



VISION 2028: BCDA shall have fully innovated in the development of the military baselands into equitable great cities while fully supporting the inclusive modernization of the Armed Forces of the Philippines.

VISION 2040: BCDA shall have substantially completed the development of all baselands into equitable Great Cities and shall have contributed to the enhancement of the well-being of Filipino men and women.

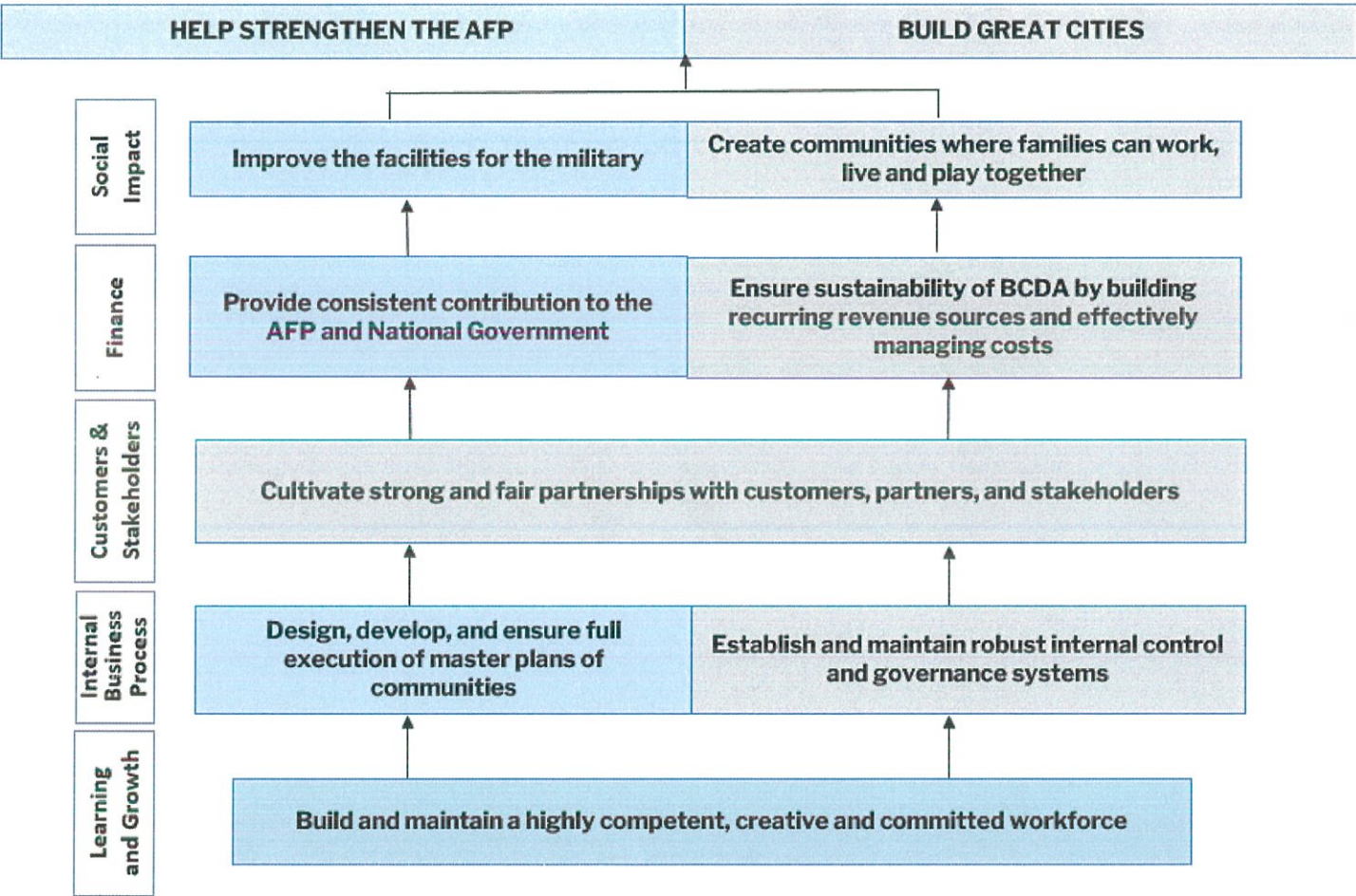
OUR MISSION
 Build great cities. Help Strengthen the Armed Forces of the Philippines (AFP).

