



**22 December 2021**

**ATTY. ARTHUR P. TUGADE**

*Chairman and DOTr Secretary*

**MR. EDDIE V. MONREAL**

*General Manager (GM)*

**MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)**

MIAA Administration Building

MIA Road, Pasay City

**RE : VALIDATION RESULT OF MIAA'S  
2020 PERFORMANCE SCORECARD**

Dear Secretary Tugade and GM Monreal,

This is to formally transmit the validation result of MIAA's 2020 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, MIAA obtained an overall score of **95.63%** (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 relation to the grant of 2020 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.<sup>2</sup>

**FOR MIAA'S INFORMATION AND GUIDANCE.**

Very truly yours,

cc: **COA Resident Auditor – MIAA**

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

<sup>2</sup> GOCC Governance Act of 2011.

**MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)  
Validated 2020 Performance Scorecard**

Component						MIAA Submission		GCG Validation		Supporting Documents	Remarks											
Objective/Measure	Formula	Weight	Rating System <sup>al</sup>	Target	Actual	Rating	Score	Rating														
<b>SO 1</b>	<b>Maximize International and Domestic Market Share and Dominance in Tourism and Commercial Trade</b>																					
<b>SOCIAL IMPACT</b>	SM 1	Flight Volume	Actual Accomplishment	10%	Actual/Target	89,170	111,953	–	111,953	10%	<ul style="list-style-type: none"> <li>• Monthly Summary Reports for Flights, Passengers and Cargo Volumes</li> <li>• Published statistics in MIAA website</li> </ul>	<table border="1"> <thead> <tr> <th>Flight</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>42,481</td> </tr> <tr> <td>Domestic</td> <td>48,586</td> </tr> <tr> <td>General Aviation</td> <td>20,886</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>111,953</b></td> </tr> </tbody> </table>	Flight	Volume	Int'l.	42,481	Domestic	48,586	General Aviation	20,886	<b>TOTAL</b>	<b>111,953</b>
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SM 2	Passenger Volume	9,899,187	11,274,353	–	11,274,353	10%	<table border="1"> <thead> <tr> <th>Passenger</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l.</td> <td>5,546,991</td> </tr> <tr> <td>Domestic</td> <td>5,598,623</td> </tr> <tr> <td>General Aviation</td> <td>128,739</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>11,274,353</b></td> </tr> </tbody> </table>	Passenger	Volume	Int'l.	5,546,991	Domestic	5,598,623	General Aviation	128,739	<b>TOTAL</b>	<b>11,274,353</b>					
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SM 3	Cargo Volume (MT)	288,631	533,956	–	533,956	10%	<table border="1"> <thead> <tr> <th>Cargo (MT)</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>International</td> <td>326,235</td> </tr> <tr> <td>Domestic</td> <td>207,721</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>533,956</b></td> </tr> </tbody> </table>	Cargo (MT)	Volume	International	326,235	Domestic	207,721	<b>TOTAL</b>	<b>533,956</b>							
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CUSTOMERS AND STAKEHOLDERS	SO 2	Enhance Passenger Comfort and Convenience																									
	SM 4	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	Actual / Target 0% = If less than 80%	Using the Enhanced Standard Guideline on the Conduct of CSS by the GCG	92%				<ul style="list-style-type: none"> <li>• Copy of MIAA Revised Customer Satisfaction Survey 2020</li> <li>• Snippets of actual raw data</li> <li>• Accomplishment and Backchecking Report</li> <li>• Clarifications from PSRC</li> </ul>	The MIAA commissioned the Philippine Survey and Research Center, Inc. (PSRC) to conduct its 2020 CSS. Based on the survey, 93 out of 100 Concessionaires (93.00%) and 22 out of 25 Airline Cos. (88.00%) have rated MIAA's services as either Satisfactory/Very Satisfactory during the year.																
		a. Passengers			Excluded	Excluded	–	Excluded	–																		
		b. Airlines			90%	88%	–	88%	0.98%																		
		c. Concessionaires			90%	93%	–	93%	1%																		
SO 3	Enhance Customer Experience																										
		<b>Sub-total</b>	<b>2%</b>			–		<b>1.98%</b>																			
FINANCIAL	SO 4	Sustainability and Financial Performance																									
