

CLARK DEVELOPMENT CORPORATION
Validated 2023 Performance Scorecard

	Component				CDC Submission		GCG Validation		Supporting Documents	Remarks		
	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating ¹	Score			Rating	
SOCIAL IMPACT	SO 1	Extend Livelihood Assistance										
		Implementation of Priority CSR Projects/Activities										
	SM 1	a) Number of Pre-School Completers	Actual Accomplishment	5%	(Actual / Target) x Weight	Thirty (30) Completers for SY 2022-2023	57 Pre-School Completers	5%	57 Completers for SY 2022-2023	5%	List of Completers submitted by CDC-Bloomberry-OB family Care Center Certificates of Completion	Target exceeded.
		b) Number of Beneficiaries of Livelihood Assistance Projects	Actual Accomplishment	5%	(Actual / Target) x Weight	48 Beneficiaries	50 Beneficiaries	5%	50 Beneficiaries	5%	Summary of Beneficiaries Report Summary of Vendor Monthly Sales Reports Undertakings and Acknowledgement Receipts Assessment Forms Certificates of Training	Target exceeded.
	SO 2	Generate Productive Economic Activity										
SM 2	New Committed Investments ² by CDC-Registered Locators	Absolute Amount	15%	(Actual / Target) x Weight	₱1.73 Billion	₱2.862 Billion	15%	₱854.84 Million	7.41%	Lease Agreements Summary of Committed Investment per Industry	The measure covers the investment commitment of direct lessees only.	

¹ Based on CDC's submission dated 26 June 2024.

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

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SM 3	Number of Jobs Generated Within the Clark Freeport Zone and Clark Special Economic Zone	Actual Accomplishment	15%	(Actual / Target) x Weight	3.5% Increase from the 2022 Actual Employment Data	11,290	15%	8.88% increase from the 2022 Actual Employment Data	15%	Employment Report per Industry and per Locator Employment Reports Generated by CDC Jobs Portal Quarterly Manpower Report 2023 Commission on Audit (COA) Annual Audit Report – Executive Summary	Target exceeded.
Sub-total			40%				40%		32.41%		
SO 3	Increase Operating Profitability and Cash Levels										
SM 4	Increase Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)	Operating Income + Depreciation + Amortization	15%	(Actual / Target) x Weight	₱2.118 Billion	₱3.277 Billion	15%	₱ 3.277Billion	15%	2023 COA Annual Audit Report	Target exceeded.
SM 5	Disbursement Budget Utilization Rate	Total Disbursements / DBM-Approved or Board-Approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	90%	45%	2.5%	38.94%	2.16%	Budget Monitoring Report Approved Revised 2023 Corporate Operating Budget (COB) Disbursement Vouchers Cash Disbursement Book General Ledger	The computation of the validated BUR is attached as Appendix 1.
Sub-total			20%				17.5%		17.16%		

FINANCIAL

		Component			CDC Submission		GCG Validation		Supporting Documents	Remarks	
Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating ¹	Score	Rating			
SO 4a	Ensure Customer Satisfaction										
SM 6	Percentage of Satisfied Customers	Total Number of Respondents Which Gave At Least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	90%	96.26%	5%	96.77%	5%	Harmonized Client Satisfaction Measurement Results of GOCCs Covered by R.A. No. 10149 as endorsed by the Anti-Red Tape Authority (ARTA)	Target exceeded. The measure covers the responses of clients availing CDC's external services only.
SO 4b	Maintain Environmental Sustainability Goals (ESG)										
STAKEHOLDERS SM 7a	Compliance to Clean Air Act (Ambient Air): Total Suspended Particulates (TSP)	Absolute Number	5%	All or Nothing	Within the National Ambient Air Quality Guidelines Provided Under DENR Administrative Order No. 2000-81	Within the National Ambient Air Quality Guidelines provided under DENR A.O. No. 2000-81	5%	Within the National Ambient Air Quality Guidelines provided under DENR A.O. No. 2000-81	5%	Quarterly Air Quality Analysis Test Results from Third-Party Testing Laboratory	Target met. The average TSP in the CFZ averages at 31.9 µg/NCM, which is within the required maximum level of 300 µg/Ncm.
	Compliance to Clean Air Act (Ambient Air): Particulate Matter 10 (PM10)	Absolute Number	5%	All or Nothing	Within the National Ambient Air Quality Guidelines Provided Under DENR Administrative Order No. 2000-81	Within the National Ambient Air Quality Guidelines provided under DENR A.O. No. 2000-81	5%	Within the National Ambient Air Quality Guidelines provided under DENR A.O. No. 2000-81	5%		Target met. The average PM10 in the CFZ averages at 19.3 µg/NCM, which is within the required maximum level of 200 µg/Ncm.

