



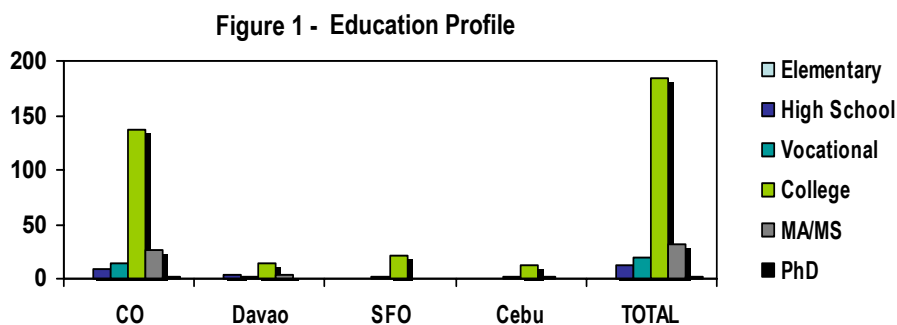
## SURVEY OF EMPLOYEES

### 1.0 Respondent Profiles

A total of 266 respondents were interviewed from the Land Registration Authority (LRA) coming from 4 sites: Central Office (CO), Davao, San Fernando and Cebu.

#### 1.1 Education

Respondents of the survey were highly educated across all four sites. Most of the respondents have at least college degrees (81.96%), with 12.41% of the employees with post-graduate degrees (MA/MS or PhD).



**Table 1 - Educational Attainment Distribution by Site in Frequency and Percentage**

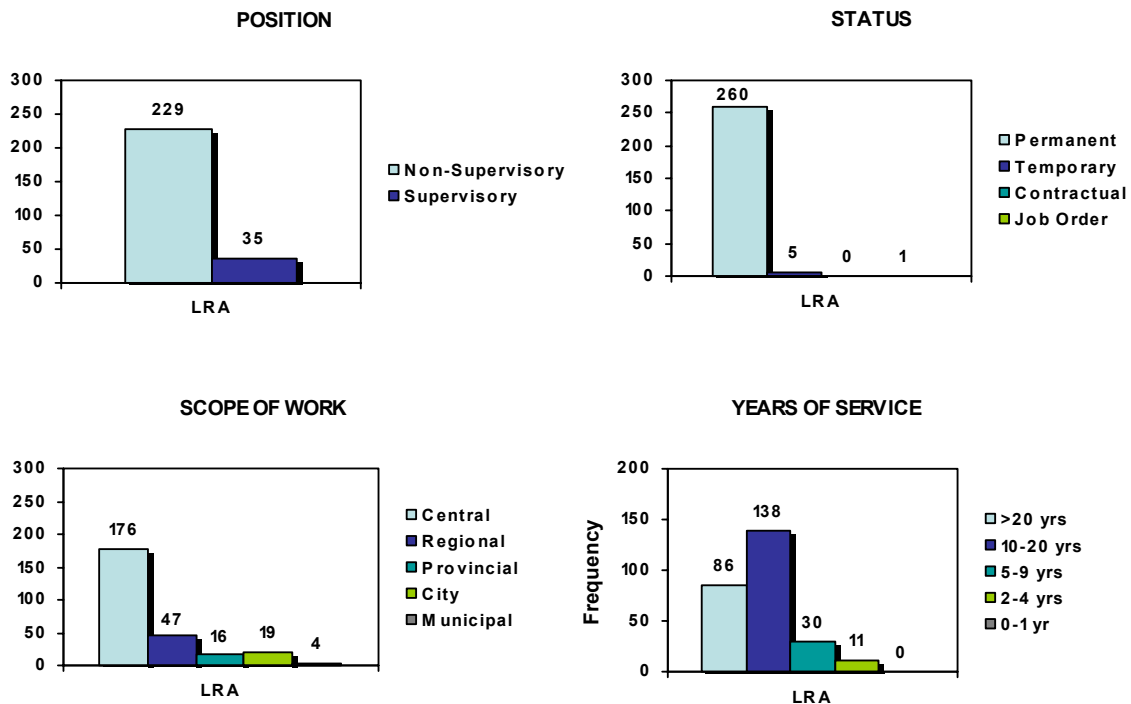
Educational Attainment	Central	Davao	SFO	Cebu	AGENCY TOTALS
Elementary	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
High School	9 4.55%	4 16.00%	0 0.00%	0 0.00%	13 4.89%
Vocational	14 7.07%	2 8.00%	1 3.85%	2 11.76%	19 7.14%
College	137 69.19%	14 56.00%	21 80.77%	13 76.47%	185 69.55%
MA/MS	26 13.13%	4 16.00%	0 0.00%	2 11.76%	32 12.03%
Ph.D.	1 0.51%	0 0.00%	0 0.00%	0 0.00%	1 0.38%



## 1.2 Work Profile

Most of the respondents occupy non-supervisory positions (86.09% of total) with nearly one hundred percent (97.74%) of permanent status.

Figure 2



In terms of scope of work, 85.86% of respondents from LRA-Central Office cover activities with national scope. Respondents from Davao and Cebu are mostly involved in either regional or city activities while respondents from San Fernando are involved in either regional or provincial activities. Most of the respondents (84.21%) have been in active service at the LRA for at least 10 years.

