



# TIEZA

TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY

2022  
**ANNUAL  
REPORT**  
( PRELIMINARY )





# INTRODUCTION

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## Spark. Momentum. Leap

It is inarguably true that TIEZA suffered a major financial plunge in 2020 due to the travel restrictions brought about by the pandemic. The fiscal slump was also aggravated with the Authority contributing Twelve (12) Billion to support the National Government's Bayanihan We Heal As One Act Program in response to Covid-19 situation. Yet, despite the unprecedented financial plummet, TIEZA remained committed to its mandate and forged ahead with however meager it had to re-ignite or spark its vigor and dynamism as an agency that fuels infrastructure development for national economic growth.

Although the year 2021 saw the Authority relying heavily on subsidy from the DBM for operational sustainability, TIEZA slowly yet progressively started to gain ground with the effects of the health scare easing up. Domestic and international borders gradually were lifted, thus, people began to move and travel again. With increased travel tax collections on a moving-up trajectory that showed signs of improvement and recovery, TIEZA quickly brought back momentum to regain pre-pandemic level of financial recovery and autonomy.

Year 2022 can well be considered TIEZA's "LEAP Year". All numbers and figures point to a very favorable and most auspicious time for the Authority whose financial standing has reached more than what is expected. It has by far, transcended its fiscal targets which redounds to the Authority on a more promising stand and capacity to deliver more infrastructural accomplishments and achievements in the interest of the tourism industry.



# **OUR MISSION**

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**TO CONTRIBUTE TO NATIONAL TOURISM DEVELOPMENT GOALS AND SHOWCASE PHILIPPINE CULTURE BY DESIGNATING, SUPERVISING, AND REGULATING SUSTAINABLE TOURISM ECONOMIC ZONES; UNDERTAKING VIABLE TOURISM INFRASTRUCTURE PROJECTS AND MANAGING ASSETS.**

# **OUR VISION**

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**BY 2026, TIEZA IS A GLOBALLY RECOGNIZED TOURISM DEVELOPMENT AGENCY AND A PRIMARY CATALYST FOR INCLUSIVE AND SUSTAINABLE SOCIO-ECONOMIC GROWTH**

# **MANDATE**

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## **TOURISM INFRASTRUCTURE**

To develop, manage and supervise tourism infrastructure projects nationwide

## **TECHNICAL & FINANCIAL ASSISTANCE**

To provide technical and financial assistance to qualified tourism projects, investors and proponents (both government and private).

## **TOURISM ENTERPRISE ZONES**

To designate, regulate and supervise Tourism Enterprise Zones (TEZs) and registration of Tourism Enterprises under the CREATE Act for availment of fiscal incentives

## **TOURISM INVESTMENT**

To supervise and regulate cultural, economic and environmentally sustainable development of TEZs toward the primary objective of encouraging Investments therein

## **ASSETS MANAGEMENT**

To manage existing TIEZA assets and facilitate their privatization

## **TRAVEL TAX**

To collect Philippine travel tax

## **REVENUE GENERATION**

To generate revenues to fund both national and corporate developmental needs and undertakings



# ACCOMPLISHMENT HIGHLIGHTS

## TRAVEL TAX

### Collections

The total gross travel tax collections for the year 2022 is ₱ 2,381,196,150.00. It was a 505.40% increase over the projected collections of ₱ 451,889,762.00.

A 659% increase in airline remittances/collection for the period of January to December 2022. This exponential growth resulted from the concentrated effort using the following strategies: follow-ups on outstanding assessments from airlines and the conduct of remote field audits. TITZA to collect Php18,069,839.10 as payment from assessment of violations of airlines and travel agencies. These efforts also resulted in a 19.3% decrease in the 2019 outstanding airline assessment. From the Php93.90M outstanding assessment balance as of Dec. 2019, Php18.12M was paid from Jan 2020 to Nov 2022. By the end of November 2022, a balance of Php75.78M remains on the outstanding airline assessment, where Php70.196M belongs to Philippine Airlines.

### Travel Tax Innovation and Service Improvement

TIEZA, in partnership with MyEG Philippines Incorporated, signed a partnership agreement on 08 June 2022, at the Midas Hotel Manila. This partnership led in the launching of the Online Travel Tax Services System (OTTSS) platform last 18 June 2022, which is the next step in the evolution of the OTTPS. The OTTSS aims to bring together all travel tax services under one convenient online platform. To date, the following travel tax services are available online:

- Full Travel Tax Payments: <https://tieza.gov.ph/online-travel-tax-payment-system/>
- Online application and issuance of Reduced Travel Tax (RTT) Certificates: <https://tieza.gov.ph/reduced-travel-tax/>
- Online application and issuance of Travel Tax Exemption Certificates (TEC): <https://tieza.gov.ph/travel-tax-exemption/>

With this innovation, travel tax online payments generated a collection of ₱61.2M by the end of 2022.

## TOURISM INFRASTRUCTURE

Considered as the infrastructure and investment arm of the DOT, TIEZA is responsible for implementing its policies and programs pertaining to the development, promotion, and supervision of tourism projects in the Philippines. True to its core mandate, TIEZA has been implementing vital infrastructure projects and facilities by funding proposed tourism development projects of the Local Government Units (LGUs) all over the country, as well as providing technical assistance to them.

Below is a summary of the projects completed by the Authority for the year 2022:

### Completed Projects for the year 2022

In total, fifteen (15) infrastructure projects across the country have been completed by TIEZA for CY 2022, amounting to P231,967,933.79, which are as follows:





PROJECT	LOCATION	AMOUNT
Rehabilitation of Club Intramuros	Intramuros, Manila	50,811,638.39
Installation of Water Pipes in Club Intramuros Golf Course	Intramuros, Manila	1,511,846.50
Construction of Potable Water System	Banaue, Ifugao	9,936,155.98
Improvement of Trekking Trails	Banaue, Ifugao	10,980,576.61
Green Restroom	Kiangan, Ifugao	2,241,509.50
Improvement of Multi-Purpose Center and Construction of Picnic Sheds	Buguey, Cagayan	9,442,383.90
Rehabilitation of Restroom	Torrijos, Marinduque	4,237,066.74
Infrastructure Projects in San Vicente Flagship TEZ, San Vicente, Palawan: Port Barton Tourist Assistance	San Vicente, Palawan	9,450,519.74
Tourist Assistance Center - Small	Sapian, Capiz	2,484,466.25
San Juanico Bridge Aesthetic Lighting	Samar, Leyte	79,992,418.65
Tourist Assistance Center	Jasaan, Misamis Oriental	3,613,567.54
Tourist Assistance Center (TAC), Brgy. San Juan	Gingoog City	3,339,349.24
Matutum Tarsier Eco-Tourism Development, Brgy. Linan	Tupi, South Cotabato	12,284,239.46
Establishment of Pagatpatan Wetland Center	Butuan City	10,917,856.49
Development of Lantawan Eco-Park	Kitcharao, Agusan del Norte	20,724,338.80

## ASSETS MANAGEMENT



### Mount Data Hotel

The hotel was rehabilitated in 2021 and was re-opened last May 5, 2022. It has 24-refurbished lodge and a separate coffee shop/bar that will serve homegrown coffee and will cater events and meetings.

As of December 31, 2022, hotel's gross revenue was Php 7.98M.



### Club Intramuros Golf Course

Club Intramuros conducted the Ladies Night Golf promotion last July to August 2022. Revenue generated from the event was ₱712, 500.00 (₱1, 500.00 x 475 players). A total of 475 players availed of the promotion of which 150 participants were female.

