



NOV 05 2020

MR. SAMUEL G. DAGPIN JR.
Chairman
Governance Commission for GOCCs
3/F Citibank Centre, Citibank Plaza,
Paseo de Roxas Cor. Villar St.,
Makati City

Dear Chairman Dagpin:

This is with reference to the GCG Memorandum Circular No. 2017-02 dated 30 June 2017.

In light of this, we respectfully submit our accomplished 3rd Quarter Monitoring Report for CY 2020.

We trust that you will find the document in order.

Thank you.

Very yours truly,

A handwritten signature in blue ink, appearing to read 'Eddie V. Monreal', is written over a blue circular stamp.

EDDIE V. MONREAL
General Manager



MCAO-BUZ97F

MANILA INTERNATIONAL AIRPORT AUTHORITY
MONITORING REPORT OF PERFORMANCE TARGETS for CY 2020

OBJECTIVE / MEASURE	Formula	Weight	Rating System	BASELINE				2020					
				2018	2019	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
S01. Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade													
SM 1	Actual Volume (International & Domestic) Passengers	10.0%		293,981	305,622	71,279 (Original)	61,821	142,557 (Original)	70,850	213,836 (Original)	89,917	285,114 (Original)	
SM 2	Passenger Volume (International & Domestic)	10.0%	Actual / Target X Weight	45,251,506	48,101,474	12,243,483 (Original)	8,872,465	24,486,965 (Original)	9,236,282	36,730,448 (Original)	10,344,455	48,973,930 (Original)	
SM 3	Cargo Volume (International & Domestic)	10.0%		738,697	721,708	179,904 (Original)	131,866	359,808 (Original)	189,441	539,711 (Original)	303,248	719,615 (Original)	
SUBTOTAL								30%					
S02. Enhance Passenger Comfort and Convenience													
CUSTOMERS AND STAKEHOLDERS	Percentage of Satisfied Customers: 5% Passengers 1% Concessionaires 1% Airlines	Number of respondents which gave at least a Satisfactory rating / Total number of respondent	(Actual / Target) x Weight 0% = if less than 80%	90% (using the Standard Methodology and Questionnaire developed by GCG)	The results for the 1st Quarter Conduct of CSS Peel Season: 87% Lean Season: 83%	Finalized and Approved TOR for the 2020 Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	The 3rd Party Survey of CSS and PEM was approved by the GM last February 24, 2020 and was published for bidding on March 10, 2020	Bidding Process / Awarding of Contract	Put on hold due to restrictions on GCO caused by the COVID-19 pandemic	Original Conduct of CSS for Lean Season -Passenger (Lean Season) -Airlines -Concessionaires	For revision of approved TOR since the methodology, the amount of the project and the scope of the survey have been modified	Conduct of CSS: Passenger Peak Season Final Report 90% Revised Conduct of CSS for Lean Season -Airlines -Concessionaires	
				5%			Request for Exclusion due to COVID-19			Revised Conduct of CSS for Lean Season -Airlines -Concessionaires			
				1%									
				1%									
SUBTOTAL								7%					

OBJECTIVE / MEASURE	COMPONENT	BASELINE				2020								
		Rating System	Weight	Formula	2018		2019		2020					
					1st Quarter	2nd Quarter	3rd Quarter	4th Quarter						
					Target	Actual	Target	Actual	Target	Actual				
S04. Sustainability and Financial Performance														
SM 5	Gross Revenues	Actual Data	15%	Actual / Target X Weight	13.13 B	16.465 B	3.87 B (Original) 2.71 B (revised)	3.12 B	7.89 B (Original) 3.07 B (revised)	3.20 B	11.67 B (Original) 3.88 B (revised)	3.79 B	15.432 B (Original) 4.57 B (revised)	-
SM 6	EBITDA	Actual data	15%	Actual / Target X Weight	8.28 B	8.97 B	1.77 B (Original) 1.24 B (revised)	1.70 B	3.53 B (Original) 0.16 B (revised)	1.39 B	5.04 B (Original) 0.918 B (revised)	1.00 B	6.519 B (Original) 1.97 B (revised)	-
Subtotal					30%									
S05. Ensure Passenger Safety and Security														
SM 7	Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies: A. Aircraft – 3 min. B. Security related – 10 min. C. Medical – 8 min.	All or Nothing A. Aircraft – 1% B. Security – 1% C. Medical – 1%	3%	Actual Accomplishment	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	
Subtotal					3%									
S06. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards														
SM 8	ISO Certification 9001:2015	All or Nothing	5%	Actual Accomplishment	ISO 9001:2015 Certified	PASS Surveillance Audit	Conduct of IQA	IQA of Service Level Agreement of Other Agencies conducted on Februar 26 to 28, 2020	Continuous conduct of IQA Request for reconsideration due to COVID-19	Scheduled IQA was put on hold due to COVID-19 pandemic	Management Review and 2nd Surveillance Audit	Conduct of MR and Surveillance Audit was re-scheduled due to pandemic.	Pass Surveillance Audit	Conduct of IQA was continued through virtual / EIOA

