

**CLARK INTERNATIONAL AIRPORT CORPORATION RISK REGISTER**  
(As of December 31, 2022)

RISK IDENTIFICATION								RISK ANALYSIS			RISK ANALYSIS			RISK	CORPORATE OBJECTIVES		
Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	Risk Factor	Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Human Resources/ Governance/ Regulatory & Compliance Risk)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Decision (Treat/ Transfer/ Terminate/ Take no action or Monitor the risk)	Action Plan	Risk Owner	Target Timeline for Action Plan Implementation/ Completion
1) Enabled Optimal Development of the Clark Civil Aviation Complex (CCAC)	Local Community; Locators; BCDA; LGUs; CIAC Employees; Media	1	1.a) Presence of Informal Settlers in the CCAC	MANCOM	<ul style="list-style-type: none"> <li>Unsecured areas within the Civil Aviation Complex</li> <li>Possible conspiracy between informal settlers and persons who are supposedly securing the areas within the Civil Aviation Complex</li> </ul>	Operations  Financial	<ul style="list-style-type: none"> <li>Areas for leasing within the CCAC may not be maximize</li> </ul>	3	3	9	✓			Treat	1.) Prepare and implement a plan on the ejection of informal settlers	Top Management  OAVP-LGSS  Committee on Informal Settlers	December 31, 2022
															2) Implement maximum security procedure at the CCAC area	Security Department	Continuous implementation

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	CIAC Employees; Locators; GCG; BCDA; Investors; Media; Credit Investors	2	1.b) Possibility of not being able to attract new locators/ investors	MANCOM	• Absence of a detailed Marketing Plan	Financial Operations	• Available land are left idle and prone to informal settlers  • Loss of business opportunities	4	5	20	✓			Treat	1) Request the Procurement of Consultancy Services for the Updating of MDP and Preparation of a Detailed Site Development Plan for CCAC Selected Areas to Top Management (Business Investment Plan and Marketing Collaterals is part of the project deliverables). Upon project completion, copy of the deliverables	CPD  CPD, FAG, LGCSS, LSD, MD  CPD, MD	December 31, 2022  January to December 2022  January to December 2022 (upon receipt of request)
	International & National Regulators; Locators; National Government; LIPAD Corp.; DOTr; BCDA; NEDA; CIAC Employees; General Public; Investors; Media; Service Providers/Suppliers	3	1.c) Delays to required infrastructure in the CCAC	MANCOM	• Delays in the Bidding Process  • Lack of funds/ financial resources  • Bad weather	Operations	• Customer/ Stakeholders' Dissatisfaction	3	3	9		✓		Treat	Continue implementation of the four (4) major infrastructure projects in support of the development of the CCAC with the New Normal project timelines	Top Management  Engineering & Maintenance Department	• Rehabilitation and Upgrading of the AGLS - 2022  • Design and Build of the New Eighteen Storey Air Traffic Control Tower Building - 2022  • Supply, Installation, Testing, and Commissioning of Primary Surveillance

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	Locators; National Government; CIAC Employees; DOTr; BCDA; CDC; General Public; Investors; NGOs; Service Providers/ Suppliers; Local Community; LGUs; Media	4	1.d.) Major disruptions such as acts of nature (force majeure) (e.g. Mt. Pinatubo Eruption, earthquake, etc.)	MANCOM	• Force Majeure	Financial Operations Human Resources Governance	• Disruption in operations • Loss of lives • Damage in properties	3	2	6		✓		Treat	1) Conduct of Emergency Drills to ensure the safety of CIAC employees  2) Prepare Emergency Response Plans focused on the safety and protection of life and assets  3) Prepare	Top Management Safety & Environmental Management Office Safety & Health Committee Committee for the ASEAN Responses to Emergencies and Disasters Top Management; MIS Department; Records Management Office	Quarterly Earthquake Drills  December 31, 2022
	Locators; Credit Investors; CIAC Employees; BCDA; Investors	5	1.e) Unparcelized CCAC land area	MANCOM	• Lack of Detailed Marketing Plans	Financial Operations	• Loss of business opportunities • Difficulty of marketing or promoting the available land area	4	5	20	✓			Treat	1) Develop CCAC Database based on the existing MDP of CCAC prepared by ADPI  2) Request the Procurement of Consultancy Services for the Updating of MDP and Preparation of a Detailed Site Development Plan for CCAC Select Areas to Top Management (Business Investment Plan and Marketing Collaterals is part of the project deliverables). Upon project	CPD CPD CPD	December 31, 2022 January to December 2022 January to December 2022
	Locators; National Government; CIAC Employees; DOTr; BCDA; CDC; General Public; Investors; NGOs; Service Providers/ Suppliers; Local Community; LGUs; Media; LIPAD Corp; PAF; CDC; International & National Regulators	6	1.f) Possible occurrence of terrorism acts in the CCAC	MANCOM	• Lack of Security Intelligence and Security Personnel to secure the CCAC	Operations Financial Human Resources	• Disruption in operations • Loss of lives • Damage in properties	5	1	5		✓		Treat	1.) Conduct of Security Table-Top Exercises to ensure the safety of CIAC employees & CCAC locators  2) Prepare Emergency Response Plans focused on the safety and	Top Management Security Department	Regular implementation  December 31, 2022

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	Locators; National Government; CIAC Employees; DOTr; BCDA; CDC; General Public; Investors; NGOs; Service Providers/ Suppliers; Local Community; LGUs; Media; LIPAD Corp; PAF; CDC; International & National Regulators; DOH	7	1.g) Possible occurrence of emerging infectious diseases	MANCOM	<ul style="list-style-type: none"> <li>Man-made viruses</li> <li>Different kinds of pollution</li> </ul>	Financial Operations Human Resources Governance Regulatory & Compliance Risk	<ul style="list-style-type: none"> <li>Disruption in operations</li> <li>Loss of lives</li> </ul>	5	2	10		✓		Treat	1.) Prepare Safety Plans and Protocols  2.) Strengthen coordination with nearby hospitals	Top Management  Safety & Environmental Management Office  Safety & Health Committee	Continuous implementation
	Credit Investors; Locators; National Government; CIAC Employees; BCDA; International Funding Agencies; Investors	8	1.h) Decrease in the amount of funds allocated for the developments in the	MANCOM	<ul style="list-style-type: none"> <li>Government funds are being allocated to combat the Covid-19 pandemic</li> </ul>	Financial Operations	<ul style="list-style-type: none"> <li>Disruption in operations</li> <li>Delays in the developments in the CCAC</li> </ul>	3	2	6		✓		Treat	Leverage CIAC land reserves into short-medium viable businesses with strategic private partners to generate	Top Management  Finance Group	2020-2024
	International & National Regulators; Locators; CIAC Employees; LIPAD Corp.; DOTr; BCDA; General Public; Investors; Local Community; ISO Certifying Body	9	1.i) Lack of organic Security Department personnel to carry out the functions of securing the CCAC	MANCOM	<ul style="list-style-type: none"> <li>Absence of an approved Reorganization Plan</li> </ul>	Operations Human Resources Governance	<ul style="list-style-type: none"> <li>More informal settlers will stay in the CCAC</li> <li>Acts of terrorism may occur</li> <li>Business closure</li> </ul>	4	2	8		✓		Treat	1.) Secure BCDA & DOTr's endorsement of the CIAC Board-Approved Reorganization Plan  2.) Fill-up necessary plantilla positions in the Security Department	Top Management  Security Department	December 31, 2022

