



Annex C

Survey Results

1.0 RESPONDENT PROFILE

A total of 360 respondents were interviewed from the Bureau of Correctional (BuCor) coming from 4 sites: New Bilibid Prison (NBP), Davao Prison and Penal Farm (DPPF), Prison and Penal Farm (PPF) and Correctional Institution for Women (CIW).

1.1 Education

Respondents of the survey were highly educated across all 4 sites. Half of the respondents have at least a college degree (53.89%), with 8.34% of the employees with post-graduate degrees (MA/MS or PhD). Twenty-six percent (26.39%) attained high school education while 10.56% attained vocational education. Three (3) attained elementary education.

Education Profile

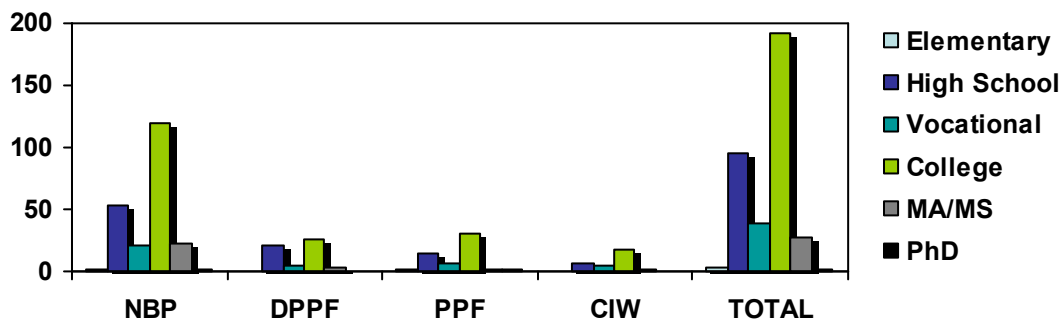


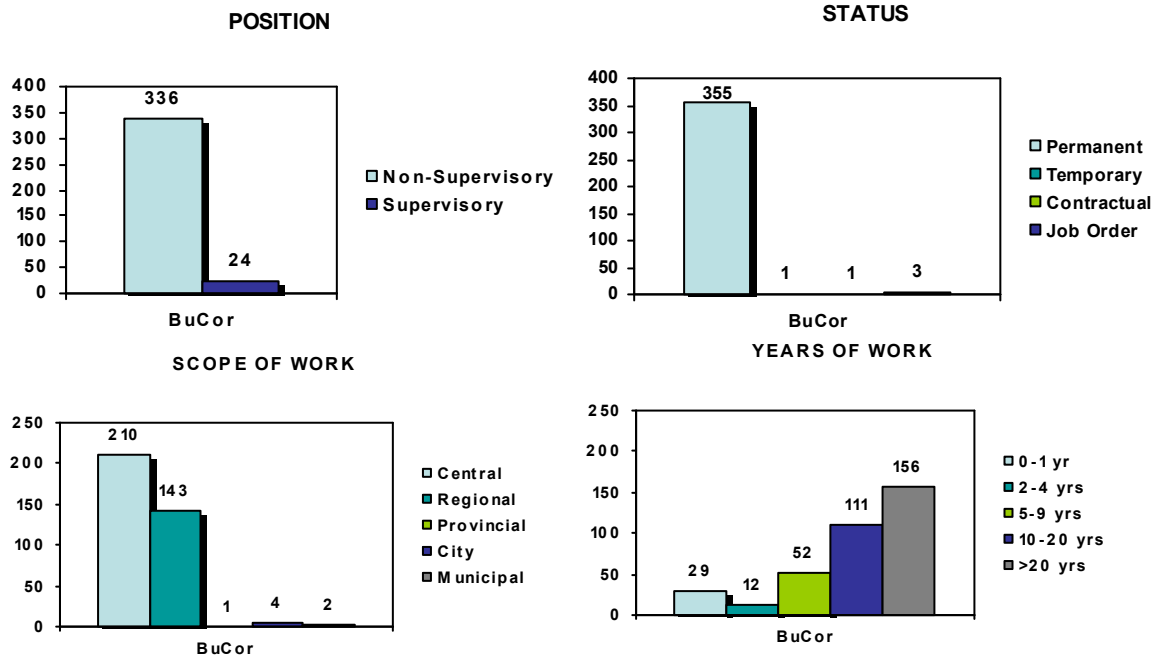
Table 1.1 Educational Attainment Distribution by Site in Frequency & Percentage

Educational Attainment	NBP	DPPF	PPF	CIW	AGENCY TOTALS
Elementary	1 0.45%	0 0.00%	2 3.64%	0 0.00%	3 0.83%
High School	54 24.55%	21 38.18%	14 25.45%	6 20.00%	95 26.39%
Vocational	21 9.55%	5 9.09%	7 12.73%	5 16.67%	38 10.56%
College	120 54.55%	26 47.27%	30 54.55%	18 60.00%	194 53.89%
MA/MS	23 10.45%	3 5.45%	1 1.82%	1 3.33%	28 7.78%
Ph.D.	1 0.45%	0 0.00%	1 1.82%	0 0.00%	2 0.56%



1.2 Work Profile

Most of the respondents occupy non-supervisory positions (93.33% of total) with nearly one-hundred percent (98.61%) of permanent status. One respondent was on contractual, another was on a temporary status and three of the respondents were on job order status.



In terms of scope of work, 95% of respondents from BuCor NBP Office were involved in central activities while the remaining 5% were of the Regional, Provincial, City and Municipal Scope. More than ninety five percent (96.36%) of respondents from DPPF were involved in regional operations. All but one (54/55) of PPF respondents were involved in regional operations while all of CIW respondents were involved in regional operations.

Most of the respondents have worked in BuCor for more than 20 years (43.33%). Thirty percent (30.83%) have been in active service at the BuCor for 10-20 years. Fourteen percent (14.44%) have been serving for 5-9 years. Nearly eleven percent (11.39%) have worked for BuCor for less than 4 years.

Table 1.2 Work Profile Distribution by Description and by Site

Description of Work		Number of Respondents				Agency Total (%)
		NBP	DPPF	IPPF	CIW	
POSITION	Supervisory	15	4	3	2	6.67%
	Non-Supervisory	205	51	52	28	93.33%
STATUS	Permanent	217	54	54	30	98.61%
	Temporary	0	0	1	0	0.28%
	Contractual	1	0	0	0	0.28%
	Job Order	2	1	0	0	0.83%



Description of Work		Number of Respondents				Agency Total (%)
		NBP	DPPF	IPPF	CIW	
SCOPE	NBP	209	0	1	0	58.33%
	Regional	6	53	54	30	39.72%
	Provincial	1	0	0	0	0.28%
	City	3	1	0	0	1.11%
	Municipal	1	1	0	0	0.56%
YEARS	0-1 yr	25	2	0	2	8.06%
	2-4 yrs	8	2	1	1	3.33%
	5-9 yrs	30	13	4	5	14.44%
	10-20 yrs	66	13	22	10	30.83%
	>20 yrs	91	25	28	12	43.33%
TOTAL RESPONDENTS		220	55	55	30	360

2.0 SURVEY RESULTS

The survey instrument focuses on twelve (12) areas of inquiry, namely:

1. Leadership and Organizational Culture
2. Code of Conduct
3. Gifts and Benefits
4. Human Resource Management
5. Performance Management
6. Procurement Management
7. Financial Management
8. Whistle blowing, Internal Reporting and Investigation
9. Corruption Risk Management
10. Interface with External Environment:
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 AND ORGANIZATIONAL CULTURE

Positive net agreements pertaining to leadership concerns were observed at various degrees. Most sites indicated moderate positive response on managers not abusing their authority. DPPF on the other hand indicated slight agreement. There was a moderate positive agreement that managers of the agency inspire employees to be professional. CIW reported to have a high positive agreement to professionalism of their managers.

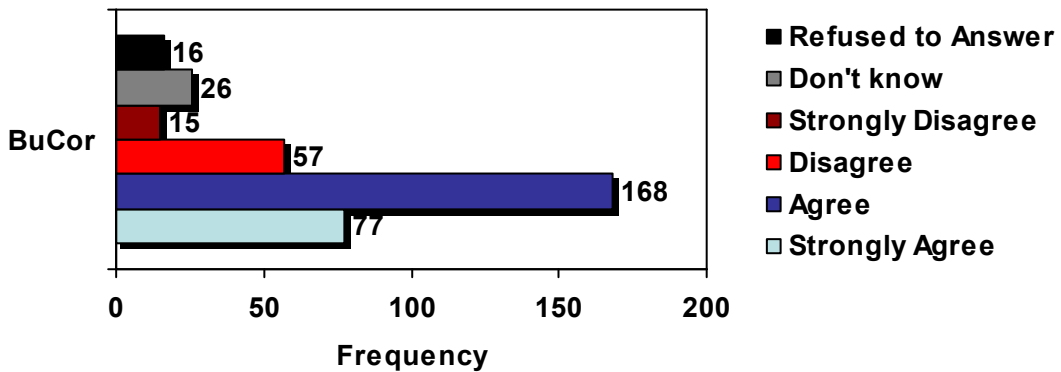
Significant differences in response were observed only in CIW for Statement 1 wherein positive agreement to managers not abusing their authority tends to increase with years of service.

Table 2.1 Net Ratings for Leadership by Site

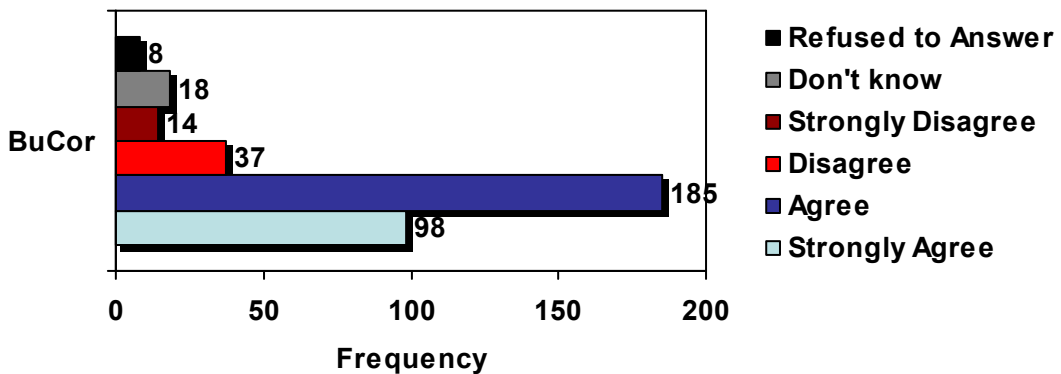
STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
1. Managers in our agency do not abuse their authority. (Hindi umaabuso sa kapangyarihan ang mga namumuno o manager ng aming ahensiya.)	1.96	2.28	2.16	1.85	2.03
2. Managers in our agency inspire employees to be “professional” (Ako ay nai-inspire ng mga namumuno o manager ng aming ahensya upang maging propesyonal sa aking trabaho.)	1.94	1.98	1.87	1.59	1.90



Statement 1



Statement 2



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

Table 2.2 Suggestions to improve the leadership's contribution in preventing corruption

Suggestions	Frequency	Percent of Responses (%)
Honesty, good public service, dedication to work, professionalism, simple living, discipline	70	17.90%
Transparency	39	9.97%
Fair treatment, no favoritism, avoid inmate familiarization	34	8.70%
Stricter policy, adhere to CSC rules, punish corrupt officials	33	8.44%
Training/continuing education/seminar (conduct/job orientation)	31	7.93%
Communication, unity/cooperation, monthly meeting, be open minded	29	7.42%
Review promotion system, hire competent and qualified personnel/officials	25	6.39%
Provide incentives/salary increase/recognition/benefits	24	6.14%
Leadership by example	22	5.63%
Stop corruption, do not accept bribe, do not bribe	11	2.81%
Strict and close monitoring, lifestyle check	9	2.30%
More livelihood programs	6	1.53%
Immediate action on complaints, act on complaints/investigate	5	1.28%



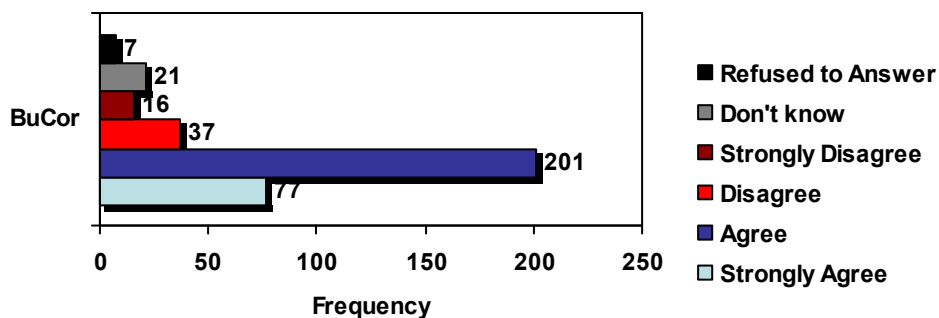
Moderately positive agreement was recorded for almost all statements on all sites regarding organizational culture. Slight positive agreement was recorded from NBP and DPPF regarding employee involvement in decision-making. DPPF recorded the lowest net agreement s for all statements in comparison with the other sites.

