

NATIONAL DEVELOPMENT COMPANY
Interim Performance Scorecard

Performance Measure				NDC Submission			CGO-A Validation		Supporting Documents	Remarks
Description	Formula	Weight	Rating System	Targets	Actual	Rating	Score	Rating		
MFO 1: Project Development										
Quantity 1: No. of projects evaluated and endorsed to the ManCom for Board approval	Absolute number	0%		4	3	0.00%	3	0.00%	• Secretary's Certificate Projects	Includes the following: 1. Pingag Port Development 2. Agri-Pinoy Trading Center (APTC) 3. Davao Food Exchange Plaza
Quality 1: % of JV partners / proponents who rated NDC good or better as a partner	Average rate of JV partners satisfaction level for NDC	2%	Actual/ Target x Weight	100%	100%	2.00%	100% (7 of 7)	2.00%	• Client Satisfaction Survey Report by Sustainable Development Solutions Refer to Figure	The following JV partners gave a good or better rating: a) PPI; b) SCBI; b) PMDC; c) STX d) ZDI; e) BLCI; and f) PNOC RC.

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Financial 1: Value of projects evaluated and endorsed to the ManCom for Board approval	Absolute amount	12%	Actual/Target x Weight	₱730 M plus indication of the Feasibility Study of Mono-rail	₱764.0 M Plus the Feasibility Study	12.00%	₱763.805 M Plus the Feasibility Study	12.00%	<ul style="list-style-type: none"> Secretary's Certificate Projects 	<p>Includes the following:</p> <ol style="list-style-type: none"> 1. Pingag Port Development - ₱10.805 M 2. Agri-Pinoy Trading Center (APTC) - ₱193.0 M 3. Davao Food Exchange Plaza - ₱560 M <p>Feasibility Study for the Automatic Guideway Transit (AGT) System for Bagiuo City and La Trinidad, Benguet</p>
Timeliness 1: Average TAT for Projects Group to evaluate project proposals with complete documents	Average number of days Projects Group to evaluate project proposals with complete documentation for submission to ManCom	9%	Weight - (Actual-Target)/Target x Weight	2 months (61 days)	2 months	9.00%	34 days	9.00%	<ul style="list-style-type: none"> Summary of TAT for the three projects 	Supporting document submitted showed that the average TAT for the three projects processed is 34 days
Timeliness 2: Average TAT for JV or partnership agreements to be signed after Board approval	Average number of months for JV or partnership agreements to be signed after Board approval	2%	Weight - (Actual-Target)/Target x Weight	2 months	2 months (61 days)	2.00%	103 days	0.57%	<ul style="list-style-type: none"> Secretary's Certificate 1. Escrow Agreement among NDC, PNOC RC and DBP 2. Memorandum of Agreement (MOA) with PNOC RC Secretary's Certificate for 16 Dec 2014 Board Meeting Regarding the Escrow Agreement Escrow Agreement in Partial with 	Upon validation of the supporting documents, it was found out that 1 of the 2 projects measured should have a TAT of 203 days since the reckoning date is the Board approval. Therefore the average TAT is 103 days.

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									Acknowledgements dated 19 Dec 2014 • Memorandum of Agreement executed 01 July 2014 with Acknowledgements • Secretary's Certificate for 10 Dec Board Meeting Regarding the MOA With PNOC RC • Email Correspondences dated 23 June 2014 and 24 June regarding GM Approval of Final Project Cost • OGCC Contract Review dated 19 Feb 2014	
Sub-total of Weights:		25%				25.00%		23.57%		
MFO 2 : Investing and Financing										
Quantity 1: No. of projects funded	Absolute number	0%		4	3	0.00%	3	0.00%	• Schedule for Funds Released for Investment/Financing	Includes the following: 1. Mini Hydro Project 2. FCIE 3. Davao Food Exchange
Quality 1: Percentage of proponents who found accessibility of NDC funds as good or better	Average number of proponents who rated NDC as good or better over the total number of proponents	8%	Actual/Target x Weight	100%	100%	8.00%	100%	8.00%	• Client Satisfaction Survey Report by Sustainable Development Solutions	The following JV partners gave the rating: a) PNOC Renewables Corporation; and b) PITC Pharma Inc. Only 2 out of 5 proponents, 2 is still undergoing the investment process while 1 declined to give a rating since they have not yet received formal communication from NDC on the board's decision not to participate in their capital call.