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	Locators; CIAC Employees; LIPAD Corp.; DOTr; BCDA; DENR; DOLE; DOH; General Public; Investors; ISO Certifying Body	10	1.j) Lack of SEMO personnel to carry out the functions of ensuring that CIAC/ CCAC complies with all the applicable Safety and Environmental Management standards	MANCOM	• Absence of an approved Reorganization Plan	Operations Human Resources Governance Regulatory & Compliance Risk	<ul style="list-style-type: none"> <li>• Non-compliance with various safety and environmental regulations</li> <li>• Revocation of safety and environmental compliance certificates</li> <li>• Business closure</li> </ul>	4	2	8		✓		Treat	1.) Secure BCDA & DOTr's endorsement of the CIAC Board-Approved Reorganization Plan  2.) Fill-up necessary plantilla positions in the Safety & Environmental Management Department	Top Management  Safety & Environmental Management Office  Safety & Health Committee	December 31, 2022
	International & National Regulators; Locators; CIAC Employees; LIPAD Corp.; DOTr; BCDA; DOH; CDC; ISO Certifying Body; General Public; Investors; Local Community; LGUs; Media	11	1.k) Preparedness level of CIAC in implementing the "New Normal" Policy of the government within the CCAC due to the current pandemic	MANCOM	• Too much uncertainties brought by the pandemic	Operations Human Resources Governance Regulatory & Compliance Risk	<ul style="list-style-type: none"> <li>• Outbreak of Covid-19 within the CCAC</li> <li>• Disruption in operations</li> <li>• Loss of business opportunities</li> </ul>	3	2	6		✓		Treat	Implement New Normal Strategic Initiatives based on the requirements of relevant government agencies	Top Management  All departments/ offices	Continuous implementation

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	International & National Regulators; Locators; National Government; LIPAD Corp.; DOTr; BCDA; NEDA; CIAC Employees; General Public; Investors; Media	12	1.I) Discontinuation of the BUILD BUILD BUILD Program of	MANCOM	• Possible changes in the development policies and programs of the government	Operations	• Development Plans within Clark and the CCAC might not push through	3	1	3			✓	Take no action (monitor if there will be changes in the severity and likelihood)	N/A	Top Management	N/A
<b>2) Sustain Financial Performance</b>	Credit Investors; CIAC Employees; BCDA; International Funding Agencies	13	2.a) Insufficient sources of revenues	MANCOM	• Insufficient number of locators • Uncollected lease payments	Financial Operations	• No sufficient current asset to fund the operational expenses of CIAC  • Non-attainment of the organization's objective of transforming the CCAC into	5	2	10		✓		Treat	1.) Intensify marketing promotion activities in order to attract new locators/ investors  2.) Partner with relevant agencies (national and local) to maximize	Top Management Marketing Department Finance Group	2020-2024

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	Locators; National Government; CIAC Employees; DOTr; BCDA; CDC; Investors	14	2.b) Global/ Economic Recession	MANCOM	• Covid-19 pandemic	Financial	<ul style="list-style-type: none"> <li>• Decrease in financial resources</li> <li>• Business closure of existing CIAC locators</li> <li>• Difficulty of attracting locators to invest in Clark (CCAC)</li> <li>• Inability to meet collection targets</li> </ul>	5	2	10		✓		Treat	1.) Explore grants/funding assistance from foreign countries to facilitate the efficient implementation of infrastructure and other complementary projects  2.) Collaborate with the BOI and other IPAs in offering more relaxed incentives to existing and prospective locators  3.) Devise/Negotiate flexible payment schemes for locators with	Top Management  Finance Group  Corporate Planning Department  Marketing Department	2020-2024
	CIAC Employees; DOTr; BCDA	15	2.c) Too much dependency on the endorsement of the mother agency	MANCOM	• Lack of own funds to support the infrastructure development within the CCAC	Financial	• Limited power to implement programs/ projects	3	3	9		✓		Treat	Collaborate with International Funding Agencies such as World Bank, ADB, JICA, IMF for	Top Management  Finance Group  Engineering & Maintenance Department	2020-2024
<b>3) Increased Economic Opportunities</b>	Locators; National Government; CIAC Employees; DOTr; BCDA; CDC; Investors	16	3.a) Global/ Economic Recession	MANCOM	• Covid-19 pandemic	Financial	<ul style="list-style-type: none"> <li>• Decrease in financial resources</li> <li>• Business closure of existing CIAC locators</li> <li>• Difficulty of attracting locators to invest in Clark (CCAC)</li> </ul>	5	2	10		✓		Treat	1.) Explore grants/funding assistance from foreign countries to facilitate the efficient implementation of infrastructure and other complementary projects  2.) Collaborate with the BOI and other IPAs in offering more relaxed incentives to existing and	Top Management  Finance Group  Corporate Planning Department  Marketing Department	2020-2024

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	CIAC Employees; Locators; GCG; BCDA; Investors; Media; Credit Investors	17	3.b) Possibility of not being able to attract new locators/ investors	MANCOM	• Absence of a detailed Marketing Plan	Financial Operations	• Available land are left idle and prone to informal settlers  • Loss of business opportunities	4	5	20	✓			Treat	1) Request the Procurement of Consultancy Services for the Updating of MDP and Preparation of a Detailed Site Development Plan for CCAC Selected Areas to Top Management (Business Investment Plan and Marketing Collaterals is part of the project deliverables). Upon project completion, copy of the deliverables	CPD  CPD, FAG, LGCSS, LSD, MD  CPD, MD	January to December 2022  January to December 2022  January to December 2022 (upon receipt of request)
	Local Community; Locators; BCDA; LGDU; CIAC Employees; Media	18	3.c) Presence of informal settlers in the CCAC	MANCOM	• Unsecured areas within the Civil Aviation Complex  • Possible conspiracy between informal settlers and persons who are supposedly securing the areas within the Civil Aviation Complex	Operations Financial	• Areas for leasing within the CCAC may not be maximize	3	3	9		✓		Treat	1.) Prepare and implement a plan on the ejection of informal settlers  2) Implement maximum security procedure at the CCAC area	Top Management  OAVP-LGCSS  Committee on Informal Settlers  Security Department	January - December 2022  Continuous implementation



