



## PERFORMANCE AGREEMENT

This Performance Agreement has been executed pursuant to the **PERFORMANCE EVALUATION SYSTEM FOR THE GOCC SECTOR (GCG MC No. 2013-02 [Re-Issued])** between the –

**GOVERNANCE COMMISSION FOR GOCCs (GCG)**

- and -

**BASES CONVERSION AND DEVELOPMENT AUTHORITY (BCDA)**

**WHEREAS**, the Parties above entered into a Performance Agreement covering CY 2016;

**WITNESSETH: THAT –**

The Parties agree to the following terms:

1. **Mission and Vision.** – BCDA's Mission and Vision are as follows:

- Mission** : BCDA as the Principal Conversion Authority commits to:
1. Accelerate the sound and balanced conversion of former military baselands into self-sustaining, and productive uses, anchored on private sector participation and with the involvement of affected sectors and communities;
  2. Optimize revenue generation from disposition and development of Metro Manila camps;
  3. Create opportunities for investment and employment in Central and Northern Luzon; and
  4. Develop a highly motivated professional workforce

**Vision** : The conversion and development of selected military baselands into viable, sustainable and world-class economic centers for nation building.

The agreed Strategy Map for achieving the vision is attached hereto as **Annex A**.

2. **Measurement of Performance.** – Performance for 2016 shall be measured based on the Performance Scorecard attached hereto as **Annex B**. It is understood that the GOCC must achieve a weighted-average of at least 90% based on the agreed targets for 2016 to be eligible to grant any Performance-Based Bonus.
3. **Strategic Initiatives.** – BCDA hereby commits to undertaking the following key programs and/or projects identified as having a significant impact on its Performance Scorecard (PES Form 2) attached hereto as **Annex C**, to wit:
- (a) Strategic Initiative 1 – Construction of Road Opening for Two Primary Access Roads in CGC;
  - (b) Strategic Initiative 2 – Construction of CGC Secondary Roads;
  - (c) Strategic Initiative 3 – Development of Water and Wastewater Facility in CGC;
  - (d) Strategic Initiative 4 – Development of Power Distribution Facility in CGC;

- (e) Strategic Initiative 5 – B.A.L.E. Mixed-Income Housing Development;
- (f) Strategic Initiative 6 – Construction of Access Road from McArthur Highway to SCTEX;
- (g) Strategic Initiative 7 – Disposition of Camps Melchor and Atienza; and
- (h) Strategic Initiative 8 – Disposition of 3-ha. Portion of Consular Property.

The Commitment herein includes obtaining all necessary approvals, if applicable, such as those for Major Development Projects under GCG MC No. 2013-03. BCDA shall include updates on the foregoing Strategic Initiatives in its submission of quarterly monitoring reports to the GCG.

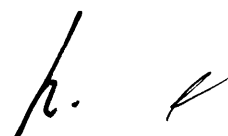
- 4. **Quarterly Submission of Performance Monitoring.** – BCDA shall submit a quarterly monitoring report to the GCG within thirty (30) calendar days from the close of each quarter.
- 5. **Good Governance Conditions.** – In addition to the covered portions of the Performance Scorecard, the GOCC must fully comply with the Good Governance Conditions enumerated under GCG MC No. 2013-02 (Re-Issued), GCG MC No. 2014-02, and GCG MC No. 2014-03 namely:

5.1. *Conditions Common to National Government Agencies and GOCCs:*

- (a) Transparency Seal;
- (b) PhilGEPS Posting;
- (c) Cash Advance Liquidation;
- (d) Citizen's Charter or its equivalent; and
- (e) Compliance with the submission and review requirements covering Statement of Assets, Liabilities and Networth (SALN);

