



The NFA fully complies with the provisions of the
NFA Code of Corporate Governance

EXECUTIVE SUMMARY

The NFA restructuring plan is still undergoing as a result of the implementation of **Republic Act No. 11203 (RA 11203)**, “An Act Liberalizing the Importation, Exportation and Trading of Rice, Lifting for the Purpose the Quantitative Import Restriction on Rice, and for other Purposes”. The restructuring plan of the NFA was approved by the Governance Commission for GOCCs (GCG) per Memorandum Order No. 2019-13 dated 08 January 2020 resulting to reduced personnel complement of **40%** or from 4,436 to 2,644 and decreased organizational units from 54 to 22 in the Central Office, and from 86 Provincial Offices to 45 branches. The 15 Regional Offices were retained.

As provided under RA No. 11203, the NFA shall continue to perform its role in ensuring food security by maintenance of buffer stock sourced from solely from local farmers. As defined under the IRR, “buffer stock” refers to the “optimal level” of rice inventory that shall be maintained at any given time to be used for emergency situations and to sustain the disaster relief programs of the government during natural or man-made calamities. The level of national rice buffer stocks to be maintained by NFA, as approved by its Council, is placed at **300,000 Metric Tons at any given time**. The NFA was likewise allowed to dispose its stocks before the quality starts to deteriorate / becomes unacceptable / unsafe.

In implementing its new mandate of maintaining sufficient rice buffer stock to be sourced solely from local farmers to ensure Food Security, the NFA adopts the following vision and mission:

NEW VISION:

The NFA envisions itself to be a cost-efficient corporate entity, capable of managing the country’s buffer stock within the next ten years (2020 to 2030).

NEW MISSION:

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

SALIENT ACCOMPLISHMENTS FOR YEAR 2021 ARE AS FOLLOWS:

❖ Buffer Stock Management

- Still able to procure 57% of the target procurement of 800 TMT equivalent to about 457 TMT despite the pandemic which caused lockdowns, thereby stopping or slowing down the flow of goods and movement of people.
- Distributed 75% of the target distribution of 555 TMT equivalent to 414 TMT. Total rice released for calamity / relief responses at 95,514 TMT constitutes 23% of the total rice sales, where about 92% of this volume or 88,169 TMT are released exclusively for COVID-19 relief operations of government agencies and institutions.
- About 99.99% of the NFA stocks were maintained in good consumable condition as a result of the NFA's good warehouse keeping practices and adherence to "6-3 Protocol", which shortens the storage period to six (6) months maximum storage for palay and three (3) months critical storage for rice to keep the quality of NFA stocks in fresh / good condition.
- Average response time for rice releases during emergencies and calamities were done within an average of 27 hours or 21 hours earlier than the 48 hours target response time. This was accomplished through the vigilance and readiness to serve 24/7 of the Operations Centers in the affected areas and at the Central Office.

❖ Facility Management

To boost the Agency's buffer stock management program and palay procurement activities, the NFA undertook the following:

- Completed the construction of four (4) 100 Thousand Bags Capacity (TBC) warehouses in Region III located in Munoz and Cabanatuan City, Nueva Ecija and in Region XII located in Matalam and Libungan, North Cotabato.
- Completed the acquisition of three (3) 12-Tonner Mechanical Dryers for Munoz and Cabanatuan City in Region III.
- Completed the installation of eight 80-Tons capacity truck-scales in Cabanatuan City, NAWACO, Occidental Mindoro, Narra, Palawan, Tabaco, Albay, and North and South Districts in NCR.

- Deployed 11 brand new trucks to major procuring regions and 15 pick-ups to reach far-flung / remote areas and distant buying stations.
- The NFA was able to save ₱48,828 M on handling cost in keeping its truckscales in good operating condition.

