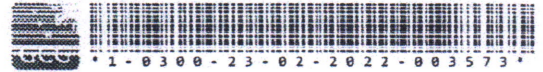




Office of the President of the Philippines
GOVERNANCE COMMISSION
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



22 February 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

**RE: VALIDATION RESULT OF CAAP'S
2020 PERFORMANCE SCORECARD**

Dear Secretary Tugade and DG Sydiongco,

This is to formally transmit the validation result of CAAP's 2020 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, CAAP gained an overall score of **57.34%** (See **Annex A**). 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

In relation to the grant of 2020 PBB to eligible officers and employees, CAAP fails to satisfy the requirements of GCG M.C. No. 2019-02,² particularly the achievement of a weighted-average score of at least 90% in its 2020 Performance Scorecard. In this regard, the Board is reminded that any unilateral action to release the PBB will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.³

Consequently, pursuant to GCG M.C. No. 2021-01,⁴ failure to qualify for the PBB means that the Appointive Members of the Governing Board of CAAP shall not be qualified to receive the Performance-Based Incentive (PBI).

FOR CAAP'S INFORMATION AND GUIDANCE.

Very truly yours,

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

Digitally signed by:
COMMISSIONER MICHAEL P. CLORIBEL

Digitally signed by:
COMMISSIONER MARITES C. DORAL

cc: **COA Resident Auditor – CAAP**

¹ Code of Corporate Governance for GOCCS, dated 28 November 2012.

² Interim Performance-Based Bonus (PBB).

³ GOCC Governance Act of 2011.

⁴ "Interim Performance-Based Incentive (PBI) System for Appointive Directors of GOCCs covered by GCG for CY 2020 and for the Years Thereafter," dated 28 January 2021.

CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)
Validated 2020 Performance Scorecard

SOCIAL IMPACT	Component					CAAP Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Actual	Rating			
	SO 1	Standard Aviation Safety and Security										
	SM 1	International Civil Aviation Organization (ICAO) Standards Maintained										
		a. Universal Safety Oversight Audit Programme (US OAP) - Effective Implementation (E.I.) Score	Actual Percentage	All or Nothing	5%	Higher than the Global Average	Higher than the Global Average	–	E.I. Score: 70.52% Global Average: 68.85%	5.00%	- State Safety Briefing (SSB) Report for the Philippines in Regional Aviation Safety Groups – Asia Pacific (RASG-APAC) [automatically Generated by ICAO/ANB], accessed by CAAP on 12 January 2021.	The Global Average E.I. increased from 68.78% to 68.85% as of end of 2020. The Philippines' E.I. Score of 70.52% is still higher than the Global Average, thereby achieving the target for the year.
		b. Effective State Safety Program (SSP) Level	Actual Accomplishment	All or Nothing	5%	Level 3: Implementation of GAP Analysis	Level 3: Implementation of GAP Analysis (2.4%)	–	Level 3	5.00%		CAAP reached SSP Level 3 in 2020 at 2.4% progress rate.
	c. Absence of Significant Safety Concerns (SSCs)	Actual Accomplishment	All or Nothing	5%	0 SSCs	0 SSCs	–	0 SSCs	5.00%	SSCs indicate that a State is not providing sufficient safety oversight to ensure effective implementation of applicable ICAO Standards. The Philippines maintained zero (0) SSCs as of 2020.		

