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CERTIFICATE

01 100 1432569

Audit Report as per

TRCERT - ISO 9001:2015

for

**BASES CONVERSION AND
DEVELOPMENT AUTHORITY (BCDA)**

**BCDA Corporate Center, 2/F, Bonifacio Technology Center, 31st
Street corner 2nd Avenue, Bonifacio Global City, Taguig 1634,
Philippines**

Client	Standard(s)	Certification Number(s)	Audit Type
BASES CONVERSION AND DEVELOPMENT AUTHORITY	ISO 9001:2015	01 100 1432569	Recertification (Remote) Audit

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2 Scope

2.1 Description of the organization

The Bases Conversion and Development Authority (BCDA) is a government instrumentality vested with corporate powers under Republic Act (RA) No. 7227 (Bases Conversion and Development Act of 1992), signed into law by former President Corazon C. Aquino last March 13, 1992. The BCDA Charter was as amended by R.A. No. 7917 in 1995, and further amended by R.A. No. 9400 in 2007.

Mandated to transform former US military bases into alternative productive civilian use, BCDA has remained committed to deliver on its mandate of contributing to the modernization of the Armed Forces of the Philippines, to impact regional synergy and socio-development, and to generate economic opportunities for all arising from gains in its special economic zones.

BCDA engages in public-private partnerships to push forward vital public infrastructure such as tollways, airports, seaports, and also major real estate developments. It is one of the key agencies driving “Build Build Build,” the national government’s most ambitious infrastructure plan in Philippine history. This infrastructure plan hopes to provide bold solutions that will reduce congestion, create jobs and alleviate costs in the Philippines.

Through the years, BCDA has proven to be one of the most successful government agencies in attracting investments, creating jobs for the Filipino people and boosting the Philippine economy. It has successfully developed economic centers with the private sector giving rise to booming economic districts—Bonifacio Global City in Fort Bonifacio, Newport City in Villamor Air Base and also vital infrastructure such as the 93.77-kilometer Subic-Clark-Tarlac Expressway.

BCDA is positioning Clark as the next investment center in Asia through high-impact projects such as the New Clark City—a new metropolis that is smart, green, resilient and truly inclusive and the expansion of the Clark International Airport. Among its other big-ticket projects are the Subic-Clark Cargo Railway and the BGC-NAIA Bus Rapid Transit.
(Note: Distilled from the Corporate Profile of the BCDA corporate website at <http://www.bcda.gov.ph>)

2.2 Scope of certification

Scope of certification: (per standard):	Provision of Conversion and Development Services, Real Estate Management and Engineering for Land and Assets under the Jurisdiction and Control of the Bases Conversion and Development Authority (BCDA)
ISO 9001 standard requirements which are not applicable:	None
Reasons for non-applicability:	N/A

Part of the audit was done by using ICT (Information and Communication Technology). The used method was effective to achieve the audit objectives.

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The following site and its scopes are included in the scope of certification:

Site No. (CN ext.)	Sites included in cert. Name/address of site	No. of emp.	Scope and processes	Standard(s)	Audited
01	<p>Central office: Bases Conversion and Development Authority (BCDA) BCDA Corporate Center, 2/F, Bonifacio Technology Center, 31st Street corner 2nd Avenue, Bonifacio Global City, Taguig 1634, Philippines</p> <p>Project Site: New Clark City, Capas, Tarlac - Construction of Airport to New Clark City Access Road Phase 1</p>	151 (regular personnel)	Provision of Conversion and Development Services, Real Estate Management and Engineering for Land and Assets under the Jurisdiction and Control of the Bases Conversion and Development Authority (BCDA)	ISO 9001:2015	<input checked="" type="checkbox"/>

3 Changes in the management system / Contract review

No major changes have been made to the management system and the management system documentation since the last audit. The order details which form the basis of the audit (including number of employees, scope and sites) reflect the actual situation in the organization.

However, brought about by the Covid-19 Pandemic, the organization planned to make changes in some processes that could not be carried out due to restrictions on operation by the Pandemic. These changes will be reviewed and implemented in the future. Creation of Regulatory, Compliance and Risk Management Department in Aug. 2020.

The description of the scope in the certificate still appropriately reflects the scope of the management system.

The audit plan was not changed during the audit.

Printing request attached.

4 Audit findings

The audit findings related to the audited standards are listed in the Annexes to this report (see. Annex ISO 9001). All information gained during the audit will be treated with strict confidentiality by the audit team and the certification body. In view of the sampling approach applied to the audit, weaknesses and nonconformities may still exist which have not been identified during the audit.