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	CIAC Employees; LIPAD Corp.; DOTr; International & National Regulators	19	3.d) Potential intense competition from Bulacan Airport	MANCOM	• Targets the same customer segment and area of customers (passengers)	Operations Financial	• Decrease in the number of passengers that will fly via CRK  • Improvement	3	1	3			✓	Take no action (monitor if there will be changes in the severity and likelihood)	N/A	Top Management	N/A
<b>4) Enhanced Stakeholder Experience</b>	All stakeholders/ interested parties	20	4.a) Possible dissatisfaction of stakeholders / interested parties (locators, suppliers, partner agencies, general public, etc.)	MANCOM	• Inability to deliver their expected services from CIAC	Operations Financial	• Negative image of CIAC which in turn would lead to poor patronage and poor loyalty of stakeholders/ interested parties	3	2	6			✓	Treat	1.) Streamline frontline services and its processing time in accordance with R.A. 11032 - Ease of Doing Business Act  2.) Know the requirements/ feedback/ suggestions of stakeholders/ interested parties thru survey/feedback activities	Top Management  All concerned departments/ offices  Marketing Department  Corporate Communications  Quality Office	Continuous implementation

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	All stakeholders/ interested parties	21	4.b) Lack of feedback mechanism for stakeholders to know their level of satisfaction/ dissatisfaction	MANCOM	• Feedback Mechanism of the Corporate Communications Office was not implemented this year due to lack of personnel	Human Resources Governance Regulatory & Compliance Risk	• Customer/ Stakeholders' Dissatisfaction	2	2	4		✓		Treat	Implement other feedback mechanism aside from the Annual Customer Satisfaction Survey	Top Management Corporate Communications Office Quality Office	Continuous implementation
	International & National Regulators (ICAO/CAAP/CAB); DOTr; DENR; DOLE; CDC; NAP	22	4.c) Non-compliance with the various requirements of concerned Regulatory Agencies	MANCOM	• Lack of personnel to handle/ prepare the requirements of various Regulatory Agencies (e.g. Lack of SEMO	Regulatory & Compliance Risk	• Revocation of various compliance certificates  • Penalties may be given to CIAC due to non-	5	1	5		✓		Treat	1.) Secure BCDA & DOTr's endorsement of the CIAC Board-Approved Reorganization Plan  2.) Fill-up	Top Management	December 31, 2022
	Locators; General Public; Government Agencies (e.g. Anti-Red Tape Authority; DOTr); CIAC Employees	23	4.d) Delays in the processing time of the services included in CIAC's Citizen's Charter (External & Internal	MANCOM	• Possible non-compliance of concerned departments in their processing time commitment	Regulatory & Compliance Risk	• Customer Dissatisfaction  • Non-compliance with R.A. 11032 may lead to administrative sanctions	3	2	6		✓		Treat	1.) Ensure on-time processing of transactions being requested/ availed by clients  2.) Conduct internal audit activities and/or time & motion studies to ensure	Top Management  All concerned departments/ offices  Quality Office  CIAC Committee on Anti-Red Tape	Continuous implementation
	Locators; General Public; CIAC Employees	24	4.e) Lack of digital technology for enhancing customer digital experience	MANCOM	• Lack of budget/ funds for the provision of digital technology  • Lack of MIS personnel	Operations	• Customer Dissatisfaction	2	2	4		✓		Treat	1. Implement business e-registration  2.) Explore & Offer options for e-payment services to locators, suppliers & service providers	Top Management MIS Department  Marketing Department  Treasury Department	2020-2024

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5) Advanced Business Processes	CIAC Employees; National Government; GCG; General Public; ISO Certifying Body; Media	25	5.a) Non-certification to ISO 9001:2015	MANCOM	• Non-resolution of internal quality audit findings	Regulatory & Compliance Risk	• Non-compliance with Executive Order No. 605 • CIAC will not qualify to receive	2	2	4		✓		Treat	1.) Conduct internal quality audit activities 2.) Monitor implementation of risk treatment plans/	Top Management Quality Office Internal Quality Audit Committee All departments/	Regular implementation
	Locators; General Public; Government Agencies (e.g. Anti-Red Tape Authority; DOTr); CIAC Employees	26	5.b) Non-compliance with the requirements of R.A.11032 - Ease of Doing Business and Efficient	MANCOM	• Possible non-compliance of concerned departments in their commitments with CIAC's Citizen's Charter	Regulatory & Compliance Risk	• Customer Dissatisfaction • Non-compliance with R.A. 11032 may lead to administrative	3	1	3			✓	Monitor the risk	Comply with the requirements of R.A. 11032	Top Management All concerned departments/ offices	N/A
	Locators; General Public; CIAC Employees	27	5.c) Lack of digital technology in the delivery of frontline services	MANCOM	• Lack of budget/ funds for the provision of digital technology • Lack of MIS personnel	Operations	• Customer Dissatisfaction • Possibility for frontline service personnel to contract Covid-19	2	2	4		✓		Treat	1) Implement business e-registration 2.) Explore & Offer options for e-payment services to locators,	Top Management MIS Department Marketing Department Treasury Department	2020-2024
	CIAC Employees	28	5.d) Possibility of Cyber Attacks	MANCOM	• Lack of budget/ funds for the provision of technology that will secure all of the important electronic data of the organization	Operations	• Disruption in operations	3	1	3			✓	Monitor the risk	Provision of firewall and software for data leak protection	Top Management MIS Department	December 2022
6) Developed and Upgraded Airport Infrastructure/ Equipment	International & National Regulators; National Government; CIAC Employees; LIPAD Corp.; DOTr; BCDA; General Public; Service Providers/ Suppliers	29	6.a) Delays in the bidding process for airport infrastructure projects	MANCOM	• Delay in the preparations of the Terms of Reference • Failure of bidding	Operations	• Customer/ Stakeholders' Dissatisfaction	3	2	6		✓		Treat	1.) Ensure on-time implementation of bidding activities 2.) Fill-up critical plantilla positions as soon as possible and advocate for the expansion of human resources to accelerate implementation of projects	Top Management BAC Secretariat Engineering & Maintenance Department Human Resources Department	• Rehabilitation and Upgrading of the AGLS - July 2021 • Design and Build of the New Eighteen Storey Air Traffic Control Tower Building - July 2021 • Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar and Secondary Surveillance Radar - December

