

Excerpt from the Minutes of the Meeting of the CITEM Board.
Held on 17 January 2023, during a Physical Board Meeting of the CITEM Board of Governors, at CITEM Golden Shell Pavilion, with a quorum present, the Board unanimously passed the following resolution:

2023 CITEM PERFORMANCE EVALUATION SCORECARD

1. In 2016, CITEM management adopted a more inclusive growth framework for SMEs in its 2017-2023 Charter Statement and Strategy Map.
2. CITEM envisions that by 2023, 'CITEM is a globally recognized export promotion agency that brings Philippine products and services to priority markets', through the realization of its mission to enable Philippine companies become global champions through sustainable export promotion programs and activities', while being guided by its Core Values SERVE--Stakeholder-centric, Excellence, Resource Stewardship, Versatility, and Empowerment.
3. The theme for the 2017-2023 Strategy Map: **I CaRe: Innovate. Capacitate. Resonate**, to which CITEM has faithfully inculcated in its programs and activities:
 - ii. **INNOVATE.** CITEM has aimed to champion innovation both for internal and external stakeholders. In recent years, it has successfully introduced new flagship trade platforms for diversified sectors, pivoted to digital and hybrid services, forayed in overseas digital trade shows,

New Flagship Trade Platforms
 1. *CITEM Digital Trade Community Platforms (DTCPs)*
 2. *CITEM Content-Driven Community Platforms*
 3. *CITEM Digital Events*
 4. *Participations in Overseas Digital Trade Fairs*
 - iii. **CAPACITATE.** CITEM, as a government instrumentality, aims to add value to its promotional activities by equipping SMEs with the right skills and tools to make them successful global players in the international markets. CITEM's goal is to internationalize SMEs and through its interventions, help bring about business growth for them as well as various stakeholders across their respective value chains.
 - iv. **RESONATE.** CITEM aims to resonate with its stakeholders and clients by elevating the Philippines as a top sourcing destination of choice through its various programs, activities, and projects. CITEM has undertaken bold innovations in its operations and services and has strengthened efforts in content marketing and promotions through its physical and digital Signature events, overseas trade fair participations (physical, digital, hybrid), Digital Trade and Community Platform (DTCPs), traditional and social media assets, and content-driven websites and platforms.
4. CITEM submitted its proposed FY2023 Performance Evaluation System (PES) Scorecard to the GCG on 15 November 2022., which CITEM retained its 2017-2023 Charter Statement and Strategy Map, all Strategic Objectives (SOs) across the four (4) pillars of Finance, Stakeholders/Social Impact, Internal Process, and Learning & Growth, and all Strategic Measures under each SO, as follows:

5. The proposed CITEM FY2023 PES Scorecard was anchored on the Board-approved CITEM Work

Strategy Pillar	Strategic Objectives (SO)	Strategic Measures (SM)
Finance	SO1-Ensure Financial Sustainability	SM1-Cost Recovery Ratio SM2-Budget Utilization Rate: 2a: Obligation BUR 2b: Disbursement BUR 2c: DBUR based on DBM-approved COB
Stakeholder/ Social Impact	SO2-Improve Stakeholder Satisfaction in CITEM Signature Events	SM3-Customer Satisfaction Rating of: 3a: Physical trade fair Exhibitors 3b. Digital Trade Fair Exhibitors 3c. Physical Trade Fair Trade Buyers 3d. Digital Trade Fair Trade Buyers
	SO3-Increase Stakeholder Awareness	SM4: No. of Trade Buyers Attending Export Promotion Activities SM5: Implementation of Board-Approved Medium-Term Marketing Plan SM6: Increase PR Value
	SO4-Accelerate the Growth and Development of SMEs	SM7: No. of SMEs Participating in Export Promotion Activities
Internal Process	SO5-Institutionalize Systems and Processes	SM8: Percentage Completion of ISSP
	SO6-Improve Organizational Efficiency	SM9: Improve Processes to QMS
Learning & Growth	SO7-Enhance the Competencies of the ITEM Workforce	SM10: Improve Competency Baseline of Organization

Program FY2023 duly approved by the Board.

