



II. SURVEY RESULTS AT THE LAND TRANSPORTATION OFFICE

1.0 Respondent Profile

A total of 399 respondents were interviewed from the Land Transportation Office (LTO) coming from 4 sites: Central Office (CO), National Capital Region (NCR), Region 7 and Region 11.

1.1 Gender

Respondents from the Land Transportation Office (LTO) were almost equally male or female. Female respondents (51.88%) slightly out-numbered the male (48.12%).

Gender Profile

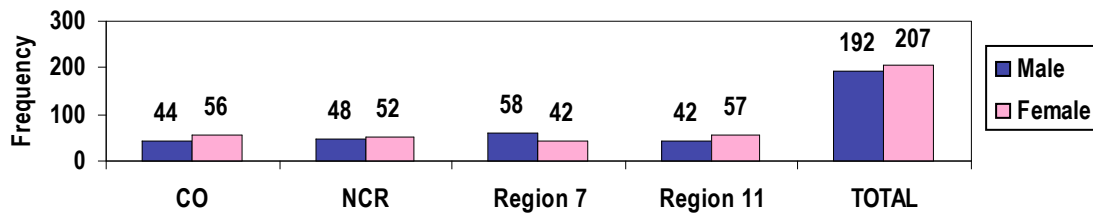


Table 1.1 Gender Distribution by Site

	CO	NCR	Region VII	Region XI	Agency Totals
Female	56.00%	52.00%	42.00%	57.58%	51.88%
Male	44.00%	48.00%	58.00%	42.42%	48.12%

1.2 Education

Respondents of the survey were highly educated across all 4 sites. Two-thirds of the respondents have at least a college degree (62.91%), with 29.82% of the employees with post-graduate degrees (MA/MS or PhD).

Education Profile

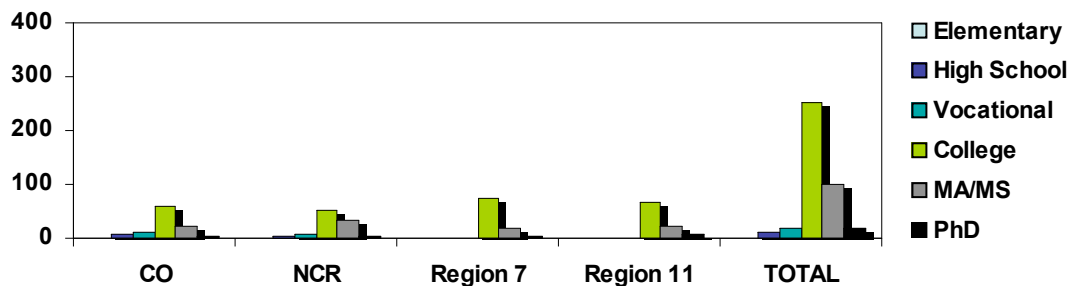


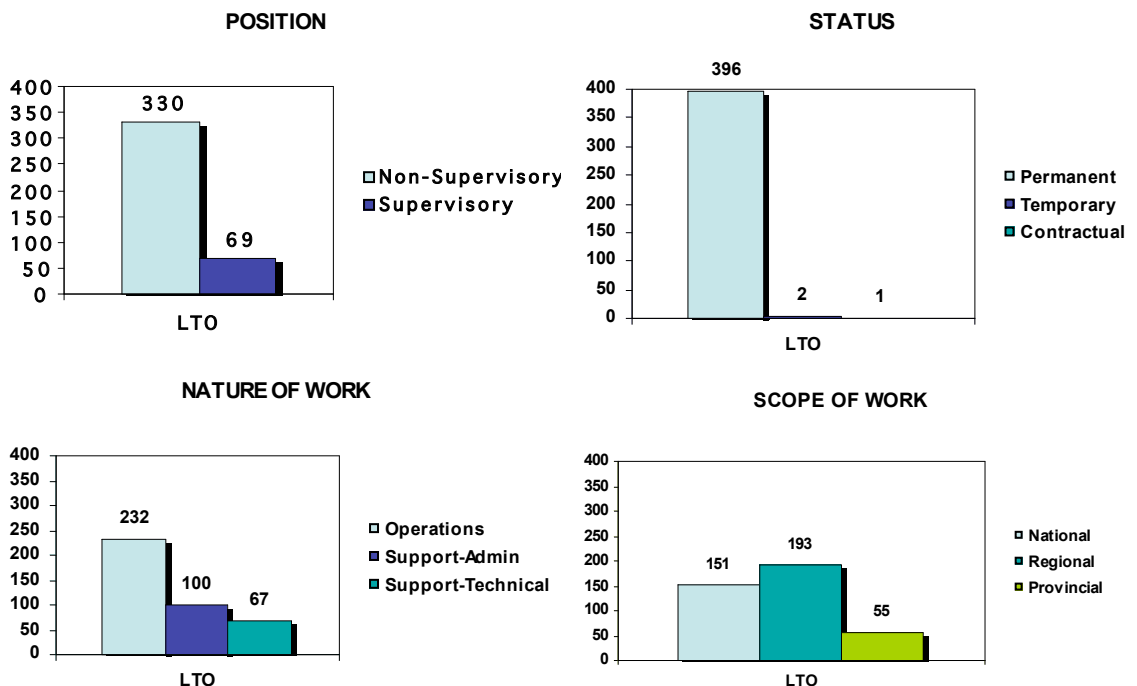


Table 1.2 Educational Attainment Distribution by Site in Frequency & Percentage

Educational Attainment	CO	NCR	Region VII	Region XI	Agency Totals
Elementary	1	0	0	0	1
	1.00%	0.00%	0.00%	0.00%	0.25%
High School	6	2	1	1	6
	6.00%	2.00%	1.00%	1.01%	2.51%
Vocational	10	7	0	1	10
	10.00%	7.00%	0.00%	1.01%	4.51%
College	58	51	75	67	58
	58.00%	51.00%	75.00%	67.68%	62.91%
MA/MS	21	35	20	24	21
	21.00%	35.00%	20.00%	24.24%	25.06%
Ph.D.	4	5	4	6	4
	4.00%	5.00%	4.00%	6.06%	4.76%

1.3 Work Profile

Most of the respondents occupy non-supervisory positions (81.89% of total) with nearly one hundred percent (100%) of permanent status. Two respondents were contractual and one was on a temporary status. Fifty-seven and a half percent (57.57%) are involved in Operations with the rest of the sample population involved in Administrative (24.81%) or Technical (16.63%) support.



In terms of scope of work, 58% of respondents from LTO-Central Office cover national scope, 40% central activities. Between 57-72% of respondents from NCR, Region VII and Region XI are involved in regional activities and between 12%-19% in national activities. Twenty percent (20%) of respondents in both Region VII and Region XI were also involved in provincial activities.



About sixty-eight percent (67.74%) of the respondents have been in active service at the LTO for at least 10 years. More than twelve percent (12.41%) of the respondents have served between 2-4 years and fifteen percent (15.14%) served between 5-9 years.

Table 1.3 presents the number of respondents distributed by work description and by site.

