Office of the President of the Philippines
GOVERNANCE COMMISSION
FOR GOVERNMENT OWNED OR CONTROLLED CORPORATIONS
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04 March 2022

MR. RAMON M. LOPEZ
Secretary, Department of Trade and Industry (DTI)
     and CITEM Chairperson
MS. PAULINA SUACO-JUAN
Executive Director (ED)
CENTER FOR INTERNATIONAL TRADE
     EXPOSITIONS AND MISSIONS (CITEM)
Golden Shell Pavilion, Roxas Boulevard cor.
Sen. Gil J, Puyat Avenue, Pasay City

RE : VALIDATION RESULT OF 2020 PERFORMANCE
SCORECARD OF CITEM

Dear Secretary Lopez and ED Suaco-Juan,

This is to formally transmit the validation result of CITEM's 2020 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, CITEM gained an over-all score of **62.37%** (See *Annex A*). The same is to be posted in CITEM's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.[1]

In relation to the grant of 2020 Performance-Based Bonus (PBB) to eligible officers and employees, CITEM fails to satisfy the requirements of GCG M.C. No. 2019-02,[2] particularly the achievement of a weighted-average score of at least 90% in its 2020 Performance Scorecard. In this regard, the Board is reminded that any unilateral action to release the PBB will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149.[3]

Consequently, pursuant to GCG M.C. No. 2021-01,[4] failure to qualify for the PBB means that the Appointive Members of the Governing Board of CITEM shall not be qualified to receive the Performance-Based Incentive (PBI).

FOR CITEM'S INFORMATION AND GUIDANCE.

Very truly yours,

Digitally signed by:
CHAIRMAN SAMUEL G. DAGPIN, JR.

Digitally signed by:
COMMISSIONER MICHAEL P. CLORIBEL

Digitally signed by:
COMMISSIONER MARITES C. DORAL

cc: COA Resident Auditor – CITEM

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[1] CODE OF CORPORATE GOVERNANCE, dated 28 November 2012.
[2] INTERIM PERFORMANCE-BASED BONUS (PBB), dated 25 July 2019.
[3] AN ACT TO PROMOTE FINANCIAL VIABILITY AND FISCAL DISCIPLINE IN GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS AND TO STRENGTHEN THE ROLE OF THE STATE IN ITS GOVERNANCE AND MANAGEMENT TO MAKE THEM MORE RESPONSIVE TO THE NEEDS OF PUBLIC INTEREST AND FOR OTHER PURPOSES, dated 06 June 2011.
[4] INTERIM PERFORMANCE-BASED INCENTIVE (PBI) SYSTEM FOR THE APPOINTIVE DIRECTORS OF GOCCs COVERED BY GCG FOR CY 2020 AND FOR THE YEARS THEREAFTER, dated 28 January 2021.

CENTER FOR INTERNATIONAL TRADE EXPOSITIONS AND MISSIONS (CITEM)
Validation Result of the 2020 Performance Scorecard

	Component					CITEM Submission[1]		GCG Validation		Supporting Documents	GCG Remarks
	Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
	SO 1 **Ensure Financial Sustainability**										
FINANCIAL	SM 1 Cost Recovery Ratio	Revenue from Completed Projects / Operations Budget[2]	20%	(Actual / Target) x Weight	10%	13.28%	20%	13.28%	20%	2020 Work Program with Summary Matrix on Cost Recovery Ratio (CRR) and Budget Utilization Rate (BUR) Computation 2020 COA Audited Financial Statements Budget Execution Documents (BED)/2020 Financial Plan Budget and Financial Accountability Reports (BFARs) 2020 DBM-Approved Corporate Operating Budget (COB) Preliminary Report on Breakdown of 2020 MOOE 2020 Calendar of Events	Target exceeded. The CRR was computed using the total revenues from completed projects amounting to ₱20.128 Million and operations budget of ₱151.576 Million.

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[1] Based on CITEM's submission dated 14 March 2021.
[2] Excluding preparatory expenses of projects for the following year.

