



METRO COTABATO WATER DISTRICT

SHORT-TERM CORPORATE PLAN
(2012-2014)

PLAN OVERVIEW

The Metro Cotabato Water District undertook a corporate planning exercise to set the direction of the District for the next three (3) years from 2012 to 2014. The short term Corporate Plan sets in detail such direction to be followed by the responsible units identified in the Plan. The Plan, however, focuses on major key areas only being short-term while the routine responsibilities shall continue to be performed by the concerned departments.

The Plan aims to:

1. Provide a general guide in determining and prioritizing programs and projects that will be implemented based on the goals and timetables set in the corporate plan.
2. Identify the strategies that would be utilized and the specific plans to be done, with consideration as to the problems, potential issues and concerns that may likely affect operations, at the same time anticipating solutions to ensure success of the plan.
3. Create a clear roadmap for the District, for the three-year period.

Many considerations have been made in conducting the planning effort, including the following:

- Revision of District's VISION and MISSION
- Forming CORE VALUES for its employees
- Identifying District PRIORITIES
 - Increase water supply
 - Water quality
 - Increase revenue
 - Reducing non-revenue water
 - Service delivery
 - Watershed preservation
 - Adaption of new technologies
 - Administrative support
 - Organizational development

VISION

To be a highly efficient water utility rendering excellent service to the community.

MISSION

To provide adequate, safe and affordable water supply to all our concessionaires, deliver efficient service and be responsible in promoting environmental conservation, rehabilitation and sanitation.

CORE VALUES

We, in the Metro Cotabato Water District, are guided in everything we do by the following core values:

HONESTY

- *To be true to ourselves and trustworthy in dealing with others.*

ACCOUNTABILITY

- *To take full responsibility for our actions.*

COMMITMENT

- *To perform our duties with commitment under the principle of transparency.*

TEAMWORK

- *To work together as a team, with dedication, dignity and respect, to achieve our corporate goals.*

SERVICE EXCELLENCE

- *To provide effective and efficient service to our customers.*

KEY RESULT AREAS

We have identified priority areas as essential for the success of our mission:

- **Water Quantity**
- **Water Quality**
- **Revenue Generation**
- **Reduction of Non- Revenue Water**
- **Customer Service**
- **Watershed Preservation**
- **Information Technology**
- **Administrative Support Services**
- **Organizational Development and Growth**

**PLANS AND PROGRAMS
2012-2014**

WATER QUANTITY

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) |
|---|--|---|---|------------------------|-----------------------------|--------------------------|
| To ensure adequate supply of potable water for all our concessionaires. | Produce additional 12% and 25% annually of the existing production for year 2012 and 2013 respectively, and 27% for year 2014. | Develop additional water sources and construct storage facilities. | 1 Build and operate four (4) Collector Wells complete with piping system and electromechanical components at Dimapatoy Pumping Station. | ED | 2012 | 7,457,960 |
| | | | 2 Put up Elevated Tanks/ pipelines in areas with low water pressure at Brgy. Bagua I, RH 3,4 and 5. | ED | 2012 - 2014 | 3.5 M |
| | | Implement preventive maintenance of production equipment and facilities and procurement of reserve units. | 1 Efficient maintenance of all electromechanical equipment of all pumping stations & treatment plant. | PD | 2012 - 2014 | 4.5M |
| | | | 2 Rehabilitation of deepwells for Rebuken, Macaguiling 1 & 2 pumping stations with the use of high pressure compressor. | PD | 2012 - 2014 | 400,000 |
| | | Improve water processing / recovery. | 3 Purchase of brand new VT Pump, Sub pump/motor, Chlorinators & Feed pumps as spare units. | PD | 2012 - 2014 | 4M |
| | | | 1 Efficient maintenance of Sedimentation Basin & Rapid Sand Filters w/ 8 units Butterfly valve. | PD | 2012 - 2013 | |
| | | | 2 Repair & rehabilitation of stirrer paddles & stirrer shaft foundation of Flocculation Tank. | ED | 2012 - 2014 | |
| | | | 3 Purchase & installation of one (1) unit Micro Fiber Filter including pipelines from treatment plant to Awang reservoir. | ED | 2012 - 2013 | 30M |
| | | | 4 Purchase & installation of two (2) units Micro Fiber Filter and adapt to existing supply pipeline. | ED | 2014 | 31M |
| | | | | | ED = Engineering Department | PD = Production Division |

