



Republika ng Pilipinas  
**Pambansang Pangasiwaan ng Pagubig**  
(NATIONAL IRRIGATION ADMINISTRATION)  
Lungsod ng Quezon

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MC No. 13 OUR REFERENCE:  
s, 2002

**MEMORANDUM CIRCULAR**

TO : THE DEPUTY ADMINISTRATOR, ASST.  
ADMINISTRATORS, DEPARTMENT/REGIONAL/  
OPERATIONS/PROJECT MANAGERS, PROVINCIAL  
IRRIGATION ENGINEERS, IRRIGATION  
SUPERINTENDENTS, DIVISION MANAGERS AND ALL  
OTHERS CONCERNED

SUBJECT : **NIA's VISION and DIRECTIONS FOR CY 2002**

You are enjoined to continue to effectively perform your duties and functions in accordance with NIA's mandate. Ensure that quality service in NIA is delivered efficiently and timely to the farmers. Without the farmers who need irrigation, there would be no reason for NIA's continued existence.

In the Managers' Conference held on February 4-6, 2002 at the Subic International Hotel in Zambales, I spelled out the Agency's Visions, Directions and Goals for CY 2002.

In view of this, all officials and others concerned are directed to institute appropriate measures to carry out our plans and programs in consonance with the Goals, Directions, Thrust and Strategies for CY 2002.

Also, you are directed to monitor compliance and provide **monthly status report** on the required actions to be able to attain the goals and targets of the Agency. Submit monthly reports **one week after the month under review** to the Office of the Administrator, Attn.: Chairman, Managers' Conference Committee, copy furnished CORPLAN.

Attached is a summary of the Goals, Directions and Thrusts and Strategies for CY 2002 for your guidance and reference.

For strict compliance.

  
**JESUS EMMANUEL M. PARAS**  
Administrator

March 5, 2002

## GOALS AND DIRECTIONS FOR CY 2002

### GOALS/VISION

- A financially independent NIA within the next two years
- NIA employees enjoying compensation and benefits comparable with other service-oriented government corporations
- NIA attaining back its prominence as a leader in irrigation management in the Asian region
- NIA attaining excellence as a well managed government corporation

### GENERAL DIRECTIONS

- Doing more with less resources
- Improving the system of monitoring and evaluation of reports
- Improving the communication network
- More support for good performers
- Strengthening finance and cash management
- Developing the full potential of other assets to produce additional income
- Championing and inspiring the officials and employees to imbibe desirable values such as integrity, honesty, transparency, sincerity, dependability, hard work, creativity, innovativeness, sense of duty and institutional concern for NIA, for the country and for the people NIA serves

### SECTORAL DIRECTIONS

#### FINANCE

- A strong and financially viable Corporation; maximizing the revenues and minimizing the costs
- Provision the most effective and efficient administrative, logistic and financial support to operating units
- After which, discontinuing subsidy to non-viable regions
- Maximizing the 5% management fee collection

#### SOEM

- Specific focus on ISF collections
- Continued support to the rehabilitation and maintenance of selected national irrigation systems that will ensure much higher return in terms of ISF collection
- Maximizing equipment utilization and allocation

- Pursuing income augmenting projects for the irrigators associations like the Integrated Farm Support Project
- Train more farmers through the institutional development programs
- Irrigation of more farmlands with the limited available budget by resorting to a balanced strategy of applying labor-intensive and cost-efficient methods while at the same time ensuring the optimum use of NIA's equipment
- Prioritizing the implementation of small irrigation projects in economically depressed areas, particularly in Mindanao, following the pronouncement of the President
- Actively seeking the partnership of the civic organizations and the private sector in financing, planning and implementing small-scale irrigation projects

### **PDI**

- Continuing to pursue big projects funded by multi-lateral and bilateral institutions
- Substantially improvement of absorptive capacity especially for foreign-assisted projects
- Striving to institute effective feedback and action mechanism on the implementation of projects especially those delayed by more than 10 %
- Maximize the generation of the 5% Management Fee from Projects under PDI
- Strengthening and enhancing research capability

### **ADMINISTRATIVE SERVICES**

- Creation of a pleasant, healthy and presentable working environment
- Provision to employees of the best possible benefits, education and training the Agency is able to afford
- Fast-tracking of the disposition of all disciplinary cases
- Mobilizing internal and external legal assistance to speed-up the collection of past due accounts

