



MANILA  
INTERNATIONAL  
AIRPORT  
AUTHORITY

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Pasay City, Philippines 1300

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JUL 27 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 with relation to the GCG Memorandum Circular No. 2017-02 dated 30 June 2017, mandating GOCCs to submit a quarterly monitoring report.

In view of this, we respectfully submit our accomplished 2<sup>nd</sup> Quarter Monitoring Report for CY 2021, for your consideration.

We trust that you will find the documents in order.

Thank you.

Very truly yours,

  
**EDDIE V. MONREAL**  
General Manager



MCAO-C5757D

**MANILA INTERNATIONAL AIRPORT AUTHORITY**  
**MONITORING REPORT OF PERFORMANCE TARGETS for CY 2021**  
**2nd Quarter**

COMPONENT				BASELINE		2021									
OBJECTIVE / MEASURE	Formula	Weight	Rating System	2019	Recalibrated 2020	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter			
						Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>SD 1 Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade</b>															
SOCIAL IMPACT	SM 1	Flight Volume	Actual Volume of Flights	10.0%	Actual / Target	305,622	89,170	19,510	27,189	42,056	53,350	-	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	3,102,685	-	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	262,302	-	391,386	533,425	
	Subtotal		30.0%												
<b>SD 3 Enhance Customer Experience</b>															
CUSTOMERS AND STAKEHOLDERS	SM 4	Percentage of Satisfied Customers:	Number of respondents which gave at least a	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	5.0%			0% = If less than 80%	*However, did not meet the requirements on GCG Standard Methodology	Excluded*	Finalized and Approved TOR for the 2021 Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	The 3rd Party Survey of CSS was approved on March 18, 2021 Passenger Survey was excluded as per GCG Letter Reply	Bidding Process/ Awarding of Contract	Forwarded CSS Docs to Procurement Division on June 8, 2021	-	Conduct of CSS for lean Season	Excluded*
	b. Concessionaires	1.0%	90%				Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	Planning and Organization/ Survey Design Preparation	Awarded to People Dynamics Inc. for preparation of Work Order	Passenger (Lean)	90%				
	c. Airlines	1.0%	90%				Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	Planning and Organization/ Survey Design Preparation	Awarded to People Dynamics Inc. for preparation of Work Order	Airlines Concessionaires	90%				
	Subtotal		7.0%												
<b>SD 4 Sustainability and Financial Performance</b>															
FINANCIAL	SM 5	Gross Revenues (in Billion Pesos)	Total Gross Revenues	15.0%	Actual / Target	15.169	4.57	1.17	0.809	2.43	1.43	-	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)	(0.122)	(0.761)	(0.349)	-	(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%	52%	-	75%	100%	
Subtotal		35.0%													

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%	100% 3 mins.	100% 3 mins.	100% 3 mins.	100% 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%	100% 10 mins.	100% 10 mins.	100% 10 mins.	100% 10 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%	100% T1, T2 T4 - 8 mins T3 - 10 min.	100% T1, T2 T4 - 8 mins T3 - 10 min.	100% T1, T2 T4 - 8 mins T3 - 10 min.	100% 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>INTERNAL PROCESSES</b>	<b>SM 9</b>	<b>ISO Certification:</b>													
	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 & Certification Audit	–	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 & Certification Audit		Management Review and Certification Audit		ISO 14001:2015 Certification
	<b>SM10</b>	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. 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

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	
		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. As of 2 July 2021 we have received a total of seventeen (17) LOAs from the airlines. In Addition, cascading of the IROPS Manual was also conducted with the Bureau of Immigration on 17 June	-	b. Memorandum of Agreement to Implement IROPS Manual		b. Letter of Agreement with Airlines on the IROPS Manual	
SM11	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%	50.175%	-	70%		100% Completion of Phase 2 (part of Taxiway C-3, and taxiway C-5)	
SM12	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	Total of 7,715 bills processed using FMIS		Continuous implementation		1,600 bills to be Accessed by 600 Clients Through the Web	
		<b>Subtotal</b>	<b>21.0%</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				
<b>SO7. Strengthen Workforce Competencies</b>																
LEARNING AND GROWTH	SM13	Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	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	35.81% or 495 MIAA employees with competency gaps were addressed.	-	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	-
			Subtotal	4.0%												
			TOTAL	100%												

Submitted by:



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

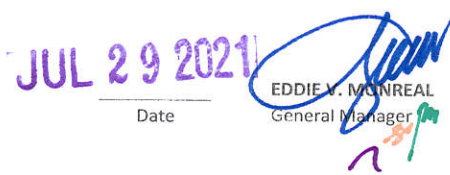
19 JUL 2021  
Date

Recommending Approval by:



ELENITA M. FERNANDO  
Señior Assistant General Manager

Approved by:



JUL 29 2021  
Date

EDDIE V. MONREAL  
General Manager

JUL 29 2021  
Date