No.	Unit/Department Site	Positive findings
1.	Quality Management System Requirements	In spite of the Covid-19 Pandemic and the disruption in the organizational processes, the Internal Quality Audit Committee initiated a temporary modified Audit Methodology to ensure the requirements of the standards will be fulfilled. The proposal is subject to TM approval.

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2.	Internal Quality Audit process	The in-house creation of an audit database can be considered an initial step towards IQA automation. The electronic database system is a note-worthy initiative of the auditor.
	2nd Remote Audit	
3	Management	<p>BCDA's Bounce Back Better (BBB) Plan Framework "Respond - Prepare & Manage Continuity, Recover -, Learn and Emerge Stronger "interim" normal and Thrive - Prepare for the Next Normal and Move Towards Thriving in the Long Run" is noteworthy. It shows management's clear direction, strategies how the organization will bounce back better amidst the crisis.</p> <p>The following points are also commendable:</p> <ul style="list-style-type: none"> • Resiliency project related to quarantine facilities • Back up disaster resilience • Bringing up Fiber Optic Cable Network for internet capacity in region III and I for the improvement of constituent's on-line education and work from home.
4	Awards and Recognition	<p>Awards received in 2020 by BCDA:</p> <ul style="list-style-type: none"> - New Clark City cited as PH's top sports tourism venue. The world-class sports complex in New Clark City was cited as the 2019 Sports Tourism Venue of the Year at the 4th Philippine Sports Tourism Awards (PSTA). - BCDA posts highest performance score in corporate governance. The Bases Conversion and Development Authority (BCDA) achieved its highest rating based on the 2019 Corporate Governance Scorecard (CGS) of the Governance Commission for Government-owned and controlled corporations (GCG), with a rate of 98.96%. - BCDA bags four Anvil trophies. The Bases Conversion and Development Authority (BCDA) media tools and campaigns were recognized at the recent 55th Anvil Awards organized by the Public Relations Society of the Philippines (PRSP) for adhering to the highest standards of public relations. BCDA's Public Affairs, and Investment Promotions and Marketing teams received four Anviltrophies during the awarding ceremonies held at The Manila Hotel on February 28, 2020. - BCDA bags two bronze awards in the 2020 Asia Pacific Stevie Awards - New Clark City Stadium Nominated for World's Best, Alongside Tokyo Olympics Venue. The stadium is currently in the running for the "Jury Award." The world class sports facilities of New Clark City have caught the attention of the Stadium of the Year Awards, which just recognized the New Clark City Athletics Stadium as a nominee for its top award. Only ten stadiums around the world make the cut every year. New Clark City stadium nominated for world's 'Stadium of the Year.'
5	Records Control of Negotiable Instruments & Land Titles	The implementation of TCT management application software (embedded from aodocs platform) that goes live January 2021 is highly commendable.
6	Property and Logistics Management	The plan to establish an on-line system of monitoring for assets and link to Acumatica System is notable.

The following recommendations and opportunities for improvement provided by the audit team are intended to contribute to the continuous improvement of the management system.

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No.	Unit/Department Site	Recommendations and opportunities for improvement
	1st Remote Audit	
1.	Human Resources Management Department	Risk register need to be updated with regards to COVID19 related risks Ensure to include additional controls / contingency plan to address those rating that are still at high risk
2.	Land & Asset Development Department	Ensure to revisit the risks registry and opportunities, last updated was May 16, 2019 and January 2019, respectively.
3.	Risk Register – Corp. Planning Services	The following needs to be improved: ➤ Consider alignment of the PSD Risk Register with that of the Rubrics Guidance for Risk Assessment. E.g. the use of numerical rating scale for criteria Likelihood and Consequence. Whenever Future Action Plans are generated as a result of the high risk rating, responsibilities and time-frame should be indicated at a minimum.
4.	Control of Documented Information - General	As a minimum control of the documented information, date of creation or updating of the documents of the management system should be indicated as a general practice. E.g. Performance Update of the BSC and Risk Registry (PSD).
5	Internal Quality Audit process	The Internal (Corporate) Audit process was part of the May 2020 IQA Schedule. The requirement of the standard for Clause 9.2 which is the Internal Quality Audit process needs to be conducted also in the audit plan. Ensure impartiality requirement of the standard when assigning auditors who will audit the IQA process. These will be checked on the next visit.
	2nd Remote Audit	
6	Risks & Opportunity	Formative Evaluation Survey –for evaluating the level of accomplishments vs. plans and the hurdles encountered; Summative Evaluation Survey –for assessing the impact of the projects to beneficiaries and intended objectives. These systems for evaluating the effectiveness of actions to address risks and opportunities will be implemented and the results will be checked next visit.
7	Records Control of Negotiable Instruments & Land Titles	May need to document the identified opportunity.
8	Project Site : New Clark City, Capas, Tarlac - Construction of Airport to New Clark City Access Road Phase 1	Need to clarify responsible team for the control action identified to address the risk and ensure timely update of the risk treatment status as per actual . Ensure to consistently indicate last PMS Date on the Equipment Preventive Maintenance for quick reference and traceability. Contractors PCAB License has been expired last June 30, 2019. Application for the renewal is on-going. Progress will be checked next visit.