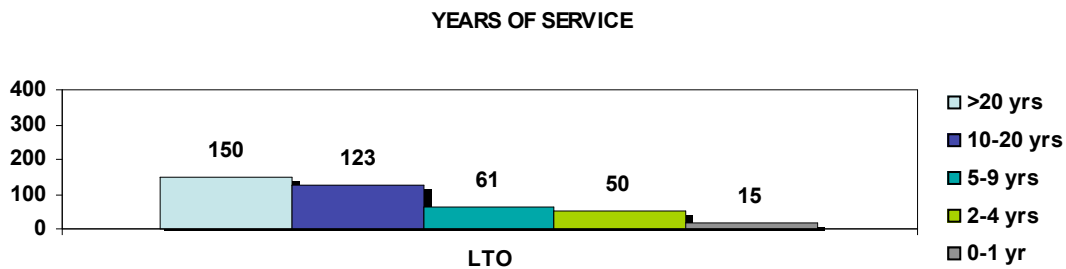


Table 1.3 Work Profile Distribution by Description and by Site

Description of Work		Number of Respondents				Agency Totals (%)
		CO	NCR	Region VII	Region XI	
Position	Supervisory	13	17	22	17	17.12%
	Non-Supervisory	87	83	78	82	81.89%
Status	Permanent	100	99	99	98	98.26%
	Temporary	0	0	1	1	0.50%
	Contractual	0	1	0	0	0.25%
Nature	Operations	39	68	62	63	57.57%
	Support-Admin	33	23	22	22	24.81%
	Support-Technical	28	9	16	14	16.63%
Scope	National	58	19	13	12	25.31%
	Central	40	3	3	3	12.16%
	Regional	1	72	57	63	47.89%
	Provincial	0	0	20	20	9.93%
	Municipal	0	5	7	1	3.23%
	Barangay	1	1	0	0	0.50%
Years	0-1 Yr	2	3	6	4	3.72%
	2-4 Yrs	6	12	15	17	12.41%
	5-9 Yrs	15	12	21	13	15.14%
	10-20 Yrs	32	35	33	23	30.52%
	>20 Yrs	45	38	25	42	37.22%
Total Respondents		100	100	100	99	399



2.0 Survey Results

The survey instrument focuses on thirteen (13) areas of inquire, namely:

1. Leadership
2. Gifts and Benefits
3. Human Resource Management
4. Performance Management
5. Procurement Management
6. Financial Management
7. Whistle blowing, Internal Reporting and Investigation
8. Corruption Risk Management
9. Interface with External Environment:
10. Organizational Culture
11. Types of Corruption
12. Perceptions and attitudes regarding corruption reporting

A 6-point Likert scale was utilized in order to assess the level of agreement or disagreement of the respondents to specific terms relevant to corruption prevention. Levels of agreement range from Strongly Disagree (SD) to Strongly Agree (SA) and include Don't Know and Refuse to Answer.

Using a 4-pt weighted scale system, net ratings were computed for statements in each of the 12 areas of inquiry. Zero weight is given to "Don't Know" and "Refuse to Answer" responses. The weighted rating is computed using the following formula:

<u>Response Scale</u>	<u>Weight</u>	<u>Frequency</u>	<u>Scale x Frequency</u>
Strongly Agree	1	A	1 x A
Agree	2	B	2 x B
Disagree	3	C	3 x C
Strongly Disagree	4	D	4 x D

$$\text{NET RATING} = [(1 \times A) + (2 \times B) + (3 \times C) + (4 \times D)] / \text{Total no. of respondents}$$

To interpret net ratings, the following guideline can be used:

- 1.00 - 1.79 = Highly positive net agreement
- 1.80 - 2.21 = Moderately positive net agreement
- 2.20 - 2.49 = Slightly positive net agreement and % undecided is substantial
- 2.50 = Split opinion
- 2.51 – 2.80 = Slightly negative net agreement and % undecided is substantial
- 2.81 – 3.20 = Moderately negative net agreement
- 3.21 – 4.00 = Highly negative net agreement.

A split opinion is obtained with a net weighted rating of 2.5. A positive net agreement occurs if the net rating is less than 2.5 and a negative net agreement is reached if the net rating is greater than 2.5. The lower the net rating, the positive net agreement to the statement increases. Conversely, the higher the net rating, the negative net agreement to the statement increases.

Comparison of means were also conducted using a One-way ANOVA statistic comparing each statement against five (5) work descriptions of Position, Status, Nature of Work, Scope of Work and Years of Service. This was performed separately for each of the four sites. Significant differences in responses were noted for



significance values of 0.05 or less. The One-way ANOVA Tables are provided in the Appendix for reference. Results with significant differences are highlighted in bold numbers in these ANOVA tables.

A. LEADERSHIP

Table 2.1 Net Ratings for Leadership by Site

STATEMENTS	CO	NCR	Region VII	Region XI	AGENCY RATING
1. Managers in our agency do not abuse their authority. (<i>Hindi umaabuso sa kapangyarihan ang mga namumuno o manager ng aming ahensiya.</i>)	2.299	1.838	2.070	1.926	2.026
2. Managers in our agency inspire employees to be "professional" (<i>Ako ay nai-inspire ng mga namumuno o manager ng aming ahensiya upang maging propesyonal sa aking trabaho.</i>)	2.154	1.844	1.990	1.802	1.945

Moderately positive net agreements pertaining to leadership concerns were observed at LTO NCR, Region VII and Region XI. Slightly positive net agreement was however observed in LTO Central Office with regards to managers not abusing their authority.

No significant differences in responses were observed among the respondents except for those in Region XI for Statement No. 1 and Central Office for Statement No. 2. Respondents from Region XI that would disagree that their managers do not abuse their authority were more likely from employees with non-supervisory positions. Respondents from CO, on the other hand, that were involved in national scope were more likely to agree that managers inspire employees to be professional were more likely to agree than those involved in central operations.

Question 3: What can you suggest to improve the leadership's contribution in preventing corruption in your agency?

Suggestions to improve the leadership's contribution in preventing corruption in your agency include:

Suggestions	Frequency	Percent of Total Respondents
• Be a role model/Leadership by example/Good, strong, determined and sincere leadership/Dedication and honesty to work/Appreciation and love for work/Serve as inspiration to motivate employees	72	18.05%
• Increase in compensation/salary/Standardized salary	46	11.53%
• Conduct seminars and trainings (e.g. moral devt of LTO employees, implementation of manual, circulars, leadership training, on corruption)/educate employees on steps to fight corruption/constant reminders to employees	42	10.53%
• Focused and consistent in implementing rules and regulations, policies/strict implementation of merit and promotion plan and adherence to quality standard/Code of Conduct/procedures and controls for transactions/"first come, first served" rule	39	9.77%



