



Annex B

A. CVA Matrix for Hiring and Regularization of JO

Activity	Process Owner	Objective	Risk Factors	Occur	Impact	Control Activities	Assessment/Areas for Improvement
1. Division Chief submits request for hiring of Job Orders (JO) to Personnel Office	Division Chief	To inform the Personnel Office of the need for hiring new staff	<ul style="list-style-type: none"> Wide discretion in hiring applicant 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Document: Request for review; Subject to approval of Head-Personnel Review of justification of requesting Division Job description and Qualification standards 	<ul style="list-style-type: none"> Formulate guidelines for hiring JO (e.g. conditions for hiring new personnel)
2. Personnel receives the request for hiring of Job Orders (JO)	Admin Staff, Personnel Section	To record request for staff	<ul style="list-style-type: none"> Neglect of Duty-failure to process loss of document 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Use of Log Book Monitoring of requesting Div. 	<ul style="list-style-type: none"> Formulate guidelines for hiring JO (e.g. hiring process time)
3. Head of Personnel approves or disapproves request of hiring of JO	Head of Personnel Office	To evaluate and verify justification of request	<ul style="list-style-type: none"> Wide discretion in hiring applicant 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Validity of request specifications and justification In accordance to approved annual budget 	<ul style="list-style-type: none"> Prepare written guidelines on hiring JO(e.g. basis for approving requests for hiring)
4. Personnel Office staff prepares Notice of Job Vacancy and posts notice (PS Bulletin Board, PS Website and	Admin Staff, Personnel Section	To inform the public of the notice of vacancy	<ul style="list-style-type: none"> Favoritism of selected applicants 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Notice posted in PS bulletin board and Website 	<ul style="list-style-type: none"> Formulate guidelines for hiring JO (e.g. communication)



Activity	Process Owner	Objective	Risk Factors	Occur	Impact	Control Activities	Assessment/Areas for Improvement
PESO Offices)							
5. Personnel accepts application requirements (i.e. Resume, Transcript, PDS)	Admin Staff, Personnel Section	To document receipt of applicant records	<ul style="list-style-type: none"> Neglect of Duty -failure to process, loss of document Conflict of interest by applicant to be hired in the agency 	<ul style="list-style-type: none"> Low High 	<ul style="list-style-type: none"> High High 	<ul style="list-style-type: none"> Records applicants submission in Log book Job description and Qualification standards 	<ul style="list-style-type: none"> Formulate guidelines for hiring JO (e.g. checklist of documents needed) Require applicant to declare conflict of interest Conduct background investigation of applicant
6. Personnel conducts preliminary interview	Admin Staff, Personnel Section	To verify validity of information	<ul style="list-style-type: none"> Wide discretion in hiring applicant 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Use of standard evaluation form Job description and Qualification standards 	<ul style="list-style-type: none"> Formulate guidelines for hiring JO (e.g. criteria for evaluation, standards for interview) Include PSB in hiring process
7. Applicant takes PS exam on Vocabulary, Math, Abstract, Logic and Essay	Admin Staff, Personnel Section	To verify applicants qualification	<ul style="list-style-type: none"> Neglect of Duty (failure to check exam results, failure to process, loss of document) 	<ul style="list-style-type: none"> Low Low 	<ul style="list-style-type: none"> High High 	<ul style="list-style-type: none"> Exam results certified by Head of Personnel Job description and qualification standards 	<ul style="list-style-type: none"> Formulate guidelines for hiring JO (e.g. conduct of exam)



Activity	Process Owner	Objective	Risk Factors	Occur	Impact	Control Activities	Assessment/Areas for Improvement
			<ul style="list-style-type: none"> • Favoritism of selected applicants 				
8. Personnel prepares letter of qualified applicants and forwards list of qualified applicants to the respective Division Chief	Admin Staff, Personnel Section	To shortlist qualified applicants	<ul style="list-style-type: none"> • Neglect of Duty (failure to check exam results, failure to process, loss of document) • Favoritism of selected applicants 	<ul style="list-style-type: none"> • Low • Low 	<ul style="list-style-type: none"> • High • High 	<ul style="list-style-type: none"> • Log Book • Monitoring of requesting Div. • Exam results certified by Head of Personnel • Existence of Job description and qualification standards 	<ul style="list-style-type: none"> • Formulate guidelines for hiring JO (e.g. hiring process time, criteria for evaluation)
9. Division Chief interviews shortlist applicant and selects qualified	Division Chief	To verify applicants qualification	<ul style="list-style-type: none"> • Wide discretion in hiring applicant 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Use of standard evaluation form • Selected applicant interviewed by FATS Mgr. • Exam results certified by Head of Personnel • Existence of Job description 	<ul style="list-style-type: none"> • Formulate guidelines for hiring JO (e.g. criteria for evaluation, standards for interview) • Include PSB in hiring process



