



Office of the President of the Philippines  
**GOVERNANCE COMMISSION**  
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS  
3/F, Citibank Center, 8741 Paseo De Roxas, Makati City, Philippines 1226



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13 February 2019

**MR. RAMON M. LOPEZ**

*DTI Secretary and Chairperson*

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

*General Manager*

**NATIONAL DEVELOPMENT COMPANY (NDC)**

NDC Building, 116 Tordesillas St., Salcedo Village  
Makati City, Philippines

*Joyce*

**RE : TRANSMITTAL OF 2019 PERFORMANCE SCORECARD**

Dear Secretary Lopez and GM Rebueno,

This is to formally transmit the 2019 Charter Statement and Strategy Map (**Annex A**) and 2019 Performance Scorecard (**Annex B**) of NDC. The same is to be posted in NDC's website, in accordance with Section 43 of GCG Memorandum Circular No. 2012-07<sup>1</sup>.

The NDC proposed Charter Statement, Strategy Map, and Performance Scorecard submitted through its letter dated 31 August 2018<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held on 23 November 2018 and evaluation of the justifications provided per NDC's letter dated 24 January 2019<sup>3</sup>.

We take this opportunity to **REMIND** NDC that Item 5 of GCG Memorandum Circular No. 2017-02<sup>3</sup> 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.

**FOR YOUR COMPLIANCE.**

Very truly yours,

**SAMUEL G. DAGPIN, JR.**

*Chairman*

*Michael P. Cloribel*  
**MICHAEL P. CLORIBEL**  
*Commissioner*

*Marites C. Doral*  
**MARITES C. DORAL**  
*Commissioner*

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs dated 28 November 2012.

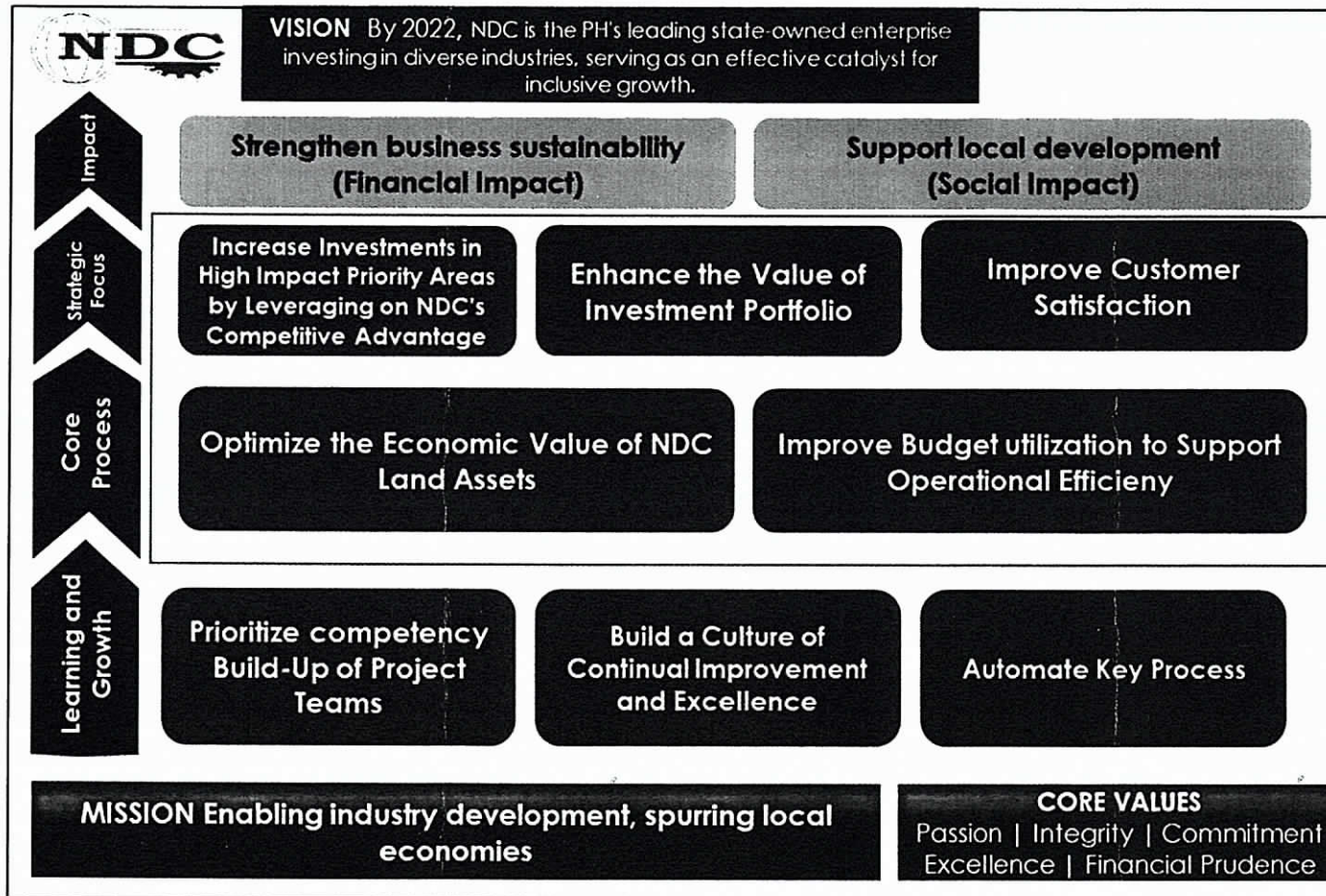
<sup>2</sup> Officially received by the Governance Commission on 31 August 2018.