Table 2 presents the number of respondents distributed by work description and by site.

Table 2 - Work Profile Distribution by Description and by Site

Description of Work		Number of Respondents				Agency Total (%)
		Central	Davao	SFO	Cebu	
POSITION	Supervisory	29	2	1	3	13.16%
	Non-Supervisory	168	22	25	14	86.09%
STATUS	Permanent	192	25	26	17	97.74%
	Temporary	5	0	0	0	1.88%
	Contractual	0	0	0	0	0.00%
	Job Order	1	0	0	0	0.38%
SCOPE	Central	170	3	0	3	66.17%
	Regional	11	12	16	8	17.67%
	Provincial	6	0	10	0	6.02%



	City	3	10	0	6	7.14%
	Municipal	4	0	0	0	1.50%
<b>YEARS</b>	0-1 yr	0	0	0	0	0.00%
	2-4 yrs	10	0	0	1	4.14%
	5-9 yrs	16	7	0	7	11.28%
	10-20 yrs	110	8	16	4	51.88%
	>20 yrs	61	10	10	5	32.33%
<b>TOTAL RESPONDENTS</b>		<b>198</b>	<b>25</b>	<b>26</b>	<b>17</b>	<b>266</b>

## 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 Resources Development
5. Performance Management
6. Procurement Management
7. Financial Management
8. Whistleblowing, Internal Reporting and Investigation
9. Corruption Risk Management
10. Interface with the External Environment
11. Types of Corruption
12. 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                              |
| 2.22 - 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 Annex I for reference. Results with significant differences are highlighted in bold numbers in these ANOVA tables.

## A. LEADERSHIP

**Table 3 - Net Ratings for Leadership by Site**

STATEMENTS	CO	Davao	SFO	Cebu	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> )	2.16	1.83	1.92	1.56	2.07
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> )	2.13	1.67	1.71	1.63	2.01

Moderately positive to highly positive net agreements pertaining to leadership were observed across all sites in LRA. Significant differences in responses were recorded only in Davao where positive agreements were attributed to those with college degrees.

Highly positive net ratings for professionalism were recorded for Davao, SFO and Cebu. Significant differences in responses were recorded only in SFO wherein positive agreements were higher from among those involved in provincial operations than those involved in regional operations.

**Table 4 - Suggestions to improve the leadership's contribution in preventing corruption in LRA**

Suggestions	Frequency	Percent of Responses (%)
Increase employees' salaries/ benefits	48	17.91%
Honesty at work/ leaders should set as an example	36	13.43%
Frequent reminder of leaders over the subordinate and with the management/ constant dialogue	35	13.06%
All employees should undergo moral seminars values formation and leadership training/ educate the employee	19	7.09%
Sharing of responsibilities/ discipline/ cooperation and good relationship among leaders and employees	18	6.72%
Laws should be strictly implemented	15	5.60%
Leadership by example, leader should be a good model	14	5.22%
Avoid pending transactions	8	2.99%



Suggestions	Frequency	Percent of Responses (%)
Consistency in the treatment of employee/ need more supervision by higher officials/ evaluate employees' performance from time to time	8	2.99%
Strict policy on accepting gifts and donations	5	1.87%
Better processing/no corruption/ additional system improvement	5	1.87%
Report and penalized those committing violations.	4	1.49%
Publicized new rules to hasten the processing of land titling/ inform the public regarding the procedures in land titling	3	1.12%
Concern to the employee's welfare/ walang palakasan/ lessen politics	3	1.12%
Post reminder ("no fixer" allowed)/ No gift/ fixers not allowed	3	1.12%
Avoid corruption/ and money involved during transaction	3	1.12%
Transparency in the processing of transaction	3	1.12%
Avoid fixer, avoid bribery	2	0.75%
Satisfied with the leader	2	0.75%
Should reprimand his/ her subordinates who are not performing their function well/ Act on complaints	2	0.75%
Push for the revision of the existing land law	1	0.37%
Stop the abolition of LRA.	1	0.37%
No corruption in the RD	1	0.37%
Monitoring of leaders and feedback on agency's performance	1	0.37%
Instances of fake CAR and documents from the assessor (e.g. transfer tax and clearance)	1	0.37%

Moderate positive agreement is recorded for Statements 4, which pertains to employees being consulted on policies that concern them. On one hand, slightly positive agreement in CO and Cebu, and moderately positive agreement in Davao and San Fernando is recorded with regards to the involvement of employees in the decision-making process of the agency. Slightly positive net agreement was recorded for open lines of communication in the agency from the Central offices. Moderate positive net agreements were observed from Davao and high positive agreements from San Fernando and Cebu. No significant differences in responses were obtained.

