

**BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA)
Revalidation Result of 2021 Performance Scorecard**

	Component					BCDA Submission		GCG Validation		Supporting Documents	Remarks
	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score ¹	Actual	Score		
SOCIAL IMPACT	SO 1	Improve the Facilities for the Military									
	SM 1	Facilities Constructed	Actual Accomplishment for the Replication of Philippine Navy (PN) Facilities Project	10%	All or Nothing	Philippine Navy Facilities: Submission of the Detailed Architectural and Engineering Design (DAED) to the Philippine Navy	DAED for Philippine Navy Facilities Completed: 1. For Phase 1: Approved by Philippine Marine Corps in Their 08 June 2021 letter 2. For the PN Housing Facilities: Endorsed to Philippine Navy 02 December 2021	10%	The DAED of the Replication of PN Housing and Support Facilities in Bonifacio Naval Station (BNS) Lot 1 Endorsed to the PN on 02 December 2021	10%	<ul style="list-style-type: none"> • DAED of the Replication of PN Facilities in BNS Lot 1, Fort Bonifacio, Taguig City • Letter from PN Approving the Floor Plans, Perspectives and DAED of Philippine Marine Corps (PMC) Facilities at Bataan Technology Park (BTP) • Perspectives and DAED of PN Facilities • Letter to PN Submitting for Approval the DAED of the Replication of PN Housing and Support Facilities Within the 25-Hectare Area in BNS Lot • Secretary's Certificate on

¹ The Governance Commission provided the equivalent weight based on the submitted 4th Quarter Monitoring Report. All measures with "Attained" in the remarks were given the full weight.

Revalidation Result of 2021 Performance Scorecard (Annex A)

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									the Approval of the Authority to Proceed with the Bidding of the Site Development of the 100-Hectare Area at BTP		
		Actual Accomplishment for the Replication of Philippine Army Army Support Command (ASCOM) Facilities	10%	All or Nothing	Philippine Army ASCOM Facilities: Completion of 100% of the Project Deliverables for 2021 Based on the Contract Approved	The conforme for the Notice to Proceed for the construction of ASCOM Facilities was signed 28 January 2021. The project is at 67.88% accomplishment as of 31 December 2021.	10%	114.92% of the 2021 Project Deliverables Completed	10%	<ul style="list-style-type: none"> • Notice of Award (NOA) for the Construction of ASCOM Facilities at Camp Aquino, Tarlac • Progress Report on the Construction of the ASCOM Facilities as of December 2021 • Contractor's 4th Billing Progress 	<p>Target exceeded.</p> <p>Review of the Progress Billing showed that the completion or accomplishment rate of the contractor as of 20 December 2021 is 65.085%, which exceeds the target work accomplishment of 56.636% by 8.449%.</p>
SO 2	Create Communities Where Families Can Work, Live and Play Together										
SM 2	Mixed-Use Areas to Include Industrial, Residential, and Institutional Areas Developed	Actual Accomplishment	10%	All or Nothing	Two (2) Signed Development Contracts ²	<ol style="list-style-type: none"> 1. Bangko Sentral ng Pilipinas (BSP) Contract of Lease was signed on 15 January 2021. 2. The Pilipinas Shell Petroleum 	10%	Two (2) Signed Development Contracts (BSP and Pilipinas Shell Petroleum Corporation)	10%	<ul style="list-style-type: none"> • Contracts of Lease Between BCDA and BSP and Between BCDA and Pilipinas Shell Petroleum Corporation • Secretary's Certificates 	Target met.

² The target excludes any developmental contract signed in 2020 but for implementation in 2021.

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						Corporation Lease Contract was signed on 28 December 2021.						
	Sub-total		30%				30%		30%			
FINANCIAL	SO 3 Provide Consistent Contribution to the AFP and National Government											
	SM 3	Total Remittance to the AFP and National Government	Total Amount (in Philippine Peso)	10%	All or Nothing	100% Remittance of Required Mandatory Contribution to the National Government ³	₱2.69 Billion	10%	100% Remittance of Required Mandatory Contribution to the National Government	10%	<ul style="list-style-type: none"> Official Receipts from the the Bureau of Treasury (BTr) Summary of Sales, Leases, Joint Ventures, and Other Receipts Contracts, Receipts, and Disbursement Vouchers of the Randomly Selected Sample 	<p>The measure was requested for revalidation.</p> <p>Based on the review of the requested documents presented during the onsite validation last 28 April 2023, the Governance Commission was able to validate that the BCDA remitted 100% of the required mandatory contribution to the National Government.</p>
	SO 4 Ensure Sustainability of BCDA by Building Recurring Revenue Sources and Effectively Managing Costs											
SM 4	Cash Proceeds from Business Contracts	Total Cash Proceeds from Joint Venture Agreements and Lease Contracts (in Philippine Peso)	10%	(Actual / Target) x Weight	₱6.10 Billion ⁴	₱16.5 Billion	10%	₱16.53 Billion	10%	<ul style="list-style-type: none"> Breakdown of the Cash Proceeds from Business Contracts Official Receipts and Contracts of the Randomly 	<p>The measure was requested for revalidation.</p> <p>Upon further review of documents and clarification with the BCDA, the</p>	

³ Includes remittance from the proceeds for the Asset Disposition Program, guarantee fees and dividends to NG.