5 Dates

Due Date for the next audit

2021-06-27

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Agreed date for the next audit

2021-06

2020 Sept. 3 &
2021 Jan. 18

Date



Eufronio Alonzo & Minca Fe Villapando

Audit Leader / Auditor(s)

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Annex ISO 9001:2015

Item	Audit result
Context of the organization	<p>The organization has determined internal and external issues related to the following subject areas (Note: subject areas can be legal requirements, co-operations, competition, community etc.)</p> <ul style="list-style-type: none"> • Threats <ul style="list-style-type: none"> ○ Legal and Policy Environment ○ Political and national policy stability ○ Resources • Weakness / Opportunities / Strengths <ul style="list-style-type: none"> ○ Management ○ Organization ○ Resources ○ Partnership <p>The organization has identified interested parties and the requirements of these parties. Examples for such parties are:</p> <ul style="list-style-type: none"> • Internal <ul style="list-style-type: none"> ○ Employees ○ Management ○ Board of Directors ○ Other Departments ○ Subsidiaries • External <ul style="list-style-type: none"> ○ Suppliers ○ Regulators ○ Legislators ○ Armed Forces of the Philippines ○ Community (Project affected people) ○ Media ○ Beneficiary agencies
Policy / objectives	<p>Top Management has declared its quality policy binding and implemented. The quality policy is appropriate and provides a framework for the respective quality objectives. It commits all employees to pursue continuous quality system improvement. Key quality objectives include:</p> <p><u>BCDA Performance Scorecard 2019</u></p> <ul style="list-style-type: none"> • Social Impact/Stakeholders. <ul style="list-style-type: none"> ○ SO1. Develop the Baselands into World-Class Economic Centers Based on Best Use and Best Time. 2018: 100% Met ○ SO2. Optimize the Benefits if the Country from the Conversion and Development of Baselands. 2018: 100% Met • Financial <ul style="list-style-type: none"> ○ SO3. Achieve Best Value from the Disposition of Lands. 2018:100% Met • Internal Business Process <ul style="list-style-type: none"> ○ SO4. Strengthen and Streamline Project Management Process. 2018:100% Met

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	<ul style="list-style-type: none"> ○ SO5. Optimize the Use of Information Technology. 2018:100% Met ● Learning and Growth <ul style="list-style-type: none"> ○ SO6. Develop a Quality Management System for All Processes. 2018:100% Met ○ SO7. Establish a Competency-Based Framework for BCDA Personnel. 2018:100% Met <p>The above annual performance information showed BCDA scoring 100% accomplishment which is well beyond the minimum score of 90% to be eligible for the Performance Based Bonus (PBB). The annual report was submitted in March 4, 2019 to the Governance Commission for GOCCs (GCG) Chairman.</p> <p>Process Specific 2020 Objectives :</p> <ul style="list-style-type: none"> ● Land and Asset Development <ul style="list-style-type: none"> - 90% Survey plans approval by DENR - 90% Survey plans processed and approved by BCDA - 90% GCP's established - 90% of SP applications endorse to OP - 90% of SP applications submitted to DENR - 90% Titles issued in the name of BCDA ● ICTD Process <ul style="list-style-type: none"> - 100% Quality/ Effectiveness (accuracy) - 90% Quality/ Effectiveness (non-written work) - Satisfactory feedback for IT equipment & software deployed ● Subsidiaries, Affiliates & Project Monitoring <ul style="list-style-type: none"> - Conduct on-site physical inspection of the Project quarterly - Meeting reports within 3 working days from the meeting - Quarterly reports within 15 working days after the end of each quarter ● Records Control of Negotiable Instruments & Land Titles <ul style="list-style-type: none"> - 100% reconciled with reports vs. documents for file safekeeping ● Property and Logistics Management process <ul style="list-style-type: none"> - 100% delivered goods inspected and reported to COA - 100% PAR/ICS issued to accountable personnel - 80% updated individual property record - Number of properties inventoried versus record for the conduct of annual inventory, target: 90% - Annual inventory report submitted within deadline, target: on or before January 31 - Number of commonly use supplies and materials issuance report submission, target: 2 weeks after each quarter <p>These are measurable and are controlled, communicated and up-dated regularly.</p>