	Objective/Measure		Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating	Supporting Documents	GCG Remarks
					Component		**CITEM Submission**[1]		**GCG Validation**			
	SM 2	Budget Utilization Rate	Total Obligations (Net of PS) / Total DBM Approved Corporate Operating Budget (Net of PS)	10%	_(Actual/Target) x Weight_	Not Lower Than 90% But Not Exceeding 100%	90.65%	10%	85.16%	9.46%	2020 COA Audited Financial Statements 2020 Budget and Financial Accountability Reports (BFARs) 2020 DBM-Approved Corporate Operating Budget (COB) 2020 Internal Statement of Comparison of Budget and Actual Amounts (SCBAA) 2020 Internal Budget Utilization Report for Corporate Funds and Subsidy Certification on the Compliance to the DBM National Budget Circular No. 580	Validated actual is based on actual utilization amounting to ₱261,049,917 out of the total DBM-approved COB of ₱283,625,000, both net of Personal Services cost. Validated amounts were based on SCBAA under 2020 COA AAR The Governance Commission adjusted the rating scale from _"All or Nothing"_ to _"(Actual / Target) x Weight"_ in consideration of the effect of the pandemic.
			Sub-total	**30%**				**30%**		**29.46%**		
STAKEHOLDERS	**SO 2**	**Improve Stakeholders Satisfaction**										
	SM 3a	Percentage of Satisfied Customers (Exhibitors)	-	-	-	-	-	-	Measure Excluded			The measure was proposed to be excluded during the recalibration of the 2020 Performance Scorecard of CITEM.

Component					CITEM Submission[1]		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
SM 3b — Percentage of Satisfied Customers (Attendees)		-		-	-	-				
SO 3 — **Increase Stakeholder Awareness**										
SM 4 — Number of Trade Buyers Attending Export Promotion Events	Actual Accomplishment	10%	(Actual/Target) x Weight	3,520 (Buyers Only, Unique Count)	2,707	7.69%	2,347	6.67%	Excel File Database of the 2020 Trade Buyers Generated from the Visitor Profile System (VPS) Internal Database of 2020 Trade Buyers Post-Event Reports of 2020 Projects Copies of Business Cards Trade Inquiry Forms	Target not met. The variance in the CITEM reported accomplishment and the validated accomplishment is due to the double/multiple entries of trade buyers in the VPS database. Further, there were also entries in the database wherein the name of the buyer was not indicated. Details of the validation is provided in *Appendix 1*.
SM 5 — Increase PR Value	Total PR Value for CITEM's 2020 Projects	15%	(Actual/Target) x Weight	₱230 Million	₱271.75 Million	15%	₱271.75 Million	15%	Media Analytics Reports from the Third-Party Monitoring Agencies Monthly Summary Report of Third-Party Monitoring Agencies	Target exceeded.

Component					CITEM Submission[1]		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
SO 4 **Accelerate the Growth and Development of SMEs**										
SM 6 — Increase Designs Developed	Actual Accomplishment	5%	(Actual/Target) x Weight	420	669	5%	Cannot Be Validated	0%	Copies of Designs/ Sketches Developed Post-Event Reports of 2020 Projects Approved Job Orders of the Hired Product Design Specialists Approved Terms of Reference (TOR) for the Engagement of Product Design Specialists Approved Memorandum for the Extension of Period of Engagement of the Hired Product Specialists	The Governance Commission could not objectively validate the reported accomplishment due to insufficient and inconsistent documents submitted. There were inconsistencies in the total number of designs in the submitted Summary Report, Post-Event Reports, and copies of actual designs/sketches. Moreover, the Governance Commission found that there were creative specialists who have created/developed designs for the CITEM but were not specified as contractors/suppliers in the submitted Job Orders.
SM 7 — Implementation of the Subsidy Graduation Policy	-	-	-	-	-	-	Measure Excluded			The measure was proposed to be excluded during the recalibration of the 2020 Performance Scorecard of CITEM.
Sub-total		**30%**				**27.69%**		**21.67%**		

Component					CITEM Submission[1]		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
SO 5 Institutionalize Measures to Enhance Systems and Processes in Export Promotion, including the Development of a Robust Digital Promotion Structure										
SM 8 Percentage Completion of the ISSP	Number of Deliverables Attained[3] / Total Number of Deliverables[4]	15%	(Actual/Target) x Weight	100% Attainment of 2020 Deliverables *(based on DICT-approved ISSP 2019-2020)[5]*	Trade Promotions Information Systems (TPIS)[6] Administrative Services Information Systems (ASIS)[7]	12.50%	Cannot Be Validated	0%	Summary Report of ISSP Accomplishments DICT-Approved 2019-2020 ISSP Copies of Certification of Satisfactory Service for Selected Systems Copies of Project Forms for Selected Promotional Events	The Governance Commission was unable to validate the reported accomplishment due to missing pages in the submitted ISSP, which contained information on the detailed descriptions, phases/modules, timelines, and budget for some of the information systems/sub-systems/ modules due for 2020. Moreover, the CITEM was unable to submit documents (e.g., screenshots of the system, reports generated by the system, and user acceptance documentations) in support of the reported accomplishment. Details of the validation is provided in *Appendix 2*.