6. A Technical Panel Meeting (TPM) with GCG was held last 07 December 2022 to discuss CITEM's proposed FY2023 PES submitted to GCG on 15 November 2022. The Summary of the TPM Discussions on the proposed FY2023.
7. During the TPM, several changes/revisions on the CITEM-submitted FY2023 Performance Scorecard were discussed and are summarized as below:

Changes	FROM (<i>Original Submission</i>)	TO (<i>TPM-discussion</i>)
1. Measures under SO1 – Ensure Financial Sustainability SM2 – Budget Utilization Rate	SM2a Obligations Budget Utilization Rate	Obligation Subsidy BUR
	SM2b Disbursements Budget Utilization Rate (<i>based on Obligations</i>)	Disbursement Subsidy BUR
	SM3c Disbursements Budget Utilization Rate (<i>based on COB</i>)	Corporate Fund BUR
2. Measure under SO2 - Improve Stakeholders Satisfaction		CITEM represented that based on its approved Work Program, there will be no digital signature events to be conducted for 2023. CITEM to revise the measure to be reflected in its revised proposed performance scorecard.
3. Measure under SO3 - Increase Stakeholder Awareness	SM4 Number of Trade Buyers Attending Export Promotion Events	Number of Trade Buyers Attending in Physical Events
		Number of Trade Buyers Attending in Digital Platforms and Activities
4. Measures under SO4 - Accelerate the Growth and Development of SMEs	SM7 Number of SMEs Participating in Export Promotion Activities	Number of SMEs Participating in Physical Export Promotion Activities
		Number of SMEs Participating in Digital Platforms and Activities

<p>5. Measures under SO5 - Institutionalize Systems and Processes, including the Enhancement and Development of CITEM's Digital Promotion Structure</p>	<p>SM8 Percentage Completion of the ISSP</p> <p>100% Attainment of 2023 Deliverables (Based on DICT-Endorsed/ Approved Amended ISSP 2021-2023 of 17 December 2021):</p> <p><i>A. Digital Trade and Community Platforms Information Systems (DTCPIS) for development</i></p> <p>1. <i>Trade Fairs Information System;</i></p> <p>2. <i>Exhibitors Booth Management System;</i></p> <p><i>B. Administrative Services Information System (ASIS) for development</i></p> <p>3. <i>Accounting System;</i></p> <p><i>C. Operational and Continuing DTCPIS and ASIS</i></p> <p>4. <i>Marketing Automation System;</i></p> <p>5. <i>Project Management System;</i></p> <p>6. <i>Master Document Register;</i></p> <p>7. <i>IT Resource Management System;</i></p> <p>8. <i>Intranet Portal Information System</i></p>	<p>SM8 Percentage Completion of the ISSP</p> <p>100% Attainment of 2023 Deliverables (Based on DICT-Endorsed/ Approved Amended ISSP 2021-2023 of 17 December 2021):</p> <p><i>A. Digital Trade and Community Platforms Information Systems (DTCPIS) for development</i></p> <p>1. <i>Trade Fairs Information System;</i></p> <p>2. <i>Exhibitors Booth Management System;</i></p>
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8. The revised, post-TPM FY2023 Proposed PES including the list of required additional documents to support the post-TPM proposed 2023 PES, which were subsequently submitted to the GCG on 3 January 2023.
9. Below is the summary matrix of the revised, post-TPM Proposed FY2023 Performance Scorecard based on the discussions during the TPM with GCG:

	Objective/ Measure	Formula	Weight	Rating System	Proposed Target	
	SO 1	Ensure Financial Sustainability				
	SM 1	Cost Recovery Ratio	Total Revenue from Promotional Events / Total Project Cost	25.0%	(Actual / Target) x Weight	54.00%
	SM 2	Budget Utilization Rate (BUR)				
Financial	SM 2a	Obligation Subsidy BUR	Total Obligated Subsidy / Total COB from Subsidy (both net of PS Cost)	5.0%	(Actual / Target) x Weight	90%
	SM 2b	Disbursement Subsidy BUR	Total Disbursement / Total Obligations (both net of PS Cost)	2.5%	(Actual / Target) x Weight	52%
	SM 2c	Corporate Fund BUR	Total Disbursements / Total COB from Internally-Generated Fund (both net of PS)	2.5%	(Actual / Target) x Weight	40%
SO 2	Improve Stakeholders Satisfaction					

