



**22 September 2023**

**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: VALIDATION RESULT OF CAAP'S  
2022 PERFORMANCE SCORECARD**

Dear Secretary Bautista and DG Tamayo,

We respectfully furnish you with the validation result of CAAP's 2022 Performance Scorecard (***Annex A***), where CAAP obtained an overall score of **73.29%**.

Very truly yours,

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

  
**ATTY. BRIAN KEITH F. HOSAKA**  
*Commissioner*

  
**ATTY. GERALDINE MARIE B.  
BERBERABE-MARTINEZ**  
*Commissioner*

cc: The Resident Auditor – CAAP

**CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)**  
**Validated 2022 Performance Scorecard**

Components					GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Actual	Rating		
<b>SO 1</b>	<b>Standard Aviation Safety and Security</b>									
<b>SOCIAL IMPACT</b>	<i>International Civil Aviation Organization (ICAO) Standards Maintained</i>									
	a. Universal Safety Oversight Audit Programme (USOAP) - Effective Implementation Score	Actual Percentage	8%	All or Nothing	Higher than Global Average	Maintained USOAP Effective Implementation score higher than the global average	8%	70.52% (Higher than Global Average)	8.00%	- 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 11 January 2023.
	b. Effective State Safety Program (SSP) level	Actual Accomplishment	5%	All or Nothing	Level 3: Implementation of Gap analysis (Improvement from 2021)	Level 3: Implementation of Gap Analysis (16.7%)	5%	Level 3: Implementation of Gap Analysis (16.7%)	5.00%	The Global Average E.I. decreased from 69.54% to 67.7% as of the end of 2022.  The Philippines' E.I. Score of 70.52% is still higher than the Global Average
	c. Absence of Significant Safety Concerns (SSCs)	Actual Accomplishment	8%	All or Nothing	0 SSCs	Maintained 0 SSCs	8%	0 SSCs	8.00%	CAAP is still at SSP Level 3 in 2022 at 16.7% progress rate which is an increase from the previous progress rate of 2.4% in 2021.
										SSCs indicate that a State is not providing sufficient safety oversight to ensure the effective implementation of applicable ICAO Standards.  The Philippines maintained zero (0) SSCs as of 2022.
	<b>Subtotal</b>		<b>21%</b>				<b>21.00%</b>		<b>21.00%</b>	



