

**CLARK DEVELOPMENT CORPORATION  
2015 Performance Scorecard**

Performance Measure					CDC Submission			CGO-A Evaluation		Supporting Documents	Remarks	
Objectives / Measures	Formula	Weight	Rating Scale	Targets	Actual	Rating	Score	Rating				
SOCIAL IMPACT	SO 1	Extended Employment and Livelihood Assistance										
	SM 1	Number of jobs generated in Clark Freeport Zone	Total number of jobs generated	10%	Actual/Target x Weight	8,000	13,668	10%	13,668	10%	<ul style="list-style-type: none"> <li>Summary report of locators signed in 2015</li> <li>Copies of signed Lease Agreements which includes the Specific Conditions of the Lease Agreement</li> </ul>	<ul style="list-style-type: none"> <li>2015 Actual is 70% higher than 2015 Target</li> <li>Includes direct lease and sub lease</li> <li>CDC had earlier justified the low targets with lack of available land and land use constraints.</li> <li>Projections should consider expansions in existing businesses, not just investments of new locators. Jobs and investments can still grow even with land constraints.</li> </ul>
	SO 2	Generate Productive Economic Activity										
	SM 2	% of new leases for manufacturing, commercial, logistics, tourism and services	Total Area leased by new manufacturing, commercial, logistics, tourism & services projects divide by total area leased by all signed projects for the year	5%	Actual/Target x Weight	75%	88%	5%	93%	5%	<ul style="list-style-type: none"> <li>Summary report of locators signed in 2015</li> <li>Copies of signed Lease Agreements which includes the Specific Conditions of the Lease Agreement</li> </ul>	<ul style="list-style-type: none"> <li>2015 Actual is 24% higher than 2015 Target</li> <li>Out of the new leases covering 517,698 square meters:                             <ul style="list-style-type: none"> <li>Commercial – 3,282 sq. m. (0.63%)</li> <li>Tourism – 308,928 sq. m. (59.67%)</li> <li>Manufacturing/Industrial – 147,867 sq. m. (28.56%)</li> <li>Service – 20,219 sq. m. (3.91%)</li> </ul> </li> <li>Validated actual accomplishment was derived based on the formula. CDC derived its figure by averaging the result per quarter.</li> </ul>
SM 3	Total new committed	Amount of New committed	10%	Actual/Target x	\$25 M	\$353.69 M	10%	\$353.69 M	10%	<ul style="list-style-type: none"> <li>Summary report of locators signed in</li> </ul>	<ul style="list-style-type: none"> <li>Includes direct lease (\$303.6 M) and sub lease</li> </ul>	