<sup>3</sup> Officially received by the Governance Commission on 28 January 2019.

<sup>3</sup> INTERIM PES FOR THE GOCC SECTOR, dated 30 June 2017.

2/20/19  
**RECEIVED**  
10:50AM

## NDC STRATEGY MAP



## NATIONAL DEVELOPMENT COMPANY

		Component			Baseline Data		Target		
Objective/Measure		Formula	Weight	Rating System	2016	2017	2018	2019	
IMPACT	SO 1	Strengthen Business Sustainability (Financial Impact)							
	SM 1	Return on Equity	Net Income / Stockholder's equity adjusted	15%	(Actual / Target) x Weight	N/A	N/A	3.00%	3.00%
	SO 2	Support Local Development (Social Impact)							
	SM 2	Cumulative Number of Local Jobs Generated by the Projects/Investments	Number of local jobs generated per operational report	10%	(Actual / Target) x Weight 0% = if below 2018 Actual	323	373	423	2018 Actual + 127 new jobs
		Sub-total		25%					
STRATEGIC FOCUS	SO 3	Increase Investments in High Impact Priority Areas by Leveraging in NDC's Competitive Advantage							
	SM 3	Cumulative Value of Investments	Cumulative value of investments in high priority areas as approved by the NDC Board	15%	(Actual / Target) x Weight 0% = if below 2018 Actual	₱2.71 Billion	₱2.71 Billion	₱3.70 Billion	2018 Actual + ₱1.5 Billion

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
	SO 4	Enhance the Value of Investment Portfolio							
	SM 4	Return on Investments	Amount of dividends received / Total investment infused excluding companies for dissolution and pre-operating expenses	10%	All or Nothing	153.65%	-	5.70%	2.22%
	SO 5	Improve Customer Satisfaction							
	SM 5	Percentage of Satisfied Customers	Number of respondents who who rated at least satisfactory / Total number of survey respondents	5%	(Actual / Target) x Weight 0% = if below 90%	100%	100%	100%	100%
		Sub-total		30%					
CORE PROCESS	SO 6	Optimize the Economic Value of NDC Land Assets							
	SM 6	Income from Asset Management	Amount of Lease Income and Sales Proceeds Collected	20%	(Actual / Target) x Weight 0% = if less than ₱253 Million	₱252.98 Million	₱155.06 Million	N/A	₱505 Million

	Component				Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
	SO 7	Improve Budget Utilization to Support Operational Efficiency							
	SM 7	Budget Utilization Rate	Total amount of disbursements / Total budget for the year	5%	92% to 100% = 5% 80% to 91% = 2.5% More than 100% and Below 80% = 0%	N/A	N/A	>90%	>91%
		Sub-total		25%					
LEARNING AND GROWTH	SO 8	Prioritize Competency Build-up of Project Teams							
	SM 8	Percentage of Personnel Meeting Required Competency Standards	Actual Accomplishment	5%	All or Nothing	N/A	N/A	Increase the Baseline Level by 15%	Competency Baseline Improved <sup>1</sup>

<sup>1</sup> Improvement in the competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A \left( \frac{\text{Actual Competency Level}}{\text{Required Competency Level}} \right)_a}{A} \right]_b}{B} \text{ where: } a = \text{Competency required, } A = \text{Total number of competencies required of position, } b = \text{Personnel profiled, } B = \text{Total number of personnel profiled}$$

		Component			Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019
	<b>SO 9</b>	<b>Build a Culture of Continual Improvement and Excellence</b>						
	SM 9	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2008 Re-certified	ISO 9001:2015 Certified	ISO 9001:2015 Maintained
	SM 10	Performance Governance System (PGS) Status Conferral	Actual Accomplishment	5%	All or Nothing	Proficient	Strategy Refreshed	Passed 3 <sup>rd</sup> Party Audit for Institutionalization
	<b>SO 10</b>	<b>Automate Key Process</b>						
	SM 11	Information Technology Systems Implemented	Actual Accomplishment	5%	All or Nothing	N/A	N/A	N/A
								Cash Accounting System Submitted for BIR's Accreditation and Board-Approved ISSP 2020-2022 as Submitted to DICT
		<b>Sub-total</b>		<b>20%</b>				
		<b>TOTAL</b>		<b>100%</b>				