

Bases Conversion and Development Authority (BCDA)

2018 Accomplishments

PROGRAMS	DESCRIPTION	TIMELINE	2018 TARGET	ACTUAL ACCOMPLISHMENT	OPERATIONAL HIGHLIGHTS AND OTHER REMARKS	
BIG-TICKET/ NEW CLARK CITY PROJECTS						
1	<p>National Government Administrative Center (NGAC)</p>	<p>The 200-hectare National Government Administrative Center will host satellite offices of the agencies under the three (3) branches of the Philippine Government.</p> <p>The Business Continuity Center shall provide a one-stop-shop for all the businesses located in the New Clark City and its vicinity. The NCC NGAC shall also serve as a back-up office to ensure continuous business operations and services for the people in case of disaster or national calamities.</p> <p>The P13.16B Phase1A of the project will play host to the 2019 Southeast Asian Games. It will have:</p> <ul style="list-style-type: none"> a. Sports Complex with an Aquatics and Athletics Center b. A 20,000 capacity Stadium c. A 2,000 capacity Aquatic Center d. Athlete's Village e. Sports Polyclinic 	2017-2019	<ul style="list-style-type: none"> ● Overall Accomplishment Construction Works at 40% ● Facilitate the approval of 2 Term Sheets for Government Agency Locators 	<ul style="list-style-type: none"> ● Overall Accomplishment for construction works is at 41.69% (as of 03 Jan 2019) 	<ul style="list-style-type: none"> ● Signing of the Term Sheet with the Government Agencies will be based on the budget approval of each of the Government Agencies (Budget Approval is 1Q 2019)
2	<p>Clark International Airport (CIA) Expansion Project: Engineering, Procurement and Construction (EPC) of Passenger Terminal Building</p>	<p>The CIA Expansion Project is the construction of a world class International Airport Complex. For Phase I of the project, it aims to construct a Passenger Terminal Building (PTB) that will be able to handle the projected traffic volumes and passenger capacity of eight (8) million passengers a year. This project targets to service the growing catchment area up North, hence, will potentially help ease air traffic congestion at the Manila International Airport</p>	2017-2020	<p>The 2018 target is construction progress at 39.99%</p>	<p>The actual construction progress is at 40.60% which is slightly higher than the projected target.</p>	

