

STRATEGY MAP

VISION

The leading institution for arts and culture in the Philippines recognized globally in promoting artistic excellence and prioritizing diversity, equity, and inclusivity in cultural development and art making and appreciation, by 2030.

MISSION

To promote and preserve the best of Filipino arts and culture by embodying the values of katotohanan (truth), kagandahan (beauty) and kabutihan (goodness).

SOCIAL IMPACT

Contribute Significantly to an Inclusive, Industry Relevant, and Socially Responsive Global Environment

STAKE HOLDERS

Nurture the Next Generation of Artists and Audiences who Appreciate and Support Artistic and Cultural Work

Achieve reputation for Excellence, Professionalism, and Competence

INTERNAL PROCESS

Effective and Efficient Management of CCP Facilities and Other Assets

Effective and Efficient Delivery of Technical and Artistic Services

LEARNING AND GROWTH

Develop a Competent and Efficient Workforce Towards Fulfilling a Vital Role in the Cultural Institution

Integration of GEDSI in the Development and Implementation of DRRM Plan

FINANCE

Adopt GEDSI in Strategy-Based Plan to Achieve Organizational and Financial Stability

CORE VALUES

Compassion
Creativity
Nationhood

THEMES

ARTISTIC EXCELLENCE

GOOD GOVERNANCE (INCLUSIVITY)

ORGANIZATIONAL EXCELLENCE (RESILIENCE AND SUSTAINABILITY)


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**TECHNICAL PANEL MEETING
CULTURAL CENTER OF THE PHILIPPINES (CCP)
2025 PROPOSED STRATEGY MAP
SUMMARY OF DISCUSSIONS
16-Dec-24**

	2024	Proposed 2025	TPM	REMARKS
Mission	To promote and preserve the best of Filipino arts and culture by embodying the values of katotohanan (truth), kagandahan (beauty) and kabutihan (goodness).	To promote and preserve the best of Filipino arts and culture by embodying the values of katotohanan (truth), kagandahan (beauty) and kabutihan (goodness).	To promote and preserve the best of Filipino arts and culture by embodying the values of katotohanan (truth), kagandahan (beauty) and kabutihan (goodness).	Same as 2024
Vision	The leading institution for arts and culture in the Philippines recognized globally in promoting artistic excellence and nurturing the broadest publics in art making and appreciation, by 2030.	The leading institution for arts and culture in the Philippines recognized globally in promoting artistic excellence and prioritizing diversity, equity, and inclusivity in cultural development and art making and appreciation, by 2030.	The leading institution for arts and culture in the Philippines recognized globally in promoting artistic excellence and prioritizing diversity, equity, and inclusivity in cultural development and art making and appreciation, by 2030.	CCP integrated the GEDSI in its Vision as discussed in the workshop for GCG MC 2024-01
Core Values	- Compassion - Creativity - Nationhood	- Compassion - Creativity - Nationhood	- Compassion - Creativity - Nationhood	Same as 2024
Strategic Objectives				
SOCIAL IMPACT	Contribute significantly to an inclusive, industry relevant and socially responsive to the global environment	Contribute significantly to an inclusive, industry relevant and socially responsive to the global environment	Contribute significantly to an inclusive, industry relevant and socially responsive to the global environment	Same as 2024
STAKEHOLDERS	Nurture the next generation of artists and audiences who appreciate and support artistic and cultural work	Nurture the next generation of artists and audiences who appreciate and support artistic and cultural work	Nurture the next generation of artists and audiences who appreciate and support artistic and cultural work	Same as 2024
	Achieve reputation for excellence, professionalism and competence	Achieve reputation for excellence, professionalism and competence	Achieve reputation for excellence, professionalism and competence	Same as 2024