**Table 5 - Net Ratings for Organizational Culture**

STATEMENTS	CO	Davao	SFO	Cebu	Agency Rating
4. Employees are consulted on policies that concern them. <i>(Ang mga empleyado ay kinukunsulta sa mga patakarang may kinalaman sa kanila.)</i>	2.11	1.91	1.84	2.00	2.05
5. Employees are involved in making decisions. <i>(Ang mga empleyado ay kasali sa mga pagdedesiyon.)</i>	2.33	1.96	1.96	2.38	2.26
6. Lines of communication are open. <i>(Bukas ang mga linya ng komunikasyon.)</i>	2.22	1.96	1.74	1.69	2.12



**Table 6 - Suggestions to Improve the Responsibility of Employees**

Suggestions	Frequency	Percent of Responses (%)
Increase salaries commensurate to the job./Agency to take care of the welfare of employee / More benefits	109	39.49%
Discipline/ sincerity/ dedicated to the work/ always present at work / love their work/ loyalty to work / honesty / avoid "padrino" system	69	25.00%
Open interaction/ communication between the leaders and subordinates / conduct weekly meetings with head office	22	7.97%
Trainings and seminars must be provided/ training on the code of ethics	15	5.43%
Appreciation of duties and appropriate commendation	14	5.07%
Higher management should set as an example to motivate their subordinates.	12	4.35%
Improve facilities / push for computerization project	11	3.99%
Rewards/ incentives / promotions/ awards	10	3.62%
Higher authorities should support their employees	4	1.45%
Proper job description should be given to the qualified employee.	2	0.72%

## B. CODE OF CONDUCT

Majority of the respondents cited that the agency has a written code of conduct. One fifth (21.50%) of the respondents replied NO.

**Table 7 - Does your agency have a written Code of Conduct?**

Response	CO	Davao	SFO	Cebu
YES	177	21	20	13
NO	21	4	6	4

Highly positive net agreement ratings were observed in Davao concerning the compliance and adequacy of orientation of the written code of conduct. Moderately positive agreements were observed in the Central, San Fernando and Cebu offices. Moderately positive agreement is observed with respect to punishment of those who violate the code except for Cebu that recorded highly positive agreement. No significant differences in responses were noted.

**Table 8 - Net Rating for Code of Conduct by Site**

STATEMENTS	CO	Davao	SFO	Cebu	AGENCY RATING
9. 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> )	1.91	1.67	1.93	1.78	1.88



STATEMENTS	CO	Davao	SFO	Cebu	AGENCY RATING
10. Adequate orientation on the code of conduct and other corruption prevention measures are provided in our agency. <i>(May sapat na pagsasanay na ibinigay sa amin tungkol sa code of conduct at iba pang paraan upang mapigilan ang katiwalain dito sa aming ahensiya.)</i>	2.09	1.65	1.93	2.00	2.04
11. Those who violate the code of conduct are punished. <i>(Napaparusahan ang mga lumalabag sa mga panuntunan ng wastong asal o gawi.)</i>	2.02	1.84	2.00	1.70	1.98

Almost all of the respondents submitted their SALN for 2005 (98.37%).

**Table 9 - Did your HRD collect your Statement of Assets and Liabilities and Net Worth (SALN) for 2005?**

Response	CO	Davao	SFO	Cebu
YES	193	24	26	17
NO	5	1	0	0

### C. SOLICITATION AND RECEIVING OF GIFTS

With regards to the knowledge of the agency's written gifts and benefits policy, majority of the respondents replied NO, or that they do not have a written policy on gifts and benefits.

**Table 10 - Does your agency have a written gifts and benefits policy?**

Response	CO	Davao	SFO	Cebu
YES	63	5	12	8
NO	135	20	14	9

Net ratings for Gifts and Benefits indicate that a moderate positive agreement on the awareness of employees and the transacting public on the agency's policy on gifts and benefits. Davao recorded highly positive agreement that employees are made aware of the agency's policy on gifts and benefits.

Differences in responses were observed in CO and Davao for Statement 15. Positive agreements were attributed to CO employees with permanent status and from among those in Davao who have served for more than 20 years.



**Table 11 - Net Ratings for Gifts and Benefits by Site**

STATEMENTS	CO	Davao	SFO	Cebu	AGENCY RATING
14. 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>	1.89	1.60	2.00	2.00	1.89
15. 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>	2.11	2.00	2.14	2.17	2.11

When asked how much they think is an acceptable personal gift, twenty-two percent (22.18%) responded that no cash gift is necessary for them to render their duties as a government servant. Most of the respondents (74.81%) gave no answer. Small amounts ranged between P50-P300, mid-range of P400-500, and high value of P1,000.

**Table 12 - Responses on Acceptable Gift Amount**

Amount	Frequency
No Answer	199
0	59
50	2
200	1
300	3
400	0
500	1
1000	1
<b>TOTAL</b>	<b>266</b>

#### D. HUMAN RESOURCES DEVELOPMENT

Results of the net ratings indicate moderately positive agreement with regards to the process of recruitment and promotions following set criteria. In contrast, respondents in CO indicated slightly negative agreements that the process was free from external influences, Davao and Cebu indicated moderately positive net ratings while San Fernando indicated slightly positive net ratings. Significant differences in responses were observed in Davao and San Fernando as follows:

- Negative ratings to recruitment and promotion concerns among San Fernando respondents were obtained from those involved in regional operations.
- Negative ratings among Davao respondents to the statement that recruitment and promotions are free from external influences were obtained from those with non-supervisory positions.





