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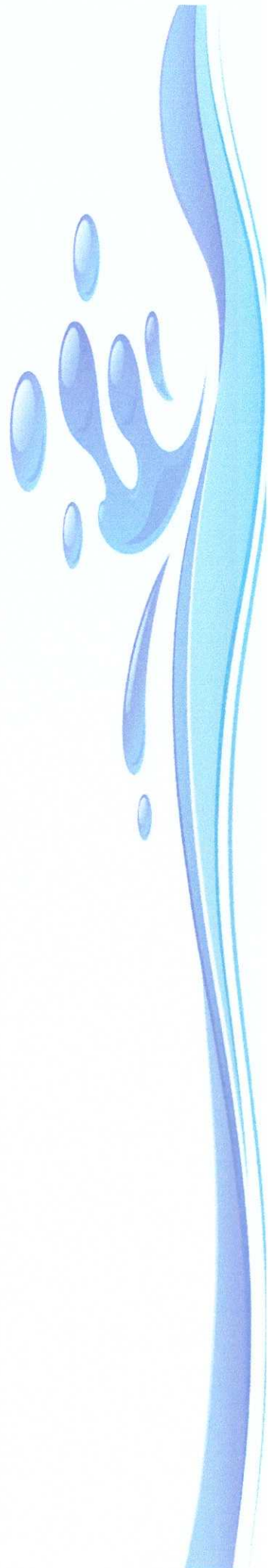
CARMONA WATER DISTRICT

FIVE-YEAR BUSINESS PLAN (2020 - 2024)

*“ANG TUBIG AY BUHAY,
GAMITIN NG BUONG HUSAY”*

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BRIEF PROFILE OF CARMONA WATER DISTRICT

Carmona Water District (CWD) is a non-profit and a government-owned and controlled corporation. CWD is one of the local water distributors here in Cavite serving 15,337 concessionaires in the Municipality of Carmona. CWD have 17 pumping stations in different barangays in Carmona that supplies water 24 hours a day and 7 days a week and under the Level III System. CWD is capable of supplying sufficient, safe and potable water for all households.



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Telefax Nos.	: (046) 430-1705
Email Address	: carmonawd@yahoo.com
Category	: Category B
CCC No.	: 561
Date CCC issued	: April 27, 1997
No. of Service Connections as of August 2019	: 15,337

HISTORY OF THE CARMONA WATER DISTRICT

Carmona Water District is a non-profit and a government-owned and controlled corporation which was established to provide water services under Level III System to all cities and municipalities outside Metro Manila with more than 20,000 population.

Municipal Resolution No. 077-96 dated October 14, 1996 gave way to the birth of Carmona Water District (CWD). Under this resolution, CWD shall have exclusive power to raise revenues and promulgate rules and regulations to run and manage the water utility pursuant to the provisions of Section 27, Title II of Presidential Decree 198 known as the Provincial Water Utilities Act of 1973.

Later on, the Sangguniang Bayan of Carmona amended this resolution on January 20, 1997 under Municipal Resolution No. 002-97 creating CWD and designating its Board of Directors. CWD was still a non-self-supporting utility at that time, so the Local Government of Carmona provided a monthly subsidy of Php15,000.00 for a period of one (1) year. It was to help the district implement an improved staffing pattern and operational format.

On **April 27, 1997**, the Local Water Utilities and Administration (LWUA)—an agency created to assist provincial urban water-users through loans, training and other forms of assistance, awarded a **Certificate of Conditional Conformance Number 561** to CWD. This marked the inception of CWD with its first General Manager Engr. Teddy Medina. He had served the district for two (2) years and was succeeded by Mr. Edison L. Sarmiento, Jr., who served from the year 2000 until October 2015.

Consequently, starting November 2015, **Engr. Aniline B. Francia** assumed the position. From thereon, Engr. Francia has been bringing positive changes to the District.

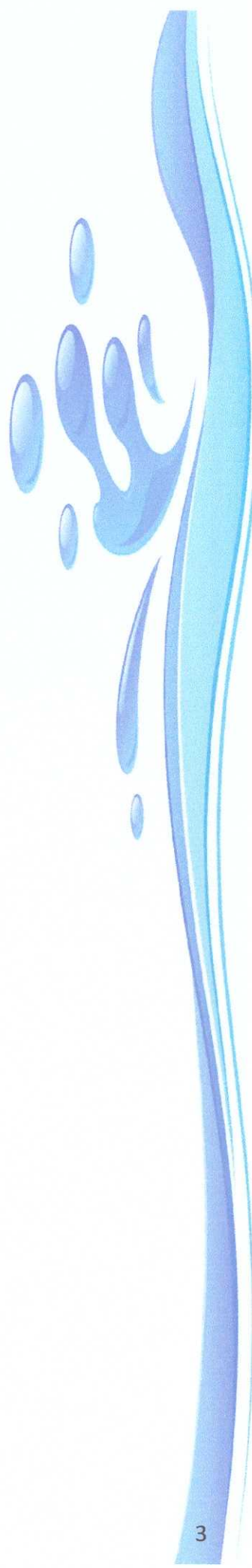
With CWD growing rapidly, delivering sufficient, clean, and economical water to its increasing number of concessionaires has been a challenge. But through the hard work of its employees and good leadership, CWD has surpassed these challenges. Back in August 2006, CWD was categorized by LWUA from Small Category to Big Category, having reached a remarkable 5,000 service connections that year. This had been a big leap for the district.

In 2012, CWD was successfully recategorized by LWUA from Category “C” into **Category “B” Water District** having reached a more than 13,000 concessionaires. This was ratified by the Department of Budget and Management (DBM) in February 2018.

HISTORY OF THE CARMONA WATER DISTRICT

After twenty (22) years in public utility service to the town of Carmona, CWD has greatly improved from just starting with a single well. Now, the district has **seventeen (17) Pumping Stations** located within the fourteen (14) Barangays being served.

Through the years, Carmona Water District has continuously met its objective of supplying clean, sufficient and economical water to its concessionaires.



CORPORATE STRUCTURE

BOARD OF DIRECTORS

DIR. ATTY. FREDERICK S. LEVARDO

Chairman

DIR. PATRICK A. DOLOROSO

Vice Chairman

DIR. ADELINA M. DIEGO

Secretary

DIR. JULIA C. DIAGO

Member

DIR. BERNARD M. LEDESMA

Member

MANAGEMENT TEAM

ENGR. ANILINE B. FRANCIA

General Manager

MR. JOEMAR G. CUNANAN

Admin/Finance Division Manager

ENGR. MA. NIEVES C. MAÑABO

Engineering Division Head

MS. ROCELISA G. MAULANIN

Commercial Division Head

*"Great things in business
are never done by
one person.
They're done by a
team of people."*

Corporate structure is a grouping of different positions and departments within a company, which all have separate tasks but work together.

