

CLARK DEVELOPMENT CORPORATION
Result of the Revalidation of the 2021 Performance Scorecard

	Component					CDC Submission		GCG Validation		Supporting Documents	Remarks
	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating		
SOCIAL IMPACT	SO 1	Extend Livelihood Assistance									
	SM 1	Implementation of Priority Corporate Social Responsibility Projects/Activities:									
	a) OB Pagsasarili Family Care Centers	Actual Accomplishment	15%	$(Actual / Target) \times Weight$	Completion of the Construction of Two (2) OB Pagsasarili Family Care Centers	Cover Letter of Progress: 1. Marcos Village - 100% 2. Sitio Sto Niño - 72.86%		100% Completion of the OB Pagsasarili Family Care Center in Barangay Marcos Village, Mabalacat, Pampanga and 72.86% Completion of the OB Pagsasarili Family Care Center in Barangay Sto. Niño, Bamban, Tarlac	12.96%	<ul style="list-style-type: none"> Project Status Report Issued by Thaison Builder and Developer, Inc. Pictures on the Construction of the Centers Certificate of Completion for Issued by Thaison Builder and Developer, Inc. Letter of Explanation from Thaison Builder and Developer, Inc. for Sitio Sto. Niño Baseline and Actual Schedules from Thaison Builder and Developer, Inc. News Articles on Tropical Storms Dante and Jolina COVID-19 Antigen Test Results of Construction Workers 	<i>In its request for reconsideration, the CDC requested that the 72.86% accomplishment of the OB Pagsasarili Family Care Center in Barangay Sto. Niño, Bamban, Tarlac be considered as a partial accomplishment for the performance year on a revised rating system of "(Actual / Target) x Weight" instead of the "All or Nothing per Target" rating scale. The request was made following the representation that the complete construction of the OB Pagsasarili Family Care Center in Barangay Sto. Niño, Bamban, Tarlac was delayed due to the following uncontrollable factors beyond the control of the corporation: (a) unusual bad weather conditions due to Tropical Storms Dante and Jolina; and (b) high incidence of COVID-19 infection in the manpower of the project (i.e., 60% of the construction workers contracted COVID-19 in November 2021). In support</i>

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											<p><i>of its representations, the CDC provided the Governance Commission copies of the Explanation Letter, Certifications, Progress Report, Baseline Schedule, and Actual Schedule from the third-party contractor, Thaison Builder & Developer Inc., news articles on the tropical storms, and COVID-19 antigen test results of construction workers.</i></p> <p><i>Upon further consideration of the justifications and additional supporting documents provided by the CDC, the Governance Commission hereby GRANTS the request of the CDC to revise the rating system of the measure to "(Actual / Target) x Weight".</i></p>
b) Implementation of Livelihood Assistance Projects	Actual Accomplishment	15%	All or Nothing	Minimum of Twenty (20) Beneficiaries for Various Livelihood Assistance Projects	Livelihood Assistance Project Entitled "Kabuhayan Assistance for Clark Displaced Employees"		38 Food Panda Drivers Given ₱3,500 Cash Assistance Under the Kabuhayan Assistance for Clark Displaced Employees	15%	<ul style="list-style-type: none"> Quarterly Reports and Inter-Office Memorandum on Implementation of Kabuhayan Assistance for Clark Displaced Employees Memorandum of Agreement with Food Panda Philippines Inc. Summary List of Riders and Letter 	Acceptable.	

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										from Food Panda on the Beneficiaries • Acknowledgement Receipt • Post Event Report and Photos		
		Sub-total		30%					27.96%			
FINANCIAL	SO 2	Generate Productive Economic Activity										
	SM 2	New Committed Investments ¹ by CDC-Registered Locators	Absolute Amount	15%	(Actual / Target) x Weight	₱2.0 Billion ²	₱9.60 Billion		₱3.37 Billion	15%	• List of CDC-Registered Locators per Quarter • Copy of Lease Agreements, Sub-Lease Agreements, and Concessionaire Agreements with Corresponding Application Forms	The target only covers investment commitment of direct lessees. The validated amount pertains to new and/or additional investment commitment for 2021.
	SO 3	Increase Operating Profitability and Cash Levels										
	SM 3	Increase Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	15%	(Actual / Target) x Weight	₱1.22 Billion	₱1.67 Billion		₱1.68 Billion	15%	• COA Audit Report	Variance due to rounding. Acceptable.
		Sub-total		30%					30%			

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

² Covers investment commitment of direct lessees only.

18

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STAKEHOLDERS	SO 4	Ensure Customer Satisfaction									
	SM 4	Percentage of Satisfied Customers	Total Number of Respondents which Gave At Least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight 0% = If Less Than 80%	90%	Survey Conducted with a Satisfaction Rate of 90%	90.33%	5%	<ul style="list-style-type: none"> Final CSS Report by Psychlink Consulting Copy of Accomplished CSS Questionnaires Letter from Psychlink Consulting on the Compliance of the Back-Checking and Spot-Checking Requirements 	<p><u>In its request for reconsideration, the CDC requested that the full weight of 5% be awarded to the measure following the completion of the spot-checking and back-checking requirement of the Governance Commission. The CDC also provided a copy of the letter from the third-party service provider informing the corporation that the 30% back-checking and spot-checking requirement was belatedly complied with upon receipt of the findings of the initial validation of the Governance Commission.</u></p> <p><u>With the compliance of the CDC of the data collection quality control requirement of the Governance Commission and the attainment of the 90% target, the Governance Commission hereby GRANTS the request of the CDC to award the full weight of 5% for the measure.</u></p> <p><u>The Governance Commission would also like to take this opportunity to remind the CDC to strictly observe and ensure conformity with the</u></p>

