



29 April 2022

**ATTY. ARTHUR P. TUGADE**

*Chairman and DOTr Secretary*

**GEN. AARON N. AQUINO (RET.)**

*President and CEO (PCEO)*

**CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)**

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



**RE: TRANSMITTAL OF 2022 PERFORMANCE SCORECARD**

Dear Secretary Tugade and PCEO Aquino,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2022 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.<sup>1</sup>

The CIAC-proposed Charter Statement, Strategy Map, and Performance Scorecard submitted through its letter 15 July 2021<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 25 October 2021 and evaluation of revised documents submitted through its letters dated 10 November 2021<sup>3</sup> and 23 November 2021,<sup>4</sup> and via email submission on 01 March 2022.<sup>5</sup>

We take this opportunity to remind CIAC that Item 5 of GCG M.C. No. 2017-02<sup>6</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. CIAC is thus directed to submit its revised Quarterly Targets based on the attached Scorecard upon submission of its Quarterly Monitoring Report for 2022.

Finally, under GCG M.C. No. 2017-02, GOCCs can no longer renegotiate the targets set in their Performance Scorecards for the current year. Thus, any request for modification in the 2022 Performance Scorecard will instead be considered during the validation of the reported annual accomplishments.

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

Very truly yours,

Digitally signed by:  
**CHAIRMAN SAMUEL G. DAGPIN, JR.**

Digitally signed by:  
**OIC-COMMISSIONER\* JAYPEE O. ABESAMIS**

Digitally signed by:  
**COMMISSIONER MARITES C. DORAL**



<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 27 July 2021.

<sup>3</sup> Officially received by the Governance Commission on 17 November 2021.

<sup>4</sup> Officially received by the Governance Commission on 01 December 2021.

<sup>5</sup> Officially received by the Governance Commission on 03 March 2022.

<sup>6</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

\*By virtue of the Memorandum from the Executive Secretary dated 21 March 2022.



## 2022 CHARTER STATEMENT AND STRATEGY MAP

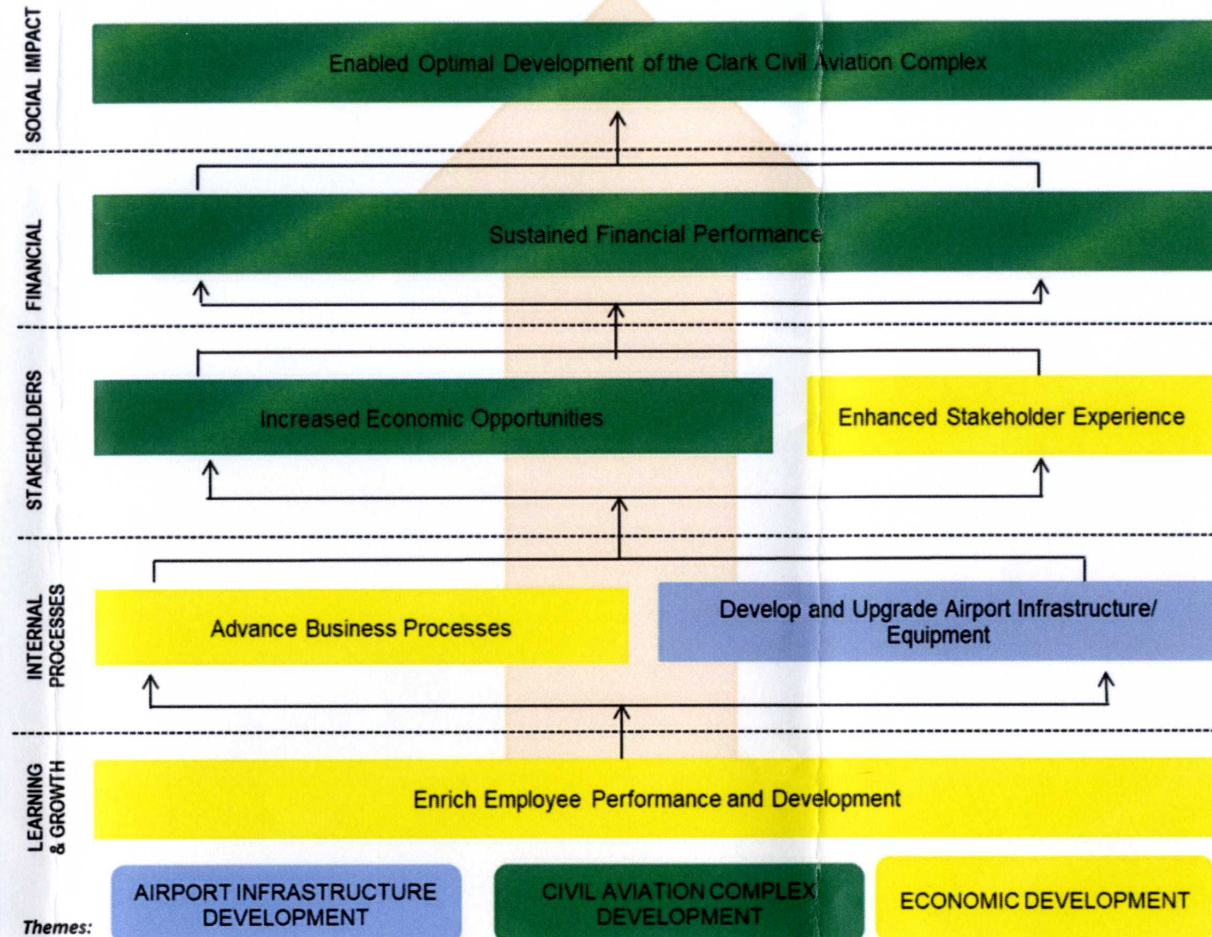
**MISSION:**

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.



