

**CIVIL AVIATION AUTHORITY OF THE PHILIPPINES**  
**2021 Performance Scorecard**

	Component				Annual Target	Quarterly Target	Actual Accomplishment				Office Primarily Responsible	
	Strategic Objective (SO)/ Strategic Measure (SM)	Formula	Weight	Rating System			1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter		
<b>S O C I A L  I M P A C T</b>	<b>SO 1</b>	<b>Standard Aviation Safety and Security</b>										
	SM 1.a	Universal Safety Oversight Audit Programme (USOAP) - Effective Implementation Score	Actual Percentage	5%	All or Nothing	Higher than the Global Average	Higher than the Global Average: 60%	Higher than the Global Average: 60%- Actual Percentage is 70.52%	Higher than the Global Average: 60%- Actual Percentage is 70.52%	Higher than the Global Average: 60%- Actual Percentage is 70.52%	Higher than the Global Average: 60%- Actual Percentage is 70.52%	USOAP
	SM 1.b	Implement an effective State Safety Program (SSP) by 2025	Actual Accomplishment	5%	All or Nothing	Level 3: Implementation of GAP Analysis (Improvement from 2020)	5% implementation of implementation plan based on gaps from Gap Analysis	Accomplished 5% (for 2021 1st quarter) implementation plan based on the gaps from Gap Analysis	Accomplished 5% (for 2021 2nd quarter) implementation plan based on the gaps from Gap Analysis	Accomplished 5% (for 2021 3rd quarter) implementation plan based on the gaps from Gap Analysis.	Accomplished 5% (for 2021 4th quarter) implementation plan based on the gaps from Gap Analysis.	SSP
	SM 1.c	Absence of Significant Safety Concerns (SSCs)	Actual Accomplishment	5%	All or Nothing	0 SSCs	0 SSCs	0 SSCs	0 SSCs	0 SSCs	0 SSCs	USOAP
	SM 1.d	Percentage of International Airports with Aerodrome Certification	Number of International Airports with Aerodrome Certification / Total Listed International Airports	5%	Actual /Target	100% International Airports Certified (9 out of 9)	75%	Ninoy Aquino International Airport – acquired Temporary aerodrome certification status on October 20, 2020 which is valid until April 29, 2021.	Ninoy Aquino International Airport - The Temporary Aerodrome Certificate issued with validity from 20 October 2020 to 29 April 2021 was renewed for another six (6) months or from 29 April	Ninoy Aquino International Airport – The Temporary Aerodrome Certificate issued with validity from 20 October 2020 to 29 April 2021 was renewed for another	Ninoy Aquino International Airport- The Temporary Aerodrome Certificate issued with validity from 20 October 2020 to	AANSO

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								<p>2021 to 30 October 2021.</p>	<p>six (6) months or from 29 April 2021 to 30 October 2021 (Aerodrome Certification to be extended but pending final report on conducted Surveillance Audit last September 27-October 1, 2021 for the extension of Aerodrome certification.)</p>	<p>29 April 2021 was renewed for another six (6) months or from 29 April 2021 to 30 October 2021</p> <ul style="list-style-type: none"> <li>•Aerodrome Certification to be extended but pending final report on conducted Surveillance Audit last September 27-October 1, 2021 for the extension of Aerodrome certification.)</li> <li>•NAIA SMS was conducted last October 19-21, 2022)</li> </ul>	
								<p>Clark International Airport – acquired Temporary aerodrome certification status on January 2, 2021 which is valid until July 2, 2021.</p>	<p>Clark International Airport- The Temporary Aerodrome Certificate issued with validity from 2 January 2021 to 2 July 2021 was renewed for another six (6) months or from 3 July 2021 to 3 January 2022.</p>	<p>Clark International Airport – The Temporary Aerodrome Certificate issued with validity from 2 January 2021 to 2 July 2021 was renewed for another six (6) months or from 3 July 2021 to 3 January 2022.</p>	<p>Clark International Airport- The Temporary Aerodrome Certificate issued with validity from 2 January 2021 to 2 July 2021 was renewed for another six (6) months or from 3</p>

