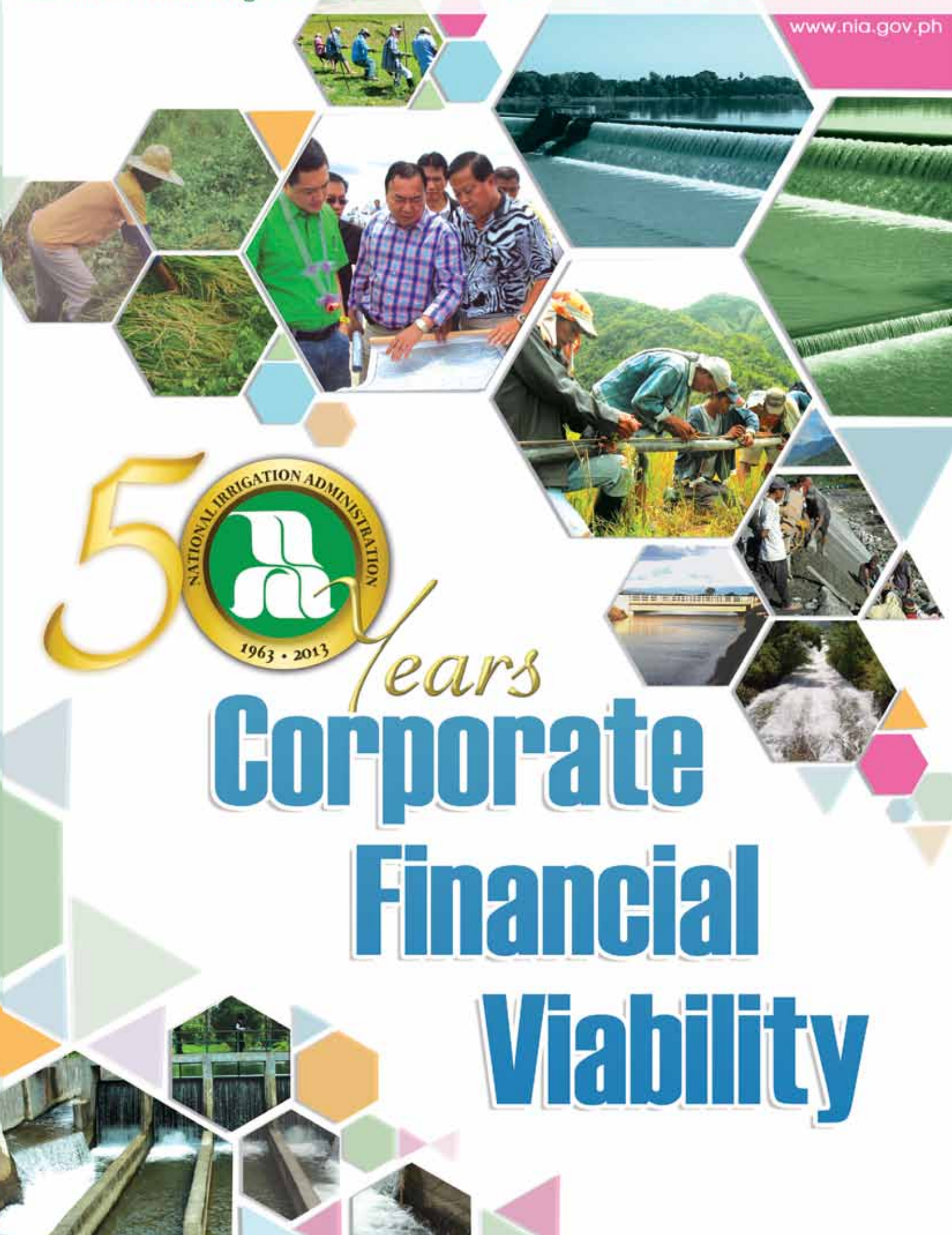


# NIA Digest Special Edition

The Official News Magazine of the NATIONAL IRRIGATION ADMINISTRATION Vol. XXXIII 2013

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# 5



*Years*

# Corporate

# Financial

# Viability



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# NIA ATTAINS CORPORATE VIABILITY

*A rare feat was attained by the National Irrigation Administration (NIA) in 2012 for the first time since years of its existence. This feat is evident in the financial records submitted by the Financial Management Department. NIA, through the able leadership of Administrator Antonio S. Nangel, attained corporate financial viability.*

*Corporate viability is defined as an ability of a corporation to have a sustainable profit. Meaning, its income is relatively higher than its expenses. In 2012, NIA generated a total nationwide revenue of ₱3.7B with total expenditure of ₱2.4B. Evidently, the agency's income is higher than its expenses thus attaining a viability index of 1.54.*

*This status was attained because of high efficiency in Irrigation Service Fee collection, equipment rental, CIS amortization, equity, and other income sources of all the regional offices and integrated systems. This all-time high financial status is also attributed to the active partnership between the agency and its primary stakeholders – the farmers through the Irrigators Associations – since bulk of NIA's income comes from the collection of ISF.*

*In this special edition of the NIA Digest, detailed viability reports of NIA offices nationwide are presented as well as their strategies in attaining this note-worthy performance.*

*The concerted efforts, commitment and dedication of every NIAN, the Management officials and all Regional /Operations/Project Managers who unselfishly gave their best to realize this performance did great contributions to this success. The Irrigators Associations' contributions are also laudable.*

*NIA will continue to strive harder to sustain this status in the years to come to be able to deliver quality irrigation services to the Filipino farmers.*

# CAR: Viable Performance for 20 Years

By: Mylene I. Malecdan, PRO

## A CORPORATE VIABILITY STORY

Most of the time, notable accomplishments of organizations are achieved through a strong management team having clarity of purpose and operational effectiveness. At other times, these are products of intensive planning, difficult decisions and sacrifices organizational leaders and members alike have to make. For NIA-CAR, a refined combination of the above is its recipe for success.

A service-oriented government-owned and controlled corporation (GOCC) like NIA defines success as pre-dominantly measured and evaluated by viability. In all its endeavors, viability, the bread and butter of the agency, could not be ignored because at the end of every fiscal year, its income must always surpass its operational expenses.



## REVENUES

While revenues of NIA come from several sources, viability depends largely on irrigation service fees (ISF) collected from the national systems of which NIA-CAR has three, the Upper Chico River Irrigation System (UCRIS), the West Abulug-Apayao Irrigation System (WAAIS), and the Hapid Irrigation System.

In 2012, especially at NIA-CAR's largest NIS, UCRIS, rehabilitation works in the area required cutting off of water to give way for its implementation. Farming activities were delayed a month or two later than the usual. Harvest period in the wet season which was usually almost 100% completed in December dragged on to January and even February 2013 in some areas affecting ISF collection in the last quarter of 2012. Nevertheless, with the dedicated and efficient service of NIA-CAR to the farmers, it was able to generate total net ISF income of P35,165,060.00, contributing 67% to the total income in 2012.

### Irrigation Service Fee

Revenues	2012	2011
Operating Income		
Irrigation Service Fees	38,835,962.66	40,844,271.90
Less 10% Discount on ISF	3,353,337.10	3,457,581.53
IA Share per MC# 38	371,564.81	346,763.96
Net Irrigation Service Fees	35,165,060.75	37,039,926.41

What it lacked in ISF collection, NIA-CAR gained from other revenue sources. Due to the frontloading of bulk of irrigation budget in 2012, equipment rentals generated from projects implemented thru administration significantly grew to P6,749,142.25 which is 130% higher than the previous year.

	2012 Target	2012	2011
<b>Rent Income</b>	3,000,000.00	6,749,142.25	2,924,932.53







Also largely attributed to the increase in the number of projects, amortization and equity from Communal and Pump Irrigation Projects/Systems also increased by 26% in 2012 generating an amount of P5,597,236.35.

	2012 Target	2012 Actual	2011
CIP/CIS/RIS Amortization & Equity	1,750,000.00	3,686,688.61	1,357,081.21
Pump Amortization & Equity	100,000.00	1,910,547.74	202,936.10
<b>Total</b>	<b>1,850,000.00</b>	<b>5,597,236.35</b>	<b>1,560,017.31</b>

## SAVING MEASURES

As NIA-CAR never takes its eyes off its goal, its management is always on the guard on how it could generate more income as well as minimize expenses.

For instance, the MOOE of NIA-CAR was targeted for CY 2012 at P13,675,740.00, it only used less than the target, spending less and saving several millions.

## VIABILITY INDEX

Income in 2012 totaled to more than P56.4 million which is relatively higher than the P47.9 million in 2011. Meanwhile, expenses declined from P46.9 million in 2011 to P45.2 in 2012. With the increase of its income and cuts in its expenses in 2012, NIA-CAR proved its ability to generate sufficient income and meet its operating expenses achieving a viability index of 1.25.

### COMPARATIVE INCOME & EXPENSE

	2011	2012
Total Income	47,963,018.42	56,448,933.37
Total Expense	46,915,544.55	45,251,129.03
Viability Index	1.02	1.25

*Achieving viability was not an easy feat for NIA-CAR. It took a cupful of hardwork, a bowl of tough choices, a sprinkle of sacrifice and maybe, a shower of luck. Yet, NIA-CAR's consistent viable financial performance for 20 years since its creation in 1993, amidst economic and environmental challenges, is a proof of its resilience, commitment and being goal-oriented—the perfect ingredients for the big V.*



## Upper Chico River Irrigation System Tabuk City, Kalinga





## Region 1 Viability Up by .18%

By: Dolores A. Vera Cruz, Sr. IDO

The National Irrigation Administration of Region 1 improves its viability index by 0.18 as of December 31, 2012 compared to its viability index in 2011, from 1.17 to 1.35 after deducting ordinary expenses.

Performance level in all activities of revenue generation increased compared to last year's performance. Irrigation Service Fee which is the lifeblood of NIA ranks 1st in income generation, followed by income generated from Rentals, Equity, other Income and CIS/RIS Amortization.

Region 1 successfully surpassed its Viability Target of 1.24 for 2012, it is remarkable that efforts exerted are worth to improve its 2011 performance.

