

16 December 2022

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**HON. JAIME J. BAUTISTA**

*Chairperson and DOTr Secretary*

**MR. DARWIN L. CUNANAN**

*Officer-in-Charge (OIC)*

**CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)**

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

**RE: VALIDATION RESULT OF CIAC'S  
2021 PERFORMANCE SCORECARD**

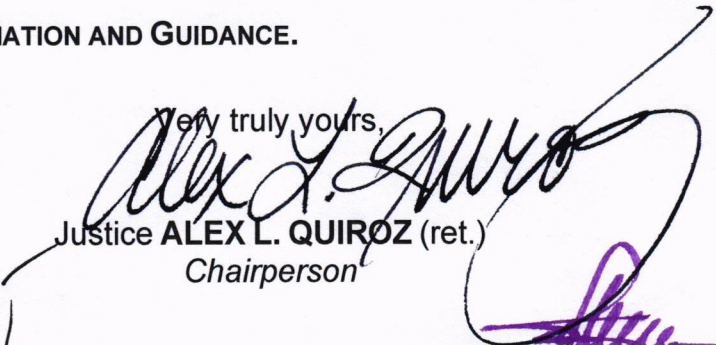
Dear Secretary Bautista and OIC Cunanan,


This is to formally transmit the validation result of CIAC's 2021 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, CIAC obtained an overall score of **95.48%** (See **Annex A**). The same is to be posted in CIAC's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>


In relation to the grant of 2021 Performance Based Bonus (PBB) to eligible officers and employees, CIAC can grant such incentive only upon receipt of confirmation letter from the Governance Commission. In this regard, the Board is reminded that any unilateral action to release the PBB before the confirmation will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.<sup>2</sup>

**FOR CIAC'S INFORMATION AND GUIDANCE.**

Very truly yours,

  
Justice **ALEX L. QUIROZ** (ret.)  
*Chairperson*

  
**Atty. GIDEON V. MORTEL, D.C.L.**  
*Commissioner*

  
**Atty. GERALDINE MARIE B.  
BERBERABE-MARTINEZ**  
*Commissioner*

cc: COA Resident Auditor – CIAC

<sup>1</sup> Code of Corporate Governance for GOCCS, dated 28 November 2012.

<sup>2</sup> GOCC Governance Act of 2011.



**CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)**  
**Validated 2021 Performance Scorecard**

Component					CIAC Submission			GCG Validation		Supporting Documents	Remarks															
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating																	
SOCIAL IMPACT	SO 1	Enabled Optimal Development of the Clark Civil Aviation Complex (CCAC)																								
	SM 1	Aircraft Movement Volume	Actual Figure	0%	Actual / Target	15,544	2,386	–	2,386	0%	<div>- Traffic Statistics Report for 2020 (sourced from LIPAD) - CIAC Annual Report 2021</div> <table><tr><th>Destination</th><th>Total</th></tr><tr><td>Domestic</td><td>472</td></tr><tr><td>International</td><td>1,914</td></tr><tr><td>Total</td><td>2,386</td></tr></table> <div>A further dip in flight volume statistics was observed in 2021 due to the lingering effects of the COVID-19 pandemic, which had caused uncertainties in travel throughout the year, among others.</div>	Destination	Total	Domestic	472	International	1,914	Total	2,386							
	Destination	Total																								
	Domestic	472																								
International	1,914																									
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SM 2	Number of New Employment Generated by CCAC Locators (including sub lessees)	Absolute Number	10%	Actual / Target x Weight	400	918	–	918	10%	<div>- Certifications from the Locators with Breakdown of Employees - Certification from CIAC Manager, Marketing Dept. on Summary of New Employment from Locators</div> <table><tr><th>Locators</th><th>Total</th></tr><tr><td>Acciona-EEI JV</td><td>135</td></tr><tr><td>Baynant, Inc.</td><td>51</td></tr><tr><td>Golden Leaf Mfg. International, Inc.</td><td>5</td></tr><tr><td>UET International Corp.</td><td>473</td></tr><tr><td>Jamco Phulippines</td><td>254</td></tr><tr><td>RFV Clark Corp.</td><td>0</td></tr><tr><td>Total</td><td>918</td></tr></table>	Locators	Total	Acciona-EEI JV	135	Baynant, Inc.	51	Golden Leaf Mfg. International, Inc.	5	UET International Corp.	473	Jamco Phulippines	254	RFV Clark Corp.	0	Total	918
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Total	918																									
	Subtotal		10%				–		10%																	



