



04 September 2024

HON. JAIME J. BAUTISTA
Secretary, Department of Transportation (DOTr)
and CAAP Chairperson
HON. MANUEL ANTONIO L. TAMAYO
Director General
CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)
MIA Road, Pasay City

RE: VALIDATION RESULT OF THE 2023 PERFORMANCE SCORECARD OF CAAP

Dear Secretary Bautista and Director General Tamayo,

This is to formally transmit the validation result of the CIVIL AVIATION AUTHORITY OF THE PHILIPPINES' (CAAP) 2023 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, CAAP obtained an overall score of 76.67% (See *Annex A*). The same is to be posted on CAAP's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.1

FOR CAAP'S INFORMATION AND GUIDANCE.

Very truly yours,

ATTY. MARIUS P. CORPUS

Chairperson

ATTY. BRIAN KEITH F. HOSAKA

Commissioner

ATTY. GERALDINE MARIE B. BERBERABE-MARTINEZ

Commissioner

cc: COA Resident Auditor - CAAP



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

CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP) Validated 2023 Performance Scorecard

			Components				GOCC Subn	nission	GCG Valid	ation	Supporting	Remarks
Ob	bjectiv	ve/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	
so	01	Standard Aviatio	n Safety and Se	ecurity								
		Ensure Standard Av	viation Safety and	Security								
	SM 1	a. Effective Implementation Score - Universal Safety Oversight Audit Programme (USOAP)	Actual Accomplishment	10%	All or Nothing	Higher than Global Average	CAAP's Overall El: 68.99% Global El: 69.02%	0.00%	CAAP's Overall El: 68.99% Global El: 69.02%	-	- 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 20 December 2023.	The global average, which varies monthly, was recorded at 69.02% in December 2023. The Civil Aviation Authority of the Philippines (CAAP had an El score of 70.52% since 2018. However, due to the integration of Protocol Question (PCs), this score was adjusted to 88.99% in December 2023. CAAI has raised concerns regarding the target set at "Higher than Global Average" with an All or Nothin rating scale, arguing that it inequitable as improvements mad in various Critical Areas are not recognized unless verified by a International Civil Aviatio Organization (ICAO) Univers Safety Oversight Audit Programm (USOAP) Audit. The schedule for USOAP Audits is not consistent ar relies on requests from States ICAO. It is essential to acknowledge the the revision of Protocol Question has led to CAAP's El score falling below the global average. Despit CAAP's diligent efforts to improve the numerical rating will not be updated until an ICAO audit conducted. The inability of CAAP to meet the target is deemed beyond its contrattributed to the absence of ICAO audit—a decision masolely by the ICAO—and the revisions to the Protocol Question within the USOAP, which has a contraction to the protocol Question within the USOAP, which has the protocol Question within the USOAP.

		Components				GOCC Subm	ission	GCG Validat	tion	Supporting	Remarks
Obje	ctive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	
						*					resulted in a score below the global average. Measure is excluded.
	b. State Safety Program (SSP) Implementation level	Actual Accomplishment	5%	All or Nothing	Level 3: Implementation of Gap analysis (Improvement from 2022)	Level 3: 45.2%	5.00%	2023: Level 3 at 45.2% 2022: Level 3 at 16.7%	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 20 December 2023.	To achieve the goal of enhancing the SSP implementation level in 2023, CAAP undertook a series of continuous updates to the gap analysis throughout the year. Each review led to subsequent updates, with the final update completed in December 2023. Whenever a gap was addressed, CAAP conducted an evaluation to quantify the results based on overall progress. Based on the report, the Philippines is at Level 3: States having defined an action plan for all non-implemented questions. The reported progress rate is at 45.2% which is an increase from the 2022 yearend progress rate of 16.7%. CAAP has accomplished its target for the year.

