

**PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)  
Validation Result of the 2021 Performance Scorecard**

Objective/Measure		Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks	
		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
SO 1 Increase Contribution to National Government Coffers and Nation-Building Efforts												
SOCIAL IMPACT	SM 1	Payment of Mandatory Contributions	Number of Recipient Agencies Which Received 100% of Mandatory Contributions Due for 2021 / Total Number of Recipient Agencies <sup>1</sup>	25%	(Actual / Target) x Weight <sup>2</sup>	100% Payment of Mandatory Contributions to Recipient Agencies	100% Payment of Mandatory Contributions to Recipient Agencies	25%	100% Payment of Mandatory Contributions to Recipient Agencies	25%	Summary Reports of PAGCOR Mandatory Contributions Due for Each Recipient Agency  Commission on Audit (COA) Management Letter  Copies of Accounts Payable Vouchers, Check Vouchers, Checks, Official Receipts, and Transmittal Letters  Copies of Summary Reports and Transmittal Letter supporting the PYAs  Memorandum from PAGCOR on Host Cities' Share for 2021	Target met.  The total mandatory contributions for 2021 amounted to ₱27,599,770,662.92. The total amount excludes donations and financial assistance granted to individuals and group beneficiaries.  The details of GCG's validation are presented in <b>Appendix 1</b> .

<sup>1</sup> There are nine (9) identified recipient agencies. All Host Cities are considered as one (1) recipient agency.

<sup>2</sup> The numerator "actual" refers to the recipient agencies which received 100% of mandatory contributions due for 2021. The denominator "target" refers to the nine (9) recipient agencies.

Validation Result of the 2021 Performance Scorecard (Annex A)

Objective/Measure	Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks	
	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
									Secretary's Certificate on the Approval of the Financial Support to the Host Cities for 2021  Schedule of Subsidies and Donations for the CY 2021  Copies of Request Letters for the Sampled Accounts/ Transactions for Subsidies/ Donations under Socio-Civic Projects for 2021		
<b>SO 2 Increase Gross Gaming Revenue of the Industry</b>											
SM 2	Increase Total Industry Gross Gaming Revenue <sup>3</sup>	Absolute Amount	25%	(Actual / Target) x Weight	₱130.275 Billion	₱113.091 Billion	25%	Cannot be validated	0%	Overall GGR Summary Report and Summary Report per Segment/ Sector  Philippine Gaming Industry Data/ Industry Statistics	The Governance Commission cannot objectively validate the GGR for one of the licensed casinos. Moreover, PAGCOR reported the regulatory fees collected from its e-sabong operations instead of the GGR.

<sup>3</sup> Gross Gaming Revenue, also referred to as Casino Gross Revenue, as defined by PAGCOR's regulatory manuals, includes revenues from licensees and PAGCOR casinos (table games, slot machines, bingo (traditional and e-bingo, PeGS/Instawin), but excludes offshore gaming.

Validation Result of the 2021 Performance Scorecard (Annex A)

Objective/Measure		Component			PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks
		Formula	Weight	Rating System	Target	Actual	Rating	Actual		
									Monthly Summary Report of GGR and Winnings  Monthly Summary Report of Table Games and Slot Machine Winnings  Income Summary Reports and copies of Billing Statements and Official Receipts of Sampled Licensees  Monthly Report on GGR and PAGCOR Share  Summary Report on GGR and PAGCOR Share of All Operators for the months of May and December 2021  Copies of Billing Statements and Official Receipts of Sampled Operators	
		<b>Sub-Total</b>	<b>50%</b>				<b>50%</b>		<b>25%</b>	

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Validation Result of the 2021 Performance Scorecard (Annex A)