Components						GOCC Submission		GCG Validation		Supporting Documents	Remarks												
Objective/Measure		Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Actual	Rating														
CUSTOMERS / STAKEHOLDERS	SO 2	Reliable Service to Stakeholders																					
	SM 2	Percentage of Satisfied Customers																					
		a. Passengers	Number of Respondents who gave <i>at least</i> a Satisfactory rating / Total number of respondents	3%	Actual / Target  0% = If less than 80%	90%	Not Accomplished	0.00%	Not Accomplished	0.00%	N/A	Due to the extended contracting and conflict with other committed projects of the Development Academy of the Philippines (DAP) as the third -party service provider, CAAP has not pushed through with the conduct of CSS project due to time constraints.											
		b. Concessionaires		2%		90%																	
		c. Local Airport Authorities		2%		90%																	
	Subtotal		7%				0.00%		0.00%														
FINANCIAL	SO 3	Improved Financial Viability																					
	SM 3	Gross Income	Business Revenue + Service Revenue + Interest Income	10%	Actual / Target	₱4.727 Billion	₱4.728 Billion	10.00%	₱5.938 Billion	10.00%	COA-Audited 2022 Financial Statements (FS) and Notes to FS of CAAP	<table><tr><th>Items</th><th>Amount</th></tr><tr><td>Business Revenue</td><td>182,251,898</td></tr><tr><td>Service Revenue</td><td>5,731,300,004</td></tr><tr><td>Interest Income</td><td>24,414,427</td></tr><tr><td>2022 Gross Income</td><td>5,937,966,329</td></tr></table>	Items	Amount	Business Revenue	182,251,898	Service Revenue	5,731,300,004	Interest Income	24,414,427	2022 Gross Income	5,937,966,329	
	Items	Amount																					
	Business Revenue	182,251,898																					
	Service Revenue	5,731,300,004																					
	Interest Income	24,414,427																					
2022 Gross Income	5,937,966,329																						
SM 4	Earnings Before interest, Taxes, Depreciation and Amortization (EBITDA)	Net Income + Interest + Taxes + Depreciation + Amortization	10%	Actual / Target	₱ (781) Billion	₱ (1.085) Billion	10.00%	₱460.32 Million	10.00%	COA-Audited 2022 Financial Statements (FS) and Notes to FS of CAAP	<table><tr><th>Items</th><th>Amount</th></tr><tr><td>Net Loss After Tax (<i>but before subsidy and Other Comprehensive Income</i>)</td><td>(946,476,395)</td></tr><tr><td>Income Taxes</td><td>0</td></tr><tr><td>Depreciation</td><td>1,404,735,799</td></tr><tr><td>Amortization</td><td>2,065,408</td></tr><tr><td>2022 Gross Income</td><td>460,324,812</td></tr></table>	Items	Amount	Net Loss After Tax ( <i>but before subsidy and Other Comprehensive Income</i> )	(946,476,395)	Income Taxes	0	Depreciation	1,404,735,799	Amortization	2,065,408	2022 Gross Income	460,324,812
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Objective/Measure		Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Actual	Rating																				
INTERNAL PROCESS	SM 5	Budget Utilization Rate																											
		a. GAA Subsidies – amounts obligated	Amount Obligated / Total GAA Subsidy	3%	Actual / Target	90%	100%	3.00%	100%	3.00%	Statement of Appropriations, Allotments, Obligations, Disbursements, and Balances as of the Quarter Ending 31 December 2022	<table><tr><th>Item</th><th>2022</th></tr><tr><td>Total Subsidy Allotment</td><td>2,439,279,000</td></tr><tr><td>Obligated Amount</td><td>2,439,279,000</td></tr><tr><td>Obligation Rate</td><td>100%</td></tr></table>	Item	2022	Total Subsidy Allotment	2,439,279,000	Obligated Amount	2,439,279,000	Obligation Rate	100%									
		Item	2022																										
		Total Subsidy Allotment	2,439,279,000																										
	Obligated Amount	2,439,279,000																											
Obligation Rate	100%																												
b. GAA Subsidies – amounts disbursed	Amount Disbursed / Total GAA Subsidy	3%	Actual / Target	90%	93%	2.98%	93%	3.00%	<table><tr><th>Item</th><th>2022</th></tr><tr><td>Total Obligated Subsidy</td><td>2,439,279,000</td></tr><tr><td>Disbursed Amount</td><td>2,216,186,711</td></tr><tr><td>Utilization Rate</td><td>91%</td></tr></table>	Item	2022	Total Obligated Subsidy	2,439,279,000	Disbursed Amount	2,216,186,711	Utilization Rate	91%												
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Total Obligated Subsidy	2,439,279,000																												
Disbursed Amount	2,216,186,711																												
Utilization Rate	91%																												
c. Corporate Funds – CO & MOOE	Amount Disbursed / Total COB	4%	Actual / Target	90%	85%	3.11%	24.42%	1.09%	<table><tr><th>Item</th><th>COB</th></tr><tr><td>MOOE</td><td>4,194,672,000</td></tr><tr><td>CO</td><td>569,294,000</td></tr><tr><td>TOTAL</td><td>4,763,966,000</td></tr></table> <table><tr><th>Item</th><th>Utilized</th><th>BUR</th></tr><tr><td>MOOE</td><td>1,037,042,072</td><td>24.72%</td></tr><tr><td>CO</td><td>126,461,545</td><td>22.21%</td></tr><tr><td>TOTAL</td><td>1,163,503,617</td><td>24.42%</td></tr></table>	Item	COB	MOOE	4,194,672,000	CO	569,294,000	TOTAL	4,763,966,000	Item	Utilized	BUR	MOOE	1,037,042,072	24.72%	CO	126,461,545	22.21%	TOTAL	1,163,503,617	24.42%
Item	COB																												
MOOE	4,194,672,000																												
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TOTAL	4,763,966,000																												
Item	Utilized	BUR																											
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CO	126,461,545	22.21%																											
TOTAL	1,163,503,617	24.42%																											
	Subtotal		30%				29.09%		27.09%																				
INTERNAL PROCESS	SO 4	Established Quality Management System																											
	SM 6	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification	No ISO Certification	0.00%	Not Accomplished	0.00%	N/A	Procurement of the certifying body for a third-party audit certification under ISO 9001:2015 QMS was postponed indefinitely as of 2022 yearend.																	



