



03 July 2018

**MR. RAMON M. LOPEZ**

*DTI Secretary and Chairperson*

**MS. MA. LOURDES F. REBUENO**

*General Manager (GM)*

**NATIONAL DEVELOPMENT COMPANY (NDC)**

NDC Building, 116 Tordesillas Street, Salcedo Village  
Makati City

RE : TRANSMITTAL OF 2018 PERFORMANCE SCORECARD

Dear DTI Secretary Lopez and GM Rebueno,

This is to formally transmit the 2018 Charter Statement and Strategy Map (**Annex A**) and 2018 Performance Scorecard (**Annex B**) of NDC.

The proposed Charter Statement, Strategy Map, and Performance Scorecard submitted on 31 August 2017 were MODIFIED based on the discussions made during the technical panel meeting (TPM) held on 24 November 2017 and evaluation of additional supporting documents submitted on 05 April 2018. The modified 2018 Performance Scorecard, as attached, shall take effect IMMEDIATELY.

We take this opportunity to inform NDC that Item 5 of GCG Memorandum Circular No. 2017-02 mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter.

In view of the foregoing, NDC is hereby DIRECTED to upload the 1<sup>st</sup> Quarterly Monitoring Report in its website and submit the same together with validating documents necessary for the review and evaluation of the reported accomplishment. NDC is given **thirty (30) calendar days** from receipt of this letter to comply with the said directive.

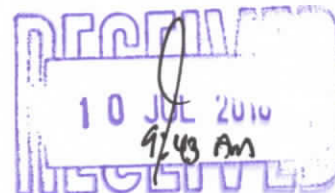
FOR YOUR COMPLIANCE.

Very truly yours,

**SAMUEL G. DAGPIN, JR.**  
*Chairman*

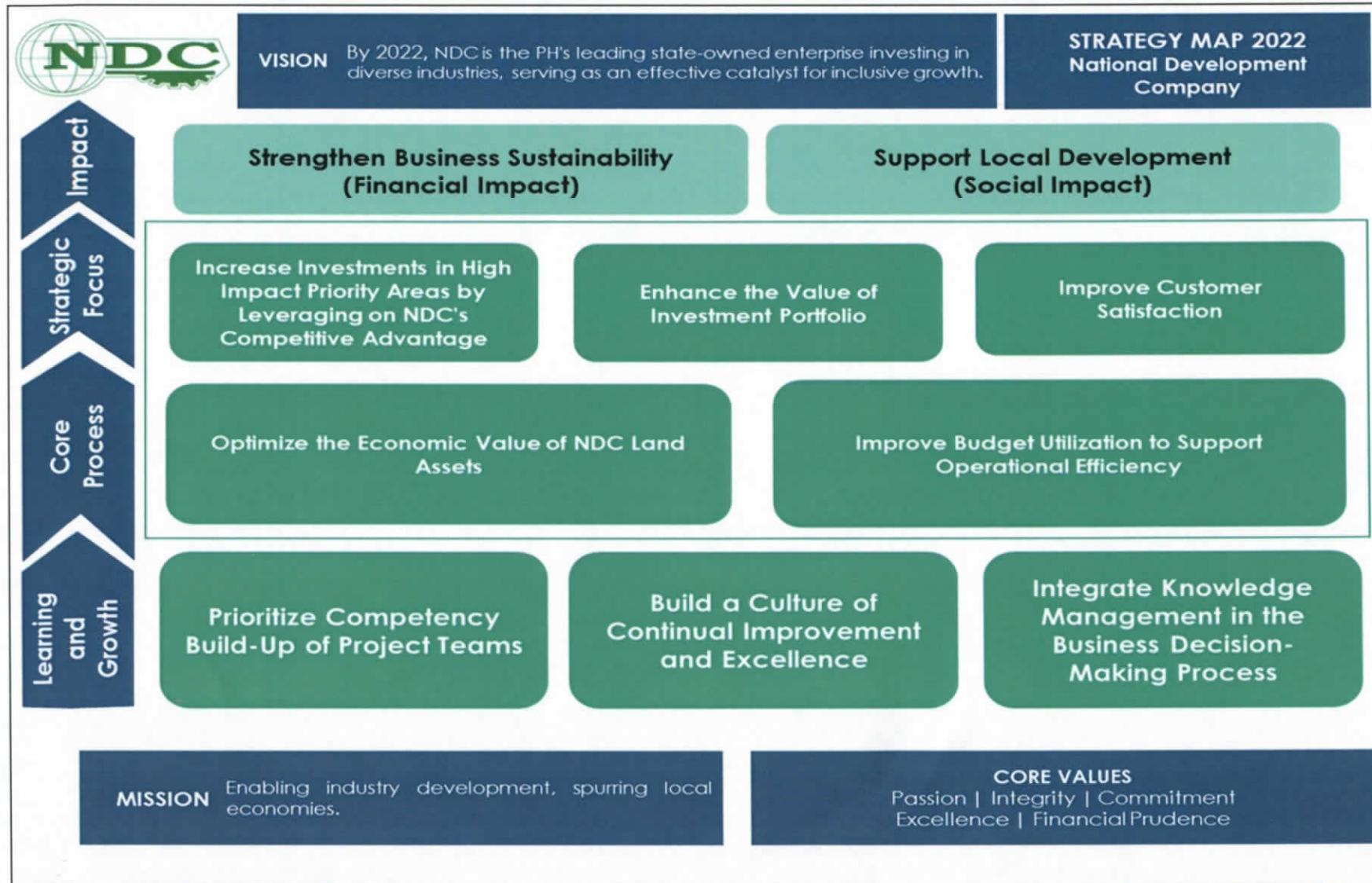
**MICHAEL R. CLORIBEL**  
*Commissioner*