Significant differences in responses were obtained from CIW for Statement 4 and NBP for Statement 5. Highly positive agreement to employee consultation on policies concerning them among CIW respondents are attributed to those who have served for at least 10 years. In NBP, negative agreements regarding employee involvement in decision-making are likely from those who have at least a college degree.

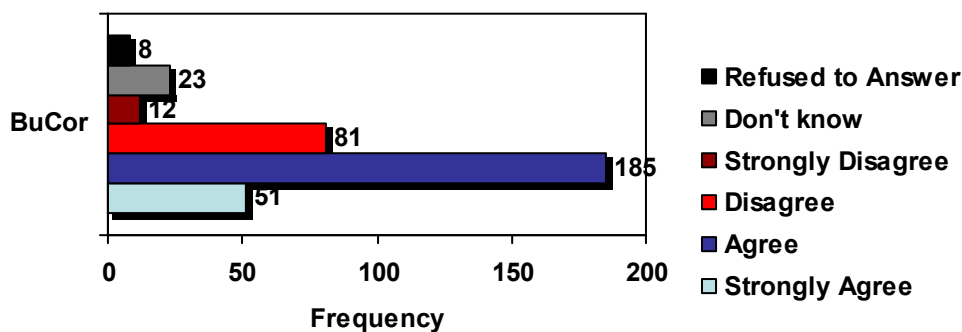
Table 2.3 Net Ratings for Organizational Culture

STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
4. Employees are consulted on policies that concern them. (Ang mga empleyado ay kinukunsulta sa mga patakaranang may kinalaman sa kanila.)	2.01	2.02	1.91	1.80	1.98
5. Employees are involved in making decisions. (Ang mga empleyado ay kasali sa mga pagdedesisyon.)	2.20	2.29	1.94	2.10	2.16
6. Lines of communication are open. (Bukas ang mga linya ng komunikasyon.)	1.96	2.29	1.92	1.82	1.99

Statement 4

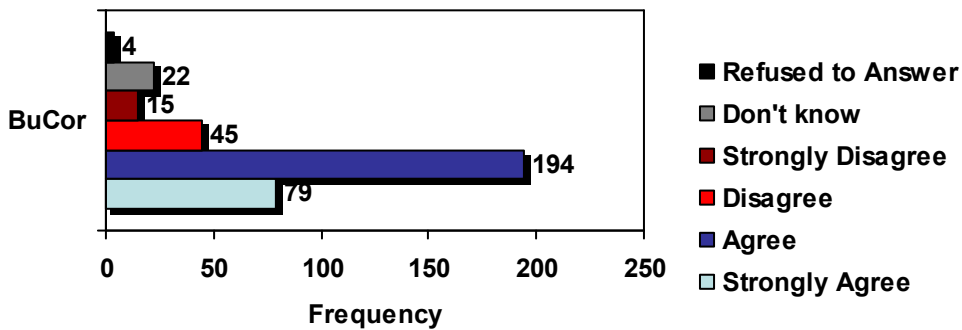


Statement 5





Statement 6



Question 7: What can you suggest to improve the responsibility of your employees?

Table 2.4 Suggestions to improve the responsibility of employees

Suggestions	Frequency	Percent of Responses (%)
Employee benefits/incentives/salary/recognition	109	28.31%
Good public service, compliance to duties and responsibilities, punctuality, discipline, patience, honesty, simple living	87	22.60%
Seminars/trainings on values and moral formation	27	7.01%
Communication/information dissemination, unity/cooperation	27	7.01%
No favoritism/nepotism, fair treatment of employees	22	5.71%
Transparency	20	5.19%
Strict supervision and monitoring, accounting and auditing, lifestyle check	13	3.38%
Strict implementation/compliance to rules and regulations, punish corrupt officials	11	2.86%
Stop corruption, report corruption	11	2.86%
Leadership by example	11	2.86%
Clean recruitment system, hire credible and competent personnel	6	1.56%
Improve facilities and equipment	5	1.30%
Satisfied	5	1.30%

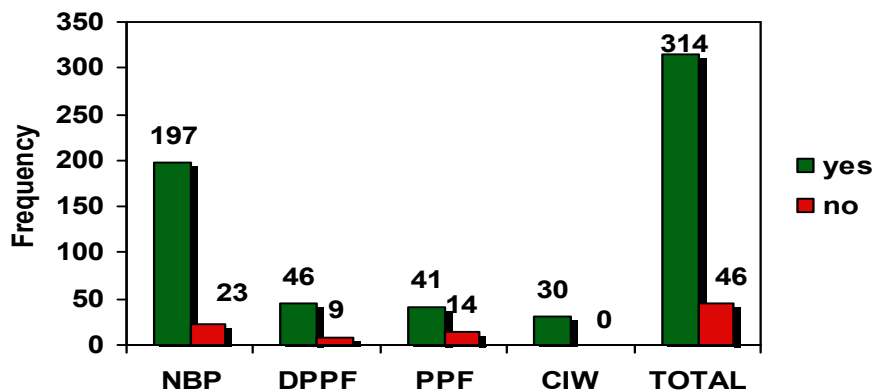


B. CODE OF CONDUCT

Majority of the total respondents (86.94%) cited that the agency has a written code of conduct. Between 0% - 25.45% of the respondents replied No across all sites.

Table 2.5 Written Code of Conduct

	Response	NBP	DPPF	PPF	CIW
8. Does your agency have a written code of conduct?	YES	197	46	41	30
	NO	23	9	14	0



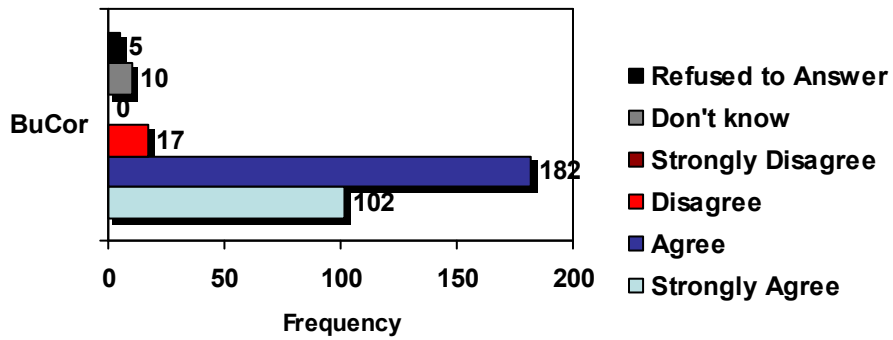
In general, moderately positive net agreements were observed across all sites. PPF indicated a slightly positive net agreement with regards to the provision of adequate orientation on the code of conduct and other corruption prevention measures. NBP Office recorded the highest net agreements for all statements regarding code of conduct. No significant differences in responses were noted.

Table 2.6 Net Rating for Code of Conduct by Site

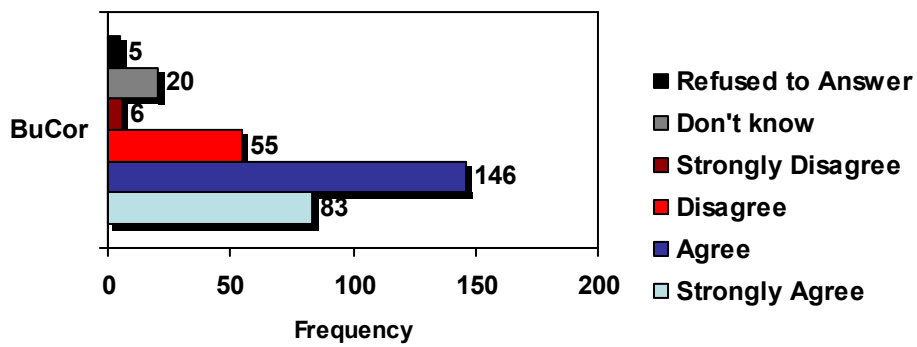
STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
9. A written code of ethical conduct being followed in our agency. (May sariling nakasulat na panuntunan ng wastong asal o gawi na sinusunod dito sa aming ahensiya.)	1.68	1.70	1.81	1.83	1.72
10. Adequate orientation on the code of conduct and other corruption prevention measures are provided in our agency. (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.)	1.85	1.98	2.41	1.86	1.94
11. Those who violate the code of conduct are punished. (Napaparusahan ang mga lumalabag sa mga panuntunan ng wastong asal o gawi.)	1.71	1.90	2.15	1.93	1.82



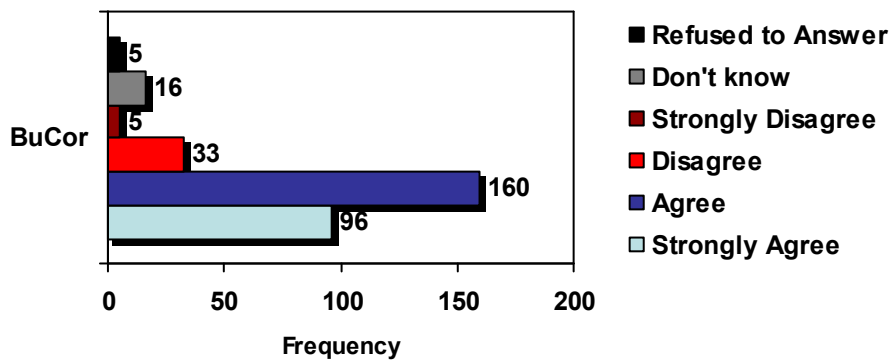
Statement 9



Statement 10



Statement 11



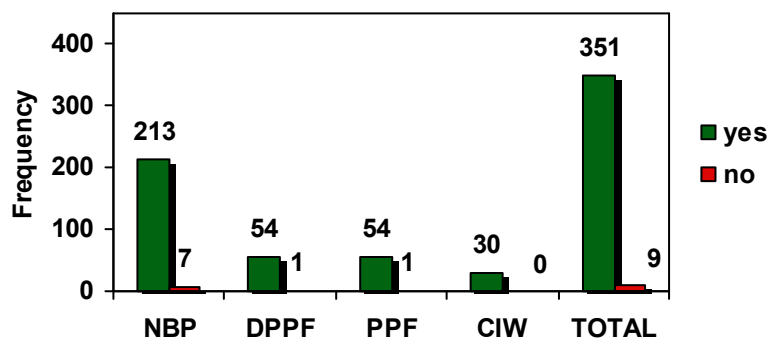


Almost all of the respondents submitted their SALN for 2005 with CIW responding with 100%. However, 3.18% from NBP Office and 1.92% from DPPF and 1.82% from PPF failed to submit their SALN for 2005.

Table 2.7 Collection of SALN

	Response	NBP	DPPF	PPF	CIW
12. Did your HRD collect your Statement of Assets and Liabilities and Net Worth (SALN) for 2004?	YES	213	54	54	30
	NO	7	1	1	0

Question 12



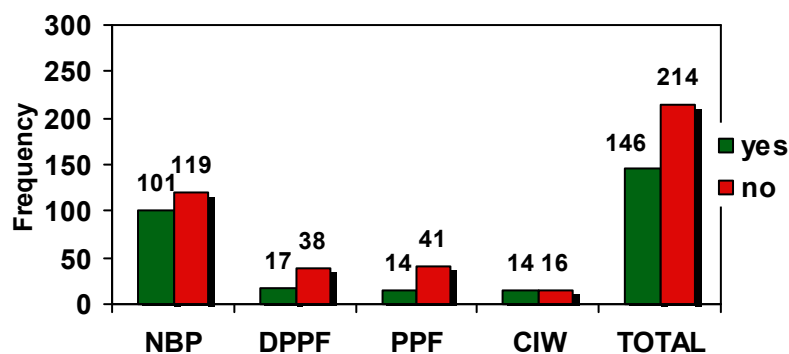
C. GIFTS AND BENEFITS

With regards to the knowledge of the agency's written gifts and benefits policy, sites showed negative response on having a written gifts and benefits policy.

Table 2.8 Written Gifts and Benefits Policy

	Response	NBP	DPPF	PPF	CIW
13. Does your agency have a written gifts and benefits policy?	YES	101	17	14	14
	NO	119	38	41	16

Question 13





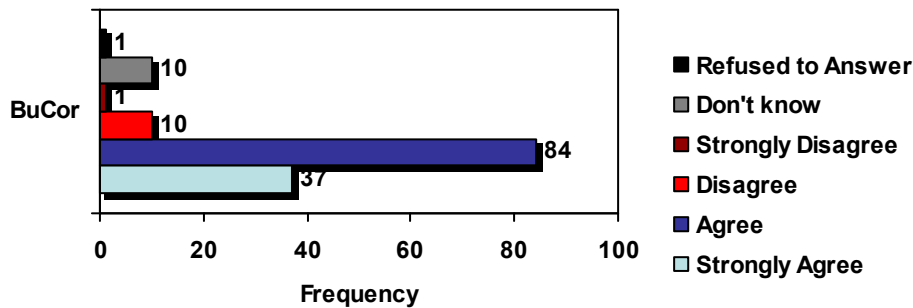
All sites showed moderately positive to highly positive net ratings for Gifts and Benefits. PPF and CIW had high positive agreements that employees were made aware of the policy on solicitation and receiving of gifts. Moreover, PPF indicated a high positive agreement that the transacting public and suppliers knew of the agency policy on gifts and benefits.

