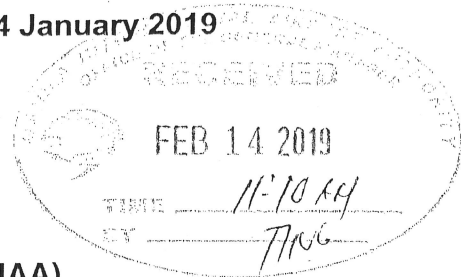




24 January 2019



ATTY. ARTHUR P. TUGADE
 Chairman and DOTr Secretary

MR. EDDIE V. MONREAL
 General Manager

MANILA INTERNATIONAL AIRPORT AUTHORITY (MIAA)
 MIAA Administration Building, NAIA Complex
 Pasay City

**RE: RESULTS OF THE RE-VALIDATION OF THE
MIAA 2017 PERFORMANCE SCORECARD**

Dear Sec. Tugade and GM Monreal,

This refers to your letter dated 09 January 2019,¹ appealing the validation results of MIAA's 2017 Performance Scorecard. In the same letter, MIAA specified the items to be reconsidered by the Governance Commission, to wit:

- a. SM 1: Increase in Flight Volume
 SM 2: Increase in Passenger Volume
 SM 3: Increase in Cargo Volume;
- b. SM 8: EBITDA; and
- c. SM 12: Incidents Responded to within the Required Time per ICAO Standard – Aircraft.

After review and evaluation of MIAA's submissions, the validated scores for the following Strategic Measures in its 2017 Performance Scorecard have been reconsidered, thus:

STRATEGIC MEASURE (SM)		FROM	TO	INC/(DEC)
SM 8	EBITDA	11.44%	11.83%	0.39%
SM 12	Aircraft Incidents Responded to within the Required Time per ICAO Standard	0.00%	1.00%	1.00%
TOTAL ADDITIONAL SCORE				1.39%

Accordingly, we transmit herewith the revalidation of MIAA's 2017 Performance Scorecard, with an adjusted rating of **90.98%** (See **Annex A**). The same is to be posted

¹ Officially received by the Governance Commission on 10 January 2019.

in MIAA's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.)
No. 2012-07.

FOR YOUR INFORMATION AND GUIDANCE.