Components					GOCC Submission		GCG Validation		Supporting Documents	Remarks							
Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Actual	Rating									
SM 7	Percentage of License and Registration Applications Processed Within the Prescribed Period																
	a. Pilot Licenses																
	New	No. of issuances made within the prescribed time (as approved by ARTA) / No. of applications x 100	4%	Actual / Target	100%	89.72%	3.59%	91.13%	3.65%	CAAP CY 2022 ARTA Airmen License Report	<table><tr><th>Processed within the Prescribed Time</th><th>Total applications</th><th>%</th></tr><tr><td>3,296</td><td>3,617</td><td>91.13%</td></tr></table>	Processed within the Prescribed Time	Total applications	%	3,296	3,617	91.13%
	Processed within the Prescribed Time	Total applications	%														
	3,296	3,617	91.13%														
	Renewed		4%	100%	85.51%	3.42%	90.81%	3.63%	<table><tr><th>Processed within the Prescribed Time</th><th>Total applications</th><th>%</th></tr><tr><td>1,768</td><td>1,947</td><td>90.81%</td></tr></table>	Processed within the Prescribed Time	Total applications	%	1,768	1,947	90.81%		
	Processed within the Prescribed Time	Total applications	%														
	1,768	1,947	90.81%														
b. Mechanic Licenses																	
New	No. of issuances made within the prescribed time (as approved by ARTA) / No. of applications x 100	3%	Actual / Target	100%	93.61%	2.81%	95.14%	2.85%	CAAP CY 2022 ARTA Airmen License Report	<table><tr><th>Processed within the Prescribed Time</th><th>Total applications</th><th>%</th></tr><tr><td>979</td><td>1029</td><td>95.14%</td></tr></table>	Processed within the Prescribed Time	Total applications	%	979	1029	95.14%	
Processed within the Prescribed Time	Total applications	%															
979	1029	95.14%															
Renewed		3%	100%	83.49%	2.50%	92.87%	2.79%	<table><tr><th>Processed within the Prescribed Time</th><th>Total applications</th><th>%</th></tr><tr><td>794</td><td>855</td><td>92.87%</td></tr></table>	Processed within the Prescribed Time	Total applications	%	794	855	92.87%			
Processed within the Prescribed Time	Total applications	%															
794	855	92.87%															