5.2. *Conditions Specific to GOCCs Covered by R.A. No. 10149:*

- (a) Satisfaction of all statutory liabilities, including the payment of all taxes due to the Government, and declaration and payment of all dividends to the State as cleared by the Department of Finance (DOF), whenever applicable.
- (b) Submission and execution of concrete and time bound action plans for addressing Notices of Disallowances and Audit Observation Memoranda from the Commission on Audit (COA), if any.
- (c) Adoption of a "*Manual of Corporate Governance*" pursuant to Section 42 of the **CODE OF CORPORATE GOVERNANCE FOR GOCCs (GCG MC No. 2012-07)** that is approved by GCG and uploaded on the GOCC's website.
- (d) Compliance with posting on the GOCC's website the information enumerated under Section 43 of GCG MC No. 2012-07.
- (e) Adoption of a **No GIFT POLICY** approved by the GCG and uploaded on the GOCC's website pursuant to Section 29 of GCG MC No. 2012-07.
- (f) Compliance with the deadlines and submission of reports through the Integrated Corporate Reporting System (ICRS) pursuant to GCG MC No. 2014-02.



- (g) Compliance by all members of the Governing Board with the submission of all required forms for the Director Performance Review (DPR) pursuant to GCG MC. No. 2014-03 and implementing issuances pursuant thereto.
  - (h) Submission of Corporate Operating Budgets (COBs):
    - i. For GOCCs receiving national government budgetary support, COBs shall be submitted to the Department of Budget and Management (DBM) for review and approval on or before the deadline indicated in DBM National Budget Memorandum No. 123 on "Budget Call for FY 2016;"
    - ii. For GOCCs without national government budgetary support, COBs shall be submitted to the Governance Commission using the same deadline as provided in DBM National Budget Memorandum No. 123.
6. BCDA shall timely inform GCG of all audit observations and notices of disallowances within seven (7) working days from the time it receives the same from the Commission on Audit (COA) prior to the regular publication of the final annual audit report. Accordingly, BCDA shall copy furnish the Governance Commission copies of all written communications between BCDA and COA on such matters, inform GCG of the schedule of its exit interview with COA seven (7) working days before the schedule or as soon as practicable, and other efficient means of inter-agency coordination.
- Failure to timely disclose such matters to the Governance Commission prior to the same becoming public information or the submission of the application for the Performance-Based Bonus (PBB) or Performance-Based Incentive (PBI) may be considered as non-compliance with the Good Governance Condition of submitting Concrete and Time Bound Action Plans on findings of COA, rendering the Governing Board **INELIGIBLE** to apply for the PBI, without prejudice to a further determination on the impact of the same on the GOCCs PBB application.
7. Nothing herein shall be construed as limiting the authority of GCG to initiate renegotiations and/or revoke Performance Agreements in accordance with existing laws, rules and regulations.

**DONE**, this 06<sup>th</sup> day of May 2016, in the City of Makati, Philippines.

**GOVERNANCE COMMISSION FOR  
GOCCs**

BY AUTHORITY OF THE COMMISSION:

  
**CESAR L. VILLANUEVA**  
Chairman

**BASES CONVERSION AND  
DEVELOPMENT AUTHORITY**

  
**MA. AURORA GEOTINA-GARCIA**  
Chairperson

**BCDA**  
Bases Conversion and  
Development Authority

Planning Services Department

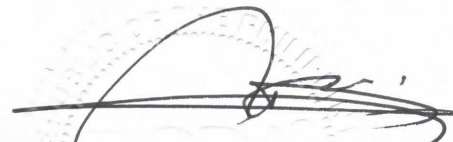


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**MA. ANGELA E. IGNACIO**  
*Commissioner*



