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01 100 1432569

Audit Report as per

ISO 9001:2015

for

**Bases Conversion and Development
Authority (BCDA)**

**BCDA Corporate Center, 2F Bonifacio Technology
Center,**

31st Street corner 2nd Avenue,

Bonifacio Global City, Taguig 1634

Philippines

Client	Standard	Certification Number	Audit Type
Bases Conversion and Development Authority (BCDA)	ISO 9001:2015	01 100 1432569	Surveillance Audit

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Client's representative

Patrick Roehl Francisco

Audit (team) leader

Michelle Pestanas (Lead Auditor)

Audit team

Melchor Camina (Auditor), Parameshwaraiah CR (Scope Expert)

Audit date

2024-11-25 - 2024-11-25

1. Audit result

Management system effectiveness was verified by an appropriately selected audit team. This applies in particular to the compliance of workflows with standard requirements and descriptions in the management system documentation. The audit objectives as mentioned in the audit plan, the special features of the organization's business activities, the applicable statutory and regulatory requirements set forth in other generally applicable documents were also take into account. This was done by means of a sampling approach, by conducting interviews and reviewing the appropriate documentation. Audit findings and recommendations regarding opportunities for improvement have been set forth in section 4 of this report.

Nonconformities from last audit	There were no nonconformities revealed during last audit.
Nonconformities current audit	The current audit did not reveal any nonconformities.
Re-Audit	A re-audit is not required. In case the current audit did reveal nonconformities please refer to the nonconformity report for more details.
Stage 1 Audit	The current audit is a surveillance audit. Hence, a stage 1 audit was not performed.

The organization has established and maintains an effective system to ensure compliance with its policy and objectives. The audit team confirms in line with the audit targets that the organization's management system complies with, adequately maintains and implements the requirements of the standard.

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Recommendations:

- Maintenance of the existing certification

2. Scope

2.1. Description of the organization

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

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

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

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

BCDA is positioning Clark as the next investment center in Asia through high-impact projects such as the New Clark City—a new metropolis that is smart, green, resilient and truly inclusive and the expansion of the Clark

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Inter-national Airport. Among its other big-ticket projects are the Subic-Clark Cargo Railway and the BGC-NAIA Bus Rapid Transit.

(Note: Distilled from the Corporate Profile of the BCDA corporate website at <http://www.bcda.gov.ph>)

2.2. Scope of certification

Standard	Scope of certification
ISO 9001:2015	Provision of Conversion and Development Services, Real Estate Management and Engineering for Land and Assets under the Jurisdiction and Control of the Bases Conversion and Development Authority (BCDA)

The organization has single shift from 8am-5pm Monday to Friday

The audit has not been carried out in the context of a multi-site certification.

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

Locations audited during the audit are marked accordingly within the table in the Annex to this report.

3. Changes in the management system / Contract review

The following major changes have been implemented in the management system and the management system documentation since the last audit:

- New Chairperson, Board of Director Mr. Hilario Paredes dated Oct 28, 2024
- New Member of the Board of Directors 1)Mr. Hilario Paredes and 2) MrJoshua Bingcang dated Sep 27, 2024

The implementation of these changes in the existing management system and the management system documentation was verified within the framework of the audit. The order details which form the basis of the audit (incl. number of employees, scope and sites) reflect the actual situation in the organization.

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

The audit plan was not changed during the audit.

4. Audit findings

The audit findings related to the audited standard are listed in the Annex to this report. In view of the sampling approach applied to the audit, weaknesses and nonconformities may still exist which have not been identified during the audit.