WATER QUALITY

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (Php) |
|---|--|---|---|---|--|----------------------|
| <p>To maintain the quality of water served by the District to its customers in conformity with the Philippine National Standard for Drinking Water (PNSDW).</p> | <p>100% compliance with the PNSDW requirements at all times.</p> | <p>Implement appropriate water treatment process.</p> | <p>1 Administer proper chlorine dosage, 24 hours daily to the water supplied by the District to its customers. 2 Ensure that chlorinators including its booster pumps, are all in good running condition at all times. 3 Procure spare chlorinating equipment to ensure continuous operation or to have uninterrupted chlorine supply. 4 Ensure the availability of Poly-Aluminum Chloride (PAC) on stock for the treatment of turbid water at the Dimapatoy Treatment Plant. 5 Ensure continuous and efficient operation of the Amiad microfiber filter.</p> | <p>PD PD PD PD PD</p> | <p>2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014</p> | <p>200,000/ year</p> |
| | | <p>Monitor and improve water quality.</p> | <p>1 Collect water samples for chlorine residual, for bacteriological and for physical and chemical test weekly. 2 Ensure and undertake corrective measures in cases of positive results on the bacteriological test. 3 Conduct flushing at end points of the system on areas identified as critical and periodically thereafter. 4 Conduct a study on how to reduce hardness and chloride of the water served by the District and determine the best solution or method for our water supply. 5 Prepare a water safety plan.</p> | <p>WQS WQS MD WQS WQS</p> | <p>2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2013 2012 - 2013</p> | |
| | | <p>WQS = Water Quality Section</p> | | | | |

REVENUE GENERATION

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) |
|--|--|---|--|---|--|--------------|
| To achieve an increase in revenue of 34% in three (3) years. | Increase Water Revenue from P 167.5 M in 2011 to P 172.1 M in 2012, P 186.4 M in 2013 and P 201 M in 2014. | Intensify marketing campaign. | <ol style="list-style-type: none"> 1 Conduct annual field survey and consultation on areas with potential 2 Offer menu of connection options. 3 Reduce processing time from inspection to installation within seven (7) days after payment of fees. 4 Achieve annual growth of 960 connections. 5 Eliminate illegal connection and encourage them to apply for regular lines. 6 Regulate public faucets then provide service connection options for Low-Income Groups. 7 Encourage those with disconnected line to apply for reopening. 8 Convince those with multiple household with one service line to apply. | <p>CD</p> <p>CD/ED</p> <p>CD/ED</p> | <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> | |
| | Increase average cubic meters billed for 2012 - 7,026,096 2013 - 7,610,424 2014 - 8,217,792 | Manage billing and meter reading efficiency. | <ol style="list-style-type: none"> 1 Prompt and accurate meter readings and efficient computerized billing system 2 Ensure completeness of customers records billed. 3 Analyze and recommend action for consumers with erratic consumption. 4 Increase awareness on responsibility and accountability. 5 Strengthen meter reading system to improve efficiency by adding five (5) more meter reading devices. | <p>BS/ MRS</p> <p>BS/ CRD</p> <p>BS/ IS</p> <p>BS/MRS/CS</p> <p>CD/Prg</p> | <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> | |
| | Increase Other Water Revenue from P 7M - 2011 to P 7.3 M - 2012 P 7.9 M - 2013 P 8.5 M - 2014 | Manage Collection System on other Water Revenues. | <ol style="list-style-type: none"> 1 Ensure efficient and accurate collection system on Other Water Revenue. | <p>CD</p> | <p>2012 - 2014</p> | |
| | | | <p>ALL = All Employees</p> <p>CD = Commercial Department</p> <p>MRS = Meter Reading Section</p> <p>BS = Billing Section</p> | <p>CRD = Customer Relations Division</p> <p>IS = Investigation Section</p> <p>CS = Collection Section</p> <p>Prg = Programmer</p> | | |

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) |
|---|--|--|--|-------------------------------------|---|--------------|
| To increase collection efficiency to 96%. | Attain 95% collection efficiency for 2012; 95.5% for 2013; 96% for 2014. | Establish customers' awareness on collection and disconnection policy. | <ol style="list-style-type: none"> 1 Create public awareness on our collection and disconnection policy thru print, radio and TV ads. 2 Orient customer upon application for new service connection. 3 Provide information flyers of water district's policies on customer's responsibility. | PIO/CD CRD PIO/CA/CRD | 2012 -2014 2012 - 2014 2012 - 2014 | |
| | | Intensify collection enforcement. | <ol style="list-style-type: none"> 1 Deliver bills on time. 2 Remind customers with two (2) months outstanding account to avoid discontinuance of service. 3 Issue disconnection notice fifteen (15) days after due date of the second month's bill. 4 Disconnect service five (5) days after date of issuance of disconnection notice. 5 Reopen service within the day after payment and contract signing for riveted meters. 6 Remove water meter after two (2) months of discontinued water service. 7 Reconnect those with removed meter within seven (7) days after date of payment. | CD MRS DG DG DG | 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 | |
| | | Intensify collection of dormant accounts. | <ol style="list-style-type: none"> 1 Issue collection/ demand letter one (1) month after disconnection of service. 2 Investigate disconnected accounts as to their present source of water. 3 Pursue collection by referring accounts to their present source of water with letter notifying them. 4 Refer to Legal Counsel all dormant accounts with no response on collection letter sent. | CD IS IS/MRS/DP CD/ LC | 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 | |
| | | DG = Disconnection Group; DP = Disco Plumber; LC = Legal Counsel | | | | |

