

CLARK DEVELOPMENT CORPORATION (CDC)
Validation Result of 2020 Performance Scorecard

	Component				Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
	Objective/Measure	Formula	Weight	Rating System	2020	Actual	Rating	Score	Rating		
SOCIAL IMPACT	SO 1	Livelihood Assistance and Self-Help to Aeta Communities and Other Beneficiaries									
	SM 1	Implementation of the Priority Corporate Social Responsibility Projects/Activities									
	a) Putting up of Clark COVID Quarantine Facilities	Actual Accomplishment	5%	All or Nothing	One (1) facility put up and operated	Continuously accommodating COVID patients	5%	Two (2) facilities put up and operated	5%	• DOH Certifications	CDC was able to put-up and operated ASEAN Convention Center and National Government Administrative Center – South Wing as COVID quarantine facilities. CDC exceeded the target.
b) Assistance of OFWs and Returning Overseas Filipinos by identifying and facilitating quarantine accommodation facilities in Clark	Absolute number	2.5%	(Actual / Target) x Weight	15,000 assisted	78,780	2.5%	78,780 assisted	2.5%	• CDC Repatriates Accommodation Sheets signed by CDC and Hotel Representatives	CDC exceeded the target.	

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	c) CDC Relief Operations related to Covid-19 from CDC and CDC linkages (locators)	Absolute number	2.5%	(Actual / Target) x Weight	15,000 families extended assistance	19,003	2.5%	19,003	2.5%	<ul style="list-style-type: none"> • Invoice Receipt • Acknowledgment Receipt with list of beneficiaries 	CDC exceeded the target.	
	d) Pagsasarili Family Care Centers	Actual Accomplishment	5%	All or Nothing	Memorandum of Agreement for Two (2) Pagsasarili Family Care Centers	MOA Finalized	5%	Memorandum of Agreement for Five (5) Pagsasarili Family Care Centers	5%	<ul style="list-style-type: none"> • Memorandum of Agreement 	CDC entered into an agreement with Bloomberry Resorts and Hotels, Inc. (BRHI) and Bloomberry Cultural Foundation Inc. (BCFI) for the construction of five (5) Pagsasarili Family Care Centers in Aeta Sitios surrounding Clark Freeport Zone. CDC exceeded the target.	
	Sub-total			15%				15%		15%		
FINANCIAL	SO 2	Generate Productive Economic Activity										
	SM 2	New Committed Investments ¹ by CDC-	Absolute number	5%	(Actual / Target) x Weight	₱6.557 Billion	₱7.670 Billion	5%	₱7.670 Billion	5%	<ul style="list-style-type: none"> • Summary of Commitments for 	CDC exceeded the target.

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

Validation Result of 2020 Performance Scorecard (Annex A)

Component					Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating System	2020	Actual	Rating	Score	Rating			
	registered locators									Investment and Employment per Industry • Sublease Agreements • Contracts • Applications for Renewal/Registration/Expansion	
SM 3	Number of Attendees in CDC Tourism Activities, Projects Initiated and Participated	Absolute number	10%	(Actual / Target) x Weight	75,000	79,755	10%	80,112	10%	• Post-event Reports • Post-event reports • Daily Report and Official Receipts on Museum and 4D Theater Guest Arrivals	CDC exceeded the target.
SO 3	Increase Operating Profitability and Cash Levels										
SM 4	Increase Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	25%	(Actual/ Target) x Weight	₱1.19 Billion	₱1.435 Billion	25%	₱1.216 Billion	25%	• 2020 COA Annual Audit Report	CDC exceeded the target despite the re-computation based on the 2020 COA Annual Audit Report.
Sub-total			40%				40%		40%		

	Component				Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
	Objective/Measure	Formula	Weight	Rating System	2020	Actual	Rating	Score	Rating			
STAKEHOLDERS	SO 4	Ensure Customer Satisfaction										
	SM 5	Percentage of Satisfied Customers	Total number of respondents which gave at least Satisfactory rating / Total number of respondents	10%	(Actual / Target) x Weight <i>0% = If less than 80%</i>	90%	Survey Conducted by NVN Business Consultancy - 90% Satisfaction Rating	10%	90%	10%	<ul style="list-style-type: none"> Final Survey Report Samples of accomplished survey questionnaires Database of Responses Database of back-checking and spot-checking responses Consultant's Erratum on the Wording of Data Gathering Methodology 	CDC utilized the 2018-prescribed questionnaires instead of the 2020 version. While the integrity of the data remains valid, CDC is reminded to ensure the use of the 2020 version of the prescribed questionnaire in the conduct of survey to ensure compliance and acceptance of accomplishment.
	SM 6a	Compliance to Clean Air Act (Ambient Air) ² : 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 	≤184 micrograms per normal cubic meter	≤31.80 µg/NCM (100% Compliance to standards)	5%	31.80 µg/NCM TSP	5%	<ul style="list-style-type: none"> Ambient Air Quality Monitoring Report of Pure Jjem Environmental Corporation 	Reported accomplishment is acceptable. It should be noted that the annual accomplishment reflects average test result per quarter. Considering the pandemic in

² 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.