CAAP Validated 2020 Performance Scorecard

Component						CAAP Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Actual	Rating		
CUSTOMERS & STAKEHOLDERS	SM 1	d. Percentage of International Airports with Aerodrome Certification	Number of International Airports with Aerodrome Certification/ Total Listed International Airports	Actual/ Target	5%	7 of 8 International Airports Certified	8 of 8 Certified + 1 Certified Airport newly listed as International in ICAO – Bohol Panglao Airport	–	100% 9 out of 9 International Airports Certified	5.00%	- Memorandum from Acting Chief of CAAP-AANSOO listing the certification status of various international airports on Aerodrome Certification for 2020 and 2021 - Copies of Aerodrome Certificates - Relevant pages on the APAC Navigation Plan Volumes I and II In the June 2021 Amended APAC Air Navigation Plan, ICAO officially included the Bohol-Panglao airport as one of the international airports in the Philippines to be certified, increasing the total from eight (8) to nine (9). As of end of 2020, all 9 int'l. airports have been certified: 1. Mactan-Cebu Int'l Airport 2. Francisco Bangoy Int'l Airport (Davao) 3. Clark Int'l Airport (Pampanga) 4. Iloilo Int'l Airport 5. Laoag Int'l Airport 6. Ninoy Aquino Int'l Airport (Manila) 7. Puerto Princesa Int'l Airport 8. Kalibo Int'l Airport 9. Bohol Panglao Int'l Airport
	Sub-total				20%			–		20.00%	
	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	Actual / Target 0% = If less than 80%	Using the Enhanced Guidelines for the Conduct of the CSS prescribed by the GCG						- Brief Narrative/ Justification for the Deferment of CAAP's 2020 Customer Satisfaction Survey (CSS)
a. Passengers		3%			Excluded	Excluded	–	Excluded	–		
b. Concessionaires		1%			90%	Deferred project due to insufficient funds brought by the pandemic	–	No 2020 CSS conducted	0%		
c. Local Airport Authorities		1%			90%		–		0%		
Sub-total				5%			–		0.00%		

CAAP Validated 2020 Performance Scorecard

	Component					CAAP Submission		GCG Validation		Supporting Documents	Remarks																								
	Objective/Measure	Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Actual	Rating																										
FINANCIAL	SO 3	Improved Financial Viability																																	
	SM 3	Gross Income	Business Revenue + Service Revenue + Interest Income	Actual / Target	15%	3.08 Billion	3.72 Billion	—	3.66Billion	15.00%	- 2020 COA-audited Financial Statements (FS) - Notes to 2020 FS	<table><tr><th>Items</th><th>In '000 (P)</th></tr><tr><td>Service Rev</td><td>66,883</td></tr><tr><td>Business Rev</td><td>3,594,282</td></tr><tr><td>2020 Gross Income</td><td>3,661,165</td></tr></table>	Items	In '000 (P)	Service Rev	66,883	Business Rev	3,594,282	2020 Gross Income	3,661,165															
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	Service Rev	66,883																																	
Business Rev	3,594,282																																		
2020 Gross Income	3,661,165																																		
SM 4	Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	Gross Income Less PS Less MOOE (without depreciation and impairment loss)	15%	1.999 Billion	(0.206 Billion)	—	(1.210 Billion)	0%	<table><tr><th>Items</th><th>In '000 (P)</th></tr><tr><td>Net (Loss)</td><td>(2,778,404)</td></tr><tr><td>Income Taxes</td><td>31,755</td></tr><tr><td>Dep'n.</td><td>1,536,608</td></tr><tr><td>EBITDA</td><td>(1,210,041)</td></tr></table> <p>Actual EBITDA in 2020 resulted to a deficit for the first time in recent years as an adverse effect of the pandemic to the financial performance of CAAP.</p>	Items	In '000 (P)	Net (Loss)	(2,778,404)	Income Taxes	31,755	Dep'n.	1,536,608	EBITDA	(1,210,041)																
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	SM 5	Budget Utilization Rate	Budget Obligated / Total Budget for Infrastructure Projects	Actual / Target	10%	62%	58%	—	52.77%	8.51%	- List of Awarded Infrastructure Projects FY 2020 - Updated 2020 BUR Computation signed by Chief of Budget Division - Sample Journal Entry Vouchers	<table><tr><th rowspan="2">Item</th><th colspan="3">Amount (in billions)</th></tr><tr><th>COB</th><th>Obligated</th><th>BUR</th></tr><tr><td>Infra</td><td>0.495</td><td>0.201</td><td>40.54%</td></tr><tr><td>R&M</td><td>0.350</td><td>0.198</td><td>56.60%</td></tr><tr><td>DOTr down-loaded</td><td>1.451</td><td>0.813</td><td>56.02%</td></tr><tr><td>TOTAL</td><td>2.295</td><td>1.212</td><td>52.77%</td></tr></table>	Item	Amount (in billions)			COB	Obligated	BUR	Infra	0.495	0.201	40.54%	R&M	0.350	0.198	56.60%	DOTr down-loaded	1.451	0.813	56.02%	TOTAL	2.295	1.212	52.77%
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			Sub-total	40%			—		23.51%																										