❖ Finance and Administration

- Contributed ₱10,817,063,225.84 to the country's economy in terms of the economic activities undertaken for palay procurement, expenses for rent, transport & delivery, general services, janitorial, security, drying, milling, handling, taxes withheld from employees' compensation and from suppliers of goods and services.
- Reduced its outstanding loans to ₱128.015 Billion, from ₱136.222 Billion last year, thereby generated savings on interest expense by ₱0.887 Billion.
- Based on unaudited Financial Performance for the year, the NFA reported a total assets of ₱ 41.744 B and total liabilities of ₱ 165,919 B, resulting to equity deficiency of ₱124.175 B.
- Total revenue is ₱10.281 B, while Current Operating Expenses is at ₱19.797 B, resulting to a deficit of ₱9.515 B from Current Operations. Considering the financial assistance/subsidy, sales of assets and gains / (losses) received for the period, the NFA recorded a Net Surplus of about ₱4.864 B.
- The budget utilization rate for the total GAA releases at ₱ 7B was 100% utilized for the procurement of palay.
- As management support during the Pandemic, the NFA frontliners were provided with the necessary supplies and protective materials, medicines and vitamins to protect them from possible transmission and hazards at work. To ensure the continuity of NFA services to the public, blended work from home and reporting to office arrangement was implemented. The percentage of workforce reporting for office depends on IATF issued guidelines and the schedule shifts weekly, to comply with the physical distancing protocol of keeping the required distance of at least 1 meter.
- ISO 9001-2015 Certification was obtained by the Regional Office in Cabanatuan City and the NFA branches in Nueva Ecija and Tarlac.

- The NFA Information Systems Strategic Plan (ISSP) endorsed by the Department of Information and Communications Technology (DICT) to the Department of Budget Management (DBM) allowed NFA to proceed with IT plans and modernization program.
- Completed the construction of the new NFA 9-storey office building and the transfer of NFA employees to their new offices.
- Completed the construction of the Regional Office in Region XII, Koronadal, North Cotabato.



2021 NFA Annual Accomplishment Report

MANDATE : ENSURE FOOD SECURITY THROUGH MAINTENANCE OF RICE BUFFER STOCK SOURCED SOLELY FROM LOCAL FARMERS

I. BUFFER STOCK MANAGEMENT

A. PALAY PROCUREMENT

Palay procurement accomplishment only reached 57.06% equivalent to 456,492 MT from the set approved target of 800,000 MT mainly due to Pandemic which stopped / slowed down the flow of goods and movement of people.

The bulk of the palay procurement was contributed by Region II, which has a total procured volume of 130,732 MT, representing 28.64% of the total palay procurement nationwide.

Compared to Calendar Year (CY) 2020, the NFA's total palay procurement for CY 2021 at 456,492 MT equivalent to 9,129,833 bags, translates to 33% drop-off against the 683,132 MT palay procured last year.

Palay absorption rate leveled at 2.29% out of the total palay production of 19,960,170 MT.

Palay Procurement (In Metric Tons)

MONTH	2021		% Acc.	2020		% Acc.
	TARGET	ACTUAL		TARGET	ACTUAL	
January	17,995	3,460	19.23	40,450	47,099	116.44
February	31,748	11,308	35.62	29,504	40,103	135.92
March	60,988	9,600	15.74	46,030	38,497	83.64
April	77,914	27,212	34.93	121,669	9,400	7.73
May	63,428	35,795	56.43	82,810	2,284	2.76
June	38,643	16,930	43.81	25,515	4,012	15.72
July	15,392	4,583	29.78	4,850	4,562	94.06
August	30,053	8,171	27.19	25,770	7,200	27.94
September	93,972	62,492	66.50	96,560	117,327	121.51
October	169,476	170,260	100.46	201,570	257,675	127.83
November	138,939	77,310	55.64	174,165	129,484	74.35
December	61,455	29,371	47.79	87,305	25,489	29.20
TOTAL	800,000	456,492		936,198	683,132	

B. DISTRIBUTION

The actual NFA rice sales accomplishment for 2021 reached 74.6% against the approved set rice distribution target of 555,000 MT or 11,100,000 bags.

Compared to rice releases in 2020 at 590,654 MT the NFA distributed a total of 414,259 MT or 8,285,204 bags of rice this year, which is significantly lower by 30%.