Validation Result of 2020 Performance Scorecard (Annex A)

Component					Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating System	2020	Actual	Rating	Score	Rating			
	Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	Absolute number	5%	greater than the target and less than maximum • 0%= If actual is equal or greater than maximum	≤120 micrograms per normal cubic meter	≤25.0 µg/NCM (100% Compliance to standards)	5%	25.0 µg/NCM PM 10	5%		March 2020, no air quality test was conducted for the 1 st Quarter. Hence, the validated accomplishment for air quality represents the average of the test results for three quarters.
SM 6b	Compliance to Clean Water Act (Effluent) ³ : Biochemical Oxygen Demand (BOD)	Absolute number	5%	• Full weight = If actual is equal or less than the target • $[1 - (\text{Actual} - \text{Target}) / (\text{Maximum} - \text{Target})] \times \text{Weight}$ = If actual is greater than the target and less than maximum: • 0%= If actual is equal or greater than maximum	≤ 40 milligrams per liter	≤7.5 mg/L (100% Compliance to standards)	5%	7.5 mg/L BOD	5%	• Results of Analyses from CRL Environmental Corporation (CEC)	Reported accomplishment is acceptable.
	Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)	Absolute number	5%		≤ 80 milligrams per liter	≤17.5 mg/L (100% Compliance to standards)	5%	17.5 mg/L TSS	5%		
Sub-total			30%			30%		30%			

³ 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.

Component					Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Weight	Rating System	2020	Actual	Rating	Score	Rating				
INTERNAL PROCESS	SO 5	Provide Efficient Services to the Locators										
	SM 7	Implementation of Information Communication Technology (ICT) Tools	Actual accomplishment	5%	All or Nothing	E-Bar with Locator Entry Capability in place by the 3 rd Quarter	Module completed and ready for testing. BDBEG to identify locators for pilot testing	5%	E-Bar with Locator Entry Capability not in place	0%	<ul style="list-style-type: none"> User Acceptance Test (UAT) Report dated 28 December 2020 Manual on the Step-by-step procedure on how to input data online via eBAR Email communications on the test run to be conducted for locators 	Evidence submitted showed that while an eBAR system is existing, the enhancement which contains the Locator Entry Capability is only in pilot testing phase by end of 2020.
	Sub-total			5%				5%		0%		
LEARNING AND	SO 6	Skills Training and Culture Reformation										
	SM 8	Review of the Existing Competency Framework	Actual accomplishment	5%	All or Nothing	Board-approved Competency Framework ⁴ composed of the following: 1. Competency Catalogue	A) Creation of Competency Framework Core Team (CT) and Technical Working Group (TWG) B) Management and Board-approved	5%	<i>Report not acceptable</i>	0%	<ul style="list-style-type: none"> Competency Framework/ Model CDC Board Resolution No. SM 12-01 (Meeting No. 2), series of 2020 	The findings during the GCG's evaluation are as follows: 1. 88 positions based on the GCG-approved Staffing

⁴ Deliverables should comply with the minimum requirement under the Frequently Asked Questions on Competency Frameworks/Models as uploaded in the GCG Website.

Component					Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure			Formula	Weight	Rating System	2020	Actual	Rating	Score		
						2. Competency Framework 3. Competency Tables 4. Competency Matrix 5. Position Profiles	Competency Framework composed of the following: 1. Competency Catalogue 2. Competency Framework 3. Competency Tables 4. Competency Matrix 5. Position Profiles				Pattern do not have its corresponding position profile and were not included in the Competency Matrix. (Appendix A) 2. Sampling review of the position profiles against the competency matrix and competency catalogue revealed that some of the identified competencies in the profiles were not among the listed competencies in the 2020 version of the CDC Competency Model.

Component					Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating System	2020	Actual	Rating	Score	Rating			
SO 7 Quality Management System											
SM 9	ISO Certification	Actual accomplishment	5%	All or Nothing	Pass the Surveillance Audit	<ul style="list-style-type: none"> Compliant. Completed Cross Functional Audit/ Intra QMS Audit of the CDC auditees through remote auditing procedures. Management Review conducted discussing the Internal QMS Report on Internal QMS Audit. Completed and Passed the 2nd Surveillance Audit by the ISO Certification Body as CDC, being compliant to the requirements of the ISO standards. 	5%	Passed the Surveillance Audit	5%	<ul style="list-style-type: none"> Attestation Certification from SOCOTEC Certification Philippines, Inc. dated 03 December 2020 Surveillance Audit Report 	CDC met the target.

