



07 June 2022

ATTY. ARTHUR P. TUGADE

Chairman and DOTr Secretary

CAPT. JIM C. SYDIONGCO

Director General (DG)

CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)

MIA Road cor. Ninoy Aquino Avenue

Pasay City

RE: TRANSMITTAL OF 2022 PERFORMANCE SCORECARD

Dear Secretary Tugade and DG Sydiongco,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2022 Performance Scorecard (**Annex B**) of CAAP. The same is to be posted in CAAP's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The CAAP-proposed Performance Scorecard submitted through its letter dated 23 August 2021² was **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 13 December 2021 and evaluation of additional documents submitted via letter dated 03 January 2022³ and email dated 12 May 2022.⁴

We take this opportunity to remind CAAP that Item 5 of GCG M.C. No. 2017-02⁵ 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. CAAP 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 CAAP'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

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

² Officially received by the Governance Commission on 31 August 2021.

³ Officially received by the Governance Commission on 12 April 2021.

⁴ Officially received by the Governance Commission on 12 May 2022.

⁵ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

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



Vision:
"To be a pre-eminent Civil Aviation Authority in the world and a global brand of excellence in civil aviation"

Mission:
"To ensure a safe, secure and green Philippine Sky"

- Core Values:**
- Fairness
 - Integrity
 - Accountability
 - Transparency



CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)

		Components			Baseline Data		Targets		
		Objective/Measure	Formula	Weight	Rating System ^{a/}	2019	2020	2021	2022
SOCIAL IMPACT	SO 1	Standard Aviation Safety and Security							
		<i>International Civil Aviation Organization (ICAO) Standards Maintained</i>							
	SM 1	a. Universal Safety Oversight Audit Programme (USOAP) - Effective Implementation Score	Actual Percentage	8%	All or Nothing	EI Score: 70.52% Global Average: 68.78%	EI Score: 70.52% Global Average: 68.85%	Higher than the Global Average	Higher than the Global Average
		b. Effective State Safety Program (SSP) Level	Actual Accomplishment	5%	All or Nothing	Level 2	Level 3	Level 3: Implementation of GAP Analysis (Improvement from 2020)	Level 3: Implementation of GAP Analysis (Improvement from 2021)
		c. Absence of Significant Safety Concerns (SSCs)	Actual Accomplishment	8%	All or Nothing	0 SSCs	0 SSCs	0 SSCs	0 SSCs
		Sub-total	21%						
CUSTOMERS / STAKEHOLDERS	SO 2	Reliable Service to Stakeholders							
	SM 2	Percentage of Satisfied Customers	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	3%	Actual / Target 0% = If less than 80%	85.50%* (3,604 of 4,215)	No 2020 CSS Conducted	Using the Enhanced Guidelines for the Conduct of the CSS prescribed by GCG	
		a. Passengers				85.44%	Excluded	Excluded	90%
		b. Concessionaires				86.82%	–	90%	90%
		c. Local Airport Authorities				50.00%	–	90%	90%
		Sub-total	7%						

^{a/} Using the Standard Methodology and Questionnaire developed by GCG.

		Components			Baseline Data		Targets		
Objective/Measure		Formula	Weight	Rating System ^{a/}	2019	2020	2021	2022	
FINANCIAL	SO 3	Improved Financial Viability							
	SM 3	Gross Income	Business Revenue + Service Revenue + Interest Income	10%	Actual / Target	₱10.388 Billion	₱3.66 Billion	₱6.209 Billion	₱4.727 Billion
	SM 4	Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	Net Income + Interest + Taxes + Depreciation + Amortization	10%		₱5.203 Billion	₱(1.210) Billion	₱0.712 Billion	₱(781) Million
	SM 5	Budget Utilization Rate							
		a. GAA Subsidies – amounts obligated	Amount Obligated / Total GAA Subsidy	3%	Actual / Target	51.93%	52.77%	83%	90%
		b. GAA Subsidies – amounts disbursed	Amount Disbursed / Total Obligated	3%	Actual / Target				90%
	c. Corporate Funds – CO & MOOE	Amount Disbursed / Total COB	4%	Actual / Target	90%				
Sub-total			30%						
INTERNAL PROCESS	SO 4	Established Quality Management System							
	SM 6	ISO Certification	Actual Accomplishment	5%	All or Nothing	1. Quality Manual 2. 15 Preparatory Activities, including Readiness Assessment	No ISO 9001:2015 Certification Obtained	ISO 9001:2015 Certification	ISO 9001:2015 Certification

