

OCT 28 2022

**HON. ALEX L. QUIROZ**

Chairman  
Governance Commission for GOCCs  
3/F Citibank Centre, Citibank Plaza,  
Paseo de Roxas Cor. Villar St.,  
Makati City

Dear **Chairman Quiroz**:

This refers to the GCG Memorandum Circular No. 2017-02 dated 30 June 2017, particularly item no. 3, which mandates GOCCs to submit the following documents:

- Updated Charter Statement and Strategy Map;
- Proposed Performance Scorecard;
- Measure Profile
- Strategic Initiative Profile (If any)
- Briefer on the Rationale of Cy 2023 targets; and
- Corporate Operating Budget (COB) for CY 2023


In view of this, the Authority revisited its performance in the previous years and deliberated upon our agency's direction to come up with our targets and commitments for the coming year. Hence, we respectfully submit the required documents, for your perusal and evaluation.

Please note, however, that our Corporate Operating Budget for CY 2023 is yet for submission to the Department of Budget and Management. As such we ask your indulgence as we shall submit the same after submission to DBM.

We ask for your consideration and we hope you find the documents in order.

Thank you.

Very truly yours,



**CESAR M. CHIONG**  
General Manager



MCAO-CKL6BK

**MANILA INTERNATIONAL AIRPORT AUTHORITY  
PERFORMANCE SCORECARD CY 2023**

COMPONENT					BASELINE			Target	
	OBJECTIVE / MEASURE	Formula	Weight	Rating System	2020 Actual	2021 Actual	2022 Targets	2023	
<b>SOCIAL IMPACT</b>	<b>SO 1</b>	<b>Maximize International and Domestic Market Share and Dominance in Tourism and Commercial Trade</b>							
	<b>SM 1</b>	Flight Volume	Actual Volume of Flights	10.0%	Actual / Target	111,953	121,095	149,477	289,397
	<b>SM 2</b>	Passenger Volume	Actual Volume of Passengers	10.0%		11,274,353	8,015,385	9,565,841	39,870,117
	<b>SM 3</b>	Cargo Volume <i>(in Metric Tons)</i>	Actual Volume of Cargo	10.0%		533,956	588,459	622,072	635,123
			<b>Subtotal</b>	<b>30.0%</b>					
<b>CUSTOMERS AND STAKEHOLDERS</b>	<b>SO 2</b>	<b>Enhance Passenger Comfort and Convenience</b>							
	<b>SM 4</b>	Improvement of Terminal Facilities and Equipment							
		A. Proposed Renovation of Twelve (12) Units Comfort Rooms at NAIA T3	Actual Accomplishment	0.5%	Actual / Target	N/A	N/A	N/A	100% Completion
		B. Replacement of Cooling Towers for Centralized Air Conditioning System at NAIA Terminal 3	Actual Accomplishment	0.5%	Actual / Target	N/A	N/A	N/A	100% Completion
		C. Installation of Primary Air-handling Units and Air Handling Units at NAIA Terminal 3	Actual Accomplishment	0.5%	Actual / Target	N/A	N/A	N/A	100% Completion
			<b>Subtotal</b>	<b>1.5%</b>					
	<b>SO 3</b>	<b>Enhance Customer Experience</b>							
	<b>SM 5</b>	Percentage of Satisfied Customers:	Number of respondents which gave at least a Satisfactory rating / Total number of respondents		Actual / Target  0% = If less than 80%	Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG			
		a. Passengers		5.0%		Excluded*	Excluded*	90%	90%
		b. Concessionaires		1.0%		90%	89%	90%	90%
	c. Airlines	1.0%		90%		84.4%	90%	90%	
		<b>Subtotal</b>	<b>7.0%</b>						

