

BCDA Corporate Governance Scorecard Report (CGSR) CY 2023

BCDA MANDATE

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 and New Clark City—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

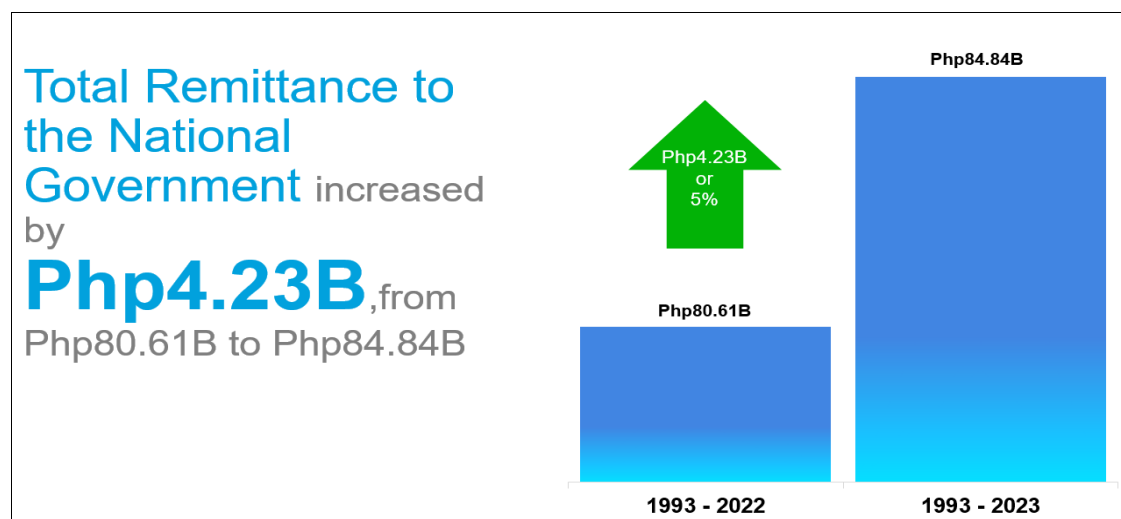
BCDA recognizes the rights of stakeholders as established by law or through mutual agreements and encourages active cooperation between BCDA and its stakeholders.

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.

After remittance, it is the responsibility of the Department of Budget and Management (DMB) to release the respective shares of the beneficiary agencies based on the budget execution guidelines and the approved fiscal program of the government.



BCDA's total remittance to the national government from May 1993 to December 2023 has reached Php84.84 billion or an increase of 5% compared to the previous year's of Php80.61 billion, to improve the state coffers while supporting the modernization of the country's armed forces.

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 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.¹

In 2023, BCDA actively participated in Congressional hearings on matters which will affect the interest and mandate of BCDA on the following legislations:

- a. International Maritime Trade Competitiveness Act
- b. House Resolution No. 490 – Inquiry on Imposition of Value-Added Tax on Importation and Local Purchases of Goods and Services by Registered Business Enterprises in Special Economic Zones
- c. House Bill Nos. 5029, 6756, and 7054 – Amendments to Republic Act No. 7309 otherwise known as “An Act Creating a Board of Claims under the Department of Justice for Victims of Unjust Imprisonment or Detention and Victims of Violent Crimes and for Other Purposes”
- d. Sustainable Sports Facilities and Amendments to Philippine Sports Training Center Act
- e. Updates on the implementation of Republic Act. No. 11470, entitled “An Act Creating and Establishing the National Academy of Sports and Providing Funds Therefor”
- f. House Bill No. 622, entitled “An Act Establishing the National Museum of Design, Defining its Purposes and Objectives, and Appropriating Funds Therefor”
- g. E-Governance/ E-Government Act
- h. House Bill No. 8505 and Senate Bill Nos. 1809 and 1941 – An Act Strengthening the BCDA (Amending Republic Act No. 722)
- i. Senate Bill Nos. 2016, 2112 and 2307 – An Act regarding the Philippine Coast Guard Modernization
- j. Public-Private Partnership (PPP) Act

¹ Republic of the Philippines, House of Representatives 19th Congress, House Committees' Jurisdiction

- k. CREATE MORE Act – Amendment of the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act to enhance the country's tax incentives system
- l. House Bill No. 9428, entitled “An Act Declaring as Alienable and Disposable Certain Parcels of Land of the Public Domain Located in the City of Baguio for Disposition to Actual and Qualified Applicants, Thereby Excluding the Said Lands from the Coverage of Republic Act No. 7227 and Proclamation No. 420 Series of 1994 which Transferred John Hay Air Station to BCDA
- m. Philippine Institute of Volcanology and Seismology (PHIVOLCS) Modernization and Comprehensive Atomic Regulation/ Philippine Nuclear Regulation Act
- n. House Resolution No. 1390 – Proposed Relocation of the House of Representatives Complex

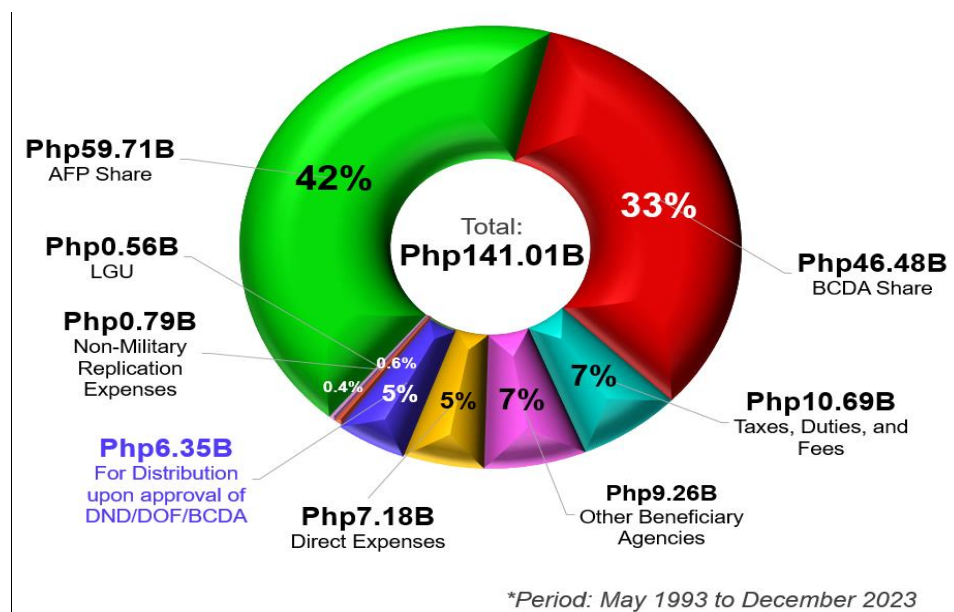
Likewise, BCDA submitted its position papers and other compliance reports on the following legislations to the Office of the President, Board of Investments, National Economic and Development Authority, House Committee on Ways and Means, House Committee on Economic Affairs, House Committee on Local Government, and House Committee on Government Enterprises and Privatization:

- a. House Bill No. 5816, entitled “An Act Strengthening the Bases Conversion and Development Authority, Amending for the Purpose Republic Act No. 7227, Otherwise Known as ‘The Bases Conversion and Development Act of 1992’, As Amended, and for Other Purposes”
- b. Public-Private Partnership (PPP) Act
- c. House Bill Nos. 5029, 6756, and 7054 – Amendments to Republic Act No. 7309 otherwise known as “An Act Creating a Board of Claims under the Department of Justice for Victims of Unjust Imprisonment or Detention and Victims of Violent Crimes and for Other Purposes”
- d. House Bill No. 7132, entitled “An Act Amending Republic Act 11214 and Strengthening the Powers of the Philippine Sports Commission in its Operation and Management of the Philippine Sports Training Center, Appropriating Funds Therefor, and for Other Purposes”
- e. House Bill Nos. 2257, 5066, and 6515 – An Act Institutionalizing Sustainability in Government-Funded Sports Facilities
- f. House Bill No. 622, entitled “An Act Establishing the National Museum of Design, Defining its Purposes and Objectives, and Appropriating Funds Therefor”
- g. Senate Bill Nos. 1809 and 1941 – An Act Granting the BCDA the Power to Assist the Department of National Defense (DND) in the Creation of New Military Bases and Facilities

- h. Senate Bill Nos. 2016, 2112, and 2307 – An Act regarding the Philippine Coast Guard Modernization
- i. House Bill No. 8505 – An Act Strengthening the BCDA (Amending Republic Act No. 722)
- j. E-Governance/ E-Government Act
- k. CREATE MORE Act – Amendment of the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act to enhance the country's tax incentives system
- l. Substitute Bill on the Proposed PHILVOLCS Modernization Act
- m. House Bill No. 9428, entitled “An Act Declaring as Alienable and Disposable Certain Parcels of Land of the Public Domain Located in the City of Baguio for Disposition to Actual and Qualified Applicants, Thereby Excluding the Said Lands from the Coverage of Republic Act No. 7227 and Proclamation No. 420 Series of 1994 which Transferred John Hay Air Station to BCDA
- n. House Bill No. 9513 – An Act Providing Additional Criterion for the Availment of Unprogrammed Appropriations, Amending for the Purpose Republic Act No. 11936 or the 2023 General Appropriations Act
- o. Senate Bill Nos. 1194 and 1491 – Comprehensive Atomic Regulation/ Philippine Nuclear Regulation Act

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

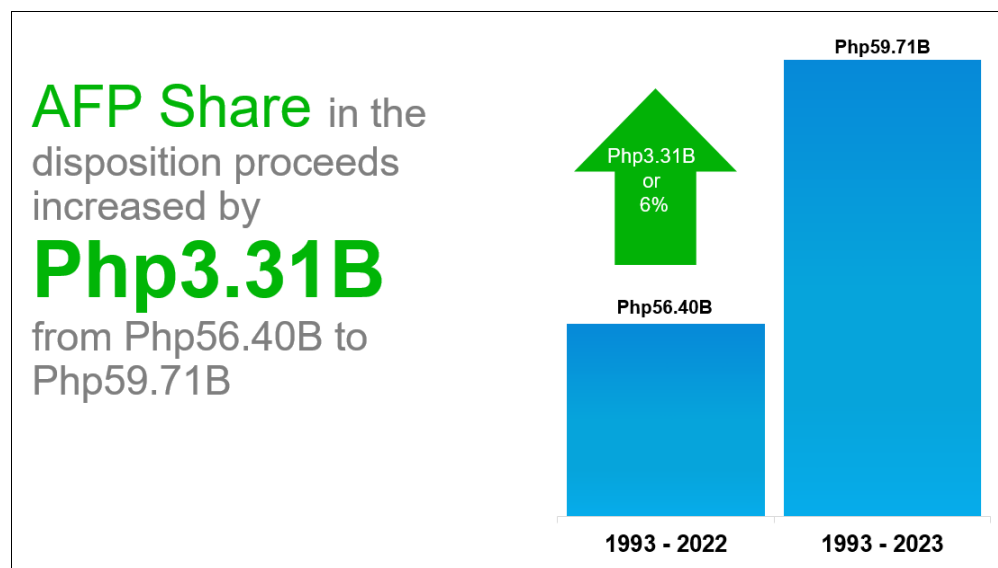
The Armed Forces of the Philippines is the BCDA's main beneficiary of disposition proceeds receiving Php59.71 billion or equivalent to 42% of the total disposition proceeds generated since 1993.



The AFP share consisted of Php48.59 billion for the AFP Modernization Program and Php11.12 billion for the replication of military facilities in Fort Bonifacio and Villamor Air Base. The replication projects of Php9.69 billion funded by the General Appropriations Act are not yet included in the AFP Share.

By law, the AFP's share comprises 35% of sale transactions and 50% of non-sale transactions.

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."*



In 2023, the total share of the Armed Forces of the Philippines in the asset disposition proceeds increased by Php3.31, or 6% from Php56.40 billion to Php59.71 billion.

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 2023, the BCDA has conducted twenty-nine (29) forums for the Armed Forces to boost awareness of programs and activities mainly benefiting the uniformed services. The list is provided below:

	Event Description	Date
1	Camp Aguinaldo for DND-AFP Metro Manila-based Public Information Officers	August 2011
2	Antipolo, Metro Manila for AFP Regional Public Information Officers	06-07 September 2012
3	3rd Infantry Division, Camp Peralta in Jamindan, Capiz	11-12 October 2012
4	Eastern Mindanao Command in Camp Panacan, Davao City	06-07 November 2012
5	Central Command in Camp Lapu-Lapu, Cebu	18-19 March 2013
6	9th Infantry Division, Camp Elias Angeles, Camarines Sur	04-05 July 2013
7	Western Command in Camp Artemio Ricarte, Puerto Princesa, Palawan	30-31 January 2014
8	North Luzon Command in Camp Servillano Aquino, Tarlac	09 September 2014
9	Philippine Army Forum, PA Headquarters	16 October 2014
10	Southern Luzon Command in Camp Guillermo Nakar, Lucena, Quezon	20 April 2015
11	Philippine Navy Governance Forum, Headquarters, Philippine Navy Naval Station Jose B. Andrada, Roxas Boulevard, Manila	25 November 2015
12	4th Infantry Diamond Division, Cagayan de Oro	26 November 2015
13	Army Wide Civil Military Operations, Baguio City	08 December 2016
14	Philippine Army CMOG, Fort Bonifacio	14 February 2017
15	Philippine Air Force, 1 st Division, 600 th Air Base Group and Air Logistics Command, Clark Air Base, Pampanga	25 August 2017
16	Forum for the Public Information Officers of the AFP held at Seda Hotel, BGC, Taguig City	01 March 2018
17	Forum for the 202 nd Infantry Brigade, 2 nd Infantry Division, Philippine Army, Lake Caliraya, Brgy,	19 April 2018

	West Talaongan, Cavinti, Laguna	
18	Forum for the AFP Northern Luzon Command, Camp Servillano A. Aquino, San Miguel, Tarlac	31 May 2018
19	Public Information Officers Forum held at Ascott Hotel, BGC, Taguig City	20 June 2019
20	Philippine Navy Forum held at the Asero Hall, Philippine Marine Corps, Marine Barracks Rudiardo Brown, Bonifacio Naval Station, Fort Bonifacio, Taguig City	27 January 2020
21	Usapang Pangkaunlaran, Usapang Pangkapayapaan Clark: Philippine Air Force Virtual Forum	29 January 2021
22	Usapang Pangkaunlaran, Usapang Pangkapayapaan Northern Luzon: Philippine Air Force Virtual Forum	16 December 2021
23	7 th Infantry (Kaugnay) Division, Philippine Army	August 25, 2022
24	AFP CS LtGen Bacarro, Headquarters AFP, Major Services	September 19, 2022
25	Civil-Military Operations Regiment (CMOR) Forum	November 24, 2022
26	Forum for the Public Information Officer of the AFP and DND	May 2, 2023
27	Forum for the AFP Chief of Staff, General Headquarters, Major Services and Unified Commands	September 15, 2023
28	Forum for the AFP Western Command	November 17, 2023
29	Forum for the Philippine Navy	December 17, 2023

4) Project-Affected People (PAP)

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

The BCDA's Social Support Division 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.

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 LGUs as well as ensure the smooth and speedy completion of BCDA 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 BCDA Board.

7) ***Investors/Joint Venture (JV) Partners/Lessees***

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.

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."

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.

MOA Signing for Bantayog ng Kabayanihan

The Civil Relations Service Armed Forces of the Philippines (CRSAFP) entered into a Memorandum of Agreement (MOA) with the Bases Conversion and Development Authority (BCDA), Fort Bonifacio Development Corporation (FBDC) and Bonifacio Arts Foundation, Incorporated (BAFI) on 09 June 2023 at the Headquarters, CRSAFP for the establishment of the "Bantayog ng Kabayanihan" in Bonifacio Global City, Taguig City.

"Bantayog ng Kabayanihan" is a monument that will symbolize the sacrifices and heroism of the soldiers who have fought for peace and freedom, and for the living heroes who are continuously dedicating their lives in protecting the country and serving the Filipinos. It aims to awaken the sense of patriotism of Filipinos, and to help them realize that addressing insurgency and social issues is a shared responsibility. This project is also aligned with BCDA's Historical Markers Project under the "Saludo sa Sundalo" Program.

Brigadier General Arvin R Lagamon PA, Commander of the CRSAFP; Atty. Gisela Z. Kalalo, Executive Vice President and Chief Operations Officer of the BCDA; Ms. Maria Lourdes R. Reyes, Chief Financial Officer of FBDC; and, Mr. Alfonso Javier D. Reyes, Chief Operating Officer of FBDC, respectively; and, Ms. Maria Isabel O. Garcia, Managing Director/Curator of BAFI signed the MOA.