INTERNAL PROCESS	Effective and efficient management of CCP facilities and other assets	Effective and efficient management of CCP facilities and other assets	Effective and efficient management of CCP facilities and other assets	Same as 2024
	Effective and efficient delivery of Technical and artistic services	Effective and efficient delivery of Technical and artistic services	Effective and efficient delivery of Technical and artistic services	Same as 2024
LEARNING & GROWTH	Develop a loyal, competent and efficient workforce towards fulfilling a vital role in the cultural institution	Develop a loyal, competent and efficient workforce towards fulfilling a vital role in the cultural institution	Develop a loyal, competent and efficient workforce towards fulfilling a vital role in the cultural institution	Same as 2024
		Integration of GEDSI in the Development and Implementation of DRRM Plan	Integration of GEDSI in the Development and Implementation of DRRM Plan	Integration of GCG MC No. 2024-01
FINANCE	Adopt strategy-based plan to achieve organizational and financial stability	Adopt GEDSI in Strategy-Based Plan to Achieve Organizational and Financial Stability	Adopt GEDSI in Strategy-Based Plan to Achieve Organizational and Financial Stability	Integration of GCG MC No. 2024-01
Themes:	-Artistic Excellence -Good Governance -Organizational Excellence	-Artistic Excellence -Good Governance (Inclusivity) -Organizational Excellence (Resilience and Sustainability)	-Artistic Excellence -Good Governance (Inclusivity) -Organizational Excellence (Resilience and Sustainability)	Integration of GCG MC No. 2024-01

For GCG:


Atty. Orlando P. Polinar
 Director IV, CGO-B

For Cultural Center of the Philippines:


Dennis N. Marasigan
 Vice President and Artistic Director


Jose Victor M. Gaite
 Vice President for Administration

CULTURAL CENTER OF THE PHILIPPINES
 TECHNICAL PANEL MEETING
 CULTURAL CENTER OF THE PHILIPPINES
 2025 PROPOSED PERFORMANCE SCORECARD
 SUMMARY OF DISCUSSIONS
 16-Dec-24


	Component				Baseline					Proposed Target	TPM	Validating Documents	Remarks	
	Objective/Measure	Formula	Weight	Rating System	2021	2022	Validated 2023	2024 Target	As of 3Q	2025	2025			
SO 1	Contribute Significantly to Inclusive Growth, Industry, Relevant and Socially Responsive to the Global Environment													
SOCIAL IMPACT	SM 1	Number of Events Held in a Year	Number of events executed / Number of planned events	10%	Actual over Target	N/A	663	665	766 (onsite, online, and hybrid)	1257	604	100.00%	<ul style="list-style-type: none"> Quarterly summary Certifications of events held 	CCP to identify quantifiers for events (includes productions, co-productions, shows, screenings, trainings, workshops). For submission: •List of planned events for 2025
	SM 2	Number of Audiences Who Patronized CCP Shows, Productions, Trainings, and Workshops	Total number of audiences for onsite programs and total number of unique views for online programs	10%	Actual over Target	N/A	392,939	265,845	203,565 (onsite, online, and hybrid)	441,167	152,749 (onsite, online, and hybrid)	Disaggregated data on category of target For revision based on the GAA	<ul style="list-style-type: none"> Quarterly summary Certifications 	CCP to disaggregate the category: online, onsite and hybrid
	SM 3	Number of Artists and Performers Engaged for CCP Productions and Co-Productions/Shows	Absolute Number	20%	Actual over Target	1,025	7,907	12,378	6,605 (onsite, online, and hybrid)	9,091	4,403 (onsite, online, and hybrid)	4,403 (to be disaggregated by category: online, onsite and hybrid) For revision/Updating based on GAA	<ul style="list-style-type: none"> Certifications provided by partners Production list Proof of productions, co-productions/shows 	Target is based on the 2023 budget CCP proposes to include artists engaged for trainings/workshops. For GCG's consideration. For submission: •Revised target •Projected productions •List of identified types of artist/performers with identified creative inputs •Index of artists
		Sub-total										40.00%		

