

**BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA)**  
**Validation Result of 2020 Performance Scorecard**

Component		Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks			
Objective / Measure	Formula		Weight	2020	Actual	Rating	Score			Rating		
SOCIAL IMPACT	<b>SO 1 Improve the Facilities for the Military</b>											
	SM 1	Facilities Constructed	Actual Accomplishment for the Replication of Philippine Navy (PN) Facilities Project	7.50%	All or Nothing	Site development plan for the replication of the PN facilities	Site development plan already approved by the PN	7.50%	Site development plan already approved by the PN	7.50%	<ul style="list-style-type: none"> <li>• Site Development Plan</li> <li>• PN Letter to BCDA</li> <li>• Write-up on the preparation of detailed architectural and engineering design</li> </ul>	Acceptable.
			Actual Accomplishment for the Replication of Philippine Army ASCOM Facilities	7.50%	All or Nothing	Start of Bidding Process	Notice of Award has been issued to Joint Venture of AM Oreta & Company Inc and Almeria International Construction Corporation on 28 Dec 2020	7.50%	Notice of Award Issued	7.50%	<ul style="list-style-type: none"> <li>• Notice of Award</li> </ul>	Acceptable.
	<b>SO 2 Create Communities Where Families Can Work, Live, and Play Together</b>											
SM 2	Mixed-Use Areas to include Industrial,	Actual Accomplishment	10%	All or Nothing	Ongoing bidding for	Lease contract between BCDA and Filinvest	10%	Signed lease contract for 5,700 sq. m.	10%	<ul style="list-style-type: none"> <li>• Lease Contract</li> </ul>	Acceptable.	

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	Residential, and Institutional Areas Developed			5,700 sq. m. of BCDA lot	Hospitality Corporation was signed on 09 Dec 2020		of BCDA lot in JHSEZ					
<b>Sub-total</b>		<b>25%</b>				<b>25%</b>		<b>25%</b>				
<b>SO 3 Provide Consistent Contribution to the AFP and National Government</b>												
FINANCIAL	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 <sup>1</sup>	₱2.690 Billion	10%	167% (₱4.487 Billion out of ₱2.690 Billion)	10%	<ul style="list-style-type: none"> <li>Audited Financial Statements for 2020</li> <li>Breakdown of Remittance to the National Government</li> <li>April 2020 Letter of Department of Finance (DOF) to BCDA</li> <li>August 2020 Acknowledgement Letter of BTR to BCDA</li> <li>BCDA's April 2020 letter to BTR</li> </ul>	The validated amount of remittance was based on the audited Statement of Cash Flows for 2020. The required amount of remittance (₱2.690 Billion) was gathered from the DOF collection letter to BCDA.

<sup>1</sup> Should include proceeds from the Asset Disposition Program and National Government shares (e.g., Dividend and Guarantee Fees).

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<b>SO 4 Ensure Sustainability of BCDA by Building Recurring Revenue Sources and Effectively Managing Costs</b>											
SM 4	Cash Proceeds from Business Contracts	Total Cash Proceeds from Joint Venture Agreements and Lease Contracts (in pesos)	10%	(Actual/Target) x Weight	₱2.034 Billion	₱6.746 Billion	10%	₱6.195 Billion	10%	<ul style="list-style-type: none"> <li>Summary of Proceeds from Business Contracts</li> <li>Audited Financial Statements for 2020</li> </ul>	Target exceeded. The GCG-validated proceeds were based on the Audited 2020 Statement of Cash Flows.
SM 5	Actual Investment in BCDA Economic Zones	Total Amount in pesos	10%	(Actual/Target) x Weight	<u>₱10.51 Billion</u>	₱2.165 Billion	10%	₱10.34 Billion	9.84%	<ul style="list-style-type: none"> <li>Schedule of Investments in Ecozones</li> <li>BCDA 2020 Corporate Operating Budget</li> </ul>	Measure intends to capture investments of BCDA for the development of its properties and the effort in translating its own cash proceeds into investments. This considered, the target was revised based on the 2020 Corporate Operating Budget per BCDA letter dated 29 October 2020. The revised target is based on the allocation for capital outlay expenditures for JHMC, PPMC, and New Passenger Terminal Building for the Clark International Airport that will be funded out of corporate funds  The validated accomplishment was

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										based on the submitted supporting documents excluding ₱2.165 Billion which was sourced from subsidy provided by NG.		
<b>Sub-total</b>			<b>30%</b>			<b>30%</b>		<b>29.84%</b>				
<b>STAKEHOLDER</b>	<b>SO 5 Execute and Deliver Quality Development Projects on Time, on Specs, and on Budget</b>											
	SM 6	Developmental and Infrastructure Projects Implemented	Actual Accomplishment in the Clark International Airport (CIA) Expansion Project	10%	All or Nothing	100% Completion of the CIA Expansion Project <sup>2</sup>	Overall EPC Project is 100% Completed	10%	100% Completion of the CIA Expansion Project	10%	<ul style="list-style-type: none"> <li>Letter, Final Acceptance Certificate, and Completion Certificates for Milestones 1 to 3 issued by the Independent Consultant</li> </ul>	Target met.
				10%	All or Nothing	Issuance of Notice to Proceed for the Airfield Ground Lighting System of the Clark International Airport	Notice to Proceed has been issued to Evercon Builders and Equipment Corporation on 11 Nov 2020	10%	Notice to Proceed for the Airfield Ground Lighting System of the Clark International Airport Issued	10%	<ul style="list-style-type: none"> <li>Notice to Proceed issued by the Clark International Airport Corporation (CIAC)</li> <li>BCDA and CIAC MOA on Clark Airport Projects</li> </ul>	Acceptable.