No significant differences in responses were obtained.

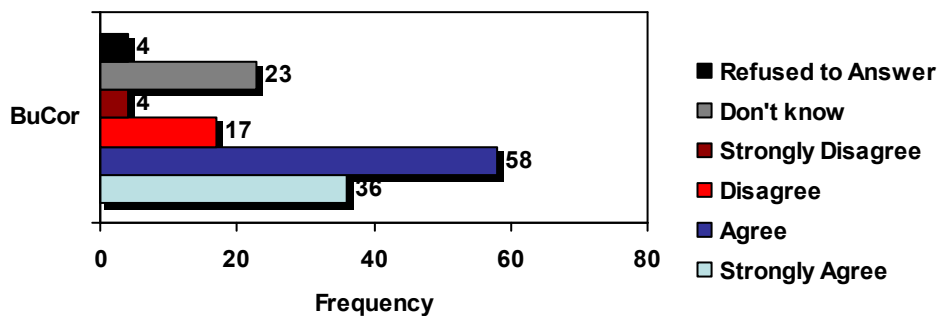
Table 2.9 Net Ratings for Gifts and Benefits by Site

STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
14. The employees in our agency are made aware of the policy on solicitation and receiving of gifts. (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.)	1.81	2.00	1.73	1.69	1.81
15. The transacting public and suppliers know the policy of our agency on gifts and benefits. (Pinapaalam ang panuntunan sa wastong asal o gawi ukol sa pagtanggap ng mga regalo at benepisyo sa mga kliyente at suppliers ng aming ahensiya.)	1.93	1.90	1.78	1.82	1.90

Statement 14



Statement 15





Question 16. How much do you think is an acceptable personal gift to you?

When asked how much they think is an acceptable personal gift, more than fifty percent (54.72%) responded that no cash gift is necessary for them to render their duties as government servants. 27.22% did not specify an answer. However, those who did offer an answer gave amounts ranging from a low of less than P100-500, mid-values ranging from P100-2000, and a high value of greater than P2000.

Table 2.10 Values for Monetary Personal Gifts

Amount	Frequency	Percent of Total
No answer	98	27.22%
0	197	54.72%
< 100	14	3.89%
100	16	4.44%
150	1	0.28%
200	6	1.67%
250	1	0.28%
300	4	1.11%
500	11	3.06%
1000	6	1.67%
1500	1	0.28%
2000	2	0.56%
> 2000	3	0.83%
TOTAL	360	100.00%

D. HUMAN RESOURCES DEVELOPMENT

It is evident from the results that the agency follows a set of criteria for the process of recruitment and promotions as a moderately positive to highly positive net rating was rendered on all sites. Respondents indicated slightly positive agreements that the process was free from external influences. DPPF, however, reported a slightly negative agreement that the process of recruitment and promotions was free from external influences.

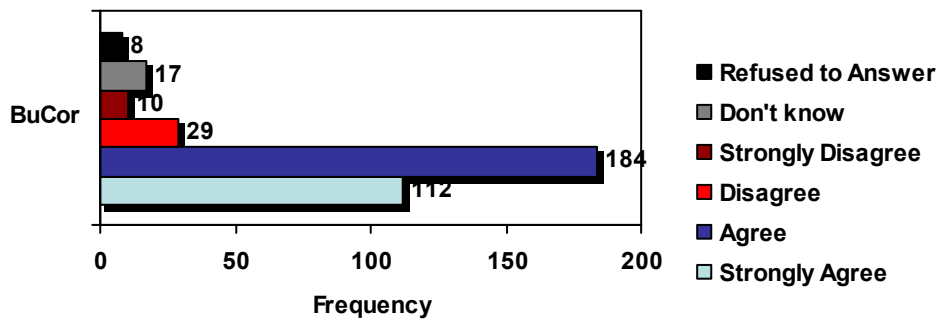
CIW observed to have significant differences in responses regarding Statement 17. Positive agreement is attributed from among CIW respondents with college degrees.

Table 2.11 Net Ratings for Human Resource Development

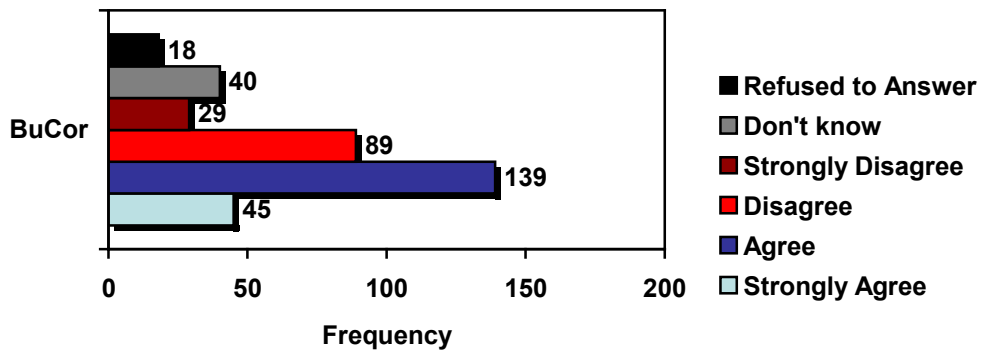
STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
17. The process for recruitment and promotions in our agency follows a set of criteria. (Ang proseso sa pag-recruit at pag-promote dito sa aming ahensiya ay alinsunod sa mga tinalagang batayan.)	1.79	1.77	2.04	1.66	1.81
18. The process of recruitment and promotions in our agency is free from external influences. (Walang nakiki-alam sa proseso ng pag-recruit at pag-promote dito sa aming ahensiya.)	2.30	2.51	2.43	2.21	2.34



Statement 17



Statement 18



Question 19: What can you suggest to improve the process of recruitment and promotion in your agency?

Table 2.12 Suggestions to improve the process of recruitment and promotion

Suggestions	Frequency	Percent of Responses (%)
Implement CSC standards, strictly adhere to procurement system, strict compliance to rules and regulations	78	21.67%
Stop favoritism/nepotism	61	16.94%
None, no idea, no comment	56	15.56%
Review promotion benefits, review promotion process, review recruitment standard	41	11.39%
Transparency	25	6.94%
Hire qualified personnel	23	6.39%
Work hard, professionalism, honesty	21	5.83%
Satisfied with existing promotion system/satisfied	19	5.28%
Orientation/training, information dissemination, communication	13	3.61%
Stop red tape, stop bribery	6	1.67%
Have an annual plan	4	1.11%



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 for job satisfaction across all sites. Moderately positive net ratings were recorded with regards to rewards, performance feedback and yearly performance bonuses for most sites. Lowest ratings were garnered for employees being given yearly performance bonus regardless of performance.

Significant differences in responses were noted only in NBP and in CIW for Statements 21 and 22 respectively as follows:

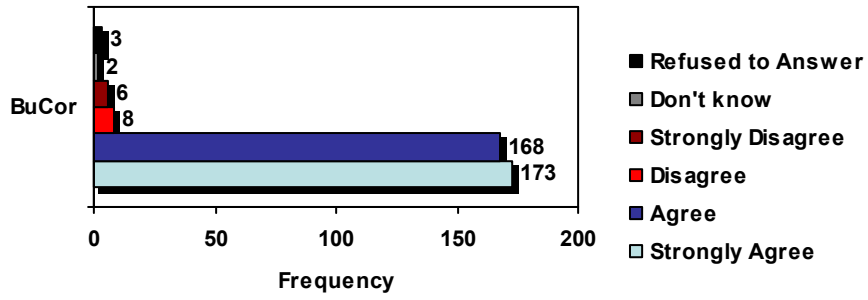
- NBP respondents differed in responses with regards to rewards of outstanding performance. Negative agreements were likely from among those with college degrees and/or from among those who have served the agency for more than 20 years.
- In CIW, negative ratings regarding regular employee feedback on their performance were noted from among those who have served between 5-9 years.

Table 2.13 Net Ratings for Performance Management

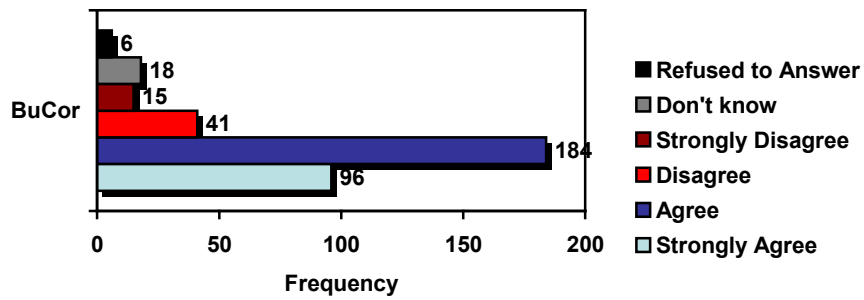
STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
20. My performance targets are clear to me. (Malinaw sa akin ang performance targets ko.)	1.53	1.64	1.69	1.50	1.57
21. Outstanding performance is rewarded in our agency. (Ginagantimpalaan sa aming ahensya ang mga taong may bukod tanging pagganap sa kanyang tungkulin.)	1.92	1.98	1.92	1.89	1.93
22. The employees in our agency are regularly provided feedback regarding their performance. (Ang mga empleyado sa aming ahensiya ay regular na sinasabihan o nabibigyan ng komentaryo o puna ukol sa pagganap ng kanilang tungkulin.)	1.94	2.10	2.04	1.72	1.96
23. The employees of our agency are given the yearly performance bonus regardless of how they performed. (Ang mga empleyado sa ahensiya naming ay binibigyan ng performance bonus paano man nila ginampan ang kanilang tungkulin.)	2.12	2.12	2.06	1.86	2.08
24. I am satisfied with my job. (Ako ay nasisiyahan sa aking trabaho.)	1.64	1.53	1.71	1.57	1.63



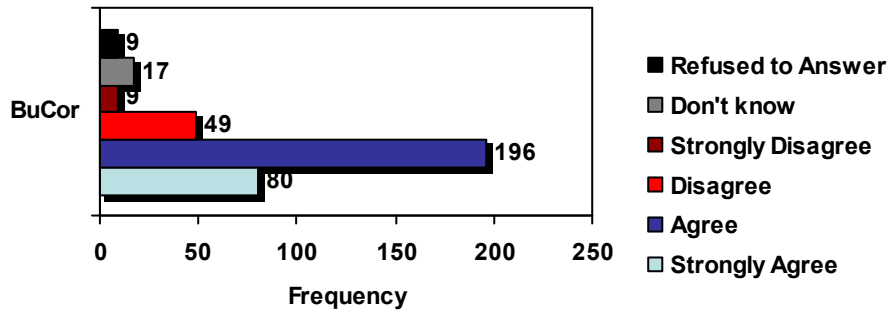
Statement 20



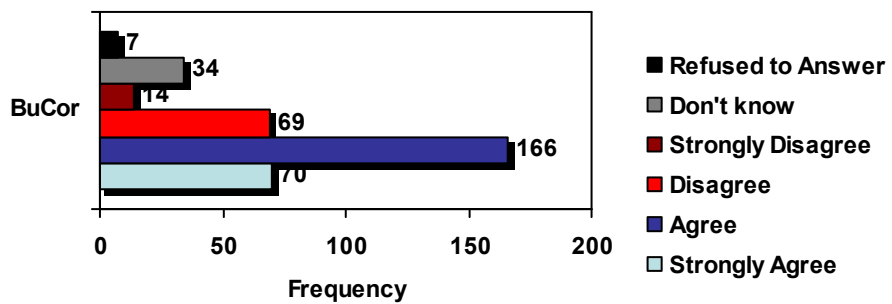
Statement 21



Statement 22

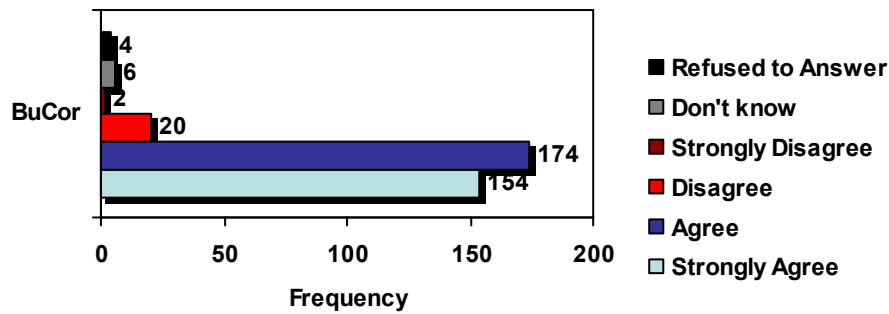


Statement 23





Statement 24

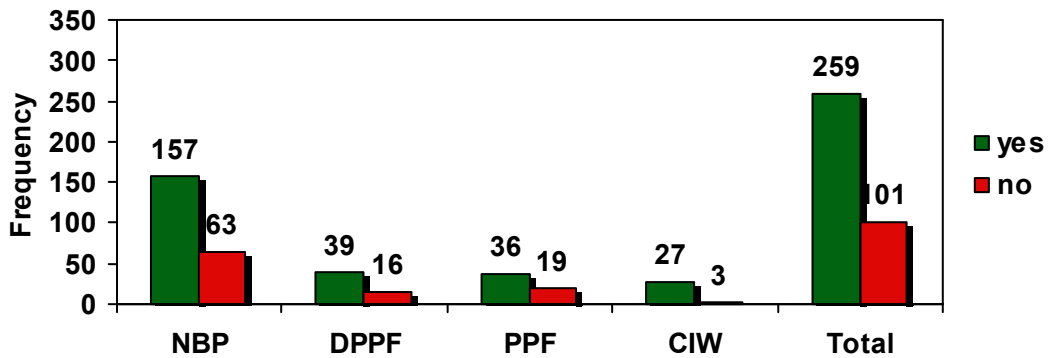


Setting of personal performance targets was practiced in about seventy-one percent (71.94%) of the respondents of the survey. Sixty-five percent (65.45%) to 90.00% have had their superiors set their performance targets for 2005.