Very truly yours,

SAMUEL G. DAGPIN, JR.
Chairman


MICHAEL P. CLORIBEL
Commissioner


MARITES C. DORAL
Commissioner

MANILA INTERNATIONAL AIRPORT AUTHORITY
Revalidated 2017 Performance Scorecard

Component		GOCC Submission			GOC Validation		Supporting Documents	Remarks											
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating											
SO 1	To Enhance NAIA's Role in Facilitating Tourism, Mobilization of Human Capital and the Transfer of Raw Materials and Finished Goods																		
SM 1	Airline Share/ Flight Volume	7.5%		269,953	258,366	7.18%	258,366	7.18%	<table border="1"> <tr><td>T1</td><td>39,905</td></tr> <tr><td>T2</td><td>56,853</td></tr> <tr><td>T3</td><td>123,660</td></tr> <tr><td>T4</td><td>37,948</td></tr> <tr><td>Total</td><td>258,366</td></tr> </table>	T1	39,905	T2	56,853	T3	123,660	T4	37,948	Total	258,366
T1	39,905																		
T2	56,853																		
T3	123,660																		
T4	37,948																		
Total	258,366																		
SM 2	Passenger Volume	10%	Actual/Target x Weight	42,223,370	42,022,484	9.95%	42,022,484	9.95%	<ul style="list-style-type: none"> - Monthly Summary Reports for Flights, Passengers and Cargo Volumes - CAAP Summary <table border="1"> <tr><td>T1</td><td>7,662,292</td></tr> <tr><td>T2</td><td>9,577,870</td></tr> <tr><td>T3</td><td>20,634,224</td></tr> <tr><td>T4</td><td>4,149,098</td></tr> <tr><td>Total</td><td>42,022,484</td></tr> </table>	T1	7,662,292	T2	9,577,870	T3	20,634,224	T4	4,149,098	Total	42,022,484
T1	7,662,292																		
T2	9,577,870																		
T3	20,634,224																		
T4	4,149,098																		
Total	42,022,484																		
SM 3	Cargo Volume	7.5%		673,017	662,256	7.38%	662,256	7.38%	<table border="1"> <tr><td>Q1</td><td>146,223</td></tr> <tr><td>Q2</td><td>158,867</td></tr> <tr><td>Q3</td><td>170,975</td></tr> <tr><td>Q4</td><td>186,192</td></tr> <tr><td>Total</td><td>662,256</td></tr> </table>	Q1	146,223	Q2	158,867	Q3	170,975	Q4	186,192	Total	662,256
Q1	146,223																		
Q2	158,867																		
Q3	170,975																		
Q4	186,192																		
Total	662,256																		
	Subtotal	25%				24.51%		24.51%											
SO 2	To Enhance Passenger Comfort and Convenience																		
SM 4	Improvement of Terminal Building and Facilities	8%	Actual Accomplishment	100% Completion of: (a) Canopy Extension at T3 Departure Curbside (b) Purchase of 586 Units of 4-seater for NAIA Terminals	100% Completion of: (a) Canopy Extension at T3 Departure Curbside (a) Purchase of 586 Units of 4-seater for NAIA Terminals	8%	100% Completion of: (a) Canopy Extension at T3 Departure Curbside (b) Purchase of 586 Units of 4-seater for NAIA Terminals	8%	<ul style="list-style-type: none"> - Certificates of Accomplishment - Notices of Award - Notices to Proceed - Photographs <p>Target met. Completion Dates as follows: a. 02 Aug 2017 b. 07 July 2017</p>										

SOCIAL IMPACT

CUSTOMERS AND STAKEHOLDERS

RE-VALIDATED 2017 PERFORMANCE SCORECARD

Component			GOCC Submission				GCG Validation			Supporting Documents	Remarks
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating			
SM 5	Actual Accomplishment	5%	All or Nothing	100% Implementation of Provisions stated in the Memorandum of Agreement (MOA)	100% Implementation of Provisions stated in the Memorandum of Agreement (MOA)	5%	100% Implementation of Provisions stated in the Memorandum of Agreement (MOA)	5%	<ul style="list-style-type: none"> - Certificate of Accomplishment - MIAA M.C. No. 06 s. 2017 and M.C. No. 10 s. 2018 - MIAA Memorandum dated February 7, 2018 re: Integration of Passenger Service Charge - Copy of MOA 	On 31 March 2017, MIAA issued Memorandum Circular No. 06, s.2017, implementing guidelines on the integration of the passenger service charge (PSC), honoring exemption at the point of sale of airline ticket.	
SO 3 To Enhance Customer Experience											
SM 6	Customers' Satisfaction Survey - Passengers - Airlines - Airport Concessionaires	9%	All or Nothing	Average Rating of 3 for Passengers, Airline and Airport Concessionaires	3	9%	3	9%	- Final Report on Customer Satisfaction from PSRTI	The PSRTI conducted the 12-month project from May 2016 to April 2017. The Final Report was submitted to MIAA on 04 August 2017.	
Sub-total		22%				22%		22%			
SO 4 To Improve Financial Performance											
SM 7	Gross Revenues (in Billion pesos)	12%	Actual/Target x Weight	₱12.56 B	₱12.95 B	12%	₱13.13 B	12%	- COA-audited 2017 Financial Statements (FS)	Target slightly exceeded by 1.4%.	
SM 8	EBITDA (in Billion pesos)	12%	Actual/Target x Weight	₱7.34 B	₱7.19 B	11.75%	₱7.237 B	11.83%	- COA-audited 2017 FS	Target not met by 4.67%	
Sub-total		24%				23.75%		23.83%			

