ Number of standards developed ▪ Number of professionalized graders ▪ Number of commercially acceptable alternative products from tobacco
	5. Intensify production of quality tobacco in partnership with private sector and LGUs	<ul style="list-style-type: none"> ▪ Percentage of farmers involved in Tobacco Contract Growing System ▪ Number of LGUs involved in collaborative programs benefitting tobacco farmers
	6. Adopt a more efficient, effective, and responsive information system	<ul style="list-style-type: none"> ▪ Number of information system implemented ▪ Accuracy of database

Strategic Perspectives	Strategic Objectives	Strategic Measures
		<ul style="list-style-type: none"> Number of days for report submission to external stakeholders
Learning and Growth	7. Develop competent and highly work-motivated employees in a conducive organizational climate	<ul style="list-style-type: none"> Compliance to CSC mandated HRD training program Number of cross-trained employees/cross-functional assignments Motivation Index Productivity Index
Financial Stewardship	8. Attain financial stability	<ul style="list-style-type: none"> Collection efficiency on receivables Percent increase of income from regulatory activities Percent increase in net income of different agri-business ventures Controlled increase in expenditures Revenue generated from disposal on non-performing assets

The measure’s profile describes how is the measure computed or calculated, identifies who is accountable for tracking and reporting the targets, specifies how often the measure is being monitored/updated/calculated and tells what documents/proof that targets were achieved.

When all the strategic measures were completed, profile was defined for each of the measures. The table on the Measures Profile can be referred to in the full text of the documentation report.

Session 4: Target Setting

Targets represent the desired result of a performance measure. It should be specific and time-bound, aspirational but achievable and based on information. The performance baseline is the value of the performance indicator at the beginning of the planning period, ideally just prior to the implementation of planned initiatives or program activities.

Below are the targets set for 2013-2017 per perspective.

Perspective: Stakeholders							
Strategic Objectives	Performance Measures	Baseline	Target				
			2013	2014	2015	2016	2017
Improve quality of life of tobacco farmers	Percent increase of income from tobacco and rice production	PhP 60,000)-tobacco/annual	5%	10%	15%	20%	25%
	Increase in yield per hectare (kg/ha)	2,000 – tobacco	2,050 (50 kg/ha)	2,100 (100 kg/ha)	2,150 (150 kg/ha)	2,220 (220 kg/ha)	2,250 (250 kg/ha)
		4,000-rice	4,060	4,100	4,150	4,250	4,320
	Percent increase of additional income from non-tobacco	0	(11,400)	(12,000) 5%	(13,00) 10%	(15,000) 15%	(18,000) 20%
	Number of farmers’ children with scholarship grants	214	352	490	490	490	490
Sustain viable tobacco industry	Percentage of high quality tobacco produced	65%	67%	69%	71%	73%	75%
▪ <i>Assure market of steady supply of quality tobacco at reasonable prices</i>	Number of training conducted for leadership/ project/ entrepreneurial skills	7	28	29	31	33	35
▪ <i>Develop individual and institutional capability of farmers to participate in leading and sustaining the development and implementation of</i>	Number of Farmers Organization/ Cooperatives implementing own programs for farmers	160	192	218	227	253	267

<i>programs projects intended for their own benefit</i>							
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Perspective: Internal Process							
Strategic Objectives	Performance Measures	Baseline	Target				
			2013	2014	2015	2016	2017
Strengthen research and development and technology transfer	Number of technology developed	1	2	3	3	3	3
	Percentage of farmer-adoptors of technology	65	70	75	80	85	90
▪ <i>Develop/institutionalize standards for tobacco products</i>	Percentage compliance towards ISO accreditation of the NTA quality assurance laboratory	20%	40%	60%	80%	100%	20%
	Number of standards developed	3	4	5	6	7	8
	Number of professionalized graders	2	4	6	8	10	12
▪ <i>Develop commercially acceptable alternative products from tobacco</i>	Number of commercially acceptable alternative products from tobacco	1	2	2	3	3	4
Intensify production of quality tobacco in partnership with private sector and LGUs	Percentage of farmers involved in Tobacco Contract Growing System	65%	70	75	80	90	100
▪ <i>Institutionalize the Tobacco Contract Growing System</i>	Number of LGUs involved in collaborative programs benefitting tobacco farmers	90	100	110	120	130	140

Perspective: Internal Process							
Strategic Objectives	Performance Measures	Baseline	Target				
			2013	2014	2015	2016	2017
Ensure enactment and effective enforcement of regulatory measures ▪ <i>Protect interest of the tobacco farmers in particular and the local tobacco industry in general</i>	Percentage compliance to new regulatory measures	25%	50%	60%	70%	80%	100%
	Percentage of area coverage compliance for local sales and distribution regulations		0	0	50%	80%	100%
Adopt an efficient, effective and responsive information system	Number of information system implemented	3	4	4	5	5	6
	Accuracy of database	NDA	90%	95%	100%	100%	100%
	Number of days for report submission to external stakeholders	7 days	5 days	4 days	3 days	3 days	3 days

Perspective: Learning and Growth							
Strategic Objectives	Performance Measures	Baseline	Target				
			2013	2014	2015	2016	2017
Develop competent and highly work-motivated NTA employees in	Compliance to CSC mandated HRD training program	14%	50%	60%	70%	80%	100%
	Number of						

a conducive organizational climate	cross-trained employees/ cross-functional assignments	143	172	200	229	257	286
	Motivation Index	85	90		95		95
	Productivity Index	85	90		95		95

Perspective: Learning and Growth							
Strategic Objectives	Performance Measures	Baseline	Target				
			2013	2014	2015	2016	2017
Attain financial stability	Collection efficiency on receivables	87%	90%	91%	92%	93%	94%
	Percent increase of income from regulatory activities		5%	10%	15%	20%	25%
	Percent increase in net income of different agribusiness ventures	P2 M	20%	40%	60%	100%	
	Controlled increase in expenditures	1%	5%	5%	5%	5%	5%
	Revenue generated from disposal of non-performing assets	P10M	P5M	P5M	P5M	P5M	P5M

The outputs in this session form part of the NTA Corporate Scorecard.

Session 5: Strategic Initiatives and Initiatives Profile

Director Principe discussed strategic initiatives and initiative profile. Strategic initiatives are action projects that are needed to help the organization be successful in pursuing strategic objective.

Initiatives profile is ideally a one to two-page document which provides the organizations comprehensive information about the agency’s strategic initiative. It spells out the details of the strategic initiative.

The participants were led to a workshop on formulating priority strategic initiatives and defining its elements. A write-up information about each of the Strategic Initiatives was prepared by the participants.