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	investments (in US\$) in the CFZ	investments (in US\$)		Weight						2015 <ul style="list-style-type: none"> <li>Copies of signed Lease Agreements which includes the Specific Conditions of the Lease Agreement</li> </ul>	(\$50.09 M) <ul style="list-style-type: none"> <li>CDC had earlier justified the low targets with lack of available land and land use constraints.</li> <li>Projections should consider expansions in existing businesses, not just investments of new locators. Jobs and investments can still grow even with land constraints.</li> </ul>	
	<b>Sub-total</b>		<b>25%</b>				<b>25%</b>		<b>25%</b>			
FINANCIAL	<b>SO 3</b>	<b>Increase Operating Profitability and Cash Levels</b>										
	SM 4	Income from Operations (inc. Interest Income only)	Total amount in P Mn	15%	Actual/Target x Weight	P415 M	P669 M	15%	P669 M	15%	<ul style="list-style-type: none"> <li>Unaudited Income Statement</li> </ul>	<ul style="list-style-type: none"> <li>2015 Actual is 61% higher than 2015 target</li> </ul>
	SM 5	EBITDA	Total amount in P Mn	15%	Actual/Target x Weight	P593 M	P904 M	15%	P904 M	15%	<ul style="list-style-type: none"> <li>Unaudited Income Statement</li> </ul>	<ul style="list-style-type: none"> <li>2015 Actual is 52% higher than 2015 target</li> </ul>
	<b>SO 4</b>	<b>Increase Productive Area for Development</b>										
	SM 6	Area of land recovered from informal settlers/non-performing locators; revival of projects	Total Area in hectares/possession of area	5%	Actual/Target x Weight	45 has.	61.739 has.	5%	61.739 has.	5%	<ul style="list-style-type: none"> <li>Certification from the Manager of Estate Preservation and Recovery Department</li> <li>Inter-Office Memorandum on the recommendation to compensate damages on affected claimants</li> <li>Land Recovery Report</li> <li>Survey forms and Certification from claimants</li> </ul>	<ul style="list-style-type: none"> <li>2015 Actual is 37% higher than 2015 Target</li> </ul>
	<b>Sub-total</b>		<b>35%</b>				<b>35%</b>		<b>35%</b>			
STAKE-HOLDERS	<b>SO 5</b>	<b>Customer Satisfaction</b>										
	SM 7	Satisfaction survey conducted by a third party	Based on third party result	5%	Actual/Target x Weight	Not lower than 80%	91.50%	5%	91.50%	5%	<ul style="list-style-type: none"> <li>Report on Customer Satisfaction Survey 2015</li> </ul>	<ul style="list-style-type: none"> <li>2015 Actual is 14% higher than 2015 target</li> <li>On-site and online survey conducted by OIJ Business Planners</li> </ul>

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											<ul style="list-style-type: none"> <li>The survey evaluated CDC's customer service rating based on the following criteria:               <ol style="list-style-type: none"> <li>Staff</li> <li>Ease of Access</li> <li>Timeliness of Service</li> <li>Quality &amp; Outcome</li> <li>Overall Satisfaction</li> </ol> </li> <li>587/619 respondents answered the survey - 91% were satisfied, 7% were neutral and 2% were dissatisfied.</li> </ul>
SM 8	Total number of beneficiaries from livelihood projects	Total number of beneficiaries	5%	Actual/Target x Weight	473	1,374	5%	1,374	5%	<ul style="list-style-type: none"> <li>Accomplishment Report by the Community Services Section on the CSR projects implemented by CDC</li> </ul>	<ul style="list-style-type: none"> <li>2015 Actual is 190% higher than 2015 target</li> </ul>
SM 9	Total number of agricultural projects implemented	Total number of projects	4%	Actual/Target x Weight	4	4	4%	3	3%	<ul style="list-style-type: none"> <li>Accomplishment Report by the Community Services Section on the CSR projects implemented by CDC</li> </ul>	<ul style="list-style-type: none"> <li>2015 Actual is 25% lower than 2015 target</li> <li>Only 3 projects were identified in the submitted report:               <ul style="list-style-type: none"> <li>1<sup>st</sup> Semester - Orientation seminar for the farmers from Capas and Bamban (53 participants)</li> <li>2<sup>nd</sup> Semester - Seedling Dispersal Project in partnership with East West Seeds in Bamban, Capas Tarlac, and Mabalacat City (470 beneficiaries)</li> <li>2<sup>nd</sup> Semester - Seedling dispersal project in Porac, Mabalacat and Sapang bato, Angeles City (200 farmers)</li> </ul> </li> </ul>
	<b>Sub-total</b>		<b>14%</b>				<b>14%</b>		<b>13%</b>		