As of December 31, 2022, CIGC's revenue was Php 57.72M.



### Balicasag Island Dive Resort

As of December 31, 2022, the resort's gross revenue was Php96,700.00.



### Banaue Hotel & Youth Hostel

Banaue Hotel continued support of the "Bayanihan Act" by serving as a quarantine facility for visitors and returning residents of Banaue until March 31, 2022 then resumed its normal operation last April 01, 2022

As of December 31, 2022, the hotel's income was affected that it only generated a gross revenue of Php19.98M.



### Gardens of Malasag Eco-tourism Village (GMETV)

GMETV continued support of the "Bayanihan Act" by serving as a quarantine facility for visitors and returning locals of the area until March 31, 2022 but resumed its normal operation last June 1, 2022 after conducting disinfection/ clean-up and repair of its facilities.

As of December 31, 2022, the gross revenue of the village was Php5.50M.

# TOURISM INFRASTRUCTURE DEVELOPMENT

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As the country's builder of tourism infrastructures, TIEZA aligns its 2022 infrastructure program with the current administration's direction to introduce infrastructure developments that increase the convenience of travelers when going around the Philippines and promote a Filipino brand rooted in its rich cultural heritage.

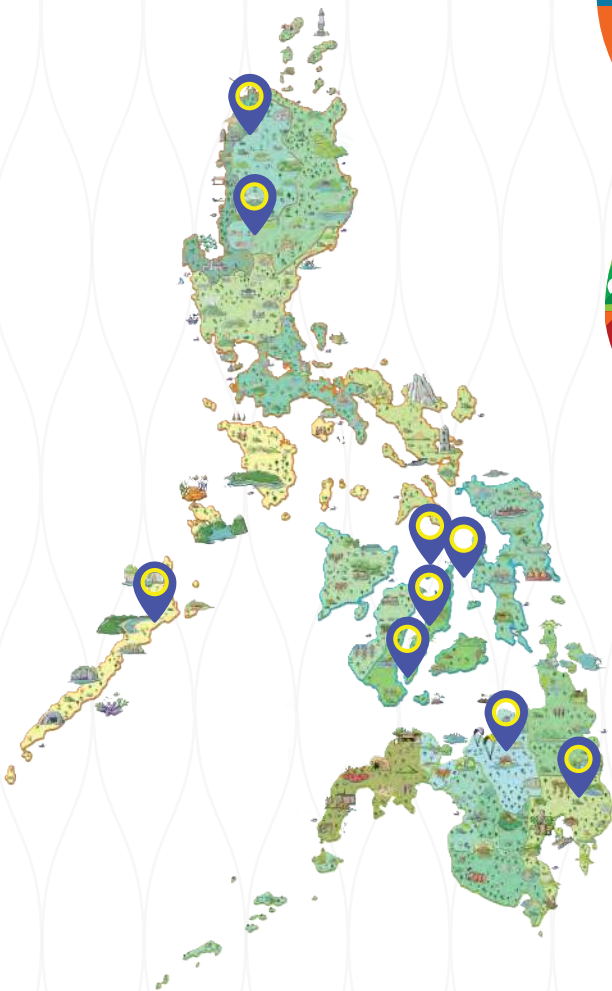
Still working on a limited budget allocation brought about by the effects of the pandemic, TIEZA has completed fifteen (15) infrastructure projects across the country for CY 2022, amounting to P231,967,933.79 centered on helping and assisting tourists – both local and foreign. The Authority constructed and restored restrooms, built trekking trails, and picnic sheds in various tourist spots around the country. The completed projects also focused on restoration and rehabilitation of historical, and naturally iconic sites from the highest mountains of Banaue and Kiangan in Ifugao, to the heart of the Metro Manila in Club Intramuros Golf Course, down to the wetlands and eco-tourism sites in Butuan and South Cotabato. Also, the Authority has constructed several Tourist Assistance Centers in San Vicente Palawan, Sapián in Capiz, and in Jasaan, Misamis Oriental. Finally, the most significant project completed was the aesthetic lighting of the San Juanico bridge which serves as the glimmer of hope and a testament that the tourism industry of the Philippines will always illuminate.

TIEZA is still continuing its mandate in assisting and funding tourism infrastructure as reflected in the several on-going projects in Boracay, Oriental Mindoro, and Occidental Mindoro. Works are still on-going in shrines and eco-tourism parks in historical locations such as Maragondon, Cavite, Corregidor Islands, and the Malacanang sa Sugbo.

It has also entered into collaborative projects, to wit: Design and Build for Enhancement of Arrival and Departure Areas at NAIA Terminal 2 (a flagship collaborative project with Department of Tourism and Department of Transportation), Design and Build of Bicycle Facilities (a collaborative project with Department of Transportation and Intramuros Administration), Tourist Rest Area (a flagship collaborative project with the Department of Tourism and Local Government Units)



# TOURIST REST AREA



Manolo fortich, Bukidnon



Isaland Garden City of Samal Davao



Carmen, Cebu



Medellin, Cebu



Baguio City



Dauis, Bohol



Ilocos Norte



Moalboal, Cebu



# TOURISM ENTERPRISE ZONES

TIEZA is mandated to be a body corporate which shall designate, regulate and supervise the Tourism Enterprise Zones in the Philippines; develop, manage and supervise tourism infrastructure projects in the country;

Furthermore, TIEZA is the Investment Promotion Agency (IPA) for the Department of Tourism. As the IPA of the Philippine tourism industry, TIEZA promotes its Assets and Flagship Tourism Enterprise Zones for Joint Venture Agreements and registers tourism related investments listed in the Strategic Investments Priority Plan (SIPP) for the grant of tax and duty incentives under CREATE Act and the Tourism Act of 2009. The agency likewise spearheads the marketing of the Philippines as an ideal investment destination for foreign and domestic investments into tourism.

## FLAGSHIP TOURISM ENTERPRISE ZONES

The Flagship Tourism Enterprise Zone (TEZ) Project is a joint initiative of the Department of Tourism (DOT) and the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) to proactively develop strategically important Tourism Enterprise Zone (TEZ). This initiative is in line with the mandate of TIEZA under the Tourism Act of 2009 and the framework of the National Tourism Development Plan to support the development of Philippine tourism product and raise the competitiveness of the Philippines as a tourism destination.

TIEZA has designated five (5) Flagship TEZs and one (1) TIEZA Owned/Operated TEZ, namely San Vicente Flagship TEZ located in San Vicente, Palawan; Mt. Samat Flagship TEZ in Pilar, Bataan; Panglao Bay

Premiere Flagship TEZ in Panglao, Bohol; Rizal Park Complex Flagship TEZ located in the country's capital, Manila; Corregidor Island Flagship TEZ in Corregidor Island, Cavite; and Clark TIEZA Owned/Operated-TEZ situated in Clark Special Economic Zone in Pampanga.

These Flagship TEZs propose investment opportunities for tourism-oriented projects and activities. Investments offered within these Flagship TEZs include a variety of business enterprises such as the establishment of water supply distribution and sewage system, power generation and distribution, installation of a cable car system, construction of premiere shopping outlet, and development of other site attractions.

Moving forward, TIEZA continues to develop viable tourism infrastructure while conserving the cultural heritage of the potential areas. TIEZA aims to achieve world-class tourism experience without compromising the goals for sustainable development in the host areas.

## 5 FLAGSHIP TEZs

**SAN VICENTE FLAGSHIP TEZ**  
San Vicente, Palawan



The San Vicente FTEZ is TIEZA's first Flagship Tourism Enterprise Zone, envisioned to be an environmentally and socially sustainable, integrated investor's haven that will be a catalyst for inclusive economic growth through public and private partnership.