The event was graced by BCDA Chairman Delfin N Lorenzana, together with other guests, such as Lieutenant General Charlton Sean M Gaerlan PN (M), Deputy Chief of Staff, AFP; Police Major General Edgar Alan O Okubo, Regional Director of National Capital Region Police Office (NCRPO); Major General Gilbert F Saret (Ret) of Armed Forces and Police Savings and Loans Association, Inc. (AFPSLAI); BCDA Director Reghis M. Romero III, and Brigadier General Ferdinand S Razalan (Ret) of the Armed Forces and Police Mutual Benefit Association, Inc. (AFPMBAI). The fund for the establishment of the monument was donated by the AFPSLAI and AFPMBAI.



(Front row, from left) Ma. Lourdes R. Reyes, Chief Financial Officer of the Fort Bonifacio Development Corp. (FBDC); Maria Isabel O. Garcia, Managing Director and Curator of Bonifacio Art Foundation Inc. (BAFI); BGen Arvin R. Lagamon PA, Commander of the Armed Forces of the Philippines Civil Relations Service (CRSAFP); Atty. Gisela Z. Kalalo, Executive Vice President and Chief Operating Officer of the Bases Conversion and Development Authority (BCDA); and Alfonso Javier D. Reyes, Chief Operating Officer of FBDC, sign the memorandum of agreement (MOA) for the establishment of the "Bantayog ng Kabayanihan" monument in Bonifacio Global City.

Serving as witnesses are (back row, from left) Reghis M. Romero III, BCDA Director; Maj Gen Charlton Sean Gaerlan PM, AFP Deputy Chief of Staff; Delfin N. Lorenzana, BCDA Chairman; PMGen Edgar Alan O Okubo, Regional Director of the National Capital Region Police Office; MGen Gilbert F Saret (Ret), Senior Vice President of the Armed Forces and Police Savings and Loan Association Inc.; and BGen Ferdinand S Razalan (Ret), Head of Administration Division of the Armed Forces & Police Mutual Benefit Association Inc. *Photo by Samuel Luke M. Galivo (BCDA)*

BGen Lagamon said, "Bantayog ng Kabayanihan" is a fitting tribute for the sacrifices and heroism of our sailors, airmen, soldiers and marines to include the police and other uniformed service—past and present, active and retired—who work silently and remained loyal and true to their oath in fighting those who threatened to destroy the freedom and independence of our country. And to those who remained loyal to their oath of defending our country and our people with our lives if necessary."

"This monument will keep the soldiers inspired, motivated especially those who are in the isolated distant posts, those who are manning the isolated islands at the West Philippine Sea, our personnel who are patrolling the skies, seas and streets and our personnel who have to leave their respective families not knowing if they will be able to return safely," he added.

Chairman Lorenzana stated, "As a soldier who served for three decades, I have seen firsthand the sacrifices a soldier had to make in furtherance of its solemn duty of defending our country and protecting our people. The "Bantayog ng Kabayanihan" is one way of empowering our soldiers through immortalizing their stories of heroism and sacrifices."

The "Bantayog ng Kabayanihan" will be the second historic marker that will be built in BGC in honor of the military. In 2018, the BCDA, together with partners FBDC and BAFI, installed the "Alab ng Puso" by sculptor Daniel de la Cruz, which portrays a

Filipino soldier who is reading a letter from his family. The installation of these markers are part of the BCDA's BGC Historical Markers Project, which aims to consistently and continuously share stories about patriotism and the rich history of Fort Bonifacio—a former military camp that now houses the country's premiere business district.

BCDA Vows Continued Support to AFP Under New Chief Brawner

The Bases Conversion and Development Authority (BCDA) has committed to continue its support to the modernization efforts of the Armed Forces of the Philippines (AFP) under the leadership of its newly appointed AFP Chief of Staff General Romeo S. Brawner Jr.

"The BCDA welcomes the appointment of General Romeo S. Brawner Jr. as the new AFP Chief of Staff. The AFP, under the leadership of General Brawner, can be assured of BCDA's usual commitment and support to modernize our armed forces," BCDA Chairman Delfin N. Lorenzana said.

The former defense chief added, "We believe that with the strong leadership and proven professionalism of General Brawner, the AFP will maintain its reputation as a professional organization and will be able to sustain its significant accomplishments."

President Ferdinand R. Marcos, Jr. appointed General Brawner as the 60th AFP chief on 21 July 2023 during the change of command ceremony at Camp General Emilio Aguinaldo in Quezon City.

Lorenzana also expressed confidence that the new AFP chief will demonstrate resolute commitment in fulfilling the marching orders of the President of modernizing the armed forces.

Pursuant to Republic Act No. 7227, the BCDA is mandated to raise funds for the AFP Modernization Program and to convert former US military bases into economic hubs.

Since its establishment in 1992, BCDA's contribution to the AFP has reached Php 59.71 billion. Of this amount, Php 48.59 billion went to the AFP Modernization Program and Php 11.12 billion to the replication of military facilities.





General Brawner is the third AFP chief to be appointed by President Marcos, Jr. He succeeded General Andres C. Centino, who was appointed as Presidential Adviser on the West Philippine Sea.

Before taking the helm of the AFP, Brawner was assigned as the Commanding General of the Philippine Army. He also served as AFP Spokesperson, Battalion Commander of the 2nd Special Forces Battalion, Operations Officer of the Special Forces Regiment (Airborne), and Public Affairs chief of the Philippine Army, to name a few.

The new AFP chief is part of the Philippine Military Academy “Makatao” Class of 1989 where he graduated second in his batch.

AFP cites mutual trust and dedication as drivers of its synergy with BCDA

In a forum hosted by the Bases Conversion and Development Authority (BCDA) for the Armed Forces of the Philippines (AFP), AFP Deputy Chief of Staff LtGen Charlton Sean M Gaerlan acknowledged BCDA for its commitment to transparency and proactive management—which has greatly aided the AFP’s modernization.

Representing AFP Chief of Staff Gen Romeo S Brawner Jr, LtGen Gaerlan, recognized BCDA’s efforts in supporting the AFP.



AFP Deputy Chief of Staff LtGen Charlton Sean M Gaerlan PW(M) represented Gen Romeo S Brawner PA during the engagement hosted by BCDA for its military stakeholder.

“Let me begin by expressing on behalf of the more than 150,000 soldiers, sailors, airmen, and the auxiliary forces our sincere gratitude to the management of BCDA.... your contributions have been monumental in making the AFP stronger, more adaptable, and better equipped for the challenges of the future.”

The activity is one of four forums hosted by the BCDA in 2023, in line with its “Saludo sa Sundalo” Program, and its 27th since its first rollout in 2011. It provides the venue for BCDA to report to its most important stakeholder about its contribution to the AFP modernization program and on its military replication projects. It is also meant to rouse meaningful engagement between the two agencies as it operates under its charter, Republic Act No. 7227 or the Bases Conversion and Development Act of 1992.



Conducted last 19 September 2023, the forum gathered over 100 attendees, who were apprised on the status of BCDA’s remittances to the AFP Modernization Program and the ongoing and future military replication projects by Senior Vice President Hedda Rulona of the Investment Financial Management Group (IFMG). BCDA Chairman Delfin Lorenzana also graced the event.

LtGen Gaerlan addressed its BCDA partners, “I close with an affirmation to all that the AFP remains staunchly committed to deepening our partnership. Together, as two pillars, supporting our nation’s defense and development we shall forge ahead ensuring a secure and prosperous future for the Philippines.”

Helping organize the said forum with BCDA is the Office of the Deputy Chief for Civil Relations Services then led by LtGen Gabriel Viray III.

Engaging with Our Naval Force

Following BCDA’s milestone forum for the Office of the Chief of Staff, General Headquarters, Major Services and Unified Commands last September 2023 is another major forum for the Philippine Navy headed by Vice Admiral Toribio D Adaci, Jr.

The AFP forum for our sailors was held last 15 December 2023 at the PN Headquarters, City of Manila. BCDA, led by Chairman Delfin Lorenzana, was warmly welcomed by our naval force represented by 200 sailors who attended BCDA’s year-end forum.

Representing VAdm Adaci was the Chief of Naval Staff, RAdm Jose Ma Ambrosio Ezpeleta. In his speech, the PN leadership conveyed his gratitude to BCDA for their “contribution and support in the attainment of the PN’s vision of becoming a modern and multi-capable naval force for our maritime nation’s defense and development.”

During the forum, BCDA Chairman Lorenzana also recognized the efforts of our naval fleet in our country’s defense: “We thank the Philippine Navy for their commitment to the security and stability of our country and for their support to the development of former military camps into economic districts of growth.”

Aside from RAdm Ezpeleta, other top officials present were Capt Felipe Bautista, Assistant Chief (AC) of Naval Staff for C4ISR Systems, N6; Capt Levi Carane PN (GSC), AC for Civil Military Operations, N7; Capt Franklin Rotoni PN (GSC), AC for Logistics, N4; Capt Eileen Domine PN (GSC), Director, Philippine Navy Modernization Office and LtCol Julius F Colingan JAGS (GSC) of the Philippine Navy Real Estate Office.

The forum concluded with a tour of modern navy ships: the BRP Nestor Acero (PG-901)—a fast attack interdiction craft, and BRP Lolinato To-ong (PG-902). Receiving BCDA and PN top officials is Commander Harvey Lustre PN, Commanding Officer BRP Acero.





Visiting Defenders of the Western Frontier

Year 2023 was truly a memorable year as it also highlighted BCDA's engagement with the "Defenders of the Western Frontier"—the AFP Western Command (WESCOM)—based in Camp Artemio Ricarte in Puerto Princesa, Palawan. The WESCOM is led by Vice Admiral Alberto Carlos (PN).

Manifesting their sincere appreciation for the men and women at the frontlines amidst challenges in protecting Philippine territory as advocates of peace, BCDA President and CEO (PCEO) Joshua Bingcang was joined by chiefs from BCDA's Executive Offices and Conversion and Development Group in paying a courtesy visit to WESCOM Commander Vice Admiral Carlos before the forum.

VAdm Carlos recognized BCDA's efforts to help modernize our military: "The AFP Modernization Program underlines BCDA's dedication to providing the AFP, that includes WESCOM, with cutting-edge infrastructure, advanced technology and comprehensive support by investing in the skills, training and well-being of the men and women of this command."

In a recorded message, BCDA Chairman Lorenzana reiterated his appreciation for our military stakeholders. "The BCDA considers the WESCOM as an important partner given its crucial role in the implementation of the country's comprehensive maritime framework. We recognize the urgent need to support units like the WESCOM especially in light of present territorial issues surrounding the West Philippine Sea."

Over 100 troops attended BCDA's third forum for the year which was held last November 16, 2023. Leading the attendees was WESCOM Deputy Commander BGen Amado Dela Paz (PAF). Engaging with our soldiers were BCDA PCEO Bingcang, SVP-IFMG Hedda Rulona, Business Development Department VP Kenneth Peralta, Engineering and Social Support Department VP Mark Torres, Public Affairs Department VP Leilani Macasaet, among other key officials.



Big Boost to AFP readiness

As a testament to its development mandate under Republic Act 7227 (Bases Conversion and Development Act of 1992), during the forum, BCDA presented its contributions to military modernization. As of end 2023, total contributions for the account of the AFP have reached Php 78.34 billion, generated since May 1993. This represents 43 percent of gross disposition proceeds since 1993.

Other than contributions to the AFP Modernization Program, the BCDA also provides support by modernizing military facilities as part of its replication program. In 2023, the BCDA turned over modern facilities to the Army Support Command of the Philippine Army (PA), in a bid to relocate the unit's headquarters in Camp Servillano Aquino in Tarlac. Ongoing is the construction of the new Philippine Marine Corps headquarters in Bataan and the Special and Technical Staff Building in Fort Bonifacio.

BCDA Moves Forward with the Php28-B Relocation Plan for the PH Marine Headquarters

The Bases Conversion and Development Authority (BCDA) is a step closer towards the completion of its Php 28-billion plan to relocate and modernize the headquarters of the Philippine Marine Corps to Morong Discovery Park in Bataan from Fort Bonifacio in Taguig City.

BCDA Chairman Delfin N. Lorenzana, BCDA President and CEO Engr. Joshua M. Bingcang and Philippine Marine Corps (PMC) Commandant MGen Arturo M. Rojas led the groundbreaking of the roads, utilities and preparatory works at Morong Discovery Park as well as the installation of steel columns for the PMC grandstand.

"The start of construction works for Package 1 today will help us get closer to our goal of providing a new, modern and state-of-the-art headquarters for the Marines that will support the operational efficiency of our troops in responding to national threats; in delivering aid during calamities; and in fostering peace and order across the country," said BCDA Chairman Lorenzana.

For BCDA President and CEO Engr. Bingcang: “We assure you that the projects we undertake for the military will be world-class and will serve as a model of military camps. We don’t want to lose sight of our focus on helping strengthen the Armed Forces. We will continue to share revenues and support the AFP Modernization Program.”

As part of its relocation and replication program, BCDA is allocating 100 hectares of its land in Morong Discovery Park for the Philippine Marines Headquarters, which covers only about 12 hectares in Fort Bonifacio.

This ceremony signals the start of the construction of roads, utilities and other preparatory works which is under Package 1 of the Morong Discovery Park Phase 1 Project.





Meanwhile, the installation of steel columns is part of the ongoing construction of the parade grounds and grandstand that is expected to be completed by November this year. Construction for Packages 2 and 3 commenced after BCDA and PMC broke ground in February 2022.

BCDA aims to complete Phase 1 of the project by 2024.

For PMC Commandant MGen Rojas, the new site is seen to enhance the operational effectiveness and responsiveness of the Marines as it will strengthen its Archipelagic Coastal Defense strategy.

“We commend BCDA for facilitating the construction of roads, utilities, and preparatory works and the replication project as a whole for the Philippine Marine Corps. We would not be here without their dedication, hard work, and persistence in this endeavor. This project involves a great deal of very meticulous planning to get it done right. With their decisive leadership, the BCDA team has done a good job, and that is why we are here today. Thank you for helping provide us, your Marines, a standard and modern base that the AFP and the nation will be proud of,” said Philippine Marine Corps Commandant MGen Rojas.

The Marines’ future headquarters is located at the eastern half of the Morong Discovery Park, directly facing the West Philippine Sea. It will also be accessible to major and access roads including the Subic-Clark-Tarlac Expressway.

In addition, unlike its current headquarters in Metro Manila, where operations are hindered by traffic and congestion, the Bataan location was deemed strategic for the Marines as it would help expedite emergency response and ease deployment of troops.

The new headquarters will also feature modern, state-of-the-art facilities to ensure more efficient operations.

With the transfer of the Marines to an upgraded and strategic location, income-generating opportunities will be opened up for the government in the soon-to-be vacated area in Fort Bonifacio. The Marines currently occupy 12.65 hectares in Bonifacio South Pointe.

Championing Sustainability

Sustainable development is both inclusive and holistic. A concept now being actively practiced inside the Bases Conversion and Development Authority (BCDA), sustainable development is becoming a collective consciousness among its employees.

Part of sustainable development is ensuring access to energy, water, and food in communities affected by infrastructure developments. In the advent of climate change, green advocates have cried for more concrete actions to help Mother Earth survive human intrusion and massive developments that affect natural habitats and ecosystems.

BCDA takes pride in taking part in environmental advocacies. The employees' consistent participation in green projects is gradually revolutionizing BCDA's environmental footprint.

On 10 February 2023, BCDA Senior Vice President Joshua Bingcang and Vice President for Public Affairs Leilani Macasaet led at least 30 employees, including the Subic-Clark Railway Project (SCRP) team, in a mangrove propagation and clean-up drive at the Binictican—Malawaan Mangrove Forest in Subic Bay.

Some 200 saplings were planted in cooperation with the Central Luzon Media Association (CLMA) Zambales Olongapo and Samahang Mamamahayag ng Subic Freeport (SMSF).

“BCDA recognizes the importance of mangrove forests in sustaining aquatic ecosystems and likewise in providing livelihood for communities reliant on mangrove areas. There is an urgency for us to be involved and do our part to ensure that the next generations will have enough resources to sustain life,” Bingcang said.





The BCDA team, led by Senior Vice President Joshua M. Bingcang and Vice President Leilani Barlongay-Macasaet, converge in support of the Mangrove Planting in Subic Freeport Zone.

