



METRO COTABATO WATER DISTRICT

CORPORATE PLAN
2020
(ACCOMPLISHMENT)

PLAN OVERVIEW

The Metro Cotabato Water District undertook a corporate plan review to set the direction of the District for the year 2020, based on the the medium-term Corporate Plan (2017 -2021). This 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, 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
3. Create a clear roadmap for the District, for the five-year period by identifying its priorities:
 - Increase water production
 - Ensure safe water supply
 - Increase revenue
 - Reduce non-revenue water
 - Improve delivery of services
 - Promote environmental conservation and sanitation
 - Manage information technology
 - Improve organizational efficiency and productivity

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:

- Increase water production
- Ensure safe water supply
- Increase revenue
- Reduce non-revenue water
- Improve delivery of services
- Promote environmental conservation and sanitation
- Manage information technology
- Improve organizational efficiency and productivity

**PLANS AND PROGRAMS
2020**

INCREASE REVENUE

GOAL	TARGET	STRATEGIES	PROGRAMS	RESPONSIBLE DEPARTMENT	TIME FRAME	BUDGET (Php)	STATUS	REMARKS
98% of Barangays w/in Water District service area has access to potable water	Increase number of connection: 2020 - 1,800	Intensify marketing campaign	1 Conduct marketing survey and consultation on areas with potential market.	CD	2020-2021	OPEX	being done	Total increase of connection - 1,344 or 75% of the target
			2 Create attractive marketing promotions, like: a.) For new connection - Mode of payment from 6 months to 1 year installment. b.) For reconnection - 50% down payment for arrears, and remaining balance 50% on installment within 6 months to 1 year.	CD	2020-2021		being done	
			3 Eliminate illegal connections and encourage them to apply for regular lines.	CD	2020-2021		being done	
			4 Encourage those with single water service connection categorized as pure commercial due to multiple households, to apply for separate connection.	CD	2020-2021		being done	
			5 Encourage customers with disconnected connections to apply for reconnection.	CD	2020-2021		being done	
			6 Develop and implement orientation program for new service connection applicants.	CD	2020-2021		being done	
			7 Procure 1 unit Brand New Mobile Water Tanker		2020			
	To attain billed consumption of 74% of total production	Manage billing and meter reading efficiently	1 Accurate reading of water meters. (error-free or 1% error)	CD	2020-2021	OPEX	being done	Not yet implemented
			2 Ensure 100% of active service connections are billed.	CD	2020-2021		being done	
			3 Implement read and bill. NOTE: This can be done after rezoning / rerouting of whole service area.	CD/IT	2020			
To maintain financial sustainability	To achieve an increase in water revenue of 5% in	Efficient billing of customer accounts	1 Prepare and ensure monthly meter reading, billing and delivery per schedule.	CD	2020-2021	OPEX	being done	294,748,911.72 - 281,285,244.71 = 4.79%
			2 Ensure completeness of records forwarded to EDP for a 100% meter reading of active connections.	CD	2020-2021		being done	
			3 Prompt submission of accomplished MCO and Service Connection Contracts for a reliable and accurate EDP master files record reconciled with the list of re-opened and disconnected connections.	CD	2020-2021		being done	
			4 Double check readings against daily list of disconnected connections.	CD	2020-2021		being done	
			5 Focus on the analysis of consumers erratic consumption and recommend action.	CD	2020-2021		being done	