NFA Rice Distribution

(In Metric Tons)

2021 vs 2020

MONTH	TARGET 2021**	ACTUAL 2021*	% ACC.	TARGET 2020	ACTUAL 2020	% ACC.
January	45,350	48,707	107.4	33,000	45,660	138.4
February	36,000	41,365	114.9	34,000	39,549	116.3
March	25,000	33,404	113.6	35,000	108,367	309.6
April	25,000	26,056	104.2	35,000	95,875	273.9
May	25,000	24,494	98.0	40,000	59,502	148.8
June	35,000	28,593	81.7	46,000	27,996	60.9
July	35,000	29,886	85.4	19,746	21,221	107.5
August	37,500	33,869	90.3	20,745	20,084	96.8
September	42,500	25,145	59.2	19,365	17,582	90.8
October	75,000	23,313	31.1	18,890	20,705	109.6
November	92,500	39,871	43.1	17,125	63,738	372.2
December	81,150	59,556	73.4	17,778	70,375	395.9
TOTAL	555,000	414,259	74.6	336,649	590,654	175.5

**Preliminary data based on Monthly Performance Evaluation Report (MPER) report as of 31 December 2021*

*** CY 2021 based on COB Target*

Risk Management and Disaster Response

A total of 95,514 MT or 1,910,272 bags of rice were released to the Department of Social Welfare and Development (DSWD), local government units (LGUs), National Disaster Risk Reduction Management Council (NDRRMC) and other government institutions to serve their rice requirement for calamity / relief responses.

For 2021, a total of 88,169 MT of rice were distributed to various government relief institutions, Legislators and LGUs for COVID-19 relief operations.

Disaster/Relief/Calamity Response CY 2021 in MT	
DSWD	17,901
NDRRMC/OCD	212
LGUs	44,965
Legislators	4,155
Others	28,281
Total	95,514

With approval by the NFA Council, the NFA donated in March 2021 a total of 1,260 bags of rice to the National Commission on Muslim Filipinos (NCMF) intended for distribution to Muslim families affected by the Covid-19 pandemic and recent typhoons.

In March 2021, the NFA received 400 MT of rice, donated by the People of the Republic of Korea, led by the President Moon Jae-in, thru the ASEAN Plus Three Emergency Rice Reserve (APTERR) program intended for distribution to the people affected by the impacts of COVID-19 in the Philippines specially, Davao and Socksargen Region. This was distributed as follows:

DAVAO REGION:

City of Davao	=	750 bags
Davao Oriental	=	850 bags
Davao de Oro	=	850 bags
Davao del Norte	=	850 bags
Davao del Sur	=	850 bags
Davao Occ	=	850 bags
Total	=	5,000 bags

SOCKSARGEN REGION:

South Cotabato	=	1,250 bags
North Cotabato	=	1,750 bags
Sultan Kudarat	=	1,250 bags
Sarangani	=	750 bags
Total	=	5,000 bags

In May 21, 2021, the NFA facilitated the receipt of 20,000 food packs from the government of Japan, thru the ASEAN Plus Three Emergency Rice Reserve (APTERR) intended for families affected by the COVID-19 pandemic and typhoons.

C. NFA STOCK INVENTORY

For 2021, NFA maintained an average rice inventory of 234,512 MT, good to last for about 7 days supply, based on the average daily consumption requirement (DCR) of 33,564 MT.

Month	2020		2021	
	MT	DTL (a)	MT	DTL (b)
Jan	523,933	16	352,523	11
Feb	495,172	15	302,072	9
Mar	494,313	15	266,098	8
Apr	416,525	13	241,126	7
May	318,308	10	231,601	7
Jun	248,341	8	225,087	7
Jul	221,191	7	205,820	6
Aug	203,845	6	178,842	5
Sep	192,423	6	151,172	5
Oct	247,099	7	166,342	5
Nov	385,603	12	244,323	7
Dec	353,086	11	249,140	7
Average	341,653	11	234,512	7

(a) based on 33,097 MT DCR; (b) based on 33,564 MT DCR

D. STOCKS MAINTENANCE

NFA was able to attain its commitment to maintain at least 99.99% of its stocks in good-quality condition, or fit for human consumption. Stocks assessed as treated and for treatment during inspection are safe for distribution after treatment.