Suggestions	Frequency	Percent of Total Respondents
<ul style="list-style-type: none"> Employees should be professional in dealing with transactions/Employees should not ask payments or bribes for assistance rendered/perform work well and disciplined/employees should follow rules and regulations/honest/live simple lives and within means 	34	8.52%
<ul style="list-style-type: none"> No "palakasan" or "bata-bata" or "padrino" system/no nepotism/no favoritism/no political intervention/professionalize the agency 	23	5.76%
<ul style="list-style-type: none"> No handling of "fixers" by leaders/No fixers should be able to enter the offices/Remove fixers 	20	5.01%
<ul style="list-style-type: none"> Learn the words of God to prevent them from being corrupt/Know 10 Commandments/Practice self-lessness/Strengthen moral values/Faithfulness to God to avoid being corrupt/Family values 	18	4.51%
<ul style="list-style-type: none"> Reengineer the system to minimize corruption/simplify and improve the procedures/need for a system to control corruption/efficient delivery of service to client/upgrade computer systems/Reduce requirements for registration/Bigger space etc./Institute control measures 	16	4.01%
<ul style="list-style-type: none"> Frequent open forum/Conduct more meetings with subordinates/Open communication to report wrongdoings 	16	4.01%
<ul style="list-style-type: none"> Surveillance and close monitoring of employees and district offices/regional offices (e.g. frontliners at district office licensing center, performance, supplies etc)/Do visits or inspections monthly/Coordinate NCR and district office to monitor work at district offices/Monitor district offices if anti-corruption measures are being implemented 	13	3.26%
<ul style="list-style-type: none"> Give incentives to employees/benefits/promote reward/recommendation for promotions/address welfare of employees/allowances/medical benefits 	12	3.01%
<ul style="list-style-type: none"> Implement and identify enough sanctions on erring and corrupt leaders/Immediate investigation and resolution of cases /Disciplinary measures regarding violations or pending case/ Removal of corrupt officials and employees. 	12	3.01%
<ul style="list-style-type: none"> Proper and fair treatment and relationship with subordinates/care for employees/recognize potential of each employee 	11	2.76%
<ul style="list-style-type: none"> Satisfied with the system/leadership/continue present system of agency 	8	2.01%
<ul style="list-style-type: none"> Consider opinion of employees before making decisions/consult employees on changes and projects, employee welfare 	7	1.75%
<ul style="list-style-type: none"> No answer/No comment/Refuse to answer/n/a 	15	3.76%

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.

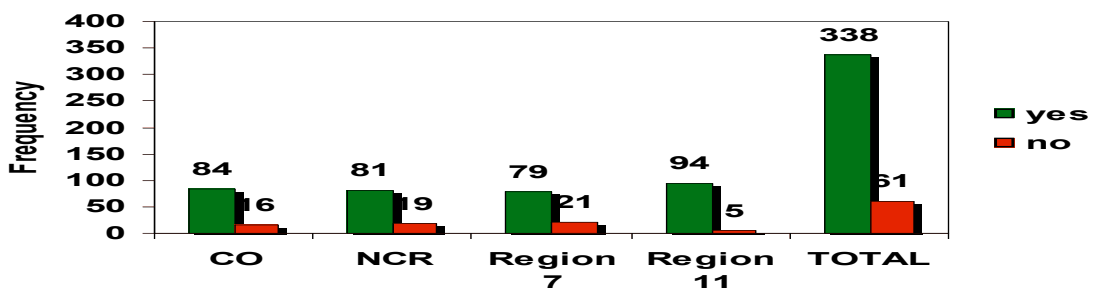


B. CODE OF CONDUCT

Majority of the total respondents (84.71%) cited that the agency has a written code of conduct. Between 5% - 21% of the respondents replied No.

Table 2.2 Question 4: Does your agency have a written code of conduct?

	CO	NCR	Region VII	Region XI
YES	84.00%	81.00%	79.00%	94.95%
NO	16.00%	19.00%	21.00%	5.05%



In general, positive net agreements were observed across all sites with varying degrees. Central Office respondents cited moderate positive net agreement for statement 1 and moderate positive net agreement to Statements 2 and 3. No significant differences were observed in their responses.

Table 2.3 Net Rating for Code of Conduct by Site

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
5. A written code of ethical conduct being followed in our agency. <i>(May sariling nakasulat na panuntunan ng wastong asal o gawi na sinusunod dito sa aming ahensiya.)</i>	2.074	1.756	2.026	1.745	1.894
6. Adequate orientation on the code of conduct and other corruption prevention measures are provided in our agency. <i>(May sapat na pagsasanay na ibinibigay sa amin tungkol sa code of conduct at iba pang paraan upang mapigilan ang katiwalain dito sa aming ahensiya.)</i>	2.241	1.975	2.091	1.868	2.037
7. Those who violate the code of conduct are punished. <i>(Napaparusahan ang mga lumalabag sa mga panuntunan ng wastong asal o gawi.)</i>	2.429	2.214	2.169	2.011	2.193

NCR respondents cited highly positive net agreement to compliance with the written code of conduct, moderate positive agreement to adequate orientation and slightly positive net agreement to punishment of violators. Significant differences were observed with regards to adequate orientation. Employees with at least 10 years of service were more likely to agree than those with only 2-4 years of service.



Moderate positive net ratings were observed for all statements from among Region VII respondents with no significant differences. In contrast, extremely positive net agreement with compliance to the written code of conduct, and moderate positive agreements for adequate orientation and punishment of violators were observed among Region XI respondents. Significant differences were observed with regards to compliance to the written code of conduct. Positive agreements would most likely come from those involved in regional activities than those in national, central or provincial scopes.

C. GIFTS AND BENEFITS

Majority of the respondents submitted their SALN for 2004. However, 8% from Central Office, 5% from NCR and 2% from Regions VII and XI failed to submit their SALN for 2004.

With regards to the knowledge of the agency's written gifts and benefits policy, NCR, Region VII and XI showed a nearly split response between Yes and No. In Central Office, about 2/3 of the respondents replied YES, they do have a written policy on gifts and benefits.

Table 2.4 Collection of SALN and Written Gifts and Benefits Policy

	Response	CO	NCR	Region VII	Region XI
8. Did your HRD collect your Statement of Assets and Liabilities and Net Worth (SALN) for 2004?	YES	92.00%	95.00%	98.00%	97.98%
	NO	8.00%	5.00%	2.00%	2.02%
9. Does your agency have a written gifts and benefits policy?	NO	37.00%	51.00%	56.00%	54.55%
	YES	63.00%	49.00%	44.00%	45.45%

Net ratings for Gifts and Benefits indicate that there is a moderately positive agreement on the awareness of employees and a slightly positive net agreement that the transacting public on the agency's policy on gifts and benefits. Region VII respondents however, cited slightly negative agreement on Statement 11. No significant differences in responses were noted across all sites on both statements.

Table 2.5 Net Ratings for Gifts and Benefits by Site

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
10. The employees in our agency are made aware of the policy on solicitation and receiving of gifts. <i>(Ang panuntunan sa wastong asal o gawi ukol sa paghingi o pagtanggap ng mga regalo at benepisyo ay alam ng mga empleyado sa aming ahensiyang.)</i>	2.182	2.063	2.091	2.000	2.089
11. The transacting public and suppliers know the policy of our agency on gifts and benefits. <i>(Pinapaalam ang panuntunan sa wastong asal o gawi ukol sa pagtanggap ng mga regalo at benepisyo sa mga kliyente at suppliers ng aming ahensiya.)</i>	2.340	2.439	2.526	2.342	2.407



Question 12. How much do you think is an acceptable personal gift to you?

When asked how much they think is an acceptable personal gift, nearly forty-five percent (44.61%) responded that no cash gift is necessary for them to render their duties as a government servant. However, when asked for an amount, thirty-six percent (36.09%) answered with amounts in extreme ranges. Small amounts ranged between P20-P500, mid-range of P1,000-5,000, and high range of P10,000. The remaining nineteen percent (19.30%) of the respondents cited that they would accept tokens in the form of food and non-cash gifts that their clients would willingly give them in appreciation of their service.

Amount	Frequency	Percent of Total
None or Zero	178	44.61%
<= P20	13	36.09%
<= P50	15	
<= P100	24	
<= P200	13	
P300	9	
P500	26	
P1,000	25	
P2,000	10	
P3,000	2	
P5,000	6	
<=P10,000	1	19.30%
Food and non-cash gifts	96	

D. HUMAN RESOURCES DEVELOPMENT

It is evident from the results of the net ratings across all sites that from slightly positive to moderately positive agreement are cited with regards to the process of recruitment and promotions following set criteria. In contrast, respondents indicated slightly negative agreements that the process was free from external influences.

