

BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA) RISK MANAGEMENT SYSTEM

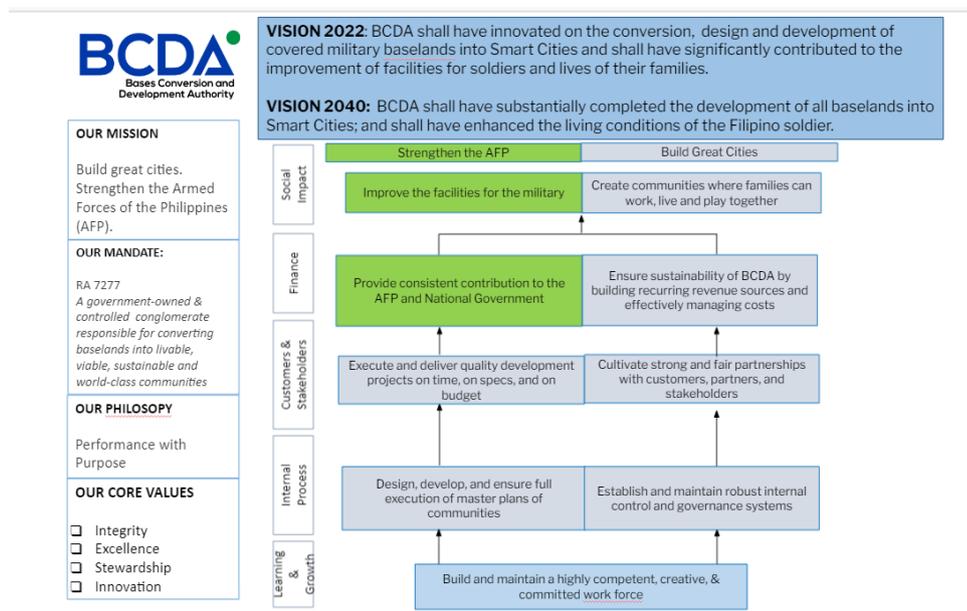
BCDA RISK MANAGEMENT FRAMEWORK

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 2022 Corporate Risk Registry was approved by the Board of Directors on 23 November 2022 through Board Resolution No. 2022-11-176 (ANNEX A).

A. BCDA 2022 CORPORATE RISK REGISTRY (ANNEX B)



1. There are nine (9) strategic objectives in the GCG-approved 2022 BCDA Strategy Map and are guided by the strategic themes on Building Great Cities, and Strengthening the AFP. 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.

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.

In 2021, thirty-five (35) risks, with high and very high ratings, were documented in the 2021 BCDA Corporate Risk Registry. Of the 35 documented risks, fourteen (14) risks occurred that ranged from project deliver, financial, organizational and reputational. There are risks that upon implementation of its risk treatment plan (RTP) yielded a low or tolerable rating. This means that the mitigating measures were able to address the effects of the risk's occurrence. On the other hand, there are risks that still rated high even after the implementation of measures to mitigate the impact of the risk. Simply put, the impact was already there, i.e. negative news, sources of delays in project implementation, among others. Risk owners are advised to identify other mechanisms to avoid the occurrence of said risks.

3. In 2022, one (1) new risk with HIGH rating was included. fourteen (14) risks were removed because either their risks' ratings became lower than HIGH, or they were deemed as not directly impacting the corporate objectives. Overall, twenty-one (21) risks are included in the 2022 BCDA Corporate Risk Registry.

B. BCDA MATERIAL RISKS AND STRATEGIES FOR MITIGATION

The risks plotted in the BCDA 2022 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 2022, 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. 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.

The action to be undertaken by BCDA is the negotiation with the contracting party to come up with a settlement agreement.

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 continuing COVID-19 pandemic which has impacted the disposition of BCDA properties, i.e. low demand for real estate. In addition to this, the ongoing Ukraine-Russia conflict and the possible direct/indirect impact on the operations of the organization is taken into consideration.

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 and other global phenomenon.

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 and its corresponding mitigating measures 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.

Despite the easing of quarantine measures by the government, the risk of possible transmission of COVID-19 among BCDA personnel is still apparent. The control measures in place to prevent this include; daily disinfection of office premises/vehicles and provision of health and safety protocols, 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.

ANNEX A

SECRETARY'S CERTIFICATE

Republic of the Philippines)
) SS.