Carmona Water District knows that upholding its mission is a combined effort of its entire corporate hierarchy.

On top of CWD's corporate structure is the Board of Directors who is the policy-making and goal-setting body of the agency. Each of the Board Members came from different sectors of society namely: Civil, Business, Professional, Education, and Women. Each is appointed by the local chief executive to a renewable six-year term.

Consequently, implementation of the policies and supervision of company's day-to-day activities are vested on the Management Team. It is headed by the General Manager subordinated by three (3) Division Heads for Engineering, Commercial, and Administrative and Finance.

MISSION AND VISION STATEMENT

QUALITY POLICY

Carmona Water District is committed to ensuring the provision of quality water services and strict monitoring of the governing body standards to meet and exceed the customers' expectations.

We give focus on the services we deliver, and aim to maintain open communications with our concessionaires and to respond actively and properly to customer feedback.

We aim to continually improve the quality of the water we supply to our concessionaires through the acquisition of most appropriate technology.

The agency shall maintain and continuously improve quality objectives at relevant functions and effectiveness of the quality management systems in accordance with ISO 9001:2015 requirements.

VISION

The premier Water District in Cavite highly recognized for excellence in providing service and quality water for the welfare of the concessionaires and waste water industry.

Carmona Water District shall provide safe adequate, economical water and deliver services to address the needs of the concessionaires thereby actively participating in the environmental protection program of the community.

MISSION

Carmona Water District is committed to ensuring the provision of quality water services and strict monitoring of the governing body standards to meet and exceed the customers' expectations.

We give focus on the services we deliver, and aim to maintain open communications with our concessionaires and to respond actively and properly to customer feedback.

We aim to continually improve the quality of the water we supply to our concessionaires through the acquisition of most appropriate technology.

EXECUTIVE SUMMARY

The Business plan covers the first 5 years of 2020-2024 strategic plans and provide mechanisms to ensure compliance with that plan. The plan is responsive to the need of the customers by providing essential services in the most cost-effective manner possible as dictated by Carmona Water District mission statement.

Because of the determination to fulfill its mission, this business considered the external and internal conditions , population growth and water demand as well as the issues facing in implementing this five-year business plan.

Carmona Water District was created to be the provider of safe, adequate and economical water primarily to all residents and secondarily all commercial and industrial business within the vicinity of Carmona. The agency's management and employees joint hands in fulfilling its goals, vision and mission.

FOREWORD

Carmona Water Districts' goal to ensure concessionaires' satisfaction is anchored to service excellence. This five-year business plan provides complete information on the agency's development plan in delivering quality service.

Carmona Water District's 5-year Business Plan aims to impart a layout for a progressive development of the agency through commitment, engagement and team work. In this proposition, the management is positive that this business plan will be of great help to the management and will significantly contribute in attaining its mission.

MESSAGE FROM THE CHAIRMAN

Carmona Water District (CWD) started its humble beginnings thru the Local Water Utilities Administration Certificate of Conditional Conformance No. 561 (LWUA CCC No. 561) dated April 27, 1997. As a local water utility, we aimed to supply quality, sufficient and economical water to the residents of the Municipality of Carmona, Cavite.

With CWD growing rapidly, satisfying and providing sufficient and potable water to the increasing number of concessionaires has been a great challenge. But through the concerted effort of our employees backed up with good leadership, sound management, and warm support of the Municipality of Carmona, we have surpassed the challenges that came our way.

Now as we mark our 22nd year in water utility service, we together with our stakeholders are heading towards a progressive future. With the rapid growth of population and industrialization of Carmona, CWD is expecting to have a higher demand for water supply. Currently, 100% of the water we supply to our concessionaires are extracted from the ground since Carmona does not have other natural bodies of water. This situation then challenges us on how we could manage our limited water resource. It is then imperative to look for innovative ways to improve our operations at minimal cost.

For and on behalf of the CWD Board of Directors, I am pleased to present to you our revised Five-Year Business plan for the years 2020-2021. This plan outlines the district's direction and strategic priority projects to address risks and opportunities as well as to ensure sustainable water supply for our valued concessionaires.



ATTY. FREDERICK S. LEVARDO
CHAIRMAN OF THE BOARD OF THE DIRECTORS

MESSAGE FROM THE GENERAL MANAGER

"Whatever you do, work at it with all your heart, as working for the Lord and not for men."

– Colossians 3:23

After twenty-two years of service in the water utility sector, Carmona Water District has shown its full potential to achieve its Mission and Vision. Since the incumbency of the new set of Board of Directors and Management Team in 2015, positive transformations for the agency has begun.

We initiated it by planning and designing our programs and activities addressing obstacle in our objectives, accomplished it with cooperation and engagement of all employees. With a step by step process and through the guidance of our Almighty God, we are able to gain our foothold against challenges in providing quality water service to our valued concessionaires.

As an ISO 9001:2015 certified company, we pledge for continuous improvement of our services and carry out more meaningful projects. In this light, it is with enthusiasm and commitment, that I present the **5-year Business Plan of Carmona Water District for the years 2020-2024.**



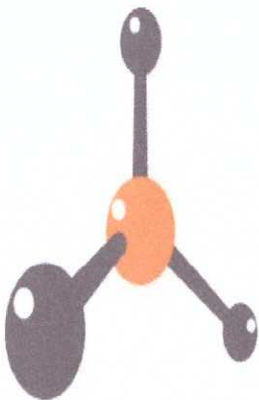
**ANILINE B. FRANCIA
GENERAL MANAGER**

STRATEGIC OBJECTIVES



- Provide safe, adequate, and economical water
- Extend prompt and quality services
- Preserve and protect water resources
- Ensure efficient management of financial resources
- Build partnership with stakeholders and concessionaires

CORE VALUES



- Accountability Our employees take responsibility for our own actions. We perform duties required by our job functions in an efficient, fair, and transparent manner.
- Leadership We work in an environment where the management values group motivation and team work, thus creating a vision that motivates and inspires all employees.
- Ecological Awareness We realize the important need to preserve the environment and natural resources. We strongly support this advocacy through different activities within the agency.
- Reliability Our dependability and consistent good service reflect our commitment to our valued concessionaires.
- Timelessness As a public servant, we are always at your service going above and beyond our regular job duties.

THE PRIMARY FUNCTION OF THE DIVISIONS OF CARMONA WATER DISTRICT



Board of Directors

The Board of Directors is the policy-making body of the agency. The Board establishes and adopts policies and amend by-laws for the management and operations of the district.