OBJECTIVE / MEASURE	Formula	Weight	Rating System	BASELINE		2020							
				2018	2019	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
SM 9 Process Efficiency Monitoring (PEM)	Actual Accomplishment	4%	Actual / Target x Weight	N/A	N/A	Finalized and Approved TOR for the 2020 Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	The 3rd Party Survey of CSS and PEM was approved by the GM last February 24, 2020 and was published for bidding on March 10, 2020	Original: Bidding Process/Awarding of Contract/Commencement of PEM at the Terminals Revised: Request for Exclusion due to COVID-19	Put on hold due to restrictions on GCQ caused by the COVID-19 pandemic	Original: Presentation of PEM results to Management Review Revised: Request for Exclusion due to COVID-19	For exclusion due to Covid-19	Original: Presentation of PEM results to the Management Review Revised: Request for Exclusion due to COVID-19	Original: Presentation of PEM results to the Management Review Revised: Request for Exclusion due to COVID-19
SM 10 Improvement of Airside Facilities Completion Repair and Overlay of Runway 13/31 (Phase 1)	Actual Accomplishment	6%	Actual / Target x Weight	Installation of RET at Runway 06/24 (Civil & Electrical Project)	a. 75% Completion of Repair and Upgrading of Runway, Hotel 1 (H1), Charlie 1 (C1), Charlie 2 (C2), Charlie 3 (C3), Charlie 4 (C4) & Charlie 5 (C5) Phase 1 b. 100% Completion of Repair and Overlay of Runway 06/24	30%	24.29% (Work was suspended effective March 15, 2020 due to ECQ)	55%	88.50%	80%	100% Completed Phase 1 (Bay 4 to 7)	100% Completion Repair and Overlay of Runway 13/31 Phase 1 (Bay 4 to 7)	
SM 11 Enhanced Responsiveness to Emergencies in the Runway a. Renewed Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	Actual Accomplishment	2%	Actual / Target x Weight a. 2%	N/A	a. Enter into a Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Renew MOA with a Third Party on the Use / Provision of Equipment Required in Case of Emergency

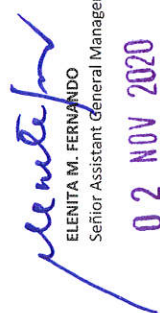
OBJECTIVE / MEASURE	Formula	Weight	Rating System	BASELINE		2020							
				2018	2019	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
b. Memorandum of Agreement to Implement IROPS Manual	Actual Accomplishment	2%	b. 2%	n/a	b. Establishing of Business Continuity Plan (BCP) and Irregular Operations (IROPS) Policy	b. Memorandum of Agreement to Implement IROPS Manual	b. On going coordinations with concerned agencies for the preparation of the Memorandum of Agreement (MOA) to implement IROPS Manual	b. Memorandum of Agreement to Implement IROPS Manual	b. A meeting was held with the AOC Chairman and a copy of the initial draft of the memorandum of agreement to implement IROPS Manual was forwarded to his office	b. Memorandum of Agreement to Implement IROPS Manual	b. Preparation of draft agreement in lieu of MOA	b. MOA with Stakeholders on IROPS Manual Implementation	
SM 12	Subtotal Total Amount Utilized / Total Budget for Major Airport Infrastructure Projects	19% 6%	Actual / Target x Weight	N/A	N/A	28% (Original) 27% (revised)	28%	28%	48%	75%	91%	100.00%	
S07: Strengthen Workforce Competencies													
SM 13	Subtotal Actual Accomplishment	5.0% 100%	Actual / Target x Weight	A. Board approved Competency Model B. Establish Baseline	Twenty percent (20%) of the competency gaps of the 325/1,225 (27%) of MIAA employees have been addressed	10% or 138 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	17% or 276 MIAA employees with competency gaps have been addressed from the total of 1,379 employees	20% or 276 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	17% or 276 MIAA employees with competency gaps have been addressed from the total of 1,379 employees	30% or 414 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	17% or 276 MIAA employees with competency gaps have been addressed from the total of 1,379 employees	40% or 552 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	-
LEARNING AND GROWTH													
TOTAL													

Submitted by:

Recommending Approval by:

Approved by:


ENRICO FRANZISCO B. GONZALEZ
 AGM for Airport Development and Corporate Affairs


ELENITA M. FERNANDO
 Senior Assistant General Manager


EDDIEY MONREAL
 General Manager

Date

Date

Date

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