

BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA) RISK MANAGEMENT SYSTEM

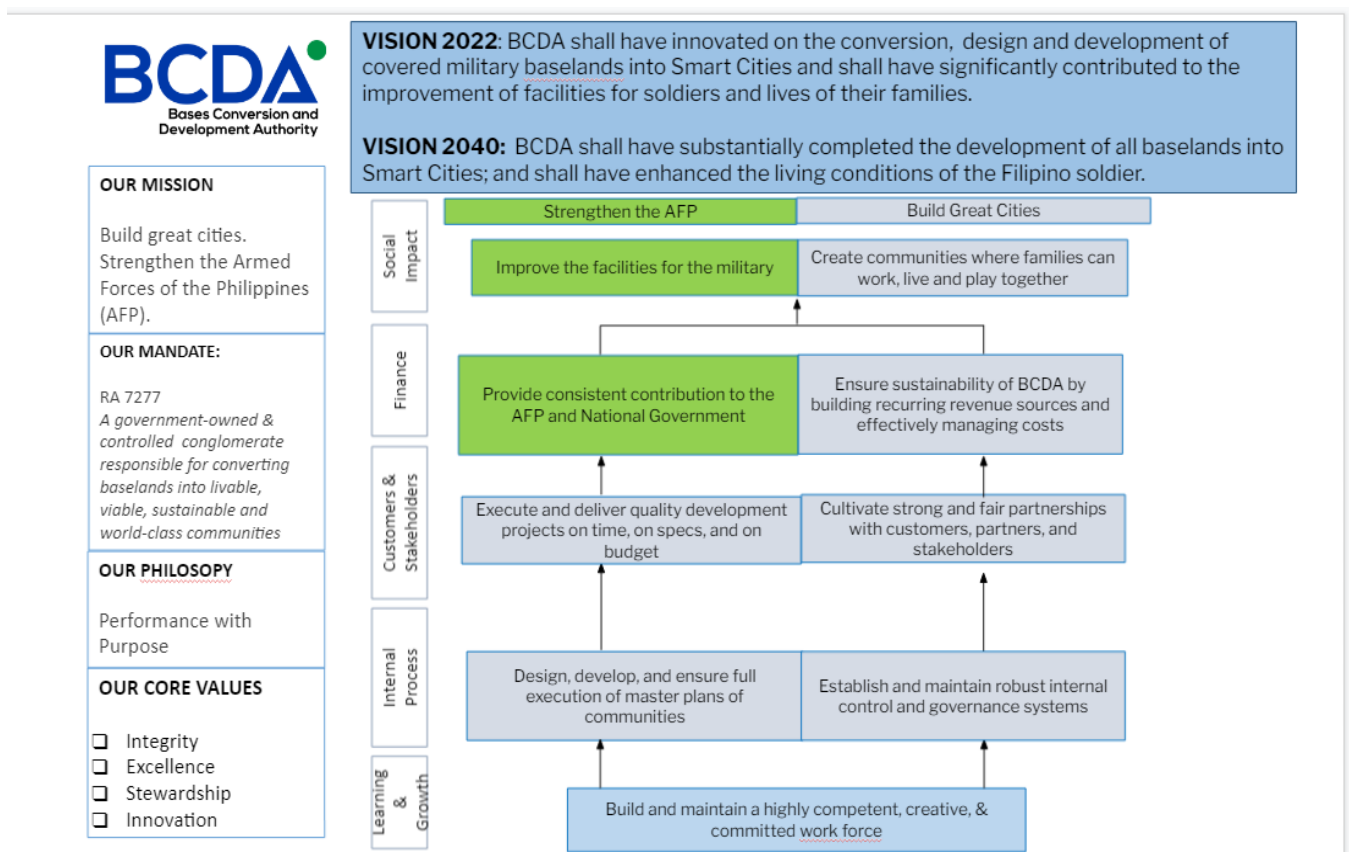
A. BCDA RISK MANAGEMENT FRAMEWORK

BCDA conducts Risk Management through its Regulatory, Compliance and Risk Management Department (RCRMD), a newly created department by virtue of the Governance Commission for GOCCs (GCG) Memorandum Circular 2019-07. RCRMD conducts risk management activities at the department-level. This includes orientation on Risk Management and workshops 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 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 Risk Management, Legal and External Relations Committee for discussion/review/evaluation. It is then presented to the BCDA Board for approval.

The BCDA 2021 Corporate Risk Registry was approved by the Board of Directors on 09 June 2021 through Board Resolution No. 2021-06-058 (ANNEX A).

B. BCDA 2021 CORPORATE RISK REGISTRY (ANNEX B)



1. The BCDA Corporate Risk Registry is anchored on the nine (9) strategic objectives in the Strategy Map. The BCDA Strategy Map communicates how our corporate strategies accomplish the Vision and Mission of our corporation in a single page. It also shows how we create value for our stakeholders through our projects. There are nine (9) corporate objectives in the 2021 BCDA Strategy Map and are guided by the strategic themes on Building Great Cities, and Strengthening the AFP.
2. The strategic objectives are grouped together per perspective. It may be driver perspective (Internal Business Process and Learning and Growth), or outcome perspective (Customer/Stakeholder, Financial and Social Impact). These objectives are arranged in a cause and effect logical manner to emphasize its relationship with one another.
3. The BCDA 2021 Corporate Registry is a compilation of the thirty-five (35) risks from different departments with high and very high risk ratings. It is a tool for the organization to track and monitor the occurrence of risk. It 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. It is a living document which means that it should be periodically reviewed, revised and updated. Specifically, the occurrence of the risk and effectiveness of the risk treatment plans needs to be assessed. Ideally, the risk rating of each risk entry should decrease over time.