			6 Ensure completeness of delivery of bills at least 7 calendar days before the due date, properly acknowledged/signed by the customer, or if nobody is available or refuses to sign the acknowledgement receipt, leaves the bill in a place where it is safe and readily noticeable or have it received by neighbor and/or indicate in the remarks column the location where the bill was left.	CD	2020-2021		being done	
			7 Conduct a surprise random field audit on accuracy of meter readings.	CD	2020-2021		being done	
	Maintain collection ratio at 90% for 2017-2021	Intensify collection enforcement including dormant accounts	1 Review and update collection enforcement program.	CD	2020	OPEX	being done	Actual Collection Ratio: 88.45%
			2 Public information program on collection & disconnection policy using tri-media (print, radio, and TV ads, social media & infotext). - Quarterly or Semi-annually	CD/PR/IT	2020-2021		being done	
			3 Remind delinquent customers using infotext services / Short Messaging System (SMS). 4 sims	CD/IT	2020-2021		being done	
			4 Enforce disconnection policy on 2 months overdue accounts with 5 days grace period.	CD	2020-2021		being done	
			5 Intensify investigation as to the present sources of water by those disconnected consumers.	CD	2020-2021		being done	
			6 Pursue collection by forwarding their accounts to their present source of water by notifying them thru letter.	CD	2020-2021		being done	
			7 Follow-up collection letter should be sent 2 months after disconnection.	CD	2020-2021		being done	
			8 Pursue collection with demand letter from our Lawyer for those disconnected consumers who don't respond to previous collection letters, and recommend for write-off those that are already considered as bad debts.	CD	2020-2021		being done	
CD = Commercial Department PR = Public Relations IT = Information Technology								

REDUCE NON-REVENUE WATER

GOAL	TARGET	STRATEGIES	PROGRAMS	RESPONSIBLE DEPARTMENT	TIME FRAME	BUDGET (PhP)	STATUS	REMARKS							
To bring down non-revenue water within the next five (5) years.	Reduce the Non-Revenue Water to 26%	Management of Real Losses	1 A. Implement Valve Replacement	ED/CMD	2020	125,000.00		Cancelled							
			A.1. Near Cojuangco residence along Crossing Awang												
			2 B. Implement Pipe Replacement						ED	2018-2019	21.6M	- by contract - 68%			
			B.1. Replacement of 8"Ø Steel Pipes to 14"Ø & const. concrete manhole along Sinsuat Ave., Brgy. Pob-5 (Central Bank to R. Tabunaway St.) (525m)												
			B.2. Replacement of Transmission Line from Tanuel to SPDA Junction (6.78km) with Interconnection & Transfer Tapping (Phase 1)										2018-2020	96.8M	- by contract - ADB
			B.3. Replacement of Transmission Line from SPDA Junction to Esteros Bridge (2.50km) with Interconnection & Transfer Tapping (Phase 2)												
			B.4. Replacement of 6"Ø to 8"Ø uPVC pipelines & const. of concrete manhole along Jose Lim Sr. St. Cor. Sinsuat Ave., to Cor. Lugay-Lugay St. & MB Bagua (1.05km)										2019-2020	15.740M	- by contract - Implementation to be scheduled by Jan 12, 2021
		B.5. Replacement of 4"Ø uPVC pipelines & const. of concrete manhole along R. Tabunaway St. (BFP) to Cor. Bonifacio St. (710m)													
		B.6. Replacement of 6"Ø uPVC pipelines & const. of concrete manhole along Datu Udtog Matalam St. (Malagapas) (750m)	2020	3.525M	- No Plans and estimates										
		Management of Apparent Losses	3 C. Leakage Control Program	PAMD	2020-2021	17.5M									
			C.1. Prepare, Implement and Establish DMA plans & program and creation of NRW Reduction Unit												
			C.2. Procurement of leak detection equipment to reduce NRW levels.							PAMD/BAC/Proc	2018-2021	1.802M	on-going		
			C.3. Conduct pressure survey & study supply & demand in the area to detect hidden leaks (Procurement of Pressure Recorder)							PAMD	2020-2021	900,000.00	being done		
			C.4. Ensure speedy/immediate response and repair of reported and discovered leaks.							PAMD	2020-2021		being done		
			C.5. Strictly monitor operation of float valves to avoid reservoir overflows.							PAMD	2020-2021		being done		
C.6. Minimize water interruptions especially during peak hours.	PAMD		2020-2021								being done				
C.7. Monitor operation's use such as flushing, installation, servicing & repairs.	PAMD		2020-2021								being done				
C.8. Inspect distribution mains/service line thoroughly thru foot patrol and institute immediate repair and improvements as may be necessary.	PAMD	2020-2021		being done											

