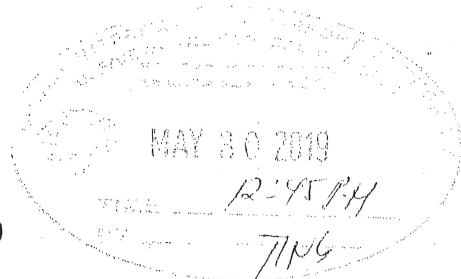




24 May 2019

**ATTY. ARTHUR P. TUGADE**  
 DOTr Secretary and Chairman  
**MR. EDDIE V. MONREAL**  
 General Manager  
**MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)**  
 MIAA Administration Building  
 MIA Road, Pasay City



**RE: VALIDATION RESULT OF MIAA'S**  
**2018 PERFORMANCE SCORECARD**

Dear Sec. Tugade and GM Monreal,

This is to formally transmit the validation result of MIAA's 2018 Performance Scorecard. Based on the Governance Commission's validation of documentary submissions and conduct of on-site validation on 21 February 2019, MIAA gained an over-all score of **85.85%** (See **Annex A**). The same is to be posted in MIAA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

In line with Item 2 of **GCG M.C. No. 2017-01**<sup>2</sup> particularly the achievement of a weighted-average score of at least 90% in its 2018 Performance Scorecard, MIAA is ineligible to grant the Performance Based Bonus (PBB) to its officers and employees. In this regard, the Board is reminded that any unilateral action to release the PBB will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.<sup>3</sup>

Consequently, pursuant to GCG M.C. No. 2016-01,<sup>4</sup> failure to qualify for the PBB means that the Appointive Members of the Governing Board of MIAA shall not be qualified to receive the Performance-Based Incentive (PBI).

**FOR YOUR INFORMATION AND GUIDANCE.**

Very truly yours,

**SAMUEL G. DAGPIN, JR.**  
 Chairman

**MICHAEL P. CLORIBEL**  
 Commissioner

**MARITES C. DORAL**  
 Commissioner

cc: COA Resident Auditor – MIAA

<sup>1</sup> Code of Corporate Governance for GOCCs, dated 28 November 2012.

<sup>2</sup> Interim Performance-Based Bonus, dated 09 June 2017.

<sup>3</sup> GOCC Governance Act of 2011.

<sup>4</sup> Compensation Framework for Members of the GOCC Governing Boards, dated 10 May 2016.

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)P  
Validated 2018 Performance Scorecard

Objective/Measure	Component	Formula	Weight	Rating System	MIAA Submission		GCG Valuation		Supporting Documents	Remarks										
					Target	Actual	Score	Rating												
SO1	Enhance MIAA's Role in Facilitating Efficient Utilization of Human Capital and the Transfer of R.O.I. Initiatives and Finished Goods																			
SM1	Airline Share/ Flight Volume		10%		271,223	293,981		293,981	10%											
SM2	Passenger Volume	Actual Accomplishment	10%	Actual/Target x Weight	44,665,698	45,251,506		45,251,506	10%	<ul style="list-style-type: none"> <li>Monthly Summary Reports for Flights, Passengers and Cargo Volumes</li> <li>Summary of NAIA 2018 Operations</li> </ul>										
SM3	Cargo Volume		10%		695,965	738,697		739,981.86	10%											
	Subtotal		30%						30%											
										<table border="1"> <tr><td>Q1</td><td>72,251</td></tr> <tr><td>Q2</td><td>75,623</td></tr> <tr><td>Q3</td><td>72,411</td></tr> <tr><td>Q4</td><td>73,696</td></tr> <tr><td>Total</td><td>293,981</td></tr> </table>	Q1	72,251	Q2	75,623	Q3	72,411	Q4	73,696	Total	293,981
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Component		MIAA Submission		GCG Validation		Supporting Documents		Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Score	Rating	Rating	Remarks
<p>SM 4</p> <p>Enhance Passenger Comfort and Convenience</p> <p>Improvement of Terminal Building and Facilities</p>									
a. Implemented Approved Projects	Number of Approved Projects Implemented / Number of Approved Projects	10%	Actual / Target x Weight	Implemented 10 Approved Projects	3 Projects Started Implementation; and 2 Projects Implemented	3 Projects Started Implementation; and 2 Projects Implemented	5%		<p>Listed below are the projects that have started and/or completed implementation in 2018:</p> <p><u>Started</u></p> <p>a. Construction of Family/ Common CR at the Old Arrival Curb Side at T1</p> <p>b. Renovation of Male/ Female CR Nos. 100 &amp; 200 (Priority CR Nos. 102 &amp; 202 at ICT)</p> <p>c. Upgrading of Paging System at T3</p> <p><u>Completed</u></p> <p>d. 35 Units of Diaper Changing Table</p> <p>e. Repair of Deteriorated Joint Sealant of Curtain Walls and Windows at V-roof Headhouse, NAIA T3</p>
									<p>• Purchase Order Receiving, Inspection &amp; Acceptance Reports</p> <p>• Purchase Order Forms</p> <p>• Program of Work and Summary of Project Cost</p> <p>• Secretary's Certificate</p> <p>• Invitation to Bid and Terms of Reference</p> <p>• Internal Memo</p> <p>• Notice of Award</p> <p>• Certificate of Completion</p> <p>• Requisition and Issue Slip</p>

