

**CIVIL AVIATION AUTHORITY OF THE PHILIPPINES  
2016 Performance Scorecard**

Performance Measures				CAAP Submission		GCG Evaluation		Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Target	Actual	Rating	Score	Rating		
<b>SO 1</b>	<b>Sustained World-Class Stature and Increased Connectivity through Aviation Safety and Security</b>								
<b>SOCIAL IMPACT</b>	Number of International Standards Maintained								
	a. Federal Aviation Administration (FAA)	All or Nothing	7%	Category 1	Category 1	7%	Category 1	7%	- FAA's Press Release on PH Aviation Safety Rating  As validated through the FAA website, PH is included on its list of countries with a Category 1 Rating indicating that the country is compliant with the safety standards set by ICAO.
	b. European Commission (EC)		7%	No ban	No ban	7%	No ban	7%	- Letter from the European Commission dated 10 July 2013 and 10 April 2014 lifting bans on PAL and CebPac  - EC Website  - News Article  EC has lifted the ban on all PH commercial air carriers to fly to Europe in 2015 as a result of CAAP's stern monitoring of the airlines' compliance with international safety standards. This can be substantiated by the letters from EC dated 10 July 2013 and 10 April 2014 informing CAAP that the ban on the two major airlines of the country which are Philippine Airlines (PAL) and Cebu Pacific, respectively, has been lifted.
	c. International Civil Aviation Organization (ICAO)		7%	0 SSCS	0 SSCS	7%	0 SSCS	7%	- ICAO Letter dated 1 March 2013 on its SSC Validation Findings on CAAP  In a letter dated 1 March 2013 by ICAO, the Authority has successfully resolved all the significant safety concerns (SSCs) found during the audits conducted in 2009 and 2012.
	<b>Subtotal</b>		<b>21%</b>			<b>21%</b>		<b>21%</b>	

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CUSTOMERS/STAKEHOLDERS	SO 2	Compliant and Participative Stakeholders																		
	SM 2	Percentage of CAAP-managed Airports with Performance Based Navigation (PBN)	Number of Airports with PBN over total number of CAAP managed commercial airports	5%	39% (16 of 41)	41% (17 of 41)	5%	41% (17 of 41)	5%	- List of Airports with PBN	As of December 2016, there are nine (9) international and eight (8) domestic airports with PBN instrument flight procedures.									
	SO 3	Provide Efficient and Reliable Service to Stakeholders																		
	SM 3	Stakeholders Satisfaction Survey	Actual Accomplishment	3%	Satisfactory Rating	No survey conducted	0%	No survey conducted	0%	N/A	CAAP was not able to hire a third-party surveyor to conduct the survey. Hence, target not met.									
	SM 4	Reduction of Airborne Holding Time for Domestic and International Arrivals in NAIA Airports (based on JICA-standard of Acceptable Holding time = 30% of Baseline 2010)	No. of minutes of airborne holding time  Baseline: 2891 (2010)	5%	1,445	1,048	5%	1,048	5%	- Monthly Report on Airborne Holding Time for 2016	Majority of the holding period can be attributed to weather at 35.23% and runway change at 33.60%.									
			<b>Subtotal</b>	<b>13%</b>			<b>10%</b>		<b>10%</b>											
FINANCE	SO 4	Sustained Financial Viability																		
	SM 5	EBITDA	EBITDA Margin (in thousand pesos)	4%	2,681,513	4,641,718	4%	4,642,558	4%	- COA Audited Report for FY 2016	<table border="1"> <tr> <td>Net Profit</td> <td>₱4,249,761</td> </tr> <tr> <td>Add:</td> <td></td> </tr> <tr> <td>Interest</td> <td>1,118</td> </tr> <tr> <td>Depreciation</td> <td>391,679</td> </tr> <tr> <td><b>Total</b></td> <td><b>₱4,642,558</b></td> </tr> </table>	Net Profit	₱4,249,761	Add:		Interest	1,118	Depreciation	391,679	<b>Total</b>
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SM 6	Percent of Budget Utilized	% of Utilization per year	3%	80%	38%	1.43%	38%	1.43%	- Summary Report on Budget Utilization for FY 2016	<table border="1"> <thead> <tr> <th></th> <th>P-(in Millions)</th> <th>Utilization</th> </tr> </thead> <tbody> <tr> <td>PS</td> <td>1,648</td> <td>96%</td> </tr> <tr> <td>MOOE</td> <td>2,543</td> <td>72%</td> </tr> <tr> <td>CO</td> <td>5,690</td> <td>7%</td> </tr> <tr> <td>COB</td> <td>9,881</td> <td>38%</td> </tr> </tbody> </table>		P-(in Millions)	Utilization	PS	1,648	96%	MOOE	2,543	72%	CO	5,690	7%	COB	9,881	38%
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SM 7	Non-Aeronautical Revenue	Total Non-Aeronautical Revenue in thousand pesos	2%	107,696	100,658	1.87%	100,658	1.87%	- COA Audited Report for FY 2016	Target fell short by 6.5%.															
<b>Subtotal</b>			<b>9%</b>			<b>7.30%</b>		<b>7.30%</b>																	
<b>INTERNAL PROCESS</b>	<b>SO 5</b>	<b>Efficient Management of Airspace</b>																							
		<i>Timely Processing of New and Renewed Airmen (Pilot; Cabin Crew; Mechanic) Licenses</i>																							
	SM 8	a. New	Percentage of Airmen Licenses processed within the period prescribed under the Citizen's Charter	2%	100%	90% (March-Dec)	1.50%	90.25% (March-Dec)	1.50%	- Summary Report on Processed New Licenses from the period of March to December	A total of 4,319 new licenses were processed from March to December 2016. 421 of these licenses were issued beyond the prescribed period of five (5) days.														

