Question 26: What can you say to improve the procurement process?

Suggestions to improve the procurement process include:

Suggestions	Frequency	Percent of Total Respondents
Open Bidding or direct canvass with transparency. Strict compliance to guidelines, rules and regulations.		32.72%
Survey of needs, be specific in the technical descriptions of supplies or equipment being canvassed/quality before cost; Quality control		16.09%
Carefully select personnel, w/ proper training. No corruption.		13.72%
Streamlining / Computerization of Operations/ logistics support		6.07%
Information Dissemination; Seminars on procurement process.		3.69%
External agency to handle procurement. Audit.		3.43%
Award to the lowest bidder		1.32%
Sustainable budget		1.06%
Establish an agency-owned store		0.26%
Direct purchase from distributor		0.26%
I Don't Know; not involved		20.05%

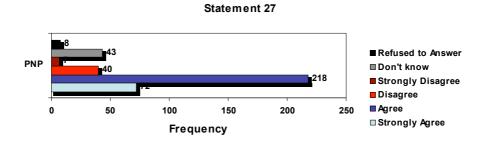
Note: Percentage values do not add up to 100%. Several respondents had multiple answers and were counted as separate responses. Frequency of responses for each suggestion is reflected for reference.

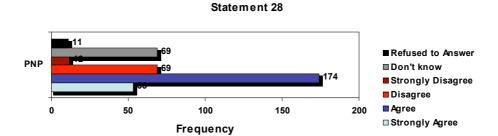
FINANCIAL MANAGEMENT

CO respondents were observed to have slightly positive agreement to accessibility of financial statements and audit reports and knowledge of whom and where to report financial irregularities. Moderately positive agreements were observed in the Regional offices.

Significant differences in responses were observed in only two concerns as follows:

- Negative agreement among Region XI respondents with regards to management scrutiny of agency spending came mainly from among non-supervisory personnel and/or from those involved in regional scope of work.
- CO respondents who cited disagreement on knowledge of whom and where to report irregularities were more likely from among those involved in operations and administrative work.





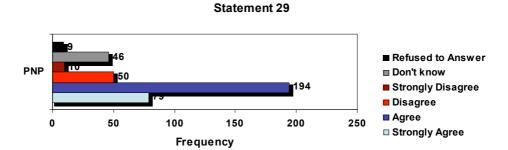


Table 2.10 Net Ratings for Whistle blowing, Internal Reporting and Investigation

	STATEMENTS	со	REGION III	Region VII	Region XI	AGENCY TOTAL
27.	The management scrutinizes our agency spending. (<i>Binubusisi ng aming pamunuan ang gastusin sa aming ahensya</i>).	2.08	1.86	2.02	1.84	1.95
28.	Financial statements and audit reports of our agency are accessible. (Madaling makakuha ng mga financial statements at audit reports dito sa aming ahensya.)	2.46	2.03	2.05	2.02	2.13
29.	Employees know who and where to report irregularities in financial transactions. (Alam ng mga kawani kung saan isusumbong ang mga katiwalian sa financial transactions.)	2.31	1.86	1.96	1.80	1.97

WHISTLE BLOWING, INTERNAL REPORTING AND INVESTIGATION

In general, moderately positive net ratings were observed with regards to whistle blowing, internal reporting and investigation among the sites. However, highly positive agreement was cited for expedient investigation. A split opinion was recorded among them with regards to protection of employees who report corrupt behavior.

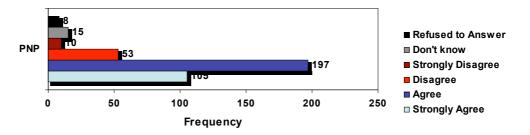
Significant differences in responses were observed in only two concerns as follows:

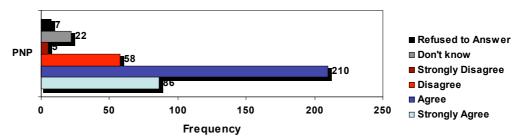
- Region III respondents who disagreed that reports of corrupt behavior were investigated had permanent status.
- Region VI respondents that reported disagreement to protection of employees who report corrupt behavior were among those involved in operations and/or technical support.

