

2021 PERFORMANCE SCORECARD (ANNEX B)

CLARK DEVELOPMENT CORPORATION

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020	2021	
SOCIAL IMPACT	SO 1	Extend Livelihood Assistance							
	SM 1	Implementation of the Priority CSR Projects/Activities							
	a) OB Pagsasarili Family Care Centers	Actual Accomplishment	15%	All or Nothing	N/A	N/A	Memorandum of Agreement for Two (2) Pagsasarili Family Care Centers	Completion of the construction of two (2) OB Pagsasarili Family Care Centers	
	b) Implementation of Livelihood Assistance Projects	Actual Accomplishment	15%	All or Nothing	N/A	N/A	N/A	Minimum of twenty (20) beneficiaries for various livelihood assistance projects	
		Sub-total		30%					
FINANCIAL	SO 2	Generate Productive Economic Activity							
	SM 2	New Committed Investments ¹ by CDC-registered locators	Absolute amount	15%	(Actual / Target) x Weight	US\$165.22 Million	US\$189.16 Million	₱6.557 Billion	₱2.0 Billion ²
	SO 3	Increase Operating Profitability and Cash Levels							
	SM 3	Increase Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	15%	(Actual/Target) x Weight	₱1.678 Billion	₱2.13 Billion	₱1.19 Billion	₱1.22 Billion
	Sub-total		30%						

¹ Pertains to the Property, Plant, and Equipment assets capitalized by the CDC-registered locators to its business in the CFZ.

² Covers investment commitment of direct lessees only.

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STAKEHOLDERS	SO 4	Ensure Customer Satisfaction							
	SM 4	Percentage of Satisfied Customers	Total number of respondents which gave at least Satisfactory rating / Total number of respondents	5%	(Actual / Target) x Weight <i>0% = If less than 80%</i>	91%	92.48%	90%	90%
	SM 5a	Compliance to Clean Air Act (Ambient Air) ³ : Total Suspended Particulates (TSP)	Absolute number	5%	<ul style="list-style-type: none"> • Full weight = if actual is equal or less than the target • [1 – (Actual – Target) / (Maximum – Target)] x Weight = If actual is greater than the target and less than maximum • 0%= If actual is equal or greater than maximum 	65.19 µg/NCM	17.30 µg/NCM	≤ 184 micrograms per normal cubic meter (µg/NCM)	≤ 184 micrograms per normal cubic meter (µg/NCM)
		Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	Absolute number	5%		33.87 µ/NCM	37.22 µg/NCM	≤ 120 micrograms per normal cubic meter (µg/NCM)	≤ 120 micrograms per normal cubic meter (µg/NCM)
SM 5b	Compliance to Clean Water Act (Effluent) ⁴ : Biochemical Oxygen Demand (BOD)	Absolute number	5%	≤ 3.75 mg/L		29 mg/L	≤ 40 milligrams per liter	≤ 40 milligrams per liter (mg/L)	

³ Table 3 under DENR Administrative Order (DAO) No. 2000-81 (IRR for RA 8749) provides the maximum air pollutants concentration at 300 µg/NCM for TSP and 200 µg/NCM for PM10.

⁴ Table 9 under DENR AO No. 2016-08 (Water Quality Guidelines and General Effluent Standards 2016) provides the maximum allowable limit of 50 mg/L for BOD and 100 mg/L for TSS for Class C water body classification.

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	Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)	Absolute number	5%		≤ 15.63 mg/L	27 mg/L	≤ 80 milligrams per liter	≤ 80 milligrams per liter (mg/L)	
	Sub-total		25%						
INTERNAL PROCESS	SO 5	Provide Efficient Services to the Locators							
	SM 6	Implementation of Information Communication Technology (ICT) Tools	Actual accomplishment	5%	All or Nothing	N/A	Baseline data on the processing time of the Electronic Letter Tracking System cannot be verified	E-Bar with Locator Entry Capability in place by the 3 rd Quarter	Automation of the following systems: (1) Up and Running Villa and Land Use Certificate Issuance System; and (2) Up and Running PSD Vehicle Clearance System
		Sub-total		5%					
LEARNING AND GROWTH	SO 6	Skills Training and Culture Reformation							
	SM 7	Establishment of Competency Baseline for the Entire Organization	Actual accomplishment	5%	All or Nothing	Implemented competency assessment tool in 2018 is not in accordance with the	<i>Unverifiable</i>	Board-approved Competency Framework ⁵ composed of the following: 1. Competency Catalogue	Establish Competency Baseline ⁶

⁵ Deliverables should comply with the minimum requirement under the Frequently Asked Questions on Competency Frameworks/Models as uploaded in the GCG Website.

⁶ Competency Assessment should be conducted for all employees, including new hires. The competency baseline of the organization shall pertain to the average percentage of required competencies

met which can be computed using the following formula:
$$\frac{\sum_{a=1}^B \left(\frac{\sum_{a=1}^A (\text{Actual Competency Level})}{\sum_{a=1}^A (\text{Required Competency Level})} \right)}{B}$$
 where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

Component					Baseline Data		Target	
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					framework/ model		2. Competency Framework 3. Competency Tables 4. Competency Matrix 5. Position Profiles	
SO 7	Quality Management System							
SM 8	ISO Certification	Actual accomplishment	5%	All or Nothing	ISO 9001:2015 Certified	ISO 9001:2015 Certification Maintained	Pass the Surveillance Audit	Re-Certification under ISO 9001:2015 Standards
	Sub-total		10%					
	TOTAL		100%					