



MANILA  
INTERNATIONAL  
AIRPORT  
AUTHORITY

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Pasay City, Philippines 1300

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FEB 01 2021

**MR. SAMUEL G. DAGPIN JR.**  
Chairman  
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 MIAA to submit a quarterly monitoring report.

In view of this, we respectfully submit our accomplished 4th Quarter Monitoring Report for CY 2020, for your consideration.

We trust that you will find the documents in order.

Thank you.

Very truly yours,

  
**EDDIE V. MONREAL**  
General Manager



MCAO-BXPAAT

**MANILA INTERNATIONAL AIRPORT AUTHORITY  
MONITORING REPORT OF PERFORMANCE TARGETS for CY 2020**

	COMPONENT				BASELINE		2020									
	OBJECTIVE / MEASURE	Formula	Weight	Rating System	2018	2019	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>SO1. Maximized International and Domestic Market Share and Dominance in Tourism and Commercial Trade</b>																
SOCIAL IMPACT	SM 1	Flight Volume (International & Domestic)	Actual Volume Passengers	10.0%	Actual / Target X Weight	293,981	305,622	53,202	61,821	70,175	70,850	79,261	89,917	89,170	111,953	
	SM 2	Passenger Volume (International & Domestic)	Actual Volume Passengers	10.0%		45,251,506	48,101,474	7,617,387	8,872,465	9,183,754	9,236,282	9,533,142	10,344,455	9,899,187	11,274,353	
	SM 3	Cargo Volume (International & Domestic)	Actual Volume of Cargo	10.0%		738,697	721,708	124,518	131,866	177,253	189,441	230,627	303,248	288,631	533,956	
	<b>Subtotal</b>			<b>30%</b>												
<b>SO2. Enhance Passenger Comfort and Convenience</b>																
CUSTOMERS AND STAKEHOLDERS	SM 4	Percentage of Satisfied Customers:	Number of respondents which gave at least a Satisfactory rating / Total number of respondent	10.0%	( Actual / Target ) x Weight 0% = If less than 80%	90% (using the Standard Methodology and Questionnaire developed by GCG)	The results for the 1st Quarter Conduct of CSS Peel Season: 87% Lean Season: 83%  CSS conducted on December 2019 has been completed.	Finalized and Approved TOR for the 2020 Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	The 3rd Party Survey of CSS and PEM was approved by the GM last February 24,2020 and was published for bidding on March 10, 2020	(Bidding Process / Awarding of Contract  Commencement of CSS: - Airlines - Concessionaires)	Put on hold due to restrictions on GCQ caused by the COVID-19 pandemic	Conduct of CSS for Lean Season -Airlines -Concessionaires	For revision of approved TOR since the methodology, the amount of the project and the scope of the survey have been modified	90% (excluding Passengers)	The MIAA commissioned Philippine Survey and Research Center (PSRC) Inc. to conduct the Customer Satisfaction Survey (CSS) for airlines and concessionaires. The survey commenced on the 4th week of December 2020 via telephone interview.	
		5% Passengers														5%
		1% Concessionaires														1%
		1% Airlines														1%
<b>Subtotal</b>			<b>7%</b>													
<b>SO4. Sustainability and Financial Performance</b>																
FINANCIAL	SM 5	Gross Revenues	Actual / Target X Weight	15%	Actual Data	13.13 B	16.465 B	2.71 B	3.12 B	3.07 B	3.20 B	3.88 B	3.79 B	4.57 B	4.54 B*	
	SM 6	EBITDA	Actual / Target X Weight	15%	Actual data	8.28 B	8.97 B	1.24 B	1.70 B	0.16 B	1.39 B	(0.918 B)	1.00 B	(1.97 B)	0.718 B*	
	<b>Subtotal</b>			<b>30%</b>												


\*Please note that figures are still Preliminary and are subject to change

	COMPONENT				BASELINE		2020								
	OBJECTIVE / MEASURE	Formula	Weight	Rating System	2018	2019	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
<b>S05. Ensure Passenger Safety and Security</b>															
INTERNAL PROCESSES	SM 7	Percentage of Incidents Responded to within the Required Time per ICAO Standard time for the following emergencies: A. Aircraft – 3 min. B. Security related – 10 min. C. Medical – 8 min.	Actual Accomplishment	3%	All or Nothing A. Aircraft – 1% B. Security – 1% C. Medical – 1%	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within the Prescribed ICAO Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	100% Responded to within ICAO Prescribed Standard Time: Aircraft – 3 min. Security related – 10 min. Medical – 8 min.	
			Subtotal	3%											
<b>S06. Ensure Operational Efficiency in Accordance with Internationally Acceptable Standards</b>															
	SM 8	ISO Certification 9001:2015	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certified	PASS Surveillance Audit	Conduct of IQA	IQA of Service Level Agreement of Other Agencies conducted on Februar 26 to 28, 2020	Continuous conduct of IQA Request for reconsideration due to COVID-19	Scheduled IQA was put on hold due to CONVID-19 pandemic	Management Review and 2nd Surveillance Audit	Conduct of MR and Surveillance Audit was re-scheduled due to pandemic. Conduct of IQA was continued through virtual / EIQA	Pass Surveillance Audit	Pass Surveillance Audit / MIAA recommended for continued Certification
	SM 9	Process Efficiency Monitoring (PEM)	Actual Accomplishment	4%	Actual / Target x Weight	N/A	N/A	Finalized and Approved TOR for the 2020 Conduct of Customer Satisfaction Survey (CSS) / Bidding Process	The 3rd Party Survey of CSS and PEM was approved by the GM last February 24,2020 and was published for bidding on March 10, 2020  Scheduled pre-bid was put on hold due to ECQ caused by COVID19 pandemic	Request for Exclusion due to COVID-19	Put on hold due to restrictions on GCQ caused by the COVID-19 pandemic	Request for Exclusion due to COVID-19	For exclusion due to Covid-19	Excluded	Excluded