	Componer ive/Measure Formula	Components				GOCC Subi	mission	GCG Validat	tion	Supporting	Remarks
Object	ive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	
	c. Absence of Significant Safety Concerns (SSCs) under the USOAP Continuous Monitoring Approach (CMA)	Actual Accomplishment	10%	All or Nothing	0 SSCs	0 SSCs	10.00%	0 SSCs	10.00%		CAAP maintained zero (0) SSCs in 2023, meeting the target. This indicates that CAAP continues to provide sufficient safety oversight to ensure the effective implementation of ICAC standards.
		Subtotal	25%				15.00%		15.00%		
	5 11 5 5 11	Camilan to Chal	cabalda	re							
SO 2	Provide Reliable	Service to Star	Centolide	15					(Distinguish)	MANAGE STREET, SECTION OF SECTION	
SM 2	Percentage of Satis		Kenoide								
		sfied Customers	3%		90%			Non-Compliant		- Email dated 6 June 2024	ARTA's remark on CAAP's Clier Satisfaction Measurement (CSM Report confirms the submission of the CSM only on 02 May 2024.
	Percentage of Satis	Number of Respondents who gave at			90%			with the guidelines of ARTA-GCG		6 June 2024 from ARTA regarding the compliance	Satisfaction Measurement (CSN Report confirms the submission of
	Percentage of Satis a. Passengers b. Local Airport	Number of Respondents	3%	Actual / Target		79.40%	3.80%	with the guidelines of	0.00%	6 June 2024 from ARTA regarding the	Satisfaction Measurement (CSM Report confirms the submission the CSM only on 02 May 2024. may be recalled that the deadlir for GOCCs to submit their 202

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		Components				GOCC Subm	ission	GCG Valida	tion	Supporting	Rema	rks
Objecti	ve/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents		
											Items	Amount
1. 16											Business Revenue	200,384,768
7		Business								COA-Audited	Service Revenue	9,917,521,53
		Revenue +								2023 Financial	Interest Income	192,835,66
SM 3	Gross Income	Service Revenue +	10%	Actual / Target	₱8.568 Billion	₱10.30 Billion	10.00%	₱10.311 Billion	10.00%	Statements (FS) and Notes to FS of	2023 Gross Income	10,310,741,9 6°
		Interest Income								CAAP	CAAP reported a P10.31 billion for 2 surpasses the at P1.74 billion, variance of 20.3 target.	2023. This figur nnual target b representing
										COA-Audited	Items Net Loss After Tax (but before subsidy and Other Comprehensive Income)	Amount 1,307,512,45
	Earnings Before Interest, Taxes,	Net Income + Interest +								2023 Financial Statements	Income Taxes	406,712,0
SM 4	Depreciation and	Taxes +	10%	Actual / Target	₱2.291 Billion	₱ 4.602 Billion	10.00%	₱4.170 Billion	10.00%	(FS) and	Depreciation	2,453,991,8
	Amortization	Depreciation +	-	raiget						Notes to FS of	Amortization	2,065,4
	(EBITDA)	Amortization		11 - 1			-			CAAP	2022 Gross Income	4,170,281,8
											CAAP surpassed year with a accomplishment more than the target	2023 EBIT that is 90.3

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		Components	5			GOCC Sub	mission	GCG Valid	lation	Supporting	Rema	arks
Object	tive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents		
											Item	2023
	a. GAA Subsidies	Amount Obligated /									Total Subsidy Allotment	100,000,000
	- amounts	GAA Subsidy	4%	Actual / Target	90%	100%	4.00%	100%	4.00%		Obligated Amount	100,000,000
	obligated	(Both net of PS Cost)									Disbursed Amount	100,000,000
	Language Committee of the Committee of t									- Statement of	Obligation Rate	100%
									1	Appropriations, Allotments,	Disbursement Rate	100%
	b. GAA Subsidies – amounts disbursed	Amount Disbursed / Total Obligated (Both net of PS Cost)	4%	Actual / Target	90%	99.78%	4.00%	100%	4.00%	Obligations, Disbursements, and Balances as of the Quarter Ending 31 December 2023	CAAP exceeded for SM 5a and 5b disbursing the P allotment received government in 2 validation at the C. it was noted the CAAP to spend subsidy for MOO more readily avail disburse compare subsidy intended programs.	by obligating and 100 million total from the national 023. During the AAP Head Office at DBM allower the P100 million E which made lable for CAAP to do to governmer
												on as per DBM m 706
			13.4							- DBM- Approved	Item	DBM- Approved COB
			F 7				1			2023	MOOE	3,806,666,84
		Amount Disbursed /	112				34.5			Corporate Operating	СО	1,143,988,15
	c. Corporate Funds – CO &	Scheduled disbursement	5%	Actual / Target	90%	91%	5.00%	90.61%	5.00%	Budget of CAAP	Total	4,950,655,00
10%	MOOE	(Both net of		raiget						- DBM Form	Item	2023 Utilized
127-1		PS cost)								706 as	MOOE	3,706,667,00
446.5										submitted by	СО	779,074,00
										CAAP to DBM	Total	4,485,741,0