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3	Clark International Airport Expansion Project: Operations and Maintenance	<p>The CIA O&M Project refers to the tender process in selecting BCDA's partner for the Operation & Maintenance (O&M) Concession for the Clark International Airport (CIA), which will entail: (i) the management, operations, and maintenance of the Clark International Airport including the existing terminal; and, (ii) the completion, fit-out and management, operations, and maintenance of the New Terminal Building for Clark International Airport.</p> <p>BCDA intends to turn over the operations of the existing terminal airport to the O&M Concessionaire immediately after the execution of the O&M Concession Agreement, subject to certain conditions being achieved, and the New Terminal Building, upon its successful commissioning, which is targeted by 2020.</p>	2017-2020	Awarding of the project to the winning bidder	<p>BCDA issued the Notice of Award to the North Luzon Airport Consortium (NLAC) on 20 December 2018. The members of the consortium are as follows:</p> <ul style="list-style-type: none"> • Filinvest Development Corporation (FDC) • JG Summit Holdings, Inc. (JG Summit) • Philippine Airport Ground Support Solutions, Inc. (PAGSS) • Changi Airport Philippines Pte. Ltd. (CAP) 	
4	Luzon Bypass Infrastructure Project	<p>This four (4)-phased project entails the provision of high-speed internet in New Clark City and BCDA SEZs to promote CGC as the Innovation Hub and increase competitiveness of BCDA SEZs.</p> <p>Specifically, LBIP aims to construct submarine and terrestrial facilities that will transverse the east side of the country through Poro Point Freeport Zone up to the west side that will end in the province of Aurora.</p>	2017-2019	<ul style="list-style-type: none"> • Start of the Construction of the Terrestrial of the Cable Network Corridor • Completion of construction of front haul network corridor • Construction, Installation and Commissioning of Modular IT facilities and Repeater Stations 	<ul style="list-style-type: none"> • NOA was issued on 26 November 2018. Construction commenced on 3 December 2018 (Segment A - 119.014 km for Aurora to Pangasinan, and Segment B - 123.145 km for La Union to Pangasinan) • 100% completed • 67.4% completed. The factory acceptance test was completed on 20 November 2018. 	
5	New Clark City Mixed-Use Industrial Real Estate Development	<p>This is a 288-hectare property within New Clark City (NCC) that will be developed through a joint venture between BCDA and Filinvest Land, Inc. The JVC was incorporated on Mar 16, 2016 under the name Filinvest Clark BCDA Inc. (FBCI).</p>	2016-onwards	<ul style="list-style-type: none"> • Board-approval of the Detailed Development Plan (DDP) for the FBCI Project submitted by FLI. • SEC approval of the following: <ul style="list-style-type: none"> a. Development and Usufructuray Right (DUR) over the 288-hectare property as BCDA's capital contribution to FBCI. b. FBCI's application for the Increase in its Authorized Capital Stock (ACS) • Start of ground works in the FBCI area in 4th quarter of 2018. 	<ul style="list-style-type: none"> • On Aug 29, 2018, the BCDA Board approved the Conceptual Development Plan of FLI for the 288-hectare property in New Clark City. • In September 2018, the SEC approved the: <ul style="list-style-type: none"> a. DUR as BCDA's capital contribution to FBCI b. FBCI's application for the increase in its ACS • In November 2018, FLI commenced its tree-tagging activity in the initial 5-hectares of the 288 hectares intended for development. 	
6	New Clark City Utilities: Power	<p>The Project is a competitive selection for a Joint Venture Partner for the development of an Electric Power Distribution System in New Clark City.</p>	2017-onwards	<ul style="list-style-type: none"> • Implementation of the competitive selection process for the selection of a private partner for the development of the electric power distribution system in New Clark City and • Initiate the bid for the procurement of NCC-NGCP power sub-transmission line for NCC. 	<ul style="list-style-type: none"> • The JVSC-TWG conducted post qualification activities on 20-21 December 2018. • Board approval of the TOR, scope of work and the procurement of the design, supply, construction, installation and commissioning of the NCC-NGCP Concepcion Power Sub-transmission Line on 14 December 2018. 	

