

CLARK DEVELOPMENT CORPORATION (CDC)
Performance Scorecard Evaluation

		Component			Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure		Formula	Wt.	Rating Scale	2016	Actual	Rating	Score	Rating			
SOCIAL IMPACT	SO 1 Extended Employment and Livelihood Assistance											
	SM 1a	Number of jobs committed in CFZ	Total number of jobs	3%	(Actual / Target) x Weight	8,000	20,192	3.0%	20,192	3.0%	<ul style="list-style-type: none"> • Master list of Direct/Lease Agreements signed for CY 2016 • Directory of existing CFZ locators 	In 2016, CDC entered 465 new/amended agreements with its investors, which resulted in 20,192 new jobs expected to be generated within the CFZ during the contract period. This accomplishment is 252.4% of the 8,000 jobs commitment target for the year.
	SM 1b	Increase actual number of jobs in CFZ (total cumulative actual jobs)	Total number of jobs	3%	(Actual / Target) x Weight	100,000	93,467	2.8%	93,467	2.8%	<ul style="list-style-type: none"> • Consolidated Manpower Report 	There were 93,467 employments generated by the 878 investors/locators within the zone in 2016. This is a 93% accomplishment of the full year target of 100,000 jobs. As represented, the deficient performance was affected by the exercise of USA and other economies of their rights under various Foreign Trade Agreements (FTA) to unilaterally remove certain products in the lists of importation. The actions taken led to the

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											decline in projected production of goods and drop of actual employment generated. However, the previous request of CDC to reduce target to 85,000 is not granted considering that it already exceeded the proposed target at 89,522, as of 3 rd quarter.
SO 2 Generate Productive Economic Activity											
SM 2	New leases for manufacturing commercial, logistics, tourism, and services	Total area leased by new manufacturing, commercial, logistics, tourism, and services projects / Total area leased by all signed projects for the year	10%	(Actual / Target) x Weight	90%	99.94%	10.0%	99.94%	10.0%	<ul style="list-style-type: none"> List of New Lease, Sublease, and Expansion Agreement 	In 2016, 99.94% of the newly leased out areas were awarded to 217 investors involved in the priority industries, at 2,211,867 square meters (sq.m.). The remaining 0.06% is traced to non-priority areas/institutional industries, at 1,238 sq.m. The said performance is 110% of the full year target of 90% minimum share of priority areas. It is noted that CDC consistently achieved above 90% share of newly leased out areas granted to priority industries in 2015 (93%) and in 2016 (99.94%).

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SM 3a	Increase new committed investments (in US\$) in CFZ	Total amount of committed investments in Million US\$	5%	(Actual / Target) x Weight	US\$300 Million	US\$1,054.42 Million	5.0%	US\$1,054.42 Million	5.0%	<ul style="list-style-type: none"> • Master list of Direct/Lease Agreements signed for CY 2016 	Moving forward, it is recommended to set the target under this measure based on the updated Master Plan of the economic zone which shall set forth the intended use per area.
											<p>The total investment commitment closed by CDC amounted to US\$1,054.42 Million. This is a 351.5% and 298.1% jump from the 2016 target of US\$300 Million and 2015 actual accomplishment of US\$353.69 Million, respectively.</p> <p>Per CDC, the spike in committed employment (SM1) and investment (SM2) is attributable to two extraordinary events, such as the (1) privatization of the former Mimosa Leisure Estate, and (2) business expansion of Fontana Development Corporation.</p>

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SM 3b	Actual investments in the CFZ	Total actual investments	5%	(Actual / Target) x Weight	Increase of 10% of the actual investment in 2015	P182 Billion	0.0%	P0	0.0%	<ul style="list-style-type: none"> Breakdown of PPE Investments in CFZ for 2015 	<p>This measure is the realization of the investment commitments made by its 878 registered locator companies (SM3a). CDC submitted data on the PPE investments brought by the registered locators in the CFZ. However, during the on-site visit on 03 May 2017, it was clarified that the figures submitted pertain to the 2015 PPE investments since the locators were not able to provide the 2016 audited data on investments. Upon evaluation, the submitted figures could not be used since it pertains to the 2015 accomplishment. Requests for the report on 2016 PPE investments were made, however, CDC was not able to submit the data. In this regard, CDC failed to achieve any score for this measure.</p>

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	SM 4	Total number of tourist attendees in CDC tourism activities / project initiated / participated	Total number of tourist arrivals	10%	(Actual / Target) x Weight	200,000	262,567	10.0%	262,567	10.0%	<ul style="list-style-type: none"> •2016 Reports on Tourist Arrivals •Post Event Reports from Event Organizers •Permits for Use of Open Spaces •Museum Projects (Official receipts and tickets) 	In 2016, there were 262,567 tourist attendees within CFZ. CDC surpassed its target of 200,000 tourist attendees by 31.3%. Per CDC, the high tourist attendance is attributable to its efforts on year-round special events, intensified social media promotions, outdoor advertisings, participation in travel and tourism expositions, hosting VIP tours and tri-media exposure.
	<i>Subtotal</i>			36%				30.8%		30.8%		
FINANCIAL	SO 3 Increase Operating Profitability and Cash Levels											
	SM 5	EBITDA	Total amount in Million Pesos	30%	(Actual / Target) x Weight	₱746 Million	₱1,002 Million	30.0%	₱1,002 Million	30.0%	•COA Audited FS 2016	CDC achieved ₱1.002 Billion EBITDA. This is a 134% performance from its ₱746 Million EBITDA target. The high EBITDA is mainly attributable to the increase in rent income alongside control of approved budgets on maintenance and operating expenses.

