



08 December 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 RECALIBRATED
2020 PERFORMANCE SCORECARD**

Dear Sec. Tugade and GM Monreal,

This is to formally transmit the Recalibrated 2020 Performance Scorecard (**Annex A**) 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 Recalibrated Performance Scorecard submitted through a letter dated 30 September 2020² was reviewed and evaluated in view of the circumstances brought about by the COVID-19 pandemic, and in accordance with the residual authority of the Governance Commission as stated in GCG M.C. No. 2017-02.³

MIAA is further directed to submit an updated 3rd Quarter Monitoring Report, based on the Recalibrated 2020 Performance Scorecard, **within thirty (30) days** from receipt of this letter.

FOR MIAA'S INFORMATION AND GUIDANCE.

Very truly yours,

cc: COA Resident Auditor – MIAA

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

² Officially received by the Governance Commission on 30 September 2020.

³ INTERIM PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 30 June 2017.

**MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)
Recalibrated 2020 Performance Scorecard**

Component					Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System ^{al}	2017	2018	2019	2020	
SOCIAL IMPACT	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	305,622	89,170
	SM 2	Passenger Volume		10%		42,022,484	45,027,125	48,101,474	9,899,187
	SM 3	Cargo Volume (MT)		10%		662,256	739,982	721,708	288,631
	Sub-total			30%					
CUSTOMERS & STAKEHOLDERS	SO 2	Enhance Passenger Comfort and Convenience							
	SM 4	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents		Actual / Target 0% = If less than 80%	N/A	Contract and Notice to Proceed was granted to the 3 rd Party Surveyor (Kantar Phils)	-	90% ⁱ (excluding Passengers)
		a. Passengers		5%					
		b. Airlines		1%					
		c. Concessionaires		1%					
Sub-total			7%						
FINANCE	SO 4	Sustainability and Financial Performance							
	SM 5	Gross Revenues	Actual Accomplishment (in Billion pesos)	15%	Actual / Target	13.13	14.056	15.169	4.57
	SM 6	EBITDA		15%	Actual / Target	7.000	8.123	8.79	(1.97)
	Sub-total			30%					

* The conducted 2019 CSS did not meet the requirement on Frequency (Timing) of Data Collection and Sample Size under the Standard Methodology and Questionnaire prescribed.

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

Component					Baseline Data			Target	
	Objective/Measure	Formula	Weight	Rating System ^{a/}	2017	2018	2019	2020	
INTERNAL PROCESS	SO 5	Ensure Passenger Safety and Security							
	SM 7	Percentage of Incidents Responded to within ICAO Standard Time for the following emergencies: <i>A. Aircraft – 3 mins</i> <i>B. Security – 10 mins</i> <i>C. Medical – 8 mins</i>	Actual Accomplishment	3%	All or Nothing <i>A. Aircraft – 1%</i> <i>B. Security – 1%</i> <i>C. Medical – 1%</i>	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	Passed Surveillance Audit	Pass Surveillance Audit
	SM 9	Process Efficiency Monitoring (PEM)	Actual Accomplishment	4%	Actual / Target	N/A	N/A	N/A	<i>Excluded</i>
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. 100% 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			Target	
	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. Entered into a MOA with a Royal Cargo, Inc. on the Use/ Provision of Equipment Required in Cases of Plane Overshooting in Runway; b. Approved Irregular Operations (IROPS) Contingency Plan Manual for the NAIA [First Edition, Dec. 2019]	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%
	Sub-total			28%					
LEARNING AND GROWTH	SO 7	Strengthen Workforce Competencies							
	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)	30.28% (340 out of 1,123)	40% of MIAA's Employees Meeting the Required Competencies
	Sub-total			5%					
TOTAL			100%						

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

b/ Include: Landing & Take-Off Fees, Aircraft Lighting Charges, Aircraft Parking Fees (under Landing and Parking Fees) and Passenger Service Charges (under Other Business Income).