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7	New Clark City Utilities: Water	<p>The Project is a competitive selection for a Joint Venture Partner for the development of Water Supply and Waste Water Infrastructure Project in New Clark City. The cost of the Project is estimated to total approximately P10 Billion, over the duration of the Joint Venture Agreement (JVA) between BCDA and the winning bidder.</p> <p>The Project is located in the New Clark City, Clark Special Economic Zone, Capas, Tarlac.</p>	2017-onwards	<ul style="list-style-type: none"> Implementation of the competitive selection process for the selection of a Joint Venture Partner for the development of the Water Supply and Waste Water Infrastructure Projects in New Clark City. Provision of the Interim Water Facility in New Clark City. 	<ul style="list-style-type: none"> On 08 February 2018, BCDA signed an agreement with the Manila Water Philippine Ventures, Inc./Clark Water Corporation (MWPVI/CWC) for the provision of the Interim Water Supply Facility in order to supply 1.5 MLD of construction water for the pioneer developers in NCC. On 17 December 2018, BCDA and Prime Water Tahal PAVI MGS Consortium signed the Joint Venture Agreement for the development of Water Supply and Waste Water Infrastructure Project in New Clark City. 	<ul style="list-style-type: none"> The Competitive Selection Process for the Selection of a JV Partner was launched on May 17, 2018. BCDA filed the application for the Water Rights for the nine (9) proposed groundwater sources within NCC to the National Water Resources Board (NWRB). The NWRB issued each well a permit to drill on 10 July 2018. The JVSC-TWG conducted post qualification activities on November 22- December 4, 2018. These activities include the legal, financial, and technical verification and confirmation of all submitted documents and qualifications by the Primewater Tahal PAVI MGS Consortium.
8	New Clark City Access Roads	These are road projects which BCDA entered into a MOA with the Department of Public Works and Highways (DPWH) to construct primary access roads leading to the New Clark City.	2015-2020	<ul style="list-style-type: none"> Completion of Clark-Bamban-Capas Access Road Phase 1 (4.5 km) Completion of MacArthur to NCC Access Road Phase 2 (4.5km) Completion of MacArthur to NCC Access Road Phase 2 (6.9km) Completion of MacArthur to NCC Access Road Phase 1 (2.5km) NCC to SCTEX (12.5 km) Airport to NCC Access Road 	<ul style="list-style-type: none"> Completed Completed Completed Completed 60% completion 12.682% completion 	
9	Subic-Clark Railway Project	<p>Development of a 71-km. passenger and cargo railway linking Subic and Clark. It is a joint undertaking between BCDA and the Department of Transportation (DOTr). The funding will be through ODA from China (85%) and GAA allocations (15%).</p> <p>The project will result in increased economic activity due to: faster flow of goods and services; increase Subic Port Utilization, and; compliment airport operation in Clark. The Project is currently in its development phase and implementation is projected to be conducted on 2021.</p>	2017-2021	<ul style="list-style-type: none"> Endorsements for the Project from local government units (LGUs) and Region III Regional Development Council (RDC-III) National Economic and Development Authority Investment Coordination Committee (NEDA ICC) and Board Approval for Project Memorandum of Agreement (MOA) on Project Implementation Arrangement between DOTr and BCDA Securing of GAA budget allocation Procurement of Consultancy Services for Advance Preliminary Works Procurement of Engineering, Procurement, Construction, and Commissioning (EPCC) Contractor 	<ul style="list-style-type: none"> RDC III Sectoral Committee on Infrastructure Development approved the project on Mar 6, 2018. The <i>Sanggunian</i> of the cities of Mabalacat (May 23, 2018), and Angeles (Oct 2, 2018), and Province of Bataan (Aug 13, 2018) issued a favorable endorsement of the project through resolutions. The NEDA ICC Technical Board and Cabinet Committee approved the project in January 2018 The NEDA Board approved the project on April 25, 2018 The MOA between the DOTr and BCDA was signed on Dec 7, 2018 The Department of Budget and Management (DBM) confirmed 2019 GAA allocations for BCDA, including ₱2.9 B for SCRP. The Notice of Award (NOA) was issued to Foresight Development and Surveying Company on Dec. 27, 2018) 	<p>The Procurement of EPCC Contractor was intended as a target for 2018. However, it cannot proceed because of the following:</p> <ul style="list-style-type: none"> Issuance of note verbale from China agreeing in using other forms of bidding documents and FIDIC (Fédération Internationale Des Ingénieurs-Conseils or International Federation of Consulting Engineers) form of contract for turnkey projects. • There are no Philippine Bidding Documents for turnkey projects and securing Government Procurement Policy Board (GPPB) approval for a turnkey bidding documents will probably take one (1) year based on DOTr's experience for their design and build bidding documents.