Percentage of Good Stocks Maintained in Good and Consumable Condition (For the period January to December 2021)

MONTH	GOOD STOCKS (%)
January	99.996
February	99.997
March	99.997
April	99.985
May	99.981
June	99.986
July	99.998
August	99.997
September	99.997
October	99.996
November	99.997
December	99.997
Average	99.994

II. FACILITY MANAGEMENT

A major function under the NFA facility management involves the construction, acquisition, repair and rehabilitation and monitoring of the utilization and condition of post-harvest facilities including metrology equipment/instruments.

To boost the Agency's buffer stock management program and palay procurement activities, the NFA undertook the following:

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- Deployed 11 trucks in major procuring regions and 15 pick-ups to reach far-flung / remote areas and distant buying stations.
- The NFA was able to save ₱48,828 M on handling cost in keeping its truckscales in good operating condition.

INVENTORY OF POST-HARVEST FACILITIES *

Description	No. of Units	Capacity
Warehouses (Constructed)	300	19,800,702.00 (bags)
Warehouses (Acquired)	33	1,995,095.00 (bags)
Mechanical Dryers		
(Operational)	206	25,788.00
(For Repair)	101	12,230.00
Total	307	38,018.00 (bags/hr)
Ricemills	38	2,898.00 (bags/hr)
Rice Fortification Equipment	15	1,700.00 (bags/hr)
Packaging Machine	18	323.40 (bags/hr)

*operational and for repair

METROLOGY SERVICES

As part of its maintenance effort, NFA metrology equipment were subjected to verification, calibration and adjustments. Inspection of new laboratory equipment were also conducted.

TRUCKSCALE UTILIZATION

NFA generated an income amounting to ₱48,828,102.90 from keeping the truck scales in good operating condition, and helping save on handling cost.

III. MANAGEMENT EFFICIENCY AND COMPETENCY

A. CORPORATE PLANNING & MANAGEMENT SERVICES

Major function involves the formulation of the agency's strategic and medium-term budgetary and operations plans and development of systems and procedures, computerized application and align NFA's basic decision support system to the fast development of information technology.

Information and Communications Technology Services

1. Development of the Integrated NFA Resource Management System (iNFARMS) Project :
 - a. Formulated the Technical Specifications for Consultancy Services for the Development of iNFARMS.
 - b. Studied and analyzed the conditional and technical aspects of existing NFA systems for application in the formulation of the iNFARMS Terms of Reference (TOR).
 - c. Prepared deliverables for the iNFARMS - Stock Transaction Module.
2. Administration / maintenance / development of the following NFA Computer Systems:
 - a. Property Information System (PIS)
 - b. Human Resource Information System (HURIS)
 - c. Web HURIS
 - d. Stock Examination System (Visual Fox Pro [VFP])
 - e. Payroll System
 - f. Cash Monitoring System
 - g. Tolerable Allowance (TOLA)
 - h. Electronic Bid Posting System eBPS

3. Administration and management of the NFA Website.
4. Evaluated and assessed the Department of Agriculture (DA) Administrative System such as Personnel Information Portal, Electronic Personal Data Sheet (ePDS) and Property Management Information System (PMIS) for possible deployment.
5. Implementation of the NFA Information Systems Strategic Plan (ISSP) endorsed by DICT to the Department for Budget and Management.

The NFA (ISSP) is the foundation strategy of the NFA for its three year Information and Communication Technology (ICT) Plan. It will help raise productivity across the NFA and facilitate timely generation of reports anywhere at any given time. The formulation of the agency's applications systems and infrastructure included in the plan aims to facilitate and improve the internal operations, as well as the frontline services provided to its stakeholders using ICT.