Components					Baseline Data		Targets	
Objective/Measure	Formula	Weight	Rating System ^{a/}	2019	2020	2021	2022	
<i>Percentage of License and Registration Applications Processed Within the Prescribed Period</i>								
SM 7	a. Pilot Licenses	No. of issuances made within the prescribed time (as approved by ARTA) / No. of applications x 100	Actual / Target					
	<i>New</i>			4.0%	91.21%	60.76%	100%	100%
	<i>Renewed</i>			4.0%	98.19%	60.64%	100%	100%
	b. Mechanic Licenses							
	<i>New</i>			3.0%	92.38%	89.32%	100%	100%
	<i>Renewed</i>			3.0%	96.64%	73.67%	100%	100%
	c. Aircraft Certificate of Registration							
	<i>New</i>			3.0%	85.15%	50.39%	35%	100%
	<i>Renewed</i>			3.0%	99.48%	94.83%	80%	100%
SM 8	Implementation of Safe and Secured Information Systems	Actual Accomplishment	2.0%	Actual / Target	N/A	N/A	Online Payment System Integration with the LBP <i>(Renewal of Permits & Licenses of Airmen)</i>	a. 100% Completion of Phase 2
			2.0%					Actual / Target
SO 5	Safe and Efficient Management of Airspace							
SM 9	Number of Accomplished Steps for the Transition to Aeronautical Information Management (AIM) System	Actual Accomplishment	1.5%	Actual / Target	State AIS AIM Accomplishments (10 out of 21)	State AIS AIM Accomplishments (10 out of 21)	State AIS/AIM Accomplishments (13 out of 21)	State AIS/ AIM Accomplishments – 15 out of 21 (including Position Steps 5 and 7)

Components		Baseline Data			Targets				
Objective/Measure	Formula	Weight	Rating System ^{a/}	2019	2020	2021	2022		
		Actual Accomplishment	1.5%	Actual / Target	N/A	N/A	N/A	Regional Implementation Status of AIM Expectations (11 out of 18)	
SM 10	Implementation of AIDC (ATS Interfacility Data Link Communications)	Actual Accomplishment	1.5%	All or Nothing	<i>AIDC Operational Implementation for Indonesia, Singapore, Hong Kong and Taipei</i>	N/A	AIDC Implementation between Manila and Ujung Pandang (Indonesia) ACCs	AIDC Implementation between Manila and:	
		Actual Accomplishment	1.5%	All or Nothing				a. Oakland ACCs	
SM 11	Air Traffic Flow Management (ATFM)/ Collaborative Decision Making (CDM) Implementation for High Density Airports; and Achieve Level 3 Compliance for Regional MultiNodal	Actual Accomplishment	3%	All or Nothing	N/A	N/A	Subscription to an ATFM System Tool Suited for ATFM/CDM and Multi-Nodal (Level 3) ATFM	Subscription to an ATFM System Tool Suited for ATFM/CDM and Multi-Nodal (Level 3) ATFM	
		Sub-total	38%						
LEARNING & GROWTH	SO 6 Enhanced Personnel Effectivity and Productivity								
	SM 12	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	4%	All or Nothing	No Competency Model Approved by CAAP Board and Baseline was Not Established	No Competency Model approved by CAAP Board	Board-Approved Competency Model for Unaffected Organizational Units	Board-Approved Competency Model
			Sub-total	4%					
		TOTAL WEIGHTS	100%						

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