**Table 13 - Net Ratings for Human Resource Development by Site**

STATEMENTS	CO	Davao	SFO	Cebu	AGENCY RATING
17. The process for recruitment and promotions in our agency follows a set of criteria. <i>(Ang proseso sa pag-recruit at pag-promote dito sa aming ahensiya ay alinsunod sa mga tinalagang batayan.)</i>	2.17	1.82	1.86	2.00	2.10
18. 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>	2.76	2.04	2.39	2.14	2.61

**Table 14 - Suggestions to Improve the Process of Recruitment and Promotion**

Suggestions	Frequency	Percent of Responses (%)
The selection and promotion should involved an honest and qualified member from rank and file	53	19.78%
Avoid political influence/ stop political interference/ no "palakasan" system/ fair treatment among employees	45	16.79%
No comment	41	15.30%
Promotion must be based on experience, knowledge, performance and seniority within the unit, based on merits	35	13.06%
Follow merit guidelines issued by the CSC/ strict observance of qualification/ full implementation of rules and regulation, Comply w/ the qualification standard set by CSC/Only those qualified should be promoted (also based on performance)/No "palakasan" system	33	12.31%
Perform duties well and do it on time	10	3.73%
Should require Neuropsychiatry test, Conduct oral examination for applicant for recruitment & promotion/ require psychological test	8	2.99%
Promotion must be centralized/ Transparency of vacant position	5	1.87%
Management should review the performance of employees.	4	1.49%
Posting of vacant position	4	1.49%
Selection board should be insulated from external influence/independent body	4	1.49%
Consider seniority in the promotion	4	1.49%
Knowledge in the process of recruitment & promotion	3	1.12%
Restructure the organizational chart in order to conform w/ the requirement of the law/	3	1.12%
Conduct psychological test and test on good manners and right conduct/background check	3	1.12%
Examination of applicant/ Must be CS eligible qualified	3	1.12%
Orientation and proper training of new member of the promotion & recruitment board	2	0.75%
Improve a much better recruitment process	2	0.75%
Rank and File are not given attention	1	0.37%
Remove seniority as a basis for promotion	1	0.37%



## 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 job satisfaction, and moderately positive ratings for rewards and performance feedback. Slightly positive net ratings were recorded with regards to yearly performance bonuses. Respondents from Davao cited highly positive agreement ratings for all five factors.

Significant differences in responses were only observed regarding job satisfaction. Negative ratings in CO were more likely from those with college and post-graduate degrees. In Cebu, highly positive ratings were likely from those who have served the agency for more than 20 years.

**Table 15 - Net Ratings for Performance Management by Site**

STATEMENTS	CO	Davao	SFO	Cebu	AGENCY RATING
20. My performance targets are clear to me. <i>(Malinaw sa akin ang performance targets ko.)</i>	1.57	1.50	1.78	1.69	1.59
21. Outstanding performance is rewarded in our agency. <i>(Ginagantimpalaan sa aming ahensya ang mga taong may bukod tanging pagganap sa kanyang tungkulin.)</i>	2.26	1.76	2.13	1.71	2.16
22. 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>	2.28	1.67	1.96	2.12	2.18
23. The employees of our agency are given the yearly performance bonus regardless of how they performed. <i>(Ang mga empleyado sa ahensiya naming ay binibigyan ng performance bonus paano man nila ginampan ang kanilang tungkulin.)</i>	2.34	1.76	2.41	1.93	2.26
24. I am satisfied with my job. <i>(Ako ay nasisiyahan sa aking trabaho.)</i>	1.82	1.54	1.48	1.63	1.75

Setting of personal performance targets is practiced for the majority of the respondents in the Central and Davao offices. Majority of the respondents from San Fernando and Cebu cited that their superiors did not set their performance targets for 2005.

**Table 16 - Do you have a personal performance target set by your superior for 2005?**

Response	CO	Davao	SFO	Cebu
YES	131	21	6	4
NO	67	4	20	13



## F. PROCUREMENT MANAGEMENT

Most of the respondents (87.57%) from all four LRA sites are not aware of the new procurement law. All of the respondents from Cebu and only one from San Fernando was not aware of the new procurement law.

**Table 17 - Are you aware of the new Procurement Law or RA 9184?**

Response	CO	Davao	SFO	Cebu
YES	51	5	1	0
NO	147	20	25	17

Respondents across sites highly agreed with concerns on Procurement Management. Highly positive net ratings for all factors were recorded for Davao. Central Office respondents recorded moderately positive net ratings for factors pertaining to the blacklisting of non-performing suppliers and the training of personnel on the procurement process. No ratings were obtained from SFO and Cebu since none of them were aware of the procurement law.

Differences in responses from CO were noted for Statements 27. Supervisory personnel were more likely to agree than non-supervisory personnel that the agency complies with RA 9184.

