

CLARK DEVELOPMENT CORPORATION

	Objective/Measure	Component			Baseline Data		Target	
		Formula	Weight	Rating System	2015	2016	2017	
SOCIAL IMPACT	SO 1	Extended Employment and Livelihood Assistance						
	SM 1	Number of new jobs in CFZ committed	Absolute number	5%	(Actual / Target) x Weight	13,668	20,192 ¹	2,600
	SM 2	Total number of beneficiaries for Livelihood projects	Absolute number	5%	(Actual / Target) x Weight	1,374	1,042	1,500
		Total number of beneficiaries for Agricultural projects		5%		-	651	1,000
	SO 2	Generate Productive Economic Activity						
	SM 3	New committed investments in the CFZ	Absolute amount	5%	(Actual / Target) x Weight	\$353.69 Million	\$1.054 Billion	\$25.00 Million
	SM 4	Total number of tourist arrivals in CDC Tourism Activities, Projects Initiated and Participated	Absolute number	15%	(Actual / Target) x Weight	-	262,567	300,000
		Sub-total		35%				
FINANCIAL	SO 3	Increase Operating Profitability and Cash Levels						
	SM 5	EBITDA	Absolute amount	20%	20% = above ₱910 Million 10% = ₱500 Million to ₱910 Million 0% = below ₱500 Million	₱904 Million	₱1 Billion	₱ 858.55 Million

¹ Total actual job in CFZ as of end 2016 is 93,467. For 2017, it is projected that total actual job will increase to 95,027.

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	SO 4	Increase Productive Area for Development						
	SM 6	Area of land recovered from informal settlers or nonperforming locators; revival of projects	Area of land recovered	10%	(Actual / Target) x Weight	61.74 has.	64.00 has.	25.16 has.
		Sub-total		30%				
STAKEHOLDERS	SO 5	Ensure Customer Satisfaction						
	SM 7	Percentage of stakeholders which gave at least Satisfactory rating (satisfaction survey conducted by third party)	Total number of respondents which gave at least Satisfactory rating / Total number of respondents	10%	(Actual / Target) x Weight	N/A	N/A	90% of respondents gave CDC at least Satisfactory rating (at least a rating of 4 using 5-point rating scale)
	SM 8a	Compliance to Clean Air Act (Ambient Air): Total Suspended Particulates (TSP)		2.50%	<ul style="list-style-type: none"> If actual is equal or less than the target: 2.50% If actual is greater than target and less than maximum:² $1 - [(Actual - Target) / (Maximum - Target)] \times Weight$ If actual is equal or greater than maximum: 0% 	N/A	N/A	≤184 micrograms per normal cubic meter (µg/NCM)
		Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)		2.50%				≤120 micrograms per normal cubic meter (µg/NCM)

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.

	Objective/Measure	Component		Rating System	Baseline Data		Target	
		Formula	Weight		2015	2016	2017	
	Compliance to Clean Water Act (Effluent): Biochemical Oxygen Demand (BOD)		2.50%	<ul style="list-style-type: none"> If actual is equal or less than the target: 2.50% If actual is greater than target and less than maximum:³ $1 - \frac{[(\text{Actual} - \text{Target}) / (\text{Maximum} - \text{Target})]}{\text{Weight}}$ If actual is equal or greater than maximum: 0% 	N/A	N/A	≤ 40 milligrams per liter (mg/L)	
	Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)		2.50%				≤ 80 milligrams per liter (mg/L)	
		Sub-total		20%				
INTERNAL PROCESS	SO 6	Provide Efficient Services to the Locators						
	SM 9	Percentage of Fire Safety Inspection Certificates (FSICs) and Temporary Vehicle Clearances (TVCs) issued on time	Total number of FSICs and TVCs issued on time ⁴ / Total number of FSICs and TVCs issued	5%	(Actual / Target) x Weight	N/A	N/A	90%
	SO 7	Skills Training and Culture Reformation						
	SM 10	Increase the competency levels in strategic areas		5%	All or nothing	Established Competency Framework	Assessment tool for all competencies approved and implemented. Employees individual competency profiles identified.	Board-approved Training and Development Plan to address competency gap of individual employees

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.

⁴ Applicable processing time for the Fire Safety Inspection Certificates and the Temporary Vehicle Clearances are 3 days and 2 days, respectively.

	Objective/Measure	Component			Baseline Data		Target
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SO 8	Quality Management System						
SM 11	ISO Certification		5%	All or nothing	ISO 9001:2008 Certified	ISO 9001:2008 Certification maintained	ISO 9001:2008 Certification maintained
		<i>Sub-total</i>	15%				
		TOTAL	100%				