

## **BCDA MANDATE *(as of 31 December 2020)***

### ***Vision***

Leading the way towards creating viable, sustainable and world-class economic zones for nation building through the sound and balanced conversion and development of selected military baselands.

### ***Mission***

BCDA, as the Principal Conversion Authority, commits to:

1. Accelerate the sound and balanced conversion of former of former military baselands into self-sustaining, productive-use, anchored on private sector participation and with the involvement of affected sectors and communities;
2. Optimize revenue generation from disposition of, and business developed from, Metro Manila camps to fund conversion and development;
3. Create opportunities for investment and employment in Central Luzon; and,
4. Develop a highly motivated professional workforce.

## **STAKEHOLDER RELATIONSHIPS**

***BCDA's stakeholders are as follows:***

- 1) the Office of the President/National Government;***
- 2) Congress;***
- 3) the Armed Forces of the Philippines;***
- 4) the Project-Affected People;***
- 5) Local Government Units;***
- 6) BCDA's subsidiaries; and***
- 7) BCDA's Investors/Joint Venture Partners/Lessees.***

### **BCDA is an active partner of Government in National Development**

It shall perform its functions towards this end through the responsible stewardship of the country's resources, as well as the production and creation of wealth and infrastructure necessary to support vital government initiatives.

BCDA is committed to fulfill its mandate to its stakeholders by improving the quality of life of and giving dignity to the workforce, their families and the communities that it develops through the conversion of former military bases and other properties into premier sustainable centers of economic growth.

In order to promote sustainable development following the conversion of former military baselands and the creation of centers of growth, BCDA follows an approved Master Development Plan which ensures the optimized values of land development. Likewise, BCDA secures an Environmental Compliance Certificate and complies with the Design Standards and Guidelines—such as in Fort Bonifacio—to ensure that its development is within these prescribed guidelines and that the projects and activities are environment-friendly. A joint Monitoring Team composed of BCDA representatives and its private partners is likewise in place to monitor compliance with said Guidelines. Non-compliance of which is meted with sanctions and appropriate penalties.

### **BCDA engages with its Stakeholders to improve on its services**

BCDA recognizes the rights of stakeholders as established by law or through mutual agreements and encourages active cooperation between BCDA and its stakeholders.

During the past year, BCDA continued to engage with its stakeholders through the following activities:

#### **1) *Office of the President/National Government***

BCDA remits the net proceeds from the disposition program to the Bureau of Treasury (Btr) on an annual basis.

Since the creation of BCDA in 1992, its remittance to the National Government (NG) has reached Php71.18 billion. The said remittance consisted of Php60.80 billion in disposition proceeds, Php5.37 billion in dividends, Php3.16 billion in guarantee fees and the return of Php71 million of initial equity to the NG. In addition to these remittances, BCDA remitted Php1.78 billion in 2020, representing the trust funds returned to NG, to help augment funds for the state-led efforts to contain the spread of COVID-19 and provide economic relief to poor families and other vulnerable groups most affected by the economic fallout from the global health crisis.

BCDA's excellent performance during the Duterte administration can be attributed to the aggressive policies supported by the administration to resolve long-standing disputes over the properties or with business partners. Because of this, BCDA's remittance during the Duterte administration reached Php24.40 billion in just five years, a difference of Php7.26 billion compared to the Php14.46 billion remittance during the six-year Aquino administration.

BCDA also presented its infrastructure projects and programs for the approval of the Office of the President and for implementation by the concerned government entities such as the National Economic and Development Authority (NEDA) Board Committee on Infrastructure (Infracom) and/or its committees.

#### **2) *Congress***

BCDA attended the Congressional hearings concerning BCDA-related projects and programs. It also actively participated in discussions during meetings convened by the

House Committee on Bases Conversion which dealt on matters concerning policies and programs relating to bases conversion, the operation of special economic zones in former military bases, sale of military camps and disposition of proceeds thereof.<sup>1</sup>

In 2020, BCDA actively participated in Congressional hearings on matters which will affect the interest and mandate of BCDA and submitted its position papers and other compliance reports on the following legislations:

- 1) Draft Implementing Rules and Regulations (IRR) of Republic Act No. 11363 or the Philippine Space Act;
- 2) Republic Act No. 11494 entitled “An Act Providing for COVID-19 Response and Recovery Interventions and Providing Mechanisms to Accelerate the Recovery and Bolster the Resiliency of the Philippine Economy, Providing Funds therefor, and for Other Purposes or the “Bayanihan to Recover as Once Act”;
- 3) House Bill No. 6793 entitled “An Act Establishing the Philippine Virology Science and Technology Institute and Appropriating Funds Therefor”
- 4) Senate Bill No. 1549 entitled “An Act Creating the Regional Investment and Infrastructure Coordinating Hub of Central Luzon (RICH) and for Other Purposes;
- 5) Republic Act No. 11534 entitled “An Act Reforming the Corporate Income Tax and Incentive System, Amending for the Purpose Sections 20, 22, 25, 27, 28, 29, 34, 40, 57, 109, 116, 204, and 290 of the National Internal Revenue Code of 1997, as Amended and Creating Therein New Title XIII, and for Other Purposes”

### 3) ***Armed Forces of the Philippines (AFP)***

The Armed Forces of the Philippines is the BCDA’s main beneficiary. Since 2016, the BCDA started aligning all its corporate social responsibility projects to support and benefit its main stakeholder, the Armed Forces of the Philippines – and ultimately, its men and women.

BCDA’s role in modernizing the Armed Forces of the Philippines is summed up in this quote: *“We help strengthen the Armed Forces while building great cities.”*

BCDA, under the Duterte Administration pledges to “go over and above what the past BCDA has done for the military”, making investment in the Filipino soldier its avowed task and priority.

BCDA posted a record-high contribution to the National Government during the first five years of the Duterte Administration amounting to Php24.40 billion.

Out of the total Php24.40 billion contribution to the National Government, BCDA posted its highest contribution to the AFP amounting to Php17.81 billion during the first five years

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<sup>1</sup> Republic of the Philippines, House of Representatives 16th Congress, House Committees' Jurisdiction

of the Duterte Administration, which is even higher than the contributions made during the entire six years of the previous administration.

Furthermore, BCDA took a proactive approach in dealing with the AFP, particularly where remittance and accounting of AFP disposition proceeds were concerned. Institutional mechanisms were put in place to foster smooth communications with the AFP which included:

- a) consultations and dialogues among BCDA-Senior DND/AFP Leaders/Officials;
- b) attendance to Joint DND/AFP-BCDA Technical Working Groups regarding military replication projects;
- c) membership to the Philippine Multi-Sectoral Advisory Board (MASB) composed of representatives from key sectors of society which aims to help the Philippine Army pursue its transformation initiatives;
- d) conduct of the AFP Regional Forum as part of BCDA's Stakeholder Engagement Program; and,
- e) the formal issuances of notices/copies to concerned parties on the regular remittances by BCDA to Bureau of Treasury.

The BCDA Public Affairs Department (PAD) carried on the directives of the BCDA Board for PAD to lead the implementation of a Stakeholder Satisfaction Program. In response to this, PAD introduced its Stakeholder Satisfaction and Awareness Program to measure both impact of BCDA on the country's progress and its responsiveness to the needs of stakeholders. Recognizing that the AFP is BCDA's biggest stakeholder, PAD carried out a series of fora in different military camps in Luzon, Visayas and Mindanao. Serving as secretariat to the fora series was the Philippine Army Civil Military Operations Group.

The fora highlights two major activities: the presentation on the "Role of the BCDA in the AFP Modernization Program" by the BCDA President and Chief Executive Officer; and, the dissemination of PAD survey questionnaire intended to measure awareness and satisfaction of the military attendees in BCDA's performance under its mandate for the AFP.

As of 31 December 2020, the BCDA has conducted 20 regular forums for the Armed Forces to boost awareness of programs and activities mainly benefiting the uniformed services. The list is provided below:

	<b>Event Description</b>	<b>Date</b>
1	Camp Aguinaldo for DND-AFP Metro Manila-based Public Information Officers	August 2011
2	Antipolo, Metro Manila for AFP Regional Public Information Officers	September 6-7, 2012
3	3rd Infantry Division, Camp Peralta in Jamindan, Capiz	October 11-12, 2012
4	Eastern Mindanao Command in Camp Panacan, Davao City	November 6-7, 2012
5	Central Command in Camp Lapu-Lapu, Cebu	March 18-19, 2013
6	9th Infantry Division, Camp Elias Angeles, Camarines	July 4-5, 2013

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7	Western Command in Camp Artemio Ricarte, Puerto Princesa, Palawan	January 30-31, 2014
8	North Luzon Command in Camp Servillano Aquino, Tarlac	September 9, 2014
9	Philippine Army Forum, PA Headquarters	October 16, 2014
10	Southern Luzon Command in Camp Guillermo Nakar, Lucena, Quezon	April 20, 2015
11	Philippine Navy Governance Forum, Headquarters, Philippine Navy Naval Station Jose B. Andrada, Roxas Boulevard, Manila	November 25, 2015
12	4th Infantry Diamond Division, Cagayan de Oro	November 26, 2015
13	Army Wide Civil Military Operations, Baguio City	December 08, 2016
14	Philippine Army CMOG, Fort Bonifacio	February 14, 2017
15	Philippine Air Force, 1 <sup>st</sup> Division, 600 <sup>th</sup> Air Base Group and Air Logistics Command, Clark Air Base, Pampanga	August 25, 2017
16	Forum for the Public Information Officers of the AFP held at Seda Hotel, BGC, Taguig City	March 01, 2018
17	Forum for the 202 <sup>nd</sup> Infantry Brigade, 2 <sup>nd</sup> Infantry Division, Philippine Army, Lake Caliraya, Brgy, West Talaongan, Cavinti, Laguna	April 19, 2018
18	Forum for the AFP Northern Luzon Command, Camp Servillano A. Aquino, San Miguel, Tarlac	May 31, 2018
19	Public Information Officers Forum held at Ascott Hotel, BGC, Taguig City	June 20, 2019
20	Philippine Navy Forum held at the Asero Hall, Philippine Marine Corps, Marine Barracks Rudiardo Brown, Bonifacio Naval Station, Fort Bonifacio, Taguig City	January 27, 2020

#### **4) Project-Affected People (PAP)**

The BCDA's Community Relations unit took care of the Project-Affected People (PAP) in New Clark City, by conducting dialogues and focus discussions on the effects of BCDA's projects on them and of BCDA's offer of relocation site or financial assistance. BCDA even conducted house-to-house visits to address PAP issues on livelihood projects. An inter-agency Committee composed of the Commission on Human Rights, the Philippine Commission on Urban Poor, the Philippine National Police and affected LGUs was also created to ensure that the relocation activities of BCDA are within the bounds of the law and that the rights and safety of the PAPs are protected.

Moreover, to ensure the health and well-being of the PAPs, medical and dental missions have been conducted on a regular basis to assist the PAPs who have been directly affected by the development of the area.

BCDA values the opportunity to give back to the project-affected people and indigenous communities as it builds New Clark.

### ***Supporting Our Aeta Community***

In commemoration of the National Indigenous Peoples Month, BCDA donated construction materials to the Aeta community located in Sitio Baguingan, Brgy. Sto. Niño, Bamban, Tarlac City. The construction materials will be used for the renovation of their Tribal Hall, as requested by their Tribal Chieftain.

BCDA's New Clark City Community Relations Group and Right-of-Way Unit immediately responded to the request of the Tribal Chieftain for steel roof sheets and other roof materials for the renovation of their former Tribal Hall, which was damaged due to wear and tear. The said sitio is adjacent to both New Clark City and Clark Freeport Zone.

Another initiative of the New Clark City Community Relations Group was the distribution of hygiene kits and school supplies to students of Sitio Tarukan Elementary School in the municipality of Capas, Tarlac City. The group responded to a Facebook post by teacher Gennie Panguelo, an Aeta teacher in the said school, who solicited supplies for students greatly affected by the pandemic. The group raised funds and immediately extended help, donating the much-needed school supplies, as well as alcohol and face masks, to Aeta pupils.

### ***Rodriguez residents amidst COVID-19 and Typhoon Ulysses***

The project-affected families from the JUSMAG area in Fort Bonifacio—who were relocated in Rodriguez, Rizal province—were among those who were badly hit by calamities. The floods caused by typhoon Ulysses in November 2020 prompted the BCDA to provide food and health supplies to around 70 families. The storm aggravated the already existing economic hardships brought by the COVID-19 pandemic.

An earlier outreach activity was done in March 2020, at the height of the enhanced community quarantine (ECQ). The aid was valued at over Php600,000. Each family received P5,000-worth of goods to aid their basic needs, as the country faces the COVID-19 pandemic which has affected many Filipino communities.

## **5) *Local Government Units (LGUs)***

The BCDA is in constant consultation and coordination with the concerned LGUs when it comes to the implementation of its projects, particularly in the New Clark City. This is to get the support of the LGU as well as ensure the smooth and speedy completion of the said projects.

## **6) *BCDA Subsidiaries***

The BCDA had set policy directions on properties/lands to be developed in consonance with BCDA's mandate.

BCDA executed Performance Agreements (PAs) with its subsidiaries to set their respective annual key targets and to ensure that they remain committed into delivering their projects and programs. As part of its oversight function, BCDA required the subsidiaries to submit their Corporate Operating Budget for approval by the Board.

#### **7) *Investors/Joint Venture (JV) Partners/Lessee*s**

A Project Management and Monitoring Committee (PMMC), composed of members from both the BCDA and the JV partners, meet once a month to discuss issues arising from the implementation of the Joint Venture Agreement. The Agreements reached by the PMMC were submitted to their respective Boards for approval. The Top Management of the JV Partner likewise made presentations to the Board on the status of the Projects being undertaken and apprised the Board of their plans for the property.

Regular meetings with BCDA's JV Partners were also conducted to thresh out issues before they become unmanageable.

### **BCDA Flagship Projects**

The Bases Conversion and Development Authority (BCDA) has successfully transformed former military bases into valuable development projects that help move the country's economic goals forward. Among these modern developments, the flagship projects have proven to be the most vital and remunerative.

At the core is the Clark brand, which focuses on creating modern, sustainable, and resilient cities, by living up to its mantra, "Clark: It works. Like a dream." Clark integrates four districts: New Clark City, Clark Freeport Zone, Clark Global City, and Clark International Airport (CRK). The New Clark City aims to be a sustainable, resilient, and modern metropolis. A few minutes away is the Clark International Airport, which serves as Asia's premier gateway, located within the Clark Freeport Zone.

Clark's strategic location is made more accessible with the Subic-Clark-Tarlac Expressway (SCTEX), one of the BCDA's biggest and most valuable projects. From Metro Manila, the 94-kilometer road is linked to the North Luzon Expressway (NLEX); and it connects the Subic Bay Freeport Zone in Zambales City, the Clark Freeport Zone in Pampanga province, and the Central Technopark in Tarlac City.

The triumvirate of SCTEX, the 88-kilometer Tarlac-Pangasinan-La Union Expressway (TPLEX), and the North Luzon Expressway (NLEX) has been one of the drivers of economic growth in northern Luzon, strengthening the transportation, logistics, and tourism industries of the region and its neighbors.

On November 5, 2015, the operation and management (O&M) concession of SCTEX was turned over to the NLEX Corporation, a unit of Metro Pacific Tollways Corporation (MPTC).

Furthermore, these major roads allow connectivity throughout some of BCDA's major projects: Bonifacio Global City and Newport City, in Metro Manila; Camp John Hay, in Baguio City; Poro Point, in La Union province; and Bataan Technology Park, in Bataan province.

Another flagship project is the Luzon Bypass Infrastructure project, a four-phased plan that aims to provide reliable, high-speed internet in New Clark City and the BCDA Special Economic Zones (SEZs). It will promote NCC as an innovation hub and increase marketability of SEZs. Moreover, the Subic-Clark Railway Project (SCRIP), a 71-kilometer freight railway, will connect the Subic Bay Freeport Zone and the Clark Freeport Zone.

Encompassing the majority of these projects is the "Build Build Build" program, the most ambitious infrastructure program in Philippine history, and the central component of President Rodrigo Duterte's administration.

## **New Clark City**

Despite challenges posed by the COVID-19 pandemic, the Bases Conversion and Development Authority (BCDA) made significant strides in building a green, sustainable, and resilient New Clark City (NCC). From setting up the country's premier smart city to developing a world-class sports complex, the BCDA advanced its projects, with public and private partners, to build momentum in realizing the vision for the new metropolis.

### ***Bangko Sentral ng Pilipinas (BSP) security printing and minting facilities***

On September 13, 2019, the Bangko Sentral ng Pilipinas (BSP) signed a memorandum of understanding (MOU) with the BCDA to transfer its Currency Production Facility to New Clark City in Capas, Tarlac.

Covering more than 300,000 square meters, the new BSP Complex in NCC National Government Administrative Center (NGAC) will house the BSP's facilities for security printing, minting and refining, cash operations, and production of National IDs; and other structures and facilities that will support its operations.

The BSP and the BCDA aim to sign a contract for lease of a parcel of land at the NGAC by 2021.

### ***National Academy of Sports (NAS)***

Seeking to become the future home of competitive Filipino athletes, the National Academy of Sports (NAS) is gearing up to start the development of young Filipino scholar-athletes. The academy will develop a secondary education program that will emphasize a sports curriculum. It will provide its students world-class facilities and services—including sports sciences—that are at par with international standards.

Signed into law in June 2020, Republic Act 11470 established the academy and mandated the organization to build a nationally funded regional high school for sports. The NAS main



campus will be constructed by the BCDA in the existing New Clark City Sports Complex. The NAS will be attached to the Department of Education and the Philippine Sports Commission.

The consolidated Senate and House bills were principally authored by Senator Sherwin Gatchalian and Representative Roman Romulo. Other principal authors in the Senate included Senator Bong Go, Senator Sonny Angara, and Senator Pia Cayetano. Former Speaker of the House Alan Peter Cayetano also authored the House version, together with the following Representatives, who filed similar measures: Representatives Victor Yap, Wilfrido Mark Enverga, Mikee Romero, Roberto Puno, Yedda Marie Romualdez, Luis Ray Villafuerte, Ferdinand Martin Romualdez, Henry Villarica, Alyssa Sheena Tan, Jose Enrique Garcia, Joy Myra Tambunting, Lord Allan Jay Velasco, Paolo Duterte, Lani Cayetano, Abraham Tolentino, and Eric Martinez.

### ***Bureau of Fire Protection***

On July 29, 2020, the Bureau of Fire Protection (BFP) and the BCDA signed a memorandum of agreement (MOA) for the implementation of the Fire Code of the Philippines (Republic Act 9514), and the construction of a 1,000-square-meter fire station in the New Clark City.

Under the agreement, a technical working group shall be created by the BFP and the BCDA to craft guidelines on responsible fire prevention, to create training programs for fire safety practitioners and firefighters, and to facilitate the establishment of a one-stop shop for the registration of fire-related licenses and permits among New Clark City locators.

### ***New Clark City Central Park and affordable housing project with the United Kingdom Embassy***

On September 16, 2020, the British Embassy Manila and the BCDA signed an MOU to design the New Clark City Central Park and an affordable housing project in the new metropolis.

For the UK Prosperity Fund under the Global Future Cities Programme, the UK and the BCDA will come up with a conceptual and detailed design for the Central Park, which will also be integrated to the open space network of New Clark City and its immediate surroundings. The parties will also design a pilot 33.89-hectare affordable housing project in New Clark City, and will enhance the existing housing strategy within the Clark Freeport and Special Economic Zone and New Clark City. A sustainability unit for New Clark City will be set up, facilitating development of activities for urban planning, disaster resilience, urban design, landscape architecture, and sustainable development goals.

### ***NBI's International Forensics, Biometrics and Research Center, Training Academy, Regional Office, Data Center, and other offices***

In October 2020, the National Bureau of Investigation (NBI) signed an MOU with the firm MTD Clark, BCDA's private partner, to relocate some of its offices to the National Government Administrative Center (NGAC) in New Clark City. This is part of the government's thrust to decongest Metro Manila and move government offices outside the capital.

In line with the NBI Reorganization and Modernization Act, the Bureau's International Forensics, Biometrics and Research Center, Training Academy, Regional Office, and Data Center, among others, will be established at the NGAC.

### ***Agro-Industrial Business Corridor***

The Department of Agriculture (DA) and the BCDA signed a MOA on December 18, 2020 to develop an inclusive agribusiness hub in New Clark City. New Clark City will be the first site of DA's "Agro-industrial Business Corridors" (ABC), which will be established across different regions, to attract more investments in the agriculture sector.

The 50-hectare ABC in New Clark City is envisioned to introduce innovative agricultural technology to small-scale farmers, and to provide them with access to quality seeds. The first phase of the project will involve putting up the first National Seed Technology Park (NSTP).

### ***Virology Science and Technology Institute of the Philippines***

Addressing the emerging needs brought about by COVID-19, the Department of Science and Technology proposed to build the country's premier research institute in the field of virology at New Clark City by 2021. The Virology Science and Technology Institute of the Philippines (VIP), which has been included in the administration's list of infrastructure flagship projects in August 2020, will focus on studying infectious diseases as well as developing vaccines on humans, animals, and plants.

## **New Clark City Road Infrastructure**

### ***New Clark City to Subic- Clark-Tarlac Expressway (SCTEX) Access Road***

The New Clark City to Subic Clark-Tarlac Expressway (NCC-SCTEX) Access Road is a 12-kilometer road, with bike lanes, pedestrian lanes, roadway lighting, linear parks, two interchanges, and six bridges.

These features guarantee an easier access to and from the New Clark City. The access road cuts travel time from New Clark City to SCTEX from 35 minutes to just 10 to 15 minutes. Part of the access road is the Bamban Interchange, which connects New Clark City to SCTEX.

The operations and maintenance of the NCC-SCTEX access road will be turned over to NLEX Corporation, one of SCTEX's concessionaires, in June 2021. The construction of the access road was awarded to V.T. Lao Construction and China Harbor Engineering Construction Consortium with the cost of Php3.125 billion. As of December 2020, the NCC-SCTEX Access Road is 91.991 percent complete.

### ***New Clark City to Clark International Airport Access Road***

The New Clark City to Clark International Airport (NCC-CRK) Access Road has a total length of 19.82 kilometers. The six-lane road includes a 900-meter long span bridge, bike lanes, pedestrian lanes, roadway lighting, and linear parks.

The first phase of the construction, spanning 5.33 kilometers, was awarded to the joint venture of BSP & Co., Inc. and Almeria International Construction Corp., with a budget amounting to Php3.696 billion. As of December 2020, the NCC-CRK Access Road is 93.792 percent complete.

The NCC-CRK Access Road Phase 2, with a budget cost of Php2.719 billion was awarded to C.M. Pancho Construction, Inc., and started construction on September 30, 2019. As of December 2020, the road construction was 23.48 percent completed.

Meanwhile, the construction of the third phase, which was awarded to MAC Builders, began on March 17, 2020. The project amounts to Php1.865 billion. As of December 2020, the access road was 9.63 percent completed.

## **Clark International Airport**

### ***Completion of Clark International Airport New Passenger Terminal Building (CRK-NPTB)***

After two years of construction, the Clark International Airport New Passenger Terminal Building (CRK-NPTB) completed its Engineering, Procurement and Construction (EPC) works in September 2020, ahead of its October 2020 deadline. The Megawide-GMR Construction Joint Venture (MGCJV) Inc. won the contract for the airport's EPC in 2018.

The CRK-NPTB is an infrastructure flagship project under the "Build Build Build" program of the Philippine government. It was built by the BCDA and the Department of Transportation (DOTr).

The project aims to increase Clark International Airport's current operational capacity from 4.2 million to 12.2 million passengers annually. CRK-NPTB also intends to decongest the Ninoy Aquino International Airport in Metro Manila; spur economic growth across Central Luzon and its neighboring regions; generate more jobs; and augment the tourism industry of the country.

The Luzon International Premier Airport Development (LIPAD) Corporation has been in charge of the operations and maintenance of the airport.

LIPAD's concession agreement with the government also includes developing commercial assets and completing the new terminal.

The members of LIPAD Corporation are Filinvest Development Corporation, JG Summit Holdings Inc., Philippine Airport Ground Support Solutions Inc., and Changi Airports Philippines (I) Pte. Ltd., a wholly owned subsidiary of Changi Airports International.

The CRK-NPTB is set to commence its operations in mid-2021.

### ***Emirates' first A380 commercial flight in Clark***

On August 19, 2020, international airline Emirates landed its first A380 commercial flight via the Clark International Airport in Clark, Pampanga. The flight originally departed from Dubai, carrying 405 passengers including overseas Filipino workers. A ceremonial water cannon salute was also held upon landing of the special flight.

Welcoming the passengers were Transportation Secretary Arthur Tugade, Emirates-Philippines country manager Mr. Satish Sethi, chargé d' affaires, a.i., of the United Arab Emirates Embassy Shaikh Saoud Ali Mohammed Ali Almualla, Ambassador of France to the Philippines Ambassador Nicolas Galey, BCDA Senior Vice President for Conversion and Development Engr. Joshua Bingcang, former Clark Development Corporation (CDC) President and CEO Noel Manankil, Clark International Airport Corporation (CIAC) President and CEO General Aaron Aquino, and LIPAD CEO Bi Yong Chungunco.