I, **GISELA Z. KALALO**, 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 that on the occasion of the 623rd Regular BCDA Board Meeting held on 23 November 2022 with a quorum being present, the Board of Directors, upon motion duly seconded, unanimously approved the following resolution:

Resolution No. 2022-11-176

Resolve, as it is hereby resolved, that upon review of BCDA's material controls and risk management systems and finding them to be adequate, the BCDA 2022 Corporate Risk Registry be, as it is hereby APPROVED.

This certification is being issued subject to the final approval of the Minutes of the 23 November 2022 BCDA Board Meeting.

IN WITNESS WHEREOF, I have hereunto affixed my signature this 1st day of December 2022.


GISELA Z. KALALO
Corporate Secretary

SUBSCRIBED AND SWORN to before me this DEC 09 2022 at
Taguig City, Philippines, by Atty. GISELA Z. KALALO who exhibited
to me her Passport No. P6042520B, issued at the DFA Manila on 05 January 2021
and valid until 04 January 2031.

Doc. No. 263
Page No. 54
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Series of 2022.

Purpose: For uploading in the BCDA website
SC2022-195
YB2022-0522

ATTY. MARICEL C. CORONACION-SANTOS
NOTARY PUBLIC FOR AND IN TAGUIG CITY
NOTARIAL COMMISSION UNTIL DECEMBER 31, 2023
ROLL OF ATTORNEYS NO. 63834
IBP NO. 178142 2-14-2022 / RIZAL
PTR NO. A-5395113 02-03-22 / TAGUIG CITY
MCLE COMPLIANCE NO. VII-0005758 30 JULY 2023

ANNEX B

RISK IDENTIFICATION			RISK ASSESSMENT			RISK TREATMENT			
Risk ID	Risk	Risk Description	Likelihood	Consequence	Risk Rating	Action	Plan	Risk Owner	Completion Date
Objective 1: Improve the facilities for the military									
BCDA-ESSD-2022-01	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>	ESSD	<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. Continuing</p> <p>2.2. Continuing</p>
BCDA-PAD-2022-02	Operational - Reputational	Negative perception on BCDA among members of the AFP due to biases, lack of awareness and misinformation	Almost Certain (5)	Moderate (3)	High (10-15)	Reduce	<p>1.1. High-level Briefings/Consultative Meetings</p> <p>1.2. Regular Coordination Meetings (JTWG, PAO, CMO, Project Management & Engineering Units with BCDA counterpart departments)</p>	Office of the President and CEO, OEVP/COO, VPs of concerned departments, project managers, AFP/DND-BCDA Joint Technical Working Group	Continuing

		<p>This might lead to:</p> <ol style="list-style-type: none"> 1. Project delays 2. Inaccurate information being cascaded internally in the AFP 3. 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 	Continuing	
Objective 2: Create communities where families can work, live and play together										
BCDA-SPMD-2022-03	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. Transfer to locators the cost of clearing, i.e. responsibility to provide Financial Assistance to Project Affected People for areas for lease. This will be embodied in the lease agreements or Memorandum of Agreement (MOA) with locators. 	<p>Head of SPMD</p> <p>BDD</p>	<p>Weekly or as the need arises</p> <p>Will depend on lease disposition plan of locator</p>	

BCDA-SMD-2022-04	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 because there will be delays in disposition 	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	Dec-22
Objective 3: Provide consistent contribution to the AFP and National Government									
BCDA-SAPMD-2022-05	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	<ol style="list-style-type: none"> 1. Conduct monthly alignment meetings with different relevant departments after signing of contracts to ensure that the turnover timeline under the contract is followed. 2. Report to Top Management any issue that will arise and affect the turnover 	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-2022-06	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 <ol style="list-style-type: none"> b. Agency's reprioritization based on results of Feasibility Studies on the property, among others. 2. Lack of interested Bidders 	Likely(4)	Major (4)	Very High (16-25)	<p>Reduce</p> <p>Share</p>	<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. 	<p>BDD in coordination with LADD and PMD</p> <p>BDD and IPMD</p>	<p>Monthly or as the case may arise.</p> <p>3rd Qtr of 2022</p>

