



21 March 2024

**HON. JAIME J. BAUTISTA**

*Chairman and DOTr Secretary*

**HON. MANUEL ANTONIO L. TAMAYO**

*Director General (DG)*

**CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)**

MIA Road, Pasay City

**RE: TRANSMITTAL OF 2024 PERFORMANCE SCORECARD**

Dear Secretary Bautista and DG Tamayo,

This is to formally transmit the 2024 Charter Statement and Strategy Map (**Annex A**) and 2024 Performance Scorecard (**Annex B**) of **CAAP**. The same is to be posted on CAAP's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The CAAP-proposed Charter Statement and Strategy Map were **RETAINED** while the Performance Scorecard submitted through its letter dated 22 December 2023<sup>2</sup> was **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 05 January 2024, evaluation of revised documents submitted through letter dated 24 January 2024,<sup>3</sup> and finalized during the Performance Target Conference (PTC) held on 21 March 2024.

We remind CAAP that Item 6 of GCG M.C. No. 2023-01<sup>4</sup> requires GOCCs to submit their Quarterly Targets within 15 calendar days from receipt of the GCG-approved Performance Scorecard. Moreover, Item 7 of the same Circular directs GOCCs to accomplish the requisite Quarterly Monitoring Reports detailing their progress in accomplishing the performance targets. The Quarterly Monitoring Reports should disclose substantial changes in circumstances that were unforeseen during the TPM that may affect the timely achievement of targets.

**FOR CAAP'S INFORMATION AND COMPLIANCE.**

Very truly yours,

**ATTY. MARIUS P. CORPUS**

*Chairperson*

**ATTY. BRIAN KEITH F. HOSAKA**

*Commissioner*

**ATTY. GERALDINE MARIE B.**

**BERBERABE-MARTINEZ**

*Commissioner*

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 22 December 2023

<sup>3</sup> Officially received by the Governance Commission on 26 January 2024.

<sup>4</sup> PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 19 January 2023.





**Vision:**

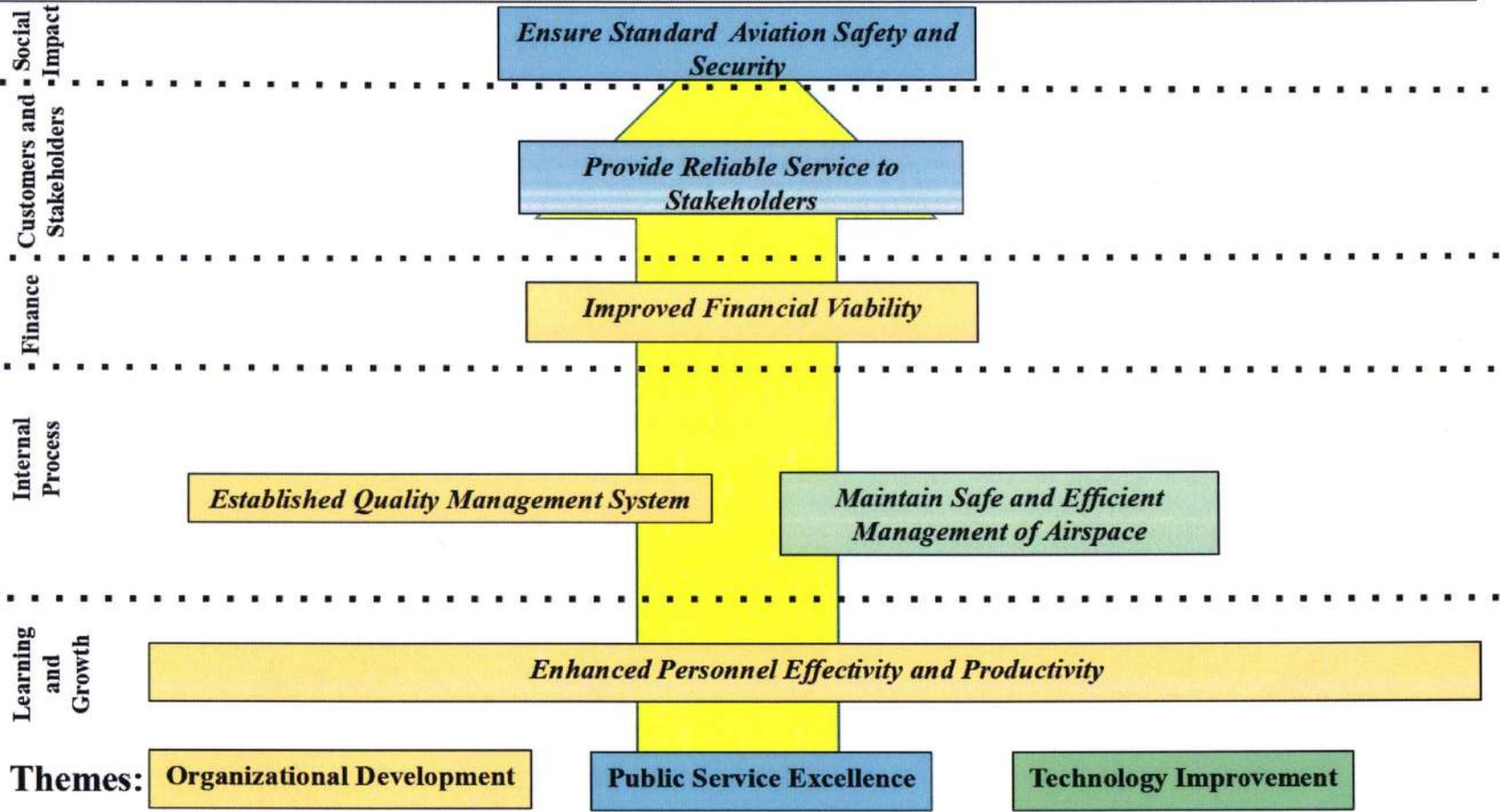
*“To be a pre-eminent Civil Aviation Authority in the world and a global brand of excellence in civil aviation”*