	Objective/Measure	Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks	
		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
FINANCE	SO 3 Increase Revenue of PAGCOR											
	SM 3	Increase Income from Gaming Operations	Absolute Amount	20%	(Actual / Target) x Weight	₱37.646 Billion <sup>4</sup>	₱32.631 Billion	20%	Cannot be validated	0%	COA Management Letter	Based on Item 16.5 of the Management Letter issued by COA on its audit of PAGCOR for 2021:  "Income from gaming operations could not be established due to limitations in accessing PAGCOR's bank statements with the depository bank for the remittances on gaming operations, thereby affecting the faithful representation of the gaming revenue account."
			<b>Sub-Total</b>	<b>20%</b>				<b>20%</b>		<b>0%</b>		
STAKEHOLDERS	SO 4 Ensure a Conducive Business Environment within a Level Playing Field											
	SM 4a	Percentage of Satisfied Customers (Casino Filipino Customers)	Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	90%	91.1%	5%	91.1%	5%	2021 CSS Report prepared by Thinkblink, Inc. Data Collection Quality Control	Target exceeded. The survey was conducted from 16 to 28 December 2021.

<sup>4</sup> Target based on the revised Statement of Financial Performance submitted to the DBM.

Validation Result of the 2021 Performance Scorecard (Annex A)

Objective/Measure		Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks	
		Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
SM 4b	Percentage of Satisfied Customers (Licensees)	Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents	5%	(Actual / Target) x Weight If Less Than 80% = 0%	90%	95.2%	5%	95.2%	5%	Sample Accomplished Survey Forms Sample E-mails to Licensees List of PAGCOR Licensees as of 31 December 2021 Certification from Thinkblink, Inc. re. Process Followed for the CSS of Licensees	Target exceeded. The survey was conducted from 20 to 31 December 2021.	
		<b>Sub-Total</b>	<b>10%</b>				<b>10%</b>		<b>10%</b>			
<b>SO 5 Improve Products, Services, and Operational Efficiency</b>												
INTERNAL PROCESS	SM 5	Attain ISO 9001:2015 Recertification	Actual Accomplishment	5%	All or Nothing	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)	PAGCOR successfully passed both audits warranting the eligibility of the currently certified sites and the two additional sites to be recommended by SCPI for a single multi-site ISO 9001:2015 certification valid until January 11, 2023	5%	Retention of ISO 9001:2015 Certification (Pass Surveillance Audit)	5%	Surveillance Audit Report Attestation Certificate ISO 9001:2015 Certificate	Target met.

Validation Result of the 2021 Performance Scorecard (Annex A)

Objective/Measure	Component				PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks
	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating		
SM 6 Percentage of Applications Processed Within Prescribed Period	Number of Transactions Processed Within the Prescribed Period <sup>5</sup> / Number of Transactions of the Year	10%	(Actual / Target) x Weight	100% of Transactions Processed Within the Prescribed Period	99.01% of Transactions Processed within the Prescribed Period	9.90%	Cannot be validated	0%	Citizen's Charter 2020 (2 <sup>nd</sup> Edition) Government Processing Time Summary Report Excel File and PDF Database of Transactions Processed Revised Excel File Database of Transactions Processed Documents of Sampled Transactions per Process Memorandum on the Justifications for Selected Processes	Inconsistencies were observed in the monitoring reports of six (6) out of fifteen (15) processes. Additional details of the evaluation are provided in <b>Appendix 2</b> .
	<b>Sub-total</b>	<b>15%</b>				<b>14.90%</b>		<b>5%</b>		

<sup>5</sup> As indicated in the Citizen's Charter as approved by the Anti-Red Tape Authority (ARTA) and ARTA Memorandum Circular Nos. 2020-03 dated 20 March 2020 and 2020-03-A dated 11 June 2020.