6. Maintenance of NFA Data Center
7. Procurement and deployment of IT Equipment:
8. Provision of technical support to all NFA offices (IT Network / Hardware / Software)
9. Management / maintenance of NFA internet connection:
10. Deployment of GOVmail accounts

Corporate Planning

1. Conduct of National / Management Planning Conference
 - a. Conducted NFA National Planning Conference on January 28-30, 2021 at NFA Central Luzon Regional Office (CLRO).
 - b. Conducted NFA Management Planning Conference on November 16-19, 2021 at NFA San Juan Batangas.
 - c. Prepared planning documents, required budget, presentation materials, and coordinated with concerned offices and officials.
 - d. Prepared Marching Orders given by the Administrator and other EXCOM members during the planning conference, and Highlights of the National / Management Planning Conference.

2. Preparation of NFA Performance Scorecard and other related documentary requirements
 - a. 2022 Performance Scorecard - prepared and submitted to the GCG the NFA 2022 Performance Scorecard, Strategy Map and documentary requirements as approved by the NFA Council and posted in the NFA website.
 - b. 2021 Performance Scorecard - Prepared and submitted quarterly and annual monitoring / accomplishment reports.
 - c. 2020 Performance Scorecard - prepared & submitted supporting / additional documents needed for the 2020 Performance Scorecard Validation.
 - d. 2019 Performance Scorecard - prepared & submitted supporting / additional documents needed for its validation.
3. Monitored compliance to Good Governance Conditions and other conditions and requirements (OCRs) to be entitled for the grant of the 2021 PBB
4. Conduct of Customer Satisfaction Survey
 - a. Conducted / hosted Customer Satisfaction Survey (CSS) Virtual Briefing for concerned NFA Regional and Branch Offices
 - b. Facilitated the implementation of the CSS to regions and branch offices until the turnover of questionnaires to the third-party service provider
5. Implementation of NFA GAD Programs

Prepared and submitted the NFA Gender Mainstreaming Enhancement Framework (GMEF) to Philippine Commission of Women (PCW); NFA GAD Plans and Budget (GPB) for 2022; and Year-End GAD Accomplishment Report 2021 to DA.
6. Updated / revised of the NFA Citizen's Charter consisting of its external and internal processes.
7. SOP Formulation and Review

Approved SOPs and Specifications of Authority:

- a. SOP on Warehouse Handling and Allied Services
- b. Specifications of Authority on Operations
- c. Specifications of Authority on Financial Matters

On-going formulation of the following SOPs / guidelines:

- a. SOP on the Computerized Stock Examination and Tolerable Allowance (TOLA) Computation
 - b. SOP on Warehouse Stock and MTS Documentation and Reporting System
 - c. SOP on Asset Rationalization Under the New Mandate of Buffer Stocking Pursuant to RA 11203
 - d. SOP on Responsibility Accounting System
 - e. SOP on Rice Sales Program
 - f. Revised SOP on Palay Procurement
 - g. SOP on Contracted Milling
 - h. SOP on the Implementation of Rice Fortification Program (RA 8976)
 - i. SOP on Domestic Travel
 - j. Specifications of Authority on Human Resource Matters
 - k. Public Service Continuity Plan
 - l. Guidelines on Gender and Development (GAD)
8. Maintenance of NFA SOP Database
9. Review and consolidated the NFA Officials' Office Performance Commitment and Review Form (OPCR).
10. Compliance to Department of Agriculture (DA) requirements:
- a. NFA's Public Service Continuity Planning and Management Team (SCPMT) Weekly Report.
 - b. Updates / Accomplishment Report on the Implementation of the OneDA Reform Agenda
 - c. Inputs for the DOF-ADB on the Government's COVID 19 CARES Program
 - d. Quarterly, Semestral Reports as inputs for the Department's FY 2021 Narrative Accomplishment Report
 - e. Attended briefings with the Secretary on the FY 2022 Plan and Budget Proposal
 - f. Attended required workshops and orientations.
11. Compliance to Department of Budget and Management (DBM) requirements:
- a. CY 2022 DBM Forms 700, 701, 703F, 708, 711-713 and BP Form 202A
 - b. Consultation meeting with Civil Society Organizations (CSO) (i.e. Federation of Free Farmers [FFF], Rice Watch Action Network Inc. [R1], and Integrated Rural Development Foundation [IRDF]) and prepared the necessary Business Partnership Agreement (BPA) to be signed by the CSO and NFA.