Processed within the Prescribed Time	Total applications	%
3,296	3,617	91.13%

Processed within the Prescribed Time	Total applications	%
1,768	1,947	90.81%

Processed within the Prescribed Time	Total applications	%
979	1029	95.14%

Processed within the Prescribed Time	Total applications	%
794	855	92.87%

Components					GOCC Submission		GCG Validation		Supporting Documents	Remarks								
Objective/Measure		Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Actual	Rating									
SM 8	c. Aircraft Certificate of Registration																	
		New	No. of issuances made within the prescribed time (as approved by ARTA) / No. of applications x 100	3%	Actual / Target	100%	76.36%	2.20%	84.91%	2.55%	CAAP 2022 Accomplishment Report on Approved Applications for Aircraft Certificate of Registration	<table><tr><th>Processed within the Prescribed Time</th><th>Total applications</th><th>%</th></tr><tr><td>135</td><td>159</td><td>84.91%</td></tr></table>	Processed within the Prescribed Time	Total applications	%	135	159	84.91%
		Processed within the Prescribed Time	Total applications	%														
	135	159	84.91%															
	Renewed		3%	100%	100%	3.00%	100.00%	3.00%	<table><tr><th>Processed within the Prescribed Time</th><th>Total applications</th><th>%</th></tr><tr><td>831</td><td>831</td><td>100%</td></tr></table>	Processed within the Prescribed Time	Total applications	%	831	831	100%			
	Processed within the Prescribed Time	Total applications	%															
831	831	100%																
Implementation of Safe and Secured Information Systems	Actual Accomplishment		2%	Actual / Target	a. 100% Completion of Phase 2	100% Completion of Phase 2	2.00%	100% Completion of Phase 2	2.00%	Screenshots of features integrated on the website	Through an email dated 01 March 2022, Landbank of the Philippines (LBP) confirmed that CAAP was already enrolled as a merchant in the Landbank's Linkbiz Portal.  Further supporting documents include screenshots of the walkthrough of the payment portal including payment order, official receipt, and email notification.							
			2%	Actual / Target	b. Establish Baseline	Not Determined	2.00%	0.06% of Collected Fees Were Received Online	2.00%	- Data Transaction Warehouse History  - Data Collection Summary 2022	<table><tr><th>Item</th><th>Amount</th></tr><tr><td>Online Collections</td><td>12,027.60</td></tr><tr><td>Total Transactions</td><td>19,135,793.09</td></tr><tr><td>Baseline</td><td>0.06%</td></tr></table>	Item	Amount	Online Collections	12,027.60	Total Transactions	19,135,793.09	Baseline
	Item	Amount																
Online Collections	12,027.60																	
Total Transactions	19,135,793.09																	
Baseline	0.06%																	



Components					GOCC Submission		GCG Validation		Supporting Documents	Remarks																																			
Objective/Measure		Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Actual	Rating																																				
SO 5	Safe and Efficient Management of Airspace																																												
	SM 9	Number of Accomplished Steps for the Transition to Aeronautical Information System (AIM) System	Actual Accomplishment	1.5%	Actual / Target	State AIS / AIM Accomplishments – 15 out of 21 (including Position Steps 5 and 7)	10 out of 18 Accomplished Steps	0.75%	10 out of 18 Accomplished Steps	2.73%	- CAAP Memorandum re: Comments re: AIS to AIM 2023 PES Target  -PH AIS-AIM Implementation Plan  - Letters of Agreements with Air Traffic Service facilities	The two 2022 targets refer to the same thing since CAAP relayed that the number of position steps for the regional implementation status of AIM was changed by ICAO from 21 to 18 in July 2021. Thus, for 2022, the final target was to have 11 out of 18 steps with 100% completion as regards the transition from AIS to AIM.  CAAP achieved a total of ten (10) steps at 100% completion, as follows: <table><tr><th>No.</th><th>Step</th><th>Progress (as of 2022 yearend)</th></tr><tr><td>1</td><td>P-01</td><td>100%</td></tr><tr><td>2</td><td>P-04</td><td>100%</td></tr><tr><td>3</td><td>P-05</td><td>100%</td></tr><tr><td>4</td><td>P-06</td><td>100%</td></tr><tr><td>5</td><td>P-08</td><td>100%</td></tr><tr><td>6</td><td>P-09</td><td>100%</td></tr><tr><td>7</td><td>P-10</td><td>100%</td></tr><tr><td>8</td><td>P-12</td><td>100%</td></tr><tr><td>9</td><td>P-13</td><td>100%</td></tr><tr><td>10</td><td>P-16</td><td>100%</td></tr></table>	No.	Step	Progress (as of 2022 yearend)	1	P-01	100%	2	P-04	100%	3	P-05	100%	4	P-06	100%	5	P-08	100%	6	P-09	100%	7	P-10	100%	8	P-12	100%	9	P-13	100%	10	P-16	100%
			No.	Step	Progress (as of 2022 yearend)																																								
	1	P-01	100%																																										
2	P-04	100%																																											
3	P-05	100%																																											
4	P-06	100%																																											
5	P-08	100%																																											
6	P-09	100%																																											
7	P-10	100%																																											
8	P-12	100%																																											
9	P-13	100%																																											
10	P-16	100%																																											
Actual Accomplishment	1.5%	Actual / Target	Regional Implementation Status of AIM Expectations (11 out of 18)	1.50%																																									
SM 10	Implementation of AIDC (ATS Interfacility Data Link Communications)	Actual Accomplishment	1.5%	All or Nothing	AIDC Implementation between Manila and:  a. Oakland ACCs	1.50%	Not Accomplished (Only Phase 1 Completed)	0.00%	Signed Memorandum of Understanding between Manila Area Control Center (ACC) and Oakland Air Route Traffic Control Center (ARTCC)	CAAP completed Phase 1 of the Operational Trial with Oakland, USA ACCs as evidenced by the submitted Memorandum of Understanding (MOU) effective 30 November 2022 signed by both Manila ACC and Oakland Air Route Traffic Control Center.  As for the Ho Chi Minh ACC, CAAP noted that “Ho Chi Minh is not ready to continue the implementation of AIDC with																																			