Validation Result of the 2021 Performance Scorecard (Annex A)

	Component					PAGCOR Submission		GCG Validation		Supporting Documents	GCG Remarks	
	Objective/Measure	Formula	Weight	Rating System	Target	Actual	Rating	Actual	Rating			
LEARNING & GROWTH	SO 6 Enhance Employee Competency and Motivation											
	SM 7	Percentage of Employees Meeting Required Competencies	<u>Actual Accomplishment</u> <sup>6</sup>	5%	All or Nothing	<u>Establish Competency Baseline in the Organization</u>	3% Improvement in the Organization's Competency Level	5%	Competency Baseline of the Organization Established	5%	Competency Assessment Results for 2021 Excel File of the Competency Assessment Results Certification of Workforce/ Manpower Complement Certification in the Conduct of Learning Interventions Position Profile Checklist	Following the GCG formula, the 2021 competency baseline was 132.80%. The competency assessment was conducted on 11 November 2021, covering 10,135 regular employees.
		<b>Sub-total</b>		<b>5%</b>				<b>5%</b>		<b>5%</b>		
		<b>TOTAL</b>		<b>100%</b>			<b>99.90%</b>		<b>45%</b>			

<sup>6</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:

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

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

**STRATEGIC MEASURE 1: PAYMENT OF MANDATORY CONTRIBUTIONS**

BENEFICIARY/ITEM	MANDATORY CONTRIBUTION DUE FOR 2021	PER PAGCOR	PER VALIDATION OF GCG	VARIANCE	SUPPORTING DOCUMENTS	GCG REMARKS
Bureau of Treasury (BTr) - 50% National Government (NG) Share	₱15,439,980,058.03	₱15,439,980,058.04	₱15,439,633,562.48	₱346,495.56	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> <li>• Letters to Bureau of Treasury (BTr)</li> </ul>	<p><b>Acceptable.</b></p> <p>The difference between the reported and validated amounts was due to the prior year's adjustments for the months of July, August, September, and October 2021, as reflected in the computation shown in the transmittal letters.<sup>1</sup></p> <p>The actual amount remitted as NG Share in 2021 was ₱15,439,633,562.48.</p>
Bureau of Internal Revenue (BIR) - 5% Franchise Tax	₱1,631,576,848.21	₱1,631,576,848.22	₱1,631,195,163.25	₱381,684.87	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Schedule of Franchise Tax Payable</li> <li>• Summary of Remitted Taxes for CY 2021</li> <li>• Journal Entry Vouchers</li> <li>• BIR Forms No. 2553</li> <li>• Copies of eFiling and Payment System (eFPS) Payment Details</li> <li>• BIR Payment Slips</li> <li>• Checks</li> </ul>	<p><b>Acceptable.</b></p> <p>The difference between the reported and validated amounts was due to prior years' adjustments, application of BIR Creditable Withholding Tax, and rounding off difference per actual eFiling of payment.</p> <p>The actual amount remitted as Franchise Tax in 2021 was ₱1,631,195,163.25.</p>
Dangerous Drugs Board (DDB) Share	₱60,000,000.00	₱60,000,000.00	₱60,000,000.00	₱0.00	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> </ul>	<p><b>Acceptable.</b></p>

<sup>1</sup> For July: (₱421,021.12), August: ₱7,696,026.07, September: (₱7,624,582.78), and October: ₱3,082.27.



BENEFICIARY/ITEM	MANDATORY CONTRIBUTION DUE FOR 2021	PER PAGCOR	PER VALIDATION OF GCG	VARIANCE	SUPPORTING DOCUMENTS	GCG REMARKS
Philippine Sports Commission (PSC) Share	₱774,999,002.90	₱774,999,002.90	₱774,981,678.11	₱17,324.79	<ul style="list-style-type: none"> <li>• Official Receipts</li> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> <li>• Letters to PSC</li> </ul>	<p><b>Acceptable.</b></p> <p>The difference between the reported and validated amounts was due to the prior year's adjustments for the months of June, July, August, and September, as reflected in the computation shown in the transmittal letters.<sup>2</sup></p> <p>The actual amount remitted as PSC Share in 2021 was ₱774,981,678.11.</p>
Board of Claims (BOC) Share	₱2,035,717.63	₱15,047,768.54	₱14,727,463.56	₱320,304.98	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> <li>• Letter to DOJ</li> <li>• Journal Entry Voucher</li> </ul>	<p><b>Acceptable.</b></p> <p>The difference between the reported and validated amounts was due to the prior year's adjustment for the month of June, as reflected in the computation shown in the transmittal letter.<sup>3</sup></p> <p>The actual amount remitted as BOC Share in 2021 was ₱14,727,463.56.</p>
Bureau of Treasury (BTr) – Dividends	₱5,000,000,000.00 <sup>4</sup>	₱5,000,000,000.00	₱5,000,000,000.00	₱0.00	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> </ul>	<p><b>Acceptable.</b></p>

<sup>2</sup> For June: (₱21,051.06), July: ₱384,801.30, August: (₱381,229.14), and September: ₱154.11.