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	International & National Regulators; National Government; CIAC Employees; LIPAD Corp.; DOTr; BCDA; General Public; Service Providers/ Suppliers	30	6.b) Delayed construction of airport infrastructure projects	MANCOM	<ul style="list-style-type: none"> <li>Delays in the Bidding Process</li> <li>Lack of funds/ financial resources</li> <li>Bad weather</li> </ul>	Operations	<ul style="list-style-type: none"> <li>Customer/ Stakeholders' Dissatisfaction</li> </ul>	3	2	6		✓		Treat	1.) Ensure on-time construction of airport infrastructure projects  2.) Fill-up critical plantilla positions as soon as possible and advocate for the expansion of human resources to accelerate implementation of projects	Top Management  Human Resources Department  Engineering & Maintenance Department	<ul style="list-style-type: none"> <li>Rehabilitation and Upgrading of the AGLS - July 2021</li> <li>Design and Build of the New Eighteen Storey Air Traffic Control Tower Building - July 2021</li> <li>Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar and Secondary Surveillance Radar - December 2020-2024</li> </ul>
	Credit Investors; Locators; National Government; CIAC Employees; BCDA; International Funding Agencies; Investors	31	6.c) Decrease in the amount of funds allocated for airport infrastructure development	MANCOM	<ul style="list-style-type: none"> <li>Government funds are being allocated to combat the Covid-19 pandemic</li> </ul>	Financial Operations	<ul style="list-style-type: none"> <li>Disruption in operations</li> <li>Delays in the developments in the CCAC</li> </ul>	3	2	6		✓		Treat	Leverage CIAC land reserves into short-medium viable businesses with strategic private partners to generate	Top Management  Finance Group	
	International & National Regulators; Locators; National Government; LIPAD Corp.; DOTr; BCDA; NEDA; CIAC Employees; General Public; Investors; Media	32	6.d) Discontinuation of the BUILD BUILD BUILD Program of	MANCOM	<ul style="list-style-type: none"> <li>Possible changes in the development policies and programs of the government</li> </ul>	Operations	<ul style="list-style-type: none"> <li>Development Plans within Clark and the CCAC might not push through</li> </ul>	3	1	3			✓	Take no action (monitor if there will be changes in the severity and likelihood)	N/A	N/A	N/A
7) Enriched Employee Performance and Development	CIAC Employees; GCG; ISO Certifying Body	33	7.a) Pending full implementation of the OPCR and IPCR	MANCOM	<ul style="list-style-type: none"> <li>Partial implementation of the Board-Approved SPMS of CIAC. Some of the responsibilities stated in the SPMS are currently not being done by the concerned departments (members of the Performance Management Team).</li> </ul>	Human Resources	<ul style="list-style-type: none"> <li>Low employee engagement</li> <li>Employee dissatisfaction</li> <li>Absence of Career Development Plan and Employee Recognition Program</li> </ul>	2	2	4		✓		Treat	Review the Board-Approved Strategic Performance Management System and revise if necessary	Top Management  Performance Management Team  Human Resources Department  Corporate Planning Department	Continuous implementation

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	CIAC Employees; GCG; ISO Certifying Body	34	7.b) Inability to meet the required competencies of employees	MANCOM	<ul style="list-style-type: none"> <li>Lack of available training programs during this pandemic.</li> <li>Partial implementation of the Board-Approved SPMS of CIAC. Some of the responsibilities stated in the</li> </ul>	Human Resources Operations	✓	2	2	4		✓		Treat	1.) Review the Board-Approved Strategic Performance Management System and revise if necessary  2.) Implement the four-stage of the Performance Management System Cycle: a. Performance	Top Management Human Resources Department	Continuous implementation
	CIAC Employees; DOTr; BCDA; GCG; ISO Certifying Body	35	7.c) Absence of an Approved Reorganization Plan/ Delays in the approval of the Endorsement	MANCOM	<ul style="list-style-type: none"> <li>The Reorganization Plan that was prepared by the CIAC Change Management Team is still subject for the approval/ endorsement of BCDA and DOTr to the GCG</li> </ul>	Human Resources Operations	<ul style="list-style-type: none"> <li>Low employee engagement</li> <li>Unattainment of targets</li> <li>Positions that are necessary in the operations of CIAC will not be open for hiring</li> </ul>	3	2	6		✓		Treat	1.) Make a follow up on BCDA with regard to the status of CIAC's Proposed Reorganization Plan  <b>2.) Fill-up critical plantilla positions as soon as possible and advocate for the expansion of human resources to accelerate</b>	Top Management Change Management Team Human Resources Department	December 31, 2022
	CIAC Employees; ISO Certifying Body	36	7.d) Absence of an Approved Employee Manual	MANCOM	<ul style="list-style-type: none"> <li>Intervening factors and events that derailed the full completion of the Employee Manual such as the implementation of SSL and the need to realign and standardize the existing policies similar to those being</li> </ul>	Human Resources	<ul style="list-style-type: none"> <li>Confusion or misunderstanding about practices/ expectations in the organization</li> </ul>	1	5	5		✓		Treat	Prepare CIAC's Employee Manual	Top Management Human Resources Department	December 31, 2022

Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	Risk Factor	Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Human Resources/ Governance/ Regulatory & Compliance Risk)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Decision (Treat/ Terminate/ Take no action or Monitor the risk)	Action Plan	Risk Owner	Target Timeline for Action Plan Implementation/ Completion
	CIAC Employees; GCG; ISO Certifying Body	<b>37</b>	7.e) Absence of a Career Development Plan	MANCOM	• Partial implementation of the Board-Approved SPMS of CIAC. Some of the responsibilities stated in the SPMS are currently not being done by the concerned departments (members of the	Human Resources	• Employee dissatisfaction  • Low employee engagement  • Employee attrition	1	5	5		✓		Treat	1.) Review the Board-Approved Strategic Performance Management System and revise if necessary  2.) Implement the four-stage of the Performance Management System Cycle: a. Performance	Top Management  Human Resources Department	Continuous implementation
	CIAC Employees	<b>38</b>	7.f) Absence of an Employee Recognition Program (Performance-Based)	MANCOM	• Partial implementation of the Board-Approved SPMS of CIAC. Some of the responsibilities stated in the SPMS are currently not being done by the concerned departments (members of the	Human Resources	• Employee dissatisfaction  • Low employee engagement  • Employee attrition	1	5	5		✓		Treat	1.) Review the Board-Approved Strategic Performance Management System and revise if necessary  2.) Implement the four-stage of the Performance Management System Cycle: a. Performance	Top Management  Human Resources Department	Continuous implementation

**Legend:**

1) *Italic Items* - are the Top 3 CIAC Risk Factors (High Risks - RF Nos. 2, 5, 17)

2) **Bold Items** - are new identified risk starting \_\_\_\_\_

SUMMARY OF THE STATUS OF CIAC RISK FACTORS (As of 12.31.2022)				
COLOR CODE	STATUS	TOTAL NO.	RISK FACTOR Nos.	%
	Maintained as low risk	26	7, 8, 10, 11, 12, 13, 14, 15, 16, 19, 20, 21, 23, 24, 25, 26, 27, 28, 29, 31, 32, 33, 34, 36, 37, 38	<u>68%</u>
	Being Resolved	12	1, 2, 3, 4, 5, 6, 9, 17, 18, 22, 30, 35	<u>32%</u>
	<b>TOTAL</b>	<b>38</b>		
	New Identified Risk (2022)	0		
				<b>100%</b>