Table 2.14 Personal Performance Target

	Response	NBP	DPPF	PPF	CIW
25. Do you have a personal performance target set by your superior for 2005?	YES	157	39	36	27
	NO	63	16	19	3

Question 25





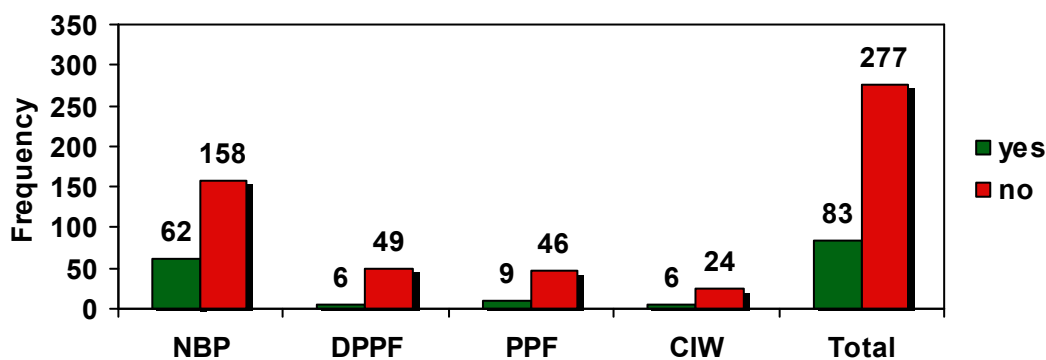
F. PROCUREMENT MANAGEMENT

Less than a fourth (23.06%) of the respondents of the survey were aware of the new Procurement Law or RA 9184 with DPPF having the least aware respondents (10.91%).

Table 2.15 Awareness of the new Procurement Law or RA9184

	Response	NBP	DPPF	PPF	CIW
26. Are you aware of the new Procurement Law or RA 9184?	YES	62	6	9	6
	NO	158	49	46	24

Question 26



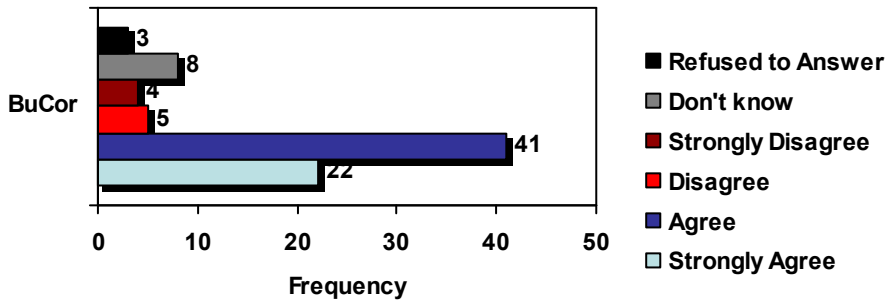
Respondents across sites generally agreed with concerns on Procurement Management. Moderately positive net ratings bordering on slightly positive net ratings for all factors were recorded for all sites. No significant differences in responses were observed.

Table 2.16 Net Ratings for Procurement Management

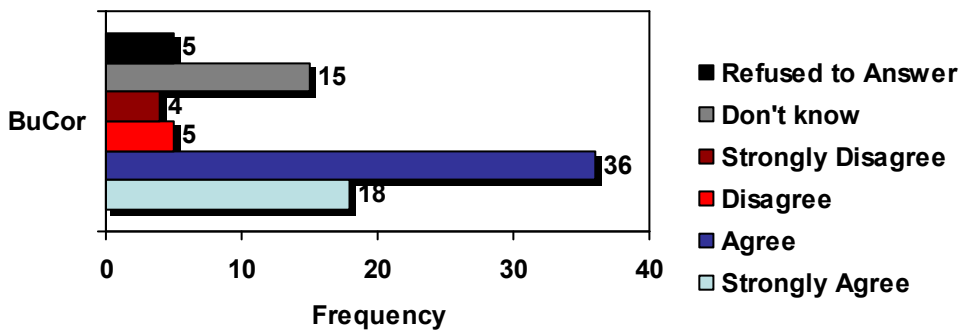
STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
27. Procurement in our agency follows the procedures as stipulated under the Procurement Law (RA 9184). (Dito sa aming ahensiya, ang pagbili o procurement ay sang-ayon sa Procurement Act or RA9184).	1.80	2.00	2.38	1.80	1.88
28. BAC decisions are impartial. (Walang kinikilingan ang BAC sa kanilang mga desisyon.)	1.90	1.75	2.29	1.75	1.92
29. performing suppliers are blacklisted. (Ang mga umaabuso at di matinong suppliers ay iniaalis sa talaan ng maaring magkaroon ng transaksyon muli.)	1.60	2.00	2.22	2.00	1.74
30. Relevant personnel are well trained on the entire procurement process – from bidding to inspection/utilization. (May sapat na pagsasanay na ibinibigay sa mga kinaaukulang empleyado ukol sa pagbili, inspeksyon, at wastong paggamit ng mga binili.)	1.85	2.00	2.38	2.17	1.94



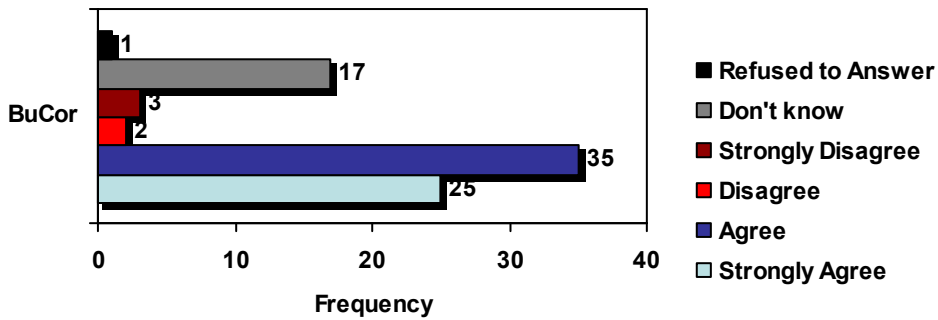
Statement 27



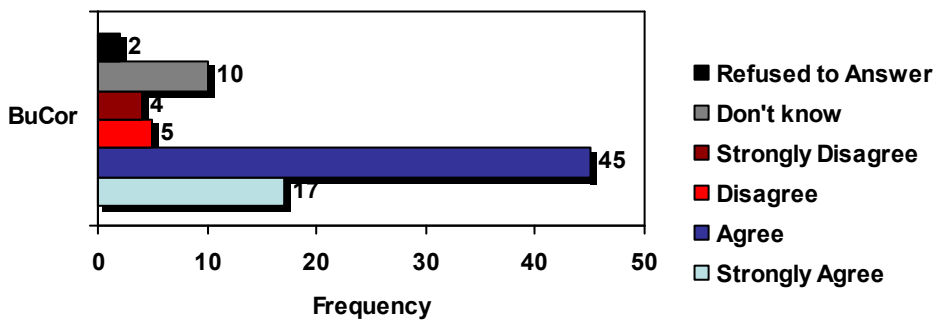
Statement 28



Statement 29



Statement 30





Question 31 What can you say to improve the procurement process?

Table 2.17 Suggestions to improve the procurement process

Suggestions	Frequency	Percent of Responses (%)
Strict compliance to (procurement) rules and regulations, adhere to standards	68	17.85%
Transparency	27	7.09%
Protection for those show report corruption, provide incentives for reporting corruption	25	6.56%
Honesty	23	6.04%
Satisfied	14	3.67%
Training/seminar/orientation on procurement	12	3.15%
Communication, information dissemination	12	3.15%
Stop/report corruption/red tape	12	3.15%
Stricter monitoring, vigilance	10	2.62%
Stop nepotism, get rid of favoritism	9	2.36%
Plan and adopt good programs, plan purchasing, prioritize projects	9	2.36%
Assign competent personnel	8	2.10%
Improve service, punctuality, act on complaints	7	1.84%
Unity/cooperation	7	1.84%
Reporting system	6	1.57%
Additional budget/funds	4	1.05%

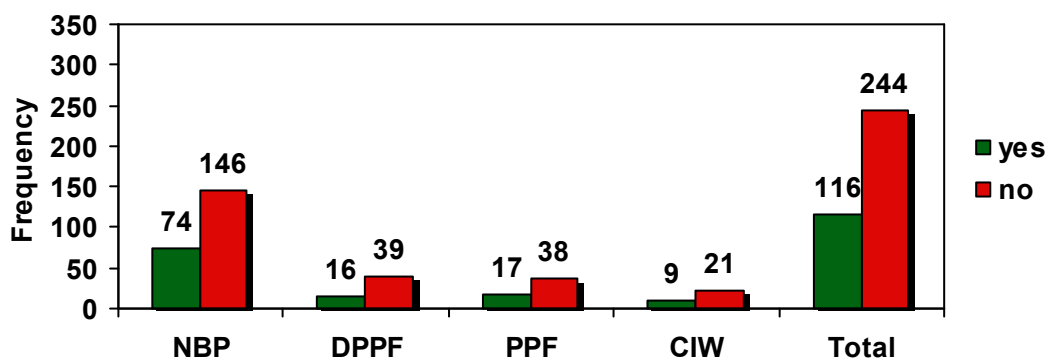
G. FINANCIAL MANAGEMENT

Almost a third of the respondents (32.22%) of the survey were aware of the Financial Management Systems in their agency. A negative net response was recorded across all sites.

Table 2.18 Awareness of Financial Mangement Systems

	Response	NBP	DPPF	PPF	CIW
32. Are you aware of the Financial Management Systems in your agency?	YES	74	16	17	9
	NO	146	39	38	21

Question 32



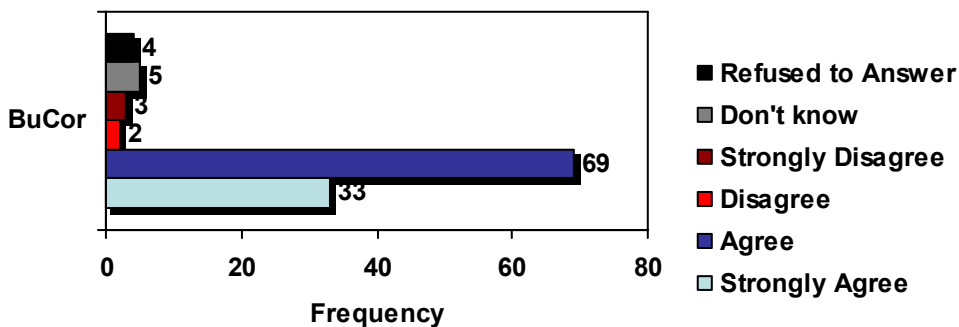


Slightly positive to highly positive net agreement were recorded for statements concerning financial management. CIW recorded a highly positive agreement that the management scrutinizes the agency's spending attributed to those who have served for 10-20 years. PPF rated slightly positive agreement that financial statements and audit reports were accessible.

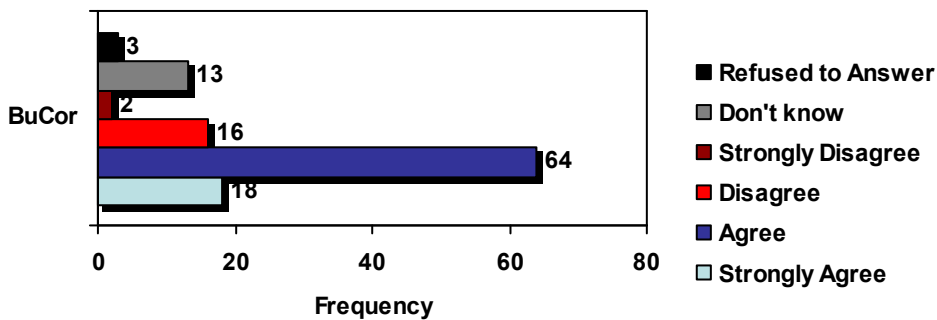
Table 2.19. Net Ratings for Financial Management

STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
33. The management scrutinizes our agency spending. (Binubusisi ng aming pamunuan ang gastusin sa aming ahensya).	1.73	1.87	1.88	1.63	1.77
34. Financial statements and audit reports of our agency are accessible. (Madaling makakuha ng mga financial statements at audit reports dito sa aming ahensya.)	1.94	2.14	2.25	2.00	2.02
35. Employees know who and where to report irregularities in financial transactions. (Alam ng mga kawani kung saan isusumbong ang mga katiwalian sa financial transactions.)	1.87	1.69	2.20	2.00	1.91

Statement 33

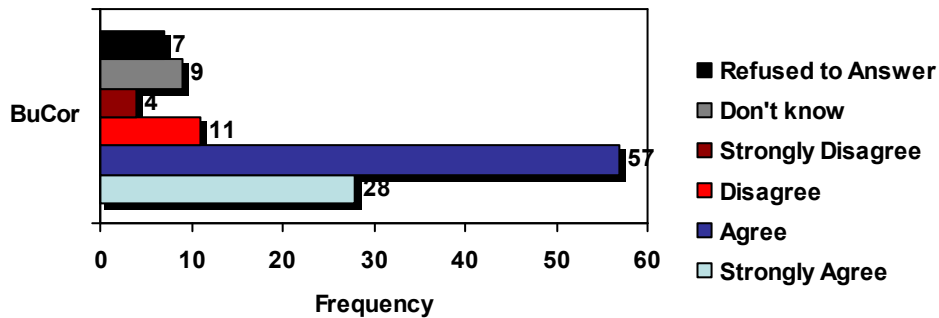


Statement 34





Statement 35



H. WHISTLEBLOWING, INTERNAL REPORTING AND INVESTIGATION

Moderately positive to slightly positive net agreements for most statements were recorded across all sites. DPPF and PPF recorded a slightly negative net rating on the protection of employees who report corrupt behavior.