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11	Disposition of areas in Economic Zones	The disposition is in consonance with the mandate of BCDA to build great cities. It is through the mode of disposition via leasehold agreements with private sector partners.	2018	199 hectares	251.78 has.	JB Cresta - 250 has. Batching Plant - 0.9 has. Poro Point Lease - 0.88 has.
12	Development of Comprehensive and Integrated Masterdevelopment Plan (CIMDP)	The CIMDP Project will formulate the development blueprint for all BCDA Economic Zones including the Subic Bay Freeport Area. The development blueprint will define the distinct roles of each BCDA zone /SBMA areas as it moves towards one strategic development direction, forming part of the Philippine National Development Strategy.	2017-2018	Board-approved CIMDP	• The CIMDP was approved by the BCDA Board during its 12 December 2018 Meeting	
METRO MANILA PROJECTS						
13	BCDA Iconic Building	The BCDA Iconic Building is envisioned to be a distinct and recognizable structure which will represent BGC similar to other structures in leading cities in the world. The development of the Project will be through PPP and will have retail and office spaces. Another feature of the structure is a space dedicated to honor the Armed Forces of the Philippines.	2017-2020	<ul style="list-style-type: none"> • Start of the Detailed Design of the Project based on the winning conceptual design • Selection of partner (through public bidding) in the development of the Project. The selected partner will be responsible for the funding, construction, operation and maintenance of the BCDA Iconic Building. • Engagement (through public bidding) of a Construction Manager. 	<ul style="list-style-type: none"> • BCDA began the Detailed Design of the Project in collaboration with ARUP & Partners and Henning Larsen Architects. The design was completed in time for the selection of the developer. • Four Bays was declared as the highest ranked bid in the two (2) submissions received by BCDA. To date, the post-qualification for Four Bays is still ongoing. • On Dec 18, 2018, BCDA received one (1) bid for the Construction Supervision Management. The evaluation of the bidding is still ongoing. 	

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14 Build Build Build (BBB) Portal	<p>The BBB Portal is an initiative of four (4) agencies namely, Department of Public Works and Highways (DPWH), Department of Transportation (DOTr), the National Economic and Development Authority (NEDA) and the Bases Conversion and Development Authority (BCDA). The objective of the portal is to list down the high impact infrastructure projects of these agencies that are envisioned to increase the productive capacity of the economy, create jobs, increase incomes, and strengthen the investment climate. It is a real-time tool where projects are monitored and tracked – with relevant information made available to everyone.</p> <p>The portal now includes a feature that serves as a job matching platform to serve Filipinos. It will address the demand for workers to ensure the fast and timely delivery of high-impact infrastructure projects in the country, and allow overseas Filipino workers to return home to their families. Further, it consolidates all job opportunities for high-impact development and infrastructure projects of DPWH, DOTr and BCDA.</p>	2016-onwards	<ul style="list-style-type: none"> • Conduct one jobs caravan in Metro Manila. • Enhancement of the Build Build Build Portal 	<ul style="list-style-type: none"> • A BBB Jobs Caravan was conducted last August 12, 2018 at SMX Mall of Asia to better communicate and promote the benefits of the Jobs Program and the BBB Infrastructure Plan of the government, the DOF, DPWH, DOTr, DBM, NEDA, and BCDA. It is an employment and entrepreneurial caravan designed to provide more jobs and promote entrepreneurship. • The Build Build Build Portal added a new feature, the “Jobs, Jobs, Jobs” online portal, which was launched last May 29, 2018. As of December 2018, over 17,000 plus job vacancies are posted at the site for carpenters, masons, steel men, skilled laborers, and office workers, among other jobs. • Procured another extension of work to be done on the BBB Jobs Portal as per the directive of the PCEO and issued the Notice of Award last Dec 27, 2018 to Technovore. This is to maximize the platform for jobs matching and the promotion of job opportunities and upload job vacancies in the portal. The work to be done is to integrate the Jobs Portal of the BCDA Subsidiaries (CDC, JHMC and PPMC) to the BBB Jobs Portal and make it seamless in accessing the site. 	
15 Metro Manila Greenways Project: Makati-Bonifacio Global City Segment	<p>The Project is in partnership with the DOTr and a component of the NEDA-approved Metro Manila Bus Rapid Transit (BRT) Project.</p> <p>The Project aims to enhance the urban environment and welfare of Metro manila residents and visitors through the establishment of walkways, bikeways, and public space. This will improve mobility and recreation. Moreover, this Project shall alleviate the current condition of the commuting public by providing connections to and from mass transportation system corridors.</p> <p>The entire Metro Manila Greenways Project is PhP7.8B. The project cost for the Makati - BGC Segment has yet to be determined.</p> <p>BCDA's responsibility is the implementation of the Makati-BGC segment.</p>	2018-2022	Phase 1 Design and Build of an Elevated Walkway from MRT Buendia Station to BGC, the estimated budget is PhP405,693,900.00.	The target for 2018 was not met. There was failure of bidding because no bids were submitted.	<p>The two interested bidders who bought the bidding documents were interviewed. A mandatory review was conducted with the following findings:</p> <ol style="list-style-type: none"> 1. The schedule is very tight considering that there are no available data/information on utility lines 2. The lack of data may prolong the construction 3. This will cost traffic doubling any approval from MMDA 4. Slim profits <p>It was recommended to bid first for the preparation of a detailed architectural and engineering design (DAED) before bidding for the construction of the same.</p>