C. **BCDA MATERIAL RISKS AND STRATEGIES FOR MITIGATION**

The risks plotted in the BCDA 2021 Corporate Risk Registry 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. Below is the summary of the risks that affect the nine (9) strategic objectives of BCDA:

1. The objective, **Improve the facilities for the military**, aims to uplift the dignity of soldiers. This is in accordance with BCDA's Mission Statement to Build Great Cities and Strengthen the Armed Forces of the Philippines (AFP). BCDA aims to accomplish this objective through its replication projects. For 2021, the risks that may disrupt the accomplishment of this objective are the delays in the design and planning of replications projects. This is brought on by challenges in procurement. Negative perception of BCDA among members of the AFP is also seen as a risk that contributes to the delay in project implementation.

BCDA aims to mitigate this through adjustments in budget and procurement timeline for the former, and through the conduct of networking activities among BCDA top management and AFP leadership for the latter. Another mechanism that might mitigate these challenges is the continued implementation of communication activities and corporate social responsibility (CSR) projects with the AFP as target beneficiaries.

2. The objective, **Create communities where families can work, live and play together**, is also geared towards BCDA's mandate on conversion and development of former military baselands into economic centers. BCDA aims to accomplish this through partnerships with the private sector. The risks that might discourage the private sector are the delays in the clearing and delivery of project areas, and illegal construction/improvements on BCDA properties. These risks occur due to the resistance of project affected people (PAP) to BCDA development projects.

BCDA aims to mitigate this by transferring to the private locators the cost of clearing the property to comply with the COA AOM. Another mechanism to mitigate the risk is to coordinate with local government units (LGU) to deny building permits on improvements or new structures to be built by informal settlers, and to seek the assistance of the AFP in the monitoring and securing of BCDA properties.

3. The objective, **Provide consistent contribution to the AFP and National Government**, is in accordance with R.A. 7227, as amended by R.A. 7917, directing BCDA to remit to the National Government disposition proceeds. With the ongoing COVID-19 pandemic, business partners/lessees suffer from reduced revenues from their respective businesses. In addition to this, the different interpretation of the contractual provisions on the Minimum Annual Secured Revenue Share (MASRs) in BCDA's Joint Venture Agreement with its joint venture partners might impact the revenue collection and the amount that we remit to the National Government.

The action to be undertaken by BCDA is the negotiation with the contracting party to come up with a settlement agreement as regards the MASRS. It is expected to reduce the impact of the risk on BCDA remittances to National Government.

4. The objective, **Ensure sustainability of BCDA by building recurring revenue sources and effectively managing costs**, pertains to the continued revenue generation through long-term earnings. This can be accomplished by BCDA by ensuring that contracts to be entered into are advantageous to BCDA. The risk that has disrupted the accomplishment of this objective is the COVID-19 pandemic which has impacted the disposition of BCDA properties, i.e. low demand for real estate.

To reduce the impact of this risk, BCDA will identify cleared and titled properties that might be disposed of for projects that are not necessarily affected by the pandemic, such as the agro-industrial sector.

5. The objective, **Execute and deliver quality development projects on time, on specs and on budget**, is in accordance with the National Government's thrust to implement infrastructure projects aimed at decongesting traffic in Metro Manila, and facilitate the influx of economic activities in the country, among others. The risks that might disrupt the accomplishment of the objective are:

- a. Delays in project implementation because of the issues in the clearing operations of right of way (ROW). Regular coordination meetings with concerned government agencies might mitigate this.

- b. Contractor's poor performance because of poor management and decision-making on the part of the Contractor. BCDA aims to mitigate this through its existing control measures and possible contract termination or through the imposition of liquidated damages.
 - c. Titling of BCDA properties by private individuals/indigenous people groups by the National Commission on Indigenous Peoples (NCIP). BCDA aims to mitigate this through the filing of appropriate cases.
6. Each stakeholder plays a crucial role for BCDA to achieve its vision. The objective, **Cultivate strong and fair partnerships with customers, partners and stakeholders**, recognizes that and any disruption such as negative news on BCDA might affect its development projects. Negative news on BCDA may come from controversial projects that have opposition from different sectors, or due to the presence of legal issues, among others.

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 media partners and conduct of dialogues with different sectors.

7. The objective, **Design, develop and ensure full execution of master plans of communities**, aims to master plan communities with the understanding of the needs of future inhabitants. The objective aims to ensure that master plans of BCDA properties are future-ready and able to contribute to the overall vision of BCDA. The risks that might disrupt the objectives are deviations from development plans and delays in survey works, planning and design of BCDA properties.

The risk treatment plan for these risks are ensuring compliance with the approved design standards and guidelines (DSG) through its incorporation in performance agreements/contracts with locators. Another initiative that can be implemented is requiring DSG compliance by the locators prior to the issuance of their business permits.

8. The objective, **Establish and maintain robust internal control and governance systems**, aims to strengthen the corporate governance systems and internal processes of the organization. As part of the internal process perspective, the projects that contribute to the attainment of this objective are centered on equipment, processes, office premises and technology.

The most apparent risk that can occur is the possible transmission of COVID-19 among BCDA personnel. The control measures in place to prevent this include; daily disinfection of office premises/vehicles and provision of health and safety protocols, among others.

On equipment and technology, the COVID-19 pandemic highlighted the need for a secure work space and a business continuity plan with information technology as integral in continued operations. Hence, the risks that might impact this objective are those on information and communication technology (ICT). These risks include

security issues, delays in ICT infrastructure enhancements and loss of data, among others. The control measures to prevent these risks are activities to ensure readiness of BCDA ICT Network such as; renewal and updating of security subscription, conduct of security drills and continuous monitoring of ICT systems, among others.