			C.9. Physical check-up and test of flow meters, fire hydrants, valves and TM lines.	PAMD	2020-2021		being done		
			C.10. Implement meter maintenance program by replacing water meters aging 5 years & above for residential , and 3 years for commercial (750/month replacement)	PAMD/MS	2020-2021		being done		
			c.11 Procure 7,000 water meters		2020				
			C.11. Cleaning dirty and clogged meter strainers.	PAMD/MS	2020-2021		being done		
		Institute Preventive Maintenance Program	4 D. Institute Preventive Maintenance						
			D.1. Continue installation of stub-out in proper location for maintenance purposes.	PAMD	2020-2021	Budget to be requested as needed	being done		
			D.2. Continue relocation of water meters to proper location.	PAMD	2020-2021		being done		
			D.3. Prevent Illegal use of Fire Hydrants by installation of meters and educating the Barangay / Residents and BFP of the importance of it.	PAMD	2020-2021		being done		
			D.4. Ensure quality of materials and excellent workmanship in pipe and meter installation.	PAMD/ms/comm	2020-2021		being done		
			D.5. Ensure availability of maps and data for operational and tactical use.	PAMD	2020-2021		being done		
			D.6. Adapt a proactive pipeline condition assessment program to ensure reliability of assets and services.	PAMD	2020-2021		being done		
			D.7. Installation of Pressure Gauge for purposes of checking the water pressure in the area.	PAMD			being done		
			D.8. Painting of river/creek crossing structures/pipes:	PAMD	2019-2020	2.50M	on-going		
			- beside Quirino Bridge					being done	
			- beside Tamontaka Bridge					being done	
			- beside Esteros Bridge					being done	
			- Kalanganan and other areas					being done	
Improve Water Service Distribution	24 hours sufficient supply of water to far flung & elevated areas	Expansion of Distribution Line Program	1 4"Ø uPVC Distribution Line along Zenaida Subd. to Kakar area.	PAMD	2019-2020	770,000.00	Lack of Materials		
			2 2"Ø uPVC Distribution pipe along 3rd St. Don E. Sero, Brgy. RH 5	PAMD	2020	740,000.00			
			3 1" Ø GI Pipe improvement project along 2nd Road Malagapas, RH 10	PAMD	2020	270,000.00			
			4 8" Ø Flowmeter installation before and after the meter at CRMC	PAMD	2019-2020				
			5 Kalanganan 2	PAMD	2020	925,000.00			
			6 2"Ø UPVC Pipe Extension project located at R. Mañara St. RH-10	PAMD	2020	928,000.00			
			Implement Fire Hydrant Relocation & Modification	1 Installation of 4"Ø Flowmeters for Fire Hydrants with manhole (3 units)	PAMD	2020	2,000,000.00		Lack of Materials
			Water Supply System Improvement Project	1 Proposed 80 cu. M Elevated Steel Tank. RH 4 Total project cost 3.415 M (MCWD Counterpart - 2.065M)* *(MCWD Commitment - 1.045M*; MCWD 6% DED -DILG Project= 1.020M*) DILG: 0.75M; LGU: 0.60M	PAMD	2020-2021	2.065M	on-going	Implemented by Cotabato City LGU

		To control water pilferages	<p>1 A.1. Conduct information disseminate on water pilferage and water crisis act to arouse customers awareness on the importance of reporting illegal connection (using radio, tv, social media, and MCWD web site).</p> <p>A.2. Ensure and monitor all fieldmen of Commercial Department on the number of reported leaks and illegal connections.</p> <p>A.3. Investigate closed accounts and evaluate consumption pattern.</p> <p>A.4. Monitor consumption of concessionaires, and those with abnormal consumption patterns shall be subject for inspection / verification.</p> <p>A.5. Closure at tapping point (distribution Main) disconnected service</p> <p>2 B.1. Immediate submission and preparation of Service Requests for leaks seen on field and as reported by customers.</p> <p>3 C.1. Immediate preparation and submission of Service Request for meter replacement based on Investigation Orders and Meter Readers request.</p>	<p>CD/MSD</p> <p>CD/ All employees</p> <p>CD</p> <p>CD</p> <p>PAMD/CD</p> <p>CD</p> <p>CD</p>	<p>2020-2021</p> <p>2020-2021</p> <p>2020-2021</p>	<p>OPEX</p>	<p>being done</p> <p>being done</p> <p>being done</p> <p>being done</p> <p>being done</p> <p>being done</p> <p>being done</p>	
			CD = Commercial Department					

