



16 December 2022

**HON. JAIME J. BAUTISTA**  
 Chairman and DOTr Secretary  
**MR. CESAR M. CHIONG**  
 Acting General Manager (GM)  
**MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)**  
 MIAA Administration Building  
 MIA Road, Pasay City

*James*  
*F. Chiong*  
*Jan 11 2023*

**RE: VALIDATION RESULT OF MIAA'S  
2021 PERFORMANCE SCORECARD**

Dear Secretary Bautista and Acting GM Chiong,

This is to formally transmit the validation result of MIAA's 2021 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, MIAA obtained an overall score of **94.24%** (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 2021 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,

*Alex L. Quiroz*

**Justice ALEX L. QUIROZ (ret.)**  
 Chairperson

*Gideon D.V. Mortel*

**Atty. GIDEON D.V. MORTEL, D.C.L.**  
 Commissioner

*Geraldine Marie B. Berberabe-Martinez*

**Atty. GERALDINE MARIE B. BERBERABE-MARTINEZ**  
 Commissioner

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 2021 Performance Scorecard

Objective/Measure	Component				MIAA Submission		GCG Validation		Supporting Documents	Remarks										
	Formula	Wt	Rating System <sup>a/</sup>	Target	Reported Accomplishment	Rating	Actual Accomplishment	Rating												
SO 1	Enhance NAIA's Role in Facilitating Tourism, Mobilization of Human Capital, and the Transfer of Raw Materials and Finished Goods																			
SM 1	Flight Volume	10%		96,919	127,095	10%	121,095	10%		<table border="1"> <thead> <tr> <th>Flight</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l</td> <td>34,193</td> </tr> <tr> <td>Domestic</td> <td>56,433</td> </tr> <tr> <td>General Aviation</td> <td>30,469</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>121,095</b></td> </tr> </tbody> </table>	Flight	Volume	Int'l	34,193	Domestic	56,433	General Aviation	30,469	<b>TOTAL</b>	<b>121,095</b>
Flight	Volume																			
Int'l	34,193																			
Domestic	56,433																			
General Aviation	30,469																			
<b>TOTAL</b>	<b>121,095</b>																			
SM 2	Passenger Volume	10%	Actual/Target	5,135,416	8,015,385	10%	8,015,385	10%	<ul style="list-style-type: none"> <li>Summary of Statistics for 2021</li> <li>Operations Statistics uploaded on MIAA's website</li> </ul> <table border="1"> <thead> <tr> <th>Passenger</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l</td> <td>2,254,518</td> </tr> <tr> <td>Domestic</td> <td>5,562,029</td> </tr> <tr> <td>General Aviation</td> <td>198,838</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>8,015,385</b></td> </tr> </tbody> </table>	Passenger	Volume	Int'l	2,254,518	Domestic	5,562,029	General Aviation	198,838	<b>TOTAL</b>	<b>8,015,385</b>	
Passenger	Volume																			
Int'l	2,254,518																			
Domestic	5,562,029																			
General Aviation	198,838																			
<b>TOTAL</b>	<b>8,015,385</b>																			
SM 3	Cargo Volume (MT)	10%		533,425	588,459	10%	588,459	10%	<table border="1"> <thead> <tr> <th>Cargo (MT)</th> <th>Volume</th> </tr> </thead> <tbody> <tr> <td>Int'l</td> <td>424,577</td> </tr> <tr> <td>Domestic</td> <td>163,794</td> </tr> <tr> <td>General Aviation</td> <td>88</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>588,459</b></td> </tr> </tbody> </table>	Cargo (MT)	Volume	Int'l	424,577	Domestic	163,794	General Aviation	88	<b>TOTAL</b>	<b>588,459</b>	
Cargo (MT)	Volume																			
Int'l	424,577																			
Domestic	163,794																			
General Aviation	88																			
<b>TOTAL</b>	<b>588,459</b>																			
	<b>Sub-total</b>	<b>30%</b>				<b>30%</b>		<b>30%</b>												

SOCIAL IMPACT



EVALUATION OF 2021 PERFORMANCE SCORECARD

Objective/Measure		Component			MIAA Submission		GCG Validation		Supporting Documents	Remarks
		Formula	Wt	Rating System <sup>a/</sup>	Target	Reported Accomplishment	Rating	Actual Accomplishment		
SM 7	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Airport Infrastructure Projects	5%	Actual / Target	100%	95%	4.75%	100%	5.00%	<ul style="list-style-type: none"> <li>MIAA 2021 Corporate Operating Budget (COB)</li> <li>BUR Schedule for 2021</li> <li>Disbursement Vouchers, Contracts, and Work Orders</li> </ul> <p>The 2021 budget for the four (4) identified Airport Infrastructure Projects was 100% obligated by MIAA during the year, with a combined total of ₱10.789 million.</p>
		<b>Sub-total</b>	<b>35%</b>				<b>31.91%</b>		<b>32.63%</b>	
<b>SO 5 Ensure Passenger Safety and Security</b>										
<i>Percentage of Incidents Responded to within ICAO Standard Time for the following emergencies:</i>										
SM 8	a. Aircraft – 3 mins	Actual Accomplishment	1%	All or Nothing	100%	100%	1%	100%	1%	<ul style="list-style-type: none"> <li>Summary of Annual Emergency Incidents Received and Acted Within ICAO Prescribed Time as of 31 December 2021</li> <li>Quarterly Monitoring Reports</li> <li>Individual Emergency Response Reports from Handling Units</li> </ul>
	b. Security Related – 10 mins		1%		100%	100%	1%	100%	1%	Zero (0) aircraft-related emergencies were recorded.
	c. Medical – T1, T2, T4 – 8 mins T3 – 10 mins		1%		100%	100%	1%	100%	1%	All 14,304 security-related (non-aircraft) emergencies were responded to within the standard time.
<b>INTERNAL PROCESS</b>										

