



## ANNEX A

### SURVEY RESULTS

#### 1.0 RESPONDENT PROFILE

A total of 115 respondents were interviewed from the Philippine Veterans Affairs Office (PVAO) coming from 3 sites: Central Office (CO), La Union/Baguio and Cagayan de Oro/Davao.

##### 1.1 Education

Respondents of the survey were highly educated across all 3 sites. Seventy-one percent (71.30%) of the respondents have at least a college degree, with 19.13% of the employees with post-graduate degrees (MA/MS).

#### Education Profile

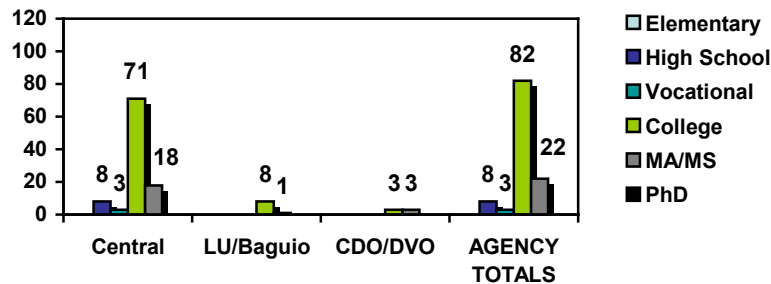


Table 1.1 Educational Attainment Distribution by Site in Frequency & Percentage

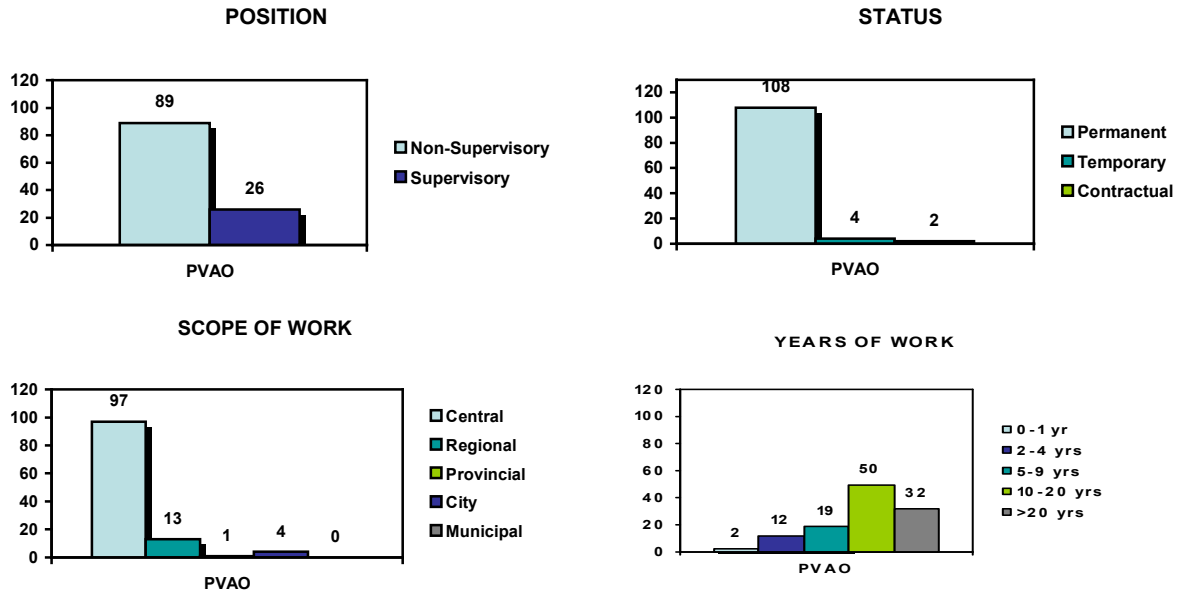
Educational Attainment	Central	La Union/Baguio	CDO/DVO	Agency
Elementary	0 0.00%	0 0.00%	0 0.00%	0 0.00%
High School	8 8.00%	0 0.00%	0 0.00%	8 6.96%
Vocational	3 3.00%	0 0.00%	0 0.00%	3 2.61%
College	71 71.00%	8 88.89%	3 50.00%	82 71.30%
MA/MS	18 18.00%	1 11.11%	3 50.00%	22 19.13%
Ph.D.	0 0.00%	0 0.00%	0 0.00%	0 0.00%

##### 1.2 Work Profile

Most of the respondents occupy non-supervisory positions (77.39% of total) with nearly one hundred percent (93.91%) of permanent status. Two respondents were on contractual and four were on a temporary status.



In terms of scope of work, 94.00% of respondents from PVAO Central Office were involved in central activities while the remaining 6.00% were of the Regional and City Scope. Bulk of the respondents from LU/Baguio were involved in regional operations, with 11.11% in both Central and Provincial operations. Fifty percent (50%) of CDO/DVO respondents were involved in regional operations, a third were involved in Central operations and 16.67% involved in City operations.



Fifty percent (50%) of CDO/DVO respondents have been in active service for 10-20 years, a third were in service for 5-9 years and the rest for over 20 years. La Union/Baguio respondents were distributed over the number of years of work specified with the bulk (33.33%) being in active service for 2-4 years. Most (45.00%) of the respondent in PVAO Central Office has worked there for 10-20 years. Central Office respondents that have been in active service for more than twenty years accounted for 29% of the respondents in the Central Office. Table 1.2 presents the number of respondents distributed by work description and by site.



Table 1.2 Work Profile Distributions by Description and by Site

Description of Work		Number of Respondents			Agency Total
		Central	LU/Baguio	CDO/DVO	(%)
Position	Supervisory	25	0	1	22.61%
	Non-Supervisory	75	9	5	77.39%
Status	Permanent	97	7	4	93.91%
	Temporary	2	0	2	3.48%
	Contractual	0	2	0	1.74%
	Job Order	0	0	0	0.00%
Scope	Central	94	1	2	84.35%
	Regional	3	7	3	11.30%
	Provincial	0	1	0	0.87%
	City	3	0	1	3.48%
	Municipal	0	0	0	0.00%
Years in Service	0-1 yr	1	1	0	1.74%
	2-4 yrs	9	3	0	10.43%
	5-9 yrs	16	1	2	16.52%
	10-20 yrs	45	2	3	43.48%
	>20 yrs	29	2	1	27.83%
<b>Total Respondents</b>		<b>100</b>	<b>9</b>	<b>6</b>	<b>115</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 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**

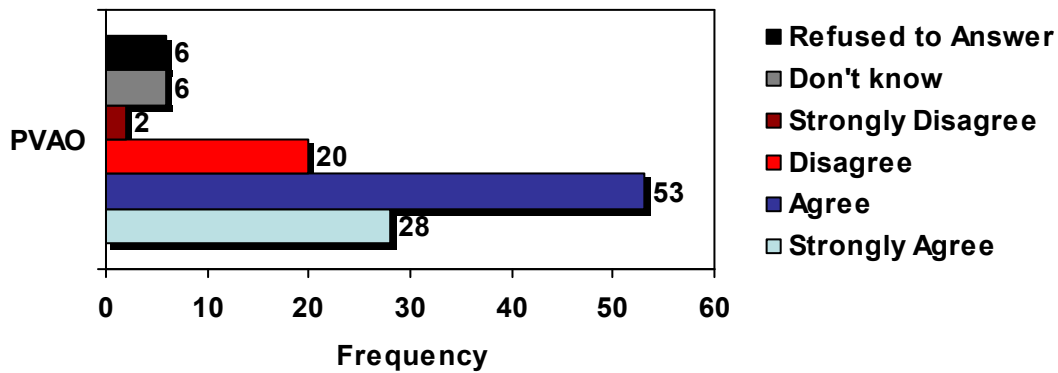
Positive net agreements pertaining to leadership concerns were observed at PVAO. CDO/DVO recorded highly positive net agreements for both statements indicating that managers in the agency do not abuse their authority and that managers inspire their employees to be professional. Moderately positive net agreements were reported from Central Office and LU/Baguio.

Significant differences in responses were observed only in CO for Statement 1. Negative agreements regarding management not abusing their authority tend to come from employees who have served the agency between 10-20 years.

