



01 December 2020

ATTY. ARTHUR P. TUGADE

Chairman and DOTr Secretary

MR. EDDIE V. MONREAL

General Manager

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)

MIAA Administration Building

MIA Road, Pasay City

**RE: VALIDATION RESULT OF MIAA'S
2019 PERFORMANCE SCORECARD**

Dear Sec. Tugade and GM Monreal,

This is to formally transmit the validation result of MIAA's 2019 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, MIAA gained an overall score of **90.22%** (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. 2012-07.¹

In relation to the grant of 2019 Performance Based Bonus (PBB) to eligible officers and employees, MIAA can grant such incentive only upon receipt of confirmation letter from the Governance Commission. In this regard, the Board is reminded that any unilateral action to release the PBB before the confirmation 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. 10149.²

FOR YOUR INFORMATION AND GUIDANCE.

Very truly yours,

cc: COA Resident Auditor – MIAA

¹ Code of Corporate Governance for GOCCS, dated 28 November 2012.

² GOCC Governance Act of 2011.

**MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)
Validated 2019 Performance Scorecard**

Component					MIAA Submission			GCG Validation		Supporting Documents	Remarks											
Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating														
SO 1 Enhance NAIA's Role in Facilitating Tourism, Mobilization of Human Capital, and the Transfer of Raw Materials and Finished Goods																						
SOCIAL IMPACT	SM 1	Airline Share/ Flight Volume	Actual Accomplishment	10%	Actual/Target	262,546	305,622	10%	305,622	10%	<ul style="list-style-type: none"> • Monthly Summary Reports for Flights, Passengers and Cargo Volumes; and • Summary of NAIA 2019 Operations prepared by OIC of Plans and Programs Division and noted by the AGM for Airport Development and Corporate Affairs 	<table border="1"> <thead> <tr> <th>Flight</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>122,902</td> </tr> <tr> <td>Domestic</td> <td>154,628</td> </tr> <tr> <td>General Aviation</td> <td>28,092</td> </tr> <tr> <td>TOTAL</td> <td>305,622</td> </tr> </tbody> </table>	Flight	Volume	Int'l.	122,902	Domestic	154,628	General Aviation	28,092	TOTAL	305,622
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SM 2	Passenger Volume	10%	46,902,015	48,101,474	10%	48,101,474	10%	<table border="1"> <thead> <tr> <th>Passenger</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>24,984,439</td> </tr> <tr> <td>Domestic</td> <td>22,913,608</td> </tr> <tr> <td>General Aviation</td> <td>203,428</td> </tr> <tr> <td>TOTAL</td> <td>48,101,475</td> </tr> </tbody> </table>	Passenger	Volume	Int'l.	24,984,439	Domestic	22,913,608	General Aviation	203,428	TOTAL	48,101,475				
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SM 3	Cargo Volume	10%	691,487	721,708	10%	721,708	10%	<table border="1"> <thead> <tr> <th>Cargo Type</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>International</td> <td>445,268</td> </tr> <tr> <td>Domestic</td> <td>276,440</td> </tr> <tr> <td>TOTAL</td> <td>721,708</td> </tr> </tbody> </table>	Cargo Type	Volume	International	445,268	Domestic	276,440	TOTAL	721,708						
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Subtotal			30%			30%		30%														

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Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating				
CUSTOMERS AND STAKEHOLDERS	SO 2	Enhance Passenger Comfort and Convenience										
		Improvement of Terminal Building and Facilities										
		a. Implemented Approved Projects										
	SM 4	1. Consultancy for Expansion of NAIA T4	Number of Approved Projects Implemented / Number of Approved Projects	Actual / Target	1%	Implement Project	Project documents were approved by the MIAA Mgt. Projects to be undertaken by Administration (in house)	-	-	-	<ul style="list-style-type: none"> • Invitation to Bid and Terms of Reference • Internal Memos • Notices of Award • Notices to Proceed • Certificates of Completion • Copies of Contracts • Minutes of BAC Meetings • Reports on Chronology of Events • Actual Photos 	The project was put on-hold permanently pending final plans from PPP proponent for the expansion of T4. The budget was, thus, realigned to finance priority project on runway rehabilitation. <i>Target excluded.</i>
		2. Rehabilitation of NAIA Passenger Boarding Bridges (PBB) 109-120 at T3			1%	Implement Project	For Pre-Procurement (Request for Exclusion)	-	-	-		During the pre-procurement process, the rehabilitation of the old PBB units proved too costly as compared to procuring new ones. Thus, Management deemed it cost-efficient to proceed with procuring new units instead. <i>Target excluded.</i>
	3. Replacement of Departure Baggage Handling System at T2 (collecting conveyor to build up only)	1%			Implement Project	For Pre-Procurement (Request for Exclusion)	-	For pre-procurement schedule	0%	Target not met. As of year-end, this was still for pre-procurement schedule.		
	4. Upgrading of Air Handling Units at Arrival & Departure Areas at T2	1%			Implement Project	Project awarded. Notice to proceed issued to contractor.	1%	Project Awarded	1%	Target met. The Notice of Award (NOA) on the project with a budget of ₱20.1 Million was dated 15 Nov 2019. The project was completed on 15 June 2020.		