9. People are the fundamental assets of any organization. Apart from technology and equipment, people are the drivers that can help the organization accomplish its vision. As such, the objective, **Build and maintain a highly competent, creative and committed work force**, aims to foster a culture of purposeful performance. The risks that might impact the accomplishment of the objective is the discontinuation of the current compensation package upon approval and implementation of the Compensation and Position Classification System (CPCS) by GCG. This might lead to resignation of employees which might create a vacuum in the organization. This risk also includes lack of readiness of the next-in-rank (NIR) to assume greater responsibility. BCDA aims to mitigate this through the creation of a succession plan and to implement this in parallel with the CPCS.

SECRETARY'S CERTIFICATE

Annex "A"

Republic of the Philippines)
Taguig City) SS.

I, **ELVIRA V. ESTANISLAO**, of legal age, being the Corporate Secretary of the Bases Conversion and Development Authority (BCDA), with office address at the 2/F Bonifacio Technology Center, 31st Street corner 2nd Avenue, Bonifacio Global City, Taguig City, do hereby certify that on the occasion of the 588th Regular BCDA Board Meeting held on 09 June 2021 with a quorum being present, the Board of Directors, upon motion duly seconded, unanimously approved the following resolution:

Resolution No. 2021-06-058

Resolve, as it is hereby resolved, that upon review by the Board of the risk management systems of BCDA and finding them to be adequate, the BCDA 2021 Corporate Risk Registry be, as it is hereby APPROVED.

IN WITNESS WHEREOF, I have hereunto affixed my signature this 23rd day of June 2021.



ELVIRA V. ESTANISLAO
Corporate Secretary

SUBSCRIBED AND SWORN to before me this JUN 25 2021 at Taguig City, Philippines, by Atty. ELVIRA V. ESTANISLAO who exhibited to me her Passport No. P6212014A, issued at the City of Manila on 28 February 2018 and valid until 27 February 2028.

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Book No. 1
Series of 2021.

Purpose: For reference of LSG
SC2021-083
YB2021-0201



FERNANDO T. GALLARDO JR.
Notary Public for Taguig City, Philippines
2F BTC, 31st Street, BGC, Taguig City, 1634
Notarial Commission valid until 31 December 2021
PTR No. A-4751331 / Taguig City / 02 January 2020
IBP Life Member Roll No. 00365 / 19 July 1995
Attorney's Roll No. 38060 / 10 June 1992
MCLE Compliance No. VI-0003717/25 October 2017

RISK IDENTIFICATION			RISK ASSESSMENT			RISK TREATMENT			
Risk ID	Risk Category	Risk Description	Likelihood	Consequence	Risk Rating	Action	Plan	Risk Owner	Completion Date
Objective 1: Improve the facilities for the military									
BCDA-ESSD-2021-01	Operational - Project Delivery	<p>Delay in the design/planning due to:</p> <p>1. Challenges in procurement</p> <p>2. Challenges in securing approvals from the Armed Forces of the Philippines (AFP).</p> <p>This might lead to:</p> <p>1. Delay in the project timeline of the infrastructure component of the project</p> <p>2. Possibility of loss of budget for GAA-funded projects.</p>	Likely(4)	Moderate (3)	High (10-15)	Avoid	<p>1.1. Come up with a reasonable budget (ABC) through conduct of market sounding.</p> <p>1.2. Come up with a reasonable timeline for the bidders to prepare and submit their bids intelligently.</p> <p>2.1. Ensure that recommendations of DND TWT will be given weight by AFP approving authority.</p> <p>2.2. Conduct networking activities among BCDA top management/ executives and AFP leadership.</p> <p>2.3. CSR for AFP</p>	<p>Heads of ESSD and SPMD</p> <p>ESSD</p> <p>ESSD in coordination with DND TWT and BCDA management</p> <p>ESSD in coordination with CSG on AFP needs</p>	<p>1.1. 15 days prior to start of bidding</p> <p>1.2. 15 days prior to start of bidding</p> <p>2.1. Continuous because of the high turnover of officers from DND AFP</p> <p>2.2. December 2021</p> <p>2.3. This will depend of communication relayed by AFP re their needs</p>
BCDA-PAD-2021-02	Operational - Reputational	Negative perception on BCDA among members of the AFP due to biases, lack of awareness and misinformation	Likely(4)	Moderate (3)	High (10-15)	Reduce	<p>1.1. High-level Briefings/Consultative Meetings</p> <p>1.2. Regular Meetings</p>	<p>Office of the President and CEO, OEVP/COO</p> <p>AFP/DND-BCDA Joint Technical Working Group</p>	<p>As needed</p> <p>Quarterly</p>

		<p>This might lead to:</p> <ol style="list-style-type: none"> 1. Project delays or 2. Inaccurate information being cascaded internally in the AFP 3. Oversight or legislative inquiry on BCDA 4. Result in Satisfaction Rating that will affect BCDA standing in Corporate Governance Scorecard 					<p>1.3. Communication Activities:</p> <ul style="list-style-type: none"> ● Release Positive News on BCDA's contribution to the AFP Modernization Program in the Quad-Media ● Dissemination of AFP Bulletin to target audience. ● Conduct of the following Stakeholder Engagement Activities: <ol style="list-style-type: none"> a. Targeted AFP Fora for officers, unit commanders and staff b. CSR Projects 	<p>Heads of:</p> <ol style="list-style-type: none"> 1. PAD 2. CSR and Stakeholder Relations Division 3. PR Division 4. Communications Division 	<p>Continuing, Q4 2021</p> <p>Quarterly, Q4 2021</p> <p>As needed, Q4 2021</p>	
Objective 2: Create communities where families can work, live and play together										
BCDA-SPMD-2021-03	Operational - Project Delivery	<p>Delay in the clearing and delivery of project areas due to:</p> <ol style="list-style-type: none"> 1. Resistance of Project Affected People (PAP) to BCDA Development Projects 2. Suspension of financial assistance/ compensation for PAPs because of the COA AOM <p>This might lead to:</p> <ol style="list-style-type: none"> 1. BCDA will not be able to turn over the property to contractors 2. Delay in project completion 3. Discourage locators from investing in NCC 4. GAA funds will be returned to NG 	Almost Certain (5)	Major (4)	Very High (16-25)	Reduce	<ol style="list-style-type: none"> 1.1. Conduct regular coaching and mentoring sessions with unit personnel on how to deal with PAPs. 1.2. Close coordination with LGU to assist with clearing operations 2.1. Look for legal basis for the payment of Php 30/sqm for the value of the land and for the value of the crops. 2.2. Transfer to locators the cost of clearing, i.e. responsibility to provide FAs to PAPs. This will be embodied in the lease agreements or MOA with locators. 2.3. Prepare Revised Guidelines Based on OGCC Opinion 	<p>Head of SPMD</p> <p>Head of SPMD</p>	<p>Weekly or as the need arises</p> <p>Q4 2021</p> <p>Q4 2021</p> <p>Q4 2021</p>	