Table 2.1 Net Ratings for Leadership by Site

STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
1. Managers in our agency do not abuse their authority.	2.00	2.00	1.20	1.96
2. Managers in our agency inspire employees to be “professional”	2.15	2.38	1.33	2.12

**Statement 1**



**Statement 2**

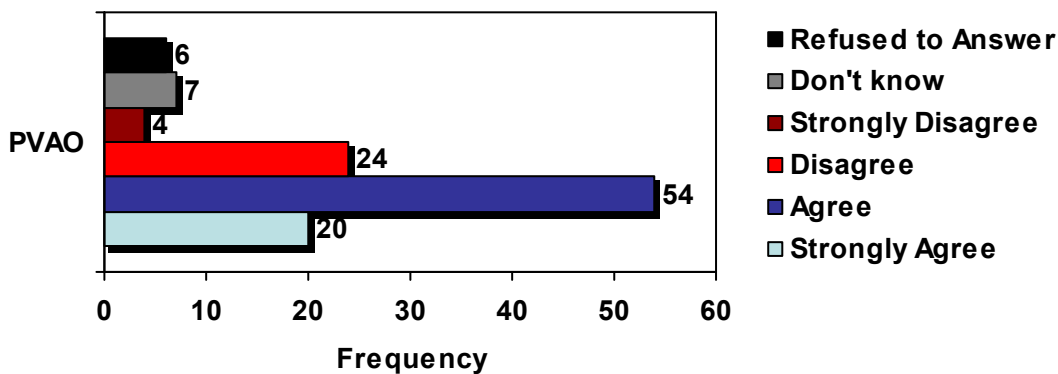




Table 2.2 Suggestions to improve the leadership's contribution in preventing corruption in the agency include:

Suggestions	Frequency	Percent of Responses (%)
Leadership by example, be transparent, huwag pagtakpan ang may mga kasalanan, avoid "barkada" system during office hours, be fair, be open, moral values, lessen red tapes, be firm in decisions	39	31.20%
Fast and fair processing, strictly implement and adhere to SOPs, take action on reports about corruption, penalize accordingly guilty offenders, polish policies to make them clear	27	21.60%
Provide trainings and seminars, improve information dissemination campaign, personal development, constant communication between head and employees, monitor regularly employees, conduct general assemblies, conduct lifestyle check	24	19.20%
Increase salary of workers, automate payment of arrears, implement reward system, lower taxes	14	11.20%
Ban fixers in PVAO premises, remove corrupt officials and employees, tighten security at the gate	5	4.00%
Allocate funds for operating expenses of each unit, fund for payment of agency debts	2	1.60%
Hire additional manpower to expedite processing	2	1.60%
Create a one-stop-shop to facilitate all transactions	1	0.80%
Implement payment of arrears/pension by master list policy	1	0.80%
Establish a system of pinpointing responsibilities	1	0.80%

LU/Baguio respondents reported a negative net agreement across all statements. A highly negative agreement was recorded on the involvement of employees on decision making. In contrast CDO/DVO recorded positive net agreement on all statements. Central Office had a slightly positive net agreement for most statements except for the involvement of employees in decision making. Overall, the involvement of employees in decision making was recorded of a slightly negative agreement.

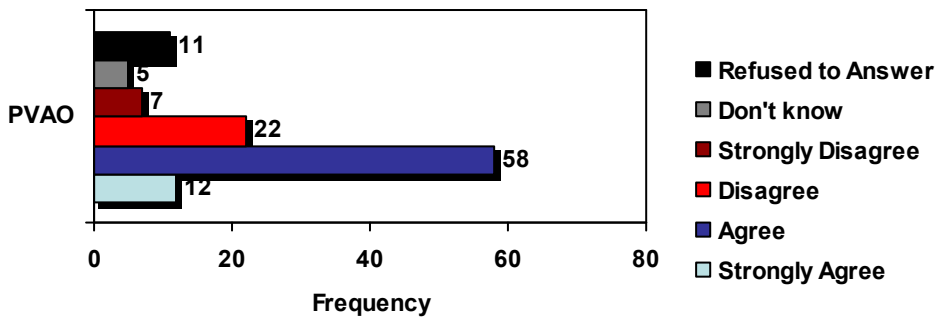
No significant differences in responses were noted.

Table 2.3 Net Ratings for Organizational Culture

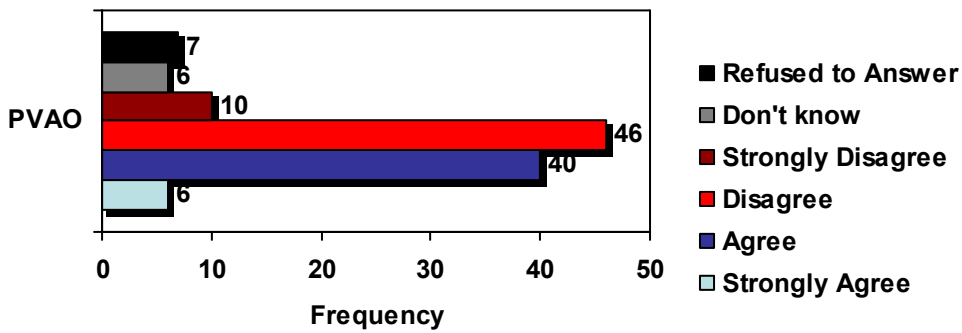
STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
4. Employees are consulted on policies that concern them.	2.24	2.67	1.83	2.24
5. Employees are involved in making decisions.	2.56	3.25	2.00	2.59
6. Lines of communication are open.	2.33	2.75	2.33	2.36



**Statement 4**



**Statement 5**



**Statement 6**

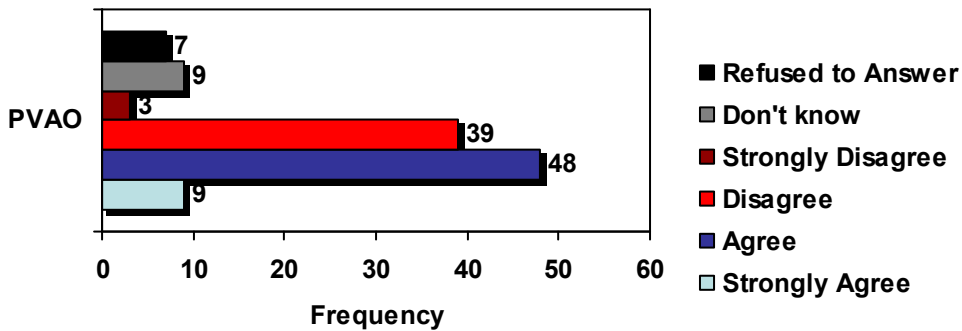


Table 2.4 Suggestions to improve the responsibility of employees were:

Suggestions	Frequency	Percent of Responses (%)
Increase salary, appropriate benefits/compensation to employees, reward system to motivate employees, give operating expense fund	49	38.58%
Do employee monitoring, performance rating, consultation with employees, coordinate with employees regarding how office will be run, give trainings and seminars, education assistance, workshops, constant communication between management and employees, morale upliftment	26	20.47%
Dedication to work, help veterans, cooperation ng bawat isa	17	13.39%
Leadership by example, discipline all employees, be fair, be honest, respect employees, guide employees, walang palakasan	15	11.81%



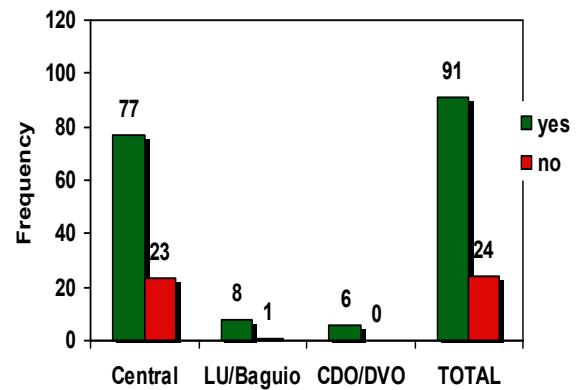
Suggestions	Frequency	Percent of Responses (%)
Promote deserving employees, security of tenure, screening of applicants	8	6.30%
Strict implementation of rules and policies, improve the working environment, tighten the security system, avoid duplication of roles for better accountabilities, improve the office	7	5.51%
Transparency	1	0.79%
Additional manpower	1	0.79%

## B. CODE OF CONDUCT

Majority of the total respondents (79.13%) cited that the agency had a written code of conduct. CDO/DVO respondents (100.00%) were in full awareness of the existence of a written code of conduct. One respondent from LU/Baguio and 23% of Central office respondents replied No.

Table 2.5 Question 8: Does your agency have a written code of conduct?

	Central	LU/Baguio	CDO/DVO
YES	77	8	6
NO	23	1	0



Positive net agreements were observed across Central office and CDO/DVO ranging from slightly positive to moderately positive. While overall, respondents are in positive net agreement that a written code of ethical conduct was followed in their agency and to subsequent statements, LU/Baguio respondents recorded slightly negative net agreement on the provision of adequate orientation on the code of conduct and other corruption prevention measures as well as on the punishment of those who violate the code of conduct.

No significant differences in responses were noted.