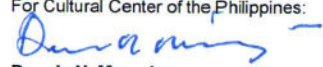
	Component				Baseline				Proposed Target	TPM	Validating Documents	Remarks		
	Objective/Measure	Formula	Weight	Rating System	2021	2022	Validated 2023	2024 Target	As of 3Q	2025			2025	
STAKEHOLDERS	SO 2	Nurture the Next Generation of Artists and Audiences who Appreciate and Support Artistic and Cultural Work												
	SM 4	Number of Beneficiaries of Workshops, Trainings, and Education Activities for Artists, Teachers, Students, Trainers, LGUs, Cultural Agencies, and Marginalized Youth, Underprivileged Communities, and Other Sectors of Society	Absolute Number	11%	Actual over Target	359	16,113	18,051	16,500 (onsite, online, and hybrid)	21,856	4,754 (onsite, online, and hybrid)	For revision	<ul style="list-style-type: none"> Attendance Sheet (w/ contact details) Certification of accomplishment Certification from partners 	<p>For revisiting. Target set shall be disaggregated based on categories: online, onsite, hybrid.</p> <p>For submission:</p> <ul style="list-style-type: none"> Revised proposal on targets with indicated targets per category <p>For new submeasure:</p> <ul style="list-style-type: none"> CCP's 2024 breakdown of employed artists (including data on multiple assignments) (weight allocation: 1%)
	SO 3	Achieve Reputation for Excellence, Professionalism and Competence												
	SM 5	Percentage of Satisfied Customers	No. of Satisfied Repondents / No. of Respondents	5%	Actual over Target if less than 80% = 0	0%	98.08%	Non-compliant	90%	Results at end of the year	90%	90%	•ARTA Scorecard	Target is based on GCG MC No. 2024-01. SQD 0 is the basis for GCG rating
			<i>Sub-total</i>	16.00%										
	SO 4	Efficient and Effective Delivery of Technical and Artistic Services												
	SM 6	Number of New and Renewed Satellite Partnerships Forged Nationwide	Total number of satellite partnerships	5%	Actual over Target	10	7	22	30	17	13	3 new partners (from region/s with no partners) <i>Cumulative number at the end of 2025 should not be lower than 73 (existing) + 3 new</i>	<ul style="list-style-type: none"> MOU/MOA Resolutions (as applicable) 	<p>For 2025, the scheduled renewals only total to 10 contracts. Every year, CCP target is 2-3 new partners.</p> <p>Institutional partners. Optimum: 1 per region</p> <p>CCP to target 3 new partners from region/s without partnerships. Total number (cumulative) at the end of 2025 should not be lower than 76 (73 existing + 3 new).</p> <p>For submission:</p> <ul style="list-style-type: none"> List of proposed partnerships
	SM 7	Compliance to Quality Standards	Actual Accomplishment	5%	All or Nothing	Passed 2nd Surveillance Audit	N/A	Passed 1st Surveillance Audit	Pass 2nd Surveillance Audit	Results at end of the year	Pass ISO Re-certification Audit	Pass ISO Re-certification Audit	ISO Certification	Target is based on GCG MC No. 2024-01

INTERNAL PROCESS	Component				Baseline				Proposed Target	TPM	Validating Documents	Remarks	
	Objective/Measure	Formula	Weight	Rating System	2021	2022	Validated 2023	2024 Target	As of 3Q	2025			2025
SO 5	Effective and Efficient Management of CCP Facilities and Other Assets												
SM 8	Percentage of Activities Completed in the Implementation of Maintenance Program of CCP Complex Based on Timelines	No. of planned activities implemented / no. of planned maintenance activities	1.50%	Actual over Target	91.40%	94.93%	97.38%	93%	69.748%	94%	94% <i>subject to submission of justification</i>	<ul style="list-style-type: none"> •Engineering Accomplishment Report •Service report •Progress report 	<p>As of 1st week December, CCP has accomplished 93.4% for 2024.</p> <p>This covers regular maintenance of all buildings (not just the main building)</p> <p>For submission: <ul style="list-style-type: none"> •Listing of critical facilities to be maintained •Work Program </p>
SM 9	CCP Main Building Rehabilitation	Weight Factor x QTY Accomplished	5.00%	All or Nothing	N/A	N/A	26.62%	88.89%	39.772%	40%	To be determined	To be determined	<p>Php 440M has been allocated for Phase 1.</p> <p>CCP to revise this target and indicate milestones</p> <p>For submission: <ul style="list-style-type: none"> •Complete work schedule </p>
		Sub-total	16.50%										