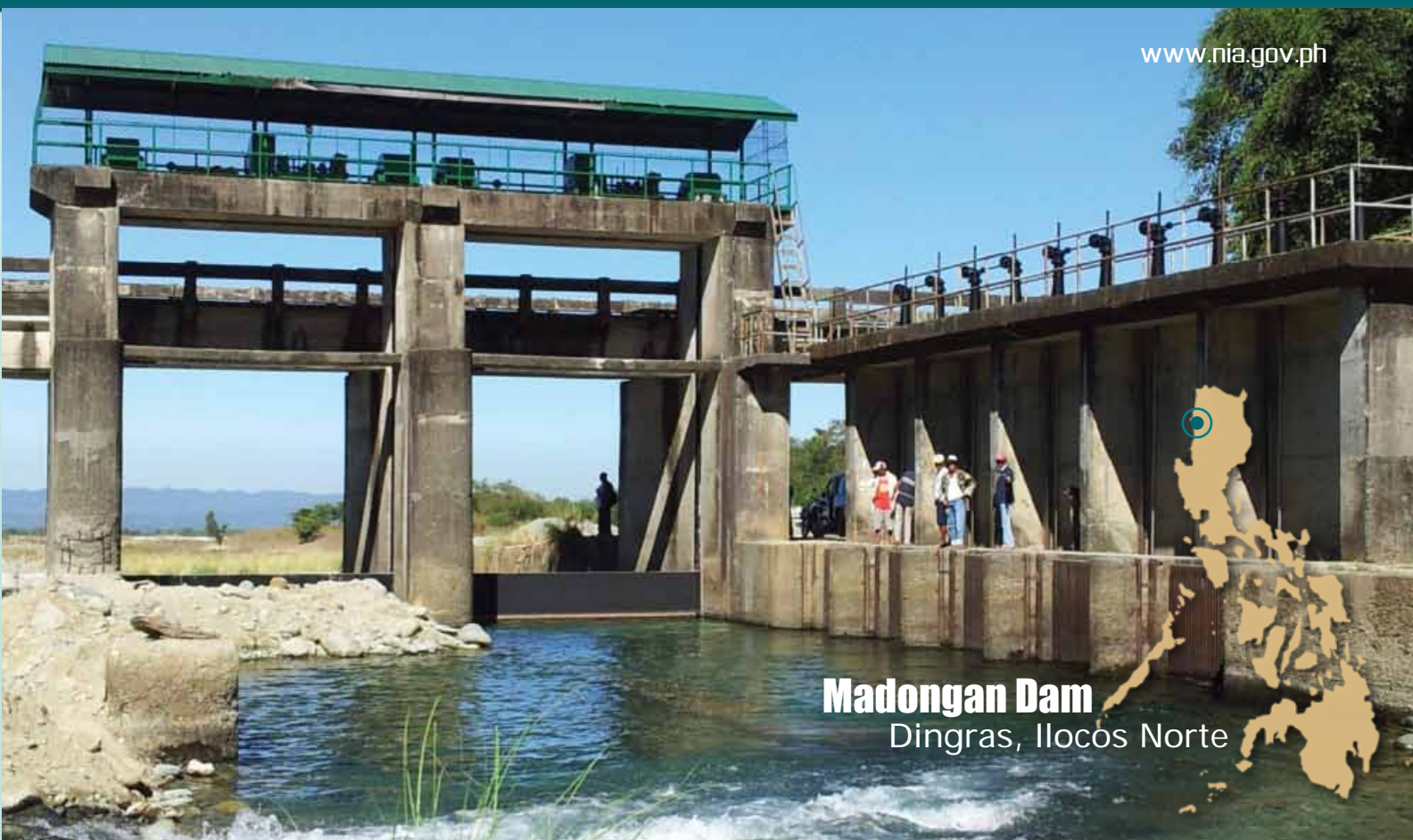


STATUS OF REVENUE GENERATION AND EXPENDITURE			
Particulars	Target	2011	2012
Income			
Irrigation Service Fee	122,020,575.20	55,268,695.98	59,535,680.38
Rent Income	6,065,000.00	5,912,475.81	12,616,587.26
CIS/RIS Amortization	2,868,000.00	1,252,932.66	1,661,345.94
Equity	12,450,000.00	7,964,099.11	7,273,613.75
Other Income		306,973.20	662,615.68
<b>TOTAL INCOME</b>	<b>145,103,575.20</b>	<b>72,213,342.05</b>	<b>86,685,258.86</b>
Operating Expenses			
Personal Expenses	81,838,491.79	53,268,043.53	57,496,763.25
MOOE Regular	28,744,602.25	4,599,504.34	2,734,325.41
MOOE NIMF	6,199,395.00	3,870,588.07	5,056,992.55
<b>TOTAL Operation EXPENSES</b>	<b>116,782,489.04</b>	<b>61,738,135.94</b>	<b>64,405,391.11</b>
Net Income Before Extra-Ord. Exp.	28,321,086.16	10,475,206.11	22,838,394.18
Viability Index Before Extra Exp	1.24	1.17	1.35
Growth in Viability Index in %			0.18



Region 1





**Madongan Dam**  
Dingras, Ilocos Norte

As to the performance of the Irrigation Management Offices (IMO), Pangasinan IMO ranks first with a viability index of 1.46, followed by Ilocos Sur IMO with 1.40 viability index, Ilocos Norte IMO with 1.34 viability index and La Union IMO with 1.20 viability index.

In Pangasinan IMO, all Irrigation System Offices are viable with Agno RIS contributing the biggest income generated, having a viability index of 1.97, followed by Lower Agno RIS, Pangasinan PIO, Ambayoan-Dipalo RIS and San Fabian-Dumuloc RIS with viability index of 1.09.

Ilocos Sur IMO, which successfully ranked second in viability has Ilocos Sur PIO contributing the highest viability with 1.99, followed by Banaoang PIS which was recently turned-over to the IMO and Ilocos Sur RIS with 1.14 viability index.

In Ilocos Norte IMO, the IN-PIO performed highest with 2.01 viability followed by IN-RIS with 1.32 viability.

Although Amburayan RIS of La Union IMO is deficit as to revenue, its viability came from LU-PIO with 1.39 and Masalip RIS with 1.12.

The Irrigation Management Offices showed a concerted effort in attaining the viability of the Region.



	PANGASINAN IMO	LA UNION IMO	ILOCOS SUR IMO	ILOCOS NORTE IMO	TOTAL
<b>NET INCOME</b>	13,248,782.98	1,637,301.54	3,574,574.23	4,377,735.43	22,838,394.18
Viability Index Before Extra-Ord Exp	1.46	1.20	1.40	1.34	1.35



## Region 2

# VIABILITY IS EVERYONE'S ACCOUNTABILITY

By: Dorothy Belle C. De Leon, PRO

Every neophyte in the National Irrigation Administration would hear the word viable or Viability Index (VI) in the offices, hallways, and portals. It was one of the very first words that I needed to learn. A short visit to the library had accorded me the dictionary definition; the Chief of Corporate Accounts gave the formula: total income divided by the total expenses equals VI.

With its myriad of activities ranging from the preparation of the Cropping Calendar, updating the Master List of Farmers, irrigation delivery down to Irrigation Service Fee (ISF) collection, attaining a viable status for NIA is not just a buzzword but an end goal. And at Region 2, it first attained a viable status in 2002. A decade and a year later, the viability index is pegged at 1.04. The implication is: the higher the number, the more feasible the agency is. It also means that the organization has attained such form and development as to be normally capable of sustainable profits over a period of time.

The first roadblock to VI is the attainment of 100% Collection Efficiency (CE), which means being able to collect ISF from the farmers for their current account. With the adoption of the Rationalization Plan (RP) in 2007 to pursue agricultural productivity through system improvement and to promote good governance practices, many of its employees chose to retire early, resulting to lesser manpower. A decrease in manpower poses more difficulty in collecting. Fewer men could be deployed yet the bulk of work doubled over.

As a result, the leadership of Regional Irrigation Manager Vicente E. Galvez constantly hold meetings, trainings, orientations, and workshops to plan and to equip its personnel with know-how and enhance their skills.

Engr. Felipa Sumer, the only female Principal Engineer A (PEA) among 17 PEAs and head of two clustered systems namely Visitacion Irrigation System (VIS) and Baua River Irrigation System (BRIS), shared her time-tested strategies for attaining 91-100% CE.

"Every Monday, we have planning and assessment meetings especially during the peak of collection months, April to May for Dry Season and October to November for Wet Season. In those sessions, I emphasize our weekly targets and the need to give quality service to our clientele," she said in a phone interview.

The quality service includes addressing the problems of the farmers, socializing with them, and increasing the visibility of employees in their areas. So during collection time, all of her



employees go out of their offices and help receive ISF payments, doing the rounds as early as 5:30 AM and still going at it beyond 5:00 PM.

"Sabi ko sa kanila na magdala na sila ng kape at doon na magkape sa bahay-bahay ng mga magsasaka sa umaga kasi kapag tatanghaliin ka ng dating, wala ka ng aabutan sa bahay nila," (I told them to bring their coffee sachets and have coffee in the farmers' houses, if not you will not be able to meet them.) Engr. Sumer shared.

Engr. Francis C. Yu, the PEA of three clustered systems of Pinacanauan River Irrigation System (PRIS), Solana Pump Irrigation System (SPIS) and Lower Chico Irrigation System (LCRIS) requested the support of the Local Government Unit of Solana, Cagayan. The LGU's support came in colorful tarpaulins posted in conspicuous areas encouraging their constituents to pay their dues. The response of the farmers was positive, so Engr. Yu's strategy was later duplicated in other systems.

Engr. Yu also took advantage of the good relationship between NIA and the LGU.

"I gave our Local Chief Executive the list of farmers with big accounts. He called them to his office and had a dialogue, all the while urging them to settle their accounts. And thankfully, most of them did," Engr. Yu explained.

Aside from the incentives given to the collectors who hit targets, employees alone cannot do the enormous task. Such is the case at Magapit Pump Irrigation System (MPIS) led by Engr. Ricardo M. Agustin. With an area of more than 9,000 hectares, it is near impossible for them to cover the entire area in such a short span of time. Good thing the Irrigators Association Officers also rally support and are always the strong arm of NIA in the collection campaign, not only in MPIS but also nationwide.

As a system run by pumps, the cost of electricity eats a large chunk of their ISF collection, so the need to collect is very crucial to their operations. MPIS, like other systems, maintains a program in their local radio station. I was humored by their ragline: “Tumatanggap po kami ng bayad maski in-kind: palay, baka, baboy, maski sawa o bayawak!”

But accepting these non-monetary payments is no easy feat. One time, a farmer paid them with a swine. Because the owner left the swine roaming by the seashore, they put their legs and limbs at risk because they even have to chase and catch the swine themselves.

If you were left laughing while mentally imagining NIA employees chasing animals in their office uniforms, I was terrified during one of our collection sorties when an employee told me, “Mahirap talaga mangolekta, ma’am. Halos maihi na sa takot yung kasama ko kasi kinasahan kami ng baril!” (My companion almost peed because we were shown with a loaded gun!) Now, NIA employees are really in need of a hazard pay, aren’t they? Well, the hazard pay is another story.

But his story prompted me to be mindful of expenditures, such as the use of office supplies and equipment. Some of us were just lucky we were not in the frontlines of collection. While others have to risk their lives for the attainment of our

viability, we can also help even without collecting. A section chief told me to maximize the use of bond papers. And soon, I was on the lookout for paper clips, push pins, binders, pencils and other supplies that could still be recycled.

As a cost cutting measure, Engr. Winston S. Zulueta, Chief of Equipment Management Section of the Regional Office, recommended to the three pump systems (MPIS, SPIS, IAA-PIS) to operate between 10PM to 10AM as the cost of power during these times is lower.

Furthermore, to help curb expenditure, the finance personnel advised telephone users to use office issued Globe lines to call numbers with the same network and not the telephone. Electrical equipment were turned off when not in use. When a certain employee can juggle two positions, they let him dovetail. Overtime pay, according to the Civil Service Commission (CSC) is non compensatory, and this is being observed, too.

So basically, everyone is involved in the quest to attain a viable status. Be it a life-threatening strategy or a simple measure of austerity, NIAns are familiar with both, and in broader spectrum, NIAns can do both. And where issues of viability are concerned, we NIAns know how to do it and we do it well.

## Addalam River Irrigation System

San Leonardo, Aglipay, Quirino

### Region 2 Viability Index

Particulars	Amount (P')	
	CY 2011	CY 2012
Income	200,197,646.87	222,133,401.61
Expenses	187,939,791.50	212,899,432.19
Net Income	12,257,855.37	9,233,969.72
Viability Index	1.07	1.04



# Sustaining VIABILITY in MARIIS

By: Melissa Curameng-Agbisil, PRO

The Magat River Integrated Irrigation System, which officially opened on February 1986, is considered as one of the most viable regions/ systems. For 2012, MARIIS posted its highest viability index in years, 1.80. This is a result of several factors: irrigation development; irrigation service fee collection; income from other sources; most especially the hardworking and dedicated officials and employees with their strong partnership with the IA.