No significant differences were observed in the responses across sites except for Region VII. Differences in responses to Statement 13 were attributed to position wherein respondents who disagreed were more likely from non-supervisory positions. For Statement 14, differences in responses were observed in terms of years of service. Respondents with at least 10 years of service generally agreed to the statement. Those who were more likely to disagree were respondents who have served between 2-9 years of service.

Table 2.6 Net Ratings for Human Resource Development

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
13. The process for recruitment and promotions in our agency follows a set of criteria. (<i>Ang prosesong sa pag-recruit at pag-promote dito sa aming ahensiya ay alinsunod sa mga tinalagang batayan.</i>)	2.289	2.156	2.344	2.075	2.216



STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
14. The process of recruitment and promotions in our agency is free from external influences. (<i>Walang nakiki-alam sa proseso ng pag-recruit at pag-promote dito sa aming ahensiya.</i>)	2.819	2.629	2.626	2.533	2.649

Question 15: What can you suggest to improve the process of recruitment and promotion in your agency?

Suggestions to improve the process of recruitment and promotion include the following:

Suggestions	Frequency	Percent of Total Respondents
• Promotion thru qualification/performance/merits/qualifying exams/ background check/ efficiency/attitude/loyalty/honesty/ passion for work/awards	100	25.06%
• No internal and external influences/No "palakasan" system/ No "bata-bata" system/ No "padrino"/No political intervention/avoid nepotism/ Fair in putting the right person in hiring & promoting	99	24.81%
• Follow the right process/ Set and follow criteria/ Let the CSC Executives Order 292 be implemented (Rule IV) in Selection & strictly implement Recruitment & Promotion Rules and Regulation/ standard of promotion/ guidance of the CSC/Adhere to the policies/Strictly follow rules and regulations	89	22.31%
• Recruitment thru educational attainment/ qualification/ background check/age/potential/skills	61	15.29%
• Improve guidelines/policy of recruitment & promotion/Fix rules and regulation/ policy/Fix the process /More evaluation of employees to be promoted/Adopt one stop shop and fix other problems in the process/Check fake transcripts/ Thorough check on the 201 file /Increase educational requirements of those being recruited and promoted/Conduct background investigation of applicants/More examination (both written and oral)/Fast approval of appointment/Do lifestyle check for those up for promotion	39	9.77%
• Advertise/HRMO transparency of the vacant position/ post leaflets on promotion and recruitment/ inform employees of availability of promotion/inform prior to the due date/ Promotion should be open to all qualified employees/ Proper dissemination of information on vacant positions	21	5.26%
• No answer/ no comment	19	4.76%

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.

E. PERFORMANCE MANAGEMENT



Positive net ratings were observed with regards to performance management concerns. Highly positive ratings were recorded with regards to clarity of individual performance targets and moderately high ratings for job satisfaction. Slightly positive net ratings were recorded with regards to rewards, performance feedback and yearly performance bonuses.

Significant differences were observed in the sites on various job profile characteristics. CO respondents recorded significant differences in responses only in Statement 16 in terms of position. Stronger agreement with regards to clarity of targets tends to come more from the supervisory personnel. A greater tendency to an “agree” rating is observed from the non-supervisory personnel. Similarly, NCR respondents also recorded significant differences in responses only in Statement 16 but in terms of scope of work. Those involved in national scope indicated stronger agreement than those involved in regional scope.

Region VII respondents indicated significant differences in responses on nearly all statements. No significant difference was recorded for job satisfaction. Significant differences in responses were observed in the following:

- Strong agreement to clarity of performance targets were found among those who have served the agency for at least 10 years.
- Disagreement to rewards for outstanding performance as well as employee feedback on performance was cited mostly by non-supervisory personnel.
- Disagreement to regular employee performance feedback and awarding of yearly performance bonuses came from those involved in regional scope of work.

Region XI respondents indicated significant differences in responses in Statements 18 and 20. With regards to feedback on employee performance, ratings of “disagree” and “strongly disagree” came from those who have served the agency for at least 5 years. Job satisfaction ratings differed in terms of scope of work and years of service. Strong agreements with job satisfaction were found mostly from those who are involved in regional scope and among those who have served the agency for at least 10 years.

Table 2.7 Net Ratings for Performance Management

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
16. My performance targets are clear to me. <i>(Malinaw sa akin ang performance targets ko.)</i>	1.677	1.516	1.730	1.510	1.610
17. Outstanding performance is rewarded in our agency. <i>(Ginagantimpalaan sa aming ahensya ang mga taong may bukod tanging pagganap sa kanyang tungkulin.)</i>	2.380	2.256	2.409	2.273	2.330
18. The employees in our agency are regularly provided feedback regarding their performance. <i>(Ang mga empleyado sa aming ahensiya ay regular na sinasabihan o nabibigyan ng komentaryo o puna ukol sa pagganap ng kanilang tungkulin.)</i>	2.456	2.064	2.299	1.978	2.199
19. The employees of our agency are given the yearly performance bonus regardless of how they performed. <i>(Ang mga empleyado sa ahensiya naming</i>	2.189	2.351	2.140	2.202	2.221



STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
<i>ay binibigyan ng performance bonus paano man nila ginampan ang kanilang tungkulin.)</i>					
20. I am satisfied with my job. (Ako ay nasisiyahan sa aking trabaho.)	1.969	1.687	1.806	1.660	1.780

Setting of personal performance targets is practiced in more than half of the respondents in the survey as can be seen in Table 2.22 below. Between 59% to 78% have had their superiors set their performance targets for 2005.

Table 2.8 (Question 21) Do you have a personal performance target set by your superior for 2005?

	CO	NCR	Region VII	Region XI
YES	62.00%	63.00%	59.00%	77.78%
NO	38.00%	37.00%	41.00%	22.22%

F. PROCUREMENT MANAGEMENT

Respondents across sites generally agreed with concerns on Procurement Management. Moderately positive net ratings for all factors were recorded for NCR, Region VII and Region XI. Central Office respondents recorded slightly positive net ratings except for one statement: a slightly negative net agreement rating regarding the impartiality of the BAC decisions.

Significant differences in responses were observed primarily among Region XI respondents due to the following factors:

- Respondents in Region XI with more than 20 years of service are more likely to give higher positive agreement to compliance of the agency with RA9184. In contrast, disagreement to this statement was observed among non-supervisory personnel in CO.
- Likewise, respondents with more than 20 years of service are more likely to agree that non-performing suppliers are blacklisted.
- A majority of the respondents in non-supervisory positions and/or those involved in Operations indicated positive ratings regarding relevant training on the procurement process.