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										<p>July 2021 to 3 January 2022.</p> <ul style="list-style-type: none"> <li>•Conducted evaluation of the submitted Clark Monthly corrective action plan Report based on the accepted Implementation Plan for the month of June –July 2021 as compliance to the condition for the Temporary Aerodrome Certificate issued by CAAP.</li> <li>•To be issued Temporary Aerodrome Certificate on January 2022.</li> </ul>		
								<p>Kalibo International Airport- Acquired Temporary aerodrome certification status on December 28, 2020 which is valid until June 28, 2021.</p>	<p>Kalibo International Airport - The Temporary Aerodrome Certificate issued with validity from 28 December 2020 to 28 June 2021 was renewed for another six (6) months or from 29 June 2021 to 29 December 2021.</p>	<p>Kalibo International Airport – The Temporary Aerodrome Certificate issued with validity from 28 December 2020 to 28 June 2021 was renewed for another six (6) months or from 29</p>	<p>Kalibo International Airport- The Temporary Aerodrome Certificate issued with validity from 28 December 2020 to 28 June 2021 was renewed for</p>	

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										<p>June 2021 to 29 December 2021.</p> <p>Conducted 10th Validation of Corrective Action Plans (CAPs) - Initial Surveillance Audit last July 6-9, 2021. Administering the Aerodrome Operations Restart and Readiness Checklist also included in the scope of the audit to assess the condition of KIA during this global pandemic.</p> <p>Conducted follow up surveillance audit on October 11- 15,2021</p>	<p>another six (6) months or from 29 June 2021 to 29 December.</p> <ul style="list-style-type: none"> <li>•Conducted 10th Validation of Corrective Action Plans (CAPs) - Initial Surveillance Audit last July 6-9, 2021. Administering the Aerodrome Operations Restart and Readiness Checklist also included in the scope of the audit to assess the condition of KIA during this global pandemic.</li> <li>•Issued Temporary Certificate on December 31, 2021.</li> </ul>	
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								<p>Puerto Princesa International Airport - acquired Temporary aerodrome certification status on December 4, 2020 which is valid until June 4, 2021.</p>	<p>Puerto Princesa International Airport - The Temporary Aerodrome Certificate issued with validity from 04 December 2020 to 04 June 2021 was renewed for another six (6) months or from 05 June 2021 to 05 December 2021.</p>	<p>Puerto Princesa International Airport - The Temporary Aerodrome Certificate issued with validity from 04 December 2020 to 04 June 2021 was renewed for another six (6) months or from 05 June 2021 to 05 December 2021.</p> <p>Conducted an Off-site 7th Validation of CAPs including Examination of Aerodrome Operation Restart and Readiness with Audit Team Composition, Activities last October 11-15, 2021 under Phase 3 of CAAP's Aerodrome Certification Program.</p>	<p>Puerto Princesa International Airport - The Temporary Aerodrome Certificate issued with validity from 04 December 2020 to 04 June 2021 was renewed for another six (6) months or from 05 June 2021 to 05 December 2021.</p> <p>•Conducted an Off-site 7th Validation of CAPs including Examination of Aerodrome Operation Restart and Readiness with Audit Team Composition, Activities last October 11-15, 2021 under Phase 3 of CAAP's Aerodrome Certification Program.</p> <p>•To be issued Temporary</p>	
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								Bohol Panglao Airport-Acquired Temporary aerodrome certification status on December 23, 2020 which is valid until June 23, 2021	Bohol Panglao-The Temporary Aerodrome Certificate issued with validity from 23 December 2020 to 23 June 2021 was renewed for another six (6) months from 24 June 2021 to 24 December 2021.  The Status of Certification of Aerodromes in AIP: AD 1.5 -1 dated 22 April 2021 included all certified aerodromes with validity of the certificates is current.	Bohol Panglao-The Temporary Aerodrome Certificate issued with validity from 23 December 2020 to 23 June 2021 was renewed for another six (6) months or from 24 June 2021 to 24 December 2021.	Certificate on January 2022.  Bohol Panglao International Airport- Issued a Temporary Certificate on Dec. 25, 2021 valid for six months.  •To conduct Initial Surveillance on February 2022.	
	<b>Sub-total</b>											
												20%