As for the employees, the mangrove planting activity has enriched their appreciation of environmental activities and its impact to the community. The same CSR events also enhance the employees' individual growth and health, both physically and mentally. Numerous studies prove that communing with nature helps reduce anxiety, stress, and psychosomatic illnesses.

“Employees of the SCRП believe that there are ways to balance railway development and environmental sustainability. Aside from strengthening our relationship with our stakeholders, being involved in activities like mangrove reforestation reinforces this belief,” said Rolando Navarrete, Jr., head of the SCRП social safeguards and community relations unit.

Isang Lupa, Isang Pangarap: Sustainable Livelihood for Bamban Farmers

The Bases Conversion and Development Authority (BCDA), in partnership with the Municipal Government of Bamban, donated a total of 17,920 seedlings and farming tools to encourage local farmers to add value to their crops, helping them generate additional revenue and increase sources of livelihood.

This is in celebration of the Farmers Week and the Annual Bamban Cultural Week held on 25 April 2023, which was the highlight of Bamban Fiesta 2023. This event largely promotes the culture and tradition of the people of Bamban.



From left: Bamban Municipal Agriculturist Engr. Michael Lugma, Bamban Public Information Officer Patrizia Josephine Santos, BCDA Vice President for Public Affairs Ms. Leilani Barlongay-Macasaet, Officer-in-Charge for Conversion and Development and Vice President for Land and Assets Development Engr. Richard M. Cepe, and members of Bamban Southside Irrigators Farmers Mr. Robert Muldong and Mr. June Muldong.



Eggplant, green chillis, and hoes turned over to the farmers of Bamban, Tarlac.

“Makaka-generate po ito ng maraming trabaho para sa ating mga kababayan sa Bamban. Makakaasa po kayo na sa bawat galaw po ng BCDA ay kasama po kayo partikular na ang bayan ng Bamban,” said BCDA Vice President for Land and Assets Development Engr. Richard Cepe.

As BCDA constantly performs its mandate under R.A. No. 7227 (The Bases Conversion and Development Act of 1992), Bamban is recognized as one of BCDA’s project-affected communities owing to the development of New Clark City. This serves as an opportunity for BCDA to fulfill its directive under the law, through its Corporate Social Responsibility and Stakeholder Engagement Division, which strongly promotes sustainability, resiliency, and inclusivity among its stakeholders.

In an effort to help foster an ecological sustainable community, the BCDA worked with Bamban Municipal Agriculturist Engr. Michael Lugma to identify seedlings needed by the local farmers in the area.

These seedlings of local chilis and eggplants were donated to 14 farming organizations in Bambang: Bambang Young Farmers Association; Bambang Agricultural Farmers Association; Bambang Farmers Agriculture Cooperative; Barangay San Roque Farmers Association; Katutubong Burog Indigenous People Agriculture Coop.; Brgy. San Rafael Farmers Association; Milamu Lamu, Inc.; Rice and Vegetables Farmers Association; Brgy. Lourdes Farmers Association; San Nicolas Farmers Irrigators Service Coop.; Kapit Bisig Upland Farmers Association; Sitio Sta. Rosa Indigenous People Farmers Coop.; and Sapang Balaw Farmers Producers Coop.

This event gives hope and opportunity to the local farmers of Bambang for months, and even in the years to come.

Donate Blood, Extend Lifelines

In line with the celebration of its 31st anniversary, the Bases Conversion and Development Authority, in partnership with the Philippine Red Cross (PRC), conducted a simultaneous blood-letting activity at the BCDA offices in Clark and in Bonifacio Global City on 21 March 2023.

With over 120 BCDA employees and volunteers from other participating organizations, the blood donation drive collected a total of 77 blood bags.

This partnership project with the PRC was done to replenish the blood reserves in the country during months when supplies are scarce.

BCDA's Lifesaving Commitment

Reaffirming its commitment to promoting the health and well-being of Filipinos, the Bases Conversion and Development Authority (BCDA), in partnership with the Philippine Red Cross (PRC), conducted a blood-letting activity on 19 December 2023.

About 120 blood bags collected from BCDA employees and its private partners, who served as volunteer-donors, will be donated to the PRC to augment supply in its blood bank.

This activity, which is part of BCDA's corporate social responsibility initiatives, further establishes BCDA as a socially conscious organization dedicated to the people it serves. Humanitarian efforts, such as bloodletting activities, are crucial in addressing the constant demand for blood in medical treatments, emergencies, and surgeries.

For blood donations, blood requests, and other inquiries, email the PRC National Blood Services at nbs.recruitment@redcross.org.ph or contact the PRC Blood Call Center at 8790-2300 / 8790-2382 and Mobile number 0917-834-8276.



Sharing our Blessings this Yuletide Season

More than 200 children from the surrounding communities of New Clark City in Pampanga and Tarlac provinces received grocery packs, hygiene kits, medicines, school supplies and toys from the Bases Conversion and Development Authority (BCDA) and its development partners during a year-end outreach activity held on 08 December 2023.



Underscoring the theme *Sharing Dreams, Building Community*. BCDA Vice President for Business Development and Yuletide Committee Chairman Erwin Kenneth R. Peralta said, “*Masaya kami na tapusin ang taong ito sa pamamagitan ng pagbibigayan at pagdaraos ng simpleng salo-salo ng mga taong pinagbuklod ng isang proyektong nais naming mapakinabangan ng lahat, ang* (We are glad to culminate the year through gift-giving and a simple get-together among individuals bound by a project we intend to benefit everyone, the) New Clark City.” The BCDA spearheaded the event in partnership with the Abacan River and Angeles Watershed-Advocacy Council Inc., the Philippine Naval Reserve Command Multi-Sectoral Linkaging Committee, the Pampanga Chamber of Commerce and Industry, Inc., and the Clark Development Corporation.

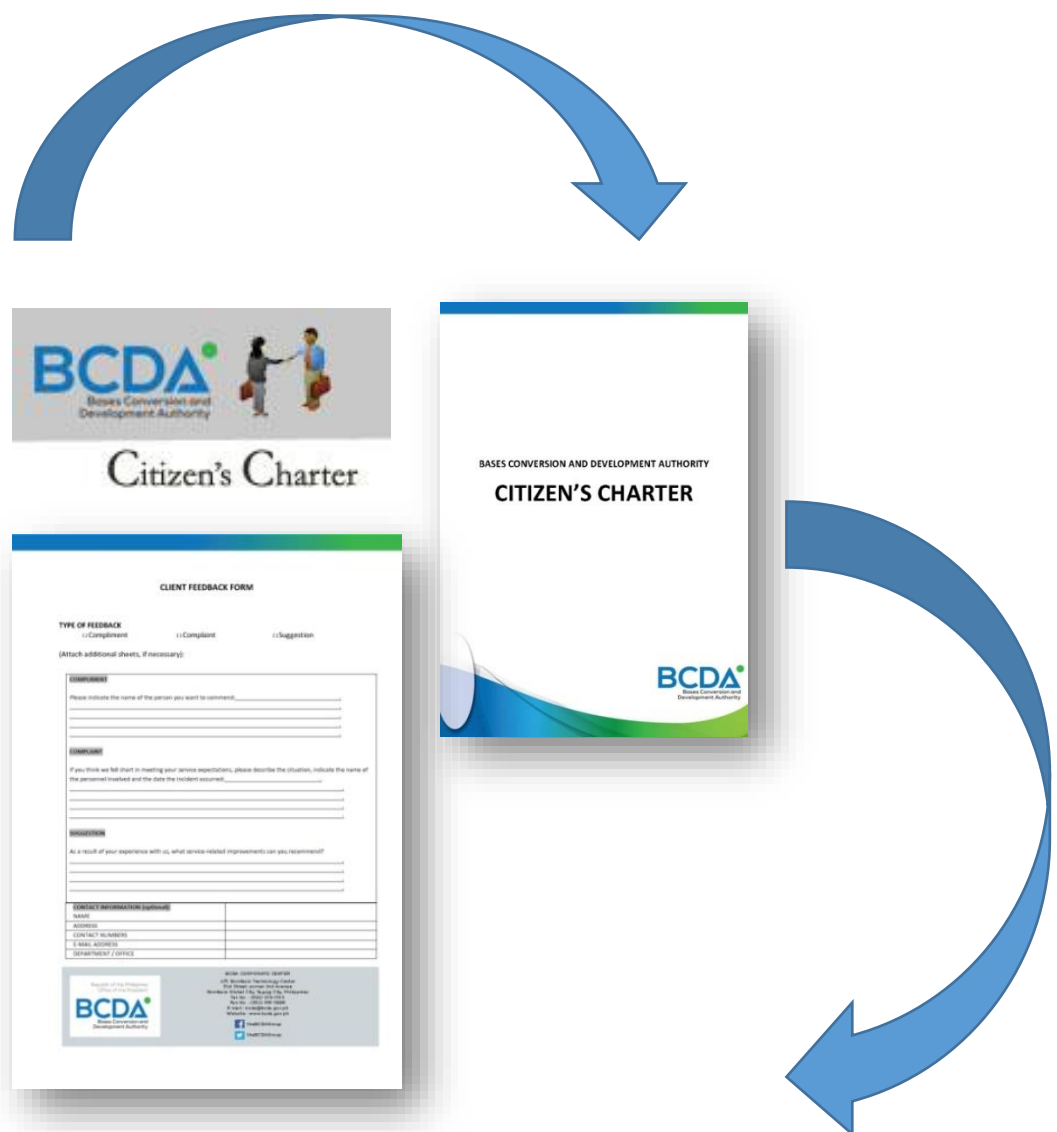
FEEDBACK MECHANISM

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.bcdaph.gov.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 lmacasaet@bcda.gov.ph and phone number (632) 8575-1733 and also through the corporate address 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 of BCDA officials are declared on the BCDA Website under the BCDA Management Directory.

EMPLOYEE HEALTH, SAFETY AND WELFARE

BCDA actively implements a holistic Health and Wellness Program that aims to prevent and minimize work-related health problems that affect employees' physical and mental health.

In line with this, BCDA provided the following services and activities geared to promote wellness and cultivate a work environment where employees are safe, happy, healthy and productive:

1. Optional HMO coverage for all regular employees through the BEPF;
2. On-site Annual Physical Examination (APE) for all HMO principal members and their dependents;
3. Vaccination program for employees and dependents;
4. Maternity benefits;
5. Mental health services and counselling sessions;
6. Health and Wellness webinars to increase awareness;
7. Various sports and fitness activities that promote a healthy and active lifestyle; and
8. COVID-19 Management.

These programs are cascaded to the employees, published via email and social media, and posted on the BCDA bulletin board.

Health and Wellness Programs conducted in 2023:

- HMO Coverage. Through the BCDA Employee Provident Fund, regular employees availed of a health insurance package for themselves and their dependents. Enrollment is voluntary.
- Annual Physical Exam (APE). Fifty-four (54) percent of the regular employees availed of the APE as part of the HMO services. The APE package consisted

of a thorough physical exam with CBC, urinalysis, fecalysis, chest x-ray, ECG, pap smear for females 35 years old and above, and Basic Blood Chemistry (FBS, Lipid Profile, Creatinine and SGPT) for employees 35 years old and above.

- Voluntary flu and pneumonia vaccination. Vaccines were administered from April to December 2023. Two hundred twenty-five (225) employees and dependents received the flu vaccines, and eighteen (18) employees and dependents received the pneumonia vaccines.
- Health and Wellness Webinars. BCDA aims to increase wellness literacy through webinars. From their workstations, employees had access to one-hour learning sessions on the following topics concerning fitness and mental and physical health:
 - Nutrition and Hydration
 - Getting Things Done: Start and Keep G.O.I.N.G.
 - Heart Healthy Tips
 - The Role of Influenza and Pneumonia Vaccines During the Pandemic
 - Women's Self-Defense
 - Paghubog: Calming the Storms Inside
 - Speak Nicely: Conflict Management
 - Pride at Work: An LGBTQI Orientation
 - Creating A Psychologically Safe Workplace
- Training and Workshop on Mental Health. To help increase organizational strength and capability on workplace mental health, the following training sessions were conducted for managers and the BCDA Mental Health Committee:
 - Training on Employees' Mental Health and Wellbeing
 - Workshop on Developing a Comprehensive Mental Health Policy
- Mental Health Services and Awareness Activities. BCDA employees have access to mental health professionals via the Listening Room, a free online counseling session provided by BCDA's Mental Health Provider. To build better mental health, BCDA launched the following activities during the Mental Health Awareness Month:
 - The Self-Care Photo Contest, where employees shared a photo and a short narrative on how their self-care activities boost their mental health. Gift certificates were given to the top five entries.
 - Yoga Sessions
 - Free Massage
 - Monday Mental Health Tips and Feel Good Friday Quotes
- Sports and Fitness Activities. BCDA aims to encourage employees to develop healthy lifestyle habits through regular, inclusive and sustainable sports and fitness activities. In 2023, The BCDA Wellness Committee organized the following activities for the employees:

- 24 indoor group exercise classes (Zumba and yoga)
 - 4 run clinics
 - 9 volleyball clinics and practice games
 - 13 basketball clinics and practice games
 - 6 badminton clinics and practice games
 - 2 major running events
 - 2 invitational basketball tournaments
- HIV and AIDS Education Program. BCDA conducted awareness campaigns on HIV and AIDS through an HIV 101 Seminar, free HIV Testing and Counseling, and film-showing.
 - Random Drug Testing and Drug Awareness Campaign. As part of BCDA's Drug-Free Workplace Program, one hundred (100) employees were randomly picked to undergo drug testing for cannabis and methamphetamine. This was followed by a Drug Awareness Seminar explaining how drug use affects one's health, work, family and society.
 - Basic Life Support and First Aid Training. Twelve (12) employee-volunteers completed the DOLE-prescribed 32-hour First Aid and Basic Life Support (BLS) Training Course with Automated External Defibrillator (AED). The training was conducted on-site at the BCDA One West Office in Clark, Pampanga.
 - COVID-19 Management and Monitoring. BCDA abides by the latest DOH COVID-19 guidelines, where wearing masks is optional but is required for symptomatic employees. Employees with COVID-like symptoms must disclose their symptoms to the BCDA Clinic for monitoring, and Covid-19 test kits are made available as needed.

Fostering a Wellness Culture

BCDA Zumba is back! This activity is one of the initiatives of the Health and Wellness Committee in promoting healthy lifestyle in the workplace.



BCDA Health and Wellness Committee Team Building. On 28 February 2023, the BCDA committee on Health and Wellness conducted a team building activity to establish a strong camaraderie among its Members.



Clark Animo Run 2023: Race Highlights

In line with the BCDA Health and Wellness Program, BCDA employees likewise participated in the 2023 TCS Clark Animo International Marathon organized by the De La Salle Alumni Association - Pampanga Chapter (DLSAA-P) in Clark Global City, Pampanga on 05 March 2023.

Here's a look back on this year's biggest running event!



The Victory that Comes from Within

The Wellness Committee of the Bases Conversion and Development Authority (BCDA) included the Corporate Team Building as one of its major activities in 2023 to strengthen BCDA as an organization.

With the theme “Win from Within,” this year’s corporate team building was conducted at Camayan Beach Resort in Subic Bay Freeport Zone on 18 – 19 May 2023.

Team spirit, healthy competition, fun in the sun

The first day of the team building started with a competition of chants/cheers by each team (green, orange, pink, violet, blue, and red), followed by fun-filled activities that promote camaraderie, and strengthen bond among employees from various departments/offices.

Randomly selected employees grouped into six teams competed in three games to showcase their superior physical strengths, matched with their sharp game strategies. The awarding of winners was scheduled on the second day. While only one team was declared overall champion, what really mattered was the team spirit of winning from within. Also acknowledged were employees who displayed consistent efforts and attendance in various health and wellness-related activities in the previous months.





Level Up in Wellness

The BCDA Wellness Committee kicks off sports clinic programs for basketball, volleyball, and badminton. The said sports clinic series were held in July 2024.

From forming sports clubs to promoting sports competitions among employees, the Bases Conversion and Development Authority (BCDA) Wellness Committee continues to find new ways to engage and foster sports and fitness among the BCDA ‘movers and shakers.’ This time, it launched sports clinic programs on our favorite sports—basketball, volleyball, and badminton.



Sports clinics are one way to either introduce the basics or reignite passion for sports to anyone interested. But more importantly, sports clinics also engage us in a healthy and active lifestyle. “We aim to improve overall wellbeing by reducing health risks, preventing chronic illness, and improving mental health. The sports clinic is a perfect after office activity for employees to de-stress, have fun, and burn extra calories, rain or shine,” says Dr. Faith M. Reyes, BCDA Company Physician and the Wellness Committee’s Chairperson.