## IRRIGATION DEVELOPMENT

With favorable weather conditions and efficient water management, for Crop Year 2012, MARIIS irrigated a total of 159,248 hectares (Dry Crop 79,433 ha. and Wet Crop 79,815 ha.) and ratooned area of 20,705 hectares. This translated to a 212% Cropping Intensity which meant a high Irrigation Service Fee collectible.



## 2012 Cropping Intensity

DISTRICT	FUSA (HA)	PROGRAM AREA (HA)		IRRIGATED AREA (HA)			CY 2011 CI (%)	CY 2012 CI (%)
		DRY	WET	DRY	WET	Ratoon Area		
I	20,023.36	19,760	19,760	19,660	19,469	5,497	209	224
II	23,926.00	23,706	23,706	23,105	23,105	1,721	109	200
III	21,744.00	19,224	19,224	18,473	19,224	8,300	209	213
IV	19,482.74	18,627	18,700	17,925	18,017	5,187	184	212
MARIIS	85,176.10	81,317	81,390	79,433	79,815	20,705	196	212



## IRRIGATION SERVICE FEE COLLECTION

For 2012, MARIIS has an ISF collectible of P356,790,135. This is 25% higher than the 2011 ISF collectible of P285,343,464.00.

With intensive collection strategies like the "Tutok System," the agency was able to collect 72.55% or P258,849,410.00 of the collectible. This, coupled with the P41,922,734 back account collection resulted to a total ISF collection of P300,772,144.00.

## CY 2012 (Dry & Wet) ISF Collection Performance

DIVISION/ OFFICE	ISF COLLECTIBLES (P)	ACTUAL COLLECTION (P)			COLLECTION EFFICIENCY (%)	
		Current Account	Back Account	TOTAL	C.A.	C.A. + B.A.
I	87,185,855	59,757,830	12,710,782	72,468,612	68.54	83.12
II	104,598,604	75,339,545	16,060,753	91,400,298	72.03	87.38
III	85,785,060	62,616,294	4,150,306	66,766,600	72.99	77.83
IV	79,220,616	61,135,742	9,000,893	70,136,635	77.17	88.53
MARIIS CY 2012	356,790,135	258,849,410	41,922,734	300,772,144	72.55	84.30
MARIIS CY 2011	285,343,464	145,941,284	40,119,775	237,182,076	69.06	83.12
Increase	71,446,671	112,908,126	1,802,959	63,590,068	3.49	1.18

## Magat Dam

Ramon, Isabela

### INCOME FROM OTHER SOURCES

Playing a very significant part in the viability of MARIIS, is the income from other sources. This includes the income from the water service fee paid by SN Aboitiz Power for the Magat Hydro-Electric Power Plant energy generation and the payments made by SNAP for the generated energy of the Baligatan Hydro-Electric Power Plant which they have been purchasing since May 2012.

For calendar year 2012, income generated from other sources amounted to a total of P356,708,461.33, 97.5% of which, or P347,807,519.30 is from the earnings from the Water Service Fee from SNAP and from the generated output of BHEPP.

The actual income from other sources is 154.86% of the P230,338,975.00 projected income. This may be attributed to the favorable weather conditions enabling MARIIS to optimize water use for power generation.

*MARIIS hopes to improve, if not, sustain this level of viability in the years to come.*



### 2012 Status of Revenues Generation and Expenditures

Particulars	Actual CY 2011	Target CY2012	Actual CY 2012	Accom- plished %	VARIANCE	
					AMOUNT	%
INCOME						
ISF	235,365,359.54	380,013,250	294,119,231.97	77.40%	(85,894,018.03)	22.6
RENT INCOME	1,652,705.07	930,000	2,136,784.48	229.76	1,206,784.48	129.76
OTHER INCOME	248,846,239.90	230,338,975	356,708,461.33	154.86	126,369,486.33	54.86
TOTAL INCOME	485,864,304.51	611,282,225.00	652,964,477.78	106.82	41,682,252.78	6.82
EXPENSES						
PERSONAL SERVICES	154,573,790.57	170,450,599.49	167,413,640.39	98.22	(3,036,959.10)	(1.78)
MOOE	132,083,675.96	144,240,880.82	116,829,296.88	81.00	(27,411,583.94)	(19.00)
IMT SHARE	69,080,964.76	151,689,502.00	101,678,200.00		(50,011,302.00)	
TOTAL EXPENSES	355,738,431.29	466,380,982.31	385,921,137.27	82.75	(80,459,845.04)	5.18
NET INCOME	130,125,873.22	144,901,242.69	267,043,340.51	184.29	122,142,097.82	17.25
VIABILITY INDEX	1.45		1.80	101.11		



# R3 Remains Viable

By: Eliseo V. Bitangcol, PRO

Several years have gone despite the effort to become a viable region, NIA region 3 seemed to have slept so deep. The challenges and hindrance to attain the utmost goal of being viable seem to have entwined with the region.

The curse must have been lifted with the eastern rays of the sun on 2009 brought Region 3 a smile of hope. The united effort of the management and employees resulted for a dream to turn into a reality. For the first time, the National Irrigation Administration in the Central Luzon turned viable. With the dedication and support to one another, the goal was finally realized. NIA Region 3 was viable with a remarkable Viability Index of 1.04.

That was just the beginning. Since then, NIA Region 3 constantly attained viability. Though there were offices that fail to become viable due to force majeure, in totality the entire region never went down and remained viable. Calamities came and ruined almost the entire Central Luzon but the dedication and commitment of each and everyone served as pillar of Region 3 to remain standing. Through ups and down, Region 3 family remained faithful in fulfilling its commitment to attain its viability.



Year 2012 is considered as the Oplan Year for Region 3. The hardworking Regional Manager Reynaldo D. Puno introduces a lot of programs that contributed much for high Irrigation Service Fee (ISF) collections - programs beneficial not only to the agency and Irrigator's Association (IA), but also to the employees region wide.

The Oplan Canal Maintenance is an IMO competition wherein a minimum of 10 kilometer canal must be cleaned, desilted, grassed and must be free from animal interference which causes the destruction of its embankment. With this program, the water conveyance flow smoothly and freely from the point of diversion to the irrigable areas, thus resulting to a very satisfactory water distribution.

Over the years, NIA Region 3 had been known for its commendable shooters. Almost every year, Region 3 brought home the trophies and championship of the NIA Anniversary Shooting Festival, thus to make use of this commendation, the Oplan Bull's Eye was launched by the tireless Region 3 Manager. Not with the use of gun and ammunitions, the program's objective is to hit the target in ISF collections.







### Region 3 Viability Index

Particulars	Amount (P')	
	CY 2011	CY 2012
Income	110,497,217.83	128,576,372.76
Expenses	109,163,973.00	109,798,968.66
Net Income	1,333,244.83	18,777,404.10
Viability Index	1.01	1.17

With the united effort and hard work, the NIA Region 3 family is dedicated and committed to be a viable region Today, Tomorrow and Forever.

**Angat Afterbay Regulator Dam**  
San Rafael, Bulacan





# UPRIIS' Formula of Success

By: Ma. Isobel F. Padolina, PRO

Every triumph has a story to tell. And before every victory, there are also struggles to surpass along the way. For any organization such as UPRIS, everything is achievable as long as there is a great will for improvement, right inspiration and strong teamwork. This is UPRIS' success story and it goes back much further. In fact, it all started in 1974.

## The Birth of UPRIS

It began with the creation of the first and largest infrastructure project in the country - the Pantabangan Dam. Through the Upper Pampanga River Project (UPRP) Act of 1969 or Republic Act (R.A.) No. 5499, the construction of the dam with its appurtenant structures and irrigation service facilities was undertaken. After its completion in 1974, the NIA Management formed the Upper Pampanga River Integrated Irrigation Systems or UPRIS. With Pantabangan Dam as its main source of irrigation, it delivers year round and well-regulated water to more than 122,000 hectares of agricultural lands in Nueva Ecija, Bulacan, Pampanga and Tarlac along five irrigation divisions.

## Transforming UPRIS into a Financially Viable Organization

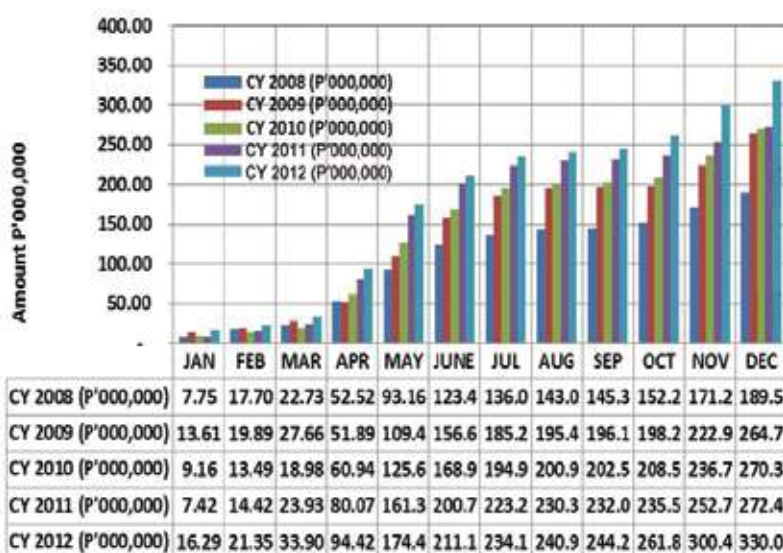
In spite of the financial difficulties, it did not become a hindrance for UPRIS to stop trying and believing that something can be done about it. In 2000s, different strategies were implemented to enhance UPRIS' operation and maintenance performance as well as to boost ISF collections. The leadership of Engr. Antonio S. Nangel as UPRIS Operations Manager from 2003 to 2010 brought many positive changes. Offices were renovated and new buildings were constructed to provide a better working environment for its staff as well as to create a good ambiance for its clientele.

As UPRIS works along its five irrigation divisions, various techniques were instituted to further develop the progressing UPRIS. Massive information dissemination and farmer trainings were



conducted to promote and build the good image of NIA as a whole. The timely delivery, efficient water management and distribution of irrigation water were prioritized which resulted to a more satisfied and paying farmer-clientele. IAs were strengthened to become active partners in operation and maintenance of the irrigation system. UPRIS pursued the organization and development of IAs and subsequently converting them into viable IAs capable of managing irrigation resources effectively through the Irrigation Management Transfer (IMT) Program of NIA. Rehabilitation and repair of irrigation canals and facilities were intensified to improve water delivery and maintain sufficient water for irrigation. Moreover, closed monitoring of collections is regularly done to check if the target is being attained. One method used was the "Tutok System" wherein early distribution of bills is made together with house-to-house ISF campaign carried out by the employees themselves to encourage farmers to pay. Delinquent farmers are being watched out and corresponding demand letters are issued to remind them of their outstanding obligations. In fact, a total of Php 330,068,636.32 was collected from ISF alone in 2012.