REDUCTION OF NON-REVENUE WATER

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) | | | | | | | | |
|--|---|---------------------------|---|------------------------|------------|--------------|-----|------|-----|--|--|--|--|--|
| To bring down non-revenue water within the next three (3) years. | Reduce the Non-Revenue Water from 30.40% (average January - June 2011) to 25% in 2014 progressively as follows: | Management of Real Losses | 1 Implement pipe replacement program. | ED | 2012 -2014 | 52M | | | | | | | | |
| | | | a Replacement of transmission line from Tanuel Pumping Station to Crossing Awang. | ED/MD | 2012 | 730,000 | | | | | | | | |
| | | | b Replacement of distribution lines. | ED/MD | 2013 | 860,000 | | | | | | | | |
| | | | <ul style="list-style-type: none"> • Jose Lim Street (corner del Pilar Street to Lugay-Lugay Bridge). • Matalam Road. • Don R. Alonzo St.(Quezon Avenue to Megamarket Site). • ND Avenue (Quezon Avenue to Abelardo Street). • Palar Village, DOS. • Interior road of San Pablo Village. • Pansacala Street (from Delcano Street to TV Juliano Avenue). • ND Avenue (from ND Press to De Mazenod Avenue). | ED/MD | 2013 | 310,000 | | | | | | | | |
| 2 Leakage control program | MD | 2012 - 2014 | | | | | | | | | | | | |
| a Ensure speedy/ immediate response and repair of reported and discovered leaks. | MD | 2012 - 2014 | | | | | | | | | | | | |
| b Conduct pressure survey and study supply and demand in the area to detect hidden leaks. | MD | 2012 - 2014 | 250,000 | | | | | | | | | | | |
| c Identify illegal tapping/ connections and convert to legal connections. | MD/CD | 2012 - 2014 | | | | | | | | | | | | |
| d Strictly monitor operation of float valve to avoid reservoir overflows. | PD | 2012 - 2014 | | | | | | | | | | | | |
| e Minimize water interruptions during peak hours. | PD | 2012 - 2014 | | | | | | | | | | | | |
| f Monitor operation's use such as flushing, installation, servicing and repairs. | MD | 2012 - 2014 | | | | | | | | | | | | |
| g Inspect distribution mains/ service line on foot patrol and institute repair when necessary. | MD | 2012 - 2014 | | | | | | | | | | | | |
| | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>YEAR</th> <th>NRW</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>28%</td> </tr> <tr> <td>2013</td> <td>26%</td> </tr> <tr> <td>2014</td> <td>25%</td> </tr> </tbody> </table> | YEAR | NRW | 2012 | 28% | 2013 | 26% | 2014 | 25% | | | | | |
| YEAR | NRW | | | | | | | | | | | | | |
| 2012 | 28% | | | | | | | | | | | | | |
| 2013 | 26% | | | | | | | | | | | | | |
| 2014 | 25% | | | | | | | | | | | | | |

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) |
|------|-----------|---|--|--|--|--------------|
| | | Management of Apparent Losses | <ul style="list-style-type: none"> 1 Immediate replacement of defective water meters. 2 Accurate reading of water meters. 3 Prevent illegal use of Fire Hydrants. 4 Physical check-up and test of flow meters. 5 Implement meter maintenance program. <ul style="list-style-type: none"> - water meter due to aging (10 years and above) 6 Cleaning dirty and clogging meter strainer. 7 Investigate closed accounts and evaluate consumption pattern. 8 Ensure meter test results to be 100% efficient and accurate before installing in the field. | MD/CD CD MD/CD PD/ MMS MD MD CD MMS | 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 | 5.76M |
| | | Institute preventive maintenance program. | <ul style="list-style-type: none"> 1 Install stub-out provisions. 2 Ensure quality of materials and excellent workmanship in pipe and meter installation. 3 Replacement of old and obsolete appurtenances such as gate valves and push-on type materials. 4 Ensure availability of maps and data for operational and tactical use. 5 Adapt a proactive pipeline condition assessment program to ensure reliability of assets and services.. | MD MD MD ED ED | 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 | |