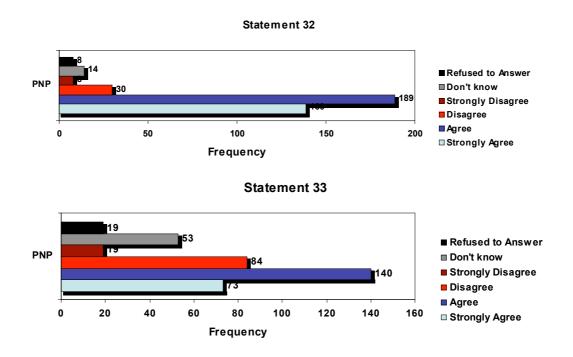
Table 2.11 Net Ratings for Whistle blowing, Internal Reporting and Investigation

STATEMENTS	со	REGION III	Region VII	Region XI	AGENCY TOTAL
30. Employees are encouraged to report corrupt and unethical behavior. (Ang mga empleyado ay hinihikayat na isumbong ang mga katiwalian at maling asal sa aming ahensiya.)	2.16	1.90	1.83	1.79	1.91
31. Guidelines for reporting corruption and unethical behavior are clear. (Malinaw ang mga gabay ukol sapagsusumbong ng mga katiwalian at maling asal sa aming ahensiya.)	2.19	1.99	1.86	1.80	1.95
32. Reports of corrupt behavior are investigated. (Ang mga sumbong ukol sa katiwalian o maling asal ay Ini-imbestigahan.)	2.05	1.69	1.68	1.59	1.75
33. Employees who report corrupt behavior are protected. (Ang mga kawaning nagsusumbong ng katiwalian ay binibigyan ng proteksyon.)	2.50	2.05	2.17	1.95	2.16

Statement 30







Question 34: What can you suggest to improve the system on internal reporting of corrupt and unethical behavior in your agency?

Suggestions to improve the system on internal reporting of corrupt and unethical behavior were:

Suggestions	Frequency	Percent of Total Respondents
Protection for whistle blowers; strict confidentiality	93	23.97%
Fearless system of reporting; incentives to those who report	69	17.78%
Proper dissemination of reporting procedures & guidelines, evidence to back up report; Publish audit and expenditures for each office; tap media	39	10.05%
Clear reporting channels	38	9.79%
Investigation is done by an independent body; no "palakasan"; transparency	33	8.51%
Expedient investigation; follow guidelines, rules & regulations; due process	32	8.25%
Seminar for values formation and recollection, cooperation from everybody	24	6.19%
Immediate imposition of penalties/punishment if proven guilty	12	3.09%
Existing system okay, just follow set procedures	3	0.77%
Don't know/No Answer	44	11.34%

Note: Percentage values do not add up to 100%. Several respondents had multiple answers and were counted as separate responses. Frequency of responses for each suggestion is reflected for reference.

CORRUPTION RISK MANAGEMENT

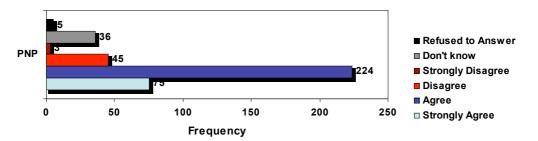
Moderately positive agreement was recorded for all factors in the regional offices. CO responses were mostly slightly positive agreement with moderate agreement on the implementation of measures to identify potential fraud and corruption. No significant differences in responses were observed among CO respondents.

Significant differences in responses were observed in the following:

- Respondents who would disagree to the integrity of the current system of operations were more likely from non-supervisory personnel in Region VII and permanent employees in Region XI.
- Respondents who signified inadequacy of employee training to prevent fraud were among those
 involved in provincial and/or municipal in Region III and those involved in operations and/or
 administrative support in Region VI.
- Those who indicated disagreement with regards to the success of the agency in fighting corruption
 came mostly from non-supervisory personnel in Region VI. Increasing probability of disagreement
 is observed among Region XI respondents as years of service increase starting at 5 years of
 service.