Reviewed by:

CIAC's RISK MANAGEMENT COMMITTEE

SK REGISTER

RISK TREATMENT			RISK REVIEW					CONTINGENCY PLAN				
Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
<p>1) Ejection of 100% of informal settlers</p> <p>2) 100% implementation of maximum security procedure at the CCAC area</p>	<p><b>1) As of December 31, 2022 - On-going implementation of the ejection plan in the Emergence area,</b></p> <p>2) SCD hired a Project Employee last March 24, 2022 to conduct census of IS occupying lands within the CCAC, inventory of improvements and parcellary mapping of identified areas within the CCAC. Contract ended last June 24, 2022</p> <p>SCD recommended the approval of the reconstitution of the members of the Committee on Informal Settlers to the OIC P/CEO to execute the financial assistance flowchart for IS such as: Information and Dissemination Campaign, Census, Securing the IS area, Data Validation, Master List, Issuance of Notice or Paunawa, Data Verification, Presentation of Package Assistance, up to Check Release, etc. (Approved on 28 September 2022)</p> <p>Conducted the following processes for the gradual clearing of IS at the CCAC</p> <p>a. Information and Education Campaign - Completed on October 28, 2022</p> <p>b. Census - Completed on December 31, 2022</p> <p>From Security Dept.: 100% implementation of maximum security procedure at the CCAC area, as a result;</p> <p>1. August 19, 2022, ejected Four (4) informal settlers (Mr. Aljun Dela Cruz; Reynan dela Cruz; Mrs. Erika Dela Cruz and John Doe a.k.a KULAPO.</p> <p>2. On August 19, 2022, demolished four (4) illegal structures constructed by Four (4) informal settlers (Mr. Aljun Dela Cruz; Reynan dela Cruz; Mrs. Erika Dela Cruz and John Doe a.k.a KULAPO.</p> <p>3. On August 20 delomished one (1) illegal structed constructed by the infomal settler Ms. Rowena Dela Cruz.</p> <p>4. On September 5, 2022, demolished one (1) illegal structure constructed by Mrs. Lilia Dela Cruz, farmer member of SAMANAKA Group.</p> <p>5. On October 2, 2022, demolished one (1) illegal structure constructed by Mr. Emiliano Dimarucut, Farmer Member of CABCOM</p>	Being resolved			0							

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeline	Risk Owner	Effectiveness Measures	Status
1) Availability of an updated MDP  2) At least 5 New Direct Lease/ Agreement signed per year	<p>1) On 18 January 2022, the Palafox Associates (PA) presented the Phase 2 Conceptual MDP to the CIAC BOD and accepted by the latter on the same date. PA's Approved Request of Extension No. 2 on the submission of the Phase 2: Conceptual MDP (from 25 January 2022 to 15 March 2022) was released on 01 March 2022. The Phase 2 Final Conceptual Master Development Plan and Market Positioning Report was received by CIAC on 16 March 2022. The said plan was presented to the CIAC-PMO, CPD, and SDCM on 24 March 2022. Further, on April 2022, the plan was presented by PA to CIAC Mancom and CIAC BOD (approved on 25 Apr); while to BCDA and DOTr on 17 May 2022. NTP for Phase 3 was issued to PA on 18 April 2022. The Phase 3 and 4 deliverables were submitted to CIAC CPD on 28 December 2022. The project is 96.28% completed as of 31 Dec 2022.</p> <p>2) Participated on the following meetings set by BOI: 1) CREATE Application for Incentives on 13 January 2022; 2) PIPP-SIPP TWG Meeting on 03 February 2022; 3) Orientation on FIRMS-FIRB on 10 February 2022; 4) IPAs Briefing on SIPP and FIA Amendment on 31 March 2022; 5) PIPP-TWG Meeting on 21 April 2022; 6) No</p>	Being resolved	4	4	16	High Risk	08.16.2021					
1) 100% completion of the rehabilitation and upgrading of the AGLS  2) 100% completion of the Eighteen Storey Air Traffic Control Tower Building  3) 100% completion of the Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar and Secondary Surveillance Radar	<p><b>** As of December 31, 2022:</b></p> <p>AGLS - 100% actual progress as of May 4, 2022</p> <p>, Control Tower - 39.60% actual progress as of December 31, 2022</p> <p>, Radar - 10.83% actual progress as of December 31, 2022</p>	Being Resolved			0							



Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
1) Quarterly conduct of Earthquake Drill  2) Availability of an Emergency Response Plan  3) Availability of Business Continuity Plan  4) No major disruption in CIAC's operation	1) Participated in the 1st/2nd/3rd/4th Quarter National Simultaneous Earthquake Drills this 2022. Also, a Fire Drill was conducted last March 24, 2022.  2) A Workplace Management Plan (Covid) is currently available. There is also a Bomb Threat Response procedure. But there is currently no available procedure for fire & natural disasters.  <b>3) Draft Emergency Response Plan is already available and will be presented to the Management Committee.</b>  4) RMO already has an available Disaster Recovery Plan for CIAC's records which is incorporated in their Operations Manual while MIS has an existing procedure for Data back-up  5) MIS - Backup CIACDATASVR to another device using Acronis software. Proposed co-location of the data to prevent data loss.	Being resolved			0							
1) Availability of CCAC Database  2) Updated MDP	1) The CIAC GIS Database has been developed including the user and system manual. Training on the database for the end-users was conducted on 30 September 2021 and 06 October 2021. A new project based employee GIS Officer has been hired on January 2022 to maintain and update the database pending the results of the CCAC MDP being prepared by PA as well as to provide assistance to the end-users such as CPD in preparing maps being requested by other CIAC departments/offices and concerned government agencies. As of June 2022, the GIS Officer was able to encode and update the GIS database based on the appraisal reports from the PTD; and completed the encoding of the the GIS data from the Phase 2 - Final Conceptual MDP as of 31 December 2022.  2) On 04 December 2021, PA has submitted the Phase 1 Situational Analysis and Technical Studies Report. An Internal and External Stakeholders Meeting has been conducted on 21 December 2021. Visioning Workshop, Business and Market Positioning, and Three (3) Conceptual Master/Site Plan and Financial Business Model Analysis are completed on 06 January 2022. The PA has submitted and presented the Phase 2 Conceptual MDP to the MANCOM and BOD (acceptance of concept) on 17 January 2022 and 18 January 2022, respectively. The Revised Final Conceptual MDP and CIAC Lease Map and Parcellation has been submitted by PA on 09 February 2022 while the Final Conceptual MDP and Market Positioning on 16	Being resolved	4	4	16	High Risk	08.16.2021					
1) Semestral conduct of Security Table Top Exercises  2) Availability of an Emergency Response Plan  3) Availability of Business Continuity Plan  4) Zero occurrence of	1) Conducted Security Table-Top Exercise on September 5, 2022 and Unannounce Security Exercise on December 23, 2022.  <b>2) Draft Emergency Response Plan is already available and will be presented to the Management Committee.</b>  There is also a Bomb Threat Response procedure. But there is no available procedure for fire & natural disasters.  3) RMO already has an available Disaster Recovery	Being resolved			0							

