



20 November 2024

ATTY. MARIUS P. CORPUS
Chairperson
Governance Commission for Government
Owned or Controlled Corporations
3/F BDO Towers Paseo (formerly Citibank Center),
8741 Paseo De Roxas, Makati City



MIS / RMD - OD



Clark International Airport Corporation
Records Management Division

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By: Donna
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**SUBJECT: SUBMISSION OF THE REVISED CIAC PROPOSED
PERFORMANCE EVALUATION SYSTEM DOCUMENTS
FOR CY 2025**

Dear Chairperson Corpus:

This is in reference to the documents related to the Proposed Performance Evaluation System (PES) of Clark International Airport Corporation (CIAC) for CY 2025.

Following the Technical Panel Meeting held on 07 November 2024 between CIAC and the Governance Commission for Government-Owned or Controlled Corporations (GCG), the PES documents have been revised to reflect the inputs, comments and/or recommendations provided by the GCG panelists.

In view whereof, we are pleased to resubmit the updated versions of the following documents pertinent to CIAC's PES for CY 2025:

- a. Charter Statement and Strategy Map (PES Form 1) – **Annex "A"**
- b. Proposed Performance Scorecard and Quarterly Targets (PES Form 2 and 2a) – **Annex "B"**
- c. Measure Profile (PES Form 2b) – **Annex "C"**
- d. Strategic Initiative Profile (PES Form 3) – **Annex "D"**
- e. Briefer – **Annex "E"**

Additionally, we are transmitting the briefers and other relevant documents as identified and required GCG proposed performance targets.

- a. SM 1 (Number of New Employment Generated by CAC Locators):
Justification for the 2025 target based on projected development contracts
– **Annex "F"**



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Corporate Office Building
Civil Aviation Complex
Clark Freeport Zone
Pampanga, Philippines 2023



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- b. SM 4 and SM 6 (Revenues and Budget Utilization Rate): Final and Signed CIAC 2025 Corporate Operating Budget and an Excel copy of the Summary of Lease Contracts, including types and amounts – **Annex “G”**
- c. SM 8 (Number of Development Contracts): Briefer on replacing the strategic measure “Number of Lease Agreements” with “Number of Development Contracts” – **Annex “H”**
- d. SM 11 (Implementation of Airport Infrastructure Projects): Briefer regarding CIAC’s Horizontal Infrastructure Development Projects and the new CIAC Headquarters, including Terms of Reference and Project Milestones. This also includes clarifications regarding acceptable “amendments” in the target for the Air Traffic Control Tower. – **Annex “I”**

Thank you.

Very truly yours,


JOSEPH P. ALCAZAR
President and Chief Executive Officer

OP LETTER NO. 24-493



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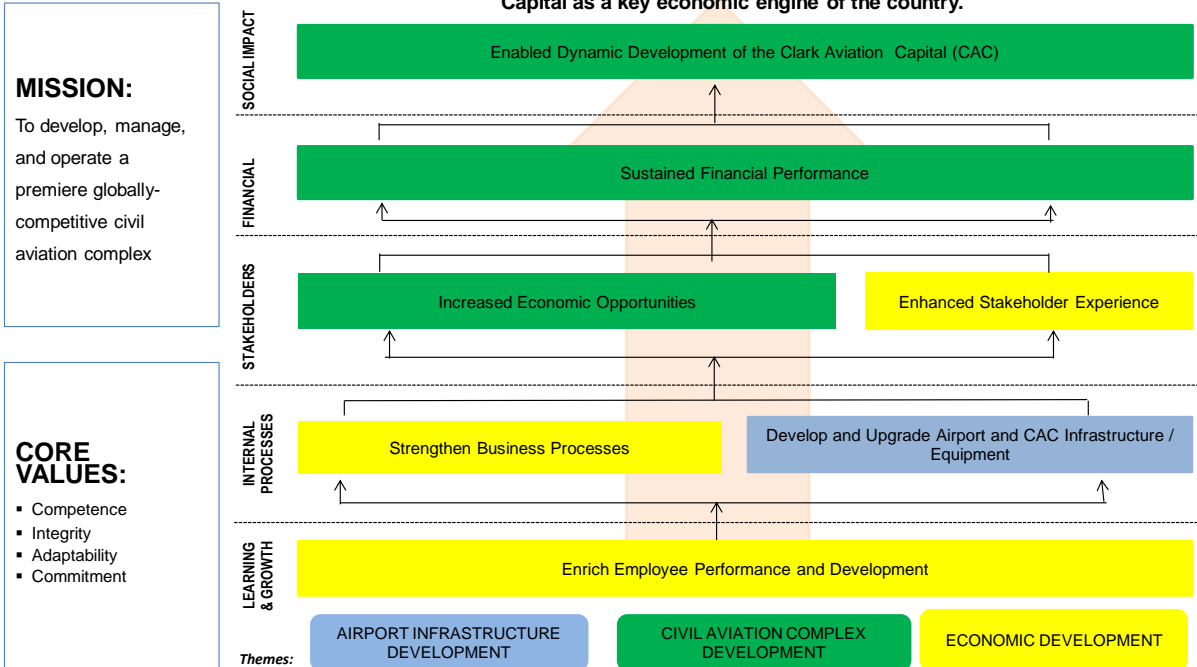


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CLARK INTERNATIONAL AIRPORT CORPORATION



VISION: By 2028, CIAC shall be at the forefront in developing and managing a resilient aerotropolis where world-class industries thrive in a sustainable and inclusive environment with the Clark International Airport as a leading gateway, and the Clark Aviation Capital as a key economic engine of the country.