- c. inputs from Regional Development Council for DBM Form 712
 - d. Prepared Budget Accountability Report (BAR) Form 1 Quarterly Reports
 - e. PIP Forms on the Formulation of the FY 2023-2025 Three-Year Rolling Infrastructure (TRIP) as Input to the FY 2023 Budget
12. Compliance to COA requirements:
- Quarterly report on Government plans, programs and activities (PPAs)
13. Attendance to Senate / Congressional Budget briefings, hearings & plenary sessions

B. INTERNAL AUDIT

Examination and evaluation of the financial, administrative, operational and organizational activities of the NFA through the conduct of management and operations audit and determines an efficient and effective system, assessment of the ethical and economic performance of personnel and offices and adherence to management controls, systems and procedures, and laws and regulations.

Audit Engagements

- 1. Completed the Special Audit on Property, plant and equipment in Regions I – XV
- 2. Completed the Special Audit in COA AOM on property, plant and equipment discrepancy per books per supply officer subsidiary ledger/count as of December 31, 2021
- 3. Conducted research on Audit Rating
 - a. Milling activity
 - b. Dispersal activity
 - c. Post-operation, Dispersal and Post-harvest activity
 - d. Procurement activity
 - e. Warehousing activity
- 4. Special audit on cash accountabilities of NFA collecting and procurement disbursing officers of NFA Albay

Tolerable Allowance (TOLA)

1. Issued one hundred forty-six 146 certifications for Stock (grains and MTS) accountabilities of NFA officials & rank and file employees for purposes of retirement, resignation, death benefit claims, travel abroad, maternity / sick leave and / or reassignment with attached transmittal, memo and wire.
2. Released / endorsed twenty-seven (27) memoranda / fax messages in different NFA field offices and central offices concerned departments / offices re: Tolerable Allowance TOLA matters.

C. LEGAL AFFAIRS

Review and evaluation of all documents, contracts, agreements and other deeds entered by the NFA. Handles all civil / criminal cases filed by or instituted against NFA, and the prosecution of administrative cases against erring employees.

For the year, 3,406 activities pertaining to adjudication, documentation and litigation were undertaken, details of which are as follows:

LITIGATION DIVISION	2,036
Hearings attended by lawyers	152
Pleadings, memoranda & related documents prepared by lawyers	111
Opinions, reports, requests, queries & communications	552
Certifications	1,215
Others	6
INVESTIGATION AND DOCUMENTATION	1,370
Contracts / SOPs reviewed / evaluated	109
Opinions rendered	86
Notice of Disallowance	45
Other Memoranda	151
Adjudication Legal Opinion	3
Pleading / Order in Administrative Cases	23
Hearing	3
Status Report	2
Formal Charge / OPS in Administrative	7
Opening of Sealed Canvass	27
Pre-Bid Conference	35
Meetings	39
Notice of Meeting	1
LAD Certification	842

D. PUBLIC AFFAIRS

Formulation and implementation of an effective and efficient information program through mass media to achieve greater public awareness of the NFA's programs, projects and activities.

1. Prepared news brief on NFA activities / services centering on intensifying its procurement operations and the support received from LGUs and other government institutions , distribution of rice to areas affected by the Taal Volcano eruption and the COVID-19 pandemic.
2. Updated Frequently Asked Questions (FAQs) in relation to 2021 Budget Hearing.
3. Prepared Communication Plan re: NFA's mandate under Republic Act (RA)11203.
4. Answered / replied 994 inquiries of netizens via Facebook (FB) page.
5. Posted 171 DA and NFA-related updates / new releases on Facebook.
6. Endorsed 61 complaints to concerned offices / officials / employees and ensured prompt compliance for submission to the Office of the President.
7. Monitored through internet and prepared summary of 3,250 news clippings from national dailies, tabloids and other media outfits (local and foreign).
8. Provided materials for engagement of the Administrator as follows:
 - a. as speaker to the webinar entitled "NFA Then and Now" conducted by Ateneo Aggies on May 26, 2021.
 - b. As chair of the ASEAN Plus Three Emergency Rice Reserve (APTERR) for year 2021-2022 and the Philippines as host for the the 9th APTERR meeting in May 2021.