BCDA’s Mental Health Program for Employees

Pursuant to Republic Act No.11306 also known as the Mental Health Act (MHA) of 2018, the Civil Service Commission (CSC) issued Memorandum Circular No. 4, Series of 2020, on the Mental Health Program in the Public Sector, which took effect on January 26, 2020.

The issuance requires government agencies to develop a mental health program that shall promote overall mental wellness and provide an inclusive, conducive, and supportive work environment to ensure a productive and healthy workforce.

In this light, the BCDA aims to establish a mental health program for all its employees with the following objectives:

- Strengthen effective leadership and governance for mental health by formulating, developing, and implementing policies, strategies, programs, and regulations relating to mental health in the workplace;
- Develop a comprehensive, integrated, effective and efficient mental health program to meet the psychosocial needs of its employees;
- Protect the rights of employees with psychiatric, neurologic, and psychological health needs;
- Integrate mental health care in the basic health services and in the human resources systems and processes; and
- Integrate services promoting mental health in the workplace.

The Mental Health Program for BCDA was undertaken through the engagement of a mental health service provider. The said program included activities that looked into work-related issues and concerns that affected the overall health and wellness of BCDA employees. These activities included the conduct of first aid training on mental health to help the organization recognize early warning signs of mental health problems in the workforce; giving psychological first-response; and referring people to a mental health professional, if needed.

An easy online access to licensed local psychologists was also made available for employees, for consultations and counseling sessions. These sessions maintained strict standards of confidentiality.

For information dissemination, BCDA also conducted regular mental health webinars and sent out educational email campaigns.

To institutionalize the program, a Mental Health Policy that complies with the Mental Health Act was drawn up for BCDA. This policy shall endeavor to strengthen the management's advocacy towards raising mental health awareness, preventing stigma and discrimination, and providing support to those who are at risk and/or with mental health conditions in BCDA.

Choosing Happiness At Work

On 15 and 17 February 2023, about 30 BCDA employees convened at the BCDA Boardroom for the seminar on Managing Employees' Mental Health and Well-being, which was conducted by Premier Value Provider Inc., BCDA's mental wellness service provider.



Participants from different BCDA departments enjoy listening to the speaker during the seminar on Managing Employees' Mental Health and Well-being.

Dealing with stress and burnout

The World Health Organization (WHO) defines stress as “a state of worry or mental tension caused by a difficult situation.” Stress is a normal part of our lives—a natural response whenever we are dealt with a difficult situation. We feel it when we have a big project coming up, when we are chasing a deadline, or when we are caught in bad circumstances.

But while stress is natural, the way we respond to it will make a huge difference to the state of our wellbeing. In the workplace, unmanaged chronic stress can lead to burnout, which in turn can lead to a decline in productivity.

Signs of burnout:

- feelings of energy depletion or exhaustion;
- increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and
- reduced professional efficacy.

In extreme cases, burnout can have a lasting effect on one's mental health. That's why it's important to spot the red flags so that immediate help can be provided to employees experiencing these challenges.

Lending a helping hand

According to Premier Value Provider Inc., each one must make a conscious effort to provide support to any colleague who may be suffering from poor mental health. The first step is to combat the stigma against mental health issues and let that person know that he or she can approach you when things already get too much.

Showing compassion makes one feel connected and validated, and opens opportunities to start the conversation on how to improve his or her situation.

Creating a healthy working environment

Premier Value Provider Inc. introduced the Positivity, Engagement, Relationships, Meaning, Achievement, and Vitality (PERMA-V) Approach as a strategy to create a healthy working environment in the workplace.

Conducting these activities that promote these principles would help boost employee morale and job satisfaction.

- Positivity
- Engagement
- Relationships
- Meaning
- Achievement
- Vitality

Each one could make a big difference in one's life by being kind, supportive, showing appreciation, and learning how to listen.

Look Around, Look Within: A Co-Worker's First Step to a Healthy Mind

The BCDA Human Resources Management Department (HRMD) has launched a Mental Health Program (MHP) that not only amplifies the usually hushed subject that is mental health, but also triggers action on the mental wellbeing of the workforce.

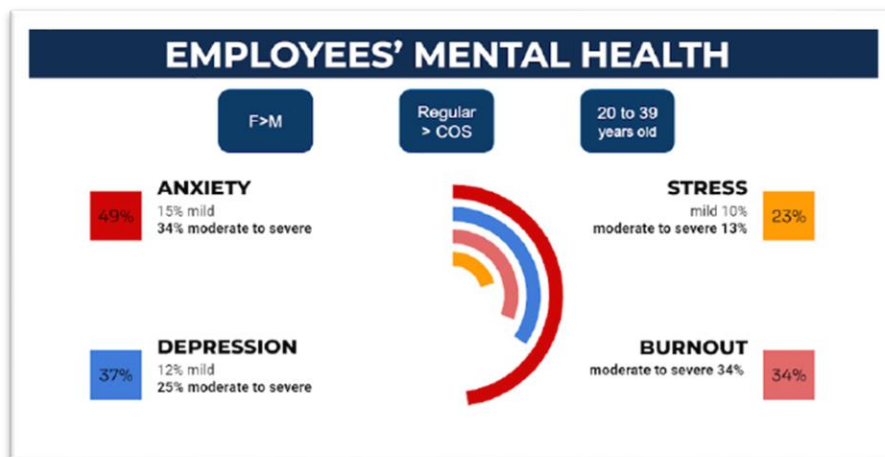
Look Around, Look Within

The World Health Organization (WHO) defines mental health as a “state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.”

The WHO adds, “Mental health is an integral part of our general health and well-being and a basic human right. Having good mental health means we are better able to connect, function, cope and thrive.”

In March 2023, the BCDA-MHP was created to promote mental health awareness; provide access to counseling sessions; and implement well-being strategies as well as policies to help employees cope with stress, build resilience, and flourish as individuals.

The Committee is led by Chairperson Merle Gay Rosete (HRMD) and Vice Chairperson Daryll Angeles (Corporate Planning Department). Corporate Physician Dr. Faith Reyes and Vice President for Human Resource Management Patrick Roehl Francisco serve as advisers.



The Committee is a key output of the MHP which was launched in September 2021. Twinning with the launch then was the onboarding of Infinit Care, one of BCDA's mental well-being service providers.

While the MHP is still for review and envisioned for implementation in 2024, an employee wellbeing survey titled eWellnessMetre covering the period 10 – 24 October 2022, was implemented corporate-wide.

The tool is an online mental health survey that measures key human resource metrics that drive employee performance. It focuses on the following HR metrics: Engagement, Job Satisfaction, Employee Net Promoter Score (eNPS), Intention to Stay and Mental Health (Stress, Anxiety, Depression and Burnout). In order to generate scores for the HR metrics, Employee Experience, as well as Culture and Leadership Factors were analyzed. These factors include: Work Resources Support, Work Load, Supervisor Support, Teamwork, Voice, Empowerment, Recognition, Training, Career Development, Work Life Balance, Brand Love, Top Management Trust and Confidence, and Top Management Concern.

The results were presented in an eWellnessMetre Report by Dr. Marshall Valencia, President and Director for Research and Analytics of Premier Value Provider, Inc. (PVP), BCDA's current mental health provider.

The 20-minute survey was administered to 312 employees, representing a response rate of 74%. It served as a platform for BCDA employees (regular and contract of service workers) to share their honest perception about their experiences in the workplace. Majority of the respondents were males at 53%; females, 47%. The bulk was shared by three age groups: 40 to 49 years old (30%), 30-39 (28%) and 20-29 (22%). Most of those who answered the survey have worked in BCDA for up to five years (54%) followed by those employed for 11 to 15 years (17%), and six to 10 years (11%).

- Anxiety: 51% scored "Normal," but 34% have critical anxiety levels
- Depression: 63% score "Normal," but 25% have critical depression levels
- Burnout: 66% score "Normal," but 34% have critical burnout levels
- Stress: 77% score "Normal," but 15% have critical stress levels

The segments manifesting critical scores on mental health are shown below:

• BCDA employees aged 20 to 29 years old	higher stress, anxiety, depression, and burnout
• Employees from the Executive Offices (OPCEO, OEVP, OSVP)	higher stress, anxiety, and depression
• Employees occupying managerial positions (VP/Dept/Unit Head)	higher burnout

Among the work factors experienced by BCDA employees considered as top drivers of anxiety, burnout, depression, and stress are Career Development and Brand Love. Career Development, concerns are related to opportunities to progress within the organization. Brand Love, on the other hand, is the state of feeling “strong ties with the company, strong sense of pride and belonging.” Workload, Training, and Top Management Concern are not far behind as the top drivers contributing to employee burnout, anxiety and depression.

Majority of respondents, at 77%, still manifested normal levels for Stress having the same score for Job Satisfaction.

On the other hand, the existence of Supervisor Support in their workplace is frequently and favorably mentioned by employees. This may have helped temper the occurrence of anxiety, burnout, depression and stress. Other positive experiences within the work atmosphere of BCDA are Teamwork, Resource Support, and Empowerment.

The Report included in its recommendations the need for BCDA to provide employees access to professional help especially for those who are “at risk.” The need for a stronger mental health program within the organization that can raise awareness among employees, equip them with coping skills, and provide interventions on the top key drivers which have a great impact on the employees’ mental health.

Building Better Mental Health

In response to the findings, the BCDA management activated a Listening Room within BCDA. This facility provides free online counseling with psychologists and psychiatrists. It has accommodated 28 sessions since its launch in October 2022. This was followed by six mental health webinars, and the Managing Employee Well-being training-seminar.

In October 2023, the BCDA celebrated *Mental Health Awareness Month* with activities that boost and promote mental health. Among the activities included were yoga, massage, *Creating a Psychologically Safe Workplace* webinar, *Mindful Monday* for mental health tips; *Feel Good Friday* for mental health quotes; and *Wear Green Fridays.* The organization-wide photo contest themed *BuildBetterMentalHealth@BCDA* was also launched. Five photos bested over 35 entries as evaluated by our wellness experts from PVPI. Ralph Gabriel Gane of the Land Assets Development Department (LADD) won the top prize.

“Ultimately, there is no health, without mental health,” said WHO Director-General Dr. Tedros Adhanom Ghebreyesus in the WHO 2022 publication *World Mental Health Report: Transforming mental health for all.*”

WHO set out global objectives in its comprehensive mental health action plan for 2013–2030 and Sustainable Development Goals. To meet these goals, Dr. Ghebreyesus mentioned the need to transform the environments that influence mental health by developing community-based mental health services capable of achieving universal health coverage for mental health. Mental health should be integrated into primary health care. He emphasized, “In so doing, we will reduce suffering, preserve people’s dignity and advance the development of our communities and societies.”

The Civil Service Commission issued Memorandum Circular No. 04, Series of 2020 directing all heads of government entities to establish Mental Health Programs, contribute to promoting mental health in the workplace, and address stigma and discrimination by people with said conditions. This is pursuant to Republic Act No. 11036 or the *Mental Health Act of 2018*, and its *Implementing Rules and Regulations*. It is no longer a hushed topic. It is no longer a trigger for discrimination. Undoubtedly, the talk on mental health has become louder now. We have a responsibility to look around for those who may need aid and to look within and uphold our own right to mental health.

While the experts say that investing in mental health means investing in people, it is simply good to know that the BCDA is doing just that for its corporate family.

EMPLOYEE TRAINING AND DEVELOPMENT

BCDA strives to continuously support employee development through continuous enhancement of knowledge, skills and attitudes aligned with the BCDA mandate.

BCDA advocates fairness and equitability in providing formal Learning and Development (L&D) interventions in a manner that all men and women regardless of employment status, age, religion, sexual orientation, ideologies & beliefs and those with special needs will receive equitable distribution of planned interventions that will enhance personal and professional growth.

At the start of the year, an annual training program (in-house) is prepared by the Human Resource Management Department (HRMD) through its training and development unit. The in-house training programs 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 and on the BCDA Enhanced Digital Gateway for Employees (EDGE) platform which was launched in 2021. The BCDA EDGE is a project of HRMD in collaboration with the Information and Communication Technology Department (ICTD).

The EDGE is the one-stop shop for the formal training programs available that aims to strengthen the competence of the BCDA employees. It is BCDA's cloud-based learning and development hub, which aims to provide BCDA personnel with easier access to learning opportunities. It offers access to a wide array of training programs, webinars, and scholarship opportunities—all of which are carefully curated to make searching for opportunities for professional development easier and more enjoyable.

Aside from the basic programs that discuss core, technical, and leadership competencies, personal development courses have also been added to balance work related interventions.

Some of the subject matters covered are communication and interpersonal skills, financial management, I.T. skills, health and wellness, personal mastery, and various general interest topics, including life skills.

It also offers asynchronous digital learning through “lunch and learn,” or bite sized videos that can help BCDA employees build the necessary skills to be successful in their respective roles.

TRAINING AND DEVELOPMENT FOR CY 2023

Learning and Development (L&D) is a vital part of human resource management and development. It provides both new and experienced employees the opportunity to continuously upskill and be at pace with the increasing demand for a more responsive

and efficient public service.

In support of this endeavor, BCDA provides opportunities to upgrade and upskill the competencies of the workforce to ensure effective and efficient delivery of high quality services mandated by the BCDA Law.

Thus, the L&D interventions are not only focused on the capacity development of its human resource but in the development of future leaders as well. Specifically, it is aimed to:

- Increase employee performance and strengthen the core, technical and leadership competencies;
- Improve employee satisfaction and morale through development of right capabilities, perspectives and mindset required to contribute meaningfully to the efficient, effective and ethical achievement of its mission, vision, strategic goals and directions; and
- Intensify productivity and adherence to quality standards by providing purposive and needs based interventions that is also designed to increase portability of skills which may be transferable between jobs or assignments, as necessary.

Relatedly, the BCDA conducted a total of one hundred twenty-one (121) Learning and Development (L&D) programs for CY 2023 that were attended by 1,974 learners.

The L&D programs are classified into four categories, wherein the first three are aligned with the BCDA competency framework:

- CORE programs are the *“must have” training programs regardless of job level/rank*;
- TECHNICAL programs aim to improve the “hard skills” or job-specific know-how/abilities to carry out specific functions;
- LEADERSHIP programs aim to prepare/improve management skills to effectively plan, prepare and execute business goals;
- PERSONAL DEVELOPMENT programs are focused on the “soft skills” and are aimed to raise awareness and help the workforce make conscious choice towards self-improvement.

For CY 2023, a total of 821,816 training hours were provided to 1,974 learners across all departments. It is equivalent to **281.69 training hours per capita**.