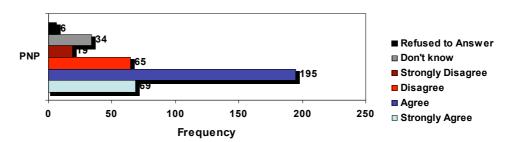
Table 2.12 Net Ratings for Corruption Risk Management

	STATEMENTS	со	REGION III	Region VII	Region XI	AGENCY TOTAL
35.	Our agency implements measures to identify potential fraud and corruption. (Nagsasagawa ng mga paraan ang aming ahensiya upang malaman kung saan may posibilidad magkaroon ng pandaraya at katiwalian.)	2.16	1.88	1.86	1.85	1.93
36.	It is difficult to corrupt our current system of operations. (May angkop na mga pananggalang upang mapigilan ang katiwalian o pangungurakot dito sa aming ahensiya.)	2.45	1.99	2.18	2.09	2.17
37.	Employees in our agency are trained to prevent fraud.(Ang mga empleyado sa aming ahesiya ay binibigyan ng pagsasanay sa pag-pigil ng katiwalian o anuman posibilidad ng pangungurakot.)	2.41	2.00	1.95	2.07	2.10
38.	Our agency is successful in fighting corruption. (Ang aming ahensiya ay matagumpay sa pagsugpo sa katiwalian.)	2.44	2.02	2.24	2.22	2.23

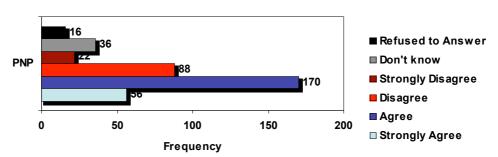


Statement 36





Statement 38



INTERFACE WITH THE EXTERNAL ENVIRONMENT

Moderate to highly positive net agreements were recorded for factors pertaining to interface with the external environment. CO respondents cited moderate agreement to all factors with no significant differences in responses. Region III respondents cited moderate agreement to effective operations and highly positive agreement to actions taken to address complaints and feedback from both clients and employees. Stronger agreement from among operations personnel was observed in relation to response to client's complaints and feedback.

Moderate agreement was recorded for Region VII respondents with significant difference in response to Statement No. 39. Respondents involved in operations tend to have stronger agreement than those involved in administrative or technical support.

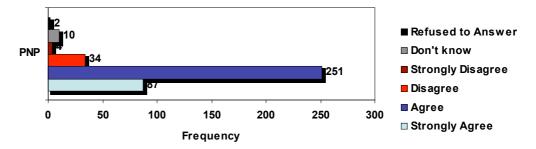


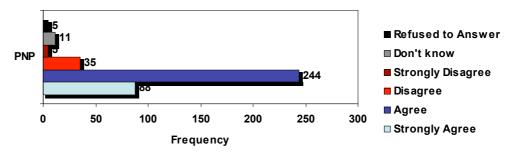
Region XI respondents recorded highly positive net ratings for operational efficiency and action on client's complaints and feedback. Stronger agreement was observed among those involved in regional and provincial scope of work compared to others. Slightly positive net rating was recorded for action on employee's complaints and feedback.

Table 2.13 Net Ratings for Interface with the External Environment

STATEMENTS	со	REGION III	Region VII	Region XI	AGENCY TOTAL
39. Overall, operations in our agency are clear and easily understood. (Sa pangkalahatan, madaling maunawaan at malinaw ang pagpapatakbo dito sa aming ahensya.)	2.06	1.82	1.87	1.79	1.88
40. Actual practices in our agency are consistent with written procedures and policies. (Naaayon sa mga nakatalang proseso at patakaran ang mga gawain sa ahensiya namin.)	1.98	1.80	1.98	1.79	1.88
41. Complaints and feedback of clients are acted upon in our agency. (Ang mga daing, puna at komentaryo ng mga kliyente ay tinutugunan ng aming ahensiya.)	1.91	1.74	1.83	1.65	1.78
42. Complaints and feedback of employees are acted upon here in our agency. (Ang mga reklamo at komentaryo ng mga empleyado ay ina-aksyonan ng aming ahensiya.)	2.05	1.74	1.88	1.82	1.87

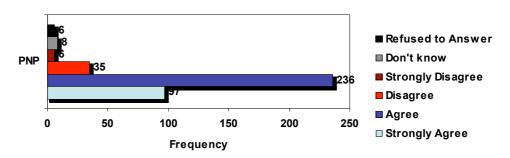
Statement 39





Statement 41

Statement 42



Question 43: What are the common complaints of your agency's clients?