(The APTERR is a regional cooperation initiative aiming to strengthen food security, poverty alleviation, and malnourishment eradication without distorting normal trade in the global market. The common goal of the APTERR Parties is the assurance of food security for its members).

IV. FINANCE AND ADMINISTRATION

Preparation and analysis of financial reports, allocation of corporate budget, execution and monitoring of budget utilization, control and monitoring of remittances and cash balances of the Agency, and management of debt / obligations.

A. FINANCIAL MANAGEMENT

Based on unaudited Financial Performance for the year, the NFA reported a total assets of ₱41,743,519,624.73 B and total liabilities of ₱165,918,927,585.49 B, resulting to equity deficiency of ₱124,175,407,960.76 B.

STATEMENT OF FINANCIAL POSITION (Unaudited)

	2021
ASSETS	
Current Assets	
Cash and Cash Equivalents	2,778,322,197.56
Investments	401,914,922.08
Receivables	4,026,557,814.34
Intra- Agency Receivables	22,347,741,310.75
Inventories	7,393,870,806.72
Other Current Assets	249,387,425.82
Total Current Assets	<u>37,197,794,477.27</u>
Non-Current Assets	
Investments	516,822,880.59
Investment Property	5,985,040.30
Property, Plant and Equipment	2,843,931,622.07
Intangible Assets	3,394,627.80
Other Non-Current Assets	1,175,590,976.70
Total Non-Current Assets	<u>4,545,725,147.46</u>
TOTAL ASSETS	<u>41,743,519,624.73</u>
LIABILITIES	
Current Liabilities	
Financial Liabilities	52,165,308,568.95
Inter-Agency Payables	84,213,786,687.32
Intra-Agency Payables	20,384,124,703.69
Trust Liabilities	1,056,498,973.18
Total Current Liabilities	<u>157,819,718,933.14</u>
Non-Current Liabilities	
Financial Liabilities	7,476,736,181.23
Deferred Credits / Unearned Income	113,435,008.87
Provisions	509,037,462.25
Total Non-Current Liabilities	<u>8,099,208,652.35</u>
TOTAL LIABILITIES	<u>165,918,927,585.49</u>

EQUITY DEFICIENCY	
Accumulated Surplus / Deficit	(129,175,408,289.60)
Contributed Capital	5,000,000,328.84
EQUITY DEFICIENCY(TOTAL ASSETS LESS TOTAL LIABILITES)	<u>(124,175,407,960.76)</u>

NFA's total Revenue is ₱10,281,202,934.34, while Current Operating Expenses is at ₱19,796,621,474.78, resulting to a deficit of ₱9,515,418,540.44 from Current Operations. Considering the financial assistance / subsidy, sales of assets and gains / (losses) received for the period, the NFA recorded a Net Surplus of about ₱4,864,428,510.13.

STATEMENT OF FINANCIAL PERFORMANCE (Unaudited)

	2021
Revenue	
Service and Business Income	10,281,202,934.34
Shares, Grants and Donations	-
Miscellaneous Income	-
Total Revenue	<u>10,281,202,934.34</u>
Less: Current Operating Expenses	
Personnel Services	1,425,278,684.16
Maintenance and Other Operating Expenses	1,783,445,717.79
Financial Expenses	2,773,788,820.04
Direct Cost-Cos of Sales	13,637,101,648.54
Non-Cash Expenses	177,006,604.25
Total Current Operating Expenses	<u>19,796,621,474.78</u>
Surplus / (Deficit) from Current Operations	<u>(9,515,418,540.44)</u>
Other Non-Operating Income	130,286,794.50
Subsidy from National Government	14,464,815,000.00
Gains	9,115,764.60
Losses	(224,370,508.53)
Surplus/Deficit before Tax	(9,600,386,489.87)
NET SURPLUS / (DEFICIT) FOR THE PERIOD	<u>4,864,428,510.13</u>