No.	Location / Department / Process	Positive findings
1.	Customer Satisfaction / /	Achieving 98% customer satisfaction rating for Y2023 against target of 90% is notable.
2.	Human Resource / /	Enhancement of Careers Page at BCDA website from Y2023 is evident. This is for easy access on the vacant positions and emphasizing the Equal Employment Opportunity Principle (EEOP). The implementation of Drive-HR Program dated Jun 2024.
3.	Land and Asset Development / /	In the Master Plan for the Development of the NCC the allocation for specific types of uses of the NCC, e.g. residential, institutional, industrial and commercial application, the BCDA have integrated its vision for the NCC to be a sustainable, green-centric and people-centric metropolis.
4.	Awards and Recognition / /	Recipient of the following awards are laudable: -Special Award for Partners in the Public Sector - 7th Anniversary of Quest Hotel dated 8/8/2023

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		<ul style="list-style-type: none"> -2023 Silver Quill Award of Excellence - One Nation, One Legacy: The Bases Conversion and Development Authority's 2019 to 2021 Annual Report dated 9/5/2023 -2023 RAISE Awarding Excellence - Bases Conversion and Development Authority dated 10/2/2023 given by NEDA -IBA Gold Stevie Award- One Nation, One Legacy: The Bases Conversion and Development Authority's 2019 to 2021 Annual Report dated 10/13/2023 -Top-ranking GOCCs in the CY2022 Corporate Governance Scorecard for GOCCs dated Nov 20, 2023 -Top-ranking GOCCs in the CY2022 Performance Scorecard for GOCCs dated Nov 20, 2023 -CGS Hall of Fame Award dated Nov 20, 2023 -One Nation, One Legacy: BCDA's 2019-2021 Annual Report dated Jan 24, 2024 -2022 Annual Report Bronze Stevie Award - Award for Innovation in Annual Reports dated Apr 15, 2024 -Clark Video - Award for Innovation in the Use of Video dated Apr 15, 2024 -Plaque and Certificate of Appreciation - Nation building and in delivering efficient, accessible, and responsive public service for the good of all Filipinos dated June 29, 2024 -Gold Stevie Award for "COLLECTIVE" dated Oct 11, 2024 -Gold Stevie Award for "We Build As One: the BCDA 2021 Annual Report" dated Oct 11, 2024 -Plaque as one of the top-ranking GOCCS for CY 2023 Corporate Governance Scorecard for GOCCs dated Nov 25, 2024
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		<ul style="list-style-type: none"> -Certificate of Recognition for consistently receiving a Perfect Score for the Stakeholder Relationship Section of the Corporate Governance Scorecard for Calendar Years 2021-2023 dated Nov 25, 2024 -Certificate of Recognition for consistently receiving a Perfect Score for the Disclosure and Transparency Section of the Corporate Governance Scorecard for Calendar Years 2021-2023 dated Nov 25, 2024 -Plaque for exemplary efforts in upholding sustainability values and practices dated Nov 25, 2024
5.	CSR / /	<ul style="list-style-type: none"> Tree-planting activities at New Clark City and mangrove propagation activity - Donated two computers to the Pamayanang Diego Silang Cooperative - Donated P50K to the HERO (Help, Educate and Rear Orphans) Foundation, Inc. for four scholars - Supported the Philippine Marine Corps's Sovereignty Run with a contribution valued at P70K - Donated Php30K for the event of the Wounded Soldiers Agriculture Cooperative - Donated to the Museo Ning Angeles in Clark through Kuliati Foundation, Inc. - Donated vehicles to the Bureau of Fire and Protection - Donated office furniture to the Irisan National High School, Baguio City Cooperative - Support for Tribute to Heroes Event in partnership with Manila Times and Manila Times TV - Facilitated an Outreach Project for IPs in partnership with the Ford Everest Club

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		<ul style="list-style-type: none"> - Conducted Company Visit of Decathlon Clark with project affected youths for Social Inclusion Program - Distributed health kits to Indigenous Youths of Capas during Rugby Clinic of the Philippine Volcanoes - Assistance to fire victims at the Bataan Resettlement Site Development Project - Blood donation for the Bataan General Hospital,, with the Philippine Red Cross and during the Civil Service Commission Anniversary - Flu Vaccination Program and disaster relief packs for internal stakeholders
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The following recommendations and opportunities for improvement were identified during the audit and are intended to contribute to the continuous improvement of the management system.