OUR MANDATE:
 RA 7227
A government-owned & controlled conglomerate responsible for converting baselands into livable, viable, sustainable and world-class communities

OUR PHILOSOPHY
 Performance with Purpose

OUR CORE VALUES

- Good Stewardship
- Integrity
- Excellence
- Innovation



BASES CONVERSION DEVELOPMENT AUTHORITY (BCDA)

		Component			Baseline Data		Target		
Objective/Measure		Formula	Weight	Rating System	2023	2024	2025	2026	
SOCIAL IMPACT	SO 1	Improve the Facilities for the Military							
	SM 1	Percentage of Completion of Facilities Constructed for the Armed Forces of the Philippines (AFP)	Number of Deliverables Attained / Total Number Deliverables	7% ¹	(Actual/Target) x Weight	Actual Accomplishment for the Replication of the Philippine Marine Corps (PMC) Projects: Package 1: 44.57% Package 2: 51.70% Package 3: 32.66%	SM 1a - Physical accomplishment: Package 1: 88.62% Package 2: 80.20% Package 3: 41.55% SM 1b -16.40%	100% Accomplishment of Deliverables Based on Contract Schedule of Replication Project for the Philippine Armed Forces (PAF), Philippine Marine Corps (PMC), and Philippine Navy (PN)	100% Accomplishment of Deliverables Based on Contract Schedule of Replication Project for the Philippine Armed Forces (PAF), Philippine Marine Corps (PMC), and Philippine Navy (PN) ²
	SO 2	Create Communities Where Families Can Work, Live and Play Together							
	SM 2	Percentage of Implementation of Infrastructure Projects	Number of Deliverables Attained / Total Number Deliverables	5% ³	(Actual/Target) x Weight	Actual Accomplishment for the Airport to NCC Access Road: Phase 3: 76.21%	Physical accomplishment: ANAR Phase 3: 92.79% NCC Connecting Road Package 2: 12.09%	100% Accomplishment of Deliverables Based on Contract Schedule of NCC Connecting Road Package 2, BSP Access Road (West Road), and NCC Access Road Phase 3	100% Accomplishment of Deliverables Based on Contract Schedule of the NCC Connecting Road Package 2, BSP Access Road (West Road), NCC Access Road Phase 3 (For remaining works), NAS Phase 3, and Underground Utilities Phase 1
SM 3	Number of Development Contracts Signed for BCDA Properties	Actual Accomplishment	18%	(Actual/Target) x Weight	Eight (8) Signed Development Contracts	Nine (9) Development Contracts Signed	Five (5) Signed Development Contracts	Five (5) Signed Development Contracts	
Subtotal			30%						

¹ Weight is distributed equally among the number of target projects.

² (1) Site Development of the 65-Hectare Relocation Site of Philippine Air Force (PAF); (2) Senior Officers' Quarter for Philippine Navy (PN); (3) Married Enlisted Personnel Quarters (MEPQ); (4) Philippine Marine Corps (PMC) Structures, Facilities and Utilities Package 3; (5) Construction of Perimeter Fence and Upgrading of UN Avenue at Morong Discovery Park; (6) Construction of Access Road and Utilities at Morong Discovery Park; and (7) Philippine Marine Corps (PMC) Structures, Facilities and Utilities Package 4.

³ Weight is distributed equally among the number of target projects.

FINANCE	Component				Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026
	SO 3	Provide Consistent Contribution to the AFP and National Government						
SM 4	Remittance to the AFP and the National Government	Total Amount Remitted to the Bureau of Treasury Based on Prescribed Schedule / Total Required Mandatory Contribution	16.5%	(Actual/Target) x Weight	100% of the Required Mandatory Contribution to the National Government Remitted	100% of the Required Mandatory Contribution to the AFP and National Government Remitted	100% Remittance of Required Mandatory Contribution to the AFP and the National Government	100% Remittance of Required Mandatory Contribution to the AFP and the National Government
SO 4	Ensure Sustainability of BCDA by Building Recurring Revenue Sources and Effectively Managing Costs							
SM 5	Cash Proceeds from Business Contracts	Total Cash Proceeds from Joint Venture Agreements, Lease Contracts, and Other Business Contracts	18%	(Actual/Target) x Weight	₱9.874 Billion	₱9.72 Billion	₱7.8 Billion	₱9 Billion
SM 6a	Obligations Subsidy Budget Utilization Rate ⁴	Total Obligated Subsidy / Total Corporate Operating Budget from Subsidy (Both Net of PS Cost)	2%	(Actual/Target) x Weight	83.88%	86.03%	90%	90%
SM 6b	Disbursements Subsidy Budget Utilization Rate ⁵	Total Disbursements from Subsidy / Total Obligated Subsidy (Both Net of PS Cost)	2%	(Actual/Target) x Weight	33.90%	0.48%	90%	90%

⁴ Covers current and prior years or carry over subsidy.

⁵ Covers current and prior years or carry over subsidy.

