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%**					
	SO 8	**Prioritize Competency Build-up of Project Teams**							
LEARNING AND GROWTH	SM 8	Percentage of Personnel Meeting Required Competency Standards	Actual Accomplisment	5%	All or Nothing	N/A	N/A	Increase the Baseline Level by 15%	Competency Baseline Improved[1]

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[1] 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:

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

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

		Component				Baseline Data			Target
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SO 9	**Build a Culture of Continual Improvement and Excellence**								
SM 9	ISO Certification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2008 Re-certified	ISO 9001:2015 Certified	ISO 9001:2015 Maintained	ISO 9001:2015 Maintained
SM 10	Performance Governance System (PGS) Status Conferral	Actual Accomplishment	5%	All or Nothing	Proficient	Strategy Refreshed	Passed 3rd Party Audit for Institutionalization	Institutionalized
SO 10	**Automate Key Process**								
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
	Sub-total		**20%**					
	TOTAL		**100%**					