**ARNEL PACIANO D. CASANOVA**  
*President and CEO*



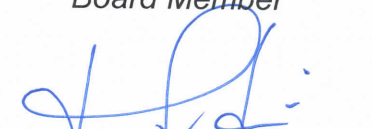
**RAINIER B. BUTALID**  
*Commissioner*



**ZORAYDA AMELIA C. ALONZO**  
*Board Member*



**GREGORIO P. CATAPANG**  
*Board Member*



**JOSEPH EMILE P. JUICO**  
*Board Member*




**FERDINAND S. GOLEZ**  
*Board Member*



**ELMAR M. GOMEZ**  
*Board Member*



**SERAFIN U. SALVADOR, JR.**  
*Board Member*



**GERARD R. SENO**  
*Labor Sector Representative,  
Board Member*

**BASES CONVERSION AND DEVELOPMENT AUTHORITY**



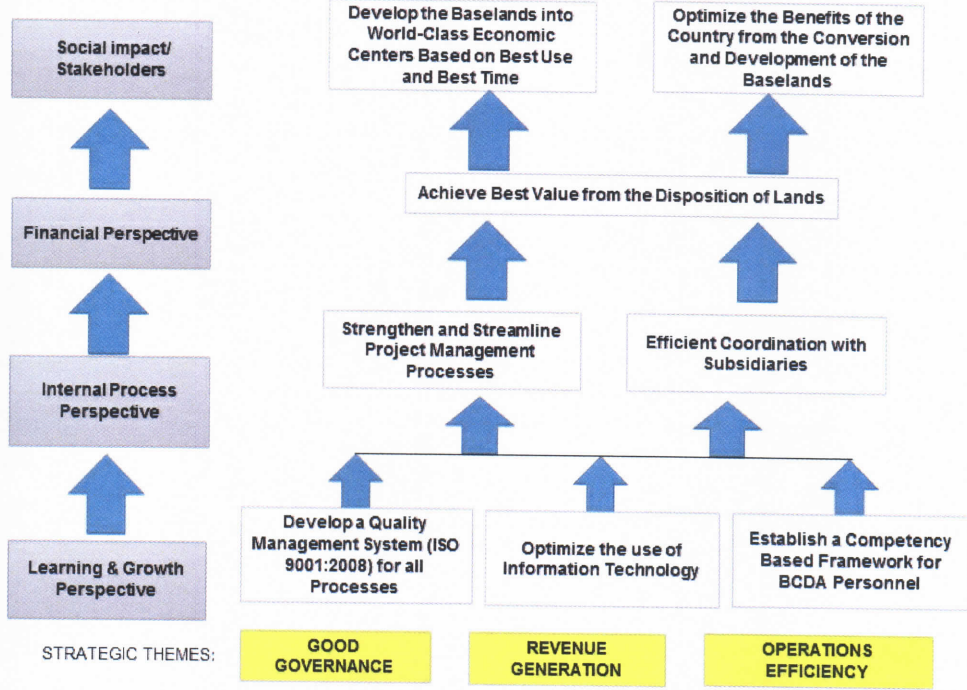
**CHARTER STATEMENT AND STRATEGY MAP**

**Vision Statement**  
 The conversion and development of selected military baselands into viable, sustainable and world-class economic centers for nation building.

**Mission Statement:**  
 BCDA as the Principal Conversion Authority commits to:

1. Accelerate the sound and balanced conversion of former military baselands into self-sustaining, and productive uses, anchored on private sector participation and with the involvement of affected sectors and communities;
2. Optimize revenue generation from disposition and development of Metro Manila camps; and
3. Create opportunities for investment and employment in Central and Northern Luzon.

**Core Values:**  
 Integrity  
 Excellence  
 Stewardship



## BASES CONVERSION AND DEVELOPMENT AUTHORITY

	Measure	Formula	Weight	Rating Scale	Baseline			Target		
					2012	2013	2014	2015	2016	
Social Impact/Stakeholders	<b>SO 1</b>	<b>Develop the Baselands into World-Class Economic Centers</b>								
	SM 1	BCDA Economic Zones Area disposed	Area in hectares	10%	Actual / Target x Weight	15.69 has.	7 has.	42.50 has.	200 has.	300 has.
	SM 2	Actual investment by BCDA in Economic Zones	Total amount in Million Peso	10%	Actual / Target x Weight	N/A	N/A	N/A	₱200 M	₱500 M
	<b>SO 2</b>	<b>Optimize the Benefits of the Country from the Conversion and Development of the Baselands</b>								
	SM 3	Total Remittance to the National Government	Total amount in Billion Peso	10%	Actual / Target x Weight	₱2.39 B	₱2.20 B	₱2.20 B	₱2.20 B	₱3.00 B
	SM 4	Average Stakeholder Satisfaction Survey	Based on result of third party satisfaction survey	10%	Actual / Target x Weight	N/A	N/A	N/A	Satisfactory	+5% from the 2015 actual
		<b>Sub-total</b>			<b>40%</b>					