The summary is illustrated accordingly:

Table A: Total L&D Conducted

CY 2023 L&D INTERVENTIONS CONDUCTED					
	Q1	Q2	Q3	Q4	TOTAL
No. of L&D conducted	36	27	32	26	121
No. of Learners	676	375	509	414	1,974
No. of Dep't./Office provided with L&D	252	80	295	181	808
No. of Training Hours	300	242	396	310.5	1,248.5
TOTAL TRAINING HOURS	135,200	90,750	201,564	128,547	556,061

Table B: L&D classification:

TRAINING CLASSIFICATION					
	Q1	Q2	Q3	Q4	TOTAL
Core Programs	8	4	12	6	30
Technical Programs	19	20	14	16	69
Leadership Programs	5	2	4	4	15
Personal Development	4	1	2	0	7
TOTAL	36	27	32	26	121

Table C: Sex Disaggregated Data

NUMBER OF MALE AND FEMALE LEARNERS					
	Q1	Q2	Q3	Q4	TOTAL
Male Learners	276	153	176	191	796
Female Learners	400	222	333	223	1,178
TOTAL	676	375	509	414	1,974

List of Training Programs Conducted in 2023

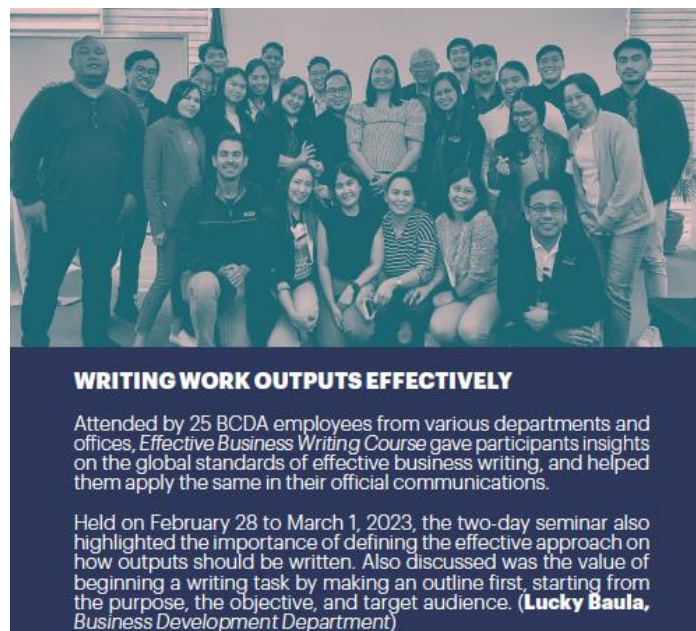
1st Quarter		
Title	Date Conducted	Training Hours
New Employees Orientation (NEO) Program	January 06, 2023	1.5
Fleet Safety Driving Clinic	January 08, 2023	8
Net Zero Building and Net Zero City Summit Philippines 2023 with the theme "Building Resilient Cities: Addressing Climate Risk and Reaching Net Zero"	January 10, 2023	8
Webinar: Guidelines for Nutrition and Hydration for Running	January 11, 2023	1
Enterprise Risk Management Program	January 20, 2023 – February 01, 2023	21
DBPSC Onboarding Session	January 16, 2023	1.5
Webinar: Getting Things Done: Start and Keep Things G.O.I.N.G.	January 27, 2023	1.5
Growing Infrastructure Course on Clean Energy Module 1 (Intro to PPPs and APMG CP3P Foundation Certification Exam	January 30, 2023 – February 01, 2023	24
Learning Series Part 1: Introduction to the BOT Law and Its Revised 2022 IRR	January 31, 2023	3.5
Annual Philippine Real Estate Conference	January 31, 2023	3.5
Google Workspace Training	February 06, 2023	2
CONTROL Function of Management	February 07, 2023	1.5
Webinar on Strategic Disaster Risk Management & Leadership	February 08, 2023	1.5
Learning Series Part 2: NEDA Board Investment Coordination Committee (ICC) Guidelines and Procedures on Evaluating PPP Projects	February 09-10, 2023	7
Training for the BCDA Committee on Anti-Red Tape (CART) on the Whole-of-Government Reengineering Manual	February 10, 2023	4.5
Webinar: Loving Your Heart: Healthy Lifestyle Hacks Confirmation	February 14, 2023	1.5
Managing Employees Mental Health and Well-Being	February 15 & 17, 2023	8
Supervisory Development Course (SDC) Track 1	February 14-17, 2023	32
Supervisory Development Course (SDC) Track 2	February 21-23, 2023	24
New Employees Orientation (NEO) Program	February 22, 2023	1.5
Introduction to Gender Equality, Disability and Social Inclusion (GEDSI) Concepts	February 27, 2023	5
Effective Business Writing Course	February 28 – March 01, 2023	16
SALN Orientation	March 02, 2023	3
Capacity Building Training on the Revised Philippine Government Internal Audit Manual (RPGIAM)	February 27 – March 01, 2023	58
HR Forum: Leading and Transforming HR	March 03, 2023	3
Small Value Procurement Forum for Suppliers	March 14, 2023	4
Lecture on Transit-Oriented Development (TOD) as a Tool to Promote Integrated and Sustainable Urban Development with Transport and Environment	March 15, 2023	2
ChatGE: Talk About Gender Equality	March 15, 2023	3
Fiscal Incentives Review Board (FIRB) Onsite Review re CREATE Law, IPAs	March 15-17, 2023	24

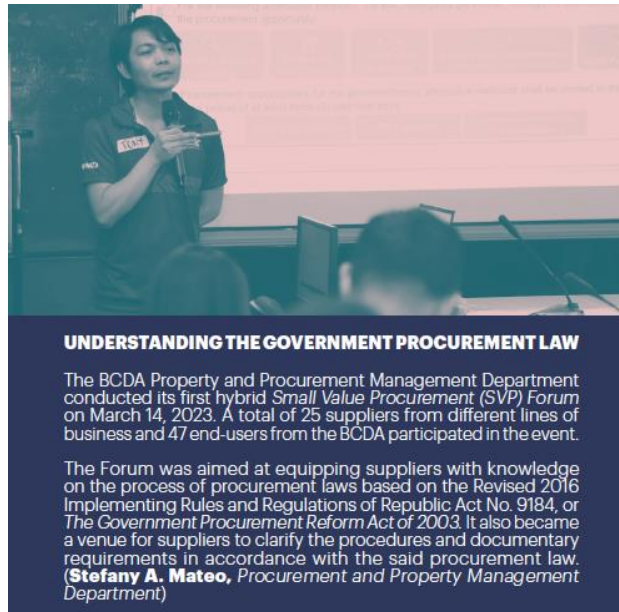
Leave Administration Course for Effectiveness (LACE)	March 16-17, 2023	16
Seminar-Workshop on ETE I: Industrial Testing and Evaluation	March 16-17, 2023	16
Valuation Capacitation Series Module 1: Introduction to Valuation: Fundamentals and Methodologies	March 24, 2023	3
Growing Infrastructure Course on Clean Energy Module 2: Case Studies & Practitioners Perspectives on Technical, Legal, Regulatory, Operational & Financial Aspects of PPP Projects in Clean Energy Infrastructure	March 27-31, 2023	40
Reorientation on Procurement Process and Planning	March 28, 2023	5
GAD Webinar: Coping for Technostress	March 28, 2023	1.5
Online Gender-Based Violence	March 29, 2023	3
NLP Practitioner Training and Life Coaching Certification Program Overview	March 30, 2023	1.5
Valuation Capacitation Series Module 2: Development Sites: Vertical and Horizontal	March 31, 2023	3
2nd Quarter		
72nd Financial Modelling Masterclass Program	April 03-12, 2023	8
S/W on Policies & Procedures on Appointments Preparation	April 11-12, 2023	16
Fundamentals of People Management	April 13, 2023 – May 02, 2023	24
33rd Regional Convention & Seminar on the Geodetic Engineers of the Philippines-NCR	April 14-15, 2023	16
New Employees Orientation (NEO) Program	April 17, 2023	2
Google Workspace Refresher Training	April 18, 2023	2
Google Workspace Refresher Training	April 19, 2023	2
Standard First Aid and Basic Life Support Training	April 25, 2023 – May 03, 2023	32
Seminar on Best Practices in Facilities & Maintenance Management	April 27-28, 2023	3.5
New Employees Orientation (NEO) Program	May 02, 2023	2.5
Effective Management Skills	May 08-10, 2023	9.5
Gender Sensitivity Training	May 09-11, 2023	16
Valuation Capacitation Series Module 3 Capacitation Rights	May 12, 2023	3
Total Personality Development Course	May 24, 2023	8
Introduction to Policymaking Training Course	May 25, 2023	8
Completed Staff Work Practitioner Course	May 25-26, 2023	16
Intensive Course on Environmental Planning	May 29, 2023 – June 02, 2023	40
Global Board of Directors Transformation Masterclass	May 30, 2023 – June 01, 2023	24
Valuation Capacitation Series Module 4 Devt. Rights	June 02, 2023	3
International Association of Business Communication (IABC) World Conference 2023	June 04-07, 2023	32
New Employees Orientation (NEO) Program	June 05, 2023	1.5
Media 101 Workshop	June 08, 2023	2
Valuation Capacitation Series Valuation of Capacitation Training	June 09, 2023	3
Valuation Capacitation Series Valuation of Hotels & Resorts	June 16, 2023	3
Valuation Capacitation Series Leases	June 23, 2023	3
Training on RA 9184 BAC for Consultancy	June 26, 2023	8

Calming the Storms	June 26, 2023	2
Training on RA 9184 BAC for Goods & Services	June 27, 2023	8
3rd Quarter		
Seminar/Workshop on ISO Compliant Records Management Processes & Controls	July 03-05, 2023	24
Gender Mainstreaming Evaluation Framework (GMEF) Training	July 07, 2023	8
New Employees Orientation (NEO) Program	July 11, 2023	3
Valuation Capacitation Series: Industrial Property	July 14, 2023	3
Leadership and Supervision During Crisis	July 14, 2023	4
Seminar-Workshop on ISO-Compliant Records Management Controls and Processes	July 17-19, 2023	24
Public and Private Entities Guide to NEDA's 2023 Revised Joint Venture Guidelines and Procedures	July 18, 2023	4
GAD Agenda Formulation Workshop	July 19-21, 2023	24
Total Personality Development Course	July 21, 2023	8
Best Practices in Business and Government Protocol	July 25, 2023	8
R.A. 9184 Training for BAC-Infrastructure	July 31, 2023	8
Total Personality Development Course	July 31, 2023	8
New Employees Orientation (NEO) Program	August 04, 2023	2
Telephone Etiquette Training	August 07, 2023	8
Gender Sensitivity Training	August 07-09, 2023	16
New Employees Orientation (NEO) Program	August 08, 2023	2
Synchronizing the Agency's Strategic Plans to the Country's National & Sectoral Plan	August 10-11, 2023	12
Pride at Work Webinar: An LGBTQIA	August 14, 2023	1.5
Effective Oral Communication Workshop	August 15-17, 2023	16
Gender and Development (GAD) Planning and Budgeting	August 15-17, 2023	24
Effective Oral Communication Workshop	August 22-24, 2023	18
New Employees Orientation (NEO) Program for DBPSC	August 23, 2023	2
Effective Oral Communication Workshop	August 29-31, 2023	16
New Employees Orientation (NEO) Program	August 31, 2023	2
DBPSC New Employees Orientation (NEO) Program	September 12, 2023	2
Orientation on COA Circular Nos. 2020-006 and 2022-004	September 19-20, 2023	12
Web Content Management Using Wordpress	September 25, 2023 – October 06, 2023	40
2023 HR Symposium	September 26-27, 2023	16
New Employees Orientation (NEO) Program for DBPSC	September 27, 2023	2.5
4th Quarter		
Workshop for Breach Response and Cybersecurity	October 09-11, 2023	24
New Employees Orientation (NEO) Program	October 09, 2023	2.5
Work Attitude and Values Enhancement Workshop	October 10, 2023	8
Orientation for Agency Personnel on COA Circular Nos. 2021-006 and 2021-014	October 16-17, 2023	16
Work Attitude and Values Enhancement Workshop	October 23, 2023	8
New Employees Orientation (NEO) Program for DBPSC	October 23, 2023	2.5
OGCC-PAGCLAW MCLE Program for the 8th Compliance Period	October 24-27, 2023	32

Constructors Performance Evaluation System (CPES) Accreditation Training	October 24-26, 2023	24
Accounting for Non-Professionals	November 06-07, 2023	14
Orientation on ORAOHRA	November 09, 2023	4
Orientation on RACCS	November 10, 2023	8
Effective Business Writing Workshop	November 13-15, 2023	14
Cyber Security Training Batch 1	November 14, 2023	2
Enterprise Risk Management Program	November 14, 2023 – December 01, 2023	21
Coaching Skills for Leaders and Managers in the New Normal	November 17-29, 2023	21
Effective Business Writing Workshop	November 20 & 22, 2023	16
Cyber Security Training Batch 2	November 23, 2023	2
Negotiations in the Workplace	November 21, 2023	8
Conflict Management Workshop	November 24, 2023	8
2023 CES Lifelong Seminar	November 28-29, 2023	16
Orientation on RA 11313 (Safe Spaces Act)	November 29, 2023	3
New Employees Orientation (NEO) Program for DBPSC	November 30, 2023	2.5
New Employees Orientation (NEO) Program	December 05, 2023	3
Orientation on RA 11313 (Safe Spaces Act)	December 06, 2023	3
Microsoft Power BI Online Training	December 28, 2023	8

Here are glimpses of training programs that surely left the BCDA employees nourished with lots of learnings and wisdom.





CSW: Doing the Right Things Right

Completed Staff Work (CSW) was popularized by former President Fidel V. Ramos. It is a doctrine he applied as to how things should be done under his watch. By definition, CSW is a management principle in which a staff officer should identify a problem or issue, and present a solution, in such form that all that remains to be done on the part of the head of the staff of the division, or the commander, is to indicate his approval or disapproval of the completed action.

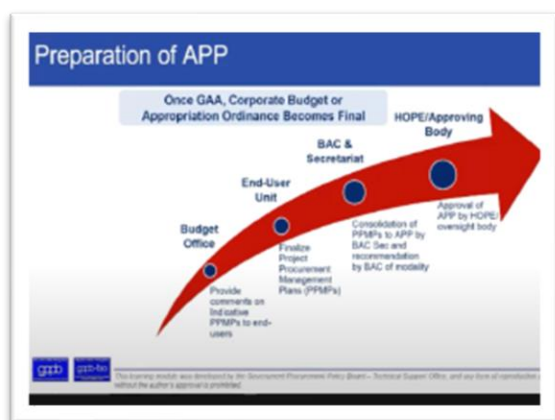
On 25 -26 May 2023, the BCDA, in partnership with Cornerstone Leadership and Strategy Consulting, Inc. (Cornerstone), provided CSW Practitioner Training to 25 BCDA employees.

The training was aimed at introducing management discipline and competency to develop efficient and effective public servants. The training was conducted by Alvin Rae Samson, ACMC, a CSW advocate and Master Trainer of Cornerstone. With him was Cornerstone's senior adviser Ms. Teresita 'Tessam' Castillo, MSc, who shared experiences about the CSW approach she applied throughout her 20 years of government service.



Month of July 2023

Orientation on RA 9184



Around 30 new members of the reconstituted Bids and Awards Committees (BAC) for Consultancy, Goods, and Services, Infrastructure, and Special BAC for the National Academy of Sports were oriented on the 2016 Revised Implementing Rules and Regulations (IRR) of Republic Act (R.A.) No. 9184, otherwise known as “An Act Providing for the Modernization, Standardization and Regulation of the Procurement Activities of the Government and for other Purposes” or the “Government Procurement Reform Act.”

Mr. Antonio M. Bautista of the Procurement and Property Management Department (PPMD) - BAC Secretariat Division, facilitated the activity. R.A. 9184 was designed to rationalize and harmonize our country’s procurement system with international standards and best practices. It promotes the principles of transparency, competitiveness, and accountability.

Seminar on Best Practices in Government and Business Protocols



The Bases Conversion and Development Authority, in coordination with the Center for Global Best Practices (CGBP), conducted on 25 July 2023 a training workshop on best practices in government and business protocols among representatives from different departments and units of the state-owned institution.

The training workshop was facilitated by speakers Mr. Ruy Moreno and Mr. William Daland III of the CGBP.

The creation of an event protocol internal committee and the production of a BCDA protocol manual are the major outputs expected from the training. These are seen to further guide BCDA top management and rank-and-file employees in their practice of systematic and organized conduct of events in the future.

Indeed, for an organization that frequently conducts series of events, the need to learn global standard of proper conduct in the practice of corporate diplomacy is vital.

Month of November 2023



CORPORATE GOVERNANCE

The BCDA is committed to good governance practices while pursuing its mandate to develop former military bases and Metro Manila camps into centers of productive commercial use for the benefit of the country, the Armed Forces, and other government beneficiaries.

Governance Framework

BCDA adopts the Governance Commission for GOCCs' (GCG) Code of Corporate Governance for GOCCs. In doing so, it proves to be responsive to its stakeholders while serving as a responsible steward of state resources.

The BCDA Board of Directors sets policies to guide Management in carrying out its duties and responsibilities with integrity and transparency. This affirms BCDA's full compliance with the Code of Corporate Governance. In addition, the BCDA Manual of Corporate Governance serves as a guide in achieving BCDA's corporate goals while adhering to the principles of good corporate governance. The Manual, which was approved by the Board on July 09, 2014 through Board Resolution No. 2014-07-115, is envisioned to steer the organization towards excellence and competitiveness both locally and globally, as such, enabling BCDA to be a valuable partner of the government in national development.

The Manual aims to set in place the promotion and pursuit of corporate governance reforms and the observance of the principles of accountability, transparency, and professionalism within the organization. It details the duties and responsibilities of the Board to the state and its stakeholders, and provides the structure through which the corporation's objectives are set and the means to achieve these.

Board Appraisal

The Board recognizes the importance and benefits of conducting a regular evaluation to determine its effectiveness. In 2023, 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, answering questions which had the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting and Disclosure.

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, the 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. The code, which incorporates the organization's Whistleblowing Policy and No Gift Policy, set forth the principles, corporate values, and rules of conduct that both officers and employees must observe in carrying out their official duties and responsibilities. This includes 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 New Employees Orientation (NEO) Program conducted by the HRMD.