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STAKEHOLDERS	SO 4 Increase Productive Area for Development											
	SM 6	Area of land recovered from informal settlers / non-performing locators; revival of projects	Total area in hectares	5%	(Actual / Target) x Weight	20 has.	64 has.	5.0%	64 has.	5.0%	<ul style="list-style-type: none"> •Land Recovery Report 2016 •Certificate of compensation to informal settlers 	In line with its strategy to maximize economic returns of its land assets, CDC recovers idle lands from informal settlers and/or non-performing locators. This will increase marketable inventories of CDC that will attract new locators. In 2016, there were 64 hectares (has.) recovered by CDC, such as: 1.Pastolan area (19 has.); 2.T-40 Global Zoo World (40 has.); and 3.QSJ along Prince Balagtas (5 has). This performance is 142.2% of the 20 has. target.
	<i>Subtotal</i>			35%				35.0%		35.0%		
STAKEHOLDERS	SO 5 Ensure Customer Satisfaction											
	SM 7	Satisfaction survey conducted by third party	% of respondents who rated CDC of at least satisfactory	5%	(Actual / Target) x Weight	85%	91.20%	5.0%	91.20%	5.0%	<ul style="list-style-type: none"> •Satisfaction Survey Report November 2016 by Business Planners- Phil 	The survey was conducted by Business Planners-Philippines in November 2016 to 513 respondents, in which 91.2% of the respondents rated CDC as either Very

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										Good (38.1%) or Satisfactory (53.1%). CDC garnered a high overall satisfaction rating of 91.0%. In the survey, categories Quality, Outcome, and Staff got the highest score (94%), followed by Timeliness (89%), and Ease of Access (84%). All themes, except Ease of Access, showed improvements from 2015 ratings. Ease of Access, which pertains to the rate of understanding of services provided by CDC and how to access the service, decreased by 11% in 2016.
SM 8	Total number of beneficiaries from livelihood projects	Total number of beneficiaries	4%	(Actual / Target) x Weight	1,000	1,042	4.0%	1,042	4.0%	<ul style="list-style-type: none"> CDC Corporate Social Responsibility and Placement Division Report on Projects Implemented <p>Among the social welfare projects conducted were the high-speed sewing training, wig making, food and beverage housekeeping, seedling dispersal, orientation seminar on vegetable production and pest control, pangkabuhayan kart, carabao re-</p>

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SM 9	Total number of beneficiaries from agricultural projects implemented	Total number of projects	5%	(Actual / Target) x Weight	600	651	5.0%	651	5.0%		dispersal, and BPO readiness program. Beneficiaries in the abovementioned livelihood/agricultural projects reached to 1,042 and 651, respectively. The projects involve the conduct of trainings in partnership with organizations and provision of material assistance. On top of those projects, CDC also conducts job fairs, local recruitment activities, and BPO readiness trainings to assist the locators and job seekers during hiring. CDC conducts follow ups/feedbacks to the beneficiaries to monitor the progress of the beneficiaries of the CSR programs of CDC. These programs are expected to redound to economic development through employment.
<i>Subtotal</i>			14%				14.0%		14.0%		

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INTERNAL PROCESS	SO 6 Providing Delightful Services to Locators											
	SM 10	Response time to emergency and security incidents from time of call	In Minutes (mins.)	5%	(Actual / Target) x Weight	7 mins.	5.052 mins.	5.0%	5.052 mins.	5.0%	• Summary Report on Emergency Response Time 2016	CDC maintains safety and security within the CFZ and CSEZ to establish conducive environment. There were 1,166 reported incidents within the zone that were timely responded by CDC. These include vehicular accidents, bank alarms, and fire incidents. The response time is computed from the time the call is received until the time of arrival on scene. Internal documents (incident reports and logbook) were validated during the on-site visit.
	SO 7 Automation of Processes											
	SM 11	Computerization of Accounting System	Based on milestone achieved	5%	All or nothing	Accounting System Computerized	Go Live, Actual Rollout	5.0%	Go Live, Actual Rollout	5.0%	• Computerized Accounting System (actual test during on-site validation)	In line with the thrust of BCDA to establish a more efficient and productive reporting system with its subsidiaries, CDC has automated its accounting systems from the encoding of financial data to production of financial statements.

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											Online accounting system was validated during on-site validation.	
SO 8		Skills Training and Culture Reformation										
LEARNING AND GROWTH	SM 12	Increase the Competency level in strategic areas	Competency based Human Resources Guidelines in Recruitment, Training, and Development and Career Development established	5%	All or nothing	Establish Baseline (identity of the level of competencies)	Established baseline (Employees' Individual Competency Profiles Identified)	5.0%	Established baseline (Employees' Individual Competency Profiles Identified)	5.0%	<ul style="list-style-type: none"> •Project Completion Report by CLEAR, Inc. •Employee Competency Profiles (required competencies of position versus actual competencies of incumbent) 	CDC engaged the service of a third party to establish Functional / Technical Competencies as well as the corresponding Proficiency Levels for CDC jobs/positions. Assessment result showed that CDC has an 8.02% gap or 386 out of 4,814 competencies for all employees were not met.
			<i>Subtotal</i>	15%				15.0%		15.0%		
			TOTAL	100%				94.8%		94.8%		