NTA Strategic Initiatives	
Perspective: STAKEHOLDERS	
Strategic Objectives	Strategic Initiatives
<p>Improve quality of life of tobacco farmers</p>	<ul style="list-style-type: none"> ▪ NTA AgriPinoy Projects ▪ NTA Free Education Program ▪ NTA Farmers’ Organization Development Program ▪ Market-Driven Quality Tobacco Production thru Integrated Farming and Other Income Generating Activities Program – Tobacco Contract Growing System ▪ Integrated Management Information System ▪ Integrated Tobacco Production Technology Development/Enhancement
<p>Sustain viable tobacco industry</p>	<ul style="list-style-type: none"> ▪ Effective Implementation and Monitoring of the Rules and Regulations Governing the Local Sales/Distribution of Tobacco Products ▪ Effective Implementation and Monitoring of the Rules and Regulations Governing the Manufacturing/Processing of Tobacco Products ▪ Market-Driven Quality Tobacco Production thru Integrated Farming and Other Income Generating Activities Program – Tobacco Contract Growing System ▪ Integrated Management Information System ▪ NTA Farmers’ Organization Development Program ▪ Integrated Tobacco Production

	Technology Development/Enhancement
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Perspective: INTERNAL PROCESS	
Strategic Objectives	Strategic Initiatives
Ensure enactment and effective enforcement of regulatory measures	<ul style="list-style-type: none"> ▪ Effective Implementation and Monitoring of the Rules and Regulations Governing the Local Sales/Distribution of Tobacco Products ▪ Effective Implementation and Monitoring of the Rules and Regulations Governing the Manufacturing/Processing of Tobacco Products
Strengthen research and development and technology transfer	<ul style="list-style-type: none"> ▪ Harmonization and Familiarization on Internally Accepted Leaf Grades ▪ NTA Quality Assurance Laboratory (QAL) Accreditation as Chemical Testing Laboratory ▪ Technology Enhancement and Commercialization of Other Industrial Uses of Tobacco ▪ Development of Standards for Tobacco Leaf and Cigarette ▪ Integrated Tobacco Production Technology Development/Enhancement
Intensify production of quality tobacco in partnership with private sector and LGUs	<ul style="list-style-type: none"> ▪ Market-Driven Quality Tobacco Production thru Integrated Farming and Other Income Generating Activities Program – Tobacco Contract Growing System
Adopt a more efficient, effective, and responsive information system	<ul style="list-style-type: none"> ▪ Integrated Human Resource Planning and Development System ▪ Integrated Management Information System

Perspective: LEARNING AND GROWTH	
Strategic Objectives	Strategic Initiatives
Develop competent and highly work-motivated employees in a conducive organizational climate	<ul style="list-style-type: none"> Market-Driven Quality Tobacco Production thru Integrated Farming and Other Income Generating Activities Program – Tobacco Contract Growing System

Perspective: FINANCIAL STEWARDSHIP	
Strategic Objectives	Strategic Initiatives
Attain financial stability	<ul style="list-style-type: none"> NTA Financial Management Program NTA AgriPinoy Projects Effective Implementation and Monitoring of the Rules and Regulations Governing the Local Sales/Distribution of Tobacco Products Effective Implementation and Monitoring of the Rules and Regulations Governing the Manufacturing/Processing of Tobacco Products

II. FINANCIAL PERFORMANCE INDICATORS

NATIONAL TOBACCO ADMINISTRATION
BALANCE SHEET
December 31, 2015
(In Philippine Peso)

	Note	2015	2014
ASSETS			
Current Assets			
Cash and Cash Equivalents	3	362,524,364	477,205,783
Receivables - net	2e/4	550,736,111	498,617,124
Inventories	2b/5	20,580,935	10,693,236
Prepayments	6	6,560,427	14,133,097
Other Current Assets	7	1,033,346	1,033,346
		941,435,183	1,001,682,586
Non-current Assets			
Investments	2c/8	13,000,500	13,000,500
Property, Plant and Equipment - net	2d/9	503,801,412	487,765,681
Other Assets	10	85,299,182	85,908,574
		602,101,094	586,674,755
TOTAL ASSETS		1,543,536,277	1,588,357,341
LIABILITIES AND NET WORTH			
Current Liabilities			
Payable Accounts	11	111,695,156	102,122,092
Inter-agency Payables	12	4,743,055	4,490,420
Intra-agency Payables		14,165,155	
Other Current Liabilities	13	27,988,331	20,573,484
		158,591,697	127,185,996
Non-current Liabilities			
Other Deferred Credits	14	6,852	6,852
		6,852	6,852
Total Liabilities		158,598,549	127,192,848
Net Worth		1,384,937,728	1,461,164,493
TOTAL LIABILITIES AND NET WORTH		1,543,536,277	1,588,357,341

CERTIFIED CORRECT

EDGARDO D. ZARAGOZA
Administrator

NATIONAL TOBACCO ADMINISTRATION
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2015
(In Philippine Peso)

	Note	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES			
Subsidy from national government		486,800,000	656,700,000
Collection of income		122,224,341	115,134,592
Collection of receivables		102,611,186	98,710,552
Collection of receivables for other government financial institutions		55,954,316	57,029,198
Miscellaneous trust receipts		25,810,076	30,496,236
Recoupment of mobilization fee from contractors		1,710,473	2,879,493
Sale of Inventories		7,777,425	13,642,753
Refund of cash advances		720,985	897,379
Payment of Operating Expenses		(648,785,326)	(236,925,203)
Remittance to GSIS/BIR/Pag-IBIG/PhilHealth		(55,662,432)	(55,631,395)
Payment of Other Payables		(25,634,264)	(30,952,393)
Advances for Mobilization Fee			(3,396,362)
Purchase of Inventories		(4,475,479)	(3,525,057)
Payment of Payables		(5,064,013)	(4,366,957)
Payment of Cash Advances		(3,643,992)	(4,724,509)
Payment of Other Prepaid Expenses		(2,399,127)	(235,300)
Net Cash (Used in) Provided by Operating Activities		57,944,168	635,733,027
CASH FLOWS FROM INVESTING ACTIVITIES			
Facility/production loan assistance		(168,266,123)	(208,637,168)
Acquisition of Property and Equipment		(4,359,464)	(36,768,438)
Net Cash Used in Investing Activities		(172,625,587)	(245,405,606)
Net Increase in Cash and Cash Equivalents		(114,681,419)	390,327,421
Cash and Cash Equivalents, Beginning of Year		477,205,783	86,878,362
CASH AND CASH EQUIVALENTS, END OF YEAR		362,524,364	477,205,783

CERTIFIED CORRECT

EDGARDO D. ZARAGOZA
Administrator

NATIONAL TOBACCO ADMINISTRATION
STATEMENT OF REVENUES AND EXPENDITURES
For the Year Ended December 31, 2015
(In Philippine Peso)

	Note	2015	2014
REVENUES			
Operating Revenues	15	109,167,936	108,343,994
Other Revenues	16	9,768,907	6,406,059
		118,936,843	114,750,053
Sales Revenue		29,191,908	40,038,351
Cost of Goods Sold		25,829,812	37,350,813
Sales discount		74,593	-
		3,287,503	2,687,538
		122,224,346	117,437,591
EXPENDITURES			
Personal Services		175,760,937	171,635,352
Maintenance and Other Operating Expenses		516,519,073	229,529,242
Financial Expenses		540,991	12,690
TOTAL EXPENDITURES	23	692,821,001	401,177,284
LOSS FROM OPERATIONS		(570,596,655)	(283,739,693)
Subsidy Income from National Government	20	486,800,000	656,700,000
NET INCOME		(83,796,655)	372,960,307