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
<p>1) Availability of Safety Plan and Protocols (includes coordination with medical/ health facilities)</p> <p>2) Zero cases (office-acquired)</p>	<p>1) A Workplace Management Plan (Covid) is currently available. There is also an established communication line with health facilities in relation to the Covid-response of CIAC.</p> <p>2) Currently zero cases (office-acquired)</p> <p>3) Currently using video conferences following minimum safety standards as mandated by the government</p> <p>4) Continuous implementation of the CIAC health and safety protocols and CIAC Vaccination Program through the help of the CDC Sanitation Division: 166 employees have completed Covid-19 Vaccines</p> <p>5) Covid-19 Antigen Test for CIAC Employees last 05 Jan 2022</p> <p>6) Provision of Vitamin C for CIAC employees - February 2022</p>	Maintained as low risk	1	3	3	Low Risk	12.16.2021					
<p>1) At least 5 New Direct Lease/ Agreement signed per year</p>	<p>1) Based on the CIAC PES, additional 2 locators signed this year as of October 2022.</p>	Maintained as low risk	1	2	2	Low Risk	12.16.2021					
<p>1) Approval and implementation of the Rationalization Plan</p>	<p>1) Reorganization Plan - already approved by the GCG-En Banc last October 2022. <b>Guidelines for its implementation was already approved during the December Board Meeting. On-going implementation of the Reorganization Plan.</b></p> <p>2) 1 Plantilla position was filled-up this year</p> <p>3) Detailed security personnel from the Contracted Security Agency to temporarily fill-up the needed plantilla position</p>	Being resolved			0							

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
<p>1) Approval and implementation of the Rationalization Plan</p> <p>2) 100% attendance of all the members of CIAC's Safety and Health Committee to OSH Training</p> <p>3) Monthly conduct of Safety and Health Committee Meeting</p> <p>4) Designation of a Safety Officer 2 (indicate duration of appointment)</p>	<p>1) Reorganization Plan - already approved by the GCG-En Banc last October 2022. Guidelines for its implementation was already approved during the December Board Meeting. On-going implementation of the Reorganization Plan.</p> <p>2) 100% attendance of all the members of CIAC's Safety and Health Committee to Mandatory OSH Training</p> <p>3) 2 Meetings conducted this year. New Safety Committee created last 21 March 2022</p> <p>4) Ms. Myra Santos was already designated as Safety Officer 2 by the OIC-OPCEO.</p>	Maintained as low risk			0							
<p>1) Zero disruption in CIAC's operation</p> <p>2) 100% compliance on the new normal requirements of relevant government agencies (e.g. Safety Seal Certification)</p>	<p>1) Currently using video conferences following minimum safety standards as mandated by the government</p> <p>**As of December 31, 2022 - face to face meetings/seminars are already being conducted but following the minimum safety standards of the government.</p> <p>2) Starting 2021, TrD's Collection Section implements 100% electronic payment to all locators (all lease payments should be directly deposited by locators to CIAC depository banks) to avoid face to face payments/transactions and physical handling of cash at the office</p> <p>3) Safety Seal Certification is optional due to Covid Alert Level 1</p> <p>4) For CPD: Facilitated departmental meetings and coordination meetings with CPD-PMO and GIS via Zoom app as well as meetings with the Palafox Associates; and participated in webinars and meetings organized by other government agencies such as SCAD and BOI through video conferencing.</p> <p>5) For AFG: Zero interruption on finance operations: Processes under the Finance Group still fall within the established lead time per standard ISO procedures and ARTA. Complied also with set Management Directives on the implementation of new normal work arrangements.</p>	Maintained as low risk	3	1	3	Low Risk	03.31.2022					
	<p>6) TrD's Disbursing Section is in coordination with CIAC depository banks for the implementation of e-payments to utility providers and/or other suppliers to limit face to face transactions in check releasing and are currently reviewing the proposals submitted by banks</p>				0							

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
	<p>7) HRD: Currently using video conferences following minimum safety standards as mandated by the government</p> <p>9) HRD: Continuous implementation of the CIAC health and safety protocols and CIAC Vaccination Program through the help of the CDC Sanitation Division: 166 employees have completed Covid-19 Vaccines</p> <p>10) HRD: Covid-19 Antigen Test for CIAC Employees last 05 Jan 2022</p> <p>11) HRD: Provision of Vitamin C for CIAC employees</p>											
N/A	N/A	Maintained as low risk			0							
<p>1) At least 5 Direct Lease/ Agreements signed per year</p> <p>2) Attainment of target revenue for the year</p>	<p>1) Based on the CIAC PES, additional 2 locators signed this year as of October 2022.</p> <p>2) Revenue as of Sept 30, 2022: P483.58M EBITDA as of Sept 30, 2022: P354.45M</p>	Maintained as low risk	1	3	3	Low Risk	12.16.2021					