Objective/Measure		Component			CDC Submission		GCG Validation		Supporting Documents	Remarks		
		Formula	Weight	Rating System	Target	Actual	Rating ¹	Score			Rating	
SM 7b	Compliance to Clean Water Act (Effluent): Biochemical Oxygen Demand (BOD)	Absolute Number	5%	All or Nothing	Within the Water Quality Guidelines Provided Under DENR Administrative Order No. 2016-08	Within the Water Quality Guidelines Provided Under DENR A.O. No. 2016-08	5%	Within the Water Quality Guidelines Provided Under DENR Administrative Order No. 2016-08	Quarterly Water Quality Analysis Test Results from Third-Party Testing Laboratory	Target met. The average BOD in the CFZ averages at 3.5 mg/L, which is within the required maximum level of 50 mg/L.		
	Compliance to Clean Water Act (Effluent): Total Suspended Solids (TSS)	Absolute Number	5%	All or Nothing	Within the Water Quality Guidelines Provided Under DENR Administrative Order No. 2016-08	Within the Water Quality Guidelines Provided Under DENR A.O. No. 2016-08	5%	Within the Water Quality Guidelines Provided Under DENR Administrative Order No. 2016-08		Target met. The average BOD in the CFZ averages at 9.1 mg/L, which is within the required maximum level of 100 mg/L.		
Sub-total			25%				25%		25%			
SO 5 Providing Efficient Service to the Locators												
INTERNAL PROCESS	SM 8	Implementation of Information Communication Technology (ICT) Tools	Actual Accomplishment	5%	(Actual / Target) x Weight	100% Implementation of 2023 Deliverables Under the 2023-2025 ISSP	100% Implementation of 2023 Deliverables under 2023-2025 ISSP	5%	Implemented 100% of 2023 Deliverables Under the 2023-2025 ISSP	5%	2023-2025 ISSP User Manual Certificates of Acceptance Screenshot of System-Generated Reports Memorandum Circulars	Target met. CDC implemented nine (9) out of nine (9) information systems with 2023 deliverables.

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LEARNING AND GROWTH	SO 6	Skills Training and Culture Reformation										
	SM 9	Improvement of Competency Baseline	Competency Baseline 2023 ³ – Competency Baseline 2022	5%	All or Nothing	Improvement in the Competency Baseline of the Organization	Board-Approved Re-established Competency Framework, Dictionary, Competency Matrix, and its Implementing Rules and Regulations	5%	Cannot Be Validated	0%	Competency Framework Competency Matrix Competency Profile Computation of Organizational Competency Baseline Competency Assessment Forms of Randomly Selected Employees	Considering that CDC was able to assess its employees for 2022 to 2023, the request to modify the target is DENIED . Upon cross-checking the supporting documents, there were discrepancies found in the results. Details are provided in Appendix 2 .
	SO 7	Quality Management System										
	SM 10	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Recertification	Maintenance of ISO 9001:2015 Certification	5%	ISO 9001:2015 Recertification	5%	Audit Report Attestation Certificate	Target met.
		Sub-total		15%				15%		10%		
		TOTAL		100%				97.5%		84.57%		

³ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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