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[3] At least 50% completion per system.

[4] Does not include systems without budget.

[5] CITEM's DICT-approved ISSP already includes, among others, the development of the Digital Trade and Community Platform System.

[6] 1. Exhibitors Profile System = 100%; 2. Visitors Registration System = 100%; 3. Project Management System = 100%; 4. Business Matching System = 100%; 5. Visitor Profile System = 100%; 6. Exhibitors Sales Monitoring System = 100%; 7. Marketing Automation System = 100%; 8. Content Management System = 100%; 9. Digital Trade Community Platform (DTCP) = 100%; 10. Customer Relationship Management System = 60%

[7] 1. IT Resource Management System = 100%; 2. Online Ticketing = 100%; 3. Master Document = 100%; 4. Intranet Portal = 100%; 5. Human Resource Information System = 75%

Component					CITEM Submission[1]		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
SO 6 **Improve Organizational Efficiency**										
SM 9 Improve Processes to Quality Management System	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Recertification	CITEM passed the recertification for the ISO 9001:2015 Standards which was conducted by the third-party auditing body SOCOTEC on 25 November 2020 via remote audit.	5%	ISO 9001:2015 Recertified	5%	Recertification Audit Report Attestation Certificate issued by SOCOTEC Certification Philippines, Inc. (SCPI)	Target met.
Sub-total		**20%**				**17.50%**		**5%**		
SO 7 **Enhance the Competencies of the CITEM Workforce**										
SM 10 Percentage of Employees Meeting the Required Competencies	Actual Accomplishment	10%	All or Nothing	Establish Competency Baseline[8]	The assessment was completed in December 2020 to establish organization competency baseline. The assessment covered the core, leadership and technical competencies using the Enhanced Competency Framework developed and approved in 2019.	10%	Organizational Competency Baseline for 2020 Not Established	0%	2019 Enhanced Competency Framework Accomplishment Report Secretary's Certificate approving the 2019 Enhanced CF Computation of Organization Competency Baseline for 2020 Workforce Complement as of YE 2020	Request to exclude the positions of Executive Director and Deputy Executive Director in the evaluation of the organizational competency score is **APPROVED**. Upon review of the documents provided, the Governance Commission found that the competency assessment for the Core and Leadership/Managerial Competencies were administered on 12-13 December 2019.

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

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

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

Component						CITEM Submission[1]		GCG Validation		Supporting Documents	GCG Remarks
	Objective/Measure			Formula	Weight	Rating Scale	Target	Actual	Rating	Actual	Rating		
LEARNING & GROWTH								Overall, the Organization Competency Baseline is computed at 1.12 using the GCG formula.				Sample and Actual Baseline Competency Assessment Forms List of Competencies Profiled Approved Terms of Reference for the Third-Party Provider Notice of the Conduct of the Baseline Competency Assessment Baseline Competency Assessment Report from the Third-Party	The CITEM is reminded that the conduct of the competency assessments should capture the actual competency level of the employees covering the applicable rating year. This is to ensure consistent and verifiable improvement of the organization's competency level year-on-year.
	Sub-total				*10%*				*10%*		*0%*		
	TOTAL				**90%**				**85.19%**	56.13% out of 90% **62.37% out of 100%**			

Note: The columns in the data rows are: Objective/Measure (3 sub-columns), Formula, Weight, Rating Scale, Target, Actual (CITEM), Rating (CITEM), Actual (GCG), Rating (GCG), Supporting Documents, GCG Remarks.

SM 4: Number of Trade Buyers Attending Export Promotion Events

FY 2020 Projects	CITEM Reported			GCG Validation			Remarks
	Submitted to System Management Development Division (SMDD)	From Submitted Post-Event Reports	From Visitors Profile System (VPS)	Number of Duplicate Names/ Entries	No Names	Count	
SIGNATURE EVENTS (DIGITAL VERSION)							
FAME+	549	604	532	5	1	526	Three (3) trade buyers with 2 entries, and one (1) trade buyer with 3 entries.
Sub-total	*549*	*604*	*532*	*5*	*1*	*526*	
OVERSEAS TRADE FAIRS							
AMBIENTE	300	280	280	0	26	254	-
BIOFACH	120	57	93	2	1	90	Two (2) trade buyers with 2 entries.
GULFOOD	1,077	714	s	4	230	632	Four (4) trade buyers with 2 entries.
CHOCOA	68	387	67	0	1	66	-
MOM	524	518	524	0	6	518	-
CIIE	259	268	257	40	36	181	Fifteen (15) trade buyers with 2 entries, and eight (8) trade buyers with multiple entries. Name entries provided were surnames only.
CAEXPO	117	88	88	0	8	80	-
Sub-total	*2,465*	*2,312*	*2,175*	*46*	*308*	*1,821*	-
TOTAL	**3,014**	**2,916**	**2,707**	**51**	**309**	**2,347**	