Over thirteen percent (13.14%) of the total respondents indicated that the most common complaint of their clients were associated with the slow response or delayed results in response to their complaints. There is also perceived abuse of authority, misconduct and dereliction of duty (9.28%) and corruption & palakasan (10.82%). Complaints related to systems efficiency were lack of manpower, facilities or equipment (9.28%) and lapses in the system of processing (5.41%).

Table 2.14 Common Complaints Clients

COMMON COMPLAINTS	Frequency	Percent of Responses (%)
Slow or no response to complaints, delayed results	51	13.14%
Corruption, Palakasan	42	10.82%
 Abuse of authority, grave misconduct, dereliction of duty 	36	9.28%
Lack of manpower, facilities, equipment, etc.	36	9.28%
 Incompetent, discourteous employees 	29	7.47%
 Lapses in the system of processing 	21	5.41%
No complaints/no answer	91	23.45%

Question 44: What can you suggest to improve the services of your agency?

Suggestions to improve the services of the agency were:

Suggestions	Frequency	Percent of Total Respondents
 Continuous improvement of the system/ logistics, modernization 	127	32.73%
 Employees should perform their jobs with industry, diligence and honor; Immediate action. 	92	23.71%
 Public Information Dissemination, open lines with people, visibility; transparency of operations 	30	7.73%
Seminars and training; spiritual renewal	29	7.47%
 Hiring of highly competent & dedicated professionals particularly for frontline duties 	26	6.70%
 Increase salary, benefits; rewards and incentives for good performance 	18	4.64%
Strict monitoring of employees, penalize offenders	12	3.09%
Officers must lead	11	2.84%
 Fight graft and corruption/less corrupt officials, avoid political patronage 	6	1.55%
No answer; status quo	20	5.15%

Note: Percentage values do not add up to 100%. Several respondents had multiple answers and were counted as separate responses. Frequency of responses for each suggestion is reflected for reference.

ORGANIZATIONAL CULTURE

CO and Region VII respondents cited moderately positive agreement and highly positive agreement from Region III and Region XI respondents with regards to employee consultation on policies that concern them. No significant differences in responses were noted. Similar results were obtained with regards to open lines of communication. However, significant differences were observed among Region XI respondents. Negative responses were more likely to come from respondents who have served the agency for at least 10 years.

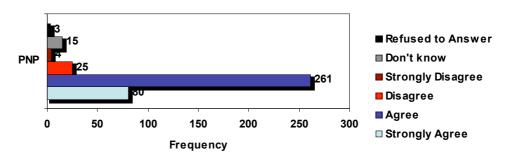
Moderately positive net ratings were cited across all sites with respect to employee participation in the decision-making process. Significant differences in responses were noted except in Region III. Respondents that were likely to disagree with the statement were from operations or administrative personnel in CO, permanent personnel from Region VII and employees with at least 10 years of service from Region XI.

Table 2.15 Net Ratings for Organizational Culture

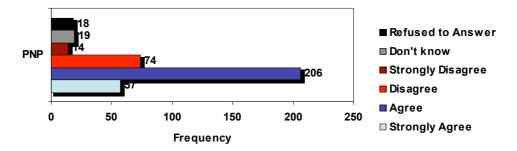
STATEMENTS	СО	REGION III	Region VII	Region XI	AGENCY TOTAL
45. Employees are consulted on policies that concern them. (Ang mga empleyado ay kinukunsulta sa mga patakarang may kinalaman sa kanila.)	1.98	1.78	2.00	1.76	1.87

