



MANILA  
INTERNATIONAL  
AIRPORT  
AUTHORITY

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Pasay City, Philippines 1300

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(632) 8877-1109

OCT 27 2021

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

**Dear Chairman Dagpin:**

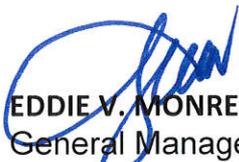
This is with relation to the GCG Memorandum Circular No. 2017-02 dated 30 June 2017, mandating GOCCs to submit a quarterly monitoring report.

In view of this, we respectfully submit our accomplished 3<sup>rd</sup> Quarter Monitoring Report for CY 2021, for your consideration.

We trust that you will find the documents in order.

Thank you.

Very truly yours,

  
**EDDIE V. MONREAL**  
General Manager



MCAO-C865HA

**MANILA INTERNATIONAL AIRPORT AUTHORITY**  
**MONITORING REPORT OF PERFORMANCE TARGETS for CY 2021**  
**3rd Quarter**

COMPONENT					BASELINE		2021									
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter			
						Target	Actual	Target	Actual		Target	Actual	Target	Actual		
<b>SO 1. Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade</b>																
<b>SOCIAL IMPACT</b>	SM 1	Flight Volume	Actual Volume of Flights	10.0%	Actual / Target		89,170	19,510	27,189	42,056	53,350	-	67,832	81,633	96,919	
	SM 2	Passenger Volume	Actual Volume of Passengers	10.0%		48,101,474	9,899,187	1,070,477	1,557,478	2,281,065	3,102,685	-	3,635,121	4,821,519	5,135,416	-
	SM 3	Cargo Volume (in Metric Tons)	Actual Volume of Cargo	10.0%		721,708	288,631	124,495	126,349	255,077	262,302	-	391,386	401,078	533,425	-
	<b>Subtotal</b>		<b>30.0%</b>													
<b>SO 3. Enhance Customer Experience</b>																
<b>CUSTOMERS AND STAKEHOLDERS</b>	SM 4	Percentage of Satisfied Customers:	Number of respondents which gave at least a	Actual / Target 84.42%* <i>*However, did not meet the requirements on GCG Standard Methodology</i>	Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG											
	a. Passengers	Satisfactory rating / Total number of respondents	5.0%		0% = If less than 80%	Excluded*	Finalized and Approved TOR for the 2021 Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	The 3rd Party Survey of CSS was approved on March 18, 2021 Passenger Satisfaction Survey was excluded as per GCG Letter Reply	Bidding Process/ Awarding of Contract	Forwarded CSS Docs to Procurement Division on June 8, 2021	-	Conduct of CSS for lean Season Passenger (Lean)	<ul style="list-style-type: none"> <li>Pre-Test Online platform – September 27, 2021</li> <li>Training of the data collection team was done on September 28, 2021</li> <li>Data collection – September 28, 2021</li> </ul>	Excluded*		
	b. Concessionaires		1.0%		90%							Airlines		90%		
	c. Airlines		1.0%		90%							Concessionaires		90%		
	<b>Subtotal</b>		<b>7.0%</b>													
<b>SO 4. Sustainability and Financial Performance</b>																
<b>FINANCIAL</b>	SM 5	Gross Revenues (in Billion Pesos)	Total Gross Revenues	15.0%	Actual / Target	15.169	4.57	1.17	0.809	2.43	1.73	-	3.79	2.693	5.267	
	SM 6	EBITDA (in Billion Pesos)	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization	15.0%	Actual / Target	8.969	(1.97)	(0.401)	(0.122)	(0.761)	(0.483)	-	(1.02)	(0.615)	(1.288)	
	SM 7	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Airport infrastructure Projects	5.0%	Actual / Target	N/A	100%	25%	24%	50%	52%	-	75%	95%	100%	
	<b>Subtotal</b>		<b>35.0%</b>													

	COMPONENT				BASELINE		2021										
	OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter			
							Target	Actual	Target	Actual		Target	Actual	Target	Actual		
INTERNAL PROCESSES	<b>SO 5. Ensure Passenger Safety and Security</b>																
	<b>SM 8</b>	Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies:															
	A.	Aircraft – 3 mins.	Actual Accomplishment	1.00%	All or Nothing	100% (55 out of 55)	100%	100% 3 mins.	100% 3 mins.	100% 3 mins.	100% 3 mins.		100% mins.	3	100% mins.	3	100%
	B.	Security Related-10 mins	Actual Accomplishment	1.0%	All or Nothing	100% (10,440 out of 10,440)	100%	100% 10 mins.	100% 10 mins.	100% 10 mins.	100% 10 mins.		100% 10 mins.		100% 10 mins.		100%
	C.	Medical – T1,T2,T4 -8 mins. T3 -10 mins.	Actual Accomplishment	1.0%	All or Nothing	100% (223 out of 223)	100%	100% T1, T2 T4 - 8 mins T3 - 10 min.	100% T1, T2 T4 - 8 mins T3 - 10 min.	100% T1, T2 T4 - 8 mins T3 - 10 min.	100% T1, T2 T4 - 8 mins T3 - 10 min.		100% T1, T2, T4:8 mins T3 : 10 min.		100% T1, T2,T4: 8 mins T3 : 10 min.		100%
			<b>Subtotal</b>	<b>3.0%</b>													
	<b>SO 6. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>																
	<b>SM 9</b>	<b>ISO Certification:</b>															
	a.	ISO 9001:2015	Actual Accomplishment	3.5%	All or Nothing	Passed Surveillance Audit	Passed Surveillance Audit	Conduct of IQA	IQA of Service Level Agreement conducted on Feb. 16, 2021.	Continuous Conduct of IQA	Management Review & Certification Audit	-	Management Review and Certification Audit	Management Review – August 4, 2021 Certification Audit of ISO 9001:2015 September 06-08, 2021	ISO 9001:2015 Recertification	-	
	b.	ISO 14001:2015	Actual Accomplishment	3.5%	All or Nothing	N/A	N/A	Conduct of IQA	IQA of Service Level Agreement conducted on Feb. 16, 2021.	Continuous Conduct of IQA	Management Review & Certification Audit		Management Review and Certification Audit	Management Review – August 4, 2021 Certification Audit of ISO 14001:2015 – September 06-08, 2021	ISO 14001:2015 Certification		