CAAP Validated 2020 Performance Scorecard

INTERNAL PROCESS	Component					CAAP Submission		GCG Validation		Supporting Documents	Remarks							
	Objective/Measure	Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Actual	Rating									
	SO 4	Established Quality Management System																
	SM 6	ISO Certification	Actual Accomplishment	All or Nothing	5%	ISO 9001:2015 Certification	Conducted 5-day plenary for presentation of the CAAP Quality Manual; Approved CAAP Quality Manual and QMS Timeline of Activities for 2021; and Submitted TOR to BAC for reposting	—	No ISO 9001:2015 Certification Obtained	0%	- CAAP Quality Management System Activities CY 2020	CAAP failed to acquire an ISO 9001:2015 Certification in 2020 as it was only able to accomplish preparatory activities such as the conduct of QMS Manual Plenary Review, among others.						
	Percentage of License and Registration Applications Processed Within the Prescribed Period																	
	a. Pilot Licenses																	
	SM 7	New	No. of issuances made within the prescribed time** / No. of applications x 100	Actual / Target	2.5%	100%	56.56% (815 out of 1,441)	—	60.76%	1.52%	- Signed ARTA Airmen License Report (January to December 2020) by Capt. Huberto E. Ramos, OIC – Licensing and Certification Dept. - Certifications on Approval of Airmen [i.e., Pilot, AMT/AMS] Licences for Original/Renewal applications	<table><tr><th>Processed Within Prescribed Time</th><th>Total Applications</th><th>%</th></tr><tr><td>864</td><td>1,422</td><td>60.76%</td></tr></table>	Processed Within Prescribed Time	Total Applications	%	864	1,422	60.76%
		Processed Within Prescribed Time			Total Applications	%												
	864	1,422	60.76%															
	Renewed	2.5%	100%	52.66% (446 out of 847)	—	60.64%	1.52%	<table><tr><th>Processed Within Prescribed Time</th><th>Total Applications</th><th>%</th></tr><tr><td>510</td><td>841</td><td>60.64%</td></tr></table>	Processed Within Prescribed Time	Total Applications	%	510	841	60.64%				
Processed Within Prescribed Time	Total Applications	%																
510	841	60.64%																

^{**} Subject to compliance with Republic Act 11032: "An Act Promoting Ease of Doing Business and Efficient Delivery of Government Services, Amending for the Purpose Republic Act No. 9485, Otherwise Known as the Anti-Red Tape Act of 2007, and for Other Purposes", signed 28 May 2018.