	Component				Baseline				Proposed Target	TPM	Validating Documents	Remarks		
	Objective/Measure	Formula	Weight	Rating System	2021	2022	Validated 2023	2024 Target	As of 3Q	2025			2025	
LEARNING AND GROWTH	SO 6	Develop a Loyal, Competent and Efficient Workforce Towards Fulfilling a Vital Role in the Cultural Institution												
	SM 10	Percentage of Employees with Required Competencies Met	No. of employees with Required Competencies Met / Total Employees	5.0%	All or Nothing	91.71%	0.81% increase from 2021 Competency Level	4.08% increase from 2022-8.88% (rebased)	Establish baseline based on revised Competency Model	Results at end of the year	Increase from 2024 Competency Level	Improvement from 2024 Baseline	<ul style="list-style-type: none"> Competency Framework Board approval of Competency Framework Competency Assessment results 	<p>Cut-off for the assessment: employed before end of September 2025</p> <p>For submission: <ul style="list-style-type: none"> Revised Competency Framework with Board approval </p>
	SO 7	Integration of GEDSI in the Development and Implementation of DRRM Plan												
	SM 11	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	2.5%	All or Nothing	N/A	N/A	N/A	N/A	N/A	Board-Approved DRRM Plan	Board-Approved DRRM Plan	<ul style="list-style-type: none"> DRRM Plan Board approval of DRRM Plan 	Target is based on GCG MC No. 2024-01
			<i>Sub-total</i>	7.50%										
	SO 8	Adopt GEDSI in Strategy-Based Plan to Achieve Organizational and Financial Stability												
	SM 12	Total Income Generated (Excluding Subsidy)	Actual Total Income less NG Subsidy <i>Below 80% is 0%. For the amount ≥ 80%, 10% is proportionally distributed</i>	15.00%	Actual over Target	P90.65 M	P215.851 M	P214,114,233 M	P218.007 M	P125.059 M	P160.82 M	P160.82 M	<ul style="list-style-type: none"> Financial Statements 	<p>Decrease is attributed to government projects that did not push through such as the Philippine International Exchange Center (PIEC).</p> <p>CCP received indication that it will receive subsidy for PS in recognition of the loss of income from the cancelled projects/contracts (Php 90M).</p> <p>CCP to find other revenue streams (ie hiring out expertise to other government agencies)</p> <p>For submission: <ul style="list-style-type: none"> Projected revenues of all </p>

Component	Objective/Measure	Formula	Weight	Rating System	Baseline				Proposed Target	TPM	Validating Documents	Remarks	
					2021	2022	Validated 2023	2024 Target	As of 3Q	2025			2025
FINANCIAL	Budget Utilization Rate (BUR)												
	SM 13	a. Subsidy Utilization Rate - Obligation	Total Obligated Subsidy/ Total COB from Subsidy (net of PS Cost)	2.00%	Actual over Target	N/A	77.30%	92.95%	90%	46%	90%	90%	<ul style="list-style-type: none"> •COA AAR •Financial Statements •SAOUB <p>CCP requests for the exclusion of the congressional initiatives in its COB</p> <p>Obligated is based on the payout for the year. Progress billing is used for the contracts of the contractors (CCP Main Building Rehabilitation)</p> <p>For GCG consideration: CCP proposal for exclusion of the Congressional Initiatives for the SUR</p> <p>Agreement: exclusion of the CI of the CCP Main Building rehabilitation</p>
		b. Subsidy Utilization Rate - Disbursement	Total Disbursements/Total Obligations (net of PS Cost)	2.00%	Actual over Target	N/A	63.47%	67.20%	90%	21%	90%	90%	<p>Php 440M insertion was granted to CCP for the Main Building Rehabilitation in 2024. Budget for the artistic center was utilized for the Main Building instead in 2023. Insertion was used for 2024.</p> <p>CCP to submit details of proposed exclusion in the briefer.</p> <p>For GCG consideration: CCP proposal for exclusion of the Congressional Initiatives for the SUR</p> <p>CCP to submit the following: -List of insertions to the budget</p>
		c. Corporate Fund Utilization Rate - Disbursements	Total Disbursements from IGF/Total COB from IGF	1.00%	Actual over Target	N/A	29.46%	100%	90%		90%	To be determined	To be determined
		Sub-total	20.00%										
		TOTAL	100.00%										

For GCG:

Atty. Orlando P. Polinar
 Director IV, CGO-B

For Cultural Center of the Philippines:

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 Vice President and Artistic Director


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 Vice President for Administration

GCG MC No. 2024-01
Bonus Strategic Measures and Targets

Perspective	Strategic Measure	Target	Rating Incentive (Bonus)	Rating System
Financial	GAD Budget Utilization	5% of total budget	1%	All or Nothing
Internal Process	ISO Certification on any of the following standards	Certification must cover at least one business unit	1%	
	i. Environmental Management System Certification	ISO 14001:2015 Certification		
	ii. Business Continuity Management System (BCMS)	ISO 22301:2019 Certification		