**Table 18 - Net Ratings for Procurement Management**

STATEMENTS	CO	Davao	SFO	Cebu	Agency Rating
27. 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>	1.52	1.60	-	-	1.53
28. BAC decisions are impartial. <i>(Walang kinikilingan ang BAC sa kanilang mga desisyon.)</i>	1.60	1.50	-	-	1.59
29. Non-performing suppliers are blacklisted. <i>(Ang mga umaabuso at di matinong suppliers ay iniaalis sa talaan ng maaring magkaroon ng transaksyon muli.)</i>	1.80	1.60	2.00	-	1.78
30. 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>	1.80	1.40	3.00	-	1.78



**Table 19 - Suggestions to Improve the Procurement Process**

Suggestions	Frequency	Percent of Responses (%)
Purchase only those supplies that are necessary/ must be provided with complete but cheap and high quality office supplies	32	11.90%
Transparency is necessary	18	6.69%
Better policies and systematic procurement procedures	15	5.58%
Must have a bidding committee/honest to goodness bidding, Procurement should undergo a bidding process/ Scrutinized all the bidders background	13	4.83%
Study the procurement law (RA9184) more trainings/ provide yearly procurement plans	11	4.09%
Decentralization of procurement, at least at the regional level	9	3.35%
Implementation of law	8	2.97%
Also ask employees regarding their office supply requirements	7	2.60%
Provide enough quality supplies	6	2.23%
Philippine products should be used in Philippine offices	4	1.49%
Qualified personnel should be in the position	4	1.49%
Must be fair especially in BAC	4	1.49%
Conduct investigation on the participating bidders/ proper bidding	2	0.74%
Finish work on time	2	0.74%
Maintain a database for supplies and their products' individual prices	2	0.74%
Cut down the red tape	2	0.74%
Improve processing of titles/ Serve the people better	2	0.74%

## G. FINANCIAL MANAGEMENT

More than half of the respondents (65.39%) were not aware of the Financial Management Systems in the agency.

**Table 20 - Are you aware of the Financial Management Systems in your agency?**

Response	CO	Davao	SFO	Cebu
YES	60	12	8	5
NO	138	13	18	12

Highly positive to moderately positive net agreement was observed with regards to financial management concerns across all sites. Significant differences in responses were observed only in Davao wherein highly positive agreement was obtained from those involved in central and/or city operations.



**Table 21 - Net Ratings for Financial Management by Site**

STATEMENTS	CO	Davao	SFO	Cebu	Agency Rating
33. The management scrutinizes our agency spending. <i>(Binubusisi ng aming pamunuan ang gastusin sa aming ahensya.)</i>	1.89	1.92	2.00	1.67	1.90
34. 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>	2.15	1.45	1.43	1.80	1.96
35. 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>	1.80	1.80	1.58	1.90	1.78

#### H. WHISTLEBLOWING, INTERNAL REPORTING AND INVESTIGATION

Moderately positive net ratings were observed with regards to whistle blowing, internal reporting and investigation EXCEPT for the concern regarding employee protection that recorded slightly positive net rating.

Significant differences in responses were observed in the CO and some regional sites as follows:

- In Cebu, highly positive agreements were likely from those involved in central and regional operations.
- In CO, negative agreement regarding clarity of reporting guidelines are likely from non-supervisory personnel.
- In Davao, negative agreement to employee protection are likely from those involved in provincial operations.

**Table 22 - Net Ratings for Whistle blowing, Internal Reporting and Investigation by Site**

STATEMENTS	CO	Davao	SFO	Cebu	Agency Rating
36. 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>	2.11	1.73	2.14	1.86	2.06
37. 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>	2.21	2.26	2.15	1.79	2.18
38. Reports of corrupt behavior are investigated. <i>(Ang mga sumbong ukol sa katiwalian o maling asal ay Ini-imbestigahan.)</i>	1.91	1.65	1.89	1.60	1.86
39. Employees who report corrupt behavior are protected. <i>(Ang mga kawaning nagsusumbong ng katiwalian ay binibigyan ng proteksyon.)</i>	2.56	2.19	2.50	1.90	2.48



**Table 23 - Suggestions to Improve the System on Internal Reporting of Corrupt and Unethical Behavior**

Suggestions	Frequency	Percent of Responses (%)
Provide rewards and protect the whistle blower and the person involved; provide assurance on confidentiality of the report	40	14.55%
Investigate the person involved/ Sincerity of investigating division in fighting corruption	25	9.09%
Report corrupt employees/File complain to the legal division of LRA	18	6.55%
Suggestion box/written report; Posting of notices indicating contact nos. of persons who should properly deal w/ it, Written policy on proper reporting must be distributed to all employees	16	5.82%
Establish a system/guidelines on internal reporting/make policy on whistle blower	15	5.45%
Educate employees about corruption/ Conduct seminars	12	4.36%
Punished the person who committed mistake	11	4.00%
Inform the chief on misconduct behaviors	10	3.64%
Increase employees salary	9	3.27%
Assure confidentiality especially if the top bosses are the person being complained	8	2.91%
Lack of knowledge on where to report misconducts/No system on reporting/Afraid	8	2.91%
Independent body should be neutral	6	2.18%
Leaders should set as an example and be fair in case there are reports on corruption; good ethical behavior should start from the head office	5	1.82%
Open communication between head and subordinates /Boss should talk to employees who commit corrupt practices	5	1.82%
Re-creation of the grievance committee	3	1.09%
Must have unity and honesty among leaders and employees; dedication to work	3	1.09%
Observe due process	3	1.09%
Proper communication to the higher officials	2	0.73%

## I. CORRUPTION RISK MANAGEMENT

There is slight agreement with regards to having measures to identify potential fraud and corruption and sufficient training and the overall success of the agency in preventing corruption in its operations. Moderate agreement across all four sites was observed with regards to the integrity of the agency's system. Respondents from Cebu cited moderate agreements with all the factors for corruption risk management.