SM 8: PERCENTAGE COMPLETION OF THE ISSP

INFORMATION SYSTEMS	CITEM REPORTED		GCG VALIDATION			REMARKS
	% OF COMPLETION	REMARKS	IMPLEMENTATION SCHEDULE	DELIVERABLES	SUPPORTING DOCUMENT/S SUBMITTED	
TRADE PROMOTIONS INFORMATION SYSTEMS (TPIS)						
1. Trade Fairs Information System (TFIS)	0%	Since the Digital Trade Community Platform (DTCP) will be implemented, this system can be integrated to the Customer Relationship Management System implemented in 2020.	2019-2020	For Development	No supporting document provided.	No reported accomplishment.
2. Exhibitors Booth Management System	0%	CITEM's physical shows in 2020 were deferred/cancelled, hence, completion of this system was no longer necessary.	2019-2020	For Development	No supporting document provided.	No reported accomplishment.
3. Exhibitors Profile System (EPS)	100%	Completed. Internally developed system.	2018-2020	For Enhancement	5 Project Forms for 2019 Events 1 Project Form for 2020 Event	Unverifiable. The project forms submitted are insufficient to validate the implementation/rollout of this system. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.
4. Business Matching System	100%	Completed. Internally developed system.	*Not Indicated in the ISSP*	Operational and Continuing	Monitoring and Service Request Forms dated 2019	Unverifiable. The service request form and the monitoring form was insufficient to validate the represented accomplishment. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.
5. Customer Relationship Management System	60%	More than 50% completion rate. Completion rate was based on the contract	2020	For Development	Certificates of Satisfactory Service to the Third Pillar Business Applications, Inc. for the Delivery of First and Second Project Milestones	Unverifiable. The reported 60% accomplishment could not be validated as there was no document showing the project timelines and deliverables to countercheck the percentage of completion for the system. Moreover, it could not be determined if the system

					Formal Invoice Letters	requires budget due to the incomplete pages of the submitted ISSP.
		deliverables completed in 2020.[1]			Screenshot of Users	
					Go Live Program Documentation and Screenshot	
					2 Versions of Business Requirements Documents (BRD)	
6. Visitors Profile System	100%	Completed. Internally developed system.	*Not Indicated in the ISSP*	Operational and Continuing	1 Project Form for 2019 Event	Unverifiable. The project forms submitted are insufficient to validate the implementation/rollout of this system. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.
7. Visitors Registration System (VRS)	100%	Completed. Internally developed system.	2018-2020	For Enhancement	4 Project Forms for 2019 Events 1 Project Form for 2020 Event	Unverifiable. The project forms submitted are insufficient to validate the implementation/rollout of this system. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.
8. Exhibitors Product Sales Monitoring System	100%	Completed. Internally developed system.	*Not Indicated in the ISSP*	Operational and Continuing	3 Project Forms for 2019 Events	Unverifiable. The project forms submitted are insufficient to validate the implementation/rollout of this system. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.
9. Marketing Automation System	100%	Completed. Subscription.	*Not Indicated in the ISSP*	Operational and Continuing	Certificate of Satisfactory Service to Netplay Inc. for the Renewal of Email Marketing Software	Unverifiable. It could not be determined if the subscription is the only deliverable for the system.

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[1] Delivered in 2020: (1) Confirmation of email activation of Salesforce licenses for Social Media Marketing systems, and (2) Go Live of Social Media Marketing system after one month of approval of Business Requirement Document (BRD); BRD sign offs for Social Media and Email Marketing systems.

						Considering that the software was only renewed just in December 2020, there are doubts whether the software was rolled-out to the end users.
10. Digital Trade and Community Platform System (DTCP)	100%	Completed. This system for the home, design, and lifestyle sectors, also known as the FAME+, was 100% accomplished as of the end December 2020. Official launch of the FAME+ was in October 2020.	2018-2020	For Development	Certification of Satisfactory Service to IPG MediaBrands Philippines, Inc. for the Development of the DTCP for Manila FAME

Contract of Professional Services between CITEM and IPG Media Brands, Philippines, Inc.