The A380's initial flight in Clark also marks the Emirates' 30<sup>th</sup> year anniversary of service in the Philippines.

Emirates has seen a huge demand for its six weekly flights from Dubai to Clark, as well as in its daily flights to Manila since it resumed operations in 2020. The airline also resumed its operations in Cebu City.

The prestigious state-owned airline has been serving the Philippines since 1990. It inaugurated its first service to Clark in 2016. In 2014, the Emirates A380 made a one-off trip to Manila, marking its first arrival in the country.

### ***New FedEx gateway facility in Clark***

FedEx Express, one of the subsidiaries of FedEx Corporation, launched its USD30 million gateway facility within the Clark Civil Aviation Complex on October 06, 2020— in line with their 36th year of operations in the Philippines.

The facility is equipped with modern technologies that are seen to quicken the company's sorting capabilities to 9,000 documents and parcels per hour. This facility also has designated areas fitting to process large heavyweight freights.

Once the store opens, this investment is expected to bring the total number of team members to more than 800 in Clark alone. According to FedEx Express Philippines Director John Peterson, the establishment of the new gateway in Clark will enhance their ability to serve customers across the Philippines. He also reiterated that through this facility, customers from Northern Luzon and Cebu City will be guaranteed an extended cut-off time, and deliveries in Northern Luzon will arrive earlier by two hours, on average.

FedEx will maintain a facility in Metro Manila to continue serving all customer needs.

## **Luzon Bypass Infrastructure Project**

Ultra-high speed information highway that will greatly improve the country's internet access and internet speed.

Once operational, Luzon Bypass Infrastructure will benefit the BCDA's special economic zones with 500,000 megabytes per second (MBps) of internet speed per year.

New Clark City will also be connected to the high bandwidth, enabling it to be the sustainable, disaster-resilient, and smart city it is envisioned to be.

- The BCDA built the Luzon Bypass Infrastructure.
- The Department of Information and Communications Technology will operate the Luzon Bypass Infrastructure, maintain the facilities, and provide last-mile connectivity.
- The Luzon Bypass Infrastructure has cable landing stations in Poro Point and in Aurora, repeater stations and 245-kilometer fiber optic cable duct network.
- Facebook will provide the government with 2 million MBps of internet (valued at Php4.8 billion per year) in exchange for use of the infrastructure.
- Government projects such as the New Clark City, National Government Portal, National Government, Local Government Units, and Free WiFi in public spaces, will benefit from the project.

## **Subic-Clark Railway Project**

- A component of the Philippine National Railways (PNR) Luzon System Development Framework.
- A freight railway system in Luzon jointly implemented by the BCDA and the Department of Transportation.
- Will provide direct link between the Subic Port and the Clark International Airport, along with major economic hubs in Central Luzon.
- 71-km freight railway
- Php50.013 project costs
- Connects Subic Bay Freeport Zone and Clark Freeport Zone
- NEDA Board approved the project on April 25, 2018
- Funded through a loan from the People's Republic of China

## **Promoting Clark**

In the face of the pandemic, BCDA gained multiple awards and recognitions for advancing Clark's infrastructure projects under the brand, "Clark. It Works. Like a Dream."

During the 4th Philippine Sports Tourism Awards, the New Clark City sports complex was named the 2019 Sports Tourism Venue of the Year. Polish award-giving body StadiumDB.com, meanwhile, nominated the New Clark City Athletics Stadium as Stadium of the Year—a

recognition previously given to the Olympic Stadium in London, England.

The Department of Health (DOH) also praised Clark's best practices in managing the COVID-19 pandemic, including the repatriation of returning overseas Filipinos at the Freeport Zone.

On February 28, 2020, BCDA's robust marketing and public relations campaigns bagged four awards at the 55th Anvil Awards, organized by the Public Relations Society of the Philippines (PRSP). The BCDA 2018 Annual Report, themed "Clark. It Works. Like A Dream," won a Gold Anvil under the category PR Tools-Publications.

The report highlighted the development of Clark as an emerging business destination and lifestyle hub. It also featured BCDA's major projects, New Clark City, and the expansion of the Clark International Airport. Recognized with Silver Anvils were "Countdown to the 30th South East Asian Games: A Media Campaign" (PR Tools, Exhibits/Special Events); "Collective" (PR Tools, Publications); and, the Clark promotional video entitled, "Clark. It works. Like A Dream" (PR Tools, Multi-media/Digital).

BCDA also bagged two bronze awards in the 2020 Asia Pacific Stevie Awards. Winning under the category "Award for Innovation in Annual Reports" was the BCDA 2018 Annual Report themed, "Clark. It Works. Like A Dream." The other win was for the BCDA newsletter, "Collective," which won bronze in the category "Award for Innovation in Government Publications."

At the Philippine Quill Awards, BCDA won two awards under the Publications category: one for the BCDA 2018 Annual Report and another one for the "Collective." BCDA also took home one award under the Government Communication Programs, for its media campaign, called, "Countdown to the 30th South East Asian Games." Included in the entries were projects that were implemented from January 1, 2019 to June 30, 2020.

## **A Tale of Great Cities**

The transformation of Fort Bonifacio and Villamor Air Base into vibrant economic districts of growth in the Philippines has defined them as prime locations for international institutions, financial districts, and office and residential spaces. These lands, under the stewardship of the Bases Conversion and Development Authority (BCDA), have churned out modern, world-class destinations, borne out of the sound partnerships built by BCDA with private sector leaders. What we now have are "crown jewels" of the country, southeast of Metro Manila, offering opportunities that can enable and enrich communities.

Fueling milestones in BCDA's history as it leads the transformation process of former military lands is its asset disposition program. The program is driven by the agency's mandate of transforming former military lands into districts of economic growth. Central to this mandate is BCDA's commitment to help strengthen the armed forces while building great cities.

As vertical and horizontal developments build up, the BCDA is able to generate funding for national development. Since the inception of its asset disposition program in May 1993 until

end-2020, BCDA has already generated total gross proceeds of Php112.28 billion, surpassing by five percent the total gross disposition proceeds from May 1993 to December 2019, amounting to Php106.64 billion.

To date, remittances to the Bureau of the Treasury (BTr) has reached Php71.18 billion. Of the total gross proceeds amounting to Php112.28 billion, 44 percent, or Php49.19 billion, represents BCDA's contribution to the Armed Forces of the Philippines (AFP)—the major beneficiary of the asset disposition program. Under the administration of President Rodrigo Duterte alone, BCDA has already contributed over Php17.8 billion to our military from proceeds from disposition. Contributing to this jump are revenues from the following: 1) joint venture for the Bonifacio South Pointe property with SM Prime Holdings, Inc.; 2) receipt of dividends from BCDA's partnership agreement with the Fort Bonifacio Development Corporation; 3) sale of a 455-square-meter parcel of the North Bonifacio Utility Lot to the Energy Development Corporation; 4) facilitation of the collection from the Makati Development Corporation for the lease of a 1,068-square-meter reserved lot; 5) renewal of gas distribution agreement with the Bonifacio Gas Corporation until September 2022; and, 6) proceeds from existing lease and other joint venture agreements on Metro Manila lands under BCDA's stewardship.

### **The Development of Fort Bonifacio**

Fort Bonifacio, home to the Philippines' most modern economic districts, was once known as Fort McKinley, a military facility of the United States. In 1949, it was turned over to the Philippine government, and later on, utilized as the headquarters of the Philippine Army. Subsequently, it was renamed Fort Bonifacio, in honor of the Father of Philippine Revolution, Andres Bonifacio.

Among the top destinations in Fort Bonifacio are the 240-hectare Bonifacio Global City and the 160-hectare Bonifacio Capital District. Rising fast alongside these dynamic developments are commercial spaces and townships within Bonifacio North. Bonifacio East is being planned for development.

### ***Bonifacio Global City***

The dramatic transformation of Fort Bonifacio began in 2003, when BCDA forged a partnership with the consortium of Ayala Land, Inc. (ALI) and the Campos Group's Evergreen Holdings, Inc. This deal paved the way for the rise of Bonifacio Global City or BGC, now a household name, and managed by BCDA's partner, Fort Bonifacio Development Corporation (FBDC).

BGC is presently a fully master planned development in Fort Bonifacio, reputed as one of the Philippines' top lifestyle and business destinations. As proof, among its more recent locators are leading multinational companies such as Facebook, Unilever, P&G, Coca-Cola, JP Morgan & Chase, Google, Citi and American Express, to name a few. Its position as a premier center for business and finance is also amplified by the presence of the Philippine Stock Exchange.

BGC is also one of the most walkable cities in the country, offering green open spaces, and engaging public artworks to enhance every pedestrian's experience.

According to FBDC, BGC's master plan is anchored on five pillars: 1) as a city that works; 2) as a city with a soul anchored on a rich science and art program; 3) as a city that is strategically located and accessible; 4) as a city built with a sense of place through integrated mixed-use developments; and 5) as a financial district offering sustained investment value over time.

### ***Resilience at Play***

The pandemic that hit in 2020 strengthened the resiliency and adaptability of BGC, as its management brought in "new normal solutions" that enabled "BGCitizens" to cope with the state-imposed restrictions to movement.

FBDC announced in 2020 the completion of a 13.6-kilometer dedicated "Bike Network." The project is meant to address limitations to public transportation and support the increased usage of alternate modes of transport, such as bikes and personal mobility devices (PMD). Bike and PMD users in BGC surged by 800 percent since the launch of the "Bike Network" in June 2020.

From a daily average of 500, there are already over 4,800 active bikers per day. FBDC also takes pride in activating the country's first bike plus scooter sharing program—launched exclusively in BGC and done in partnership with the Moovr mobile application. Sixteen e-scooters and 78 bicycles parked at 16 stations are now accessible to anyone in the BGC area, who has a smartphone. This project addresses the city's last mile connectivity and strengthens implementation of the district's inclusive mobility program.

In 2020, FBDC announced the completion of another vertical development to its roster of 222 operational buildings. Its newest office tower, the BGC Corporate Center 2, located at 5th Avenue, will be the new address of the American Express Headquarters that is targeted to be operational by the second quarter of 2021.

According to the Bonifacio Estates Services Corporation (BESC), 28 buildings are currently under construction at BGC.

Further, the year saw the launch of the first and only Jordan Store in Southeast Asia. The store is located at High Street South, the city's newest neighborhood and cultural district. According to FBDC Chief Operating Officer Wilfredo Teodoro, this further cements BGC as the country's home of flagship retail and dining establishments, aside from being the "Home of Passionate Minds."

Aside from the new BGC Corporate Center 2, among newer BGC buildings are the LEED- and BERDE-certified Arthaland Century Pacific Tower and Arya Residences, Seda Hotel 2, Udenna Tower, Citibank Plaza and W Tower by the W Group, Tower 3 of the Trion by Robinsons Land Corporation, residential tower The Suites by Ayala Land Premier, the Aurelia Residences Show Suite by Shangri-La Properties, and the five-star hotel Shangri-La at The Fort.

LEED and BERDE are rating systems for sustainable buildings. LEED stands for Leadership in Energy and Environmental Design, while BERDE refers to Building for Ecologically Responsive Design Excellence.



Megaworld Corporation's township, Forbes Town Center, is also another landmark in BGC. This development has 12 residential towers, a retail strip, called Forbes Town Road, and a mini park and leisure spot, called Burgos Circle.

Before the pandemic in 2020, daily foot traffic at the Bonifacio High Street (BHS) reached 156,000. A landmark where BGC residents, employees, and visitors, called "BGCitizens," converge, this Ayala Mall features a kilometer-long boulevard lined with an interesting fusion of shops and restaurants, an urban promenade, and a public park with distinct artworks. BHS is described as "the first ever shopping center in the Philippines to introduce a main street concept." Completing the Bonifacio High Street experience is One Bonifacio High Street, a five-level lifestyle mall, located at 5th Avenue, where top fashion brands and signature dining spots reside.

Amidst this interesting balance of residential buildings, offices, and retail centers in BGC, are the institutional districts that add both a distinctive and an international character to BGC. The institutional districts include the British School Manila, International School Manila, Every Nation School, Manila Japanese School, UP Professional Schools, and De La Salle University Rufino Campus.

Another landmark in the area is the St. Luke's Medical Center Global City, which offers world-class, advanced healthcare facilities.

Fueling creativity and passion among "BGCitizens" is the Bonifacio Art Foundation, Inc. (BAFI), a nonprofit organization that seeks to infuse appreciation for arts and sciences within the BGC as well as adds creative spaces onsite.

To address challenges brought by the pandemic, FBDC implemented safe, and low-contact initiatives to assist locators and merchants within BGC. These included imposing curbside pickups, promoting safe outdoor dining, and repurposing some public transport services to private shuttles for BGC companies.

Admittedly, most of BGC's 2020 projects were put on- hold during the pandemic to focus on projects that allowed for seamlessly adapting to the new normal. Aside from the implementation of BGC bike lanes, communication infrastructure was recognized as essential, prompting initiatives to develop common underground conduits that will allow telecom companies to expand and build telecom infrastructure within BGC.

Dubbed the "Home of Passionate Minds," BGC remains as a unique place with a strong sense of community. As Mr. Teodoro puts it, developments will be pursued. Projects that cater to the needs of the community will thrive.

### ***AFP Tribute***

Another landmark project to rise at BGC is the BCDA's Tribute Building (formerly the Iconic Building). The Tribute Building will be built in honor of the Armed Forces of the Philippines. It is envisioned to be a distinct and recognizable structure, which will aptly represent BGC—similar to iconic structures in leading cities in the world.

The development will have retail and office spaces and a museum dedicated to the AFP. For this project, BCDA received an unsolicited proposal from Golden Topper (GT) Group Inc. BCDA then created a Joint Venture Selection Committee (JVSC) that will facilitate negotiations between BCDA and GT Group. As of August 2020, negotiations between the JVSC and GT Group have already begun, and timelines for implementation have already been proposed. Final implementation guidelines are expected to be established in the first quarter of 2021.

### ***Bonifacio North***

The presence of property giants Megaworld Corporation and Federal Land, Inc. further strengthened Fort Bonifacio as an investment and lifestyle destination in the Philippines.

Incorporated in 1989, Megaworld Corporation with its affiliates, has already launched over 725 residential buildings, 72 premier offices, 24 lifestyle malls and commercial centers, and 12 hotel brands, including condotels, all over the country. Through the years, Megaworld has gained a strong reputation as a builder of high-end residential condominiums and office buildings, providing spaces for the rising business process outsourcing (BPO) industry in the Philippines. Megaworld's current development projects are townships that feature commercial, office, and residential components that are integrated to create a live-work-play-learn space for its growing communities.

### ***Uptown Bonifacio***

Located at this prestigious location at Fort Bonifacio is the 15.4-hectare Uptown Bonifacio, a complete township that has a residential area, office spaces, and a high-end lifestyle hub, called Uptown Place Mall. It is accessible via Kalayaan Avenue, C-5 Road, and EDSA.

Among Megaworld's roster of sustainable towers at Uptown Bonifacio are the Alliance Global Tower and Uptown Place Tower 1, Uptown Place Tower 2, Uptown Place Tower 3, Uptown Eastgate, and Worldwide Plaza.

In 2021, Megaworld will start constructing its seventh office development, the 24-storey International Finance Center, which will bring the total office stock in the township to 400,000 square meters. It will be built just across Uptown Mall, and adjacent to a vibrant dining place called Uptown Parade.

These office towers are green buildings—built with energy- efficient and environmentally friendly components—as certified under LEED standards.

Multinational companies have found their ideal office spaces in Uptown Bonifacio, reputed for its ability to offer comfortable spaces for their workers and attract skilled workers. JP Morgan Chase, one of the world's leading banking and financial service providers, will be setting up its Philippine Global Service Center at the World Wide Center, located along 38th Street corner 9<sup>th</sup> Avenue in Uptown Bonifacio.

The World Wide Center building was designed by the United Kingdom-based architectural firm Broadway Malyan.

### *The Resolve to Move Forward*

COVID-19 pandemic triggered a slow down on the real estate launches of Megaworld, which recognized that work stoppage could result in project completion risks.

Despite the limited real estate selling, lower rental incomes, and a decline in foot traffic, Megaworld's strong financial position enabled it to offer financial relief to its customers and counterparties. These relief measures included the extension of payment terms without incurring interest, penalties, fees, or other charges.

As mall operations gradually resumed operations, Megaworld launched in 2020 the #SaferandHappier microsite.

The microsite is a new customer- focused site that is designed to provide mall guests information that ensures their protection while shopping and dining at Megaworld's commercial properties.

The microsite also details Megaworld's notable efforts in fighting the spread of the disease. These efforts include sanitation with the use of state-of-the-art disinfecting equipment, the deployment of a sanitation squad and social distancing ambassadors, and forging vital partnerships with health institution The Medical City and soap brand Safeguard.

The company also amplified mall and in-store screening and safety protocols, implemented cashless and contactless payment options, and established drive-through areas and pick-up stations for advanced orders.

Kevin L. Tan, chief strategy officer of Megaworld, looks forward to better days ahead: "We are seeing a lot of optimism now as we have begun the recovery of our mall business, and as our office leasing business continues its growth."

### **Grand Central Park**

Federal Land, Inc., a member of GT Capital Holdings and a partner of the Metrobank Group, has grown an impressive development portfolio within Bonifacio North.

In 2012, Federal Land introduced the Grand Central Park, a 10-hectare, New York-themed community that is home to iconic developments, such as the five-star hotel Grand Hyatt Manila; the luxury place Grand Hyatt Manila Residences; five premium residential towers, Madison Park West, Central Park West, Time Square West, and Park West; and a Japanese-inspired community, where The Seasons Residences and the Mitsukoshi Mall are located.

The Grand Hyatt Manila Residences is a joint venture with the ORIX Corporation of Japan, through North Bonifacio Landmark Realty and Development Corporation.

It aims to bring in the Chicago-based Hyatt brand to the Grand Central Park. The condominium sits on a 3,209-square-meter property and has 50 floors and 188 units.

On the other hand, the Metrobank Center at the Grand Central Park is inspired by the iconic Empire State Building in New York City. The Center shares its iconic frame with the Grand Hyatt Manila, which occupies the tower's top 25 floors. The 66-storey building has a height of 1,043 feet, and is the highest building in the Philippines. Built in 2017, it is the headquarters of the Metropolitan Bank and Trust Company, further enhancing Fort Bonifacio's reputation as a prominent financial district.

### *New Launches*

The newest addition to this fast-rising lifestyle district is The Seasons Residences, a premier four-tower development dubbed as the Philippines' "first residential project with a distinct Japanese concept." The Seasons Residences is inspired by the four seasons of Japan, and brings to its guests the Japanese tradition of artistry and excellence, not to mention, technology and innovation.

This is Federal Land's latest project, in partnership with Nomura Real Estate Development Co., Ltd., and Isetan Mitsukoshi Holdings, Ltd.

In 2020, Federal Land launched two high-rise properties: the Grand Hyatt Manila Residences - South Tower, and The Seasons Residences' first tower called Haru. The South Tower and The Seasons Residences will be completed by 2023 and 2027, respectively.

Another first to rise in the Philippines is the Mitsukoshi Mall, a four-storey mall complementing The Seasons Residences. The mall will feature a well-curated selection of Japanese brands, elevating further the retail experience of guests and residents.

### *Bonifacio Capital District*

Bonifacio Capital District refers to the southern part of Fort Bonifacio that is best known for two of Megaworld Corporation's integrated townships: its flagship development McKinley Hill and the modern McKinley West.

These prominent districts for business and residence form part of Bonifacio Capital District, an area jointly managed by Megaworld and BCDA. The District covers 160 hectares and integrates not only smart townships but also key government institutions. Bonifacio South is strategically located and accessible via Lawton Avenue, linking up towards the Ninoy Aquino International Airport (NAIA) and the South Luzon Expressway.

Reaching the area is made more convenient with the Bonifacio South Main Boulevard, a dual three-lane road that will provide alternate access from NAIA to BGC, thereby decongesting Lawton Avenue.

The boulevard adheres to the Master Development Plan of the Bonifacio South properties to provide integrated connection among the developments in Navy Village, Bonifacio South Pointe (BSP), and McKinley West.

The Bonifacio Capital District covers the 50-hectare township McKinley Hill; the 34.5-hectare McKinley West; BCDA-owned properties consisting of the 26-hectare Philippine Navy Village;

the 33.1-hectare Bonifacio South Pointe property in partnership with the SM Group; the 10.1-hectare Consular property beside McKinley West; and a remaining one-hectare BCDA lot. The Senate of the Philippines and the Supreme Court of the Philippines will soon rise in this area. McKinley Hill Contributing to the massive office footprint at Fort Bonifacio is McKinley Hill, another integrated urban township by Megaworld, offering 323,449 square meters of office space, on a 50-hectare land inside the former military camp.

Characteristic of this Italian-themed community is its rows of office buildings catering to business process outsourcing companies and industries in information technology, customer service, data encoding, and conversion and software development. The McKinley Hill Cyberpark is located within a 14-hectare area accredited by the Philippine Economic Zone Authority (PEZA). One of its flagship buildings, 8 Campus Place, is the first LEED Gold-certified BPO office tower in the country. Other key office developments are Two World Square, One Campus Place, and the World Finance Plaza. Proof of the “live, work, play, learn and shop” concept are the diverse clusters of the township.

McKinley Hill is home to over 30 residential condominiums, more than 4,000 apartment units, around 500 residential lots, 15 office buildings, 4 foreign embassies, and 3 international schools.

Among these upscale residential spaces are the Venice Luxury Residences, a seven-tower condominium with 2,041 units; and the Tuscany Private Estates, a gated 1.5-hectare village with seven residential clusters.

Completed in 2020 is the St. Mark Residences, a 23-storey condo that offers 235 units in approximately 21,235 square meters. Nearby are the Chinese International School, the Korean International School, and Enderun College, an institution affiliated with Les Roches of Switzerland. There’s also the 15,000-square-meter McKinley Hill Stadium that can host up to 1,750 guests. The township is also home to the embassies of the United Kingdom, South Korea, the United Arab Emirates, and Italy.

Complementing these developments is the Italian-inspired Venice Grand Canal Mall, one of Megaworld’s lifestyle malls. The presence of a gondola ride and replicas of iconic Italian landmarks St. Mark’s Tower, the Piazza Grande, and the Rialto Bridge completes the total “Venice experience.”

### *McKinley West*

BCDA’s partnership with Megaworld also resulted in a third major township within Fort Bonifacio: McKinley West. The township rests on a 34.5-hectare portion of the JUSMAG property in Fort Bonifacio, which is located directly beside Forbes Park and Manila Polo Club, and just across McKinley Hill.

This modern, smart district expands Megaworld’s portfolio for office space, and adds another eight towers, with a total gross leasable area of about 142,000 square meters. Among its campus-type buildings are One, Two, Three West Campus and Five, Six and Eight West Campus, and the 18-storey Ten West Campus.

A new structure slated for completion is the Php3-billion building for the regional corporate headquarters of the US-based financial research solutions provider FactSet. This 17-storey building offers 48,000 square meters of office spaces, and will rise along Le Grand Avenue in McKinley West. All office towers in McKinley West are registered as LEED-certified.

McKinley West is also home to rows of luxury residential estates, such as the 162-unit St. Moritz Private Estates—another structure designed by Broadway Malyan—and the 64-unit The Albany Yorkshire Villa, which is eyed for completion in 2023.

Another condo cluster for turnover starting 2022 is the Park McKinley West, located within a 24,435-square-meter area. Its third tower is 25 storeys high and is currently being built with spacious layouts—from 70.5 square meters for a one-bedroom unit, to 336 square meters for a five-bedroom unit.

This integrated township is envisioned to be a sustainable, environment-friendly zone, which will feature bike lanes, encouraging office workers and residents to use bikes within a safe, secure and state-of-the-art environment.

### ***Bonifacio South Pointe***

Another development in the area is the Bonifacio South Pointe, a 33.1-hectare mixed-use development, which is a joint venture project of BCDA with SM Prime Holdings, Inc. (SMPHI). Its development is aimed at advancing economic activity in contiguous areas of Bonifacio Global City. In 2020, BCDA received Php3 billion from the said joint venture for the Bonifacio South Pointe property.

This brings the total payments of SMPHI to Php10 billion for the joint venture even while BCDA is still replicating military facilities occupying the area.

The target for CY 2020 was to have the final Detailed Engineering Design (DED) approved, and to begin the construction and widening of the Pasong Tamo Extension.

The project also covers the relocation and functional replication of existing military facilities affected by the joint venture project. The Department of National Defense, the AFP, and the BCDA will jointly identify the relocation site, while the detailed architectural and engineering design for the functional replication works will come from BCDA.

It was in 2017 when BCDA announced the conduct of a Competitive Challenge for the selection of the Joint Venture (JV) partner in the development of the property. This move was in accordance with a final Supreme Court decision dated 13 August 2014 (G.R. No. 203655), which directed BCDA to conduct and complete the competitive challenge under the 2008 NEDA JV Guidelines. The property was originally the subject of an unsolicited proposal submitted by SM Land, Inc. (SMLI).