MMS = Meter Maintenance Section CD = Commercial Department

CUSTOMER SERVICE

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (Php) |
|---|---|--|--|--|--|--------------|
| To provide quality services to customers. | Increase customer satisfaction from 43.88% for 2011 to 80% for 2012 85% for 2013 90% for 2014 | Comply CSC recommendations on ARTA Survey findings. | <ol style="list-style-type: none"> 1 Post the step-by-step procedure of frontline services with flowchart. 2 Provide prescribe Identification Cards to all employees. 3 Provide skeletal personnel during lunch and snack time. 4 Highlight and implement best practices of other service providers. 5 Strengthen redress mechanism for address customers' complaints promptly. 6 Maintain updated historical data in Customer Information System to provide effective response to customers' complaints or queries. 7 Report all leaks seen on field. | <p>CD</p> <p>All</p> <p>CD</p> <p>CD</p> <p>CD</p> <p>FS</p> <p>IS/ FS</p> | <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> <p>2012 - 2014</p> | |
| | | Institutionalize standards and procedures of frontline services. | <ol style="list-style-type: none"> 1 Implement what is in the Water District Citizen's Charter. <ol style="list-style-type: none"> a. Deliver bills one (1) week before the due date. b. Validate customers' payment within three (3) minutes; without noon break. c. Act on customers' request for investigation and service request within three (3) days. d. Process paid application for new connection, reconnection, transfer of tapping and meter relocation within seven (7) days from inspection to installation. e. Facilitate request for meter test within a day after payment. f. Act on request for disconnection within the day. g. Facilitate request for refund of Guaranty deposit within 48 hours. h. Attend customer's inquiry on accounts within five (5) to ten (10) minutes. i. Provide Senior Citizen's discount within five (5) minutes. 2 Ensure availability of the Customer Action officer at all times. | <p>CD/ED</p> <p>CRD</p> | <p>2012 - 2014</p> <p>2012 - 2014</p> | |

FS = Frontline Services

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) |
|------|-----------|--|--|---------------------------------------|---|--------------|
| | | | 3 Assist the customer to provide immediate response to his needs. 4 Ensure immediate referral of complaints to concerned department/ officer for proper action. 5 Re-engineer to reduce processing time and unnecessary requirements. 6 Establish a one-stop shop processing system for new service applicants, reopening and disconnected accounts. 7 Provide fast lane for disabled persons, Senior Citizens and pregnant women. | All All FS/IS/MD CD/ED CD | 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 2012 - 2014 | |
| | | Provide timely information to customers. | 1 Effective use of existing communication tools (like landlines, mobile phones, and e-mail). 2 Notify customers for scheduled and emergency water interruptions thru radio and TV. | CD CD/PIO | 2012 - 2014 2012 - 2014 | |
| | | Develop educational tools for customers. | 1 Prepare a Customer Information Packet that provides information on District functions, services and policies. 2 Promote and encourage adoption of water conservation practices. 3 Conduct public information drive about the importance of environmental and watershed preservation. 4 Educate the public on the repercussion on the utilization of illegal connections and other water pilferages. | PIO/CD CD All All | 2012 - 2014 2012 - 2014 2012 - 2014 2012 -2014 | |

WATERSHED PRESERVATION

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (Php) |
|--|--|--|--|------------------------|------------|--------------|
| To develop, protect and restore the Dimapatoy Watershed. | Rehabilitate 120 hectares of open and denuded areas of Dimapatoy Watershed from 2012-2014. | Plant 16,000 seedlings of forest tree species and other agri-forest trees in the watershed every year. | 1 Propagate 19,200 seedlings of different kinds of forest tree species and other agri-forest tree species in the nursery yearly (to include 20% mortality). | WMS | 2012-2014 | 4,052,000 |
| | | | 2 Plant 40 hectares of land with 16,000 seedlings every year. | WMS | 2012-2014 | |
| | | Restore, sustain and stabilize the soil fertility and water holding capacity of the river. | 1 Plant bamboo seedlings and other forest tree species along the riverbank at a span of 7 km. on both sides of the river yearly. | WMS | 2012-2014 | |
| | | | 1 Conduct "pulong-pulong" with the Barangay Officials and residents within the watershed area regarding the importance of trees in the watershed and the environment. | WMS | 2012-2014 | |
| | | Conduct survey and monitoring programs. | 1 Conduct census or house to house survey and determine the presence of the forest intruders or dwellers in the watershed area and report it to the DENR for appropriate action. | WMS | 2012-2014 | |
| | | | 2 Prepare a Memorandum of Agreement between the District and DENR-ARMM to ensure proper enforcement of the watershed preservation program. | WMS | | |
| | | Intensify educational and information campaign. | 1 Organize a watershed cooperative for the purpose. 2 Thru the cooperative, introduce and educate the residents on inter-cropping by letting them plant permanent and easy to harvest crops or other method of livelihood programs for their survival so that they will refrain or stop from cutting trees and charcoal making. | WMS | 2012-2014 | |
| WMS | 2012-2014 | | | | | |

