



02 April 2025

**HON. LT. GEN. RAUL L. DEL ROSARIO (RET.)**  
*Director General*  
**CIVIL AVIATION AUTHORITY OF THE PHILIPPINES**  
MIA Road, Pasay City

**RE: TRANSMITTAL OF 2025 CHARTER STATEMENT AND  
STRATEGY MAP AND 2025 PERFORMANCE SCORECARD**

Dear Director General Del Rosario,


This is to formally transmit the 2025 Charter Statement and Strategy Map (**Annex A**) and the 2025 Performance Scorecard (**Annex B**) of the **CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)**, 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's proposed Charter Statement and Strategy Map were RETAINED while the Performance Scorecard submitted through a letter dated 27 December 2024<sup>2</sup> was MODIFIED based on: (i) discussions during the Technical Panel Meeting (TPM) held on 24 January 2025; and (ii) evaluation of revised documents submitted through email, the last of which was submitted on 28 March 2025.<sup>3</sup> However, the CAAP's submission is still incomplete despite follow-ups and thus, no Performance Target Conference was conducted between the GCG and the CAAP. Consequently and in accordance with Item 5 of GCG M.C. No. 2024-01,<sup>4</sup> the GCG finalized the Performance Scorecard based on its own assessment and available documents.


Item 9 of GCG M.C. No. 2024-01 mandates GOCCs to accomplish the requisite Quarterly Monitoring Reports (*i.e.*, PES Form 4) for the calendar year, detailing their progress in accomplishing their performance targets. The Quarterly Monitoring Reports should also disclose any substantial changes in circumstances that were unforeseen during the TPM that may affect the timely achievement of the targets.

**FOR THE 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.

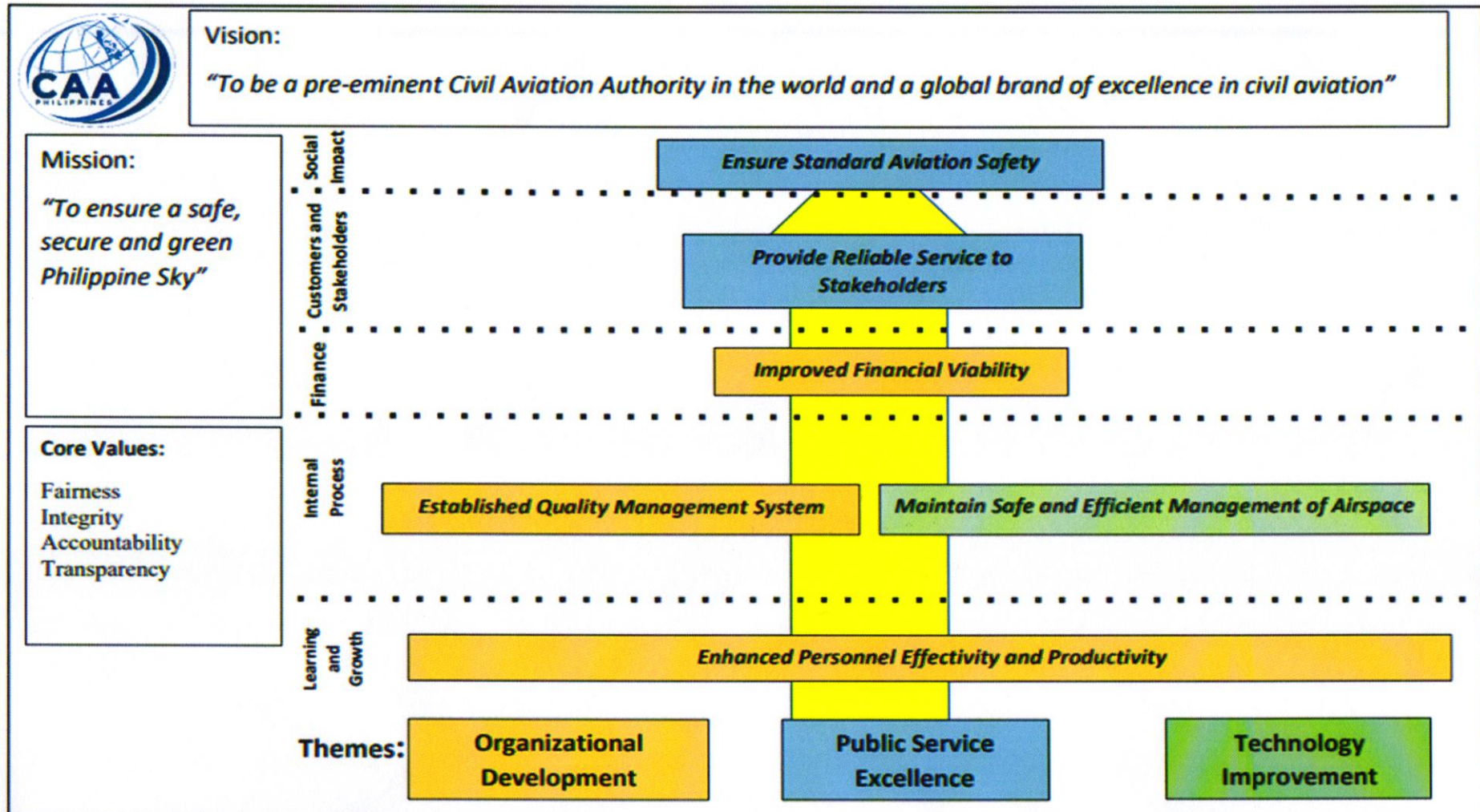
<sup>2</sup> Officially received by the Governance Commission on 27 December 2024.

