

Bases Conversion and Development Authority (BCDA)
January to December 2019 Accomplishments

PROGRAMS	DESCRIPTION	TIMELINE	2019 TARGET	ACTUAL ACCOMPLISHMENT	OPERATIONAL HIGHLIGHTS AND OTHER REMARKS	
BIG-TICKET/ NEW CLARK CITY PROJECTS						
1	National Government Administrative Center (NGAC)	<p>The 200-hectare National Government Administrative Center will host satellite offices of the agencies under the three (3) branches of the Philippine Government.</p> <p>The Business Continuity Center shall provide a one-stop-shop for all the businesses located in the New Clark City and its vicinity. The NCC NGAC shall also serve as a back-up office to ensure continuous business operations and services for the people in case of disaster or national calamities.</p> <p>The Phase1A of the project will play host to the 2019 Southeast Asian Games. It will have:</p> <p>a. Sports Complex with an Aquatics and Athletics Center b. 20,000 seating capacity Stadium c. 2,000 seating capacity Aquatic Center d. Athlete's Village e. Sports Polyclinic</p>	2017-2019 (Phase 1A)	<ul style="list-style-type: none"> ● Completion of Phase IA to include the following: <ol style="list-style-type: none"> a. Athletic Stadium b. Aquatic Center c. Athletes' Village d. The Residences e. Government Building f. River Park g. Commercial Center h. PGH Polyclinic ● Finalization/ Signing of Contracts for locators of NGAC Phase 1A 	<ul style="list-style-type: none"> ● Completion of Phase IA that includes the following structures: <ol style="list-style-type: none"> a. Athletic Stadium b. Aquatic Center c. Athletes' Village d. The Residences e. Government Building f. River Park g. Commercial Center h. PGH Polyclinic ● BCDA provided term sheets to government agencies. This is for their request of budget. ● Ongoing coordination and preparation of the technical specifications of the Government Offices for the NGAC Phase 1A North and South Building: <ol style="list-style-type: none"> a. National Bureau of Investigation (NBI) b. Office of Civil Defense (OCD) c. National Economic and Development Authority (NEDA) d. Philippine Deposit and Insurance Corporation (PDIC) e. Department of Science and Technology (DOST)-ASTI ● The Memorandum of Agreement (MOA) between NGAC JV (BCDA and MTD Clark) and University of the Philippines for the Operations and Maintenance of the NGAC Polyclinic was signed and inaugurated on 19 November 2019. ● Memorandum of Understanding (MOU) between BCDA and Supreme Court signed on 04 July 2019. ● MOU between BCDA and Bangko Sentral ng Pilipinas was signed on 13 September 2019. ● The MOA between the NGAC Joint Venture and Landbank Leasing and Finance Corporation (LLFC) for the lease financing of the Government Offices was signed 31 July 2019. 	<ul style="list-style-type: none"> ● NGAC played host to the 2019 SEAGAMES. More than 2,000 athletes and official delegates were accommodated in the Athletes' Village. The sports facility hosted almost a hundred events covering Athletics, Swimming, Diving and Water Polo. NGAC Commercial Areas were utilized as commercial retails for DTI's MSMEs and SeaGames FanZone area.