		3. Property is not yet cleared of ISFs				Transfer	3. Include in the contract transferring the responsibility of clearing the property to the proponent in coordination with BCDA	BDD, ESSD and LSD handling lawyer	During contract preparation as the case may be.
		4. Disposition of certain properties are subject to approval by other agencies, i.e. DND AFP approval for disposition of Philippine Navy properties. 5. Disposition plan/ asset is based on the condition and status of the property 6. Change in BCDA Board Policy 7. Low investment appetite due to global phenomena, i.e. ongoing Ukraine-Russia, industries trying to recover from pandemic This might lead to: 1. Foregone revenues 2. Lower remittances to NG 3. Delay in disposition of other properties				Share	4. MOA with other agencies to dispose properties 5. VOA Loghomes - Ensure that the disposition plan is fully supported by the BCDA Management and the BCDA Board and the condition and status of the property affecting the disposition is considered in the preparation of the recommendation	BDD, PMD and JTWT BDD	Upon identification of properties needing the approval of other agencies 3rd Qtr of 2022
						Reduce	6. Present a revised Asset Disposition Plan based on updated Board policy 7. Aggressive marketing efforts to attract international investors	BDD IPMD	4th Qtr of 2022
BCDA-BDD-2022-07	Financial - Liquidity	Non-disposition of properties/ non-implementation of projects due to the following effects of the COVID19 pandemic: 1. Low appraisal of properties	Likely(4)	Major (4)	Very High (16-25)	Reduce	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.	BDD in coordination with LADD.	3rd Quarter of 2022 (Disposition plan may be subject to changes depending on the need of the company)

		2. Low demand for real estate					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.	BDD, LADD, MANCOM	BCDA Disposition Plan is already approved and may be revised by Management
		3. Quarantine protocols					3. Secure approval of BCDA Management to consider holding-off the disposition of large properties until after the pandemic situation stabilizes	BDD, LADD.	starting 2022 until the pandemic stabilizes
		This might lead to: 1. Foregone/lower revenues 2. Lower remittances to NG 3. Delay in disposition of other properties							
BCDA-BDD-2022-08	Financial - Liquidity	Delay in property disposition due to the following: 1. Unfavorable OGCC opinion/ review on the project framework. 2. Litigation of cases against BCDA involving its properties. 3. Amendments in the contract terms previously agreed upon, in compliance with National Government's requirements. 4. Failure of bidding 5. Legal case on the subject property has not yet been resolved (Mile Hi Property).	Possible (3)	Major (4)	High (10-15)	Reduce	1. Coordinate with LSG and LADD: a. Prepare a list of prospective projects that may likely receive unfavorable OGCC opinion. b. Revise the transaction framework being processes. c. Discuss in advance with the OGCC BCDA's legal justification in proceeding with the current proposed transaction framework. 2. Coordinate with LSG to determine which property under litigation may be opened up for disposition and to assist via information-sharing to facilitate the release of properties under litigation. 3. Seek confirmation with the OGCC to revise contractual provisions that may have a detrimental effect in the disposition process. 4. Ensure that the Mile Hi property is cleared by LADD and LSD prior to disposition	BDD	BDD disposition plan already approved and may be revised by Management As the case may be TBD (ongoing legal case)

		<p>This might lead to:</p> <ol style="list-style-type: none"> 1. Delayed or unrealized revenues 2. Delayed remittances to NG 3. Higher investment cost (litigation cost) to dispose/ develop the property 							
BCDA-CPD-2022-09	Legal - Regulatory	<p>Passage of issuances/laws that are unfavorable to BCDA due to:</p>	Possible (3)	Major (4)	High (10-15)	Avoid			
		<ol style="list-style-type: none"> 1. Late submission of BCDA's position paper 2.1. BCDA position is not considered 2.2. Political reasons <p>This might lead to negative impact to business operations of BCDA</p>					<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 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 	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 Continuous As the need arises (if there is a bill) Q2
Objective 5: Execute and deliver quality development projects on time, on specs and on budget									
BCDA-ESSD-2022-10	Operational	<p>Delay in the implementation of projects due to:</p> <ol style="list-style-type: none"> 1. Challenges in ROW clearing operations 2. Challenges in procurement 	Almost Certain (5)	Moderate (3)	High (10-15)	Reduce	<ol style="list-style-type: none"> 1.1. Regular coordination with contractors, CMS, PAPs, LGUs and other government agencies, i.e. NHA, DENR, NCIP, DSWD, DILG. 1.2. Conduct of clearing operations at least one year before infra procurement/ property disposition. 2. Ensure that the TOR is clear. The procurement schedule and the ABC should be realistic 	<p>Head of ESSD</p> <p>Head of ESSD</p>	<ol style="list-style-type: none"> 1. Weekly meetings to discuss project updates 2. 15 days prior to start of bidding