	Measure	Formula	Weight	Rating Scale	Baseline			Target		
					2012	2013	2014	2015	2016	
Financial	SO 3	Achieve Best Value from the Disposition of Lands								
	SM 5	Cash Proceeds from Business Contracts in BCDA Economic Zones	Total amount in Billion Peso	12.5%	Actual / Target x Weight	₱1.42 Bn	₱1.31 Bn	₱1.80 Bn	₱1.50 Bn	₱1.80 Bn
	SM 6	Cash proceeds from regular accounts	Total amount in Billion Peso	12.5%	Actual / Target x Weight	₱3.06 Bn	₱3.27 Bn	₱3.55 Bn	₱2.50 Bn	₱2.7 Bn
		<b>Sub-total</b>		<b>25%</b>						
Internal Business Process	SO 4	Strengthen and Streamline Project Management Processes								
	SM 7	Adherence to BCDA Contract Checklist	Percentage of contracts that are compliant with the BCDA Checklist	5%	Actual / Target x Weight	-	-	-	-	90%
	SM 8	Reduce average turn-around-time to prepare contracts	Number of working days	5%	(1- (Actual – Target) / Target) x Weight	-	-	-	-	5 working days
	SO 5	Efficient Coordination with Subsidiaries								
	SM 9	Implementation of the Computerized Accounting System	Roll out system to subsidiaries	5%	Actual / Target x Weight	-	-	-	-	2 subsidiaries (CDC and 1 other subsidiary)
	<b>Sub-total</b>		<b>15%</b>							

	Measure	Formula	Weight	Rating Scale	Baseline			Target		
					2012	2013	2014	2015	2016	
Learning and Growth	<b>SO 6</b>	<b>Develop a Quality Management System (ISO 9001:2008) for All Processes</b>								
	SM 10	ISO Certification for all processes	Milestone achieved	4%	All or Nothing	N/A	N/A	ISO Certified	ISO certificate retained	Passed surveillance audit
	<b>SO 7</b>	<b>Optimize the Use of Information Technology</b>								
	SM 11	Implementation of the ICT Plan	Number of processes automated	4%	Actual / Target x Weight	N/A	N/A	N/A	4 processes	6 processes
	SM 12	Establishment of the EZ Biz	Based on agreed milestone	4%	Actual / Target x Weight	N/A	N/A	N/A	Operational for CDC by end of 2015	Operational for JHMC and PPMC by end 2016
	<b>SO 8</b>	<b>Establish a Competency-Based Framework for BCDA Personnel</b>								
	SM 13	Establishment of a Competency-Based Framework Model	Based on agreed milestone	4%	Actual / Target x Weight	N/A	N/A	N/A	Board-approved Competency-Based Framework Model	Complete Phase 2, Phase 3 and Baseline Setting
	SM 14	Development of Integrity Management Plan and BCDA Code of Conduct	Based on agreed milestone	4%	All or Nothing	N/A	N/A	N/A	Board-approved Integrity Management Plan and BCDA Code of Conduct	Establish baseline
		<b>Sub-total</b>			<b>20%</b>					
		<b>TOTAL</b>			<b>100%</b>					



**BASES CONVERSION AND DEVELOPMENT AUTHORITY**  
**STRATEGIC INITIATIVES PROFILE**

**I. STRATEGIC INITIATIVE PROFILE 1**

1. **Name of Project:** Construction of Road Opening for Two (2) Primary Access Roads in CGC
2. **Contact Person/Project Team Head:** VP Joshua M. Bingcang
3. **Project Description:** Design and Construction, Fencing of ROW
4. **Project Milestones:**