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2	<p>Clark International Airport (CIA) Expansion Project: Engineering, Procurement and Construction (EPC) of Passenger Terminal Building</p> <p>The CIA Expansion Project is the construction of a world class International Airport Complex. For Phase I of the project, it aims to construct a Passenger Terminal Building (PTB) that will be able to handle the projected traffic volumes and passenger capacity of eight (8) million passengers a year. This project targets to service the growing catchment area up North, hence, will potentially help ease air traffic congestion at the Manila International Airport.</p>	2017-2020 (Phase 1)	Construction progress at 92.32%	<p>1. Construction progress at 92.87%</p> <p>2. Completion of the following:</p> <ul style="list-style-type: none"> ● Topographic Survey ● Ground Investigation and Technical Studies ● Clearing and Grubbing ● Temporary Facilities ● Fencing Works Phase 1 and Phase 2 ● Foundations, Substructure and Superstructure Works ● Hollow Core Slab ● Utility Building 	
3	<p>Clark International Airport Expansion Project: Operations and Maintenance (O&M)</p> <p>The CIA O&M Project refers to the tender process in selecting BCDA's partner for the Operation & Maintenance (O&M) Concession for the Clark International Airport (CIA), which will entail: (i) the management, operations, and maintenance of the Clark International Airport including the existing terminal; and, (ii) the completion, fit-out and management, operations, and maintenance of the New Terminal Building for Clark International Airport.</p> <p>BCDA intends to turn over the operations of the existing terminal airport to the O&M Concessionaire immediately after the execution of the O&M Concession Agreement, subject to certain conditions and the New Terminal Building, upon its successful commissioning, which is targeted by 2020.</p>	2018-2020	Awarding of the project to the winning bidder	<ul style="list-style-type: none"> ● Concession Agreement between BCDA and North Luzon Airport Corporation (NLAC) was signed on 21 Jan. 2019. ● Conduct of coordination meetings with the LIPAD (Luzon International Premiere Airport Development Corporation) – Changi, Filinvest, JG Summit) on the handover of existing terminal 	To date, the terminal building has been turned over to LIPAD consortium.

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4	Luzon Bypass Infrastructure Project (LBIP)	This four (4)-phased project entails the provision of high-speed internet in New Clark City and BCDA SEZs to promote NCC as the Innovation Hub and increase competitiveness of BCDA SEZs. Specifically, LBIP aims to construct submarine and terrestrial facilities that will transverse the east side of the country through Poro Point Freeport Zone up to the west side that will end in the province of Aurora.	2017-2020	<ul style="list-style-type: none"> Construction of the Fronthaul of the Cable Network Corridor – completed construction. Design, Supply, Delivery, Installation, Test and Commissioning of Modular Information Technology Facilities and Repeater Stations –completed construction, installation and commissioning of MITF Construction of the Terrestrial of the Cable Network Corridor – construction of segment A and B. 	LBIP Components: Fronthaul – Completed.; Certificate of Final Completion, signed. Ready for turnover. MITF/RS – Completed; Rectification of punchlisted items; Ongoing training of DICT personnel on the O&M, conducted by Apollo Technologies Inc. Terrestrial Cable Corridor Network – ongoing construction. Segment A: 97% Segment B: 97%	
5	New Clark City Mixed-Use Industrial Real Estate Development	The New Clark City Mixed-Use Industrial Real Estate Development will feature green industries that leverage on the local trade and environmentally-sensitive approaches. The aforementioned components will be featured in the 288-hectare property within New Clark City (NCC) that will be developed through a joint venture between BCDA and Filinvest Land, Inc. The JVC was incorporated on Mar 16, 2016 under the name Filinvest Clark BCDA Inc. (FBCI).	2016-onwards	Signed Development Contract For the 500-Hectare Mixed Use Area in New Clark City	Signed development contracts for 502 hectares in New Clark City, to wit: <ul style="list-style-type: none"> 450 has. with Hann Development Corporation - The project is the development of an active recreational zone in New Clark City through a long term lease agreement. Among the establishments to be developed with the subject property are global hospitality brands such as the Banyan Tree Hotel, Angsana Hotel, Westin and Luxury Collection by Marriott. 52 has. with Provincial Government of Tarlac - The project is an institutional complex of the Provincial Government of Tarlac in NCC comprising of 5-ha area for their main or satellite offices and a 47-ha area for their other institutional developments. 	
6	New Clark City Utilities: Power	This Project is a Joint Venture development of an Electric Power Distribution System in New Clark City.	2017-onwards	<ul style="list-style-type: none"> The main target for 2019 is to build the interim facilities that will service the SEA Games 2019, and secure the Power Distribution Franchise. 	<ul style="list-style-type: none"> The interim facilities were energized on August 19, 2019, 11 days ahead of the scheduled completion, and the Power Distribution Franchise was signed on August 22, 2019. 	