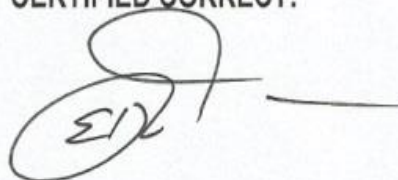
CERTIFIED CORRECT:


EDGARDO D. ZARAGOZA
Administrator

NATIONAL TOBACCO ADMINISTRATION
STATEMENT OF CHANGES IN NET WORTH
For the Year Ended December 31, 2015
(In Philippine Peso)

	Note	2015	2014
GOVERNMENT EQUITY			
Government Equity, Beginning of Year		410,889,900	410,449,650
Adjustment: Cost of Land		549,890	440,250
Government Equity, End of Year		411,439,790	410,889,900
RETAINED EARNINGS			
Retained Earnings, Beginning of Year		1,050,274,593	677,314,286
Adjustment: Book up of disallowances		7,020,000	
Net Income		(83,796,655)	372,960,307
Retained Earnings, End of Year		973,497,938	1,050,274,593
NET WORTH		1,384,937,728	1,461,164,493

CERTIFIED CORRECT:



EDGARDO D. ZARAGOZA

Administrator

III. NON-FINANCIAL PERFORMANCE INDICATORS

Amidst formidable challenges which were foreseen to exert adverse impact on the local tobacco industry, (to include, aggressive global campaign against tobacco and smoking, increasing health consciousness, increasing domestic taxation, e.g. R.A. 10351, and Increasing import liberalization and global competition), the **NTA continued to be aggressive in its performance to fulfill its twin mandate, to improve the lives of our tobacco farmers and all those who depend on the industry for their livelihood and to promote the balanced and integrated growth and development of the tobacco industry to help make agriculture a solid basis for industrialization**, resulting to some significant feats in the development of the local industry, for the ultimate benefit of its stakeholders, especially the tobacco farmers.

It is worth noting herewith that, the industry provides livelihood and sustenance to about **2.9 million stakeholders, including the more than 800,000 tobacco farmers and their families; generates enormous revenues for the Government in the form of taxes, amounting to PhP68B in 2013, which increased to more than PhP73B in 2014, (more than PhP80 B, if we include other fees and duties)**, which help fund its education, health, welfare, infrastructure and economic programs over the country; and, earns and saves dollars for the country, estimated at an average of **US\$344 M from 2011-2015**.

TOBACCO INDUSTRY'S PERFORMANCE FOR 2014-2015

The local tobacco industry, in the recent years, has been faced with great challenges due to confluence of events, as follows:

1. With the enactment of the R.A. 10351 (**Sin Tax Reform Law**), the cigar/cigarettes manufacturers were compelled to upgrade their products to match increasing prices.

They have become increasingly discriminating in quality in buying leaf tobacco from the farmers (losing the market for low grade leaf tobacco).

The excise tax will continue to increase, unify at **PhP30/pack in 2017**, and increase further at **4% every year** thereafter.

The industry therefore is in the period of **technological and marketing adjustments**, necessitating adequate and urgent support for our tobacco farmers, to meet demanded quality by the manufacturers.

2. Weather conditions continue to be uncooperative. The hope to recover from the extreme dry condition that affected the tobacco crop of 2014-2015 continued with the threat of the El Niño occurrence that will coincide with, and will intensify throughout the tobacco season 2015-2016.

Amidst above challenges, interventions and production/technical assistance as may be necessary were extended, enabling the agency to cushion some of their adverse impact on the part of the small tobacco farmers, as follows:

1. Number of tobacco farmers and tobacco farm area (in hectares) decreased by **17% and 6%**, from **55,763** to **38,264** and **46,531** to **35,997 hectares**, respectively for the period, 2014-2015;

2. As shown in the table below, volume of production across all types (Virginia, Burley and Native tobacco) was at an average of **51 million kilos**(valued at **PhP3.378 billion**), a decrease of 26%, **from 2014's 69 million kilos**, due to the above-said unfavorable weather condition. There was a slight increase in average buying price, however, at 1%, from **PhP70.87 per kilo in 2014** to **PhP71.58 per kilo in 2015**. Documentation for the tobacco production/acceptances in Mindanao is still on-going.

TOBACCO TYPE	CY 2013-14			CY 2014-15		
	VOLUME (in M kg)	VALUE (in B PhP)	AVE. BUYING PRICE	VOLUME (in M kg)	VALUE (in B PhP)	AVE. BUYING PRICE
VIRGINIA	33.261	2.314	69.58	27.209	1.786	65.65
BURLEY	21.120	1.711	81.00	16.510	1.265	76.60
NATIVE	14.345	0.845	58.93	7.450	0.540	72.48
TOTAL	68.727	4.871	70.87	51.169	3.591	71.58

Data source: NTA Regulation Dept. as of Dec. 2015

3. Revenue from excise taxes on tobacco products increased by **32%** from **PhP75.51 billion in 2014**to **PhP100.02billion in 2015**,with the implementation of the R.A. 10351 or the Sin Tax Law (reports from BIR/DOF);
4. **Exports of unmanufactured leaf tobacco**decreasedby **5%**from **38 million kilos** in 2014 to **37 million kilos**in 2015, with the corresponding **14%**decrease in value, from **US\$156 Million** to **US\$135 Million**, respectively.
5. **Imports of unmanufactured leaf tobacco likewise, decreased** by **5%** from **38 million kilos** in 2014 to **37 million kilos** in 2015, with the corresponding **14% decrease** in value, from **US\$156 Million** to **US\$135 Million**, respectively.

PERFORMANCE BY PROGRAMS/PROJECTS/ACTIVITIES

The Agency’s programs and projects are anchored on its **Strategy Map** and **OPIF Logframe**,with the societal goal of “**rapid, inclusive, and sustained economic growth**”,its sectoral goal as stated in the Medium Term Philippine Development Plan (MTPDP) 2011-2016, “**competitive and sustainable agriculture and fisheries sector**”;and,in response to its intermediate outcome of “**sustained viable tobacco industry**”.The following projects are considered as having contributed to improving to the lives of its stakeholders, particularly the tobacco farmers:

MFO 1: Production Assistance:

Integrated Farming and Other Income Generating Activities Project (IFOIGAP)-Market-Driven Quality Tobacco Production:

a.Tobacco Contract Growing System (TCGS)

TCGS is a market-oriented production system that assures the tobacco manufacturers and exporters of the volume and quality of tobacco they need;

and, at the same time, assures the farmers of the technology, production assistance, technical assistance from seedbedding to delivery of produce, ready market, proper grading, accurate weighing and better prices for their produce, including incentives for good performance, like production quota, 100% delivery, prompt repayment and high nicotine, among others.