**Mission:**

*“To ensure a safe, secure and green Philippine Sky”*

**Core Values:**

- Fairness
- Integrity
- Accountability
- Transparency



CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)

Component					Baseline Data				Targets		
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024		
<b>SO 1 Ensure Standard Aviation Safety and Security</b>											
<i>International Civil Aviation Organization (ICAO) standards maintained</i>											
<b>SOCIAL IMPACT</b>	SM 1	Effective Implementation Score - Universal Safety Oversight Audit Programme (USOAP)	Percentage Accomplishment	Actual / Target	0%	EI Score: 70.52% Global Average: 68.78%	EI Score: 70.52% Global Average: 68.85%	70.52% (Higher than Global Average)	70.52% (Higher than Global Average)	Higher than the Global Average	Higher than the Global Average
	SM 2	State Safety Program (SSP) Implementation Level	Percentage Accomplishment	Actual / Target	5%	Level 2 – 42.9%	Level 3 – 2.4%	Level 3 – 2.4%	Level 3 – 16.7%	Level 3: Implementation of GAP Analysis (Improvement from 2022)	Level 3: 85% Implementation of GAP Analysis
	SM 3	Absence of Significant Safety Concerns (SSCs) under the USOAP Continuous Monitoring Approach (CMA)	Actual Accomplishment	Actual / Target	10%	0 SSCs	0 SSCs	0 SSCs	0 SSCs	0 SSCs	0 SSCs
	<b>Sub-total</b>				<b>15%</b>						

Component					Baseline Data				Targets	
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024	
<b>CUSTOMERS &amp; STAKEHOLDERS</b>										
SO 2	<b>Provide Reliable Service to Stakeholders</b>									
SM 4	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%	5%	85.50%	No CSS conducted	Passengers – Excluded; Concessionaires – 92.01%; Local Airport Authorities – 60.00%	Not Accomplished	90%	90%
	<b>Sub-total</b>			<b>5%</b>						
<b>FINANCIAL</b>										
SO 3	<b>Improved Financial Viability</b>									
SM 5	Gross Income **	Business Income + Service Income + Other Non-Operating Income (excluding Gains on FOREX and OCI)	Actual / Target	10%	₱10.388 Billion	₱3.661 Billion	₱2.928 Billion	₱5.938 Billion	₱8.568 Billion	₱11.672 Billion
SM 6	Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) **	Net Income + Interest + Taxes + Depreciation + Amortization	Actual / Target	10%	₱5.063 Billion	(₱1.221) Billion	(₱1.932) Billion	₱460.32 Million	₱2.291 Billion	₱2.763 Billion

\*\* The 2019-2022 baseline figures are based on the CAAP's Annual Audit Reports (AARs) by the Commission on Audit (COA). Differences are noted from GCG-validated figures due to restatements of the Financial Statement balances.