### ***The New Senate Building and the Supreme Court of the Philippines***

Bonifacio Capital District will be the future home of the Senate and the Supreme Court of the Philippines.

Currently rising on an 18,320-square-meter lot at the Navy Village is the New Senate Building. This four-tower green building is valued at Php1.8 billion. In a 2019 report, Senator Panfilo Lacson described the structure as being “at least three-star green building certified.”

On February 6, 2020, the first concrete pouring activity was held amidst simple ceremonies. The activity, however, was beyond symbolic, and actually entailed the pouring of massive concrete to build the foundation of the new building—signifying that construction was already in full swing.

The project plan describes the use of the building’s spaces. The podium level will include the session hall, key facilities, and function rooms. The east tower will accommodate the offices of 12 senators. The west tower will house the offices of the other 12 senators and the main session hall. The north tower will house the executive offices, and the south tower will be designated for the Senate secretariat and support institutions.

Since 1996, the Senate has been a temporary tenant in the building of the Government Service Insurance System in Pasay City, and has been renting its parking space from the Social Security System. A Senate Committee Report revealed that the plan to build a new building was born in the year 2000. Issues on cost efficiency, site suitability to accommodate the requirements of the legislators and Senate employees, and convenient access to public transportation prompted the need for more appropriate space.

It was on January 3, 2018, when BCDA and the Senate signed a Memorandum of Understanding for the purchase of a parcel of land at Fort Bonifacio. At the time, the Senate made a partial payment for its new home in the amount of Php600 million.

Prior to construction, the BCDA launched a global conceptual design competition in February. Titled “Bagong Senado sa Ika-2 Siglo,” the contest was won by AECOM.

Finally, on March 18, 2019, the New Senate Building broke ground in Fort Bonifacio. This historic event represented a vision that has lingered on for over 100 years since the Philippine Senate held its first session in 1916.

On the other hand, the Supreme Court of the Philippines acquired, in 2018, a 21,463-square-meter property at the former location of the Philippine Army Security Escort Group. The property was fully paid in the amount of Php1.04 billion.

Like the Senate, this undertaking paved the way for the judiciary to have its own headquarters for the first time. The complex will have a nine-storey office building and a six-storey parking building.

Currently, the Supreme Court is located at Padre Faura, on a site owned by the University of the Philippines.

### ***Bonifacio East***

The Bonifacio East Property will soon give rise to a green and sustainable landmark in Metro

Manila. The 60-hectare property located along C-5 Road is envisioned to have mixed institutional, commercial, and residential areas—with a socialized housing component.

It will be jointly developed by BCDA, the National Housing Authority (NHA), and Primelux Holdings Development, Inc. (PHDI), a special purpose subsidiary of Shanghai Nanjiang Co. Ltd. (SNCL).

Under the joint venture, Primelux will finance the project with a minimum investment commitment of Php137 billion, spread over nine years, while BCDA and NHA shall contribute the rights to develop and use the project sites.

### **The World-Class Newport City**

The Newport City is a 25-hectare integrated tourism township launched by Megaworld in 2005. It sits across the Ninoy Aquino International Airport (NAIA) Terminal 3.

It is located at Villamor Air Base, a military installation used to be known as Nichols Field. In 1948, it was turned over to the Philippine Air Force and named after Captain Jesus Villamor, the first Medal of Valor recipient of the Philippine Air Force (PAF). Capt. Villamor bravely engaged the Japanese Imperial Air Force during World War II.

Today, Newport City has grown to be a world-class tourist destination in the Philippines, fully integrated with luxury residences, prime office spaces, and a 24/7 entertainment capital called Resorts World Manila (RWM). RWM is owned by the Travelers International Hotel Group, Inc. (TIHGI), and is the country's first integrated resort and non-stop leisure destination.

It is home to the state-of-the-art, 1,000-seater Newport Performing Arts Theater. The township accommodates eight hotel brands: the Maxims Hotel, with its 172 all-luxury suites; the Manila Marriott Hotel, a five-star lodging brand; Hilton Manila, an international hotel brand known for its history of innovating hospitality standards; the highly stylized Sheraton Manila Hotel; the 10-storey, 4-star Belmont Hotel; the 684-room Savoy Hotel Manila; the 737-room Holiday Inn Express; and the newest Hotel Okura Manila. Also situated in this township is the country's largest hotel ballroom, the Marriott Grand Ballroom.

Also located in Newport City are residential addresses, such as 150 Newport Boulevard, the 101 Newport Boulevard, 81 Newport Boulevard, Palmtree Villas 1 & 2, Parkside Villas and The Residential Resort.

### ***Newport's COVID-19 Response***

In response to the pandemic, RWM and its international hotel partners announced the implementation of critical measures to ensure worry-free stay of guests.

Among its global best practices is the Marriott's Global Cleanliness Council, launched in 2020. The Council seeks to develop global hospitality cleanliness standards and behaviors that are designed to minimize risk and enhance safety for consumers. Among these safety measures are the use of technologies, such as Ecolab, electrostatic sprayers with hospital-grade



disinfectant used to sanitize surfaces; and the implementation of protocols focused on person-to-person contact, food safety, and sanitation.

Another global best practice is Hilton’s “CleanStay” program, organized in partnership with internationally-trusted disinfectant brand, Lysol.

This entails the use of the Hilton CleanStay Room Seal, disinfection of high-touch areas, installation of disinfecting stations, and implementation of contactless arrivals. The Intercontinental Hotel Group (IHG) also implements the “IHG Way of Clean” program, in partnership with Diversey Philippines, Inc. Diversey is a key player in the cleaning and hygiene industry, catering to institutional, and food and beverage markets. Aside from deep cleaning with Ecolab, there are also measures to reduce contact and safeguard public spaces.

Also in partnership with Diversey are Megaworld’s hotel brands—Belmont Manila and Savoy Manila—both aiming to strengthen its #SafeStay Health and Safety Campaigns. Diversey’s cleaning and maintenance service covers all facilities from all-day dining, fitness centers, pool areas, guest rooms, and employee work spaces.

BCDA’s development partners have shown resilience amidst the COVID-19 pandemic. While strengthening its development pipeline, and exercising prudence in its investments, partners responded to the needs of its community, and recognized their role in providing employment for thousands of people. This is driven by the optimism that the economy will bounce back.

## **AFP Modernization**

### **A Commitment to Build Better**

The year saw a global health crisis that triggered a whole-of-nation approach to protecting not only the frontliners, but also the whole citizenry against COVID-19. BCDA responded and worked with partners in both the public and private sectors to ramp up solutions that strengthened the country’s defense during the pandemic.

While doing this, the organization did not lose sight of one of its top priorities under its mandate: to help modernize the Armed Forces of the Philippines (AFP). In 2020, BCDA generated record-high contributions to the AFP, and also committed to building more modern structures that would greatly benefit the country’s defenders.

### ***Highest yield in the past four years***

Within only four years of the Duterte administration, BCDA has contributed Php17.81 billion to the AFP Modernization Program—higher than the remittance of the six-year Aquino administration at Php13 billion. The contribution is also comparable to the combined remittances of previous administrations since 1993, amounting to Php18.38 billion.

From the start of the conversion program in 1993 up to 2020, the AFP Share from BCDA’s disposition proceeds reached Php49.19 billion, representing 44 percent of the total

Php112.28 billion. Apart from its share, BCDA remits the proceeds from the disposition program to the Bureau of the Treasury (BTr).

The AFP share is further broken down into two parts: Php38.07 billion for the AFP modernization program, and Php11.12 billion for the replication of military facilities.

Upon remittance, the Department of Budget and Management (DBM) releases the respective shares to beneficiary agencies, as mandated under the law, based on the budget execution guidelines and the approved fiscal programs of the government.

### ***More projects for the armed forces***

BCDA helps strengthen the AFP while building great cities. This mantra resonates behind every initiative for the military, paving the way for high-quality facilities that they can use in their day-to-day operations.

To date, BCDA has already contributed over Php11 billion in replication projects, comprising of cash remittances to the Bureau of the Treasury and Philippine Air Force (PAF) in the amount of Php8.4 billion and replicated military facilities of Php2.7 billion for the housing and support facilities that benefit all three services of the AFP namely, the Philippine Army (PA), the PAF, and the Philippine Navy (PN). Among these high-impact facilities are the PAF General Hospital, PAF Housing Facilities and other airmen's facilities in Villamor Air Base (VAB), the PA Officer's Quarters and Hospital, and the AFP Housing Facility at the Joint Military Assistance Group (JUSMAG) area in Fort Bonifacio, Taguig City.

Breakdown of BCDA's replication initiatives:

Cash Remittances to BTr/ AFP/PAF	Year of Remittance	Amount (in Billions Php)	Particulars	Amount (in Billions Php)	
Advances to DND subject to MOA: Cash Remitted to AFP	1994	0.300	PA Officer's Quarters	0.828	
Military Replication Budget: Cash Remitted to BTr	1995-1998	7.951	PA Hospital	0.254	
PAF Military Facilities: Cash Remitted to PAF			Villamor Apron/Taxiway	0.182	
<ul style="list-style-type: none"><li>• Temporary relocation of 410th Maintenance Wing and 420th Supply Wing to Clark</li><li>• Replication of the Presidential Hangars</li><li>• Relocation of the Air Force Research and Development Center and the 355th Aviation Engineering Wing</li></ul>	1998	0.046	PAF K-9 Units - Camp Aquino	0.023	
		0.089	AFP Housing Facilities - JUSMAG	0.700	
		0.045	PAF Military Facilities - VAB	0.628	
			PAF Villamor Driving Range - VAB	0.089	
			<b>Sub-total</b>	<b>2.684</b>	
<b>Total Cash Remitted</b>			<b>8.431B</b>	<b>Grand Total</b>	<b>11.115B</b>

Replication of PAF facilities in Wallace Air Station amounting to Php56 million is not yet included.

Ongoing projects include the relocation and functional replication of military structures affected by the conversion program. This provides BCDA the opportunity to build better facilities for the troops. For BCDA, functional replication involves the re-creation and improvement of project-affected facilities, maintaining their specific purpose while employing modern design, technology, and materials that are currently used in the market. These high-quality, modern facilities are turned over to the military in ready-to-use conditions.

### ***Modernizing logistical Army facilities***

BCDA has been working hand-in-hand with the Department of National Defense (DND) and the AFP for the relocation and replication of the Army Service Command (ASCOM) and Security Services Unit (SSU)—both of which are currently located within an 11.5-hectare area at the Bonifacio South Pointe in Fort Bonifacio, Taguig City.

The relocation and replication of the ASCOM Facilities entail the development of a 29.8-hectare lot in Camp Servillano Aquino in barangay San Miguel, Tarlac City. The lot will contain, among others, 44 structures, including offices, multiple headquarters facilities, quarters for officers and enlisted personnel, warehouses, classrooms, transportation and maintenance battalion areas, and other recreational areas.

The development will span four phases and costs Php1.5 billion. Contracts for civil works, as well as construction, management, and supervision were awarded in December 2020. The project is envisioned to give rise to modern ASCOM logistical facilities by July 2022.

Furthermore, the tender for the civil works of the Special and Technical Staff Building for Special Service Center (SSC) and Division Administration Command Center (DACC) at Fort Bonifacio, Taguig City is ongoing. The project entails the construction of a five-storey building, and the site development of a 3,080-square-meter area. The building will feature a lower ground parking area, a roof deck, a helipad, and a bridge connected to the PA Headquarters. The budget for the project is Php284.31 million.

It is expected to be completed in 2022.

### ***Housing our airmen in New Clark City***

In 1995, the DND-AFP-PAF, the BCDA, and the Clark Development Corporation (CDC) entered into an agreement for the interim use by PAF of a 313.4-hectare area within the Clark Freeport Zone.

Through the years, there grew a need to maximize the development potential of the zone and strengthen Clark as an economic hub in Central Luzon, to complement New Clark City and the expansion of the Clark International Airport. Thus, the PAF structures have to be transferred. The return of the area to BCDA was finalized in August 2019, through a memorandum of agreement (MOA) between DND and BCDA. The MOA signified the agreement of both parties to relocate and to functionally replicate PAF's facilities and utilities that are occupying the area at the said freeport zone.

Preparations are currently underway for the relocation of PAF's community and housing facilities within a 65-hectare area in New Clark City. The project, which entails site development and construction works, costs Php3 billion. The Detailed Architectural and Engineering Design (DAED) for the housing facilities is already finished, while groundbreaking is expected in August 2021.

In addition, BCDA is also in the process of preparing the DAED of the PAF's operational facilities, which will be relocated within a 146-hectare area at the OMNI Aviation Complex, south of the Clark International Airport. The project involves the preparation of a Site Development Plan (SDP) for the relocation site within the OMNI area; a Detailed Engineering Design for the roads, with drainage systems and utilities of the site; and the DAED of respective structures, facilities, and utilities, among others. The cost of this project component is Php119 million. The tender for the construction works is expected in 2022, with a budget of Php7 billion.

Additionally, the construction of the PAF Steel Parking Area is ongoing. This involves building a three-level steel car park and the rerouting of power lines in Villamor Air Base. The project will commence in 2021, and costs Php69.14 million.

### ***Setting up world-class amenities for the Navy***

The Philippine Navy and the Philippine Marine Corps will soon be recipients of modern, world-class amenities. The new housing facilities for the Navy is valued at Php8.6 billion, and a new headquarters is in the pipeline for the Marines.

The new Navy facilities will be built at the site of the Bonifacio Naval Station (BNS), and will include the residences of the Flag Officer-in-Command, the Vice Commander, and the Chief of Naval Staff; the 10-storey senior officers' quarters; and the 10-storey married officers' quarters. The community facilities include the Manila Naval Hospital, the Naval Information and Communication Technology Center, officers' clubhouse, a gym, a tennis court, a chapel, and a mortuary.

For the Marines, among the facilities to be replicated are the 136-capacity, five-storey officers quarters; the 176-capacity, five-storey enlisted personnel quarters; liaison offices; and satellite offices.

Also, the BCDA exchanged 100 hectares of land in the Bataan Technology Park, Bataan province, for the relocation of less than 20 hectares of Marines property. The new site will accommodate the new Philippine Marine Corps Headquarters, premium office buildings, modern billeting and community facilities, officers' clubhouse, and historical monuments. The office structures, student barracks, and a school will be constructed at the Marine Base Gregorio Lim in the municipality of Ternate, Cavite.

### ***Bigger, comfortable living spaces***

The JUSMAG Officers' Quarters is one of BCDA's landmark projects, and it truly sets the standards for comfort living through modern structures. With a value of Php700 million, this

residential facility was built in partnership with Megaworld.

It showcases 12 medium-rise buildings with 192 three-bedroom units. Each unit occupies 100 square meters of residential space.

A newer facility, completed in 2019, is the 15-door apartment for the airmen, located at the former Wallace Air Station in San Fernando City, La Union province. This was turned over to the 580th Aircraft Control and Warning Wing and their families. Twice the size of an older unit, each apartment measures 120 square meters, and offers a bigger livable space for resident troops.

Each unit has three bedrooms, with built-in cabinets, storage and laundry areas, and a two-car garage.

Other projects completed for the airmen in Poro Point, La Union, include a 700-meter concrete pavement, a one-kilometer asphalt access road, and the expansion of the detention cell inside the station (from just nine square meters to forty square meters). The total cost of development of PAF Facilities at the Wallace Air Station was Php56 million.

## ***CORPORATE SOCIAL RESPONSIBILITY***

The BCDA pursues with enthusiasm its various corporate social responsibility programs—reaching not only people who have been directly affected by its undertakings but also those who share the organization’s aspirations for a more caring, more nurturing Philippine society.

In responding to its stakeholders, BCDA adopts the following CSR philosophy:

**“We at BCDA are committed to fulfill our mandate to our stakeholders by improving the quality of life of and giving dignity to our workforce, our families, and the communities that we develop through the conversion of former military bases and other properties into premier sustainable centers of economic growth.”**

The mission of BCDA, as laid down by its mandate, is to help build a strong nation and bring prosperity to all Filipinos. Its Corporate Social Responsibility (CSR) advocacies are focused towards that goal— achieving inclusive growth. Its various development projects are rooted in protecting the welfare and further improving the lives of people in the communities where BCDA and its subsidiaries operate.

Consistent with this CSR philosophy is the BCDA’s two-pronged approach to deliver services to its stakeholders, to wit:

- **PEOPLE-oriented projects** geared towards improving life in communities and benefitting targeted stakeholders affected by BCDA development projects. Its objectives are succinctly encapsulated in its “Yaman at Kaalaman Alay sa Kapwa” (YAKAP) program.

- **ENVIRONMENT-oriented activities** for the protection, preservation and sustainable use of natural resources in project areas, which is appropriately expressed in KKK (Kalinga sa Kalikasan para sa Kabuhayan) program.

### **Serving the Military and the Communities**

The extent of BCDA's CSR activities goes far beyond its considerable financial support to beneficiary agencies and contiguous cities and municipalities.

BCDA pays tribute to the men and women of the Armed Forces of the Philippines (AFP), who go above and beyond the call of duty to keep our nation free. Through its CSR projects, it aims to contribute to the development of "a world-class Armed Forces, source of national pride."

### ***Together in Challenging Times***

BCDA recognizes its duty and responsibility to support its major stakeholder, the AFP, through its "Saludo sa Sundalo" program.

The program encompasses stakeholder engagement activities that recognize the troops as a partner and as a hero, given their service and sacrifice. Aside from responding to the needs of the armed forces, the BCDA seeks to improve the quality of life of its project-affected communities, a goal that is anchored on its desire for inclusivity in its development projects. The need to win this battle against COVID-19 has unified the country. It has also put on the spotlight the frontliners, who stepped up to protect the nation and prevent the spread of the disease.

In 2020, the BCDA rose to the challenge and sought for ways to help protect the military frontliners amidst calamities—while enabling other communities to cope better amidst the pandemic—through aid and assistance.

In 2020, BCDA allocated over Php4.3 million for outreach projects. Among the recipients are the military frontliners, project affected families in Rodriguez, Rizal province, and COVID-affected BCDA employees.

### ***Saving lives***

In 2017, a Php5 million medical fund was set up to augment resources for the treatment of soldiers injured in the Marawi Siege. The BCDA—in partnership with the AFP, DND, and St. Luke's Medical Center (SMLC)—provided the fund to treat cases that can no longer be given the appropriate medical remedies in government and military hospitals. This initiative grew into a revolving fund.

It has been sustained and replenished annually for the treatment of members of the AFP, who have been injured while performing their duties, but cannot be fully treated medically in public hospitals.

Since 2017, until the end of 2020, BCDA has provided Php7.86 million worth of medical assistance to the troops, benefiting close to 70 members of the AFP.

### ***Protecting our military***

The BCDA sought opportunities to render support to the military troops who stood in the front lines during the battle against COVID-19, and during other calamities that hit the country.

As of the end of 2020, over Php3.24 million worth of aid has been given to our troops.

### ***Hygiene Kits for our Military Frontliners***

BCDA donated more than Php900,000 worth of hygiene kits to the frontliner troops deployed in the National Capital Region (NCR). The kits contained face masks, face shields, and alcohol. The initiative was done in partnership with the AFP Civil Relations Service.

### ***New Normal Practice in Dentistry***

Around Php600,000 worth of dental equipment was donated to the 1301st Dental Dispensary, Headquarters and Headquarters Support Group (HHSG) of the Philippine Army (PA). The dental equipment was in compliance with guidelines and protocols set by the DOH and the Philippine Dental Association (PDA). The equipment enabled the unit to cope with the “new normal” practice in dentistry, and to remain fully operational during the COVID-19 pandemic. The equipment included air filter machines, dental aerosol vacuum machines, dental aerosol isolation boxes, UV lamps, and misting machines.

### ***“Pamaskong Handog 2020” for the Soldiers***

During the Yuletide season, BCDA partnered with the three AFP services, and donated a total of 1,500 food packs to the Army, Navy/Marines, and the Air Force. This initiative aims to recognize and give importance to the efforts of our heroes during the pandemic. This is a gift-giving activity for our military, which stemmed from the “Pamaskong Handog” program, organized by the PA-Civil Military Operations Regiment for army troops, who live away from their families as they perform their duty to the country. Among the recipients of the Christmas food packs were the army troops assigned in the provinces of Negros Occidental and Lanao del Sur.

### ***Protective equipment for relief operations***

The Taal Volcano eruption in January has affected 20,000 families in the Philippines. To help our troops in their operations, BCDA donated almost Php1 million worth of personal protective equipment (PPE) and drinking water to the Philippine Air Force-Air, Education, Training and Doctrine Command (AETDC), based in Fernando Air Base, Lipa City, Batangas. The PPEs, consisting of N95 masks and protective goggles, helped protect our soldiers during their rescue and relief operations in the area.

## **A Bayanihan Story**

The Lung Center of the Philippines (LCP) and the Taguig Pateros District Hospital, received personal protective equipment (PPEs) composed of N95 masks and safety medical goggles from the Bases Conversion and Development Authority (BCDA) in March 2020.

The said donation was in response to the hospitals appeal for donations for PPEs as supplies were running out with the rise of COVID-19 patients.

BCDA is one with the nation in recognizing our frontliners who are providing healthcare to victims.

## **Helping families cope**

### ***Rodriguez residents amidst COVID-19 and Typhoon Ulysses***

The project-affected families from the JUSMAG area in Fort Bonifacio—who were relocated in Rodriguez, Rizal province—were among those who were badly hit by calamities. The floods caused by typhoon Ulysses in November 2020 prompted the BCDA to provide food and health supplies to around 70 families. The storm aggravated the already existing economic hardships brought by the COVID-19 pandemic.

An earlier outreach activity was done in March 2020, at the height of the enhanced community quarantine (ECQ). The aid was valued at over Php600,000. Each family received P5,000-worth of goods to aid their basic needs, as the country faces the COVID-19 pandemic which has affected many Filipino communities.

### ***BCDA Extends help to its Security, Utility Frontliners***

On 18 May 2020, volunteers from the BCDA staff distributed relief packs to benefit 93 employees—our very own frontliners—composed of drivers, utility personnel, and security guards working at the Bonifacio Technology Center, and Pamayanang Diego Silang.

The relief packs included food and sanitation items such as rice, canned goods, noodles, alcohol, and vitamins, among others.

A snappy salute goes to these co-workers who make our everyday tasks inside or outside our offices more convenient and help us have a safe workplace despite the threat of COVID-19. After all, beating the crisis is most effective when we help one another.

## **Caring for family**

In line with the saying, “Charity begins at home,” BCDA provided assistance to families of employees that were affected by COVID-19. Food packs were delivered to the homes of BCDA workers, who were in isolation or in a medical facility for treatment. This benefited 88 employees from both the Manila and Clark offices of BCDA.



## **Supporting Our Aeta Community**

### ***Celebrating IP month***

In commemoration of the National Indigenous Peoples Month, BCDA donated construction materials to the Aeta community located in Sitio Baguingan, Brgy. Sto. Niño, Bamban, Tarlac City. The construction materials will be used for the renovation of their Tribal Hall, as requested by their Tribal Chieftain.

BCDA's New Clark City Community Relations Group and Right-of-Way Unit immediately responded to the request of the Tribal Chieftain for steel roof sheets and other roof materials for the renovation of their former Tribal Hall, which was damaged due to wear and tear. The said sitio is adjacent to both New Clark City and Clark Freeport Zone.

### ***Helping protect and educate the youth***

Another initiative of the New Clark City Community Relations Group was the distribution of hygiene kits and school supplies to students of Sitio Tarukan Elementary School in the municipality of Capas, Tarlac City. The group responded to a Facebook post by teacher Gennie Panguelo, an Aeta teacher in the said school, who solicited supplies for students greatly affected by the pandemic. The group raised funds and immediately extended help, donating the much-needed school supplies, as well as alcohol and face masks, to Aeta pupils.

The BCDA has a separate report/section on corporate social responsibility which can be found in its Website and Annual Reports.

## **We Heal As One**

### ***Clark is declared a safe haven***

With the successful hosting of the 2019 South East Asian (SEA) Games in New Clark City, several activities and events that would boost tourism, sports, and the economy were in the pipeline for 2020.

However, with the onset of the COVID-19 pandemic in the first quarter of the year, the whole country was forced into a lockdown—and the world came to a standstill.

On March 16, the first Luzon-wide enhanced community quarantine (ECQ) was implemented, only two days after Metro Manila was placed under community quarantine. Businesses, classes, work, and public transportation were temporarily suspended. As a result, many passengers were left stranded, including returning overseas Filipinos (OFs) and overseas Filipino Workers (OFWs)—some of whom were stuck at the Clark International Airport (CRK), managed by the Clark International Airport Corporation (CIAC).

### ***Repatriation of OFWs and OFs***

In the beginning of 2020, the BCDA heeded the government's call for help in alleviating the ramifications of the pandemic. Task Force Safe Haven was immediately created. The task force is composed of volunteers from the BCDA, and the BCDA's subsidiaries, the Clark Development Corporation (CDC), and the CIAC, as well as its airport operations and maintenance partner LIPAD.