Table 2.9 Net Ratings for Procurement Management

STATEMENTS	CO	NCR	Region VII	Region XI	AGENCY TOTAL
22. Procurement in our agency follows the procedures as stipulated under the Procurement Law (RA 9184). <i>(Dito sa aming ahensiya, ang pagbili o procurement ay sang-ayon sa Procurement Act or RA9184).</i>	2.044	1.918	1.930	1.785	1.921
23. BAC decisions are impartial. <i>(Walang kinikilingan ang BAC sa kanilang mga desisyon.)</i>	2.559	2.040	2.159	1.964	2.189
24. Non-performing suppliers are blacklisted. <i>(Ang mga umaabuso at di matinong suppliers ay iniaalis sa talaan ng maaring magkaroon ng transaksyon muli.)</i>	2.386	1.929	2.143	1.909	2.095
25. Relevant personnel are well trained on the entire procurement process – from bidding to inspection/utilization. <i>(May sapat na pagsasanay na ibinibigay sa mga kinaaukulang empleyado ukol sa pagbili, inspeksyon, at wastong paggamit ng mga binili.)</i>	2.382	2.059	2.271	1.826	2.140

26. What can you say to improve the procurement process?

Suggestions to improve the procurement process include:

Suggestions	Frequency	Percent of Total Respondents
• Strict implementation of R.A. 9184/ R.A. Procurement Act/ Follow the guidelines/Strict compliance and implementation of the GEPs./Guidelines to processing of biddings/Property division of specification/laws	80	20.05%
• Transparency in the procurement in the agency/ publish all procedures in the agency/	49	8.27%
• Evaluate the quality of the supplies & equipment and price/ must be high in quality/ monitor the quality of supplies & equipment	33	8.02%
• Employees should have moral values/Employee in charge should have high integrity and knowledgeable in the procurement process/Should be right person for the job/Should not encourage suppliers to give commissions, not corrupt/honest/be role model	32	7.77%
• Train the personnel/ attend seminars (re: procurement process and updates)/ retooling	31	6.77%
• Improve the function of procurement services/Fix the procurement process/Research factors that would improve procurement processing/Provide budget for improvement of procurement process/ Lessen the paper works/Fast processing of papers and documents	27	5.76%



Suggestions	Frequency	Percent of Total Respondents
• Buy only what is necessary for the use of office/ Employees should evaluate the need and importance of an item for purchase/ Consult every department of their needs in terms of supplies & equipment	13	3.26%
• Satisfied with the rules and regulations	10	2.51%
• Improve the facilities/ building and CR/Relocate office (too small)	10	2.51%
• In-charge of the procurement should not be related/friends of the supplier/Free from influence-peddling (“padrino” system)	9	2.26%
• No knowledge/No idea about the procurement process (e.g. process is done in the Regional Office not in their district office)/not applicable	83	20.80%
• No comment /No answer/Refuse to answer/	49	12.28%

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.

G. FINANCIAL MANAGEMENT

Slightly positive to moderately positive net agreement were recorded for statements concerning financial management. Significant differences in responses were observed in some sites with regards to the following concerns:

- Respondents in Region XI that would disagree that management scrutinizes agency spending are more likely those involved in provincial activities.
- CO and Region XI respondents that may disagree that financial statements and audit reports are accessible are more likely from those in non-supervisory positions.

Table 2.10. Net Ratings for Financial Management

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
27. The management scrutinizes our agency spending. (<i>Binubusisi ng aming pamunuan ang gastusin sa aming ahensya.</i>)	2.240	2.040	2.038	1.921	2.059
28. Financial statements and audit reports of our agency are accessible. (<i>Madaling makakuha ng mga financial statements at audit reports dito sa aming ahensya.</i>)	2.237	1.866	1.888	1.800	1.940
29. Employees know who and where to report irregularities in financial transactions. (<i>Alam ng mga kawani kung saan isusumbong ang mga katiwalian sa financial transactions.</i>)	2.217	1.899	1.955	1.829	1.966



H. WHISTLEBLOWING, INTERNAL REPORTING AND INVESTIGATION

Slightly positive to moderately positive net ratings were observed with regards to whistle blowing, internal reporting and investigation particularly with respect to encouragement to report corrupt behavior, clear guidelines for reporting and investigation of reports. However, a slightly negative net rating is recorded for the concern regarding protection of employees who report corrupt behavior.

Significant differences in responses were observed in some sites with regards to the following concerns:

- Positive ratings among NCR and Region XI respondents regarding the statement that employees are encouraged to report unethical behavior are mainly from among those with permanent status.
- NCR respondents with permanent status are also more likely to agree that guidelines for reporting corruption and unethical behavior are clear.

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

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
30. Employees are encouraged to report corrupt and unethical behavior. (<i>Ang mga empleyado ay hinihikayat na isumbong ang mga katiwalian at maling asal sa aming ahensiya.</i>)	2.202	1.933	2.096	2.011	2.061
31. Guidelines for reporting corruption and unethical behavior are clear. (<i>Malinaw ang mga gabay ukol sapagsusumbong ng mga katiwalian at maling asal sa aming ahensiya.</i>)	2.352	2.126	2.165	2.088	2.182
32. Reports of corrupt behavior are investigated. (<i>Ang mga sumbong ukol sa katiwalian o maling asal ay ini-imbestigahan.</i>)	2.202	1.828	2.042	1.705	1.941
33. Employees who report corrupt behavior are protected. (<i>Ang mga kawaning nagsusumbong ng katiwalian ay binibigyan ng proteksyon.</i>)	2.955	2.406	2.494	2.290	2.534

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 on any employee-whistle blower/ Protection by the one handling the case/Secure the security of the employee reporting/ Give protection to those who reported the corrupt practices	74	18.55%
• Report unethical actions or corruption in the agency/ Report to the immediate chief or through immediate leaders/Report directly to the	71	17.79%



Suggestions	Frequency	Percent of Total Respondents
superior/ Twenty-four hours on-line service center/ Text brigade/ Put in writing complaints/written report on complaints/ Put suggestion box		
<ul style="list-style-type: none"> Immediate action on reports on corruption and give sanctions or punishment/Should investigate immediately/ Close monitoring on reports/ Conduct immediate investigation/ impose appropriate sanction/ proper punishment/fast investigation even on anonymous report/conduct outright investigation/reprimand or make a drastic action 	57	14.29%
<ul style="list-style-type: none"> Be fair in the investigation of the complaints/ Investigate both sides/ Avoid "palakan system" / "bias"/ "suhol-suhol"/ "padrino" system/ Investigation should be conducted by an external agency e.g. NGO/Transparency in the investigation (i.e. many cases reported but no cases filed)/Investigate also the leaders/ Complaints should be strictly dealt with without outside intervention / Put CSC Officer/Ombudsman or other concerned agency at LTO/ Ombudsman should investigate 	47	11.78%
<ul style="list-style-type: none"> Create or organize a committee to address complaints or corrupt practices (to act as focal persons on this issue or concern)/ strong grievance committee/ Have a system on internal reporting with clear cut definition of steps/ Include in the plans programs pertaining to whistle-blowing & internal reporting in order to pre-empt possible corruption practices within the organization/ Summon all parties concerned to ferret out the truth/call the persons concerned/ Request to report to IID/Change the guidelines on reporting about corruption & unethical behavior/ should have category regarding reports 	44	11.03%
<ul style="list-style-type: none"> Follow the confidentiality of the report/privately talk & work the complaint/ maintain secrecy 	31	7.77%
<ul style="list-style-type: none"> Constant monitoring, regular audit on all transaction and work (e.g. cashiers discrepancies)/Increase the auditors/ independent auditing team from the outside shall conduct periodic internal audit 	22	5.51%
<ul style="list-style-type: none"> Follow the rules of due process/ implement the rules/ management to improve sanction/ rules regarding internal reporting of corruption/ implementation of the LTO code 	21	5.26%
<ul style="list-style-type: none"> Conduct training & seminars regarding corruption prevention/ Code of Conduct/ Seminars in proper way of reporting corrupt employee/conduct management system/educate the employee about corruption 	14	3.51%
<ul style="list-style-type: none"> Leadership by example/ Warn or remind the employees about doing wrong 	10	2.51%
<ul style="list-style-type: none"> Honesty in the job/ self discipline/ do not get involved in illegal practice/ Pray and be God-fearing 	8	2.01%
<ul style="list-style-type: none"> Do not allow fixers or deal with fixers 	7	1.75%
<ul style="list-style-type: none"> Open communication with the top management/regular meetings/ discuss about corruption prevention 	5	1.25%
<ul style="list-style-type: none"> Improvement of papers/ improve computerization / enhancement and other office equipment/ Institute control measures e.g. financial statements should be done by at least 3 people to ensure counter balancing and avoid manipulation of figures 	4	1.00%



Suggestions	Frequency	Percent of Total Respondents
• Public information campaign /information dissemination campaign	3	0.75%
• No answer/refuse to answer/ no comment/ No idea/I don't know	40	10.03%

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.