<sup>2</sup> Based on the project's Monthly Progress Report No. 10 as of January 2019, "[t]he EPC Contractor will construct the New Terminal Building at the [CIA] which, under the EPC Contract, is generally comprised of the following: (i) Shell of the New Terminal Building; (ii) the Landside Facilities; and (iii) the Remaining Works". According to the timeline in the said progress report, the expected handover of the project is on 31 July 2020.

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<b>SO 6 Cultivate Strong and Fair Partnerships with Customers, Partners and Stakeholders</b>											
SM 7	Percentage of Satisfied Customers	Number of Respondents who rated at least Satisfactory / Total Number of Survey Respondents	5%	(Actual/Target) x Weight <i>0% = If below 80%</i>	95% of respondents rated at least Satisfactory	95% of Respondents rated at least Satisfactory	5%	95.35% of Respondents rated at least Satisfactory	5%	<ul style="list-style-type: none"> <li>Stakeholder Satisfaction Survey Report by Market Relevance Corp.</li> <li>Samples of accomplished survey questionnaire</li> </ul>	Target met.
<b>Sub-total</b>		<b>25%</b>				<b>25%</b>		<b>25%</b>			
<b>SO 7 Design, Develop, and Ensure Full Execution of Master Plans of Communities</b>											
SM 8	Development of BCDA Special Economic Zones Synchronized	Actual Accomplishment	5%	All or Nothing	Submission of Design Standards and Guidelines for Clark Freeport zone by the Consultant	BCDA Board has approved the Design Standards and Guidelines for Clark Freeport Zone on 16 Dec 2020.	5%	Board-approved Design Standards and Guidelines (DSG) for Clark Freeport Zone	5%	<ul style="list-style-type: none"> <li>Secretary's Certificate on Board Resolution No. 2020-12-135</li> <li>Design Standards and Guidelines (DSG) for Clark Freeport Zone</li> </ul>	Target met.
<b>SO 8 Establish and Maintain Robust Internal Control and Governance Systems</b>											
SM 9	Information Technology Systems Implemented	Actual Accomplishment	5%	All or Nothing	Contents for BCDA History uploaded in the visual framework	Uploading of the contents to the visual framework is 100% completed.	5%	Contents for BCDA History uploaded in the visual framework	5%	<ul style="list-style-type: none"> <li>Outline of Contents uploaded</li> <li>Screenshot of Visual Framework with contents</li> </ul>	Acceptable.

INTERNAL BUSINESS PROCESS

Objective / Measure		Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
		Formula	Weight	2020		Actual	Rating	Score	Rating			
SM 10	ISO Certification for All Processes	Actual Accomplishment	5%	All or Nothing	ISO 9001: 2015 Certification Maintained	BCDA ISO certificate maintained	5%	ISO 9001: 2015 Certification Maintained	5%	<ul style="list-style-type: none"> <li>ISO 9001:2015 Certificate</li> <li>Audit Report for ISO 9001:2015 Re-Certification</li> </ul>	Reported accomplishment found to be acceptable even with the delay in the conduct of surveillance audit which started on 01 September 2020 but concluded on 18 January 2021.	
<b>Sub-total</b>			<b>15%</b>				<b>15%</b>		<b>15%</b>			
<b>SO 9 Build and Maintain a Highly Competent, Creative, and Committed Work Force</b>												
LEARNING AND GROWTH	SM 11	Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	5%	All or Nothing	Improvement in the Competency baseline of the organization <sup>3</sup>	From 0.94 competency index in 2019, it improved to 0.96 competency index in 2020	5%	The assessment did not cover all employees	0%	<ul style="list-style-type: none"> <li>Narrative Report and Computation on Competency Assessment Results for 2020</li> <li>Letter from Career Clinic on the Transmutation of Rating Scales</li> <li>Updated Competency Model</li> </ul>	Page 2 of the Guide to Using and Interpreting the BCDA Competency Assessment Tool provides the applicable competencies for all BCDA employees including its executives, managers, and supervisors. The guide did not provide employees who may be excluded from the assessment.  BCDA also submitted a Competency-Based Recruitment and Selection Using the BCDA Assessment Tool, the same provides

<sup>3</sup> Improvement in the competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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

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										assessment questionnaire for the recruitment of new employees using the same rating scale for the assessment tool for existing employees.
<b>Sub-total</b>		<b>5%</b>				<b>5%</b>		<b>0%</b>		
<b>VALIDATED RATING</b>		<b>100%</b>				<b>100%</b>		<b>94.84%</b>		