PROMOTE ENVIRONMENTAL CONSERVATION AND SANITATION

GOAL	TARGET	STRATEGIES	PROGRAMS	RESPONSIBLE DEPARTMENT	TIME FRAME	BUDGET (PhP)	STATUS	REMARKS
Watershed Rehabilitation and Preservation	To protect the growing trees at various planting sites	3300pcs. Growing Trees at Inulogan Planting Site	1 Hauling of seedlings from Dimapatoy nursery	WMS	2020	200,000	being done	3,541 Growing Trees
		Tinungkaan Bamboo Growing along Dimapatoy Riverbank w/ 1600pcs. Add'l. Propagules	1 Monitoring and maintenance activities	WMS	2020		being done	1,315 Growing bamboos Completed
			2 Hauling, Planting, Monitoring and Maintenance (1600)	WMS	2020		being done	
		1600pcs. Growing Trees at Saladengen Mt. Range	1 Monitoring, Replanting and Maintenance	WMS	2020		being done	1,600 Growing Trees
		4400pcs. Growing Trees at Fengelomon Planting Site	1 Monitoring and maintenance	WMS	2020		being done	2,772 Growing Trees Completed
			2 Hauling, Replanting, and Maintenance	WMS	2020		being done	
		Educational and Information Campaign	1 Conduct "pulong-Pulong" with the Barangay Officials and residents within the watershed area at least once a year.	WMS	2019-2021		being done	Nov.12, 2020 @ Pagapulan Dec.1-6, 2020 @ Tinungkaan
NGO adapt a tree growing areas at Inulogan Planting Site	1 Hauling, Planting, Monitoring and Maintenance 2 Monitoring, Replanting and Maintenance		2018-2021	being done being done	Completed Completed			
Maintain 50,000pcs. seedlings at Dimapatoy nursery	1 Bagging, Planting, Monitoring and Maintenance	WMS	2017-2021	being done	51,688 Growing seedlings			
Compliance to Clean Water Act of 2004 RA 9275	To establish sanitation management facility	To engage participation with Local Government Unit (LGU) - Cotabato City	1 Septage Management Program Total Project Cost 93.5 M (50% c/o DPWH, 50% c/o LGU/MCWD)	All Dept.	2018-2021	25 M		no update from LGU

WMS - Watershed Maintenance Section

MANAGE INFORMATION TECHNOLOGY

GOAL	TARGET	STRATEGIES	PROGRAMS	RESPONSIBLE DEPARTMENT	TIME FRAME	BUDGET (Php)	STATUS	REMARKS		
Provide management with information vital to decision-making & development of strategies to achieve corporate goals & objectives.	To provide support by ensuring that all technical requirements are provided to concerned parties.	Continue developing computer programs for both internal & external clients.	1 Customer Queing, Infotext/Text-Blasting, Data Privacy Act Management Program, Internet Inquiry thru Website, Algorithm, Social Media & other platforms. - Text-Blasting (P1,000.00 x 12 x 5)	IT/PR/CD	2020-2021	60,000.00	being done	For Implementation (No Hardware)		
			Adoption of modern technology beneficial to office operations.	1 Softwares (Microsoft License) 2 Continuously improve, enhance, & upgrade the District's mapping system (customer information, pipeline network & other data), thru use of software applications like Autocad and GIS. 3 Purchase of servers and other equipment necessary for back-up and storage of vital data due to increase in number of concessionaires and enhancement of programs.	IT/BAC/ IT/ED/CD	2020 2018-2021	500,000.00	being done	- 1st Batch Completed	
		Train users for accessibility and distributed knowledge and skills.	1 Seminars and In-house trainings (Continuing / IT Responsibility)	IT	2019-2021		being done	None		
			1 Maintain MCWD Website Online Biling Inquiry (Website)	IT	2017-2021		being done	Maintained Implemented - Dec 2020		
		Improve organizational efficiency, productivity and achieve quality service	Provide all department with continuing efficient & effective Administrative Support	Set & Upgrade Software Programs of Administrative Department as follows: a. HRIS b. Procurement Procedure c. Supply/Materials/PPE Monitoring d. Assets Mngt.(PMS) (Office equipment, Construction Equipment, Pump & Electrical Motors, & Transportation & Heavy Equipment) e. Meter Shop Mngt.	1 To source-out competent provider to develop the software.	BAC/ Procurement Section	2017-2021	CAPEX		In-house developed software
								2020 2020		on-going for implementation
						2020-2021		on-going	on-going	