For crop years 2015-2016, NTA assisted a total of **4,072 tobacco farmers**, an increase of **9%** from 2014's **3,727** farmers. The total production assistance extended was **PhP49 million**. Likewise, NTA also facilitated the release of production assistance provided by **Tobacco Buyer Firms, GFIs and LGUs** to **1,313** tobacco farmers.

Yield per Hectare

Across all types (Virginia, Burley & Native), the average yield increased by **2%**, from **2,258** to **2,298** kilograms/hectare in 2015.

Net Income per Hectare

Overall, the average net income of the tobacco farmer increased by **12%**, from **PhP56,902 per hectare** in 2014 to **PhP63,443 per hectare in 2015** (Data source: FTSD, with reports from Branch Offices).

a. Rice Production component

As an IFOIGAP component, this is implemented in line with the rice self-sufficiency program of the government led by the DA, to augment the income of tobacco farmers, by increasing their yield to at least **5 tons per hectare**. For CY 2015, NTA provided production assistance to **2,586 tobacco farmers**, **32% higher than 2014's 1,959**. Production Assistance totaled **PhP19.63 million**, **lesser by 5% from 2014's PhP20.66 million**.

b. Agripinoy Tobacco Farmers' Food Processing and Trading Center (2013-2015)

The IFOIGAP includes **value-adding/processing**, where in 2012, the NTA established the Agripinoy Tobacco Farmers Food Processing and Trading Center (Agripinoy Project). The project provides **production assistance** to tobacco farmers in the production of raw materials- **hogs** and **poultry, which the Plant** buys and processes into bagnet, Viganlonganiza, tapa, bacon, etc. and sells to Bagsakan Centers, govt. offices and hospitals in Region 1, 2 CAR and Metro Manila. The Agripinoy project includes a **milling complex**, which will start operation in 2016, to cater to the requirement primarily of the farmer-beneficiaries of hog fattening and broiler production.

With regard to its **Hog Fattening Project** component, a total assistance of **PhP43.65 million** were extended to **544 farmer-cooperators**. As a contribution to the food sufficiency goal of the DA, the food processing plant produced a total of **173,777 metric tons (mt)** of fresh meat, **73 mt of processed meat**, **2,505 mt of dressed chicken**, for CY 2015.

c. Renewable Fuelwood Energy Farm Project and Restoration of Ecological Integrity of the Tobacco Growing Regions

The project, which was provided a total of **PhP90 million, 2015**, from the NTA's entitlement of the Tobacco Fund (RA 4155), aims to address the fuelwood and other forest resources requirements of the farmers in the curing of Virginia and

other types of tobacco, as well as assist in the reforestation efforts of the tobacco growing regions.

For the **Kahuyang Pangkabuhayan at Pangkalikasan (KPP)** or grow-out module, a total of **4.1 million trees** were planted to an area of **1,651 hectares**. For KPP bamboo, **543 hectares** were planted with **100,000** bamboo seedlings. **2,763** farmer-cooperators benefitted from the project.

Another component of the project is the **Synchronized Tree Planting Day**, an inter-agency and inter-sectoral action for the restoration of ecological integrity, where about **1.3 million tree seedlings** were planted, by a total of **105,629** participants from national and regional government agencies, local government units, schools, church and civil society groups, in various areas in Regions 1, 2 and CAR.

d. Irrigation Support Project for Small Tobacco Farmers (ISPSTF)

This is a critical component of market-driven quality tobacco production (addressing requirement for export and import substitution); and, food sufficiency program of the government. The project was provided a budget of PhP437.5 million was approved by the Department of Budget and Management (DBM) in December 2014, and implemented in 2015, with a total of **56 Communal Irrigation Systems (CIS)** projects funded in various municipalities in Region 1 and CAR. A supplemental budget was also released in the total amount of **PhP296.8 million** for the funding of **42 CIS projects** to cover the Virginia tobacco-producing provinces of Region I and CAR, to benefit an estimated **5,160 tobacco-farmer beneficiaries**, covering a potential area of **3,340 hectares**.

MFO 2 – Research and Development Services

Under the Industrial Research, the studies on finding alternative uses of tobacco, focused on the **Demonstration Trials on the Application of Tobacco Powder Water Extracts in Controlling Pests of Mango and Eggplant**. The tobacco powder/dust, using the on-site extraction technology, was tested by the **12 farmer cooperators** in various eggplant and mango plantations in Region 1. The results/recommendation of the technology verification trial proved that **Tobacco Leaf Extract (TLE)** was proven effective for the control of sucking insects in eggplant and mangooppers. The farmer-cooperators claimed that the extract-treated eggplant grew bigger and robust as compared to those sprayed with insecticide. Higher yield was also obtained from eggplant and mango trees (reports from the Product Devt. Division, Industrial Research Dept.).

Studies were also conducted for standards and quality assurance: 1) **Annual Physical and Chemical Evaluation of Philippine Grown and Imported Tobacco Leaf** and 2) **Annual Physical and Chemical Evaluation of Manufactured Tobacco Products (Cigarettes)**. The first study involves evaluation/analysis of tobacco leaf samples in terms of physical (maturity, body, color, etc.) and chemical characteristics (nicotine, reducing sugars, etc.), the results of which were presented to NTA TPROs, agriculturists and farmer leaders during the annual seminars/workshops on leaf grading standards. The second study was conducted to determine the presence and levels of hazardous chemicals/ carcinogenic substances in tobacco and tobacco products, as part of NTA's regulatory function, showed that cigarettes under the premium-priced brand had the lowest level of nicotine, tar and carbon monoxide compared to medium-priced brand.

Under **Agricultural Research**, results of two studies were incorporated in the technology manual, such as, 1) Use Prevathon against common insect pests of tobacco and their natural enemies, and 2) Use of Anawang Furnace for flue-curing Virginia tobacco.

Other researches conducted for **Production Technology Development/Enhancement** included the following:

- Tobacco Germplasm Collection, Purification, Maintenance and Characterization;
- Effect of Nitrogen Levels on Seed Yield of Tobacco;
- Effect of Vermicompost and Soil/Plant Stimulants on Seedling Growth, Yield and Quality of Neutral Flavor Flue Cured Tobacco;
- Yield and Quality of Neutral Flavor Flue Cured Tobacco as Affected by Flowerhead Removal and Additional Irrigation under Farmers Field Condition; and

Farmers Verification of the Ricehull-Fed Furnace Automatic Feeder on Virginia Tobacco Flue Curing.

MFO 3: Regulatory Services

This program involves the exercise of regulatory authority of the NTA, to include the supervision of tobacco trading operations, the setting up of floor prices for tobacco through the conduct of the biennial tripartite conference, the implementation of regulatory procedures on the redrying, preliminary processing of tobacco leaf, and the regulation of importation and exportation.