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										<i>provisions under the customer satisfaction survey guidelines to prevent the non-acceptance of the survey results for the succeeding surveys.</i>
SM 5a	Compliance to Clean Air (Ambient Air) ³ : Total Suspended Particulates (TSP)	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	≤184 Micrograms per Normal Cubic Meter (µ/NCM)	69.6 Micrograms per Normal Cubic Meter	69.64 Micrograms per Normal Cubic Meter (Average for 4 Quarters)	5%	<ul style="list-style-type: none"> Summary Report of Quarterly Result Certification Issued by CRL Environmental Corporation with Laboratory Results per Quarter 	Acceptable.
	Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	Absolute Number	5%		≤120 Micrograms per Normal Cubic Meter (µ/NCM)	44.6 Micrograms per Normal Cubic Meter	44.56 Micrograms per Normal Cubic Meter (Average for 4 Quarters)	5%		
SM 5b	Compliance to Clean Water Act (Effluent) ⁴ : Biochemical Oxygen Demand (BOD)	Absolute Number	5%	≤40 Milligrams per Liter (mg/L)	4.0 Milligrams per Liter	3.25 Milligrams per Liter (Average for 4 Quarters)	5%	<ul style="list-style-type: none"> Summary Report of Quarterly Result Letter Issued by CRL Environmental Corporation with Laboratory Results per Quarter 		

³ Table 3 under DENR Administrative Order 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.

⁴ Table 9 under Administrative Order 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.

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			the Target and Less Than Maximum 0% = If Actual is Equal or Greater Than Maximum								
	Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)	Absolute Number	5%		≤80 Milligrams per Liter	11.4 Milligrams per Liter		11.42 Milligrams per Liter (Average for 4 Quarters)	5%		
	Sub-total		25%						25%		
SO 5 Provide Efficient Services to the Locators											
INTERNAL PROCESS	SM 6	Implementation of Information Communication Technology (ICT) Tools	Actual Accomplishment	5%	All or Nothing	Automation of the Following Systems: (1) Up and Running Villa and Land Use Certificate Issuance System; and (2) Up and Running PSD Vehicle Clearance System	User Acceptance Report Signed and Received by End-User for Villa and Land Use Certificate Issuance and Vehicle Clearance System	Automation of the Following Systems: (1) Up and Running Villa and Land Use Certificate Issuance System; and (2) Up and Running PSD Vehicle Clearance System	5%	<ul style="list-style-type: none"> For Villa and Land Use Certificate Issuance: (a) User-Acceptance Report dated 02 December 2021; and (b) Project Documentation For Vehicle Clearance and Vehicular Accident System: (a) Inter-Office Memorandum dated 18 June 2021; (b) User-Acceptance Report dated 10 August 2021; and (c) Project Documentation 	Acceptable.

52

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	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating		
										<ul style="list-style-type: none"> Sample Reports Generated from the Systems 	
	Sub-total		5%						5%		
LEARNING AND GROWTH	SO 6 Skills Training and Culture Reformation										
	SM 7	Establishment of Competency Baseline for the Entire Organization	Actual Accomplishment	5%	All or Nothing	Establish Competency Baseline ⁵	Completion of Competency Baseline Assessment		Competency Baseline for 563 Employees or 84% Established	0%	<ul style="list-style-type: none"> Competency Baseline Assessment Phase 4 & 5 Accomplishment Report of ExeQserve HR Solutions Gap Assessment of Profile Employees Talent Competency Profiling Template Workplace Coaching and Mentoring Program Proposal of ExeQserve HR Solutions

⁵ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[\frac{\sum_{a=1}^A (\text{Actual Competency Level})}{(\text{Required Competency Level})_a} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

Result of the Revalidation of the 2021 Performance Scorecard (*Annex A*)

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Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Score	Rating			
											<p><u>The Governance Commission also finds that the reasons and justifications provided by the CDC for the non-accomplishment of the target (i.e., declaration of holidays and COVID-19 pandemic) were neither unforeseeable nor uncontrollable factors in 2021.</u></p> <p><u>Foregoing considered, the Governance Commission hereby DENIES the request of the CDC to change the rating system of the measure. Consequently, the 0% weight of the measure is likewise retained.</u></p>
SO 7	Quality Management System										
SM 8	ISO Certification	Actual Accomplishment	5%	All or Nothing	Re-Certification Under ISO 9001:2015 Standards	ISO Re-Certification Issued by Socotec Certification International on 18 October 2021		Re-Certification Under ISO 9001:2015 Standards	5%	<ul style="list-style-type: none"> • Attestation Certificate • Copy of Certificate No. SCP000355Q Issued by SOCOTEC Certification Philippines, Inc. on 18 October 2021 	<p>Acceptable.</p> <p>QMS Certificate covers the scope of Public Administration covering Core Processes (Business Development, Compliance Management & Zone Management), Support Process and Management Processes.</p>
	Sub-total		10%						5%		
	TOTAL		100%						92.96%		