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7	New Clark City Utilities: Water	This Project is a Joint Venture Development of the Water and Wastewater Infrastructure Services in New Clark City.	2017-onwards	<ul style="list-style-type: none"> The NCC Water JV shall complete and deliver the applicable segment of the SEA Games Water Supply Facilities which include the following: <ol style="list-style-type: none"> Completion of Existing Well Pump Station and supply PNSDW quality water to NGAC tapping points – 30 June 2019 Additional well with capacity of 2,000 cu.m/day – 30 October 2019 Storage tanks (3,000 cu.m) and distribution pumps – 30 October 2019 	All the SEA Games Water Supply Facilities were delivered and commissioned on their respective target dates, supplying potable water of PNSDW quality to NGAC Phase 1A.	<p>The following are the highlights of the Water Utilities Project:</p> <ul style="list-style-type: none"> Collection of data for existing wells (inventory, pumping tests), geologic mapping, locating and drilling of shallow monitoring wells, and conduct of georesistivity survey. Review of feasible locations for shallow monitoring wells in accordance to the NCC Land Use Map. Review of Inception Report, Brief description report of the Bulk Water Extraction from Cutcut River and Bangot River, Draft 50-year Water Resources Master Plan by consultant. Submission of the Water Permit Application for Cutcut River and Bangot River to the NWRB.
8	New Clark City Access Roads	These are road projects subject of a MOA with the Department of Public Works and Highways (DPWH) to construct primary access roads connecting the New Clark City to Clark International Airport and SCTEX.	2015-2020	<ul style="list-style-type: none"> NCC to Clark International Airport - 91.84% NCC to SCTEX Access Road - 100% 	<ul style="list-style-type: none"> NCC to Clark International Airport - 83.90% <p>1. North Side:</p> <ul style="list-style-type: none"> Surface course Drainage construction Street lights and street landscape <p>2. South Side:</p> <ul style="list-style-type: none"> Launching of Girders Erection of right tilted arch Concreting of median barrier <ul style="list-style-type: none"> NCC to SCTEX Access Road - 77.9% <p>1. Ongoing construction of the remaining works on miscellaneous structures (guard rails, median and side curbs, shoulder, shrubs (center and sides), signages, and pavement markings.</p>	<ul style="list-style-type: none"> The delay in the NCC to Clark International Airport access road is due to road right of way issues. The delay in the NCC to SCTEX Access Road is due to inclement weather, and inadequate resources and poor technical management of the contractors. This includes poor coordination of contractors with their organization.

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9	Subic-Clark Railway Project	<p>Development of a 71-km. passenger and cargo railway linking Subic and Clark. It is a joint undertaking between BCDA and the Department of Transportation (DOTr). The funding will be through ODA from China (85%) and GAA allocations (15%).</p> <p>The project will result in increased economic activity due to: faster flow of goods and services; increased Subic Port Utilization, and; airport operation complement in Clark. The Project is currently in its development phase and implementation is projected to be conducted in 2021.</p> <p>Initially, the project is intended for cargo. Later on, it will expand into a passenger train.</p>	2017-2021	<ul style="list-style-type: none"> • Endorsements for the Project from local government units (LGUs) and Region III Regional Development Council (RDC-III) • National Economic and Development Authority Investment Coordination Committee (NEDA ICC) and Board Approval • Memorandum of Agreement (MOA) on Project Implementation Arrangement between DOTr and BCDA • Securing of GAA budget allocation • Procurement of Consultancy Services for Advance Preliminary Works • Procurement of Engineering, Procurement, Construction, and Commissioning (EPCC) Contractor 	<ul style="list-style-type: none"> • GPPB has approved bid documents (use of proposed turnkey bidding documents & technical evaluation procedure) • Ongoing pre-procurement activities and coordination between BCDA, DOTr, and DBM Procurement Services for the bidding of Turnkey Contractor. 	
10	Smart Cities	<p>The project involves the development of an overall ICT infrastructure network within the BCDA properties that provide smart city solutions and promote city-wide public convenience. The network will be fully integrated to a single operation center to be administered by its individual city ICT council.</p> <p>For 2019, task force is geared towards the provision of a Secured Network Infrastructure of NGAC Phase 1A that covers the government building, interim integrated operations center, government housing, and sports facilities that will be used for the 2019 South-East Asian Games. The project is estimated to cost PhP 450 million to be implemented by our partner Alloy MTD. The network infrastructure was designed to support the Smart City initiatives in NCC.</p>	2019-onwards	<ul style="list-style-type: none"> • Conduct market sounding for ICT requirement of the National Government Administrative Center of the New Clark City in preparation for the SEA Games in 2019 • Installation of the Secured Network Infrastructure in time for the 2019 SEA Games to be held in NCC on 30 November to 15 December 2019. 	<ul style="list-style-type: none"> • The initial phase of the Secured Network Infrastructure was completed on 15 October 2019 in time for the SEA Games. The network has a capacity of 50,000 users with varying secured network requirements to protect from potential threats and vulnerabilities from cyber-attacks. 	

