

**CLARK DEVELOPMENT CORPORATION (CDC)
Performance Scorecard Evaluation**

	Component				Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
	Objective / Measure	Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating			
SOCIAL IMPACT	SO 1 Extended Employment and Livelihood Assistance											
	SM 1	Number of New Jobs in CFZ Committed	Absolute number	5.00%	(Actual / Target) x Weight	2,600	8,462	5.00%	6,676	5.00%	<ul style="list-style-type: none"> List of New Signed Leases and Subleases for 2017 Summary of Committed Investment and Employment per Industry 	GCG validated actual was based on the contracts submitted. Validated actual excludes jobs generated during construction as well as the employment of foreign nationals since the measure pertains to employed residents.
	SM 2	Total Number of Beneficiaries for Livelihood Projects	Absolute number	5.00%	(Actual / Target) x Weight	1,500	1,570	5.00%	1,390	4.63%	<ul style="list-style-type: none"> Quarterly Accomplishment Reports by the CSPRD 	The variance refers to the beneficiaries who were counted twice. There were beneficiaries that were already counted under Hired on the Spot and other job fairs but were also counted under Hired Trainees of CSRPD-initiated Programs.
Total Number of Beneficiaries for Agricultural Projects		Absolute number	5.0%	(Actual / Target) x Weight	1,000	2,504	5.00%	2,509	5.00%	<ul style="list-style-type: none"> Quarterly Accomplishment Reports by the CSPRD Receiving Copies of Assistance Attendance Sheets 	Request for reconsideration and justifications presented, to count individual recipients as beneficiaries, are <u>ACCEPTED</u> .	

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SO 2 Generate Productive Economic Activity																			
SM 3	New Committed Investments in CFZ	Absolute amount	5.0%	(Actual / Target) x Weight	US\$25.0 Million	US\$121.46 Million	5.00%	US\$118.9 Million	5.00%	<ul style="list-style-type: none"> List of New Signed Leases and Subleases for 2017 Summary of Committed Investment and Employment per Industry 	Variance on the accomplishment is due to the exclusion of working capital which should not be included consistent with prior years' validation.								
SM 4	Total Number of Tourist Arrivals in CDC Tourism Activities, Projects Initiated and Participated	Absolute number	15.0%	(Actual / Target) x Weight	300,000	311,042	15.00%	284,029	14.20%	<ul style="list-style-type: none"> Museum Arrivals Report Attendees from Event Reports Post Event Reports accomplished by organizers 	<p>CDC Tourism Activities reached to 284,029, which is slightly below full year target of 300,000 attendees, as follows:</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Attendees</th> </tr> </thead> <tbody> <tr> <td>Tourism Events Organized / Initiated / Participated</td> <td>257,176</td> </tr> <tr> <td>Clark 4D Museum</td> <td>26,853</td> </tr> <tr> <td>Total</td> <td>284,029</td> </tr> </tbody> </table> <p>The CDC-reported tourist attendees of 311,042 was validated using the submitted summary reports. Based on the supporting document, there were a total of 295,099 attendees only. However, upon submission of full supporting documents (Post Event Reports for tourism events), it was verified that the actual attendees total to 284,029.</p>	Activity	Attendees	Tourism Events Organized / Initiated / Participated	257,176	Clark 4D Museum	26,853	Total	284,029
Activity	Attendees																		
Tourism Events Organized / Initiated / Participated	257,176																		
Clark 4D Museum	26,853																		
Total	284,029																		
Subtotal			35.0%				35.00%		33.83%										

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FINANCIAL	SO 3 Increase Operating Profitability and Cash Levels											
	SM 5	EBITDA	Absolute amount	20.0%	20% = above ₱910 Million 10% = P500 Million to ₱910 Million 0% = below ₱500 Million	₱858.55 Million	₱1.27 Billion	20.00%	₱1.273 Billion	20.0%	• COA Audited FS 2017	Acceptable.
	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	10.0%	(Actual / Target) x Weight	25.16 has.	13.803 has.	10.00%	13.803 has.	5.49%	• List of Area Recovered from Non -performing Locators and Informal Settlers	The report submitted by CDC includes the BCDA-CDC-CIAC PIHABF (Philippine International Hot Air Balloon Festival) project site covering 23.2 hectares was also cleared and recovered by CDC. However, the recovery of lands involving the PIHABF site could not be given merit in 2017 given that the recovery was fully consummated in 2018. Based on this, CDC is given merit for the 13.803 hectares recovered from non-performing locators, which is equivalent to 55% of the 25.16 hectares full target for the year.
	Subtotal		30.0%				30.00%		25.49%			

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Objective / Measure		Formula	Wt.	Rating Scale	2017	Actual	Rating	Score	Rating			
SO 5 Ensure Customer Satisfaction												
STAKEHOLDERS	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	10.0%	(Actual / Target) x Weight	90% of respondents which gave CDC at least Satisfactory rating (at least a rating of 4 using a 5-point rating scale)	91%	10.00%	91.3%	10.00%	• Survey Report by OIJ Business Planners	Actual score reflects the percentage of respondents who gave Satisfied and Very Satisfied answer for the question pertaining to the Overall Satisfaction.
	SM 8a	Compliance to Clean Air Act (Ambient Air): Total Suspended Particulates (TSP)	-	2.5%	• If actual is equal or higher than the target: 2.5%	≤184 µ/NCM ⁵	45.31 µ/NCM	2.50%	45.31 µ/NCM	2.50%	• Copy of Results of Analyses by CRL Environmental Corporation	Acceptable.
		Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	-	2.5%	• If actual is greater than target and less than maximum:	≤120 µ/NCM	54.58 µ/NCM	2.50%	54.58 µ/NCM	2.50%		
	SM 8b	Compliance to Clean Water Act (Effluent): Biochemical Oxygen Demand (BOD)	-	2.5%	• 1-[(Actual-Target) x (Maximum-Target)] x Weight	≤40 mg/L ⁶	6.75 mg/L	2.50%	6.75 mg/L	2.50%		
		Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)	-	2.5%	• If actual is equal or greater than maximum: 0%	≤80 mg/L	37.5 mg/L	2.50%	37.5 mg/L	2.50%		
	Subtotal			20.0%				20.00%		20.00%		

⁵ Micrograms per normal cubic meter

⁶ Milligrams per liter

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INTERNAL PROCESS											
SO 6 Providing Efficient Services to Locators											
SM 9	Percentage of Fire Safety Inspection Certificates (FSCs) and Temporary Vehicle Clearances (TVCs) Issued on Time	-	5.0%	(Actual / Target) x Weight	90%	100%	5.00%	100%	5.00%	• List of Issued Fire Safety Certificate and Logbook of TVC Releases	Acceptable.
SO 7 Skills and Training Culture Reformation											
SM 10	Increase the Competency Levels in Strategic Areas	-	5.0%	All or Nothing	Board-approved Training and Development Plan to address competency gaps of individual employees	Board-approved Training and Development Plan to address competency gaps of individual employees	5.00%	Board-approved Training and Development Plan to address competency gaps of individual employees	5.00%	• Training / Manpower Plan with Secretary's Certificate	Acceptable.
SO 8 Quality Management System											
SM 11	ISO Certification	-	5.0%	All or Nothing	ISO 9001:2008 Certification maintained	ISO 9001:2008 Certification maintained	5.00%	ISO 9001:2008 Certification maintained	5.00%	• Certificate from third party provider	Acceptable.
Subtotal			15.0%				15.00%		15.00%		
TOTAL			100.0%				100.00%		94.32%		