**CUSTOMERS AND STAKEHOLDERS**

Component		MIAA Submission			GCC Validation		Supporting Documents		Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating		
b. Completed Awarded Projects	Number of Awarded Projects Completed / Number of Awarded Projects	7%		Completed 7 Awarded Projects	7 Projects Completed		Completed 7 Awarded Projects	7%	<ul style="list-style-type: none"> <li>Certificates of Completion</li> <li>Photographs</li> </ul>	<ul style="list-style-type: none"> <li>i. Replacement of Existing Conventional Lighting to LED at T3;</li> <li>ii. Installation of 2 Vertical Turbine Pumps for Centralized Air Conditioning at T1</li> <li>iii. Replacement of Defective Variable Frequency Drive (VFD) of Carrier Chiller at T1</li> <li>iv. Replacement and Upgrading of 9 Units Passenger Boarding Bridges at T1</li> <li>v. Installation of Metal Ceiling including Electrical Works</li> <li>vi. Upgrading of Baggage Conveyor Nos. 4 and 5 into 4 units Carousel at T2</li> <li>vii. Replacement of Primary Air Handling Unit at T3</li> </ul>
SM 5	Percentage of Satisfied Customers	7%	Actual / Target x Weight 0% = If less than 80%	90% (Using the Standard Methodology and Questionnaire developed by GCG)	Contract and Notice to Proceed was granted to the 3 <sup>rd</sup> Party Surveyor (Kantar Phi)		Contract and Notice to Proceed was granted to the 3 <sup>rd</sup> Party Surveyor (Kantar Phils, Inc.)	0%	<ul style="list-style-type: none"> <li>Notice to Proceed dated 11 Dec 2018</li> <li>Project Contract dated 13 Dec 2018</li> </ul>	The contract agreement between MIAA and Kantar Philippines, Inc. was awarded only on Dec 2018. Consequently, the conduct of the survey was done in 2019.
	Sub-total	24%						12%		