⁴ Based on BCDA's projections in its Board-Approved Corporate Operating Budget (COB) for 2021.

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									<u>Selected Sample</u>	<u>Governance Commission was able to validate that the cash proceeds from business contracts amounted to ₱16.53 Billion in 2021.</u>	
SM 5	Budget Utilization Efficiency	Total Disbursements / Total DBM-Approved Corporate Operating Budget (Both Net of Personal Services Cost)	10%	(Actual / Target) x Weight	90%	23% (₱4.610 Billion / ₱20.417 Billion)	2.56%	60.21% (₱4.61 Billion / ₱7.66 Billion)	6.69%	<ul style="list-style-type: none"> • <u>2021 Department of Budget and Management (DBM)-Approved Corporate Operating Budget (COB)</u> • <u>Budget Utilization Efficiency Report</u> • <u>Schedule of Savings from Procurement</u> • <u>Unfunded Special Allotment Release Order</u> • <u>Notices of Award, Approved Budget for the Contract, and Purchase Requests for Proposed Excluded Line Items</u> 	<p><u>The measure was requested for revalidation.</u></p> <p><u>Based on the DBM-Approved COB, the total budget of the BCDA, net of Personal Services (PS) Cost, is ₱20.42 Billion. However, upon evaluation of the proposed exclusions of the BCDA, the Governance Commission excluded a total of ₱12.76 Billion in the computation of the budget utilization rate. The items excluded from the computation are savings of the corporation, delays in the implementation of infrastructure projects, and unreleased land related costs of BCDA subsidiaries. Thus, for the purpose of the 2021 Performance Scorecard, the total</u></p>

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score ¹	Actual	Score			
										<ul style="list-style-type: none"> • <u>Summary of Disbursement for the Year</u> • <u>Detailed Accounts Payable Batch Register</u> • <u>Summary of Outstanding Obligations Paid</u> • <u>Budget Monitoring Report</u> • <u>Sample of Disbursement Vouchers, Check Vouchers, and Requests for Payment</u> 	<u>budget for the year is ₱7.66 Billion.</u>
	Sub-total		30%			22.56%		26.69%			
STAKEHOLDER	SO 5	Execute and Deliver Quality Development Projects on Time, on Specs, and on Budget									
	SM 6	Developmental and Infrastructure Projects Implemented	Actual Accomplishment in the Clark International Airport (CIA) Expansion Project	10%	All or Nothing	50% Completion of the Airport to NCC Access Road Phase 2	As of 31 December 2021, the project is 60.05% completed.	10%	64.99% Completion of 2021 Deliverables	10%	<ul style="list-style-type: none"> • Progress Report of the Construction of Airport to New Clark City (NCC) Access Road Phase 2 as of December 2021 • Copies of Billing Documents

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SO 6	Cultivate Strong and Fair Partnerships with Customers and Stakeholders										
SM 7	Percentage of Satisfied Customers	Number of Respondents Who Rated At Least Satisfactory / Total Number of Survey Respondents	5%	(Actual / Target) x Weight 0% = If Less Than 80%	95% of Respondents Rated At Least Satisfactory	95% of Respondents Rated At Least Satisfactory	5%	94.87%	4.99%	<ul style="list-style-type: none"> • 2021 Customer Satisfaction Survey Report • Backchecking and Spotchecking Report • Numerical Results of the Study • Accomplished Survey Forms 	<p><u>The measure was requested for revalidation.</u></p> <p><u>In its request for revalidation, the BCDA explained that the corporation rolled out two (2) surveys in 2021. The first phase of the survey is for business organizations, joint ventures, and lessees, as required by the Governance Commission while the second phase covered other stakeholder groups including business partners, military, regulators, and merchants/suppliers. The BCDA represented that the corporation inadvertently submitted the survey questionnaires administered to the respondents under the second phase, which was patterned on the questionnaires previously provided by the Governance Commission.</u></p>

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score ¹	Actual	Score				
											<i>To rectify the findings during the initial validation, the BCDA submitted a sample of accomplished survey questionnaires prescribed by the Governance Commission used during the first phase of the survey. The BCDA also submitted a Backchecking and Spotchecking Report.</i>	
	Sub-total						15%		14.99%			
	SO 7	Design, Develop, and Ensure Full Execution of Master Plans of Communities										
INTERNAL BUSINESS PROCESS	SM 8	Development of BCDA Special Economic Zones Synchronized	Actual Accomplishment	5%	All or Nothing	Completion of Detailed District Master Plan of 200-Hectare Property in New Clark City	Detailed District Master Plan (DMDP) and National Government Administrative Center (NGAC) Design Standards and Guidelines (DSG) approved by the BCDA Board on 24 March 2021.	5%	Board-Approved Detailed District Master Plan and the National Government Administrative Center Design Standards and Guidelines	5%	<ul style="list-style-type: none"> Secretary's Certificate on the Approval the Adoption of the National Government Administrative Center Detailed District Master Plan and National Government Administrative Center Design Standards and Guidelines Executive Summary of the Detailed Master Development Plan and Design 	Target met.