MIAA Validated 2019 Performance Scorecard (Annex A)

Component					MIAA Submission			GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating			
5. Replacement of 2 Chillers and Accessories at T3		1%		Implement Project	For Technical Evaluation (Request for Exclusion)	–	–	–		<p>This project was merged with another project since both are within the same area and uses same air-conditioning system which is more viable in terms of efficiency & cost. This led to a lowered total project cost.</p> <p><i>Target excluded.</i></p>	
6. Replacement of Passenger 1 & Passenger 2 Elevators at T1		1%		Implement Project	For Publication (Request for Exclusion)	–	Bidding not yet started	0%		<p>This project was delayed due to the inclusion of GAD revisions in the TOR. The Invitation to Bid and Bidding process only started in January 2020 and onwards</p>	
7. Replacement of Chillers No 1. At NAIA T1		1%		Implement Project	Project was cancelled (Request for Exclusion)	–	–	–		<p>The replacement of Chiller no.1 was deferred and the budget for this project was instead realigned to fund other priority mechanical projects/ maintenance.</p> <p><i>Target excluded.</i></p>	
8. Replacement and upgrading Chillers 4, 5 & 6 at T2		1%		Implement Project	Project Awarded	1%	Project Awarded	1%		<p>The project amounting to P146.4 Million was awarded to True-temp Corp. with NOA dated 26 Mar 2019 and Notice to Proceed dated 29 Apr 2019. The project was completed on 12 Feb 2020.</p>	

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Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating			
b. Completed Awarded Projects											
1. Renovation of Day Room/Exclusion Room at T3	Number of Awarded Projects Completed/ Number of Awarded Projects	1%	Actual / Target	Complete Project	For Award of Contract in 2020 (Request for Exclusion)	-	-	-	<ul style="list-style-type: none"> • Invitation to Bid and Terms of Reference • Internal Memos • Notices of Award • Notices to Proceed • Certificates of Completion • Copies of Contracts • Minutes of BAC Meetings • Reports on Chronology of Events • Actual Photos 	This project underwent a long bidding process due to failure of biddings in 2019. The NOA was issued on 27 Jan 2020 and project is 63.25% complete as of 25 Jul 2020. <i>Target excluded.</i>	
2. Upgrading of Paging System at T3		1%		Complete Project	100% Project Completed	1%	100% Completed	1%		The project was completed by ComSec I-Tech on 25 Oct 2019.	
3. Re-waterproofing of Roof Deck and Fixed Bridges at T3		1%		Complete Project	For Technical Evaluation (Request for Exclusion)	-	-	-		This project, which started in 2018, underwent a long bidding process due to revisions in POW and failure of biddings. Project officially started on 11 Aug 2020 and is expected to be completed on 07 Jan 2021. <i>Target excluded.</i>	
4. Improvement of VIP Room at NAIA T4		1%		Complete Project	100% Project Completed (in 2020)	1%	-	-		This project from 2018 underwent a long bidding process. Due to 3 failed biddings, it was decided that the improvement works be done in-house. Project was officially started on 24 Mar 2020 and completed on 12 Jun 2020. <i>Target excluded.</i>	
5. Replacement of Fresh Air - Air Handling units (AHU - F1 & F2) at T2		1%		Complete Project	100% Project Completed	1%	100% Completed	1%		The project was completed by DACWORKS United Inc. on 08 August 2019.	