On the aspect of monitoring/enforcement, the NTA assures equitable trading to include, accurate weighing, proper grading, proper pricing, prompt payment and proper documentation, pursuant to existing rules and regulations.

In the exercise of its regulatory activities, improvements are likewise achieved in the issuance of licenses to **36 trading centers, 285 field representatives**; issuance of import and export permits/clearances/commodity inspections to **17 wholesale tobacco dealers and redryers, 59 tobacco exporters and importers and 14 cigar/cigarette manufacturers**. As of 2015, **91% of the trading centers, 95% of exporters/importers/transshippers, and 93% of the manufacturers** were found compliant to regulatory conditions/rules.

Other Priority Programs and Projects

Tobacco Seed Production and Distribution

*The NTA **makes available market-preferred, quality seed varieties** to tobacco farmers and tobacco companies, to **replace the many, old, degenerated varieties the farmers are using**. This is intended to enhance global competitiveness, by ensuring consistency in the volume and quality, of leaf tobacco, as required by local cigar/cigarette manufacturers and exporters. For CY 2015, a total of **92 kg.**of seeds were distributed to about **7,600** tobacco farmers.*

Analytical Services

NTA has laboratories at NTA Research and Training Center in Batac, Ilocos Norte and at the NTA Central Office, Quezon City- Quality Assurance Laboratory

Annually, in addition to requests from the various sectors that are being responded, the NTA's quality assurance activities include the following:

- Continuing monitoring of **soil fertility, chloride determination and water quality** of major tobacco growing areas
- **Fertilizer and pesticide** analyses
- Monitoring/Analysis of **Physico-Chemical Quality of Tobacco Production**, using various technology applications, across locations
- Monitoring of quality of **tobacco leaf and tobacco products being exported and imported**

Scholarship Program for Tobacco Farmers Dependents (pursuant to RA 9211)

For the year, the NTA continued the scholarship program for tobacco farmers' children, pursuant to RA 9211, Tobacco Free Education Program (TFEP) and in affirmation to the Administration's thrust of giving priority to the primary stakeholders of the industry, the tobacco farmers. As of date it has extended financial assistance to the new batch of **293 scholars**, enrolled in 4-year and vocational/technical courses, in state colleges and universities in Regions I, II and CAR.

Communication Support Program

- a. Conducted continuing active consultation with the tobacco private sector and tobacco farmers groups on matters affecting the local tobacco industry, amidst the global campaign against tobacco and smoking, including the legislative agenda in both houses of congress;
- b. Implemented the "OrasniMannalontiTabako" radio programs in **6** provinces for a more active information dissemination and consultation, and reach out to far-flung areas of the regions; and,
- c. Distributed **14,800** technokomiks/technocalendars to tobacco farmers; published a quarterly "Tobacco News" and regularly hold press conferences with the media.

Human Resource Development

- a. Provided trainings in various critical competencies to the 316 employees;
- b. Provided health services, cultural and sports activities for he employees;
- c. Maintained/upgraded the *agency infrastructure and facilities*.

Planning and Information Technology Management Services

- a. Formulated guidelines for the agency's Strategic Performance Management System (SPMS);
- b. Facilitated conduct of trainings for SPMS, Quality Management System for ISO-9001:2008 Certification of the Agency with DAP;
- c. Consolidated agency Manual of Operations and Quality Manual;
- d. Prepared/consolidated the agency's COB 2015 and APB 2016;
- e. Evaluated/endorsed project proposals of various departments/units of the agency;
- f. Submitted quarterly reports and to DA, NEDA-RDC I, GCG, PMS, DOF, Congress and other oversight agencies; and,
Maintained information *systems/databases on tobacco production, farmers, area, and other pertinent information for uploading in the agency website.*

IV. WHISTLEBLOWING POLICY

The NTA adopted the following Whistleblowing Policy pursuant to Resolution No. 410-2014, to wit:

WHISTLE BLOWING POLICY FOR THE NATIONAL TOBACCO ADMINISTRATION (GCG MEMORANDUM CIRCULAR NO. 2014-04)

I. POLICY:

It is the State's policy that the governance of government-owned and controlled corporations (GOCCs) shall be carried out in a transparent, responsible and accountable manner and with the utmost degree of professionalism and effectiveness. Furthermore, the NTA Governing Board must be competent to carry out its functions, be fully accountable to the State as its fiduciaries, and act in the best interest of the NTA and the State.

The Appointive Members, officers and employees shall conduct affairs, operations and business of the NTA in full compliance with the applicable laws, rules and regulations. As public officers, the Appointive Directors, Officers and Employees of the NTA must exemplify the behavior and professional demeanor consistent with such laws, rules, regulations, policies and procedures of the highest standard.

II. PURPOSE:

This policy is aimed to enable any concerned individual to report and provide information, anonymously if he/she wishes, and even testify on matters involving actions or omissions of the Appointive Directors, Officers and Employees of the NTA, that are illegal, unethical, violate good governance principles, are against public policy and morals, promote unsound and unhealthy business practices, are grossly disadvantageous to the NTA or the government.

All persons, stakeholders and institutions concerned are encouraged and empowered, through this policy, to report to the NTA or the Governance Commission for GOCCs, using the modes and procedures herein established, any and all issues and concerns respecting the aforementioned actions or omissions.

III. COVERAGE:

This policy shall be applicable to all Appointive Directors, Officers and Employees, including those hired under Contract of Services, Job Order Contracts and Consultancy Agreements.

IV. DEFINITIONS OF TERMS:

- a. Agency Integrity Monitoring Committee (AIMC) – refers to the committee tasked with handling the implementation of this policy;
- b. GCG – refers to the Governance Commission for GOCCs;
- c. Management Committee (MANCOM) – refers to the Administrator, Deputy Administrator and Department Managers who manage the daily

- operations of the NTA. The MANCOM reports directly to the NTA Governing Board;
- d. Reportable Conditions – Matters that may be brought to the attention of the NTA or the GCG through this policy as enumerated in Item VI.A below;
 - e. Reporting Channels – can be any of the following: (1) NTA website; 2) Face-to-face meeting; 3) e-mail; 4) Mail; 5) Telephone; and, 6) Fax;
 - f. Respondent – the person who is the subject of a report filed with the NTA/GCG pursuant to this policy.
 - g. Retaliation Actions – actions carried out by a Respondent in retaliation against a Whistleblower, such as, but not limited to, discrimination or harassment in the workplace carried out by a respondent officer against a whistleblower employee;
 - h. Whistleblower – a person who reports a Reportable Condition to the NTA/GCG through this policy; and
 - i. Whistleblowing Report (WR) – refers to a complaint filed by a Whistleblower about a Reportable Condition.

V. AGENCY INTEGRITY MONITORING COMMITTEE (AIMC)

The AIMC shall be composed of the following:

Chairman	-	Department Manager III Internal Audit Service
Vice-Chairman	-	Executive Assistant IV
Members	-	Attorney V Chief, Mgmt. Information Div., Corporate Planning Department Board Secretary V

The Chairman shall make an initial evaluation of the submitted WRs in accordance with Section VI.3 below and convene the AIMC accordingly as may be needed.