Components						GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Actual	Rating		
			1.5%	All or Nothing	b. Ho Chi Minh ACCs		1.50%	Not Accomplished	0.00%	N/A	<p>Manila due to some technical issues experienced during the testing period." No supporting document was provided for the AIDC implementation with Ho Chi Minh ACC.</p> <p>CAAP failed to hit the target for both Oakland and Ho Chi Minh ACC since Oakland was only at Phase 1 of the implementation and several tests have to be made prior to the actual implementation of the AIDC implementation while Ho Chi Minh no longer responded to CAAP's communication.</p>
	SM 11	Air Traffic Flow Management (ATFM)/ Collaborative Decision Making (CDM) Implementation for High Density Airports, and Achieve Level 3 Compliance for Regional MultiNodal	Actual Accomplishment	3%	All or Nothing	Subscription to an ATFM System Tool Suited for ATFM/CDM and Multi-Nodal (Level 3) ATFM)	Failed Bidding	0.00%	Not Accomplished	0.00%	<p>The Bids and Awards Committee (BAC) declared the bidding process as a failure due to non-observance of the timeline for the Metron Aviation, Inc. to submit the required bidding documents.</p> <p>The BAC further decided that Metron Aviation, Inc. must have a local counterpart, particularly in the event of contract signing. Also, it was decided that there should be an existing local office to physically represent them.</p> <p>In view of this status as of the end of 2022, the procurement did not push through and CAAP noted that there would be no progress for this target in 2023.</p> <p>- CAAP Consolidated 2022 Whole Year Monitoring Report</p> <p>- Letter from CAAP to Metron Aviation Inc.</p>
	Sub-total		38%				27.00%		25.20%		

7



Components							GOCC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure			Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Actual	Rating		
LEARNING AND GROWTH	SM 12	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	4%	All or Nothing	Board-Approved Competency Model	Not Accomplished	0.00%	Not Accomplished	0.00%	- CAAP Consolidated 2022 Whole Year Monitoring Report	The procurement of consultancy services for the Establishment of the Competency Framework is currently under bidding as of end of December 2022.
	Sub-total			4%				0.00%		0.00%		
	TOTAL			100%				76.86%		73.29%		

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