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16	Bonifacio Housing and Information Technology (BHIT) Park	R.A. 7227 transferred to BCDA the ownership, administration and control of the 119-hectare Bonifacio Housing and Information Technology Zone. E.O. No. 70 declared that 35 hectares of the 119 hectare shall be for socialized housing. On 8 December 2017, BCDA received from Shanghai Nanjiang an unsolicited proposal for the development of the 59.62-hectare Bonifacio East property. In order to proceed with the evaluation, BCDA and NHA agreed to jointly develop the property.	2018	• Signing of JVA	• Signing of the JVA on 17 December 2018	• On 28 August 2018, BCDA and NHA executed a Deed of Conveyance, Turnover and Acceptance (DOCTA) wherein BCDA conveyed the ownership and possession to NHA of the 35-hectare portion of the property. • On 28 August 2018, BCDA and NHA executed a MOA including the 35-hectare portion of the Bonifacio East Property in the joint venture development. BCDA thereby has been designated as its disposition entity. • On 14 December 2018, BCDA and NHA informed SNCL submitted the best and most advantageous proposal.
17	Bonifacio South Pointe	BSP is a 33.1 hectare property composed of lands presently occupied in part by the Army Service Command and Security Services Unit of the Philippine Army and in part by the Bonifacio Naval Station and Philippine Marine Corps of the Philippine Navy. This mixed-use development is a joint venture project aimed at furthering economic activity in contiguous areas of BGC.	2017-2018	• Signing of JVA	• Signing of the JVA on 10 August 2018	
18	Senate Building	The Bases Conversion and Development Authority (BCDA) and the Senate of the Philippines (Senate) executed a Memorandum of Understanding (MOU) last 03 January 2018 for the purchase of an 18,320 sqm property in Fort Bonifacio, Taguig City (Property) intended for the establishment of the new permanent facilities and offices of the Senate. Upon discussion of responsibilities and obligations under the MOU, the Senate requested BCDA to conduct a conceptual design competition for the Senate Building, and shoulder the corresponding expenses as part of its obligation under Contract to Sell.	2018	• Execution of a Contract to Sell in line with the provisions of the MOU. • Conduct of a conceptual design competition for the Senate Building Project	• On 23 May 2018, BCDA and Senate executed the Contract to Sell for the purchase of 18,320 sqm property at Php 90,000.00 per sqm or and equivalent of Php 1,648,800,000.00. • In February 2018, BCDA in collaboration with the Senate, were able to launch the global conceptual design competition entitled "Bagong Senado sa Ika-2 Siglo".	The competition garnered a total of 40 EOIs from both local and foreign architectural firms. The five (5) shortlisted firms for the Design competition were: • LEESER ARCHITECTURE • AIDEA • AECOM • HENNING LARSEN ARCHITECTS • PELLI CLARKE PELLI ARCHITECTS The design competition was successfully concluded last 28 May 2018, and turned over the winning conceptual design of AECOM to the Senate.
19	Bonifacio South Main Boulevard	The Bonifacio South Main Boulevard is a dual-3lane road that will provide alternate access from NAIA to BGC, thereby decongesting Lawton Avenue. The Project is in adherence to the Master Development Plan of the Bonifacio South properties to provide integrated connection among the developments in Navy Village, BSP and Mckinley West.	2018-2021	Awarding of the project to the winning contractor	• On September 2018, BCDA was able to start the bidding for the Design and Build Contract of the project and • On December 2018, BCDA was able to issue the Notice of Award to the winning bidder Filipinas Dravo Quingjian and AG Araja.	
OPERATIONAL HIGHLIGHTS						