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Process control including outsourced processes	<p>The processes available in the organization have been identified and documented. Process workflows and interactions have been described and appropriately controlled. The processes are evaluated at regular intervals by means of key performance indicators.</p> <p>Key processes within the scope of product realization include:</p> <ul style="list-style-type: none"> • Business Development • Land & Assets Development <ul style="list-style-type: none"> ○ Surveying and Titling ○ Master Planning ○ Appraisal ○ Inventory of Properties • Project Management • Real Estate Management <p>The following processes have been outsourced:</p> <ul style="list-style-type: none"> • Consultancy Services – Master Planning, Appraisal, Surveys, Special Studies, Financial, IT Construction Design, Project Management • Construction and Infrastructure Works • Engineering Services • General Support and other Allied Services (e.g. Janitorial & Security Services – for the Head Office & Controlled Properties) <p>These processes are appropriately reviewed and controlled.</p>
Risk-based thinking	<p>The requirements for risk-based thinking are being realized in the organization as follows:</p> <p>Risk-based thinking has been applied for the following processes:</p> <ul style="list-style-type: none"> • Business Development • Subsidiaries, Affiliates and Projects Monitoring Dept • Land and Assets Development Process • Information and Communication Technology <p>Examples of risks and opportunities of processes identified are:</p> <ul style="list-style-type: none"> • Delay in ICT infrastructure enhancements • Security issues due to accessing the of the computers remotely, this will lead to possible data loss • Non-responsiveness of ICT equipment in accordance with departments specification due to budget constraints. This will have impact on the work efficiency of the departments • Deviation from the development plan due to market trends • Delay or non-payment of lease by joint venture partners • Not meeting collection target • Failure to monitor movable properties due to limitation of existing process • Failure to provide real-time monitoring process

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	<ul style="list-style-type: none"> • Delay in the implementation of development projects • Deviation by JV partner / locators from approved development plans • Delay in survey works • Outdated or unsupported ICT systems <p>Opportunities</p> <ul style="list-style-type: none"> • Digitalize the scouting system that could cater the SAPMD processes • Establish an on-line system of monitoring for assets and link to Acumatica System <p>Examples of measures taken to react on identified risks are:</p> <ul style="list-style-type: none"> • Review of previous disposition plan • Adjust project schedules to anticipate the delays in delivery and take into consideration travel restrictions • Provide procedure to secure remote access of computers • Get feedback from concerned departments and incorporate the same in the request for supplemental budget. • Conduct quarterly inspection • Treasury department to issue statement of account to the concern lessee • Strengthen relationship with private sector partner, partner agencies, PAP, etc. through continuous coordination. Priority for management attention required. • Periodic inspections of JV partner's/locator's implementation of development plans; subject submitted plans to rigid review; Performance security • Regular dialogues between BCDA and major stakeholders & concerned LGUs • Preventive and corrective maintenance <p>Examples of risks and opportunities concerning the context of the organization are:</p> <ul style="list-style-type: none"> • Non-disposition of properties/ Non-implementation of projects due to change in National Government (NG) thrust • Legal and Policy Environment. Vague provisions in the previous contracts prevents BCDA / BCDA Subsidiaries to maximize revenues. (R) • Political and national policy stability. Volatility of Peso leading to increasing interest rates for lending. (R) • Organization. Compliance with COA Rules and regulations to avoid disallowances (O) • Partnership. Build better relationship with and increase trust and confidence of the AFP (O) <p>Concerning risk based thinking the following tools are used:</p> <ul style="list-style-type: none"> • SWOT Analysis • Risk Analysis
Customer-related and other requirements	The organization analyses and evaluates customer requirements and/or enquiries and any documented, assumed, statutory and regulatory requirements within the scope of a production and feasibility study performed in a team.