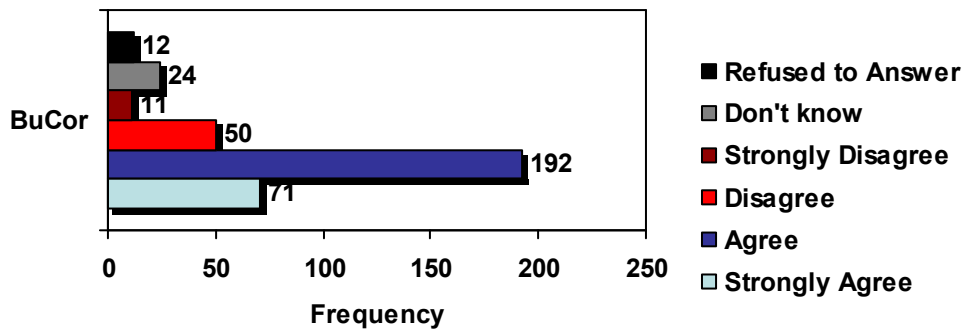
Significant differences in responses were noted in NBP regarding clarity of guidelines for reporting corruption. Negative ratings were likely from among those who have college degrees and/or from those who have served the agency for at least 10 years. With regards to protection of employees who report corrupt behavior, negative responses were observed to have likely come from those who have college degrees and post-graduate degrees.

Table 2.20 Net Ratings for Whistle blowing, Internal Reporting and Investigation

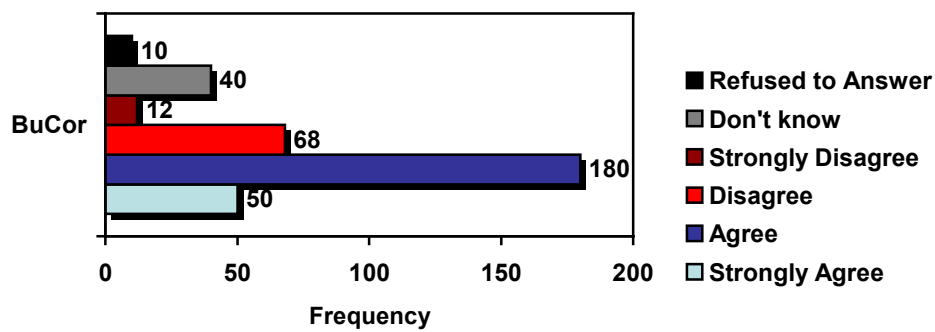
STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
36. Employees are encouraged to report corrupt and unethical behavior. (Ang mga empleyado ay hinihikayat na isumbong ang mga katiwalian at maling asal sa aming ahensiya.)	1.92	2.17	2.10	2.15	2.00
37. Guidelines for reporting corruption and unethical behavior are clear. (Malinaw ang mga gabay ukol sapagsusumbong ng mga katiwalian at maling asal sa aming ahensiya.)	2.11	2.29	2.13	2.08	2.14
38. Reports of corrupt behavior are investigated. (Ang mga sumbong ukol sa katiwalian o maling asal ay Ini-imbestigahan.)	1.83	1.94	1.98	1.88	1.88
39. Employees who report corrupt behavior are protected. (Ang mga kawaning nagsusumbong ng katiwalian ay binibigyan ng proteksyon.)	2.31	2.62	2.51	2.35	2.39



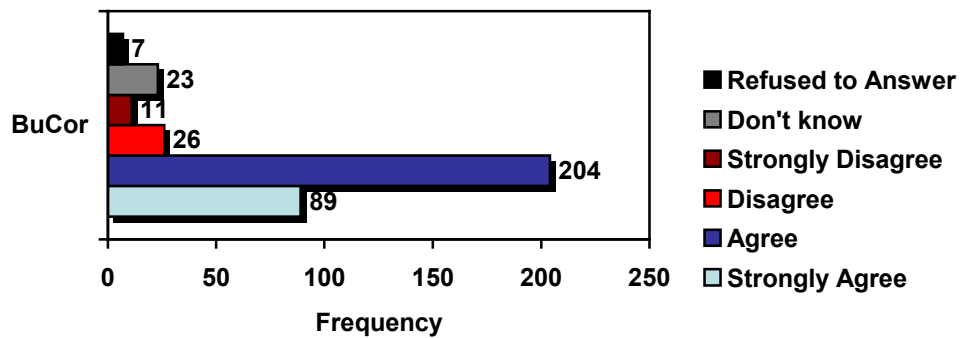
Statement 36



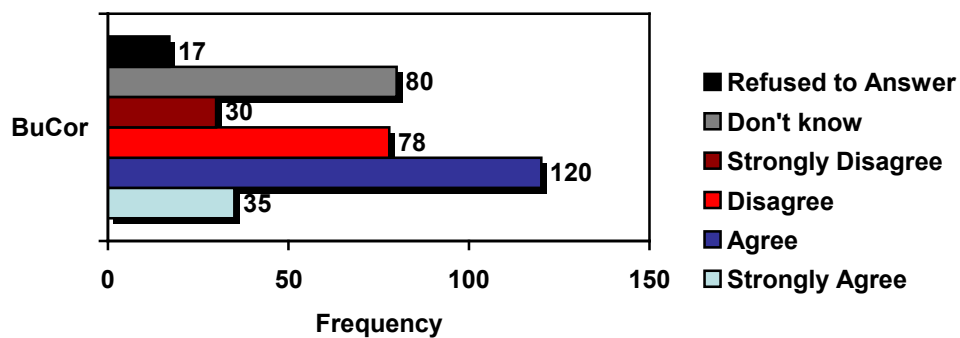
Statement 37



Statement 38



Statement 39





Question 40: What can you suggest to improve the system on internal reporting of corrupt and unethical behavior in your agency?

Table 2.21 Suggestions to improve the system on internal reporting of corrupt and unethical behavior

Suggestions	Frequency	Percent of Responses (%)
Protection for those who report corruption	38	11.95%
Strict supervision/monitoring, vigilance, create an internal audit group	33	10.38%
Report corruption	27	8.49%
Act/Investigate on complaints	27	8.49%
Adhere to the law, punish corrupt officials	23	7.23%
Training and seminars (values formation/ procedure orientation), communication	21	6.60%
Employee benefits/salary/incentives	16	5.03%
Honesty	15	4.72%
Transparency	14	4.40%
Fair treatment/no favoritism	12	3.77%
Support complaint with evidence	11	3.46%
Stop corruption/red tape, do not bribe	6	1.89%
Have a reporting system	5	1.57%
Satisfied	5	1.57%

I. CORRUPTION RISK MANAGEMENT

There was generally a slight to moderate positive agreement with regards to the overall success of the agency in preventing corruption in its operations. DPPF recorded a slight positive agreement (2.45) that their current system of operations is had to corrupt. PPF recorded slightly positive agreement that their employees were trained to prevent as well ad detect fraud. NBP office recorded a moderately positive rating that their agency was successful in fighting corruption.

Significant differences in responses were observed in NBP and CIW. Negative ratings for employee training and the success of the agency in fighting corruption were more likely from those with at least a college education.

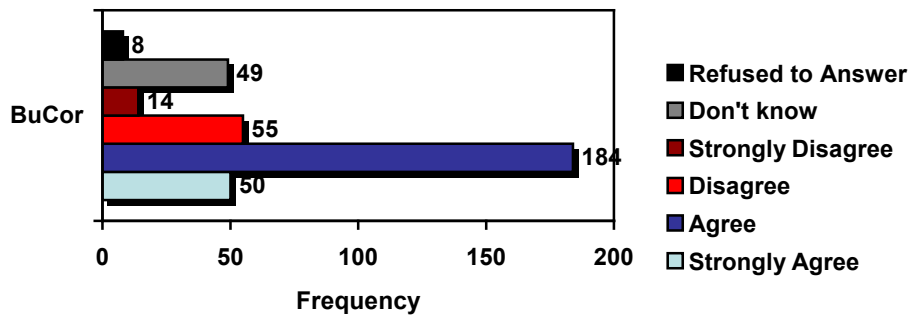
Table 2.22 Net Ratings for Corruption Risk Management

STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
41. 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.)	2.05	2.36	2.15	2.00	2.11
42. 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.)	2.18	2.45	2.37	2.14	2.25

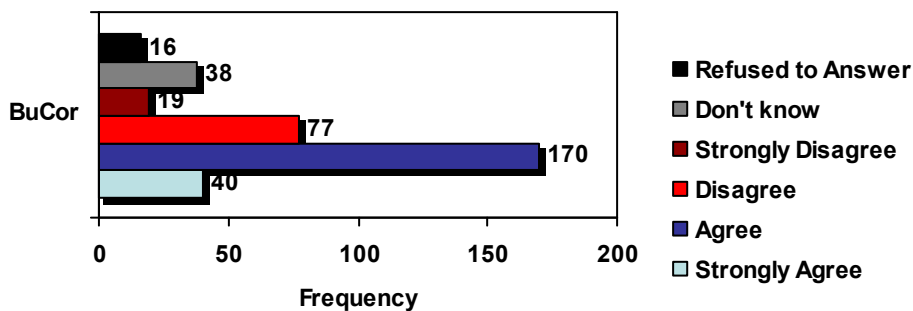


STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
43. Employees in our agency are trained to prevent fraud. (Ang mga empleyado sa aming ahensiya ay binibigyan ng pagsasanay sa pag-pigil ng katiwalian o anumang posibilidad ng pangungurakot.)	2.16	2.31	2.45	2.08	2.22
44. Employees in our agency are trained to detect fraud. Ang mga empleyado sa aming ahensiya ay binibigyan ng pagsasanay sa pagpuna ng katiwalian o anumang posibilidad ng pangungurakot.)	2.27	2.39	2.45	2.23	2.32
45. Our agency is successful in fighting corruption. (Ang aming ahensiya ay matagumpay sa pagsugpo sa katiwalian.)	2.08	2.42	2.40	2.21	2.19

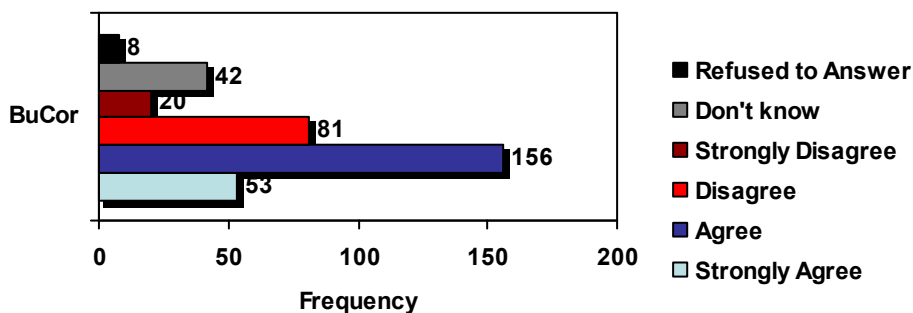
Statement 41



Statement 42

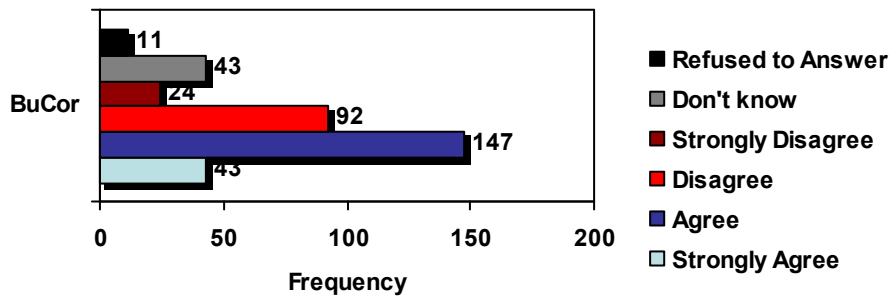


Statement 43

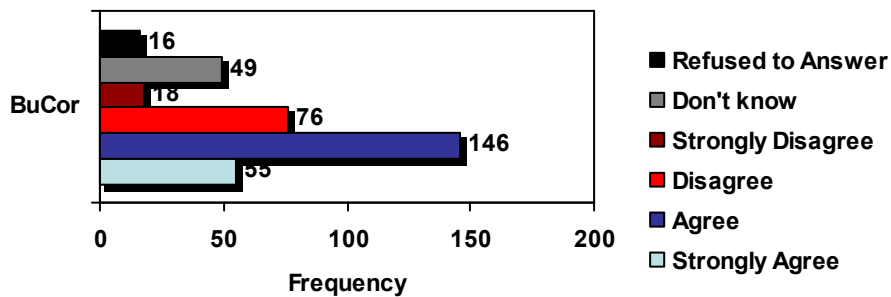




Statement 44



Statement 45



J. INTERFACE WITH THE EXTERNAL ENVIRONMENT

Moderately positive to highly positive net agreement ratings were reported across all sites in terms of factors affecting interface with the external environment. Lower ratings were observed in DPPF. PPF showed significant differences in responses regarding action on employees complaints. Negative responses were more likely from those who have served between 10-20 years.