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	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating																
FINANCIAL	SO 2	Sustain Financial Performance																							
	SM 3	Revenues (in million pesos)	Absolute Amount	20%	Actual / Target	459.606	557.395	–	557.395	20%	- 2021 COA-audited Financial Statements (FS) of CIAC	<table><tr><th>Revenues</th><th>Amount</th></tr><tr><td>Service/ Business</td><td>502,528,433</td></tr><tr><td>Gains</td><td>44,911,198.</td></tr><tr><td>Other Non-Operating</td><td>9,955,171</td></tr><tr><td>Total</td><td>557,394,802</td></tr></table>	Revenues	Amount	Service/ Business	502,528,433	Gains	44,911,198.	Other Non-Operating	9,955,171	Total	557,394,802			
	Revenues	Amount																							
	Service/ Business	502,528,433																							
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Other Non-Operating	9,955,171																								
Total	557,394,802																								
SM 4	EBITDA (in million pesos)	Absolute Amount	15%	Actual / Target	232.956	376.730	–	376.730	15%	- 2021 COA-audited Financial Statements (FS) of CIAC  - Notes to 2021 FS	<table><tr><th>Items</th><th>In '000</th></tr><tr><td>Net Income</td><td>254,720</td></tr><tr><td>Interest Exp.</td><td>5,408</td></tr><tr><td>Income Taxes</td><td>11,357</td></tr><tr><td>Depreciation</td><td>104,730</td></tr><tr><td>Amortization</td><td>515</td></tr><tr><td>EBITDA</td><td>376,730</td></tr></table> EBITDA increased mainly as a result of higher Overall Revenues and lower Total expenses in 2021.	Items	In '000	Net Income	254,720	Interest Exp.	5,408	Income Taxes	11,357	Depreciation	104,730	Amortization	515	EBITDA	376,730
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	Sub-total		35%				–		35%																
STAKEHOLDERS	SO 3	Increased Economic Opportunities																							
	SM 5	Number of Lease Agreements Signed (Locators within CCAC)	Cumulative Number	5%	Actual / Target	52 Additional 5 Locators from 2020 Cumulative Total	51	–	51	4.90%	- Alpha List of CIAC Lease Agreements as of 31 Dec. 2021  - Copies of the signed new Lease Agreements in 2021	As of end of 2020, the total locators that were retained by CIAC was forty-seven (47). From this, eight (8) lease agreements had expired/terminated or had been merged within 2021, while CIAC obtained twelve (12) new lease agreements during the year, resulting to a cumulative total of 51.													



Component					CIAC Submission			GCG Validation		Supporting Documents	Remarks															
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating																	
	SO 4	Enhanced Stakeholder Experience																								
	SM 6	Percentage of Satisfied Customers	Number of respondent which gave at least a Satisfactory rating/Total number of respondents	10%	Actual / Target x Weight  0% = if less than 80%	90%	97.78%	–	97.78%  (44 out of 45 Locators gave at least a Satisfactory Rating)	10%	- CIAC's Locator Feedback Report for 2021 prepared by Dr. Rey B. Fremista CMBB, FRIBA, FRIRes  - Sample actual accomplished CSS questionnaires	<table><tr><th>Rating</th><th>% of Satisfied Locators</th></tr><tr><td>V Satisfactory</td><td>44.44%</td></tr><tr><td>Satisfactory</td><td>53.33%</td></tr><tr><td>Neutral</td><td>2.22%</td></tr><tr><td>Dissatisfied</td><td>0.00%</td></tr><tr><td>V Dissatisfied</td><td>0.00%</td></tr><tr><td>Total</td><td>100.00%</td></tr></table>	Rating	% of Satisfied Locators	V Satisfactory	44.44%	Satisfactory	53.33%	Neutral	2.22%	Dissatisfied	0.00%	V Dissatisfied	0.00%	Total	100.00%
	Rating	% of Satisfied Locators																								
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V Dissatisfied	0.00%																									
Total	100.00%																									
	Sub-total		15%				–		14.90%																	
	SO 5	Advanced Business Processes																								
INTERNAL PROCESS	SM 7	ISO 9001:2015	Actual Accomplishment	5%	All or Nothing	Maintain ISO 9001:2015 Certification	Passed the ISO 9001:2015 1st Surveillance Audit by TUV Rheinland Auditors	–	Maintained ISO 9001:2015 Certification	5%	- Initial Audit Report by the TUV Rheinland dated 21 Dec. 2021  - Copy of the Certificate to ISO 9001:2015	CIAC's First Surveillance audit was conducted on 20 Dec 2021. Results of the audit indicated that there were zero (0) minor and major non-conformities. Thus, the maintenance of the existing certification was recommended														
	SO 6	Developed and Upgraded Airport Infrastructure/Equipment																								
	SM 8	Development of New Normal Initiative	Actual Accomplishment	5%	All or Nothing	100% Development of Business E-application System	100% development of Business E-Application System for end user testing and end user acceptance	–	100% Development of Business E-application System	5%	- Link to CIAC's Customer Relations Management System (CRMS)	Access to the CRMS was done using a username and [temporary] password. As of end of 2021, the CRMS was subjected for end user testing and end user acceptance.  Pilot launching of the CRMS was scheduled in January of 2022, with a target implementation of the system by March.														