The task force works alongside the national government's Inter-Agency Task Force on Emerging Infectious Diseases (IATF-EID) and the Department of Health (DOH), among other agencies.

As early as February 8, the first batch of Filipinos were repatriated from Hubei province, China. Hubei's capital is Wuhan City, where the SARS- CoV-2, the virus that causes COVID-19, was first identified.

The Filipinos completed a 14-day quarantine period inside the New Clark City's Athletes' Village, a five-storey residential space that was used to house athletes, officials, and international volunteers during the entire duration of the 2019 SEA Games. The Athletes' Village has 525 rooms, 95 of which are for persons with disabilities (PWDs).

All preventive and precautionary measures were put in place to ensure the safety of the repatriated Filipinos and the members of the community inside the NCC, and its adjacent areas.

Then, on February 26, 2020, a total of 445 returning Filipinos aboard the MV Diamond Princess were brought home by the Department of Foreign Affairs (DFA). The two Philippine Airlines (PAL) flights carrying the passengers from the Haneda Airport in Japan landed on the Haribon Hangar in Clark Base, Pampanga. Upon arrival, they were immediately taken to the New Clark City for the required 14-day quarantine program.

By March 2020, more than 200 Filipinos—most of them were OFWs—had been stranded at the CRK, due to the strict implementation of the quarantine protocols in their respective home provinces and cities. While waiting for the local government units (LGUs) to ease quarantine restrictions, the stranded OFWs were given free food and lodging at the different areas inside the Clark Freeport. The Mansion hotel opened its doors to passengers until the last batch from Mindanao were sent home on June 7, 2020.

The Clark Safe Haven initiative was done through the coordinated efforts of the BCDA, CDC, CIAC, and LIPAD, which is the company handling the operations and maintenance of CRK. Also lending a hand to BCDA were the city governments of Angeles and Mabalacat, the provincial government of Pampanga, the Department of Tourism (DOT), the Department of Transportation (DOTr), the Department of the Interior and Local Government (DILG), the Overseas Workers Welfare Administration (OWWA), and the Department of Social Welfare and Development (DSWD), among others.

On April 7, 2020, the Task Force Clark Safe Haven partnered with TaskUs, an international business process outsourcing company, to establish a 24/7 hotline dedicated to answering

queries and concerns related to COVID-19. The number #1232 (#1CDC) connects the caller to the task force's medical group and the CDC Public Information Desk.

### ***Repurposed quarantine and COVID-19 treatment facilities***

In accordance with the Bayanihan We Heal as One Act (Republic Act No. 11469), the BCDA worked together with the Department of Public Works and Highways (DPWH) and the IATF-EID to repurpose large-scale structures into quarantine and COVID-19 treatment facilities. The facilities were dubbed the We Heal as One Centers, as part of the national government's Test, Trace, Treat program (T3) strategy. The facilities helped in isolating suspected and probable COVID-19 patients, and in decongesting hospitals in Metro Manila and other parts of Luzon. Early on, BCDA and CDC opened up quarantine facilities in Clark and New Clark City, under the management of the CDC Health and Management Office, and with BCDA and CDC volunteers serving as additional manpower.

The ASEAN Convention Center in the Clark Freeport Zone, Pampanga, was repurposed and opened to accommodate 150 patients on April 22, 2020. On the other hand, the Athletes' Village, with a 525-bed capacity, and part of the National Government Administrative Center (NGAC), which had a capacity of close to 700 patients. The Athletes' Village and NGAC opened in February and May, respectively.

Among the repurposed quarantine and COVID-19 facilities nationwide, those that are in NCC and Clark have provided 24/7 medical care and assistance to more than 10,000 individuals. These facilities have also pushed all efforts to give patients and health care workers free meals and free Internet connection. The health care workers, who are assigned to these facilities, are fairly compensated and are provided free lodging within the Clark Freeport Zone.

Overall, for 2020, the COVID-19 relief operations in NGAC alone generated around 641 jobs, including those that involve technical, security, utility, and administrative functions.

All these initiatives were done in partnership with the LGUs of the provinces of Tarlac and Pampanga, led by Tarlac Governor Susan Yap and Pampanga Governor Dennis Pineda, as well as Capas City Mayor Reynaldo Catacutan.

On May 1, 2020, BCDA president and chief executive officer Vivencio B. Dizon was appointed by President Rodrigo Roa Duterte as the deputy chief implementer and "testing czar" of the COVID-19 National Task Force (NTF).

### ***Medical facilities and laboratory***

A polyclinic operated by the Philippine General Hospital (PGH) is located within New Clark City, two minutes away from the Athletes' Village. Equipped with a 24-hour emergency room facility, primary care and sports medicine facilities, an imaging center (for X-ray and ultrasound), a diagnostic laboratory, and a pharmacy, to name a few, the polyclinic provided medical care and assistance to the quarantined individuals inside New Clark City.

Another significant facility in Clark is the Philippine Red Cross's (PRC) molecular laboratory. Through the joint efforts of the BCDA, PRC, CDC, CIAC, and Megawide-GMR Construction JV

(MGCJV) Incorporated, the construction of the molecular laboratory was finished on May 8—in less than two weeks.

On June 19, 2020, Senator Richard Gordon, chairman and CEO of PRC, visited the laboratory. He was joined by PCEO Dizon, Governor Pineda, Governor Yap, Bamban Mayor Jose Antonio Feliciano, Mabalacat City Mayor Crisostomo Garbo, Metropolitan Manila Development Authority (MMDA) General Manager Undersecretary Arturo Garcia, and then CDC President and CEO Noel Manankil, among others.

PRC's molecular laboratory in Clark has two reverse transcription polymerase chain reaction (RT-PCR) machines, which can process up to 2,000 tests per day. This contributed largely to the targeted numbers of tests at the time, which was 50,000 tests per day. Since becoming fully operational, the laboratory has been helping in strengthening the government's ongoing implementation of expanded targeted testing, especially in Central Luzon. The lab is also being used to process RT-PCR tests taken from individuals staying at the We Heal as One Centers.

### ***Clark is declared a safe haven***

The locators were some of the biggest contributors to the sustained economic activities of BCDA and its subsidiaries, despite the pandemic. In April 2020, for instance, Yokoisada Philippines Corporation (YPC), a locator inside the Clark Freeport Zone, announced their plans to expand and produce around 2 million face masks a month. Moreover, the Hilton Clark Sun Valley Resort opened in December 2020.

The presence of these locators, coupled with the success of the PBA bubble, increased investor confidence, and helped resuscitate the economy, especially the tourism sector, one of the year's most badly affected industries.

The BCDA's efforts in New Clark City to help fight the pandemic, and the stability of its subsidiaries, reflected the New Clark City's core vision of developing a sustainable, inclusive, and resilient metropolis.

### **The First Bubble**

In mid-September 2020, the Philippine Basketball Association (PBA) announced that it had chosen Clark as the venue for its 45th season. The notable event was the first sports bubble in Asia.

Earlier that month, former Pampanga vice governor and congressman Yeng Guiao, head coach of PBA team NLEX, had vouched for Clark as the perfect venue for PBA's 45th season. He cited three factors that made Clark stand out: 1) the available rooms could accommodate all the 12 teams of the PBA and other staff; 2) Clark is gated, which made it easier to implement health and safety protocols; and 3) it is close to Metro Manila.

After hearing about Coach Guiao's statements on the news, BCDA PCEO Dizon and then CDC PCEO Manankil wasted no time in approaching the PBA Board to discuss why Clark was a good choice for the PBA bubble. According to PBA commissioner Willie Marcial, more than 20

groups pitched other venues—and three were shortlisted: Clark in Pampanga, El Nido in Palawan province, and Marriott Hotel in Pasay City. Clark won the bidding. The PBA management then sought the approval of the IATF-EID, before kicking off the league's restart. The PBA delegation, composed of 350 people, including players, coaches, and staff, were billeted at the Quest Plus Conference Center, located within the Filinvest Mimosa+ Leisure City, inside the Clark Freeport Zone.

The sprawling property, around 201 hectares, was awarded by the CDC to the consortium composed of Filinvest Development Corporation (FDC) and Filinvest Land, Inc. (FLI), for the lease, development, operation, and management of the former Mimosa Leisure Estate. Strict protocols were observed inside the bubble. And all guests had to undergo COVID-19 tests before entering the premises, and upon check-in. They were also required to use the StaySafe.ph contact tracing application.

The scrimmage games happened on September 27, and by the first week of October, the 45<sup>th</sup> season of the PBA officially began. The games, held seven days a week, with two games per day, were played at the Angeles University Foundation gym.

By late October 2020, a referee yielded a false positive result. Immediately, stricter health and safety measures were implemented in the bubble, and leisure activities inside the hotel were suspended. The exposed areas were also immediately disinfected.

Days later, a player tested positive for the virus, which prompted the management to suspend the subsequent game. The other games, however, carried on as scheduled, after getting clearance from the IATF.

Life inside the bubble The Quest Hotel management not only ensured the safety of the guests, but also took care of their overall well-being. The meals were adjusted according to the requests and needs of the players. Outside of each room was a table where all packed meals were set out to lessen contact among people.

When leisure activities resumed, a number of delegates spent their free time playing golf at the nearby Mimosa+ Leisure City, known for its 130-hectare golf course. Throughout the season, a total of 25 people per team franchise were allowed inside the bubble.

Once inside, the delegates were prohibited from leaving the premises. According to the rules, anyone who went against safety protocols would face a Php100,000 fine and a one-month suspension, without pay.

The pioneering bubble season ended on December 9, 2020. Barangay Ginebra emerged as champion.

## **BCDA's Role in the Whole-Of-Nation Approach**

In late 2019, a virus known as the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) escalated into an unprecedented outbreak, which alarmed and prompted

governments to impose travel restrictions, and even close borders.

SARS-CoV-2, the virus that causes the COVID-19, is proven to spread easily between people within a short range of distance, which impelled the imposition of non-pharmaceutical interventions, such as nationwide lockdowns and wearing of personal protective equipment, in an effort to halt community transmission.

### **Back-up facilities for the government**

The DOH confirmed the first COVID-19 case in the Philippines on January 30, 2020, around the same time that the director-general of the World Health Organization (WHO) declared the COVID-19 outbreak as a public health emergency of international concern, the WHO's highest level of alarm. This precipitated the repatriation of overseas Filipino workers (OFWs), resulting in an overwhelming demand for quarantine facilities.

In response to the demand, the BCDA proposed to the Inter-Agency Task Force on Emerging Infectious Diseases (IATF-EID) the use of the New Clark City as a temporary quarantine site for OFWs returning from Wuhan City, China.

In preparation for its conversion into a quarantine facility, New Clark City was closed to the public until further notice.

### **Aggressive community testing**

Beyond the conversion of facilities, the BCDA is fully engaged in the aggressive community testing (ACT) facilitated by the Philippine Coast Guard, the Philippine National Police, the Armed Forces of the Philippines, and the Bureau of Fire Protection.

The BCDA volunteers have been stationed at the mega swabbing centers at the SM Mall of Asia Arena, Ninoy Aquino Stadium, and Philippine Arena, since May 2020. More volunteers have also been deployed outside Metro Manila, to support the Philippine Coast Guard's ACT mobile team, where mobile test booths were set up to facilitate swab testing.

As of end-December 2020, the mega swabbing centers and the ACT mobile team swabbed a total of 666,696 patients.

### **Oplan Kalinga**

On July 16, 2020, Oplan Kalinga was launched by the IATF-EID and the National Task Force Against COVID-19 (NTF), to provide support to the local government units (LGUs) in Metro Manila in isolating asymptomatic COVID-19 positive patients, as well as mild cases that do not have the means to isolate at home, to stifle community transmission. Oplan Kalinga is headed by the DOH, Department of Tourism (DOT), Department of the Interior and Local Government (DILG), Metropolitan Manila Development Authority (MMDA), and the BCDA.

The BCDA deployed volunteer employees to assist in the streamlined coordination procedures for the fetching of COVID-19 positive patients from households, and the monitoring of the status of mega quarantine facilities, isolation hotels, and temporary

treatment and monitoring facilities of the LGUs.

A total of 85,628 patients were properly isolated through the efforts of the program. Oplan Kalinga is envisaged as one of the key drivers in flattening the curve of COVID-19 cases in Metro Manila.

### **Partnerships with the private sector**

The private sector is instrumental in mitigating the transmission and palliating the negative outcomes brought about by the pandemic. The private sector and the national government through the IATF-EID and the NTF, joined hands to form the Task Force T3 (T3).

The T3 aims to mobilize the resources of the private sector to enable the government to perform the key pillars in ensuring effective public health management: test, trace, and treat. Through the T3, funding gaps were addressed, and donations were pooled to procure millions of testing kits and build new laboratories that increased the country's testing capacity to 30,000 a day; to construct mega quarantine facilities; and to facilitate and manage digital contact tracing capabilities.

### **Bayanihan para sa bayan: BCDA helped establish COVID centers**

To intensify the measures taken to avoid hospitals from being overwhelmed by the surge of COVID-positive patients, the government directed the establishment of quarantine and isolation facilities.

The Department of Public Works and Highways (DPWH) was appointed to spearhead the conversion of large-capacity facilities into temporary treatment and monitoring facilities, known as the We Heal As One centers, alluding to the "We Win as One" theme of the 2019 South East Asian Games, in coordination with the BCDA and the private sector.

In Clark, apart from the We Heal As One centers at the ASEAN Convention Center in the freeport and at the Athletes' Village in New Clark City, the government building of the National Government Administrative Center in New Clark City was converted into a quarantine facility, with a capacity of close to 700 patients.

Among the first facilities that were transformed for this purpose was the Ninoy Aquino Stadium, with a bed capacity of 112. The conversion of the indoor arena was done in less than a week, with the support of the private partners, Prime BMD and Bloomberry Cultural Foundation, Inc., of the Razon Group. The Villar Group, EEI Corporation, and Boysen Philippines also supported the initiative by providing construction workers, procuring beds, and supplying paint for the color-coding scheme of isolated cubicles.

Other facilities that were utilized as part of the We Heal As One centers were the Philippine International Convention Center Forum Halls—with a capacity of 208 beds—which was converted in partnership with the Villar Group and the EEI Corporation; the World Trade Center in Pasay City—with a capacity of 450 beds—which was established through the efforts of the Ayala Corporation, and with support from the national government and the BCDA; the Philippine Sports Arena (formerly known as ULTRA)—with a capacity of 132 beds—which was

completed ahead of its deadline, in partnership with the Villar Group; and the Filinvest Tent in Alabang, Muntinlupa City—with a capacity of 108 beds—which was opened through the efforts of the Filinvest City Foundation, in partnership with EEI Corporation and the IATF-EID, and in close coordination with the DOH, DOTr, Department of National Defense (DND), and BCDA.

Outside Metro Manila, the Philippine Arena in Bulacan province was converted into a quarantine facility—with a capacity of 300 beds—in partnership with the Villar Group and the MVP Group of Companies.

### **Annual Report**

The CSR reports for 2020 are presented on pages 72 to 75 of the BCDA 2020 Annual Report entitled, “Sharing, Giving, and Keeping Hope Alive”



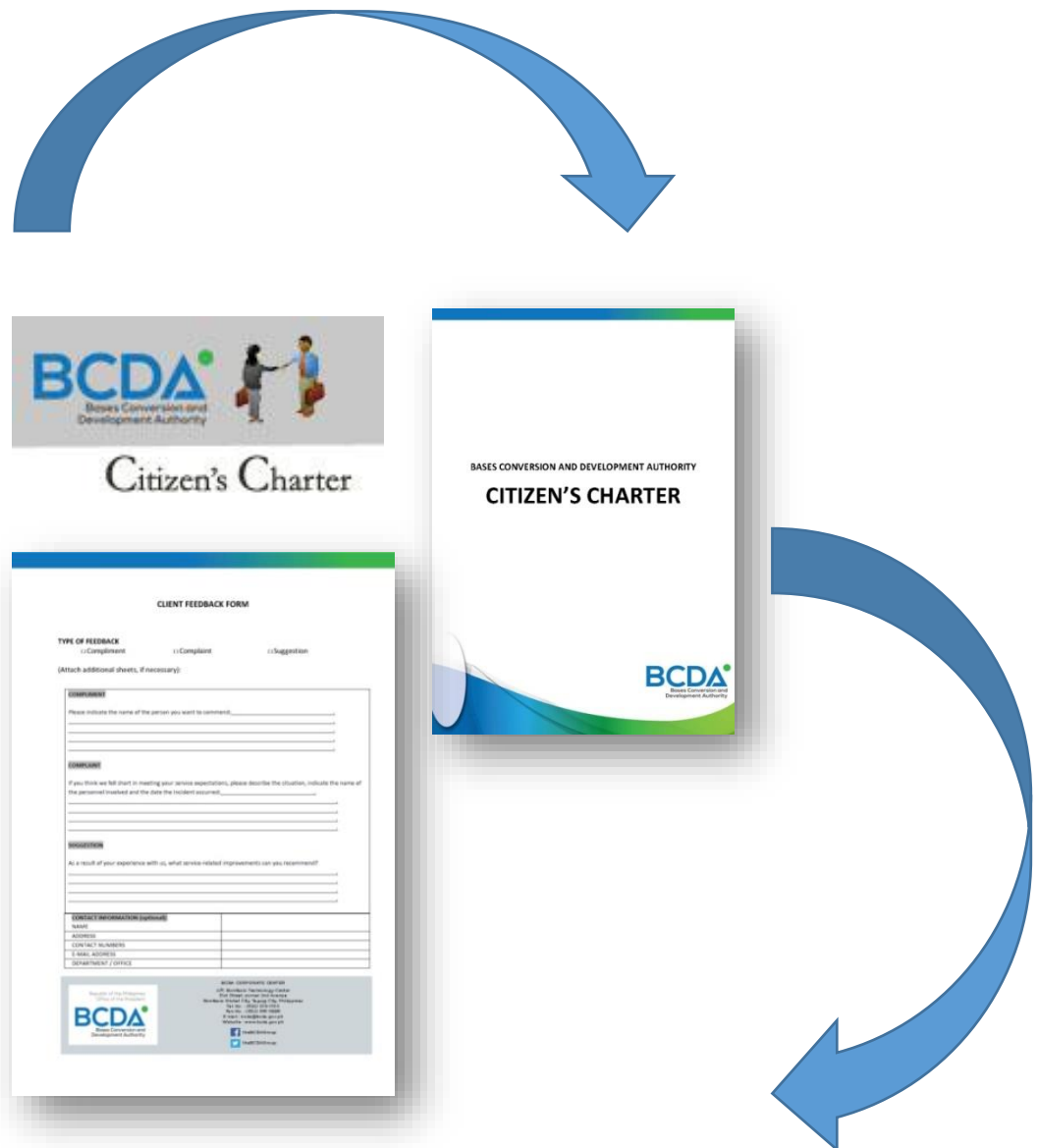
## FEEDBACK MECHANISM

BCDA's stakeholders can air their concerns to BCDA through various means:

### Website

The Homepage contains links to the Citizen's Charter, the Good Governance Conditions and the Corporate Governance Scorecard of BCDA.

The downloadable Citizen's Charter contains BCDA's Service Philosophy and Client Feedback Form. The charter is immediately accessible in the Home Page of the BCDA's website, [www.bcdagov.ph](http://www.bcdagov.ph).



The contact details of the BCDA are also published on the website in both the Home and Contact Us pages. Each page also links to the Contact Us page.

### **Annual Report**

The Annual Report also contains the contact details of BCDA Management and the corporate office.

Feedback and other concerns such as possible violation of their rights could contact Ms. Leilani B. Macaset, Vice President of the of the Public Affairs Department, at her email address [lbmacasaet@bcda.gov.ph](mailto:lbmacasaet@bcda.gov.ph) and phone number (632) 575-1733 and also through the corporate address [bcda@bcda.gov.ph](mailto:bcda@bcda.gov.ph), jointly managed by Corporate Communications Officer Maricar Villamil of the Public Affairs Department, along with identified departments designated by Management.

Other contact numbers are declared in the Annual Report as shown in page 102.

### ***EMPLOYEE HEALTH, SAFETY AND WELFARE***

BCDA actively implements an Occupational Health Program that aims to increase the productivity of its employees through preventive health care and wellness promotion activities.

The BCDA Occupational Health Program has several component activities that are geared towards achieving and maintaining the well-being of its employees, to wit:

- HMO coverage for all regular employees;
- On-site Annual Physical Examination (APE) for all HMO principal members and their dependents;
- On-site blood chemistry for employees with diagnosed chronic illnesses;
- Annual executive check-up packages at hospital of choice for executives occupying Salary Grade 28 positions and above;
- On-site annual vaccination program for employees and dependents;
- Medical reimbursement plan for all regular employees;
- Optical/Dental benefits for regular employees;
- Maternity benefits;
- Health and Wellness seminars held bi-annually;
- Various activities that promote a healthy and active lifestyle.

The BCDA Occupational Health programs/ activities are cascaded to the employees and published via email and posted in the bulletin board. BCDA utilizes the intranet to intensify information on health, safety, and welfare of employees.

## **Health and Wellness Programs conducted in 2020:**

### ***Measures undertaken to Fight COVID-19***

The BCDA management considers its workforce as its most important asset. The health and wellness of its employees is the most important priority of BCDA.

For the past year, the BCDA has been diligently exerting all its efforts in making sure that all of its employees are safe and are protected from the SARS-CoV-2, the virus that causes the Corona Virus Disease 2019 (COVID-19).

### ***Implementation of Alternative Work Arrangement***

On 16 March 2020, the BCDA has started implementing its work-from-home arrangement in pursuant to the Presidential Proclamation No. 929, series of 2020 declaring a state of calamity throughout the Philippines due to COVID-19 and Civil Service Commission (CSC) Announcement No. 13, series of 2020 implementing an Alternative Work Arrangement for government agencies in light of the Enhanced Community Quarantine (ECQ).

Furthermore, pursuant to the CSC Memo Circular No. 10, s. 2020 (*Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government During the Period of State of National Emergency Due to COVID-19 Pandemic*), Civil Service Commission-Department of Health-Department of Labor and Employment Joint Memorandum Circular No. 1, s. 2020 (*Occupational Safety and Health Standards for the Public Sector*); and the DOH Department Memorandum Order No. 2020-0220 (*Interim Guidelines on the Return-to-Work*), the BCDA developed interim guidelines on COVID-19 prevention and control as well as alternative work arrangements in all its offices and facilities in preparation for the “new normal” amidst the COVID-19 crisis in the country. As a precautionary measure, a skeleton workforce was adopted by each group/department/unit following certain parameters.

BCDA implemented guidelines to help its employees to make a smooth paperless transactions, manage their tasks appropriately, and connect regularly.

The “Mask + Social distancing and Hand Hygiene” or MSH Formula in the workplace had been formulated for all BCDA personnel, including visitors and guests, to protect everyone against the spread of COVID-19. This formula includes the implementation of a “No Mask, No Entry Policy,” social distancing at a minimum of six feet radius, and the practice of hand hygiene.

Recommendations for office attire and grooming, proper respiratory etiquette, and disinfection protocols at home had also been specified.

Sanitation protocols and disinfection processes issued by the building administrators in the prevention, control, and management intervention of COVID-19 were advised. An online health symptoms questionnaire was required to be filled out by all BCDA personnel, visitors, and guests before entering the BCDA premises.

Visible signs for symptom screening were posted in conspicuous places to remind the people entering the building premises.

Employees who were exhibiting symptoms of fever (>37.5 C), cough, cold, sore throat, or diarrhea were not allowed to go to work and were advised to undergo home quarantine.

Meanwhile, those with or without symptoms, but with a history of travel or exposure to a COVID-positive patient, were quarantined for at least 14 days, monitored, and tested for COVID-19, if needed, based on DOH guidelines. An isolation area in all BCDA offices were also set up for the staging of employees or guests who come in with fever or respiratory symptoms.

Testing was provided to employees and security personnel along with their family members who have had close contact with people who have contracted the virus, at no cost to them. This is one of BCDA management's efforts to ensure that employees are safe and healthy while at home with their families or even at work.

Aggressive contact tracing was done to assure that all employees who were exposed to the virus were tested. Employees were encouraged to perform self-assessment based on the "close contact" criteria of BCDA's Human Resource Management Department (HRMD).

The BCDA HRMD had also rolled out several health advisories to keep the employees aware of important information and update on COVID-19 via email and social network.

The BCDA Clinic conducted outpatient consultation safely through teleconsultation by scheduling an appointment through the Company Physician's appointment page. If a physical examination is needed, no more than one patient is allowed inside the clinic. Proper protection was provided for the clinic staff, and regular disinfection of the clinic and equipment were done.

A COVID-19 safety officer for each department was assigned to monitor control measures such as physical distancing, wearing of masks, regular disinfection, and symptom checking. The safety officers are part of the Safety and Health Committee created in BCDA.

As part of BCDA's wellness program, adequate health and psychosocial interventions, such as stress debriefings, webinars on how to boost the immune system and how to keep a balanced and healthy lifestyle, and access to online counseling were offered to employees. Proper installation, supervision, and regular refilling of alcohol-based hand sanitizers in all BCDA offices, and dispensers were made accessible by the General Services Division (GSD) to all BCDA personnel, including visitors and guests.