Activity	Process Owner	Objective	Risk Factors	Occur	Impact	Control Activities	Assessment/Areas for Improvement
						and qualification standards	
10. FATS Manager interviews recommended applicant	FATS Manager	To verify applicants qualification	<ul style="list-style-type: none"> Wide discretion in hiring applicant 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Use of standard evaluation form Exam results certified by Head of Personnel Existence of Job description and qualification standards 	<ul style="list-style-type: none"> Formulate guidelines for hiring JO (e.g. criteria for evaluation, standards for interview) Include PSB in hiring process
11. Hiring of JO / signing of Contract	Admin Staff, Personnel Office	To engage selected applicant's service as JO	<ul style="list-style-type: none"> Conflict of interest by applicant to be hired in the agency 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Probationary stipulation Exam results certified by Head of Personnel Existence of Job description and qualification standards 	<ul style="list-style-type: none"> Formulate guidelines for hiring JO (e.g. evaluation of applicant) Include PSB in hiring process Include integrity dimension in contract or pay bond for sensitive positions Conduct background investigation of applicant Require JO to submit SALN
12. Regularization of JO	Div. Chief, Personnel Head Head of Agency	To convert JO staff to regular position	<ul style="list-style-type: none"> Conflict of interest by applicant to be hired in the agency 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> PSB/ Draft Rules on Hiring with provisions about JOs Special exams 	<ul style="list-style-type: none"> Follow government rules on Publication/ Hiring of employees/ merits and qualification Institutionalize a customized



Activity	Process Owner	Objective	Risk Factors	Occur	Impact	Control Activities	Assessment/Areas for Improvement
			<ul style="list-style-type: none"> Wide discretion in hiring applicant 			required for technical positions <ul style="list-style-type: none"> Existence of Job description and qualification standards 	recruitment and regularization policy

B. CVA Matrix for Procurement of Common-Use Items



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
1. ASD determines kind and Qty of item to be purchased	<ul style="list-style-type: none"> ASD-PMO 	<ul style="list-style-type: none"> To determine if items to be requested are available in stock 	<ul style="list-style-type: none"> Manipulation of information to determine quantity of item to purchase Advance notices and classified information given to favored suppliers 	<ul style="list-style-type: none"> Medium High 	<ul style="list-style-type: none"> High High 	<ul style="list-style-type: none"> Computation of Average Monthly Withdrawal of stock items determined based on stock cards of WADD Stock position seen in EWMS Items requested are only those with less than 3 months stock available 	<ul style="list-style-type: none"> Need to reconcile actual stocks in warehouse with that of EWMS data Need to closely monitor inventory of fast moving items Review trending of stock withdrawals particularly those of bulk request and withdrawals by Depot Develop policy to address communication or information risk e.g. favoritism, transparency, pre-mature divulging of items to be purchased



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
2. Preparation of RIP	<ul style="list-style-type: none"> ASD-PMO 	<ul style="list-style-type: none"> To request purchase of items not available on stock 	<ul style="list-style-type: none"> Over/under request of stock items lead to inefficient use of government fund 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Items requested are only those with less than 3 months stock available RIP checked by Div. Chief and approved by Operations Manager 	<ul style="list-style-type: none"> Need to reconcile actual stocks in warehouse with that of EWMS data Regular monitoring of existing inventories to determine real time stock level Review trending of stock withdrawals particularly those of bulk request and withdrawals by Depot
3. RIP forwarded to Purchasing Department	<ul style="list-style-type: none"> Operations manager ASD Admin Staff 	To signal purchasing of items	<ul style="list-style-type: none"> Loss of RIP Change of entries in RIP 	<ul style="list-style-type: none"> Low Low 	<ul style="list-style-type: none"> High High 	<ul style="list-style-type: none"> Documents monitored in Log book Review and checking done by purchasing Div. Chief and Operations Mgr. Documents stored in vault at the end of office hours 	<ul style="list-style-type: none"> Strict enforcement of document security/develop policy