## ISF COLLECTION PERFORMANCE CY 2008 - 2012



UPRIS



## Pantabangan Dam

Brgy. Fatima, Nueva Ecija

To merit outstanding IA accomplishments, a reward system is employed. A plaque of recognition including cash or non-cash incentives are given away to further motivate them to support UPRIS organizational goals. Operations-wise, coordination meetings involving the IAs and DA-link agencies were frequently held to discuss irrigation-related matters particularly the sufficiency of water which is distributed in accordance with a carefully planned cropping calendar. UPRIS ensures that farmers are aware of when the water will flow on their crops. In addition, UPRIS continuously promotes intensified farming through the adoption of Ratoon technology and the application of three croppings in a year. Truly, farmers are great contributors to irrigation development. One of its IAs, the MTG Pliviriscap IA, Inc. headed by its President Marcelo M. De Vera became the recipient of the "Most Outstanding IA" of the DA Agri-Pinoy Rice Achievers Award in 2012.

### Staggering Income

Through the concerted efforts of the employees, UPRIS' financial status improved tremendously. Healthy competition exists between the divisions to achieve the highest collection. Cost-cutting measures are also being put into practice to realize a greater net income. As a result, the year 2012 brought an astounding Net Income of Php 238,094,416.11, a record-breaking high for UPRIS since it was in operation. The viability index rose from 1.28 in 2008 to 1.98 come 2012. Now, employees are enjoying the benefits of their hard work and perseverance in the form of various monetary incentives. Their salaries are not delayed anymore.

### Added Revenue

The power being generated by the Pantabangan gave a big leap on UPRIS' income. In 2006, a memorandum of agreement was executed between NIA and the First Gen Hydro Power Corporation (FGHPC). The agreement enabled the privatization and public partnership of the operation and maintenance of the dam's power generation capability. The water from the dam which is being utilized by the power plant was no longer free. In every cubic meter of water passing to the plant turbines, a corresponding fee is collected. This paved the way for UPRIS economic standing to grow even better.

It was evidenced by DRD's collection in 2012 amounting to Php 133,826,736.78. majority of it comes from the FGHPC water service fee. This revenue comprises 28% of the total income of UPRIS amounting to Php 481,867,610.21 on the said year.

UPRIS VIABILITY FOR THE PAST FIVE YEARS

YEAR	INCOME				GROSS INCOME	TOTAL EXPENSES	NET INCOME (LOSS)	VIABILITY INDEX
	Irrigation Service Fee (ISF)	Rent Income	Misc. income	Water Usage Fee (FGHPC)				
2012	330,068,636.32	6,070,904.37	12,678,430.92	133,049,638.60	481,867,610.21	243,773,194.10	238,094,416.11	<b>1.98</b>
2011	272,450,009.01	2,218,234.62	2,958,694.84	84,741,896.49	362,368,834.96	245,636,119.84	116,732,715.12	<b>1.48</b>
2010	270,373,794.52	4,993,020.79	1,894,277.85	96,000,632.89	373,261,726.05	237,911,483.22	135,350,242.83	<b>1.57</b>
2009	264,724,575.92	3,719,995.74	1,782,772.92	79,952,691.54	351,838,961.36	225,117,290.98	126,721,670.38	<b>1.56</b>
2008	189,495,814.68	237,930.99	2,167,666.91	55,058,208.05	246,959,620.63	192,990,139.04	53,969,481.59	<b>1.28</b>

### The Formula

Today, UPRIS serves as a success story and a role model among other regions in the country. This is solidified by the committed and dedicated employees who are working for a common goal. The desire to continually innovate and expand truly counts. All of these mixed up in its formula of success. And as the employees now savor the fruits of their labor, the management led by its Department Manager, Engr. Josephine B. Salazar remains steadfast and focused to maintain or even beat what they have achieved in the past years.



# Region 4A Financial Viability Status

By: Marietta M. dela Cruz, PRO

CY 2012 had been a blessed year for NIA, as it attained for the first time its corporate financial viability together with other Regional Offices nationwide. Indeed, Region 4A is pleased that even a considered “small” region was able to contribute to the agency’s financial viability.

Region IV had consistently been viable since 2009. When separation of Region IV into IV-A and IV-B took effect on April 2011, Region IV-A sustained its viability and had in fact improved its performance amidst fear of a lost ally.

In 2012, adjustments (from the separation) were made wherein its ISF collection efficiency reached its highest at 78%. In terms of area, out of the region’s 52,327 ha irrigated area, 91.92% or 48,101 ha benefitted despite the damages caused by “Bagsik ng Habagat” and Typhoon Ofel.



YEAR	PROGRAM , HAS.			IRRIGATED AREA			BENEFITTED AREA		
	DRY	QTA/Early Cropping	WET	DRY	QTA/Early Cropping	WET	DRY	QTA/Early Cropping	WET
2009	46,834	420	55,344	46,691	230	53,130	43,609	230	44,456
2010	46,233	100	54,526	46,616		53,641	42,168		50,958
2011	49,584	120	57,424	22,143*		25,404*	21,725*		22,818*
2012	23,846	1,485	26,710	26,041	1,601	26,685	23,256	1,081	23,764

\* Area separation of Region 4A and 4B

Region IV-A’s income generation comes mainly from its ISF collection 66%, 3% from CIS Amortization, 12% from CIS/CIP Equity and 20% from CIS/CIP Equity and 20% from other income (ISF Back Account and Miscellaneous Income). Unlike other “big” regions, Region IV-A has no significant supplementary source of income (like revenues from power plants,) and has to rely mainly from its ISF/amortization collections.

## Operations & Maintenance Performance, CY 2009 - 2012

YEAR	COLLECTION EFFICIENCY,%			TOTAL INCOME	TOTAL EXPEN-DITURE	SURPLUS/(DEFICIT)	V.I.
	NIS	CIS	REGIONAL				
2009	69%	46%	66%	107,088,670	102,960,625	4,128,044	1.04
2010	74%	53%	64%	112,780,230	102,899,758	9,880,472	1.10
2011	77%	38%	73%	68,503,157	64,615,206	3,887,951	1.06
2012	78%	45%	75%	77,481,908	72,263,810	5,218,097	1.07





Expenditures for CY 2012 Personal Services (PS) requirement of this region increased by P5.5M in spite of the decrease in the number of employees charged to COB fund as a result of implementation of our Rationalization Plan. This was due mainly to salary adjustments effected on June 2012 (last tranche of Joint Circular No. 3, s. 2009 and mandated under E.O. No. 76).

Also, Subsidy Income allotted to this Region for CY 2012 was only P8.2M or 2.85% of the total P290M approved fund for Locally Funded Projects (Fund 101). Because of this, the region's MOOE increased by P3.2M. Modification in the release of GESA affected its fund charging of MOOE wherein the 2012 4th Quarter requirement for MOOE that was supposed to be taken on subsidy income coming from DBM was not yet released.

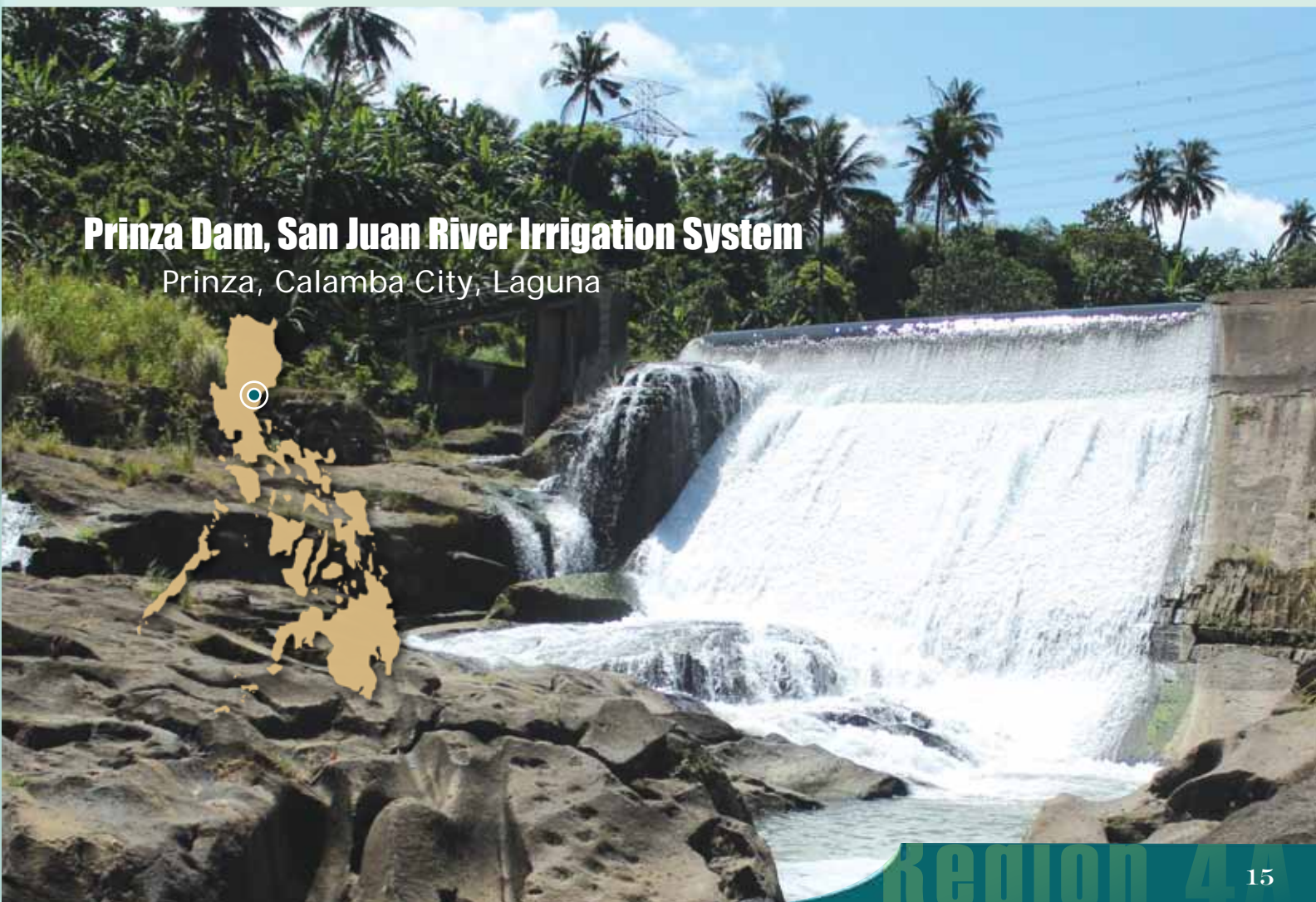
Financial viability of region 4A is anchored on its realistic budgeting, effective monitoring, commitment and concerted effort of the Regional Office (with its Division headed by Engr. Gloria L. Hernandez, Engineering and Operations and Mrs. Yolanda L. Reyes, Administrative and Finance) and the Irrigation Management Offices (IMO) headed by Engr. Hilarion C. Cedeño, Laguna Rizal IMO; Romeo M. Lopez, Quezon IMO; and Engr. Nicasio C. Pagdangan, Jr., Cavite-Batangas IMO.

With the able leadership of the Regional Head, Engr. Romeo R. Añonuevo, the region's status have never been better.



## Prinza Dam, San Juan River Irrigation System

Prinza, Calamba City, Laguna





# CORPORATE FINANCIAL VIABILITY STATUS

## Corporate Financial Viability Status of REGION IV-B

By: Engr. Ave Jane T. Vargas, Sr. IDO

Guided by its mandate and objectives, the National Irrigation Administration Region IV-B once again proved that nothing is impossible. The region attained viability for the second time on the second year of its existence as a separate region.