IMPROVE ORGANIZATIONAL EFFICIENCY AND PRODUCTIVITY

GOAL	TARGET	STRATEGIES	PROGRAMS	RESPONSIBLE DEPARTMENT	TIME FRAME	BUDGET (PhP)	STATUS	REMARKS	
Improve organizational efficiency, productivity and achieve quality service	To maintain staff productivity index at least 1:120	Implement Category A Organizational Structure	1 Enhancement of organizational structure and Plantilla of Positions	4 Dept's./ HR	2019-2020		on-going	on-going	
	MCWD QMS as Certified to ISO 9001:2015	To ensure development and consistent implementation and improvement of MCWD Quality Management System Certifiable to ISO 9001:2015 for the effective and efficient controls and monitoring	1 Work for the compliance on the observation / NC findings in preparation for the 2 years surveillance audits of the certifying body for the continued certification of MCWD QMS as compliant to ISO 9001:2015.	GM/ISO Head/ ISO Core & Working Team, DCC	2020-2021	OPEX	being done	Attestation -Dec 14, 2020	
	To achieve Maturity Level 2 Accreditation by the Civil Service Commission (CSC) under the PRIME-HRM program		Work for the development of customized policies on RSP, PMS, L&D and R&R in accordance with the CSC guidelines	1 Improve Selection Procedures along with the precision of Merit Selection Plan.	HRM PSB	2020-2021	CAPEX	being done	
				2 Develop mechanism to establish effective monitoring on the Performance Management System compliance.	PMT	2020-2021	OPEX	being done	
				3 Continuously Initiate updates/enhancement of Rewards and Recognition policies and implement program to encourage innovation, productivity and exemplary behavior among officers and employees.	PRAISE	2020-2021	OPEX	being done	
				4 Compliance to CSC PRIME-HRM Program Maturity Level II	HRM PSB/ PDS	2020-2021	OPEX	being done	CSC Level 2 Accreditation - Oct 14, 2020
			Clearly define the existing succession planning program	1 Setting of MCWD Succession Planning Program.	HRMPSB /HRD	2020-2021	CAPEX	for implementation	for implementation

Create a healthy workforce, drug free workplace, & smoke free environment	Occupational Health & Safety (OHS) Program to ensure safe working environment for all employees	1 Develop and implement Occupational Health Safety (OHS) Program.	OHSC/ Bldg., Ground & Equipment Maintenance Unit, Division/ Unit Heads	2020-2021	OPEX	being done	Guidelines created on Jun 29, 2020
	Improvement of Facilities	1 Construction of New Office Building 2 Construction of IT Room 3 Construction of Motorpool 4 2-Storey Storage Facility		2017 2019-2020 2020 2020		completed completed	Completed Completed Deferred Deferred
	Enhance procurement efficiency to support the organization plans/ plans/programs	Strict compliance in the provision of revised rules and regulations of Republic Act 9184.	BAC/ TWG/ Procurement Section	2020-2021	CAPEX	being done	
	Improve systems and procedures for efficient delivery of Property/Supply and PPE management	1 Conduct updated Appraisal of Property, Plant & Equipment (PPE). 2 Conduct actual field inspection of proper handling and installation of water meters. 3 Improve Meter Shop environmental condition by providing sufficient size air conditioning system to achieve more accurate conformation test result.	Property/ Supply Section/ Meter Shop	2020 2020 2020	CAPEX	being done being done on-going	Implemented - May 2020
To provide support and assistance	Ensuring that all Water District Advisories, Press Releases & other information materials are delivered promptly and accurately to concerned parties.	1 Continue the delivery of timely and accurate advisories, press releases and announcements. - Paid Ads (P4,000.00 x 3 x 12 x 5)	PR/IT/GSO	2020		being done	
		2 Prepare information materials to educate the public on Water District advocacies, projects and activities (water conservation, environment protection, climate change and septage management) thru use of print, tv, radio, social media and other platforms. - Paid Ads (P4,000.00 x 3 x 12 x 5)	PR/IT/GSO	2020		being done	

