



MANILA  
INTERNATIONAL  
AIRPORT  
AUTHORITY

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Pasay City, Philippines 1300

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JUL 01 2021

**CHAIRMAN SAMUEL G. DAGPIN JR.**  
*Governance Commission for GOCCs  
3/F Citibank Centre, Citibank Plaza,  
Paseo de Roxas Cor. Villar St.,  
Makati City*

**Dear Chairman Dagpin:**

*This is in relation with the GCG Memorandum Circular No. 2017-02, mandating the Manila International Airport Authority to submit a quarterly monitoring report.*

*In light of the GCG's transmittal of the Approved Performance Scorecard for CY 2021, we respectfully submit our revised 1<sup>st</sup> Quarter Monitoring Report CY 2021, for your consideration.*

*We trust that you will find the document in order.*

*Thank you.*

*Very truly yours,*

  
**EDDIE V. MONREAL**  
*General Manager*

**MANILA INTERNATIONAL AIRPORT AUTHORITY**  
**MONITORING REPORT OF PERFORMANCE TARGETS for CY 2021**

COMPONENT					BASELINE		2021										
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter				
						Target	Actual	Target	Actual		Target	Actual					
SOCIAL IMPACT	SO 1	<b>Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade</b>															
	SM 1	Flight Volume	Actual Volume of Flights	10.0%	Actual / Target	305,622	89,170	19,510	27,189	42,056	-	67,832		96,919			
	SM 2	Passenger Volume	Actual Volume of Passengers	10.0%		48,101,474	9,899,187	1,070,477	1,557,478	2,281,065	-	3,635,121		5,135,416	-		
	SM 3	Cargo Volume (in Metric Tons)	Actual Volume of Cargo	10.0%		721,708	288,631	124,495	126,349	255,077	-	391,386		533,425	-		
		<b>Subtotal</b>		<b>30.0%</b>													
CUSTOMERS AND STAKEHOLDERS	SO 3	<b>Enhance Customer Experience</b>															
	SM 4	Percentage of Satisfied Customers:	Number of respondents which gave at least a	5.0%	Actual / Target	84.42%*	Using the Enhanced Standard Guidelines on the Conduct of Customer Satisfaction Survey by the GCG										
		a. Passengers	Satisfactory rating / Total number of respondents				0% = If less than 80%	*However, did not meet the requirements on GCG Standard Methodology	Excluded*	Finalized and Approved TOR for the 2021	The 3rd Party Survey of CSS was approved on March 18, 2021	Bidding Process/ Awarding of Contract	-	Conduct of CSS for lean Season	-	Excluded*	
		b. Concessionaires							90%	Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	2021 Passenger Satisfaction Survey was excluded as per GCG Letter Reply	Planning and Organization/ Survey Design Preparation		Passenger (Lean)		90%	
		c. Airlines							90%			Airlines Concessionaires		90%			
		<b>Subtotal</b>		<b>7.0%</b>													
FINANCIAL	SO 4	<b>Sustainability and Financial Performance</b>															
	SM 5	Gross Revenues (in Billion Pesos)	Total Gross Revenues	15.0%	Actual / Target	15.169	4.57	1.17	0.782	2.43	-	3.79		5.267			
	SM 6	EBITDA (in Billion Pesos)	Net Income + Interest Expense + Income Taxes + Depreciation + Amortization	15.0%	Actual / Target	8.969	(1.97)	(0.401)	(0.118)	(0.761)	-	(1.02)		(1.288)			
	SM 7	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Airport infrastructure Projects	5.0%	Actual / Target	N/A	100%	25%	24%	50%	-	75%		100%			
		<b>Subtotal</b>		<b>35.0%</b>													

