



Office of the President of the Philippines

**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS  
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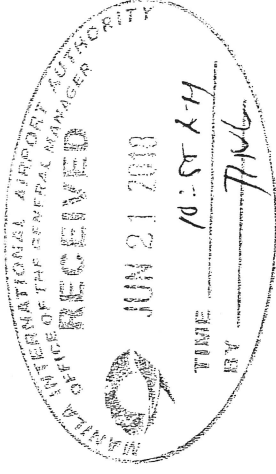


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18 June 2018

**ATTY. ARTHUR P. TUGADE**  
*Chairman and DOTr Secretary*  
**MR. EDDIE V. MONREAL**  
*General Manager*

**MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)**  
MIAA Administration Building, NAIA Complex  
Pasay City



**RE: TRANSMITTAL OF 2018 PERFORMANCE SCORECARD**

Dear Sec. Tugade and GM Monreal,

This is to formally transmit the 2018 Charter Statement and Strategy Map (**Annex A**) and 2018 Performance Scorecard (**Annex B**) of MIAA.

The MIAA proposed Charter Statement, Strategy Map and Performance Scorecard submitted on 23 November 2017 were **MODIFIED** based on the discussions made during the technical working group (TWG) meeting held on 24 November 2017 and evaluation of revised documents submitted on 01 March and 23 May 2018. The 2018 Performance Scorecard shall take effect **IMMEDIATELY**.

We take this opportunity to inform MIAA that Item 5 of GCG Memorandum Circular No. 2017-02 mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter.

In view of the foregoing, MIAA is hereby **DIRECTED** to upload the 1<sup>st</sup> Quarterly Monitoring Report in its website and submit the same together with validating documents necessary for the review and evaluation of the reported accomplishment. MIAA is given **thirty (30) calendar days** from receipt of this letter comply with the said directive.

**FOR YOUR COMPLIANCE.**

Very truly yours,

**SAMUEL G. DAGPIN JR.**

*Chairman*

**MICHAEL P. CLORIBEL**  
*Commissioner*

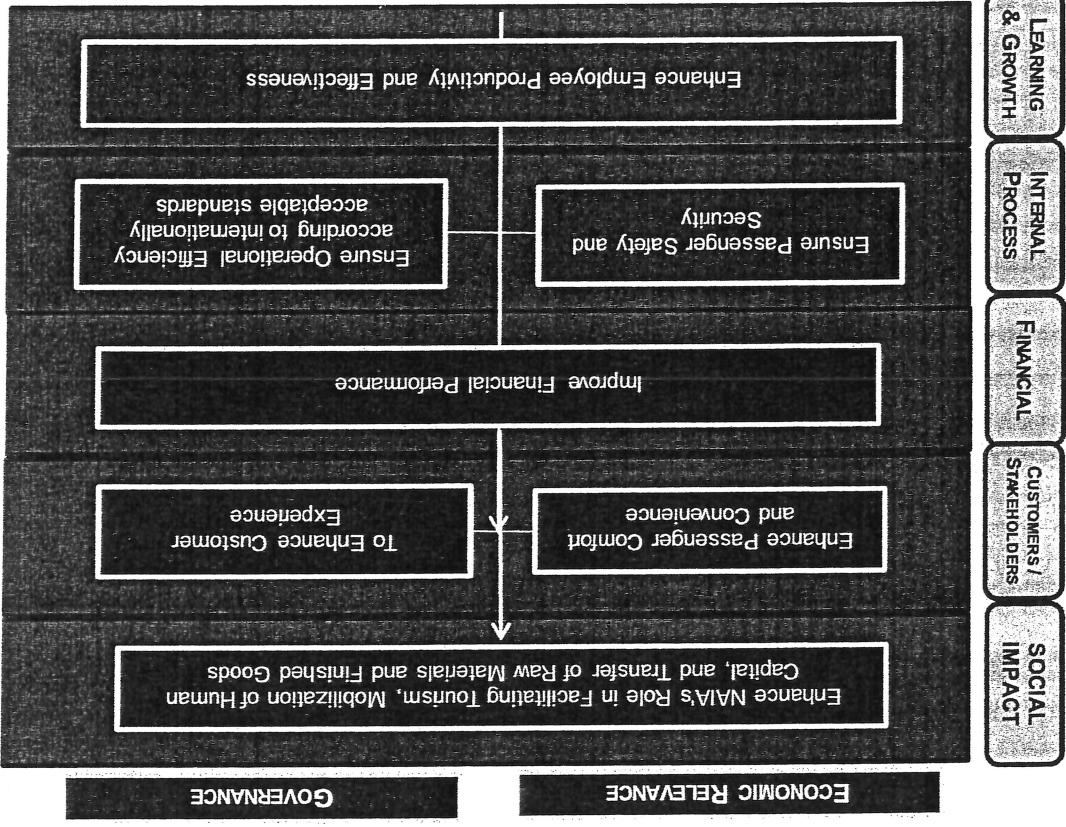
**MARITES CRUZ-DORAL**  
*Commissioner*

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# STRATEGY MAP

## VISION

Manila International Airport Authority, by 2020, will be the leading organization in airport development and management pursuing excellence in customer service, world-class facilities, high quality security and safety standards, to encourage and promote international and domestic air traffic in the Country as a means of making the Philippines a center of international trade and tourism.