EVALUATION OF 2021 PERFORMANCE SCORECARD

Objective/Measure	Component			MIAA Submission		GCG Validation		Supporting Documents	Remarks	
	Formula	Wt	Rating System <sup>a/</sup>	Target	Reported Accomplishment	Rating	Actual Accomplishment			Rating
SO 6	Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards									
	ISO Certification									
SM 8	a. ISO 9001:2015	Actual Accomplishment	3.5%	All or Nothing	ISO 9001:2015 Re-certification	ISO 9001:2015 Recertification	3.5%	ISO 9001:2015 Recertification	3.5%	The Recertification was issued to MIAA on 18 October 2021.
	b. ISO 14001:2015	Actual Accomplishment	3.5%	All or Nothing	ISO 14001:2015 Certification	ISO 14001:2015 Certification	3.5%	ISO 14001:2015 Certification	3.5%	The Registered/Certification was issued to MIAA on 06 December 2021, valid for three (3) years.
SM 10	Enhanced Responsiveness to Emergencies	Actual Accomplishment	3%	Actual / Target	a. Contract 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 Required in Case of Emergency	3%	Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	3%	Royal Cargo Air signed its conformity to MIAA's letter on 19 November 2020 to renew the Contract of Retainership on the Use/Provision of Equipment Required in Case of Emergency.
					b. Letter of Agreement with Airlines on the IROPS Manual	No additional Letter of Agreement (LOA)	3%	No additional Letter of Agreement (LOA) signed	0%	No additional LOAs were received from the airlines within 2021, despite the diligent efforts of MIAA and constant coordination of the matter with the Airline Operators Council (AOC) Chairman, with follow-ups being made during meetings with the airlines.

EVALUATION OF 2021 PERFORMANCE SCORECARD

Objective/Measure		Component			MIAA Submission		GCG Validation		Supporting Documents	Remarks
		Formula	Wt	Rating System <sup>a/</sup>	Target	Reported Accomplishment	Rating	Actual Accomplishment		
SM 11	Improvement of Airside Facilities: Repair and Upgrading of Taxiway Hotel-1 (H1), Charlie-1 (C1), Charlie-2 (C2), Charlie-3 (C3), Charlie-4 (C4) and Charlie-5 (C5) Package 1: Civil Works (Phase 2) Airside Facilities	Actual Accomplishment	4%	Actual / Target	100% Completion of Phase 2 (part of Taxiway C-3, and Taxiway C-5)	100% Completed	4%	100% Completed	4%	<p>In anticipation of the completion of the Repair and Overlay of Runway 13/31 on 15 May 2021, the 100% Completion of Phase 2 (part of Taxiway C-3, and Taxiway C-5) was projected by MIAA for 2021.</p> <p>In this regard, the Project Taxiway Charlie 5 of the Repair and Upgrading of Taxiway H-1, C-1, C-2, C-3, C-4, and C-5 under Package 1 (Civil Works), which runs from Station 0+115 to station 0+960, was satisfactorily completed by Readycon Trading and Construction Corp. on 22 December 2021.</p>
SM 12	Electronic Billing System	No. of bills accessed by clients through the web / Total No. of bills	4%	Actual / Target	1,600 Bills to be Accessed by 600 Clients Through the Web	Total of 21,591 bills processed using FMIS	4%	18,661 bills issued	4%	<p>MIAA's online billing system, the Financial Management Information System (FMIS), can be accessed through MIAA's website by its clients. In 2021, data generated by the system showed that 18,661 bills were issued as accessed by its clients.</p>
		<b>Sub-total</b>	<b>24%</b>				<b>24%</b>		<b>21%</b>	

EVALUATION OF 2021 PERFORMANCE SCORECARD

Objective/Measure		Component				MIAA Submission		GCG Validation		Supporting Documents	Remarks
		Formula	Wt	Rating System <sup>a/</sup>	Target	Reported Accomplishment	Rating	Actual Accomplishment	Rating		
SO 7	Strengthen Workforce Competency										
SM 13	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	4%	Actual/Target	60% of MIAA's Employees Meeting the Required Competencies	61.55% or 834 MIAA employees with competency gaps have been addressed from the total of 1,355 employees	4%	60.07% (814 out of 1,355) employees meeting the required competencies of their positions	4%	<ul style="list-style-type: none"> <li>Summary of MIAA Employees' Competencies as of 31 Dec. 2021</li> <li>Detailed Report on the Status of Competencies of incumbents per Office</li> </ul>	As of 2021, a total of 814 employees were assessed as competent out of 1,355 total employees of MIAA, translating to a competency rating of 60.07%.
		<b>Sub-total</b>	<b>4%</b>				<b>4%</b>		<b>4%</b>		
		<b>TOTAL</b>	<b>100%</b>						<b>89.53%</b>		
		<b>LESS: EXCLUDED WEIGHTS</b>	<b>(5%)</b>								
		<b>VALIDATED TOTAL</b>	<b>95%</b>					<b>89.53 / 95.00 = 94.24%</b>			

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