Validation Result of 2020 Performance Scorecard (Annex A)

Component				Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating System	2020	Actual	Rating	Score	Rating		
					<ul style="list-style-type: none"> Compliant to the requirements of the IATF-GQMC per their Advisory/ Memo Circular 2020-1 dated 09 December 2020 relative to the grant of PBB for CY 2020. 					
Sub-total			10%				10%		5%	
TOTAL			100%				100%		90%	

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**SM 8: REVIEW OF THE EXISTING COMPETENCY FRAMEWORK
LIST OF POSITIONS WITHOUT POSITION PROFILES**

	Position Title	Job Level
	BOARD SECRETARIAT	
1	Board Secretary IV	11
2	Board Secretary II	10
3	Agenda/Minutes Officer III	9
	INTERNAL AUDIT DIVISION	
4	Manager	12
5	Internal Auditor IV	11
6	Internal Auditor III	10
7	Internal Auditor II	9
8	Internal Audit Assistant	7
	OFFICE OF THE PRESIDENT AND CEO	
9	President and CEO	16
10	Executive Assistant II	10
11	Secretary III	8
	CORPORATE PLANNING DIVISION	
12	Manager	12
13	Planning Officer IV	11
14	Planning Officer III	10
15	Planning Officer II	9
	INFORMATION TECHNOLOGY DEPARTMENT	
16	Assistant Vice-President	13
17	Information Technology Officer IV	11
18	Information Technology Officer III	10
19	GIS Officer III	10
20	Technical Services Officer III	10
21	Computer Programmer II	9
22	GIS Officer II	9
23	Technical Service Officer II	9
24	Information Systems Analyst I	8
25	Technical Services Officer I	8
26	GIS Assistant	7
27	Computer Operator II	6
	ADMINISTRATION AND FINANCE GROUP	
28	Vice-President	14
29	Executive Assistant II	10
30	Secretary II	7
	FINANCE DEPARTMENT	

	Position Title	Job Level
31	Assistant Vice-President	13
	Transportation Services Section	
32	Administrative Officer III	10
33	Administrative Officer II	9
34	Admin Officer I	8
35	Sr. Auto Mechanic	7
36	Auto Mechanic A	6
37	Heavy Equipment Operator	6
38	Driver Courier II	5
	Warehouse Management Section	
39	Administrative Officer III	10
40	Administrative Officer II	9
41	Administrative Officer II	9
42	Administrative Assistant IV	7
43	Warehouseman II	6
	BAC Secretariat	
44	Administrative Officer I	9
45	Administrative Assistant IV	7
	EXTERNAL AFFAIRS DEPARTMENT	
46	Assistant Vice-President	13
	CSR AND PLACEMENT DIVISION	
47	Manager	12
	SPECIAL CONCERNS DIVISION	
48	Project Development Officer IV	11
	SECURITY SERVICES GROUP	
49	Executive Assistant II	10
50	Secretary II	7
	PUBLIC SAFETY DIVISION	
51	Traffic Management Officer I	8
	ENGINEERING SERVICE GROUP	
52	Vice-President	14
	<i>Infrastructure Planning Section</i>	
53	Engineer IV	11
54	Engineer III	10
55	Architect III	10
56	Engineer II	9
57	Architect II	9

	Position Title	Job Level
	BUILDING AND FACILITIES MAINTENANCE DIVISION	
58	Manager	12
	BUILDING AND FACILITIES PERMITS DIVISION	
59	Manager	12
60	Engineer IV	11
61	Architect III	10
62	Engineer II	9
63	Technical Support Assistant	7
	BUSINESS DEVELOPMENT AND BUSINESS ENHANCEMENT GROUP	
64	Vice-President	14
65	Executive Assistant II	10
	TOURISM PROMOTIONS DIVISION	
66	Tourism Operations Assistant I	5
	BUSINESS DEVELOPMENT DEPARTMENT	
67	Assistant Vice-President	13
	INVESTMENT PROMOTIONS DIVISION I	
68	Manager	12
69	Supervising Business Specialist	11
70	Business Development Specialist II	10
71	Investment Promotions Specialist II	10
72	Business Development Specialist I	9
73	Investment Promotions Specialist I	9
74	Business Development Analyst	7
75	Investment Promotions Analyst	7
	INVESTMENT PROMOTIONS DIVISION II	
76	Manager	12
77	Supervising Marketing Specialist	11
78	Business Development Specialist II	10
79	Investment Promotions Specialist II	10
80	Business Development Specialist I	9
81	Investment Promotions Specialist I	9
82	Business Development Analyst	7
83	Investment Promotions Analyst	7
	HEALTH AND SANITATION DIVISION	
84	Sanitation Inspector III	10
85	Sanitation Inspector II	9

	Position Title	Job Level
	LEGAL AFFAIRS GROUP	
86	Vice-President/General Counsel	14
87	Executive Assistant II	10
88	Secretary II	7

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