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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%	(1- (Actual – Target) / Target) x Weight	10	5.10	5%	5.19	5%	<ul style="list-style-type: none"> <li>Inter-Office Memorandum on the submission of PSD Accomplishment Report</li> <li>Monitoring report on the response time</li> </ul>	<ul style="list-style-type: none"> <li>Time of Arrival is documented when the response team makes a call at the PSD informing them that they have arrived at the scene</li> <li>Total number of incidents recorded in 2015 is 1,162 (vehicular accidents, bank alarms and fire incidents)</li> </ul>
	SM 11	Reduction in Processing Time on the Issuance of Business Permit										
		Marketing Department (MD)	Average reduction in processing time	5%	Actual/ Target x Weight	52% reduction from 2012	60%	5%	60%	5%	<ul style="list-style-type: none"> <li>Monitoring report on the processing time per Department</li> </ul>	<ul style="list-style-type: none"> <li>Some processes were already automated and excluded in the monitoring of the reduction of processing time</li> </ul>
		Building Utilities Regulatory Department (BURD)	Average reduction in processing time									
		Enterprise Regulations Department (ERD)	Average reduction in processing time									
		Health Services Office (HSO)	Average reduction in processing time									
Environmental Management Department (EMD)	Average reduction in processing time											
<b>Sub-total</b>		<b>10%</b>				<b>10%</b>		<b>10%</b>				
LEARNING AND GROWTH	SO 7	Skills Training and Culture Reformation										
	SM 12	Establish a competency framework	Competency Based Human Resources Guidelines in Recruitment, Training and Development and Career Development	5%	Actual/ Target x Weight	Establish a competency framework	Completed	5%	Completed	5%	<ul style="list-style-type: none"> <li>Project Completion Report</li> <li>Competency Dictionary</li> </ul>	<ul style="list-style-type: none"> <li>CDC worked with the Center for Labor Education, Advocacy, Research and Development, Inc. (CLEAR)</li> </ul>

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	Established										
SO 8	Establish Quality Management System										
SM 13	ISO Certification of all processes	ISO Certification	5%	Actual/Target x Weight	ISO Certification	ISO 9001:2008 Certification awarded for the following scope: "Provision of Business Development, Business Enhancement and Zone Management Services."	5%	ISO 9001:2008 Certification awarded for the following scope: "Provision of Business Development, Business Enhancement and Zone Management Services."	5%	<ul style="list-style-type: none"> <li>• Certification from TUV Rheiland</li> </ul>	•
SO 9	Automation of Processes										
SM 14	Document Tracking System	Automated Processes	2%	Accomplishment Percentage x Weight	1st Qtr-Completion of System, 2nd Qtr-Testing, 3rd Qtr-Roll-Out, 4th Qtr-Full Implementation	Fully functional, could be accessed thru the ARMIS website at <a href="https://armis.gov.ph">https://armis.gov.ph</a>	2%	1st Qtr-Completion of System, 2nd Qtr-Testing, 3rd Qtr-Roll-Out, 4th Qtr-Full Implementation	2%	<ul style="list-style-type: none"> <li>• Quarterly Monitoring Report</li> <li>• Screenshot of the Document Tracking system</li> </ul>	•
	HR System	Automated Processes	2%		Automated computation and posting of leave balance from data uploaded from the CTKM from the HRIS server and online filing and approval of the AFL. The leave balance report shall be linked with the payroll system.	Implemented	2%	Implemented	2%	<ul style="list-style-type: none"> <li>• Inter-Office Memorandum dated 28 December 2015 on the Implementation of Online Filing of Application for Leave (AFL), Official Business (OB) Pass, Request to Render Overtime Services (OT w/ Pay) stating that the system can be accessed by the employees</li> <li>• Screenshot of the HR system</li> </ul>	•
	Bring-in/Bring-out	Automated Processes	2%		Full Implementation	Implemented	2%	Memorandum Circular	0%	<ul style="list-style-type: none"> <li>• Memorandum Circular on the Full Automation</li> </ul>	• Implementation is only effective on March 1, 2016

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				on			states that the effectivity is on March 1, 2016 only		of Entry/Exit Gate Pass dated 19 January 2016	as provided by supporting documents	
	<b>Sub-total</b>		<b>16%</b>			<b>16%</b>		<b>14%</b>			
	<b>TOTAL</b>		<b>100%</b>			<b>100%</b>		<b>97%</b>			