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
4. PD receives and reviews RIP	<ul style="list-style-type: none"> • PD-PMO • PD Div. Chief 	<ul style="list-style-type: none"> • To check if RIP's Abstract of Quotation is valid 	<ul style="list-style-type: none"> • Wrong reporting of AOQ validity • Advance notices and classified information given to favored suppliers 	<ul style="list-style-type: none"> • Low • High 	<ul style="list-style-type: none"> • High • High 	<ul style="list-style-type: none"> • Review and checking done by purchasing Div. Chief and Operations Mgr. 	<ul style="list-style-type: none"> • Develop policy to address communication or information risk e.g. favoritism, transparency, pre-mature divulging of items to be purchased
5. Posting and publication of procurement notice	<ul style="list-style-type: none"> • PD-PMO in charge 	<ul style="list-style-type: none"> • To inform suppliers of request for quotation 	<ul style="list-style-type: none"> • Advance notices and classified information may be given to favored suppliers 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • RA 9184 requires posting of request in G-EPS 	<ul style="list-style-type: none"> • Promote and enhance mechanics of G-EPS for wider dissemination of information • Develop policy to address communication or info risk e.g. favoritism, transparency, pre-mature divulging of items to be purchased



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
6. Conduct of pre-bid conference	<ul style="list-style-type: none"> IABAC IBAC Secretariat 	<ul style="list-style-type: none"> To discuss the technical and financial components of the contract to be bid and the eligibility requirements 	<ul style="list-style-type: none"> Technical specs are not explicitly defined Manipulating specs to suit suppliers Delay: Presence of IABAC members vis-à-vis loads of pre-bid conferences 	<ul style="list-style-type: none"> Low Medium Low 	<ul style="list-style-type: none"> High High High 	<ul style="list-style-type: none"> The technical specs of common goods are defined as specified by the Philippine National Standards Final specs approved by IABAC Requirements specified in RA 9184 Provisions on quorum on RA 9184 	<ul style="list-style-type: none"> Policy on updating and review of standards Policy on updating and review of standards Establish policy on schedule of Pre-bid conference and to monitor IABAC members attendance
7. Suppliers prepares and submit bid documents	<ul style="list-style-type: none"> Supplier PD IABAC Secretariat 	<ul style="list-style-type: none"> To gather bids from suppliers and collect necessary bid bonds 	<ul style="list-style-type: none"> Collusion of Bidders Overpricing of items 	<ul style="list-style-type: none"> Medium Low 	<ul style="list-style-type: none"> High High 	<ul style="list-style-type: none"> List of bidders Site visit of suppliers Market price of items vis-à-vis National Product Standards 	<ul style="list-style-type: none"> Implementation of site visit to suppliers Establish feedback mechanism on prices from end users



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
8. IABAC opens bids submitted by suppliers	<ul style="list-style-type: none"> • IABAC • IABAC Secretariat 	<ul style="list-style-type: none"> • To determine each bidder's compliance with the documents required 	<ul style="list-style-type: none"> • Inconsistent application of policy in disqualifying supplier, hence wide discretion of IABAC • Collusion among IABAC members 	<ul style="list-style-type: none"> • Low if public opening of bid • Medium if sealed opening bid 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Suppliers present during opening of public biddings but not during sealed bidding • Private sector observers are invited to attend opening of bid 	<ul style="list-style-type: none"> • Encourage regular active participation of IABAC private sector observers • Survey of IABAC decisions on disqualification for review and reference