<sup>3</sup> The amount of ₱320,304.98 pertains to the over-remitted BOC Share for CY 2020 which was only recorded/applied in the June 2021 BOC Share.

<sup>4</sup> Computation per DOF letter dated 16 June 2021: 100% dividend rate on 2020 net earnings = ₱1.65 billion, additional dividend payment out of accumulated retained earnings as of end 2020 = ₱3.35 billion.

BENEFICIARY/ITEM	MANDATORY CONTRIBUTION DUE FOR 2021	PER PAGCOR	PER VALIDATION OF GCG	VARIANCE	SUPPORTING DOCUMENTS	GCG REMARKS
Office of the President (OP) – Socio-Civic Projects	<i>Based on the Request/s from the OP</i>	₱4,630,144,763.53	₱4,599,505,503.77	₱30,639,259.76	<ul style="list-style-type: none"> <li>• Schedule of Subsidies and Donations</li> <li>• Request Letter from Concerned Parties</li> <li>• Checks, Official Receipts, Check Vouchers, and Account Payable Vouchers</li> <li>• PAGCOR Memorandum for its Board of Directors for the Approval to Grant the Financial Assistance to the Requesting Parties</li> </ul>	<p><b>Acceptable.</b></p> <p>The amounts released to the sampled accounts/transactions matched with the amounts reported in the Schedule of Subsidies and Donations Report. Similar with the computations undertaken in the prior years, GCG excluded the donations and financial assistance granted to individuals and group beneficiaries amounting to ₱30,639,259.76 in the total amount of contributions to OP's Socio-Civic Projects.</p> <p>Consequently, a total of ₱4,599,505,503.77 was recognized as contributions to the Socio-Civic Projects of the OP in 2021.</p>
National Sports Development Fund (NSDF)	<i>Dependent on the Applications from PSC</i>	₱45,083,958.32	₱45,083,958.32	₱0.00	<ul style="list-style-type: none"> <li>• Accounts Payable Vouchers</li> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> </ul>	<b>Acceptable.</b>
Host Cities' Share	<i>Dependent on the amount determined and approved by PAGCOR's Board of Directors</i>	₱34,643,333.33	₱34,643,333.33	₱0.00	<ul style="list-style-type: none"> <li>• Secretary's Certificate on the Approval of the Financial Support to the Host Cities for 2021</li> <li>• Clarification on Host Cities' Share for 2021</li> <li>• Accounts Payable Vouchers</li> </ul>	<p><b>Acceptable.</b></p> <p>Due to the pandemic, which caused the suspension of the casino operations in mid-March 2020, PAGCOR's BOD approved the non-payment of the monthly host city/provincial share beginning April 2020 until</p>

BENEFICIARY/ITEM	MANDATORY CONTRIBUTION DUE FOR 2021	PER PAGCOR	PER VALIDATION OF GCG	VARIANCE	SUPPORTING DOCUMENTS	GCG REMARKS
					<ul style="list-style-type: none"> <li>• Check Vouchers</li> <li>• Checks</li> <li>• Official Receipts</li> </ul>	<p>the resumption thereof is directed by the BOD.<sup>5</sup></p> <p>However, in view of the continuing struggles brought by the pandemic in 2021, PAGCOR extended financial support to its host LGUs to aid them to mitigate the economic impact of the pandemic on its operations. Hence, the amount of ₱34,643,333.33 equivalent to the total of one (1) month share of each host city/ province approved by PAGCOR's Board of Directors (BOD) for 2021.<sup>6</sup></p>
<b>Total</b>		<b>₱27,631,475,732.88</b>	<b>₱27,599,770,662.92</b>			

<sup>5</sup> Approved by PAGCOR BOD during its 20 August 2020 meeting.