## 2022 PERFORMANCE SCORECARD

## CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)

Component					Baseline Data		Targets		
Objective/Measure			Formula	Rating Scale <sup>a/</sup>	Weight	2019	2020	2021	2022
SOCIAL IMPACT	SO 1	Enabled Optimal Development of the Clark Civil Aviation Complex (CCAC)							
	SM 1	Aircraft Movement Volume	Actual Figure	Actual / Target	0%	35,738	8,920	15,544	11,394
	SM 2	Number of New Employment Generated by CCAC Locators (including sub lessees)	Absolute Number	Actual / Target	10%	N/A	408	400	753
		Subtotal			10%				
FINANCIAL	SO 2	Sustained Financial Performance							
	SM 3	Revenues (in million pesos)	Service and Business Income + Gains + Other Non-Operating Income	Actual / Target	20%	1,055.18	471.254	459.606	514.324
	SM 4	EBITDA (in million pesos)	Net Income + Interest + Taxes + Depreciation + Amortization	Actual / Target	15%	368.99	258.844	232.956	276.467
	SM 5	Budget Utilization Rate (BUR)	<u>Actual Disbursement</u> Total Approved Corporate Operating Budget (Both Net of PS Cost)	Actual / Target	5%	N/A	N/A	N/A	90%
		Subtotal			40%				



Component					Baseline Data		Targets		
Objective/Measure			Formula	Rating Scale <sup>a/</sup>	Weight	2019	2020	2021	2022
STAKEHOLDERS	SO 3	Increased Economic Opportunities							
	SM 6	Number of Lease Agreements signed (Locators within CCAC)	Cumulative Number	Actual / Target	5%	159	47	Additional 5 Locators from 2020 Cumulative Total	Additional 4 Locators from 2021 Cumulative Total
	SO 4	Enhanced Stakeholder Experience							
	SM 7	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	Actual / Target  <i>0% = If less than 80%</i>	10%	92.86%	Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG		
							95.00%	90%	90%
		Subtotal			15%				
INTERNAL PROCESS	SO 5	Advance Business Processes							
	SM 8	ISO 9001:2015	Actual Accomplishment	All or Nothing	5%	Excluded (due to transfer of O&M functions)	Certified to ISO 9001:2015	Maintain ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification
	SO 6	Develop and Upgrade Airport Infrastructure/Equipment							
	SM 9	Development of New Normal Initiative	Actual Accomplishment	All or Nothing	5%	N/A	N/A	100% Development of Business E-application System	100% Implementation of Business E-application System: Customer Relations Management System

Component					Baseline Data		Targets	
Objective/Measure		Formula	Rating Scale <sup>a/</sup>	Weight	2019	2020	2021	2022
SM 10	Development of the CIAC Barcoding System	Actual Accomplishment	All or Nothing	5%	N/A	N/A	N/A	100% Development and Implementation of the CIAC Barcoding System
SM 11	Implementation of Airport Infrastructure Projects	Actual Accomplishment	Actual / Target				Completion of the following:	
				5%	N/A	a. Submitted Bidding Docs and TOR to BCDA on 07 October 2020	a. Design and Construction New CRK Control Tower	a. 100% Completion of the Design and Build of the New Eighteen-Storey Air Traffic Control Tower Building Facility at CRK
				5%	N/A	b. Submitted (Revised) Bidding Docs and TOR to BCDA on 07 May and 22 May 2020	b. Rehabilitation and Upgrading of the Airfield Ground Lighting System (AGLS)	b. 100% Completion of the Rehabilitation and Upgrading of the Airfield Ground Lighting System (AGLS) including New Airfield Ground Lightings Powerhouse for CRK
				5%	N/A	c. Submitted Bidding Docs BCDA on 28 October 2020	c. Procurement and Installation of the New Radar System	c. % Completion of Phase 1 of the Supply, Installation, Testing, and Commissioning of Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR) based on Revised Project Schedule
	<b>Subtotal</b>			<b>30%</b>				



Component					Baseline Data		Targets		
Objective/Measure			Formula	Rating Scale <sup>a/</sup>	Weight	2019	2020	2021	2022
LEARNING & GROWTH	SO 7	Enrich Employee Performance and Development							
	SM 12	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	Actual / Target	5%	74.34%	85.14%	100%	100%
		Subtotal			5%				
		TOTAL			100%				

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