Component				Baseline Data				Targets		
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024	
SM 7	<i>Budget Utilization Rate</i>									
	a. GAA Subsidies – amounts obligated	Amount Obligated/Total GAA Subsidy (Both Net of PS Cost)	Actual / Target	5%	N/A	N/A	N/A	100%	90%	90%
	b. GAA Subsidies – amounts disbursed	Amount Disbursed/Total GAA Subsidy Obligated (Both Net of PS Cost)	Actual / Target	5%	N/A	N/A	N/A	90.85%	90%	90%
	c. Corporate Funds - CO & MOOE	Actual Disbursement / Scheduled Disbursement (Both Net of PS Cost)	Actual / Target	5%	N/A	N/A	N/A	24.42%	90%	90%
	<b>Subtotal</b>			<b>35%</b>						

Component				Baseline Data				Targets			
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024		
<b>SO 4</b>	<b>Established Quality Management System</b>										
SM 8	ISO Certification 9001:2015	Actual Accomplishment	All or Nothing	5%	No ISO 9001:2015 Certification Obtained	No ISO 9001:2015 Certification Obtained	No ISO 9001:2015 Certification Obtained	Not Accomplished	ISO 9001:2015 Certification	ISO 9001:2015 Certification	
INTERNAL PROCESS	<i>Percentage of License and Registration Applications Processed Within the Prescribed Period</i>										
	SM 9	a. Pilot Licenses	(No. of issuances made within the prescribed time/ No. of applications)	Actual / Target 0% = If less than 80%							
		New			3%	91.21%	60.76%	83.97%	91.13%	100.00%	100.00%
		Renewed			3%	98.19%	60.64%	81.29%	90.81%	100.00%	100.00%
		b. Mechanic License									
		New			3%	92.38%	89.32%	76.86%	95.14%	100.00%	100.00%
		Renewed			3%	96.64%	73.67%	64.26%	92.87%	100.00%	100.00%
		c. Aircraft Certificate of Registration (COR)									
		New			3%	85.15%	50.39%	95.06%	84.91%	100.00%	100.00%
		Renewed			3%	99.48%	94.83%	99.30%	100.00%	100.00%	100.00%

Component				Baseline Data				Targets		
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024	
SM 10	Implementation of CAAP Digitization Project									
	Percentage Implementation of IT Network Infrastructure at Various CAAP Airports	Percentage Completion	Actual /Target	7%	N/A	N/A	N/A	N/A	Percentage Completion based on Contract	Percentage Completion based on Contract
<b>Subtotal</b>			<b>30%</b>							
<b>SO 5</b>	<b>Maintain Safe and Efficient Management of Airspace</b>									
SM 11	Number of Accomplished Steps for the Transition from Aeronautical Information Service (AIS) to Aeronautical Information Management (AIM) System	Cumulative Number of Steps with 100% Completion Rate	Actual / Target	5%	State AIS AIM Accomplishments (10 out of 21)	State AIS AIM Accomplishments (10 out of 21)	State AIS/ AIM Accomplishments (11 out of 21)	Regional Implementation Status of AIM (10 out of 18 Steps)	Regional Implementation Status of AIM (11 out of 18 Steps)	Regional Implementation Status of AIM (13 out of 18 Steps)
SM 12	Pursue Green Aviation Initiatives and Sustainability	Actual Accomplishment	All or Nothing	5%	N/A	N/A	N/A	N/A	N/A	Submission of the Roadmap on Sustainable Aviation Fuel (SAF) to the ICAO
<b>Subtotal</b>			<b>10%</b>							

Component					Baseline Data				Targets		
Objective/Measure	Formula	Rating Scale	Weight	2019	2020	2021	2022	2023	2024		
<b>LEARNING &amp; GROWTH</b>	<b>SO 6</b>	<b>Enhanced Personnel Effectivity &amp; Productivity</b>									
	SM 13	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing	5%	No Competency Model approved by CAAP Board and baseline was not established	No Competency Model approved by CAAP Board	Not Accomplished	Not Accomplished	Board-Approved Competency Model	Board-Approved Competency Model
		<b>Subtotal</b>			<b>5%</b>						
		<b>TOTAL</b>			<b>100%</b>						

For GCG:

  
**ATTY. MARIUS P. CORPUS**  
*Chairperson*

For CAAP:

  
**CAPT. MANUEL ANTONIO L. TAMAYO**  
*Director General*