CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)
Validated 2018 Performance Scorecard

		Objective/Measure	Component				CAAP Submission		GCG Validation		Supporting Documents	Remarks
			Formula	Rating Scale [a/]	Weight	Target	Actual	Rating	Score	Rating		
SOCIAL IMPACT	**SO 1**	**Aviation Safety and Security**										
	SM 1	*International Civil Aviation Organization (ICAO) Standards Maintained*										These measures represent three (3) of the nine (9) major indicators for ICAO Audit of State Safety Briefing applicable to all countries. ICAO generates the data found in the report and provides special access to this dashboard to the Civil Aviation Authority of each country being audited. The Philippines' progress relative to these indicators were validated via walkthrough to the dashboard where the USOAP Effective Implementation, Effective State Safety Program implementation and Significant Safety Concerns were verified. Information therein moves and progresses as soon as ICAO finishes an audit or follow-up audits in one country.
		a. Enhance Safety Oversight Capability to Achieve a Universal Safety Oversight Audit Programme (USOAP) - Effective Implementation Score higher or equal to the Global Average by 2022	Actual Accomplishment	Actual/ Target x Weight	2%	Establish Baseline	70.52% in 2018 (Higher than the Global Average: 60%)	2%	70.52% USOAP Effective Implementation (EI) Score	2%	- State Safety Briefing Report for the Philippines in Regional Aviation Safety Groups – Asia Pacific (RASG-APAC) (Automatically Generated by ICAO/ANB)	
		b. Implement an Effective State Safety Program (SSP)	Actual Accomplishment	Actual/ Target x Weight	2%	Establish Baseline	CAAP Started GAP Analysis (Level 2 out of 4)	2%	Level 2 SSP Implementation	2%		
		c. Absence of Significant Safety Concerns (SSCs) under the USOAP Continuous Monitoring Approach (CMA), and Resolve any future SSCs within the time frame agreed with ICAO	Actual Accomplishment	Actual/ Target x Weight	2%	0 SSCs	0 SSCs	2%	0 SSCs	2%		

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SOCIAL IMPACT		d. Certify All Aerodromes used for International Operations by 2020	Actual Accomplishment	Actual/ Target x Weight	2%	Establish Baseline	International Airports Certified (6 out of 10)	2%	Six (6) International Airports with Aerodrome Certification	2%	- Memorandum from Acting Chief of CAAP-AANSOO listing the certification status of various international airports about Aerodrome Certification - Validation of existing Aerodrome Certification of Manila, Cebu, Clark and Davao International Airports	Airports with Aerodrome Certification as of end of 2018: 1.*Ninoy Aquino International Airport (Manila)* 2. *Mactan Cebu International Airport (Cebu)* 3. *Francisco Bangoy International Airport (Davao)* 4. *Clark International Airport (Pampanga)* 5. *Laoag International Airport (Ilocos Norte)* 6. *Puerto Princesa International Airport (Palawan)*
	SO 2	**Efficient Management of Airspace**										
		Air Navigation Services										
	SM 2	a. Transitioning from Aeronautical Information Service (AIS) to Aeronautical Information (AIM) System;	Actual Accomplishment	Actual/ Target x Weight	1%	Establish Baseline	State AIS AIM Accomplishments (7 out of 21)	1%	40% Total Implementation Progress (7 out of 21 steps done)	1%	- AIM Implementation Tracking Website maintained and generated by ICAO	As of 2018, CAAP has already accomplished 7 out of the 21 steps for Phase 1 and Phase 2, while the other steps in these Phases are still in progress at 50%. All steps for Phase 3 are at 0% or not yet started.
		b. Performance Based Navigation (PBN) Implementation	Actual Accomplishment	Actual/ Target x Weight	1%	Establish Baseline	85.71% out of 100% (Global Average of 70%)	1%	85.71% (Percentage of international instrument runways with PBN approach)	1%	- State Safety Briefing Report for the Philippines in Regional Aviation Safety Groups – Asia Pacific - Validation of the implementation of the PBN Approach in Davao International Airport	According to the ICAO report, Philippine International Airports have 14 instrument runways which have 12 PBN approaches, establishing the PBN implementation at 85.71% for the Philippines. Notably, this is higher than the RASG-APAC average indicated to be at 70%.

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SOCIAL IMPACT	c. Implementation of CNS/ATM - Communication Navigation/Air Traffic Management	Actual Accomplishment	Actual/ Target x Weight	1%	Establish Baseline	Infrastructure 100% complete and functional	1%	Air Traffic Management Center (ATMC) complete and functional	1%	- News items and event photos of the cutover rites of the new ATMC on 17 December 2018 - Memoranda on successful transfer of airspace radar approach control service	Manila and Clark airspace radar approach control services were transferred to the ATMC facility on 15 November and 15 December 2018, respectively.
	d. An Enhanced Level of Civil/Military Cooperation	Actual Accomplishment	Actual/ Target x Weight	1%	Establish Baseline	-	1%	No verifiable accomplishment	0%	N/A	CAAP failed to provide supporting documents to verify actual accomplishment made in 2018 for this measure.
	e. Enhanced Surveillance Capability including Automatic Dependent Surveillance-Broadcast (ADS-B) Technology	Actual Accomplishment	Actual/ Target x Weight	1%	Establish Baseline	ADS-B Ground Stations (1 out of 6)	1%	1 ADS-B Ground Station installed in ATMC in Manila.	1%	- Memorandum from Department Manager of CAAP-ATCAMD on the Progress of the ADS-B Implementation Plan	In December 2018, one (1) ADS-B ground station was installed in ATMC for situational awareness.
	f. Air Traffic Flow Management/ Collaborative Decision Making (CDM) Implementation for high density airports	Actual Accomplishment	Actual/ Target x Weight	1%	Establish Baseline	-	1%	Level 2 Air Traffic Flow Management (ATFM) Nodes	1%	- Narrative Memo by CAAP's Air Traffic Management Unit - ICAO website	ATMF Nodes have three (3) Tiered Participation Level and CAAP is at Level 2 which means that Philippine Air Navigation Service Providers (ANSPs) are capable of receiving and complying with Calculated Take-Off Time.
	g. Common Regional Virtual (CRV) Private Network Implementation for Voice and Data of the Philippines ATM Interconnection	Actual Accomplishment	Actual/ Target x Weight	1%	Establish Baseline	-	1%	No verifiable accomplishment	0%	N/A	CAAP failed to provide supporting documents to verify actual accomplishments made in 2018 for this measure.
	Sub-total			**15%**			**15%**		**13%**		

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SO 3	**Provide Efficient and Reliable Service to Stakeholders**										
SM 3	Percentage of Satisfied Customers	Number of respondents which gave *at least* a Satisfactory rating / Total number of respondents	(Actual/ Target) x Weight *0% = If less than 80%*	5%	90% *(Using the Standard Methodology and Questionn aire developed by GCG)*	Invited third party consultants. Third party consultants submitted their quotations.	3.25%	No survey conducted.	0%	N/A	In June 2018, a Customer Satisfaction Study with budget estimates was proposed to CAAP by several third parties but ultimately, CAAP was not able to hire a third-party consultant in 2018 for the conduct of the Customer Satisfaction Survey.
	Improved Processing of Licenses and Registrations										
	a. Pilot Licenses										
SM 4	*New*	No. of issuances made within the prescribed time / No. of applications x 100	Actual/ Target x Weight	2.5%	90%	91%	2.28%	91.45%	2.5%	-ARTA Licensing Summary Report for 2018 prepared by OIC of CAAP-Licensing and Certification Department - Logbook photocopies of license applications	(see table below)
	Renewed			2.5%		97%	2.43%	96.52%	2.5%		(see table below)

Remarks for New:

Processing Time	No. of Applications
Within 5 days	3,988
Beyond 5 days	373
TOTAL	4,361
% Within Processing Time	91.45%

Remarks for Renewed:

Processing Time	No. of Applications
Within 5 days	1,468
Beyond 5 days	53
TOTAL	1,521
% Within Processing Time	96.52%

CUSTOMERS/STAKEHOLDERS

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<td rowspan="12">CUSTOMERS/STAKEHOLDERS</td>
<td colspan="11">b. Mechanic Licenses</td>
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<td>2.5%</td>
<td rowspan="2">90%</td>
<td>97%</td>
<td>2.43%</td>
<td>97.09%</td>
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<td rowspan="2">- ARTA Licensing Summary Report for 2018 prepared by OIC of CAAP-Licensing and Certification Department
- Logbook photocopies of license applications</td>
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Processing Time	No. of Applications
Within 5 days	1,366
Beyond 5 days	41
TOTAL	1,407
% Within Processing Time	97.09%

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<td>2.5%</td>
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<td>2.40%</td>
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Processing Time	No. of Applications
Within 5 days	83
Beyond 5 days	3
TOTAL	86
% Within Processing Time	96.51%

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<td colspan="11">c. Aircraft Certificate of Registration (COR)</td>
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<td>88%</td>
<td>1.98%</td>
<td>85.97%</td>
<td>2.39%</td>
<td rowspan="2">- Revised Recomputed ARTA Licensing Summary Report (Memorandum from Engineering and Aircraft Registration Division) for Aircraft Certificate of Registration transitioning to nineteen (19) days instead from fifteen (15).</td>
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Processing Time	No. of Applications
Within 19 days	190
Beyond 19 days	31
TOTAL	221
% Within Processing Time	85.97%

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Processing Time	No. of Applications
Within 19 days	779
Beyond 19 days	40
TOTAL	819
% Within Processing Time	95.12%

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SO 4	**Sustained Financial Viability**										

FINANCIAL											
	SM 5	EBITDA	Actual Accomplishment *(in Million Pesos)*	Actual/ Target x Weight	20%	4,726	5,732 (tentative)	20%	5,203	20%	CAAP 2018 Unaudited Financial Statements as submitted to COA.	*(see table below)*

Remarks table for SM 5:

Item	Amount
Net Income *(before subsidy)*	1,953,027,923
Income Tax	837,011,967
Dep. Exp.	2,412,238,479
EBITDA	**5,202,278,369**

	SM 6	Gross Income	Actual Accomplishment *(in Million Pesos)*	Actual/ Target x Weight	20%	10,085	9,403 (tentative)	19%	9,545	18.93%

Remarks table for SM 6:

Income	Amount
Business	9,011,874,933
Service	200,737,908
Interest	207,395,473
Misc.	125,146,535
Gross Income	**9,545,154,849**

	SM 7	Budget Utilization Rate	Budget Obligated/ Total Budget for Infrastructure Projects	Actual/ Target x Weight	10%	80%	54% (tentative)	7%	35.27%	4.41%	- List of all 2018 CAAP projects with allocated budget and total contract amount, certified by CAAP OIC-Finance Dept. Manager

Remarks table for SM 7:

Item	Amount (in '000)
Allocated Budget	1,459,086
Amount Obligated	514,613
BUR	**35.27%**

				Sub-total	**50%**			**46%**		**43.34%**	

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INTERNAL PROCESS	**SO 5**	**Accident Investigation**										
	SM 8	Establishment of an Independent Accident Investigation Authority	Actual Accomplishment	All or Nothing	7%	Establishment of an Independent Accident Investigation Authority	-	7%	No verifiable accomplishment	0%	N/A	CAAP failed to provide supporting documents to verify the actual accomplishments made in 2018 for this measure.
	SO 6	**Implemented Integrated Management System**										
	SM 9	ISO Certification	Actual Accomplishment	All or Nothing	3%	ISO-aligned Documentation on One (1) Core Process	1. Continuous improvement of QMS Manual 2. Ongoing QMS related activities	2%	Quality Manual produced	3%	- Copy of CAAP Quality Manual	The CAAP Quality Policy Manual was made in October 2018 and was recommended for approval but an updated version was created in December 2018.
			Sub-total		*10%*			*9%*		*3%*		
LEARNING AND GROWTH	**SO 7**	**Enhance Employee Effectiveness and Productivity**										
	SM 10	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	All or Nothing a. 2.5% b. 2.5%	5%	a. Board-Approved Competency Model b. Establish Baseline	Procurement of the Third-Party Consultant for Reorganization; Competency framework included on the TOR	3%	No accomplishment	0%	N/A	CAAP was not able to craft a Competency Model approved by its Governing Board. As such, the Authority was not able to assess its employees to determine the baseline of the competencies of CAAP's manpower.
			Sub-total		*5%*			*3%*		*0%*		
			TOTAL		**100%**			**90.22%**		**74.23%**		

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