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	b. Renewed		2%	100%	99.7% (March-Dec)	1.66%	99.7% (March-Dec)	1.66%	- Summary Report on Processed Licenses for Renewal from the period of March to December	A total of 4,044 licenses for renewal were processed from March to December 2016. 11 of these licenses were issued beyond the prescribed period of five (5) days.
	<i>Timely Processing of New and Renewed Aircraft Certificate of Registration (COR)</i>									
SM 9	a. New	Percentage of Aircraft COR Licenses Processed within the period prescribed under the Citizen's Charter	2%	100%	-	0%	-	0%	- Aircraft Registration Weekly Reports	CAAP submitted weekly reports of issued Aircraft Certificate of Registrations (CORs) indicating dates of issuance and expiration of the registered aircrafts. During the validation and after several follow-ups, CAAP failed to present the supporting documents for GCG to objectively validate this measure.
	b. Renewed		2%	100%	-	0%	-	0%		
SM 10	Percentage Completion of CNS/ATM - Communication Navigation/Air Traffic Management	% of completion	12%	90% of full implementation (100% by February 2017)	92.6% of full implementation (100% by February 2017)	12%	92.6%	12%	- Briefer on New Communications Surveillance Air Traffic Management (CNS/ATM) Systems Development Project	The total physical accomplishment as of 31 December 2016 is 92.6% with a negative slippage of 7.2% that includes Consulting Services, Package 1, Package 2, Land Acquisition and Administration.
SM 11	Sustained Engagement of Stakeholders for a Broader Understanding of Philippine Civil Aviation Regulation (PCAR)	Percentage of Target Participants Attended	2%	70%	No seminars/ convention conducted for the stakeholders	0%	No seminars/ convention conducted for the stakeholders	0%	N/A	Target not met.

