



MANILA
INTERNATIONAL
AIRPORT
AUTHORITY

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JAN 28 2022

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 reference 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 4th Quarter Monitoring Report for CY 2021.

Furthermore, we are also submitting our ISO QMS 9001:2015 and EMS 14001:2015 as supporting documents for our certification for Quality Management System (QMS).

We trust that you will find the documents in order.

Thank you.

Very truly yours,


EDDIE V. MONREAL
General Manager



MCAO-CB33A4

MANILA INTERNATIONAL AIRPORT AUTHORITY
MONITORING REPORT OF PERFORMANCE TARGETS for CY 2021
4th Quarter

COMPONENT		BASELINE			2021											
					1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter				
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	Target	Actual	Target		Actual	Target	Actual	Target	Actual		
SO 1. Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade																
SOCIAL IMPACT	SM 1	Flight Volume	Actual Volume of Flights	10.0%	Actual / Target	305,622	89,170	19,510	27,189	42,056	53,350	-	67,832	81,633	96,919	121,095
	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	8,015,385
	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	588,459
	Subtotal		30.0%													
SO 3. Enhance Customer Experience																
CUSTOMERS AND STAKEHOLDERS	SM 4	Percentage of Satisfied Customers:	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	Actual / Target	84.42%*	Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG										
		a. Passengers		5.0%	*However, did not meet the requirements on GCG Standard Methodology	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	<ul style="list-style-type: none"> Pre-Test Online platform – September 27, 2021 Training of the data collection team was done on September 28, 2021 Data collection – September 28, 2021 	Excluded	Excluded	
		b. Concessionaires		1.0%		90%						Passenger (Lean)		90%	CSS has been completed on Dec. 2021. Still awaiting for the Final Technical report from the 3rd surveyor, People Dynamics, IC.	
		c. Airlines		1.0%		90%						Airlines Concessionaires		90%		
	Subtotal		7.0%													
SO 4. Sustainability and Financial Performance																
FINANCIAL	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	3.92
	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)	(0.48)
	SM 7	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Maintenance Contracts	5.0%	Actual / Target	N/A	100%	25%	24%	50%	52%	-	75%	95%	100%	95%
	Subtotal		35.0%													

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		
SO 5. Ensure Passenger Safety and Security																
INTERNAL PROCESSES SM 8	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%	100%	100%	100%	100%	100%	100%	100%	
	B.	Security Related- 10 mins	Actual Accomplishment	1.0%	All or Nothing	100% (10,440 out of 10,440)	100%	100%	100%	100%	100%	100%	100%	100%	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%	100%	100%	100%	100%	100%	100%	100%	
		Subtotal		3.0%												
SO 6. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards																
INTERNAL PROCESSES SM 9	ISO Certification:															
	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	ISO 9001:2015 Recertification issued on Oct. 18, 2021 by CPG Phils, Inc.
	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	ISO 14001:2015 Certification issued on Oct.18, 2021 by CPG Phils. Inc.

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	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 as	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	b. No additional Letter of Agreement (LOA) was received from the Airlines, thus this has been coordinated through the AOC Chairman & constantly being followed up during the meetings with the airlines.
	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)	100% completed (Phase 2)
	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	Total of 21,591 bills processed using FMIS
			Subtotal	21.0%												

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		
SO 7. Strengthen Workforce Competencies																
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	61.55% or 834 MIAA employees with competency gaps will be addressed from the total 1,355* employees
			Subtotal	4.0%	* based on 1,355 of MIAA employees as of December 2021											
		TOTAL	100%													

Submitted by:

Cecilio A. Bobila
 Cecilio A. Bobila
 AGM for Airport Development and Corporate Affairs

Recommending Approval by:

Elenita M. Fernando
 1-25-2022
 Date
 ELENITA M. FERNANDO
 Señor Assistant General Manager

Approved by:

Eddie V. Monreal
 EDDIE V. MONREAL
 General Manager
 Date
 18 JAN 2022

26 JAN 2022