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.

Whistleblowing Policy

The 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.

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 2021 headed by the Regulatory, Compliance and Risk Management Department (RCRMD).

RCRMD conducts risk management activities at the department-level. This includes orientation on Risk Management and workshop for departments to properly ascertain the risks attendant to their department's objectives and functions. Moreover, RCRMD assists departments in the preparation of their risk treatment plans.

RCRMD then collates risks from all departments that have high to very high ratings. These risks are assessed based on how it impacts the achievement of corporate objectives and plotted them in the BCDA Corporate Registry. This includes the identified risks, controls to manage the risk, level of severity/ impact to the organization and the risk treatment plan in addressing the risk. The BCDA Corporate Risk Registry is then presented to the Management Committee and endorsed to the Legal, Risk Management and External Relations Board Committee for discussion/ review/ evaluation. It is then presented to the BCDA Board for approval.

The BCDA Corporate Risk Registry is a tool for the organization to track and monitor the occurrence of risks. It includes the identified risks, controls to manage such risk, level of severity/impact to the organization and the risk treatment plan in addressing the risk. It is a living document which means that it should be periodically reviewed, revised and updated. Specifically, the occurrence of the risk effectiveness of the risk

treatment plans needs to be assessed. Ideally, the risk of each risk entry should decrease over time.

Risk Management Report

Assessment of Risks in 2022 and 2023 BCDA Corporate Risk Registry

In 2021, there were thirty-five (35) risks, with a very high- or high-risk rating, that were documented. Being the first risk registry prepared, all risks from department with very high- or high-risk rating were included in the risk registry. Upon assessment and evaluation in 2022, the RCRMD concluded the following:

1. The risk treatment plans were adequate in mitigating the effects despite some of the risks' occurrence.
2. The likelihood of its occurrence was low; hence, its risk rating has decreased.

Accordingly, the risks documented in 2022 decreased. Fourteen (14) risks were removed while a new one (1) was added.² Thus, twenty-one (21) risks were documented and reported to the Board.

In 2023, the RCRMD made an evaluation of the risks submitted by the different departments with the following conclusions:

1. There are risks, though high, that are not for corporate-level and should be removed. The risks that should be included are those that directly impact the objectives and should be documented for the information of the Board.
2. There are different types of risks³ and majority of the risks submitted by the departments are Unknown-Knowns. These are risks that can already be managed through established controls of each department.

With the above analysis, the risks were further reduced from twenty-one (21) to four (4) documented risks. Below is the breakdown of risks in the Corporate Risk Registry by the numbers:

² In 2022, the Ukraine-Russia war erupted. The effects included the weekly increase in fuel prices. As a development company, the impact that it could have is the possible increase in construction costs. Moreover, it was possible that there might be a decrease in the appetite of potential investors.

³ Types of Risks:

- a. Known-Known – are the risks we know about and how it will affect the organization
- b. Known-Unknown – are the risks that the organization is aware of but is unaware of the size and effect of the risk
- c. Unknown-Unknown – are risks which organizations are not cognizant of
- d. Unknown-Known – are risks that an organization is aware of and can be mitigated through established controls

Strategic Objectives	2021	2022	2023
Improve the facilities for the military	2	2	1
Create communities where families can work, live and play together	2	2	
Provide consistent contributions to the AFP and National Government	2	1	
Ensure sustainability of BCDA by building recurring revenue sources and effectively managing costs	4	4 (1 removed and a new risk was added)	
Execute and deliver quality development projects on time, on specifications and on budget	5	3	1
Cultivate strong and fair partnerships with customers, partners and stakeholders	1	1	1
Design, develop and ensure full execution of master plans of communities	2	2	
Establish and maintain robust internal control and governance systems	15	4	
Build and maintain a highly competent, creative and committed work force	3	2	1
Total	35	21	4

BCDA 2023 Corporate Risk Registry

The risks are interconnected with each other that, should one department's risk occur, the operations of different departments will likely be affected and their expected deliverables delayed.

In the long run, this will either lead to the non-accomplishment of BCDA's short-term and long-term vision or at least delay its accomplishment.



Based on the BCDA President and CEO's directive/vision of One Clark, resources are needed to be consolidated. Thus, BCDA needs revenues to ensure that programs and projects leading to its realization are accomplished. However, challenges in the revenue stream might occur if the following documented risks are not mitigated:

1. Delays in the implementation of infrastructure projects will delay the receipt of revenues that we get from private partners. Moreover, this will impact our reputation/credibility as a development partner with potential investors. BCDA aims to mitigate this through its existing control measures and possible contract termination or through the imposition of liquidated damages.
2. Delays in the transfer of title to private entities will affect our reputation, in the sense that other parties that have malicious intent may use this as black propaganda against BCDA. BCDA aims to mitigate this through assistance to affected lot owners and regular coordination with the Department of Environment and Natural Resources for approval of survey plans.
3. Negative news on BCDA might affect its development projects. These may come from controversial projects that have opposition from different sectors due to legal issues, or interested parties that might launch a black propaganda on BCDA. BCDA aims to mitigate this through the implementation of a communication plan that counters negative, or wrong information about BCDA. This consists of the release of positive stories on BCDA, improvement of relationships with stakeholders and media partners, and conduct of dialogues with different sectors.
4. People are the fundamental assets of any organization. They are the drivers that can help the organization accomplish its vision. Thus, possible resignation of BCDA Employees due to the distortion of rates in the Compensation and Position Classification System (CPCS) implementation is a risk that should be mitigated. The resignation of employees might create a vacuum in the organization. BCDA aims to mitigate this through the parallel implementation of a) creation of a succession plan; and b) filing of appeal with the Governance Commission for GOCCs.

The BCDA 2023 Corporate Risk Registry was approved by the Board of Directors on 22 November 2023 through Board Resolution No. 2023-11-183.

The BCDA Board has reviewed the corporation's material controls and risk management system and found them to be adequate. The report on risk management is likewise posted on the BCDA website under the Good Governance Conditions Section - *Any material risk factors and measures taken to manage such risks.*

COMPOSITION OF THE BOARD

Website

The BCDA Website contains information on the BCDA Board of Directors, which includes their biographical details and the number of board meetings attended in 2023.

Such details are shown below:

DELFIN N. LORENZANA

75, Filipino

Date of Appointment: 04 July 2022

Date of Oath of Office: 07 July 2022

Number of Board Meetings attended in CY2023: 24/24

Number of Committee Meetings attended in CY2023: 18/18

Mr. Lorenzana does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

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

Private but not publicly-listed company

- Chairperson, Heritage Park Management Corporation
- Chairperson, Philippine Japan Initiative for CGC, Inc.
- Vice Chairman, Fort Bonifacio Development 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 Trustees, Bonifacio Arts Foundation, Inc.
- Member, Board of Directors, Filinvest BCDA Clark, Inc.

Major General Delfin N. Lorenzana (Ret) was appointed Chairman of the Bases Conversion and Development Authority (BCDA) on 07 July 2022. BCDA is a government-owned corporation tasked with converting former US military bases into modern mixed-use communities.

Prior to this job, Major General Lorenzana was the Secretary of National Defense during the Duterte administration from 2016 to 2022. As Secretary of National Defense, he chaired the National Disaster Risk Reduction and Management Council and the National Task Force Against COVID-19.

Major General Lorenzana served as the Defense and Armed Forces Attaché in Washington DC from 2002 to 2004. As Defense Attaché, he oversaw and monitored military bilateral relations between the Philippines and the US on the Visiting Forces Agreement, military exercises, grants, trainings and foreign military sales. In 2002, he

helped develop the Terms of Reference for the highly successful Balikatan Exercises between the AFP and the US Pacific Command in Basilan, which aimed to neutralized the Abu Sayyaf terrorist group in southern Philippines. He retired from the military service in October 2004.

Immediately upon retirement, he was designated as the Special Presidential Representative and Head of the Office of Veterans Affairs (OVA) at the Philippine Embassy, Washington DC from 2004 to 2016. His task as OVA Head was to lobby for the grant of benefits to Filipinos who served under the US Army during World War II (WW2). His efforts resulted in the passage of the Filipino Veterans Equity Compensation Fund amounting to US\$198M which granted a one-time payment to surviving Filipino WW2 veterans and the Congressional Gold Medal for Filipino WW2 veterans.

Major General Lorenzana graduated from the Philippine Military Academy in 1973. He obtained his Master of Business Administration (major in Operations Research) from the Ateneo Graduate School of Business. He earned his Graduate Diploma in Defense and Strategic studies at the Australian National University in Canberra. He likewise underwent seminars for Senior International Leaders at Harvard University and the Crisis Management Course at the US State Department.

His military schooling includes the Infantry Basic Course, the Scout Ranger Course, Airborne Course, the Royal Marines Commando Course in UK, the Infantry Advance Course in Ft Benning USA and the Command and General Staff Course.

In his more than three decades of military service, Major General Lorenzana commanded a Scout Ranger Company, a Scout Ranger Battalion, an Infantry Brigade, the Army Light Armored Brigade and the Army Special Operations Command. He also held staff positions at the Brigade, Army Headquarters, Unified Commands and at the AFP General Headquarters. He served as Instructor of Ranger Tactics and Infantry Tactics at the Scout Ranger Training Unit and at the Infantry School, Army Training Command, respectively.

His awards include the Philippines Presidential Legion of Honor (Degree of Officer), the US Presidential Legion of Honor (Degree of Officer), four (4) Distinguished Service Stars, and three (3) Gold Cross Medals for Gallantry in Combat. As a Secretary of National Defense, Major General Lorenzana received the Order of Lakandula Grand Cross (Bayani) from President Duterte in June 2022. In August 2022, the Indonesian Government conferred on him the Medal of Peace for his crucial role in the successful rescue of Indonesian fisherman in southern Philippines kidnapped by Abu Sayyaf terrorist group in 2019. In June 2023, the Japanese Government conferred on him the prestigious Order of the Rising Sun, Gold and Silver Star, for his role in strengthening the Japan-Philippines bilateral relations.

Major General Lorenzana and his wife, Edith, have three daughters, one son and one granddaughter.

ENGR. JOSHUA M. BINGCANG

50, Filipino

Date of Appointment: 02 June 2023

Date of Oath of Office: 06 June 2023

Number of Board Meetings attended in CY 2023: 24/24

Number of Committee Meetings attended in CY2023: 9/9

Engr. Bingcang does not hold more than five positions in Government-Owned and Controlled Corporations (GOCCs) and publicly-listed companies.

GOCC

- President and CEO, Bases Conversion and Development Authority
- Member, Board of Directors, Bases Conversion and Development Authority
- Vice Chairperson, Clark International Airport Corporation
- Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

Member, Board of Directors, Subic-Clark Alliance for Development Council

Member, Board of Trustees, Heritage Park Management Corporation

Member, Board of Directors, Fort Bonifacio Development Corporation

Member, Board of Directors, Bonifacio Estate Services Corporation

Member, Board of Directors, Bonifacio Global City Estate Association

Member, Board of Directors, Bonifacio Water Corporation

Member, Board of Directors, Bonifacio Transport Corporation

Member, Board of Directors, Crescent West Development Corporation

Member, Board of Trustees, Fort Bonifacio Development Foundation, Inc.

Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.

Joshua M. Bingcang is currently the President and Chief Executive Officer (PCEO) of the Bases Conversion and Development Authority (BCDA). A licensed electrical engineer, PCEO Bingcang is a pioneer and homegrown BCDA officer, whose expertise has been helping the BCDA grow for the past 27 years.

PCEO Engr. Joshua M. Bingcang is highly experienced in handling high-impact development projects in various capacities. Among these projects are the construction of the Subic-Clark-Tarlac Expressway (SCTEX), the construction of the first phase of the National Government Administrative Center in New Clark City; and the expansion of Clark International Airport, and continued development of the Clark Freeport Zone. For one, while serving as BCDA Senior Vice President for Conversion and Development Group, he took the lead in the formulation of business strategies and construction of the New Clark City—the first smart, green, and resilient metropolis in the Philippines.

In March 2023, President Ferdinand R. Marcos Jr. named him PCEO of the Clark International Airport Corporation (CIAC). On June 2, 2023, President Marcos Jr. reappointed him to the BCDA to become its PCEO, allowing him to resume his close-to-three-decades of serving the institution.

PCEO “Jake,” as he is dearly called by colleagues and BCDA employees, envisions consolidating all resources of the BCDA: its business districts in former Metro Manila camps—Bonifacio Global City and Newport City, and the zones under its stewardship: Clark Freeport and Special Economic Zone, John Hay Special Economic Zone, Poro Point Freeport Zone, and the Bataan Technology Park.

This native of Pampanga holds a Master’s degree in Business Administration from the University of the Philippines. He took part in the Executive Training Program in Urban Policy and Governance of the Nanyang Technological University in Singapore and in the training on Public-Private Partnership from the Harvard Kennedy School, Massachusetts, USA.

VICE ADMIRAL FERDINAND S GOLEZ (RET)

69, Filipino

Date of Appointment: 07 April 2011

Date of Oath of Office: 29 June 2017

Mr. Ferdinand S. Golez filed a leave of absence effective 13 October 2022.

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

Mr. Golez is a Member of the BCDA Board of Directors since 2011. He was reappointed to the position by President Rodrigo Roa Duterte on 16 June 2017.

He 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.

MR. DAVID L. DIWA

74, Filipino

Date of Appointment: 07 February 2018

Date of Oath of Office: 13 February 2018

Number of Board Meetings attended in CY2023: 24/24

Number of Committee Meetings attended in CY2023: 18/18

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

Member, Board of Directors, Bonifacio Water Corporation

Member, Board of Directors, Crescent West Development Corporation

Much of Mr. 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.

ATTY. ANTHONY MARVIN G. PONCE DE LEON

56, Filipino

Date of Appointment: 28 December 2022

Date of Oath of Office: 10 January 2023

Number of Board Meetings attended in CY2023: 24/24

Number of Committee Meetings attended in CY2023: 18/18

Atty. Ponce de Leon 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, Rosehills Memorial Management Inc.

Member, Board of Directors, Shin Clark Power Corporation

Atty. Pocholo, as he is fondly called by friends, joined the corporate world in 1986 as Area Manager for Cagayan de Oro, Bukidnon, and Iligan areas for Procter and Gamble Philippines. Then, in 1988, he joined Ponce Industrial Sales Corporation based in Cagayan de Oro as a Manager, a position he served until 1991. He then studied law and passed the 1996 Bar.

He obtained his law degree from the Ateneo de Davao University on March 1995. He Holds a Business Management degree Major in Marketing from Xavier University in Cagayan de Oro City.

Since then he has been a law practitioner for the past 27 years. His expertise lies in the Corporate, Election and Criminal law.

In 2001, he worked as Assistant Legal Counsel for then Vice Gubernatorial Candidate for the Province of Misamis Oriental, Hon. Ruthie Guingona who eventually ran and became the Governor of the same Province in 2003.

He has also worked as the Regional Coordinator for the Senatorial campaign of Juan Castener Ponce Enrile Jr. for Region 9 and 10 respectively, {Zamboanga Peninsula and Northern Mindanao} in 2013.

In 2016, Atty. Anthony Marvin G. Ponce de Leon was handpicked to handle all election related issues for the candidacy of Vice-Presidential bid of now President Ferdinand “Bongbong” R. Marcos Jr. Where in 2022, he was the trainor for Poll Watchers’ and legal team of the BBM-Sara Uniteam for Mindanao.

He was President of the Macajalar Eagles Club for Three (3) consecutive terms from 2013-2015 and then got re-elected from 2020 to Eagle Year 2022.

ATTY. HILARIO B. PAREDES

50, Filipino

Date of Appointment: 12 April 2023

Date of Oath of Office: 17 April 2023

Number of Board Meetings attended in CY2023: 17/17

Number of Committee Meetings attended in CY2023: 13/13

Atty. Paredes 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 Communications Corporation

Member, Board of Directors, Filinvest BCDA Clark, Inc.

Larry is a lawyer and a businessman.

In 1996, he graduated with honors at the top 5 of his batch from the Ateneo de Manila University School of Law with a Juris Doctor degree at the age of 23. He finished his college education with a Bachelor's Degree in Political Science also from the Ateneo de Manila University in 1992. He was Valedictorian in his High School class Batch 88 at the Divine Word College of Bangued in the Province of Abra where he was born.