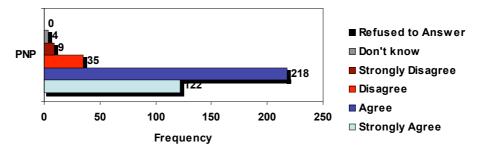
STATEMENTS	со	REGION III	Region VII	Region XI	AGENCY TOTAL
46. Employees are involved in making decisions. (Ang mga empleyado ay kasali sa mga pagdedesisyon.)	2.41	2.09	2.09	1.95	2.13
47. Lines of communication are open. (Bukas ang mga linya ng komunikasyon.)	1.93	1.76	1.87	1.73	1.82

Statement 45



Statement 46





Question 48: What can you suggest to improve the responsibility of your employees?

Suggestions to improve the responsibility of employees were:

Suggestions	Frequency	Percent of Total Respondents
Officials should lead by example. No palakasan.	77	19.85%
Employees should perform their jobs with industry, diligence and honor	65	16.75%
Increase salary, benefits	51	13.14%
 Improve monitoring of accountabilities and responsibilities of individual employee. Define their duties and responsibilities. 	45	11.60%
 More lines of communication between superior and subordinates. Employee empowerment. Harmonious relationship. 	43	11.08%
Rewards and Incentives for good performance. Recognition of efforts.	38	9.79%
 Seminars and training for employees to do their jobs properly and efficiently 	33	8.51%
 Strict implementation of the new Performance Management System/rules and regulations / penalties for wrongdoers 	27	6.96%
More resources, logistical support.	8	2.06%
Only qualified employees must be hired.	1	0.26%
No answer; status quo	21	5.41%

Note: Percentage values do not add up to 100%. Several respondents had multiple answers and were counted as separate responses. Frequency of responses for each suggestion is reflected for reference.

TYPES OF CORRUPTION

Net ratings for types of corruption were obtained using a 3-point weighted scale. Weights of 1, 2, and 3 correspond to responses Low, Medium and High, respectively. The computation for net rating is the same as the 4-pt scale used to obtain agreement to statemens in the survey. Interpretation of the net ratings however are directly proportional to the scale. A weighted rating above 2.3 means a High rating and a rating below 1.7 means a Low rating. In this section, it is more desireable to have a low rating since it will denote less likelihood of occurrence of the type of corruption in the agency.

Most of the types of corruption listed were rated with low likelihood, However, the following types of corruption were rated with moderate likelihood of occurrence in PNP:

- Collusion with suppliers
- Overpricing of bids
- Negligence of duty
- Nepotism/Favoritism
- Illegal use of public funds or property
- Accepting bribes

Ranking of types of corruption in terms of their perceived likelihood of occurrence in the agency resulted in the following:

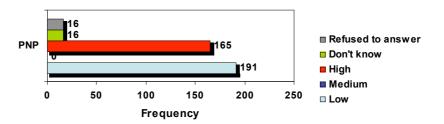
Type of Corruption	Rating	Likelihood
Collusion with suppliers	1.97	Medium
Overpricing of bids	1.95	Medium
Negligence of Duty	1.93	Medium
Nepotism/Favoritism	1.84	Medium
Illegal use of public funds	1.84	Medium
Accepting bribes	1.80	Medium
Theft of public resources	1.64	Low
Collusion with BAC members	1.63	Low
Abuse of discretion/power	1.62	Low
Unauthorized collection of funds	1.61	Low
Disclosure of confidential information	1.59	Low
Corruption of Filipino values	1.55	Low
Forgery or Fraud	1.47	Low
Falsification of Documents	1.41	Low