BCDA also provided free shuttle services from employees' respective residences to the office and vice versa.

#### *Screening of Employees Returning to Work*

Screening for COVID-19 symptoms were done for employees returning to work through a COVID-19 Screening Questionnaire. Protocols for a 14-day quarantine and referral to undergo

RT-PCR and rapid anti-body testing were followed for all employees with or without a relevant history of travel or exposure to a COVID-positive case. Further instructions had also been detailed, depending on the manifestation of symptoms of the employee and testing results.

#### *Work Station Layout and Disinfection of BCDA Premises*

One entrance and exit points were determined by the office building administrators. The BCDA GSD managed the directional flow of traffic and limit movement within the BCDA offices. Access of visitors or guests of BCDA were limited only within the main lobby area, likewise, they will exit only through the main door. The drivers' lounge in BTC was transferred to the Lobby Conference Room to limit the unnecessary entry of drivers into the internal office corridors as they are expected to be more exposed to the virus.

Panel partitions and renovation of some areas of the BCDA premises were done to allow unidirectional movement in aisles, corridors, or walkways. Acrylic or transparent barriers were provided for workstations with frequent transactions. Suppliers were prohibited from entering BCDA offices, and instead, a staging area was designated per BCDA office for procured goods that will be delivered.

Receiving areas for visitors was reconfigured to limit people from entering the BCDA premises. The GSD also implemented specific guidelines to ensure that all BCDA premises are properly disinfected and sanitized. Employees were strongly advised to practice routine cleaning of frequently touched surfaces with alcohol-based wipes or spray containing 70% alcohol, and to maintain a clean and clutter-free desk.

#### *Mass Swab Testing of BCDA Personnel conducted in July 2020*

BCDA Personnel (Officers and Rank & File)	330
Security Guards	171
Utility and Drivers	72
Drivers who volunteered as Ambulance Drivers	2
BCDA Employees doing volunteer work at the Mega Swabbing Facilities (MSF) and Oplan Kalinga	22
Total	597

#### *Routine Swab Testing of BCDA Employees Every Two (2) Weeks from July 2020 to December 2020*

Drivers who volunteered as Ambulance Drivers	2
BCDA Employees doing volunteer work at the Mega Swabbing Facilities (MSF) and Oplan Kalinga	22

#### *Routine Swab Testing of BCDA Employees Every Two (2) Months from August 2020 to December 2020*

Utility and Drivers	72
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## **EMPLOYEE TRAINING AND DEVELOPMENT**

An annual training program (in-house) is prepared at the start of the year. The Human Resource Management (HRMD), through its training and development unit, offers various programs to professionalize the workforce such as undergoing continuing education or introducing new work standards. These programs allow the employees to hone the skills they need to perform their duties and tasks in the office, while at the same time help achieve personal growth and advancement in their careers.

Data on training and development programs for its employees are regularly cascaded and are published via email and posted in the BCDA bulletin board.

As of 31 December 2020, BCDA has carried out the following:

- 3,508 training hours / 566 employees or a total of 6.1979 training hours per capita met
- 16 in-house trainings conducted

List of in-House Training and Development Programs held in 2020 include the following:

- Online ISO 9001:2015 Awareness Course
- Online ISO 9001:2015 Internal Audit Course
- 5S Methodology Training
- Risk Management Training
- Google Suite Collaboration Online Training
- Orientation with the BCDA Gender and Development (GAD) Focal Point System
- Gender and Development (GAD) Planning and Budgeting and GAD Accomplishment Report Review and Preparation
- Learning Session on Gender-Inclusive Language in BCDA
- Gender Sensitivity Training for New Employees
- Gender Sensitivity Training for the BCDA Frontliners
- Mental Health Webinar: Equal: Strategies that Promote Work-Life Integration
- Gender and Development (GAD) Forum: Preventing Violence Against Women and Children in the Context of COVID-19 Pandemic
- Orientation-seminar on R.A. 9184 for BAC Members, TWG, Secretariat and End-Users
- Orientation on R.A. 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees
- Basic Course on Gender Statistics

- Formative Evaluation of GAD Projects

### ***Ethical Standards for Public Officials and Employees and the BCDA Code of Conduct***

The highest standards of ethics are embodied in Republic Act No. 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees. It provides the eight (8) norms of conduct – commitment to public interest, professionalism, justness and sincerity, political neutrality, responsiveness to the public, nationalism and patriotism, commitment to democracy, and simple living.

In line with RA 6713, the BCDA Code of Conduct was developed and approved by the Board in 2015. The BCDA Code of Conduct was issued through Office Order No. 004. As described in Section 5.2, members of the BCDA Board, officers, personnel, project employees, consultants and contractual employees working for BCDA are directed to strictly observe the provisions of the BCDA Code of Conduct. Incorporated in the Code of Conduct are BCDA's Whistleblowing Policy and No Gift Policy which set forth the principles, corporate values, and rules of conduct of BCDA officers and employees in carrying out their official duties and responsibilities, taking into consideration the policies instituted by the Civil Service Commission (CSC) relating to integrity, transparency, and accountability in government.

BCDA strictly adheres to the BCDA Code of Conduct and its provisions are cascaded to new employees through the employee orientation program conducted by the Human Resource Management Department (HRMD).

#### ***Whistleblowing Policy***

BCDA's Whistleblowing Policy defines and prescribes the protection afforded to whistle blowers and witnesses and the conditions for entitlement to protection to deter frivolous and false disclosures. It promotes responsible reporting and disclosure of vital information in response to the detection of fraud, bribery and corruption within the organization. It aims to encourage concerned individuals to report on actions or omissions of the BCDA officers and staff, including the BCDA Board, which are deemed illegal and unethical – or those which are in violation of good governance principles and entail unhealthy business practices that are grossly disadvantageous to BCDA.

#### ***No Gift Policy***

In line with Section 29 of the Code of Corporate Governance for Government Owned and Controlled Corporations (GOCCs) on policies and rules governing solicitation and acceptance of gifts and benefits, the BCDA's No Gift Policy adheres to the highest form of ethical standards and compels the BCDA organization to demonstrate fairness, professionalism and excellence in delivering quality services, without expecting any undue favor or reward.

## ***BCDA Freedom of Information***

In compliance with Executive Order No. 2 of 2016, which upholds transparency measures in the Philippine government, BCDA supports Freedom of Information (FOI) by having its own People's FOI Manual.

The Freedom of Information upholds the constitutional right of the Filipino people to access information that is of public concern. The public may request for any information or document regarding BCDA and its projects via the FOI portal.

## ***DISCLOSURE AND TRANSPARENCY***

The BCDA Annual Report discloses the corporate objectives, financial performance indicators, non-financial performance indicators, details of whistleblowing policy, biographical details of directors and training and/or continuing programs attended by each director.

BCDA's CY2020 Audited Financial Statement was released by the Commission on Audit on 12 July 2021 and was published on the BCDA's website on 09 August 2021 or within 30 days from receipt thereof. BCDA does not practice Global Reporting Index in its Annual Report.

The Annual Report was released on 29 September 2021, or within 90 days from BCDA's receipt of its Audited Financial Statement.

The BCDA Board has likewise reviewed the corporation's material controls and risk management system and found them to be adequate, as evidenced by Board Resolution No. 2021-06-058, which is likewise posted in the BCDA website under the Financial and Operational Matters section of the Good Governance Conditions – ***c.9 Any material risk factors and measures taken to manage such risks.***

## ***FINANCIAL REPORT***

### **Financial and Operational Highlights for CY 2020**

The declaration of Covid-19 by the World Health Organization as a pandemic prompted the National Government to declare a nationwide state of calamity and implemented the Enhanced Community Quarantine throughout Luzon and other affected areas in March 2020. This directive posted a significant change in the operational activities of the organization. However, BCDA remained steadfast in its commitment as a prime mover of national development.

### ***I. Statement of Financial Position***

BCDA's total assets as of 31 December 2020 amounted to Php196.35 billion, posting a slight increase of 0.5% from Php195.42 billion as of 31 December 2019 indicating resilience in the midst of the COVID-19 pandemic that impacted all business organizations on a global scale.



	2020	2019
Current Assets	22,741,233,874	38,740,449,418
Non-Current Assets	173,605,275,737	156,683,109,094
<b>TOTAL ASSETS</b>	<b>196,346,509,611</b>	<b>195,423,558,512</b>
Current Liabilities	7,251,528,401	8,201,607,899
Non-Current Liabilities	30,129,067,246	30,774,875,826
<b>TOTAL LIABILITIES</b>	<b>37,380,595,647</b>	<b>38,976,483,725</b>
Equity	158,965,913,964	156,447,074,787
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>196,346,509,611</b>	<b>195,423,558,512</b>

Current Assets comprises of the following:

	2020	2019
Cash and Cash Equivalents	6,322,346,359	22,760,694,752
Investments in Treasury Bills	1,101,262	401,768,851
Receivables, net	13,067,356,284	6,631,549,503
Inventories	724,067,502	724,067,502
Prepayments and Other Current Assets	2,626,362,467	8,222,368,810
<b>Total Current Assets</b>	<b>22,741,233,874</b>	<b>38,740,449,418</b>

Current assets in the total amount of Php22.74 billion as of 31 December 2020, decreased by Php15.99 billion from Php38.74 billion as of 31 December 2019 primarily due to reduction in cash and cash equivalents and prepayment / other current accounts.

The reduction of cash and cash equivalents from Php22.76 billion in 2019 to Php6.32 billion in 2020 was primarily due to payment for the airport infrastructure project in Clark not funded by the General Appropriations Act (GAA) and various remittances to the Bureau of the Treasury (BTr).

On the other hand, increase in current receivables of Php6.44 billion is mainly attributable to the recognition of the current portion of the joint venture receivable from SM Prime Holdings, Inc. and "Finance Lease" receivables pursuant to the Philippine Financial Reporting Standards (PFRS) 16.

Decrease in Prepayments and Other Current Assets account by Php5.59 billion is mainly due to the reclassification of the completed project, particularly the NGAC Sports facilities, from Prepayments account to the Investment Property account.

Non-Current Assets comprises of the following accounts:

	<b>2020</b>	<b>2019</b>
Investments in Affiliates	18,292,823,338	18,106,675,498
Investments in Government Bonds	1,757,730,717	3,046,036,040
Investment in Stocks	103,024,319	103,024,319
Property, Plant and Equipment, net	17,495,275,144	3,566,646,574
Service Concession Assets	28,464,604,216	28,244,845,619
Investment Properties	83,837,107,457	73,272,100,199
Deferred Tax Asset, net	4,646,575,837	4,081,900,565
Other Non-Current Assets	19,008,134,709	26,261,880,280
<b>Total Non-Current Assets</b>	<b>173,605,275,737</b>	<b>156,683,109,094</b>

Property, Plant and Equipment (PPE) increased by Php13.93 billion due to the recognition of various infrastructures undertaken by the BCDA in Clark such as the new passenger terminal building in Clark International Airport, connecting roads between Clark International Airport and New Clark City, and the Luzon Bypass Infrastructure.

Investment Properties was up by 14% or Php10.57 billion from 2019 to 2020 mainly attributable to the recognition of the Sports Facilities in the National Government Administrative Center amounting to Php10.71 billion.

Other non-current assets were down by 28% or Php7.25 billion, from Php26.26 billion in CY 2019 to Php19.01 billion in CY 2020 mainly due to the reclassification of the current portion from the non-current portion of the joint venture receivable.

### **Liabilities and Equity**

The decrease in the current liabilities of about one billion pesos was primarily due to the decrease of inter-agency payables due to the return of unspent GAA funds to the BTr in compliance with the “Bayanihan to Heal as One” Act.

Increase in accounts payable of Php1.03 billion reflected the current payables related to infrastructure projects in New Clark City and other parts of Luzon in CY 2020.

Equity increased by Php2.52 billion as of 31 December 2020 is mainly due to additional equity from the National Government used for the implementation of the BCDA Access Road Projects in New Clark City and net income for the year.

## **II. Statement of Income**

Revenue generated from its sale, lease, joint venture arrangements and other sources was flat at Php6.58 billion amidst economic downturn brought about by the global pandemic. The higher revenue from the joint venture was offset by lower toll revenues because of the pandemic.

	2020	2019
Revenues	6,584,179,329	6,463,052,320
Maintenance & Other Operating Expenses	4,898,451,688	4,118,423,332
Personnel Services	250,488,540	253,207,882
Total Operating Expenses	5,148,940,228	4,371,631,214
<b>Income from Operations</b>	<b>1,435,239,101</b>	<b>2,091,421,106</b>
Other Income (Expenses)	1,160,969,781	10,944,111,411
Income Tax Benefit	524,879,225	194,858,964
Other Comprehensive Income		4,769,274
<b>Net Profit</b>	<b>3,121,088,107</b>	<b>13,235,160,755</b>

## Operating Expenses

Maintenance and other operating expenses increased from Php4.12 billion in CY 2019 to Php4.90 billion in CY 2020 due to the increase in general services and utilities in operating the sports and non-sports facilities in New Clark City, as these were used as temporary COVID-19 quarantine facilities.

Depreciation expense also increased at 12% due to the depreciation of completed infrastructure projects.

Contribution to the AFP Modernization Program slightly increased by 4% from Php2.50 billion in 2019 to Php2.59 billion in 2020.

No significant increase in personnel services-related expenses is reported as of 31 December 2020 at Php250.49 million for CY 2020 from Php253.21 million in CY 2019.

## Other Income (Expenses)

Subsidy income received from the National Government of Php10.94 billion and Php1.16 billion for 2019 and 2020, respectively, accounted for the decrease in other income during the year.

## COVID-19 Response

BCDA, in response to the President's call for a whole- of-nation approach in battling COVID-19, established testing sites and quarantine facilities in NCC to help combat COVID- 19. In partnership with various government agencies and major companies, testing facilities and swabbing centers in Metro Manila and New Clark City were in full swing beginning April 2020.

The operating expenses of BCDA included "COVID-19 Related Expenses." For the period ending 31 December 2020, the Agency had incurred Php121.62 million in COVID-19 related expenses, broken down as follows:

Particulars	Amount
Construction & Rental Expenses (Quarantine Facilities)	60,688,435
General Services (Security, Manpower & etc.)	45,101,988
Communication and Other Utility Expenses	11,152,259
Medical and Other Supplies	3,108,970
Donations	1,564,906
<b>Total</b>	<b>121,616,558</b>

### III. Statement of Cash Flows

	2020	2019
Net cash used in operating activities	2,295,025,634	1,206,584,013
Net cash used in investing activities	(16,295,328,694)	(69,553,294)
Net cash used in financing activities	(2,436,783,762)	11,269,067,257
Effects of Exchange Rate Changes on Cash and Cash Equivalents	(1,261,571)	(21,414)
Cash and cash equivalents, beginning	22,760,694,752	10,354,618,190
<b>Cash and cash equivalents, end</b>	<b>6,322,346,359</b>	<b>22,760,694,752</b>

#### Cash Flows from Operating Activities

Net cash generated from operating activities totaled Php2.30 billion for CY 2020, which is higher by Php1.09 billion compared with Php1.21 billion for CY 2019. This was primarily due to higher dividends received from affiliates which increased by 93% in 2020.

Remittance to beneficiaries share to the BTr was lower in 2020 compared to 2019 by 50%.

Payments to suppliers and creditors were also higher by 72% from Php518.24 million in CY 2019 to Php892.07 million in CY 2020.

#### Cash Flows from Investing Activities

Significant outflows arising from investing activities is mainly attributable to the acquisition of assets and construction of various infrastructure projects in New Clark City and other parts of Luzon. The net cash used in investing activities increased from Php0.07 billion for CY 2019 to Php16.30 billion for CY 2020.

#### Cash Flows from Financing Activities

Major outflows from financing activities for CY 2020 totaled Php2.44 billion were due to BCDA's settlement of foreign loan, payments of dividends to the National Government, finance charges in relation to foreign loan, and payment of guarantee fees to the BTr.

#### IV. Statement of Changes in Equity

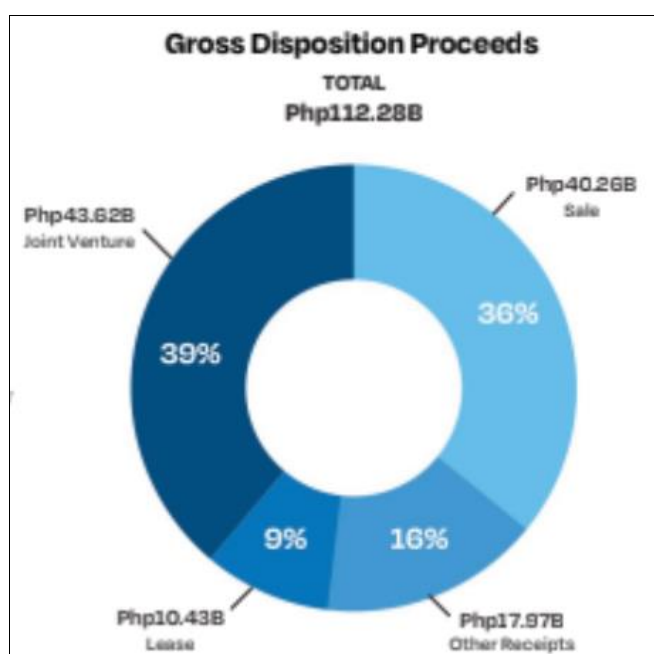
The net increase in equity as of 31 December 2020 was attributable to the following: net income for the year of Php3.12 billion, remittance of dividends to the National Government of Php1.63 billion and receipt of additional equity of Php1.07 billion from the National Government for various infrastructure projects.

**Truthfulness and fairness/fair representation of the 2020 Annual Financial Statements/Report included in this publication:**

*The BCDA Management, led by its President and CEO, has authorized the publication of the said Annual Financial Statements/Report. This is evidenced in Board Resolution No. 2020-07-075.*

### Asset Disposition Proceeds

#### Gross Disposition Proceeds



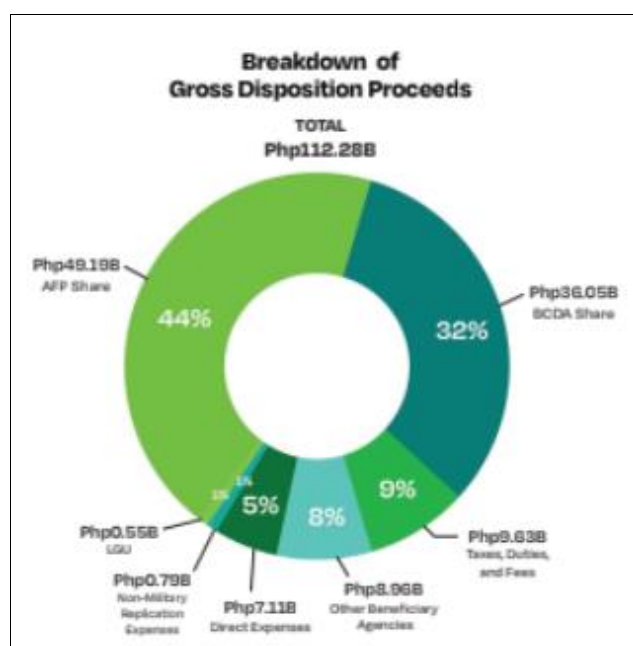
The total gross proceeds generated by BCDA from May 1993 to December 2020, arising from the disposition of Metro Manila camps covered by RA 7227, has reached Php112.28 billion. The proceeds received in 2020 represent a 5% increase from the 1993-2019 level of Php106.64 billion.

The main drivers for the 5% surge were the receipt of disposition proceeds in the amount of Php3 billion from the joint venture with SM Prime Holdings, Inc. for the Bonifacio South Pointe property; the Php1.26 billion dividends from Fort Bonifacio Development Corporation; and the Php120 million proceeds from Lot 1-G sold to Energy Development Corporation.

Other contributors to the growth were the proceeds from existing lease and joint venture agreements totaling Php1.26 billion.

The Php112.28 billion total disposition proceeds consisted of Php43.62 billion from joint ventures, Php40.26 billion from sales, Php10.43 billion from leases, and Php17.97 billion from other receipts. This is based on actual cash generated, except for replication projects undertaken by the developer and recorded as part of the gross proceeds (e.g. the replication of Philippine Air Force [PAF] facilities in Villamor Air Base, and replication of Philippine Army, PAF, and Philippine Navy facilities in Joint U.S. Military Assistance Group [JUSMAG] area and in Villamor Air Base).

### Breakdown of Gross Disposition Proceeds



The Armed Forces of the Philippines (AFP) is the biggest beneficiary of the disposition proceeds receiving Php49.19 billion or 44% of the Php112.28 billion generated since 1993. The AFP share consisted of Php38.07 billion for the AFP Modernization Program and Php11.12 billion for the replication of military facilities in Fort Bonifacio and Villamor Air Base.

The share of BCDA accounted for 32% or Php36.05 billion, while the share of other beneficiary agencies represented Php8.96 billion or 8% of the total proceeds. The local government units also benefited from the asset disposition program with the receipt of Php550 million of the proceeds.

Disposition-related expenses deducted from the gross proceeds include: Php7.11 billion for direct expenses on site development and infrastructure projects, relocation of informal settlers, survey, titling, appraisal and administrative expenses; Php9.63 billion for taxes, duties and fees; and Php790 million for the replication of non-military facilities.

The BCDA share funds BCDA's operations, the development of former military bases in Clark and its extensions, and the construction of infrastructure projects to enhance their connectivity and sustainability. BCDA remits the share of government agencies in the proceeds from the disposition program annually to the Bureau of the Treasury (BTr). After remittance, it is the responsibility of the Department of Budget and Management (DBM) to

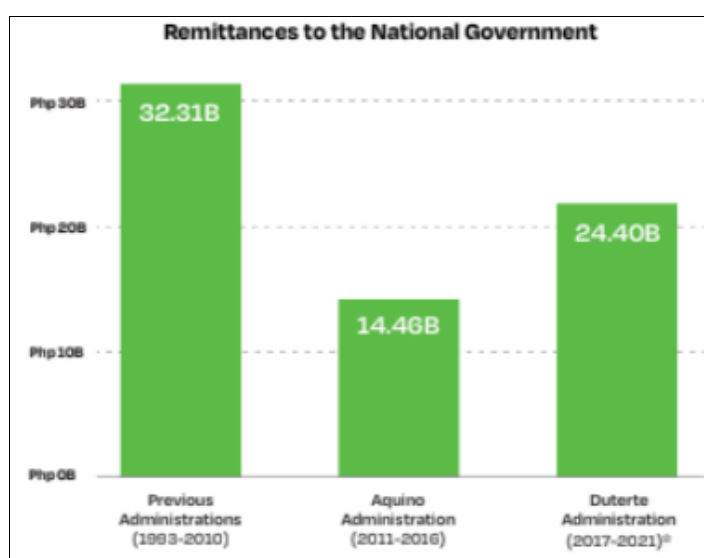


release their respective shares based on the budget execution guidelines and the approved fiscal program of the government.

*Other beneficiary agencies:*

National Housing Authority, National Home Mortgage Finance Corporation, Home Insurance and Guarantee Corporation; Philippine Health Insurance Corporation; Department of Public Works and Highways and Department of Transportation; Philippine Veterans Affairs Office; Commission on Higher Education; Department of Science and Technology; Office of the Secretary, Department of Justice and the Ombudsman; National Bureau of Investigation, Bureau of Corrections, Philippine National Police, and the Bureau of Jail Management and Penology; Supreme Court of the Philippines and the Lower Courts, Sandiganbayan, Court of Appeals and Court of Tax Appeals; Department of Education and Department of Social Welfare and Development; Department of Labor and Employment; Mount Pinatubo Assistance, Rehabilitation and Development Fund; and, Philippine Economic Zone Authority.

### Remittances to the National Government



Since the creation of BCDA in 1992, its remittance to the National Government (NG) has reached Php71.18 billion. The said remittance consisted of Php60.80 billion in disposition proceeds, Php5.37 billion in dividends, Php3.16 billion in guarantee fees and the return of Php71 million of initial equity to the NG. In addition to these remittances, BCDA remitted Php1.78 billion in 2020, representing the trust funds returned to NG, to help augment funds for the state-led efforts to contain the spread of COVID-19 and provide economic relief to poor families and other vulnerable groups most affected by the economic fallout from the global health crisis.