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20	Replication Project: Philippine Army and K9 Unit	This project is in accordance to the Board directive to provide quality replication projects for the AFP. This is aligned with the mission of BCDA to Build Great Cities and Strengthen the AFP	2018		96% completed	<ul style="list-style-type: none"> Phil. Army K-9 office facilities constructed, ready for occupancy Partial turnover of facility to Phil. Army made on December 1, 2018
21	Replication Project: Philippine Air Force Facilities at Poro Point, La Union	This project is in accordance to the Board directive to provide quality replication projects for the AFP. This is aligned with the mission of BCDA to Build Great Cities and Strengthen the AFP.	2018	Completion of replication	100% completed	<ul style="list-style-type: none"> Constructed 15 Units Airmen's apartments, 1 detention cell, access road & other ancillary items. BCDA's turnover of the facilities is tentatively scheduled in 1st Quarter of 2019.
ORGANIZATIONAL HIGHLIGHTS						
22	Conduct of For a (Stakeholder Relations Forum) for the Armed Forces of the Philippines (AFP)	The AFP, being BCDA's main beneficiary, is a very important stakeholder. The conduct of fora with the AFP strengthens our relationship with them and ensures that they are apprised of BCDA thrusts in the conversion of military baselands.	2018	Two (2) AFP Fora conducted	<ul style="list-style-type: none"> Forum for the PIOs, PIAs of the AFP – March 1, 2018 / Report and Survey Tallied for the Forum Forum for the 202nd Infantry Brigade Unifier – April 19, 2018 / Report and Survey Tallied for the Forum Forum for the Northern Luzon Command (May 31, 2018) 	
23	Implementation of Corporate Social Responsibility (CSR) Projects	These projects ensure the well-being of our affected stakeholders especially the AFP. In the implementation of the NCC, there will be affected communities. These CSR projects play a role in 1.) Minimizing the adverse effects of BCDA projects to affected people and 2.) An avenue for BCDA to explain the full benefits of BCDA projects in the long term.	2018	Two (2) CSR Projects	<ul style="list-style-type: none"> Donation of Dental Chairs and panoramic X-Ray Machine in favor of 1301st Philippine Navy Dental Dispensary Donation of Medicines to the Association of the General and Flag Officers (AGFO) Foundation Incorporated Amended MOA among BCDA, AFP, DND and SLMC to Honor and Recognize the Beneficiaries' Valiant Services (PhP 5 M) Donation of Office Furniture and Equipment to Fully Operationalize the 202nd Infantry Brigade's Bayanihan Center Contributed to Run for Heroes (March 3) for the benefit of the widows and orphans of Marawi Partnering with Northern Luzon Command for the Fishermen Shelter Project (May 17, 2018) Donation of Office Furniture and Equipment to the 202nd Infantry Brigade, 2nd Infantry Division, Philippine Army (Dec. 12, 2018) 	

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24	ISO Certification of Processes	Executive Order No. 605 was issued institutionalizing the structure, mechanism and standards to implement quality management program in government offices.	2018	<ul style="list-style-type: none"> The DAP will conduct a Final Gap Assessment/ Readiness Review of the compliance/ conformity of BCDA's Quality Management System to ISO 9001:2015 Standard. TUV Rheinland Philippines, Inc., BCDA's third party certifying body, will conduct transition surveillance audit of BCDA's Quality Management System based on the requirements of ISO 9001:2015. 	<ul style="list-style-type: none"> The DAP conducted Final Gap Assessment/ Readiness Review of BCDA's Quality Management System against the ISO 9001:2015 requirements on April 16-18, 2018 and submitted the Final Gap Assessment Report for BCDA on 14 June 2018. The Report includes findings on the assessment, for BCDA to implement and maintain improvement action plans before the transition audit. TUV Rheinland Philippines, Inc., BCDA's third party certifying body, conducted the transition surveillance audit of BCDA's Quality Management System on 10 July 2018 and found it to be certified compliant to ISO 9001:2015 Standard and accordingly upgraded from its ISO 9001:2018 Certification. 	
25	Establishment of a Competency-based Framework Model	The Competency Framework determines the competency requirements of the various jobs and functions of all job positions in the organizations as well as assess the competencies of incumbents of said positions in order to formulate individual development plans.	2016-onwards	<ul style="list-style-type: none"> Review, finalization, approval and pilot testing of Competency assessment tool. Approval of the Competency Based Job Descriptions. Administration of Competency assessment tool to measure the competency proficiency and identify the competency gaps. Generate baseline information on competency levels. 	<ul style="list-style-type: none"> The Competency assessment tool has been reviewed, finalized, and submitted for the approval of the PCEO. PCEO approval has been obtained for the Competency assessment tool, together with the Competency Based Job Descriptions. The Competency assessment tool underwent pilot testing. The Competency assessment tool has been administered to measure the competency proficiency and identify the competency gaps of BCDA employees. Baseline information on competency levels has been generated and submitted to the VP for Corporate Services. 	