Objective/Measure		Component		GOCC Submission			GCG Validation		Supporting Documents		Remarks
Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating	Documents	Remarks		
SO 5 To Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards											
SM 9	ISO Certification 9001:2008	Actual Accomplishment	6%	All or Nothing	IQA Report Writing Workshop and Re-Certification to ISO 9001:2008 for 2017	IQA Report Writing Workshop and Re-Certification to ISO 9001:2008	6%	IQA Report Writing Workshop and Re-Certification to ISO 9001:2008	6%	<ul style="list-style-type: none"> - ISO Certification MIAA Office Order Nos. 227 and 233 - Audit Report from AJA Registrars 	Internal Quality Audit (IQA) Training was conducted in December 2017 as part of MIAA's efforts towards certification for ISO 9001:2015.
SM 10	Improvement of Airside Facilities	Actual Accomplishment	8%	All or Nothing (a) 4% (b) 4%	a. 100% of Pavement Markings Repainted	(a) 100% of Pavement Markings Repainted	4%	(a) 100% of Pavement Markings Repainted	4%	<ul style="list-style-type: none"> - Certificate of Accomplishment - Notice of Award - Notice to Proceed - Photographs 	Completed on 22 November 2017.
					b. 100% Completion of the Installation of Stop Bar at Runway	(b) N/A	-	(b) N/A	-	<ul style="list-style-type: none"> - Request for Renegotiation dated 25 April 2018 - MIAA Board Resolution No. 2018-032 	This Project was consolidated with the Rehabilitation of Primary Lines of Airfield Lighting System Project, as deemed more practical and beneficial to the government and stakeholders resulting to cost savings and minimal disruptions in airport operations. Measure excluded.

Component		GOCC Submission				GCG Validation		Supporting Documents		Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating	Documents	Remarks	
SM 11	Improvement of Terminal Equipment and Machineries	Actual Accomplishment	8%	(a) 4%	100% Completion of: a. Provision of Comfortable Lounges	4%	100% Completion of: a. Provision of Comfortable Lounges	4%	<ul style="list-style-type: none"> - Certificate of Completion - Work Order Nos. 17-057/17-053/17-054 - Work Order Receiving, Inspection and Acceptance Report - Warranty Certificate 	a. Completion date was on 03 April 2017	
				(b) 4%	b. Lightning Alert System	-	Not accomplished	0%	<ul style="list-style-type: none"> - Request for Renegotiation dated 25 April 2018 	MIAA failed to accomplish this target in 2017. No documents were provided to support the claim that the non-attainment thereof was outside MIAA's control.	
SO 6 To Ensure Passenger Safety and Security											
SM 12	Incidents Responded to within the Required Time per ICAO Standard	Actual Accomplishment	3%	All or Nothing	100% Responded to within Prescribed ICAO Standard Time	3%	Responded to within the Prescribed ICAO Standard Time:	3%	<ul style="list-style-type: none"> - Aircraft (3 mins) - Security-Related (10 mins) - Medical (12 mins) 	<ul style="list-style-type: none"> - Aircraft (3 mins) - Security-Related (100%) - Medical (100%) 	Incidents in 2017: a. Aircraft – 1/1 b. Security-related – 266/266 c. Medical – 5/5
	Sub-total		25%			17%		17%			

Component		GOCC Submission			GCG Validation		Supporting Documents		Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating	Supporting Documents	Remarks
SO 7	To Enhance Employee Productivity and Effectiveness									
SM 13	Competency Framework	Actual Accomplishment	4%	All or Nothing	Pilot testing of GCG approved MIAA competency framework	Competency Model for Board Approval	0%	0%	- Status Report	As of 31 December 2017, MIAA was still in consultation with an Institutional/Organizational Development Specialist on the Development of its Competency Framework to conform with PRIME-HRM.
	Sub-total		4%					0%		
	SCORECARD TOTAL EXCLUDED WEIGHTS		100% (4%)							
	VALIDATED TOTAL		96%					87.26%		
	VALIDATED RATING				(87.34 / 96.00) = 90.98%					