BCDA-SMD-2021-04	Operational - Security	<p>Attempts of illegal constructions or improvements on BCDA properties due to:</p> <ol style="list-style-type: none"> 1. Presence of Informal settler families' (ISFs) 2. Returning ISFs <p>It might lead to:</p> <ol style="list-style-type: none"> 1. Delay in the clearing and turnover to stakeholders. 2. Delay in project implementation. 3. Discourage locators from investing in BCDA properties 4. Foregone revenues for BCDA 	Almost Certain (5)	Minor (2)	High (10-15)	Share/ Transfer	<p>Prepare a Comprehensive Security Plan for BCDA Properties that includes the following:</p> <ul style="list-style-type: none"> ● Close monitoring of any attempt to construct or improve illegal structure ● Coordination with the AFP or PNP for assistance ● Coordinate with local building inspectors for the denial of building permits ● Demolish structures within 72 hours in coordination with LGUs. ● Impose penalties specified in the contracts with security agencies. 	SMD in coordination with SPMD-SSD, security agencies, AFP and PNP	December 2021 or End of Contract
Objective 3: Provide consistent contribution to the AFP and National Government									
BCDA-TPFD-2021-05	Financial - Liquidity	<p>Non receipt of payment from partners/lessees due to:</p> <ol style="list-style-type: none"> 1. Non receipt/ preparation of Statement of Account (SOA) 2. Lack of revenues from their respective businesses (competition and impact of COVID19, among others) 3. Parties' different interpretation of contractual provisions (MASRs) <p>This might lead to:</p> <ol style="list-style-type: none"> 1. Reduced revenues for BCDA 2. Possible legal dispute 	Almost Certain (5)	Moderate (3)	High (10-15)	Share/ Transfer	<ol style="list-style-type: none"> 1. Continuous implementation of current system to ensure that lessees receive both electronic and hard copies of SOA 2. For partners/lessees requesting for deferment and with defaulted payments, endorse to concerned unit/s. 3. Contracting parties' top management to negotiate and come up with settlement agreement. 	<p>Head of TPDF</p> <p>Handling officer of respective contract</p> <p>BCDA Top Management</p>	<p>Continuous issuance of SOA</p> <p>Completion date will depend on approved action for each account. Risk Treatment Plans are expected to be accomplished by December 2021</p> <p>Upon signing of settlement agreement</p>

BCDA-SAPMD-2021-06	Financial - Liquidity	<p>Delay in the implementation of contract by development partner due to delay in turn-over of disposed property caused by presence of informal settlers, or existing establishments</p> <p>This might lead to delay in the development of BCDA property and Delay in receipt of projected income from the project</p>	Almost Certain (5)	Major (4)	Very High (16-25)	Avoid	Conduct renegotiation with development partner to discuss timelines and how to address impact on financial commitments	Top Management	This will depend on the complexity of the contract and amount involved
Objective 4: Ensure sustainability of BCDA by building recurring revenue sources and effectively managing costs									
BCDA-BDD-2021-07	Financial - Liquidity	<p>Non-disposition of properties/ non-implementation of projects due to the following:</p> <ol style="list-style-type: none"> 1. a. Change in the NG's development thrust b. Agency's reprioritization based on results of Feasibility Studies on the property, among others. 2. Lack of interested Bidders 3. Property is not yet cleared of ISFs 4. Disposition of certain properties are subject to approval by other agencies, i.e. DND AFP approval for disposition of Philippine Navy properties. <p>This might lead to:</p> <ol style="list-style-type: none"> 1. Foregone revenues 2. Lower remittances to NG 3. Delay in disposition of other properties 	Likely(4)	Major (4)	Very High (16-25)	Avoid and Share/ Transfer	<ol style="list-style-type: none"> 1. Identify cleared and titled properties that can be disposed as an alternative to the property that cannot be disposed. 2. Develop work process with IPMD re. property/investment promotion and issue the same through the BCDA Manual. 3. Include in the contract transferring the responsibility of clearing the property to the proponent in coordination with BCDA 4. MOA with other agencies to dispose properties 	<p>BDD in coordination with LADD and PMD</p> <p>BDD and IPMD</p> <p>BDD, ESSD and LSD handling lawyer</p> <p>BDD, PMD and JTWT</p>	<p>Monthly or as the case may arise.</p> <p>3rd Qtr of 2021</p> <p>During contract preparation.</p> <p>4th Quarter or early 2022.</p>