This ultimate general leisure destination features a 14.7 km long unbroken stretch of pristine white sand beach.

#### **MT. SAMAT FLAGSHIP TEZ** Pilar, Bataan



Mt. Samat FTEZ is a historical, cultural and heritage tourism zone that commemorates Philippine heroism and relics of World War II, that aims to introduce more developments in the Shrine of Valor and its locator site to make it an emerging world-class historical city and tourism destination in the country. The master-plan envisions mixed-use development involving agri-tourism, health and wellness, nature and eco-tourism, and sports and adventure tourism.

#### **PANGLAO BAY PREMIERE FLAGSHIP TEZ** Panglao, Bohol



Panglao Bay Premiere FTEZ has been master-planned to be an integrated resort destination in the Philippines offering world-class establishments, facilities and services, and said to be the longest stretch of white sand coastline held by a single property in the island of Panglao, boasting a 750-meter-long beachfront. Envisioned to showcase responsible, sustainable, and socially responsive resort development, the Panglao Bay Premiere FTEZ shall be composed of mid-tier to top-tier facilities and luxury branded hotels.

#### **RIZAL PARK COMPLEX FLAGSHIP TEZ** Ermita, Manila



The Rizal Park Complex FTEZ is home to the monument of Dr. Jose Rizal, the country's national hero, to which the park is named after. Rizal Park Complex is among the most highly acclaimed, most popular, and frequently visited tourism destination in the country as it covers different gardens, museums, and parks for everyone to enjoy. It is composed of three (3) sections (Western, Central and Eastern) designed to endorse the themes of culture, heritage and discovery.



## CORREGIDOR ISLAND FLAGSHIP TEZ

### Corregidor Island, Cavite



Corregidor Island FTEZ is a 549-hectare island composed of 3 clusters: The Military Park, the Island Center, and the Leisure and Recreation Area. This Flagship TEZ is a national historical shrine and it complements the historical and war tourism as it completes the World War II narrative. The Master Plan lays down a holistic combination of the following land uses—Institutional, Commercial, Mixed-use, Resort and Hotel Accommodations, Memorials and Preserved Areas, Open Spaces and Recreational Areas, Nature Reserves, Services and Utilities, and Transport Corridors.

## COMPLETED TOURISM DEVELOPMENT MASTER PLANS



## 18 PRIVATE TEZs



## COMPLETED (10)

Area	Budget
San Vicente, Palawan	13 M
Rizal Park	6.3 M
Mt. Samat	9.8 M
Panglao Bay	5 M
Bucas Grande	10M
Siargao Island (SIPLAS)	24 M
4 <sup>th</sup> District of Leyte including Ormoc City	9.9M
Corregidor Island and Surrounding Islands	9.9M
Maribojoc, Bohol	8.3 M
20-Ha Leased Property (Clark)	5M
<b>TOTAL</b>	<b>101.2 M</b>



# ASSET MANAGEMENT

## REBIRTH OF MOUNT DATA HOTEL



source: <https://hospitalitynews.ph/7083/iconic-mt-data-hotel-reopens-its-doors/>

In the face of unprecedented challenges brought about by the global pandemic, the reopening of Mount Data Hotel stands as a remarkable achievement of the Authority. This annual report chronicles the revitalization of the iconic Mount Data Hotel, its significant impact on the local economy, and the cooperative efforts that led to its successful resurgence.

The reopening of Mount Data Hotel was met with optimism and excitement, signifying a revival for the tourism industry of Bauko, Mt. Province. Mayor Abraham Akilit voiced his belief in the hotel's role in bolstering local tourism, generating employment opportunities, and contributing to economic growth. Constructed by the Philippine Tourism Authority in the 1960s, the hotel underwent a transformative rehabilitation process through the collaborative efforts of Mayor Akilit and Congressman Maximo Dalog Jr. The Authority allocated Php 39.9 million for the hotel's restoration, ensuring the preservation of its historic legacy.

Mayor Akilit expressed gratitude towards TIEZA for prioritizing the rehabilitation, a process that commenced in January 2020. This collaboration between TIEZA and the local community showcased the resilience and dedication that propelled the hotel's reha-

premises, boosting the local economy, and offering employment opportunities that fostered social and economic growth.

The hotel's historical role inspired plans to transform it into a peace hub. This envisioned peace center, a neutral ground for resolving conflicts and promoting unity, holds the potential to further elevate Mount Data Hotel's significance as an icon of peace and reconciliation.

TIEZA's commitment to sustainable tourism continues as it aims to expand the hotel's offerings. Plans include adventure infrastructures, camping amenities, and becoming a haven for bikers, fostering a comprehensive and family-oriented destination experience.

The triumphant reopening of Mount Data Hotel stands as a testament to the strength of collaboration, resilience, and a shared vision. The Authority's dedication, through the Assets Management Sector, to preserve history, promote tourism, and foster community growth breathed new life into a historic landmark. The revival of Mount Data Hotel is not merely an achievement but a testament to the power of unity and the enduring spirit of progress.

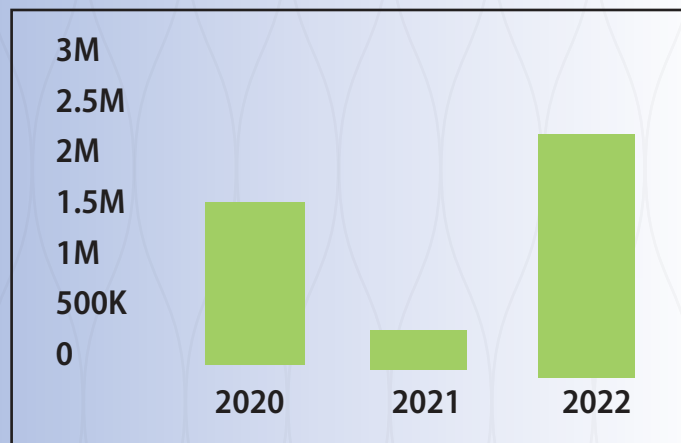
TIEZA COO **Mark T. Lapid** (center, in white) leads Mt. Data Hotel ribbon cutting ceremonies. With him are (from left) Mt. Province Board Member **Johnson Bantog II**, Bontoc Mayor **Franklin Odsey**, **Mr. Erlindo Agwilang, Jr.** (representative of Cong. **Maximo Dalog, Jr.**), DOT CAR Director **Jovita Ganongan**, Bauko Mayor **Abraham Akilit**, **Mr. Jose A. Tombali** (representative of Gov. **Bonifacio C. Lacwasan, Jr.**), and TIEZA Assistant COO for Asset Management Sector **Jetrol Nicolas F. Lozada**.

# TRAVEL TAX

TIEZA has a total of Php2.381-B of travel tax collections for 2022. With a stark comparison with previous years, a striking 147.50% surge in 2021 and a notable 63.31% increase from the 2020 collections proves the tourism industry's remarkable rebound after the challenges posed by the global COVID-19 pandemic.

As shown in the figure below, an increase in revenue in all Travel Tax Units could be seen. This can be attributed to the resumption of operations by multiple airline companies in the country, leading to an increased number of flights as travel restrictions were lifted. Notably, NAIA Airport Counters played a substantial role in driving travel tax revenue, with the combined collections from NAIA Terminals reaching 1 billion pesos. The rise in collection across all travel tax units serves as a clear indicator of the positive trajectory within the travel industry, reflecting the country's ongoing economic recovery.