WMS - Watershed Management Section

INFORMATION TECHNOLOGY

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) |
|---|--|--|--|------------------------|--------------|--------------------|
| To enhance the capability of the District's operation using Information Technology. | Develop comprehensive mapping system using AutoCAD leading to GIS by 2014. | Management of existing assets for the mapping system. | 1 Acquisition of AutoCAD software and other hardware and system requirements. | EPDS | 2012-2014 | 1M |
| | Provide reliable and accurate Financial Information and other relevant data that comply with the requirements of COA by 2012 and 2013. | Upgrade Inventory and Payroll System from DOS-based to Windows-based and fully implement the Electronic National Government Accounting System (ENGAS). | 1 Outsource programs for Inventory and Payroll Systems. 2 Implementation of Electronic National Government Accounting System (ENGAS). | FD FD | 2012 2013 | 170,000 600,000 |
| | | | | | | |

EPDS = Engineering Planning and Design Section
 FD = Finance Department

ADMINISTRATIVE SUPPORT SERVICES

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) |
|---|--|--|--|------------------------|------------------|--------------|
| <p>To ensure expedient administrative support to all departments and units.</p> | <p>Provide all departments with continuing and efficient administrative support in procurement, personnel, property, cash, transportation and building/ ground services.</p> | <p>Develop systems and procedures for efficient delivery of Administrative Support Services.</p> | <p>1 Accredite suppliers per rules and regulations of R.A. 9184 to expedite the procurement process.</p> | <p>BAC/ PrcU</p> | <p>2012-2013</p> | |
| | | | <p>2 Provide technical support to procurement by maintaining price data analysis/ monitoring.</p> | <p>BAC/ PrcU</p> | <p>2012-2013</p> | |
| | | | <p>3 Efficient management of Property, Plant and Equipment, Supplies/ Materials availability.</p> | <p>PrpS</p> | <p>2012-2013</p> | |
| | | | <p>4 Implement effective logistical support to all operating units in terms of Transportation and Equipment needs including improve office working condition.</p> | <p>TEMU</p> | <p>2012-2013</p> | |
| | | | <p>5 Strictly comply with cash management procedures in accordance with COA rules and regulations.</p> | <p>CU</p> | <p>2012-2013</p> | |
| | | | <p>6 Develop and implement Occupational Health and Safety (OHS) Program to ensure satisfactory working environment for all employees.</p> | <p>AGM</p> | <p>2012-2013</p> | |
| | | | <p>PrcU = Procurement Section PrpS = Property Section CU = Cash Unit TEMU = Transportation and Equipment Maintenance Unit BGU = Building and Ground Unit</p> | | | |

ORGANIZATIONAL DEVELOPMENT AND GROWTH

| GOAL | OBJECTIVE | STRATEGIES | PROGRAMS | RESPONSIBLE DEPARTMENT | TIME FRAME | BUDGET (PhP) |
|---|--|--|--|--|---|---------------|
| To build a sustainable dynamic organization in three (3) years. | Develop a positive employee work outlook and culture thru programs to be implemented for the years 2012 to 2014. | Conduct intensified training and orientation to improve employee values, competence and working skills, providing them assurance of organizational security based on accountability and performance. | <ol style="list-style-type: none"> 1 Create an effective communication and interaction system between board, management and employees. 2 Conduct Training Needs Analysis (TNA) and implement function-specific and values training program to improve competence and working skills, enhance career development and employee values and morale. 3 Conduct a sustained employee orientation program on District operations. 4 Design a staffing plan responsive to service needs and attainment of District's goals. 5 Conduct department performance review/ analysis quarterly, based on targets and commitment. | BoD/OGM/ DM's HRD HRD HRD OGM | 2012-2014 2012-2014 2012-2014 2012-2014 2012-2014 | 400,000/ year |