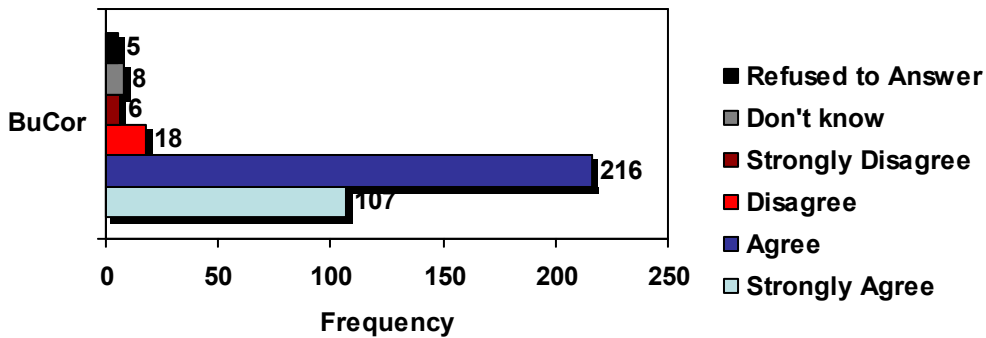
Table 2.23 Net Ratings for Interface with the External Environment

STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
46. Overall, operations in our agency are clear and easily understood. (Sa pangkalahatan, madaling maunawaan at malinaw ang pagpapatakbo dito sa aming ahensya.)	1.73	1.94	1.83	1.69	1.78
47. 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.)	1.95	1.92	2.00	1.80	1.94
48. 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	2.37	1.98	1.83	1.98

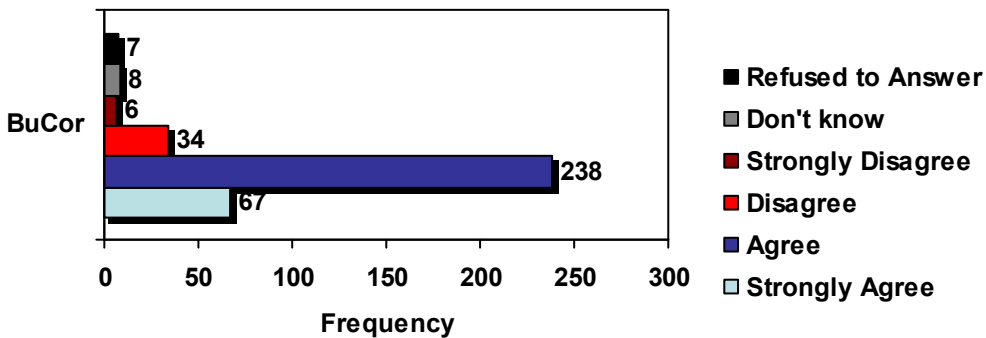


STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
49. Complaints and feedback of employees are acted upon here in our agency. (Ang mga reklamo at komentaryo ng mga empleyado ay ina-aksyonan ng aming ahensiya.)	2.04	2.30	1.98	1.76	2.05

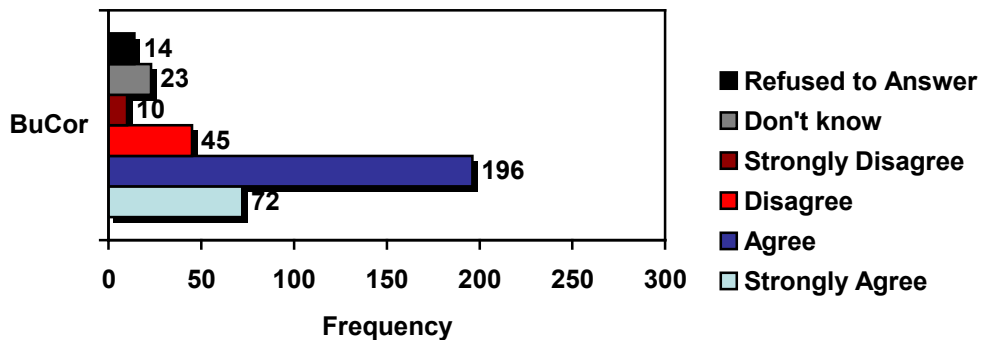
Statement 46



Statement 47

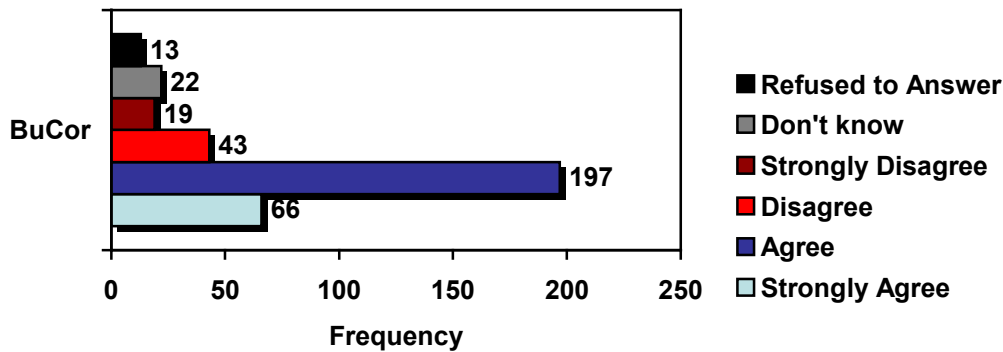


Statement 48





Statement 49



Question 50: What are the common complaints of your agency's clients?

More than a third (33.88%) of the respondents did not indicate of complaints received from clients. 10.74% indicated complaints on visitation procedures. 9.37% of complaints consist of red tape and corruption. Food and medicine supply (8.26%), poor facilities (5.79%), favoritism (4.68%), penalty to guards for escapees (3.58%) complaints were mentioned.

Table 2.24 Common Complaints from Clients

COMMON COMPLAINTS	Frequency	Percent of Responses (%)
Visitation procedure, inaccessible, visitors complaints	39	10.74%
Corrupt employees, red tape	34	9.37%
Low/delayed salary/benefits	30	8.26%
Lack of Food and medicine supply	30	8.26%
Poor facilities, overcrowded facilities, lack of space for visitors, no walls for security	21	5.79%
Favoritism, not fair treatments to inmates	17	4.68%
Penalty to guards for escapees	13	3.58%
Promotion procedure, promotion related	7	1.93%
Unclear rules and regulations, mismanagement, scheduling	7	1.93%
Rude employees, harassment by employees, maltreatment	5	1.38%
Lack of personnel	4	1.10%
Slow action on complaints, system	4	1.10%
Budget for security and equipment, not enough uniform	4	1.10%



Question 51: What can you suggest to improve the services of your agency?

Table 2.25 Suggestions to improve the services of the agency

Suggestions	Frequency	Percent of Responses (%)
Additional employee benefits/incentives/salary	64	16.89%
Improve service to prisoners, humane treatment of prisons, hard work, punctuality, honesty, discipline, adhere to oath of duty/professionalism	55	14.51%
Communication, unity and cooperation, good relationship	37	9.76%
No favoritism, fair treatment to all	25	6.60%
Strictly implement/adhere to law, rules and regulations/stricter discipline/close supervision	24	6.33%
Increase budget	19	5.01%
Training/Education/Orientation/Seminar	19	5.01%
Additional personnel/hire competent personnel	17	4.49%
Improve/additional facilities and equipment	16	4.22%
Transparency	14	3.69%
Additional supplies (medicine, food, materials)	10	2.64%
Improve system (reporting, recruitment, schedule, document tracking, reporting)	10	2.64%
Stop corruption, get rid of red tape	8	2.11%
Visitation procedure, visitor related problem	8	2.11%
Leadership by example, good leadership	6	1.58%

K. 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. Interpretations of the net ratings however are directly proportional to the scale. A weighted rating above 2.3 means a High rating while a rating below 1.7 means a Low rating. Ratings between 1.7 and 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, 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:

Table 2.26 Ratings on the Types of Corruption and their Likelihood

Types of Corruption	Net Rating	Likelihood
Nepotism/Favoritism	2.37	High
Negligence of duty	2.21	High
Abuse of discretion/power	2.06	Medium
Collusion with suppliers	2.04	Medium
Disclosure of confidential informations	2.01	Medium
Accepting bribes	2.01	Medium
Overpricing of bids	1.98	Medium



Types of Corruption	Net Rating	Likelihood
Nepotism/Favoritism	2.37	High
Collusion with Bids and Awards Committee (BAC) members	1.92	Medium
Illegal use of public funds or property	1.89	Medium
Corruption of Filipino values e.g. pakikisama, hiya, etc	1.89	Medium
Falsification of documents	1.80	Medium
Theft of public resources	1.77	Medium
Unauthorized collection of funds	1.57	Low
Tolerance of fixers	1.53	Low
Forgery or fraud	1.45	Low

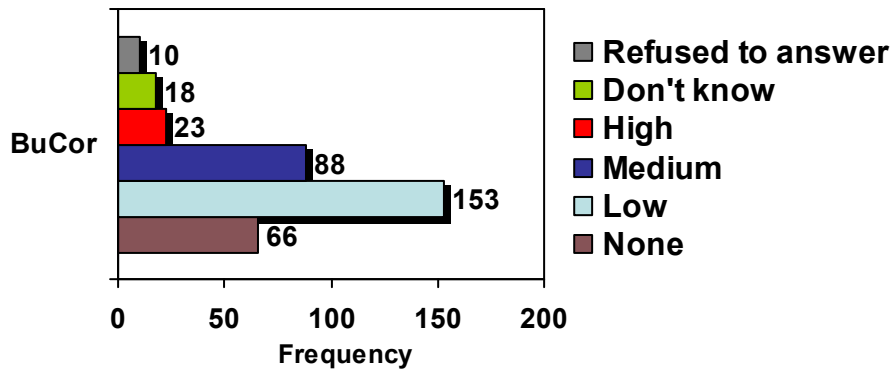
Table 2.27 Net Ratings for Types of Corruption

Type of Corruption	NBP	DPPF	PPF	CIW	AGENCY TOTAL
52. Negligence of duty (Pagpapabaya sa tungkulin)	2.22	2.06	2.48	1.86	2.21
53. Falsification of documents (Pamemeke ng mga dokumento)	1.88	1.86	1.63	1.45	1.80
54. Illegal use of public funds or property (Illegal na paggamit ng pera o anumang pag-aari ng gobyerno)	1.81	2.26	2.18	1.35	1.89
55. Unauthorized collection of funds (Walang pahintulot na pangongolekta ng pera)	1.53	1.63	1.73	1.50	1.57
56. Nepotism/Favoritism (Nepotismo o Pagkakaroon ng mga paborito)	2.41	2.20	2.53	2.07	2.37
57. Disclosure of confidential information (Pagbibigay ng mga lihim na impormasyon)	2.00	1.88	2.24	1.91	2.01
58. Collusion with BAC members (Pakikipagsabwatan sa mga miyembro ng BAC)	1.88	2.22	2.05	1.44	1.92
59. Overpricing of bids (Pagdagdag sa presyo ng mga bids)	1.95	2.30	2.11	1.47	1.98
60. Collusion with suppliers (Pakikipagsabwatan sa mga supplier upang itaas ang presyo at kumita ng iligal)	1.99	2.38	2.25	1.38	2.04
61. Forgery or fraud (Pamemeke ng pirma at pandaraya)	1.52	1.31	1.40	1.24	1.45
62. Theft of public resources (Pagnanakaw ng anumang pag-aaring pampubliko)	1.78	1.71	2.00	1.32	1.77
63. Accepting bribes (Pagtanggap ng mga suhol)	2.01	2.05	2.05	1.76	2.01
64. Abuse of discretion/power (Pag-abuso ng kapangyarihan sa pagpapasya)	2.04	2.15	2.21	1.83	2.06