No.	Location / Department / Process	Opportunities for improvement
1.	Internal Audit / /	<p>Consistently indicating in the Audit Plan the applicable ISO clause relevant to the process.</p> <p>May consider establishing tool in verifying auditor’s performance for continual improvement.</p>
2.	General Services / /	<p>Enhance the monitoring activity for OTP related to 100% availability of vehicles.</p> <p>May need to include the following in the risk register:</p> <ul style="list-style-type: none"> -For Property Management, risk related to disposal of electronic waste

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		<p>For GSD, may need to identify mitigating actions explicitly on top of the existing control for identified high/significant risk, indicate the timeline of implementation, and ensure demonstrating effectiveness of mitigating actions.</p> <p>Review the competency qualification for mechanic helper.</p>
3.	Context of the Organization / /	<p>Explicitly indicate in the documentation specific issues related to Climate Change. Likewise, review the List of Interested Parties to update their needs and expectations relevant to climate change as well.</p>
4.	Procurement Services / /	<p>May need to address the following:</p> <ul style="list-style-type: none"> • Ensure the timely conduct of procurement of goods and services in line with the established annual procurement plan. The copies of the annual accomplishment report were released last August 2024 instead of the programmed released in May 2024. • Review the applicable annex of the IRR of the procurement law and ensure to include complaints as one of the criteria in evaluating the performance of janitorial service provider
5.	Subsidiaries, Affiliates & Project Monitoring Process / /	<p>Need to identify specific risk related to the monitoring and recommending process and identify mitigating action plan.</p>
6.	Land & Asset Development Process – Land Registry/Master Planning / /	<p>There is a need to consider the following activities:</p> <ul style="list-style-type: none"> • Prior the conduct of the next planning meeting for the ongoing registry activities and master planning review of the current status of the boundary survey and/or verification survey activities and analyze/ evaluate the achievement/non-achievement with the target conduct of surveys and take action on the

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		<p>causes of delays that at within the control of the organization.</p> <ul style="list-style-type: none"> • In the conduct of scheduled revision of the master plan for the development of certain properties, e.g., New Clark City, and define anew the target completion dates of each of the identified phases of development.
7.	Project Management / /	There is need to include in the Quality Control Program/Status of Test program of the organization the conduct of certain test to verify the certain properties of delivered materials, e.g., Slump test of Delivered Concrete.

5. Dates

Due date for the next audit	2025-06-27
Agreed date for the next audit	2025-05-27
Audit release date	2024-12-26

2024-11-26

Signature date



Signature

All information gained during the audit will be treated with strict confidentiality by the audit team and the certification body.

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Annex ISO 9001:2015

Context of the organization
<p>The organization has determined internal and external issues related to the following subject areas:</p> <p>Strength</p> <ul style="list-style-type: none"> • Track record of successful base conversions (e.g. BGC) • Expertise in infrastructure development • Access to vast developable land (over 35,000 hectares) • Technical personnel (engineers, architects, etc.) and industry-respected consultants • Streamlined and ISO-certified processes • Reputation as a reliable and professional PPP partner • GCG Hall of Famer recognition • Outdated charter • Lack of delegated authority <p>Weakness</p> <ul style="list-style-type: none"> • Lack of career path planning and succession planning • Challenges in stakeholder engagement with some LGUs • Unable to effectively address and improve our negative reputation among certain stakeholders • Branding-perception gap in NCC • Challenges in stakeholder engagement with some LGUs • Unable to effectively address and improve our negative reputation among certain stakeholders <p>Opportunities</p> <ul style="list-style-type: none"> • Capitalize on foreign investment through PBBM's proactive diplomacy and pursuit of MOUs with foreign entities and participation in trade missions and expos • Develop digital infrastructure by embracing Industry 4.0 and catering to the growing demand for digital economy infrastructure, smart and sustainable cities, and mixed-use developments • Collaboration with the Maharlika Investment Corp for some of BCDA's big ticket projects • Leverage Luzon Economic Corridor to support connectivity between Subic Bay, Clark, Manila, and Batangas • Infrastructure and road developments have made master planned communities outside NCR more attractive (Colliers) • The implementing components of CPCS may encourage other NG personnel to apply to BCDA <p>Threats</p> <ul style="list-style-type: none"> • Increased competition for Foreign Direct Investment (FDI) in ASEAN • Delays in BCDA charter amendments