For CY 2012, NIA-MIMAROPA had a surplus of Php 7,314,611.86 which is Php 2,719,265.53 higher than CY 2011. This status was achieved through the cooperation of NIA employees and the valuable support of the Irrigators Association.

One of the effective strategies in achieving the region's viability is the conduct of assessment and planning workshops wherein all sectors are present: Engineering/Technical, Operations and Maintenance (O&M), Institutional Development, Finance and Administrative. This strategy was conceptualized to have a more comprehensive assessment and planning aside from harmonizing data at all levels. This type of assessment is also conducted at IMO level.



### Region 4B Viability Index

Particulars	Amount (P')	
	CY 2011	CY 2012
Income	52,953,655.78	52,791,817.14
Expenses	48,358,309.43	45,477,205.28
Net Income	4,595,346.35	7,314,611.86
Viability Index	1.10	1.16





## Apurawan Communal Irrigation Project Aborlan, Palawan

The Irrigators Development Officers of MIMAROPA were already deployed to their respective areas wherein they conduct IA strengthening and capability building. The management of NIA-MIMAROPA gives high regard to the Irrigators Association and considers them as partner in irrigation development, thus top performing IAs were recognized and awarded during the First O and M Summit conducted on December 15, 2012. NIA MIMAROPA believes that this will inspire other IAs to strive more, thus boosting the viability of the region as a whole.

What's unique with NIA-MIMAROPA is its Regional Platform for Sustaining Viability (RPSV), a viability check platform focused on attaining 100% collection of ISF current account, considering the impact of RatPlan/IMT program of the agency. The platform has five components: reliable IA information, customized monitoring and evaluation, empowered IAs, improved O&M and resource development. Since its introduction, it is implemented progressively in the Irrigation Management Offices of NIA-MIMAROPA. Acting Regional Manager Conrado V. Cardenas, Jr. and Acting Equipment and Operations Division Manager Cesar M. Pobre are the men behind this program. They believe that the continued support and cooperation of NIA employees and IAs would result to a successful program implementation. And the end result is sustained O & M.





# NIA Bicol Sustains Viability Drive

By: Ed G. Yu, PRO

For the last four years, 2009 to 2013, NIA Bicol has been reaping the rewards of its hard works coupled with prudent financial management and innovative strategies. Although, the fruits of its determined efforts are small in terms of amount compared to the bigger regions, percentage-wise the accomplishments of NIA Region 5 are remarkable earning for the accolades of being the Most Improved Region in 2009 and for its regional manager an Outstanding RIM awardee in 2013.

NIA in Bicol region covers the six provinces of Camarines Norte, Camarines Sur, Albay, Sorsogon and the islands of Catanduanes and Masbate. It has long been considered as a marginal region with a small service area of 124,350 hectares in NIS, CIS and private irrigation systems.

In terms of financial viability, NIA Bicol's balance sheets were written mostly in red for such a long time that its officials and employees had already forgotten the meaning of Viability Incentive Grant (VIG).

But as one old farmer said, no matter how long the drought is, rain will finally come, just as the night will give way to the bright light of the day. That saying became true for the NIA Bicol regional office starting 2009 up to the present.

In 2009, NIA Bicol posted a net income of P 22.7 million, a record breaking accomplishment in its quest for financial viability, considering the fact that the year before, 2008, it registered a net loss of P 18.5 million.

The following years, 2010, 2011 and 2012, the operations of the Bicol regional office consistently became profitable with a surplus of P6.9 million, P966,966.73 and P14.4 million, respectively.



**OUTSTANDING PERFORMANCE** NIA Bicol Regional Director William P. Ragodon (3rd from right) holds the plaque of commendation for outstanding leadership and performance in the field of irrigation development during the awarding ceremonies of the 50th NIA Anniversary on June 25, 2013. Beside Ragodon is his wife, Arlene (4th from right). Others in photo are: (L-R) NIA Deputy Administrators Robert Suguitan, Lorna Grace Rosario, NIA Administrator Antonio Nangel and OIC Sr. Deputy Administrator Claro Maranan.

## Statement of Income & Expenditures

Particulars	2010	2011	2012
<b>Total ISF</b>	26,136,752.38	27,419,721.92	29,716,087.57
<b>Total CIS Amort.</b>	5,694,982.04	7,725,604.20	6,331,019.97
<b>Other Income</b>	21,042,599.57	13,832,760.62	27,264,672.67
<b>Total Income</b>	52,874,333.99	48,978,086.74	63,311,780.21
<b>Total Expenses</b>	46,018,418.10	48,011,120.09	48,927,441.66
<b>Net Income</b>	6,855,852.89	966,966.65	14,384,338.55





The main sources of income, ISF and CIS amortization, show steady and consistent increases for the entire five year period, 2008 to 2012, as presented below.

These achievements were not easily attained. They were the products of a culture of hard work, honest-to-goodness service and out-of-the-box innovative strategies laid out by the man at the helm of NIA Region 5, Director William P. Ragodon, a true-blooded NIAN who rose from the ranks as a working student when he joined the agency in 1976 until he reached the pinnacle of NIA's regional hierarchy as a full-fledged regional manager in 2008.

"The major credit for our accomplishments should go to the men and women behind NIA Bicol. Without their all-out support and determination to change things for the better, we could have not possibly achieved what we have done for the past four years," Director Ragodon said.

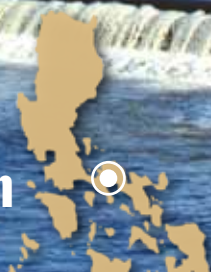
In recognition of his outstanding performance in 2012, Director Ragodon received a Plaque of Commendation during the closing program on June 25, 2013 of the NIA 50th Anniversary celebrations from NIA Administrator Antonio S. Nangel and his deputy administrators.



#### Income from ISF and CIS Amortization CY 2008 - 2012

Particulars	2008	2009	2010	2011	2012
<b>Irrigation Service Fees</b>					
Current Account	14,233,933.43	18,552,950.48	22,507,879.58	23,427,914.98	25,304,392.69
Back Account	3,202,125.79	8,673,837.03	2,493,579.02	3,036,447.39	3,544,131.05
CAP				2,000.00	
MC#79	876,688.90	1,313,576.42	1,135,293.78	953,359.55	867,563.83
<b>TOTAL ISF</b>	<b>18,312,748.12</b>	<b>28,540,363.93</b>	<b>26,136,752.38</b>	<b>27,419,721.92</b>	<b>29,716,087.57</b>
<b>CIS Amortization</b>					
Current Acct	1,005,581.20	3,070,776.45	4,025,152.90	5,316,375.73	5,447,259.34
Back Account	2,852,285.81	9,931,541.98	1,669,829.14	2,409,228.47	883,760.63
<b>TOTAL CIS AMORT.</b>	<b>3,857,867.01</b>	<b>13,002,318.43</b>	<b>5,694,982.04</b>	<b>7,725,604.20</b>	<b>6,331,019.97</b>

**South Quinale Rubber Dam**  
Busac, Oas, Albay





# CORPORATE FINANCIAL VIABILITY STATUS OF REGION 6

By: Danielle P. Pijuan, PRO

National Irrigation Administration Regional Office 6 is pleased to have gained a net income of P 14,805,962.48 for CY 2012. This surplus was achieved mainly through the combined income derived from Equipment Rental, Sale of Bid Documents, and Irrigation Service Fee collection. Through careful planning and application of diverse strategies, NIA Region 6 incurred the budget surplus without sacrificing the projects managed by the office. Kudos to the Irrigators Association who have been the partner of NIA in all its undertakings.

Through the years, NIA Regional Office 6 has been very unyielding in its goal to achieve viability. During the term of former Regional Manager Manuel R. Ticao, NIA Region 6 earned surplus for three consecutive years. This outstanding performance brought the office an exceptional distinction to be a hall of famer on viability in 1983.



## Region 6 Viability Index

Particulars	Amount (P')	
	CY 2011	CY 2012
Income	78,451.99	98,301.12
Expenses	82,648.55	83,495.17
Net Income	4,196.56	14,805.95
Viability Index	0.95	1.18



## Binalawan Concrete Buttress Dam

Brgy. Balicotoc, Ilog, Negros Occidental



For 2012, equipment rental earned a total of P 6,047,380.35. Part of this was obtained from the sale of Non-Performing Assets (NPA). NIA Region 6 exerted a dynamic effort in selling and putting the NPA on auction to derive more income. There was rigid monitoring on the equipment rental and compelled the concerned personnel to submit immediate updates on all remittances.

Irrigation Service Fee (ISF) posted an income of P69,856,454.39, which was a result of the rigorous campaign for ISF collection.

Sale of bid documents earned the office P8,968,130.31 for CY 2012 through numerous projects and contract works procured within the year.

Due to the meticulous strategies and cooperative efforts of all personnel, and the support of Irrigators Associations from a deficit of P4,196,561.71 for CY 2011, we have produced a net income of P14,805,952.48 for CY 2012; a result of the goal to make NIA Region 6 viable not only for 2012 but for the coming years.





# REGION 7

## CORPORATE FINANCIAL VIABILITY STATUS

By: Judy Cabarse, Sr. Financial Planning Analyst

The NIA-Regional Office 7 was established on February 23, 2009 through Board Resolution No. 7567-09. Since then, its management has been exploring strategies on how to increase its income to be financially viable. One distinct measure utilized in the region is the strong relationship between the NIA and the IAs. This measure includes a regular IA Congress cum Review and Planning, reward system for best performing IAs, technology enhancement programs for the IAs, efficient system management in consultation with the IA officials, and strengthening of IAs through additional Institutional Development Officers (IDOs).

Acting Regional Manager Diosdado A. Rosales, shared his experience in NIA Cebu that a regular IA Congress cum Review and Planning Seminar with the NIA and IA officers is conducted twice a year. IA performance is assessed and their collections and commitments for the next cropping season are discussed in this seminar. Incentives are given to IAs with high collection and IA presidents are encouraged to commit more than what is due. After each session, fellowship follows to foster camaraderie between the NIA and IA officers. During Yuletide season, Christmas Party for the IAs succeeded the same seminar. Door prizes are given and bigger gifts are awarded for the best performing IAs. Performing IAs are prioritized to participate in Technology Enhancement Programs. Benefits derived from other linked agencies are shared accordingly to all IAs. These strategies are being adapted to both the CIS and NIS and found to be effective.



For NIS, a system management committee (SMC) meeting has been regularly conducted before the start of the cropping season to discuss with the IA officers the schedule for cropping calendar and planting pattern and the updates and problems encountered during the operation. Through SMC, the need for IA strengthening was identified through additional IDOs. Thus, four (4) additional IDOs were hired as Job Order for Malinao IS, three (3) IDOs for Bayongan IS, one (1) IDO for Capayas IS and two (2) IDOs for Talibon SRIS to help strengthen the IAs and to disseminate the policies in the operation.



## COMPARATIVE STATEMENT OF INCOME AND EXPENSES

	CY 2010	CY 2011	CY 2012
OPERATING INCOME	46,253,929.72	38,238,185.13	60,079,043.39
NON-OPERATING INCOME	5,127,104.01	10,320,185.21	8,344,176.61
TOTAL INCOME	51,381,033.73	48,558,370.34	68,423,220.00
TOTAL EXPENSES	29,802,722.20	35,757,958.99	46,242,374.04
NET INCOME OVER EXPENSES	21,578,311.53	12,800,411.35	22,180,845.96
VIABILITY INDEX	1.72	1.36	1.48

Splitting of IAs was also done for easy management in the operation for the following irrigation systems (IS).