		3. Changes in design due to current state of project site					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 scheduled site visitations during the design phase to ensure that designer thoroughly studies the terrain, condition of the proposed project site and anticipate possible changes in the site. 3.3. BCDA site visitation to validate applicability of the design.	Head of ESSD	3. Prior to issuance of certificate of completion to the design consultant
		4. Challenges in unforeseen natural and manmade events, i.e. informal settlers					4.1. No treatment plan identified for natural events. 4.2. Coordinate with security to ensure proper implementation of security plan		
		This might lead to: 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. 4. Loss of budget for GAA-funded projects 5. Additional cost on the part of BCDA							
BCDA-SPMD-2022-11	Operational - Project Delivery	Negative slippage in infrastructure projects due to:	Likely(4)	Major (4)	High (10-15)	Reduce			

		<p>1. Contractor's poor performance</p> <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 					<p>1.1. Implementation of BCDA's control measures assuring the completion and quality of the infra project, thru the following:</p> <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 <p>1.2. Contract termination or Liquidated damages</p>	Head of SPMD	Continuing
BCDA-LADD-2022-12	<p>Operational - Project Delivery</p> <p>Legal - Dispute</p>	<p>Delay in the transfer of title to private entities/ owners of subdivided land titles due to:</p> <ol style="list-style-type: none"> 1. Lack of documentary requirements from lot owners. 2. Delay in DENR approvals. 3. Backlogs in titling in other projects with separate PMOs <p>This might lead to:</p> <ol style="list-style-type: none"> 1. Delays in project implementation 2. Loss of revenue and reduced land holdings 3. Impact on BCDA's reputation 	Likely(4)	Major(4)	Very High (16-25)	Reduce	<ol style="list-style-type: none"> 1. Assist lot owners to get necessary requirements. 2. Close coordination with DENR to facilitate approval of survey plans. 3. Regular Coordination and building building of harmonious relationship with external stakeholders, i.e. LGUs, approving agencies, etc. 4. Parallel implementation of titling by PMOs for ongoing projects and LADD for backlogs in concluded projects 	<p>LADD</p> <p>LADD, NCIP, DENR, COMREL, SMD</p> <p>LADD, NCIP, DENR, COMREL, SMD</p> <p>LADD and PMOs</p>	2022-2023
Objective 6: Cultivate strong and fair partnerships with customers, partners and stakeholders									

BCDA-PAD-2022-13	Operational - Reputational	<p>Negative News on BCDA due to:</p> <ol style="list-style-type: none"> 1. Controversial projects (projects facing opposition from some sectors); 2. Presence of legal issues, political interests, business interests and other malicious intentions; 3. Inaccurate or wrong Information/data published from news organization (e.g. misquoted sources); and, 4. Black propaganda against BCDA <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. 	Almost Certain (5)	Major (4)	Very High (16-25)	Reduce	<ol style="list-style-type: none"> 1. Counter wrong information through official channels of communication and with the support of government media 2. Release of positive stories favorable to BCDA 3. Proactively improve our relationships with major media outlets, stakeholders and allies through dialogues and meetings. 4. Regular Quad-Media Monitoring 5. Networking activities 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 	<p>Top Management</p> <p>Heads of:</p> <ol style="list-style-type: none"> 1. PAD 2. PR Division 3. CSR and Stakeholder Relations Division 4. Communications Division <p>BCDA subsidiaries</p> <p>Project partners</p>	<p>Continuing</p> <hr/> <p>Continuing</p> <hr/> <p>Continuing</p>
Objective 7: Design, develop and ensure full execution of master plans of communities									

BCDA-LADD-2022-14	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	<p>1. Institutionalize regular evaluation and updating of master plans as key operational procedure (KOP) in QMS</p> <p>2. Ensure strict compliance with the approved development plans in accordance with DSG and Mancom approval</p> <p>3. Compliance with DSG should be embodied in Performance Agreement and contracts with locators.</p> <p>4. Present approved development plans to locators</p> <p>5. Require DSG compliance prior to issuance of business permits</p>	<p>LADD & concerned TF, SAPMD</p> <p>LADD</p> <p>LADD</p>	<p>2022</p> <p>LADD</p> <p>2022</p>
BCDA-LADD-2022-15	Operational - Project Delivery	<p>Delay in survey works, planning and design, and securing ownership of BCDA lands due to:</p> <p>1. Lack of equipment such as vehicles and survey equipment</p> <p>2. Lack of manpower</p> <p>This might lead to:</p> <p>1. Delays in clearing of land</p> <p>2. Delays in project implementation</p> <p>3. Foregone revenues</p> <p>4. Impact on relationship with business partners</p>	Likely(4)	Moderate (3)	High (10-15)	Reduce	<p>1. Hiring of additional staff</p> <p>2. Capacity building on efficient project implementation strategies</p> <p>3. Use of new technologies</p> <p>4. Procurement of equipment and vehicles in coordination with BRAD</p>	<p>LADD and HRMD</p> <p>LADD and HRMD</p> <p>LADD and ICTD</p> <p>LADD and BRAD</p>	2022-2023
Objective 8: Establish and maintain robust internal control and governance systems									