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11	Development of Comprehensive and Integrated Master Development Plan (CIMDP)	The CIMDP Project will formulate the development blueprint for all BCDA Economic Zones including the Subic Bay Freeport Area. The development blueprint will define the distinct roles and complementation of each BCDA zone /SBMA areas as it moves towards one strategic development direction, forming part of the Philippine National Development Strategy.	2017-2019	Approval of individual masterplans of economic zones	<ul style="list-style-type: none"> • Presentation of Comprehensive Master Development Plan (CmMDP) of PPMC to the PPMC Board on 26 July 2019. • Presentation of CmMDP of JHMC to the JHMC Board on 19 August 2019. • Board approval of the CmMDP of Economic Zones on 25 September 2019. 	
12	Pilot-testing/Deployment of Autonomous Vehicles	Pilot-testing/Deployment of Autonomous Vehicles during the 30th Southeast Asian Games. This is through a MOA with Coast Autonomous, Inc.	2019	Deployment of self-driving vehicles during the 30th Southeast Asian Games	Coast Autonomous vehicles available in NCC during the 30th Southeast Asian Games	
METRO MANILA PROJECTS						
13	Bonifacio South Main Boulevard	<p>The Bonifacio South Main Boulevard (Boulevard) is a dual-3 lane road envisioned to provide alternate access from the Ninoy Aquino International Airport (NAIA) to Bonifacio Global City (BGC) and to decongest Lawton Avenue.</p> <p>The Boulevard is in adherence with the Master Development Plan of the Bonifacio South Properties to provide integrated connection among the development in Navy Village, Bonifacio South Pointe and McKinley West.</p> <p>The Approved Budget for the Project is PhP 480 Million which will be funded through the 2018 General Appropriations Act.</p>	2019 - 2021	Completion of design	<ul style="list-style-type: none"> • Completed preliminary engineering design; Ongoing finalization of underground utilities layout by the utility companies, contractor, and BCDA. • Draft detailed engineering design was submitted in December 2019 for BCDA's comments. 	<ul style="list-style-type: none"> • Construction is set to start in Q1 2020.

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14	Bonifacio South Pointe	<p>BSP is a 33.1 hectare property composed of lands presently occupied in part by the Army Service Command and Security Services Unit of the Philippine Army and in part by the Bonifacio Naval Station and Philippine Marine Corps of the Philippine Navy.</p> <p>This mixed-use development is a joint venture project aimed at furthering economic activity in contiguous areas of BGC.</p>	2017-onwards	<ul style="list-style-type: none"> • Approval of the Conceptual Development Plan • Philippine Competition Commission (PCC) JV Notification Approval • Conduct of activities for the relocation and replication of military facilities • Finalization of Implementing Agreement between BCDA and SMPHI 	<ul style="list-style-type: none"> • Completed final joint survey works of the entire property. • Approval of the detailed design for ASCOM/SSC/DACC facilities on 23 August 2019. • PCC approved JV Notification for the Bonifacio South Pointe Property on 5 September 2019. • Conceptual development plan has been approved by the BCDA Board on 24 November 2019. • Ongoing drafting of implementing agreement by BCDA and SMPHI. 	
15	BCDA Tribute Building (formerly BCDA Iconic Building)	<p>The BCDA Iconic Building is envisioned to be a distinct and recognizable structure which will represent BGC similar to other structures in leading cities in the world. The development of the Project will be through PPP and will have retail and office spaces. Another feature of the structure is a space dedicated to honor the Armed Forces of the Philippines.</p> <p>To proceed with the construction of the Iconic Building, BCDA will need to choose its private partner through a competitive bidding. The winning bidder will be responsible for the construction, maintenance, and operations of the building.</p>	2017-2020	<ul style="list-style-type: none"> • Engagement (through public bidding) of a Construction Manager. 	<ul style="list-style-type: none"> • Ongoing evaluation of Golden Topper Group Inc.'s unsolicited proposal. • Fil-Garte Construction and Development Corporation to meet with Task Force to discuss potential unsolicited proposal. 	