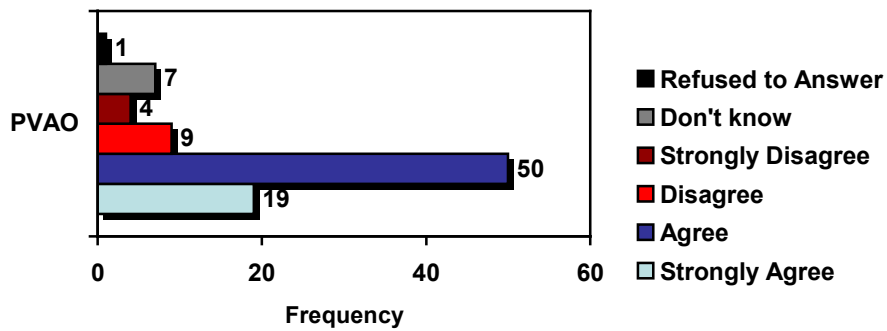
Table 2.6 Net Rating for Code of Conduct by Site

STATEMENTS	Central	LU/Baguio	CDO/DVO	AGENCY TOTAL
9. A written code of ethical conduct being followed in our agency.	1.97	2.14	1.83	1.98
10. Adequate orientation on the code of conduct and other corruption prevention measures are provided in our agency.	2.26	2.67	2.00	2.27
11. Those who violate the code of conduct are punished.	2.11	2.67	2.20	2.16

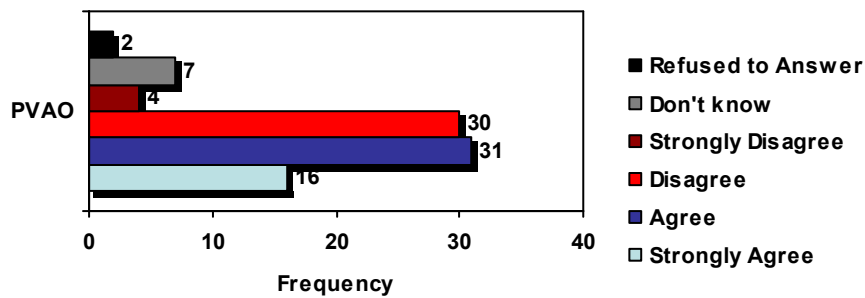




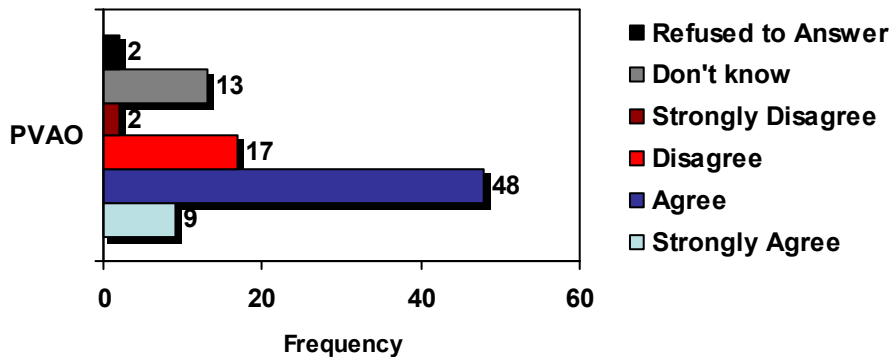
**Statement 9**



**Statement 10**



**Statement 11**



**C. GIFTS AND BENEFITS**

All respondents across all sites reported to have submitted their SALN for 2006 except for 5.00% of respondents in the Central Office.

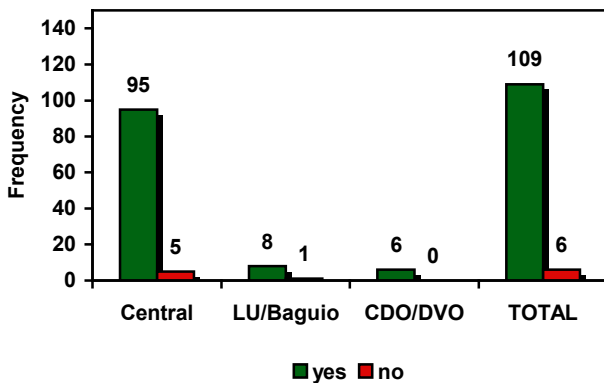
With regards to the knowledge of the agency's written gifts and benefits policy, all sites showed negative response ranging from 0-22.45%. CDO/DVO recorded to have respondents disagree on having a written gifts and benefits policy in their agency.



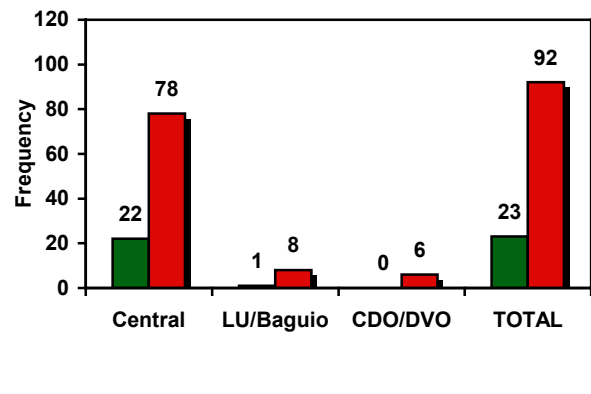
Table 2.7 Collection of SALN and Written Gifts and Benefits Policy

	Response	Central	LU/ Baguio	CDO/ DVO
12. Did your HRD collect your Statement of Assets and Liabilities and Net Worth (SALN) for 2004?	YES	95	8	6
	NO	5	1	0
13. Does your agency have a written gifts and benefits policy?	YES	22	1	0
	NO	78	8	6

Question 12



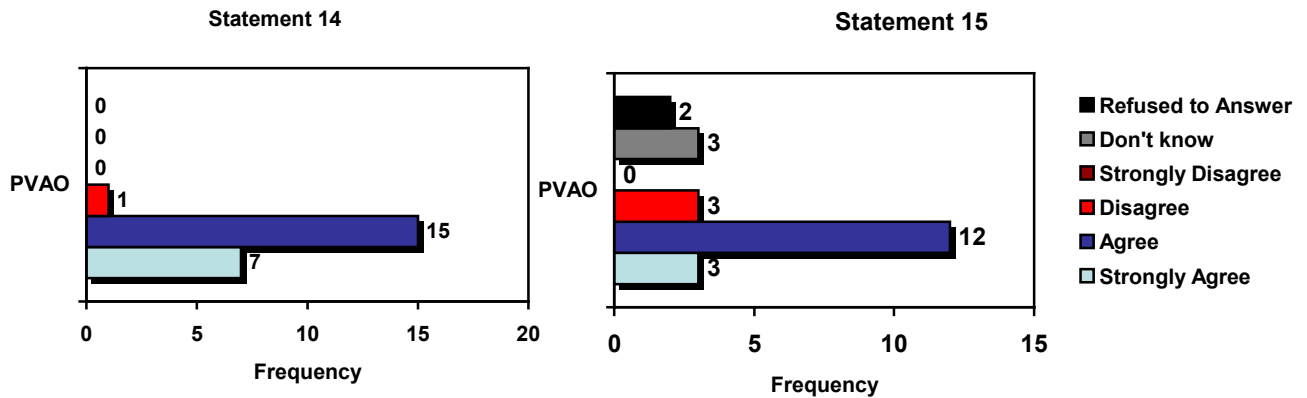
Question 13



Central Office and LU/Baguio showed positive net ratings for Gifts and Benefits. No ratings were obtained from CDO/DVO since none of the respondents replied knowledge of having an agency policy on gifts and benefits. Moderate net agreements were recorded for both Central and LU/Baguio sites for both statements. Central Office recorded a highly positive net agreement on that employees are made aware of the policy on solicitation and receiving of gifts. No significant differences in responses were noted.

Table 2.8 Net Ratings for Gifts and Benefits by Site

STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
14. The employees in our agency are made aware of the policy on solicitation and receiving of gifts.	1.73	2.00	-	1.74
15. The transacting public and suppliers know the policy of our agency on gifts and benefits.	2.00	2.00	-	2.00



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, almost seventy-five percent (73.91%) responded that no cash gift is necessary for them to render their duties as government servants. When asked for an amount, 25.20% answered with varying amounts. Small amounts ranged between less than P100-300, mid-value of P500 and high of P1,000.

Table 2.9 Values for Monetary Personal Gifts

Amount	No. of Responses	Percent of Total
No answer	1	0.87%
0	85	73.91%
< 100	6	5.22%
100	6	5.22%
150	1	0.87%
200	3	2.61%
300	1	0.87%
500	8	6.96%
1000	4	3.48%
<b>TOTAL</b>	<b>115</b>	

#### D. HUMAN RESOURCES DEVELOPMENT

LU/Baguio recorded a slightly negative agreement regarding the processes for recruitment and promotions following a set of criteria. Moreover, a moderately negative response was recorded on the process of recruitment and promotions being free from external influences from both Central Office and LU/Baguio. In contrast, slightly positive agreement was recorded for both statements from CDO/DVO.

Overall, a slightly positive response was recorded for the agency in having a set of criteria followed in the process for promotions and recruitment while a slightly negative net rating was recorded for the agency's process of recruitment and promotions as being free from external influences. No significant differences in responses were noted.