COMPONENT					BASELINE		2021								
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter		
						Target	Actual	Target	Actual		Target	Actual	Target	Actual	
<b>SO5. Ensure Passenger Safety and Security</b>															
<b>SM 8</b> Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies:															
A.	Aircraft – 3 mins.	Actual Accomplishment	1.00%	All or Nothing	100% (55 out of 55)	100%	3 mins.	3 mins.	3 mins.			3 mins.		100%	
B.	Security Related-10 mins	Actual Accomplishment	1.0%	All or Nothing	100% (10,440 out of 10,440)	100%	3 mins.	3 mins.	3 mins.			3 mins.		100%	
C.	Medical – T1,T2,T4 -8 mins. T3 -10 mins.	Actual Accomplishment	1.0%	All or Nothing	100% (223 out of 223)	100%	T1, T2 T4 - 8 mins T3 - 10 min.	T1, T2 T4 - 8 mins T3 - 10 min.	T1, T2 T4 - 8 mins T3 - 10 min.			T1, T2 T4 - 8 mins T3 - 10 min.		100%	
		<b>Subtotal</b>	<b>3.0%</b>												
<b>SO 6 SO6. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>															
<b>SM 9</b> ISO Certification:															
INTERNAL PROCESSES	a.	ISO 9001:2015	Actual Accomplishment	3.5%	All or Nothing	Passed Surveillance Audit	Passed Surveillance Audit	Conduct of IQA	IQA of Service Level Agreement conducted on Feb. 16, 2021.	Continuous Conduct of IQA		–	Management Review and Certification Audit	ISO 9001:2015 Recertification	–
	b.	ISO 14001:2015	Actual Accomplishment	3.5%	All or Nothing	N/A	N/A	Conduct of IQA	IQA of Service Level Agreement conducted on Feb. 16, 2021.	Continuous Conduct of IQA			Management Review and Certification Audit	ISO 14001:2015 Certification	
INTERNAL PROCESSES	SM10	Enhanced Responsiveness to Emergencies	Actual Accomplishment	3.0%	Actual / Target	a. Entered into a MOA with Royal Cargo Inc. on the Use/ Provision of Equipment Required in Cases of Plane Overshooting in Runway	a. Renewed MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the MOA with a Third Party on the Use/ Provision of Equipment Required in Case of Emergency		–	a. Continuous Implementation on the MOA 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 in Case of Emergency	
			Actual Accomplishment	3.0%	Actual / Target	b. Approved Irregular Operations (IROPS) Contingency Plan Manual for NAIA (1st Edition, Dec. 2019)	b. MOA with Stakeholders on IROPS Manual Implementation	b. Memorandum of Agreement to Implement IROPS Manual	Office Order No. 012 dated Feb. 2, 2021 was issued on the Creation of NAIA IROPS Contingency Response Committee	b. Memorandum of Agreement to Implement IROPS Manual		–	b. Memorandum of Agreement to Implement IROPS Manual	b. Letter of Agreement with Airlines on the IROPS Manual	



COMPONENT					BASELINE		2021								
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	1st Quarter		2nd Quarter		Revised Full Year Target	3rd Quarter		4th Quarter		
						Target	Actual	Target	Actual		Target	Actual	Target	Actual	
<b>SM11</b>	Improvement of Airside Facilities:  Repair and Upgrading of Taxiway H-1, C-1, C-2, C-3, C-4 and C-5 Package 1: Civil Works (Phase 2)	Actual Accomplishment	4.0%	Actual / Target x Weight	a. 100% Completion of Phase 1: Repair and Upgrading of Taxiway Charlie b. 100% Completion of the Repair and Overlay of Runway 06/24	100% Completion of Repair and Overlay of Runway 13/31	30%	45.685% accomplishment	50%		-	70%		100% Completion of Phase 2 (part of Taxiway C-3, and taxiway C-5)	
<b>SM12</b>	Electronic Billing System	No. of bills accessed by clients through the web / Total No. of bills	4.0%	Actual / Target	N/A	N/A	Memorandum Informing E-Billing Payment to Concessions & Airport Users	Memorandum Informing E-Billing Payment to Concessions & Airport Users	Continuous implementation			Continuous implementation		1,600 bills to be Accessed by 600 Clients Through the Web	
		<b>Subtotal</b>	<b>21.0%</b>												
<b>S07. Strengthen Workforce Competencies</b>															
<b>LEARNING AND GROWTH</b>	<b>SM13</b>	Percentage of Employees Meeting the Required Competencies	4.0%	Actual / Target x Weight	30.28% (340 out of 1,123 employees)	40% of MIAA's Employees Meeting the Required Competencies	15% or 216 MIAA employees with competency gaps will be addressed from the total 1,441 employees	29% or 429 MIAA employees with competency gaps were addressed.	30% or 432 MIAA employees with competency gaps will be addressed from the total 1,441 employees		-	45% or 648 MIAA employees with competency gaps will be addressed from the total 1,441 employees		60% of MIAA's Employees Meeting the Required Competencies	-
			<b>Subtotal</b>	<b>4.0%</b>											
		<b>TOTAL</b>	<b>100%</b>												

Submitted by:

  
**ENRICO FRANCISCO B. GONZALEZ**  
 AGM for Airport Development and Corporate Affairs

*28 June 2021*  
 \_\_\_\_\_  
 Date

Recommending Approval by:

  
**ELENITA M. FERNANDO**  
 Señor Assistant General Manager

*30 JUN 2021*  
 \_\_\_\_\_  
 Date

Approved by:

  
**EDDIE V. MONREAL**  
 General Manager

*JUL 01 2021*  
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 Date