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16 Build Build Build (BBB) Portal	<p>The BBB Portal is an initiative of four (4) agencies namely, Department of Public Works and Highways (DPWH), Department of Transportation (DOTr), the National Economic and Development Authority (NEDA) and the Bases Conversion and Development Authority (BCDA). Later on, DBM and DOF joined.</p> <p>The objective of the portal is to list down the high impact infrastructure projects of these agencies that are envisioned to increase the productive capacity of the economy, create jobs, increase incomes, and strengthen the investment climate. It is a real-time tool where projects are monitored and tracked – with relevant information made available to everyone.</p>	2016-onwards	<ul style="list-style-type: none"> • Conduct one jobs caravan • Renewal of the Build Build Build Portal Maintenance and Updating of Jobs Portal Integration among stakeholders: • The implementation and updating of the Jobs portal module in the BBB Portal. It is a jobs portal that provides official employment generating initiative for Build Build Build Infrastructure Projects. The portal will be accessible online to both job seekers and the contractors of different projects. 	<ul style="list-style-type: none"> • A BBB Jobs Caravan was conducted in February 2019 in Subic with 25,000 jobs offered. The activity was conducted to provide employment to displaced Hanjin workers. • BBB Jobs Portal was integrated with the locators portal in Clark. • The Build Build Build Portal added a new feature, the “Jobs, Jobs, Jobs” online portal, job matching platform to serve Filipinos. It will address the demand for workers to ensure the fast and timely delivery of high-impact infrastructure projects in the country, and allow overseas Filipino workers to return home to their families. Further, it also consolidates all job opportunities for high-impact development and infrastructure projects of DPWH, DOTr and BCDA. The portal is accessible at http://www.build.gov.ph/Home/Jobs. 	
17 Metro Manila Greenways Project: Makati-Bonifacio Global City Segment	<p>Procurement of Consulting Services for the Detailed Architectural and Engineering Design of approximately 1 kilometer Elevated Walkway from MRT Buendia Station to Bonifacio Global City with the following features:</p> <p>Pedestrian Lane, Bicycle Lane, Stairs & Handrails, Continuous Roofing, Architectural Claddings, Non-Skid Floor Material/Finish & Tactile Block Strips, Way-Finding Signages, Electrical System, Mechanical System (Elevators and Escalators), Drainage/Sanitary/Plumbing with Plant Irrigation System, Fire Protection System, Maintenance and Utility Rooms and Landscape Components.</p>	2018-2022	Issuance of Notice of Award	<ul style="list-style-type: none"> • Notice of Award issued to Urban Integrated Consultants, Inc. on 14 October 2019. • Requirements stipulated in the NOA i.e. performance security has been completed by Urban Integrated Consultants, Inc. • Contract for the DAED to be signed by BCDA & Urban Integrated Consultants in 2020. 	

