

**CLARK DEVELOPMENT CORPORATION (CDC)
Validation Result of 2019 Performance Scorecard**

Component		Rating Scale		Target	Submission		GCG Validation		Supporting Documents	GCG Remarks		
					Objective / Measure	Formula	Weight	2019			Actual	Rating
SOCIAL IMPACT	SO 1 Extend Employment and Livelihood Assistance											
	SM 1	Number of New Jobs Committed by CDC-registered Locators	Absolute number	5%	All or Nothing	2,450 ¹	13,538	5%	8,634	5%	<ul style="list-style-type: none"> • Summary of Commitments for Investment and Employment • Sublease Agreements / Contracts • Applications for Renewal • Applications for Registration 	Validated accomplishment based on the jobs committed by locators as provided in the submitted supporting documents.
	SM 2	Number of Beneficiaries of Livelihood Projects	Absolute number	10%	(Actual / Target) x Weight	3,500	3,766	10%	3,710	10%	<ul style="list-style-type: none"> • Employment Summary Report • Monthly Employment Reports • Liquidation Reports for livelihood projects 	CDC exceeded the target. Validated accomplishment based on the number of beneficiaries as provided in the submitted supporting documents. Thus, GCG was able to verify only 3,642 employment beneficiaries, 40 for Kabuhayan

¹ Includes 1,250 jobs commitment of Pai Li Holdings, Inc. (PLHI). If direct lease contract with PLHI does not pursue in 2019, target will be revised to 1,200.

Component					Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure	Formula	Weight	2019	Actual		Rating	Score	Rating				
												Mobile Cart, and 28 for the Community Assistance fo Cacao-farmer Association and Organization.
		Sub-total		15%				15%		15%		
SO 2 Generate Productive Economic Activity												
FINANCIAL	SM 3	New Committed Investments ² by CDC-registered Locators	Absolute number	5%	All or Nothing	US\$94.30 Million ³	US\$191.19 Million	5%	US\$189.16 Million	5%	<ul style="list-style-type: none"> • Summary of Commitment s for Investment and Employment per Industry • Sublease Agreements • Contracts • Applications for Renewal • Applications for Registration 	Validated accomplishment based on the investment committed as provided in the submitted supporting documents. Reported investments committed without the corresponding supporting documents were excluded.

² Pertains to the Property, Plant, and Equipment assets capitalized by the CDC-registered locators to its business in the CFZ.

³ 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.

Validation Result of 2019 Performance Scorecard (Annex A)

Component				Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure	Formula	Weight	2019			Actual	Rating	Score	Rating		
SM 4	Number of Attendees in CDC Tourism Activities, Projects Initiated and Participated	Absolute number	10%	(Actual / Target) x Weight	300,000 (excluding tourist attendees of Philippine Hot Air Balloon Festival)	388,648 ⁴	10%	377,096	10%	<ul style="list-style-type: none"> Post-event reports Daily Report and Official Receipts on Museum and 4D Theater Guest Arrivals 	Validated accomplishment based on the submitted supporting documents. CDC's validated accomplishment was 26% higher than the target.
SO 3 Increase Operating Profitability and Cash Levels											
SM 5	Increase Earnings before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	25%	(Actual / Target) x Weight <i>0% = If less than ₱900 Million</i>	₱1.816 Billion	₱2.146 Billion	25%	₱2.13 Billion	25%	<ul style="list-style-type: none"> 2019 COA Annual Audit Report 	CDC exceeded the target despite the recomputation which was based on the 2019 COA Annual Audit Report.
Sub-total			40%				40%		40%		

⁴ The reported accomplishment for this measure was based on the submitted report from the Tourism Promotions Division of CDC since there were typographical errors in the Quarterly Monitoring Report.