<b>C U S T O M E R S / S T A K E</b>	<b>SO 2</b>	<b>Reliable Service to Stakeholders</b>										
	SM 2.	Percentage of Satisfied Customers					Using the Enhanced Guidelines for the Conduct of the CSS prescribed by the GCG	1st Round of CSAT  1. Pilot-Test of Survey Tools 2. Submission of Inception Report and Data Gathering Plan	Implemented alignment of the Customer Satisfaction Survey with the CAAP Quality Management System Manual (QMSM)	Initial meeting with the Development Academy of the Philippines (DAP) as the Third-Party for the conduct of CAAP CSS.	Preparation of Terms of Reference required by the Bids and Awards Committee (BAC).  Coordination with potential Third-Party of documents stated in the Government	Presented and obtained the approval from BAC for an Agency to Agency Procurement of the 2021 CSS on December 1, 2021.  Processed/monitored documents for signature such as

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<b>H O L D E R S</b>							3. Data Gathering 4. Processing and Analysis of Data 5. Presentation of Results 6.Submission of Final Report			Procurement Policy Board (GPPB) Guidelines.	the BAC Resolution, Notice of Award, Certificate of Availability of Funds, Memorandum of Agreement, and Non Disclosure and Confidentiality Agreement.  On January 11, 2022, CAAP had a preliminary meeting with DAP. The pre-testing started on January 17, 2022. CAAP requested to GCG for an extension of the data gathering for the 2021 CSS until 2 <sup>nd</sup> week of February.	
	a	Passengers	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	3%	Actual / Target  0% = If less than 80%	90%						
	b	Concessionaires		1%		90%						
	c	Local Airport Authorities		1%		90%						
	<b>Sub-total</b>				<b>5%</b>							
<b>F I N A</b>	<b>SO 3</b>	<b>Improved Financial Viability</b>										
	SM 3	Gross Income	Business Revenue + Service	10%	Actual /Target	P6.209 Billion	1.3B	*P607.205 Million	620.967 Million	606.346 Million	P1.034 Billion	Accounting Division

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<b>N C I A L</b>			Revenue + Interest Income									
	SM 4	Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	Net Income + Interest + Taxes + Depreciation + Amortization	10%	Actual /Target	P0.712 Billion	190M	*P35.119 Million	(P188.240 Million)	787.787 Million	P56.278 Million	Accounting Division
	SM 5	Budget Utilization Rate	Budget Obligated / Total Budget for Infrastructure Projects	10%	Actual /Target	83%	20%	6%	5%	10%	64%	Budget Division
	<b>Sub-total</b>			<b>30%</b>								
<b>I N T E R N A L  P R O C E S S E S</b>	<b>SO 4</b>	<b>Established Quality Management System</b>										
	SM 6	ISO Certification	Actual Accomplishment	5%	All of Nothing	ISO 9001:2015 Certification	Procurement of Third-Party	Resubmitted bid document to Bac Bravo Secretariat for final review prior to posting of bid schedule, Implemented CAAP QMS Manual, Prepared QMS MasterPlan for the year, Conducted several QMS meetings	Conducted Internal Quality Audit (IQA) on all CAAP Services, Offices, and concerned Area Center/Airports.	Bids and Awards Committee (BAC) review on the revised bid documents for the procurement of Certifying Body. Conducted Post Audit Activities. Participation of QMS Internal Auditors to the Lead Auditors Course and Continuing Education for QMS Auditors Training.	A QMS Preliminary Assessment/ 2nd Party Audit was conducted on December 6, 7 & 14, 2021 by Synergized Macro Solutions (SMS) to all CAAP services, offices, and concerned airports. The QMS Request for Proposal which also contains the Terms of Reference was reviewed by BAC TWG. Awaiting BAC schedule for the procurement of Certification	CAAP QMS Core Team/ SPD



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Services for CAAP under ISO 9001:2015 QMS (negotiation process after 2 failed biddings).