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18	<p>Bonifacio Housing and Information Technology (BHIT) Park</p> <p>The Bonifacio East Project is the Financing, Planning, Design, Construction and Development, Operation and Management of the 59-has property in Taguig City.</p> <p>The 59-has. of mixed-used development will consist of 35 -has of NHA property (declared as socialized housing site per E.O. 70, series of 2002) and 24-has. titled to BCDA.</p> <p>In December 2018, a joint venture agreement between BCDA and the Shanghai NanJiang (Group) Co. Ltd./Primelux Holdings Development, Inc. (PHDI) was executed.</p>	2018-2021	<ul style="list-style-type: none"> • Approval of the Master Development Plan • Philippine Competition Commission (PCC) JV Notification Approval • Annotation of the Deed of Usufructuary Rights (DUR) • Conduct of the following Pre-relocation activities: <ol style="list-style-type: none"> a. Tagging, census and validation of Informal Settler Families (ISFs); b. Relocation and Resettlement Planning (3-part workshop) c. Crafting of guidelines (Implementing Rules and Regulations, Code of Policies and Matrix of Entitlements) to govern award of units and/or compensation/assistance to ISFs 	<ul style="list-style-type: none"> • The Project was approved by the Philippine Competition Commission on 28 February 2019. • The BEP Execom finalized the Implementing Rules and Regulations, Code of Policy and Matrix of Entitlement on 19 November 2019. • The Master Development Plan was approved on 25 September 2019. • MOA as the Deed of Usufructuary Rights (DUR) annotation instrument was signed by BCDA on 25 November 2019. • Conduct of census, mapping and tagging of BEP area. 	
OTHER DEVELOPMENTAL PROJECTS					
19	<p>Replication Project: Philippine Air Force Facilities at Poro Point, La Union</p> <p>The project involves the construction of 15 Units of Airmen's apartments, 1 detention cell, access road & other ancillary items.</p> <p>This is aligned with the mission of BCDA to Build Great Cities and Strengthen the AFP.</p>	2018-2019	Completion of replication	<ul style="list-style-type: none"> • Constructed 15 Units Airmen's apartments, 1 detention cell, access road & other ancillary items. • The project is 100% completed and turned over the facilities in 1st Quarter of 2019. 	
ORGANIZATIONAL HIGHLIGHTS					
20	<p>Conduct of Stakeholder Relations Forum for the Armed Forces of the Philippines (AFP)</p> <p>The AFP, being BCDA's main beneficiary, is a very important stakeholder. The conduct of fora is a project with the public information officers and public affairs officers of the AFP. This project provides an avenue to present to the AFP the BCDA thrusts in the conversion of military baselands thereby, strengthens BCDA's relationship with the military.</p>	2019	Two (2) AFP Fora conducted	Conducted Forum with the Public Information Officers of DND and AFP, Thursday, 20 June 2019 in Taguig City.	

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21	Implementation of Corporate Social Responsibility (CSR) Projects	In the implementation of the NCC, there will be affected communities. Thus, BCDA CSR projects intend to: 1. Minimize the adverse effects of BCDA projects to affected people; and 2. An avenue for BCDA to explain the full benefits of BCDA projects in the long term.	2019	Two (2) CSR Projects	<ul style="list-style-type: none"> • Provision of medical assistance revolving fund amounting to Five Million Pesos (Php5,000,000.00) for the Armed Forces of the Philippines (AFP). The revolving fund was established to defray expenses on medical treatment of the beneficiaries with cases which cannot be handled by government and military hospitals. • Labor Day Tribute for the Workers of New Clark City held 2 May 2019. Over 6,000 workers of Phase 1A New Clark City-National Government Administrative Center were honored for their service and contribution in building the country's new metropolis. Present to recognize them were DOTr Secretary Arthur Tugade, BCDA PCEO Vince Dizon, Capas Mayor Reynaldo Catacutan, CDC PCEO Noel Manankil, MTD Clark, Inc. Chairman Isaac David and MTD President Nikko David. • For Project Shoebox 2019, BCDA turned over grocery items to support over 2,000 military troops currently deployed in Jolo, Sulu. The effort was called "Pamaskong Handog 2019." The intention was to recognize the efforts of our soldiers in fulfilling their sworn duties for freedom, security, and nation-building threats. The turnover of goods worth Php 1-million was completed January 28, 2020. • The partnership with the Special Forces Alumni Association Inc. (SFAAI) raised funds to sustain and support the projects of the SFAAI that includes financial assistance to the families of active Special Forces combat casualties; scholarship grants to qualified dependents of fallen comrades; medical missions and feeding programs. • Partnership with Hero Foundation for the conduct of the "4th Hero Golf Cup Tournament" – for the benefit of the children of the fallen soldiers. • Hiring of 500 indigenous peoples (IPs) for the BCDA projects in New Clark City. • "Paskong Parisukat V" is a partnership with the Reliance Broadcasting Unlimited (RBU) for a Christmas project that will benefit Indigenous Peoples. Aeta Communities living in areas under BCDA's Certificate of Ancestral Domain Title were recipients of a gift-giving activity. • Over 300 Aetas were able to watch the recently concluded 30th South East Asian Games 2019 at New Clark City. Being an inclusive metropolis, BCDA invited our Aeta brothers and sisters to experience watching the games inside the New Clark City sports facilities. • "100 Trees for 100 Days". BCDA, with its business partners led a tree-planting activity in New Clark City last August 19, 2019. The activity was held 100 days before the opening of the 30th South East Asian Games 2019. • Feeding Program and distribution of grocery packs during the Yuletide Season for the Aeta community of Sitio Mabilog in Bamban, Tarlac. 	