Significant differences in responses were noted only in Davao concerning employee training to detect fraud. Negative ratings were noted from among non-supervisory personnel.



**Table 24 - Net Ratings for Corruption Risk Management by Site**

STATEMENTS	CO	Davao	SFO	Cebu	Agency Rating
41. 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>	2.16	2.09	2.18	1.79	2.13
42. 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>	2.46	2.24	2.13	2.08	2.38
43. 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 anuman posibilidad ng pangungurakot.)</i>	2.35	1.82	2.09	2.25	2.27
44. Employees in our agency are trained to detect fraud. <i>(Ang mga empleyado sa aming ahensiya ay binibigyan ng pagsasanay sa pagpuna ng katiwalian o anuman posibilidad ng pangungurakot.)</i>	2.44	2.19	2.09	2.06	2.35
45. Our agency is successful in fighting corruption. <i>(Ang aming ahensiya ay matagumpay sa pagsugpo sa katiwalian.)</i>	2.45	2.08	2.20	2.06	2.36

#### J. INTERFACE WITH THE EXTERNAL ENVIRONMENT

High to moderate net agreement ratings are reported across all sites in terms of factors affecting interface with the external environment. Higher positive ratings are observed in Cebu with significant differences in responses in Statements 47 and 48. Positive agreements in this site were attributed to those who have been involved with the agency for more than 20 years and/or from those with college degrees.



**Table 25 - Net Ratings for Interface with the External Environment**

STATEMENTS	CO	Davao	SFO	Cebu	Agency Rating
46. Overall, operations in our agency are clear and easily understood. <i>(Sa pangkalahatan, madaling maunawaan at malinaw ang pagpapatakbo dito sa aming ahensiya.)</i>	1.73	1.80	1.73	1.65	1.73
47. 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>	1.92	1.96	1.96	1.81	1.92
48. 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>	1.88	1.71	1.64	1.25	1.80
49. Complaints and feedback of employees are acted upon here in our agency. <i>(Ang mga reklamo at komentaryo ng mga empleyado ay ina-aksyonan ng aming ahensiya.)</i>	2.25	1.88	2.08	1.82	2.16

More than half of the respondents across all sites (67.97%) indicated that the most common complaints of their clients were associated with the delay in the processing of transactions. Misfiled and lost documents (9.52%) and lack of work space (5.19%) were cited. Complaints related to inconveniences to the clients included too many requirements needed (4.33%), red tape and corruption cases (2.60%), unclear rules (2.16%) and that clients are referred/passed on from one person to another (1.5%).

**Table 26 – Common Complaints Clients**

COMMON COMPLAINTS	Frequency	Percent of Responses (%)
Delay in the processing of transaction at the RD's/ Slow processing of transactions	157	67.97%
Misplaced or misfiled documents / loss of documents	22	9.52%
Lack of space in retrieving the records/ improvement of space/ not found document	12	5.19%
Many requirements are needed	10	4.33%
Demand for money in exchange for favorable report, facilitation of transaction/ Red tape of higher officials/ Corruption in processing of transaction	6	2.60%
Rules and procedures not understood by clients	5	2.16%
Clients are not attended to ("hindi inaasikaso, tinatalikuran"); Transacting public is usually referred/ passed from one person to another	4	1.73%
No open communication between the supervisor and the subordinates	3	1.30%
Lack of technology of LRA/Computerization	3	1.30%
Incomplete record from clients resulting to delay in processing	2	0.87%
Registration of titles by non-owners (via declaration of document loss)/Issuance of certified copy to non-owners	2	0.87%
Fake titles	1	0.43%





**Table 27 - Suggestions to Improve the Services of the Agency**

Suggestions	Frequency	Percent of Responses (%)
Improve agency services/ computerization project/ adopt record management strategy/ systematic procedure in their work/Implement first come, first served system/Address concerns of public immediately	71	27.63%
Dedication to work/ Perform real action/ Help each other	35	13.62%
Follow rules and regulation/ Comply with requirements/ Proper implementation of work process/strict implementation of rules / No "palakasan" system	26	10.12%
Additional personnel / Add cashier & staff	23	8.95%
Constant communication/ Coordination of the supervisor and staff on their assignment of work/ Contact of CO to RB to know the existing problem he field/ Written procedures must be disseminated to all concerned/ Monitoring of employees/Employee monitoring system should be in place/ Direct communication w/ agencies concerned	21	8.17%
Better training of employee/ orient the employee/ Updated regarding new policies implemented by the government	20	7.78%
Increase salary/ additional budget/ reward	13	5.06%
Must be satisfied with the service of agency	7	2.72%
Appointment of employees must undergo comprehensive evaluation	4	1.56%
Good attitude of the employee to client	4	1.56%
Instructions should be posted for clients	4	1.56%

#### 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. 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, Nepotism/Favoritism was 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 28 - Types of Corruption**