## Travel Tax Collection



Travel Tax Collections from 2020 to 2022

Travel Tax Units	2020	2021	2022
Airlines Remittances	675,037,890	132,397,770	982,674,300
Online Payment	9,111,420	10,367,460	76,200,480
Central Office	771,480	189,240	1,450,980
Counter at NAIA T1	117,234,720	75,353,310	350,047,500
Counter at NAIA T2	49,669,020	13,865,250	153,137,610
Counter at NAIA T3	290,602,890	98,715,420	631,354,440
Satellite Offices	4,506,120	342,270	5,341,380
Provincial Offices	2,099,250	629,880	4,159,560
Counters at Provincial Airports	84,931,800	27,281,460	171,878,130
One Stop Service Center for OFW	2,175,810	598,620	4,951,770
<b>Total</b>	<b>1,236,140,400</b>	<b>359,740,680</b>	<b>2,381,196,150</b>

Travel Tax Collections from 2020 to 2022 by Travel Tax Units



TIEZA launched its Online Travel Tax Services System, or OTTSS platform, on June 18, 2022. The signed partnership agreement between Tourism Infrastructure and Enterprise Zone Authority (TIEZA) and MyEG Philippines Incorporated last June 8, 2022, held at Midas Hotel Manila, will further cater to the needs of the travel taxpayers in providing better service and more convenient ways of paying travel tax. This initiative is the department's response to offer clients a convenient way of paying their travel tax.

OTTSS launched with a strong start, earning 327,240 pesos in collection during its inaugural month. The significant growth in collection emerged in September 2022. This particular month witnessed a dramatic leap in collections, with an impressive 5 million pesos collected through the online payment channel. The following months showed a consistent upward trajectory in collections. By the end of 2022, OTTSS has accumulated a total of 33 million pesos. This remarkable amount in just a few months since its launch was a testament to the effective integration of the system to travel tax operations.

#### MYEG Travel Tax Collection

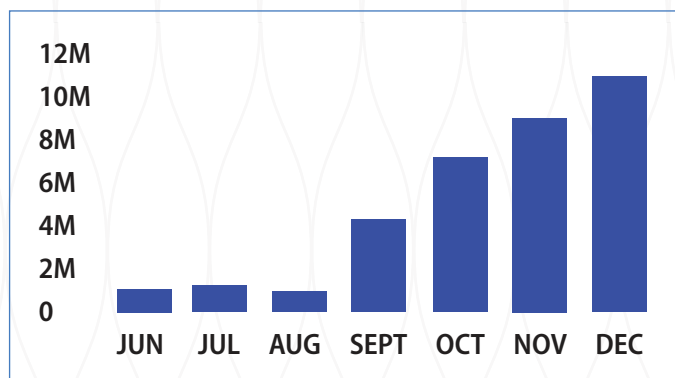


Figure 3. MYEG Travel Tax Collections from June to December 2022

Aside from the OTTSS, the department also opened more Travel Tax Counters to make travel tax payment easier and more convenient. The most recently opened unit was opened on December 9, 2022 located at the SM Makati's Servicio, a one-stop-shop for bill payment and other government services. The SM Makati Travel Tax Counter offers services such as travel tax payments, travel tax exemption, reduced travel tax, and travel tax refund applications. This initiative not only fosters a positive relationship between the government and its citizens but also contributes to ensuring that travelers can easily fulfill their tax obligations without unnecessary hassle.



Government agency representatives in the opening of SM's Servicio



Travel Tax Counter at SM Makati

To strictly implement travel tax collections re-orientation for airline personnel and ground handlers at various travel tax units, NAIA Terminals, and provincial offices. were Conducted the Educational Committee of the Travel Tax Department provides training and updates on permanent resident status and other information and procedures on travel tax administration.

# TIEZA REGULATORY

The TIEZA Regulatory Office (RO), being the Regulator of Boracay Island Water Company, Inc. (BIWC), evaluates and validates operational and financial performances of BIWC. BIWC is one of the water service providers in Boracay Island. In 2022, the world-renowned Island of Boracay Island was awarded the Top Island in Asia by the Conde Nast Traveler 2022 Readers Choice Awards as reported by the Department of Tourism<sup>1</sup>. Thus, a more concerted effort from all stakeholders in the island is expected in order to preserve and sustain its pristine condition.

This report focuses on BIWC's performance in 2022 in comparison to 2021. 2022 can be considered as an inception into a full recovery of the island despite the challenges faced in the prior years such as the 2018 island closure for six months, the weather disturbances such as Typhoon Urduja and Typhoon Ursula that devastated the island in 2017 and 2019, respectively and the covid-19 pandemic in 2020-2021.

Tourist Arrival, as the driving force of economic recovery, though started to take-off in the early part of 2022, has been temporarily hampered by the rise of Omicron variant of Covid-19 in January 2022. Nonetheless, it managed to post a material positive growth in BIWC's performance in 2022 compared to 2020 and 2021.

## Operations and Customer Service Regulation

### Tourist Arrival

A total of 1,759,100 tourists arrived in Boracay Island in 2022. This is 5.32 times higher or 432% higher than the 330,622 in 2021. This was the result of the lifting of travel restrictions on Covid-19 pandemic.



### Production Volume (PV)

The Production Volume for 2022 has increased by more than 50% compared to PV for 2021 for the Boracay Island supply volume (SV) or the so-called Base which was taken from the Tabon Junction water supply flow meter which when added with Malay Water District (MWD) SV will have a total of the Global PV. Global PV also increased by 36.87% as a result of the increase in tourist arrival.

Production Volume, cu.m.	2021	2022	% Difference
Malay Water District (MWD)	1,006,294	1,015,056	0.87%
Base (Tabon)	1,932,136	3,006,819	55.62%
Global	2,938,430	4,021,875	36.87%

### Billed Volume (BV)

Same as PV, the 2022 BV has increased by 89.37% in 2022 as compared to the 2021 BV. With the MWD having almost the same volume, thereby having about 51% increase in the Global BV.

Billed Volume, cu.m.	2021	2022	% Difference
Malay Water District (MWD)	1,006,294	1,015,056	0.87%
Base (Tabon)	1,310,128	2,481,042	89.37%
Global	2,316,422	3,496,098	50.93%



## Non-Revenue Water (NRW)

MWD has the same SV and BV, thus its NRW is zero. The Base NRW volume or NRWV of the Base (Tabon) is also the same as the NRWV for Global at 525,777 cu.m. in 2022. This is 15.47% less than the prior year NRWV. However, in terms of % NRW, Base has 17.49% NRW while Global has 13.07% NRW in 2022. These were definitely lower than the % NRW in 2021.

Non-Revenue Water (NRW)	2021	2022	% Difference
Malay Water District (MWD)	0	0	0.00%
Base (Tabon)	622,008	525,777	-15.47%
Global	622,008	525,777	-15.47%

	2021	2022	% Difference
Malay Water District (MWD)	0%	0%	0.00%
Base (Tabon)	32.19%	17.49%	-45.68%
Global	21.17%	13.07%	-38.24%

## Billed Service Connection (SC)

- a. Based on Customer Rate Classification: The number of service connections of all rate classifications increased in 2022 except for the Residential B classification which was decreased by 11 connections..

Billed SC	Dec. 2021	Dec. 2022	Difference
Residential A	1038	1433	395
Residential B	1840	1829	- 11
Commercial A	455	591	136
Commercial B	598	793	195
<b>TOTAL</b>	<b>3931</b>	<b>4,646</b>	<b>715</b>

- b. Based on Connection type: The number of service connections of all connection types such as water-only, water & Sewer and Sewer-only accounts had increased in 2022 by a total of 715 connections, with the Water & Sewer Accounts having a big increase of 41.40%.

