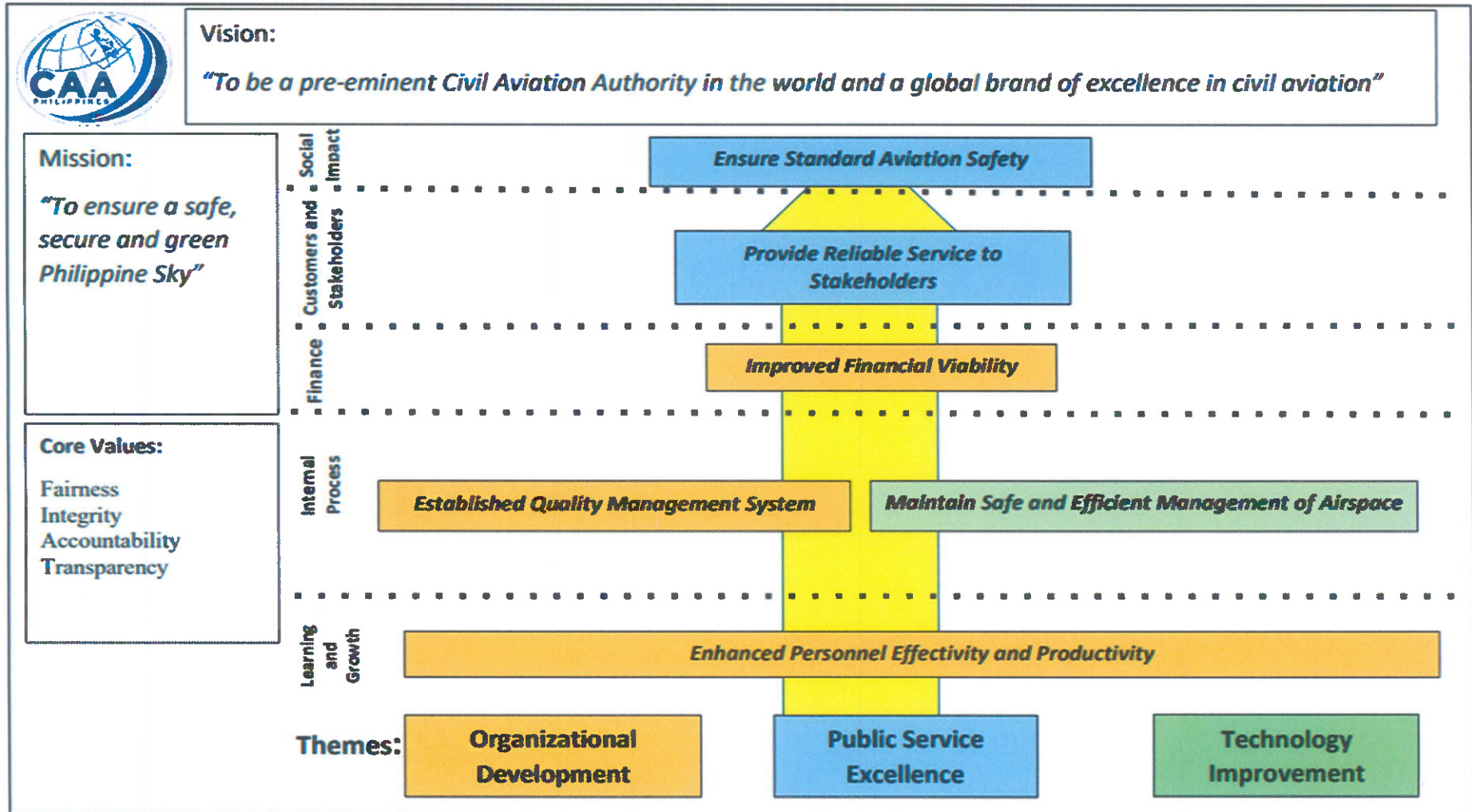


CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)



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	<b>Ensure Standard Aviation Safety</b>							
		<i>International Civil Aviation Organization (ICAO) Standards Maintained</i>							
	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
			<b>Sub-total</b>	<b>15%</b>					

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%
			<b>Sub-total</b>	<b>15%</b>					
FINANCIAL	SO 3	Improved Financial Viability							
	SM 6	Gross Income (in billion Pesos)	Business Income + Service Income + Other Non-Operating Income <i>(excluding Gains on FOREX and OCI)</i>	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	<i>Budget Utilization Rate (BUR)</i>							
	a. GAA Subsidy – Obligation Rate	Amount Obligated/Total GAA Subsidy <i>(Both Current and Continuing)</i>	Actual / Target	1%	100%	100%	90%	90%
	b. GAA Subsidy – Disbursement Rate	Amount Disbursed/Total GAA Subsidy Obligated <i>(Both Current and Continuing)</i>	Actual / Target	2%	93%	100%	90%	90%
	c. Internally Generated Funds (IGF)	Actual Disbursement from IGF/COB from IGF <i>(Both Net of PS Cost)</i>	Actual / Target	3%	24.42%	90.61%	90%	90%
			<b>Sub-total</b>	<b>26%</b>				




Component				Baseline Data		Targets		
Objective/Measure	Formula	Rating Scale	Wt.	2022	2023	2024	2025	
<b>SO 4</b>	<b>Established Quality Management System</b>							
SM 9	<i>Compliance with Quality Standards (ISO QMS)</i>							
	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
INTERNAL PROCESS SM 10	<i>Percentage of License and Registration Applications Processed Within the Prescribed Period</i>							
	a. Pilot License	No. of issuances made within the prescribed time / No. of applications	Actual / Target 0% = If less than 80%					
	<i>New</i>			2%	91.13%	94.95%	100.00%	100.00%
	<i>Renewed</i>			2%	90.81%	94.79%	100.00%	100.00%
	b. Mechanic License							
	<i>New</i>			2%	95.14%	97.15%	100.00%	100.00%
	<i>Renewed</i>			2%	92.87%	94.46%	100.00%	100.00%
	c. Aircraft Certificate of Registration (COR)							
	<i>New</i>			1%	84.91%	92.00%	100.00%	100.00%
	<i>Renewed</i>			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	<b>Maintain Safe and Efficient Management of Airspace</b>							
	SM 12	<i>CAAP Activities to Improve EI Score</i>							
		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)
			<b>Sub-total</b>	<b>39%</b>					
LEARNING & GROWTH	SO 6	<b>Enhanced Employee Effectiveness &amp; Productivity</b>							
	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
				<b>Sub-total</b>	<b>5%</b>				
			<b>TOTAL</b>	<b>100%</b>					

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