



28 March 2023

HON. JAIME J. BAUTISTA

Chairman and DOTr Secretary

MR. CESAR M. CHIONG

General Manager (GM)

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

MIAA Administration Building

MIA Road, Pasay City

**RE: TRANSMITTAL OF 2023 CHARTER STATEMENT AND
STRATEGY MAP AND PERFORMANCE SCORECARD**

Dear Secretary Bautista and GM Chiong,

We respectfully furnish you with the SIGNED 2023 MIAA Charter Statement and Strategy Map (**Annex A**) and Performance Scorecard (**Annex B**).

Your compliance with GCG M.C. No. 2012-07 and GCG M.C. No. 2023-01 will be highly appreciated.

Very truly yours,


Justice ALEX L. QUIROZ (ret.)
Chairperson

cc: Samahan ng Manggagawa ng Paliparan ng Pilipinas (SMPP)

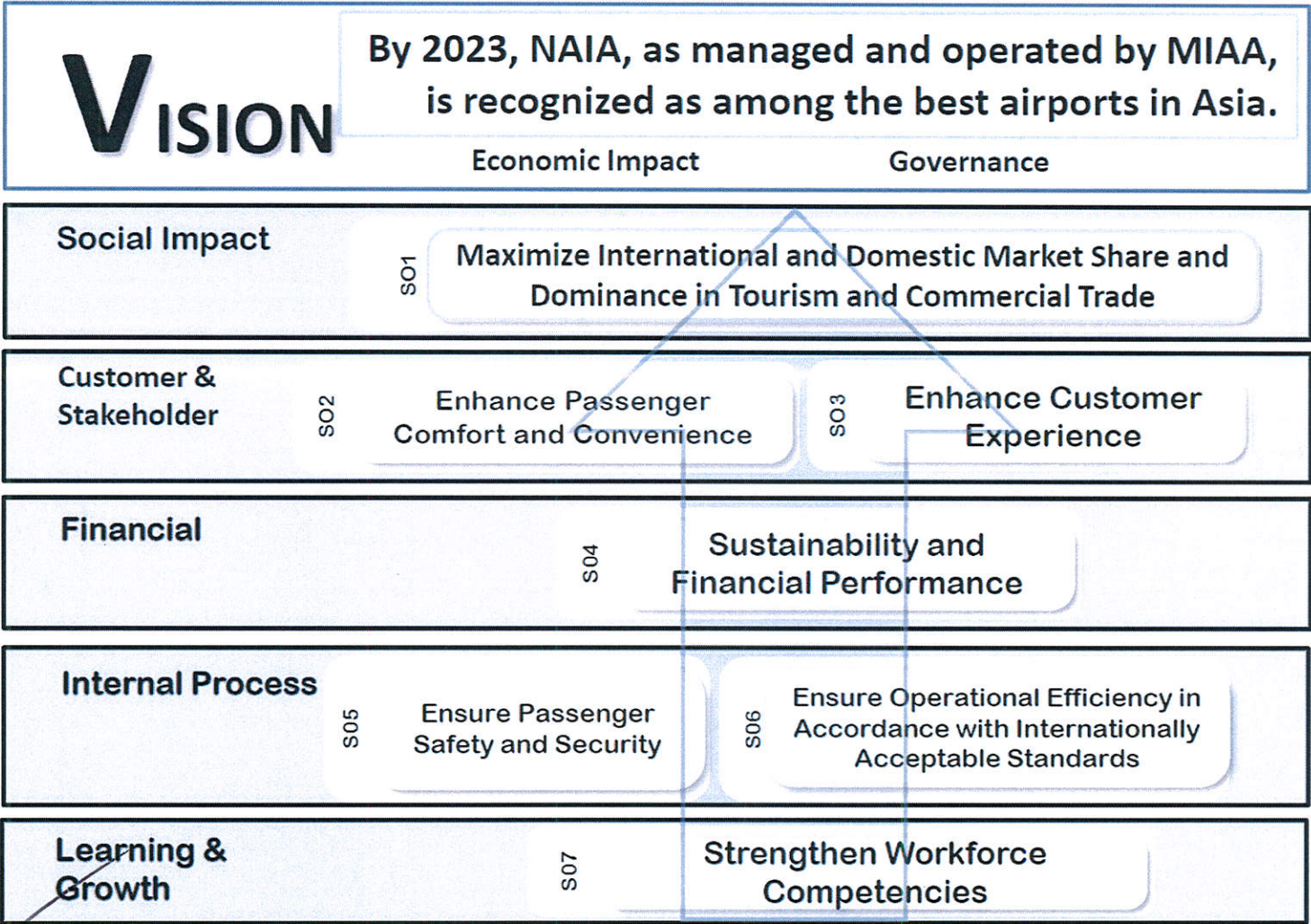


STRATEGY MAP
2017-2023

We provide safe, secured and efficient environment enabling stakeholders to deliver a seamless experience for passengers and all airport users, contributing to economic development.

MISSION

CORE Values
Integrity
Service Orientation
Innovation
Professionalism



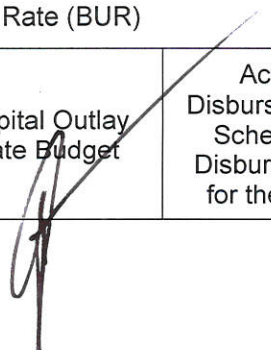
APR 12 2023

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

Component					Baseline Data		Targets		
Objective/Measure	Formula	Rating Scale ^{al}	Weight	2020	2021	2022	2023		
SOCIAL IMPACT	SO 1	Maximize International and Domestic Market Share and Dominance in Tourism and Commercial Trade							
	SM 1	Flight Volume	Actual Volume of Flights	Actual / Target	10%	111,953	121,095	149,477	289,397
	SM 2	Passenger Volume	Actual Volume of Passengers	Actual / Target	10%	11,274,353	8,015,385	9,565,841	39,870,117
