

**MANILA INTERNATIONAL AIRPORT AUTHORITY  
Revalidated 2017 Performance Scorecard**

	Component				GOCC Submission			GCG Validation		Supporting Documents	Remarks											
	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating													
<b>SOCIAL IMPACT</b>	<b>SO 1</b>	<b>To Enhance NAIA's Role in Facilitating Tourism, Mobilization of Human Capital, and the Transfer of Raw Materials and Finished Goods</b>																				
	SM 1	Airline Share/ Flight Volume		7.5%	Actual/Target x Weight	269,953	258,366	7.18%	258,366	7.18%	- Monthly Summary Reports for Flights, Passengers and Cargo Volumes  - CAAP Summary	<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><b>Total</b></td><td><b>258,366</b></td></tr> </table>	T1	39,905	T2	56,853	T3	123,660	T4	37,948	<b>Total</b>	<b>258,366</b>
	T1	39,905																				
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	T3	123,660																				
T4	37,948																					
<b>Total</b>	<b>258,366</b>																					
SM 2	Passenger Volume	Absolute Figures	10%	42,223,370	42,022,484	9.95%	42,022,484	9.95%	<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><b>Total</b></td><td><b>42,022,484</b></td></tr> </table>	T1	7,662,292	T2	9,577,870	T3	20,634,224	T4	4,149,098	<b>Total</b>	<b>42,022,484</b>			
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<b>Total</b>	<b>42,022,484</b>																					
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><b>Total</b></td><td><b>662,256</b></td></tr> </table>	Q1	146,223	Q2	158,867	Q3	170,975	Q4	186,192	<b>Total</b>	<b>662,256</b>			
Q1	146,223																					
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<b>Total</b>	<b>662,256</b>																					
	<b>Subtotal</b>		<b>25%</b>			<b>24.51%</b>		<b>24.51%</b>														
<b>CUSTOMERS AND STAKEHOLDERS</b>	<b>SO 2</b>	<b>To Enhance Passenger Comfort and Convenience</b>																				
	SM 4	Improvement of Terminal Building and Facilities	Actual Accomplishment	8%	(a) 4%  (b) 4%	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%	- Certificates of Accomplishment - Notices of Award - Notices to Proceed - Photographs	Target met.  Completion Dates as follows: a. 02 Aug 2017 b. 07 July 2017										

## 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	Revision of the MOA with Air Carriers for the Passenger Service Charge for OFWs	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"> <li>- Certificate of Accomplishment</li> <li>- MIAA M.C. No. 06 s. 2017 and M.C. No. 10 s. 2018</li> <li>- MIAA Memorandum dated February 7, 2018 re: Integration of Passenger Service Charge</li> <li>- Copy of MOA</li> </ul>	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	Actual Rating	9%	All or Nothing	Average Rating of 3 for Passengers, Airline and Airport Concessionaires	3	9%	3	9%	<ul style="list-style-type: none"> <li>- Final Report on Customer Satisfaction from PSRTI</li> </ul>	The PSRTI conducted the 12-month project from May 2016 to April 2017. The Final Report was submitted to MIAA on 04 August 2017.
		<b>Sub-total</b>		<b>22%</b>				<b>22%</b>		<b>22%</b>		
	SO 4	To Improve Financial Performance										
FINANCIAL	SM 7	Gross Revenues (in Billion pesos)	Absolute Figures	12%	Actual/Target x Weight	₱12.56 B	₱12.95 B	12%	₱13.13 B	12%	<ul style="list-style-type: none"> <li>- COA-audited 2017 Financial Statements (FS)</li> </ul>	Target slightly exceeded by 1.4%.
	SM 8	EBITDA (in Billion pesos)	Absolute Figures	12%	Actual/Target x Weight	₱7.34 B	₱7.19 B	11.75%	₱7.237 B	11.83%	<ul style="list-style-type: none"> <li>- COA-audited 2017 FS</li> </ul>	Target not met by 4.67%
		<b>Sub-total</b>			<b>24%</b>				<b>23.75%</b>		<b>23.83%</b>	

	Component				GOCC Submission			GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating			
INTERNAL PROCESS	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"> <li>- ISO Certification</li> <li>- MIAA Office Order Nos. 227 and 233</li> <li>- Audit Report from AJA Registrars</li> </ul>	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"> <li>- Certificate of Accomplishment</li> <li>- Notice of Award</li> <li>- Notice to Proceed</li> <li>- Photographs</li> </ul>	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"> <li>- Request for Renegotiation dated 25 April 2018</li> <li>- MIAA Board Resolution No. 2018-032</li> </ul>	<p><i>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.</i></p> <p><i>Measure excluded.</i></p>	

Component		GOCC Submission			GCG Validation			Supporting Documents	Remarks		
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating			
SM 11	Improvement of Terminal Equipment and Machineries	Actual Accomplishment	8%	(a) 4%	100% Completion of: a) Provision of Comfortable Lounges	100% Completion of: a. Provision of Comfortable Lounges	4%	100% Completion of: a. Provision of Comfortable Lounges	4%	- 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	b. N/A	-	Not accomplished	0%	- 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.
<b>SO 6 To Ensure Passenger Safety and Security</b>											
SM 12	Incidents Responded to within the Required Time per ICAO Standard - Aircraft - Security-Related - Medical	Actual Accomplishment	3%	All or Nothing - Aircraft (1%) - Security-Related (1%) - Medical (1%)	100% Responded to within the Prescribed ICAO Standard Time - Aircraft (3 mins) - Security-Related (10 mins) - Medical (12 mins)	100% Responded to within Prescribed ICAO Standard Time - Aircraft (3 mins) - Security-Related (10 mins) - Medical (12 mins)	3%	Responded to within the Prescribed ICAO Standard Time: - Aircraft – 86% - Security-Related – 100% - Medical – 100%	3%	- Summary Reports	Incidents in 2017: a. Aircraft – 1/1 b. Security-related – 266/266 c. Medical – 5/5
<b>Sub-total</b>			<b>25%</b>				<b>17%</b>		<b>17%</b>		

	Component				GOCC Submission			GCG Validation		Supporting Documents	Remarks	
	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating			
LEARNING AND GROWTH	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%	Competency Model for Board Approval	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.
		<b>Sub-total</b>		<b>4%</b>				<b>0%</b>		<b>0%</b>		
		<b>SCORECARD TOTAL EXCLUDED WEIGHTS</b>		<b>100% (4%)</b>								
		<b>VALIDATED TOTAL</b>		<b>96%</b>				<b>87.26%</b>		<b>87.34%</b>		
	<b>VALIDATED RATING</b>		<b>(87.34 / 96.00) = 90.98%</b>									