### **OTHER NIA OFFICES**

- Provision of timely and accurate information on the programs and services of NIA to the public

## THRUSTS and STRATEGIES for 2002

Thrust/Strategy	Required Action	Responsible Sector/Official	Status (as of )
1. ISF collection as primary source of income	Retainership of lawyers to collect back accounts	RIMs	
	Use of local media for collection campaign	RIMs	
	Attending to problems with collectors	RIMs	
	Monitoring of collections: ensuring collection maximization, addressing problems, prevention of and dealing with irregularities	AA SOEM, SMD, RIMs	
	Conduct of frequent ISF collection audit	SOEM	
	Formation of more ISF audit teams to be composed of MSD, Treasury, Accounting, SMD and the regional offices.		
	Establishment and validation of actual service area to serve as basis for setting ISF collectibles and monitoring of ISF collection targets.	SOEM	
	Generation of a level of operating surplus to ensure a sustained level of support for operations and support services.	AA SOEM	
	Starting this year, scrutiny, validation and reporting of regional ISF collection and equipment rentals monthly; indication of targets and explanation of reasons for the discrepancy of the target and actual collection and actions taken to address the reasons for the discrepancy; first report on the ISF collection for January and February to be rendered on the second Execom meeting for March.	AA SOEM	
2. Equipment management	Maximizing the earning potential of equipment, making rentals a major source of income	AA for SOEM, EMD Manager, RIMs	
	Defining responsibility and accountability for the degree of realization of potential equipment rentals as major revenue source	AA for SOEM, EMD Manager, RIMs	
	Optimum allocation of equipment among regions/projects; transfer of underutilized equipment in one region to regions with high utilization capacity; full use of equipment by the RIMs	AA for SOEM, EMD Manager	
	Use of equipment for force account and contracts particularly local minor contracts; study possibility of making it a requirement for these contracts to utilize NIA equipment in at least 30 percent of their equipment requirements.	SOEM, EMD, PDI, LD	
3. Other revenue generating endeavors			
a. Charging NPC payment for power generation in Pantabangan Dam	Determination of NIA's ownership of the facilities	F. Abalos	
	Study on the rates to charge NPC in Pantabangan and Magat		
	Separate treatment of income from power generation from the regular income of NIS		
b. Organization of ad hoc business development group	Conduct of study, coordination, handling of other existing and potential income generating projects		
	Using excess water from other irrigation facilities for either mini hydro-electric plants or domestic water consumption.		

## THRUSTS and STRATEGIES for 2002

Thrust/Strategy	Required Action	Responsible Sector/Official	Status (as of )
4. Optimizing benefits/ revenue from idle real estate properties	➤ Sale, lease, development of some of the idle assets	RIMs, ISSs, AS, SOEM	
	➤ Joint venture arrangement with some real estate developers		
5. Maximizing collection of management fee	➤ Institution of policies and guidelines to maximize realization of revenue from projects	AA PDI, AA SOEM	
6. Implementation of irrigation projects	➤ Wise and efficient fund utilization.		
	➤ Substantial increase in absorptive capacity		
	➤ Addressing the perennial problem of delayed cash releases from DBM.		
	➤ Preparation of monthly cash program.	PMS, RIMs	
	➤ Prioritization of allocation based on PMOs/RIOs individual absorptive capacity and physical accomplishments of projects	AA for F&M	
	➤ In allocating resources between communal and national irrigation systems, consideration to the pronouncement of the President that her priority are small scale communal irrigation projects and NIA's goal is to increase the hectarage being served by the NIS thereby increasing our ISF revenue.		
	➤ While putting in substantial amount of money in the construction and rehabilitation of communal irrigation projects, consideration to the need to rehabilitate facilities of NIS to expand their present service area.		
	➤ On the communal irrigation projects, prioritization of commitments to the Congressmen and the rest to be undertaken through either "NIA way" or "BSPP way".		
	➤ Establishment of an effective monitoring, feedback and audit mechanism to provide Management up to date information on the progress of the projects, the actions / options being undertaken by the concerned officials and the results of these actions	SOEM, PDI, CORPLAN and Finance	
	➤ Close monitoring/regular reporting of projects with negative slippage (at least five percent for really big projects and 10 percent for the other projects), maintaining a "watch list" of delayed projects; monthly project briefing, particularly on problematic projects.	SOEM, PDI	
	➤ Substantial reduction in the delay in, and, if possible, acceleration of the implementation of projects.	PMS	
	➤ Setting up immediately of separate huge bulletin boards showing statistics on the operations and the projects like information on ISF collection, hectares rehabilitated or generated, farmers served, project cost, target service area, target beneficiaries, implementation schedule, financial and physical status, slippage, to be updated monthly.	SOEM and PDI	