	Malinao IS	Bayongan IS	Capayas IS
No. of Original IAs	13	11	6
After Split	27	21	
With IMT Contract Model 1	26	21	6
SEC Registration-on process	1		

*Incentives were given to IAs with reasonable accomplishment. This year, Multipurpose Concrete Pavement is to be constructed to all IAs in NIS giving more share to the best performing IAs.*



## Malinao Spillway

Poblacion Malinao, Pilar, Bohol





# REGION 8 Soars HIGH to Viability

By: Lilia V. Dapuran, PRO

CY 2012 was a good and rewarding year for Region 8 when it posted a net income of more than P27 million with a viability index of 1.37 amidst challenges encountered along the way compared to previous year's net income of P 13.12 M

Eastern Visayas, an agricultural region was favored with an unprecedented fund release in CY 2012 for the rehabilitation and restoration of irrigation systems/projects to generate additional area and more income for the region as part of the Rice Self-Sufficiency Program of the government.

The fund allocation for Small Irrigation Projects (SIP) greatly benefited the Region thru the huge IA Equity generated that contributed much for the region's quest for financial viability. The Biliran-Leyte del Norte-Leyte del Sur IMO under the leadership of Engr. Pedro C. Rubio, Jr. garnered the highest equity income of P32 million and a 4.1 viability index.



Statement of Income and Expenses CY 2009 - 2012, in Million pesos

Income	2009	2010	2011	2012
ISF				
Current	27,979.26	32,471.95	32,537.10	33,672.80
Back	4,074.79	4,767.45	4,526.98	4,099.79
CIS				
Current	1,287.05	1,959.01	1,210.27	1,571.31
Back	1,065.53	1,055.68	708.46	877.84
Equity	20,799.95	14,365.30	10,580.78	39,239.47
Equipment Rental	10,476.20	11,211.23	21,492.79	16,997.80
Other Income	4,124.47	3,158.48	3,846.43	4,757.18
Total Income	69,807.25	68,989.10	74,902.81	101,216.19
Expenses				
Personal Services	44,424.87	47,961.96	45,406.83	57,560.91
MOOE				
Regular	6,648.75	11,883.86	13,541.21	14,496.02
NIMF	2,271.01	3,483.28	2,828.37	2,027.21
Total Expenses	53,344.63	63,329.10	61,776.41	74,084.14
Net Income	16,462.62	5,660.00	13,126.40	27,132.05
Viability Index	1.31	1.09	1.21	1.37







## Picas-San Vicente

Brgy. San Vicente, Tolosa, Leyte



The dedication and commitment of the personnel of Region 8 directly and indirectly involved in collection thru the management and leadership of its Regional Manager Romeo G. Quiza, coupled with the concerted effort of IMO managers, Heads of satellite offices (NIS) made it happen. Also, the highly motivated participation of the Irrigators Associations made the difference in the realization of the CY 2012 viability status of the region.

Indeed, Region 8 soared beyond expectations because of team effort and zealously to do it right.





# Region 9 is Record-Breaking!

By: Maria Teresa A. Empleo, PRO

"There is no strong IA without the dedication and hard work of the NIA team. They are the reflection of who we are as an agency." These are the words Acting Regional Manager (RM) Engr. Alejandro L. Alberca consistently and forcefully deliver in every NIA Region IX meetings and conferences. This principle ever so simple yet emanates from it all other strategies that hold responsible for the accomplishments of the region.

The recent CY 2012 financial viability status of the region is the first in the NIA Region IX history to reach a viability index of 2.10, that is, if translated, a whopping 47,118,042.05 M earning for the region, so to speak. It breaks its own record and become one of the top most viable regions in the country. In a three-year span from 2010 to 2012 it can be observed how the region remained to be viable each year.

Aside from the remarkable increase in the budget allocation for Region IX irrigation projects, one major factor in this milestone is the efficient management of Engr. Alejandro L. Alberca, whose stint had just turned one when 2012 ended. Within a year span under his leadership, he was able to upsurge the irrigation development of the region by his dynamic and proactive implementations of new policies that aimed to hit the target accomplishments for the year. For CY 2012 Collection Efficiency (Amortization), the region reached 41% - a significant progress from its previous year's 4% Collection Efficiency.

## COMPARATIVE CONSOLIDATED STATEMENT OF INCOME AND EXPENSES For the Year-end December 31, 2012

INCOME	CY 2010	CY 2011	CY 2012
Operating & Services Income			
Government Services	38,019,279.33	40,398,043.70	82,792,763.87
Interest Income	365,225.08	250,623.45	2,135,654.25
Rent	3,045,975.89	4,010,812.43	4,629,517.31
Miscellaneous Income	601,277.74	1,297,795.48	397,657.97
<b>GROSS INCOME</b>	<b>42,031,758.04</b>	<b>45,957,275.06</b>	<b>89,955,593.40</b>
Less: Expenses			
Personal Services	26,469,780.37	29,944,948.17	36,066,718.63
Maintenance & other Operating Expenses	1,241,880.05	7,077,931.66	6,770,832.72
<b>TOTAL EXPENSES</b>	<b>27,711,660.42</b>	<b>37,022,879.83</b>	<b>42,837,551.35</b>
Net Income/(Loss)	14,320,097.62	8,934,395.23	47,118,042.05
<b>VIABILITY INDEX</b>	<b>1.52</b>	<b>1.24</b>	<b>2.10</b>



REGION 9





These record breaking data can only be achieved through conscientious and consistent efforts from the new management to cascade change to its stakeholders, the Irrigators Associations (IAs). This is done by going down to the grassroots level to hear their plights and offer solutions relevant to irrigation per se. In most cases, Regional Manager Alberca does this himself by personally attending important IA meetings and gatherings where he addresses issues and concerns or introduces new technology and methods first-hand to the farmer-audience, thereby, establishing a genuine concern towards them - consequently establishing a positive collaboration between NIA and IAs. This holds true as well among NIA employees of Region IX where positive professional relationship is endeavored to maintain and improve by conducting regular monthly staff meetings and team buildings across all offices. As relationships/collaborations are valued as prime capital in the success of the organization, the recognitions received by the region also follow. The good performance of the region is reflected in its IA partners. Recently, Region IX's top-notch IA, Timbaboy Poblacion B Irrigators' Association, Inc. (or TIMPOBIA, Inc.) won another award in the Search



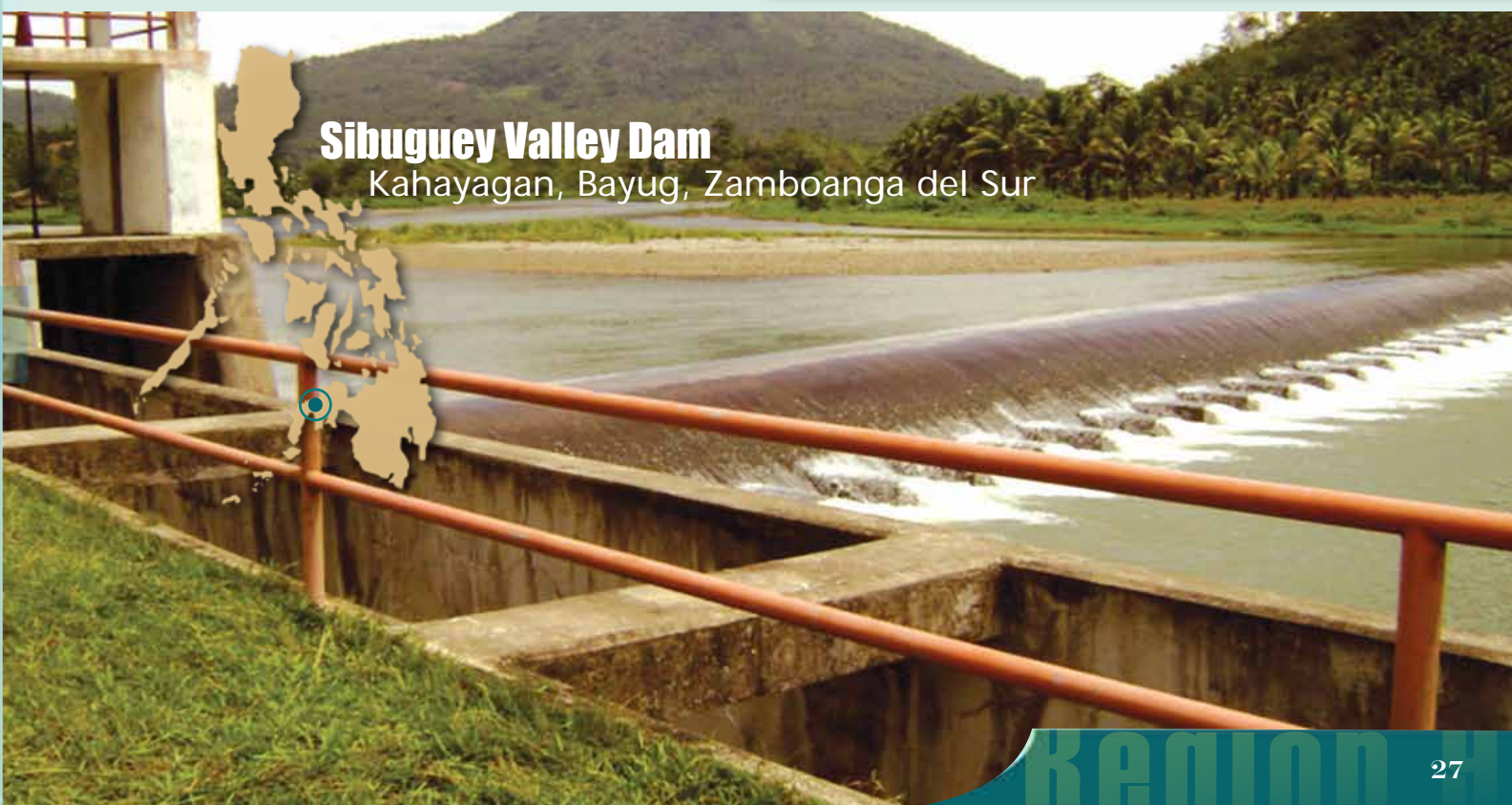
for Most Outstanding IA conducted by the AgriPinoy of the Department of Agriculture. They received 1 Million worth of project last March 15, 2013 at Philippine International Convention Center, Metro Manila, Philippines. This is how NIA wants to be mirrored in every IA in the region - outstanding.



Indeed, it is incontestable that behind every IA's success is NIA. NIA in its hard work and dedication in providing efficient irrigation systems to the farmers is reaping the fruit of its labor. With the unwavering support from the top management, NIA Region IX has its priorities set, directions casted and with a leader that has a compass in his head and a magnet in his heart these successes will replicate itself a hundredfold.

## Sibuguey Valley Dam

Kahayagan, Bayug, Zamboanga del Sur





# A BIG LEAP IN REGION 10's VIABILITY

By: Sharon Rose S. Sabenicio, Chief Corporate Accountant B

Calendar Year 2012 marked a big leap for NIA Region 10 in terms of financial viability. Surplus increased by 174% from CY 2011 and exceeded 29% of the target; this is the first 50M surplus of the Region since its operation. Indeed, the figure was very timely as the 50M surplus equates to the 50th Anniversary of the National Irrigation Administration.

Contributing to this surplus were the two (2) Irrigation Management Offices of the Region, namely; Bukidnon and LaMisCa (Lanao Norte, Misamis Oriental and Occidental, and Camiguin). The Interim Lanao del Sur IMO which was approved by the Administrator in 2012 and under the Region's supervision also contributed to the surplus.