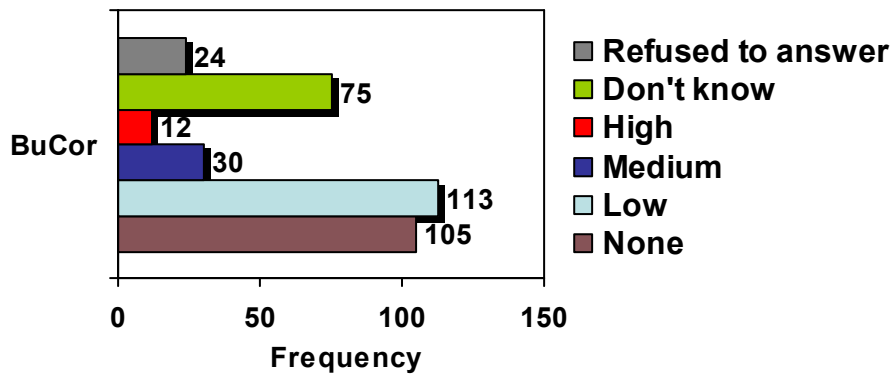


Type of Corruption	NBP	DPPF	PPF	CIW	AGENCY TOTAL
65. Corruption of Filipino values e.g. pakikisama, hiya, etc (Paglalapastangan ng pagpapahalagang Filipino)	1.87	1.93	1.98	1.83	1.89
66. Tolerance of Fixers (Pagsawalng-bahala ng mga fixers)	1.56	1.53	1.49	1.41	1.53

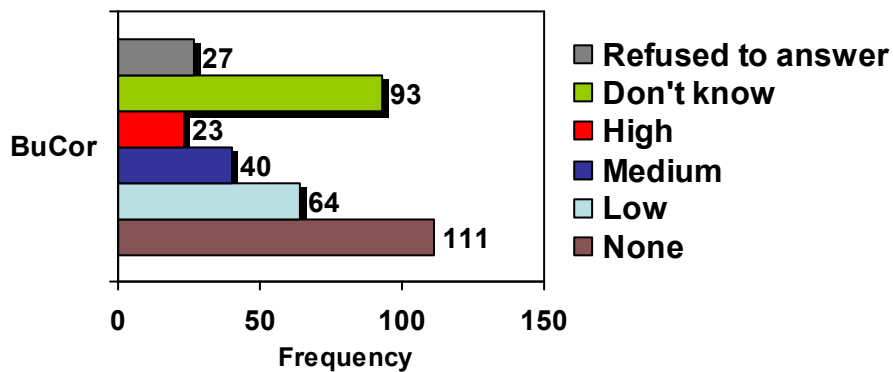
Negligence of Duty



Falsification of Documents

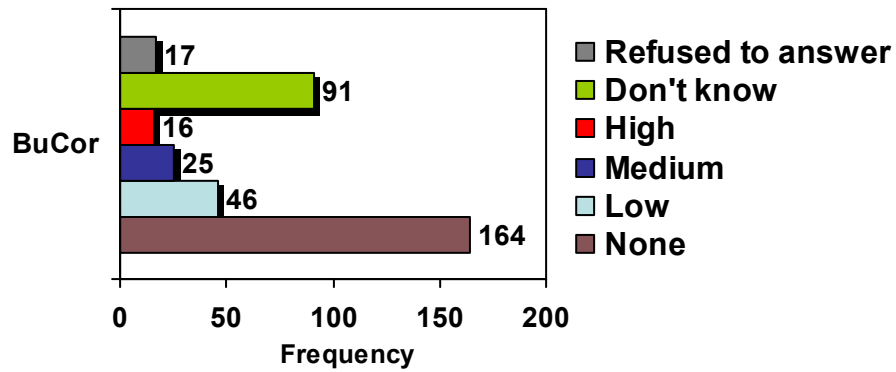


Illegal Use of Public Funds or Property

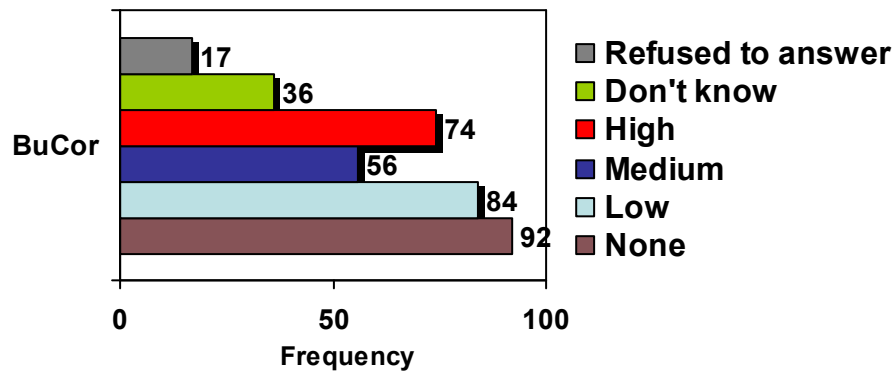




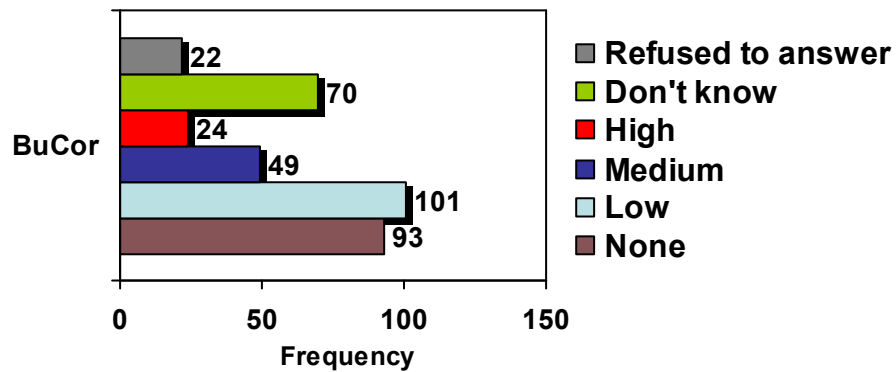
Unauthorized Collection of Funds



Favoritism/Nepotism

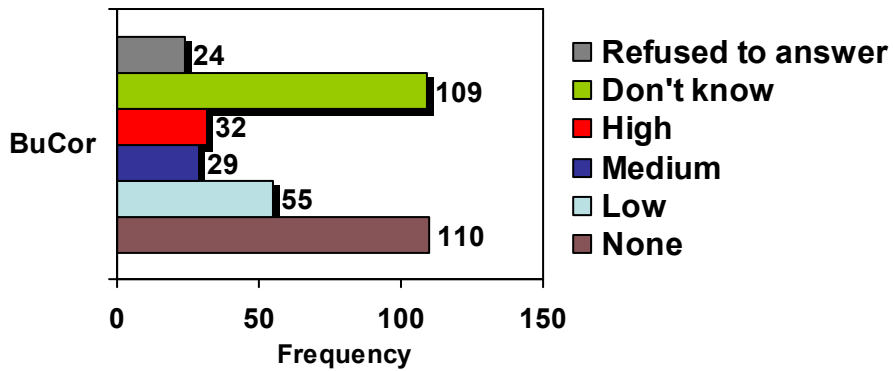


Disclosure of Confidential Information

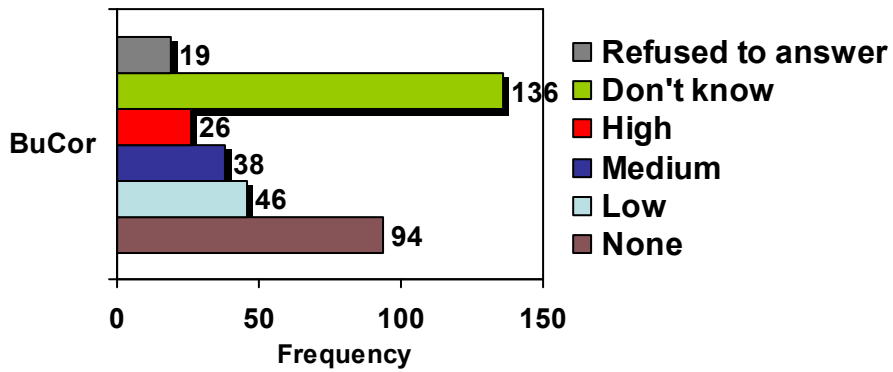




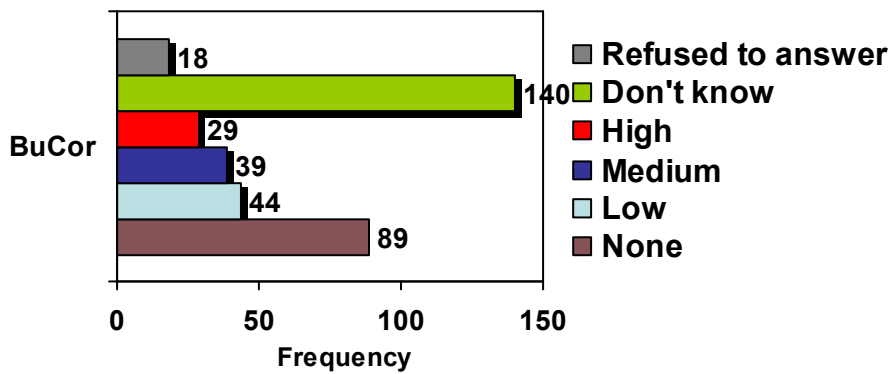
Collusion with BAC Members

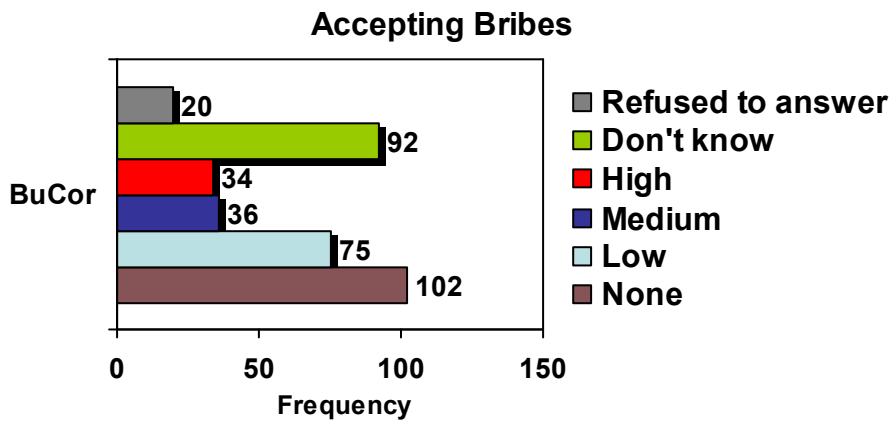
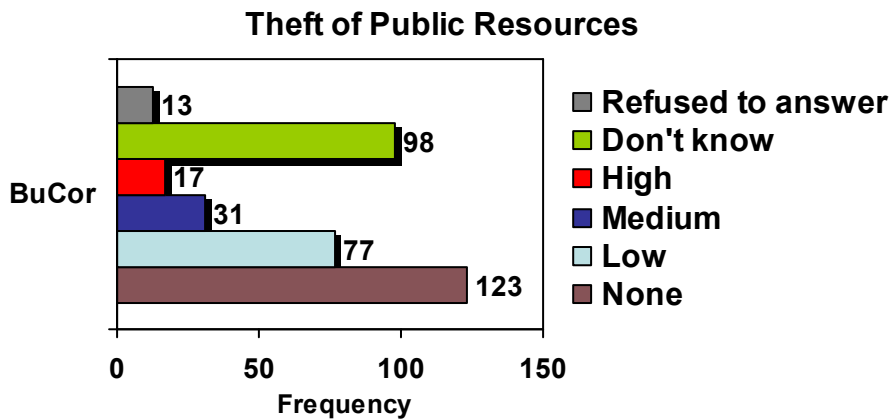
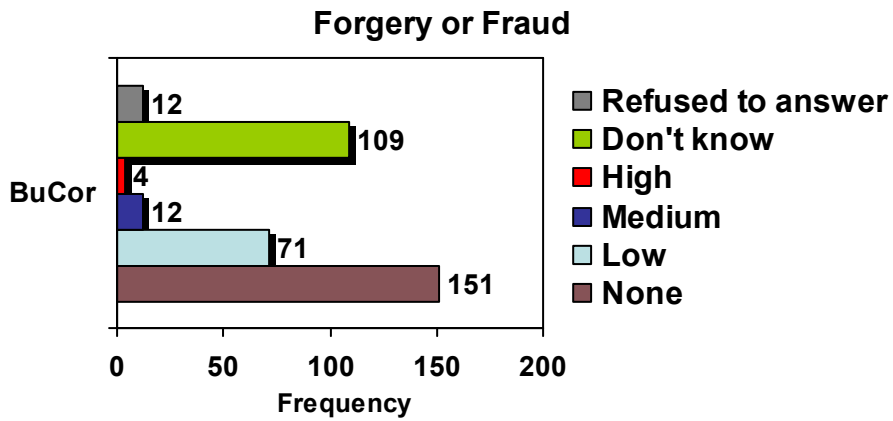