<sup>3</sup> Officially received by the Governance Commission on 28 March 2025.

<sup>4</sup> ENHANCED PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 28 June 2024.

## 2025 CHARTER STATEMENT AND STRATEGY MAP (ANNEX A)

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





## 2025 PERFORMANCE SCORECARD (*Annex B*)

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

Component					Baseline Data		Targets		
Objective/Measure		Formula	Rating Scale	Wt.	2022	2023	2024	2025	
SOCIAL IMPACT	SO 1	Ensure Standard Aviation Safety							
		International Civil Aviation Organization (ICAO) Standards Maintained							
	SM 1	Effective Implementation Score - Universal Safety Oversight Audit Programme (USOAP)	Actual Accomplishment	Actual / Target	0%	70.52% (Higher than Global Average)	68.99% <i>Measure Excluded</i>	Higher than the Global Average	Higher than the Global Average
	SM 2	State Safety Program (SSP) Implementation Level	Percentage Accomplishment	87% & above - 5% 86% & above - 4% 85% & above - 3% 84% & above - 2% below 84% - 0%	5%	Level 3: 16.7% Implementation of GAP Analysis	Level 3: 45.2% Implementation of GAP Analysis	Level 3: 85% Implementation of GAP Analysis	Level 3: 87% Implementation of GAP Analysis
	SM 3	Absence of Significant Safety Concerns (SSCs) under the USOAP Continuous Monitoring Approach (CMA)	Actual Accomplishment	All or Nothing	10%	0 SSCs	0 SSCs	0 SSCs	0 SSCs
		Sub-total			15%				

Component					Baseline Data		Targets		
Objective/Measure		Formula	Rating Scale	Wt.	2022	2023	2024	2025	
CUSTOMERS & STAKEHOLDERS	SO 2	Provide Reliable Service to Stakeholders							
	SM 4	Operation and Management of Airports							
		a. Passenger Volume of CAAP-operated Airports	Actual Accomplishment	All or Nothing	5%	N/A	N/A	N/A	Improvement from the 2024 Volume
		b. Number of Airports Privatized	Actual Accomplishment	Actual / Target	5%	N/A	N/A	N/A	2
	SM 5	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%	Not Accomplished	79.40% Non-Compliant	90%	90%
		Sub-total			15%				
FINANCIAL	SO 3	Improved Financial Viability							
	SM 6	Gross Income (in billion Pesos)	Business Income + Service Income + Other Non-Operating Income  (excluding Gains on FOREX and OCI)	Actual / Target	7%	5.938	10.311	11.672	16.617
	SM 7	Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) (in billion Pesos)	Net Income + Interest Expense + Taxes +	Actual / Target	13%	0.460	4.170	2.763	6.332



