

**CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)**  
**Recalibrated 2020 Performance Scorecard**

Component					Baseline Data			Targets	
	Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	2017	2018	2019	2020	
<b>SOCIAL IMPACT</b>	<b>SO 1</b>	<b>Standard Aviation Safety and Security</b>							
		<i>International Civil Aviation Organization (ICAO) Standards Maintained</i>							
	SM 1	a. Universal Safety Oversight Audit Programme (USOAP) - Effective Implementation Score	Actual Percentage	5%	All or Nothing	N/A	70.52% USOAP Effective Implementation (EI) Score	EI Score: 70.52% <i>Global Average: 68.78%</i>	Higher than the Global Average
		b. Effective State Safety Program (SSP) Level	Actual Accomplishment	5%	All or Nothing	N/A	Level 2 SSP Implementation	Level 2	Level 3: Implementation of GAP Analysis
		c. Absence of Significant Safety Concerns (SSCs)	Actual Accomplishment	5%	All or Nothing	0 SSCs	0 SSCs	0 SSCs	0 SSCs
		d. Percentage of International Airports with Aerodrome Certification	Number of International Airports with Aerodrome Certification/ Total Listed International Airports	5%	Actual / Target	N/A	50% (6 out of 12)	6 out of 8 International Airports Certified	<i>7 out of 8 International Airports Certified</i>
<b>Sub-total</b>			<b>20%</b>						
<b>CUSTOMERS / STAKEHOLDERS</b>	<b>SO 2</b>	<b>Reliable Service to Stakeholders</b>							
	SM 2	Percentage of Satisfied Customers**			Actual / Target	N/A	No survey conducted.	<b>85.50%*</b> (3,604 of 4,215)	
		a. Passengers	Number of respondents who	(3%)	0% = If less than 80%			85.44%	Excluded

\* Using the Standard Methodology and Questionnaire developed by GCG.

\*\* Using the Enhanced Guidelines for the Conduct of the CSS prescribed by the GCG.

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	<i>b. Concessionaires</i>	gave at least a Satisfactory rating / Total number of respondents	1%				86.82%	90%	
	<i>c. Local Airport Authorities</i>		1%				50.00%	90%	
	<b>Sub-total</b>		<b>5%</b>						
FINANCIAL	<b>SO 3</b>	<b>Improved Financial Viability</b>							
	SM 3	Gross Income	Business Revenue + Service Revenue + Interest Income	15%	Actual / Target	9.127 Billion	9.527 Billion	10.388 Billion	3.08 Billion
	SM 4	Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	Gross Income Less PS Less MOOE (without depreciation and impairment loss)	15%		5.244 Billion	5.098 Billion	5.203 Billion	1.999 Billion
	SM 5	Budget Utilization Rate	Budget Obligated / Total Budget for Infrastructure Projects	10%	Actual / Target	36.42%	35.27%	51.93%	62%
	<b>Sub-total</b>		<b>40%</b>						
INTERNAL PROCESS	<b>SO 4</b>	<b>Established Quality Management System</b>							
	SM 6	ISO Certification	Actual Accomplishment	5%	All or Nothing	N/A	Quality Manual produced	1. Quality Manual 2. 15 Preparatory Activities, including Readiness Assessment	ISO 9001:2015 Certification

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INTERNAL PROCESS	<i>Percentage of License and Registration Applications Processed Within the Prescribed Period</i>									
	SM 7	a. Pilot Licenses	No. of issuances made within the prescribed time / No. of applications x 100	2.5%	Actual / Target	No available data	91.45%	91.21%	100%	
		<i>New</i>					96.52%	98.19%	100%	
		<i>Renewed</i>								
		b. Mechanic Licenses								
		<i>New</i>				2.5%	No available data	97.09%	92.38%	100%
		<i>Renewed</i>				2.5%	No available data	96.51%	96.64%	100%
		c. Aircraft Certificate of Registration (COR)								
		<i>New</i>				2.5%	No available data	85.97%	85.15%	35%
		<i>Renewed</i>				2.5%	No available data	95.12%	99.48%	80%
INTERNAL PROCESS	SO 5	<b>Efficient Management of Airspace</b>								
	SM 8	Number of Accomplished Steps for the Transition to Aeronautical Information Management (AIM) System	Cumulative Number	5%	Actual / Target	N/A	7 Accomplished Steps out of 21	State AIS AIM Accomplishments (10 out of 21)	State AIS AIM Accomplishments (12 out of 21)	

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	SM 9	Percentage of Performance Based Navigation (PBN) Implementation	Actual Accomplishment	0%	All or Nothing	41.46% (17 out of 41)	85.71% (Percentage of international instrument runways with PBN approach)	Established PBN Procedures in nineteen (19) instrument airports	All international airports with RNAV 1 (ATS surveillance environment) or RNP 1 (ATS Surveillance and non-ATS Surveillance environments); and Standard Instrument Departure (SID) and/or Standard Arrival Routes (STAR).
	SM 10	Number of Automatic Dependent Surveillance-Broadcast (ADS-B) Ground Stations	Percentage of Accomplishment	5%	Actual / Target	N/A	1 ADS-B Ground Station installed in ATMC in Manila.	One (1) ADS-B Ground Station	Percentage of Completion of the Supply/Installation and Integration for the Six (6) new ADS-B Ground Stations Based on Project Schedule
	<b>Sub-total</b>			<b>30%</b>					
LEARNING & GROWTH	SO 6	<b>Enhanced Personnel Effectivity and Productivity</b>							
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	N/A	No accomplishment	No Competency Model approved by CAAP Board and baseline was not established	Board-Approved Competency Model for Unaffected Organizational Units
	<b>Sub-total</b>			<b>5%</b>					
<b>TOTAL EXCLUDED WEIGHTS RECALIBRATED TOTAL</b>			<b>100% (3%) 97%</b>						

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