

**CLARK DEVELOPMENT CORPORATION (CDC)
Validation Results of 2018 Performance Scorecard**

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective / Measure	Formula	Wt.		2018	Actual	Rating	Score	Rating			
SOCIAL IMPACT	SO 1	Extend Employment and Livelihood Assistance									
	SM 1	Number of New Jobs Committed by CDC-registered Locators	Absolute number	5%	(Actual / Target) x Weight 0% = If less than 2,600	8,462	12,794	5%	11,070	5%	<ul style="list-style-type: none"> • Sublease Agreements • Contracts • Application for Renewal • Application for Registration • Summary of Commitments Validated accomplishment based on the jobs committed as provided in the submitted supporting documents.
	SM 2	Number of Beneficiaries of Livelihood Projects	Absolute number	10%	(Actual / Target) x Weight	2,750	3,886	10%	3,886	10%	<ul style="list-style-type: none"> • Employment Summary Report • Monthly Employment Report • Livelihood Projects • Liquidation Reports of beneficiaries Acceptable.
		Sub-total			15%			15%		15%	

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FINANCIAL	SO 2 Generate Productive Economic Activity											
	SM 3	New Committed Investments by CDC-registered Locators	Absolute number	5%	(Actual / Target) x Weight	US\$125.52 Million	US\$172.54 Million	5%	US\$165.22 Million	5%	<ul style="list-style-type: none"> • Sublease/ Lease Agreements • Contracts • Application for Renewal • Application for Registration • Summary of Commitments 	Validated accomplishment based on the investments committed provided in the submitted supporting documents. Reported investment committed without the corresponding supporting documents were excluded.
	SM 4	Number of Attendees in CDC Tourism Activities, Projects Initiated and Participated	(Prior year's actual/current year's actual) x 100%	10%	(Actual / Target) x Weight	10% increase from previous year's actual	548,213	10%	534,846	10%	<ul style="list-style-type: none"> • Post-event Reports • Museum and 4D Theater Guest Arrivals Report 	Validated accomplishment based on the submitted supporting documents. CDC's 2018 accomplishment was 71% higher than the target and 88% higher than the 2017 accomplishment.

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SO 3 Increase Operating Profitability and Cash Levels											
SM 5	Increase Earnings before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	35%	(Actual / Target) x Weight	₱1.651 Billion	₱1.678 Billion	35%	₱1.678 Billion	35%	<ul style="list-style-type: none"> Unaudited Financial Statements as submitted to COA 	Acceptable.
Sub-total			50%				50%		50%		
SO 4 Ensure Customer Satisfaction											
STAKEHOLDERS SM 6	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%	Actual Survey Conducted with a satisfaction rating of 88%	10%	91%	10%	<ul style="list-style-type: none"> Survey Questionnaires Survey Report 	Sampling size of 290 was computed based on the formula provided in the GCG standard methodology. However, the methodology prescribed a minimum sample size of 300 for GOCCs with customers concentrated in a specific area such as CDC. While the reported accomplishment may be accepted for 2018, CDC is reminded to use the sample size of 300 (MOE of +/-5.6% at 95% confidence level) for the succeeding year's survey.

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SM 7a	Compliance to Clean Air Act (Ambient Air) ¹ : Total Suspended Particulates (TSP)	Absolute number	2.5%	All or nothing	≤ 184 micrograms per normal cubic meter (µg/NCM)	68.53 µg/NCM	2.5%	65.19 µg/NCM	2.5%	<ul style="list-style-type: none"> • Results of Analyses • Transmittal letter of CRL Environmental Corporation (CEC) to CDC 	Validated accomplishment based on the submitted supporting documents.
	Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	Absolute number	2.5%	All or nothing	≤ 120 micrograms per normal cubic meter (µg/NCM)	33.65 µg/NCM	2.5%	33.87 µg/NCM	2.5%		
SM 7b	Compliance to Clean Water Act (Effluent) ² : Biochemical Oxygen Demand (BOD)	Absolute number	2.5%	All or nothing	≤ 40 milligrams per liter (mg/L)	5.75 mg/L	2.5%	3.75 mg/L	2.5%	<ul style="list-style-type: none"> • Results of Analyses • Transmittal letter of CEC to CDC 	Validated accomplishment based on the submitted supporting documents.

¹ 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.

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	Compliance to Clean Water Act (Effluent) ² : Total Suspended Solids (TSS)	Absolute number	2.5%	All or nothing	≤ 80 milligrams per liter (mg/L)	19.75 mg/L	2.5%	15.63 mg/L	2.5%	<ul style="list-style-type: none"> • Billing Statement • Transmittal Letter regarding the March Test Results for CDC's Compliance to Clean Water Act 	
	Sub-total		20%				20%		20%		
INTERNAL PROCESS	SO 5 Provide Efficient Services to the Locators										
	SM 8	Percentage of Fire Safety Inspection Certificates (FSICs) and Temporary Vehicle Clearances (TVCs) issued on time	Total number of FSICs and TVCs issued on time ³ / Total number of FSICs and TTVCs issued	5%	(Actual / Target) x Weight 0% = If below 90%	100%	100% (FSIC) 100% (TVC)	5%	100% for both FSICs and TVCs	5%	<ul style="list-style-type: none"> • TAT Report on FSICs and TVCs processed • Samples of Certificates and Clearances • Inspection Certificates • Official Receipts

² 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.

³ Applicable processing time for the Fire Safety Inspection Certificates and the Temporary Vehicle Clearances are 3 days and 2 days, respectively.

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SO 6 Skills Training and Culture Reformation										
SM 9	Percentage of Employees Meeting Required Competencies	Total number of employees with identified competency gap/s closed / Total number of employees identified with competency gap/s	5%	(Actual / Target) x Weight 0% = If below 85%	90%	96%	5%	Implemented competency assessment tool in 2018 is not in accordance with the framework/ model	0%	<ul style="list-style-type: none"> • Summary Report on Competency Gaps • Sample of Training Effectiveness Assessment Form <p>The reported accomplishment is based on the result of the Training Effectiveness Assessment Forms (TAEF). However, the TAEF is not a competency assessment tool as the same does not evaluate or assess the competency level of an employee. The TAEF is a rating form required of a training attendee to determine if the objectives of the training attended were met.</p> <p>Moreover, the TAEF is also different from the competency assessment tool used in determining the competency baseline level of employees when the competency framework/model was implemented in 2016.</p>

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SO 7 Quality Management System											
SM 10	Improve Processes to Quality Management System	Actual accomplishment	5%	All or Nothing	Certification under ISO 9001:2015 Standards	CDC has passed the Transition and Recertification Audit for the ISO 9001:2015 version conducted by AJA Registrars Inc. on August 29-30, 2018	5%	ISO 9001:2015 Certified	5%	<ul style="list-style-type: none"> • ISO Certificate • Registration Schedule with Scope • Audit Report 	Acceptable.
	Sub-total		15%				15%		10%		
	TOTAL		100%				100%		95%		