

12 February 2020

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 2020 PERFORMANCE SCORECARD

Dear Sec. Tugade and GM Monreal,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2020 Performance Scorecard (**Annex B**) of MIAA. The same is to be posted in MIAA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.¹

The MIAA-proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letter dated 20 November 2019² were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 28 November 2019 and evaluation of revised documents submitted through its letter dated 13 December 2019³ and via email dated 04 February 2020.⁴

We take this opportunity to remind MIAA that Item 5 of GCG Memorandum Circular No. 2017-02⁵ 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. MIAA is requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the 1st Quarter Monitoring Report for 2020.

FOR YOUR COMPLIANCE.

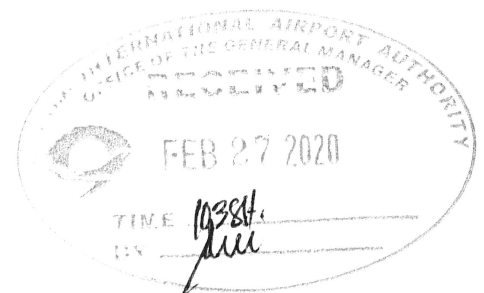
Very truly yours,

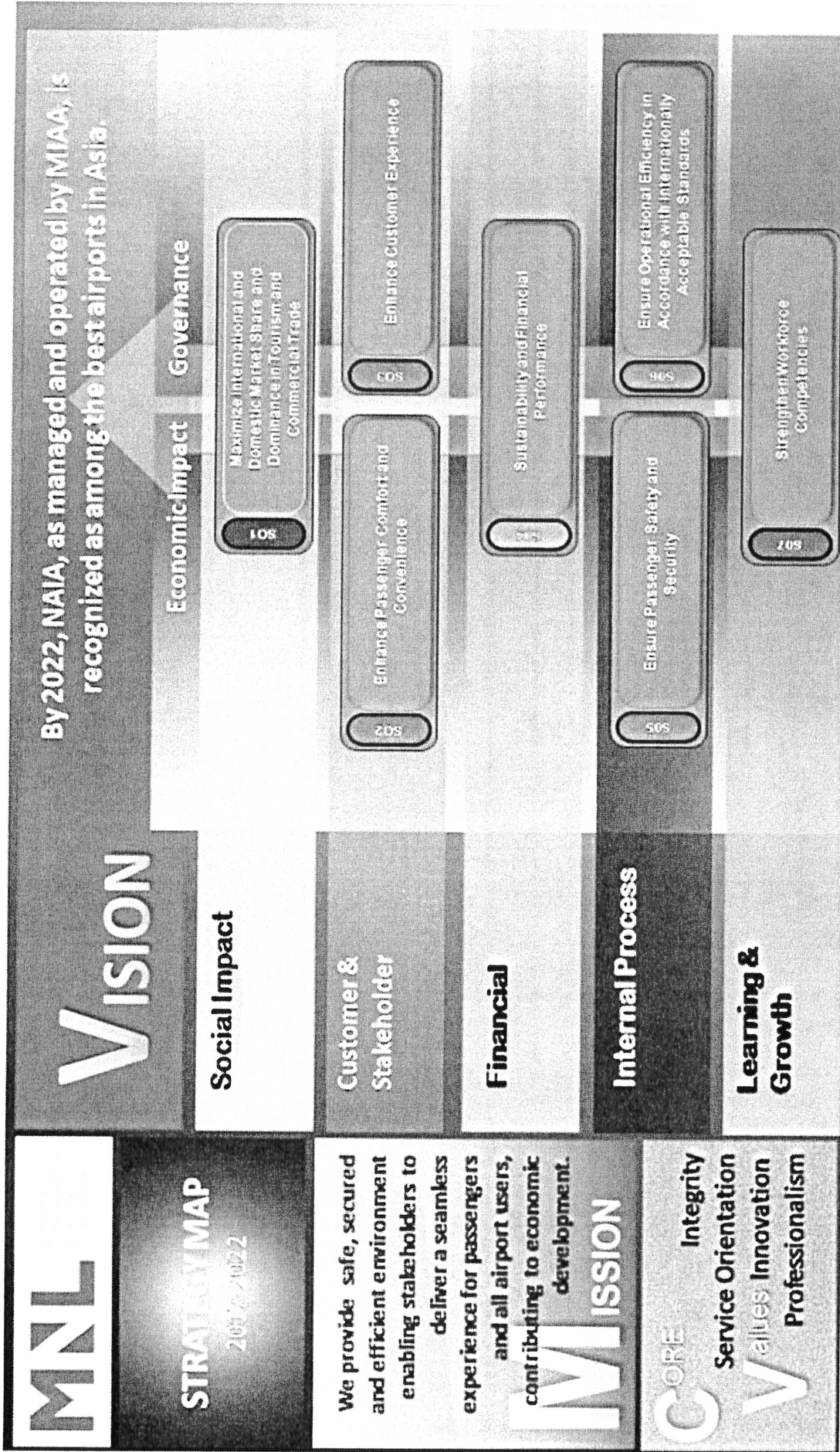
SAMUEL G. DAGPIN JR.
 Chairman


MICHAEL P. CLORIBEL
 Commissioner


MARITES C. DORAL
 Commissioner

¹ CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.
² Officially received by the Governance Commission on 21 November 2019.
³ Officially received by the Governance Commission on 13 December 2019.
⁴ Officially received by the Governance Commission on 04 February 2020.
⁵ INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.