MANILA INTERNATIONAL AIRPORT AUTHORITY



MISSION
MIAA commits to uplift the Philippines by providing exceptional airport services through professionalism, unity, and commitment of the management, ensures customer security and continuous development that suits evolving standards at the service of international and local markets.
CORE VALUES
Our cornerstone of airport operation is the continuous strengthening of our core values focusing on Service Excellence, Safety, Integrity and Innovation.
Service Excellence Safety Integrity Innovation

CY 2018 PERFORMANCE SCORECARD (ANNEX B)

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

		Component				Formula		Weight		Rating System <sup>at</sup>		Baseline Data		Target			
		Objective/Measure		Component		Formula		Weight		Rating System <sup>at</sup>		Baseline Data		Target			
												2016		2017			
												2015		2018			
SOCIAL IMPACT																	
Improvement of Terminal Building and Facilities																	
SM 4	a. Implemented Approved Projects	Number of Approved Projects Implemented/	Number of Approved Projects	10%	Actual / Target x Weight	N/A	N/A	N/A	N/A	N/A	N/A	Implemented 10 Approved Projects					
						b. Completed Awarded Projects	Number of Awarded Projects Completed/	Number of Awarded Projects	7%	N/A	N/A	N/A	Completed 7 Awarded Projects				
	Sub-total																
CUSTOMERS & STAKEHOLDERS																	
SM 5	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	24%	Sub-total	(Actual / Target) x Weight	0% = If less than 80%	Commissioned 3rd party surveyor	Data Collection only. No Actual Survey Conducted.	Average Rating of Airline and Airport Concessionaires	90%	(Using the Standard Methodology and Questionnaire developed by GCG)						



Component	Baseline Data				Weight	Formula	Objective/Measure	FINANCE	
	2018	2017	2016	2015				Rating System	Target
SM 6 Gross Revenues	13.13	12.56	11.91	10.41	Actual / Target x	15%	Actual	Gross Revenues	INTERNAL PROCESS
	8.28	7.34	6.86	5.15					
	<b>Sub-total</b>							30%	
SM 7 EBITDA									
SM 8 ISO Certification	ISO 9001:2015 Certified	IQA Report Writing Workshop and Re-Certification to ISO 9001:2008	ISO 9001:2008 Re-certified	ISO 9001:2008 Certified	Internal Audit - 10% Quality Process Inspection - 10% Mgt. Review Report - 10% External Audit - 20% Certification - 50%	5%	Actual	ISO Certification	
SM 9 Improvement of Airside Facilities	Installation of RET at Runway 06/24 (Civil & Electrical) Project	(a) 100% of Pavement Markings Repainted (b) 100% Completion of the Bar at Runway Installation of Stop	N/A	N/A	Actual / Target x Weight	3%	No. of New Facilities or Equipment Installed in the Airside/ Total No. of New Facilities of Equipment	Improvement of Airside Facilities	
SM 10 Percentage of Incidents Responded to within ICAO Standard Time for the following emergences: A. Aircraft - 3 mins B. Security - 10 mins C. Medical - 8 mins	100% Responded to Within ICAO- Prescribed Standard Time	100% Responded to Within the Prescribed ICAO Standard Time: Aircraft - 3 mins Security-related - 10 mins Medical - 12 mins	100%	100%	All or Nothing A. Aircraft - 1% B. Security - 1% C. Medical - 1%	3%	Actual	Percentage of Incidents Responded to within ICAO Standard Time for the following emergences: A. Aircraft - 3 mins B. Security - 10 mins C. Medical - 8 mins	





Objective/Measure		Formula	Weight	Rating System <sup>a/</sup>	2015	2016	2017	2018
Component				Baseline Data				Target
S07	Employee-Driven Productivity and Effectiveness	Sub-total	11%					
		Percentage of Employees Meeting Required Competencies	Actual	5%	N/A	N/A		
SM 11	Meeting Required Competencies	Actual	5%	a. 2.5% b. 2.5%	N/A	N/A		
		Sub-total	5%					
		TOTAL	100%					

LEARNING AND GROWTH

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