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
Preparation of Bid Documents and Draft Contract for Procurement of Contractor	CGC-PMO	Oct. 2015	Dec. 2015			
Procurement of Contractor	CGC-PMO	Jan. 2016	Apr. 2016			
Construction Works	Contractor	May 2016	Oct. 2016	₱300 M		
<b>Total</b>				<b>₱300 M</b>		

**II. STRATEGIC INITIATIVE PROFILE 2**

1. **Name of Project:** Construction of CGC Secondary Roads
2. **Contact Person/Project Team Head:** VP Joshua M. Bingcang
3. **Project Description:** Design and Construction, Fencing of ROW
4. **Project Milestones:**

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
Detailed Engineering Design	Consultant	Oct. 2015	Feb. 2016			
Preparation of Bid Documents and Draft Contract for Procurement of Contractor	CGC-PMO/ LSD	Feb. 2016	Apr. 2016			
Procurement of Contractor	CGC-PMO/ LSD	May 2016	Aug. 2016			
Construction Works	Contractor	Oct. 2016	Sept 2017	₱300 M		
<b>Total</b>				<b>₱300 M</b>		

**III. STRATEGIC INITIATIVE PROFILE 3**

1. **Name of Project:** Development of Water and Wastewater Facility in CGC
2. **Contact Person/Project Team Head:** VP Joshua M. Bingcang/DM Arrey A. Perez  
**Total Contract Value (if applicable):** PHP2B in 3 years
3. **Project Description:** Development of water and wastewater infrastructure/ facility and provision of water and related services in Clark Green City
4. **Project Milestones:**

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
IFC Review of MWC Unsolicited Proposal	IFC/CGC/ BDOG/LSD/ FSG/MWC	Oct. 2015	Nov. 2015			
Negotiation with and Award MWC as Original Proponent	ADP/CGC/ BDOG/LSD	Dec. 2015	Dec. 2015			
Conduct of Competitive Challenge	ADP/CGC/ BDOG/LSD	Jan. 2016	Feb. 2016			
Contract Signing	ADP	Mar. 2016	Mar. 2016			
Detailed Design	CGC	Apr. 2016	Sept. 2016			
Interim Facilities	CGC	Apr. 2016 onwards				
Construction of Permanent Facilities	CGC	Oct. 2016 onwards				
<b>Total</b>						

**IV. STRATEGIC INITIATIVE PROFILE 4**

1. **Name of Project:** Development of Power Distribution Facility in CGC
2. **Contact Person/Project Team Head:** VP Joshua M. Bingcang/DM Arrey A. Perez
3. **Project Description:** Development of power infrastructure and distribution of electricity in Clark Green City
4. **Project Milestones:**

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
Submission of Proposal by CEDC	CEDC	Oct. 2015	Oct. 2015			
IFC Review of CEDC Proposal	IFC/CGC/ BDOG/LSD/ FSG/CEDC	Nov. 2015	Dec. 2015			

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
Negotiation with CEDC	CGC/BDOG/ LSD	Jan. 2015	Jan. 2015			
Board Approval and OGCC Review	CGC/BDOG/ LSD	Feb. 2015	Feb. 2015			
Contract Signing	ADP	Mar. 2015	Mar. 2015			
Detailed Design	CGC	Apr. 2015	Sept 2015			
Interim Facilities	CGC	Apr. 2015 onwards				
Construction of Permanent Facilities	CGC	Oct. 2015 onwards				
<b>Total</b>						

**V. STRATEGIC INITIATIVE PROFILE 5**

1. **Name of Project:** B.A.L.E. Mixed-Income Housing Development
2. **Contact Person/Project Team Head:** VP Joshua M. Bingcang  
**Land Area:** 25 hectares  
**Total Contract Value (if applicable):** PHP 2 Billion
3. **Project Description:** Mixed-Income Housing Development for Project-Affected People (PAP) and employees of CGC
4. **Project Milestones:**