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- Negative publicity
- Resistance from occupants on land for clearing
- Cybersecurity threats

The organization has identified interested parties and the requirements of these parties. Examples for such parties are:

- Internal
 - Employees
 - Management
 - Board of Directors
 - Other Departments
 - Subsidiaries
- External
 - Suppliers
 - Regulators
 - Legislators
 - Armed Forces of the Philippines
 - Community (Project affected people)
 - Media
 - Beneficiary agencies

Policy and objectives

Top management has declared its MS-policy binding and implemented. The MS-policy is appropriate and provides a framework for the respective objectives. It commits all employees to pursue continuous management system improvement. The objectives are measurable and are controlled, communicated and updated regularly. Key objectives include:

SOCIAL IMPACT

- Facilities constructed for the Armed Forces of the Philippines / target: 100% accomplishment of deliverables based on contract schedule
- Percentage of Implementation of Infrastructure Projects / 100% Implementation of Infrastructure Projects
- Number of Development Contracts Signed for BCDA Properties / Four (4) Signed Development Contracts*

FINANCIAL

- Remittance to the AFP and the National Government / target: 100% Remittance of required mandatory contribution to the national government

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- Cash Proceeds from Business Contracts / target: Php 6.2Bbillion
- Obligations Subsidy Budget Utilization Rate / target: 90%
- Disbursements Subsidy Budget Utilization Rate / target 90%
- Corporate Fund Budget Utilization Rate / target: 90%

CUSTOMERS/STAKEHOLDERS

- Percentage of Satisfied Customers / target: 90%

INTERNAL PROCESS

- Implementation of Developmental Information Projects/ target: Completion of Lot Information Web Maps for the New Clark City Area, Clark Freeport Zone, and Clark Civic Aviation Comple
- Implementation of the Information Systems Strategic Plan (ISSP)/ target: 100% Implementation of the 2024 Deliverables under the 2023-2025 ISSP
- ISO 9001:2015 Certification / target Maintenance of ISO 9001:2015 Certification (Pass First Surveillance Audit)

LEARNING AND GROWTH

- Percentage of employees meeting the required competencies / target: Increased level of Competency 100% of employees meet the required competencies

Process control incl. outsourced processes

The processes available in the organization have been identified and documented. Process workflows and interactions have been described and appropriately controlled. The processes are evaluated at regular intervals by means of key performance indicators. Key processes within the scope of product realization include:

- Business Development
- Land & Assets Development
 - Surveying and Titling
 - Master Planning
 - Appraisal
 - Inventory of Properties
- Project Management
- Real Estate Management

The following processes have been outsourced and are appropriately reviewed and controlled:

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- Consultancy Services – Master Planning, Appraisal, Surveys, Special Studies, Financial, IT Construction Design, Project Management
- Construction and Infrastructure Works
- Engineering Services
- General Support and other Allied Services (e.g., Janitorial & Security Services – for the Head Office & Controlled Properties)

Risk-based thinking

The requirements for risk-based thinking are being realized in the organization as follows:

Risk-based thinking has been applied for the following processes:

- Project Management
- Business Development
- Land & Asset Development
- Real Estate Management
- Property and Procurement
- Corporate Planning
- Human Resources
- Information Technology

Examples of risks and opportunities of processes identified are:

- Delay in the implementation of projects due to right of way issues, securing approvals for relocation plans
- Changes in design due to discrepancies and errors in the issued Construction Drawings
- Insufficient deployment of manpower, equipment & materials
- Higher Cost of construction materials
- Delay in the clearing and delivery of project areas due to strong resistance of project affected people to BCDA development projects.
- Delays in transfer of titles to private entities/owners of subdivided land titles due to incomplete documentary requirements, discrepancies in technical information
- Procurement of Goods and services delegated to PPMD (Property and Procurement Management Department) does not comply with RA 9184 that will lead to Commission on Audit (COA) observation and disallowance due to lack of aware-ness/knowledge in the existing Government Procurement Process and latest issuances and implementing rules and regulations
- Deviation from development plans due to political pressures which may lead to environmental concerns and sustainability issues

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- Delays in project implementation due to illegal titling of BCDA lands, which may lead to loss of revenue and reduced land holdings
- Delay in project implementation due insufficient deployment of manpower, equipment and materials by the Contractor, which consequently will delay the turnover of facilities to the military end-user and the turnover of area to the joint venture partner
- Delay in execution of plans due to discrepancies and errors in the issued for Construction Drawings, which will cause delay in the Completion of the project
- Delay in project implementation due to right of way issues in the relocation site, which will result in unutilized projects funds and delayed construction of military facilities
- Non disposition of properties
- Delay/ Non-Disposition of properties due to passage of unfavorable issuances/laws.

Examples of measures taken to react on identified risks are:

- Assist lot owners to get necessary requirements.
- Close coordination with DENR to facilitate approval of survey plans.
- Regular Coordination and building building of harmonious relationship with external stakeholders, i.e. LGUs, approving agencies, etc.
- Parallel implementation of titling by PMOs for ongoing projects and LADD for backlogs in concluded project
- Heightening security of BCDA
- Impose legal sanctions to unscrupulous partners.
- Issue warning letters to contractors when significant delays are incurred
- Monitor contractor catch up schedule and ensure fulfillment thereof
- Review and resolution of design issues ahead of scheduled implementation of affected works
- Regular coordination with CMS and Design Consultant
- Identify clearly the titled properties
- Seek revisions to the proposed PPP Act that would exempt leases and joint ventures from the application of the proposed bill
- Seek further revisions to the bill amending the BCDA Charter to ensure BCDA's authority to dispose (e.g. lease, sale or JV) and/or privatize its assets internally.
- Implementation of BCDA's control measures assuring the completion and quality of the infra project, thru the following: Testing of Materials, Maintenance of Punch Lists for the Contractors, Regular Inspection by the PMT, Inspection and Acceptance before issuance of Certificate of Completion
- Observance of Defects Liability Period
- Observance of Warranty Periods
- Contract damages, termination or Liquidated

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- Use CPES Rating to disqualify contractor in subsequent bidding

Examples of risks and opportunities concerning the context of the organization are:

- Non-disposition of properties/ non-implementation of projects due to change in National Government (NG) thrust
- Legal and Policy Environment. Vague provisions in the previous contracts prevents BCDA / BCDA Subsidiaries to maximize revenues. (R)
- Political and national policy stability. Volatility of Peso leading to increasing interest rates for lending. (R)
- Organization. Compliance with COA Rules and regulations to avoid disallowances (O)
- Partnership. Build better relationship with and increase trust and confidence of the AFP (O)

Concerning risk based thinking the following tools are used:

- SWOT Analysis
- Risk Analysis

Customer-related and other requirements

The organization analyses and evaluates customer requirements and/or enquiries and any documented, assumed, statutory and regulatory requirements within the scope of a production and feasibility study performed in a team. The person who prepared the offer reviews the contract to ensure its compliance with the offer and documents this compliance in an order confirmation. The same procedure applies to amendments.