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	<p>Offers are prepared and approved by the Business Development Department and approved by President & CEO. The person who prepared the offer reviews the contract to ensure its compliance with the offer and documents this compliance in an order confirmation. The same procedure applies to amendments.</p> <p>The following process requirements significantly affect product or service quality:</p> <ul style="list-style-type: none"> • Competence of engaged surveying agency • Accuracy of surveys / alignment with Philippine Land Registration Authority (LRA) records • Completeness of legal documentation required for titling and registration (e.g. Memorandum of Agreement, Tax Declaration, Tax Clearance, Approved Technical Description) • Approved Master Plan • Project Plans and Monitoring (e.g. S-Curve, GANTT chart) • Approved endorsements from the AFP • Letter of Intent / Letter of Interest / Valid contracts / Notice-of-Award (NOA) / Notice-to-Proceed (NTP) • Property Appraisal Reports <p>Key regulatory, statutory and customer-related requirements include:</p> <ul style="list-style-type: none"> • BCDA Charter of 1992 (R.A. 7227) / IRR of BCDA (E.O. 62, S.1993) / Amendment of R.A. 7227 (R.A. No. 7917) / Amendment of R.A. 7227 (R.A. 9400) • Revised AFP Modernization Program (R.A. No. 10349) • GOCC Governance Act of 2011 (R.A. No. 10149) • Government Procurement Act (R.A. No. 9184) • Anti-Red Tape Act of 2007 (R.A. 9485) • National Archives of the Philippines Act of 2007 (R.A. 9470) • Civil Service Commission (CSC) Rules and Regulations • National Building Code of the Philippines • National Structural Code of the Philippines • Fire Code of the Philippines • DPWH Standard Specifications • DOLE / BWC / OSHC
Customer satisfaction and complaints	<p>The organization maintains documented and effective procedures governing the handling of information, data analyses, improvement actions and responses to customer feedback.</p> <p>Based on the 2018 Customer Satisfaction Survey report done by Market Relevance Corp. (3rd Party survey organization), BCDA scored 96% against a target of 95% for both BCDA and GCG. BCDA is one of the agencies that scored a high rating according to Market Relevance. For 2019 though, the GCG target for Customer Satisfaction has been reduced to 90%.</p> <p>There were no customer complaints received through the different official medium made available by BCDA.</p>

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Internal audit and management review	<p>Internal Audit.</p> <p>The organization measures MS implementation, maintenance and effectiveness by means of annually scheduled system audits. The organization reliably carries out these audits. Based on the Office Memorandum circulated on April 15, 2020, the IQA schedule was supposed to happen in April and May, 2020. Consequently, the 2020 QMS Audit Plan was released with the scheduled date of May 18-29, 2020. Special Order # 091 issued on April 15, 2020 also revealed the List of Qualified Internal Auditors who conduct the audit. In addition, auditor trainees who were trained last July 10, 2020 were assigned to participate in the audit as observers. However, as a result of the ECQ lockdown initiated by the government, the Internal Quality Plans were put on hold by top management pending the improvement in the Covid-19 situation. A Pre-IQA Meeting was then organized in July 1, 2020 to present alternative approach in the conduct of the IQA. The 2020 IQA was conducted from Dec. 18, 2020 to Jan. 13, 2021.</p> <p>Records of the 2020 Internal Audit were as follows:</p> <ul style="list-style-type: none"> • 10 processes audited • 25 auditors qualified to perform internal audits • Zero (0) Nonconformity • Four (4) Opportunities for Improvement <p>The 28 nonconformities raised last 2019 IQA were all closed.</p> <p>Management Review.</p> <p>Top management reviews the organization's quality management system at regular intervals and in line with the requirements to ensure its continuous suitability, adequacy and effectiveness. The management reviews are spread in the weekly Mancom Meetings and covers the areas of Satisfaction Survey of BCDA's Business Partners, IQA Results, nonconformities and corrective actions and effectiveness of actions taken to address risk and opportunities. Mancom Meeting July 30, 2020 covered the detailed review of the 2019 Satisfaction Survey of BCDA's (a) Business Partners and (b) ALL Stakeholders and January 14, 2021 covered results of QMS IQA 2020 and status of corrective actions.</p>
Use of certificate and logo	The logo and the certificate are used in compliance with the requirements. This has been checked by sampling. The sampling included business cards, company brochures or websites or others.

Chapter of standard	4.1	4.2	4.3	4.4	5.1	5.2	5.3	6.1	6.2	6.3		
Rating *	1	1	1	1	1	1	1	1	1	1		
No. of nonconformity	-	-	-	-	-	-	-	-	-	-		
Chapter of standard	7.1	7.2	7.3	7.4	7.5	8.1	8.2	8.3	8.4	8.5	8.6	8.7
Rating *	1	1	1	1	1	1	1	1	1	1	1	1
No. of nonconformity	-	-	-	-	-	-	-	-	-	-	-	-
Chapter of standard	9.1	9.2	9.3	10.1	10.2	10.3						
Rating *	1	1	1	1	1	1						
No. of nonconformity	-	-	-	-	-	-						

* **Rating:** 1 = conforming
2 = not audited in this audit

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3 = failed/nonconformity (see nonconformity report))

4 = not applicable