I. CORRUPTION RISK MANAGEMENT

There is generally slight disagreement with regards to the overall success of the agency in preventing corruption in its operations despite slight agreement to having measures to identify potential fraud and corruption and sufficient training.

Significant differences in responses were observed in CO and NCR with regards to the agency's implementation of measures to identify potential fraud and corruption. CO respondents that are likely to disagree are those in non-supervisory position, while NCR respondents will be those with 10-20 years of service.

Significant responses were observed in Region VII with regards to training and success in fighting corruption. Respondents with less than 10 years of services are more likely to perceive that there is insufficient training against fraud and corruption and that the agency is not successful in its fight against corruption.

Table 2.12 Net Ratings for Corruption Risk Management

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
35. Our agency implements measures to identify potential fraud and corruption. <i>(Nagsasagawa ng mga paraan ang aming ahensiya upang malaman kung saan may posibilidad magkaroon ng pandaraya at katiwalian.)</i>	2.146	2.080	2.141	1.968	2.082
36. It is difficult to corrupt our current system of operations. <i>(May angkop na mga pananggalang upang mapigilan ang katiwalian o pangungurakot dito sa aming ahensiya.)</i>	2.456	2.232	2.344	2.247	2.317
37. Employees in our agency are trained to prevent fraud. <i>(Ang mga empleyado sa aming ahensiya ay binibigyan ng pagsasanay sa pag-pigil ng katiwalian o anumang posibilidad ng pangungurakot.)</i>	2.409	2.035	2.152	2.103	2.176
38. Our agency is successful in fighting corruption. <i>(Ang aming ahensiya ay matagumpay sa pagsugpo sa katiwalian.)</i>	2.591	2.241	2.489	2.307	2.410



J. INTERFACE WITH THE EXTERNAL ENVIRONMENT

Moderately positive to highly positive net agreement ratings are reported across all sites in terms of factors affecting interface with the external environment. Higher ratings are observed in the NCR and in Region XI.

Significant differences in responses were observed among respondents from CO and Region VII. Respondents in Region VII that are more likely to disagree that operations in the agency are clear and easily understood are among those involved in operations or administrative work. Respondents who disagreed with the effectiveness of the agency in addressing complaints and feedback from clients were most likely from those who have served between 5-9 years in the agency in Region VII while those in CO from among those with at least 10 years of service.

Table 2.13 Net Ratings for Interface with the External Environment

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
39. Overall, operations in our agency are clear and easily understood. <i>(Sa pangkalahatan, madaling maunawaan at malinaw ang pagpapatakbo dito sa aming ahensiya.)</i>	2.245	1.899	2.000	1.887	2.005
40. Actual practices in our agency are consistent with written procedures and policies. <i>(Naaayon sa mga nakatalang proseso at patakaran ang mga gawain sa ahensiya namin.)</i>	2.261	1.928	2.211	1.897	2.071
41. Complaints and feedback of clients are acted upon in our agency. <i>(Ang mga daing, puna at komentaryo ng mga kliyente ay tinutugunan ng aming ahensiya.)</i>	2.267	1.771	1.979	1.724	1.926
42. Complaints and feedback of employees are acted upon here in our agency. <i>(Ang mga reklamo at komentaryo ng mga empleyado ay ina-aksonan ng aming ahensiya.)</i>	2.460	1.978	2.271	2.000	2.172

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

More than half of the respondents across all sites (68.67%) indicated that the most common complaints of their clients were associated with the delay in the release of their documents related to long processing times, red tape and bureaucratic procedures. The presence of fixers (13.53%) and the perception of corruption (8.27%) were also cited. Complaints related to inconveniences to the clients included frequent brownouts (6.27%), uncomfortable waiting area (3.01%), ever changing rules and regulations (2.26%) and improper conduct of employees (5.01%)



Table 2.14 Common Complaints from Clients

COMMON COMPLAINTS	Frequency	Percent of Total Respondents
Computer hang-ups/ System needs to be improved / IT bog down/ frequent off line/ system not updated	172	43.11%
Slow process of transaction/ poor service/poor system(e.g. licence registration transaction, production order)/ poor record management/ always long queue/ longer processing time in delivering service to clients/delay in the processing of transactions/delay in the release of card-type license from Manila/delays in release of MU and DL/ More requirements needed in the transaction	102	25.56%
Presence of fixers/Proliferation of fixers/ Fake license and registrations (coming from fixers)	54	13.53%
Corruption/ Accepting bribe or getting money from clients and not processing the corresponding transaction/ Employees are involved in fixing/ Employees violating RA 6713 - Code of Conduct and Violators of RA 3019 - Anti Corrupt Practices Law./law	33	8.27%
Frequent brownout (especially in the provinces)/Needs generator	25	6.27%
Improper conduct of the employee/rude employee/ tardiness of employees/ impolite frontliners/ employees engaging in personal conversations during work resulting to clients not immediately entertained/ employees are not approachable/ employees not on their area during work period/unfair treatment of clients (i.e. good treatment for rich clients and shabby treatment for poor ones)	20	5.01%
Waiting area not comfortable for the transacting public/ poor ventilation/ limited space	12	3.01%
Ever changing rules and regulations (e.g. requirements) due to the constant change of head/ Inconsistent policies & regulation	9	2.26%

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
<ul style="list-style-type: none"> Improve the IT system/upgrade computers/replace IT contractor/Service provider of IT should be replaced/Contractor to provide standby personnel/Enhance the computerization program of the office 	201	50.38%
<ul style="list-style-type: none"> Diligence and devotion to service/ Be patient/ Be public servants/Self discipline/Dedication to work/Competent and professional employees/Serve with a smile/Come to work on time/Honest and courteous employees/ Provide fast service, right service/Render good quality of service 	46	11.53%



Suggestions	Frequency	Percent of Total Respondents
<ul style="list-style-type: none"> Add personnel in the frontline (e.g. one cashier for license, one for 2nd registration)/Complete staffing pattern 	41	10.28%
<ul style="list-style-type: none"> Improve the system and service/ Fast processing of plate/Add more information and guidance to all client/ Provide advertisement regarding policies/ Create a one-stop shop for public information center/ Transparency in operations/Lessen requirements and processing time/ Implement the right process/Proper dissemination of policy and procedures/ Well-defined operation procedures/Registration requirements should be uniform/ Drive for early registration to avoid congestion 	38	9.52%
<ul style="list-style-type: none"> Provide seminars (e.g. on good service, knowledge towards work, "Ehem, Aha")/Training on frontliners 	21	5.26%
<ul style="list-style-type: none"> Convenient place for the transacting public/Clean office/Conducive office for work/Add workstations/have own building/Convenient waiting area 	21	5.26%
<ul style="list-style-type: none"> Do not handle fixers 	20	5.01%
<ul style="list-style-type: none"> Eradicate the "Palakasan System"/ No political intervention 	11	2.76%
<ul style="list-style-type: none"> Strictly implement the code of conduct/ Promote moral values/ Implement RA 6713 	7	1.75%
<ul style="list-style-type: none"> Refuse to answer/No answer/No comment 	6	1.50%

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.