Table 2.10 Net Ratings for Human Resource Development

STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
17. The process for recruitment and promotions in our agency follows a set of criteria.	2.18	2.57	2.20	2.21
18. The process of recruitment and promotions in our agency is free from external influences.	2.70	3.00	2.25	2.71

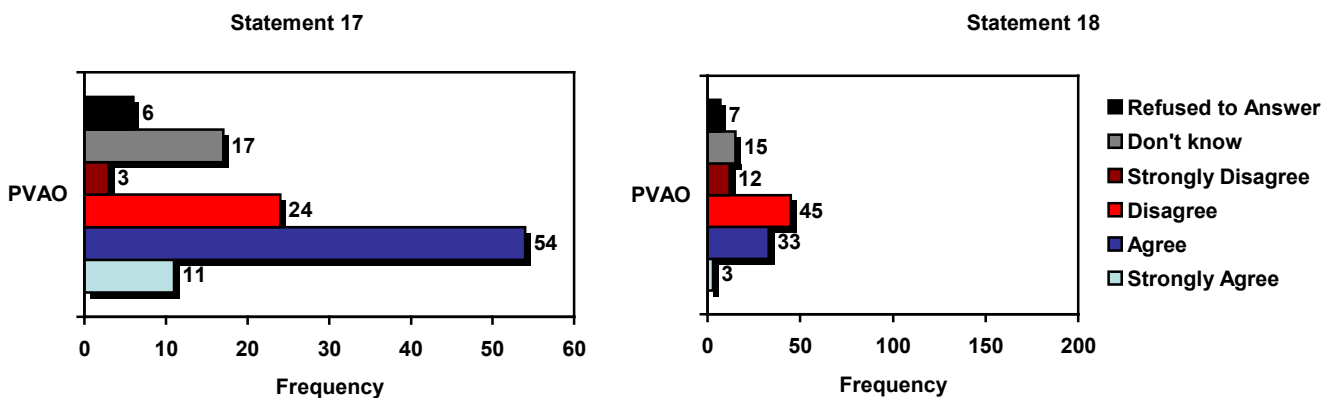


Table 2.11 Suggestions to improve the process of recruitment and promotion include the following

Suggestions	Frequency	Percent of Responses (%)
Remove palakasan system, no favoritism, walang external forces	32	26.45%
Examine qualifications thoroughly, put highly qualified people on the right type of job, hire highly qualified personnel only	23	19.01%
Stick to the criteria on promotion and recruitment, follow CSE standards of merit and fitness, be fair	21	17.36%
More information, post vacancies, information dissemination not only thru writing but also thru interaction	11	9.09%
Chair of board of promotion must be good, must be transparent in selecting	8	6.61%
Promote next ranking official, walang jumping	6	4.96%
Promote based on length of service and performance	4	3.31%
Must include an examination to test knowledge, enhance/revisit criteria for promotion/recruitment	4	3.31%
Consider internal applicants first before entertaining applicants from outside the agency	2	1.65%



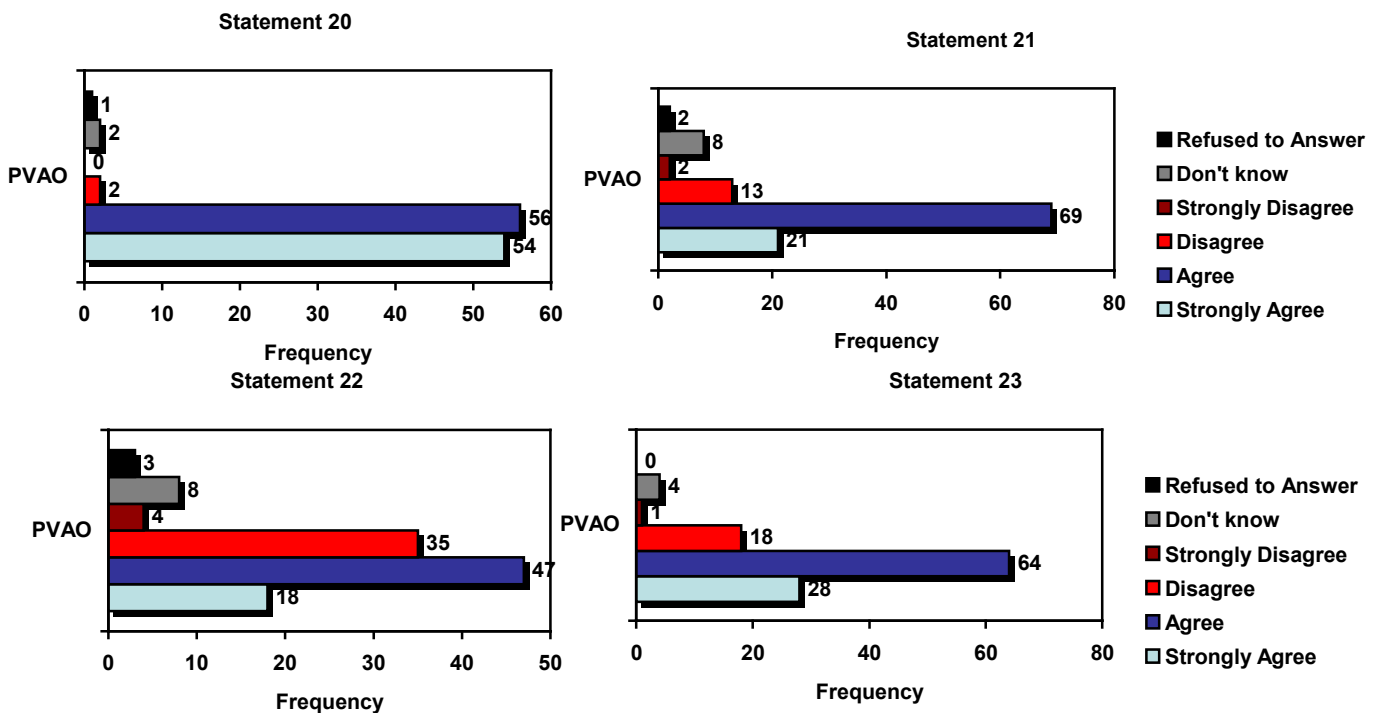
**E. PERFORMANCE MANAGEMENT**

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. Moderately positive net ratings to slightly positive ratings were recorded with regards to rewards, performance feedback and yearly performance bonuses. CDO/DVO recorded the highest ratings for almost all statements, especially on bonuses and job satisfaction. A moderately negative net agreement was recorded in LU/Baguio regarding the regular provision of feedback regarding their performance.

Significant differences in responses were observed only in Statement 20. Employees with post-graduate degrees were observed to respond more positively regarding clarity of their performance targets. On the other hand,

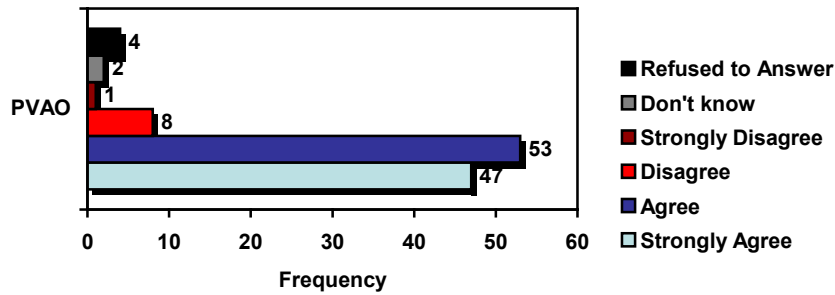
Table 2.12 Net Ratings for Performance Management

STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
20. My performance targets are clear to me.	1.56	1.44	1.33	1.54
21. Outstanding performance is rewarded in our agency.	1.94	2.43	1.80	1.96
22. The employees in our agency are regularly provided feedback regarding their performance.	2.18	2.89	2.20	2.24
23. The employees of our agency are given the yearly performance bonus regardless of how they performed.	1.97	1.89	1.33	1.93
24. I am satisfied with my job.	1.68	1.71	1.33	1.66





Statement 24

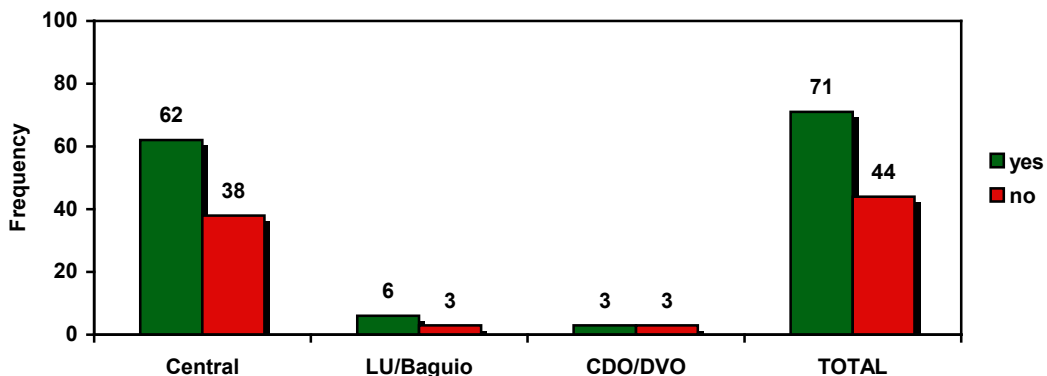


Setting of personal performance targets was practiced in as more than sixty percent (61.74%) of the respondents of the survey. Between 50.00% to 66.67% have had their superiors set their performance targets for 2005.

Table 2.13 (Question 25) Do you have a personal performance target set by your superior for 2005?

	Central	LU/ Baguio	CDO/ DVO
YES	62	6	3
NO	38	3	3

Question 25



## F. PROCUREMENT MANAGEMENT

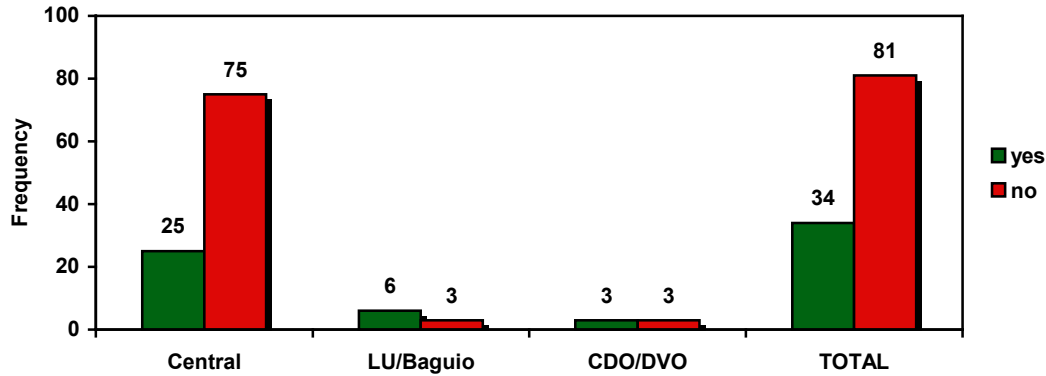
Less than thirty percent (29.57%) of the respondents of the survey were aware of the new Procurement Law or RA 9184. However, LU/Baguio site recorded a positive awareness of the said Law.