Another remarkable move made by the Regional Office through the initiative of Regional Manager Felix M. Razo was the conduct of "Last Quarter Blitz" that contributed to the remarkable increase of the region's surplus. Two batches of personnel, majority of whom were single ladies from the regional office were dispatched to Bukidnon IMO for two weeks to assist in the conduct of house-to-house collection campaign. In the process, the regional office employees sent were able to experience fieldwork and oriented themselves with the different irrigation facilities. Their bond were strengthened while acquainting with the farmer-clientele.

Added to these endeavors was the conduct of massive trainings particularly on IMT Orientation Workshops for different Irrigators Associations explaining the benefit of entering into IMT Model Contracts. The efforts clearly yielded positive results in terms of the number of IAs that signed the IMT Memorandum of Agreement (MOA) and the marked increase in ISF collection of the IAs with IMT Model Contracts.



REGION 10



## Pulangui River Irrigation System

Lumbayao, Valencia City, Bukidnon

The following data speak of the positive accomplishments of Region 10:

RESPONSIBILITY CENTER	TOTAL INCOME	TOTAL EXPENSES	NET SURPLUS (DEFICIT)
<b>BUKIDNON IMO</b>			
BUKIDNON PIO	20,577,253.45	9,368,645.09	11,208,608.36
BUBUNAWAN RIS	780,041.79	2,633.30	777,408.49
MANUPALI RIS	4,692,510.47	1,890,328.50	2,802,181.97
MULETA RIS	4,999,407.82	3,343,927.72	1,655,480.10
PULANGUI RIS	31,795,962.51	16,346,223.35	15,449,739.16
ROXAS KUYA RIS	1,993,766.00	70,150.50	1,923,615.50
<b>SUB-TOTAL</b>	64,838,942.04	31,021,908.46	33,817,033.58
<b>LAMISCA IMO</b>			
LANAO NORTE PIO	9,580,459.69	1,386,598.64	8,193,861.05
MARANDING RIS	12,046,689.48	4,209,824.28	7,836,865.20
MISAMIS OCCIDENTAL PIO	6,862,461.33	863,242.33	5,999,219.00
MISAMIS ORIENTAL PIO	10,129,783.35	3,372,195.27	6,757,588.08
<b>SUB-TOTAL</b>	38,619,393.85	9,831,860.52	28,787,533.33
REGIONAL OFFICE	4,678,588.35	20,188,583.11	(15,509,994.76)
TOTAL REGION 10	108,136,924.24	61,042,352.09	47,094,572.15
ADD: LANAOSUR (RUGNAN RIS)	4,493,800.33	1,267,876.36	3,225,923.97
TOTAL REG10 WITH LANAOSUR	112,630,724.57	62,310,228.45	50,320,496.12
<b>VIABILITY INDEX</b>			1.81

The total income accounted the collection of Irrigation Service Fees (ISF), CIS amortization, equity, equipment rental and other miscellaneous incomes'. Personal Services (PS) and Maintenance and Other Operating Expenses (MOOE) comprised the total expenses.



# CORPORATE VIABILITY STATUS OF REGION 11

By: Lina M. Montilde, PRO

With the implementation of regionalization scheme, Davao provinces and Davao City was formally renamed Region XI. It was during that period that early mentors of NIA Region XI initiated strategies in the implementation of programs and projects of the whole region. They provided proper directions and emphasized the respective roles and functions of every unit of the region. They advocated active participation of the technical, field and regional personnel and invited NIA Central Office experts on the different fields of expertise to provide technical assistance to all NIA XI employees from top to bottom and encouraged/challenged everyone to be part of the program/projects of NIA. The new strain of RIMs manning NIA Region XI continued and sustained the strategies implemented by their former mentors, modified and improved some policies and institutionalized the following strategies within Region XI to wit:



Adopting the same approach in management and close monitoring of activities of on-going and rehabilitation projects, the corporate viability status of the region continuously increased as reflected on our presented table of Regional Financial Viability CY 2010-2012. The strong and concrete manifestation of the continuing increase on NIA Region XI's viability status is the yearly awarding of outstanding Irrigators Associations and the production of Agri-Pinoy Rice Achievers awardees nationwide. Hence, NIA Region XI really leads the way in continuously adopting concrete policies and strategies fitted and readily accepted for NIA Region XI.



1. Close monitoring of the regional institutional group on IA activities, educate and conduct intensive information campaign on ISF collection
2. IA strengthening wherein all needs of IAs and capabilities of IA members are being improved and developed utilizing all resources available in the regional and field levels.
3. Close coordination with NIA, IA and LGU in the area to provide transparency in all activities undertaken and be sensitive to the felt-needs of all stakeholders.
4. Provide incentives and benefits to all IAs in the four IMOs of the region.
5. Close monitoring on the on-going and rehabilitation projects.





# Regional Financial Viability 2010 - 2012

Particulars	2010	2011	2012
ISF Collection	96,534.56	106,970.32	90,432.15
Equipment Rental	2,095.22	1,855.11	5,685.15
CIS Ammortization	9,436.75	10,095.00	8,649.48
Equity	3,163.96	3,211.35	7,351.24
Others	2,358.75	2,096.79	9,508.52
Total Income	113,589.24	124,228.57	121,626.54
Total Expenses	109,955.08	107,598.57	101,182.98
Net Income	3,634.16	16,630.00	20,443.60
Viability Index	1.03	1.15	1.20



## Batutu River Irrigation System Compostela, Compostela Valley





## NIA Region 12

# Maintaining Financial Viability to Stay in the Race

By: Evelyn A. Bragasin, PRO A

Since its creation in 1978, NIA Region 12 has performed remarkably particularly in the generation of new areas, restoration/rehabilitation of existing national and communal irrigation systems, organization and strengthening of Irrigators Associations and in the attainment and maintenance of a viability status.

At the close of every year beginning 1978, records show that NIA Region 12 has successfully attained and maintained viability. Furthermore, Regional Management keeps on developing and devising strategies for collection in consonance with new developments internal and external to the agency.

NIA Region 12 is now 35 years in existence. From 1978 to 2012, the office had experienced deficit only thrice which had been attributed to natural calamities like long dry spells and floods, widespread infestation and in some areas by man-made calamities which rendered collection next to impossible.

For a region populated by people of diverse cultures and upbringing, NIA Region 12 persevered not only in increasing its collection to maintain financial viability but also in empowering Irrigators Associations which are considered potent farmers of the agency in the successful implementation of irrigation development plans and programs.

NIA Region 12 always campaigned for financial viability in order to survive. In fact, during the first few years, several strategies were formulated such as creation of collection task forces, house-to-house visitations, issuance of collection letters and acceptance of collection-in-kind. In these activities, the front-liners were the water-masters (now called Water Resource Facilities Technicians), deputized collectors like billing clerks, collection representatives and Regional office employees.

Statement of Income & Expenses for CY 2012

OFFICE	INCOME	EXPENSES	SURPLUS	VI
COTABATO IMO	106,243,079.74	59,814,663.91	46,428,415.83	1.78
SOUTH COTABATO IMO	51,203,376.16	28,795,726.77	22,407,649.39	1.78
MARBEL-BANGA RIS	22,229,637.01	12,947,887.23	9,281,759.78	1.72
SARANGANI/SILBRIS	13,405,764.99	4,507,947.40	8,897,790.59	2.97
SULTAN KUDARAT IMO	36,507,675.72	19,127,790.89	17,379,884.83	1.91
MAGUINDANAO IMO	25,419,139.05	18,762,046.56	6,667,092.49	1.35
REGIONAL OFFICE	581,902.08	27,313,323.68	(26,731,421.60)	.02
<b>TOTAL</b>	<b>255,590,574.75</b>	<b>171,259,403.44</b>	<b>84,331,171.31</b>	<b>1.49</b>





## Allah River Irrigation System

M. Roxas, Sto. Nino, Surallah, South Cotabato



With the passing of years and the implementation of farmers' participation through the Irrigators Associations, the office envisioned to increase its revenue particularly its ISF collection. Irrigators Associations with existing contracts on O&M and ISF collection are religiously doing their responsibilities to increase ISF collection. In this way, mutual benefit is achieved since NIA gets to increase its collection and the IAs get their IA share.

For CY 2012, NIA Region 12 attained a surplus of P84,331,171.31 which again is attributed to the collaborative efforts of the office and the Irrigators Associations. In addition to this, local government units also extended their assistance particularly in the implementation of collection policies formulated by the IAs.

This very strong tripartite partnership in NIA Region 12 terms as Samahang NIA-IA-LGU is the primary strategy in which the three sectors work closely in all irrigation-related activities. IAs formulate their own collection policies which they really enforce with corresponding sanctions to delinquent payers.

As former Regional Manager Modesto Anderson M. Tolentino, Jr. always emphasized during NIA-IA Sharing programs, trainings, IA meetings and turnover of projects, "NIA can't do all the work. We have to join hands and collaborate with the IAs and the local government units".





# ESSENCE OF NIA CARAGA VIABILITY

By: Silvestre C. Albores, PRO

**I**ncreased Irrigation Service Fee and amortization collections play a vital role in the region's viability. It was sufficiently attained due to the good services the NIA delivered to the farmer-beneficiaries/ end-users. Irrigation facilities are well-maintained and farmers through the Irrigators Associations are always reminded of their obligations to safeguard the facilities for its continued utilization. Equitable distribution of irrigation water is always exercised with utmost impartiality and both the NIA and the IA are carrying the same responsibilities in imposing agreed policies for the betterment of the system. Every NIA employee who has the responsibility to collect ISF has the commitment with individual target. As stipulated in the MORE commitment, he/she will be reminded every regular meeting so that the concerned employee will also share whenever there are issues in the field that will affect the ISF collection. In CY 2012, we have incurred a gross income amounted to P37,373,163.05 and P5,378,267.64 for ISF and CIS Amortization respectively.

Equipment rentals on the other hand also contributed much in the viability of the region. Despite having old-aged equipment, with its proper repair and maintenance schedule, it could still generate income derived from rentals of the project where it was being utilized regardless of whether it is force account or contract works. In fact for CY 2012 equipment rental amounted to P24,300,824.19.



Status of Revenue Generation and Expenditures

Particular	Target CY 2012	Actual	
		Dec. '11	Dec. '12
INCOME			
Irrigation Service Fee	57,409,725.00	34,408,215.42	37,373,163.05
Rent Income	24,700,000.00	11,120,951.38	24,300,824.19
CIS/Pump Amortization	17,537,100.00	2,756,560,.79	5,378,267.64
Equity	13,098,900.00	5,382,715.65	5,024,103.81
Other Income	5,364,000.00	4,902,505.04	10,336,122.12
Total Income	118,109,725.00	58,570,948.28	82,412,480.81
EXPENSES			
Personal Services	59,194,042.00	51,802,542.84	55,395,003.45
MOOE (Regular & NIMF)	37,581,054.00	6,539,153.80	5,637,970.98
Total Expenses	96,775,096.00	58,341,696.64	61,032,974.43
NET Income	21,334,629.00	229,251.64	21,379,506.38
Viability Index		1.0	1.35



REGION 13





Equity generation also contributed a lot to the Region's income attributed to the active participation of farmers through the IAs in contributing equity in the form of labor and materials. This is the product of continued strengthening and cooperation of NIA and the farmer-beneficiaries.