			3 Continue establishing linkages to the media, by engaging in radio and tv interviews for proper and extensive water service information.				being done	
		Ensuring that all individual responsibilities are carried out efficiently and effectively in a prompt and accurate manner.	1 Continue the timely and accurate review/inspection of documents (like CA's, Payroll, Payment to Suppliers, OT, Reimbursements, Petty Cash, Fuel and Lubricants).	ICS/ GSO/ FD	2020		being done	
To enhance the efficiency and effectiveness of Information Technology to improve District's operations.	To provide reliable & accurate Financial Information & other relevant data that complies with the requirements of COA by 2017 & onwards	Full implementation of the Electronic Nat'l. Government Acctg. System (ENGAS)	1 Secure approval from COA for the implementation of ENGAS.	FD	2017-2021	200,000.00	No update from COA	No update from COA
			2 Prepare platform of the new systems to serve as outline that will define the requirements, steps to be followed, guidelines and procedures to be observed.	FD	2017-2021			
			3 Train users	FD	2017-2021			
			4 Provide security codes to protect the integrity of the systems and identify accessibility to limited users.	FD	2017-2021			
			5 Ensure availability & compatibility of computer units	FD	2017-2021			
			6 Maintain back-up of files in case of server malfunction or system failure.	FD	2017-2021			
To be financially viable and sustainable in carrying-out programs and projects of the District	Ensure sound financial resources to support District's Corporate Plan for 2017-2021	Assure that financial resources are available to fund current and future programs	1 Submit approved budget to cover anticipated cost of programs and projects.	FD	2020		being done	
			2 Monitor budget to cover cost of programs & projects by regularly examining Financial Data Projections through the evaluation of Actual vs Budget Expenditures. - Control annual obligation up to 88-90% of the Budget - Capital outlay disb. should be at least 85%-90%	FD	2020		being done being done	80.69% 86.75%

Cash Management	Practice safety measures in handling Cash	Safeguard Cash of MCWD	<p>3 Review Financial Data to ensure sufficient future cash flows will cover operational requirements, debt service, and to finance the development programs.</p> <ul style="list-style-type: none"> - maintain current ratio at $\leq 1.5:1$ - replenish petty cash fund at 50% utilization - maintain operational account at 50M, others to be properly maintained as operational reserves 	FD	2020		being done being done being done	3.41:1
			<p>1 Utilize significant financial ratios as overall indicator of performance to guide the Management in the decision and policy-making.</p> <ul style="list-style-type: none"> - Control operating & maintenance cost at 65-70% of gross revenue. <p>OP Ratio $<.75$; NI Ratio $>.08$</p>	FD	2020		being done	OP = 0.73 NI = .022
			<p>2 Manage corporate assets and determine maximum efficiency to ensure optimum return of investments and reduce operating costs.</p> <ul style="list-style-type: none"> - Maintain a positive net balance in the average net income for 12 months 	FD	2020		being done	66,835,579.52 5,569,631.63 Ave
			<p>1 While in custody of the daily collection:</p> <ul style="list-style-type: none"> a. Purchase Vault b. Change combination lock at a reasonable time 	FD	2020	100,000.00		Fully Implemented
			<p>2 Strictly comply with Cash Management procedures in accordance with COA, BSP, and MCWD.</p>	FD	2020		being done	
			<p>3 Maintain operational account at P50M, others to be properly secured as operational reserves.</p>	FD	2020		being done	

FD = Finance Department