

NATIONAL DEVELOPMENT COMPANY (NDC)
Validation Result of 2023 Performance Scorecard

Component			Rating Scale	Target	NDC Submission		GCG Validation		Supporting Documents	Remarks		
Objective/Measure	Formula	Weight			Actual	Rating	Actual	Rating				
IMPACT	SO 1	Ensure Inclusive Growth and Development										
	SM 1	Cumulative Number of Local Jobs Generated by the Projects/Investments	Number of Local Jobs Generated per Operational Report	10%	(Actual / Target) x Weight If Less Than the 2022 Actual = 0%	2022 Actual + 80 New Jobs	2022 Actual + 3,249 New Jobs	10%	4,194	10%	Certifications from Philippine Mining Development Corporation, San Carlos Bioenergy, Inc, WERR Corporation International, and Science Park of the Philippines 2023 Commission on Audit (COA) Annual Audit Report	Target exceeded. Review of supporting documents showed that the NDC generated 3,249 new jobs in 2023. The GCG-validated cumulative number of jobs generated in 2022 is 945.
	SO 2	Increase Social and Economic Dividends										
	SM 2	Percentage of Satisfied Customers	Number of Respondents Who Gave a Rating of At Least Satisfactory / Total Number of Survey Respondents	5%	(Actual / Target) x Weight If Lower Than 80% = 0%	90%	97.32%	5%	98.82%	0%	Harmonized Client Satisfaction Measurement Results of GOCCs Covered by R.A No. 10149 as Endorsed by Anti- Red Tape Authority (ARTA)	The measure covered the responses of stakeholders availing of NDC's external services only. The NDC garnered a CSM rating of 98.82%, however, the corporation was tagged as "non-compliant" due to the late submission of the CSM Report to ARTA. Hence, the 0% rating.

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	SM 3	Return on Investments	Total Amount of Dividends Received ¹ / Total Investments Excluding Companies for Dissolution and Pre-Operating Companies	20%	(Actual / Target) x Weight	3.34%	4.31%	20%	2.49%	14.91%	NDC Computation of the Return on Investments Cash Receipts Entries and Official Receipts from NDC List of Investment and Total Dividends 2023 COA Annual Audit Report	Target not met. Total dividends amounted to ₱7,141,453.70. Total investments amounted to ₱287,058,257.00.
	Sub-total			35%				35%		24.91%		
STRATEGIC FOCUS	SO 3	Strengthen Business Sustainability										
	SM 4	Return on Equity	Total Comprehensive Income / Total Equity	20%	(Actual / Target) x Weight	10% ²	19.62%	20%	12.52%	20%	2023 COA Annual Audit Report	Target exceeded. Total Comprehensive Income amounted to ₱3,507,385,323. Total Equity amounted to ₱28,024,073,740.

¹ Based on the 2023 income of the following subsidiaries/affiliates: Batangas Land Company, Inc., Kamayan Realty Corporation, Science Park of the Philippines, Inc., and Philippine International Trading Corporation.

² The target shall be subject to review for factors beyond the control of the NDC (e.g., decrease in appraisal value of properties).

Validation Result of 2023 Performance Scorecard (Annex A)

Component					Rating Scale	Target	NDC Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure		Formula	Weight				Actual	Rating	Actual	Rating		
	SM 5	Disbursements Budget Utilization Rate	Total Disbursement/ DBM-Approved Corporate Operating Budget (Both Net of PS Cost)	5%	(Actual / Target) x Weight	90%	92%	5%	45.89%	2.55%	2023 COA Annual Audit Report Budget Utilization Report Disbursement Vouchers General Ledger Copies of Check Vouchers	The total budget (net of PS Cost) of the NDC was adjusted from ₱1,459,970,000 to ₱954,769,216 to exclude the unutilized budget of the corporation due to factors beyond its control. The total disbursements for 2023 was ₱438,150,717.26 (also net of PS Cost).
			Sub-total	25%				25%		22.55%		
CORE PROCESS	SO 4	Prioritize Investments in Health, Food Supply Chain, Climate Change Mitigation and Technology Innovation										
	SM 6	Cumulative Value of Investments	Actual Amount	10%	(Actual / Target) x Weight If Less Than the 2022 Actual = 0%	2022 Actual + ₱954 Million	2022 Actual + ₱2.185 Billion	10%	₱2 Billion	10%	Timeline of Events Secretary's Certificate Disbursement Vouchers	Target exceeded. There were no recorded/validated investments in 2022.
	SO 5	Leverage Assets of NDC and its Subsidiaries to Further Optimize Their Economic Value										
	SM 7	Lease Income	Total Amount of Lease Income (As Reflected in Statement of Comprehensive Income)	15%	(Actual / Target) x Weight	₱210.10 Million	₱223.70 Million	15%	₱223.70 Million	15%	2023 COA Annual Audit Report	Target exceeded.
			Sub-total	25%				25%		25%		

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Objective/Measure		Formula	Weight			Actual	Rating	Actual	Rating		
LEARNING AND GROWTH	SO 6	Restructure and Retool the Organization while Strengthening the HR System									
	SM 8	Improvement in the Competency Level of the Organization	Competency Baseline ³ 2023 – Competency Baseline 2022	5%	All or Nothing	Improvement in the Competency Baseline of the Organization	Improvement in the Competency Baseline of the Organization	5%	Improvement in the Competency Baseline of the Organization	5%	Summary of Employees Competency Standards Competency Assessment Report Comparison of the 2022 and 2023 Employee Competencies Summary of Employees Competency Standards Individual Competency Assessment The competency baseline improved by 0.04% with the 2023 baseline of 99.80% and 2022 baseline of 99.76%.
	SO 7	Upgrade ICT Infrastructure and Security									
	SM 9	Implement the Information Systems Strategic Plan	Total Number of Deliverables Due for 2023 Delivered / Total Number of Deliverables Due for 2023 ⁴	5%	(Actual / Target) x Weight	100% Completion of the 2023 ISSP Deliverables as Submitted to DICT	100%	5%	100%	5%	Screenshots of the System Minutes of the Meeting The Governance Commission was able to establish that there is progress in six (6) out six (6) programs due for implementation from 2023 to 2025.

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

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

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

⁴ Deliverables refer to systems/applications.

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Objective/Measure		Formula	Weight			Actual	Rating	Actual	Rating			
	SO 8	Adopt Global Best Practices for Transparency and Accountability										
	SM 10	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certification Maintained	ISO 9001:2015 Certification Maintained	5%	ISO 9001:2015 Certification Maintained	5%	Third Party Audit Report ISO 9001:2015 Certificate	The certificate has a scope “Provision of Equity Investment, Project Financing, Asset Management, Fund Management and Support Services.”
	Sub-total			15%				15%		15%		
	TOTAL			100%				100%		87.46%		

Annex A Reviewed and Certified Correct by:



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