Component						Baseline Data		Targets	
Objective/Measure			Formula	Rating Scale	Wt.	2022	2023	2024	2025
			Depreciation + Amortization						
FINANCIAL	SM 8	Budget Utilization Rate (BUR)							
		a. GAA Subsidy – Obligation Rate	Amount Obligated/Total GAA Subsidy (Both Current and Continuing)	Actual / Target	1%	100%	100%	90%	90%
		b. GAA Subsidy – Disbursement Rate	Amount Disbursed/Total GAA Subsidy Obligated (Both Current and Continuing)	Actual / Target	2%	93%	100%	90%	90%
		c. Internally Generated Funds (IGF)	Actual Disbursement from IGF/COB from IGF (Both Net of PS Cost)	Actual / Target	3%	24.42%	90.61%	90%	90%
		Sub-total			26%				

Component					Baseline Data		Targets		
Objective/Measure		Formula	Rating Scale	Wt.	2022	2023	2024	2025	
INTERNAL PROCESS	SO 4	Established Quality Management System							
	SM 9	Compliance with Quality Standards (ISO QMS)							
		a. Flight Standards Inspectorate Service (FSIS)	Actual Accomplishment	All or Nothing	3%	Not Accomplished	Not Accomplished	ISO 9001:2015 Certification	ISO 9001:2015 Certification
		b. Administrative and Finance Service (AFS)			3%	N/A	N/A	N/A	ISO 9001:2015 Certification
	SM 10	Percentage of License and Registration Applications Processed Within the Prescribed Period							
		a. Pilot License	No. of issuances made within the prescribed time / No. of applications	Actual / Target 0% = If less than 80%					
		New			2%	91.13%	94.95%	100.00%	100.00%
		Renewed			2%	90.81%	94.79%	100.00%	100.00%
		b. Mechanic License							
		New			2%	95.14%	97.15%	100.00%	100.00%
		Renewed			2%	92.87%	94.46%	100.00%	100.00%
		c. Aircraft Certificate of Registration (COR)							
		New			1%	84.91%	92.00%	100.00%	100.00%
		Renewed			3%	100.00%	98.82%	100.00%	100.00%



Component					Baseline Data		Targets		
Objective/Measure			Formula	Rating Scale	Wt.	2022	2023	2024	2025
INTERNAL PROCESS	SM 11	Number of Information Systems Strategic Plan (ISSP) Deliverables Completed	Actual Accomplishment	Actual / Target	6%	N/A	N/A	N/A	Eight (8)
	SO 5	Maintain Safe and Efficient Management of Airspace							
	SM 12	CAAP Activities to Improve EI Score							
		a. Air Navigation Services (ANS)	Actual Accomplishment	Actual / Target	4%	N/A	N/A	N/A	77
		b. Aerodromes and Ground Aids (AGA)	Actual Accomplishment	Actual / Target	4%	N/A	N/A	N/A	10
	SM 13	Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Actual Accomplishment	All or Nothing	7%	N/A	N/A	N/A	Board-Approved Public Service Continuity Plan (PSCP)
		Sub-total			39%				
LEARNING & GROWTH	SO 6	Enhanced Employee Effectiveness & Productivity							
	SM 14	Percentage of Employees with Required Competencies Met	Actual Accomplishment	All or Nothing	5%	Not Accomplished	Not Accomplished	Board-Approved Competency Model	Establish Baseline
		Sub-total			5%				
	TOTAL				100%				

Component				Baseline Data		Targets	
Objective/Measure	Formula	Rating Scale	Wt.	2022	2023	2024	2025
<b>BONUS MEASURES</b>							
Environmental Management System (EMS) Certification (ISO 14001:2015)	Actual Accomplishment	All or Nothing	1%	N/A	N/A	N/A	Pass 2 <sup>nd</sup> Surveillance Audit for Iloilo International Airport
GAD Budget Utilization	Actual Disbursement for GAD-related Activities / Total COB	All or Nothing	1%	N/A	N/A	N/A	5% of Total Budget
<b>TOTAL BONUS</b>			<b>2%</b>				

Annex B Reviewed and Certified Correct by:

  
**KENNETH M. RAFOLS, CPA**  
Director III  
Corporate Governance Office B

  
**ORLANDO P. POLINAR**  
Director IV  
Corporate Governance Office B