SM 7	Percentage of License and Registration Applications Processed Within the Prescribed Period											
a. Pilot Licenses	No. of issuances made within the prescribed time (as approved by ARTA) / No. of applications x 100		Actual /Target									LCD
New		3%		100%	100%	71.1%	75.66%	96.9%	93.17%			
Renewed		3%		100%	100%	79.4%	70.65%	84.7%	88.13%			
b. Mechanic Licenses												
New		3%		100%	100%	63.7%	84.82%	71.4%	85.81%			
Renewed		3%		100%	100%	52.5%	66.99%	74.7%	81.20%			
c. Aircraft Registration											AWD	
New	3%	100%	100%	*81.82%	*93.44%	*95.65%	100%	REMARKS: Accomplishments from 1st to 3rd Quarters were changed due to the adjustments made in the number of applications covered in the cut-off period for the last two quarters.				

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										* Indicates the new accomplishment		
		Renewed		3%		100%	100%	*96.55%	*100%	*99.60%	100%	
										REMARKS: Accomplishments from 1st to 3rd Quarters were changed due to the adjustments made in the number of applications covered in the cut-off period for the last two quarters.  * Indicates the new accomplishment		
SM 8	Implementation of Safe and Secured Information Systems	Actual Accomplishment	3%	All or Nothing	Online Payment System Integration with the LBP (for the Renewal of Permits and Licenses of Airmen)	50%	<ol style="list-style-type: none"> <li>Conducted coordination meeting with LBP.</li> <li>Reviewed and prepared necessary administrative and legal documents for the implementation of the LBP Online</li> </ol>	<ol style="list-style-type: none"> <li>Testing Phase of the "Order of Payment" in-house application to be presented to the concerned offices.</li> <li>Included the on-line payment for medical activities / certificates for airmen applicants.</li> </ol>	<ol style="list-style-type: none"> <li>Final testing of the "Order of Payment" in-house application from the CAAP end-users: OFSAM, LCD, Treasury and Accounting Division.</li> <li>Signed Memorandum of Agreement (MOA) and Memorandum</li> </ol>	<ol style="list-style-type: none"> <li>All required forms from LandBank of the Philippines (LBP) have been filled out and submitted to the LBP- BOC Branch for processing.</li> <li>The in-house application for the CAAP Order of Payment</li> </ol>	MISD	

								<p>Payment System.</p> <p>3. Conducted systems analysis and collected essential forms and data from FSIS-LCD, FSIS-OFSAM and Accounting Division.</p> <p>4. Developed an automated application to generate the Order of Payment Form then automatically email it to the client. CAAP can easily monitor and generate reports.</p>		<p>of Understanding (MOU) between CAAP and LBP for utilizing the Link.Biz portal which is an ePayment facility that allows stakeholders to pay for the CAAP fees and charges via the internet.</p>	<p>has been completed last November 2021. The remaining item for implementation is the actual integration of the LBP LinkBizPortal to the CAAP website. (95%)</p>	
<b>SO 5</b>	<b>Safe and Efficient Management of Airspace</b>											
SM9	Number of Accomplished Steps for the Transition to Aeronautical Information Management (AIM) System	Cumulative Number	3%	Actual /Target	State AIS/AIM Accomplishments	Target to Accomplish:  13 Position Steps out of the 21 Position Steps	10 out 13 Position Step were Accomplished – 77% accomplished	Of the 13 PS targeted for 2021, 11 PS were accomplished– 85% accomplished	By June 2021, Philippines adopted the Regional Implementation Status of AIM in measuring State's	From the original target, AIS was able to accomplish 11 Position Steps.	ATS	