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26	Implementation of the BCDA Reorganization	The BCDA Reorganization aims to modify the structure based on new strategic directions of the government. It also aims to rectify missteps made by the previous BCDA Administration on the Restructuring Plan.	2016-onwards	approval and implementation	<ul style="list-style-type: none"> • BCDA-GCG Technical Working Group (TWG) meetings held on the following dates: <ol style="list-style-type: none"> 1. 21 March 2018 2. 10 May 2018 3. 11 October 2018 4. 21 November 2018 • GCG Submission of a rejoinder and matrix of justifications for additional positions on 23 May 2018. • Follow up letters (excluding emails) in relation to the MRP sent to the GCG on the following dates: <ol style="list-style-type: none"> 1. 9 August 2018 2. 3 September 2018 • NCC site visit by the GCG on 10 September 2018 • GCG Submission of additional documents (i.e. functional descriptions, BCDA Quality Management System (QMS) Quality Procedures; and Inventory of New Camps on 26 October 2018. • Approval by the Board and submission to the GCG of the proposed revised Organizational Structure and Staffing Pattern (OSSP) for the MRP on 14 December 2018 	

FINANCIAL HIGHLIGHTS

27	Total Remittance to National Government	BCDA is mandated to make remittances to the National Government.	recurring activity	PhP 4.20 B	PhP 6 B	<ul style="list-style-type: none"> • ADP Proceeds PhP 4.795 B • Guarantee Fees PhP 303 M • Dividends PhP 906 M
28	Cash Proceeds from Business Contracts and Regular Accounts	These are cash proceeds and dividends from recurring accounts of BCDA projects	recurring activity	PhP 4.13 B	PhP 11 B	<ul style="list-style-type: none"> • JV Proceeds PhP 6.9 B • Sale PhP 1.7 B • Lease PhP 688 M • Other receipts PhP 452 M • SCTEX PhP 1.1 B
29	Cash Proceeds from Business Contracts in BCDA Economic Zones	This measure provides the best indicator of economic activity in the BCDA zones. More locators make the zones thriving and sustainable locations. It translates to cash revenue inflows to BCDA through its subsidiaries, which BCDA ploughs back to these zones as capital investments	recurring activity	PhP 125 M	PhP 159 M	<ul style="list-style-type: none"> • Proceeds remitted to BCDA <ol style="list-style-type: none"> 1. JHMC PhP 64.7 M 2. PPMC PhP 63.4 M 3. Others PhP 21 M • Proceeds retained by Subsidiaries <ol style="list-style-type: none"> 1. JHMC PhP 7.3 M 2. PPMC PhP 2.8 M
30	Investments in Economic Zones	This is a core mandate of BCDA, as reflected in its Mission to Build Great Cities and Strengthen the AFP.	recurring activity	PhP 1.046 B	PhP 800 M	<ul style="list-style-type: none"> • New Clark City PhP 301 M • ASEAN-Related Projects PhP 213 M • JHMC PhP 148 M • PPMC PhP 125 M • Subic-Clark-Tarlac Expressway Project PhP 13 M