SC	Water	Water & Sewer	Sewer	TOTAL
2022	3279	1349	18	4646
2021	2961	954	16	3931
Diff	318	395	2	715
% Inc/Dec	10.74%	41.40%	12.50%	18.19%

- c. Water Service Connection For the period ending December 2022, the total number of water service connection was at 4,628 which is higher than the 2021 connection of 3,915 with a difference of 713 connections or 18%.

## d. Sewer Service Connection and Coverage

Sampling Location	2021			
	RO		BIWC	
	Number of Determinations	% Compliance	Number of Determinations	% Compliance
Nabaoy Raw Water	43	76.74%	33	100%
Caticlan WTP	38	100%	2,636	100%
Caticlan Glass-Fused Tank	38	97.37%	418	100%
Manocmanoc Reservoir	38	100%	418	100%
Yapak Reservoir	38	100%	418	100%
Distribution System-BIWC	342	97.08%	3,050	100%
Distribution System-BTSI	24	91.67%	N/A	
<b>TOTAL</b>	<b>561</b>	<b>98.89%</b>	<b>6,973</b>	<b>100%</b>

Sampling Location	2022				2022 Remarks
	RO		BIWC		
	Number of Deter-minations	% Compliance	Number of Deter-minations	% Compliance	
Nabaoy Raw Water	33	78.79%	39	97%	Failed in Fecal Coliform for Public Water Supply Class II - Class A in the RO and BIWC Analysis.
Caticlan WTP	44	100%	2631	100%	
Caticlan Glass-Fused Tank	44	100%	410	100%	
Manocmanoc Reservoir	44	100%	427	100%	
Yapak Reservoir	44	100%	413	100%	
Distribution System-BIWC	260	100.00%	2,960	100%	
Distribution System-BTSI	60	98.33%	N/A		Failed in Res. Cl2 at 1.71 mg/L at Iradiel Residence, Sitio Bung-aw, Brgy. Manocmanoc
TOTAL	529	96.46% (BIWC) 96.73% (with BTSI)	6,880	99.63%	

For Sewer Service Connection, there were 1,367 connections in 2022 versus the 970 connections in 2021. This is 397 connections or 41% increase in 2022. Even for the 41% increase in terms of the number of connections, the % Sewer Coverage for 2022 is still low at 29.54%, this is a little higher by 4.76% than the 2021 sewer coverage of 24.78%. The rescheduled Target for the Sewer Coverage was set to be at 100% by the end of 2023.

### Drinking Water Quality

Philippine National Standards for Drinking Water (PNSDW) compliance on the treated water supply by BIWC was at 100% from the Caticlan Water Treatment Plant (CWTP), reservoirs and the Distribution System. Raw water quality at the Nabaoy water source failed in the Fecal Coliform determinations for both the RO and the BIWC results of analysis.



Sample Collection at the Designated Sampling Point in the Distribution System

### Wastewater Quality

The basis for wastewater effluent quality compliance are the DENR Administrative Order (DAO) No. 2016-08 and DAO 2021-19 or the Water Quality Guidelines and Effluent Quality Standards and Updated WQ Guidelines & General Effluent Standards for Selected Parameters, respectively. BIWC compliance for Balabag STP in 2022 was only at 99.97% due to the failed result in phosphate analysis which is one of the significant parameters for Philippine Standard Industrial Classification (PSIC) Code 37000 for Sewerage. RO also obtained a non-compliant result for Fecal Coliform in the said STP.

Manocmanoc STP, on the other hand obtained a 100% compliance for both BIWC and RO analysis.

Name of STP	2021				2022			
	RO		BIWC		RO		BIWC	
	No. of Determinations	% Compliance	No. of Determinations	% Compliance	No. of Determinations	% Compliance	No. of Determinations	% Compliance
Balabag STP	18	100%	2291	99.83%	35	97.22%	3545	99.97%
Manocmanoc STP	18	100%	2796	99.96%	33	100%	3585	100%



BIWC Balabag STP

### % Utilization & % Return Rate of STPs

BIWC STP facilities are still capable of receiving large volume of wastewater as its utilization is only 44.61% at 5,100 cu.m. per day in 2022, thus, can still accommodate another 6,400 cu.m. per day to fully utilize the 11,500 cubic meters per day capacity of the two existing STPs.

	BIWC STPs		
	2021	2022	Remarks
% Return Factor	63.99%	75.26%	2021 BIWC Return Factor disregarded monthly figures with more than 100% factor. High influent volume was due to rainwater mix-up.
% Utilization	29.17%	44.61%	

### Customer Complaints

For 2022, the recorded number of customer complaints was at 461, 76% lower as compared to the 1,883 in 2021. BIWC reported a 100% complaint resolution in 2022 vs the 90% resolution in 2021 whereas the RO validation was only at 82% resolution in 2022, a little higher than the 70% resolution in 2021.

### BIWC Projects

A total of 61 projects, amounting to PhP 2,018,347,899.43 were evaluated by RO as of December 2022, which includes the ongoing projects such as BNR upgrade in Manocmanoc STP, Supply and Installation of Full Bore Meters with Meter Vault and Telemetry in Water Supply Facilities, and Sewer Manhole Cover and Frame Installation.





DESCRIPTION	NO. OF PROJECTS	COST
Ongoing Projects	13	Php 1,263,205,247.86
Completed Projects	48	Php755,142,651.57
<b>GRAND TOTAL</b>	<b>61</b>	<b>Php2,018,347,899.43</b>



Ongoing Road Pavement Works at Bloomfields halted BIWC's Sewer Pipelaying Project



Installation of Flow Meters at Caticlan WTP and Manocmanoc Reservoir



Lift Station 5 and 9 Upgrade



Sewer Manhole Cover and Frame Installation

## Financial Regulation

The increase in Revenue in 2022 was the result of the increase in BV which was brought about by the increase in the number of Tourist Arrival.

Description	2022	2021	Increase (Decrease)	
<b>Revenue*</b>	<b>PhP414.03M</b>	<b>PhP188.69M</b>	<b>PhP225.34M</b>	<b>119.42%</b>
Base	PhP401.79M	PhP176.56M	PhP225.23M	127.57%
MWD	PhP12.24M	PhP12.13M	PhP0.11M	0.87%
<b>Billed Volume (cu.m)</b>	<b>3,496,098</b>	<b>2,316,422</b>	<b>1,179,676</b>	<b>50.93%</b>
Base	2,481,042	1,310,128	1,170,914	89.37%
MWD	1,015,056	1,006,294	8,762	0.87%
<b>Net Income (Losses)*</b>	<b>(PhP101.33M)</b>	<b>(PhP175.03M)</b>	<b>PhP73.69M</b>	<b>42.10%</b>
<b>Tourist Arrival</b>	<b>1.759M</b>	<b>0.330M</b>	<b>1.429M</b>	<b>433.03%</b>

## Income Statement

Operating Income in 2022 has significantly increased in 2022 at positive PhP71.91M from the losses in 2021 at PhP100.14M. However, by deducting the interest expenses and income taxes and

Description	As of 31 December (Amounts in PhPM)		Increase (Decrease)	
	2022 Unaudited	2021 Audited	PhPM	%
Revenue	414.03	188.69	225.34	119.42
Operating Expenses	342.12	288.83	53.28	18.45
<b>Operating Income (Losses)</b>	<b>71.91</b>	<b>(100.14)</b>	<b>172.06</b>	<b>171.81</b>
Other Income and Expenses				
Less Interest Expenses	140.33	128.11	12.22	9.54
Add Interest Income	4.64	1.10	3.54	321.71
<b>Income Before Income Tax</b>	<b>(63.78)</b>	<b>(227.15)</b>	<b>163.38</b>	<b>71.92</b>
Less Provision for Income Tax	37.55	(52.12)	89.68	172.05
<b>Net Income (Losses)</b>	<b>(101.33)</b>	<b>(175.03)</b>	<b>73.69</b>	<b>42.10</b>