General Manager

The General Manager, who is appointed by the Board of Directors, is in-charge of the over-all administration and direction of the district operations, including implementation of policies and procedures, approval of program of works, direct coordination with local government and other agencies of the government, management of the district expenditures, and overseeing all programs and activities of the district.



Administrative and Human Resources Division

The Administrative and Human Resource Division is responsible for the management of human resources and administrative and general services.



Commercial Division

The Commercial Division manages customer services and customer accounts which include billing activities of the district, records management of concessionaires, and attending to customer inquiries and complaints on billing and other water services.



Finance Division

Finance Division is responsible for the transparent reporting of the agency performance and financial position. This division is also responsible for budget preparation and allocation, and effective cash management procedures.



Engineering Division

The Engineering Division is in charge of construction and maintenance of water services facilities, production operations including water treatment and distribution, quality control, and planning and implementation of water services infrastructure and projects.

CURRENT CONDITIONS- INTERNAL

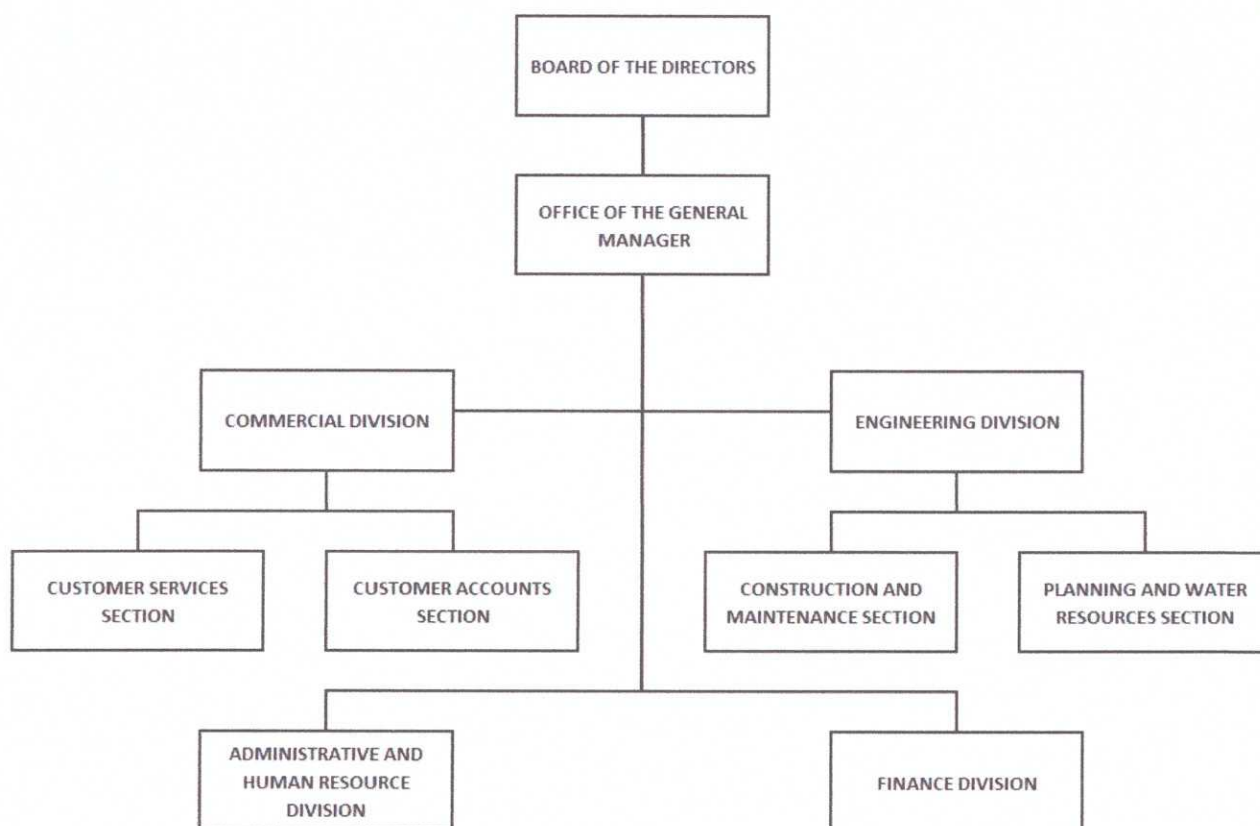
Organizational Structure and Staffing

The CWD has a total workforce complement of 83 as shown in the table (Table 1) below. Of these, 6% are contractual on job order basis while another 10% are casual employees and some 78% are regular employees. However, the total number of positions is 98, which is less than the present total workforce including casuals and job order contractuales.

Table 1
CWD Workforce Complement

Level of Position	Number of Positions	Existing Number of Staff	Percentage to TOTAL
GM, BOD	6	6	7%
Division Managers	6	1	1%
Supervisors	17	7	8%
Rank & File	69	56	68%
Casuals		8	10%
Contractors per Job Order		5	6%
Total	98	83	100%

Figure 1
Proposed Organizational Structure



The figure that follows is the organizational structure of the CWD under the Category B approved by the Department of Budget and Management.

Financing Availability

Like all other Water Districts in the country, CWD prepares and implements budgets on an annual basis and is dependent on the revenues projected to be generated for the year. The primary source of these revenues come from the water sales and such is used to fund the requirements of the District for the year. These requirements include the operating and maintenance expenses, debt service, capital expenditures, the reserve and contingency appropriations. As of 2019, the CWD has a total of Php 157,707,142.93 cash in bank. This represents that the District revenue increased and its expenses decreased by a margin. CWD has no plan to loan for its new projects and activities for the following years.

CURRENT CONDITIONS- EXTERNAL

Non-Revenue Water Reduction

Non-revenue water (NRW) is water that has been produced and lost before it reaches the customer. Losses can be real losses (through leaks, sometimes referred to as physical losses) or apparent losses such as through theft or meter inaccuracies. High levels of NRW are detrimental to financial viability of water utilities, as well as the quality of water itself.

In this light, Carmona Water District aims to reduce NRW with the Engineering Division and Commercial Division taking the lead. Likewise for 2018, Carmona Water District registered 23.38% non-revenue water, comparatively low to the standard set by LWUA which is 30%.