	SM 5	Gross Revenues	Actual Accomplishment (in Billion pesos)	15%	Actual / Target	₱4.57 B	₱4.54 B	–	₱5.096 B	15%	<ul style="list-style-type: none"> <li>• COA-audited 2020 Financial Statements (FS) of MIAA</li> <li>• Notes to FS</li> </ul>	<table border="1"> <thead> <tr> <th>Revenues</th> <th>(in '000 ₱)</th> </tr> </thead> <tbody> <tr> <td>Landing &amp; Parking Fees</td> <td>2,013,070</td> </tr> <tr> <td>Rent/Lease Income</td> <td>1,610,499</td> </tr> <tr> <td>Terminal Fees</td> <td>1,168,396</td> </tr> <tr> <td>Parking Fees</td> <td>76,200</td> </tr> <tr> <td>Royalty Fees</td> <td>48,610</td> </tr> <tr> <td>Other Service Income</td> <td>179,360</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>5,096,135</b></td> </tr> </tbody> </table>	Revenues	(in '000 ₱)	Landing & Parking Fees	2,013,070	Rent/Lease Income	1,610,499	Terminal Fees	1,168,396	Parking Fees	76,200	Royalty Fees	48,610	Other Service Income	179,360	<b>TOTAL</b>
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FINANCIAL	SM 6	EBITDA	Actual Accomplishment (in Billion pesos)	15%	Actual / Target	(₱1.97 B)	₱0.718 B	-	₱0.775 B	15%	<ul style="list-style-type: none"> <li>COA-audited 2020 FS of MIAA</li> <li>Notes to FS</li> </ul> <table border="1"> <thead> <tr> <th>Particulars</th> <th>(in '000 ₱)</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>(1,051,113)</td> </tr> <tr> <td>Interest</td> <td>146,193</td> </tr> <tr> <td>Income Tax</td> <td>37,760</td> </tr> <tr> <td>Depreciation</td> <td>1,641,663</td> </tr> <tr> <td><b>EBITDA</b></td> <td><b>774,503</b></td> </tr> </tbody> </table>	Particulars	(in '000 ₱)	Net Income	(1,051,113)	Interest	146,193	Income Tax	37,760	Depreciation	1,641,663	<b>EBITDA</b>	<b>774,503</b>
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<b>Sub-total</b>			<b>30%</b>				-		<b>30%</b>														
SO 5 Ensure Passenger Safety and Security																							
INTERNAL PROCESS	SM 7	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	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 ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical - 8 min.	-	100% Responded to Within ICAO- Prescribed Standard Time	3%	<ul style="list-style-type: none"> <li>Memorandum from AGM, Security &amp; Emergency Services</li> <li>Summary of Annual Emergency Incidents Received and Acted Within ICAO Prescribed Time as of 31 December 2020</li> <li>Daily Operation Reports and Incident Reports</li> <li>Quarterly Monitoring Reports</li> </ul> <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>1</td> <td>1</td> </tr> <tr> <td>Security-related</td> <td>10,869</td> <td>10,869</td> </tr> <tr> <td>Medical</td> <td>513</td> <td>513</td> </tr> </tbody> </table> <p>All types of incidents that transpired during 2020 were responded to by MIAA within the prescribed time.</p>	Type	Total	Responded Within Prescribed Time	Aircraft	1	1	Security-related	10,869	10,869	Medical	513	513
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SO 6	Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards										
SM 8	ISO Certification	Actual Accomplishment	5%	All or Nothing	Pass Surveillance Audit	Pass Surveillance Audit/ MIAA recommended for continued Certification	–	Passed 2 <sup>nd</sup> Surveillance Audit	5%	<ul style="list-style-type: none"> <li>Audit Report by Certification Partner Global (CPG) FZ LLC for MIAA</li> </ul>	Based on the MIAA Surveillance 2 Audit Report provided by the CPG, the audit was conducted on 25 November and 11 December 2020. As a result of the audit, MIAA was recommended for continued certification, with no non-conformities identified
SM 9	Process Efficiency Monitoring	Actual Accomplishment	–	Actual / Target	<i>Excluded</i>	<i>Excluded</i>	–	<i>Excluded</i>	–	–	<p><b>Target excluded.</b></p> <p>Put on hold due to restrictions on GCQ caused by the COVID-19 pandemic.</p>
SM 10	Improvement of Airside Facilities	Actual Accomplishment	6%	Actual / Target	100% Completion of Repair and Overlay of Runway 13/31	100% Completed Repair and Overlay of Runway 13/31 Phase 1 (Bay 4 to 7)	–	50.714% Completion of the Repair and Overlay of Runway 13/31 as of Dec 2020	3.04%	<ul style="list-style-type: none"> <li>Certificates of Completion Phase 1 and 100% of the Project</li> <li>Revised Construction Work Schedule (per Variation Order No. 3)</li> <li>Actual photo documentation</li> </ul>	The Phase 1 of the project, including interconnecting taxiway and proposed repair and upgrading of Runway 13 extension and Hotel-3 (H3) Segment of Runway 13/31 and the proposed construction of additional holding position (H5) at Runway 13, was started on 11 November 2019 and was 100% completed on 31 July 2020 by Readycon Trading and Construction Corp. As of December 2020, however, the project was only 50.714% completed.

