

RECALIBRATED 2020 PERFORMANCE SCORECARD (ANNEX A)

CLARK DEVELOPMENT CORPORATION

		Component			Baseline Data		Target		
		Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020
SOCIAL IMPACT	SO 1	Livelihood Assistance and Self-Help to Aeta Communities and Other Beneficiaries							
	SM 1	Implementation of the Priority Corporate Social Responsibility Projects/Activities							
		a) <u>Putting up of Clark COVID Quarantine Facilities</u>	<u>Actual Accomplishment</u>	<u>5%</u>	<u>All or Nothing</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>One (1) facility put up and operated</u>
		b) <u>Assistance of OFWs and Returning Overseas Filipinos by identifying and facilitating quarantine accommodation facilities in Clark</u>	<u>Absolute number</u>	<u>2.5%</u>	<u>(Actual / Target) x Weight</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>15,000 assisted</u>
		c) <u>CDC Relief Operations related to Covid-19 from CDC and CDC linkages (locators).</u>	<u>Absolute number</u>	<u>2.5%</u>	<u>(Actual / Target) x Weight</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>15,000 families extended assistance</u>
		Pagsasarili Family Care Centers	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A	Memorandum of Agreement for Two (2) Pagsasarili Family Care Centers
		Sub-total		15%					

Component					Baseline Data		Target		
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FINANCIAL	SO 2	Generate Productive Economic Activity							
	SM 2	New Committed Investments ¹ by CDC-registered locators	Absolute number	5%	(Actual / Target) x Weight	N/A	US\$125.52 Million	US\$94.30 Million ²	₱6.557 Billion
	SM 3	Number of Attendees in CDC Tourism Activities, Projects Initiated and Participated	Absolute number	10%	(Actual / Target) x Weight	284,049	534,846	300,000 (excluding tourist attendees of Philippine Hot Air Balloon Festival)	<u>75,000</u>
	SO 3	Increase Operating Profitability and Cash Levels							
	SM 4	Increase Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	25%	(Actual/Target) x Weight	₱1.273 Billion	₱1.678 Billion	₱1.816 Billion	<u>₱1.19 Billion</u>
	Sub-total			40%					
STAKEHOLDERS	SO 4	Ensure Customer Satisfaction							
	SM 5	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>	91.30%	91%	90%	90%

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

² Includes US\$90 Million investment commitment of PLHI. If direct lease contract with PLHI does not pursue in 2019, target will be revised to US\$4.30 Million.

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SM 6a	Compliance to Clean Air Act (Ambient Air) ³ : Total Suspended Particulates (TSP)	Absolute number	5%	<ul style="list-style-type: none"> • 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 	45.31 µ/NCM	65.19 µg/NCM TSP	≤184 micrograms per normal cubic meter	≤184 micrograms per normal cubic meter
	Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	Absolute number	5%		54.58 µ/NCM	33.87 µg/NCM PM 10	≤120 micrograms per normal cubic meter	≤120 micrograms per normal cubic meter

³ 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.

Recalibrated 2020 Performance Scorecard (Annex A)

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Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
SM 6b	Compliance to Clean Water Act (Effluent) ⁴ : Biochemical Oxygen Demand (BOD)	Absolute number	5%	<ul style="list-style-type: none"> • Full weight = If actual is equal or less than the target • $[1 - (\text{Actual} - \text{Target}) / (\text{Maximum} - \text{Target})] \times \text{Weight} = \text{If actual is greater than the target and less than maximum:}$ • 0%= If actual is equal or greater than maximum 	≤ 3.75 mg/L BOD	≤ 3.75 mg/L BOD	≤ 40 milligrams per liter	≤ 40 milligrams per liter
	Compliance to Clean Water Act (Effluent): Total Suspended Solid (TSS)	Absolute number	5%		≤ 15.63 mg/L TSS	≤ 15.63 mg/L TSS	≤ 80 milligrams per liter	≤ 80 milligrams per liter
Sub-total			30%					

⁴ 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.

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INTERNAL PROCESS	SO 5	Provide Efficient Services to the Locators							
	SM 7	Implementation of Information Communication Technology (ICT) Tools	Actual accomplishment	5%	All or Nothing	N/A	N/A	Implementation of Electronic Letter Tracking System to establish baseline on processing time	<u>E-Bar with Locator Entry Capability in place by the 3rd Quarter</u>
	Sub-total			5%					
LEARNING AND GROWTH	SO 6	Skills Training and Culture Reformation							
	SM 8	Review of the Existing Competency Framework	Actual accomplishment	5%	All or Nothing	Board-approved Training and Development Plan to address competency gaps of individual employees	Implemented competency assessment tool in 2018 is not in accordance with the framework/ model	100% of employees with identified competency gaps (based on 2016 assessment) meets 100% of required competencies	Board-approved Competency Framework ⁵ composed of the following: 1. Competency Catalogue 2. Competency Framework 3. Competency Tables 4. Competency Matrix 5. Position Profiles

⁵ Deliverables should comply with the minimum requirement under the Frequently Asked Questions on Competency Frameworks/Models as uploaded in the GCG Website.

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SO 7	Quality Management System							
SM 9	ISO Certification	Actual accomplishment	5%	All or nothing	ISO 9001:2008 Certification maintained	Certification under ISO 9001:2015 Standards	ISO 9001:2015 Certification maintained	Pass the Surveillance Audit
Sub-total			10%					
TOTAL			100%					