	SM 3	Cargo Volume (in metric tons)	Actual Volume of Cargo	Actual / Target	10%	533,956	588,459	622,072	635,123
		Subtotal			30%				
CUSTOMERS & STAKEHOLDERS	SO 2	Enhance Passenger Comfort and Convenience							
		<i>Improvement of Terminal Facilities and Equipment</i>							
	SM 4	a. Renovation of Twelve (12) Units of Comfort Rooms at NAIA Terminal 3 (T3)	Actual Accomplishment	Actual / Target	2%	N/A	N/A	N/A	100% Completion
	b. Installation of Primary Air Unit (PAU) and Air Handling Units (AHUs) at NAIA T3	Actual Accomplishment	Actual / Target	2%	N/A	N/A	N/A	100% Completion	

APR 12 2023

Component					Baseline Data		Targets		
Objective/Measure	Formula	Rating Scale ^{al}	Weight	2020	2021	2022	2023		
SO 3	Enhance Customer Experience								
SM 5	Percentage of Satisfied Customers	Number of Respondents who gave <i>at least</i> a Satisfactory Rating / Total Number of Respondents	Actual / Target 0% = If less than 80%	3%	Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG				
	a. Passengers				Excluded	Excluded	90%	90%	
	b. Concessionaires				88%	89%	90%	90%	
	c. Airlines				93%	83%	90%	90%	
	Subtotal		9%						
SO 4	Sustainability and Financial Performance								
FINANCIAL	SM 6	Gross Revenues (In Billion Pesos)	Business and Service Income + Shares, Donations and Grants + Gains + Other Non-Operating Income	Actual / Target	10%	5.096	4.435	5.045	11.650
	SM 7	EBITDA (In Billion Pesos)	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization		10%	0.775	(715.63)	0.300	3.873
	SM 8	Budget Utilization Rate (BUR)							
	a. MOOE and Capital Outlay (CO) – Corporate Budget	Actual Disbursement / Scheduled Disbursement for the Year	Actual / Target	5%	N/A	100%	90%	90%	