<sup>6</sup> Approved by PAGCOR BOD during its 09 September 2021 meeting.

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**STRATEGIC MEASURE 6: PERCENTAGE OF APPLICATIONS PROCESSED WITHIN PRESCRIBED PERIOD**

Department	Service	PAGCOR-Reported		GCG Validation		Remarks
		No. of Applications Processed Within Prescribed Period	Total No. of Applications	No. of Applications Processed Within Prescribed Period	Total No. of Applications	
Bingo Department	Processing of Mobile Bingo Application	0	0	0	0	No application received in 2021.
E-Games/E-Bingo Licensing Department	Site recommendation and approval by the PAGCOR Board of Directors	16	35	17	35	<b>Acceptable.</b> PAGCOR processed 48.57% of transactions within the prescribed period.
	Processing of Application for the Establishment and Operation of Gaming Site for Bingo and Electronic Games - Submission of Application Form Part I via email	102	102	102	102	<b>Acceptable.</b> PAGCOR processed 100% of transactions within the prescribed period.
	Processing of Application for the Establishment and Operation of Gaming Site for Bingo and Electronic Games - Submission of Application Form Part II via email	36	36	36	36	<b>Acceptable.</b> PAGCOR processed 100% of transactions within the prescribed period.
	Conduct of Ocular Site Inspection	33	33	Cannot be validated		The total number of transactions processed within the prescribed period cannot be established due to inconsistencies found in the three (3) sampled transactions.
Gaming Licensing & Development Department	Gaming Employment License (New)	693	1,163	731	1,163	<b>Acceptable.</b> PAGCOR processed 62.85% of transactions within the prescribed period.
	Gaming Employment License (Renewal)	3,096	5,207	3,410	5,207	<b>Acceptable.</b>

Department	Service	PAGCOR-Reported		GCG Validation		Remarks
		No. of Applications Processed Within Prescribed Period	Total No. of Applications	No. of Applications Processed Within Prescribed Period	Total No. of Applications	
						PAGCOR processed 65.49% of transactions within the prescribed period.
	Gaming Employment License (System Access)	0	0	0	0	No application received in 2021.
Offshore Gaming Licensing Department	Accreditation of Gaming Laboratory	2	2	Cannot be validated		The total number of transactions processed within the turnaround time cannot be established due to inconsistencies found in the two (2) sampled transactions.
	Accreditation of Local Gaming Agent	15	15			The total number of transactions processed within the turnaround time cannot be established due to inconsistencies found in one (1) sampled transaction.
	Accreditation of Probity Checker	1	1	1	1	<b>Acceptable.</b>
	Accreditation of Service Provider	61	64	59	64	<b>Acceptable.</b> PAGCOR processed 92.19% of transactions within the prescribed period.
	Accreditation Special Class of BPO	2	2	Cannot be validated		The total number of transactions processed within the turnaround time cannot be established due to inconsistencies found in the supporting documents for the two (2) transactions in 2021.
	Evaluation of Shipment Clearance Request	28	28	Cannot be validated		The total number of transactions processed within the turnaround

Department	Service	PAGCOR-Reported		GCG Validation		Remarks
		No. of Applications Processed Within Prescribed Period	Total No. of Applications	No. of Applications Processed Within Prescribed Period	Total No. of Applications	
	Issuance of Offshore Gaming License (Foreign-Based)	16	16			time cannot be established due to inconsistencies found in one (1) sampled transaction for each of the processes.
	Issuance of Offshore Gaming License (Philippine-Based)	3	3	3	3	<b>Acceptable.</b> PAGCOR processed 100% of transactions within the prescribed period.
	Issuance Offshore Gaming Employment License	2,536	2,563	2,383	2,563	<b>Acceptable.</b> PAGCOR processed 92.98% of transactions within the prescribed period.