Every NIA employee is reminded of the objective of making this region viable, although not all of us are fielded to collect ISF or Amortization to the farmers but everyone can contribute to the viability by reducing the cost of MOOE like electricity, water, etc. Everyone is enjoined to have a corporate mindset as one of the principles of attaining viability.

Most of our irrigation systems have adapted the Irrigation Turn-in method wherein excess water from upstream areas will be collected again through a drainage canal and provided with check dams to re-divert the water serving the downstream areas with previous problems of water scarcity especially during rainy seasons. This strategy is popular in our systems with big areas but with limited water supply.

The overall viability of this region is attributed to the cooperation between NIA and IA, our commitment to attain the goals and objectives under the dynamic leadership of our Honorable Administrator Nangel through our Regional Manager Patrocinio. We are determined to attain our task making this region regain its viability status.



## Andanan Wawa Dam

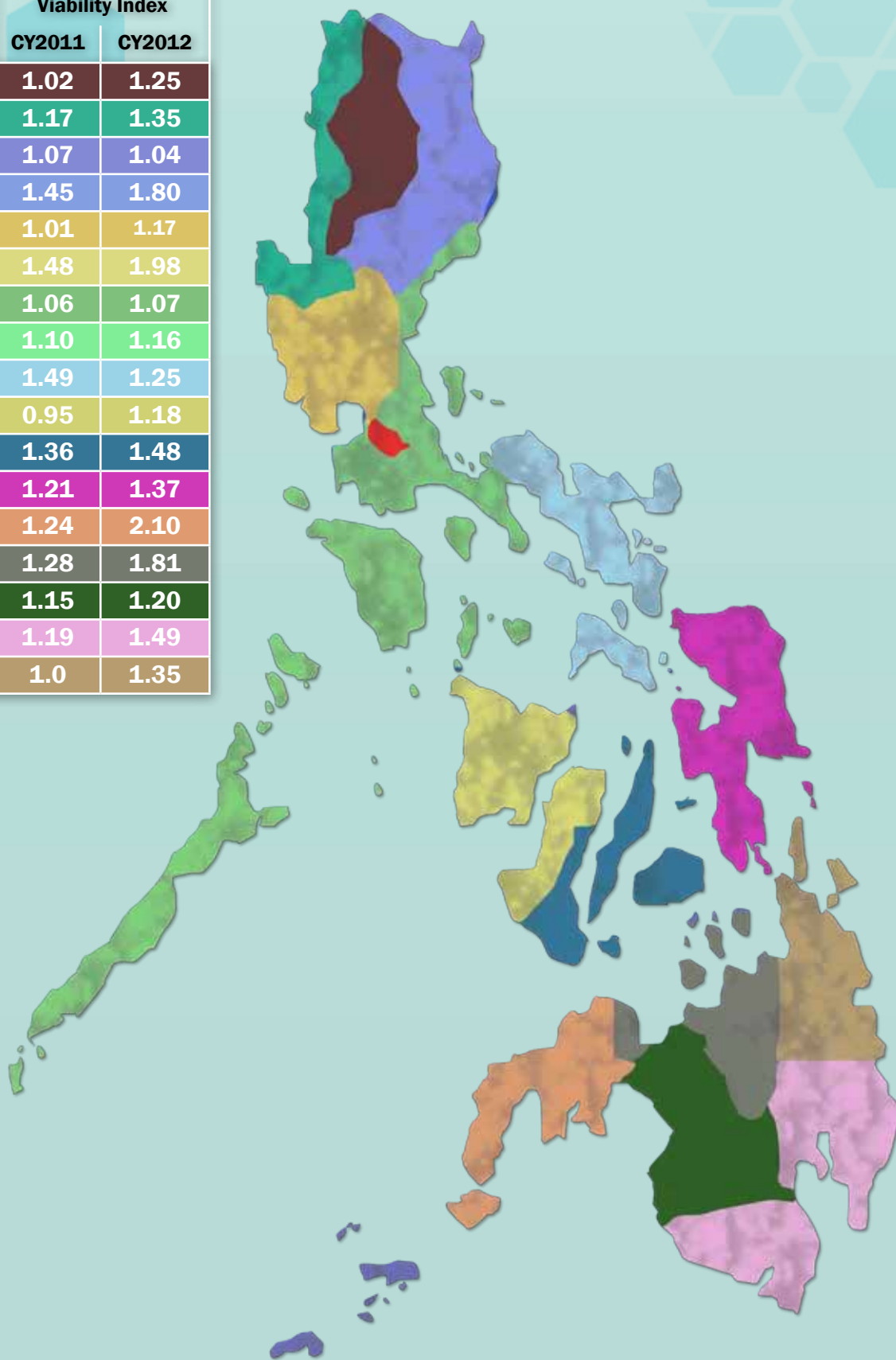
Sibagat, Agusan del Sur





## SUMMARY OF VIABILITY INDEX

Regions	Viability Index	
	CY2011	CY2012
CAR	1.02	1.25
Region 1	1.17	1.35
Region 2	1.07	1.04
MARIIS	1.45	1.80
Region 3	1.01	1.17
UPRIIS	1.48	1.98
Region 4A	1.06	1.07
Region 4B	1.10	1.16
Region 5	1.49	1.25
Region 6	0.95	1.18
Region 7	1.36	1.48
Region 8	1.21	1.37
Region 9	1.24	2.10
Region 10	1.28	1.81
Region 11	1.15	1.20
Region 12	1.19	1.49
Region 13	1.0	1.35





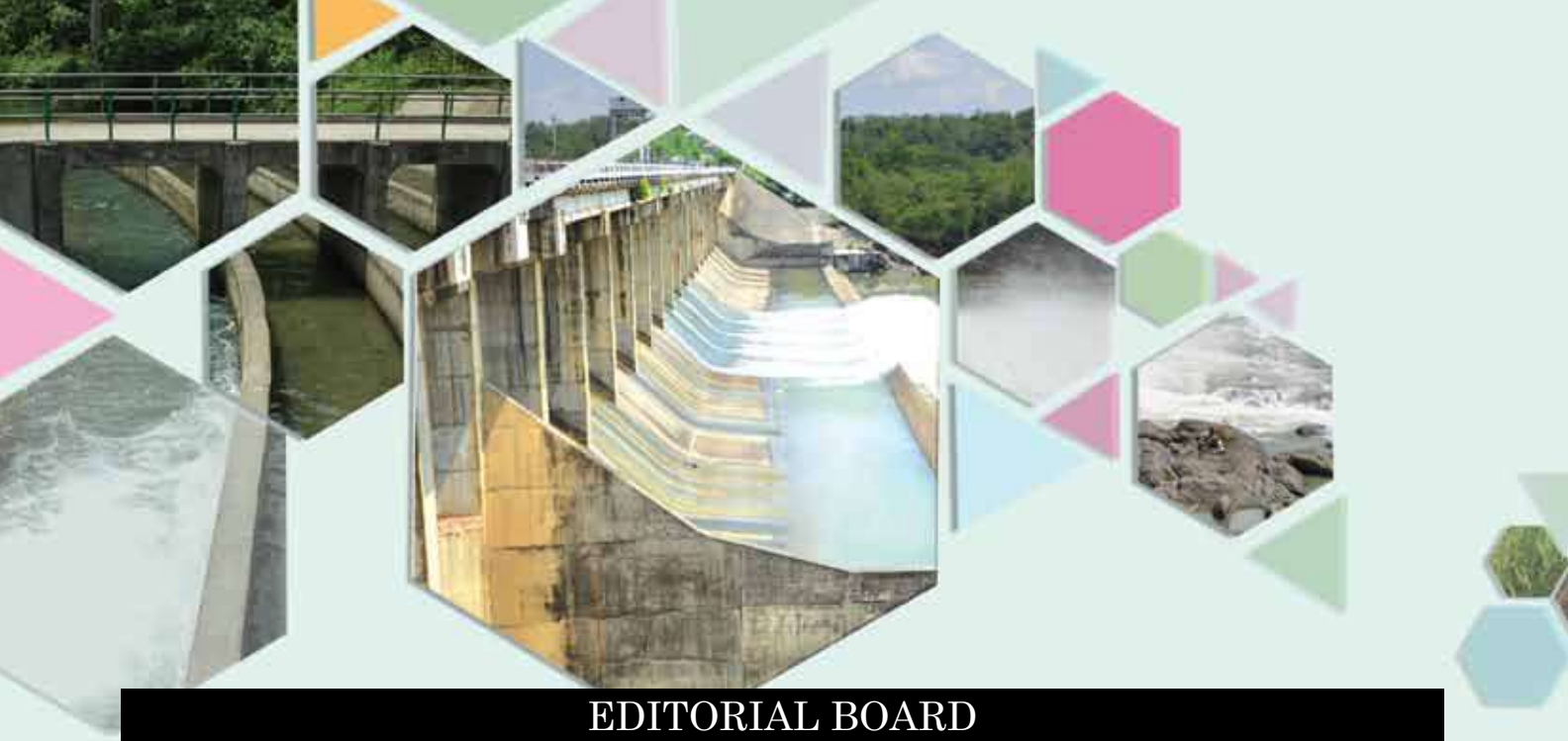
## STATUS OF IRRIGATION DEVELOPMENT

As of December 31, 2012  
(In Hectares)

REGION	Estimated Total Irrigable Area a/	SERVICE AREA							Irrigation Development (%)	Remaining Area to be Developed
		FIRMED-UP SERVICE AREA					CONVERTED & PERMANENTLY NON-RESTORABLE AREAS	TOTAL SERVICE AREA DEVELOPED		
		National Irrigation System	Communal Irrigation System	Private Irrigation System	OGA- Assisted	TOTAL				
CAR	99,650	13,615	43,278	27,821	1,717	86,431	2,325	88,756	89.07	10,894
1	277,180	45,833	52,172	21,552	49,285	168,842	15,758	184,600	66.60	92,580
2	472,640	146,102	47,412	49,773	24,693	267,980	15,861	283,840	60.05	188,800
3	498,860	190,842	58,951	7,882	24,081	281,757	18,024	299,781	60.09	199,079
4-A	97,710	21,066	17,314	6,544	2,606	47,530	10,871	58,401	59.77	39,309
4-B	149,250	18,938	30,231	14,225	4,815	68,208	10,531	78,740	52.76	70,510
5	239,660	23,050	62,531	26,282	12,264	124,127	223	124,350	51.89	115,310
6	197,250	46,753	27,905	18,395	15,856	108,909	7,433	116,342	58.98	80,908
7	50,740	10,855	22,653	3,940	1,466	38,914	4,514	43,428	85.59	7,312
8	84,380	20,649	33,200	6,716	3,497	64,062	299	64,361	76.27	20,019
9	76,080	14,024	19,801	1,765	3,509	39,099	1,128	40,227	52.87	35,853
10	120,700	25,653	24,156	6,247	3,779	59,835	7,068	66,903	55.43	53,797
11	149,610	35,086	22,669	1,636	2,837	62,228	2,297	64,525	43.13	85,085
12	293,610	60,564	31,991	3,700	11,031	107,286	7,171	114,458	38.98	179,152
ARMM	156,720	23,234	16,783	90	295	40,402	515	40,917	26.11	115,803
13	162,300	26,318	23,356	3,470	7,776	60,920	3,098	64,018	39.44	98,282
TOTAL	3,126,340	722,583	534,403	200,038	169,507	1,626,530	107,115	1,733,645	55.45	1,392,695

Note: Per inventory conducted By: MID, CORPLAN, NIA





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