**MARITES C. DORAL**  
*Commissioner*



## CY 2018 CHARTER STATEMENT AND STRATEGY MAP (ANNEX A)

### NATIONAL DEVELOPMENT COMPANY



## NATIONAL DEVELOPMENT COMPANY

	Component					Baseline Data		Target	
	Objective/Measure		Formula	Weight	Rating System	2015	2016	2017	2018
IMPACT	SO 1	Strengthen Business Sustainability							
	SM 1	Return on Equity	Net Income / Stockholder's equity adjusted	10%	(Actual / Target) x Weight	59%	0.97%	N/A	3.00%
	SO 2	Support Local Development							
	SM 2	Cumulative Number of Local Jobs Generated by the Projects/ Investment	Number of local jobs generated per operational report	10%	(Actual / Target) x Weight	312	323	N/A	423
	Sub-total			20%					
STRATEGIC FOCUS	SO 3	Increase Investments in High Impact Priority Areas by Leveraging in NDC's Competitive Advantage							
	SM 3	Cumulative value of investments	Amount of investments in high impact priority areas <sup>1</sup> as approved by the NDC Board	15%	All or Nothing	₱2.71 Billion	₱2.71 Billion	N/A	₱3.70 Billion

<sup>1</sup> Renewable energy, food exchanges and complexes; food processing, palm oil processing; tourism sector; and road, port and transportation sector



	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018	
CORE PROCESSES	SO 4	Enhance the Value of Investment Portfolio							
	SM 4	Return on Investments	Amount of dividends received/ Total investment excluding companies for dissolution and pre-operating companies	10%	(Actual / Target) x Weight  0% = if below 4%	19%	153%	33%	5.70%
	SO 5	Improve Customer Satisfaction							
	SM 5	Percentage of Satisfied Customers	Number of respondents who rated Satisfactory and Very Satisfactory (upper two boxes in a 5-point scale) / Total number of survey respondents	5%	(Actual / Target) x Weight  0% = if below 90%	N/A	100%	100%	100%
			Sub-total	30%					
CORE PROCESSES	SO 6	Optimize the Economic Value of NDC Land Assets							
	SM 6	Value of Investments Arising from Best-used Study of NDC Idle-Assets	Actual amount of investments from the best used study of NDC idle-assets	15%	(Actual / Target) x Weight	N/A	N/A	N/A	₱8 Billion

	Component					Baseline Data		Target	
	Objective/Measure		Formula	Weight	Rating System	2015	2016	2017	2018
	SM 7	Lease Income	Actual amount of lease income collected	10%	(Actual / Target) x Weight 0% = if below ₱169 Million	₱120.44 Million	₱148.18 Million	₱150 Million	₱197 Million
	SO 7	Improve Budget Utilization to Support Operational Efficiency							
	SM 8	Budget Utilization Rate	Total amount of cash disbursements / Total budget for the year	5%	91% to 100% = 5% 80% to 90% = 2.5% <80% = 0% More than 100% = 0%	N/A	N/A	N/A	> 90%
	Sub-total			30%					
LEARNING AND GROWTH	SO 8	Prioritize Competency Build-up of Project Teams							
	SM 9	Percentage of Personnel Meeting Required Competency Standards	Number of employees meeting competency standard / Total number of employees for the year	5%	(Actual / Target) x Weight	50%	50%	Establish Competency Baseline	Increase the Baseline Level by 15%

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018
SO 9	Build a Culture of Continual Improvement and Excellence							
SM 10	ISO Certification	Certification	5%	All or Nothing	Re-certified and Certified support processes	Re-certified	ISO 9001:2015 Certification	Maintain ISO 9001:2015 Certification
SM 11	PGS Status Conferral	Conferment of Certificate	5%	All or Nothing	Passed 3rd party Audit	Proficient	N/A	Passed 3rd Party Audit for Institutionalization
SO 10	Integrate Knowledge Management in the Business Decision-Making Process							
SM 12	Implementation of a Knowledge Management Information System (KMIS)	Actual Accomplishment	5%	All or Nothing	N/A	N/A	100% of the Deliverables Accomplished Based on the Terms of Reference	Full implementation of KMIS
Sub-total			20%					
Total			100%					