Table 2
Percentage of CWD's Non-Revenue Water

ITEM	VALUE	UNIT
Production Volume (2018 data)	4,041,490	Cubic Meter (cu.m)
Billed Consumption (2018 data)	3,096,524	cu.m.
Number of Service Connection as of August 2019	14,009	Service Connection
Average Daily Consumption per Household	7.37	cu.m./Household/day
Non Revenue Water (Volume)	944,966	cu.m.
% NRW to Total Production	23.38	%

Table 3
Likelihood and Risk Rating of Hazardous Events

Process Step	Hazardous event	Hazard	Likelihood	Severity	Risk Score	Risk Rating
Source (Ground Water)	Ingress of contaminants due to agricultural activities (pesticides)	Chemical	3	4	12	High
	Discoloration & low water pressure due to power interruption	Physical	4	3	12	High
	Sand Pumping	Physical	2	2	4	Low
	Presence of iron/manganese	Physical	2	3	6	Moderate
Storage (tank cover & Reservoir)	Ingress of rust due to corroded metal cover	Physical Chemical	2 2	3 3	6 6	Moderate Moderate
	Intrusion of insects and small animals due to open overflow vent	Microbial Physical	2 2	5 3	10 6	Moderate Moderate
	Improper preparation of chlorine	Microbial	3	3	9	Moderate
Treatment	Under dosing of chlorine due to clog nozzle of chlorinator	Microbial	3	3	9	Moderate
	Shortage of Chlorine Stocks	Microbial	2	2	4	Low
	No disinfection due to defective chlorinator	Microbial	2	2	4	Low
	Ingress of contaminants due to pipe leaks during low water pressure	Microbial Chemical Physical	2 2 2	5 4 4	10 8 8	Moderate Moderate Moderate
Consumer Premises	Intrusion of contaminants due to backflow	Microbial	2	5	10	Moderate

Barriers in Implementing this Five-Year Strategic Business Plan

Whenever an organization wants to move ahead, regardless of their size, level of economic development, they have to face dynamic and complex environment due to the globalization, technological development, new emerging markets. At that time organizations need more sophisticated and contemporary strategic planning for their survival and growth. As organizations moves toward strategic planning, they face different barriers. The following are the barriers in implementing this business plan:

- Lack of coordination among top and lower management
- Lack of motivation to achieve this plan
- Inflexible organizational culture to realize the urgency of strategy implementation
- No association between organizational and individual goals
- Lack of Conformity between formulated plans and real world factual
- Environmental dynamics
- Legal restrictions
- Changes in rules and regulations
- Lack of relationship between strategic plan and allocated budget

Monitoring, Commentary and Corrective Actions

The Business Plan must be reviewed and updated on a yearly basis in order to keep track of the unforeseen scenarios in the operations. The review and updating must involve both the policy-making body and the executive branch of the organization. The Management then has to cascade the Business Plan to every personnel of the District in order to have unity and coordination in the performance of responsibilities and duties towards the attainment of the organization's strategic goals.

Strategic Goals of the Utility

As an ISO certified company, Carmona Water District established its Quality Management System Manual and Procedures to improve the agency's overall performance and provide a sound basis for sustainable development initiatives. Thus, Quality objectives are set with Quality Policy as reference.

1. To meet 95% water supply demand of Carmona residents 24 hours a day
2. To target 7.5 Million monthly water sales
3. 90% customer service satisfaction measured through the Customer Feedback Form on monthly report
4. 95% on-time service connection based on Citizen's Charter
5. Satisfactory performance rating evaluation of employees semi-annually

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Analysis and Forecast of Personnel Structure

CARMONA WATER DISTRICT

Staff Status	Base Year				Year 1			
	2019				2020			
	No. of Staff	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	
Regular	65	20,657.52	16,112,868.00	65	5%	21,690.40	16,918,511.40	
Casual	8	13,214.00	1,268,544.00	8	5%	13,874.70	1,331,971.20	
Contractual/Job Order	0	-	-	0	5%	-	-	
Total Staff Cost/ Year (PhP)	73		17,381,412.00	73			18,250,482.60	
Annual % Increase in Labor Cost								5.0%
No. of connections (Water+Sewer)	14,240			17,143				
No. of Conns./Staff	195			235				
Staff Status	Year 2				Year 3			
	2021				2022			
	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)
Regular	65	5%	22,774.92	17,764,436.97	65	5%	23,913.67	18,652,658.82
Casual	8	5%	14,568.44	1,398,569.76	8	5%	15,296.86	1,468,498.25
Contractual/Job Order	0	5%	-	-	0	5%	-	-
Total Staff Cost/ Year (PhP)	73			19,163,006.73	73			20,121,157.07
Annual % Increase in Labor Cost				5.0%				5.0%
No. of connections (Water+Sewer)	17,978				18,847			
No. of Conns./Staff	246				258			
Staff Status	Year 4				Year 5			
	2023				2024			
	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)	No. of Staff	Pay Increase	Ave. Mo. Net Basic Pay (PhP)	Annual Cost (PhP)
Regular	65	5%	25,109.35	19,585,291.76	65	5%	26,364.82	20,564,556.35
Casual	8	5%	16,061.70	1,541,923.16	8	5%	16,864.78	1,619,019.32
Contractual/Job Order	0	5%	-	-	0	5%	-	-
Total Staff Cost/ Year (PhP)	73			21,127,214.92	73			22,183,575.67
Annual % Increase in Labor Cost				5.0%				5.0%
No. of connections (Water+Sewer)	19,753				20,697			
No. of Conns./Staff	271				284			

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Water Demand Analysis and Sales Forecast