2020 PERFORMANCE SCORECARD (ANNEX B)

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

| Objective/Measure | | Component | | | Baseline Data | | | Targets | |
|-------------------|---|---|------------|-----------------------------|---------------|--|-------------------|----------------------|--|
| | | Formula | Weight | Rating System ^{a/} | 2017 | 2018 | 2019 | 2020 | |
| SO 1 | Maximize International and Domestic Market Share and Dominance in Tourism and Commercial Trade | | | | | | | | |
| SM 1 | Flight Volume | Actual Accomplishment | 10% | Actual / Target | 258,366 | 263,623 | 262,546 | 285,114 ⁱ | |
| SM 2 | Passenger Volume | | 10% | | 42,022,484 | 45,027,125 | 46,902,015 | 48,973,930 | |
| SM 3 | Cargo Volume (MT) | | 10% | | 662,256 | 739,982 | 691,487 | 719,615 | |
| | | Sub-total | 30% | | | | | | |
| SO 2 | Enhance Passenger Comfort and Convenience | | | | | | | | |
| SM 4 | Percentage of Satisfied Customers | Number of respondents which gave at least a Satisfactory rating / Total number of respondents | 5% | Actual / Target | N/A | Contract and Notice to Proceed was granted to the 3 rd Party Surveyor (Kantar Philis) | 90% ⁱⁱ | 90% ⁱⁱⁱ | |
| | a. Passengers | | | | | | | | |
| | b. Airlines | | | | | | | | |
| | c. Concessionaires | | | | | | | | |
| | | Sub-total | 7% | | | | | | |
| SO 4 | Sustainability and Financial Performance | | | | | | | | |
| SM 5 | Gross Revenues | Actual Accomplishment (in Billion pesos) | 15% | Actual / Target | 13.13 | 14.056 | 16.465 | 15.432 | |
| SM 6 | EBITDA | | 15% | Actual / Target | 7.000 | 8.123 | 8.97 | 6.519 | |
| | | Sub-total | 30% | | | | | | |

SOCIAL IMPACT

CUSTOMERS & STAKEHOLDERS

FINANCE

ⁱ Target based on PDP Chapter 19 Results Matrix 2017-2022.

ⁱⁱ Using the Standard Methodology and Questionnaire developed by GCG.

ⁱⁱⁱ Using the Enhanced Standard Guideline on the Conduct of Customer Satisfaction Survey by the GCG.

| Component | | | | Baseline Data | | | Targets | |
|---|---|-----------------------|-----------------------------|---|---|--|---|---|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | 2017 | 2018 | 2019 | 2020 | |
| SO 5 Ensure Passenger Safety and Security | | | | | | | | |
| SM 7 | Percentage of Incidents Responded to within ICAO Standard Time for the following emergencies: A. Aircraft – 3 mins B. Security – 10 mins C. Medical – 8 mins | Actual Accomplishment | 3% | All or Nothing A. Aircraft – 1% B. Security – 1% C. Medical – 1% | Responded to within the Prescribed ICAO Standard Time: - Aircraft – 86% - Security – 100% - Medical – 100% | 100% Responded to Within ICAO- Prescribed Standard Time | 100% Responded to Within ICAO- Prescribed Standard Time | 100% Responded to Within ICAO- Prescribed Standard Time |
| SO 6 Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards | | | | | | | | |
| SM 8 | ISO Certification | Actual Accomplishment | 5% | All or Nothing | IQA Report Writing Workshop and Re-Certification to ISO 9001:2008 | ISO 9001:2015 Certified | Pass Surveillance Audit | Pass Surveillance Audit |
| SM 9 | Process Efficiency Monitoring (PEM) | Actual Accomplishment | 4% | Actual / Target | N/A | N/A | N/A | 8/8 Passenger Processes Standards Met |
| SM 10 | Improvement of Airside Facilities | Actual Accomplishment | 6% | Actual / Target | a. 100% of Pavement Markings Repainted b. 100% Completion of the installation of Stop Bar at Runway | Installation of RET at Runway 06/24 (Civil & Electrical) Project | a. 75% Completion of Phase 1: Repair and Upgrading of Taxiway Charlie b. 100% Completion of the Repair and Overlay of Runway 06/24 | 100% Completion of Repair and Overlay of Runway 13/31 |

| Component | | Baseline Data | | | | Targets | |
|--|--|------------------|-----------------------------------|-------------------------------------|---|---|--|
| Objective/Measure | Formula | Weight | Rating System ^{a/} | 2017 | 2018 | 2019 | 2020 |
| SM 11 Enhanced Responsiveness to Emergencies in the Runway | Actual Accomplishment | 4% | Actual / Target a. 2% b. 2% | N/A | N/A | a. Enter into a Memorandum of Agreement (MOA) with a Third Party on the Use/ Provision of Equipment Required in Cases of Emergency; b. Establishment of Business Continuity Plan (BCP) and Irregular Operations (IROPS) Policy | a. Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Cases of Emergency b. MOA with Stakeholders on IROPS Manual Implementation |
| SM 12 Budget Utilization Rate | Total Amount Utilized / Total Budget for Major Airport Infrastructure Projects | 6% | Actual / Target | N/A | N/A | N/A | 100% |
| SO 7 | | Sub-total | 28% | | | | |
| LEARNING AND GROWTH | | | | | | | |
| SM 13 Percentage of Employees Meeting Required Competencies | Actual Accomplishment | 5% | Actual / Target | Competency Model for Board Approval | a. Board-Approved Competency Model b. 0.57% (7/1226) of MIAA employees met required competencies (only 662 personnel were evaluated) | Twenty percent (20%) of the 325 MIAA Employees That Have Been Assessed with Competency Gaps Will Meet the Required Competencies | 40% of MIAA's Employees Meeting the Required Competencies |
| Sub-total | | 5% | | | | | |
| TOTAL | | 100% | | | | | |

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