			Components				GOCC Subm	ission	GCG Valida	ation	Supporting	Rer	narks
	Objecti	ive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents		
												Item	2023 Utilization
										-		MOOE	97.37%
										7.7		со	68.10%
												Total	90.61%
			Subtotal	33%				33.00%		33.00%			
	SO 4	Established Qua	ality Managemer	nt Syste	m								
INTERNAL PROCESS	SM 6	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification	No ISO 9001:2015 Certification	0.00%	No ISO Certification	0.00%	N/A	preparatory is ISO certification As of 31 Dec procurement certifying bo started. Due to the lac Certificate in rated zero for	esented the list of activities for the on made in 2023, the for the third-party dy had still not esk of an actual ISO 2023, CAAP is this measure due r Nothing" rating
ERN		Percentage of Lice	ense and Registration	on Applic	cations Proce	essed Within the Pre	escribed Period		L				
Ī		a. Pilot Licenses	VC ====										
	SM 7	New	No. of issuances made within the prescribed time / No. of applications	2%	Actual / Target 0% = if less than 80%	100%	94.95% (3,572 out of 3,762)	1.92%	94.95%	1.90%	CAAP CY 2023 ARTA Airmen License Report	Processed within the Prescribe d Time	Total applicatio % ns 3,762 94.95%

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		Components				GOCC Subm	ission	GCG Valid	ation	Supporting		Remarks	
Obje	ctive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents			
	Renewed		2%		100%	94.79% (1,545 out of 1,630)	1.90%	94.79%	1.90%		Processe d within the Prescribe d Time	Total applicatio ns	%
											1,545	1,630	94.79
	b. Mechanic Lice	enses											
	New	No. of issuances made within	2%	Actual / Target	100%	97.15% (2,284 out of 2,351)	1.94%	97.15%	1.94%	CAAP CY 2023 ARTA Airmen	Processe d within the Prescribe d Time	Total application s	% 97,15
		the prescribed time / No. of		0% = if						License Report	2,204	2,331	57.1
	Renewed	applications	2%	80%	100%	94.46% (1,465 out of 1,551)	1.89%	94.46%	1.89%		Processe d within the Prescribe d Time	Total applicatio ns	%
											1,465	1551	94.4
	c. Aircraft Certifi	cate of Registration (COR)										
	New	No. of issuances made within the prescribed	2%	Actual / Target 0% = if	100%	92% (138 out of 150)	1.84%	92.00%	1.84%	CAAP 2023 Accomplishme nt Report on Approved	Processe d within the Prescribe d Time	Total application s	
100	31-21-2-1	time / No. of applications		less than 80%					1	Applications for Aircraft	138	150	92.

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		Components				GOCC Subm	ission	GCG Valida	tion	Supporting	Remarks
Object	ive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	
	Renewed		2%		100%	98.82 % (922 out of 933)	1.98%	98.82%	1.98%	Certificate of Registration	Processe d within the Prescribe d Time 922 933 98.82%
SM 8	Percentage Implementation of IT Network Infrastructure at Various CAAP Airports	Actual Accomplishment	5%	Actual / Target	Percentage Completion based on Contract	The opening of the bids was held on 20 December 2023.	3.00%	No contract awarded	0.00%	- Project Briefer detailing events that transpired as regards the IT Network Infrastructure at Various CAAP Airports	The bidding process in 2023 was postponed by CAAP due to the detailed development of the Terms of Reference. This process included thorough inspections of 15 airports and CAAP offices, comprehensive technical research, and meticulous planning to ensure accuracy. Collaborative discussions with network and cyber security experts further informed the decision-making. Ongoing airport expansions also required additional analysis and coordination, contributing to the delay. As of 31 December 2023, there was no awarded contract yet. The bid evaluation was ongoing as of yearend which implies that the intention of the 2023 target, which is to measure the actual project progress rate, could not be applied since the project did not start at all. CAAP is given a rating of zero for this measure in 2023.
SO 5	Maintain Safe an	nd Efficient Man	agemei	nt of Airspa	ace						
SM 9	Number of Accomplished Steps for the Transition from Aeronautical Information System (AIS) to	Cumulative Number	5%	Actual / Target	Regional implementation status of AIM (11 out of 18 steps completed)	Regional implementatio n status of AIM (11 out of 18 steps completed): Step P-18:	5.00%	10 out of 18 Accomplished Steps	4.55%	- AISD Regional Implementation Status of AIM Performance Expectations as of June 2023	CAAP's target for the year was to complete Position Step 7 (PS-07). The goal was to establish formal agreements with 27 Air Traffic Service (ATS) facilities (Tower and Tower/Approach). To streamline the establishment of formal agreements or letters of agreement (LOAs) with these 27 ATS facilities, CAAP conducted coordination in phases. In the