# WORKING TOWARDS OPERATIONAL EXCELLENCE

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## ISO 9001:2015 CERTIFICATION MAINTENANCE

As an agency determined to ensure continued improvement of its systems and processes and with the management's staunchness in relentlessly implementing the Quality Management System (QMS), TIEZA engaged and successfully passed the surveillance process audit in December 2022 conducted by the NQA Management Systems using ISO 9001:2015 Standards. Scope of certification covered the provision of Public Administration Services encompassing Travel Tax Administration, Assets Management, Tourism Enterprise Zone Management and Tourism Infrastructure Project Management. The Authority exceptionally did not receive No-Conformity (NC) findings. Instead the Third Party Audit cited and recognized TIEZA's best practices in 25 areas of performance management from the various departments.

## BUSINESS CONTINUITY PLAN (BCP)

In compliance with the regulatory requirement of the Civil Service Commission (CSC) by virtue of Memorandum Circular No. 2 s. 2021 and the National Disaster Risk Reduction and Management Council's Office (NDRRMC) per Memorandum No. 33 s.2018, TIEZA formulated its first draft Public Service Continuity Plan (PSCP) in 2022 or termed Business Continuity Plan (BCP) due to the corporate nature of the Authority. Said draft BCP was completed and forwarded for comments and recommendations to the Capacity Building and Training Service (CBTS) of the Office of Civil Defense (OCD) as directed by CSC in its memorandum issuance. The BCP is an all-hazard plan intended to be implemented to reduce or mitigate disruptions to operations when various forms of natural and human-induced disasters interrupt normal operations. It also covers strategies on the resumption of delivery of vital services to the public, succes

sion of leadership and continued performance of essential functions through timely and orderly recovery. With the Authority determined to execute the plan to institutionalize its disaster-preparedness activities, the BCP once finalized is for presentation to the TIEZA Board for approval and full implementation.

## CLIENT SATISFACTION MEASUREMENT (CSM)

As an agency that prides itself in offering excellent services to the stakeholders, the Authority ensures employment of a reliable feedback system to measure, check and validate its internal and external customers and stakeholders' satisfaction level. TIEZA engaged the Service Provider of All-Asian Centre for Enterprise Development (ASCEND) Incorporated for the 2022 Client Satisfaction Measurement (formerly termed Customer Satisfaction Survey). The project generally aimed to gather customer response/reaction to enable TIEZA to sustain satisfactory performance and improve services that are falling behind the customers' expectations and mandate. The consultant based their study on the satisfaction metric and variable identified by the GCG – Timeliness, Ease of Access, Staff, Quality and Outcome. It also identified organizational risks and opportunities guided by the ISO 9001:2015 standards and TIEZA's compliance with good governance conditions of GCG.

The survey results yielded a high overall satisfaction rating of 94.2%. Out of the 1,067 respondents, 464 (43.5%) gave the highest rating of 5 and 541 (50.7%) gave a satisfactory rating of 4.





## MEDIUM-TERM CORPORATE STRATEGIC PLANNING (MTCSP)

One of TIEZA's initiatives for 2022 was the conduct of the first ever Medium-Term Corporate Strategic Planning (MTCSP) 2022-2028 participated in by the top and middle management and concerned key personnel. The MTCSP was aimed to set the direction of the organization given the projected changes in the political and leadership environment. The MTCSP also serves as a guide in the crafting of the annual commitments of the Sectors and Departments. Specifically, the GCG-related targets in the MTCSP will serve as inputs to the yearly Strategic Planning Activity to craft the Performance Evaluation System (PES) Forms for submission to GCG.

Prior to the main MTCSP proper, pre-activities like orientation and lectures were vigorously conducted by COPD with all departments to discuss the goal of the MTCSP initiative and governing rules and regulations that should be complied with as well as best practices that can be adopted by TIEZA. Also included were two planning sessions to propose a Vision for 2028 and corresponding Strategy Map, as well as to assess the current environment of the organization. The planning workshop also involved drafting of the six (6) year targets of Sectors and Departments with corresponding Work and Financial Plans.

## CORPORATE SOCIAL RESPONSIBILITY (CSR)



In line with its advocacy on the preservation and conservation of biodiversity and environmental sustainability, the Authority organized the conduct of simultaneous Tree Planting Activities, called Trees 4 Tourism (T4T) program at the University of the Philippines Land Grant (UPLG) in Barangay Magsaysay, Siniloan, Laguna and at the Gardens of Malasag Eco-Tourism Village (GMETV) in Cagayan de Oro in November 2022. A total of 1000 seedlings were planted by the TIEZA volunteers at the former and 100 seedlings planted at the latter by employees at the Gardens of Malasag together with representatives from other operating entities. The program aimed to raise awareness in society about the importance of planting and saving trees, express our concern for the environment and avoid or lessen the unfavorable effects of climate change in tourism.

## PERFORMANCE MANAGEMENT

Through efficient and effective inter-departmental coordination, TIEZA remarkably reached its Corporate Performance Scorecard targets for 2022. The oversight governing agency, GCG evaluated and graded the Authority with an outstanding validated rating of 99.36% in its Corporate Performance Scorecard with the Authority making history with such score.

# TECHNOLOGICAL ADVANCEMENT

## SYSTEM DEVELOPMENT

### Enterprise Resource Plan – Financial Management Information System

The ERP-FMS is a software solution that will streamline complex accounting procedures. It processes an organization's uses to manage assets, income, and expenses. It performs various functions: reducing accounting errors, maintaining audit trails, and ensuring compliance with applicable accounting rules and standards.

Systems generated reports can be extracted from the system to be used for decision-making.

- Voucher and Check Information System - 100 % completed as of Dec. 20, 2022
- Accounting Reports Management System (Phase 1) - 100 % completed as of Dec. 20, 2022

## Full Systems Implementation and Roll-Out

### Enterprise Resource Plan – Human Resource Information System

The ERP-HRIS is an enterprise system that is used to collect and store data on an organization's most important asset, the Human Capital. It encompasses the basic functionalities needed for an end-to-end Human Resources Management (HRM).

- Personnel Information Management System (PIMS) An online system that accepts online application of full travel tax. An auto generated acknowledgement receipt (AR) will be emailed to applicants for successful transactions..(with additional modules and reports requested)
- Timekeeping and Attendance Monitoring System (TAMS) with additional modules and reports requested)

### Online Travel Tax Services System (Full Travel Tax) (New Payment Gateway partner)

### Budget Management and Monitoring System – Phase 2

A system designed to manage, process, monitor agency fiscal year budget. It includes preparation of PMP and APP for common supplies, programs, activities, and projects. The system covers the whole budget process from preparation to utilization. It also generates real-time reports of budget balances per office.

Modules and reports generation of the following:

- Purchase Request
- Petty Cash
- Realignment of funds
- Certificate of Availability of Fund
- Subsidiary Ledger)

### Infrastructure Project Monitoring System

An information system developed in-house that will monitor the status of all infrastructure projects from the request of proponent up to its implementation, completion and turn-over. IPMS will provide quick access to project status and updates. It also monitors infrastructure project budget allocation and utilization.