BCDA-ICTD-2022-16	Operational - Technological	Security issues of ICT equipment caused by cyber attacks and threats (e.g. spam, phishing, malwares, computer worms/viruses, spyware, distributed denial-of-service and hacking). This may lead to possible data loss and work interruption.	Possible (3)	Major (4)	High (10-15)	Reduce	1. Issuance of reminders and further information dissemination on securing computers 2. Issuance of policy on personal devices 3. Continuous monitoring and evaluation of ICT security posture 4. Ensure that security patches for servers and endpoint devices are up to date 5. Strict implementation of cloud first policy 6. Annual review of the effectivity of security tools	1. ICTD Head and assigned technical staff 2. ICTD Head and assigned technical staff 3. ICTD Head and assigned technical staff 4. ICTD Head and assigned technical staff 5-6. ICTD Head	Q2, Q3 and Q4 May 2022 Daily Daily Q2 2022, monthly monitoring 4 months before renewal
							7. Enhancement of technical personnel skill set on security 8. Ensure the integrity of backup 9. Improve procedure on response and information dissemination 10. Enhance security detection and alerts on end user side 11. Conduct of regular security drills 12. Regular quality assurance of all the plans listed above 13. Recommend to hire/permanently assign a dedicated IT security personnel	7. ICTD Head 8. ICTD Head and assigned technical staff 9. ICTD Head 10. ICTD Head and assigned technical staff 11. ICTD Head and assigned technical staff 12. ICTD Head and assigned technical staff 13. ICTD Head and assigned technical staff	Dec 2022 Weekly May 2022 It will be done twice a year Weekly Q2 2022
BCDA-ICTD-2022-17	Operational - People, Documentation	Leakage of confidential information due to:	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	1. Heads of ICTD and Records Administration Division 1.2. Heads of ICTD and Records Administration Division	1. Daily 1.2. As the need arises

		<p>1. Intentional human intervention. 2. Mishandling of documented information.</p> <p>This might result in weakened legal position or to the unlawful dissemination of trade secrets</p>					<p>2.1. Update Records Operations Manual to define roles, authorities, process flows and controls in records management</p> <p>2.2. Reiteration of various issuances and guidelines relating to documented Information</p>	<p>2.1. Head of Records Administration Division</p> <p>2.2. Head of Records Administration Division and assigned technical staff</p>	<p>2.1. December 2022</p> <p>2.2. Quarterly</p>
							2.3. Review and update the Comprehensive Security and Safety Policies, Rules and Regulations Manual - Document Security component	2.3. Head of Records Administration Division and assigned technical staff	3. Q3 2022
BCDA-ICTD-2022-18	Operational - Documentation	<p>Deterioration of physical documented information due to:</p> <p>1. Age 2. Handling and Storage conditions</p> <p>This might lead to:</p> <p>1. Loss of possible documentary evidence in legal cases 2. Loss of institutional information</p>	Possible (3)	Major (4)	High (10-15)	Avoid/ Reduce	<p>1.1. Implementation of the BCDA Digitization Project</p> <p>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> <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. Head of Records Administration Division</p> <p>2.1. Head of Records Administration Division and assigned technical staff</p>	<p>March 2022</p> <p>Q4 2022</p>
BCDA-SMD-2022-19	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-22

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

BCDA-HRMD-2022-20	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. Opportunity: The CPCS may encourage other NG personnel to apply to BCDA	Possible (3)	Major (4)	High (10-15)	Accept	1. Parallel implementation of succession plan (capacity-building of NIR) and CPCS by the GCG. 2. Appeal certain implementing components of CPCS with GCG	HRMD/Mancom	1. Upon approval of CPCS. 2. July 2022
BCDA-HRMD-2022-21	Operational - People	Readiness of suitable Next In Ranks (NIRs) in terms of meeting CSC's Qualification Standards (QS) and assuming greater responsibilities due to NIRs' lacking 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. 4. Invalidation of appointments.	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. 4. Revision of Job Descriptions to adhere to CSC competencies/manner of validation.	HRMD/Mancom	Continuing Continuing Continuing