Overpricing of Bids



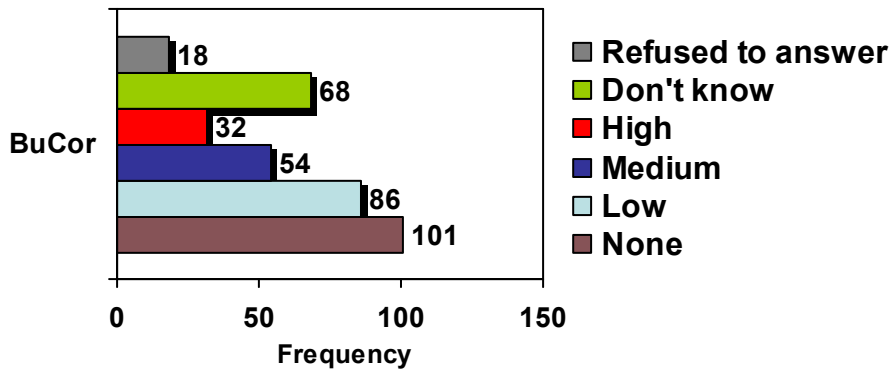
Collusion with Suppliers



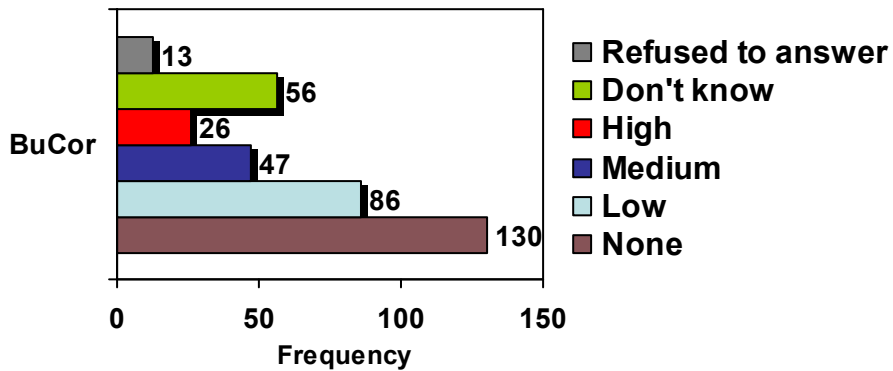




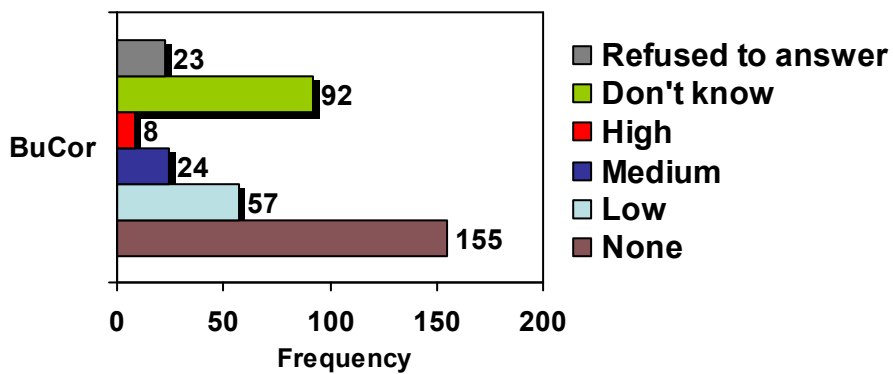
Abuse of Discretion/Power



Corruption of Filipino Values



Tolerance of Fixers





Question 68: What can you suggest to prevent corruption?

Table 2.28 Suggestions to prevent corruption

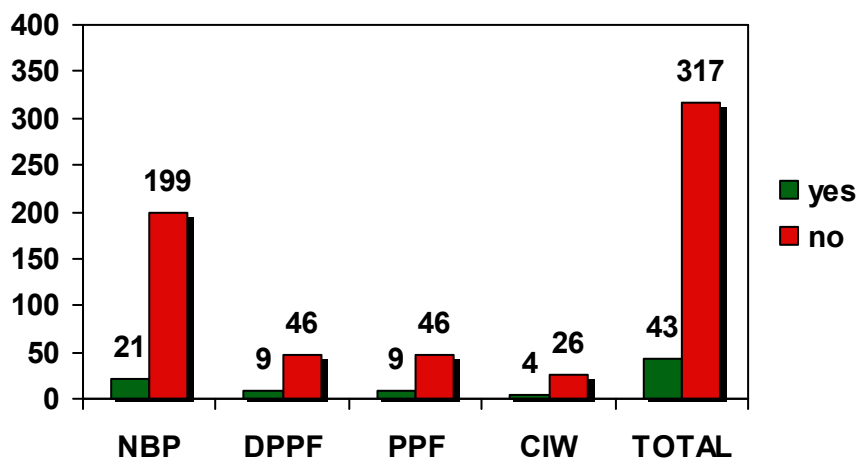
Suggestions	Frequency	Percent of Responses (%)
Employee benefits/salary/incentives	58	17.37%
Better service, honesty, work hard, discipline, professionalism, simple living	58	17.37%
Strict implementation/compliance to rules and regulations, punish corrupt officials	47	14.07%
Transparency	38	11.38%
Strict supervision and monitoring, vigilance, monthly reports/reporting system, lifestyle check, audits	26	7.78%
Training/seminars (good moral values), orientation of duties and obligations/corruption	16	4.79%
Do not accept bribes/no bribery	14	4.19%
Leadership by example, good leadership	8	2.40%
Report corruption	5	1.50%
Replace/shuffle committee members	5	1.50%
Unity and cooperation	5	1.50%
Assign/hire credible persons	4	1.20%

L. ATTITUDES REGARDING CORRUPTION REPORTING

Only a few (43/360 respondents) of the respondents have experienced reporting a corrupt and unethical behavior. Percentage reporting rate was shown in Table 2.29. The no. of cases reported and the year it was reported were outlined in Table 2.30.

Table 2.29 Experience in Reporting Unethical Behavior

	Response	NBP	DPPF	PPF	CIW
69. Have you experienced reporting a corrupt or unethical behavior that you have witnessed?	YES	21	9	9	4
	NO	199	46	46	26





Question 70: When did this happen?

Table 2.30 No. of Cases Reported by Respondents

Year	No. of Responses
date not specified	16
None, no comment, no answer	4
1980's	3
1990's	3
2000	1
2001	5
2002	1
2003	3
2005	2
2006	4
2007	1
Total	43

Question 71: How long did it take before it was resolved?

Eight (8) of the reported cases were reported still unresolved while another 5 cases of unknown status. Seven (7) cases were solved immediately to a month's time. Five (5) cases required a year or more before it was resolved.

Table 2.31 Resolution Time of Reported Cases

Resolution Time	No. of cases
Unresolved	8
Unknown status	5
None, no comment, no idea, no answer	18
> 1 year	3
< 1 week	2
1 year	2
Immediately	1
1 week	1
2 weeks	1
5 weeks	1
1 month	1
TOTAL	43

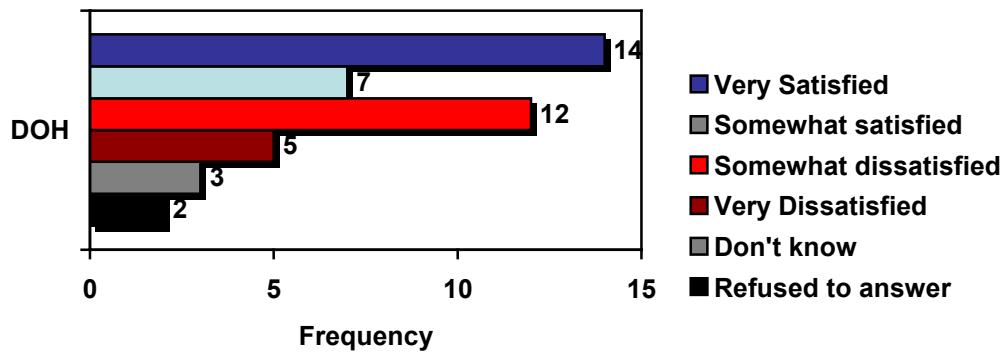
CIW reported a highly positive net agreement that they were satisfied with the agency's reporting and investigation mechanism. NBP had slightly negative rating regarding its satisfaction of the agency's reporting mechanism. A high positive rating was reported from DPPF regarding its satisfaction with the agency's investigation mechanism. No significant differences in responses were noted.



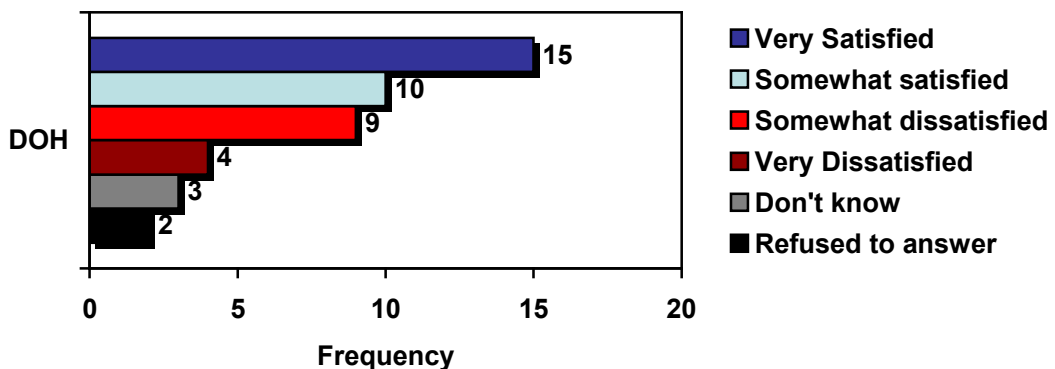
Table 2.32 Net Ratings for Corruption Reporting by Site

STATEMENTS	NBP	DPPF	PPF	CIW	AGENCY TOTAL
72. How satisfied or dissatisfied were you with your agency's reporting mechanism?	2.59	1.89	2.00	1.67	2.21
73. How satisfied or dissatisfied were you with your agency's investigation mechanism?	2.26	1.63	2.25	1.33	2.05

Statement 72



Statement 73



Question 74: Why are these your answers in Q72 & Q73?

Table 2.33 Reasons cited why respondents were Satisfied and Dissatisfied with the reporting and investigation mechanism of their agency

Reasons	Frequency	Percent of Responses (%)
VERY SATISFIED/SOMEWHAT SATISFIED		
Complaint was acted upon, resolved	4	16.00%
Nothing irregular on-going	1	4.00%
Respect decision	1	4.00%

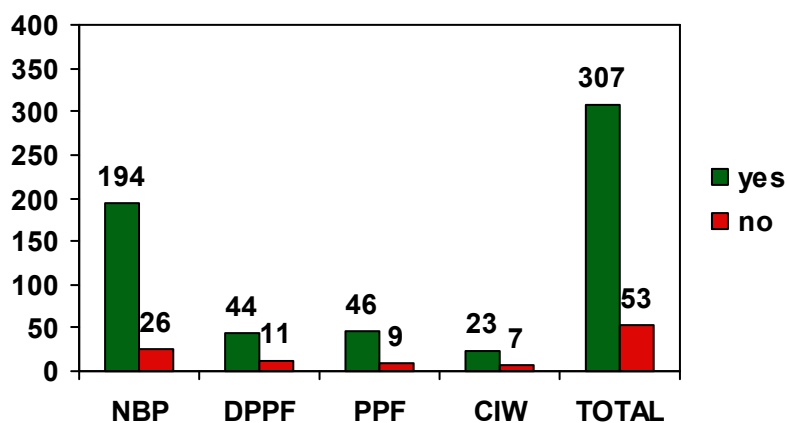


Reasons	Frequency	Percent of Responses (%)
VERY DISSATISFIED/ SOMEWHAT DISSATISFIED		
No action	11	44.00%
Not satisfied, reported person still in service	3	12.00%
Not resolved, lacks follow up	2	8.00%
Life was endangered	1	4.00%
Inmate used illegal drug	1	4.00%
Slow investigation led to settlement	1	4.00%

A majority of the respondents indicated that they would report a corrupt and unethical behavior as shown below in the table of responses by site. 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 2.34 Reporting of Unethical Behavior

	Response	NBP	DPPF	PPF	CIW
75. If you ever witness a corrupt and unethical behavior (again), will you report it?	YES	194	44	46	23
	NO	26	11	9	7





Question 76: Why is this your answer in Q75?

Table 2.35 Reasons why respondents replied YES to Question 75

Reasons why response is YES	Frequency	Percent of Responses (%)
To stop corruption, to punish corrupt	63	27.16%
To report corruption, report illegal acts, report at the proper place and time	56	24.14%
To correct mistakes, to serve as lesson to others, so others won't follow	39	16.81%
To help the agency and the nation, public concern, to serve the public	32	13.79%
Duty to do the right thing, right thing to do	22	9.48%
To maintain integrity of good employees and the agency	7	3.02%
Transparent and honest	2	0.86%
To clear things	2	0.86%
Was witness to a case	1	0.43%
Awareness	1	0.43%

Table 2.36 Reasons why respondents replied NO to Question 75

Reasons why response is NO	Frequency	Percent of Responses (%)
No protection for those who report corruption, fear of harassment	23	41.82%
Did not encounter any corruption	10	18.18%
No action on previous complaints, nothing will happen	4	7.27%
Long process	1	1.82%
Doesn't like corruption	1	1.82%
Minor only	1	1.82%
Nobody cares	1	1.82%
Not sure if evidence is weak	1	1.82%
Depending on evidence	1	1.82%
To be fair to others	1	1.82%
Don't know how to report	1	1.82%
To keep me problem free	1	1.82%