K. ORGANIZATIONAL CULTURE

Moderately positive agreement is recorded for Statements 45, which pertains to employees being consulted on policies that concern them. Significant differences in responses were observed in NCR and Region XI. Respondents that tended to disagree were more likely to come from those who are involved in regional scope.

In contrast, slightly positive net agreement is recorded with regards to the involvement of employees in the decision-making process of the agency except in CO wherein a slightly negative agreement is recorded. Significant differences in responses were observed in Region VII and XI. Respondents that are likely to disagree are those involved in regional activities in Region VII or those in Region XI with non-supervisory positions.

Moderate positive net agreement was recorded for open lines of communication in the agency except for CO respondents that reported slightly positive agreement. No significant differences in responses were observed.



Table 2.15 Net Ratings for Organizational Culture

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Total
45. Employees are consulted on policies that concern them. <i>(Ang mga empleyado ay kinukunsulta sa mga patakarang may kinalaman sa kanila.)</i>	2.407	1.914	2.134	1.979	2.106
46. Employees are involved in making decisions. <i>(Ang mga empleyado ay kasali sa mga pagdedesisyon.)</i>	2.786	2.140	2.237	2.318	2.360
47. Lines of communication are open. <i>(Bukas ang mga linya ng komunikasyon.)</i>	2.446	1.892	2.064	1.957	2.089

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
<ul style="list-style-type: none"> Love your work/Be dedicated to the job/Serve the public with patience and integrity, honesty/Come to work on time/Have initiative/Be a good example/Be motivated/Self-discipline/Be aware of duties/ Improve work ethics/Be aware of the code of conduct/Be God-fearing 	84	21.05%
<ul style="list-style-type: none"> Improve rapport between management and rank and file/More meetings with the rank and file/Open lines of communication/Know the problems of the employees/Dialogue between management and rank and file/One on one talk with supervisor/Involve employees in any plan of action, policy formulation and decision-making/constant quorum to all employees/ 	64	16.04%
<ul style="list-style-type: none"> Increase salaries (e.g. to prevent corruption)/provide incentives/increase benefits 	59	14.79%
<ul style="list-style-type: none"> Attend seminars (e.g. value orientation workshops, religious seminars, public service, responsibilities, office policies, corruption prevention, code of conduct, moral recovery, IT system, personal development) /More training and seminars/Refresher on good conduct/orientation/Conduct of planning seminars 	58	14.54%
<ul style="list-style-type: none"> Daily monitoring of accomplishments/institute monitoring/Management to remind employees from time to time about responsibilities/Emphasize specific duties and responsibilities/supervision/Regularly observed rating of employees/Emphasize to employees that a public office is a public trust/constant follow up of assigned work/Routine check up of personnel/Require updates, completion reports on the performance of employees 	23	5.76%



Suggestions	Frequency	Percent of Total Respondents
• Leadership by example/leaders to be role models/leader to be honest in the job/Proper leadership values/Good leadership/Strong leadership	17	5.76%
• Give more responsibility to employees (and not only to the agency head)/Give trust and confidence/authorize employees to decide on their respective work/management support/give employees task or goals for advancement/Maximize employee potential	16	4.26%
• Ask some suggestion from co-employees/employees should be open to each other/respect for each other/there should be oneness in the agency/camaraderie among employees	16	4.26%
• Put reward system (based on performance)/encouragement/give recognition	15	4.01%
• Eliminate multi-tasking/assign specific jobs/define assignments of personnel to pinpoint liability and accountability/employees must have sole responsibility/strict delegation of jobs/ Proper workload/Responsibility given to employees should be equivalent to capacity	15	3.76%
• Proper implementation of laws, rules and regulations from management to bottom/strictly follow office policies/ Transparency and fairness in implementing rules and guidelines in the office	9	2.26%
• Information dissemination to rank and file on new procedure, rules and regulations by the agency/Inform employees on the objective and mission of management	6	1.50%
• Good and suitable working condition (e.g. provision of additional computers, tables)/Improve transaction process/ Fix system-related (computers) problems	5	1.25%
• Do not practice favoritism/fair treatment of employees/equal work, equal pay	5	1.25%
• No comment/No suggestion/No idea/Not applicable/Refuse to answer	23	5.76%

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.

L. 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 statements 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. Ratings between 1.7 to 2.3 indicate medium likelihood. In this section, it is more desirable to have a low rating since it will denote less likelihood of occurrence of the type of corruption in the agency.



From among the different types of corruption, Negligence of Duty and Nepotism/Favoritism ranked the highest in terms of likelihood ratings. Ranking of types of corruption in terms of their perceived likelihood of occurrence in the agency resulted in the following:

Type of Corruption	Net Rating	Likelihood
Negligence of Duty	2.06	Medium
Nepotism/Favoritism	2.04	Medium
Collusion with suppliers	1.83	Medium
Accepting bribes	1.81	Medium
Overpricing of bids	1.78	Medium
Corruption of Filipino values	1.76	Medium
Collusion with BAC members	1.74	Medium
Abuse of discretion/power	1.66	Low
Falsification of Documents	1.60	Low
Forgery or Fraud	1.57	Low
Disclosure of confidential information	1.57	Low
Illegal use of public funds	1.54	Low
Theft of public resources	1.53	Low
Unauthorized collection of funds	1.41	Low

Table 2.16 Net Ratings for Types of Corruption

Type of Corruption	CO	NCR	Region VII	Region XI	Agency Total
49. Negligence of duty (<i>Pagpapabaya sa tungkulin</i>)	2.333	1.946	2.130	1.818	2.058
50. Falsification of documents (<i>Pamemeke ng mga dokumento</i>)	1.906	1.561	1.589	1.358	1.600
51. Illegal use of public funds or property (<i>Illegal na paggamit ng pera o anumang pag-aari ng gobyerno</i>)	1.919	1.632	1.381	1.203	1.535
52. Unauthorized collection of funds (<i>Walang pahintulot na pangongolekta ng pera</i>)	1.679	1.491	1.317	1.140	1.411
53. Nepotism/Favoritism (<i>Nepotismo o Pagkakaroon ng mga paborito</i>)	2.310	2.123	1.888	1.818	2.040
54. Disclosure of confidential information (<i>Pagbibigay ng mga lihim na impormasyon</i>)	1.905	1.635	1.349	1.327	1.567
55. Collusion with BAC members (<i>Pakikipagsabwatan sa mga miyembro ng BAC</i>)	2.188	1.805	1.521	1.303	1.735
56. Overpricing of bids (<i>Pagdagdag sa presyo ng mga bids</i>)	2.125	1.767	1.674	1.444	1.777
57. Collusion with suppliers (<i>Pakikipagsabwatan sa mga supplier upang itaas ang presyo at kumita ng iligal</i>)	2.163	2.000	1.619	1.455	1.831



Type of Corruption	CO	NCR	Region VII	Region XI	Agency Total
58. Forgery or fraud (Pamemeke ng pirma at pandaraya)	1.765	1.679	1.517	1.289	1.569
59. Theft of public resources (Pagnanakaw ng anumang pag-aaring pampubliko)	1.769	1.556	1.431	1.356	1.534
60. Accepting bribes (Pagtanggap ng mga suhol)	2.062	1.852	1.771	1.571	1.815
61. Abuse of discretion/power (Pag-abuso ng kapangyarihan sa pagpapasya)	1.907	1.750	1.623	1.355	1.657
62. Corruption of Filipino values e.g. pakikisama, hiya, etc (Paglalapastangan ng pagpapahalagang Filipino)	1.973	1.866	1.653	1.556	1.760

Question 64: What can you suggest to prevent corruption?