His early training in the field of law started at a very young age from his father Atty. Romulo V. Paredes, uncle and then Abra Provincial Fiscal Sergio V. Paredes and his grandfather Judge Federico B. Paredes, to whom he dedicates his success. Before he graduated from law school, he interned at the Regional Trial Court, Branch 96, Quezon City then presided by Judge Lucas P. Bersamin, who later became Chief Justice of the Supreme Court.

After passing the 1996 Bar Examinations, he immediately immersed himself in private practice, where he would further hone his skills as a litigator and a corporate lawyer. He started as an associate in various law firms, starting at the Law Firm of Alan F. Paguia (1996 - 1997), Villanueva Bernardo & Gabionza Law Offices (1998), Castillo Laman Tan Pantaleon & San Jose Law Offices (1998 – 1999), and then in Puyat Jacinto and Santos Law Office (2000 – 2003) where he became a partner in May 2003. He later set up his own Law Firm on June 15, 2006, the Paredes Law Group, a full service firm, where, together with his 3 partners, they lead a team of young, dedicated, smart and competent lawyers and paralegals. Larry has developed extensive

experience in the fields of Corporate and Commercial Law, Litigation, Public-Private Partnerships, BOT Law and Government Infrastructure (Toll Roads, Rail and Power Plant projects both in the country and abroad), Banking and Corporate Finance, Real Estate Law, Succession and Estate Planning, Immigration, and Labor and Employment. Aside from his law practice, he is also involved in various businesses in real estate, telecommunication and information technology, distribution/trading, educational and consultancy services. He is currently the Chairman and President of Paredes Holdings, Asian Center For Legal Excellence, Inc. (a Supreme Court accredited MCLE provider), NorthTel Trading, Inc, Centel Trading, Inc., Prime Logistics Group and Consultancy, Inc. and other companies. He also sits in the Board of Directors and/or as corporate secretary of various corporations. On his free time, he paints in oil, acrylic and/or other media, and, from time to time, goes on great and amazing adventures within and outside the country on motorcycles.

MR. ROLEN C. PAULINO

60, Filipino

Date of Appointment: 25 April 2023

Date of Oath of Office: 05 May 2023

Number of Board Meetings attended in CY2023: 16/16

Number of Committee Meetings attended in CY2023: 13/13

Mr. Paulino 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, New Clark Government Center Corporation

Rolen as Olongapeños fondly called him, endured much in pursuing his aspirations to serve the people of Olongapo City; and fate paved the way to fulfill his dreams and promises.

He started his duty as public servant when he became a City Councilor, Vice Mayor and City Mayor of Olongapo City.

During his first term as Mayor, he poured out himself to work and proved a lot, and the people believed in what this man can deliver in dedication to public service. He continues to excel and re-invent public service under the fundamentals of Transparency and Good Governance. He did not fail his supporters and yet gaining more.

In April 2021, he was elected as the Grand Master of the Most Worshipful Grand Lodge of Free and Accepted Masons of the Philippines. In the midst of the COVID-19 pandemic, he accepted the challenge to lead the Philippine Freemasonry.

He was once again seated in public service when President Rodrigo Roa Duterte appointed him as the Chairman and Administrator of the Subic Bay Metropolitan Authority (SBMA) on March 1, 2023 and lead the agency with his Fast, Friendly and Flexible mantra that has worked wonders for the stakeholders and locators of the Subic Bay Freeport Zone. It has made the business and other processes easy among locators and stakeholders. Consequently, it has brought the confidence of locators and stakeholders with SBMA.

His stint as Chairman and Administrator of SBMA was cut short when his Courtesy Resignation was accepted by President Ferdinand R. Marcos, Jr. He was however appointed as member of the board of directors of Bases Conversion and Development Authority. Indeed, his passion and desire to serve never stops.

Aside from being a public servant, Rolen was also a sports enthusiast. He is a former Clerk of Course of the Subic Bay International Raceway, a holder of Fédération Internationale de l'Automobile (FIA) and Fédération Internationale de Motocyclisme (FIM). On his free time, Rolen plays chess, tennis and golf.

At present, he is the Potentate of the Mabuhay Shriners Philippines, a philanthropic organization treating children up to 18 years of age who have orthopedic conditions, burns, spinal cord injuries, cleft lip and palate, and more.

MR. GERARD R. SENO

63, Filipino

Date of Appointment: 26 May 2023

Date of Oath of Office: 01 June 2023

Number of Board Meetings attended in CY2023: 14/14

Number of Committee Meetings attended in CY2023: 13/13

Mr. Seno 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 Estate Services Corporation

Member, Board of Directors, Bonifacio Global City Estate Association

Mr. Seno is a labor rights advocate and an educator.

His expertise ranges from project development, monitoring and implementation in the fields of union organizing, workers' education, construction health and safety, organization and management of cooperatives, labor policy and advocacy, industrial relations and collective bargaining, among others.

He is currently the National President of the Associated Professional, Supervisory, Office and Technical Employees Union (APSOTEU). Concurrently, he is also the President of Vimcontu Broadcasting Corporation (VBC) and the National Executive Vice President of the Associated Labor Unions (ALU) and Associated Philippine Seafarers Union (APSU).

Likewise, Mr. Seno is the Vice President, National Executive Board Member and General Council Member of the Trade Union Congress of the Philippines (TUCP). He is also Labor Sector Representative of various tripartite industry councils such as the National Tripartite Industrial Peace Council (NTIPC); Bank Industry Tripartite Council (BITC); Hotel and Restaurant Tripartite Consultative Board (HRTCB); Overseas Land-based Tripartite Consultative Council (OLTCC). He is also Mill Worker Sector Representative of the Sugar Tripartite Council (STC), and a member of the Board of Trustees and Vice Chairman of the Sugar Industry Foundation, Inc. (SIFI), among other key positions.

He was first appointed to BCDA as a member of the Board of Directors in April 2001, a position he held until April 2011. He was then reappointed to the position in September 2015. This time, Mr. Seno served until January 2018. And for the third time, he was reappointed to the position by President Ferdinand R. Marcos, Jr. on 26 May 2023.

He was one of the delegates to the International Labor Conference in Geneva, Switzerland from 2012 to 2019 and 2023. Among the seminar/conferences he attended from 2013-2015 were the European and Global Lafarge-Holcim Conference, held June 16-17, 2015 in Zurich, Switzerland; the International Transport Workers' Federation 43rd Congress in Sofia, Bulgaria; the Japan Autoworkers Union 43rd Convention in Haneda, Japan in 2014; and the Workshop on Labor Management Relations with Special Focus on the Automobile Industry sponsored by Asian Productivity Organization in Tokyo, Japan in 2013.

He graduated with Bachelor of Laws and Bachelor of Science in Business Administration degrees from University of San Carlos, Cebu City in 1986 and 1981, respectively.

ELVIRA V. ESTANISLAO

61, Filipino

Date of Appointment as Corporate Secretary: 14 June 2023

Atty. Elvira V. Estanislao is the Senior Vice President of the BCDA Corporate Group and concurrently, the Corporate Secretary of BCDA.

Ms. Estanislao obtained her degree in Bachelor of Laws from the University of Sto. 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 are the training programs attended by Atty. Estanislao in CY 2023:

- Leadership and Supervision During Crisis, Business Coach, Inc., 14 July 2023
- Best Practices in Government and Business Protocol, Center for Global Best Practices, 25 July 2023
- OGCC-PAGCLAW MCLE Program for the 8th Compliance Period, Philippine Association of Government Corporate Lawyers (PAGCLAW), Inc., 27 October 2023

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.⁴

The current Chairperson is **Mr. Delfin N. Lorenzana**, while the President & Chief Executive Officer is **Engr. Joshua M. Bingcang**.

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 Philippines.⁵
- 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.⁶
- 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

⁴ Sec. 9, R.A. 7227

⁵ Section 10 (a), Republic Act No. 7227

⁶ Sec. 10 (b), R.A. 7227

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.⁷

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 Board Strategic Planning on 10-11 August 2023 in Camp John Hay, Baguio City. The Board has likewise monitored the implementation of BCDA's corporate strategy by requiring the BCDA Management to give an update on BCDA's major projects on a monthly basis.

BCDA BOARD COMMITTEES

To aid in ensuring compliance with the principles of sound corporate governance, the Board has created committees to support it in the performance of its functions and in accordance with the Charter and to aid in good governance.

The BCDA Board has created the following Committees:

- 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

In lieu of the Nomination Compensation/Remuneration Committee, the Board has created the Organization Development (OD) Committee which shall be composed of at least three (3) members, which shall include one (1) of the directors representing the labor sector.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2)

⁷ Sec. 10 (c), R.A. 7227

members shall constitute a quorum.

The actual composition of the OD Committee as of 31 December 2023 are as follows:

Chairman	Director David L. Diwa
Members	Chairman Delfin N. Lorenzana PCEO Joshua M. Bingcang Director Ferdinand S. Golez (<i>on leave</i>) Director Reghis M. Romero III (<i>deceased</i>) Director Anthony Marvin G. Ponce de Leon Director Hilario B. Paredes Director Rolan C. Paulino Director Gerard R. Seno

The OD Committee is chaired by Director David L. Diwa. Mr. Diwa, who 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 twice in 2023 and discussed the following agenda items:

- a. Implementation of the Compensation and Position Classification System (CPCS) in BCDA;
- b. Application with Governance Commission for GOCCs (GCG) for Authorization to Grant the 2020 Performance-Based Bonus (PBB) for qualified officers and employees of BCDA; and
- c. Procurement of Manpower Services for BCDA.

During the year, the Committee 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 Committee shall be composed of at least three (3) members. An independent board member, if any, shall chair the Audit and Corporate Governance Committee. Each member shall have an adequate understanding of accounting and auditing principles in general and of the BCDA's financial management systems and environment in particular.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Audit and Corporate Governance Committee as of 31 December 2023 are as follows:

Chairman	Chairman Delfin N. Lorenzana
Members	Director Ferdinand S. Golez (<i>on leave</i>) Director David L. Diwa Director Reghis M. Romero III (<i>deceased</i>) Director Anthony Marvin G. Ponce de Leon Director Hilario B. Paredes Director Rolan C. Paulino Director Gerard R. Seno

The Audit Committee is headed by Chairman Delfin N. Lorenzana. Mr. Lorenzana has a master's degree in Business Administration from the Ateneo De Manila University and a certificate in Business Economics from University of Asia and the Pacific. He also holds a graduate diploma in Strategic Studies from Australian National University in Canberra, Australia.

The Audit Committee met four (4) times in CY 2023. Some of the agenda items that were taken up during the said meetings were as follows:

- a. Executive Briefing on the National Guidelines on Internal Control Systems (NGICS) and Revised Philippine Government Internal Audit Manual (RPGIAM)
- b. Audit Report on BCDA Procurement System
- c. Audit Report on BCDA Property Management System – Movable Contents of Infrastructure Project
- d. Audit Report on Serendra Retail
- e. Audit Report on BCDA's Investment in Clark International Airport Corporation (CIAC)
- f. Internal Audit Services Department (IASD) 2024 Annual Audit Plan.

During the year, the Committee performed the following functions:

- Reviewed and approved the Annual Audit Plan of the IASD;
- Reviewed the IASD'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, will be acted upon by Management to address the audit findings;

- Ensured that the IASD 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 check the financial reports against its compliance with both the internal financial management policies and pertinent accounting standards, including regulatory requirements;
- Ensured that the IASD monitored and evaluated the adequacy of BCDA's internal control systems, and that proper coordination was made with the Commission on Audit (COA); and
- Ensured that the IASD 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 was free from interference.

Risk Management, Legal and External Relations Committee

The Risk Management, Legal and External Relations Committee shall be composed of three (3) members. The Chairman of the Committee must possess an adequate understanding of Philippine Law and the legal system and knowledgeable in strategic publicity and issues management.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Risk Management, Legal and External Relations Committee as of 31 December 2023 are as follows:

Chairman	Director Anthony Marvin G. Ponce de Leon
Members	Chairman Delfin N. Lorenzana PCEO Joshua M. Bingcang Director Ferdinand S. Golez (<i>on leave</i>) Director David L. Diwa Director Reghis M. Romero III (<i>deceased</i>) Director Hilario B. Paredes Director Rolan C. Paulino Director Gerard R. Seno

The Risk Management, Legal and External Relations Committee is chaired by Director Anthony Marvin G. Ponce de Leon. He obtained his law degree from the Ateneo de Davao University in March 1995. He Holds a Business Management degree Major in Marketing from Xavier University in Cagayan de Oro City.

Since then, he has been a law practitioner for the past 27 years. His expertise lies in the Corporate, Election and Criminal law.

The Risk Management, Legal and External Relations Committee met ten (10) times in CY 2023. Some of the agenda items that were taken up during the meeting were as follows:

- a. Updates on Republic Act No. 7227 Amendment
- b. 2023 Revised Performance Scorecard
- c. Appointment of a New Chairman of the BCDA Directors and Officers Liability Fund (DOLF) Committee and New Member of the BCDA DOLF Technical Working Group (TWG)
- d. Termination of the Joint Venture Agreement (JVA) for Water and Wastewater Infrastructure Project in NCC
- e. Omnibus Authority for Office of the Solicitor General/Office of the Government Corporate Counsel/Legal Services Group (OSG/OGCC/LSG) lawyers to present BCDA and for the BCDA officers to verify complaints, petitions, appeals and other motions and pleadings, in cases for and against BCDA
- f. Updates on BCDA Legal Cases
- g. Memorandum of Agreement (MOA) between BCDA and the Philippine Hot Air Balloon Fiesta Foundation, Inc
- h. Updates on the Annotation of the Development and Usufructuary Rights (DUR) over the Bonifacio East Project
- i. Results of the BCDA Strategic Planning
- j. Status of House Bill No. 8505 and Other Related Senate Bills
- k. Temporary Designation of BCDA Board Members as Board of Directors of the North Luzon Railways Corporation (Northrail)
- l. Proposed Amendments to the Deed of Conveyance for Serendra Parcels
- m. BCDA's Consent on the Usufruct for Clark Multi-Specialty Medical Center
- n. 2023 BCDA Corporate Risk Registry

The Risk Management, Legal and External Relations Committee reviews and evaluates legal strategies, risk management measures, and public affairs issues to ensure that risks are identified and are addressed immediately and accordingly.

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 were faced by Management;
- Reviewed and recommended measures on legislative proposals affecting BCDA;
- Assessed the Annual Planning Program of the Corporate Planning Department 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's 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; and
- 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 Finance and Investments Committee shall be composed of at least three (3) members. Each member must possess an adequate understanding of accounting and auditing principles in general and of BCDA's financial management systems and environment in particular.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

Below is the actual composition of the Finance and Investments Committee as of 31 December 2023:

Chairman	Director Hilario B. Paredes
Members	Chairman Delfin N. Lorenzana PCEO Joshua M. Bingcang Director Ferdinand S. Golez (<i>on leave</i>) Director David L. Diwa Director Anthony Marvin G. Ponce de Leon Director Reghis M. Romero III (<i>deceased</i>) Director Rolan C. Paulino Director Gerard R. Seno

The Finance and Investments Committee is headed by Director Hilario B. Paredes. Atty. Paredes is a lawyer and a businessman.

After passing the 1996 Bar Examinations, he immediately immersed himself in private practice, where he would further hone his skills as a litigator and a corporate lawyer. He started as an associate in various law firms. He later set up his own Law Firm on June 15, 2006, the Paredes Law Group, a full service firm, where, together with his 3 partners, they lead a team of young, dedicated, smart and competent lawyers and paralegals.

Mr. Paredes has developed extensive experience in the fields of Corporate and Commercial Law, Litigation, Public-Private Partnerships, Build-Operate-Transfer (BOT) Law and Government Infrastructure (Toll Roads, Rail and Power Plant projects both in the country and abroad), Banking and Corporate Finance, Real Estate Law, Succession and Estate Planning, Immigration, and Labor and Employment. Aside from his law practice, he is also involved in various businesses in real estate, telecommunication and information technology, distribution/trading, educational and consultancy services. He is currently the Chairman and President of Paredes Holdings, Asian Center for Legal Excellence, Inc. (a Supreme Court accredited MCLE provider), NorthTel Trading, Inc, Centel Trading, Inc., Prime Logistics Group and Consultancy, Inc. and other companies.