CAAP Validated 2020 Performance Scorecard

Component						CAAP Submission		GCG Validation		Supporting Documents	Remarks		
Objective/Measure	Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Actual	Rating					
SM 7	b. Mechanic Licenses									- Copy of 2020 Citizen's Charter for Airman License (New and Renewal)			
	New	No. of issuances made within the prescribed time / No. of applications x 100	Actual / Target	2.5%	100%	86.38% (317 out of 367)	—	89.32%	2.23%		Processed Within Prescribed Time	Total Applications	%
	Renewed			2.5%	100%	56.32% (32 out of 622)	—	73.67%	1.84%		326	365	89.32%
											Processed Within Prescribed Time	Total Applications	%
											1,206	1,637	73.67%
SM 7	c. Aircraft Certificate of Registration (COR)												
	New	No. of issuances made within the prescribed time / No. of applications x 100	Actual / Target	2.5%	35%	64.00%	—	50.39%	2.50%	- Accomplishment Report (2020) on Listing of Approved Applications for Certificate of Registration - Copy of 2020 Citizen's Charter for Certificate of Airworthiness (Original and Renewal)	Processed Within Prescribed Time	Total Applications	%
	Renewed			2.5%	80%	95.33%	—	94.83%	2.50%		64	127	50.39%
										Processed Within Prescribed Time	Total Applications	%	
									477	503	94.83%		
SO 5 Efficient Management of Airspace													
SM 8	Number of Accomplished Steps for the Transition to Aeronautical Information Management (AIM) System	Cumulative Number	Actual/Target	5%	State AIS AIM Accomplishments (12 out of 21)	Trainings for AIS Personnel were put on hold due to COVID-19 Pandemic; and Drafted Service Level Agreements among Data Originators	—	State AIS AIM Accomplishments (10 out of 21)	0%	- Certification on Comprehensive Timeline of Philippine Road Map of AIS to AIM signed by the Acting Chief, ATS - Philippine Road Map of AIS to AIM concurred by the Acting DC, AIS/MAP Division	Although there was an updated percentage of accomplishment in the Steps, 10 out of 12 Steps were maintained from 2019. Thus, CAAP failed to accomplish two (2) more steps in the AIS to AIM Roadmap in 2020.		

CAAP Validated 2020 Performance Scorecard

Component						CAAP Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Actual	Rating		
SM 9	Percentage of Performance Based Navigation (PBN) Implementation	Actual Accomplishment	All or Nothing	0%	All international airports with RNAV 1 (ATS surveillance environment) or RNP 1 (ATS Surveillance and non-ATS Surveillance environments); and Standard Instrument Departure (SID) and/or Standard Arrival Routes (STAR)	All 8 International airports with RNAV 1 (ATS surveillance environment) or RNP 1 (ATS Surveillance and non-ATS Surveillance environments); and Standard Instrument Departure (SID) and/or Standard Arrival Routes (STAR)	—	All nine (9) international airports with RNAV 1 (ATS surveillance environment) or RNP 1 (ATS Surveillance and non-ATS Surveillance environments); and Standard Instrument Departure (SID) and/or Standard Arrival Routes (STAR)	0%	- Certification on International Airports with PBN Procedures signed by the Acting Chief, ATS - SID/STAR Charts for the 9 Airports.	In 2020, it was determined that the nine (9) International Airports are equipped with PBN Procedures and that all have RNAV 1 and RNP 1, and SID and STAR, meeting the target for the year.
SM 10	Number of Automatic Dependent Surveillance-Broadcast (ADS-B) Ground Stations	Percentage of Accomplishment	Actual / Target	5%	Percentage of Completion of the Supply/ Installation and Integration for the Six (6) new ADS-B Ground Stations Based on Project Schedule	0% No budget allocation per revised CY2020 COB. Revision of SM to Space-based ADS-B proposed	—	0% (Project Deferred)	0%	- Brief Narrative/ Justification for the Lack of Accomplishment for 2020	CAAP failed to accomplish its target for 2020 with the deferment of the project due to technical issues on the project components' integration.
		Sub-total		30%			—		12.11%		

CAAP Validated 2020 Performance Scorecard

	Component					CAAP Submission		GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Rating Scale ^{a/}	Weight	Target	Actual	Rating	Actual	Rating			
LEARNING AND GROWTH	SO 6	Enhanced Personnel Effectivity and Productivity										
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing	5%	Board-Approved Competency Model for Unaffected Organizational Units	Follow up status of BAC process (advised that project is on hold due to budget constraints)	—	No Competency Model approved by CAAP Board	0%	- Memo from OIC-HRMD re Additional Documents in Support of 2020 CAAP Scorecard, dated 21 July 2021	CAAP was not able to obtain in 2020 a Board-approved Competency Model as the procurement for a third-party consultant was still ongoing by the end of the year.
		Sub-total			5%			—		0.00%		
		TOTAL WEIGHT EXCLUDED WEIGHT			100% (3%)			—		55.62%		
		VALIDATED TOTAL			97%			—	55.62 / 97.00 = 57.34%			

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