Component					Baseline Data		Target		
Objective/Measure		Formula	Weight	Rating System	2023	2024	2025	2026	
INTERNAL BUSINESS PROCESS	SM 6c	Corporate Fund Budget Utilization Rate	Total Disbursements from Internally Generated Funds / Total Corporate Operating Budget for Internally Generated Funds (Both Net of PS Cost)	1%	(Actual/Target) x Weight	31.39%	62.20%	90%	90%
	Subtotal			39.5%					
CUSTOMERS	SO 5	Cultivate Strong and Fair Partnerships with Customers, Partners, and Stakeholders							
	SM 7	Percentage of Satisfied Customers	Number of Respondents Who Rated At Least Satisfactory / Total Number of Survey Respondents	7.5%	(Actual/Target) x Weight If Less Than 80%= 0%	98%	98.84%	90%	90% ⁶
	Subtotal			7.5%					
INTERNAL BUSINESS PROCESS	SO 6	Design, Develop, and Ensure Full Execution of Master Plans of Communities							
	SM 8	Implementation of Developmental Information Projects	Actual Accomplishment	5%	All or Nothing	National Government Administrative Center Lot Information Web Maps Implemented	Lot Information Web Maps for the New Clark City Area, Clark Freeport Zone, and Clark Civic Aviation Complex Completed	Board-Approved Comprehensive Master Development Plan of Camp John Hay	PCEO-Approved Conceptual Master Plan of Bonifacio Global City (BGC)
	SO 7	Establish and Maintain Robust Internal Control and Governance Systems							
SM 9	Percentage of Completion of the Information Systems Strategic Plan (ISSP)	Total Number of Deliverables ⁷ Due for 2026 Attained / Total Number of Deliverables Due for 2026	5%	(Actual/Target) x Weight	Implemented 100% of 2023 Deliverables under the 2023-2025 ISSP	100% of 2024 Deliverables Under the 2023-2025 ISSP Implemented	100% Implementation of the 2025 Deliverables under the 2023-2025 ISSP	100% Implementation of the 2026 Deliverables under the 2026-2028 ISSP	

⁶ Based on GCG-ARTA Joint Memorandum Circular No. 1, series of 2023. External customers only.

⁷ Deliverables refer to systems/applications

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026	
SM 10	Compliance to Quality Standards (ISO QMS)	Actual Accomplishment	5%	All or Nothing	Maintenance of ISO 9001:2015 Certification (Pass Second Surveillance Audit)	Maintenance of ISO 9001:2015 Certification (Passed the First Surveillance Audit)	Maintenance of ISO 9001:2015 Certification (Passed the Second Surveillance Audit)	ISO 9001:2015 Certification Maintained (Re-Certification)
		Subtotal	15%					
SO 8	Build and Maintain a Highly Competent, Creative, and Committed Workforce							
SM 11	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Total Number of Exercise or Drills or Tests Conducted in 2026 over Total Number of Exercise or Drills or Tests Scheduled in 2026 ⁸	3%	(Actual / Target) x Weight	Not Applicable	Not Applicable	Board-Approved Public Service Continuity Plan (PSCP)	Implementation of the Public Service Continuity Plan (PSCP)
SM 12	Percentage of Employees Meeting Required Competencies	Competency Level 2026 - Competence Level 2025 (where Competency Level = Total Number of Employees with Required Competencies Met / Total Number of Employees)	5%	All or Nothing	Competency Baseline of the Organization Improved ⁹	Competency Baseline of the Organization Improved	Increase from the 2024 Competency Level	Increase from the 2025 Competency Level
		Subtotal	8%					
		TOTAL	100%					

LEARNING AND GROWTH

⁸ Based on the list submitted by BCDA on 24 March 2026 (aligned with the Testing and Maintenance Section of PSCP). (1) Roll-out of PSCP to all BCDA employee through orientation and information dissemination via video materials; (2) Conduct of one workshop for the BCDA Disaster Control Group (DCG); and (3) Conduct of one Table Top Exercise.

⁹ Based on old formula: The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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

Component				Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2023	2024	2025	2026
BONUS STRATEGIC MEASURES							
GAD Budget Utilization	Total Disbursements for GAD-related Activities / Total COB	1%	All or Nothing	Not Applicable	6.72%	5% of Total COB	5% of Total COB
ISO Certification on any of the following Standards i. Environmental Management System (EMS) Certification ii. Business Continuity Management Systems (BCMS)	Actual Accomplishment	1%	All or Nothing	Not Applicable	Not Applicable	Certification on Environmental Management System (ISO 14001:2015) or Business Continuity Management System (ISO 22301:2019)	Certification on Environmental Management System (ISO 14001:2015) or Business Continuity Management System (ISO 22301:2019)