Decisions of the AIMC on the WRs shall be submitted for the approval of the MANCOM.

VI. SCOPE:

VI.A Reportable Conditions – This policy is intended to be implemented in connection with acts or omissions that are of a serious and sensitive character, with considerable negative impact on the NTA in particular or the GOCC sector in general, as to warrant special attention and action under this policy.

Such acts or omissions must involve violations of the provisions of the following laws, rules and regulations:

- 1) R.A. No. 6713 - “Code of Conduct and Ethical Standards for Public Official and Employees”;
- 2) R.A. No. 3019 - “Anti-Graft and Corrupt Practices Act”
- 3) R.A. No. 7080 - “The Plunder Law”;
- 4) Book II, Title VII of the Revised Penal Code - “Crimes Committed by Public Officers”;
- 5) Executive Order No. 292, s. 1987 - “Administrative Code of 1987”;
- 6) R.A. No. 10149 - “GOCC Governance Act of 2011”;
- 7) GCG M.C. No. 2012-05 - “Fit and Proper Rules”;

- 8) GCG M. C. No. 2012-06 - "Ownership and Operations Manual Governing the GOCC Sector";
- 9) GCG M.C. No. 2012-07 - "Code of Corporate Governance for GOCCs";
- 10) Violations of Executive Order No. 245, s. 1987 – "Charter of the NTA"; and
- 11) Other GCG Circulars and Orders, and Applicable Laws and Regulations.

All WRs must state the specific conditions, actions and/or omissions being complained about, as well as the corresponding laws, rules or regulations allegedly violated. If possible, documentary and other evidence in support of the WRs must be submitted to the AIMC for evaluation.

VI.B Reporting Channels – the following are dedicated Reporting Channels which the Whistleblower can use to file any Reportable Condition:

- 1) Website: <http://www.nta.da.gov.ph/>
- 2) Face-to-Face Meetings: with NTA officers or employees
- 3) E-mail: oadnta@gmail.com or nta_mis@nta.da.gov.ph
- 4) Mail: The Agency Integrity Monitoring Committee
NTA Bldg. Sct. Reyes St., corner Panay Avenue
1103 Quezon City Philippines
- 5) Telephone No. (632)374-3987/(632)374-2505
- 6) Fax No. (632)373-2095

VI.C Anonymous Reporting – The NTA shall accept WRs made anonymously. The Whistleblower who files a WR anonymously may choose to provide a manner by which he/she can be contacted without jeopardizing his/her anonymity. Such means shall include, but is not limited to using e-mail, a prepaid mobile number, and the like.

It must be noted, however, that Anonymous Reporting is limited to the identity of the Whistleblower. All respondents must be clearly identified by their full names and positions. Furthermore, the alleged violations, actions and/or omissions must also be clearly identified, together with the laws, rules and regulations allegedly violated.

VI.D Withdrawal of Report by the Whistleblower – In the event that the Whistleblower withdraws his WR, the investigation shall continue provided that the evidence gathered is sufficient as determined by the AIMC.

VI.E Resignation of Respondent Pending Completion of investigation – In the event that the Respondent resigns prior to the final resolution of the case against him, the investigation shall continue provided that the evidence gathered is sufficient as determined by the AIMC.

VI.F Confidentiality – The NTA shall ensure confidentiality of all information arising from WRs. It shall treat all reports, including the identity of the Whistleblower and the Respondent, in a confidential and sensitive manner. The identity of the Whistleblower will be kept confidential, unless compelled by law or by the Courts to be revealed, or unless the Whistleblower authorizes the disclosure of his/her identity.

VI.G Protection of a Whistleblower Against Retaliation – Retaliation Actions against a Whistleblower will be taken cognizance of by the AIMC if

the WR is made in good faith, and the NTA shall extend possible assistance to the Whistleblower under the law and given the circumstances.

VI.H Untrue Allegations – If a Whistleblower make allegations that are determined to be fabricated or malicious falsehoods, and/or he/she persists in making them, legal action may be taken against him/her by the NTA.

VI.J Procedure on Handling Whistleblowing Reports –

- 1. **Filing of WRs** – All WRs must be submitted to the NTA through any one of the Reporting Channels enumerated in Section VI.2.

While WRs may be filed anonymously, the Whistleblower, whenever applicable, must state his/her connection to the NTA as well as his/her general relationship to the Respondent, if any (e.g. Board Member, Officer, Employee, Customer, Supplier, Investor, Creditor, or Concerned Citizen).

To aid the AIMC in evaluating and investigating the WRs, it is the duty of the Whistleblower to include all relevant documents, files, photographs, videos, records, recordings, news clippings, and articles, among others, to support his/her reports and complaints.

- 2. **Handling Initial Receipt of Whistleblowing Reports** – The following NTA Officials will handle initial receipt of WRs from the different reporting Channels:

Reporting Channel	Concerned NTA Officials
Website	MIS, Corp. Plan. Dept.
Face-to-Face meetings	Any Division Chief and Higher
E-mail	Attorney V
Mail	Attorney V
Telephone	Any Division Chief and Higher
Fax	Any Division Chief and Higher

It is the responsibility of the concerned NTA Officials in cases of face-to-face meetings and teleconferences, to refer and fully disclose the WR to AIMC. The concerned NTA Officials shall ask the Whistleblower if he/she is willing to sign the transcript of the discussion between them.

- 3. **Preliminary Evaluation of Whistleblowing Reports** - The concerned NTA Officials receiving WRs shall coordinate with the Attorney V for an evaluation of the information provided therein.

The information in a WR, whether anonymously filed or not, may be considered sufficient in form if:

- The NTA is identified;
- The Respondent is identified by his full name and position;
- Violations and/or charges are specified, including relevant materials facts (e.g. nature of the incident, time and place of the incident, persons involved, evidence, if any, and other important matters necessary to establish a case;

- The corresponding law, rules, or regulations or memorandum Circular provisions violated are specified; and
- Documents in support of the allegations are submitted.

The Attorney V shall make the initial determination of whether or not information provided may be considered as a Reportable Condition, in which case the Attorney V will refer the same to the AIMC for appropriate action.

If the Attorney V determines that such information does not qualify as a Reportable Condition, the same may be treated as an ordinary complaint which will be acted on in accordance with existing NTA rules on ordinary complaints and shall refer the same to the Administrative Department for appropriate action.

The Attorney V reserves the discretion to disregard WRs that are vague, ambiguous, patently without merit, or are clearly harassment complaints against the Respondent/s. The Attorney V shall communicate his/her findings on such WRs to the Whistleblower who will be given the opportunity to substantiate the same, failing in which the matters raised in the WRs will be considered closed and terminated.

4. **Full Investigation** – If the AIMC finds the WR sufficient in form and substance, it shall immediately conduct an investigation, part of which will involve informing the Respondent of the allegations against him/her and requiring the Respondent to submit comments within fifteen (15) days from receipt thereof. The AIMC may also seek the assistance of other government agencies, such as but not limited to the Office of the Government Corporate Counsel, the Civil Service Commission and the GCG, in the conduct of investigation of the WRs.