CARMONA WATER DISTRICT

	Base Year 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024
Population/Customer Profile						
Total City/Municipal Population	92,397	96,287	100,341	104,565	108,967	113,555
Population Covered by Other Service Providers	14,667	15,000	15,000	15,000	15,000	15,000
% of Total Population	16%	16%	15%	14%	14%	13%
Maximum Serviceable Population	77,730	81,287	85,341	89,565	93,967	98,555
Population Covered by WD Water Distribution System	77,730	81,287	85,341	89,565	93,967	98,555
% of Total Population	84%	84%	85%	86%	86%	87%
% of LGU Population Not Covered by Any Service Provider	0%	0%	0%	0%	0%	0%
Population Served by Household Connections	66,890	81,287	85,341	89,565	93,967	98,555
Population Served by Public Faucets	0	0	0	0	0	0
Total Population Served	66,890	81,287	85,341	89,565	93,967	98,555
% of Total Population	72%	84%	85%	86%	86%	87%
% Willing-to-Connect to WD Water System	86%	100%	100%	100%	100%	100%
Registered Active Water Service Connections						
Metered Connections	14,240	17,143	17,978	18,847	19,753	20,697
Non-metered Connections	0	0	0	0	0	0
% Metered Connections	100%	100%	100%	100%	100%	100%
No. of New Metered Connections per Year		2,903	835	870	906	944
Individual Household Connections						
Metered HH Connections	13,378	16,257	17,068	17,913	18,793	19,711
Non-metered HH Connections	0	0	0	0	0	0
% Metered HH Connections	100%	100%	100%	100%	100%	100%
No. of New Metered HH Connections per Year		2,879	811	845	880	918
Public Faucets						
Metered PFs	0	0	0	0	0	0
Non-metered PFs	0	0	0	0	0	0
% Metered PFs	0%	0%	0%	0%	0%	0%
Average HHs per PF	0	0	0	0	0	0
Commercial Connections						
Metered Connections	779	802	826	851	877	903
Non-metered Connections	0	0	0	0	0	0
% Metered Connections	100%	100%	100%	100%	100%	100%
No. of New Metered Commercial Connections per Year		23	24	25	26	26
Institutional Connections						
Metered Connections	83	83	83	83	83	83
Non-metered Connections	0	0	0	0	0	0
% Metered Connections	100%	100%	100%	100%	100%	100%
No. of New Metered Institutional Connections per Year		0	0	0	0	0
Industrial Connections						
Metered Connections	0	0	0	0	0	0
Non-metered Connections	0	0	0	0	0	0
% Metered Connections	0%	0%	0%	0%	0%	0%
No. of New Metered Industrial Connections per Year		0	0	0	0	0
Registered Sewer Connections						
Households	0	0	0	0	0	0
Sewer Coverage HH (%)	0%	0%	0%	0%	0%	0%
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial	0	0	0	0	0	0

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS

	Base Year 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024
Septage Collection						
Customers	0	0	0	0	0	0
Households	0	0	0	0	0	0
Septage Collection Coverage HH (%)	0%	0%	0%	0%	0%	0%
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial	0	0	0	0	0	0
Non-Customers	0	0	0	0	0	0
Total Water Sales Volume (m³/year)	3,399,275	4,065,811	4,255,676	4,453,357	4,659,214	4,873,609
Metered Water Sales	3,399,275					
Non-metered Water Sales	0					
Individual Household Consumption	2,909,102	3,560,371	3,737,936	3,922,947	4,115,755	4,316,709
Metered HH Water Sales	2,909,102					
Non-metered HH Water Sales	0					
Public Faucets Consumption	0	0	0	0	0	0
Metered PF Water Sales	0					
Non-metered PF Water Sales	0					
Commercial Consumption	396,099	410,011	422,311	434,981	448,030	461,471
Metered Water Sales	396,099					
Non-metered Water Sales	0					
Institutional Consumption	94,074	95,429	95,429	95,429	95,429	95,429
Metered Water Sales	94,074					
Non-metered Water Sales	0					
Industrial Consumption	0	0	0	0	0	0
Metered Water Sales	0					
Non-metered Water Sales	0					
Per Capita Demand (lpcd)						
Individual Household	119	120	120	120	120	120
Public Faucet	0	0	0	0	0	0
Per Connection Demand (m³/day)						
Individual Household	0.60	0.60	0.60	0.60	0.60	0.60
Public Faucet	0.00	0.00	0.00	0.00	0.00	0.00
Commercial	1.39	1.40	1.40	1.40	1.40	1.40
Institutional	3.11	3.15	3.15	3.15	3.15	3.15
Industrial	0.00	0.00	0.00	0.00	0.00	0.00
Retail Water Demand (m ³ /day)	9,313	11,139	11,659	12,201	12,765	13,352
Bulk Water Sales (m ³ /day)	0	0	0	0	0	0
Total Water Demand (Ave. m³/day)	9,313	11,139	11,659	12,201	12,765	13,352
Produced Water (m ³ /day)	12,891	15,913	16,656	17,430	18,236	19,075
Purchased Water (m ³ /day)	0	0	0	0	0	0
Total Water to System (m³/day)	12,891	15,913	16,656	17,430	18,236	19,075
Allowance for % NRW	28%	30%	30%	30%	30%	30%

Projected Population Increase (%)	4.21%
Projected Commercial Connection Increase (%)	3.00%
Projected Institutional Connection Increase (%)	0.00%
Projected Industrial Connection Increase (%)	0.00%
No. of Persons per Household	5.00

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Capital Expenditures Program

CARMONA WATER DISTRICT

Item	Qty.	Unit Cost	Total Cost Year 1-5	Base Year 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024
Capital Renewal									
Total Capital Renewal Expenditures			0	0	0	0	0	0	0
Capital Repair and Replacement									
Replacement of uncalibrated water meters			10,200,000		1,700,000	1,840,000	2,005,000	2,175,000	2,480,000
Periodic Preventive Maintenance of Generator Sets			715,000			325,000			390,000
Improvement of Water Meter Reading System			500,000		500,000				
Total Capital Repair and Replacement Reserve			11,415,000	0	2,200,000	2,165,000	2,005,000	2,175,000	2,870,000
New Capital Investments									
Additional Pumping Stations			14,500,000	3,949,000		7,000,000	7,500,000		
Construction of Elevated/Ground water Tank			7,000,000	3,000,000	7,000,000				
Construction of Septage Management Facility			45,000,000		10,000,000	35,000,000			
Expansion of CWD Office			31,000,000		31,000,000				
Establishment of water testing facility/laboratory			2,000,000			2,000,000			
Purchase of additional multicab as service vehicle			1,500,000	600,000		700,000		800,000	
Purchase of additional maintenance tools			751,000	142,000	226,000		250,000		275,000
Purchase of leak detection equipment / CAD System			1,800,000	1,265,000	170,000	180,000	200,000	1,000,000	250,000
Procurement of Filtration System in Pumping Station			5,000,000			2,000,000		3,000,000	
Interconnection of new pipelines			7,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Creation of District Metered Areas (DMAs) / Flowmeters			305,800		105,800		100,000		100,000
Purchase of Motor Vehicles (Commercial)			165,000		55,000		55,000		55,000
Purchase of Printers (Commercial)			70,000		20,000		25,000		25,000
Purchase of Computer Sets (Commercial)			340,000		100,000		120,000		120,000
Purchase of Motor Vehicles (Admin & Finance)			1,000,000				1,000,000		
Purchase of Computer Sets (Admin & Finance)			150,000			50,000	100,000		
Purchase of various Furnitures and Fixtures			100,000					100,000	
Human Resource Information System			500,000			200,000		300,000	
Total New Capital Investments			118,681,800	10,456,000	50,176,800	48,630,000	10,850,000	6,700,000	2,325,000
Contribution to New Capital Investment Reserve	10%		11,868,180		5,017,680	4,863,000	1,085,000	670,000	232,500
New Capital Investment Loans	90%		106,813,620		45,159,120	43,767,000	9,765,000	6,030,000	2,092,500
Total Capital Investments from Free Cash Flow			23,283,180	0	7,217,680	7,028,000	3,090,000	2,845,000	3,102,500
Capital Investments from Grants									
Total Capital Investments from Grants			0	0	0	0	0	0	0