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							<p>Conduct Quarterly Management Review for Quality Management System (QMS)</p> <p>Evaluate training records of AIS Personnel</p> <p>Review and update files/information for completion of E-AIP in the system</p>	<p>Conducted Quarterly AIS QMS Management Review last March 19, 2021. – 100% accomplished</p> <p>Reviewed Non-Conforming (NC) Aeronautical Information for the first quarter of 2021 and implemented corrective actions for NCs. –100% accomplished</p> <p><i>Remarks: 81% Rating for AIS QMS Implementation were given by AANSOO last October 16-18, 2019. A follow up Audit is scheduled on May 27, 2021.</i></p> <p>Conducted Global Reporting Format (GRF) Virtual Training to all AIS Personnel last Feb 16, 2021.</p>	<p>By 25 June 2021, PS 17 was fully implemented &amp; certified by AANSOO.</p> <p>Reviewed Non-Conforming (NC) Aeronautical Information for the first quarter of 2021 and implemented corrective actions for NCs. – 100% accomplished</p> <p><i>Remarks: AANSOO Follow-Up Audit Report conducted on May 27 to June 25, 2021. Audit result: 95% compliance for AIS AIM Implementation</i></p>	<p>AIS-AIM progress from 21 PS to 18 PS.</p> <p>Reviewed Non-Conforming (NC) Aeronautical Information for March – May 2021 and implemented corrective actions for NCs. –100% accomplished</p>	<p>PS Nos.: 3, 4, 5, 17 for Phase 1.</p> <p>PS Nos: 1, 2, 6, 7 &amp; 8 for Phase 2.</p> <p>PS Nos.: 9 &amp; 10 for Phase 3.</p> <p>Total PS=11.</p> <p>-85% accomplished</p>	
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								<p>-100% Accomplished</p> <p>Conducted Global Reporting Format (GRF) Virtual Training to all AIS Personnel last Feb 16, 2021. -100% accomplished</p> <p>13 AIS Personnel have been rated for AIS FOBS Training Program. - 68% accomplished</p> <p>13 out of 26 NOTAM Officers were trained for SNOWTAM. - 50% accomplished</p> <p>Started reviewing and updating Aeronautical Information in the EAD Static Database (SDO) as part of E-AIP implementation - 20% accomplished</p> <p><i>REMARKS: Systems to be updated and reviewed for E-AIP Implementation: 1. SDO 2. AIP, 3.</i></p>	<p>13 of 18 AIS Personnel have been rated for AIS FOBS Training Program. - 72% accomplished</p> <p>Completed Virtual Training for AIS NOTAM Officers on May 19, 2021. - 100% accomplished</p> <p>Started reviewing and updating Aeronautical Information in the EAD Static Database (SDO) as part of E-AIP implementation - 30% accomplished</p> <p><i>REMARKS: Systems to be updated and reviewed for E-AIP Implementation: 1. SDO 2. AIP, 3. Charting and 4. PAMS.</i></p>	<p>15 of 18 AIS Personnel have been rated for AIS FOBS Training Program. -83% accomplished</p> <p>Updated of Aeronautical Information in the EAD Static Database (SDO) as part of E-AIP implementation -40% accomplished</p> <p><i>REMARKS: Systems to be updated and reviewed for E-AIP Implementation: 1. SDO 2. AIP, 3. Charting and 4. PAMS. Continuous coordination with</i></p>	<p>16 of 18 AIS Personnel have been Rated for AIS FOBS Training Program. -88% accomplished</p> <p>Updated Aeronautical Information in the EAD Static Database (SDO) as part of E-AIP implementation - 40% accomplished</p> <p><i>REMARKS: AISS Maintenance and Support Services Terminated last November 3, 2021 (No link between AISS and EAD Pro)</i></p>	
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								<i>Charting and PAMS.</i>		<i>Data Originators with their Aeronautical Data Compliance.</i>	<i>Note: For 2022, ICAO updated the AIS to AIM Roadmap from 21 PS to 18 PS.</i>	
SM10	Implementation of ADS CPDLC	Actual Accomplishment	3%	All or Nothing	Implementation of ADS-C/CPDLC in the West Sector of the Manila FIR	<ul style="list-style-type: none"> <li>• Safety assessment</li> <li>• Operational procedure development</li> </ul>	<ul style="list-style-type: none"> <li>• Accomplished</li> <li>• Accomplished</li> </ul>	<p>100% Accomplished</p> <p><i>Remarks :</i> Q2 Target: Training of Controllers Accomplished</p>	100% Accomplished	100% Accomplished	100% Accomplished	ATS
SM11	Implementation of AIDC	Actual Accomplishment	3%	All or Nothing	AIDC Implementation between Manila and Ujung Pandang (Indonesia) ACCs	<ul style="list-style-type: none"> <li>• Operational procedure development</li> </ul>	<ul style="list-style-type: none"> <li>• Accomplished</li> </ul>	<p>100% Accomplished</p> <p>Remarks: Q1 to Q4 activities accomplished. Letter of Operational Coordination Agreement was Signed and Implemented.</p>	100% Accomplished	100% Accomplished	100% Accomplished	ATS
SM12	Provision of Space-Based ADS-B Data	Actual Accomplishment	3%	Actual /Target	100% Provision of Space-Based ADS-B Data for North-West Manila FIR	Continued coordination with SBA provider pending update of the current ATM System.	Latest update from SBA provider and ATM manufacturer required update of the current ATM system to process SBA data prior to data acquisition. Contract/negotiation with SBA provider to continue upon	<p>Will not be able to implement in 2021 due to required update on current ATM System software. Budget proposed for CY2022 COB.</p> <p>Project funding allocated for 2021 is planned to be realigned for the Software Support and Maintenance</p>	<p>Latest revised ROM for the Software Support service submitted by Thales last 15 September 2021.</p> <p>PR preparation is on-going for the required</p>	<p>Latest revised ROM for the Software Support service submitted by Thales last 5 October 2021.</p> <p>Proposed funding for CY2022 focused on priority Software Support</p>	ANS	

