



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			Back Harris	GOCC Subn	nission	GCG Valid	ation	Supporting	Remarks
	Objecti	ive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	
	SO 1	Standard Aviatio	n Safety and So	ecurity								
		Ensure Standard Av	viation Safety and	Security								
SOCIAL IMPACT	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 Questions (PQs), this score was adjusted to 68.99% in December 2023. CAAP has raised concerns regarding the target set at "Higher than Global Average" with an All or Nothing rating scale, arguing that it is inequitable as improvements made in various Critical Areas are not recognized unless verified by an International Civil Aviation Organization (ICAO) Universal Safety Oversight Audit Programme (USOAP) Audit. The schedule for USOAP Audits is not consistent and relies on requests from States to ICAO. It is essential to acknowledge that the revision of Protocol Questions has led to CAAP's El score falling below the global average. Despite CAAP's diligent efforts to improve, the numerical rating will not be updated until an ICAO audit is conducted. The inability of CAAP to meet the target is deemed beyond its control, attributed to the absence of an ICAO audit—a decision made solely by the ICAO—and the revisions to the Protocol Questions within the USOAP, which have

		Components				GOCC Subm	ission	GCG Valida	tion	Supporting Remarks Documents	
Object	ive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
											resulted in a score below the gloaverage. 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 enhancing the Simplementation level 2023, CAAP undertool series of continuupdates to the gap analythroughout the year. Ereview led to subsequipdates, with the fupdate completed December 2023. Whene a gap was address CAAP conducted evaluation to quantify results based on overprogress. Based on the report, Philippines is at Lever States having defined action plan for all implemented question plan for all implemented question. CAAP accomplished its target the year.

	Bration Harris	Components				GOCC Subi	nission	GCG Validat	ion	Supporting	Remarks
Objecti	ve/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 ICAO standards.
		Subtotal	25%				15.00%		15.00%		
SO 2	Provide Reliable	Service to Stak	ceholde	rs							
SM 2	Percentage of Satis	fied Customers									
	a. Passengers		3%		90%			Non-Compliant		- Email dated 6 June 2024	ARTA's remark on CAAP's Clien Satisfaction Measurement (CSM Report confirms the submission of the CSM only on 02 May 2024.
	b. Local Airport Authorities	Number of Respondents who gave at	1%		90%			with the guidelines of ARTA-GCG		from ARTA regarding the compliance	may be recalled that the deadline for GOCCs to submit their 2023 CSM to ARTA was 15 April 2024.
	c. Concessionaires	least a Satisfactory rating / Total number of respondents	1%	Actual / Target	90%	79.40%	3.80%	JMC No. 1, s. 2023, ARTA M.C. 2022-05, and ARTA M.C. 2023-05	0.00%	status of GOCCs covered by Republic Act No. 10149 for 2023 CSM	Moreover, it is important to point ou that even if CAAP had submitted the CSM on time, they would sti have earned zero points from the measure, as the Service Qualit Dimension (SQD) 0 result shower 79.40% satisfied customers, below the minimum 80% required to receive a rating for this measure.
		Subtotal	5%				3.80%		0.00%		
			700000000000000000000000000000000000000	CONTRACTOR STATES STATES			A PARTICIPAL PARTY				

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		Components				GOCC Subm	ission	GCG Valida	tion	Supporting	Rema	rks
Objectiv	ve/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents		
											Items	Amount
											Business Revenue	200,384,768
		Business								COA-Audited	Service Revenue	9,917,521,53 2
		Revenue +								2023 Financial	Interest Income	192,835,661
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 61
		Interest Income								CAAP	CAAP reported a P10.31 billion for surpasses the a P1.74 billion, variance of 20.3 target.	2023. This figure nnual target by representing a
											Items	Amount
										COA-Audited	Net Loss After Tax (but before subsidy and Other Comprehensive Income)	1,307,512,458
	Earnings Before Interest, Taxes,	Net Income + Interest +		A -4 1 /						2023 Financial Statements	Income Taxes	406,712,08
SM 4	Depreciation and	Taxes +	10%	Actual / Target	₱2.291 Billion	₱ 4.602 Billion	10.00%	₱4.170 Billion	10.00%	(FS) and	Depreciation	2,453,991,85
	Amortization (EBITDA)	Depreciation + Amortization								Notes to FS of CAAP	Amortization 2022 Gross Income	2,065,40 4,170,281,80
											CAAP surpassed year with a accomplishment more than the tar	2023 EBITD that is 90.30°
SM 5	Budget Utilization R	Rate										

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Validated 2023 Performance Scorecard

			Components				GOCC Subr	nission	GCG Valid	ation	Supporting	Rema	arks
N.	Object	ive/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
											- Statement of	Obligation Rate	100%
											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	subsidy for MOC more readily avai disburse compare subsidy intended programs.	by obligating and 100 million total of from the national 2023. During the AAP Head Office, at DBM allowed the £100 million DE which made it lable for CAAP to ed to government of for plans and
e)		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 Utilizati For Item MOOE CO Total Item MOOE CO Total	on as per DBM m 706 DBM- Approved COB 3,806,666,843 1,143,988,157 4,950,655,000 2023 Utilized 3,706,667,000 779,074,000 4,485,741,000

	Harrier I		Components	<u> </u>			GOCC Subm	ission	GCG Valida	tion	Supporting	Rem	arks
	Objecti	ive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents		
												Item	2023 Utilization
	T.											MOOE	97.37%
												со	68.10%
												Total	90.61%
			Subtotal	33%				33.00%		33.00%			
	SO 4	Established Qua	lity Managemen	t 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 and ISO certification As of 31 December for certifying bod started. Due to the lack Certificate in rated zero for the second started second sec	sented the list of ctivities for the n made in 2023. Imber 2023, the or the third-party y had still not of an actual ISO 2023, CAAP is his measure due Nothing" rating
ERN		Percentage of Licer	nse and Registration	on Applic	ations Proce	ssed Within the Pre	scribed Period						
Ī		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	Prescribe ap	Total pplicatio % ns 3,762 94.95%

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		Components			Bally by	GOCC Subm	ission	GCG Valid	ation	Supporting		Remarks	
Obje	ctive/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	THE STATES		
	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 Licen	ses											
	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 2,284	Total application s	% 97.15%
		the prescribed time / No. of		0% = if less than						License Report			
	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	94.46%
	c. Aircraft Certifica	te 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 application s	92.00%

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	aga ar an an an	Components	31-11-1			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 application 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	d Efficient Man	agemer	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

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1			Components	113		VII. 72 - 1 1	GOCC Submi	ission	GCG Validat	ion	Supporting	Remarks
	Objectiv	ve/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating	Documents	
		Aeronautical Information Management (AIM) System			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 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 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. Based on the strict criteria, CAAP did not 100% complete PS-07 so the steps accomplished remain at 10 out 18 as of 2023 yearend.
e e	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 AIDC implementation was signed by Michael Galvan, Air

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Validated 2023 Performance Scorecard

		Barra Kalin	Components	110.15			GOCC Subm	nission	GCG Valida	tion	Supporting	Remarks
	Object	ive/Measure	Formula	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%				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%				0.00%		0.00%		
			TOTAL	100%				76.27%		69.00%		
		EXCI	LUDED WEIGHT	10%			(76.27% ÷	90%)	(69.00% ÷ 9	0%)		
		REM	MAINING TOTAL	90%				84.74%		76.67%		