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Objective / Measure	Formula	Weight			2019	Actual	Rating	Score			Rating	
STAKEHOLDERS	SO 4 Ensure Customer Satisfaction											
	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 0% = If less than 80%	90%	92%	10%	92.48%	10%	<ul style="list-style-type: none"> Final Report from OIJ Business Planners Consultancy Services Data Quality Assessment Report from OIJ Business Planners 	Acceptable. CDC exceeded the target.
	SM 7a	Compliance to Clean Air Act (Ambient Air) ⁵ : 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 - (Actual - Target) / (Maximum - Target)] x Weight = If actual is greater than the target and less than maximum 	≤ 184 micrograms per normal cubic meter (µg/NCM)	17.3 µg/NCM (100% compliance to standards)	5%	17.30 µg/NCM	5%	<ul style="list-style-type: none"> Results of Analyses from CRL Environmental Corporation (CEC) and Pure Jjem Environmental Corporation 	Validated accomplishment based on the third-party air quality test results.
		Compliance to Clean Air Act (Ambient Air):	Absolute number	5%		≤ 120 micrograms per normal cubic meter (µg/NCM)	28.03 µg/NCM (100% compliance to standards)	5%	37.22 µg/NCM	5%		

⁵ 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.

Component				Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure		Formula	Weight		2019	Actual	Rating	Score	Rating		
	Particulate Matter 10 (PM10)			<ul style="list-style-type: none"> 0% = If actual is equal or greater than maximum 							
SM 7b	Compliance to Clean Water Act (Effluent) ⁶ : 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 – (Actual – Target) / (Maximum – Target)] x Weight = If actual is greater than the target and less than maximum 0% = If actual is equal or greater than maximum 	≤ 40 milligrams per liter (mg/L)	29 mg/L (100% compliance to standards)	5%	29 mg/L	5%	<ul style="list-style-type: none"> Results of Analyses from CRL Environmental Corporation (CEC) 	Acceptable. Target met.
	Compliance to Clean Water Act (Effluent): Total Suspended Solids (TSS)	Absolute number	5%	<ul style="list-style-type: none"> 0% = If actual is equal or greater than maximum 	≤ 80 milligrams per liter (mg/L)	27 mg/L (100% compliance to standards)	5%	27 mg/L	5%		
	Sub-total		30%				30%		30%		

⁶ 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.

Component		Rating Scale			Target	Submission		GCG Validation		Supporting Documents	GCG Remarks	
						Actual	Rating	Score	Rating			
Objective / Measure	Formula	Weight			2019							
INTERNAL PROCESS	SO 5 Provide Efficient Services to the Locators											
	SM 8	Implementation of Information Communication Technology (ICT) Tools	Actual accomplishment	5%	All or Nothing	Implementation of Electronic Letter Tracking System to establish baseline on processing time	Electronic Records Management System (e-RMS) Implemented. Baseline on processing time generated.	5%	Baseline data cannot be verified.	0%	<ul style="list-style-type: none"> • Memorandum Circular on the Implementation of the eRMS dated 18 September 2019 • Efficiency Profile • List of Documents and computation of processing time 	The total number of documents (343) in the submitted list was inconsistent with the information in the Efficiency Profile (432). Moreover, the submitted list of documents does not bear any indication that it was generated from the eRMS.
	Sub-total			5%				5%		0%		
LEARNING AND GROWTH	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	5%	(Actual / Target) x Weight	100% of employees with identified competency gaps (based on 2016 assessment) meets 100%	100%	5%	Unverifiable	0%	<ul style="list-style-type: none"> • Summary Report on In-house Trainings • Summary Report on external trainings 	Under the premise that CDC was not able to conduct a proper competency assessment in 2018, the closure of 96% of the competency gaps

Validation Result of 2019 Performance Scorecard (Annex A)

Component				Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective / Measure		Formula	Weight		2019	Actual	Rating	Score	Rating		
		employees identified with competency gap/s			of required competencies					<ul style="list-style-type: none"> • Samples of Training Effectiveness Assessment Form • Sample of Training Evaluation Form • Sample of Competency Reassessment Tool 	was not established. Corollary thereto, it is unverifiable whether only 4% of the total competency gaps should indeed be addressed in 2019.
SO 7 Quality Management System											
SM 10	ISO Certification	Actual accomplishment	5%	All or Nothing	ISO 9001:2015 Certification maintained	Passed the 1st Surveillance Audit conducted by AJA Registrars, Inc. on 29-30 August 2019. ISO Certification maintained.	5%	ISO 9001:2015 Certification maintained	5%	<ul style="list-style-type: none"> • ISO Certificate • Surveillance Audit Report • Certification from SOCOTEC Certification International 	Acceptable. Target met.
	Sub-total		10%				10%		5%		
TOTAL			100%				100%		90%		