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeline	Risk Owner	Effectiveness Measures	Status
<p>1) At least 5 Direct Lease/ Agreements signed per year</p> <p>2) No reduction in the number of existing locators unless the termination of contract is the locator's fault</p> <p>3) Attainment of target revenue for the year</p>	<p>1) Based on the CIAC PES, additional 2 locators signed this year as of October 2022.</p> <p>2) CPD has submitted to SDCM the list of international funding agencies on 28 December 2021. Said list shall be reference on whom to tap for the CCAC infrastructure development grant facility funding based on the results of the CCAC MDP. On 29 June 2022, CIAC transmitted a letter for NEDA requesting assistance for Endorsement to International Funding Agencies on the Conceptual Master Development Plan of Clark Civil Aviation Complex. The latter acknowledged the receipt of email on 30 June 2022. Once the MDP of CCAC has been approved by the CIAC BOD, copy of the MDP shall be transmitted to NEDA for requested endorsement to IFAs. The MDP is 96.28% completed as of 31 December 2022.</p> <p>- Participated on the following meetings set by BOI: 1) CREATE Application for Incentives on 13 January 2022; 2) PIPP-SIPP TWG Meeting on 03 February 2022;</p> <p>- Orientation on FIRMS-FIRB on 10 February 2022; 4) IPAs Briefing on SIPP and FIA Amendment on 31 March 2022; 5) PIPP-TWG Meeting on 21 April 2022; 6) No invitation for meetings received for the period July to December 2022.</p>	Maintained as low risk			0			2a) Search and identify international funding agencies that CIAC may tap for its infrastructure development thru development grant facility funding.  2b) Prepare and send	31 December 2021  within 30 working days upon the BOD approval of the updated CIAC MDP for the CCAC	CPD  CPD	Availability of the list of international funding agencies  Receipt of response letter/s from the international funding agencies	
Continuous implementation of development projects within the CCAC with or without the financial support coming from BCDA	Future decisions will be based on CIAC's performance commitment with BCDA	Maintained as low risk	3	1	3	Low Risk	06.30.2021					
<p>1) At least 5 Direct Lease/ Agreements signed per year</p> <p>2) No reduction in the number of existing locators unless the termination of contract is the locator's fault</p> <p>3) Attainment of target revenue for the year</p>	<p>1) Based on the CIAC PES, additional 2 locators signed this year as of October 2022.</p> <p>2) CPD has submitted to SDCM the list of international funding agencies on 28 December 2021. Said list shall be reference on whom to tap for the CCAC infrastructure development grant facility funding based on the results of the CCAC MDP. On 29 June 2022, CIAC transmitted a letter for NEDA requesting assistance for Endorsement to International Funding Agencies on the Conceptual Master Development Plan of Clark Civil Aviation Complex. The latter acknowledged the receipt of email on 30 June 2022. Once the MDP of CCAC has been approved by the CIAC BOD, copy of the MDP shall be transmitted to NEDA for requested endorsement to IFAs. The MDP is 96.28% completed as of 31 December 2022.</p> <p>- Participated on the following meetings set by BOI: 1) CREATE Application for Incentives on 13 January 2022; 2) PIPP-SIPP TWG Meeting on 03 February 2022;</p> <p>- Orientation on FIRMS-FIRB on 10 February 2022; 4) IPAs Briefing on SIPP and FIA Amendment on 31 March 2022; 5) PIPP-TWG Meeting on 21 April 2022; 6) No invitation for meetings received for the period July to December 2022.</p>	Maintained as low risk			0			2a) Search and identify international funding agencies that CIAC may tap for its infrastructure development thru development	31 December 2021  within 30 working days upon the BOD approval	CPD  CPD	Availability of the list of international funding agencies  Receipt of response letter/s from the international funding agencies	

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
<p>1) Updating of MDP and Preparation of a Detailed Site Development Plan for CCAC Selected Area (Business Investment Plan and Marketing Collaterals is part of the project deliverables)</p> <p>2) 5 New Direct Lease/ Agreements signed per year</p>	<p>1) On 18 January 2022, the Palafox Associates (PA) presented the Phase 2 Conceptual MDP to the CIAC BOD and accepted by the latter on the same date. PA's Approved Request of Extension No. 2 on the submission of the Phase 2: Conceptual MDP (from 25 January 2022 to 15 March 2022) was released on 01 March 2022. The Phase 2 Final Conceptual Master Development Plan and Market Positioning Report was received by CIAC on 16 March 2022. The said plan was presented to the CIAC-PMO, CPD, and SDCM on 24 March 2022. Further, on April 2022, the plan was presented by PA to CIAC Mancom and CIAC BOD (approved on 25 Apr); while to BCDA and DOTr on 17 May 2022. NTP for Phase 3 was issued to PA on 18 April 2022. The Phase 3 and 4 deliverables were submitted to CIAC CPD on 28 December 2022. The project is 96.28% completed as of 31 Dec 2022.</p> <p>2) Participated on the following meetings set by BOI: 1) CREATE Application for Incentives on 13 January 2022; 2) PIPP-SIPP TWG Meeting on 03 February 2022; 3) Orientation on FIRMS-FIRB on 10 February 2022; 4) IPAs Briefing on SIPP and FIA Amendment on 31 March 2022; 5) PIPP-TWG Meeting on 21 April 2022; 6) No</p>	Being resolved			0							
<p>1) Ejectment of 100% of informal settlers</p> <p>2) 100% implementation of maximum security procedure at the CCAC area</p>	<p>1) As of December 31, 2022 - On-going implementation of the ejectment plan in the Emergence area,</p> <p>2) SCD hired a Project Employee last March 24, 2022 to conduct census of IS occupying lands within the CCAC, inventory of improvements and parcellary mapping of identified areas within the CCAC. Contract ended last June 24, 2022. SCD recommended the approval of the reconstitution of the members of the Committee on Informal Settlers to the OIC P/CEO to execute the financial assistance flowchart for IS such as: Information and Dissemination Campaign, Census, Securing the IS area, Data Validation, Master List, Issuance of Notice or Paunawa, Data Verification, Presentation of Package Assistance, up to Check Release, etc. (Approved on 28 September 2022) Conducted the following processes for the gradual clearing of IS at the CCAC a. Information and Education Campaign - Completed on October 20, 2022</p>	Being resolved			0							

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
	From Security Dept.: 100% implementation of maximum security procedure at the CCAC area, as a result; 1. August 19, 2022, ejected Four (4) informal settlers (Mr. Aljun Dela Cruz; Reynan dela Cruz; Mrs. Erika Dela Cruz and John Doe a.k.a KULAPO. 2. On August 19, 2022, demolished four (4) illegal structures constructed by Four (4) informal settlers (Mr. Aljun Dela Cruz; Reynan dela Cruz; Mrs. Erika Dela Cruz and John Doe a.k.a KULAPO. 3. On August 20 delomished one (1) illegal structed constructed by the infomal settler Ms. Rowena Dela Cruz. 4. On September 5, 2022, demolished one (1) illegal structure constructed by Mrs. Lilia Dela Cruz, farmer member of SAMANAKA Group. 5. On October 2, 2022, demolished one (1) illegal structure constructed by Mr. Emiliano Dimarucut, Farmer Member of CABCOM											
N/A	NA	Maintained as low risk			0							
1) Compliance with the processing time of RA 11032 2) Annual conduct of Customer Satisfaction Survey for Locators b a Third Party Statistician 3) Monthly conduct of customer satisfaction survey for the external and internal services of CIAC that are indicated in the Citizen's Charter 4) Implementation of CCO's Procedure for Addressing Customer Feedback	1) CIAC's frontline services are compliant with the prescribed processing time of RA 11032 2) 2022 Customer Satisfaction Survey (for CIAC locators) by a Third Party Statistician was conducted last October 1-14, 2022 and the result of which is 88.37% satisfaction rating of CIAC locators. 3) Implementation of the monthly customer satisfaction survey for the external and internal services of CIAC started last February. The average result of the monthly survey as of November 2022 showed 98.79% of the respondents are satisfied with the external/internal services of CIAC. 4) CCO reviews and answers all queries found at the following digital platforms: CIAC Official Website Message Board; two (2) Facebook messenger accounts; email ads publicaffairs@ciac.gov.ph, and via FOI Portal, in accordance with CCO-SOP-001.	Maintained as low risk	1	3	3	Low Risk	06.30.2021					