Table 2.16 Net Ratings for Types of Corruption

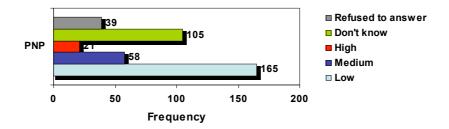
	Type of Corruption	СО	REGION III	Region VII	Region XI	AGENCY TOTAL
	Negligence of duty (Pagpapabaya sa tungkulin)	1.99	1.83	1.99	1.91	1.93
50.	Falsification of documents (Pamemeke ng mga dokumento)	1.40	1.50	1.46	1.26	1.41
	Illegal use of public funds or property (Illegal na paggamit ng pera o anumang pag-aari ng gobyerno)	2.05	1.77	1.72	1.81	1.84
52.	Unauthorized collection of funds (Walang pahintulot na pangongolekta ng pera)	1.60	1.58	1.61	1.65	1.61
53.	Nepotism/Favoritism (Nepotismo o Pagkakaroon ng mga paborito)	1.98	1.74	1.83	1.83	1.84
54.	Disclosure of confidential information (Pagbibigay ng mga lihim na impormasyon)	1.61	1.51	1.65	1.59	1.59
55.	Collusion with BAC members (Pakikipagsabwatan sa mga miyembro ng BAC)	1.75	1.59	1.60	1.53	1.63
56.	ng mga bids)	2.05	1.93	1.93	1.89	1.95
57.	Collusion with suppliers (Pakikipagsabwatan sa mga supplier upang itaas ang presyo at kumita ng iligal)	2.10	2.00	1.78	2.02	1.97
58.	Forgery or fraud (Pamemeke ng pirma at pandaraya)	1.41	1.51	1.49	1.50	1.47
59.	Theft of public resources (Pagnanakaw ng anumang pag-aaring pampubliko)	1.67	1.62	1.58	1.67	1.64
60.	Accepting bribes (Pagtanggap ng mga suhol)	1.82	1.87	1.82	1.69	1.80

Type of Corruption	СО	REGION III	Region VII	Region XI	AGENCY TOTAL
61. Abuse of discretion/power (Pag-abuso ng kapangyarihan sa pagpapasya)	1.64	1.58	1.62	1.65	1.62
62. Corruption of Filipino values e.g. pakikisama, hiya, etc (<i>Paglalapastangan</i> ng pagpapahalagang Filipino)	1.65	1.41	1.64	1.51	1.55