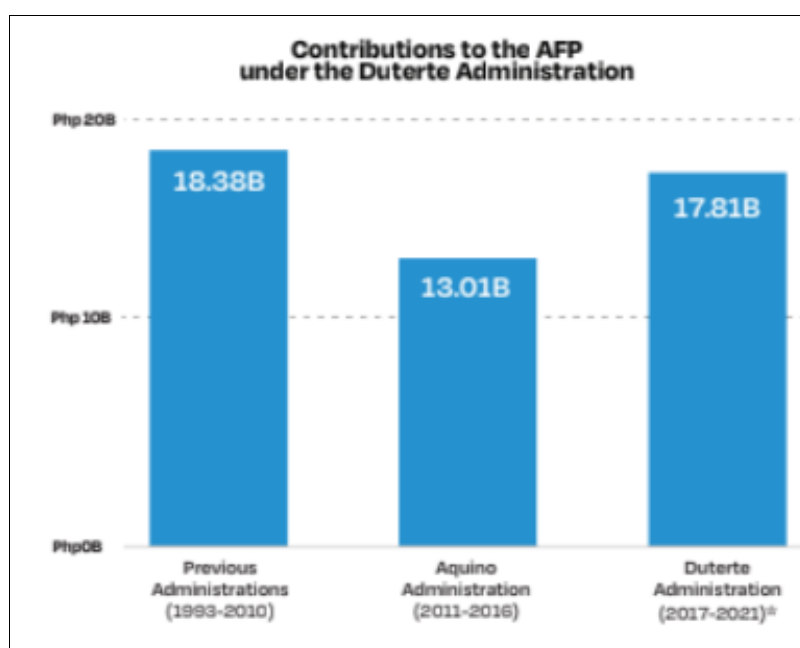
BCDA's excellent performance during the Duterte administration can be attributed to the aggressive policies supported by the administration to resolve long-standing disputes over the properties or with business partners. Because of this, BCDA's remittance during the Duterte administration reached Php24.40 billion in just five years, a difference of Php7.26

billion compared to the Php14.46 billion remittance during the six-year Aquino administration.

### **Contributions to the AFP under the Duterte Administration**

BCDA posted a record-high contribution to the National Government during the first five years of the Duterte Administration amounting to Php24.40 billion.

Out of the total Php24.40 billion contribution to the National Government, BCDA posted its highest contribution to the AFP amounting to Php17.81 billion during the first five years of the Duterte Administration, which is even higher than the contributions made during the entire six years of the previous administration.



*\*Remittance to BTr for the year applies to the disposition proceeds received in the preceding year.*

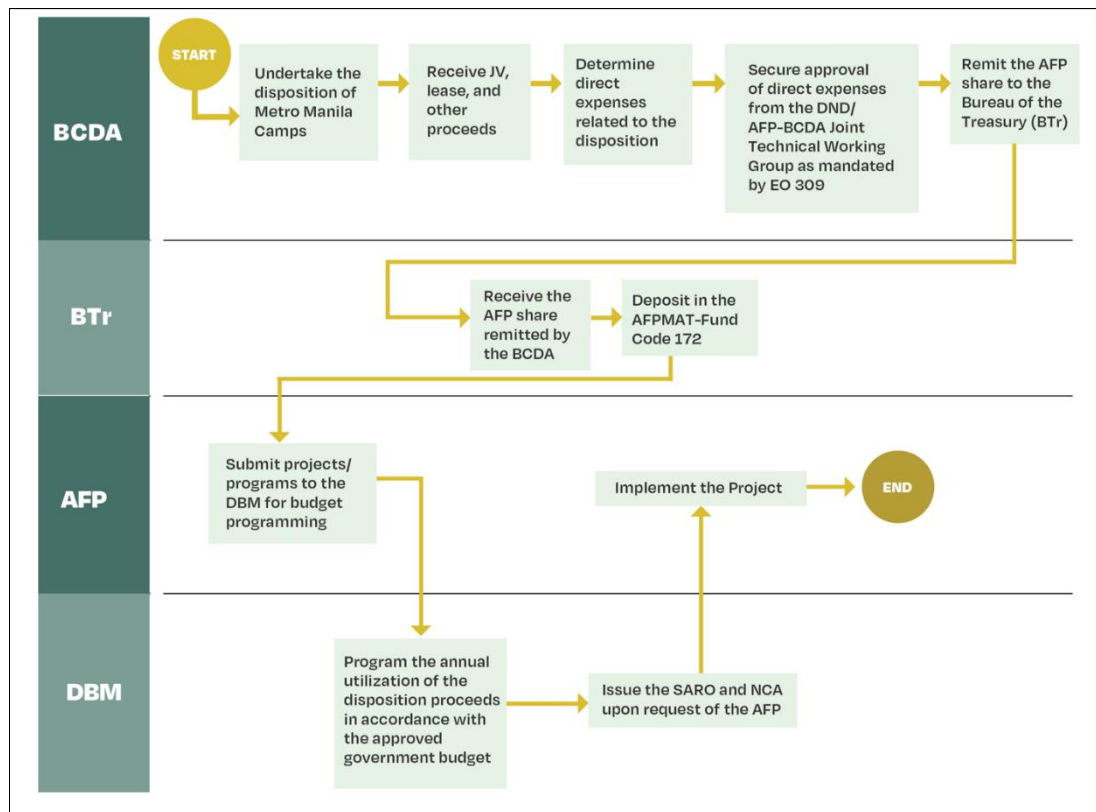
### **Flow of Disposition Proceeds**

BCDA adopts two different procedures in the determination and remittance of disposition proceeds, depending on whether the disposition is in the nature of a sale transaction or a non-sale transaction (e.g. joint venture, lease, etc.). The determination of expenses related to non-sale transactions is jointly approved by the BCDA and the Department of National Defense (DND) under EO 309. On the other hand, expenses related to sale transactions are determined and approved by the Inter-Agency Committee (IAC) created under Administrative Order No. 236 (1996), composed of representatives from the DND, the BCDA, and the Department of Finance (DOF). The following shows the processes:



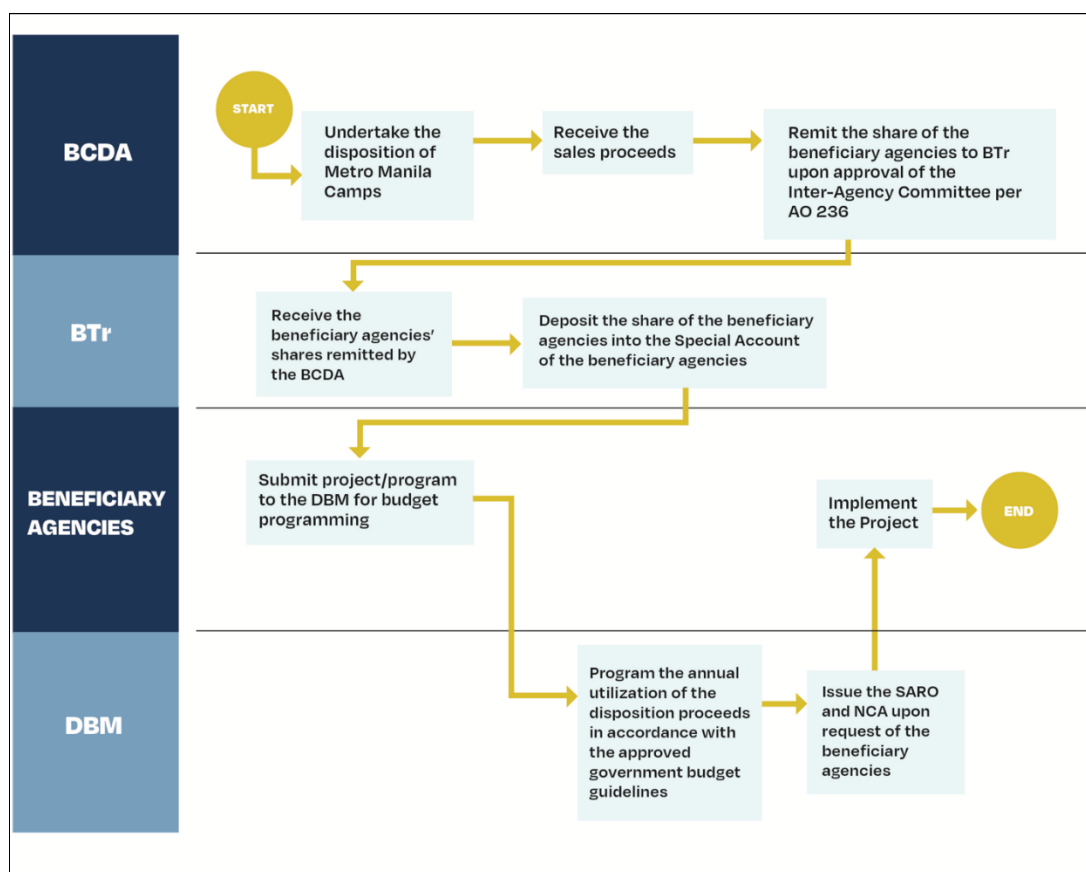
### Non-Sale Transactions

Based on Executive Order No. 309, November 2, 2000 (Prescribing Rules and Regulations for the Distribution of Proceeds of Leases, Joint Ventures, and Transactions other than Sale Involving Portions of Metro Manila Military Camps under RA 7227, as amended by RA 7917), the following is the process flow:



### Sale Transactions

Based on Administrative Order No. 236, January 8, 1996 (Prescribing Rules and Regulations on the Collection, Remittance, and Utilization of Sales Proceeds under RA 7917), the following is the process flow:



The Financial Performance Indicators are contained in pages 82 to 91 of the BCDA 2020 Annual Report: Statement of Financial Position; Statement of Income; Statement of Cash Flows; Parent Company Statements of Changes in Equity; and Asset Disposition Report.

On the other hand, the Non-Financial Performance Indicators are as follows:

## Arc of Innovation and Growth: BCDA Economic Zones

### *The Comprehensive Integrated Master Development Plan*

The Comprehensive Integrated Master Development Plan (CIMDP) envisions a future where the economic zones of the Bases Conversion and Development Authority (BCDA) are developed as an integrated investment portfolio for the state-run corporation, each with unique, complementary and synergized goals and directions.

This master plan seeks to combine regional development strengths and potential, take advantage of existing local assets, and create future economic opportunities. It also aims to link the economic zones by strengthening interconnectivity through infrastructure, adopting a targeted approach to industries and locators, and pursuing value chain development.

By creating a robust economic corridor outside Metro Manila, the CIMDP hopes to propel the Philippines into one of the world's future economies. Catalytic Arc of Innovation and Growth Sprawled across different areas of Luzon, five economic zones form the BCDA's catalytic Arc

of Innovation and Growth (AIG): Poro Point Freeport Zone, John Hay Special Economic Zone, Clark Freeport and Special Economic Zone, Subic Bay Freeport Zone, and Bataan Technology Park.

While each zone carries its own advantages, resources, and cultural values, together they strengthen the region's economic vigor, maximize forward and backward linkages, and generate both upstream and downstream value chains.

The AIG is intended to build livable, well-connected, and adaptable cities capable of evolving with future industries, making them some of the best places for relocation and investment.

### ***The three sub-regions***

To help determine the existing and potential interdependencies and opportunities, the individual zones have been grouped into three sub-regions: The Central Region is composed of the Clark Freeport, Clark International Airport, Clark Special Economic Zone, and New Clark City.

Poised to become a major growth center in the Philippines and the wider Southeast Asia, the region is perfect for locators, who value international connectivity, demand high-speed and high-volume digital technology infrastructure, and need space for expansion.

The Western Region, made up of Bataan Technology Park and Subic Bay Freeport Zone, is notable for its distinct landscape and international seaport. As it is close to nature, the Bataan Technology Park's location is suitable for eco-tourism and light industrial zone.

The region is ideal for locators who appreciate remote settings and attractive sites with rich historic value, as well as those that can contribute to the outdoor and tourism industry.

The Northern Region consists of the Poro Point Freeport and the John Hay Special Economic zones. Locators can utilize the region's existing sea and airport facilities, maximize its coastal peninsula position, reinforce agricultural development, and support the tourism industry.

### **Institutional Development Plan**

A ten-point institutional development plan was created to guide the BCDA on how to implement the Comprehensive Master Development Plans of each economic zone. Its components are the following:

- Create livable cities, not individual or siloed land uses
- Accelerate delivery of digital infrastructure and power
- Promote long-term development strategy
- Promote a unified and unique brand
- Centralize key decision making within an inclusive engagement structure
- Transition from disposition agent to incubator and investment house
- Be selective in choice of locators and rationalize development portfolio

- Maximize revenue opportunity from interim land use and provide optionality in leasing
- Align, rationalize, and standardize corporate policies, systems, and procedures
- Deploy digital data management systems to intelligently and efficiently manage operations

With the catalytic AIG, the BCDA aims to establish a new wave of livable, resilient communities and urban models for the Philippines, while staying true to its mission of strengthening national security.

## **Clark Freeport and Special Economic Zone**

*Managed by Clark Development Corporation*

### ***Financial Performance***

Php2.6B Total revenue

Php840M – Total net income

Php5.19B – Cash position

Php5.2B – Total remittance to the government

1,226 Locators

115,375 Jobs generated

USD8.15B – Total exports

USD5.53B- Total imports

### ***Ongoing and Completed Infrastructure Projects***

Php600M – Total infrastructure projects

#### ***Projects by classification***

Php33.1M - Infrastructure/Improvement

Php64.5M – Building improvement

Php55.8M – Various area improvement

Php446.8M – Ongoing infrastructure

### ***Beneficiaries of Corporate Social Responsibility Projects***

#### ***Health***

2 institutions/organizations

### *Education*

16 schools  
1 institution  
80 locators

### *Livelihood*

3 local government units (LGUs)  
13 institutions/organizations  
893 individuals

### *Partnerships*

300 households

### *Special Projects*

3 sitios  
15 institutions  
21 LGUs  
65 families  
12 schools  
2,493 individuals

## **Clark Civil Aviation Complex**

*Managed by Clark International Airport Corporation*

### ***Financial Performance***

Php471M – Gross revenue

47 Existing lease agreements with Clark International Airport Corporation (CIAC)

109 Locators transferred to Luzon International Premier Airport Development (LIPAD) Corporation

### ***Traffic Highlights***

**941,532**

#### **Passenger movement**

2019: 4,000,211

2018: 2,664,378

2017: 1,514,531

432,773 – International passenger count

508,795 – Domestic passenger count

**8,920 – Aircraft movement**

3,329 – International passenger count  
5,591 – Domestic passenger count

### ***New Passenger Terminal Building***

*8 million passengers per year capacity*

With secondary access road, public plaza, and a transport terminal hub

*Airside infrastructure component is 80% complete*

Includes the conversion of a decommissioned runway to a taxiway, construction of an apron, and extension of taxiways and shoulders

### ***Corporate Social Responsibility Projects***

#### ***COVID-19 efforts***

Allocation of a total budget of Php600,000 for the polymerase chain reaction (PCR) testing of 113 employees on a quarterly basis, at no cost to employees.

#### ***Flu and Pneumococcal vaccination***

CIAC employees received their flu vaccination in July and pneumococcal vaccination in October 2020.

#### ***Lactation room for guests and employees***

Breast pumps, milk storage bags, mini refrigerator, portable sink, hand sanitizer, and sterilizers are made available to nursing mothers reporting to work.

### ***John Hay Special Economic Zone***

*Managed by John Hay Management Corporation*

#### ***Financial Performance***

Php608.25M – Gross sales of enterprise

109 Locators

4,583 Jobs generated

#### ***Highest job generator***

Business Process Outsourcing (BPO) companies, specifically Concentrix and Intercontinental Hotel Group, provided the most employment opportunities within John Hay Special Economic Zone (JHSEZ).

### ***BCDA/JHMC lease agreement with Filinvest Consortium***

Despite the pandemic and its adverse impact on tourism, the BCDA and the JHMC awarded a 5,700-square-meter property at the heart of Camp John Hay in Baguio City to the Filinvest Consortium, led by the Filinvest Hospitality Corporation, a wholly owned subsidiary of the Filinvest Development Corporation.

The lease agreement will allow Filinvest to develop a new hotel with over 200 rooms, which will also strengthen the country's hospitality presence in Northern Luzon. The new building will be the first dual-brand property under the Grafik and Quest brands, and will be managed by Chroma Hospitality, Inc.

The transaction generated an advance lease of Php28 million.

ISO 14001:2015 CERTIFICATION  
Environment Management System

ISO 9001:2015 CERTIFICATION  
Quality Management System of business development and events management, provision of regulatory services, forest and environment management, and land and asset management

### ***Corporate Social Responsibility Projects***

- Donated 596 sacks of rice to the City Government of Baguio, the security and service providers, and the Baguio Health Emergency Response Team (BHERT).
- Supported the blended learning program of the Department of Education, through the Karunungan Project, by distributing school supplies and face masks in schools within and near the JHMC.
- In collaboration with the Soroptimist International, the JHMC distributed hygiene kits—which included face masks, face shields, bottles of alcohol, and hand soap—to the inmates of the Baguio City Jail, under the Health and Human Rights Linking Diversity Project.

### **Poro Point Freeport Zone**

*Managed by Poro Point Management Corporation*

### ***Financial Performance***

Php89.58M – Total revenue

Php28.6M – Total net income

1,586 jobs generated

531 jobs of the total jobs generated are employment opportunities from arrastre and stevedoring services

### ***Locators***

Thunderbird Pilipinas Hotels and Resorts, Inc., Leading Edge International Aviation Academy, Inc., Wallace Fuel Storage, Inc., Poro Point Agro-Industrial Development Company, Inc., Smart Communications, Inc., Poro Point Marine Enterprises Corporation, AAG International Center for Aviation Corp., Adeline's House of Food and Beverages, Atrium Travel and Tours, R Buffet (Airport and Baywalk), Soiltech Integrated Port Terminal Services, Inc., Philippine Airlines, Inc., and JS Union Oils and Trading, Inc.

### ***Business Development***

- Tourism Complex, Poro Point Baywalk with events center, Poro Point Baywalk commercial area
- San Fernando Airport, San Fernando International Seaport

### ***Aircraft and passenger movement***

23,158 – Aviation traffic generated

62,782 – Passenger traffic

20 Aviation schools using the San Fernando Airport

9 Chartered flights/air taxis using the San Fernando Airport

### ***Corporate Social Responsibility Projects***

#### ***Health***

Adoption of policy on the prevention and control of COVID-19 in the Poro Point Management Corporation.

#### ***Education and Environment***

- 1) Collection of trash from the Poro Point Freeport Zone Main Gate
- 2) Coastal clean-up along San Fernando Bay
- 3) Participation in the “Takbo para sa Kalikasan”
- 4) Participated in the project management and proposal making for the Poro MPA Council
- 5) Brigada Eskwela and Oplan Balik Eskwela

### **Bataan Technology Park**

*Managed by Bases Conversion and Development Authority*

### ***365 hectares of rolling hills***

### ***Former Philippine Refugee Processing Center***

Home of refugees from Cambodia, Laos, and Vietnam from 1980 to 1994

### ***Current Locators***

- The Equinet and Architectural and Engineering Support, Inc. is operating in Camp Kanawan (formerly Atmanda Ecopark), where the Kai Lodge, Sage Leaf Hotel, Star 8 Green Technology Corp., and Morong Power and Water Corporation are located
- Current locators occupy a total land area of 14 hectares

### ***Unique Offerings***

- Eco-tourism (e.g. glamping)
- Heritage spot
- View overlooking the West Philippine Sea
- Monuments and shrines built by refugees



### ***Replicas of important landmarks from mother countries of refugees***

- Freedom Plaza
- Indochina Map
- Buddhist temples
- That Luang
- Image of the Blessed Mother
- Vietnamese monument
- Bayon monument

### ***Quick Facts***

- Bataan Technology Park (BTP) is the main zone of the Morong Special Economic Zone.
- BTP is a histo-cultural destination.
- It is located 20 minutes away from Subic, and 2.5 hours away from Manila via the SCTEX.
- BTP is a potential retirement haven, corporate training center, and tourism center.
- It is an unmatched zone for environment-friendly small and medium-scale industries.
- Its location is ideal for eco-tourism and light industrial zone with a national defense component.

## ***STRENGTHENING THE FOUNDATION OF GOOD GOVERNANCE***

BCDA continues to improve its internal processes by seeking certification for its Quality Management System, pursuant to Executive Order No. 605, which institutionalizes standards and mechanisms in implementing the government quality management program. After certifying BCDA as ISO 9001:2008, third Party Auditor, TUV Rhienland Philippines conferred to BCDA the ISO 9001:2015 Certification for its “Provision of Conversion and Development Services, Real Estate Management, and Engineering for Lands and Assets,” under its jurisdiction and control.

The ISO 9001:2015 is an internally accepted standard for quality management and compliance with customer and regulatory requirements.

This has contributed to BCDA’s improved responsiveness to its stakeholders and compliance to world-class standards in quality service as reflected in the 98% percent rating of business partners and lessees in the 2020 BCDA Stakeholders’ Satisfaction Study.

Pursuant to the Memorandum Circular No. 2012-07 (Code of Corporate Governance for GOCCs) of the Governance Commission on GOCCs (GCG), the BCDA Board adopted the BCDA Manual of Corporate Governance. The Manual aims to actively promote and pursue corporate governance reforms and push for the observance of accountability, transparency and professionalism within the organization. It contains a detailed duties and responsibilities of the Board to the state and its stakeholder and provides the structure through which the objectives of the corporation are set and the means to achieve these.

In support of this thrust, BCDA executed Performance Agreements with the GCG—assuring the implementation of good governance practices such as the development of the BCDA Code of Conduct and Whistleblowing Policy.

This is in compliance with Memorandum Circular No. 76 issued by the Office of the President which urges all government instrumentalities to adopt an Integrity Management Plan.

The BCDA Code of Conduct was approved by the Board in 2015. It contains the organization's Whistleblowing Policy which promotes responsible reporting and disclosure of vital information in response to the detection of fraud, bribery and corruption within the organization.

The discussion on the Whistleblowing Policy of BCDA can be found on page 77 of the BCDA 2020 Annual Report.

## ***COMPOSITION OF THE BOARD***

### **Annual Report**

The 2020 Annual Report contains information on the BCDA Board as shown on pages 92 to 98.

### **Website**

The profile is also written in the BCDA Website, which contains biographical details of its Directors, appointment date and the number of board meetings attended in 2020.

Such details are shown below:

### ***GREGORIO D. GARCIA III***

Age 76, Filipino

Date of Appointment: 10 August 2016

Date of Oath of Office: 11 August 2016

Number of board meetings attended in CY2020: 24/24

Mr. Garcia does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies

### **GOCC**

- Chairman, Bases Conversion and Development Authority
- Member, Board of Directors, North Luzon Railways Corporation

### **Private but not publicly-listed company**

- Chairperson, Heritage Park Management Corporation

- Vice Chairman, Fort Bonifacio Development Corporation
- Member, Board of Directors, North Luzon Railways Corporation
- Member, Board of Directors, Subic-Clark Alliance for Development Council
- Member, Board of Directors, Bonifacio Estate Services Corporation
- Member, Board of Directors, Bonifacio Global City Estate Association
- Member, Board of Directors, Bonifacio Art Foundation, Inc.
- Member, Board of Directors, Filinvest BCDA Clark, Inc.
- Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.

A leading marketing and political consultant, Mr. Garcia has a strong background in banking, real estate, marketing, and branding. For 20 years, he was the chairman and chief executive officer (CEO) of the advertising agency, Leo Burnett Manila. Leo Burnett Manila is one of the biggest advertising agencies in the country.

Earlier in his career, he worked for the advertising agency Ace Compton, as creative head. He then worked for Mr. Tomas Aguirre, the founder of Banco Filipino, where he eventually became the vice president.

He was the founding director of the Advertising Board of the Philippines, founding chairman of the Creative Guild of the Philippines, and founding director of the Bank Marketing Association of the Philippines.

Mr. Garcia is a recipient of the Lifetime Achievement Award, from the Creative Guild of the Philippines, and the Maverick Award, from the Association of the Philippine Advertising Agencies.

Mr. Garcia earned his college degree at Colegio de San Juan de Letran.

### ***VIVENCIO B. DIZON***

Age 46, Filipino

Date of Appointment: 10 August 2016

Date of Oath of Office: 11 August 2016

Number of board meetings attended in CY2020: 22/24

Mr. Dizon does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies

#### **GOCC/Other Appointments**

- Deputy Chief Implementer, National Action Plan against COVID-19
- Chief Testing Czar, and Chief Coordinator of the Test, Trace, Treat (T3) Program
- Presidential Adviser on Flagship Programs and Projects
- Member, Board of Directors, and President/CEO, Bases Conversion and Development Authority
- Chairperson, Subic-Clark Alliance for Development Council
- Vice Chairman, Clark International Airport Corporation

- Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

- Member, Board of Directors, Fort Bonifacio Development Corporation
- Member, Board of Directors, Bonifacio Global City Estate Association
- Member, Board of Directors, Filinvest BCDA Clark, Inc.
- Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.

Mr. Dizon was a consultant to Senate Majority Leader Alan Peter Cayetano. In 2011, he was appointed as Undersecretary for Political Affairs under the Office of the President.

He holds a Master of Science degree in Development Economics, from the University of Reading in the United Kingdom. Finishing his degree with distinction, he was a recipient of the British Chevening Scholarship Awards, which is granted to outstanding emerging leaders, enabling them to pursue a master's degree at any UK university.

He received his Bachelor of Arts degree in Economics and Bachelor of Science in Commerce degree in Management and Financial Institutions from the De La Salle University (DLSU) in Manila, Philippines. Subsequently, he joined the DLSU faculty as assistant professor in economics.