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
Awarding of Conceptual Design	CGC-PMO	Aug. 2015	Aug. 2015			
Procurement of Detailed Design Consultant	CGC-PMO	Sept 2015	Nov. 2015			
Preparation of Detailed Engineering Design	CGC-PMO	Dec. 2015	Mar. 2016			
Procurement of Contractor	CGC-PMO	Apr. 2016	Aug. 2016			
Ground-breaking Ceremony	MU/BDOG/ CGC-PMO	Sept 2016	Sept 2016	₱1 M		
Construction Works – Phase 1	CGC-PMO/ Proponent	Aug. 2016	Sept 2018	₱50 M		
<b>Total</b>				<b>₱501 M</b>		

**VI. STRATEGIC INITIATIVE PROFILE 6**

1. **Name of Project:** B.A.L.E. Mixed-Income Housing Development
2. **Contact Person/Project Team Head:** VP Joshua M. Bingcang/PM Tomas Macrohon
3. **Project Description:** Design and Construction, Fencing of ROW
4. **Project Milestones:**

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
Preparation of Bid Documents for the Procurement of Consultancy Services for the DED	CGC-PMO/ PMD	Sept 2015	Nov. 2015			
Bidding for the Procurement of Consultancy Services	CGC-PMO/ PMD	Dec. 2015	Mar. 2016	₱20 M		
Issuance of Notice of Award (NOA) to Winning Consultant	CGC-PMO/ LSD	Mar. 2016	Mar. 2016			
Preparation and approval of DED by BCDA/DPWH/TRB	CGC-PMO	Apr. 2016	Dec. 2016			
Procurement of RROW	CGC-PMO	Jan. 2017	Dec. 2017			
Preparation and approval of bidding documents for the Procurement of Construction Contract	CGC-PMO	Jan. 2018	June 2018			
Construction Works	CGC-PMO	July 2018	July 2018	₱500 M		
<b>Total</b>				<b>₱520 M</b>		

**VII. STRATEGIC INITIATIVE PROFILE 7**

1. **Name of Project:** Disposition of Camps Melchor and Atienza
2. **Contact Person/Project Team Head:** DM Arrey A. Perez/Sophia M. Consignado  
**Land Area:** 3.9 hectares  
**Total Contract Value (if applicable):** PHP 475 Million (Sale)  
**Cash to be generated for 2016 (if applicable):** PHP 475 Million
3. **Project Description:** Disposition of Camps Melchor and Atienza
4. **Project Milestones:**

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
Evaluation of Proposals	BDD	Aug. 2015	Dec. 2015	-		
Preparation and Negotiation of Contract	BDD/LSD	Jan. 2016	Feb. 2016	-		
Preparation of Contract to Sell	LSD	Feb. 2016	Feb. 2016			
MANCOM Approval	BDD/BDOG	Feb. 2016	Feb. 2016			
BCDA Board Approval	BDD/BDOG	Feb. 2016	Feb. 2016			
OGCC Contract Review	BDD	Feb. 2016	Mar. 2016			
Awards and Contract Signing	BDD/LSD	Mar. 2016	Mar. 2016	-		
<b>Total</b>						

**VIII. STRATEGIC INITIATIVE PROFILE 8**

1. **Name of Project:** Disposition of 3-hectare Portion of Consular Property
2. **Contact Person/Project Team Head:** DM Arrey A. Perez/Sophia M. Consignado  
**Land Area:** 3 hectares  
**Total Contract Value (if applicable):** PHP 3.6 Billion (50-year contract)  
**Cash to be generated for 2016 (if applicable):** PHP 17 Million
3. **Project Description:** Disposition of 3-hectare Portion of Consular Property
4. **Project Milestones:**

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
Evaluation of Proposals	BDD	Jan. 2016	Mar. 2016	-		
Preparation and Negotiation of Contract	BDD/LSD	Mar. 2016	June 2016	-		
MANCOM Approval	BDD/BDOG	July 2016	July 2016			

Activities	Responsible Department	Timeline		Budget	Funding Source	Status
		Start	End			
BCDA Board Approval	BDD/BDOG	July 2016	July 2016			
OGCC Contract Review	BDD	July 2016	Aug. 2016			
Awards and Contract Signing	BDD/LSD	Aug. 2016	Aug. 2016	-		
<b>Total</b>						