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Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating			
6. Supply & Installation of Inverter Split Type Air-conditioning Units at NAIA T1		1%		Complete Project	Project Awarded and Completed	1%	100% Completed	1%		The NOA dated 27 May 2019 was awarded to HANMHE Industrial Sales and General Services. The project was completed on 24 August 2019.	
7. Installation of Condenser and Chilled Water Pump at T3		1%		Complete Project	For Technical Evaluation	0%	-	-		This project was merged with another project since both are within the same area and uses same air-conditioning system which is more viable in terms of efficiency & cost. This led to a lowered total project cost. <i>Target excluded.</i>	
SO 3	Enhance Customer Experience										
SM 5	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	7%	Actual / Target 0% = If less than 80%	90% <i>(Using the Standard Methodology and Questionnaire developed by GCG)</i>	Peak Season: 87% Lean Season: 83%	7%	84.42%	0%	<ul style="list-style-type: none"> • Copy of MIAA Customer Satisfaction Survey 2019 • Snippets of actual raw data with date and time of interview and location 	Out of 2,600 respondents, 2,195 (84.42%) gave at least a satisfactory rating. The conducted 2019 CSS, however, did not meet the following requirements: <ul style="list-style-type: none"> • Frequency (Timing) of Data Collection; and • Sample Size.
	Sub-total		22%				13%		5%		

Component					MIAA Submission			GCG Validation		Supporting Documents	Remarks															
Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating																		
FINANCIAL	SO 4	Improve Financial Performance																								
	SM 6	Gross Revenues	Actual Accomplishment	15%	Actual / Target x Weight	₱14.445 B ₱16.465 B Less: 2.02 B] <i>(projection of PSC increase that did not materialize in 2019)</i>	₱15.036 B	15%	₱15.169 B	15%	<ul style="list-style-type: none"> COA-audited 2019 Financial Statements (FS) of MIAA Breakdown of 2019 PSC projections 	<table border="1"> <thead> <tr> <th>Particulars</th> <th>(in Millions)</th> </tr> </thead> <tbody> <tr> <td>Toll and Terminal Fees</td> <td>5,497,157</td> </tr> <tr> <td>Landing & Parking Fees</td> <td>5,262,464</td> </tr> <tr> <td>Rent/Lease Income</td> <td>3,568,492</td> </tr> <tr> <td>Parking Fees</td> <td>127,659</td> </tr> <tr> <td>Other Service Income</td> <td>713,213</td> </tr> <tr> <td>Total</td> <td>15,168,985</td> </tr> </tbody> </table>	Particulars	(in Millions)	Toll and Terminal Fees	5,497,157	Landing & Parking Fees	5,262,464	Rent/Lease Income	3,568,492	Parking Fees	127,659	Other Service Income	713,213	Total	15,168,985
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SM 7	EBITDA	Actual Accomplishment	15%	Actual / Target x Weight	₱6.950 B ₱8.97 B Less: 2.02 B] <i>(projection of PSC increase that did not materialize in 2019)</i>	₱8.80 B	15%	₱8.79 B	15%	<ul style="list-style-type: none"> COA-audited 2019 FS Notes to FS Breakdown of 2019 PSC projections 	<table border="1"> <thead> <tr> <th>Particulars</th> <th>(in Millions)</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>5,006,228,939</td> </tr> <tr> <td>Interest</td> <td>199,989,705</td> </tr> <tr> <td>Taxes</td> <td>2,147,630,889</td> </tr> <tr> <td>Depreciation</td> <td>1,438,515,741</td> </tr> <tr> <td>EBITDA</td> <td>8,792,365,274</td> </tr> </tbody> </table>	Particulars	(in Millions)	Net Income	5,006,228,939	Interest	199,989,705	Taxes	2,147,630,889	Depreciation	1,438,515,741	EBITDA	8,792,365,274			
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Sub-total			30%				30%		30%																	
INTERNAL PROCESS	SO 5	Ensure Passenger Safety and Security																								
	SM 8	Percentage of Incidents Responded to within ICAO Standard Time for the following emergencies: A. Aircraft – 3 mins B. Security – 10 mins Medical – 8 mins	Actual Accomplishment	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.	3%	100% Responded to Within ICAO-Prescribed Standard Time	3%	<ul style="list-style-type: none"> Certified Summary Reports Daily Operation Report Incident Report 	<table border="1"> <thead> <tr> <th>Type</th> <th>Total</th> <th>Responded Within Prescribed Time</th> </tr> </thead> <tbody> <tr> <td>Aircraft</td> <td>55</td> <td>55</td> </tr> <tr> <td>Security-related</td> <td>10,440</td> <td>10,440</td> </tr> <tr> <td>Medical</td> <td>223</td> <td>223</td> </tr> </tbody> </table> <p>All incidents were responded to within prescribed time.</p>	Type	Total	Responded Within Prescribed Time	Aircraft	55	55	Security-related	10,440	10,440	Medical	223	223		
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Aircraft	55	55																								
Security-related	10,440	10,440																								
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MIAA Validated 2019 Performance Scorecard (Annex A)