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Financial 1: Funds released for investment/financing activities	Absolute amount	9%	Actual/Target x Weight	P58.9 M	P50.98 M	7.79%	P50.98 M	7.79%	<ul style="list-style-type: none"> Summary list of transactions on funds released for investment/financing activities 	Supporting document is sufficient
Timeliness 1: Percentage of funding for investment and financing activities released not more than 2 weeks after completion of documentation	Actual amount of funding released over total amount of target investment	8%	Actual/Target x Weight	100%	100%	8.00%	95.21% (P48.53 Mn/ P50.63 Mn)	7.62%	<ul style="list-style-type: none"> Summary list of transactions on funds released for investment/financing activities 	The supporting document provided by NDC indicates that out of the 28 transactions amounting to P50.63 M, 3 did not fall within the processing time of 2 weeks. One (1) transaction amounting to P0.35 M was excluded in the computation because it is beyond the control of NDC.
Sub-total of Weights:		25%				23.79%		23.41%		
MFO 3: Portfolio Management										
Financial 1: Return on Investment	Amount of returns over total investment infused net of allowance for impairment and excluding companies for dissolution and pre-operating companies	12.5%	Actual/Target x Weight	21.80%	23.20%	12.50%	23.20%	12.50%	<ul style="list-style-type: none"> Certification from Finance and Admin Department OIC Schedule on Return on Investment 	Supporting documents are sufficient
Financial 2: Amount of dividends received	Actual amount of dividends received net of liquidating dividends	12.5%	Actual/Target x Weight	P148.1M	P150.7 M	12.50%	P150.7 M	12.50%	<ul style="list-style-type: none"> Certification from Finance and Admin Department OIC Schedule on the Amount of Dividends Received 	Supporting documents are sufficient
Sub-total of Weights:		25.0%				25.00%		25.00%		

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MFO 4: Fund Generation										
Quantity 1: No. of properties sold	Absolute number	0%		4	0	0.00%	0	0.00%	•	
Financial 1: Sales proceeds from sale of properties	Actual amount of sales proceeds	5%	Actual/Target x Weight	₱5.13 M	₱0.46 M	0.45%	₱0.46 M	0.45%	• Certification from Finance and Admin Department OIC • Schedule of proceeds from sale of properties	Supporting documents are sufficient
Quantity 3: No. of properties leased	Absolute number	0%		39	44	0.00%		0.00%	•	
Financial 2: Lease income	Actual amount of lease income	5%	Actual/Target x Weight	₱106.0 M	₱105.91 M	5.00%	₱105.91 M	5.00%	• Certification from Finance and Admin Department OIC • Schedule of lease income	Supporting documents are sufficient
Financial 3: Amount of collected receivables	Actual amount of receivables collected	0%	Actual/Target x Weight	₱166.0 M	₱140.33 M	0.00%	₱139.03 M	0.00%	• Certification from Finance and Admin Department OIC • Schedule of collected receivables	Figures seem to differ from the submission. Per NDC, target is ₱165.83 M but the scorecard is ₱166 M. Per NDC, actual of ₱140.33 M but the supporting document is ₱139.03 M.
Quality 1: Collection Efficiency	Actual collection of receivables over target receivables	5%	Actual/Target x Weight	90%	84%	5.00%	83.84%	4.66%	• Certification from Finance and Admin Department OIC • Schedule of collected receivables	The 84% actual collection efficiency is equivalent to 4.66% rating, not 5% as NDC submitted.

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Sub-total of Weights:		15%				10.45%		10.10%		
General Administrative Services										
ISO Certification (4 processes: projects, fund generation, fund management and asset management. Last ISO Certification is on 2011)	Actual Accomplishment	4%	All or nothing	100% Re-certified	100%	4.00%	100%	4.00%	<ul style="list-style-type: none"> ISO Certification from TUV SUD Asia Pacific TUV SUD Group for the following: Equity Investment, Project Financing, Asset Management, Fund Management 	Supporting documents are sufficient
PGS Certification	Actual Accomplishment	3%	All or nothing	Compliance stage	Conferred	3.00%	Conferred Compliant	3.00%	<ul style="list-style-type: none"> Certification from Institute for Solidarity in Asia Conferring NDC as Compliant 	Supporting documents are sufficient
IT Road map and implementation	Actual Accomplishment	3%	All or nothing	2 IT systems	2	3.00%	2 IT systems	3.00%	<ul style="list-style-type: none"> Certificate of Completion and Acceptance from Entertainment Group Gateway Regarding the DMS Letter from the Information and Communications Technology Office (ICT Office) on Completion of the Installation and Operationalization of the HRMIS 	Supporting documents are sufficient
Sub-total of Weights:		10%				10.00%		10.00%		
TOTAL OF WEIGHTS:		100%				94.24%		92.08%		