The following process requirements significantly affect product or service quality:

- Competence of engaged surveying agency
- Accuracy of surveys / alignment with Philippine Land Registration Authority (LRA) records
- Completeness of legal documentation required for titling and registration (e.g., Memorandum of Agreement, Tax Declaration, Tax Clearance, Approved Technical Description)
- Approved Master Plan
- Project Plans and Monitoring (e.g., S-Curve, GANTT chart)
- Approved endorsements from the AFP
- Letter of Intent / Letter of Interest / Valid contracts / Notice-of-Award (NOA) / Notice-to-Proceed (NTP)
- Property Appraisal Reports

Key regulatory, statutory and customer-related requirements include:

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- BCDA Charter of 1992 (R.A. 7227) / IRR of BCDA (E.O. 62, S.1993) / Amendment of R.A. 7227 (R.A. No. 7917) / Amendment of R.A. 7227 (R.A. 9400)
- Revised AFP Modernization Program (R.A. No. 10349)
- GOCC Governance Act of 2011 (R.A. No. 10149)
- Government Procurement Act (R.A. No. 9184)
- Anti-Red Tape Act of 2007 (R.A. 9485)
- National Archives of the Philippines Act of 2007 (R.A. 9470)
- Civil Service Commission (CSC) Rules and Regulations
- National Building Code of the Philippines
- National Structural Code of the Philippines
- Fire Code of the Philippines
- DPWH Standard Specifications
- DOLE / BWC / OSHC

Customer satisfaction and complaints

The organization maintains documented and effective procedures governing the handling of information, data analyses, improvement actions and responses to customer feedback.

The organization measures client's perspective on their service deliverables thru Client Satisfaction Survey as approved by ARTA. Latest Client Satisfaction Measurement Report with 60% response rate dated Mar 2024 covering Jan-Dec 2023 coverage, BCDA got an overall score of 98% Satisfaction Rating.

A total of 4 customer complaints recorded by the organization up to date. These were all acted accordingly by the respective concerned departments.

Internal audit and management review

The organization measures the implementation, maintenance and effectiveness of the management system by means of annually scheduled system audits. The organization reliably carries out May 20, 2024-Oct 31, 2024 Internal Quality Audit with 25 qualified auditors and corrective actions are implemented without undue delay.

- Results
 - 8 NCs (3 closed, 5 open)
 - 60 OFIs

Top management reviews the organization's management system at regular intervals and in line with the requirements to ensure its continuous suitability, adequacy and effectiveness. The management review was carried out in accordance with the requirements and was effective.

Date of last management review: 2024-11-04

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Use of certificate and logo
The organization uses the logo and/or the certificate (e.g. on business cards, company brochures, websites etc.) in compliance with the requirements.

Standard Clause	4.1	4.2	4.3	4.4	5.1	5.2	5.3	6.1	6.2	6.3		
Rating *	1	1	1	1	1	1	1	1	1	1		
Major nonconformity	0	0	0	0	0	0	0	0	0	0		
Minor nonconformity	0	0	0	0	0	0	0	0	0	0		
Standard Clause	7.1	7.2	7.3	7.4	7.5	8.1	8.2	8.3	8.4	8.5	8.6	8.7
Rating *	1	1	1	1	1	1	1	1	1	1	1	1
Major nonconformity	0	0	0	0	0	0	0	0	0	0	0	0
Minor nonconformity	0	0	0	0	0	0	0	0	0	0	0	0
Standard Clause	9.1	9.2	9.3	10.1	10.2	10.3						
Rating *	1	1	1	1	1	1						
Major nonconformity	0	0	0	0	0	0						
Minor nonconformity	0	0	0	0	0	0						

- * Rating:
- 1 = conforming
 - 2 = not audited in this audit
 - 3 = nonconformity (see nonconformity report)
 - 4 = not applicable

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The following sites and their scopes are included in the scope of certification:

Certificate No.	Name / Address of site	Employees	Language	Scope of certification	Audited
01 100 1432569	Bases Conversion and Development Authority (BCDA) BCDA Corporate Center, 2F Bonifacio Technology Center, 31st Street corner 2nd Avenue, Bonifacio Global City, Taguig 1634 Philippines	261	English	Provision of Conversion and Development Services, Real Estate Management and Engineering for Land and Assets under the Jurisdiction and Control of the Bases Conversion and Development Authority (BCDA)	<input checked="" type="checkbox"/>