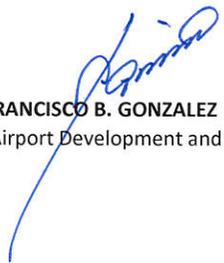
COMPONENT				BASELINE		2021									
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter		
						Target	Actual	Target	Actual		Target	Actual	Target	Actual	
INTERNAL PROCESSES	SM10	Enhanced Responsiveness to Emergencies	Actual Accomplishment	3.0%	Actual / Target	a. Entered into a MOA with Royal Cargo Inc. on the Use/ Provision of Equipment Required in Cases of Plane Overshooting in Runway	a. Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	-	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Contract with a Third Party on the Use/ Provision of Equipment in Case of Emergency
			Actual Accomplishment	3.0%	Actual / Target	b. Approved Irregular Operations (IROPS) Contingency Plan Manual for NAIA (1st Edition, Dec. 2019)	b. MOA with Stakeholders on IROPS Manual Implementation	b. Memorandum of Agreement to Implement IROPS Manual	Office Order No. 012 dated Feb. 2, 2021 was issued on the Creation of NAIA IROPS Contingency Response Committee As of April 2021, we have received an	b. Memorandum of Agreement to Implement IROPS Manual	b. As of 2 July 2021 we have received a total of seventeen (17) LOAs from the airlines. In Addition, cascading of the IROPS Manual was also conducted with the Bureau of Immigration on 17 June 2021	-	b. Memorandum of Agreement to Implement IROPS Manual	b. No additional Letter of Agreement were received as of 06 October 2021. Still a total seventeen(17) LOAs.	b. Letter of Agreement with Airlines on the IROPS Manual
	SM11	Improvement of Airside Facilities: Repair and Upgrading of Taxiway H-1, C-1, C-2, C-3, C-4 and C-5 Package 1: Civil Works (Phase 2)	Actual Accomplishment	4.0%	Actual / Target x Weight	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	30%	45.685% accomplishment	50%	50.175%	-	70%	57.521% (Overall)	100% Completion of Phase 2 (part of Taxiway C-3, and taxiway C-5)
SM12	Electronic Billing System	No. of bills accessed by clients through the web / Total No. of bills	4.0%	Actual / Target	N/A	N/A	Memorandum Informing E-Billing Payment to Concessions & Airport	Memorandum Informing E-Billing Payment to Concessions & Airport Users	Continuous implementation	Total of 7,715 bills processed using FMIS		Continuous implementation	Total of 16,205 bills processed using FMIS	1,600 bills to be Accessed by 600 Clients Through the Web	
		<b>Subtotal</b>	<b>21.0%</b>												

COMPONENT				BASELINE		2021										
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter			
						Target	Actual	Target	Actual		Target	Actual	Target	Actual		
<b>SO 7. Strengthen Workforce Competencies</b>																
LEARNING AND GROWTH	SM13	Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	4.0%	Actual / Target x Weight	30.28% (340 out of 1,123 employees)	40% of MIAA's Employees Meeting the Required Competencies	15% or 216 MIAA employees with competency gaps will be addressed from the total 1,441 employees	29% or 429 MIAA employees with competency gaps were addressed.	30% or 432 MIAA employees with competency gaps will be addressed from the total 1,441 employees	35.81% or 495 MIAA employees with competency gaps were addressed.	-	45% or 648 MIAA employees with competency gaps will be addressed from the total 1,441 employees	52.98% or 729 MIAA employees with competency gaps will be addressed from the total 1,379* employees	60% of MIAA's Employees Meeting the Required Competencies	-
			<b>Subtotal</b>	<b>4.0%</b>												
		<b>TOTAL</b>	<b>100%</b>													

\* based on 1,379 of MIAA employees as of September 30, 2021

Submitted by:

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



Recommending Approval by:

ELENITA M. FERNANDO  
Señior Assistant General Manager

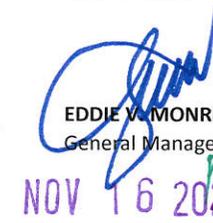
10.26.2021  
Date



Approved by:

EDDIE V. MONREAL  
General Manager

26 OCT 2021  
Date



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Date