Table 2.14 (Question 26) Are you aware of the new Procurement Law or RA 9184?

	Central	LU/ Baguio	CDO/ DVO
YES	25	6	3
NO	75	3	3



Question 26

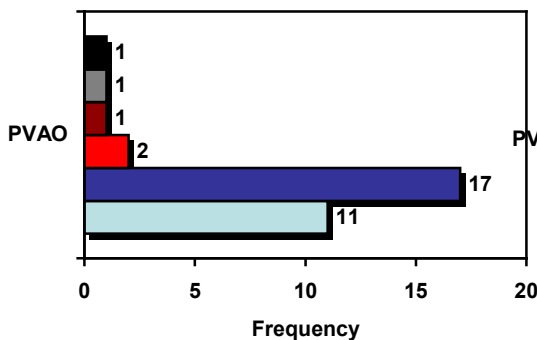


Respondents across sites generally agreed with concerns on Procurement Management. Moderately positive net ratings to highly positive net ratings for all factors were recorded for all sites. However, LU/Baguio recorded a slightly negative rating on the adherence of the agency to the procedures stipulated by RA 9184 regarding procurement. Moreover, a highly negative rating was recorded from the same site for the impartiality of BAC decisions.

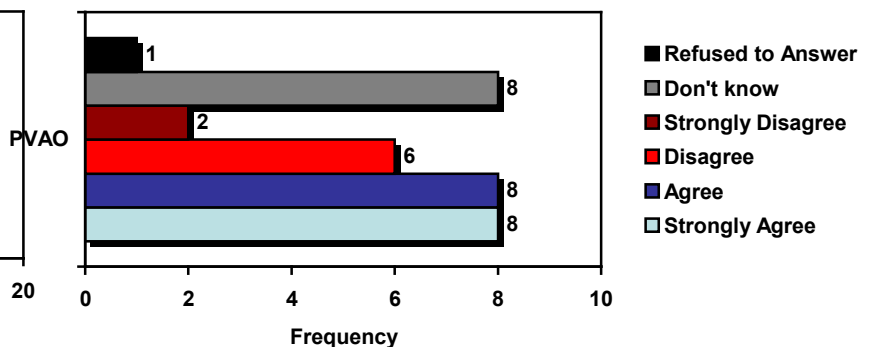
Table 2.15 Net Ratings for Procurement Management

STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
27. Procurement in our agency follows the procedures as stipulated under the Procurement Law (RA 9184).	1.61	2.60	1.67	1.77
28. BAC decisions are impartial.	2.00	3.50	1.50	2.08
29. Non-performing suppliers are blacklisted.	1.78	2.00	1.00	1.74
30. Relevant personnel are well trained on the entire procurement process – from bidding to inspection/utilization.	2.10	2.33	1.00	2.08

Statement 27



Statement 28



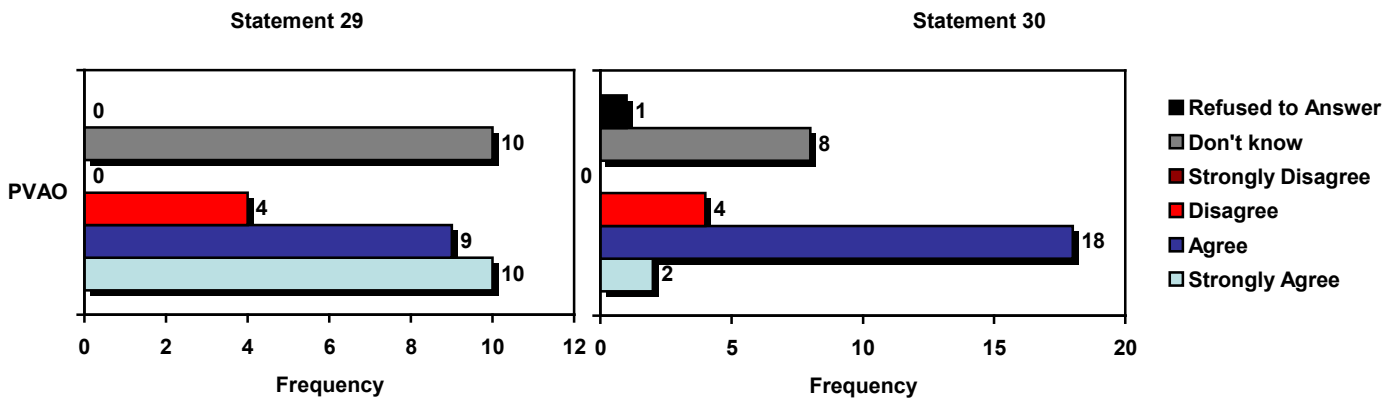


Table 2.16 Suggestions to improve the procurement process include:

Suggestions	Frequency	Percent of Responses (%)
Transparency in bidding process, be open, remove emergency purchase	16	12.90%
Trainings and seminars for bidders and procurist, publication of procurement processing, perform background checks of bidding officer, perform yearly assessment, listen to opinion of other employees, technical trainings	15	12.10%
Follow procurement law, should undergo bidding procedure	13	10.48%
Inspect delivered items, keep quality of supplies at high level, low price but good quality	10	8.06%
Buy only important and needed supplies by all divisions, purchase necessary items only, do more check and balance	8	6.45%
Faster release of procured materials to requesting divisions, allow decentralization of procurement process for faster release of materials needed	8	6.45%
Reorganize list of suppliers, source more bidders, no ghost bidders, suppliers with less delivery lead time, reliable suppliers, check quotes for overpricing	6	4.84%
Remove "palakasan" system, be fair, no to bribery	5	4.03%
Hire/appoint a good supply officer, administrator should control this	3	2.42%
Should be based on DNP procedures because it is single BAC	1	0.81%
Hire additional manpower	1	0.81%
Increase petty cash	1	0.81%
No comment, no answer, nothing to say, okay lang ang system	37	29.84%



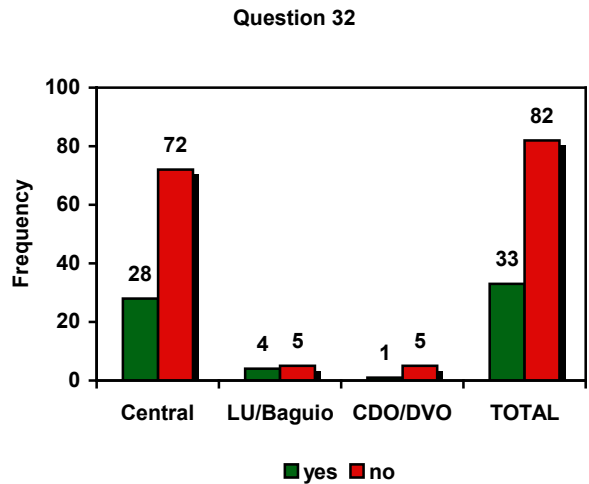


**G. FINANCIAL MANAGEMENT**

More than seventy percent (71.30%) were unaware of the Financial Management Systems in their agency. Only 28% of Central Office and less than half (4 out of 9) of the LU/Baguio respondents were aware of Financial Management Systems.

Table 2.17 (Question 32) Are you aware of the Financial Management Systems in your agency?

	Central	LU/ Baguio	CDO/ DVO
YES	28	4	1
NO	72	5	5

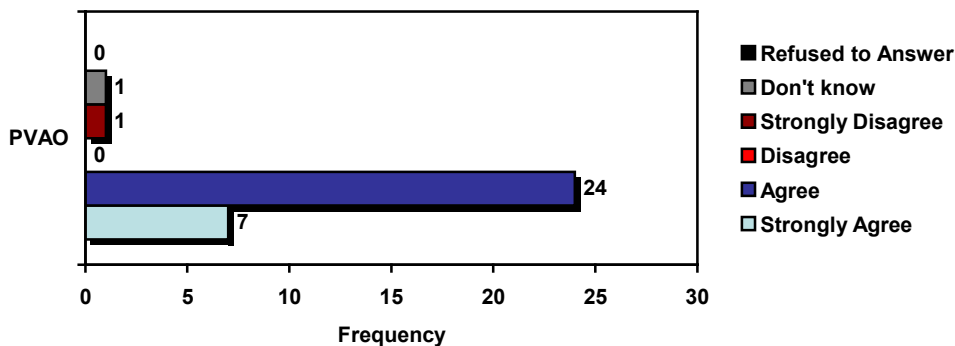


Moderately positive to highly positive net agreement were recorded for statements concerning financial management. CDO/DVO agreed with highly positive ratings on the agency’s management scrutiny of spending and the accessibility of the financial statements and audit reports of the agency. No significant differences in responses were noted.