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								confirmation of available budget for ATM software maintenance support for CY2022 that includes the aforesaid required software update.	Services for the ATM System to ready the current systems for the provision/use of SBA operational data by 2022.	Software Support and Maintenance Services.	and Maintenance Services.	
SM13	Air Traffic Flow Management (ATFM)/ Collaborative Decision Making (CDM) Implementation for High Density Airports	Actual Accomplishment	3%	All or Nothing	Subscription to an ATFM System Tool Suited for ATFM/CDM and Multi-Nodal (Level 3) ATFM	Subscription for ATFM (Nepron Harmony) in the Asia-Pacific Region	<p>Manila Air Traffic Flow Management (ATFM) Unit was established in 2010 to address air traffic congestion at NAIA that caused excessive airborne holdings and delays to arriving and departing flights.</p> <p>With the aim of reducing accumulated airborne holding time, Ground Delay Program (GDP) was implemented by ATFM and set the target of achieving at least a 30% reduction.</p> <p>In February of 2019 General Aviation Slotting Procedures for Domestic and International flights was also introduced to effectively address congestion at NAIA.</p>	<p>Air traffic at NAIA increasing in July still below the pre-pandemic level to be considered high density airport.</p> <p>Slotting is being managed by ATS-ATFM without the tool considering the volume of traffic but will need the tool once traffic returns to the pre-pandemic level.</p> <p>Upon review of the importance of the ATFM System Tool in 2nd Quarter of 2021, the ATS Management decided to Realign the funding for the project.</p>	<p>BAC TWG requested Documentary requirements for ATFM project.</p> <p>Presented to BAC Bravo the importance and reason for subscription of ATFM System Tool last 10 &amp; 23 September 2021.</p> <p>ATFM project pending for approval from BAC-Bravo.</p>	<p>BAC-Bravo discussed the Procurement Matrix and the proposal of ATS for Direct Contracting last 16 Dec 2021. Likewise, ATS submitted the Cost-Benefit Analysis of the Project to the BAC-Bravo.</p> <p>The ATS is in constant coordination with the Secretariat pertaining to the issuance of the BAC Resolution.</p>	ATS	