BCDA-BDD-2021-08	Financial - Liquidity	<p>Non-disposition of properties/ non-implementation of projects due to the following effects of the COVID19 pandemic:</p> <ol style="list-style-type: none"> 1. Low appraisal of properties 2. Low demand for real estate 3. Quarantine protocols <p>This might lead to:</p> <ol style="list-style-type: none"> 1. Foregone/lower revenues 2. Lower remittances to NG 3. Delay in disposition of other properties 	Likely(4)	Major (4)	High (10-15)	Reduce	<ol style="list-style-type: none"> 1. Identify cleared and titled properties that may be disposed to developers which projects are not necessarily affected by the ongoing Pandemic, such as the agro-industrial sector. 2. Secure approval of BCDA Management and proceed with the disposition of smaller sized properties with a high likelihood of success albeit with lowered lease rates. 3. Secure approval of BCDA Management to consider holding-off the disposition of large properties until after the pandemic situation stabilizes 	<p>BDD in coordination with LADD.</p> <p>BDD, LADD, MANCOM</p> <p>BDD, LADD.</p>	<p>3rd Quarter of 2021</p> <p>4th Quarter or early 2022</p> <p>starting 2021 until the pandemic stabilizes</p>
BCDA-CPD-2021-09	Legal - Regulatory	<p>Passage of issuances/laws that are unfavorable to BCDA due to:</p> <ol style="list-style-type: none"> 1. Late submission of BCDA's position paper 	Possible (3)	Major (4)	High (10-15)	Avoid	<ol style="list-style-type: none"> 1.1. Strengthen legislative monitoring by issuing monthly reports/updates 1.2. Efficient internal coordination among departments and subsidiaries. 1.3. Reconstitute BCDA Legislative Monitoring Committee 	Amiel	<ol style="list-style-type: none"> 1.1. Monthly 1.2. As the need arises (if there is a bill) 1.3. Q2 2021

		2.1. BCDA position is not considered 2.2. Political reasons This might lead to negative impact to business operations of BCDA					2.1. Continuous lobbying of BCDA position through submission of position papers and conduct of consultation meetings with Committees. 2.2.1. Research on political inclinations of legislators 2.2.2. Research on stand of legislators on certain issues that impact BCDA		Continuous As the need arises (if there is a bill) Q2
BCDA-TPFD-2021-10	Financial - Liquidity	Low income derived from financial investments due to: 1. Low interest rate in the financial market 2. Pre-termination of investment for financial obligations This might lead to decreased capital	Almost Certain (5)	Moderate (3)	High (10-15)	Reduce	1. Canvass/get quotes from different banks to get the best rates 2. Investments to match financial obligation to avoid pre-termination	Head of TPF Head of TPF	Dec-21 Dec-21
Objective 5: Execute and deliver quality development projects on time, on specs and on budget									
BCDA-ESSD-2021-11	Operational	Delay in the implementation of projects due to: 1. Challenges in ROW clearing operations 2. Challenges in procurement 3. Changes in design due to current state of project site 4. Natural calamities	Almost Certain (5)	Moderate (3)	High (10-15)	Reduce	1. Regular coordination with contractors, CMS, PAPs, LGUs and other government agencies, i.e. NHA, DENR, NCIP, DSWD, DILG. 2. Ensure that the TOR is clear. The procurement schedule and the ABC should be realistic 3.1. Ensure that project implementation is within the project timeline to avoid any changes in the project site. 3.2. Incorporate in the TOR a schedule providing enough time for design phase to ensure that designer thoroughly studies the terrain, condition of the proposed project site and anticipate possible changes in the site 4.1. No treatment plan identified	Head of ESSD Head of ESSD Head of ESSD	1. Monthly 2. 15 days prior to start of bidding 3. Upon issuance of certificate of completion to the design consultant

		<p>This might lead to:</p> <ol style="list-style-type: none"> 1. Delay in subsequent deliverables of the project 2. Foregone revenues as part of contract obligations of BCDA 3. Possible breach of contract on the part of BCDA This consequence should be included in other risks on delay in project implementation 4. Loss of budget for GAA-funded projects 5. Additional cost on the part of BCDA 							
BCDA-SPMD-2021-12	Operational - Project Delivery	<p>Contractor's poor performance on the implementation of works at project site due to:</p> <ol style="list-style-type: none"> 1. Poor management and decision-making on the part of the Contractor <p>This might lead to:</p> <ol style="list-style-type: none"> 1. Discourage locators from investing in NCC 2. Foregone revenues for BCDA 3. GAA funds will be returned to NG 	Likely(4)	Moderate (3)	High (10-15)	Reduce	<ol style="list-style-type: none"> 1.1. Implementation of BCDA's control measures assuring the completion and quality of the infra project, thru the following: <ul style="list-style-type: none"> ● Testing of Materials ● Maintenance of Punch Lists for the Contrators ● Regular Inspection by the PMT ● Inspection and Acceptance before issuance of Certificate of Completion ● Observance of Defects Liability Period ● Observance of Warranty Periods 1.2. Contract termination or Liquidated damages 	Head of SPMD	Continuing