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeline	Risk Owner	Effectiveness Measures	Status
1) Implementation of other feedback mechanism	1) Monthly implementation of the External and Internal Client Satisfaction Measurement Mechanism since February 2021  2) CCO reviews and answers all queries found at the following digital platforms: CIAC Official Website Message Board; two (2) Facebook messenger accounts; email ads publicaffairs@ciac.gov.ph, and via FOI Portal, in accordance with CCO-SOP-001.	Maintained as low risk	1	2	2	Low Risk	06.30.2021					
1) Approval and implementation of the Rationalization Plan  2) 100% compliance to all applicable regulatory requirements (e.g. DENR, DOLE,	<b>1) Reorganization Plan - already approved by the GCG-En Banc last October 2022. Guidelines for its implementation was already approved during the December Board Meeting. On-going implementation of the Reorganization Plan.</b>  2) CIAC is DOLE registered and SEMO has coordinated with DOLE for possible assistance that will be given by DOLE to CIAC in order to comply with all the applicable	Being resolved			0							
1) Compliance with the processing time of RA 11032  2) Annual conduct of internal audit activities and time and motion studies	1) CIAC's frontline services are compliant with the prescribed processing time of RA 11032  2) Internal Audit activities and time and motion studies were conducted during the 2022 Internal Quality Audit activities last September 21 to October 6, 2022.	Maintained as low risk	1	3	3	Low Risk	12.16.2021					
1) 100% implementation of business e-registration  2) Implementation of e-payment services to locators, suppliers & service providers	1) On-going implementation of the business e-registration  2) Starting 2021, TrD's Collection Section implements 100% electronic payment to all locators (all lease payments should be directly deposited by locators to CIAC depository banks) to avoid face to face payments/transactions and physical handling of cash at the office  3) TrD decided to shelve the implementation of the e-payment services to suppliers & service providers based on the proposals evaluated from depository banks. This target/objective was no longer included in TrD's OPCR for year 2022. However, for other utility bills, TrD makes payments thru banks, whenever applicable.  4) Daily monitoring of all digital platforms, i.e. official website (including message board), social media pages, FOI portal, and public affairs email, and periodic submission of all required reportorial documents. - CCO	Maintained as low risk			0							



Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeline	Risk Owner	Effectiveness Measures	Status
1) Maintenance of ISO 9001:2015 Certification	1) CIAC passed the First Surveillance Audit last December 20, 2021. The Second Surveillance Audit is scheduled on January 2023.	Maintained as low risk	2	1	2	Low Risk	06.30.2021					
100% compliance with RA 11032	100% compliance with RA 11032 as checked during the 2022 Internal Quality Audit activities	Maintained as low risk			0							
1) 100% implementation of business e-registration  2) Implementation of e-payment services to locators, suppliers & service providers	1) On-going implementation of business e-registration  2) Starting 2021, TrD's Collection Section implements 100% electronic payment to all locators (all lease payments should be directly deposited by locators to CIAC depository banks) to avoid face to face payments/transactions and physical handling of cash at the office  3) TrD decided to shelve the implementation of the e-payment services to suppliers & service providers based on the	Maintained as low risk			0							
Availability of a firewall and software for data leak protection	100% Availability of Firewall and data leak protection software.	Maintained as low risk			0							
1) On-time implementation of bidding activities	Completed all identified bidding activities (infra projects)	Maintained as low risk	3	1	3	Low Risk	06.30.2021					

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation					
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status	
1) On-time construction of airport infrastructure projects  2) Critical positions are filled-up	<b>Control Tower, and Radar Projects are still on-going</b>	Being resolved											
1) At least 5 New Direct Lease/ Agreement signed per year	1) Based on the CIAC PES, additional 2 locators signed this year as of October 2022.	Maintained as low risk	1	2	2	Low Risk	12.16.2021						
N/A	N/A	Maintained as low risk			0								
100% implementation of the SPMS	On 14 October 2021, Amended CIAC Strategic Performance Management System (SPMS) and Rating Guide has been approved by the CIAC PMT. CIAC Departments and Offices have been required to submit their amended 2021 OPCR and 2021 1st SAR on 27 October 2021 and on 25 November 2021. Document Audit for the 2021 1st SAR has been conducted on 18 November to 09 December 2021. On 13 December 2021, the CIAC PMT has approved the 2021 1st SAR validated rating of the departments and offices. CPD has issued the memorandum on 28 December 2021 on the submission of the 2nd Half KPIs status/ accomplishment report for CY 2021. CIAC PMT Sub-Technical Working Group has been created on 27 January 2022; has conducted the 2021 2nd SAR Validation Activity on 17 to 23 February 2022; and has prepared and finalized the Validated 2021 2nd SAR Rating of the departments and offices. on 24 February to 10 March 2022. The CIAC PMT has approved the 2021 2nd SAR Validated Ratings of the departments and offices on 28 March 2022. Copies of the 2021 2nd SAR Validated Ratings were issued to the departments and offices. The OPCR for CY 2022 of the departments and	Maintained as low risk	1	2	2	Low Risk	12.16.2021						

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
100% implementation of the SPMS	Following the guidance of the CIAC PMT Members last 31 Aug 2021, the CIAC SPMS and Rating Guide was reviewed, revised approved by Top Management on 14 October 2021. Effective implementation of the OPCR/IPCR rating period beginning January - June 2021 and July -December 2021.	Maintained as low risk	1	2	2	Low Risk	12.16.2021					
1) Approval and implementation of the Rationalization Plan  2) Attendance/ participation to infrastructure development, logistics development, and estate development	1) Reorganization Plan - already approved by the GCG-En Banc last October 2022. Guidelines for its implementation was already approved during the December Board Meeting. On-going implementation of the Reorganization Plan.	Being resolved			0							
Availability of an Employee Manual	Employee Manual was already approved by the BOD	Maintained as low risk	1	3	3	Low Risk	03.31.2022					

Effectiveness Measures	Monitoring and Effectiveness Review Results (As of 12.31.2022)	Status (Maintained as low risk or Being Resolved) (As of 12.31.2022)  (Maintained as low risk if all effectiveness measures are achieved; Being Resolved if the effectiveness measures are not yet accomplished)	Residual Risk					Contingency / Mitigation				
			Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Action	Timeliness	Risk Owner	Effectiveness Measures	Status
100% implementation of the SPMS	Following the guidance of the CIAC PMT Members last 31 Aug 2021, the CIAC SPMS and Rating Guide was reviewed, revised approved by Top Management on 14 October 2021. Effective implementation of the OPCR/IPCR rating period beginning January - June 2021 and July -December 2021.	Maintained as low risk	1	2	2	Low Risk	12.16.2021					
100% implementation of the SPMS	1) Following the guidance of the CIAC PMT Members last 31 Aug 2021, the CIAC SPMS and Rating Guide was reviewed, revised approved by Top Management on 14 October 2021. Effective implementation of the OPCR/IPCR rating period beginning January - June 2021 and July -December 2021.  2) Program for Awards and Incentives for Service Excellence or PRAISE was already approved by the BOD	Maintained as low risk	1	2	2	Low Risk	12.16.2021					