								<p>At the end of same year, it was calculated that the accumulated airborne holding time was significantly reduced by 81.95% on the average.</p> <p>The year 2020 saw the massive drop in air traffic demand due to COVID-19 pandemic, hence, no significant delays or traffic congestion were recorded.</p> <p>First Quarter of ATFM 2021 Accomplishment</p> <p>While the pandemic was still persisting, the Air Traffic was still below the declared capacity. In this first quarter period of the year, Runway 13/31 was temporarily closed as per NOTAM B. Airport capacity was declared to accommodate 35 aircraft movement per hour. ATFM did the part in processing and monitoring of Runway Slot</p>				
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								<p>Requests so as to adhere to the declared capacity. An average of 1,721 non-scheduled flights per month was processed and approved by ATFM.</p> <p>On acquisition of ATFM System Tool:</p> <p>In 2019, acquisition of ATFM System Tool which is capable of ATFM/CDM and Distributed Multi-Nodal (Level 3) ATFM was conceived due to the following:</p> <ol style="list-style-type: none"> <li>1. The rapid growth of Domestic and International Air Traffic particularly in the Asia Pacific Region.</li> <li>2. In compliance to ICAO requirement as stated in Beijing Declaration in which member-States committed to implement by 2022 of the Asia Pacific Seamless Air Traffic Management (ATM) Plan to enhance ATM</li> </ol>				
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								<p>capacity and harmonization in the region in which focuses on Air Traffic Flow Management/Collaborative Decision Making (CDM) implementation for high density Airports.</p> <p>3. The ATFM System tool shall be used for slotting and management of airspace congestion in Manila International Airport and other constraint airports within Manila FIR.</p> <p>The acquisition of the ATFM System tool planned for 2020 did not materialize due to budgetary constraint caused by the pandemic. An alternative solution of less expensive acquisition of the system was proposed by means of ATFM System tool subscription.</p> <p>In the 1st quarter of 2021, the ATS Management received the 2021</p>				
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								Annual Procurement Plan (APP) and learned that the Subscription Plan of ATFM System Tool was not included in the APP Project.				
	<b>Sub-total</b>			<b>41%</b>								
<b>L E A R N I N G  A N D  G R O W T H</b>	<b>SO 6</b>	<b>Enhanced Personnel Effectivity and Productivity</b>										
	SM 14	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	4%	All or Nothing	Board-Approved Competency Model for Unaffected Organizational Units	Preparatory Activities 1.Mgt Approval and BAC process for the procurement of Consultancy Services for establishment of CAAP Competency Framework – Phase 1; 2.Undertake all necessary briefings/orientations with CAAP Officials, Chiefs of offices, concerned personnel and the HRMD; 3.Review all existing documents	While the CAAP Top Management has approved the Competency Framework Project for 2021, in view of the prevailing pandemic, austerity measures are still in place. Nevertheless, HRMD has requested for budget for this project's implementation. HRMD has re-submitted the request to procure consultancy services for this project and waiting for BAC schedule as well as certification from Budget and Accounting units for availability of funds.	Presented the Procurement documents for the CAAP Competency Framework Project to the BAC-TWG last 06 July 2021.	Convened a meeting with Development Academy of the Philippines (DAP) as expert in Competency Framework development. Conducted a meeting with the BAC-TWG on 30 Sept. 2021 to clarify and discuss the BAC's concerns in the TOR.	Currently updating and revising project's Terms of Reference for re-submission to the BAC Secretariat.	HRMD

	<b><i>Sub-total</i></b>	<b>4%</b>								
	<b><i>TOTAL</i></b>	<b>100%</b>								