BCDA-LADD-2021-13	Operational - Project Delivery Legal - Dispute	<p>Titling of BCDA properties by private individuals/IP groups due:</p> <ol style="list-style-type: none"> Properties were titled prior to enactment of BCDA law. NCIP issued CADTs/CALTs. <p>This might lead to:</p> <ol style="list-style-type: none"> Delays in project implementation Loss of revenue and reduced land holdings Impact on BCDA's reputation 	Almost Certain (5)	Major (4)	Very High (16-25)	Reduce	1. Endorsement to LSD by LADD of complete documentation	LADD	One week upon knowledge of TCTs named to a private individual/IPs and completion of necessary documents.
BCDA-LADD-2021-14	Operational - Project Delivery Legal - Dispute	<p>Delay in subdivision of titles in SCTEX due to:</p> <ol style="list-style-type: none"> Lack of documentary requirements from lot owners. Delay in DENR approvals. Occupants on the ground is not the title owner. <p>This might lead to:</p> <ol style="list-style-type: none"> Delays in project implementation Loss of revenue and reduced land holdings Impact on BCDA's reputation 	Possible (3)	Catastrophic (5)	High (10-15)	Reduce Share/ Transfer	<ol style="list-style-type: none"> Assist lot owners to get necessary requirements. Close coordination with DENR to facilitate approval of survey plans. Create interagency task force. composed of DENR, LGU, DAR, LRA and BCDA on the resolution of issues. 	LADD LADD, NCIP, DENR, COMREL, SMD	Dec-21 Dec-21
Objective 6: Cultivate strong and fair partnerships with customers, partners and stakeholders									
BCDA-PAD-2021-15	Operational - Reputational	<p>Negative News on BCDA due to:</p> <ol style="list-style-type: none"> Controversial projects (projects facing opposition from some sectors); Presence of legal issues, political interests, business interests and other malicious intentions; Inaccurate or wrong Information/data published from news organization (e.g. misquoted sources); and, Black propaganda against BCDA 	Almost Certain (5)	Major (4)	Very High (16-25)	Reduce	<ol style="list-style-type: none"> Counter wrong information through official channels of communication and with the support of government media Release of positive stories favorable to BCDA Proactively improve our relationships with major media outlets, stakeholders and allies through dialogues and meetings. Regular Quad-Media Monitoring Networking activities 	<p>Heads of:</p> <ol style="list-style-type: none"> PAD PR Division CSR and Stakeholder Relations Division Communications Division <p>Top Management</p>	<p>Counter wrong information immediately after publication, as needed</p> <p>#2, 3,4.1,4.2 Continuing</p> <p>#4.3,4.4. Q1, quarterly assessment</p>

		<p>This might lead to:</p> <ol style="list-style-type: none"> 1. Compromised credibility and image of BCDA among media and the public; 2. Weakened reputation of BCDA as a development partner of investors and locators and as steward of state assets particularly AFP land ; 3. Creation of conflict and confusion among partners and stakeholders; 4. Delay in project implementation; and, 5. Lower satisfaction rating that will affect BCDA standing in Corporate Governance Scorecard. 					<ol style="list-style-type: none"> 6. Preparation of strategic communication plan to include traditional, digital media, mass media and interpersonal communication (i.e. dialogue, forum) 7. Project and events calendar in aid of sustained developmental news 		
Objective 7: Design, develop and ensure full execution of master plans of communities									
BCDA-LADD-2021-16	Operational - Project Delivery	<p>Deviations from development plans due to political pressures.</p> <p>This might lead to environmental concerns and sustainability issues</p>	Possible (3)	Major (4)	High (10-15)	Reduce	<ol style="list-style-type: none"> 1. Institutionalize regular evaluation and updating of master plans as key operational procedure (KOP) in QMS 2. Ensure strict compliance with the approved development plans in accordance with DSG and Mancom approval 3. Compliance with DSG should be embodied in Performance Agreement and contracts with locators. 4. Present approved development plans to locators 5. Require DSG compliance prior to issuance of business permits 	LADD & concerned TF, SAPMD	2022
						Share/ Transfer	<ol style="list-style-type: none"> 1. Provide technical information on property to all departments 2. Incorporate minimum standards on environment and strict compliance in contracts/ term sheets 	LADD	2022

BCDA-LADD-2021-17	Operational - Project Delivery	<p>Delay in survey works, planning and design, and securing ownership of BCDA lands due to:</p> <ol style="list-style-type: none"> 1. Lack of equipment such as vehicles and survey equipment 2. Lack of manpower <p>This might lead to:</p> <ol style="list-style-type: none"> 1. Delays in clearing of land 2. Delays in project implementation 3. Foregone revenues 4. Impact on relationship with business partners 	Likely(4)	Moderate (3)	High (10-15)		<ol style="list-style-type: none"> 1. Hiring of additional staff 2. Capacity building on efficient project implementation strategies 3. Use of new technologies 4. Procurement of equipment and vehicles in coordination with BRAD 	<p>LADD and ODMD</p> <p>LADD and ODMD</p> <p>LADD and ICTD</p> <p>LADD and BRAD</p>	2021-2022	
Objective 8: Establish and maintain robust internal control and governance systems										
BCDA-CPD-2021-18	Legal - Compliance	<p>Failure to comply with reportorial requirements of regulatory agencies due to the following.</p> <ol style="list-style-type: none"> 1. Untimely updating of projects 2. Late submission/gathering of reports 3. Documentation of progress of each project is not institutionalized <p>This might lead to:</p> <ol style="list-style-type: none"> 1. There's no opportunity to prevent/resolve/address gaps in project implementation before it occurs 2. Non-compliance with COA directive on quarterly submissions that might affect BCDA Good Governance rating 3. Non-compliance with GCG directive on quarterly submissions that might affect BCDA Good Governance rating 	Likely(4)	Major (4)	Very High (16-25)	Reduce	<ol style="list-style-type: none"> 1. Roll-out of Project Management System. 2. Issuance of Office Order re planning policy & calendar and enjoining project owners to use Project Management System, thereby institutionalizing a standard documentation of project's progress 3. Issuance of a memo re planning policy and calendar for the following year. 	Anjo Hernando	<p>Q4 2021</p> <p>Q4 2021</p> <p>Annually</p>	
BCDA-ICTD-2021-19	Operational - Technological and Project Delivery	<p>Delay in ICT Infrastructure enhancements (configuration, installation, etc.) due to:</p> <ol style="list-style-type: none"> 1. Health protocols (swabbing prior to commencement of work) 2. Delay in delivery of ICT equipment 	Likely(4)	Moderate (3)	High (10-15)	Reduce	<ol style="list-style-type: none"> 1. Adjust project schedule to anticipate the delays in delivery and take into consideration travel restrictions, etc. 	1. Stevenson Tugas	Q1 2021	