		MIAA Submission		CCG Validation		Supporting Documents		Remarks															
Objective/Measure	Formula	Weight	Rating System	Actual	Target	Score	Rating																
<table border="1"> <thead> <tr> <th>Particulars</th> <th>(in Millions)</th> </tr> </thead> <tbody> <tr> <td>Toll and Terminal Fees</td> <td>₱5,085</td> </tr> <tr> <td>Landing &amp; Parking Fees</td> <td>4,935</td> </tr> <tr> <td>Rent/Lease Income</td> <td>3,404</td> </tr> <tr> <td>Parking Fees</td> <td>353</td> </tr> <tr> <td>Other Service Income</td> <td>279</td> </tr> <tr> <td><b>Total</b></td> <td><b>₱14,056</b></td> </tr> </tbody> </table>										Particulars	(in Millions)	Toll and Terminal Fees	₱5,085	Landing & Parking Fees	4,935	Rent/Lease Income	3,404	Parking Fees	353	Other Service Income	279	<b>Total</b>	<b>₱14,056</b>
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<b>Total</b>	<b>₱14,056</b>																						
SM 6	Gross Revenues	Actual Accomplishment	15%	Actual / Target x Weight	₱13.13 B	₱14.04 B	15%	₱14,056 B	<ul style="list-style-type: none"> <li>Unaudited 2018 Financial Statements as submitted to COA</li> </ul>														
SM 7	EBITDA	Actual Accomplishment	15%	Actual / Target x Weight	₱8.28 B	₱7.902 B	15%	₱9,731 B	<ul style="list-style-type: none"> <li>Unaudited 2018 Financial Statements in MIAA's Accomplishment Report CY 2018</li> </ul>														
		<b>Sub-total</b>							30%														
<table border="1"> <thead> <tr> <th>Particulars</th> <th>(in Millions)</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>₱6,891</td> </tr> <tr> <td>Less: Subsidy</td> <td>685</td> </tr> <tr> <td>Add: Interest Taxes</td> <td>1,983</td> </tr> <tr> <td>Deprn.</td> <td>1,374</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>₱9,731</b></td> </tr> </tbody> </table>										Particulars	(in Millions)	Net Income	₱6,891	Less: Subsidy	685	Add: Interest Taxes	1,983	Deprn.	1,374	<b>EBITDA</b>	<b>₱9,731</b>		
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SM 8	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certified	ISO 9001:2015 Certified	5%	ISO 9001:2015 Certified	<ul style="list-style-type: none"> <li>ISO 9001:2015 Certification issued by ISC Global</li> </ul>														
SM 9	Improvement of Airside Facilities	No. of New Facilities or Equipment Installed in the Airside / Total No. of New Facilities or Equipment	3%	Actual / Target x Weight	Installation of RET at Runway 06/24 (Civil & Electrical) Project	100% Completed	3%	Installation of RET at Runway 06/24 (Civil & Electrical) Project	<ul style="list-style-type: none"> <li>Certificate of Completion issued on 11 September 2018</li> <li>Photographs</li> </ul>														

FINANCIAL

FINANCIAL

INTERNAL PROCESS

**INTERNAL PROCESS**

**LEARNING AND GROWTH**

Component		MIAA Submission			CCG Validation		Supporting Documents		Remarks
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating	
SM 10	Percentage of Incidents Responded to within ICAO Standard Time for the following emergencies: A. Aircraft – 3 mins B. Security – 10 mins C. Medical – 8 mins	3%	All or Nothing A. Aircraft – 1% B. Security – 1% C. Medical – 1%	100% Responded to Within ICAO- Prescribed Standard Time	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical - 8 min.	-	Responded to within the Prescribed ICAO Standard Time: Aircraft – 100% Security related – 100% Medical – 99.92%	A. 1% B. 1% C. 0%	Incidents in 2018: a. Aircraft – 1/1 b. Security-related – 8,686 / 8,686 c. Medical – 1,185/1,186*  *One medical incident was responded to in 10 mins.
	Sub-total	11%						10%	
SM 11	Percentage of Employees Meeting Required Competencies	5%	a. 2.5% b. 2.5%	a. Board- Approved Competency Model b. Establish Baseline	a. Board- Approved Competency Framework b. 54% (662 of 1,226 MIAA employees submitted Individual Development Plan (IDP) to the HRDD	a. – b. –	a. Board- Approved Competency Framework b. 1.06% (7 out of 662) MIAA employees meeting required competencies	a. 2.5% b. 1.35%	As of 31 December 2018, 662 out of 1,226 (54%) MIAA employees were able to submit their IDPs, hence, were the only employees evaluated. Of the 662, only 7 employees were found to have met the required competencies of their respective positions.
	Sub-total	5%						3.85%	
	VALIDATED TOTAL	100%						85.85%	

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