With additional modules and reports on the following:

- Proponent Profiles
- Proponent proposals

### Online Document Management System

The ODMS aims to provide solution for organizing, securing, capturing, digitizing and tagging of files and documents that are stored in TIEZA's cloud server and can be accessed anytime. The system used string search algorithm for document searching. The system will track document history and location. Reference code is automatically assigned per document.

- Quality Management System Module

# CORPORATE AUDIT

TIEZA, in compliance with the mandate of the government expressed through Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Delivery Act of 2018, through the Internal Audit Department (IAUD), conducted audits in various departments within the Authority to ensure integrity and accountability in government transactions and streamlining processes.

In 2022, internal audits were conducted on the following departments: Legal Department, TEZ Regulations Department, Corporate Planning Department, TEZ Assistance and Monitoring Department, Office of the Corporate Secretary, Project Evaluation and Planning Department, Construction Management Department, and Procurement System. The Authority prioritized audit areas in the Main Office and started to once again conduct face-to-face audit engagement while simultaneously employing remote and online audit procedures. The innovations introduced during the pandemic in hybrid auditing left lasting benefits which can be utilized by the Authority.

The corporate audit also identified opportunities for improvement in aligning the number of personnel with the number of transactions being processed. The recommendations will help the Authority ensure that the right number of personnel is available to deliver timely service and to ascertain that there is proper distribution of workload among a department's units and personnel. It will also serve as the basis or reference for future restructuring.

Furthermore, the TIEZA Board of Directors was able to review the five 2021 Audit Reports as presented by IAUD in the 2022 TIEZA Audit Committee Meetings.

## Laying the Ground Work for the Next Year's New Normal

### I. Audits Conducted

Auditee	Audit Period	Procedures
LEGD	January to March 2022	Online interview
TERD and TEZ Frontline Services	February to March 2022	Face-to-face audit procedures
COPD	May to July 2022	Face-to-face audit procedures
TAMD	June to July 2022	Face-to-face audit procedures
CorSec	August to September 2022	Face-to-face audit procedures
Procurement- BAC and GSD	October to November 2022	Face-to-face audit procedures

### II. Audit Committee Meetings

Date	Audits Results Presented
April 6-8, 2022	TAMD and Budget Process and Monitoring
June 14-16, 2022	COMD, PEPD and Procurement

### III. Conduct of Strategic Planning for 2023 (December 5-8, 2022)

The Planning resulted to shift of audit scope from Offices in the Main Office to the standard audit coverage that includes Travel Tax Units and Operating Entities

Audit Areas	Percentage	
	2021	2022
Departments/Units in the Main Office	100%	14%
Travel Tax Units	0%	57%
Operating Entities	0%	29%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### IV. Attendance to the following capacity building trainings

Seminar	Date	No. of internal auditors who attended
2nd Government Internal Auditors Summit	June 8-10, 2022	9
Revised Philippine Government Internal Auditors Manual	July 18 to August 23, 2022	3
2022 AGIA Annual Convention cum Seminar	October 12-15, 2022	8





# FINANCIAL STATEMENTS

## BALANCE SHEET (CY 2020-2022)

*\*based on COA Annual Audit Report*

	2020	2021	2022
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	1,314,375,497	1,085,957,933	1,614,392,295
Investment in Time Deposits	400,440,000	-	-
Financial Assets - Held to Maturity	475,000,000	350,000,000	160,000,000
Receivables, net	48,159,495	62,324,123	205,332,412
Inventories	14,165,420	17,627,115	16,749,560
Other Current Assets	132,653,261	115,505,498	85,163,364
	<b>2,384,793,673</b>	<b>1,631,414,669</b>	<b>2,081,637,631</b>
<b>Non-Current Assets</b>			
Financial Assets - Held to Maturity	762,278,005	412,278,005	252,278,005
Investment in Associate	207,628,805	219,017,725	247,839,449
Receivables, net	462,595,656	619,216,069	562,001,570
Investment Property, net	320,800,023	313,332,011	305,950,747
Property and Equipment, net	5,728,375,143	5,766,751,735	5,964,179,791
Service Concession Assets, net	1,802,048,062	1,687,735,506	3,784,781,918
Other Non-Current Assets	135,348,860	143,985,501	128,837,538
	<b>9,419,074,554</b>	<b>9,162,316,552</b>	<b>11,245,869,018</b>
<b>TOTAL ASSETS</b>	<b>11,803,868,227</b>	<b>10,793,731,221</b>	<b>13,327,506,649</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Financial Liabilities	231,765,436	225,717,685	227,249,302
Inter-Agency Payables	163,364,005	196,502,463	605,430,489
Deferred Credits/Unearned Income	103,303,771	101,979,695	6,713,231
Provisions	96,755,097	100,460,712	111,150,726
Other Payables	28,513,085	25,894,600	30,204,774
	<b>623,701,394</b>	<b>650,555,155</b>	<b>980,748,522</b>
<b>Non-Current Liabilities</b>			
Financial Liabilities	122,729,870	87,612,613	56,186,569
Trust Liabilities	125,512,309	131,196,430	173,972,929
Deferred Credits/Unearned Income	1,373,240,685	1,275,956,168	3,485,817,685
Other Payables	47,268,499	83,796,678	111,860,146
	<b>1,668,751,363</b>	<b>1,578,561,889</b>	<b>3,827,837,329</b>
<b>TOTAL LIABILITIES</b>	<b>2,292,452,757</b>	<b>2,229,117,044</b>	<b>4,808,585,851</b>
<b>Net Assets (Total Assets Less Total Liabilities)</b>	<b>9,511,415,470</b>	<b>8,564,614,177</b>	<b>8,518,920,798</b>
<b>NET ASSETS/EQUITY</b>			
Share Capital	10,850,215	10,850,215	10,850,215
Accumulated Surplus	9,500,565,255	8,553,763,962	8,508,070,583
<b>TOTAL NET ASSETS/EQUITY</b>	<b>9,511,415,470</b>	<b>8,564,614,177</b>	<b>8,518,920,798</b>



# FINANCIAL STATEMENTS

## INCOME STATEMENT (CY 2020-2022)

*\*based on COA Annual Audit Report*

	2020	2021	2022
<b>Revenue</b>			
Tax Revenue	467,934,245	166,199,545	1,245,041,250
Service and Business Income	377,303,188	276,548,544	246,359,564
Shares, Grants and Donations	-	-	86,748
	<b>845,237,433</b>	<b>442,748,089</b>	<b>1,491,487,562</b>
<b>Current Operating Expenses</b>			
Personnel Services	398,051,448	416,647,613	485,971,943
Maintenance and Other Operating Expenses	508,211,727	437,292,783	611,595,130
Financial Expenses	6,023,059	4,537,863	3,726,989
Direct Costs	5,540,916	4,530,841	14,640,230
Non-Cash Expenses	245,680,194	294,458,985	170,476,000
	<b>1,163,507,344</b>	<b>1,157,468,085</b>	<b>1,286,410,292</b>
<b>Surplus (Loss) from Operations</b>	<b>-318,269,911</b>	<b>-714,719,996</b>	<b>205,077,270</b>
<b>Non-Operating Income (Loss)</b>			
Miscellaneous Income	640,261	613,308	2,633,011
Gain on Foreign Exchange	3,125,673	8,639,799	5,299,968
Gain on Sale of Assets	17,573	-	-
Losses	-27,020,088	-57,719,625	-30,771,166
Interest Income	-	-	-
Other Comprehensive(Loss)/Income for the Period	-	-	-
<b>Surplus (Loss) Before Tax</b>	<b>-341,506,492</b>	<b>-763,186,514</b>	<b>182,239,083</b>
<b>Income Tax Expense</b>	<b>247,653</b>	<b>74,022.00</b>	<b>136,609.00</b>
<b>Surplus After Tax</b>	<b>-341,754,145</b>	<b>-763,260,536</b>	<b>182,102,474</b>
<b>Net Assistance/Subsidy/(Financial Assistance/ Subsidy/Contribution)</b>	<b>-118,281,906</b>	<b>-189,520,869</b>	<b>-204,197,958</b>
<b>Net Surplus (Loss) for the Period</b>	<b>-460,036,051</b>	<b>-952,781,405</b>	<b>-22,095,484</b>

