

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**

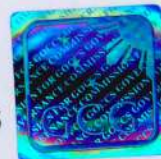
Dear Secretary Bautista and Director General Tamayo,

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.<sup>1</sup>

**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

<sup>1</sup> Code of Corporate Governance for GOCCs, dated 28 November 2012.

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

Components					GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
SOCIAL IMPACT	SO 1	Standard Aviation Safety and Security								
		Ensure Standard Aviation 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 EI: 68.99%  Global EI: 69.02%	0.00%	CAAP's Overall EI: 68.99%  Global EI: 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.



Components						GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
											resulted in a score below the global average. <i>Measure is excluded.</i>
	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: <i>States having defined an action plan for all non-implemented questions.</i> 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.







Components					GOCC Submission		GCG Validation		Supporting Documents	Remarks		
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual		Rating		
	a. GAA Subsidies – amounts obligated	Amount Obligated / GAA Subsidy (Both net of PS Cost)	4%	Actual / Target	90%	100%	4.00%	100%	4.00%	- Statement of Appropriations, Allotments, Obligations, Disbursements, and Balances as of the Quarter Ending 31 December 2023	Item	2023
		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%	Total Subsidy Allotment
	Obligated Amount											100,000,000
	Disbursed Amount											100,000,000
	Obligation Rate											100%
	Disbursement Rate											100%
	c. Corporate Funds – CO & MOOE	Amount Disbursed / Scheduled disbursement (Both net of PS cost)	5%	Actual / Target	90%	91%	5.00%	90.61%	5.00%	- DBM-Approved 2023 Corporate Operating Budget of CAAP  - DBM Form 706 as submitted by CAAP to DBM	2023 Utilization as per DBM Form 706	
											Item	DBM-Approved COB
											MOOE	3,806,666,843
											CO	1,143,988,157
		Total	4,950,655,000									
		Item	2023 Utilized									
		MOOE	3,706,667,000									
		CO	779,074,000									
		Total	4,485,741,000									



Components						GOCC Submission		GCG Validation		Supporting Documents	Remarks		
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating				
											Item	2023 Utilization	
											MOOE	97.37%	
											CO	68.10%	
											Total	90.61%	
		Subtotal	33%				33.00%		33.00%				
INTERNAL PROCESS	SO 4	Established Quality Management System											
	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	CAAP only presented the list of preparatory activities for the ISO certification made in 2023. As of 31 December 2023, the procurement for the third-party certifying body had still not started.  Due to the lack of an actual ISO Certificate in 2023, CAAP is rated zero for this measure due to its "All or Nothing" rating scale.	
		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	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 Prescribed Time	Total applications
											3,572	3,762	94.95%

Components					GOCC Submission		GCG Validation		Supporting Documents	Remarks							
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual		Rating							
		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 Licenses																
		New	No. of issuances made within the prescribed time / No. of applications	2%	Actual / Target  0% = if less than 80%	100%	97.15% (2,284 out of 2,351)	1.94%	97.15%	1.94%	CAAP CY 2023 ARTA Airmen License Report						
												Processe d within the Prescribe d Time	Total applicatio s	%			
												2,284	2,351	97.15%			
		Renewed		2%		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	94.46%			
c. Aircraft Certificate of Registration (COR)																	
	New	No. of issuances made within the prescribed time / No. of applications	2%	Actual / Target  0% = if less than 80%	100%	92% (138 out of 150)	1.84%	92.00%	1.84%	CAAP 2023 Accomplishme nt Report on Approved Applications for Aircraft							
											Processe d within the Prescribe d Time	Total applicatio s	%				
											138	150	92.00%				



Components						GOCC Submission		GCG Validation		Supporting Documents	Remarks		
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating				
			2%		100%	98.82 % (922 out of 933)	1.98%	98.82%	1.98%	Certificate of Registration			
	Renewed										Processed within the Prescribed Time	Total applications	%
											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 and Efficient Management of Airspace												
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 implementation 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		

Components						GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
SM 10	Aeronautical Information Management (AIM) System					Agreement with Data Originators.				<p>-PH AIS-AIM Implementation Plan</p> <p>- Letters of Agreements with Air Traffic Service facilities</p>	<p>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.</p> <p>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.</p> <p>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</p> <p>Examining the entire process of completing PS-07, it is crucial to note that the output document is a LOA with ATS facilities. CAAP aimed to complete 27 LOAs for 2023 but fell short by 6 LOAs due to the inability to secure signatures for these 6 ATS facilities. In terms of the protocol for the finalization of LOAs, PS-07 was not fully completed during the year.</p> <p>Based on the strict criteria, CAAP did not 100% complete PS-07 so the steps accomplished remain at 10 out of 18 as of 2023 yearend.</p>
	Implementation of AIDC (ATS Interfacility	Actual Accomplishment	5%	Actual / Target	Completion of the AIDC implementation between Manila	100% Full implementation of AIDC between	5.00%	100% Full implementation of AIDC between	5.00%	- Signed Letter of Agreement	The Letter of Agreement formalizing the AIDC implementation was signed by Michael Galvan, Air



Components						GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
LEARNING AND GROWTH		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%				22.81%		21.00%		
	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
	Sub-total		5%				0.00%		0.00%		
	TOTAL		100%				76.27%		69.00%		
	EXCLUDED WEIGHT		10%			(76.27% ÷ 90%)		(69.00% ÷ 90%)			
	REMAINING TOTAL		90%				84.74%		76.67%		