Suggestions to prevent corruption include:

Suggestions	Frequency	Percent of Total Respondents
• Salary Increase/ Give additional benefits/ Improve benefits/ Promote higher compensation/ Monetary reward to somehow sustain the needs of the employees	122	30.58%
• Dedication to work/self-discipline/ honesty in the job/Be God-fearing/ love the job/change the attitude/ Do not accept bribe, gifts/ avoid incurring "utang na loob"/Stop corruption e.g. do not allow fixers/ Avoid being too close with the clients/ limit familiarity with clients	87	21.80%
• Attend seminars (e.g. value formation, integrity development, corruption prevention/ Re-orient & re-educate the employees	27	6.77%
• Prosecute those committing graft & corruption (e.g. dismissal from service and expulsion from the office/ suspension)/ Report those who are doing unethical acts/ Investigate also those in the management	23	5.76%
• Follow the right process/Follow strictly the rules & procedures/ Follow the code of conduct/ Follow the SOP given by the higher authorities/ Full implementation of existing memoranda	20	5.01%
• Leadership by example/ Leaders should not be corrupt & the employee	19	4.76%
• Promote Moral Values and Integrity/ Implement Code of conduct and the law	15	3.76%
• Streamline procedures/ Improve the system/Lessen the requirements/Simplify or reduce procedures/ Efficient delivery of service/Minimize red tape/ Payments should be made thru banks/ Institution of control measures in revenue collection	14	3.51%
• Strict monitoring of transaction/ Monitor funds of the office/ Create a watch dog/Conduct regular and rigid audit	12	3.01%



• Transparency with all the records/Transparency in the system/ Transparent bidding process	9	2.26%
• Help management to fight corruption/ close relationship with colleagues from top level and medium level management/ Respect decision of those in position/ Leaders should communicate w/ the employee (re: complaints)/ Recognize the equality of individual's rights and show respect to everyone	7	1.75%
• Do not deal with corrupt employees/fixers	6	1.50%
• No political influence or "palakasan system"/No nepotism/Avoid influence-peddling	6	1.50%
• Educate clients on proper process of document being required/ educate the public about corruption so there will be synchronization of minds between the employees and the transacting public/ there has to be an information campaign for the public because corruption is a two-way process/ Clients to have complete papers or requirements	6	1.50%
• Live within your means/Avoid vices/Be content with what you have	4	1.00%
• Reshuffle employees to avoid familiarity (and thus prevent corruption)	4	1.00%
• Cannot control or prevent corruption /Government system has defect but does not know how to solve	3	0.75%
• Screen carefully persons or employees for each position / Screen non-organic personnel weekly	2	0.50%
• No answer/ refuse to answer/ no comment/No idea/Not applicable	19	4.76%

M. ATTITUDES REGARDING CORRUPTION REPORTING

Only a few (65/399 respondents) 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?

	CO	NCR	Region VII	Region XI
YES	18.00%	15.00%	22.00%	10.10%
NO	82.00%	85.00%	78.00%	89.90%



Table 2.18 No. of Cases Reported by Respondents by Site

Year Reported	Number of cases reported			
	CO	NCR	Region VII	Region XI
1979	1			
1997	1			1
1998	1			
1999			2	
1995		1		
2000	2	1	2	
2001			2	1
2002			1	1
2003		1	1	1
2004	2		1	
2005	6	3	5	3
No Answer	5	9	8	3
TOTAL	18	15	22	10

63. How long did it take before it was resolved?

Resolution time of these reported cases varied depending on the nature of the complaint. Some complaints were resolved immediately within 1-3 days. Others took 1-3 weeks. A few cases took between 2 to 5 years. It is important to note, however, that 31 out of the reported cases above (or 48%) remain unresolved.

Table 2.19 Resolution Time of reported Cases

Resolution Time	No. of cases
1-5 days	3
1-3 weeks	3
< 1 year	1
> 5 years	1
Unresolved	31
No response	26
TOTAL	65

In general, respondents who have had the experience of reporting a corrupt or unethical behavior cited dissatisfaction in the agency's reporting and investigation mechanism. Significant differences were observed only in responses concerning the agency's reporting mechanism in CO. Respondents involved in either operations or technical support were more likely to be dissatisfied than those in administrative support activities.



Table 2.20 Net Ratings for Corruption Reporting by Site

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Rating
68. How satisfied or dissatisfied were you with your agency's reporting mechanism?	3.375	2.182	2.762	2.222	2.737
69. How satisfied or dissatisfied were you with your agency's investigation mechanism?	3.125	2.636	2.900	2.818	2.897

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

Reasons cited why respondents were DISSATISFIED with the reporting and investigation mechanism of their agency were:

Reasons why respondents were DISSATISFIED	Frequency	Percent of Total Respondents
No appropriate action has been done/ Not satisfied with the action given	29	74.36%
'Palakasan' still happens	7	17.95%
Personnel are afraid of reporting fellow employees for fear of reprisal	1	2.56%
The chief does not carefully go over the reports and signs right away	1	2.56%
The person charged did not show up	1	2.56%

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. Nonetheless, it is quite important to address the issues raised by the few who have indicated that they would rather not report corrupt or unethical behavior.

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

	CO	NCR	Region VII	Region XI
YES	71.00%	80.00%	83.00%	80.81%
NO	29.00%	20.00%	17.00%	19.19%



Question 72: Why is this your answer in Q71?

Reasons why respondents replied NO to question 71 (Question 72) are listed as follows:

Reasons why response is NO	Frequency	Percent of Total Respondents
Fear of reprisal/will not report because of “palakasan” system/life might be in danger if will report/Will not report since there are no clear guidelines	35	59.32%
Nothing will happen in the report/its useless/just a waste of time	14	23.73%
No time to report, too busy doing work	4	6.78%
Will not report to avoid internal conflicts, misunderstandings	3	5.08%
Will report only if protection is ensured (i.e. to prevent from reprisal)	2	3.39%
Does not know who to report such cases e.g. don’t know hotline	1	1.69%

Slightly positive to moderately positive satisfaction rating was recorded for NCR, Region VII and Region XI. However, slightly negative rating was recorded among the respondents with regards to their satisfaction with the current reporting mechanisms for corruption among CO respondents. Significant difference between respondents in Region XI was observed. Respondents with at least 10 years of service were more likely to indicate dissatisfaction than others. As a whole, the agency recorded a slightly positive satisfaction rating.

Table 2.22 Net Ratings for Corruption Reporting by Site

STATEMENTS	CO	NCR	Region VII	Region XI	Agency Rating
73. How satisfied are you with reporting mechanisms for corruption in your agency?	2.658	2.397	2.494	1.988	2.375