Table 2.18. Net Ratings for Financial Management

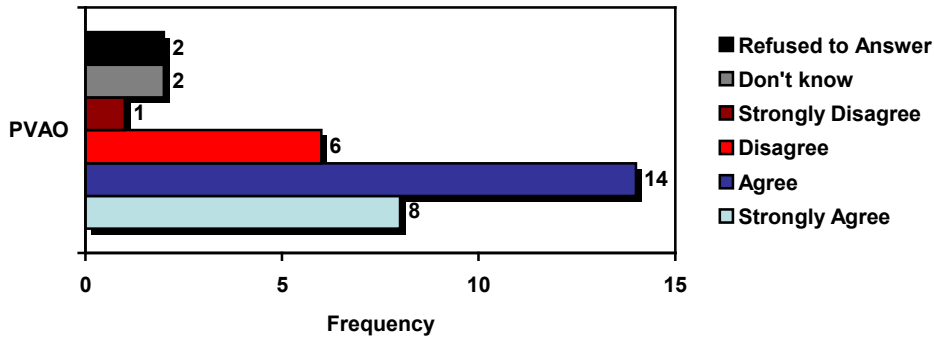
STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
33. The management scrutinizes our agency spending.	1.86	2.00	1.00	1.84
34. Financial statements and audit reports of our agency are accessible.	2.04	2.00	1.00	2.00
35. Employees know who and where to report irregularities in financial transactions.	2.00	2.00	2.00	2.00

Statement 33

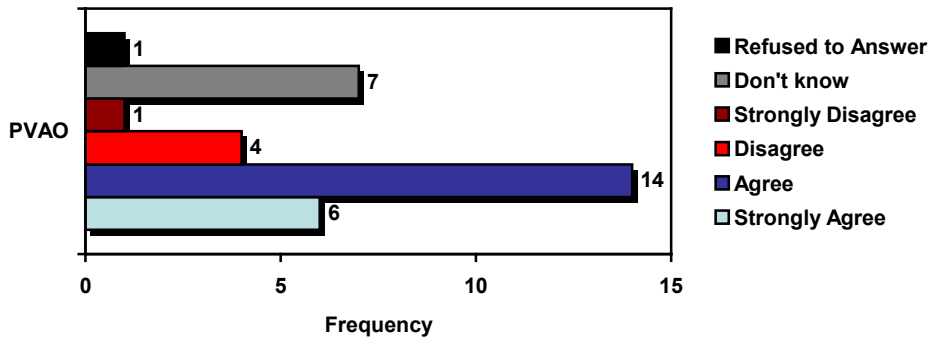




Statement 34



Statement 35



## H. WHISTLEBLOWING, INTERNAL REPORTING AND INVESTIGATION

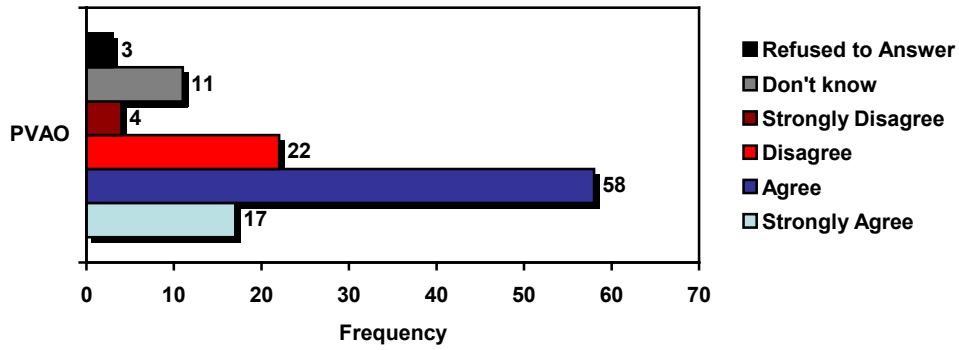
Slightly positive to moderately positive net ratings were observed with regards to whistle blowing, internal reporting and investigation particularly with respect to encouragement to report corrupt behavior, clear guidelines for reporting and investigation of reports. Central Office borders on a split opinion regarding the protection of employees who report corrupt behavior. No significant differences in responses were noted.

Table 2.19. Net Ratings for Whistle blowing, Internal Reporting and Investigation

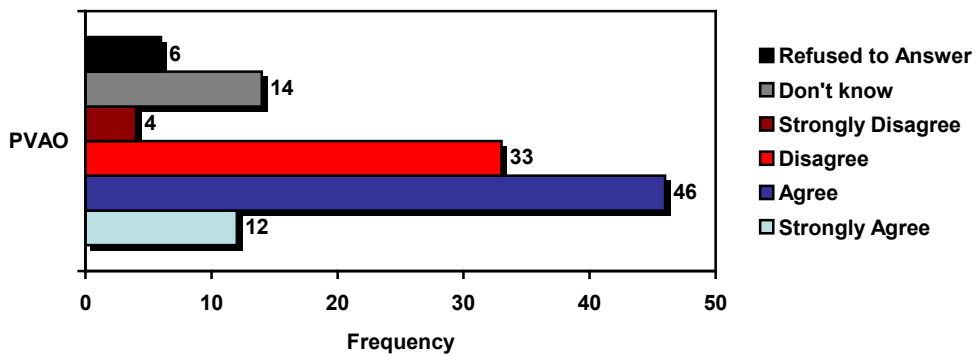
STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
36. Employees are encouraged to report corrupt and unethical behavior.	2.11	2.22	2.20	2.13
37. Guidelines for reporting corruption and unethical behavior are clear.	2.30	2.25	2.40	2.31
38. Reports of corrupt behavior are investigated.	1.95	2.25	2.20	1.99
39. Employees who report corrupt behavior are protected.	2.48	2.00	2.20	2.43



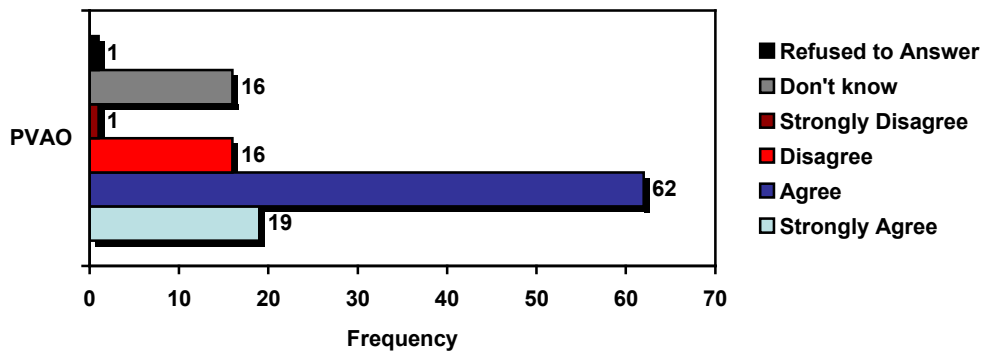
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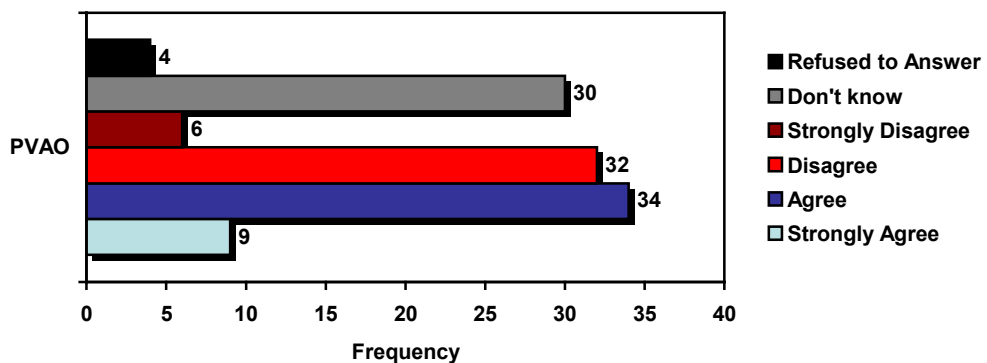




Table 2.20 Suggestions to improve the system on internal reporting of corrupt and unethical behavior were:

Suggestions	Frequency	Percent of Responses (%)
Provide protection and compensation for whistleblowers, keep reports confidential, be vigilant	32	26.23%
Conduct investigations to all, investigate on all reports, be fair in investigating, walang palakasan at bata-bata system, conduct surveillance to verify reports, have an independent and external investigating body, give due process	28	22.95%
Put suggestion box, disseminate more information, coordinate with employees, observe employees and set standards, PVAO employees association should help in investigations, conduct training on awareness	18	14.75%
Transparency, details must be presented, both parties must present evidences, wag pagtakpan, go one on one with reporter	8	6.56%
Ban fixers from entering PVAO premises, avoid fixers, arrest fixers	7	5.74%
Offenders should be suspended for minimum of 6 months, punish offenders accordingly	7	5.74%
Administrator should know how to stop corruption, encourage employees to report cases of corruption and unethical behaviors, should have political will on pursuing corrupt officials, should implement clear-cut policies	7	5.74%
Reporting thru text messaging	1	0.82%
Amicable settlement na lang	1	0.82%
No comment, No answer	13	10.66%

## I. CORRUPTION RISK MANAGEMENT

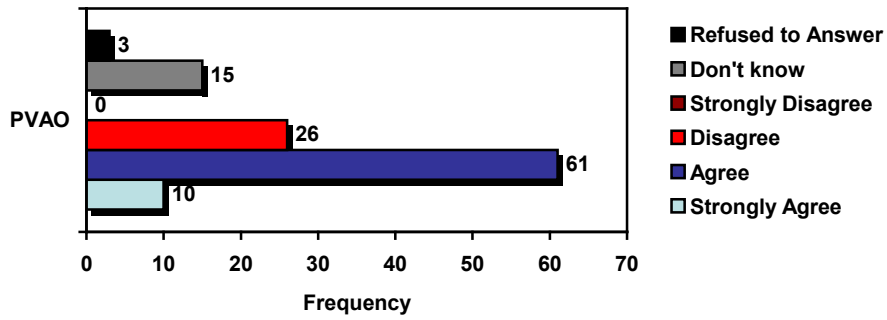
There is generally slight disagreement with regards to the overall success of the agency in preventing corruption in its operations. Overall, employees of the agency disagree that employees are sufficiently trained to prevent and detect fraud. However, most respondents would agree that their agency implements measures to identify potential fraud and corruption.