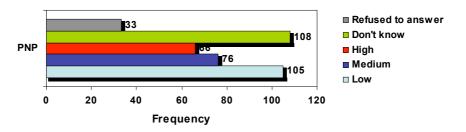
Negligence of Duty



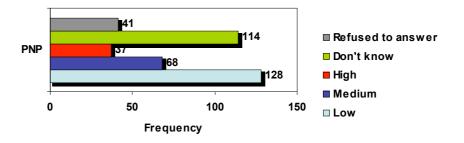
Falsification of Documents



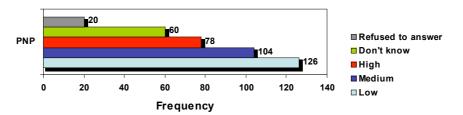
Illegal use of public funds or property



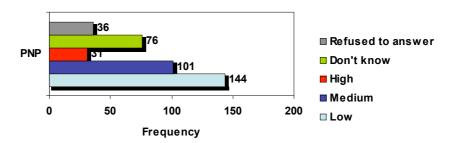
Unauthorized collection of funds



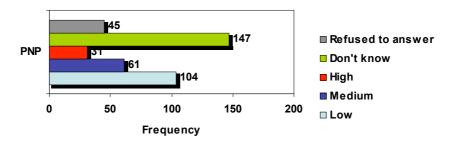
Nepotism/Favoritism



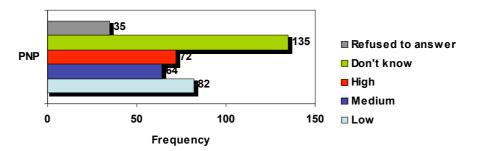
Disclosure of confidential information



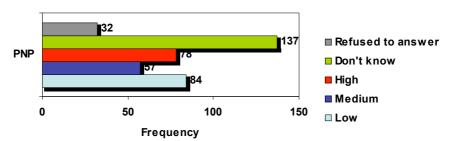
Collusion with BAC members



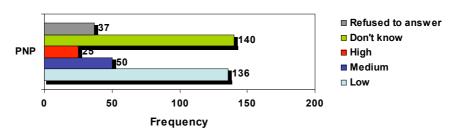
Overpricing of bids



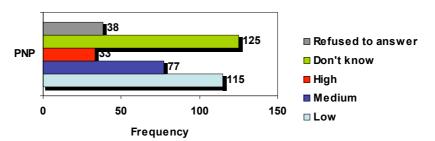
Collusion with suppliers



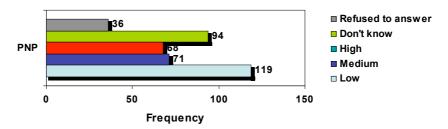
Forgery or fraud

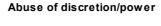


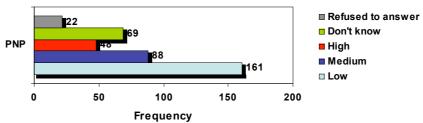
Theft of public resources



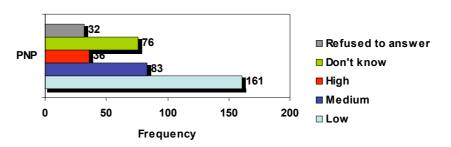
Accepting bribes







Corruption of Filipino values



Question 64: What can you suggest to prevent corruption?

Suggestions to prevent corruption include:

Suggestions	Frequency	Percent of Total Respondents
 Seminars and training for employees to do their jobs properly and efficiently. Values formation. Self discipline. 	100	25.77%
Increase salary, benefits.	73	18.81%
 Expedient investigation; follow guidelines, rules & regulations; due process; punishment for guilty 	65	16.75%
 Improve system, less contact with clients , more logistical support, more transparency, more qualified personnel 	48	12.37%
 Strict monitoring of accountabilities and responsibilities of individual employee. Define their duties and responsibilities. 	39	10.05%
 Officials should lead by example. No palakasan. Should be held accountable for his employees' performance 	28	7.22%
 Fearless system of reporting; incentives to those who report wrongdoings 	14	3.61%
 Independent investigative / auditing body. 	6	1.55%
Rewards and Incentives for good performance.	2	0.52%
Exposure to media/public of wrongdoings	1	0.26%
No answer; status quo	27	6.96%

Note: Percentage values do not add up to 100%. Several respondents had multiple answers and were counted as separate responses. Frequency of responses for each suggestion is reflected for reference.

ATTITUDES REGARDING CORRUPTION REPORTING

Only 13%-22% of the respondents have experienced reporting a corrupt and unethical behavior. Percentage reporting rate is shown in Table 2.17. The no. of cases reported per site and the year it was reported are outlined in Table 2.18.

Table 2.17 Have you experienced reporting a corrupt or unethical behavior that you have witnessed?

	СО	REGION III	Region VII	Region XI
YES	22.47%	13.00%	15.31%	20.79%
NO	77.53%	87.00%	84.69%	79.21%

Question 65

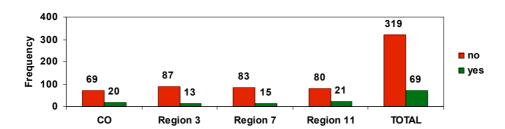


Table 2.18 No. of Cases Reported by Respondents by Site

	Number of cases reported				
		REGION	Region	Region	
Year Reported	CO	III	VII	ΧI	
1975	1				
1980				1	
1986				1	
1990		1		2	
1991				1	
1993	1				
1994				1	
1995	2				
1996		1	1		
1997				1	
1998		1	1		
1999	1				
2000		1	1		
2001	1	1		2	
2002		1	1	1	
2003	2		1		
2004	1		1	1	
2005	5	5	5	4	
2006	1	1		2	
No answer	5	1	4	4	
TOTAL	20	13	15	21	

Resolution time of these reported cases varied depending on the nature of the complaints. Some complaints were resolved immediately within 1-3 days. Others took 1-3 weeks. A few cases took between 5 to 15 years. It is important to note, however, that 19 out of the 55 reported cases above (or 10.45%) remain unresolved.