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22	ISO Certification of All Processes	Executive Order No. 605 was issued institutionalizing the structure, mechanism and standards to implement Quality Management System (QMS) in government offices.	2019	<ul style="list-style-type: none"> Maintain BCDA's certification under ISO 9001:2015. 	<ul style="list-style-type: none"> ISO 9001:2015 certification maintained per 10 July 2019 Audit Report from TUV Rheinland. 	<ul style="list-style-type: none"> Conduct of internal quality audit On 22 April to 3 May 2019. Conduct of audit by 3rd party assessor.
23	Establishment of a Competency-based Framework Model	The Competency Framework determines the competency requirements of the various jobs and functions of all job positions in the organizations as well as assess the competencies of incumbents of said positions in order to formulate individual development plans.	2016-onwards	Improvement in the Competency Baseline of the Organization	<ul style="list-style-type: none"> Conduct of assessment. The Over-all competency proficiency indicator for the organisation using the formula prescribed by GCG is 0.97. A rating below 1 implies an over-all gap in the required and actual competencies in as much as the ideal is 1. Nonetheless, an improvement from the results of the previous assessments was noted where the Competency proficiency indicator was 0.74. 	
24	Implementation of the BCDA Reorganization	The BCDA Reorganization aims to modify the structure based on new strategic directions of the government. It also aims to address the gap in the previous Restructuring Plan given the new directions.	2016-onwards	approval and implementation	<ul style="list-style-type: none"> On 10 July 2019, GCG Issued Memorandum Order 2019-07 on the Restructuring of the BCDA (duly received by BCDA on 28 August 2019) comprising 57 organizational units and 257 plantilla positions. On 29 October 2019, The BCDA Board re-appointed four (4) senior executive officers to the equivalent positions in the new 2019 BCDA staffing pattern: On 27 November and 16 December 2019, The Personnel Selection Board (PSB) met to discuss and recommend the re-appointment of incumbents in the new 2019 BCDA staffing pattern. This was later on presented to the Organizational Development Board Committee on 19 December 2019. On 19 December 2019, the BCDA President and CEO re-appointed 132 incumbents in the new 2019 BCDA staffing pattern. 	
FINANCIAL HIGHLIGHTS						
25	Total Remittance to National Government	BCDA is mandated to remit to the National Government proceeds from certain projects.	recurring activity	PhP 1.7 B in remittances	PhP 5.4 B remitted to the national government.	Remittances to government were derived from the following: <ul style="list-style-type: none"> Asset Disposition Program (ADP) Proceeds PhP 4.894 B Guarantee Fees PhP 106 M Dividends PhP 401 M

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26	Cash Proceeds from Business Contracts and Regular Accounts	These are cash proceeds and dividends from recurring accounts of BCDA projects	recurring activity	PhP 3.9 B	PhP 6.2 B generated from business contracts and regular accounts.	Proceeds were generated from the following: <ul style="list-style-type: none"> • ADP Proceeds PhP 5.189 B • Subic Clark Tarlac Expressway (SCTEX) PhP 1.043 B
27	Investments in Economic Zones	The core mandate of BCDA, as reflected in its Mission to Build Great Cities and Strengthen the AFP, is to generate investments in economic zones.	recurring activity	PhP 485 M	PhP 1.7 B in investments infused in economic zones.	The following investments were made in the following projects/economic zones: <ul style="list-style-type: none"> • John Hay PhP 136 M • Poro Point PhP 133 M • Clark PhP 1.520 M