The Finance and Investments Committee met nine (9) times in CY 2023. Some of the agenda items that were taken up during the said meetings were as follows:

- a. 2023 Revised Corporate Operating Budget
- b. Collection Performance Report as of 31 December 2022
- c. 2022 BCDA Cash Position
- d. Supplemental Budget of Clark Development Corporation (CDC) and Clark International Airport Corporation (CIAC)
- e. Declaration and Remittance to the 2022 Dividend to the Bureau of the Treasury (BTr)
- f. 2024 Budget Estimates
- g. Remittance of Disposition Proceeds
- h. Issuance of BCDA 2022 Financial Statement
- i. Write-Off of BCDA Management Holdings, Inc. (BMHI) Dormant Receivable Accounts
- j. BCDA Authorized Representatives to Transact with Bureau of Internal Revenue (BIR)
- k. Certificate of Budget Inclusion for the General Appropriations Act (GAA) Funded Projects
- l. Supplemental Budget for the Implementation of Compensation and Position Classification System (CPCS)
- m. 2024 BCDA Performance Evaluation System Documents
- n. 2nd Quarter 2023 Financial Report
- o. Report on the Implementation of the Deactivation and Winding Down of BCDA Management and Holdings, Inc.
- p. Authority to File Notice of Closure for Bataan Technology Park, Inc. (BTPI) with Government Agencies and to Coordinate with the Governance Commission for Government-Owned or Controlled Corporations (GCG) regarding the Deactivation of BTPI
- q. 2024 BCDA's Corporate Operating Budget (COB)

During the year, the Committee discharged the following functions:

For 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 Subsidiaries, Affiliates and Projects Monitoring Department (SAPMD); and
- Identified key issues, provided guidance and proposed solutions for approval of the Board.

Exercise 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;
- Reviewed receivables and recommended actions to the Board to increase collection efficiency; and
- Determined the necessity of incurring loans or other financing arrangement, and reviewed proposed terms for approval by the Board.

Exercise 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 Board;
- Reviewed the performance and determine the financial viability of BCDA's subsidiaries and affiliates, and recommended the need for reorganization, streamlining, abolition or privatization for approval by the Board; and
- Provided financial policies and guidelines for approval by the Board and monitored compliance based on report of Management.

Business Development Committee

The Business Development Committee shall be composed of at least three (3) members. Each member shall have experience in the fields of business, economics, finance management and/or marketing.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Business Development Committee as of 31 December 2023 are as follows:

Chairman	Chairman Delfin N. Lorenzana
Members	PCEO Joshua M. Bingcang Director Ferdinand S. Golez (<i>on leave</i>) Directors David L. Diwa Director Reghis M. Romero III (<i>deceased</i>) Director Anthony Marvin G. Ponce de Leon Director Hilario B. Paredes Director Rolen C. Paulino Director Gerard R. Seno

The Business Development Committee is headed by Chairman Delfin N. Lorenzana. Mr. Lorenzana has a master's degree in Business Administration from the Ateneo De Manila University and a certificate in Business Economics from University of Asia and the Pacific. He also holds a graduate diploma in Strategic Studies from Australian National University in Canberra, Australia.

The Committee convened nine (9) times in CY 2023. Some of the agenda items that were taken up during the said meeting were as follows:

- a. Memorandum of Understanding (MOU) between the Bases Conversion and Development Authority (BCDA) and New Energy and Industrial Technology Organization (NEDO) for the Proposed Demonstration Project for Smart Mobility in Clark and the New Clark City (NCC)
- b. Disposition of the 37-Hectare Lot in NCC for Large-Scale Solar Power Plant
- c. Conceptual Development Plan for the Virology and Vaccine Institute Complex in New Clark City
- d. Manila International Airport Authority (MIAA) Lease Renewal
- e. BCDA Information and Communications Technology (ICT) Strategy
- f. New Policies Pertinent to the BCDA Right of Way (ROW) Acquisition Procedure in Accordance with the Provisions of RA No. 10752
- g. Technical Assistance Agreement (TAA) for the Conduct of Business Case Study with Public Private Partnership (PPP) Center: Sanitary Landfill and Waste to Energy Project in New Clark City (NCC)
- h. Updates on BCDA Major Projects
- i. Updated Implementation Plan of Shin Clark Power Corporation (SCPC) and Award of the 69KV Transmission Line Construction Contract
- j. Review of the KEIO University Output: Smart City Urban Guidelines

- k. Terms of Reference for the Long-Term Lease of Voice of America (VOA) Loghome Units 3, 9 and 20A
- l. NCC Locators' Updates
- m. Sale of Gross Floor Area (GFA) for the Development of the Eastgate Property
- n. Barangay Segregation or the Declaration of Camp John Hay (CJH) Housing Sites
- o. Presentation of One-Clark Strategy
- p. Philippine Hot Air Balloon Festival at New Clark City (NCC) – 5-Year Plan
- q. BCDA Process for Tax Incentives Administration Under the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Law (Republic Act [RA] No. 11534)
- r. MOA for the Preparation of Detailed Designs for Permanent Solution – Pasig Potrero Bridge
- s. Contract of Lease between BCDA and the Department of Information and Communications Technology (DICT) for the Data Center in Camp John Hay
- t. Memorandum of Agreement (MOA) among BCDA, Zenmov, Inc. and MC Metro Transport Operation, Inc. (MMTOI) for the Smart Mobility Demonstration Project for Clark and the New Clark City (NCC)
- u. MOA between BCDA and Filinvest BCDA Clark, Inc (FBCI) for the Water Supply, Wastewater Lift Station and Telecommunication Conduits
- v. Lease Renewal of Manila Japanese School (MJS)
- w. Supplemental MOA with Provincial Government of Tarlac (PGT)

During the year, the Committee performed the following duties and responsibilities:

- Reviewed the strategies and policies that generally affect 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; and
- Assessed investment proposals which will require study for formulation of policies for approval by the Board.

Meetings of the Board

The dates of the CY 2023 Board meetings have been agreed upon with the Directors before the end of CY 2022 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 on the BCDA website under the *Board and Officers Section* of the Good Governance Conditions - *b.4 CY2023 Attendance Record of Directors in Board and Committee Meetings*.

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 Job Grade 13 (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.

Board Orientation and Training

Upon appointment to the BCDA Board, each Director is given a Directors' 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.

The members of the BCDA Board further enhanced their knowledge and skill set as key-decision makers through capability building and training activities which are deemed necessary for them to fully understand and efficiently lead the implementation of good governance principles.

As part of the corporation's continuing education for the Board of Directors, the Board Secretariat and the HRMD inform the Board of the seminars and trainings which are relevant to the core functions of the corporation.

The BCDA arranges and funds seminars and training sessions attended by the Board of Directors. The Directors are also regularly updated of laws, rules and regulations that are applicable to BCDA.

In CY 2023, the Board Members attended the following seminars/ training programs/ business missions as shown in the matrix below.

Director Ferdinand S. Golez was on leave and was not able to attend any training/seminar for CY 2023. He filed his leave of absence effective 13 October 2022.

Board of Directors	Training / Seminar
Chairman Delfin N. Lorenzana	<ul style="list-style-type: none"> • Executive Briefing on the National Guidelines on Internal Control Systems (NGCIS) and the Revised Philippine Government Internal Audit Manual (RPGIAM) held on 28 July 2023 from 1:00 PM to 5:00 PM via Zoom conducted by the Department of Budget and Management (DBM) • "The Maharlika Investment Fund: Its Impact on the Philippine Business Landscape" held on 31 August 2023 from 10:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Orientation on Gender and Development (GAD) held on 30 November 2023 from 10:00 AM to 1:00 PM conducted by Ms. Cecilia Iguirin-Fantastico, Certified Member, Philippine Commission on Women (PCW) National GAD Resource Pool (NGRP) • Orientation on RA 9184 held on 30 November 2023 from at 1:00 PM to 2:30 PM via Zoom conducted by Engr. Ian T. Fajarito of ARTA

PCEO Joshua M. Bingcang	<ul style="list-style-type: none"> • Online Course on Corporate Governance Orientation Program (CGOP) for Government-Owned and Controlled Corporations held on 09-10 November 2023 from 8:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Orientation on Gender and Development (GAD) held on 30 November 2023 from 10:00 AM to 1:00 PM conducted by Ms. Cecilia Iguirin-Fantastico, Certified Member, Philippine Commission on Women (PCW) National GAD Resource Pool (NGRP) • Orientation on RA 9184 held on 30 November 2023 from at 1:00 PM to 2:30 PM via Zoom conducted by Engr. Ian T. Fajarito of ARTA
Director David L. Diwa	<ul style="list-style-type: none"> • Enriching Public Governance in GOCC's Forum held on 25 July 2023 at 12nn via Zoom, conducted by the Institute of Corporate Directors (ICD) • Executive Briefing on the National Guidelines on Internal Control Systems (NGCIS) and the Revised Philippine Government Internal Audit Manual (RPGIAM) held on 28 July 2023 from 1:00 PM to 5:00 PM via Zoom conducted by the Department of Budget and Management (DBM) • "The Maharlika Investment Fund: Its Impact on the Philippine Business Landscape" held on 31 August 2023 from 10:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Orientation on Gender and Development (GAD) held on 30 November 2023 from 10:00 AM to 1:00 PM conducted by Ms. Cecilia Iguirin-Fantastico, Certified Member, Philippine Commission on Women (PCW) National GAD Resource Pool (NGRP) • Orientation on RA 9184 held on 30 November 2023 from at 1:00 PM to 2:30 PM via Zoom conducted by Engr. Ian T. Fajarito of ARTA

<p>Director Reghis M. Romero III</p>	<ul style="list-style-type: none"> • Philippine Economic and Investment Summit Dubai (PEIS) 2023 and the 9th Annual Philippine Property and Investment Exhibition (PPIE) held on 12-13 May 2023 at Radisson Blu, Dubai Creek, Dubai, UAE organized by New Perspective Media (NPM) Group • Executive Briefing on the National Guidelines on Internal Control Systems (NGCIS) and the Revised Philippine Government Internal Audit Manual (RPGIAM) held on 28 July 2023 from 1:00 PM to 5:00 PM via Zoom conducted by the Department of Budget and Management (DBM) • “The Maharlika Investment Fund: Its Impact on the Philippine Business Landscape” held on 31 August 2023 from 10:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD)
<p>Director Anthony Marvin G. Ponce de Leon</p>	<ul style="list-style-type: none"> • Course on Corporate Governance Orientation Program (CGOP) for Government-Owned and Controlled Corporations held on 09 March 2023 at Discovery Primea, Makati City conducted by the Institute of Corporate Directors (ICD) • Global Board of Directors Transformation Masterclass held on 05-07 June 2023 in Dubai, UAE organized by Corporate World Intelligence (CWI) • Executive Briefing on the National Guidelines on Internal Control Systems (NGCIS) and the Revised Philippine Government Internal Audit Manual (RPGIAM) held on 28 July 2023 from 1:00 PM to 5:00 PM via Zoom conducted by the Department of Budget and Management (DBM) • “The Maharlika Investment Fund: Its Impact on the Philippine Business Landscape” held on 31 August 2023 from 10:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Orientation on Gender and Development (GAD) held on 30 November 2023 from 10:00

	<p>AM to 1:00 PM conducted by Ms. Cecilia Iguirin-Fantastico, Certified Member, Philippine Commission on Women (PCW) National GAD Resource Pool (NGRP)</p> <ul style="list-style-type: none"> • Orientation on RA 9184 held on 30 November 2023 from at 1:00 PM to 2:30 PM via Zoom conducted by Engr. Ian T. Fajarito of ARTA
Director Hilario B. Paredes	<ul style="list-style-type: none"> • Online Course on Corporate Governance Orientation Program (CGOP) for Government-Owned and Controlled Corporations held on 08-09 June 2023 from 8:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Executive Briefing on the National Guidelines on Internal Control Systems (NGCIS) and the Revised Philippine Government Internal Audit Manual (RPGIAM) held on 28 July 2023 from 1:00 PM to 5:00 PM via Zoom conducted by the Department of Budget and Management (DBM) • “The Maharlika Investment Fund: Its Impact on the Philippine Business Landscape” held on 31 August 2023 from 10:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Outbound Mission to Milan, Italy to attend business meetings with various organizations in Italy and represent BCDA in The Stevie 2023 International Business Awards (IBA) on 11-20 October 2023, inclusive of travel time • Orientation on Gender and Development (GAD) held on 30 November 2023 from 10:00 AM to 1:00 PM conducted by Ms. Cecilia Iguirin-Fantastico, Certified Member, Philippine Commission on Women (PCW) National GAD Resource Pool (NGRP) • Orientation on RA 9184 held on 30 November 2023 from at 1:00 PM to 2:30 PM via Zoom conducted by Engr. Ian T. Fajarito of ARTA

Director Rolen C. Paulino	<ul style="list-style-type: none"> • Executive Briefing on the National Guidelines on Internal Control Systems (NGCIS) and the Revised Philippine Government Internal Audit Manual (RPGIAM) held on 28 July 2023 from 1:00 PM to 5:00 PM via Zoom conducted by the Department of Budget and Management (DBM) • “The Maharlika Investment Fund: Its Impact on the Philippine Business Landscape” held on 31 August 2023 from 10:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Clark International Airport Roadshow organized by the Luzon International Premiere Airport Development Corporation (LIPAD Corp.) in partnership with the Philippine Department of Tourism-Japan; and attended various business meetings with Japanese partners on 03-09 September 2023 in Tokyo and Osaka, Japan to promote New Clark City, as well as BCDA’s One Clark vision. • Online Course on Corporate Governance Orientation Program (CGOP) for Government-Owned and Controlled Corporations held on 09-10 November 2023 from 8:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Orientation on Gender and Development (GAD) held on 30 November 2023 from 10:00 AM to 1:00 PM conducted by Ms. Cecilia Iguirin-Fantastico, Certified Member, Philippine Commission on Women (PCW) National GAD Resource Pool (NGRP) • Orientation on RA 9184 held on 30 November 2023 from at 1:00 PM to 2:30 PM via Zoom conducted by Engr. Ian T. Fajarito of ARTA
Director Gerard R. Seno	<ul style="list-style-type: none"> • Enriching Public Governance in GOCC’s Forum held on 25 July 2023 at 12nn via Zoom, conducted by the Institute of Corporate Directors (ICD) • Executive Briefing on the National Guidelines on Internal Control Systems (NGCIS) and the Revised Philippine Government Internal Audit

	<p>Manual (RPGIAM) held on 28 July 2023 from 1:00 PM to 5:00 PM via Zoom conducted by the Department of Budget and Management (DBM)</p> <ul style="list-style-type: none"> • “The Maharlika Investment Fund: Its Impact on the Philippine Business Landscape” held on 31 August 2023 from 10:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Online Course on Corporate Governance Orientation Program (CGOP) for Government-Owned and Controlled Corporations held on 09-10 November 2023 from 8:00am to 12:00nn via Zoom conducted by the Institute of Corporate Directors (ICD) • Forum and business mission to Osaka, Japan organized by the Subic-Clark Alliance for Development (SCAD) in partnership with the Philippine Trade and Investment (PTIC)-Osaka on 13-18 November 2023, to promote New Clark City to the Japanese business community and attract potential investors from Japan to consider establishing their operations within the designated areas. • Orientation on Gender and Development (GAD) held on 30 November 2023 from 10:00 AM to 1:00 PM conducted by Ms. Cecilia Iguirin-Fantastico, Certified Member, Philippine Commission on Women (PCW) National GAD Resource Pool (NGRP) • Orientation on RA 9184 held on 30 November 2023 from at 1:00 PM to 2:30 PM via Zoom conducted by Engr. Ian T. Fajarito of ARTA
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**Board Agreed Schedule vs. Actual Date
of Board Meetings for CY 2023**

Board Agreed schedule of Board Meetings for CY 2023	Actual Date of Board Meetings for CY 2023
January 11 and 25, 2023	January 11 and 25, 2023
February 08 and 22, 2023	February 07 and 22, 2023
March 08 and 22, 2023	March 08 and 22, 2023
April 12 and 26, 2023	April 12 and 26, 2023
May 10 and 24, 2023	May 10 and 24, 2023
June 14 and 28, 2023	June 14 and 29, 2023
July 12 and 26, 2023	July 12 and 26, 2023
August 09 and 23, 2023	August 09 and 23, 2023
September 06 and 20, 2023	September 13 and 27, 2023
October 11 and 25, 2023	October 01, 06, and 25, 2023
November 08 and 22, 2023	November 08 and 22, 2023
December 06 and 20, 2023	December 07 2023

References:

- Republic Act No. 7227
- BCDA Manual of Corporate Governance
- BCDA InFocus e-Newsletter Volume IX Issue Nos. 2,3,4,5,7,8,10,11, and 12
- BCDA e-bulletin “Saludo sa Sundalo” Issue Nos. 5 and 6