Type of Corruption	Net Rating	Likelihood
Nepotism/Favoritism	2.50	High
Negligence of duty	2.28	Medium
Accepting bribes	2.13	Medium
Abuse of discretion/power	2.12	Medium
Falsification of documents	2.11	Medium
Corruption of Filipino values e.g. <i>pakikisama</i> , <i>hiya</i> , etc	2.03	Medium
Tolerance of fixers	1.99	Medium
Disclosure of confidential informations	1.86	Medium
Illegal use of public funds or property	1.81	Medium



Type of Corruption	Net Rating	Likelihood
Forgery or fraud	1.72	Medium
Theft of public resources	1.64	Low
Overpricing of bids	1.58	Low
Unauthorized collection of funds	1.58	Low
Collusion with suppliers	1.57	Low
Collusion with Bids and Awards Committee (BAC) members	1.50	Low

**Table 29 - Net Ratings for Types of Corruption**

Type of Corruption	CO	Davao	SFO	Cebu	Agency Rating
52. Negligence of duty ( <i>Pagpapabaya sa tungkulin</i> )s	2.41	1.83	2.08	1.69	2.28
53. Falsification of documents ( <i>Pamemeke ng mga dokumento</i> )	2.23	1.73	1.76	1.93	2.11
54. Illegal use of public funds or property ( <i>Illegal na paggamit ng pera o anumang pag-aari ng gobyerno</i> )	1.98	1.42	1.38	1.44	1.81
55. Unauthorized collection of funds ( <i>Walang pahintulot na pangongolekta ng pera</i> )	1.67	1.36	1.45	1.13	1.58
56. Nepotism/Favoritism ( <i>Nepotismo o Pagkakaroon ng mga paborito</i> )	2.63	2.29	2.50	1.40	2.50
57. Disclosure of confidential information ( <i>Pagbibigay ng mga lihim na impormasyon</i> )	1.97	1.67	1.72	1.27	1.86
58. Collusion with BAC members ( <i>Pakikipagsabwatan sa mga miyembro ng BAC</i> )	1.65	1.05	1.21	1.00	1.50
59. Overpricing of bids ( <i>Pagdagdag sa presyo ng mga bids</i> )	1.77	1.11	1.08	1.00	1.58
60. Collusion with supplier ( <i>Pakikipagsabwatan sa mga supplier upang itaas ang presyo at kumita ng iligal</i> )	1.77	1.10	1.08	1.00	1.57
61. Forgery or fraud ( <i>Pamemeke ng pirma at pandaraya</i> )	1.84	1.39	1.44	1.38	1.72
62. Theft of public resources ( <i>Pagnanakaw ng anumang pag-aaring pampubliko</i> )	1.82	1.21	1.18	1.13	1.64
63. Accepting bribes ( <i>Pagtanggap ng mga suhol</i> )	2.29	1.83	1.76	1.56	2.13
64. Abuse of discretion/power ( <i>Pag-abuso ng kapangyarihan sa pagpapasya</i> )	2.27	2.00	1.71	1.31	2.12
65. Corruption of Filipino values e.g. pakikisama, hiya, etc. ( <i>Paglalapastangan ng pagpapahalagang Filipino</i> )	2.14	1.65	1.95	1.53	2.03
66. Tolerance of fixers ( <i>Pagsasawalang- bahala ng mga fixers</i> )	2.11	1.55	2.05	1.27	1.99



**Table 30 - Suggestions to Prevent Corruption**

Suggestions	Frequency	Percent of Responses (%)
Upgrade employees salaries and give incentives / min of P5000 of lowest staff	109	40.52%
Honest performance of job/ Avoid bribery and fixing / Clients should be issued OR to prevent dealing with fixers	24	8.92%
Leaders should set as an example/Be honest/be punctual	23	8.55%
Conduct values formation seminars and trainings	14	5.20%
Implement the policy to those who committed acts of corruption/Discipline the employees/increase sanction to violators	14	5.20%
Regular monitoring of checks and balances/Orientation of employees regarding corruption	10	3.72%
Follow the correct procedures/compliance to policies of the agencies	5	1.86%
Retrenchment/Re-shuffle/Remove from service all corrupt personnel	5	1.86%
All documents/requirements should be complete so that there will be no delay in the delivery of service/processing of documents	5	1.86%
Continuing reminders on policies against corruption/ monitor the flow of transactions and documents presented	5	1.86%
Posting in conspicuous place/educate the public	3	1.12%
Transparency in negotiation/documentation	3	1.12%
Create committee that would verify the documents	3	1.12%
Clients should also be responsible with their actions, avoid giving cash and gifts	2	0.74%
Action against corruption at LRA is great	2	0.74%
Revision of the existing land laws/Congress to enact a law that will increase wages of government employees that will sustain them	2	0.74%
Give prompt actions in processing of documents	2	0.74%
Adapt a new system that would hasten the flow of transactions (computerized system)	1	0.37%
Employee tasked to handle project budget should have integrity	1	0.37%
Protect the whistler blower/ provide assurance on confidentiality of the information	1	0.37%
Live w/in your limits/ focus only on the assigned tasks.	1	0.37%
Employees should not entertain follow-up calls from clients.	1	0.37%



## L. ATTITUDES REGARDING CORRUPTION REPORTING

Most of the respondents have not experienced reporting a corrupt and unethical behavior. Percentage reporting rate is shown in Table 63. The no. of cases reported per site and the year it was reported are outlined in Table 64.

