



06 May 2021

ATTY. ARTHUR P. TUGADE

Chairman and DOTr Secretary

GEN. AARON N. AQUINO (RET.)

OIC President and CEO

CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Corporate Office Bldg., Civil Aviation Complex,
Clark Freeport Zone, Pampanga

RE: TRANSMITTAL OF 2021 PERFORMANCE SCORECARD

Dear Sec. Tugade and OIC-PCEO Aquino,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2021 Performance Scorecard (**Annex B**) of CIAC. The same is to be posted in CIAC's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The CIAC-proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letter 07 August 2020² were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 19 November 2020 and evaluation of revised documents submitted through a letter dated 22 December 2020³ and via email sent on 12 April 2021.⁴

In relation to CIAC's submission of its 1st Quarter Monitoring Report for 2021, which was based on its proposals,⁵ CIAC is requested to submit a revised 1st Quarter Monitoring Report for 2021, along with revised Quarterly Targets, based on the attached 2021 Performance Scorecard. CIAC is also reminded that GOCCs are mandated to upload its 2021 Performance Scorecard and Quarterly Monitoring Reports in the GOCC's website within thirty (30) calendar days from the close of each quarter, pursuant to Item 5 of GCG Memorandum Circular No. 2017-02.⁶

FOR CIAC'S COMPLIANCE.

Very truly yours,

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 27 August 2020.

³ Officially received by the Governance Commission on 04 January 2021.

⁴ Officially received by the Governance Commission on 12 April 2021.

⁵ Officially received by the Governance Commission on 29 April 2021.

⁶ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.



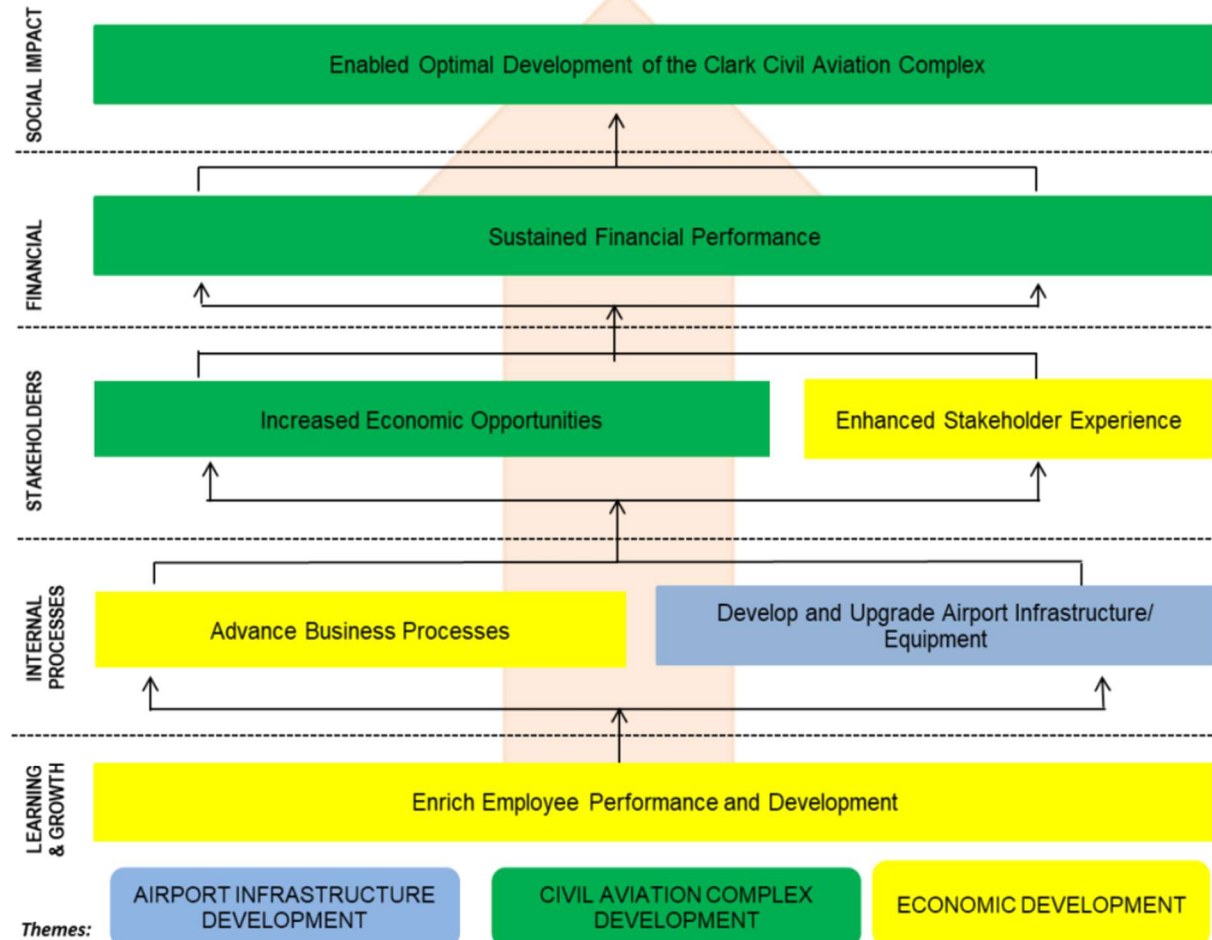
MISSION:

To develop, manage, and operate a globally-competitive aviation complex while ensuring viability and creating value for our stakeholders

CORE VALUES:

- Integrity
- Innovation
- Impressive

VISION: By 2022, CIAC shall be a strategic enabler in establishing an aerotropolis in the region with Clark International Airport as the premier gateway and the globally-competitive Clark Civil Aviation Complex as a key economic engine of the country.



CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Component					Baseline Data		Recalibrated	Target	
Objective/Measure			Formula	Rating Scale ^{a/}	Weight	2018	2019	2020	2021
SOCIAL IMPACT	SO 1	Enabled Optimal Development of the Clark Civil Aviation Complex (CCAC)							
	SM 1	Aircraft Movement Volume	Actual Figure	Actual / Target	0%	24,873	35,738	11,418	15,544
	SM 2	Number of New Employment Generated by CCAC Locators <i>(including sub lessees)</i>	Absolute Number	Actual / Target	10%	N/A	N/A	400	400
		Subtotal			10%				
FINANCIAL	SO 2	Sustained Financial Performance							
	SM 3	Revenues (in million pesos)	Absolute Amount	Actual / Target	20%	1,071.54	1,055.18	350.00 ⁱ	459.606
	SM 4	EBITDA (in million pesos)	Absolute Amount		15%	559.16	368.99	141.13	232.956
		Subtotal			35%				
STAKEHOLDERS	SO 3	Increased Economic Opportunities							
	SM 5	Number of Lease Agreements signed (Locators within CCAC)	Cumulative Number	Actual / Target	5%	139	159	Additional 2 Locators from 2019 Cumulative Total	Additional 5 Locators from 2020 Cumulative Total

ⁱ As a result of the O&M Concession Agreement, CIAC's revenue sources are limited to non-aeronautical revenues and other income.

Component					Baseline Data		Recalibrated	Target	
Objective/Measure			Formula	Rating Scale ^{a/}	Weight	2018	2019	2020	2021
	SO 4	Enhanced Stakeholder Experience							
	SM 6	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	Actual / Target <i>0% = If less than 80%</i>	10%	87.40%	92.86%	90%	90% ⁱⁱ
		Subtotal			15%				
INTERNAL PROCESS	SO 5	Advance Business Processes							
	SM 7	ISO 9001:2015	Actual Accomplishment	All or Nothing	5%	Passed Surveillance Audit	Excluded (due to transfer of O&M functions)	ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification
	SO 6	Develop and Upgrade Airport Infrastructure/Equipment							
	SM 8	Development of New Normal Initiative	Actual Accomplishment	All or Nothing	5%	N/A	N/A	N/A	100% Development of Business E-application System
	SM 9	Implementation of Airport Infrastructure Projects	Actual Accomplishment	Actual / Target		N/A	N/A	Submission of TOR to the BCDA for Review and Approval:	Completion of the following:
5%					N/A	N/A	a. Design and Construction Second Runway	a. MOA & Consultancy Services of the Detailed Architectural and Engineering Design of the Second Runway	

ⁱⁱ Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG.

Component						Baseline Data		Recalibrated	Target
Objective/Measure			Formula	Rating Scale ^{a/}	Weight	2018	2019	2020	2021
					5%	N/A	N/A	b. Design and Construction New CRK Control Tower	b. Design and Construction of the New CRK Control Tower
					5%	N/A	N/A	c. Upgrading of the Airfield Ground Lighting System	c. Rehabilitation and Upgrading of the Airfield Ground Lighting System
					5%	N/A	N/A	d. Procurement and Installation of the New Radar System	d. Phase 1 of the Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR)
		Subtotal			30%				
LEARNING & GROWTH	SO 8	Enrich Employee Performance and Development							
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing	10%	64.38% (103 out of 160 employees)	74.34% (84 out of 113 employees)	10% Improvement from 2019	100%
		Subtotal			10%				
		TOTAL			100%				

a/ But not to exceed the assigned weight per indicator.