Table 2.21 Net Ratings for Corruption Risk Management

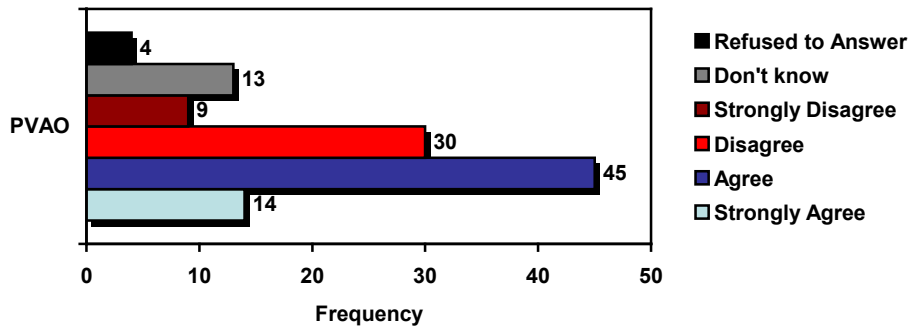
STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
41. Our agency implements measures to identify potential fraud and corruption.	2.13	2.57	2.20	2.16
42. It is difficult to corrupt our current system of operations.	2.33	2.50	2.33	2.35
43. Employees in our agency are trained to prevent fraud	2.58	2.50	2.40	2.56
44. Employees in our agency are trained to detect fraud.	2.62	2.75	2.50	2.63
45. Our agency is successful in fighting corruption.	2.52	2.71	2.50	2.53



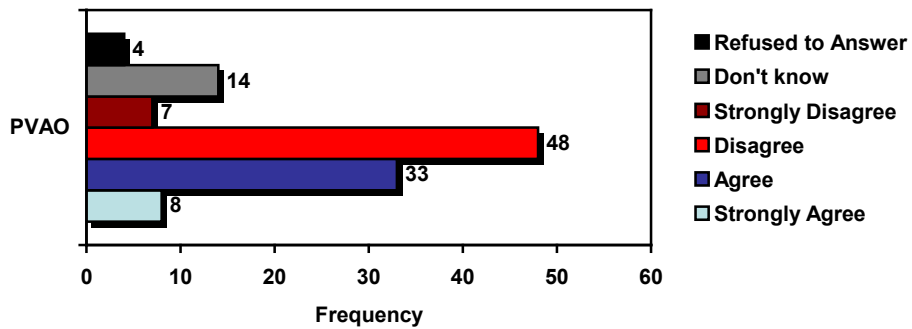
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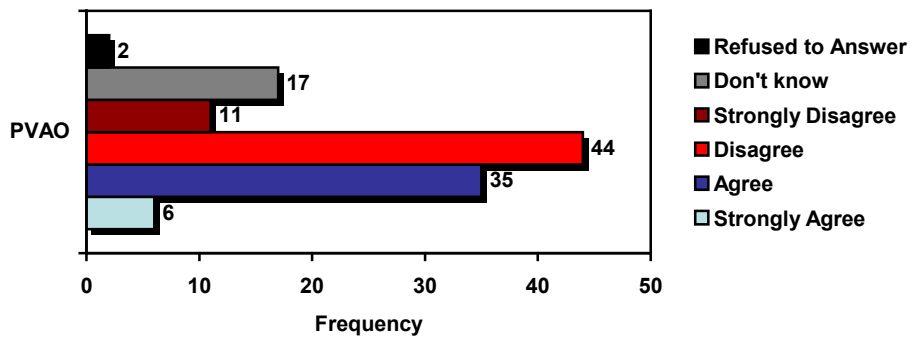
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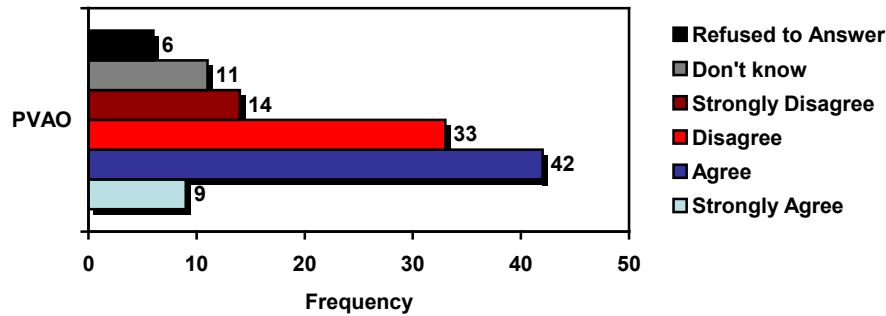


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Statement 45



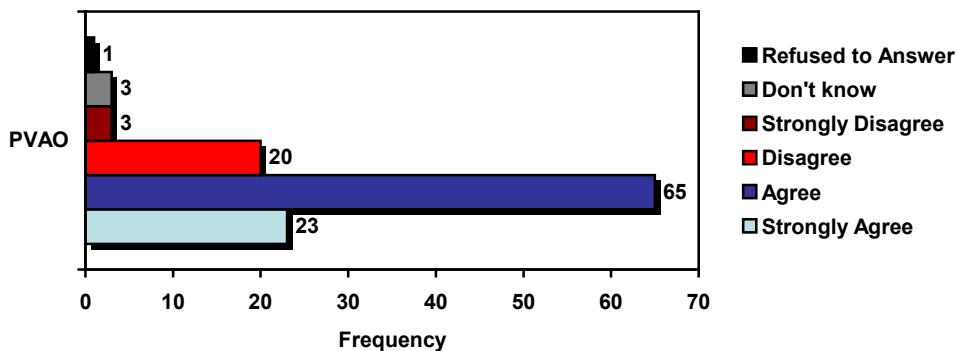
**J. INTERFACE WITH THE EXTERNAL ENVIRONMENT**

Positive net agreement ratings were reported across all sites in terms of factors affecting interface with the external environment, except for LU/Baguio where a slightly negative net agreement is reported regarding the action of the agency regarding the complaints and feedback of employees. CDO/DVO reported a slightly negative net agreement regarding the action of the agency regarding the complaints and feedbacks of clients. No significant differences in responses were noted.

Table 2.22 Net Ratings for Interface with the External Environment

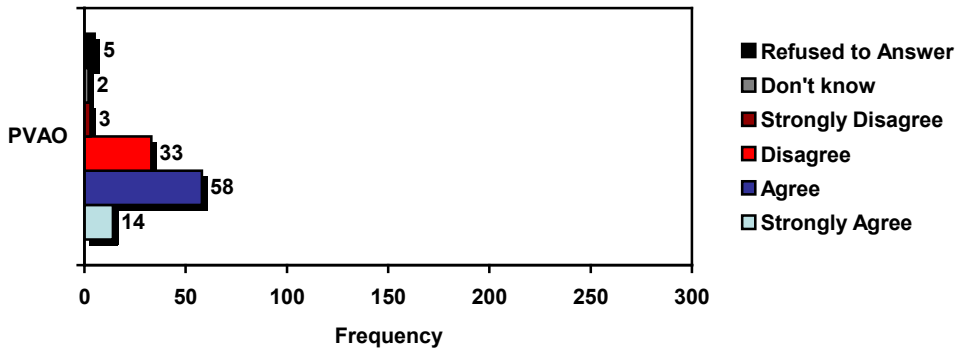
STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
46. Overall, operations in our agency are clear and easily understood.	2.03	2.00	2.00	2.03
47. Actual practices in our agency are consistent with written procedures and policies.	2.26	2.00	2.17	2.23
48. Complaints and feedback of clients are acted upon in our agency.	2.00	2.22	2.60	2.05
49. Complaints and feedback of employees are acted upon here in our agency.	2.30	2.71	2.00	2.31