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SM 12	Undertaking of Technical Cooperation Agreement in Education and Training	Number of agreements	2%	2	1 signed agreement (ENAC)	1%	1 signed agreement (ENAC)	1%	- Signed MOA of ENAC and CAAP on training provision The MOU with L'Ecole Nationale de l'Aviation Civile (ENAC) was signed on 29 April 2016 with the objective to provide CAAP with the capability of building up a regional aviation training center of excellence in accordance with the ICAO - Next Generation of Aviation Professionals (NGAP) program and requirements.
<b>SO 6 Increase Efficiency through Green Airports</b>									
SM 13	Conversion of Airports with Green Technology	No. of airports	2%	5	0	0%	0	0%	- Authority Order Nos. 234-14 & 372-16 on the constitution of Green Airport Action Committee Supporting documents are reflective of CAAP's initiative to pursue green technology, however no concrete accomplishments were reported on this measure for 2016. Target not met.
SM 14	Rehabilitation of the Manila Transmitter (OPLAN Renaissance); Solar Farm Construction for Power Supply of Dormitory, Transient & Guest House, DG Quarters and Backup Power of Transmitter	% of Completion	2%	100%	98.90%	1.98%	98.90%	1.98%	- Summary Report on % Completion for the OPLAN Renaissance OPLAN Renaissance involved Manila Transmitter Projects, specifically the completion of the following: i. Living Quarters for Civil Aviation Officer Candidate Scholarship Program (CAOSP) ii. Additional CAOSP Quarters iii. Transmitter Guesthouse iv. ANS Chief Quarters v. Security Maintenance Road and Drainage System vi. Improvement of Transmitter Building

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<b>SO 7</b>	<b>Implement a Quality Management System</b>									
SM 15	ISO Certification 9001:2008	% of Completion	4%	Passing the Surveillance Audit	Delayed audit due to 2015 Version of Certification	0%	-	0%	- Summary Report on ISO Certification of ALD and AIS	CAAP failed to pass the surveillance audit on ISO 9001:2008 certification of its Airmen Licensing Division and Aeronautical Information Services due to CAAP's plan to shift to the 2015 version of ISO.  Target not met.
		<b>Subtotal</b>	<b>32%</b>			<b>18.14%</b>		<b>18.14%</b>		
<b>SO 8</b>	<b>To Attract and Retain the Best and the Brightest</b>									
SM 16	Key Personnel sent for ICAO Accredited Trainings	No. of personnel sent for ICAO international trainings	4%	80	112	4%	112	4%	- List of Trainings with corresponding participants	The Authority has sent a total of 112 graduates to 54 trainings, exceeding the target by 27%.
SM 17	<i>CAOCSP Program Cadetship to Evolve a Stream of Recruits based on Career Pathing and Compliance to ICAO</i>									
	a. Air Traffic Service	No. of cadets inducted	4%	60	17	1.13%	17	1.13%	- List of Graduates	Target not met.
b. Air Navigation Service	4%		60	24	1.60%	24	1.60%			
<b>SO 9</b>	<b>Enhanced Employee Effectiveness &amp; Productivity</b>									
SM 18	Average Percentage of Required Competencies Met	Actual Accomplishment	3%	Submission of Board Approved competency model	No Competency Model prepared	0%	No Competency Model prepared	0%	N/A	Target not met.
SM 19	Rationalization Plan	% of Completion	5%	Complete Submission of a Board Approved revised RP	No revised RP submitted	0%	No revised RP submitted	0%	- Authority Order No. 28-16 constituting a Task Group on Rationalization of Aviation Training Organization	Supporting document is reflective of CAAP's initiative to rationalize and relocate the Aviation Training Organization, however no concrete accomplishment for this measure was reported for 2016. Hence, target not met.

LEARNING AND GROWTH

Performance Measures					CAAP Submission		GCG Evaluation		Supporting Documents	Remarks
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SM 20	Implementation of the Strategic Performance Management System	% of Completion	5%	100%	SPMS implemented	0%	SPMS implemented	0%	<ul style="list-style-type: none"> <li>- CSC Letter dated 9 January 2015 approving CAAP's SPMS for initial implementation</li> <li>- Authority Order No. 366-2016: Reconstitution of CAAP Performance Management Team</li> </ul>	In 2015, the Civil Service Commission (CSC) initially approved CAAP's SPMS subject to submission of certain requirements. CAAP failed to submit the required documents within 2015. It was only in December 2016 when CAAP reconstituted its Performance Management Team, in accordance with its SPMS, with the implementation yet to be 100% completed.
<b>Subtotal</b>			<b>25%</b>			<b>6.73%</b>		<b>6.73%</b>		
<b>TOTAL</b>			<b>100%</b>			<b>63.17%</b>		<b>63.17%</b>		