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Operation and Maintenance Budget Forecast (PhP)

CARMONA WATER DISTRICT

Expenses	Base Year 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024
Basic Salaries						
Regular Staff	12,674,448	14,394,552	15,114,279	15,869,993	16,663,493	17,496,668
Casual Staff	950,592	4,325,194	4,541,453	5,135,336	5,777,253	6,470,523
Contractual/Job Order Staff	4,182,624	2,091,312	3,513,404	4,380,776	5,326,101	6,355,007
Sub Total	17,807,664	20,811,057	23,169,137	25,386,105	27,766,847	30,322,197
Other Compensation						
Overtime	1,378,433	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
13th Month Pay	1,769,471	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
Bonuses	3,557,525	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
Other Compensation	5,326,871	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
Compensation of Board of Directors	715,142	722,293	729,516	736,811	744,179	751,621
Other Board Compensation	0	0	0	0	0	0
Sub Total	12,747,441	4,884,505	5,363,343	5,814,032	6,297,549	6,816,061
Personnel Costs						
GSIS	2,066,012	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
PhilHealth Contributions	212,029	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
Pag-Ibig Contributions	86,400	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
Employee Compensation	86,400	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
Training	688,985	1,040,553	1,158,457	1,269,305	1,388,342	1,516,110
Sub Total	3,139,826	5,202,764	5,792,284	6,346,526	6,941,712	7,580,549
Expenditures						
Maintenance	2,812,219	2,952,830	3,100,472	3,255,496	3,418,270	3,589,184
Materials	0	0	0	0	0	0
Chemicals	1,826,720	2,323,321	2,431,815	2,544,775	2,662,408	2,784,920
Electricity	19,717,364	23,233,205	24,318,151	25,447,754	26,624,080	27,849,196
Security Services	597,866	627,759	659,147	692,105	726,710	763,045
Other Contracted Services	173,400	182,070	191,174	200,732	210,769	221,307
Transport (fuel, oil, vehicle insurance)	796,582	836,411	878,232	922,143	968,250	1,016,663
Office and Administrative	758,674	796,608	836,438	878,260	922,173	968,281
Taxes (premiums and other fees)	1,378,662	1,447,595	1,519,975	1,595,974	1,675,773	1,759,561
Purchased Water	0	0	0	0	0	0
Other Expenditures	854,552	897,279	942,143	989,250	1,038,713	1,090,649
Public Relations	1,086,464	1,131,423	1,186,524	1,243,917	1,303,709	1,366,007
O&M Contingency						
Sub Total	30,002,503	34,428,502	36,064,071	37,770,407	39,550,855	41,408,813
Total Operation and Maintenance	63,697,435	65,326,828	70,388,836	75,317,070	80,556,962	86,127,621

Norms	2019	2020	2021	2022	2023	2024
Based on % of Basic Salary:						
Overtime	7.74%	5.00%	5.00%	5.00%	5.00%	5.00%
13th Month Pay	9.94%	5.00%	5.00%	5.00%	5.00%	5.00%
Bonuses	19.98%	5.00%	5.00%	5.00%	5.00%	5.00%
Other Compensation	29.91%	5.00%	5.00%	5.00%	5.00%	5.00%
GSIS	11.60%	5.00%	5.00%	5.00%	5.00%	5.00%
PhilHealth Contributions	1.19%	5.00%	5.00%	5.00%	5.00%	5.00%
Pag-Ibig Contributions	0.49%	5.00%	5.00%	5.00%	5.00%	5.00%
Employee Compensation	0.49%	5.00%	5.00%	5.00%	5.00%	5.00%
Training	3.87%	5.00%	5.00%	5.00%	5.00%	5.00%
PhP/year/connection:						
Public Relations	76.30	66.00	66.00	66.00	66.00	66.00
PhP/m³:						
Chemicals	0.39	0.40	0.40	0.40	0.40	0.40
Electricity	4.19	4.00	4.00	4.00	4.00	4.00
Purchased Water	0.00	0.00	0.00	0.00	0.00	0.00
Increasing/Decreasing Rates:						
Compensation of Board of Directors		1.00%	1.00%	1.00%	1.00%	1.00%
Other Board Compensation		1.00%	1.00%	1.00%	1.00%	1.00%
Maintenance		5.00%	5.00%	5.00%	5.00%	5.00%
Materials		5.00%	5.00%	5.00%	5.00%	5.00%
Security Services		5.00%	5.00%	5.00%	5.00%	5.00%
Other Contracted Services		5.00%	5.00%	5.00%	5.00%	5.00%
Transport (fuel, oil, vehicle insurance)		5.00%	5.00%	5.00%	5.00%	5.00%
Office and Administrative		5.00%	5.00%	5.00%	5.00%	5.00%
Taxes (premiums and other fees)		5.00%	5.00%	5.00%	5.00%	5.00%
Other Expenditures		5.00%	5.00%	5.00%	5.00%	5.00%

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Debt Service (PhP)

CARMONA WATER DISTRICT

Description	Base Year 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024
DEBT SERVICE						
Existing Loans						
Interest Payments	0					
Principal Repayments	0					
Total Payments Loan #1	0	0	0	0	0	0
New Capital Investments Loans						
Interest Payments	0					
Principal Repayments	0					
Total Payments Loan #2	0	0	0	0	0	0
Other Loans						
Interest Payments	0					
Principal Repayments	0					
Total Payments Loan #3	0	0	0	0	0	0
TOTAL LOANS						
Total Interest Payments	0	0	0	0	0	0
Total Principal Repayments	0	0	0	0	0	0
Total Loan Payments	0	0	0	0	0	0

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Revenue Needs (PHP)