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
9. TWG reviews and evaluates the bids submitted and submits evaluation results to IABAC	<ul style="list-style-type: none"> TWG 	<ul style="list-style-type: none"> To evaluate the supplier capability to provide product according to the technical requirements and specifications 	<ul style="list-style-type: none"> Wide discretion of TWG in evaluating bids Unregulated contact with suppliers Rigidity of review process may lead to <ol style="list-style-type: none"> supplier may offer considerations; PS may solicit considerations 	<ul style="list-style-type: none"> High High High 	<ul style="list-style-type: none"> High High High 	<ul style="list-style-type: none"> Recommendations subject to IABAC approval 	<ul style="list-style-type: none"> Develop policy to ensure integrity of TWG operations (e.g. ethics, location of office, visitors log book, document contact/invitation or queries to suppliers)
10. IABAC approves Lowest Calculated Responsive Bidder	<ul style="list-style-type: none"> IABAC 	<ul style="list-style-type: none"> To determine winning bidder 	<ul style="list-style-type: none"> Favoritism in choosing supplier Collusion among IABAC members 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> IABAC bases approval on submitted review of TWG 	<ul style="list-style-type: none"> Develop policy to declare conflict of interest of IABAC members



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
11. Notice of award issued to all bidders	<ul style="list-style-type: none"> • PD - PMO 	<ul style="list-style-type: none"> • To inform winning bidder 	<ul style="list-style-type: none"> • Limited method to inform suppliers of bidding results, hence for information, 1)supplier may offer considerations; 2) PS may solicit considerations 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Posting of Notices at G-EPS • Standard method of informing award of contract 	<ul style="list-style-type: none"> • Develop for formal, prompt and effective communication of bidding results to suppliers • Develop guidelines on prohibition on deviation on the standard procedure of communication
12. Contract preparation or Purchase Order	<ul style="list-style-type: none"> • PD - PMO • Supplier 	<ul style="list-style-type: none"> • To define details of terms and conditions of delivery of goods 	<ul style="list-style-type: none"> • Delaying contract preparation and submission 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Standard time to release PO 	<ul style="list-style-type: none"> • Monitor schedule of release of PO



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
13. Delivery of items	<ul style="list-style-type: none"> WADD inspector Supplier 	<ul style="list-style-type: none"> To ensure timely delivery of items within prescribed specifications of the PO 	<ul style="list-style-type: none"> Discretion to adjust delivery schedule Unregulated contact to suppliers Weak inventory recording system 	<ul style="list-style-type: none"> High High High 	<ul style="list-style-type: none"> High High High 	<ul style="list-style-type: none"> Existence of the EWMS Inventory of stock items Use of stock cards Weekly reporting of stock items 	<ul style="list-style-type: none"> Adequate space for stocks Develop policy on delivered stocks which cannot be kept in warehouse Develop integrity policy on interface with suppliers Enhance recording system of inventory <ul style="list-style-type: none"> secured access to stock cards late entries Need to reconcile actual stocks in warehouse with that of EWMS data Conduct monthly inventory audit of (e. g. balance of entries in stock card and weekly report



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
14. Inspection and acceptance of goods	<ul style="list-style-type: none"> Inspection Div. – Inspector 	<ul style="list-style-type: none"> To ensure delivered goods conform with standards and specification stipulated in the PO 	<ul style="list-style-type: none"> Discretion of inspector to report conformity Less accountability of JO inspectors Leakage of inspection findings prior to approval 	<ul style="list-style-type: none"> Medium High High 	<ul style="list-style-type: none"> High High High 	<ul style="list-style-type: none"> Inspection findings subject to approval of Div. head Rejection findings attested by Div. head and subject to approval of Head of agency Rotation of inspectors 	<ul style="list-style-type: none"> Develop policy on confidentiality of findings prior to PS final action Clear appeal system for rejected items Integrate measures for greater accountability on non-regular inspectors



Activity	Process Owner	Objective	Risk Factor	Occur	Impact	Control Activities	Assessment/Areas for Improvement
15. Payment to supplier	<ul style="list-style-type: none"> Accounting Div. – Acct. Clerk Div. Chief Head of Agency - Executive Dir. 	<ul style="list-style-type: none"> To ensure correct amount, and timely payment to supplier 	<ul style="list-style-type: none"> Discretion in evaluating supporting documents for payment Delay in preparing checks Leakage of information on check availability 	<ul style="list-style-type: none"> Low Low 	<ul style="list-style-type: none"> Low Low 	<ul style="list-style-type: none"> Use of checklist of documents Prescribed standard time to release check 	<ul style="list-style-type: none"> Develop policy to review and update checklist Best practice to be disseminated and followed by other agencies Develop guidelines divulging information to suppliers