Debt Management

The outstanding NFA loans as of December 31, 2021 amounted to ₱128,015.295, comprising of the following:

	As of December 31, 2021 (In '000 ₱)
I. Short-Term Credit Lines	49,817.127
II Long Term Loans	
LBP Notes	0
Various Creditors	0
Long Term Notes Syndicated - New	7,200.000
Foreign – Japanese Rice Loan	48.000
Net Lending	70,950.168
TOTAL BANK LOANS	128,015.295

Contribution to the Economy

The NFA contributed ₱10,817,063,225.84 to the country's economy in terms of the economic activities undertaken for palay procurement, expenses for rent, transport & delivery, general services, janitorial, security, drying, milling, handling, taxes withheld from employees' compensation and from suppliers of goods and services.

PARTICULARS	AMOUNT
Palay Procurement	8,595,155,248.70
Rent Expenses	39,566,463.73
Transportation & Deliveries Expenses	522,637,053.68
General Services	105,677,715.50
Janitorial Services	9,966,701.66
Security Services	367,449,269.65
Drying	687,819.37
Milling	157,654,058.60
Handling	733,479,834.58
Tax Withheld from Employees' Compensation	48,505,898.81
Tax Withheld from Suppliers of Good and Services	236,283,161.56
TOTAL	₱10,817,063,225.84

B. HUMAN RESOURCE MANAGEMENT

When the government implemented the community quarantine, NFA assigned skeleton workforce to ensure continuity of NFA services to the public. Work arrangements have been set at 50% workforce reporting to the office, while the other 50% work from home (WFH). The schedule shifts weekly, to comply with the physical distancing protocol of keeping the required distance of at least one (1) meter.

NFA PERSONNEL COMPLEMENT

As of December 31, 2021

Status	Authorized Positions	Filled-Up Positions
<i>Regular</i>		
Central Office	224	123
Field Office	2,420	927
TOTAL	2,644	1,050

The NFA is currently under-going restructuring / rationalization pursuant to RA 11203. The number of authorized positions is based on the GCG-approved NFA Staffing Pattern per GCG Memorandum Order No. 2019-13. There are no CTI positions in the restructured plantilla.

COVID-19 Vaccination

The National Food Authority partnered with the Quezon City government, to inoculate 96 NFA employees including Contract of Service, Security, and Allied Services personnel. The vaccination was held on August 11, 2021 at the NFA Central Office located at Visayas Avenue, Quezon City. This is to ensure the safety of all the employees while performing their duties in ensuring food security during emergencies as stated in the NFA mandate.

As of December 31, 2021, 3,173 employees (2,129 permanent and 1,044 contract of service and job order employees) nationwide have been fully vaccinated or 89.78 % of the NFA workforce.

Competency Framework

The administration of the Competency Assessment for all NFA officials and employees has been completed. The results have been gathered and assessed.

Report on Employee Training and Development for Year 2021

a. Internal Training Programs

Region	No. of Internal Training Program	Number of Participants
I	5	118
II	8	144
III	7	170
IV	9	412
V	2	22
VI	1	39
VII	1	57
VIII	1	20
IX	4	57
X	1	38
XI	1	21
XII	2	62
XIII (NCR)	2	51
XIV (BARMM)	1	13
XV (CARAGA)	3	109
Central Office	2	113
TOTAL	50	1,437

b. External Training Programs

No. of External Training Program	Number of Participants
45	144

C. GENERAL SERVICES

Completed the construction of the new NFA 9-storey office building and the transfer of NFA employees to their new offices.

Completed the construction of the Regional Office in Region XII Koronadal, North Cotabato.

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