CARMONA WATER DISTRICT

Description	Base Year 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024
Operation and Maintenance Costs						
Personal Services	33,694,931	30,898,326	34,324,764	37,546,663	41,006,107	44,718,807
Maintenance and Other Operating Expenses	30,002,503	34,428,502	36,064,071	37,770,407	39,550,855	41,408,813
Sub-Total	63,697,435	65,326,828	70,388,836	75,317,070	80,556,962	86,127,621
Debt Service						
Interest Payments from Revenues	0	0	0	0	0	0
Principal Repayment from Revenues	0	0	0	0	0	0
Debt Repayment Reserve						
Sub-Total	0	0	0	0	0	0
Capital Expenditures						
Capital Renewal Expenditures	0	0	0	0	0	0
Capital Repair and Replacement Reserve	0	2,200,000	2,165,000	2,005,000	2,175,000	2,870,000
New Capital Investment Reserve	10,456,000	50,176,800	48,630,000	10,850,000	6,700,000	2,325,000
Sub-Total	10,456,000	52,376,800	50,795,000	12,855,000	8,875,000	5,195,000
Subsidies						
Subsidies from Central/Local Government	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0
Total Revenue Needs	74,153,435	117,703,628	121,183,836	88,172,070	89,431,962	91,322,621
Collection Efficiency (% per Year)	90%	90%	90%	90%	90%	90%
Adjusted Total Revenue Needs with the Collection Efficiency	82,392,705	130,781,809	134,648,706	97,968,967	99,368,847	101,469,579
Debt Service Reserve						
(O&M Contingency+Debt Repayment Reserve+Capital Expenditures)	10,456,000	52,376,800	50,795,000	12,855,000	8,875,000	5,195,000
Total Debt Service Reserve (as % on Adjusted Total Revenue Needs)	9.07%	39.05%	36.36%	8.84%	5.86%	3.29%

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Pricing Strategy

CARMONA WATER DISTRICT

Description	Base Year 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024
Water Connections						
Individual Households	13,378	16,257	17,068	17,913	18,793	19,711
Public Faucets	0	0	0	0	0	0
Commercial	779	802	826	851	877	903
Institutional	83	83	83	83	83	83
Industrial	0	0	0	0	0	0
Sewer Connections						
Households	0	0	0	0	0	0
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial	0	0	0	0	0	0
Septage Management						
Households	0	0	0	0	0	0
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial	0	0	0	0	0	0
Non-Customers	0	0	0	0	0	0
Water Sales (m³/day)						
Retail	9,313	11,139	11,659	12,201	12,765	13,352
Bulk	0	0	0	0	0	0
Unit Consumption						
Per Capita Water Demand (lpcd)						
Individual Households	119	120	120	120	120	120
Public Faucets	0	0	0	0	0	0
Per Connection Water Demand (m³/day)						
Individual Households	0.60	0.60	0.60	0.60	0.60	0.60
Public Faucets	0.00	0.00	0.00	0.00	0.00	0.00
Commercial	1.39	1.40	1.40	1.40	1.40	1.40
Institutional	3.11	3.15	3.15	3.15	3.15	3.15
Industrial	0.00	0.00	0.00	0.00	0.00	0.00
Price Strategy (PhP)						
Water Service						
Volume for Minimum Charge (m ³ /connection/month)	10	10	10	10	10	10
Monthly Minimum Charge per Service Connection						
Individual Households	238.60	238.60	238.60	238.60	238.60	238.60
Commercial	477.20	477.20	477.20	477.20	477.20	477.20
Institutional	238.60	238.60	238.60	238.60	238.60	238.60
Industrial	0.00	0.00	0.00	0.00	0.00	0.00
Commodity Charges (/m³)						
Individual Households	32.08	32.08	32.08	32.08	32.08	32.08
Commercial	57.36	57.36	57.36	57.36	57.36	57.36
Institutional	36.44	36.44	36.44	36.44	36.44	36.44
Industrial	0.00	0.00	0.00	0.00	0.00	0.00
Monthly Flat Rate per Public Faucet	0.00	0.00	0.00	0.00	0.00	0.00
Bulk Water Tariff (/m³)	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Service (% of Water Bill)	0%	0%	0%	0%	0%	0%
Septage Management						
Customers (/m ³ of Water Consumed)	0.00	0.00	0.00	0.00	0.00	0.00
Non-Customers (flat rate)	0.00	0.00	0.00	0.00	0.00	0.00

FIVE-YEAR CAPITAL EXPENDITURE AND INVESTMENT FORECAST REVENUE NEEDS



Pricing Strategy

CARMONA WATER DISTRICT

Description	Base Year 2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024
Revenues (PhP)						
Water Service						
Individual Households	80,129,717	98,180,389	103,076,908	108,178,757	113,495,598	119,037,094
Public Faucets	0	0	0	0	0	0
Commercial	21,818,874	22,590,053	23,267,755	23,965,788	24,684,761	25,425,304
Institutional	3,303,082	3,352,145	3,352,145	3,352,145	3,352,145	3,352,145
Industrial	0	0	0	0	0	0
Bulk		0	0	0	0	0
Minimum Charge						
Individual Households	38,303,890	46,548,188	48,869,670	51,288,502	53,809,263	56,436,535
Commercial	4,460,866	4,594,692	4,732,532	4,874,508	5,020,744	5,171,366
Institutional	237,646	237,646	237,646	237,646	237,646	237,646
Industrial	0	0	0	0	0	0
Commodity Charges						
Individual Households	41,825,827	51,632,202	54,207,238	56,890,255	59,686,335	62,600,559
Commercial	17,358,009	17,995,362	18,535,223	19,091,279	19,664,018	20,253,938
Institutional	3,065,436	3,114,499	3,114,499	3,114,499	3,114,499	3,114,499
Industrial	0	0	0	0	0	0
Sewerage						
Households	0	0	0	0	0	0
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial		0	0	0	0	0
Septage Management						
Households	0	0	0	0	0	0
Commercial	0	0	0	0	0	0
Institutional	0	0	0	0	0	0
Industrial	0	0	0	0	0	0
Non-Customers	0	0	0	0	0	0
Total Revenues by Type of Service						
Water	105,251,673	124,122,588	129,696,808	135,496,689	141,532,504	147,814,543
Sewerage	0	0	0	0	0	0
Septage Management	0	0	0	0	0	0
Others	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Total Revenues (from Price Strategy)	115,251,673	134,122,588	139,696,808	145,496,689	151,532,504	157,814,543
Adjusted Total Revenue Needs with the Collection Rate	82,392,705	130,781,809	134,648,706	97,968,967	99,368,847	101,469,579
Annual Cash Flow Surplus	32,858,968	3,340,779	5,048,102	47,527,722	52,163,657	56,344,965
Accumulative Cash Flow Surplus	42,138,832	45,479,611	50,527,713	98,055,436	150,219,093	206,564,057