The AIMC shall then furnish the Whistleblower a copy of the comments of the Respondent, and give him/her the opportunity to provide more information or controverting evidence within five (5) days from receipt of Respondent's comment. If the Whistleblower submits additional information or evidence, the AIMC shall give the Respondent five (5) days to submit rebutting evidence.

If the AIMC is satisfied that all information and evidence necessary for the resolution of the WR are already on hand, it may proceed to draft the corresponding resolution of the WR, and submit its recommendation to the MANCOM.

5. **Monitoring** –The AIMC shall submit to the MANCOM a quarterly status report of all WRs with the corresponding actions taken thereon.

VI.K Final Actions on the WRs –

1. In case of WRs against the Appointive Directors, officers and employees, the NTA may pursue any of the following actions:
 - a. Dismiss the WR outright for want of palpable merit;
 - b. Submit a formal recommendation to the NTA Governing Board for the discipline of the Respondent NTA Official or Employee;

- c. Submit a formal recommendation to the NTA Governing Board for the suspension of the Respondent Appointive Director;
 - d. Submit a formal recommendation to the GCG for the removal of the respondent Appointive Director;
 - e. Indorse to the proper Government Agency, such as the Office of the Ombudsman, the pursuit of the criminal and/or administrative processes against the respondents;
 - f. Enjoin the NTA Governing Board and Management to comply with applicable laws or jurisprudence to undertake corrective measures to address the matters raised in the complaint; and
 - g. Consider the WR closed and terminated if the response of the respondent is found to be adequate.
2. In cases of WRs against the Chairman, Vice-Chairman, Appointive Directors of the NTA, the AIMC may dismiss the WRs for want of merit, or submit their recommendations on proposed sanctions against respondent to the Office of the President, through the GCG.

THE NTA GOVERNING BOARD PROFILES:

A. EX-OFFICIO: (refer to website of the Department of Agriculture: www.da.gov.ph)

Chairman	-	Honorable Proceso J. Alcala Secretary, Department of Agriculture
Ex-Officio Members	-	Hon. DENNIS M. GUERRERO Undersecretary, Department of Agriculture

B. APPOINTIVE DIRECTORS:

NAME: EDGARDO DISINI ZARAGOZA

CURRENT: APPOINTIVE MEMBER
POSITION AND ADMINISTRATOR/CEO
NATIONAL TOBACCO ADMINISTRATION



DATE OF FIRST APPOINTMENT: SEPTEMBER 22, 2010

POSITION ON OTHER GOCC’S/PLC’S: NONE

DATE OF BIRTH: MARCH 27, 1951 **AGE:** 64

PLACE OF BIRTH: NARVACAN, ILOCOS SUR

CIVIL STATUS: MARRIED **NAME OF SPOUSE:** CHARITO S. ZARAGOZA

PRESENT ADDRESS: NO. 23 J. BOCOBO ST., XAVIERVILLE SUBD.
PHASE I, LOYOLA HEIGHTS, QUEZON CITY

PREMANENT ADDRESS: NO. 10 BAUCO STREET, BRGY. SAN JOSE
NARVACAN, ILOCOS SUR

CONTACT NO.: 09175680232

EDUCATIONAL ATTAINMENT:			
LEVEL	SCHOOL	YEAR	HONORS RECEIVED
ELEMENTARY:	NARVACAN SOUTH CENTRAL	1963	HONOR STUDENT
HIGH SCHOOL	PACITA EDUCATIONAL INST.	1967	HONOR STUDENT
TERTIARY	UNIVERSITY OF THE PHILS.1972		
	BSBA MAJOR IN ACCOUNTANCY		
GRADUATE	UNIVERSITY OF THE PHILS.1978	COLLEGE SCHOLAR	
	MASTER IN BUSINESS ADM.		

CIVIL SERVICE ELIGIBILITY: CERTIFIED PUBLIC ACCOUNTANT (R.A. 1080)

WORK EXPERIENCE IN GOVERNMENT:

2010 TO PRESENT	ADMINISTRATOR	NATIONAL TOBACCO ADM.
2004-2010	MUN. MAYOR	NARVACAN, ILOCOS SUR
2001-2004	SANGGUNANG PANLALAWIGAN MEMBER	PROVINCE OF ILOCOS SUR
1988 - 1998	MUN. MAYOR	NARVACAN, ILOCOS SUR

WORK EXPERIENCE IN PRIVATE SECTOR:

1987-2010	PROPRIETOR	TRADING & FINANCING
1981-1987	MANAGER	RURAL BANK OF CANDON
1975-1981	COMPTROLLER/VP	HERDITEX MILLS INC.
1973-1975	SYSTEMS ANALYST	PLANTERS PRODUCTS INC.
1972-1973	MANAGEMENT ANALYST	CORP. MGMT. ASSOCIATE

NAME: JOSE SOTTO DIÑO

CURRENT POSITION APPOINTIVE MEMBER
NATIONAL TOBACCO ADMINISTRATION

DATE OF FIRST APPOINTMENT: JANUARY 27, 2004

POSITION ON OTHER GOCC’S/PLC’s: NONE

DATE OF BIRTH: FEBRUARY 8, 1943 **AGE:** 73

PLACE OF BIRTH: SORSOGON

CIVIL STATUS: **NAME OF SPOUSE:**

PRESENT ADDRESS: NO. 116 MERCURY RD. PILAR VILLAGE,
LAS PIÑAS CITY, METRO MANILA

PREMANENT ADDRESS: DALIPAY, SORSOGON CITY

CONTACT NO.: 09202527434

EDUCATIONAL ATTAINMENT:

LEVEL	SCHOOL	YEAR	HONORS RECEIVED
ELEMENTARY:	SORSOGON CENTRAL	1956	1 ST HONOR
HIGH SCHOOL	ATENEO HIGHSCHOOL	1960	
TERTIARY	ATENEO AB	1964	
GRADUATE	BICOL UNIVERSITY MA	1967	

CIVIL SERVICE ELIGIBILITY:

WORK EXPERIENCE IN GOVERNMENT:

2004 TO PRESENT	DIRECTOR	NATIONAL TOBACCO ADM.
2010 TO 2012	CONSULTANT	CHED
1972 TO 1978	ASST. POLITICAL AFFAIRS	SENATE

WORK EXPERIENCE IN PRIVATE SECTOR:

2012-2013	CONSULTANT	PWD
1979-PRESENT	CONSULTANT	PASUC



NAME: DANTE GUZMAN CLARAVALL

CURRENT: APPOINTIVE MEMBER
POSITION NATIONAL TOBACCO ADMINISTRATION

DATE OF FIRST APPOINTMENT: MAY 16, 2011

POSITION ON OTHER GOCC's/PLC's: NONE

DATE OF BIRTH: SEPTEMBER 28, 1959 **AGE:** 57

PLACE OF BIRTH: CABAGAN, ISABELA

CIVIL STATUS: MARRIED **NAME OF SPOUSE:** MYRNA B. CLARAVALL

PRESENT ADDRESS: ANAO, CABAGAN, ISABELA

PREMANENT ADDRESS: ANAO CABAGAN, ISABELA

CONTACT NO.: 09166582268

EDUCATIONAL ATTAINMENT:

LEVEL	SCHOOL	YEAR	HONORS RECEIVED
ELEMENTARY:	CABAGAN CENTRAL SCHOOL	1971	
HIGH SCHOOL	CAG. VALLEY INST.	1975	
TERTIARY	ISABELA STATE UNIV. BS. AGRICULTURE	1979	
GRADUATE	ISABELA STATE UNIVERSITY MS. CROP SCIENCE	1990	
	LYCEUM OF THE PHIL. BS. EDUC.	1981	

CIVIL SERVICE ELIGIBILITY: NATIONAL BOARD FOR TEACHERS

WORK EXPERIENCE IN GOVERNMENT:

2011 TO PRESENT DIRECTOR NATIONAL TOBACCO ADM.



NAME: GEOFFREY DE GUZMAN GACULA

CURRENT POSITION: APPOINTIVE MEMBER
NATIONAL TOBACCO ADMINISTRATION

DATE OF FIRST APPOINTMENT: OCTOBER 12, 2011

POSITION ON OTHER GOCC's/PLC's: NONE

DATE OF BIRTH: AUGUST 22, 1944 **AGE:** 72

PLACE OF BIRTH: MANILA

CIVIL STATUS: MARRIED **NAME OF SPOUSE:** ROSALINA GRACE GACULA

PRESENT ADDRESS: NO. 41-B 11TH ST. BRGY. DAMAYANG LAGI, NEW
MANILA, QUEZON CITY

PREMANENT ADDRESS: CANDON CITY, ILOCOS SUR

CONTACT NO.: 09954954041

EDUCATIONAL ATTAINMENT:

LEVEL	SCHOOL	YEAR	HONORS RECEIVED
ELEMENTARY:	ST. JOSEPH INSTITUTE	1954	
HIGH SCHOOL	ST. JOSEPH INSTITUTE	1960	
TERTIARY	UNIVERSITY OF SANTO THOMAS BSBA COMMERCE	1964	
GRADUATE	UNIVERSITY OF THE EAST COLLEGE OF LAW.	1970	

CIVIL SERVICE ELIGIBILITY: BAR PASSER (R.A. 1080)

WORK EXPERIENCE IN GOVERNMENT:

2011 TO PRESENT	DIRECTOR	NATIONAL TOBACCO ADM.
1992-2004	ATTY. IV	BUREAU OF CUSTOMS
1975-1992	ATTY VI	NAPOLCOM



NAME **ROGELIO ALAGAO ELVEÑA**

CURRENT: **APPOINTIVE MEMBER**
POSITION **NATIONAL TOBACCO ADMINISTRATION**



DATE OF FIRST APPOINTMENT: OCTOBER 12, 2011

POSITION ON OTHER GOCC's/PLC's: NONE

DATE OF BIRTH: FEBRUARY 11, 1949 **AGE:** 67

PLACE OF BIRTH: TAYUM, ABRA

CIVIL STATUS: MARRIED **NAME OF SPOUSE:** JOVITA B. ELVEÑA

PRESENT ADDRESS: NO. 16 AMBIONG RD. AURORA HILL, BAGUIO CITY

PREMANENT ADDRESS: POBLACION TAYUM, ABRA

CONTACT NO.: 09175030211

EDUCATIONAL ATTAINMENT:

LEVEL	SCHOOL	YEAR	HONORS RECEIVED
ELEMENTARY:	HOLY GHOST SCHOOL		
HIGH SCHOOL	HOLY GHOST SCH.		
TERTIARY	UNIV. OF MANILA	1974	
	BS. CRIMINOLOGY		
	SLU BAGUIO	1981	
	LLB.		
GRADUATE	BAGUIO CENTRAL UNIV.	1992	
	MPA		
	PHIL. CHRISTIAN UNIV.	1995	
	MBA		

CIVIL SERVICE ELIGIBILITY: PNP SENIOR OFFICERS

WORK EXPERIENCE IN GOVERNMENT:

2011 TO PRESENT DIRECTOR NATIONAL TOBACCO ADM.

WORK EXPERIENCE IN PRIVATE SECTOR:

1996-PRESENT	CONSULTANT	AV COLLEGES
2000-PRESENT	ADVISER/CONSULTANT	PNP RETIREES
2011-PRESENT	CONSULTANT	FARMVIEW INN

NAME PEDRO JARO MENDIOLA, JR.
CURRENT: POSITION APPOINTIVE MEMBER
NATIONAL TOBACCO ADMINISTRATION



DATE OF FIRST APPOINTMENT: OCTOBER 12, 2011

POSITION IN OTHER GOCC’S/PLC’S: NONE

DATE OF BIRTH: AUGUST 17, 1956 **AGE:** 59

PLACE OF BIRTH: PASAY CITY

CIVIL STATUS: MARRIED **NAME OF SPOUSE:** ROWENA B. MENDIOLA

PRESENT ADDRESS: NO. 24 MADRIGAL ST. AYALA ALABANG, MUNTINLUPA CITY

PREMANENT ADDRESS: MERCEDES I BLDG. ANNAPOLIS ST. GREEN HILLS, SAN JUAN CITY

CONTACT NO.: 09175353351

EDUCATIONAL ATTAINMENT:

LEVEL	SCHOOL	YEAR	HONORS RECEIVED
ELEMENTARY:	LOURDES SCH. OF Q.C.	1970	
HIGH SCHOOL	LA SALLE GREENHILLS	1974	
TERTIARY	SAN SEBASTIAN COLLEGE BS. ECONOMICS	1980	

CIVIL SERVICE ELIGIBILITY:

WORK EXPERIENCE IN GOVERNMENT:

2011 TO PRESENT	DIRECTOR	NATIONAL TOBACCO
ADM.		
2005	LEGISLATIVE STAFF HEAD	COMM. ON
APPOINTMENT		
2004-2005	DIRECTOR II	SENATE ELECTORAL
TRIBUNAL		
2003-2004	DIRECTOR	SET
2002-2003	CONSULTANT	SET

WORK EXPERIENCE IN PRIVATE SECTOR:

1987-PRESENT	EVP/DIRECTOR	CONTINENTAL LEAF
TOBACCO PHILS.		

VI. TRAININGS/CONTINUING EDUCATION FOR THEAPPOINTIVE MEMBERS:

For CY 2015, the following training/seminar/briefing were attended by the Appointive Member/s of the NTA Governing Board:

- a. September 14 & 15, 2015 - Performance Negotiation Agreement
GCG, Makati City
- b. November 27, 2015 - Corporate Governance Scorecard
Infinity Tower Suites, Makati City