							8. Strict implementation of cloud first policy 9. Annual review of the effectivity of security tools 10. Enhancement of technical personnel skill set on security 11. Ensure the integrity of backup 12. Improve procedure on response and information dissemination 13. Enhance security detection and alerts on end user side 14. Conduct of regular security drills 15. Regular quality assurance of all the plans listed above 16. Recommend to hire/permanently assign a dedicated IT security personnel	8. VP Virgil Alvarez 9. Stevenson Tugas 10. VP Virgil Alvarez 11. Alex Mijares 12. Stevenson Tugas 14. Alex Mijares 15. Stevenson Tugas 16. VP Virgil Alvarez	8. Q2 2021, monthly monitoring 9. 4 months before renewal 10. Dec 2021 11. Weekly May 2021 14. It will be done twice a year 15. Weekly 16. Q2 2021
BCDA-ICTD-2021-22	Operational - Technological	Non responsiveness of ICT equipment in accordance with departments' specifications due to budget constraints. This might have an impact on the work efficiency of departments	Possible (3)	Major (4)	High (10-15)	Share/ Transfer	Get feedback from concerned departments and incorporate the same in the request for supplemental budget	Head of ICTD	Q2 2021
BCDA-ICTD-2021-23	Operational- People, Documentation	Leakage of confidential information due to: 1. Intentional human intervention. 2. Mishandling of documented information. This might result in weakened legal position or to the unlawful dissemination of trade secrets	Possible (3)	Catastrophic (5)	High (10-15)	Reduce/ Share	1.1 Ensure proper handling of confidential information. 1.2. File appropriate case against erring BCDA official or staff 2.1. Update Records Operations Manual to define roles, authorities, process flows and contols in records managaement 2.2. Reiteration of various issuances and guidelines relating to documented Information 2.3. Review and update the Comprehensive Security and Safety Policies, Rules and Regulations Manual - Document Security component	1. Tina Villa 1.2. Tina Villa 2.1. Records Adminsitration Division (Lead: Donald G. Tolentino) 2.2. Mel Docallos 2.3. Donald G. Tolentino	1. Daily 1.2. As the need arises 2.1. December 2021 2.2. Quarterly 3. Q3 2021

BCDA-ICTD-2021-24	Operational - Documentation	<p>Deterioration of physical documented information due to:</p> <ol style="list-style-type: none"> 1. Age 2. Handling and Storage conditions <p>This might lead to:</p> <ol style="list-style-type: none"> 1. Loss of possible documentary evidence in legal cases 2. Loss of institutional information 	Possible (3)	Major (4)	High (10-15)	Avoid/ Reduce	<p>1.1. Implementation of the BCDA Digitization Project</p> <ol style="list-style-type: none"> a. Conversion of documented information to electronic files b. Provision of a digitized archival system c. Provision of storage and backup storage for the digitized files <p>2.1. Coordination with National Archives in terms of guidelines to establish storage rooms and Research best practices on documents' storage.</p>	<p>1.1. Tina Villa</p> <p>2.1. Records Administration Division (Lead: Donald G. Tolentino)</p>	<p>March 2022</p> <p>Q4 2021</p>
BCDA-ACD-2021-25	Legal- Compliance	<p>Delay in the preparation of financial reports due to:</p> <ol style="list-style-type: none"> 1. Users' (other departments) lack of knowledge on Acumatica System 2. Review of transactions/documents are done physically and the implementation of quarantine protocols deter personnel from reporting to the office 3. Incomplete and inconsistent information, and untimely submission of required documents 4. Non-processing/posting of various Accounts Receivable (AR)/ Accounts Payable (AP) transactions from other Departments. 5. Virus infection of the computers. 6. Lack of personnel <p>This might lead to:</p> <ol style="list-style-type: none"> 1. COA AOMs 2. Non-compliance with Good Governance Conditions 3. Adversely affect BCDA's Good Governance Rating 	Almost Certain (5)	Moderate (3)	High (10-15)	Avoid	<p>1. Reissue Office Order on Acumatica and Cascading of Acumatica to concerned personnel.</p> <p>2. Minimum health protocols when physically reporting in the office.</p> <p>3. a. Implement COA Circular on the liquidation of cash advances. b. Work with ICTD on electronic notifications on deadlines.</p> <p>4. Work with ICTD on electronic notifications on deadlines for departments to process ARs/APs.</p> <p>5. Work with ICTD on the installation of updated anti-virus software.</p> <p>6.a. Training of personnel 6.b. Hire new personnel 6.c. Streamline the work processing/assignments.</p>	<p>Head of ACD</p> <p>ACD Safety Officer</p> <p>Head of ACD</p> <p>Head of ACD and ICTD</p> <p>Head of ACD and ICTD</p> <p>Heads of ACD, ICTD and HRMD</p>	<p>Upon completion of upgrading of Acumatica</p> <p>Continuous</p> <p>Q3 2021</p> <p>Q2 2021</p> <p>Q1 and Q2 2021</p> <p>One month upon completion of updating/upgrading and testing of Acumatica</p>