**Table 31 - Have you experienced reporting a corrupt or unethical behavior that you have witnessed?**

Response	CO	Davao	SFO	Cebu
YES	23	4	0	2
NO	175	21	26	15

**Table 32 - Number of Cases Reported by Respondents**

Year	No. of Responses
Can't remember	6
Several times	2
Every year	1
A long time ago	5
2006	5
2005	6
2004	1
2003	1
1990's	2
<b>TOTAL</b>	<b>29</b>

Resolution time of these reported cases varied depending on the nature of the complaint. Some complaints were resolved immediately within 3 days. A few cases took between 1 to 3 months and even up to 3 years. It is important to note, however, that about half of the reported cases above (51.43%) remain unresolved.

**Table 33 - Resolution Time of reported Cases**

Resolution Time	No. of Cases
Unknown status	6
Unresolved	9
Immediately	6
< 3 days	1
< 1 month	1
> 1 month	1
1 year	2
> 1 year	2
No comment	1
<b>TOTAL</b>	<b>29</b>

Varied ratings were observed across the sites for the agency's reporting mechanisms with moderate satisfaction from respondents of the Central office and moderate dissatisfaction from Davao and Cebu. The respondents from the Central Office cited slight satisfaction for the agency's investigation mechanism while those from the Davao cited moderate dissatisfaction. Cebu had split opinions for the agency's investigation mechanism.



No significant differences in responses were noted.

**Table 34 - Net Ratings for Corruption Reporting by Site**

STATEMENTS	CO	Davao	SFO	Cebu	Agency Rating
72. How satisfied or dissatisfied were you with your agency's reporting mechanism?	2.00	3.00		3.00	2.24
73. How satisfied or dissatisfied were you with your agency's investigation mechanism?	2.41	3.00		2.50	2.50

**Table 35 - Reasons Cited by Respondents for their Satisfaction/Dissatisfaction with the Agency's Reporting & Investigation Mechanisms**

Reasons	Frequency	Percent of Responses (%)
<b>VERY SATISFIED/SOMEWHAT SATISFIED</b>		
Top management responded immediately to the complain	2	0.75%
Personal experience	4	1.50%
Subordinates must learn to follow their leaders	1	0.38%
Our RD made an investigation and issued a memorandum to the concerned employee	1	0.38%
Agency has been televised to caught its attention	1	0.38%
More can still be done to improve the system	1	0.38%
<b>VERY DISSATISFIED/SOMEWHAT DISSATISFIED</b>		
No action has been done/ slow/ unsatisfied with the action	10	3.76%
Reports are easily changed or circumvented by external and internal influence	1	0.38%
No ample protection to whistle blower	1	0.38%
Lack of sufficient number of personnel.	1	0.38%
Top management of LRA is not doing enough to curb corruption	1	0.38%

It is noteworthy 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 below. Nonetheless, it is important to address the issues raised by twenty per cent (20.7%) or 55 respondents who have indicated why they would rather not report corrupt or unethical behavior.

**Table 36 - If you ever witness a corrupt and unethical behavior (again), will you report it?**

Response	CO	Davao	SFO	Cebu	TOTAL
YES	154	21	22	15	212
NO	45	4	4	2	55



**Table 37 - Reasons Why Respondents Will Report Corrupt and Unethical Behaviors**

Reasons why response is YES	Frequency	Percent of Respondents replying YES
To minimize corruption /stop corruption/corruption-free/to correct wrong deeds	83	42.78%
It is my primary function/ responsibility to report any corrupt/ it's morally right/ right thing to do/ duty to report obligation/ against the law of land, the office and the entire government	32	16.49%
To stop corruption/lessen graft practices and wrongdoings	19	9.79%
Improve the government and to improve the economy of our country/ protect the integrity of the system/ improvement of flow of process of titles etc.	17	8.76%
Complaint should be filed/ those who committed corruption will be given lessons/will be given sanctions and penalized	10	5.15%
To lessen corruption/ stop corruption	10	5.15%
Improve the image of the agency itself/ Unfair to those who are not corrupt	5	2.58%
Protect the identity of the whistle blower and his/her family	2	1.03%
To improve the government	2	1.03%

**Table 38 - Reasons Why Respondents Will Not Report Corrupt and Unethical Behaviors**

Reasons why response is NO	Frequency	Percent of Respondents replying NO
Out of fear/ protect myself	19	38.78%
Not yet witnessed any acts of corruption/ no proof	6	12.24%
Let the person realize his/her mistake	5	10.20%
Threat to self and security of family	3	6.12%
Belief that nothing will happen	3	6.12%
No protection for a whistle blower	2	4.08%
Will talk to the concerned individual first	1	2.04%
Out of Fear	1	2.04%
Will not report especially if gravity of wrongdoing (misdeed) is not that severe	1	2.04%
Do not know where to report	1	2.04%
Case to case basis. Depends on what kind of corruption was committed.	1	2.04%
No need to report if there are supporting documents presented and justifiable	1	2.04%