In 2002, he joined the team of Senator Edgardo J. Angara, as chief of staff. In 2005, he worked as a senior lecturer in economics, finance, and statistics, under the Bachelor of Science in Business Administration program of the Northern Virginia, Prague Campus.

For four years, he was the Vice President for corporate communications of the Strategic Alliance Holdings, Inc.- Technologies (SAHI-TECH).

**ARISTOTLE B. BATUHAN**

Age 54, Filipino

Date of Appointment: 14 October 2016

Date of Oath of Office: 19 October 2016

Number of board meetings attended in CY2020: 24/24

Atty. Batuhan does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

- Member, Board of Director, Bases Conversion and Development Authority
- Member, Board of Directors, North Luzon Railways Corporation

Private but publicly-listed company

- Member, Board of Directors, Fort Bonifacio Development Corporation
- Member, Board of Directors, Bonifacio Water Corporation
- Member, Board of Directors, Bonifacio Communications Corporation

- Member, Board of Directors, Filinvest BCDA Clark, Inc.
- Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.

He was born on 07 September 1966, in Cebu City, Philippines. He obtained his Bachelor of Laws from the University of the Philippines in 1992, and his Master of Laws from the Harvard Law School, Cambridge, Massachusetts, U.S.A., in 1995. At Harvard University, his areas of concentration included constitutional law and public international law. Upon graduation from Harvard, he worked briefly as a visiting foreign attorney at the prestigious law offices of Hale & Dorr in Boston.

From 1996 to 1999, Atty. Batuhan worked as a senior associate at Sycip Salazar Hernandez & Gatmaitan, the largest law firm in the Philippines. His practice areas included corporations, foreign investments, project finance, public utilities (telecommunications and water), banking, securities, and privatization. He also has experience in corporate, civil, and criminal litigation, and has argued cases before labor and other administrative tribunals.

Atty. Batuhan was tapped to join the Presidential Management Staff, Office of the President in April 1999, with the rank of Presidential Assistant. He was tasked to review foreign-funded projects and government infrastructure contracts. He resigned his post in October 2000. Atty. Batuhan also served as senior legal consultant at the Office of the Presidential Chief of Staff in January 2006 to early 2007.

Atty. Batuhan co-founded the Batuhan Blando Concepcion Law Offices in October 2001, and was its Managing Partner until July 20, 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC). He resigned from DOTC on October 15, 2011, and resumed his private practice as special counsel at the Batuhan Blando Concepcion & Trillana Law Offices.

Mr. Batuhan serves as President and Chief Executive Officer of Motoring Ventures Phils., Inc.

#### ***VICE ADMIRAL FERDINAND S GOLEZ (RET)***

Age 66, Filipino

Date of Appointment: 07 April 2011

Reappointed to the position by President Rodrigo Roa Duterte on 16 June 2017

Date of Oath of Office: 29 June 2017

Number of board meetings attended in CY2020: 24/24

Mr. Golez does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

#### **GOCC**

- Member, Board of Directors, Bases Conversion and Development Authority
- Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

- Member, Board of Directors, Fort Bonifacio Development Corporation
- Member, Board of Directors, Bonifacio Water Corporation
- Member, Board of Directors, Bonifacio Communications Corporation
- Member, Board of Directors, Bonifacio Estate Services Corporation

Mr. Golez has a highly accomplished and well-decorated career in his naval profession. He has profound experience in leading and managing major commands of the Navy. He went on a tour of duty, at the helm of the Philippine Navy, as its flag officer in command. The flag officer-in-charge is the most coveted position in the Navy.

He rose to the top command as a manager and leader of a 23,000-strong sailor and marine force. His expertise spans naval and maritime operations, intelligence and strategic planning, national security administration, resource allocation, and organizational development. Among his major achievements are the establishment and institution of the Philippine Navy Board of Advisers (a multi-governance sector coalition, composed of experts and leaders in various sectors of society); the conduct of Maritime Security Forums from 2008-2010, for different naval forces around the archipelago; and other relevant activities that aimed to invigorate the future of the Navy.

In 2010, after a long and fruitful career in the Navy, he joined the Energy Development Corporation (EDC) as head of its Security Department. He planned, devised, and implemented a working security system to ensure uninterrupted power production in all areas where renewable power is generated.

**LT GEN GLORIOSO V MIRANDA (RET)**

59, Filipino

Date of Appointment: 08 January 2018

Date of Oath of Office: 24 January 2018

Number of board meetings attended in CY2020: 24/24

Mr. Miranda does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Member, Board of Directors, Bonifacio Water Corporation

Lieutenant General Miranda had a distinguished military career. He has expertise in combat, personnel management, operational research, strategic planning, national security administration, and strategic management.

He served as the Commanding General of the Philippine Army from 09 December 2016 to 05 October 2017. As such, he organized combat operations, prepared national defense plans, and trained army reserve units.

Prior to this, he also served as Acting Chief of Staff of the Armed Forces of the Philippines (AFP) from 22 April 2016 to 30 June 2016, and vice chief of staff of the AFP, from 08 March 2016 to 09 December 2016.

As one of the country's valiant soldiers, he served as the commander of the Northern Luzon Command in Tarlac City; served as commander of the 7th Infantry Division in Nueva Ecija; commander of the 102nd Infantry Brigade in Sarangani Province; commander of Anti-terrorism Joint Task Force GENSAN in General Santos City; battalion commander of the 25th Infantry Battalion in Maguindanao; and the task force commander of the 602nd Infantry Brigade also in Maguindanao.

He obtained his military education in 1983 from the Philippine Military Academy. He earned two master's degrees in National Security Administration and in Business Administration from the National Defense College of the Philippines and Isabela Colleges, respectively.

**MR. DAVID L. DIWA**

71, Filipino

Date of Appointment: 07 February 2018

Date of Oath of Office: 13 February 2018

Number of board meetings attended in CY2020: 24/24

Mr. Diwa does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Much of Diwa's work has been devoted to advocating labor rights and trade unions, a passion he inherited from his father, who worked in a fishing village in Catbalogan, Samar.

In 2010, he was appointed as labor representative for the National Tripartite Industrial Peace Council under the Department of Labor and Employment (DOLE)– Bureau of Labor Relations. During this time, Diwa helped improve the formulation of labor and employment policies as part of the said advisory council. He also served as a commissioner for the National Wages and Productivity Commission, also an attached agency of DOLE.

In 1992, Diwa was elected general secretary of the Caucus of Independent Unions on the Public Sector, the largest federation of government employees' unions at that time.

He worked as a consultant for the Philippine Postal Corporation and various non-government organizations (NGOs), which led him to be involved in other specializations, such as social welfare, trade and investment policy, energy, environment and consumer protection. His training at the Center for Research and Communication (now the University of Asia and the Pacific), proved helpful in his engagement in the field of policy research and advocacy.

In 2005, he was elected vice chairman of Lakas Manggagawa Labor Center, a moderate group. He participated in national and international conferences on labor and trade relations, such as the 8th ASEAN Regional Tripartite Social Dialogue Conference held in Manila Philippines; the Regional Conference on Economic Integration and International Trade, held in Bangkok, Thailand; a leadership program in Nanyang Polytechnic University in Singapore; International Labor Organization (ILO) Regional Seminar on Wage Policy, held in Bali, Indonesia; and the 7th World Assembly: World Movements on Democracy, held in Lima, Peru. He also participated in study tours about public sector unions in Norway, Sweden, Germany, and in Geneva.

**MR. GERARD M. CAMIÑA**

67, Filipino

Date of Appointment: 05 May 2018

Date of Oath of Office: 15 May 2018

Number of board meetings attended: 24/24 as of December 2020

Mr. Camiña does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Mr. Camiña served as the regional director of the Land Transportation Office (LTO) Region VI, from July 2001 to October 2013. During his term, he was awarded the Most Outstanding Regional Director for three consecutive years, from 2010 to 2012.

Mr. Camiña's leadership in the LTO enabled him to implement effective quality management system standards in the business processes and frontline services of the Region VI office. These projects earned him praises from various government agencies.

In 2015, Mr. Camiña contributed to the restoration of the 153 year-old ancestral home in Arevalo, Iloilo City, called the Avanceña Camiña Balay nga Bato, and to its conversion into a museum. The National Commission for Culture and the Arts, through the National Museum, considered the house as an important cultural property, and a historical landmark in Iloilo City. The project supports Camiña's vision to transform the ancestral home to a place of pride in Iloilo City.



Mr. Camiña is also a passionate farmer. He has helped the locals in his province increase their income through his conceptualization of “farm-to-fork tourism” in Sibunag, Guimaras. In 2014, his advocacy was recognized by the Canadian Government by way of a cash grant, to fully promote the said project in Guimaras, and to strengthen its impact among the beneficiaries. The Iloilo provincial government likewise declared Camiña’s farm in Guimaras a model farm in the province.

***MR. HENRY L. URI***

46, Filipino

Date of Appointment: 19 August 2019

Date of Oath of Office: 11 September 2019

Number of board meetings attended: 24/24 as of December 2020

Mr. Uri does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Private but not publicly-listed company

Member, Board of Directors, Bonifacio Transport Corporation

He is a top-rated radio announcer and reporter, who had worked for the Manila Broadcasting Company–DZRH, the country’s oldest and widest-reaching radio network in Asia.

As a dedicated media practitioner, he currently covers the day-to-day activities of President Duterte. He also serves as the president of the Malacañang Press Corps, covering the Malacañang Palace.

As a recipient of the prestigious 2018 Golden Dove Awards for Best Radio Newscaster, he has hosted several top-rated News and Public Affairs programs of DZRH, including the daily program “Magandang Umaga Pilipinas” and “Coffee Break.”

In his 20 years of service in the Philippine radio industry, Mr. Uri excelled as an executive producer, reporter, disc jockey, and anchor, as well as an account manager and product endorser, for the leading broadcast stations under the Manila Broadcasting Company.

He has a proven track record in providing superior executive support in major projects that require excellent communication skills, marketing, and public relations expertise.

Mr. Uri earned his degree in Mass Communications from the Manuel S. Enverga University Foundation, in Lucena City.

**MR. PEDRO “JUNIE” R. LAYLO, JR.**

53, Filipino

Date of Appointment: 03 December 2019

Date of Oath of Office: 03 December 2019

Number of board meetings attended: 24/24 as of December 2020

Mr. Laylo does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Private but not publicly-listed company

Member, Board of Directors, Bonifacio Estate Services Corporation

Mr. Laylo has almost thirty years of experience in the field of polling and strategic research. He served as a fellow and political scientist for the Social Weather Stations (SWS) from 1990 to 2001.

As a political scientist, he was in charge of directing political surveys at the national, congressional, provincial, and city/municipal levels. He was also one of the principal investigators in both the 1998 and 2001 ABS-CBN/SWS Exit Polls.

While at SWS, he wrote various articles for both local and international publications, and served as editor of the SWS bi-monthly publication entitled, “Survey Snapshots.”

In 2001, Mr. Laylo worked for then President Gloria Macapagal- Arroyo, and directed research studies, using quantitative and qualitative methods in dealing mainly with governance, policy, as well as political and communication campaigns.

He was appointed by President Arroyo in April 2008 as a member of the Board of Directors at the Philippine Reclamation Authority (PRA). He resigned his post in 2009.

He became the resident pollster of the Manila Standard Today, where he directed and analyzed the results of nationwide polls leading to the 2010 and 2016 elections.

From May 2010 up to the present, he has been working as a freelance political and strategic research consultant for the government and private corporations. He founded the Laylo Research Strategies (LRS) in October 2010, and currently serves as its principal pollster. LRS is a polling and strategic research consultancy firm catering to the empirical needs of political candidates, government agencies, and private organizations/ corporations.

He completed his Masters in Public Opinion Research from the University of Connecticut in May 1999.

## ELVIRA V. ESTANISLAO

Age 58, Filipino

Date of Appointment: 25 January 2017

Corporate Secretary, Bases Conversion and Development Authority

SVP, Legal Services Group/ General Counsel, Bases Conversion and Development Authority since 2017

Ms. Estanislao, obtained her degree in Bachelor of Laws from the University of Santo Tomas and became a member of the bar in 1996. She earned her Master's Degree in Urban and Regional Planning from the University of the Philippines in 2004.

The following is the list of trainings attended by Atty. Estanislao in CY 2020:

- Data Privacy Awareness and Compliance Workshop conducted by the Ysrael Solutions and Consulting, Inc. (YISCON) held on 19 – 21 February 2020
- Introduction to ISO 31000:2018 Risk Management conducted by TUV Rheinland held on 25 – 26 August 2021
- Orientation with the Gender and Development Focal Point System (GAD FPS) conducted by Ms. Maricel H. Aguilar, GAD Consultant held on 26 October 2020
- Learning Session on Gender-Inclusive Language in BCDA conducted by Ms. Maricel H. Aguilar, GAD Consultant held on 10 November 2020

In CY 2020, the Board Members attended the following courses/seminars/trainings:

Name	Course/Seminar/Forum
<b>Gregorio D. Garcia III</b>	<ul style="list-style-type: none"><li>• BCDA One Common Language and Adventure Therapy conducted by NXTLVL Experience on 07 – 09 January 2020 at Forest Lodge, Camp John Hay, Baguio City and 04 – 05 March 2020 at Dusit Thani Manila, Makati City</li><li>• Webinar entitled “Risk Management in the Age of COVID-19” conducted by the Institute of Corporate Directors held on 08 May 2020</li></ul>
<b>Vivencio B. Dizon</b>	<i>None.</i> <i>(Due to his very busy schedule. Aside from being a BCDA President/CEO, he was also designated by Pres. Rodrigo Roa Duterte as the National Action Plan Against COVID-19 Deputy Chief Implementer)</i>
<b>Aristotle B. Batuhan</b>	<ul style="list-style-type: none"><li>• Webinar entitled “Risk Management in the Age of COVID-19” conducted by the Institute of Corporate Directors held on 08 May 2020</li><li>• 2020 MPTC Annual Management Conference: BUILD AS ONE!” held on 27 August 2020</li></ul>

	<ul style="list-style-type: none"> <li>• Pilipinas Conference 2020: "Rebooting the Economy Post-Pandemic: Cushioning the Long Emergency" held on 23 November 2020</li> <li>• Pilipinas Conference 2020: "Towards Green Economic Recovery: Designing Climate Resilient and Sustainable Communities" held on 24 November 2020</li> <li>• Ayala-UPSE Webinar entitled "Impact of the National Land Use Plan: Getting the Act Together" held on 04 December 2020</li> </ul>
<b>Ferdinand S. Golez</b>	<ul style="list-style-type: none"> <li>• Webinar on Managing Anxiety and Building Resiliency in this time of Crisis held on 08 April 2020</li> <li>• Webinar on Functional Medicine for EDC - Strengthen Your Immune System with Good Nutrition and a Healthy Lifestyle held on 28 April 2020</li> <li>• Webinar on How to Cope during COVID-19 held on 02 June 2020</li> <li>• Webinar on Secrets to Managing Your Personal Energy: An Emotional Wellbeing Session held on 26 June 2020</li> <li>• Webinar on Robotic Process Automation Roadshow: CSF held on 30 September 2020</li> <li>• Agile Delivery Workshop held on 05 November 2020</li> <li>• ELS with Rebecca Henderson held on 04 December 2020</li> </ul>
<b>Glorioso V. Miranda</b>	<i>None.</i>
<b>David L. Diwa</b>	<ul style="list-style-type: none"> <li>• Webinar entitled "Risk Management in the Age of COVID-19" conducted by the Institute of Corporate Directors held on 08 May 2020</li> </ul>
<b>Gerard M. Camiña</b>	<ul style="list-style-type: none"> <li>• Webinar entitled "Risk Management in the Age of COVID-19" conducted by the Institute of Corporate Directors held on 08 May 2020</li> </ul>
<b>Henry L. Uri</b>	<i>None.</i>
<b>Pedro R. Laylo, Jr.</b>	<ul style="list-style-type: none"> <li>• Webinar entitled "Risk Management in the Age of COVID-19" conducted by the Institute of Corporate Directors held on 08 May 2020</li> <li>• Online course on Professional Directors Program conducted by the Institute of Corporate Directors held on September 08-09, 10-11, 24-25, 29-30, and October 06-07, 2020.</li> <li>• Online course entitled "Corporate Governance Orientation Program (CGOP) for Government-Owned or Controlled Corporations (GOCCs)" conducted by the Institute of Corporate Directors (ICD) on 26 – 27 November 2020 from 8:00 AM to 12:00 NN</li> </ul>

The Annual Report affirms that BCDA has fully complied with the Code of Corporate Governance.

The BCDA Annual Reports are downloadable from the BCDA's website, [www.bcdagov.ph](http://www.bcdagov.ph), particularly in the Downloads section and immediately accessible via the Home Page.

## **RESPONSIBILITIES OF THE BOARD**

**Composition of the Board.** The powers and functions of BCDA are exercised by the Board of Directors to be composed of nine (9) members, as follows:

- a) A full-time Chairman;
- b) Eight other members from the private sector, two (2) of whom shall come from the labor sector.<sup>2</sup>

The current Chairperson is **Gregorio D. Garcia III**, while the President & Chief Executive Officer is **Vivencio B. Dizon**.

The Board is the policy making body and is primarily responsible for good governance in BCDA. Corollary to this main responsibility, the Board shall chart the corporate strategy and set guidelines for accomplishment of corporate objectives, as well as provide an independent check on management.

1.1. *Mandate and Responsibility for BCDA's Performance.* The responsibilities of Board are articulated in the BCDA Charter and other relevant legislation, rules and regulations. These responsibilities shall include the duty to:

- 1.1.1 Provide corporate leadership to BCDA subject to rule of law, and the objectives set by the State and BCDA.
- 1.1.2 Establish BCDA's vision and mission, strategic objectives, policies and procedures that shall guide its activities, including the means to effectively monitor Management's performance.
- 1.1.3 Define BCDA's values and standards.
- 1.1.4 Foster the long-term success of BCDA and secure its sustained competitiveness and profitability in a manner consistent with its corporate objectives and the best interests of the State.
- 1.1.5 Determine the organizational structure of BCDA, define the duties and responsibilities of its officials and employees and adopt a compensation and benefit scheme at least equivalent to that of the Central Bank of the

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<sup>2</sup> Sec. 9, R.A. 7227

Philippines.<sup>3</sup>

- 1.1.6 Appoint all officials down to the third level and authorize the BCDA President to appoint all others: Provided, that all appointments shall be based on merit and fitness and all personnel actions shall be in pursuance of Civil Service Laws, rules and regulations, except those coterminous employees of Members of the Board.<sup>4</sup>
- 1.1.7 The Board, in the performance of its duty to manage the business and affairs of BCDA, shall delegate the management authority to the President and CEO. The President is charged by the Board with the day-to-day leadership of Management of BCDA. The President is expected to keep the Board apprised and updated, in an open and transparent manner, of BCDA's progress and of any material deviations from the goals, objectives or policies established by the Board. To this end, the Board shall refrain from giving direct instructions to Management and shall course all directives through the President and CEO.
- 1.1.8 Prepare the annual and supplemental budgets of BCDA.<sup>5</sup>
- 1.1.9 Comply with reportorial requirements, as required in the BCDA Charter, as well as applicable laws, rules and regulations.
- 1.1.10 Carry out the mandate of BCDA, as provided in its Charter.
- 1.1.11 Act as an effective and independent check on Management.

The BCDA Board has reviewed BCDA's mission and vision during the Management's presentation of its Bounce Back Better (BBB) Plan and BBB Action Plans for 2020–2022 on 13 May 2020 and 10 June 2020, respectively, and monitored the implementation of BCDA's corporate strategy. The said meetings were held via Zoom platform.

### ***The BCDA Code of Conduct***

BCDA adheres to RA 6713 or the Code of Conduct and Ethical Standards. This is cascaded to its new employees through the Values for Institutional Effectiveness Workshop (VIEW) conducted by the ODMD.

The BCDA Code of Conduct takes into consideration the policies instituted by the Civil Service Commission (CSC) and the Governance Commission for GOCCs (GCG) relating to integrity, transparency and accountability in government. Several orientation and consultation workshops were also held toward the development of an integrity management system for BCDA.

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<sup>3</sup> Section 10 (a), Republic Act No. 7227

<sup>4</sup> Sec. 10 (b), R.A. 7227

<sup>5</sup> Sec. 10 (c), R.A. 7227

The Board of Directors, Top Management and Employees of BCDA, upon the discharge of his/her duties, are required to take an oath of office. It is an oath or affirmation of the public official to uphold and defend the Constitution; that he/she will bear true faith and allegiance to it; obey the laws, legal orders and decrees promulgated by the duly constituted authorities; will faithfully discharge to the best of his/her ability the duties of the office or position upon which he/she is about to enter; and that he/she voluntarily assumes the obligation imposed by his/her oath of office, without mental reservation or purpose of evasion.

Copies of said oaths are given to the public official and the same is deposited with the CSC and the National Archives.

There is also an Integrity Pledge that was issued and signed by every employee which acknowledges an employee's responsibility to serve as an example in the fight against corruption.

There are processes and steps to monitor compliance by employees, which are undertaken by the BCDA Internal Auditor. For the Board of Directors, there is a Compliance Officer assigned to monitor the same.

## **BCDA BOARD COMMITTEES**

To aid in ensuring compliance with the principles of sound corporate governance, the Board has created the following Board Committees to support it in the performance of its functions and to aid in good governance:

- Organization Development Committee
- Audit and Corporate Governance Committee
- Risk Management, Legal and External Relations Committee
- Finance and Investments Committee
- Business Development Committee

### ***Organization Development Committee***

The actual Composition of the Organization Development Committee as of 31 December 2020 are as follows:

Chairman	Director David L. Diwa
Members	Chairman Gregorio D. Garcia III Vice Chairman and PCEO Vivencio B. Dizon Director Ferdinand S. Golez Director Glorioso V. Miranda Director Gerard M. Camiña Director Henry L. Uri Director Pedro R. Laylo, Jr.

In lieu of the Nomination Compensation/Remuneration Committee, the Board had created the Organization Development (OD) Committee, which is chaired by Director David L. Diwa.

Mr. Diwa is an advocate of labor rights and trade union. He was appointed as a labor representative for the National Tripartite Industrial Peace Council under the Department of Labor and Employment (DOLE) – Bureau of Labor Relations in 2010. During this time, Mr Diwa helped improved the formulation of labor and employment policies as part of the said advisory council. He also served as a commissioner for the National Wages and Productivity Commission, also an attached agency of DOLE.

The OD Committee met two (2) times in 2020 and discussed the following agenda items:

- a. One Common Language Seminar for the Board members (part of the Transformation and Core Values (TCV) Program of BCDA; and
- b. Procurement of a 2-year Manpower Services Contract of BCDA.

During the year, the Committee had performed the following duties:

- Assisted the Board of Directors in the conduct of studies and policy formulation, pertaining to issues, concerns and problems affecting the organization and its personnel.
- Coordinated with Management in addressing specific key result areas (KRAs) and in adhering to existing policies on such matters as personnel recruitment, performance evaluation standards and processes, assignments, promotions and entitlements.
- Pursued organizational goals such as the promotion of meritocracy, the development of teamwork and the enhancement of morale among personnel.
- Conducted a review of the organizational structure to ensure that it remains responsive to BCDA's goals, objectives and strategies.

### ***Audit and Corporate Governance Committee***

The actual Composition of the Audit and Corporate Governance Committee as of 31 December 2020 are as follows:

Chairman	Chairman Gregorio D. Garcia III
Members	Director Aristotle B. Batuhan Director Ferdinand S. Golez Director Glorioso V. Miranda Director Gerard M. Camina

The Audit Committee is headed by Chairman Gregorio D. Garcia III. Mr. Garcia is a marketing and communications professional with a strong exposure in banking and real estate development. He is a leading marketing and political consultant.



Mr. Garcia has well-earned marketing and branding reputation and was chairman and chief executive officer of Leo Burnett Advertising, a key position he held for 20 years. Leo Burnett Philippines is one of the biggest advertising agencies in the country. It has handled Procter and Gamble, McDonald's, Phillip Moris, Kimberly Clark, Unilab, among others.

The Audit Committee met four (4) times in CY 2020. Some of the agenda items that were taken up during the said meetings were as follows:

- a. Audit Report on the Performance of the Poro Point Management Corporation (PPMC);
- b. Audit Report on Uptown Bonifacio Project; and
- c. Audit Report on BCDA Affiliates.

During the year, the Committee had performed the following functions:

- Reviewed and approved the Annual Audit Plan of the Office of the Internal Auditor.
- Reviewed the Office of the Internal Auditor's audit report and recommended solutions that would address the audit findings to the BCDA Board. The Audit Committee likewise ensured that the resolutions, as concurred in by the BCDA Board, were acted promptly by Management to address the audit findings.
- Ensured that the Office of the Internal Auditor reviewed the periodic financial statements focusing on the propriety of changes in accounting policies and practices, significant adjustments resulting from the audit and compliance with accounting standards.; and checked the financial reports against its compliance with both the internal financial management policies and pertinent accounting standards, including regulatory requirements.
- Ensured that the Office of the Internal Auditor monitored and evaluated the adequacy of BCDA's internal control systems, and that proper coordination was made with the Commission on Audit (COA).
- Ensured that the internal auditors had free and full access to all the company's records, properties and personnel relevant to the internal audit activity and that the internal audit activity were free from interference.