2 Completion Reports

Billing Statement from IPG MediaBrands Philippines, Inc.

CITEM Assessment Report for IPG MediaBrands Philippines, Inc. | Unverifiable.

The CITEM was able to submit the Completion Reports from the contracted third-party. However, such reports were not acknowledged/signed by the representative of CITEM. Albeit the reports were specified as supporting documents in the signed certification of satisfactory service, the certificate only detailed 70% of the awarded contract price for IPG MediaBrands. |
| 11. Project Management System | 100% | Completed. Subscription. | 2018-2020 | For Development | Delivery Receipt of Microsoft 365 Subscription (Project Plan 5) | Unverifiable.

It could not be determined if the subscription is the only deliverable for the system. |
| 12. Content Management System | 100% | Completed. Being an integral part of the DTCP or FAME+, this system was also 100% accomplished as of the end of December 2020. | *Not Indicated in the ISSP* | Operational and Continuing | Certification of Satisfactory Service to IPG MediaBrands Philippines, Inc. for the Development of the DTCP for Manila FAME

Contract of Professional Services between CITEM and IPG Media Brands, Philippines, Inc.

2 Completion Reports | Unverifiable.

The CITEM was able to submit the Completion Reports from the contracted third-party. However, such reports were not acknowledged/signed by the representative of CITEM. Albeit the reports were specified as supporting documents in the signed certification of satisfactory service, the certificate only detailed 70% of the awarded contract price for IPG MediaBrands. |

					Billing Statement from IPG MediaBrands Philippines, Inc. CITEM Assessment Report for IPG MediaBrands Philippines, Inc.	
ADMINISTRATIVE SERVICES INFORMATION SYSTEMS (ASIS)						
1. Inventory Management System	0%	Lack of budget.	2018-2020	For Enhancement	No supporting document provided.	No reported accomplishment.
2. Procurement System	0%	Lack of budget.	2018-2020	For Development	No supporting document provided.	No reported accomplishment.
3. Accounting System	0%	Awaiting Department of Budget and Management's (DBM's) rollout of the Budget and Treasury Management System (BTMS) for alignment purposes.	2018-2020	For Development	No supporting document provided.	No reported accomplishment.
4. Records Management System	0%	Lack of budget.	2018-2020	For Development	No supporting document provided.	No reported accomplishment.
5. Master Document Register (MDR)	100%	Completed. Internally developed system.	*Not Indicated in the ISSP*	Operational and Continuing	Project Form (No Date) MDR Tickets	Unverifiable. The project form and MDR tickers submitted are insufficient to validate the implementation/rollout of this system. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.
6. Human Resource Information System (HRIS)	75%	More than 50% completion rate. The Wizzard Technologies Inc., a third-party provider, has satisfactorily rendered its services for the submission of	2018-2020	For Enhancement	Certificate of Satisfactory Service to Wizzard Technologies, Inc. for the Submission of 75% of its HRIS Modules and Other Parts of the System	Unverifiable. There was no date/timeline of the delivery of the 75% accomplishment of the modules.

		75%[2] of the HRIS modules and other parts of the system. Further, due to the pandemic, the CITEM's Management deemed the need for reassessment or further study to align the Alternative Work Arrangements (AWA) being prescribed by the government, and other matters to address the issues brought by the pandemic such as contact tracing, WFH attendance, work output reporting, and overtime reporting.				
7. IT Resource Management System	100%	Completed.	2019-2020	For Development	Memorandum on the Implementation of IT Asset Management System User Acceptance Test Project Forms	The Memorandum of Implementation and User Acceptance Test (UAT) provided was for *"IT Asset Management System"*. While it is noted that an "asset" may be considered as a "resource", it should be underscored that the terms used in the ISSP shall be consistent considering its technicality/intricacy. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.
8. Ticketing System	100%	Completed. *Internally developed system.*	2018-2020	For Development	Project Form	Unverifiable. The project forms submitted are insufficient to validate the implementation/rollout of this system. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.

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[2] (1) HR Manager Module; (2) HRIS e-Portal; and (3) Control Panel. The remaining 25% includes part of the timekeeping module and the whole payroll module.

9. Intranet Portal Information System	100%	Completed. *Internally developed system.*	*Not Indicated in the ISSP*	Operational and Continuing	Intranet Tickets Project Forms	Unverifiable. The project forms and intranet tickets submitted are insufficient to validate the implementation/rollout of this system. Moreover, it could not be determined if the system requires budget due to the incomplete pages of the submitted ISSP.