# FINANCIAL STATEMENTS

## STATEMENT OF CHANGES IN NET ASSETS / EQUITY (CY 2020-2022)

*\*based on COA Annual Audit Report*

	2020	2021	2022
<b>CAPITAL STOCK</b>			
Share Capital	10,850,215	10,850,215	10,850,215
<b>APPRAISAL CAPITAL</b>			
<b>RETAINED EARNINGS</b>			
Balance at Beginning of Year	21,730,006,195	9,500,565,255	8,528,132,126
Surplus for the Year	-460,036,051	-952,781,405	-22,095,484
Other Adjustments	-11,769,404,889	5,980,112	2,033,941
<b>BALANCE AT DECEMBER 31</b>	<b>9,500,565,255</b>	<b>8,553,763,962</b>	<b>8,508,070,583</b>
<b>TOTAL EQUITY AT DECEMBER 31</b>	<b>9,511,415,470</b>	<b>8,564,614,177</b>	<b>8,518,920,798</b>

# FINANCIAL STATEMENTS

## STATEMENT OF CASH FLOWS (CY 2020-2022)

\*based on COA Annual Audit Report

	2020	2021	2022
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Cash Inflows</b>			
Collection of Income/Revenue	1,785,862,713	495,997,656	2,603,424,206
Receipts of Assistance/Subsidy	-	-	117,115,620
Collection of Receivables	24,889,114	18,198,912	30,718,448
Receipt of Inter-Agency Fund Transfers	61,749,917	27,318,403	-
Receipt of Intra-Agency Fund Transfers	115,133,841	69,415,706	244,479,204
Trust Receipts	38,796,297	103,374,852	316,888,812
Other Receipts	15,968,706	1,342,505	13,512,737
Cancellation/Replacement of Issued, Stale and Lost Checks	-	-	-
<b>Total Cash Inflows</b>	<b>2,042,400,588</b>	<b>715,648,034</b>	<b>3,326,139,027</b>
<b>Cash Outflows</b>			
Payment of Expenses	624,591,611	574,991,908	702,494,243
Purchase of Inventories	15,871,288	18,429,553	30,764,655
Grant of Cash Advances	3,954,004	4,797,237	11,709,905
Prepayments	437,882	767,355	1,772,923
Refund of Deposits	28,026,939	13,236,537	18,274,121
Payments of Accounts Payable	1,082,569,493	110,245,011	277,423,846
Remittance of Share on Travel Tax Collections	1,203,210,810	85,843,025	860,403,025
Remittance of Personnel Benefit Contributions and Mandatory Deductions	225,349,778	233,181,064	254,217,328
Grant of Financial Assistance/Subsidy/Contribution	0	445,000	400,000
Release of Inter-Agency Fund Transfers	12,432,701,128	397,632,585	190,643,163
Release of Intra-Agency Fund Transfers	117,636,726	77,148,694	250,235,888
Other Disbursements	33,659,321	28,856,802	47,656,325
Cancellation/Replacement of Issued, Stale and Lost Checks	-	-	-
Refund of Travel Tax/Retention Fee/Guaranty Deposits/Others	-	-	-
Cash Advances to Officers and Employees	-	-	-
<b>Total Cash Outflows</b>	<b>15,768,008,980</b>	<b>1,545,574,771</b>	<b>2,645,995,422</b>
<b>Net Cash (Used)/Provided by Operating Activities</b>	<b>(13,725,608,392)</b>	<b>(829,926,737)</b>	<b>680,143,605</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Cash Inflows</b>			
Proceeds from sale of disposed assets	-	-	-
Proceeds from Matured Investments/Redemption of Long-term Investments/Return on Investments	18,491,529,601	2,128,065,725	353,345,417
<b>Total Cash Inflows</b>	<b>18,491,529,601</b>	<b>2,128,065,725</b>	<b>353,345,417</b>
<b>Cash Outflows</b>			
Purchase/Construction of Property and Equipment	322,626,856	235,471,852	459,773,071
Purchase of Investments	4,247,355,472	1,259,471,821	16,017,028
<b>Total Cash Outflows</b>	<b>4,569,982,328</b>	<b>1,494,943,673</b>	<b>475,790,099</b>
<b>Net Cash Provided/(Used) In Investing Activities</b>	<b>13,921,547,273</b>	<b>633,122,052</b>	<b>(122,444,682)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Cash Outflows</b>			
Payment of Long-Term Liabilities	31,026,654	31,613,873	29,247,826
<b>Total Cash Outflows</b>	<b>31,026,654</b>	<b>31,613,873</b>	<b>29,247,826</b>
<b>Net Cash Used In Financing Activities</b>	<b>(31,026,654)</b>	<b>(31,613,873)</b>	<b>(29,247,826)</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>164,912,227</b>	<b>(228,418,558)</b>	<b>528,451,097</b>
<b>Effects of Exchange Rate Changes on Cash and Cash Equivalents</b>	<b>(11,218)</b>	<b>994</b>	<b>(16,735)</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>	<b>1,149,474,488</b>	<b>1,314,375,497</b>	<b>1,085,957,933</b>
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	<b>1,314,375,497</b>	<b>1,085,957,933</b>	<b>1,614,392,295</b>



# TRANSITIONING TO ONSITE REPORTING

The COVID-19 Pandemic brought abrupt changes in the TIEZA workplace, most especially on technology that touches on employee productivity and performance.

The year 2022 was when the TIEZA workplace fully transitioned back to work. This paved the way for new guidelines and policies that prioritizes employee health and well-being, improved technology to keep even remote teams connected, enhanced and technology-enabled property inventory management, and policies on employee learning & development, performance management and recruitment. The Authority's COVID-19 experience dynamically reshaped how the organization managed its business operations and deliverables nationwide.

With the organization remaining vigilant on employee COVID-19 cases year in and year out, the office provided guidance and clarity in the implementation of the government's quarantine and isolation protocols vis-à-vis the Department of Health's continuous adjustments of COVID-19 guidelines.

Moreover, health awareness, a focus on flexible work arrangements, and fine-tuning of real-time HR and facilities management information systems and metrics were all initiatives by the department to solve HR and GSD issues in a more robust manner.

Undaunted by fluctuating bottomlines and fiscal uncertainties, the department, likewise, forged ahead and advanced policy recommendations that support fairness and equity in employee salaries vis-à-vis the CPCS implementation as mandated by EO 150 s 2021 as well as proposed enhancements in the Authority's organizational structure and staffing pattern.

Armed with a multi-generational and culturally diverse workforce and from its COVID-19 learnings, the Authority is making important headways in creating a future workplace that is rich with learned optimism and capacity to rebound vis-a-vis any crisis or challenge it will face.

## Training Programs Conducted/Funded

CY	No. of Programs Funded/Implemented		
	In-House	Outside	Online
2018	25	37	0
2019	33	51	0
2020	15	6	0
2021	25	0	17
2022	39	12	14



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