Component					CIAC Submission			GCG Validation		Supporting Documents	Remarks
	Objective/Measure	Formula	Weight	Rating System a/	Target	Actual	Rating	Score	Rating		
SM 9	Implementation of Airport Infrastructure Projects	Actual Accomplishment	Completion of the following:								
			5%	Actual / Target	MOA and Consultancy Services of the Detailed Architectural and Engineering Design of the Second Runway	–	–	Revised bidding documents for the re-bidding of the DAED Second Runway by the BCDA	–	- Memo on Timeline of Procurement Activities within 2021 for the CIA Second Runway	The procurement of the Consultancy Services for the Detailed Architectural and Detailed Engineering Design (DAED) of the Project is being handled by the BCDA. The BCDA-BAC Consultancy (BAC-C) only requested TWG representatives and panel from CIAC to participate in the procurement of the Second Runway Infrastructure Project.  Measure excluded.
			5%	Actual / Target	Design and Construction of New CRK Control Tower	Progress / Status: 27.606%	–	27.606% actual progress	1.38%	- Weekly Progress Report (Dec. 27, 2021 – Jan. 02, 2022) by MSV Construction & Supplies	The Project Status Summary for the week Dec. 27, 2021 – Jan. 02, 2022, showed actual progress at 27.606%. The revised Project completion date is on 21 Aug 2022.
			5%	Actual / Target	Rehab & Upgrading of the Airfield Ground Lighting System	92.98% underway	–	92.98% actual progress	4.65%	- Monthly Progress Report #013 (Dec. 1-31, 2021) by Evercon Builders and Equipment Corp.	The Project started on 11 Nov. 2020. As of 31 Dec 2021, actual progress is at 92.98%. The revised completion date of the Project is on 05 Jan 2022.



	Component				CIAC Submission			GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating			
			5%	Actual / Target	d. Phase 1 of the Supply, Installation, Testing, and Commissioning of PSR and SSR	Facilitation of the MOA is already in process; and Contractor was already instructed to secure permits and licenses and submit the Conceptual Development Plan	–	Revised Project Start Date on 26 December 2021	–	<ul style="list-style-type: none"><li>- Copy of Contract Agreement for PSR and SSR</li><li>- Radar Timeline 2021</li><li>- Approved Work Suspension dated 08 Nov. 2021</li><li>- BCDA Letter to CDC dated 25 Nov. 2021</li><li>- CDC Letter Reply to BCDA re. CIAC Radar dated 22 Dec. 2021</li></ul>	Project Implementation started from issuance of NTP on 27 Sep 2021 but was suspended for 90 Calendar Days due to Site Possession Issues (approved on 08 Nov 2021). Suspension was only lifted after CDC issued the necessary Site Possession on 22 December 2021. As of year-end, facilitation of the MOA was in process. Thus, Project Start Date was revised to 26 Dec 2021 with expected completion by May 2023. Measure excluded.	
		Sub-total	30%				–		16.03%			
LEARNING & GROWTH	SO 9	Enhanced Employee Performance and Development										
	SM 13	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	10%	All or nothing	10% Improvement from 2019	100% of CIAC employees (112) met required competencies	–	100% (112 out of 112 employees)	10%	<ul style="list-style-type: none"><li>- Schedule of CIAC Individual Competency Ratings for 2021 for employees with status of Competency Percentage</li><li>- CIAC Annual Report 2021</li></ul>	CIAC's 2020 baseline was at 85.19% (92 out of 108) competent employees.  As of the end of 2021, there were 10 Internal and 29 External Trainings facilitated by CIAC HRD. Out of 112 employees, 101 or 90% attended trainings, and from the 70 employees in the training plan, 39 or 56% were trained. This resulted to all employees meeting the required competencies.
		Sub-total		10%				–		10%		
		TOTAL WEIGHTS EXCLUDED WEIGHTS		100% (10%)				–		85.93%		
		VALIDATED TOTAL		90%			–	85.93 / 90 = 95.48%				

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

TO : MAKATI CENTRAL POST OFFICE

Name of Mailer : Governance Commission for GOCCs (GCG)

Address : BDO Paseo Towers (Formerly Citibank Towers),  
Paseo De Roxas, Makati City

Date of Mailing : 01-12-23

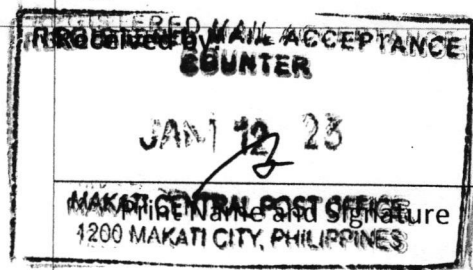
	Addressee	Address/ Destination	Tracking Number
1	MR DARWIN CUNANAN	CLARK INTERNATIONAL AIRPORT	
2		CORPORATION (CIAC) CORPO	
3		RATE OFFICE BLDG, CIVIL AVIA	
4		TION COMPLET CLARK FREEPORT	
5		ZONE PAMPANGA 2023	
6			
7			
8			
9			
10			

RE 705 574 583 ZZ



Mailer/ Representative:

JHUN A ELAJAS  
Print Name and Signature



Date Received: \_\_\_\_\_