	OBJECTIVE / MEASURE	COMPONENT			BASELINE		2020								
		Formula	Weight	Rating System	2018	2019	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
SM 10	Improvement of Airside Facilities  Completion Repair and Overlay of Runway 13/31	Actual Accomplishment	6%	Actual / Target x Weight	Installation of RET at Runway 06/24 (Civil & Electrical Project)	a. 75% Completion of Repair and Upgrading of Taxiway, Hotel 1 (H1), Charlie 1 (C1), Charlie 2 (C2), Charlie 3 (C3), Charlie 4 (C4) & Charlie 5 (C5) Phase 1  b. 100% Completion of Repair and Overlay of Runway 06/24	30%	24.29%	(Work was suspended effective March 15, 2020 due to ECQ)	55%	88.50%	80%	100% Completed Phase 1 (Bay 4 to 7)	100% Completion Repair and Overlay of Runway 13/31 Phase 1 (Bay 4 to 7)	100% Completed Repair and Overlay of Runway 13/31 Phase 1 (Bay 4 to 7)
SM 11	Enhanced Responsiveness to Emergencies in the Runway  a. Renewed Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	Actual Accomplishment	2%	Actual / Target x Weight a. 2%	N/A	a. Enter into a Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Continuous Implementation on the Memorandum of Agreement (MOA) with a third party on the Use / Provision of Equipment Required in Case of Emergency	a. Renew MOA with a Third Party on the Use / Provision of Equipment Required in Case of Emergency	a. Renew MOA with a Third Party on the Use / Provision of Equipment Required in Case of Emergency	
	b. Memorandum of Agreement to Implement IROPS Manual	Actual Accomplishment	2%	b. 2%	n/a	b. Establishing of Business Continuity Plan (BCP) and Irregular Operations (IROPS) Policy	b. Memorandum of Agreement to Implement IROPS Manual	b. On going coordinating with concerned agencies for the preparation of the Memorandum of Agreement (MOA) to implement IROPS Manual	b. Memorandum of Agreement to Implement IROPS Manual	b. A meeting was held with the AOC Chairman and a copy of the initial draft of the memorandum of agreement to implement IROPS Manual was forwarded to his office	b. Memorandum of Agreement to Implement IROPS Manual	b. Preparation of draft agreement in lieu of MOA	b. MOA with Stakeholders on IROPS Manual Implementation	The IROPS Manual was cascaded to the Airlines and other Stakeholders last December 10, 2020. A total of ten (10) signed Letter of Agreement was accomplished as of December 2020. Still awaiting for the submission of the remaining LOAs from other Stakeholders	
		<b>Subtotal</b>	<b>19%</b>												

	COMPONENT				BASELINE		2020								
	OBJECTIVE / MEASURE	Formula	Weight	Rating System	2018	2019	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
SM 12	Budget Utilization Rate (BUR)	Total Amount Utilized / Total Budget for Major Airport infrastructure Projects	6%	Actual / Target x Weight	N/A	N/A	28% (Original) 27% (revised)	28%	28%	48%	75%	91%	100.00%	100%	
		Subtotal	6%												
<b>S07. Strengthen Workforce Competencies</b>															
LEARNING AND GROWTH	SM 13	Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	5.0%	Actual / Target x Weight	A. Board approved Competency Model B. Establish Baseline	Twenty percent (20%) of the competency gaps of the 325/1,225 (27%) of MIAA employees have been addressed	10% or 138 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	17% or 276 MIAA employees with competency gaps have been addressed from the total of 1,379 employees	20% or 276 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	17% or 276 MIAA employees with competency gaps have been addressed from the total of 1,379 employees Target was not realized due to the imposition of ECQ, MEXQ and GCQ in the NCR.	30% or 414 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	17% or 276 MIAA employees with competency gaps have been addressed from the total of 1,379 employees	40% or 552 MIAA employees with competency gaps will be addressed from the total of 1,379 employees	30% or 427 MIAA employees with competency gaps will be addressed from the total of 1,393 employees
			Subtotal	5.0%											
			TOTAL	100%											

Submitted by:

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

Recommending Approval by:

28 Jan 2021  
 Date  
  
 ELENITA M. FERNANDO  
 Señor Assistant General Manager

Approved by:

28 Jan 2021  
 Date  
  
 EDDIE V. MONREAL  
 General Manager  
 FEB 01 2021  
 Date