COMPONENT					BASELINE			Target	
	OBJECTIVE / MEASURE	Formula	Weight	Rating System	2020 Actual	2021 Actual	2022 Targets	2023	
FINANCIAL	<b>SO 4 Sustainability and Financial Performance</b>								
	SM 6	Gross Revenues <i>(in Billion Pesos)</i>	Total Gross Revenues	15.0%	Actual / Target	4.57	3.92	5.045 B	11.460 B
	SM 7	EBITDA <i>(in Billion Pesos)</i>	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization	15.0%	Actual / Target	(1.97)	(0.48)	0.300 B	3.948 B
	SM 8	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Airport infrastructure Projects	5.0%	Actual / Target	100%	95%	90%	100%
	<b>Subtotal</b>			<b>35.0%</b>					
INTERNAL PROCESSES	<b>SO5. Ensure Passenger Safety and Security</b>								
	SM 9	Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies:							
	A.	Aircraft – 3 mins.	Actual Accomplishment	1.0%	All or Nothing	100%	100%	100%	100%
	B.	Security Related – 8 mins	Actual Accomplishment	1.0%	All or Nothing	100%	100%	100%	100%
	C.	Medical – 8 mins.	Actual Accomplishment	1.0%	All or Nothing	100%	100%	100%	100%
	SM10	Enhancement of Safety and Security Facilities and Equipment							
	A.	Supply and Installation of Seismic Expansion Joints and Covers (Phase 3)	Actual Accomplishment	0.5%	Actual / Target	N/A	N/A	N/A	100% Completion
	B.	Proposed Rehabilitation of Security Perimeter Fence Beside PADC Hangar, Back of Sunlight and MIASCOR Hangars	Actual Accomplishment	0.5%	Actual / Target	N/A	N/A	N/A	100% Completion
C.	Updating of Aerodrome Obstacle Charts (Type B)	Actual Accomplishment	0.5%	Actual / Target	N/A	N/A	N/A	100% Completion	
<b>Subtotal</b>			<b>4.5%</b>						

COMPONENT					BASELINE			Target
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2020 Actual	2021 Actual	2022 Targets	2023	
<b>INTERNAL PROCESSES</b>								
<b>SO6. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>								
<b>SM 11</b>	<b>ISO Certification:</b>							
	a. ISO 9001:2015	Actual Accomplishment	3.0%	All or Nothing	Passed Surveillance Audit	ISO 9001:2015 Recertified	Pass Surveillance Audit	2nd Surveillance Audit / Recommended for continued IMS (ISO 9001:2015) Certification
	b. ISO 14001:2015	Actual Accomplishment	3.0%	All or Nothing	N/A	ISO 14001:2015 Certified	Pass Surveillance Audit	2nd Surveillance Audit / Recommended for continued IMS (ISO 14001:2015) Certification
<b>SM12</b>	Enhance Responsiveness to Emergencies  Contract with a Third Party on the Use/ Provision of Equipment in Case of Emergency	All or Nothing	3.0%	Actual / Target	Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	Contract with a Third Party on the Use/ Provision of Equipment in Case of Emergency	Renewed contract with a Third Party on the Use/ Provision of Equipment in Case of Emergency	Contract or agreement with a Third Party on the use/provision of equipment required in case of emergency should have been executed
<b>SM13</b>	<b>Improvement of Airside Facilities:</b>							
	A. Construction of Aircraft Rescue and Firefighting Station (ARFF) Permanent Satellite Station	Actual Accomplishment	0.5%	Actual / Target	N/A	N/A	N/A	100% Completion
	B. Concreting of Taxiway November	Actual Accomplishment	0.5%	Actual / Target	N/A	N/A	N/A	50% Project Accomplishment
<b>SM14</b>	Electronic Billing System	Actual Accomplishment	4.0%	Actual / Target	N/A	Total of 21,591 bills processed using the system	100% of Bills Accessed by Clients through the system	All bills shall be generated through the system
		<b>Subtotal</b>	<b>14.0%</b>					

COMPONENT					BASELINE			Target	
	OBJECTIVE / MEASURE	Formula	Weight	Rating System	2020 Actual	2021 Actual	2022 Targets	2023	
LEARNING AND GROWTH	<b>SO7. Strengthen Workforce Competencies</b>								
	<b>SM15</b>	Percentage of Employees Meeting the Required Competencies  Note: 2023 target - The number of employees for this measure refers to the number of actual MIAA employees (warm bodies) as of December 31, 2022. Employees who will be hired starting Jan. 1, 2023 shall not form part of the target employees.	Actual Accomplishment	4.0%	Actual / Target x Weight	40% of MIAA's Employees Meeting the Required Competencies	61.55% or 834 MIAA employees with competency gaps will be addressed from the total 1,355* employees	80% of MIAA's Employees Meeting the Required Competencies	100% of MIAA's Employees Meeting the Required Competencies
	<b>SM16</b>	Number of Vacant Positions Filled-up	Actual Accomplishment	4.0%	Actual / Target x Weight	N/A	N/A	N/A	250 Vacant Positions as of Dec 31, 2022 should have been Filled-up by Dec 31, 2023
		<b>Subtotal</b>		<b>8.0%</b>					
		<b>TOTAL</b>		<b>100%</b>					

Submitted by:



ARLENE B. BRITANICO

OIC - AGM for Airport Development and Corporate Affairs

Approved by:



CESAR M. CHIONG  
General Manager

18 OCT 2022

Date

OCT 19 2022

Date