	SM 3	Percentage of Satisfied Customers in CITEM Signature Events				
	SM 3a	Physical Trade Fair Exhibitors	Number of Respondents Who Gave a Rating of At Least Satisfactory / Total Number of Respondents	5.0%	(Actual / Target) x Weight	90%
	SM 3b	Physical Trade Fair Buyers		5.0%	If Below 80% = 0%	90%
	SO 3	Increase Stakeholder Awareness				
	SM 4	Number of Trade Buyers Attending Export Promotion Events				
Stakeholders	SM4a	Number of Trade Buyers Attending in Physical Export Promotion Activities	Actual Accomplishment	5.0%	(Actual / Target) x Weight	1,299 (Trade Buyers Only, Unique Count)
	SM 4b	Number of Trade Buyers Attending in Digital Platforms and Activities	Actual Accomplishment	5.0%	(Actual / Target) x Weight	1,519 (Trade Buyers Only, Unique Count)
	SM 5	Implementation of the Board-Approved Medium-Term Marketing Plan	Number of KPIs in the Marketing Plan with Attained Targets/Total Number of KPIs in the Marketing Plan	10.0%	(Actual / Target) x Weight	1. Event Attendance/ Viewership (12,000) 2. Website Pageviews (600,000) 3. Unique Users on Platforms (150,000) 4. Social Media/Community Following (600,000)
	SM 6	Increase PR Value	Total PR Value of CITEM's 2023 Projects	5%	(Actual / Target) x Weight	₱302.50 Million
		SO 4	Accelerate the Growth and Development of SMEs			
	SM 7	Number of SMEs Participating in Export Promotion Activities				
	SM7a	Number of SMEs Participating in Physical Export Promotion Activities	Actual Accomplishment	5.0%	(Actual / Target) x Weight	481
	SM 7b	Number of SMEs Participating in Digital Platforms and Activities	Actual Accomplishment	5.0%	(Actual / Target) x Weight	273
In te	SO 5	Institutionalize Systems and Processes, including the Enhancement and Development of CITEM's Digital Promotion Structure				

	SM 8	Percentage Completion of the ISSP	Total Number of Deliverables Due for 2023 Attained / Total Number of Deliverables Due for 2023	10%	(Actual / Target) x Weight	100% Attainment of 2023 Deliverables (Based on DICT-Endorsed/ Approved Amended ISSP 2021-2023 of 17 December 2021): A. <u>Digital Trade and Community Platforms Information Systems (DTCPIS) for development</u> <u>1. Trade Fairs Information System;</u> <u>2. Exhibitors Booth Management System</u>
	SO 6	Improve Organizational Efficiency				
	SM 9	Improve Processes to Quality Management System	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Recertification
Learning & Growth	SO 7	Enhance the Competencies of the CITEM Workforce				
	SM 10	Improve Competency Baseline of the Organization	Competency Baseline 2023 - Competency Baseline 2022	5%	All or Nothing	Improvement in the Competency Baseline of the Organization

10. CITEM seeks the Board:
 - a. to approve and endorse CITEM's FY2023 Performance Evaluation System (PES) Scorecard including the proposed Charter Statement and Strategy Map as discussed during the TPM on 07 December 2022.
 - b. to grant CITEM Management continuing authority to negotiate FY2023 PES with the GCG.
11. The Alternate Chair and Ms. Lim inquired on the proposed 40% BUR target, which is below the usual threshold of 90% BUR rate mandated by the GCG and the DBM.
12. In reply, by historical figure, CITEM is challenged to attain this, attributed to some notable factors in CITEM operations or implementing its projects. Among the factors encountered : a. Cancellation of project b. Failure of procurement of requirements c. Delay in the grant of approval of the CAPEX , etc.
13. Ms. Lim further suggested to retain the 90% BUR rate as mandated by GCG and DBM. Instead, propose on different formula for BUR target, appropriate, applicable, and achievable for CITEM.
14. Ms. Lim inquired on the budget for ISSP. Ms. Dulay responded that PHP7.5 Million was allocated for the IT maintenance; while PHP24M for the software and equipment e.g. online platforms.
15. The board thoroughly discussed the CITEM Mandate and conduct further assessment of the Mission Vision and Strategy Map.

16. The Alternate Chair noted on the decrease in targets on digital metrics, and removal of some targets attributed to digital activities. However there is a budget earmarked for these digital activities. In response, Ms. Magno said that CITEM will not hold Digital events this year hence, targets for these activities were removed, However , CITEM will continue to maintain its digital platforms subscriptions. Also. It will introduce online booth systems and registration, earmarked as digital initiative costs.
17. Alternate Chair suggested that in the future, CITEM should have both digital and physical shows.
18. The Board also noted on minor inconsistencies in numbers and targets presented. With this, Ms. Lim suggested to do review and refine the scorecard; and present in the next Board meeting to reflect the comments and suggestions of the Board.
19. CITEM is further instructed to monitor the ongoing implementation of the Strategy map presented, and assess its effectiveness to the stakeholders.
20. Likewise, CITEM instead can proceed with the post technical negotiation with GCG, and its result will be presented to the Board for approval.
21. In the meantime, the approval of the scorecard is deferred. CITEM is granted authority to discuss, make proposal, and necessary adjustments on the comments of the Board.
22. Having no further comments---

RESOLVED, that the CITEM Management is granted continuing authority to negotiate FY2023 PES with the GCG, is hereby APPROVED.

Res. No. BM 2023-01-04

I hereby certify to the correctness of the foregoing resolution.

SGD
ATTY. ANNA GRACE I. MARPURI
Corporate Secretary