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score ¹	Actual	Score			
Standards and Guidelines											
SO 8 Establish and Maintain Robust Internal Control and Governance Systems											
SM 9	Information Technology Systems Implemented	Actual Accomplishment	10%	$\frac{\text{Actual}}{\text{Target}} \times \text{Weight}$	100% Implementation of Project Deliverables Based on the ISSP for 2020-2022	BCDA has implemented the project deliverables based on the ISSP for 2021.	10%	87.5% (7 out of 8) of the Project Deliverables Based on the ISSP for 2020-2022 Implemented	8.75%	<ul style="list-style-type: none"> Information System Strategic Plan (ISSP) for 2020-2022 Copies of Procurement Documents Copies of User's Acceptance Certificates/ Certificates of Acceptance/ Certificates of Completion and Acceptance Copies of Official Receipts 	<p>The measure was requested for revalidation.</p> <p>Under the 2020-2022 ISSP of BCDA, there were nine (9) projects/systems due in 2021, namely, Project Management Project, Investment Impact Assessment Project, Data Security and Analytics Project, Network Infrastructure Maintenance and Enhancement Project, Project Management System, Video/ Teleconferencing System Upgrade Project, Investment Impact Assessment System, Land Registry System, and Contract Management System. However, considering that the Impact Assessment Project was implemented by the City Government of Taqui, the Governance Commission excluded the system in the universe of project</p>

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										<p><u>deliverables of the corporation for 2021.</u></p> <p><u>Upon review of the supporting documents, the Governance Commission was able to validate that seven (7) of the deliverables (i.e., Video/ Teleconferencing System Upgrade Project, Project Management Project, Network Infrastructure Maintenance and Enhancement Project, Project Management System, Investment Impact Assessment System, Land Registry System, and Contract Management System) were implemented within the year. However, based on the presented Certificate of Completion, the Data Security and Analytics Project was completed in January 2022.</u></p> <p><u>To give due consideration to the accomplishment and effort of the BCDA in the implementation and roll-out of the other systems, the Governance</u></p>

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score ¹	Actual	Score			
											<i>Commission revised the rating system to "(Actual / Target) x Weight" instead of the initially approved rating system of "All or Nothing".</i>
SM 10	ISO Certification for All Processes	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	External audit was conducted by TÜV Rheinland on 07 December 2021. The audit report recommended the maintenance of BCDA's ISO 9001:2015 ISO Certification for 2021.	5%	ISO 9001:2015 Certification Maintained	5%	<ul style="list-style-type: none"> • ISO 9001:2015 Certificate • Audit Report of TÜV Rheinland 	<p>Target met.</p> <p>The Governance Commission noted that the scope of the ISO 9001:2015 Certificate is "Provision of Conversion and Development Services, Real Estate Management and Engineering for Land and Assets under the Jurisdiction and Control of the BCDA" and that the existing ISO 9001:2015 of the corporation is valid from 17 February 2021 to 03 September 2023. Further, it was also noted that the first follow up audit was conducted last 07 December 2021.</p>
	Sub-total		20%				20%		18.75%		

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LEARNING AND GROWTH	SO 9	Build and Maintain a Highly Competent, Creative, and Committed Work Force										
	SM 11	Percentage of Employees Meeting Required Competencies	Competency Baseline ⁵ 2021 – Competency Baseline 2020	5%	All or Nothing	<u>Re-Establish Competency Baseline</u>	The overall competency index for 2021 was computed at 1.03 for 144 employees, higher than 0.96 in 2020 for 143 employees.	5%	<u>Competency Baseline Established</u>	5%	<ul style="list-style-type: none"> • <u>2021 Competency Narrative Report</u> • <u>Competency Assessment Matrix</u> • <u>Excel File on the Competency Result Competency Assessment Implementation Guidelines</u> • <u>Tally of Positions</u> • <u>Policy Guidelines on the Conduct of Competency Assessment</u> 	<p><u>The measure was requested for revalidation.</u></p> <p><u>Considering the recent roll-out of the Policy Guidelines on the Conduct of Competency Assessment and the unverifiability of the competency measure of the BCDA in the previous years, the Governance Commission adjusted the target to “Re-Establish Competency Baseline” from “Improvement in the Competency Baseline of the Organization”.</u></p> <p><u>Review of documents showed that the competency baseline of the organization is 1.12.</u></p>
		Sub-total		5%				5%		5%		
		TOTAL		100%				92.56%		95.43%		

⁵ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A (\text{Actual Competency Level})_a}{A} \right]_b}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled