



Office of the President of the Philippines
GOVERNANCE COMMISSION
 FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
 3/F, BDO Towers Paseo, 8741 Paseo De Roxas, Makati City, Philippines 1226



13 April 2026

HON. GIOVANNI Z. LOPEZ

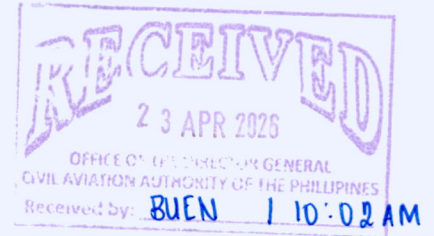
*Acting Secretary, Department of Transportation (DOTr)
 and CAAP Chairperson*

HON. LT. GEN. RAUL L. DEL ROSARIO (RET.)

Acting Director General (DG)

CIVIL AVIATION AUTHORITY OF THE PHILIPPINES

MIA Road, Pasay City



**RE: TRANSMITTAL OF 2026 CHARTER STATEMENT AND
STRATEGY MAP AND 2026 PERFORMANCE SCORECARD**

Dear Secretary Lopez and DG Del Rosario,

This is to formally transmit the 2026 Charter Statement and Strategy Map (**Annex A**) and the 2026 Performance Scorecard (**Annex B**) of the **CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)**, to be posted on the CAAP's website in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The CAAP's proposed Charter Statement and Strategy Map were **RETAINED**, while the Performance Scorecard submitted through a letter dated 29 October 2025² was **MODIFIED** based on: (i) the discussions made during the Technical Panel Meeting (TPM) held on 16 December 2025; and (ii) evaluation of revised documents submitted through a letter dated 09 January 2026.³

Pursuant to Item 9 of GCG M.C. No. 2024-01,⁴ GOCCs are required to accomplish and submit 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 shall likewise 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. GERALDINE MARIE B.
 BERBERABE-MARTINEZ**
Commissioner

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

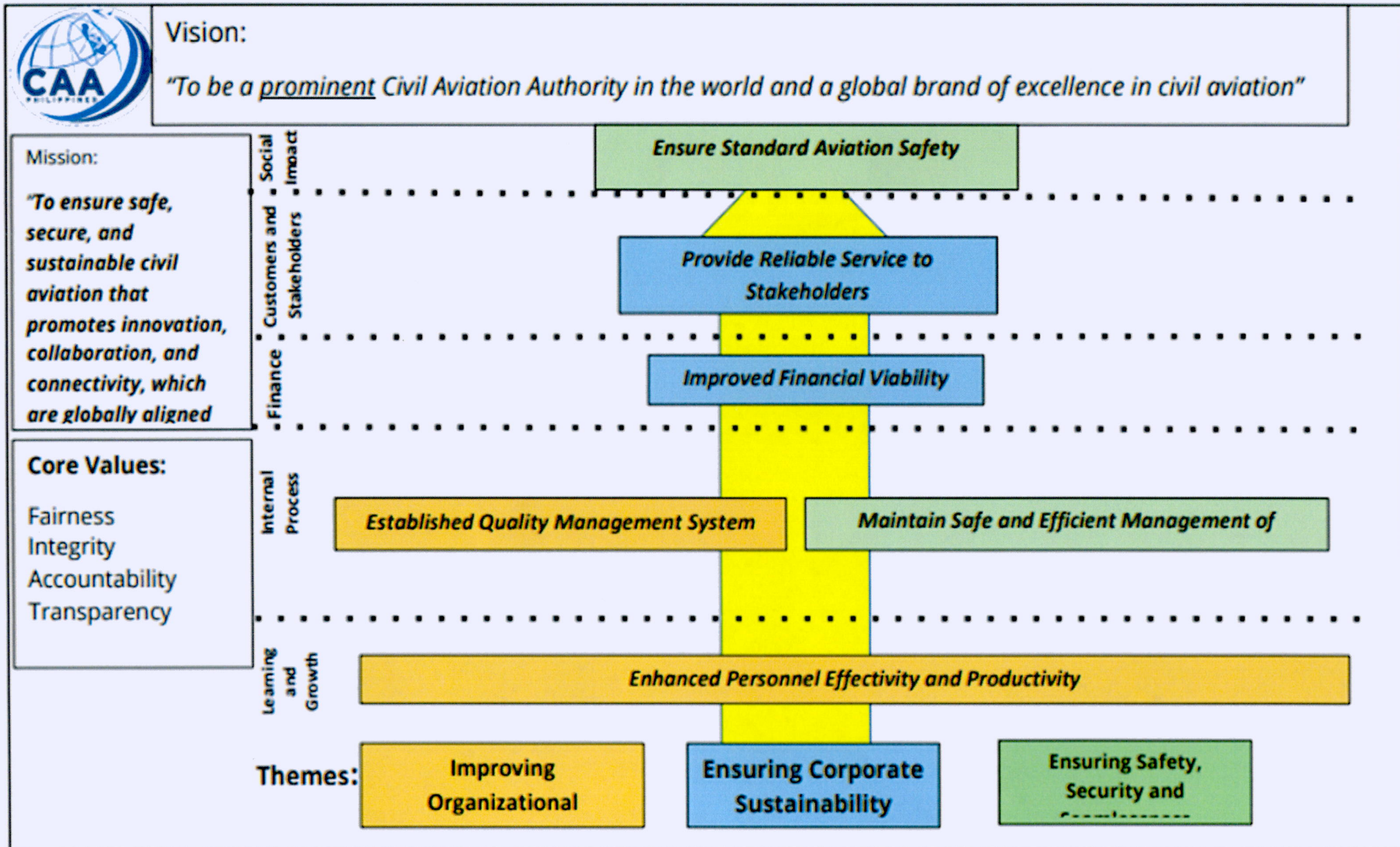
² Officially received by the Governance Commission on 30 October 2025.

³ Officially received by the Governance Commission on 12 January 2026.

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



2026 CHARTER STATEMENT AND STRATEGY MAP
 CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)



**2026 PERFORMANCE SCORECARD
CIVIL AVIATION AUTHORITY OF THE PHILIPPINES (CAAP)**

		Component			Baseline	Targets			
Objective/Measure		Formula	Wt.	Rating System	2023	2024	2025	2026	
SOCIAL IMPACT	SO 1	Ensure Standard Aviation Safety							
	<i>International Civil Aviation Organization (ICAO) Standards Maintained</i>								
	SM 1	Effective Implementation (EI) Score - Universal Safety Oversight Audit Programme (USOAP)	Actual Accomplishment	7.00%	Actual / Target	68.99% Global EI: 69.02% <i>Measure Excluded</i>	Higher than the Global Average	Higher than the Global Average	85% EI Score
	SM 2	State Safety Program (SSP) Implementation Level	Percentage Accomplishment	5.00%	93% & above - 5% 92% & above - 4% 91% & above - 3% 90% & above - 2% Below 89% - 0%	Level 3: 45.2% Implementation of GAP Analysis	Level 3: 85% Implementation of SSP GAP Analysis	Level 3: 87% Implementation of GAP Analysis	Level 3: 93% Implementation of GAP Analysis
	SM 3	Absence of Significant Safety Concerns (SSCs) under the USOAP Continuous Monitoring Approach (CMA)	Actual Accomplishment	8.00%	All or Nothing	0 SSCs	0 SSCs	0 SSCs	0 SSCs
Sub-total			20.00%						
CUSTOMERS/ STAKEHOLDERS	SO 2	Provide Reliable Service to Stakeholders							
	<i>Operation and Management of Airports</i>								
	SM 4	Passenger Volume of CAAP-operated Airports	% Increase in Passenger Volume	6.00%	Actual/Target	N/A	N/A	Improvement from the 2024 Volume	5% Increase from 2025 Passenger Volume
	SM 5	Customer Satisfaction Survey (CSS)	Number of respondents who gave at least a Satisfactory rating / Total number of respondents	6.00%	Actual / Target 0% = if less than 80%	<i>Non-Compliant</i>	90%	90%	90%
Sub-total			12.00%						