## THRUSTS and STRATEGIES for 2002

Thrust/Strategy	Required Action	Responsible Sector/Official	Status (as of )
7. Quality and Timely Support for Operation and Project Implementation	☛ Provision/deliver of quality and timely support services to the rest of the organization at minimal costs.	F&M, AS, CORPLAN and PAIS	
	☛ Extending to field officials and staff who go to CO the same treatment they accord to the CO personnel on field work	All CO staff	
	☛ Study on the required support services of field units and crafting a system to provide the necessary services to their satisfaction.	AS, F&M sectors and Adm. Office	
8. Cost Control Mechanism	☛ Institution of mechanisms for realizing cash surplus from operation and project development and implementation through cost optimization and exercise of greater control over the resources of projects and activities under it.	PDI and SOEM	
	☛ Charging of COB personnel, MOOE and COB intended equipment against the funds of on-going projects to be allowed only to the extent that they are authorized or reflected in the project's program of work and officially billed by NIA.		
	☛ Institution of billing and transfer pricing system starting this year to monitor and control expenses. MSD shall issue the implementing guidelines and procedures on these systems.	MSD	
	☛ More cost conscious discharge of functions .	PMs	
9. Finance and Management	☛ Strengthening staff function in providing management with expert advice and service in: safeguarding and accounting for its assets, in efficiently allocating and utilizing its resources in pursuit of corporate goals and in complying with laws, policies, rules, guidelines and requirements of oversight agencies.	F & M Sector	
	☛ Formulation and implementation of an effective system of cash management at CO and field offices..	AA for F & M	
	☛ Determination and recommendation on the average Cash Balance viable Regions should be allowed to maintain and any excess to be remitted to the Central Office for reallocation to Cash strated regions .	AA for F & M	
	☛ Strict compliance with policies and directions laid down by Management relative to NIA's financial transactions; reporting to the Administrator, on a case-to-case basis, any violation reported or observed, relative to the latter's directives, instructions or policies.	AA for F & M	
	☛ Availability of adequate, precise and timely information useful for coming up with appropriate responses to all kinds of situations; provision of adequate, precise and timely information where Finance and Management Sector can substantially help management arrive at "informed judgment" and sound or rational decisions to achieve the goals of the organization.	AA for F and M	

## THRUSTS and STRATEGIES for 2002

Thrust/Strategy	Required Action	Responsible Sector/Official	Status (as of )
	☛ Closely monitoring of budgets as part of business plans by those accountable for them; reporting actual expenditures being charged against the budget from the smallest, to the largest responsibility center; comparison of performance with operating plans and standards, and, reporting and interpreting the results of operations to all levels of management.	CD	
	☛ Focus on efforts towards the major concerns of the Organization: attaining viability in its operation by instituting reforms in billing and collection, and by improving its operational efficiency through the installation of appropriate rewards and sanctions mechanisms.	MSD	
10. Integrated Farm Support Project	☛ Monitoring of implementation progress	AA for SOEM	
	☛ Addressing immediately and effectively issues delaying the realization of the program	AA S O E M	
11. Healthy and Presentable Working Place	☛ Substantial improvement of NIA grounds, buildings, offices	AA for AS, RIMs, PMs	
	☛ Inclusion of RIOs, PMOs and field offices in programs and endeavours like the Seminar on 5S and contest on the cleanest and most orderly offices.	AA for AS	
	☛ Inclusion of the field offices in the preparations for the Anniversary Celebration in June,	AA for AS	
12. More and Improved Benefits of the Employees	☛ Establishment of dynamic, innovative and progressive human resources and personnel welfare development programs, including non-monetary rewards like vacation, extra leave credits, etc.	AA for AS	
	☛ Launching of the NIA-PRAISE program on the first quarter	AA for AS	
	☛ Involvement of employees associations aside from NIAEASP in getting feedbacks and suggestions on activities implemented, discussion of issues affecting the employees, planning and crafting programs for the benefit of the employees	AA for AS	
13. Role of Irrigation in Agricultural/ Economic Development	☛ Efficient delivery of services		