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Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating			
SO 6	Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards										
SM 9	ISO Certification	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit	Passed Surveillance Audit	5%	Passed Surveillance Audit	5%	Audit Report by Certification Partner Global FZ LLC for MIAA	The report on the MIAA's Surveillance 1 Audit for compliance to ISO 9001:2015 standard states that "although some non-conformities, opportunities for improvement, observations were noted, the organization was able to demonstrate compliance to the requirements of ISO 9001:2015."
SM 10	Improvement of Airside Facilities	Actual Accomplishment	a. 1.5% b. 1.5%	Actual / Target	a. 75% Completion of Phase 1: Repair and Upgrading of Taxiway Charlie	a. 100% Completion of Phase 1: Repair and Upgrading of Taxiway Charlie	1.5%	100% Completion of Phase 1: Repair and Upgrading of Taxiway Charlie	1.5%	Certificate of Completion issued on 15 August 2019 by Project Manager	Civil works for the project started on 07 January 2019 and was 100% completed on 06 August 2019.
					b. 100% Completion of the Repair and Overlay of Runway 06/24	b. 100% Completion of the Repair and Overlay of Runway 06/24	1.5%	100% Completion of the Repair and Overlay of Runway 06/24	1.5%	Certificate of Completion issued on 14 May 2019, signed by Project Mgr.	The project, including variations, was started on 17 April 2018 and was 100% completed on 01 March 2019.
SM 11	Enhanced Responsiveness to Emergencies in the Runway	Actual Accomplishment	a. 1% b. 1%	Actual / Target	a. Enter into a MOA with a Third Party on the Use/ Provision of Equipment Required in Cases of Emergency	Entered into a MOA with a Third Party on the Use/ Provision of Equipment Required in Cases of Emergency	1%	Entered into a MOA with a Royal Cargo, Inc. on the Use/ Provision of Equipment Required in Cases of Plane Overshooting in Runway	1%	Copy of Contract of Retainership with Royal Cargo, Inc. and Letter for Renewal of Contract	The contract was signed on 18 Jan 2019, with a term of one year from 07 Jan 2019 to 06 Jan 2020. MIAA also sent a Letter to Royal Cargo to renew the Contract for the period 07 Jan 2020 to 06 Jan 2021 under the same terms.

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Objective/Measure	Formula	Weight	Rating System ^{a/}	Target	Actual	Rating	Score	Rating				
					b. Establishment of Business Continuity Plan (BCP) and Irregular Operations (IROPS) Policy	Approved NAIA IROPS Manual by the General Manager (GM).	1%	Approved Irregular Operations (IROPS) Contingency Plan Manual for the NAIA [First Edition, Dec. 2019]	1%	Copy of the BCP and IROPS Contingency Plan Manual for the NAIA and Annexes	The Business Continuity Plan (BCP) and IROPS Contingency Plan Manual were signed and approved by MIAA's GM, with date of effectivity on January 2020.	
	Sub-total		13%				13%		13%			
LEARNING AND GROWTH	SO 7	Enhance Employee Productivity and Effectiveness										
	SM 12	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual/Target	Twenty percent (20%) of the 325 MIAA Employees That Have Been Assessed with Competency Gaps Will Meet the Required Competencies	71.07% (237 employees) of 325 MIAA Employees that have been assessed with competency gaps have met the required competency	5%	30.28% (340 out of 1,123) employees meeting the required competencies of their positions as of end of 2019	5%	- Certification from OIC of MIAA's Administrative Department - List of employees and their competency levels/status as of end of 2019 with names redacted.	20% of 325 employees, as targeted for the year, represented 70 employees required to meet their competencies by 2019. Actual accomplishment for 2019, however, already includes the total MIAA employee population, and was determined to result in a baseline of 30.28% or 340 out of 1,123 employees meeting the required competencies.
		Sub-total		5%				5%		5%		
		TOTAL EXCLUDED WEIGHTS		100% (8%)				91%		83%		
	VALIDATED TOTAL		92%			91 / 92 = 98.91%		83 / 92 = 90.22%				

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