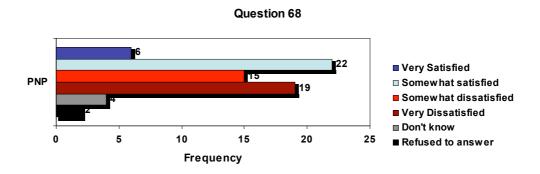
Table 2.19 Resolution Times of Reported Cases

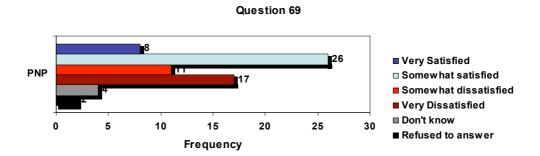
Resolution Time	Frequency
1-5 days	7
1-3 weeks	7
1-2 months	9
3-5 months	7
< 1 year	3
> 5 years	3
Unresolved	19
No Answer	14
TOTAL	69

Respondents from CO, Region VII and XI who have had the experience of reporting a corrupt or unethical behavior cited dissatisfaction in the agency's reporting and investigation mechanism. In contrast, Region III respondents indicated slightly positive agreements. CO respondents cited moderate dissatisfaction while Region VII and XI respondents citing slightly dissatisfaction. Significant difference in responses was observed only in Region VII concerning the agency's reporting mechanism. Respondents involved in either provincial and/or municipal scope were more likely to be dissatisfied.

Table 2.20 Net Ratings for Corruption Reporting by Site

STATEMENTS	СО	REGION III	Region VII	Region XI	AGENCY RATING
68. How satisfied or dissatisfied were you with your agency's reporting mechanism?	3.17	2.40	2.79	2.55	2.76
69. How satisfied or dissatisfied were you with your agency's investigation mechanism?	3.06	2.27	2.57	2.37	2.60





Question 70: Why are these your answers in Q68 & Q69?

Reasons cited why respondents (34/69 respondents) were DISSATISFIED with the reporting and investigation mechanism of their agency were:

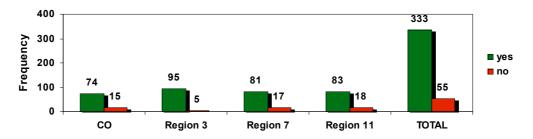
Reasons why res	spondents were DISSATISFIED	Frequency	Percent of Respondents
Slow action		12	35.29%
No action taken, p	alakasan	12	35.29%
Action taken but re	sults not satisfactory, palakasan	9	26.47%
Tedious process o	f reporting	3	8.82%
Case was unresolven.	ved .	3	8.82%

It is gratifying to note that a majority of the respondents indicated that they would report a corrupt and unethical behavior as shown in the table of responses by site in below.

Table 2.21 (Question 71) If you ever witness a corrupt and unethical behavior (again), will you report it?

	СО	REGION III	Region VII	Region XI
YES	83.15%	95.00%	82.65%	82.18%
NO	16.85%	5.00%	17.35%	17.82%





Respondents who indicated unwillingness to report unethical behavior cited the following reasons:

Suggestions	Frequency	Percent of Total Respondents
 Afraid of consequences, retaliation. No protection given to one reporting. Doesn't know whom to trust. 	17	30.30%
Have not witnessed any wrongdoing	10	18.18%
 No action will be taken especially if high ranking officials are involved 	7	12.12%
 Nothing will be done, problem is inherent in the system 	3	6.06%
No reason	3	6.06%
 Not his responsibility, doesn't want to get involved 	3	6.06%
Give first offenders second chance, mitigating circumstances	3	6.06%
 Had bad experience previously 	3	6.06%
 Does not know reporting procedure, too much trouble/effort 	2	3.03%
Minor offenses need not be reported	2	3.03%
Doesn't want to ruin reputation of wrongdoer.	2	3.03%

Slightly negative rating was recorded among the respondents in CO with regards to their satisfaction with the current reporting mechanisms for corruption in the agency. In contrast, regional respondents cited slightly positive agreement. No significant differences in responses were recorded.

Table 2.22 Net Ratings for Corruption Reporting by Site

STATEMENTS	со	REGION III	Region VII	Region XI	AGENCY RATING
73. How satisfied are you with reporting mechanisms for corruption in your agency?	2.55	2.08	2.38	2.25	2.31