Validated 2023 Performance Scorecard

		Components				GOCC Subm	ission	GCG Validat	ion	Supporting	Remarks
Objectiv	ve/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	
	Aeronautical Information Management (AIM) System					Agreement with Data Originators.				-PH AIS-AIM Implementation Plan - Letters of Agreements with Air Traffic Service facilities	first quarter of 2023, CAAP targeted 8 ATS facilities (comprising 5 Towers and 3 Tower Approach facilities). Subsequently, in the second quarter, CAAP focused on 6 facilities, followed by 7 facilities in the third quarter, and finally 6 facilities in the fourth quarter. The LOA for the final 6 ATS facilities in the fourth quarter of 2023 was coordinated and agreed upon by the respective chiefs of the facilities and Division heads before 31 December 2023. This signifies that all relevant parties agree with the contents of the established LOA. Nevertheless, as a necessary protocol for this document, it also needs to be signed by managers. Such signatures were not acquired. CAAP presented the AISD Regional Implementation Status of AIM Performance Expectations as of June 2023. This document, validated and produced by ICAO, outlines the progress of countries in the Asia Pacific Region (and some other countries) in implementing the 18 position steps. According to the June 2023 report, the Philippines had only achieved 50% completion for PS-07. CAAP noted that the updates made after June 2023 would be discussed and resolved during the forthcoming 19th AIS to AIM Implementation Task Force meeting in June 2024
											Examining the entire process of completing PS-07, it is crucial to note that the output document is a LOA with AT-facilities. CAAP aimed to complete 2 LOAs for 2023 but fell short by 6 LOA due to the inability to secure signature for these 6 ATS facilities. In terms of the protocol for the finalization of LOAs, PS 07 was not fully completed during the year. Based on the strict criteria, CAAP did not 100% complete PS-07 so the step accomplished remain at 10 out 18 as a 2023 yearend.
SM 10	Implementation of AIDC (ATS Interfacility	Actual Accomplishment	5%	Actual / Target	Completion of the AIDC implementation between Manila	100% Full implementatio n of AIDC between	5.00%	100% Full implementatio n of AIDC between	5.00%	- Signed Letter of Agreement	The Letter of Agreement formalizing the AID0 implementation was signed by Michael Galvan, A

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			Components				GOCC Subn	nission	GCG Valida	ition	Supporting	Remarks
	Object	Data Link Communications)		Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	
		Data Link Communications) with all adjacent FIRs				and Oakland ACC	Oakland and Manila		Oakland and Manila			Traffic Manager of Oakland Air Route Traffic Control Center on 16 October 2023 and by Anna Joy Papag, Division Chief III of Enroute Control Unit of CAAP on 16 November 2023
			Sub-total	32%		P-47-7#-78		22.81%		21.00%		
LEARNING AND GROWTH	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	Board-Approved Competency Model	No Board- Approved Competency Model	0.00%	Not Accomplished	0.00%	- CAAP Consolidated 2023 Whole Year Monitoring Report	The target was still not accomplished due to the three failed biddings in 2023. CAAP restarted the bidding process to acquire a third-party contractor to craft the Competency Framework in early 2024.
			Sub-total	5%			5	0.00%		0.00%		
			TOTAL	100%				76.27%		69.00%		
		EXC	LUDED WEIGHT	10%			(76.27% ÷	90%)	(69.00% ÷ 9	00%)		
		REM	MAINING TOTAL	90%				84.74%	DE THAT	76.67%	FAFILIE	