THE FIVE-YEAR DEVELOPMENT PLAN

PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ENGINEERING DIVISION

THE FIVE-YEAR DEVELOPMENT PLAN PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION									
ISSUE / GAPS	OBJECTIVES	PRIORITY, PROGRAMS, PROJECTS AND	EXPECTED OUTCOME	TIME FRAME / BUDGET ALLOCATION					
				2019	2020	2021	2022	2023	2024
Meter Inaccuracies due to uncalibrated water meters	To ensure the use of calibrated water meters	Replacement of uncalibrated water meters	Effective and fair meter reading and avoidance of erroneous water meter consumption		1,700,000	1,840,000	2,005,000	2,175,000	2,480,000
Increasing demand for water supply	To provide continuous water supply during increase in water demand	Construction of Additional Pumping Stations (Bancal PS-3, Additional in Lantic and Bancal)	Sufficient water supply for the continuously increasing demand	3,949,000		7,000,000	7,500,000		
Occasional shut down of Pumping Station due to maintenance of Generator Sets	To ensure continuous service during power interruption/outages	Periodic Preventive Maintenance of Generator Sets	Efficient and continuous water service even with power interruption			325,000.00			390,000
Need for additional pressure on water system	To provide better water supply by increasing the water pressure	Construction of Elevated/Ground water Tank	Increased water pressure in the system to provide water supply in high rise establishments	3,000,000	7,000,000				
Lack of Septage facility to comply with the legal requirements on waste water discharge	To ensure compliance on "Clean Water Act" by providing Septage Facility	Construction of Septage Management Facility	Reduction of water pollution		47,000,000				
Congested office space for employees and materials/stocks, no available rooms for other services	* To promote conducive working environment for CWD employees * To properly store and account materials and	Expansion of CWD Office	Employees' good working environment, improved storage area and proper accounting of materials and other		35,000,000				
Costly and deferred water laboratory tests (Bacteriological Test and Physical-Chemical Tests) results	To establish water testing facility / laboratory in Carmona Water District	Establishment of water testing facility/laboratory	Lower operating expense in water laboratory tests, immediate results and additional income			2,000,000			
Insufficient maintenance vehicle due to continuous increase in manpower	To ensure immediate response on maintenance activities by increasing the number of vehicles	Purchase of additional multicab as service vehicle	Immediate response maintenance activities such as repair of leakages, new meter installation and other	600,000		700,000		800,000	
Insufficient equipment and tools due to increase in manpower	To ensure immediate response on activities by increasing the number of tools and equipment	Purchase of additional equipment and tools for maintenance and operators	Immediate response on maintenance and operations concerns	142,000	226,000		250,000		275,000
Lack of upgraded equipment and system for improvement of water services and leak detection	To provide better services by using upgraded/ highly technical equipment such as leak detection system	Purchase of leak detection equipment and subscription of Water CAD system	Improved water services thru lessened leakages	1,265,000	170,000	180,000	200,000	1,000,000	250,000

THE FIVE-YEAR DEVELOPMENT PLAN

PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ENGINEERING DIVISION

THE FIVE-YEAR DEVELOPMENT PLAN PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION									
ISSUE / GAPS	OBJECTIVES	PRIORITY, PROGRAMS, PROJECTS AND	EXPECTED OUTCOME	TIME FRAME / BUDGET ALLOCATION					
				2019	2020	2021	2022	2023	2024
Lack of Filtration System	To provide potable water with lesser minerals that were pumped out in each well	Procurement of Filtration System in Pumping Station	Improved water quality			2,000,000		3,000,000	
Replacement of old pipelines and expansion of water connections	To provide additional water service connection and replacement of old pipeline	Interconnection of new pipelines	Increased number of concessionaires	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Reduction of Non-Revenue Water (NRW)	To continually improved the water supply through programs and activities that will aim to reduce NRW	Creation of District Metered Areas (DMAs) and installation of flowmeters in existing fire hydrants	Reduced NRW Rate		105,800		100,000		100,000

THE FIVE-YEAR DEVELOPMENT PLAN

PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

COMMERCIAL DIVISION

THE FIVE-YEAR DEVELOPMENT PLAN PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ISSUE / GAPS	OBJECTIVES	PRIORITY, PROGRAMS, PROJECTS	EXPECTED OUTCOME	TIME FRAME / BUDGET ALLOCATION				
				2020	2021	2022	2023	2024
Cluttered and limited space at the Customer Service Area to accommodate customers.	To provide adequate office space for better accommodation and conducive environment for interacting with customers	Renovation of the Customer Service Area.	A more responsive customer service and comfortable customers.	Part of CWD building expansion project				
Erroneous reading, postponed billing and delayed delivery of water bills.	<ul style="list-style-type: none"> To improve the existing Meter Reading System. To eliminate inaccurate reading and billing To ensure on time billing and delivery of water bills. 	Invest to a more advance way of meter reading.	Improved Meter Reading System thereby reducing erroneous reading and billing.	500,000.00				
Fully depreciated motor vehicle.	To provide a new motor vehicles for meter readers/ bill servers.	Buy new motor vehicle	More effective and efficient way of meter reading, bill and letter serving.	55,000.00		55,000.00		55,000.00
Trouble printing and fully depreciated printer.	To replace old and defective printer.	Buy new printers.	Easy and efficient printing of official receipts and various documents.	20,000.00		25,000.00		25,000.00
Fully depreciated computers.	To replace outdated and defective computer.	Buy new computer.	Fast and reliable use of computers. Boost efficiency and productivity among staffs.	100,000.00		120,000.00		120,000.00

THE FIVE-YEAR DEVELOPMENT PLAN

PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ADMIN AND FINANCE DIVISION

THE FIVE-YEAR DEVELOPMENT PLAN PRIORITY ISSUE TO BE ADDRESSED BY THE CONCERNED DIVISION

ISSUE / GAPS	OBJECTIVES	PRIORITY, PROGRAMS, PROJECTS	EXPECTED OUTCOME	TIME FRAME / BUDGET ALLOCATION				
				2020	2021	2022	2023	2024
Lack of serviceable motor vehicles	To have an efficient and effective performance and delivery of CWD services	Purchase of Motor Vehicles	One (1) unit of Multi-purpose Vehicle			1,000,000.00		
Fully depreciated. System requirements do not meet the latest / newest version. Outdated Operating System	To increase productivity of Admin & Finance employees	Purchase of Five (5) sets of computers including printers and other hardwares	Five (5) sets of computer including other hardwares such as printers, UPS, etc.		50,000.00	100,000.00		
Fully depreciated Furnitures and Fixtures	To provide comfortable working environment	Purchase of various furnitures and fixtures including but not limited to the ff: Office Chairs, Office Tables, etc.	Various Furnitures and Fixtures				200,000.00	
Outdated / Lack of Human Resource Information System	To have a reliable system that will help improve the human resource processes	Improvement of Human Resource Information System such as payroll system, database of employees, etc.			200,000.00		300,000.00	