APR 12 2023

Component					Baseline Data		Targets	
Objective/Measure	Formula	Rating Scale ^{af}	Weight	2020	2021	2022	2023	
b. DOTr-downloaded funds	Actual Disbursement / Scheduled Disbursement for the Year	Actual / Target	3%	N/A	N/A	N/A	90%	
Subtotal			28%					
SO 5	Ensure Passenger Safety and Security							
SM 9	<i>Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies:</i>							
	a. Aircraft - 3 mins.	Actual Accomplishment	All or Nothing	1%	100%	100%	100%	100%
	b. Security Related - 8 mins.			1%	100%	100%	100%	100%
	c. Medical - 8 mins.			1%	100%	100%	100%	100%
SM 10	<i>Enhancement of Safety and Security Facilities and Equipment</i>							
	a. Supply and Installation of Seismic Expansion Joints and Covers (Phase 3)	Actual Accomplishment	Actual / Target	2%	N/A	N/A	N/A	100% Completion
	b. Rehabilitation of Security Perimeter Fence Beside PADC Hangar, Back of Sunlight, and MIASCOR Hangars			2%	N/A	N/A	N/A	100% Completion
	c. Updating of Aerodrome Obstacle Charts (Type B)			2%	N/A	N/A	N/A	100% Completion

INTERNAL PROCESS

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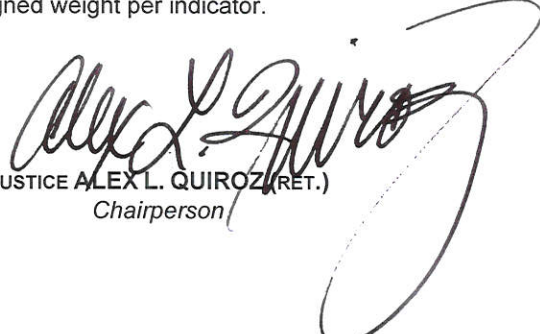
Component					Baseline Data		Targets	
Objective/Measure	Formula	Rating Scale ^{af}	Weight	2020	2021	2022	2023	
SO 6	Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards							
SM 11	<i>ISO Certification:</i>							
	a. ISO 9001:2015 (QMS)	Actual Accomplishment	All or Nothing	5%	Passed 2nd Surveillance Audit	ISO 9001:2015 Recertification	Pass Surveillance Audit	Pass 2 nd Surveillance Audit
	b. ISO 14001:2015 (EMS)			5%	N/A	ISO 14001:2015 Certification	Pass Surveillance Audit	Pass 2 nd Surveillance Audit
SM 12	Enhanced Responsiveness to Emergencies	Actual Accomplishment	Actual / Target	3%	Renewed MOA with a Third Party on the Use / Provision of Equipment Required in Case of Emergency	Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	Renewed Contract with a Third Party on the Use / Provision of Equipment Required in Case of Emergency	Renewed Contract or Agreement with a Third Party on the Use / Provision of Equipment Required in Case of Emergency
						No additional Letter of Agreement (LOA) signed		
SM 13	<i>Improvement of Airside Facilities:</i>							
	a. Construction of Aircraft Rescue and Firefighting Station (ARFF) Permanent Satellite Station	Actual Accomplishment	Actual / Target	3%	N/A	N/A	N/A	100% Completion
	b. Concreting of Taxiway November			3%	N/A	N/A	N/A	50% Project Accomplishment
	Subtotal			28%				

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Component					Baseline Data		Targets		
Objective/Measure		Formula	Rating Scale ^{a/}	Weight	2020	2021	2022	2023	
LEARNING & GROWTH	SO 7	Strengthen Workforce Competencies							
	SM 14	Percentage of Employees Meeting the Required Competencies	Employees Meeting Required Competencies / Total Filled Plantilla as of 2023 yearend	Actual / Target	5%	32.02%	60.07%	80%	100%
		Subtotal			5%				
		TOTAL			100%				

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

For GCG:


JUSTICE ALEX L. QUIROZ (RET.)
 Chairperson

For MIAA:


MR. CESAR M. CHIONG
 General Manager