### ***Risk Management, Legal and External Relations Committee***

Actual Composition of the Risk Management, Legal and External Relations Committee as of 31 December 2020 are as follows:

Chairman	Director Aristotle B. Batuhan
Members	Chairman Gregorio D. Garcia III Vice Chairman and PCEO Vivencio B. Dizon Director Ferdinand S. Golez

	Director Henry L. Uri Director Pedro R. Laylo, Jr.
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The Risk Management, Legal and External Relations Committee is chaired by Director Aristotle B. Batuhan.

Mr. Batuhan's practice areas included corporations, foreign investments, project finance, public utilities [telecoms and water], banking, securities and privatization. He also has experience in corporate, civil and criminal litigation, and has argued cases before labor and other administrative tribunals.

Mr. Batuhan co-founded Batuhan Blando Concepcion Law Offices in October 2001 and was its Managing Partner until 20 July 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC).

He resigned from DOTC on 15 October 2011 and resumed his private practice as Special Counsel at Batuhan Blando Concepcion & Trillana Law Offices.

The Risk Management, Legal and External Relations Committee met more twenty-one (21) times in CY 2020. Some of the agenda items that were taken up during the meeting were as follows:

- a. MOU between BCDA and DND-AFP on the Lease of Property for the Maritime Operations;
- b. MOA between BCDA and CIAC for Airport Infrastructure Projects;
- c. Impact of COVID-19 on BCDA Contracts;
- d. AFP Stakeholder Engagement Program;
- e. Bounce Back Better (BBB) Plans of the BCDA Subsidiaries;
- f. MOU between BCDA and British Embassy Manila for Global Future Cities Programme;
- g. BCDA Endorsement of Senate Bill 1549 also known as the RICH Bill authored by Senator Richard Gordon; and
- h. Memorandum of Agreement between BCDA and the Department of Information and Communications Technology (DICT) for the Implementation of the National Fiber Backbone –Phase 1.

During the year, the Committee undertook the following tasks:

- Monitored the creation of a risk management structure for the organization by Management.
- Reviewed, evaluated and monitored policy-level studies, risks and threat assessments and other reports provided by Management for consideration of the Board.
- Assessed the information provided by Management on risk exposures and risk management activities.

- Reviewed, evaluated and monitored Management's researches on the probable causes and possible solutions to risks that faced by BCDA.
- Reviewed and recommended measures on legislative proposals affecting BCDA.
- Assessed the Annual Planning Program of the Planning Services Department (PSD) as it relates to risk management.
- Provided oversight over Management's activities in managing market liquidity, operational, legal and other risks of the corporation.
- Reviewed and evaluated public affairs' issues affecting BCDA activities, programs and projects, as identified and presented by Management. It also reviewed and evaluated the measures recommended by Management to address such issues for possible consideration of the Board.
- Reviewed, evaluated and monitored Management's policies pertaining to the organization's relationship with its stakeholders, as well as with the national and local government units.

### ***Finance and Investments Committee***

The actual Composition of the Finance and Investments Committee as of 31 December 2020 are as follows:

Chairman	Director Ferdinand S. Golez
Members	Chairman Gregorio D. Garcia III Vice Chairman and PCEO Vivencio B. Dizon Director Aristotle B. Batuhan Director Gerard M. Camiña Director Henry L. Uri

The Finance and Investments Committee is headed by Director Ferdinand S. Golez. Mr. Golez has a master's degree in Business Administration from the Ateneo De Manila University.

The Committee conducted nineteen (19) meetings in CY 2020, wherein they discussed the following subject matters:

- 2020 Revised Operating Budget;
- Remittance of 2019 Disposition Proceeds;
- Request of CDC for a Supplemental Budget to Finance the Construction of Quarantine Facilities in the ASEAN Convention Center;
- BCDA's Efforts Against COVID-19;
- Dividend for CY2019 and Additional Dividend for CY2018;
- 2019 – 2020 Discontinued Appropriation;
- Request for Supplemental Budgets of BCDA Subsidiaries;

- h. 2021 Planning, Budget and Procurement Calendar;
- i. Issuance of BCDA 2019 Financial Statements;
- j. Deliberation on the proposed budgets of the BCDA Subsidiaries for 2021; and
- k. 2021 BCDA's Corporate Operating Budget.

During the year, the Committee discharged the following functions:

For the Sale, Lease or Joint Venture Agreement involving BCDA properties:

- Reviewed the financial feasibility of the mode of disposition of the project, as endorsed by the Business Development Department (BDD);
- Reviewed the continuing financial status and compliance with the agreement, as reported by the Subsidiary, Affiliate and Project Monitoring Department (SAPMD),
- Identified key issues, provided guidance and proposed solutions for approval of the Board;
- Exercised oversight function in the fiscal management of BCDA resources:
- Formulated policies and guidelines for the annual and supplemental budgets of the BCDA and its subsidiaries for approval of the Board;
- Provided guidelines for the investment of corporate funds and conducted periodic review to determine the profitability of investments and/or placements for approval of the Board;
- Exercised financial oversight on BCDA Subsidiaries and Affiliates:
- Recommended appropriate business model for and reviewed the financial targets of the Performance Agreement with the subsidiary;
- Reviewed the proposed annual and supplemental budget of the Subsidiaries for approval by the BCDA Board;
- Reviewed the performance and determined the financial viability of BCDA's subsidiaries and affiliates
- Provided financial policies and guidelines for approval by the Board and monitored compliance based on report of Management.

### ***Business Development Committee***

The actual Composition of the Business Development Committee as of 31 December 2020 are as follows:

Chairman	Chairman Gregorio D. Garcia III
Members	Vice Chairman and PCEO Vivencio B. Dizon Director Aristotle B. Batuhan Director David L. Diwa Director Gerard M. Camiña Director Glorioso V. Miranda Director Henry L. Uri Director Pedro R. Laylo, Jr.

The Business Development Committee is headed by Chairman Gregorio D. Garcia III. Mr. Garcia is a marketing and communications professional with a strong exposure in banking and real estate development. He is a leading marketing and political consultant.

The Committee convened eighteen (18) times in CY 2020. Some of the agenda items that were taken up during the meeting were as follows:

- a. Terms of Reference for the Disposition of Sheridan Drive located in Camp John Hay, Baguio City;
- b. Lease Terms for the Bangko Sentral ng Pilipinas (BSP) Security Complex in New Clark City;
- c. Athlete's Village as a Quarantine Facility;
- d. Amendments on New Clark City Financial Assistance Implementing Guidelines;
- e. Comprehensive Development Plan for the 250-hectare Golf Course in New Clark City;
- f. IRR, Code of Policies and Matrix of Entitlement for the Bonifacio East Project;
- g. BCDA's Participation in the National Broadband Project of the Department of Information and Communications Technology (DICT);
- h. Memorandum of Agreement between BCDA and the Department of Agriculture for an Agro-Industrial Hub in New Clark City;
- i. Comprehensive and Integrated Master Development Plan (CIMDP) Design Standard and Guidelines of Various BCDA Economic Zones; and
- j. Design Standards and Guidelines for the Clark Freeport Zone.

In the discharge of its functions, the Committee undertook the following:

- Reviewed the strategies and policies which affected the investment climate, marketing and after-sales service programs of BCDA.
- Conducted periodic review and validation to determine the viability of the assets for disposition.
- Conducted regular validation and review of the Master Development Plans of BCDA properties to determine its suitability to current real estate trends and developments.
- Formulated sound, strategic business management framework to maximize benefits from the disposition and development of land and other assets.

## ***Meetings of the Board***

The dates of the CY 2020 Board meetings have been agreed upon with the Directors before the end of CY 2019 to ensure optimal attendance rates. The agreed upon dates is attached hereto as **Annex "A"**. In addition, teleconferencing/videoconferencing is allowed to enable the Director who could not be physically present in the Board meeting to participate in the discussion and to vote on the issues presented.

The Board met twice a month and they had attended at least 90% of all the authorized and duly called for Board meetings. The high attendance record of the Board members demonstrates their strong commitment to devote sufficient time and attention to perform their duties and responsibilities.

The attendance record of the Board Members to Board and Committee meetings is hereby attached as **Annex "B"** and could be accessed in the BCDA website under the *Board and Officers Section* of the Good Governance Conditions - *b.4 Attendance Record of Directors in Board and Committee Meetings*.

The Board met once on August 19, 2020 without the presence of the PCEO.

## ***Access to Information***

To give the Board sufficient time to prepare for Board and Committee meetings, the agenda and Board materials, including the pertinent attachments, were uploaded into the BCDA Dropbox Folder at least three (3) working days before the scheduled Board and Committee meetings, pursuant to the Operations Manual of the BCDA Board Secretariat.

## ***Internal Audit***

BCDA has a separate internal audit function. The Head of the Internal Audit Services Department (IASD) is Mr. Marvin D. Obaob, who occupies the position of Salary Grade 26 (Assistant Vice President).

Under the new BCDA organizational structure, which was approved by the GCG in 2019, the IASD is under the supervision of the Office of the Chairman.

The appointment and removal of the internal Auditor does not require the approval of the Audit and Corporate Governance Committee since it is the BCDA President and CEO who has the authority to appoint the internal auditor, upon the recommendation of the BCDA Chairman and the Organization Development Committee.

Likewise, the internal auditor occupies a *plantilla* position hence, his appointment is not dependent on the decision of the Audit and Corporate Governance Committee. However, said Committee provides feedback on the performance of the internal auditor.

## ***Risk Oversight***

### ***Risk management system and how risks are managed***

To ensure that risk factors encountered by the organization are adequately identified, accurately assessed, and prioritized, BCDA developed the BCDA Corporate Risk Registry. The risk registry was developed through the concerted effort and inputs of the different BCDA departments and units after a series of pre-work activities held in 2018.

The BCDA Risk Registry is a repository of identified risks of BCDA. It contains the various risk factors that the organization faces, the impact of the risk factors to the organization, the controls that were in place to avoid such risks from occurring, the action plans should the risk occur, and the responsible units tasked with implementing the risk management and mitigation strategies.

For CY 2020, the most apparent risk source was the COVID-19 pandemic. This has disrupted how business operations are conducted. This prompted BCDA to mitigate this risk through the Bounce Back Better (BBB) Plan.

During the preparation of the BBB Plan, BCDA identified strategies that capitalize on its strengths and resources to enable BCDA to thrive despite the pandemic. These strategies are seen to mitigate the effects of the pandemic on BCDA as it gradually transitions to and navigates the new normal. The Committee reviewed and evaluated the strategies and measures recommended by Management to address such issues for consideration of the Board.

### ***Board Orientation and Training***

Upon appointment to the BCDA Board, each Director is given a Directors' Manual explaining the Directors' duties, roles and responsibilities. The Manual likewise gives an overview of the mandate of BCDA and its subsidiaries. A presentation on the different projects of BCDA, the issues confronting the corporation and the remedial measures being undertaken is also provided by Management. For a better appreciation by the Directors of the different projects of BCDA and those of its subsidiaries and affiliates, an ocular inspection is also conducted of the same.

As part of the corporation's continuing education for all Directors, the Office of the Corporate Board Secretariat and the Head of the Organization Development and Management Department inform the Board of the seminars and trainings which are relevant to the core functions of the corporation. Directors are likewise regularly updated on the changes in applicable laws, rules and regulations.

### ***Board Appraisal***

The Board recognizes the importance and benefits of conducting a regular evaluation to determine its effectiveness. In 2020, the members of the Board conducted a self-assessment to evaluate the performance of the Board as a whole and that of the Board Committees. The members of the Board and of the Board Committees accomplished their Self-Assessment Questionnaire, which had the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting and Disclosure.

**Board Agreed Schedule vs. Actual Date  
of Board Meetings for CY 2020**

<b>Board Agreed schedule of Board Meetings for CY 2020</b>	<b>Actual Date of Board Meetings for CY 2020</b>
January 15 and 29, 2020	January 15 and 29, 2020
February 12 and 26, 2020	February 12 and 26, 2020
March 11 and 25, 2020	March 11, 2020
April 15 and 29, 2020	April 15 and 29, 2020
May 13 and 27, 2020	May 13 and 27, 2020
June 10 and 24, 2020	June 10 and 24, 2020
July 08 and 22, 2020	July 08 and 22, 2020
August 12 and 26, 2020	August 05 and 19, 2020
September 09 and 23, 2020	September 09 and 23, 2020
October 07 and 21, 2020	October 07 and 21, 2020
November 04 and 18, 2020	November 04 and 18, 2020
December 02 and 16, 2020	December 02, 16 and 23, 2020



# Annex "B"

## Bases Conversion and Development Authority

### Directors' Attendance Record for the Period JANUARY 2020 to DECEMBER 2020

Name of Board Member	Position	Date of Most Recent Appointment	Audit and Corporate Governance Committee	Business Development Committee	Finance and Investments Committee	Organization Development Committee	Legal, Risk Management, and External Relations Committee
GREGORIO D. GARCIA III	Chairman	09 August 2016, to serve the unexpired Term of Office that began on 01 July 2016 and will end on 30 June 2016	Y	Y	Y	Y	Y
VIVENCIO B. DIZON	Vice Chairman/ President & CEO	09 August 2016, to serve the unexpired Term of Office that began on 01 July 2016 and will end on 30 June 2016	N	Y	Y	Y	Y
ARISTOTLE B. BATUHAN	Member	14 October 2016, to serve the unexpired Term of Office that began on 01 July 2016 and will end on 30 June 2016	Y	Y	Y	N	Y
FERDINAND S. GOLEZ	Member	16 June 2017, to serve the unexpired Term of Office that began on 01 July 2016 and will end on 30 June 2017	Y	N	Y	Y	Y
GLORIOSO V. MIRANDA	Member	09 January 2018, to serve the unexpired Term of Office that began on 01 July 2017 and will end on 30 June 2018	Y	Y	N	Y	N
DAVID L. DIWA	Member	07 February 2018, to serve the unexpired Term of Office that began on 01 July 2017 and will end on 30 June 2018	N	Y	N	Y	N
GERARD M. CAMIÑA	Member	08 May 2018, to serve the unexpired Term of Office that began on 01 July 2017 and will end on 30 June 2018	Y	Y	Y	Y	N
HENRY L. URI	Member	19 August 2019, to serve the unexpired Term of Office that began on 01 July 2019 and will end on 30 June 2020	N	Y	Y	Y	Y
PEDRO R. LAYLO, JR.	Member	03 December 2019, to serve the unexpired Term of Office that began on 01 July 2019 and will end on 30 June 2020	N	Y	N	Y	Y

LEGENDS: P – Present  
A – Absent

NA – Not Applicable  
OB – Official Business

**Bases Conversion and Development Authority (BCDA)**

**Attendance Record of Directors in Board and Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020**

Name of Board Member	Nature of Position	Position	Board and Committee			Board Attendance			Committee Attendance		
			Total	Actual	Percentage	Total	Actual	Percentage	Total	Actual	Percentage
GREGORIO D. GARCIA III	Appointive	Chairman	52	52	100%	24	24	100%	28	28	100%
VIVENCIO B. DIZON	Appointive	Vice Chairman/ President & CEO	48	43	89.58%	24	22	91.67%	24	21	87.5%
ARISTOTLE B. BATUHAN	Appointive	Member	52	52	100%	24	24	100%	28	28	100%
FERDINAND S. GOLEZ	Appointive	Member	51	51	100%	24	24	100%	27	27	100%
GLORIOSO V. MIRANDA	Appointive	Member	48	48	100%	24	24	100%	24	24	100%
DAVID L. DIWA	Appointive	Member	44	44	100%	24	24	100%	20	20	100%
GERARD M. CAMIÑA	Appointive	Member	51	51	100%	24	24	100%	27	27	100%
HENRY L. URI	Appointive	Member	48	48	100%	24	24	100%	24	24	100%
PEDRO R. LAYLO, JR.	Appointive	Member	46	46	100%	24	24	100%	22	22	100%

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## Bases Conversion and Development Authority

### Attendance Record of Directors in Board Meetings for the Period JANUARY 2020 to DECEMBER 2020

GOVERNING BOARD MEETING																											
Name of Board Member	Total	Actual	% Attendance	Date of Board Meeting																							
				Jan 15	Jan 29	Feb 12	Feb 26	Mar 11	Apr 15	Apr 29	May 13	May 27	Jun 10	Jun 24	Jul 08	Jul 22	Aug 05	Aug 19	Sep 09	Sep 23	Oct 07	Oct 21	Nov 04	Nov 18	Dec 02	Dec 16	Dec 23
GREGORIO D. GARCIA III	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
VIVENCIO B. DIZON	22	24	91.67%	P	P	A	P	P	P	P	P	P	P	P	OB	P	OB	OB	OB	P	P	P	OB	P	A	P	P
ARISTOTLE B. BATUHAN	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
FERDINAND S. GOLEZ	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GLORIOSO V. MIRANDA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
DAVID L. DIWA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GERARD M. CAMIÑA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
HENRY L. URI	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
PEDRO R. LAYLO, JR.	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P

**OB – 08 July 2020** – As Presidential Adviser on Flagship Programs and Projects, PCEO Vivencio B. Dizon attended the Virtual Pre-SONA Forum of the Infrastructure Cluster and Economic Development Cluster as one of its panelists.

**OB – 05 August 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon was in Laguna to attend the Code Team Visits to LGUs and hospitals.

**OB – 19 August 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon visited the Mega Center Quarantine Regional Center in Calamba, Laguna.

**OB – 09 September 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon attended the NTF Region 3 Event.

**OB – 04 November 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon had a meeting with DTI Secretary Ramon Lopez re Updates on Face Masks Project.



**Bases Conversion and Development Authority**

**Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020**

AUDIT AND CORPORATE GOVERNANCE COMMITTEE MEETING							
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting			
				Sep 23	Nov 04	Dec 02	Dec 16
GREGORIO D. GARCIA III	4	4	100%	P	P	P	P
ARISTOTLE B. BATUHAN	4	4	100%	P	P	P	P
FERDINAND S. GOLEZ	4	4	100%	P	P	P	P
GLORIOSO V. MIRANDA	4	4	100%	P	P	P	P
GERARD M. CAMIÑA	4	4	100%	P	P	P	P

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## Bases Conversion and Development Authority

### Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020

FINANCE AND INVESTMENTS COMMITTEE MEETING					
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting	
				Sep 07	Sept 08
FERDINAND S. GOLEZ	2	2	100%	P	P
GREGORIO D. GARCIA III	2	2	100%	P	P
VIVENCIO B. DIZON	2	2	100%	OB	OB
ARISTOTLE B. BATUHAN	2	2	100%	P	P
GERARD M. CAMIÑA	2	2	100%	P	P
HENRY L. URI	2	2	100%	P	P

**OB – 07 September 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon chaired the meeting re Oplan Kalinga Testing.

**OB – 08 September 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon was in Dumaguete City to attend the Ceremonial Signing and PCR Machine Turnover.

**Bases Conversion and Development Authority**

**Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020**

BUSINESS DEVELOPMENT COMMITTEE MEETING				
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting
				Apr 15
GREGORIO D. GARCIA III	1	1	100%	P
VIVENCIO B. DIZON	1	1	100%	P
ARISTOTLE B. BATUHAN	1	1	100%	P
GLORIOSO V. MIRANDA	1	1	100%	P
DAVID L. DIWA	1	1	100%	P
GERARD M. CAMIÑA	1	1	100%	P
HENRY L. URI	1	1	100%	P
PEDRO R. LAYLO, JR.	1	1	100%	P

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**Bases Conversion and Development Authority**

**Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020**

LEGAL & RISK MANAGEMENT AND EXTERNAL RELATIONS COMMITTEE MEETING				
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting
				Aug 19
GREGORIO D. GARCIA III	1	1	100%	P
VIVENCIO B. DIZON	1	1	100%	OB
ARISTOTLE B. BATUHAN	1	1	100%	P
FERDINAND S. GOLEZ	1	1	100%	P
HENRY L. URI	1	1	100%	P
PEDRO R. LAYLO, JR.	1	1	100%	P

**OB – 19 August 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon visited the Mega Center Quarantine Regional Center in Calamba, Laguna.

## Bases Conversion and Development Authority

### Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020

JOINT MEETING OF THE BUSINESS DEVELOPMENT, FINANCE & INVESTMENT, AND LEGAL & RISK MANAGEMENT AND EXTERNAL RELATIONS COMMITTEES																	
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting													
				Jan 15	Mar 11	May 13	May 22	May 27	Jun 10	Jun 24	Jul 08	Jul 22	Sep 09	Oct 21	Nov 04	Dec 02	Dec 16
GREGORIO D. GARCIA III	15	15	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P
VIVENCIO B. DIZON	13	15	86.67%	P	P	P	A	P	P	P	OB	P	OB	P	OB	A	P
ARISTOTLE B. BATUHAN	15	15	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P
FERDINAND S. GOLEZ	15	15	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P
DAVID L. DIWA	15	15	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GERARD M. CAMIÑA	15	15	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GLORIOSO V. MIRANDA	15	15	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P
HENRY L. URI	15	15	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P
PEDRO R. LAYLO, JR.	15	15	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P

**OB – 08 July 2020** – As Presidential Adviser on Flagship Programs and Projects, PCEO Vivencio B. Dizon attended the Virtual Pre-SONA Forum of the Infrastructure Cluster and Economic Development Cluster as one of its panelists.

**OB – 09 September 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon attended the NTF Region 3 Event.

**OB – 04 November 2020** – As the Deputy Chief Implementer and Testing Czar of the NTF Against COVID-19, PCEO Vivencio B. Dizon had a meeting with DTI Secretary Ramon Lopez re Updates on Face Masks Project.



**Bases Conversion and Development Authority**

**Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020**

JOINT MEETING OF THE BUSINESS DEVELOPMENT AND LEGAL & RISK MANAGEMENT AND EXTERNAL RELATIONS COMMITTEES						
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting		
				Jan 29	Apr 29	Oct 07
GREGORIO D. GARCIA III	2	2	100%	P	P	P
VIVENCIO B. DIZON	2	2	100%	P	P	P
ARISTOTLE B. BATUHAN	2	2	100%	P	P	P
FERDINAND S. GOLEZ	2	2	100%	P	P	P
GLORIOSO V. MIRANDA	2	2	100%	P	P	P
DAVID L. DIWA	2	2	100%	P	P	P
GERARD M. CAMIÑA	2	2	100%	P	P	P
HENRY L. URI	2	2	100%	P	P	P
PEDRO R. LAYLO, JR.	2	2	100%	P	P	P

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**Bases Conversion and Development Authority**

**Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020**

JOINT MEETING OF THE FINANCE & INVESTMENT AND LEGAL & RISK MANAGEMENT AND EXTERNAL RELATIONS COMMITTEES				
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting
				Feb 12
GREGORIO D. GARCIA III	1	1	100%	P
VIVENCIO B. DIZON	1	0	0	A
ARISTOTLE B. BATUHAN	1	1	100%	P
FERDINAND S. GOLEZ	1	1	100%	P
GERARD M. CAMIÑA	1	1	100%	P
HENRY L. URI	1	1	100%	P
PEDRO R. LAYLO, JR.	1	1	100%	P

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**Bases Conversion and Development Authority**

**Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020**

JOINT MEETING OF THE ORGANIZATION DEVELOPMENT, BUSINESS DEVELOPMENT, AND LEGAL & RISK MANAGEMENT AND EXTERNAL RELATIONS				
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting
				Feb 26
GREGORIO D. GARCIA III	1	1	100%	P
VIVENCIO B. DIZON	1	1	100%	P
ARISTOTLE B. BATUHAN	1	1	100%	P
FERDINAND S. GOLEZ	1	1	100%	P
GLORIOSO V. MIRANDA	1	1	100%	P
DAVID L. DIWA	1	1	100%	P
GERARD M. CAMIÑA	1	1	100%	P
HENRY L. URI	1	1	100%	P
PEDRO R. LAYLO, JR.	1	1	100%	P

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# **Bases Conversion and Development Authority**

## **Attendance Record of Directors in Committee Meetings for the Period JANUARY 2020 to DECEMBER 2020**

JOINT MEETING OF THE ORGANIZATION DEVELOPMENT, BUSINESS DEVELOPMENT, FINANCE & INVESTMENT, AND LEGAL & RISK MANAGEMENT AND EXTERNAL RELATIONS COMMITTEES				
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting
				Nov 18
GREGORIO D. GARCIA III	1	1	100%	P
VIVENCIO B. DIZON	1	1	100%	P
ARISTOTLE B. BATUHAN	1	1	100%	P
FERDINAND S. GOLEZ	1	1	100%	P
GLORIOSO V. MIRANDA	1	1	100%	P
DAVID L. DIWA	1	1	100%	P
GERARD M. CAMIÑA	1	1	100%	P
HENRY L. URI	1	1	100%	P
PEDRO R. LAYLO, JR.	1	1	100%	P

Prepared by:

  
**MIGNON L. GANDO**  
BS V, Board Secretariat

Noted by:

  
**ATTY. ELVIRA V. ESTANISLAO**  
Corporate Secretary