Component						MIAA Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating			
SM 11	Enhanced Responsiveness to Emergencies in the Runway	Actual Accomplishment	Actual / Target	a. Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Cases of Emergency	Renew MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	-	Renewed MOA with Royal Cargo, Inc. on the Use/ Provision of Equipment Required in Cases of Plane Overshooting in Runway	2%	<ul style="list-style-type: none"> <li>• Copy of signed Letter of Contract of Retainership with Royal Cargo, Inc. (RCI) dated 17 Nov 2020, signed by the MIAA GM &amp; RCI President</li> </ul>	The original contract was signed on 18 Jan 2019, with a term of one year from 07 Jan 2019 to 06 Jan 2020. This was renewed on 27 Dec 2019 for a one-year period under the same terms from 07 Jan 2020 – 06 Jan 2021. In 2020, MIAA sent a Letter to Royal Cargo to renew the Contract of Retainership for another year (07 Jan 2021 to 06 Jan 2022) under the same terms and was signed by RCI on 18 Nov 2020.	
				b. MOA with Stakeholders on Irregular Operations (IROPS) Manual Implementation	The IROPS Manual was cascaded to the Airlines and other Stakeholders last December 10, 2020. A total of ten (10) signed Letter of Agreement was accomplished as of Dec. 2020. Still awaiting for the submission of the remaining LOAs from other Stakeholders	-	Thirteen (13) Signed Letters of Agreement (LOAs)	2%	<ul style="list-style-type: none"> <li>• Internal Memo dated 28 Jul 2021, re 2020 Performance Scorecard Validation</li> <li>• Copies of Zoom Meeting Invitation Letters to Stakeholders re: Cascading of NAIA IROPS Manual</li> <li>• Copies of signed LOAs</li> </ul>	MIAA cascaded the NAIA IROPS Manual to its stakeholders through a virtual meeting (Zoom) on 10 Dec 2020 and was able to acquire 13 LOAs signed during the year from the following: AirSwift Transport, Inc., Cathay Pacific Airways, Ltd., China Airlines, Ltd., Etihad Airways, Eva Air, Japan Airlines, Oman Air, Royal Air Philippines, Royal Brunei Airlines, Singapore Airlines Limited, Air China, All Nippon Airways and Emirates.	

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SM 12	Budget Utilization Rate	Total amount utilized / Total budget for major airport infrastructure projects	6%	Actual / Target	100%	100%	-	100%	6%	<ul style="list-style-type: none"> <li>Secretary's Certificate on MIAA's Revised 2020 COB</li> <li>Details of Infrastructure Projects, Budget Utilization Rate CY 2020</li> <li>Copies of Disbursement Vouchers, and Certificates of Accomplishment, Performance and Completion</li> </ul>	MIAA was able to obligate all 8 out of 8 major airport infrastructure projects set in 2020, achieving a 100% BUR with a total approved budget of ₱1.491 Billion.
<b>Sub-total</b>			<b>24%</b>				-		<b>21.04%</b>		
<b>SO 7 Enhance Employee Productivity and Effectiveness</b>											
SM 13	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	Actual/Target	40% of MIAA's Employees Meeting the Required Competencies	30% (427 out of 1,393) MIAA employees meeting the require competency	-	<b>32.02%</b> (341 out of 1,065) employees meeting the required competencies of their positions	4%	<ul style="list-style-type: none"> <li>Certification from OIC, Admin. Dept/</li> <li>Summary and List of MIAA employees/ positions and competency levels/status as of end of 2020 with names redacted</li> </ul>	MIAA's 2019 baseline was at 30.28%, or 340 out of 1,123 employees meeting the required competencies. As of the end of 2020, total employees was reduced to 1,065. Out of this total, 341 have met the required competencies, translating to a competency rating of 32.02% in 2020.
<b>Sub-total</b>			<b>5%</b>				-		<b>4%</b>		
<b>TOTAL EXCLUDED WEIGHTS</b>			<b>100% (9%)</b>				-		<b>87.02%</b>		
<b>VALIDATED TOTAL</b>			<b>91%</b>				-	<b>87.02 / 91 = 95.63%</b>			

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