BCDA-ACD-2021-26	Operational - Technological	Loss of data (Acumatica Database) due to system failure. This might lead to: 1. Penalties due to late submissions of statutory requirements. 2. Non compliance with good governance conditions.	Possible (3)	Moderate (3)	High (10-15)	Avoid	1. Continuous updated subscription of the Acumatica System 2. Continuous monitoring of the Acumatica system	Head of ICTD	Continuing
BCDA-ACD-2021-27	Legal- Regulatory and Compliance	Delay in submission of statutory requirements to regulatory agencies, i.e. BIR, DOF, GCG, PagIBIG, Philhealth, GSIS, PSA and COA due to lack of personnel. This may lead to: 1. Penalties due to late submissions of statutory requirements. 2. Non compliance to good governance conditions that will subsequently affect grant on PBB and PBI 3. Adverse COA opinion	Likely(4)	Major (4)	High (10-15)	Avoid	Additional manpower through outsourcing	Heads of ACD and HRMD	Q4 2021
BCDA-PPMD-2021-28	Legal - Compliance	Delay in report generation for compliance due to: 1. Reports emanate from various BCDA departments/units 2. Lack of system to generate and monitor procurement reports This will lead to: 1. Continuous manual system of generation and monitoring of procurement reports. 2. Possible non-compliance with R.A. 9184 requiring submission of reports.	Likely(4)	Moderate (3)	High (10-15)	Avoid	Establish an online system of generation of procurement reports and link that with the Acumatica System	Heads of PPMD and ICTD	Dec-21
BCDA-GSD-2021-29	Operational - Equipment	Unavailability of service vehicle due to: 1. Poor vehicle condition due to wear and tear, obsolescence, lack of preventive maintenance, existing mechanical/engine/electrical troubles, accidents. 2. Damaged service vehicles due to reckless driving, drunk driving, over fatigued driver, negligence of drivers (both party), negligence of driver to report irregularity/defects of vehicles, absences of drivers, passengers.	Almost Certain (5)	Minor (2)	High (10-15)	Avoid	1. Procurement of new vehicles 2. Continuous periodic preventive maintenance of vehicles	GSD Division Head and Staff GSD Division Head and Staff	On a daily basis On a daily basis

		<p>3. Breakdown of vehicles due to negligence of driver to report defects of vehicles caused by accidents or due to lack of required periodic maintenance.</p> <p>4. Absence of drivers on the day of travel due to personal emergency matters and COVID19 infection and/or close-contact with positive patient, among others This might lead to disruption in BCDA operations.</p>					<p>3. Refresher course of driver/appropriate training</p> <p>4. Reshuffling of drivers for them to accomodate two trips, if within Metro Manila.</p>	<p>GSD Division Head and Staff in coordination with HRMD</p> <p>GSD Division Head and Staff</p>	<p>On a daily basis</p> <p>On a daily basis</p>
BCDA-GSD-2021-30	Operational - People	Transmission of COVID-19 virus due to poor sanitation/disinfection of vehicles. This might lead to a possible outbreak of COVID-19 to personnel being serviced and their respective families	Likely(4)	Major (4)	Very High (16-25)	Avoid	<p>1. Provide individual portable disinfection sprayer</p> <p>2. Provide plastic barriers separating drivers and passenger</p> <p>3. Daily disinfection of vehicles using misting machine spray after every shuttle service</p> <p>4. Limiting passenger capacity</p> <p>5. Provide daily house to office shuttle service among BCDA employees</p>	GSD Division Head and Staff	On a daily basis
BCDA-GSD-2021-31	Operational - People	Transmission of covid -19 virus due to poor sanitation/disinfection of office premises. This might lead to possible outbreak and affect office operations	Likely(4)	Major (4)	Very High (16-25)	Avoid	<p>1. Daily disinfection of office premises and staff houses twice-a-day</p> <p>2. Sufficient supply of disinfection equipment and solutions (i.e. alcohol, hand gel, misting machine, foot bath, foot pedal)</p> <p>3. Provide acrylic barriers on meeting rooms and lobby reception area</p> <p>4. Provide directional signs along hallways</p>	GSD Division Head and Staff	On a daily basis
BCDA-SMD-2021-32	Operational - Security	Destruction of properties caused by natural calamities, pandemics and accidents. This might lead to disruption of operations and delay in project implementation.	Likely(4)	Moderate (3)	High (10-15)	Share/ Transfer	<p>1. Prepare a Comprehensive Security Plan for BCDA Properties that will address natural calamities, pandemics and accidents in BCDA properties</p> <p>2. Coordinate with Local DRRMOs for assistance</p> <p>3. Conduct regular emergency response training to acquaint all personnel/teams and enhance inter-operability with local DRRMOs.</p>	Head, SMD and Security Agency	31 Dec 21 or End of Contract

Objective 9: Build and maintain a highly competent, creative and committed work force

BCDA-HRMD-2021-33	Operational - People	Discontinuation of current compensation framework due to OP, GCG and COA issuances. This may cause low morale in BCDA workforce and possible resignation among employees.	Possible (3)	Major (4)	High (10-15)	Accept	Parallel implementation of succession plan (capacity-building of NIR) and CPCS by the GCG.	HRMD/Mancom	Upon approval of CPCS
BCDA-HRMD-2021-34	Operational - People	Subjectivity in performance appraisal due to: 1. Different appreciation of SPMS by department heads 2. Evaluation of performance is not aligned with individual scorecards 3. Different understanding of work assignments and expected deliverables. 4. Unfair performance evaluation. This might lead to: 1. Employee's learning needs are not properly assessed. 2. Employees might not fully reach their potentials.	Possible (3)	Moderate (3)	High (10-15)	Avoid	1. Revisit SPMS format/template 2. Review SPMS Guidelines/Template and submit recommendations to Mancom for approval 3. Review and updating of individual Job Descriptions based on current tasks. 4. Reorientation on SPMS	Performance Management Team/ Mancom	December 2021 25% of JDs by December 2021
BCDA-HRMD-2021-35	Operational - People	Readiness of suitable Next In Ranks (NIRs) in terms of meeting CSC's Qualification Standards (QS) and assuming greater responsibilities since NIRs lack the required competencies and qualifications (e.g. master's degree, supervisory/management experience and trainings, etc.). This results in the following: 1. Lack of qualified internal applicant as successor for the subject position to be filled. 2. Possible low productivity of departments 3. Loss of institutional memory	Possible (3)	Major (4)	High (10-15)	Reduce	1. Prepare BCDA Succession Plan 2. Provide specific/key opportunities for personal development through Learning & Development interventions. 3. Creation of team to handle projects.	HRMD/Mancom	December 2021 Continuing Continuing