Component					Baseline	Targets		
Objective/Measure	Formula	Wt.	Rating System	2023	2024	2025	2026	
SO 3	Improved Financial Viability							
SM 6	Gross Income (<i>in billion Pesos</i>)	% Increase in Total Business Income + Service Income + Other Non-Operating Income (<i>excluding Gains on FOREX and OCI</i>)	8.00%	Actual / Target	10.311	11.672	16.617	6% Increase from 2025 Gross Income
SM 7	Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) (<i>in billion Pesos</i>)	Net Income + Interest Expense + Taxes + Depreciation + Amortization	10.00%	Actual / Target	4.170	2.763	6.332	5.386
FINANCIAL	<i>Budget Utilization Rate (BUR)</i>							
	a. GAA Subsidies – Amounts Obligated (Carry-over)	Total Obligated Subsidy / Total COB from GAA Subsidy (<i>Both Net of PS Cost</i>)	1.00%	Actual / Target	100%	90%	90%	90%
	b. GAA Subsidies – Amounts Disbursed (Carry-over)	Total Disbursement / Total Obligated GAA Subsidy (<i>Both Net of PS Cost</i>)	2.00%	Actual / Target	100%	90%	90%	90%
	c. Internally Generated Funds (IGF)	Actual Disbursement from IGF/ Total COB on IGF (<i>Both Net of PS Cost</i>)	2.00%	Actual / Target	90.61%	90%	90%	90%
Sub-total		23.00%						

	Component				Baseline	Targets			
	Objective/Measure	Formula	Wt.	Rating System	2023	2024	2025	2026	
INTERNAL PROCESS	SO 4 Established Quality Management System								
	<i>Compliance with Quality Standards</i>								
	SM 9	a. ISO 9001:2015 Quality Management System (QMS)	Number of core processes or offices certified under QMS or that have passed surveillance audit	6.00%	Actual/Target	No ISO Certification	ISO 9001:2015 Certification	ISO 9001:2015 Certification	Two (2)
		b. ISO 14001:2015 Environment Management System (EMS)	Number of core processes or airports certified under EMS or that have passed surveillance audit	6.00%	Actual/Target	N/A	N/A	Pass 2 nd Surveillance Audit for Iloilo International Airport (previously under bonus measure)	Two (2)
	<i>Percentage of License and Registration Applications Processed Within the Prescribed Period</i>								
	1. Pilot Licenses								
	SM 10	a. New Applications	No. of issuances made within the prescribed time / No. of applications	3.00%	Actual / Target 0% = if less than 80%	94.95%	100.00%	100.00%	100.00%
		b. Renewal		3.00%		94.79%	100.00%	100.00%	100.00%
		2. Mechanic Licenses							
		a. New Applications	No. of issuances made within the prescribed time / No. of applications	3.00%	Actual / Target 0% = if less than 80%	97.15%	100.00%	100.00%	100.00%
		b. Renewal		3.00%		94.46%	100.00%	100.00%	100.00%
		3. Aircraft Certificate of Registration (CofR)							
	a. New Applications	No. of issuances made within the prescribed time / No. of applications	2.00%	Actual / Target 0% = if less than 80%	92.00%	100.00%	100.00%	100.00%	
	b. Renewal		3.00%		98.82%	100.00%	100.00%	100.00%	

Component					Baseline		Targets		
	Objective/Measure		Formula	Wt.	Rating System	2023	2024	2025	2026
	INTERNAL PROCESS	SM 11	Number of Information Systems Strategic Plan (ISSP) Deliverables	Actual Accomplishment	6.00%	Actual / Target	N/A	N/A	Eight (8)
SO 5 Maintain Safe and Efficient Management of Airspace									
SM 12		Development and Implementation of Disaster Risk Reduction and Management (DRRM) Plan	Total Number of Activities Completed / Total Number of Planned Activities for the Year	5.00%	Actual / Target	N/A	N/A	Board-Approved Public Service Continuity Plan (PSCP)	Implementation of activities in the PSCP
Sub-total			40.00%						
LEARNING AND GROWTH	SO 6 Enhance Employee Effectivity & Productivity								
	SM 13	Percentage of Employees with Required Competencies Met	Actual Accomplishment	5.00%	All or Nothing	Not Accomplished	Board-Approved Competency Model	Establish Baseline	Establish Baseline
	Sub-total			5.00%					
TOTAL			100%						

BONUS STRATEGIC MEASURE AND TARGET										
Component					Baseline		Targets			
FINANCIAL	Objective/Measure		Formula	Wt.	Rating System	2023	2024	2025	2026	
		GAD Budget Utilization Rate		Actual Accomplishment	1%	All or Nothing	N/A	N/A	5% of Total Budget	5% of Total Budget