CLARK INTERNATIONAL AIRPORT CORPORATION

Component					Baseline Data				Target	CIAC Submission	
Strategic Objective (SO) / Strategic Measure (SM)		Formula	Weight	Rating Scale ¹	2020	2021	2022	2023	2024	2025	
Social Impact	SO 1	Enabled Dynamic Development of the Clark Aviation Capital (CAC)									
	SM 1	Number of New Employment Generated by CAC Locators (including sub lessees)	Absolute Number	5%	Actual/Target	408	918	990	3,479	1,000	1,400 (for confirmation with MD & NBVU)
	SM 2	Development and Implementation of Sustainable Airport Operations Policy (SAOP)	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	N/A	N/A	Board-approved SAOP
	SM 3	Aircraft Movement Volume	International + Domestic + General Aviation Flights	0%	Actual / Target	8,920	2,386	5,664	14,867	18,608	Awaiting data ²
Sub-total			10%								

¹ But not to exceed the weight assigned per indicator

² Reference: LIPAD target

	Component				Baseline Data				Target	CIAC Submission	
	Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale ¹	2020	2021	2022	2023	2024	2025	
Financial	SO 2	Sustained Financial Performance									
	SM 4	Revenues (in million pesos)	Service and Business Income + Gains + Other Non-Operating Income	15%	Actual / Target	471.254	557.395	761.326	692.691	640.237	724.367
	SM 5	EBITDA (in million pesos)	Net Income + Interest Exp + Income Taxes + Depreciation + Amortization	10%	Actual / Target	258.844	376.730	558.922	412.111	360.157	364.04
	SM 6	Budget Utilization Rate (BUR)	Total Disbursed / Total Obligation (Net of PS Cost)	5%	Actual / Target	N/A	N/A	67.09%	51.31%	90%	90%
	Sub-total			30%							

	Component				Baseline Data				Target	CIAC Submission	
	Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale ¹	2020	2021	2022	2023	2024	2025	
Stakeholders	SO 3	Increased Economic Opportunities									
	SM 8	Number of Development Contracts	Number of development contracts which are effective for at least 6 months within the year	10%	Actual / Target	47	51	51	59	64	69
	SO 4	Enhanced Stakeholder Experience									
	SM 9	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory Rating / Total Number of Respondents	5%	Actual/ Target 0% = if less than 80%	95.00%	97.78%	88.37%	98.82%	90%	90%
	Sub-total			15%							

		Component				Baseline Data				Target	CIAC Submission
		Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale ¹	2020	2021	2022	2023	2024	2025
Internal Processes	SO 5	Strengthen Business Processes									
	SM 10	ISO 9001:2015	Actual Accomplishment	5%	All or Nothing	Certified to ISO 9001:2015	Maintained ISO 9001:2015 (Passed 1 st Surveillance Audit)	Maintained ISO 9001:2015 (Passed 2 nd Surveillance Audit)	Maintained ISO 9001:2015 (Passed Re-Certification Audit)	Pass 1 st Surveillance Audit	Maintain ISO 9001:2015 Certification Pass 2 nd Surveillance Audit
	SO 6	Develop and Upgrade Airport and CAC Infrastructure/Equipment									
	SM 11	Implementation of Airport Infrastructure Projects (CAC)									
		a. Horizontal Infrastructure Development									
	Horizontal Infrastructure Development Projects at the Clark Aviation Capital (CAC) <i>Completed DAED – 6% Board-approved DAED – 4%</i>	Actual Accomplishment	10%	All or Nothing	N/A	N/A	N/A	N/A	N/A	N/A	a. Completed Detailed Architectural and Engineering Design (DAED) b. Board-approved Detailed Architectural and Engineering Design (DAED)

Component					Baseline Data				Target	CIAC Submission
Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale ¹	2020	2021	2022	2023	2024	2025	
b. Vertical Infrastructure Development										
SM 11	1. Air Traffic Control Tower (Supply, Installation, Testing & Commissioning of New Air Traffic Communication System and Relocation of Various Communication, Navigation, and Surveillance [CNS] Equipment)	Percentage Accomplishment	10%	Actual / Target	N/A	N/A	N/A	25.90% actual progress rate versus 25.44% scheduled percentage of completion as per contract	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments	100% Accomplishment of Deliverables based on the Contract Schedule and its Amendments
	2. New CIAC Headquarters <i>Completed DAED – 6% Board-approved DAED – 4%</i>	Actual Accomplishment	10%	All or Nothing	N/A	N/A	N/A	N/A	N/A	a. Completed DAED b. Board-approved DAED
Sub-total			30%							

		Component				Baseline Data				Target	CIAC Submission	
		Strategic Objective (SO) / Strategic Measure (SM)	Formula	Weight	Rating Scale ¹	2020	2021	2022	2023	2024	2025	
Learning and Growth	SO 7	Enrich Employee Performance and Development										
	SM 12	Percentage of Employees Meeting Required Competencies	Plantilla Employees Meeting Required Competencies/ Total Filled Plantilla as of Yearend	5%	Actual / Target	85.19% (92 out of 108 employees)	100% (112 out of 112 employees)	100% (108 out of 108 employees)	100% (109 out of 109 employees)	100%	100%	
	SM 13	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	N/A	N/A	Board-approved DRRM Plan	
	Sub-total				10%							
	TOTAL WEIGHT				100%							
	Bonus Measure											
	SM 7	GAD Budget Utilization	5% of Total Annual Corporate Operating Budget	1%	Actual/Target	N/A	N/A	N/A	N/A	N/A	N/A	5% of budget utilized for GAD