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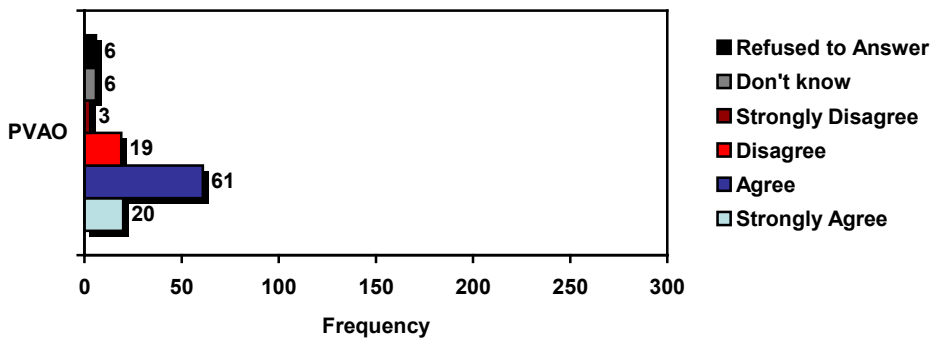




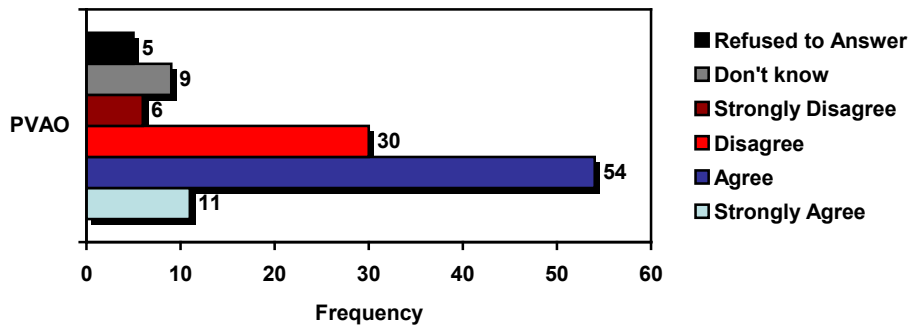
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Statement 48



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More than fifty percent (56.72%) of the respondents across all sites indicated that the most common complaints of their clients were associated with the slow processing (approval) of claims/payment and arrears, the delayed release in pensions. Sixteen percent (16.42%) of complaints were associated with the clarity of the process and requirements involved in pension/arrearages claiming and inconsistencies in policy implementation due to change in management. A 7.46% response was reported for complaints on sufficient funding as well as inefficiency in the public affairs office and in dealing with clients. Fixing and red tape amounted to 5.97% of complaints. Backpay and additional pension (4.48%) and incongruence and communications among rank and file (1.49%) were also mentioned.



Table 2.23 Common Complaints from Clients

COMMON COMPLAINTS	Frequency	Percent of Responses (%)
Slow processing of claims/payment and arrears, delayed release of pensions, laging sa claims ang problems, mabagal na approval ng claims	76	56.72%
Unclear process for claiming pension/arrearages, unclear requirements, inconsistencies in the policy implementation (sumasabay sa changes in management), sobrang habang mga proseso sa claims, lack of information dissemination, tinuturo kung saan saan yung mga beterano	22	16.42%
Insufficient fund, additional fund to finance veterans' arrearages	10	7.46%
Arrogance ng mga tao, manner of dealing with clients regarding arrears, communication are not answered, inefficient public affairs office, unsatisfactory response of employees	10	7.46%
Fixing, personnels asking for a proportion in the claims of veterans, red tape, palakasan system	8	5.97%
Backpay ng mga beterano, additional pension, about arrears	6	4.48%
Incongruent - makulit na veterans, complaints on opportunities for promotion, communication among rank and file	2	1.49%

Table 2.24 Suggestions to improve the services of the agency were:

Suggestions	Frequency	Percent of Responses (%)
Develop a more clear and concise policies on processes, strict implementation of rules and policies, follow FIFO method for processing papers, standardization of requirements and processes, transparency, give priority to "sobrang matatanda" especially those coming from provinces	29	23.39%
Seminars and trainings on communicating with clients and on processes implemented and policies and regulations, better information dissemination system, install/implement monitoring systems, open dialogues between management and employees, padalhan agad ng notice yung mga may approved claims	25	20.16%
Sana may person concerned per day, dedication to work, discipline and commitment to work, laging pumasok, be sensitive to needs of clients, cooperation of all employees	14	11.29%
Additional budget, faster release of money, serialize payment of arrears, availability of funds, revolving funds	12	9.68%
Reorganization, improve division of labor, prevent fixers from entering PVAO premises, continuity sa pamamahala at pamamaraan sa trabaho, protect employees, remove DAs and political appointees because politics is changing and we are the one suffering, decentralization of functions and operations	10	8.06%
Implement regionalized transactions, online queries, computerization of PVAO, real-time updating of payments/accounts, implement rationalization plan, additional office equipment like computers, additional facilities	9	7.26%
Additional employees, hire highly qualified employees	7	5.65%





Suggestions	Frequency	Percent of Responses (%)
Eliminate "palakasan" system, eliminate favoritism, eliminate nepotism, stop rationalization	5	4.03%
No answer, walang masagot, no comment	5	4.03%
Pay all depts of the agency, additional benefits and compensation, increase salary	4	3.23%
Faster processing of papers and release of pensions/arrears/backpays	4	3.23%

## 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, eight were perceived to have high likelihood with Nepotism/Favoritism ranking the highest. Others include Tolerance of fixers, Overpricing of bids, Negligence of duty, abuse of discretion/power, accepting bribes and collusion with suppliers. Ranking of types of corruption in terms of their perceived likelihood of occurrence in the agency resulted in the following table.

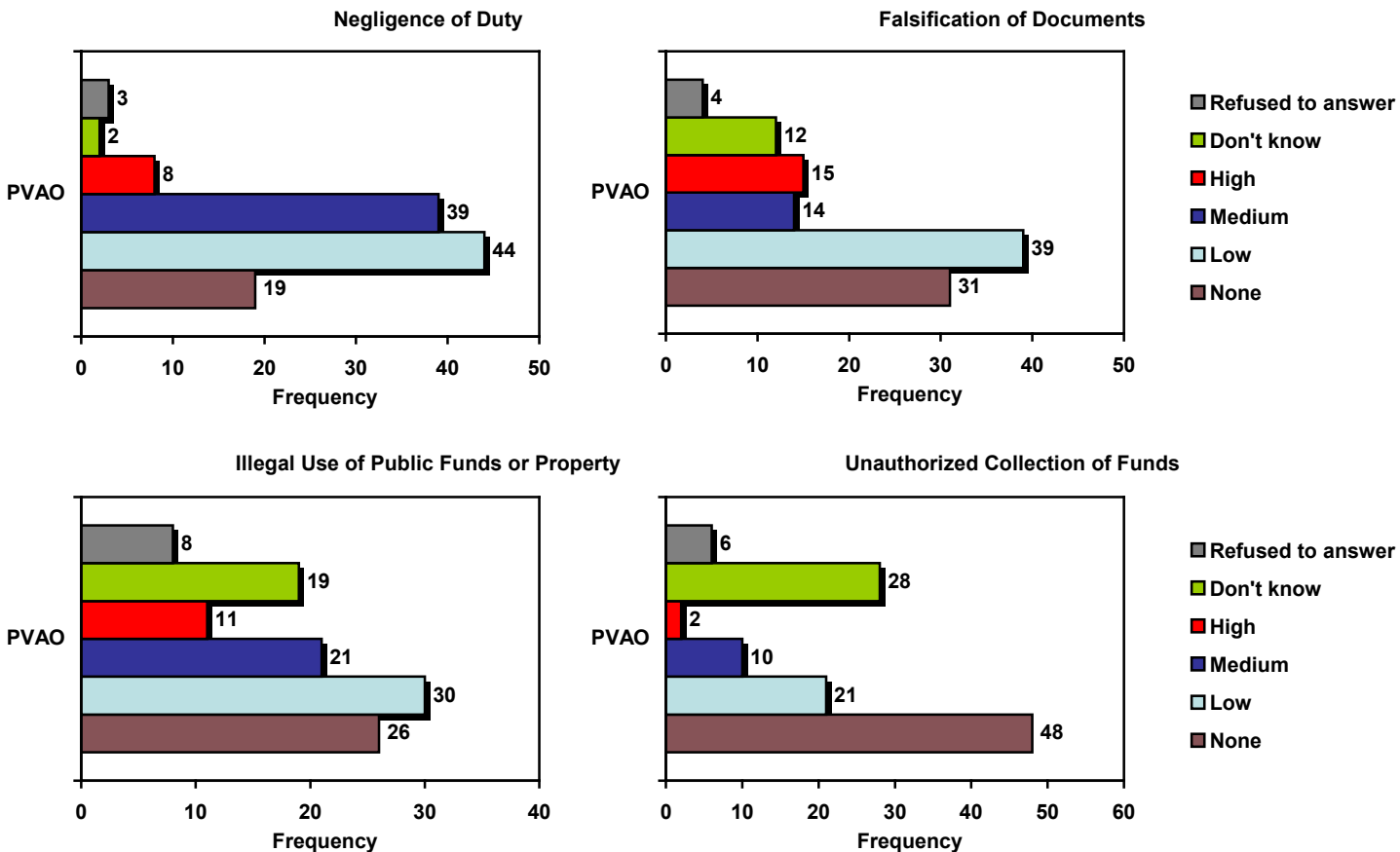
Table 2.25 Ratings on the Types of Corruption and their Likelihood

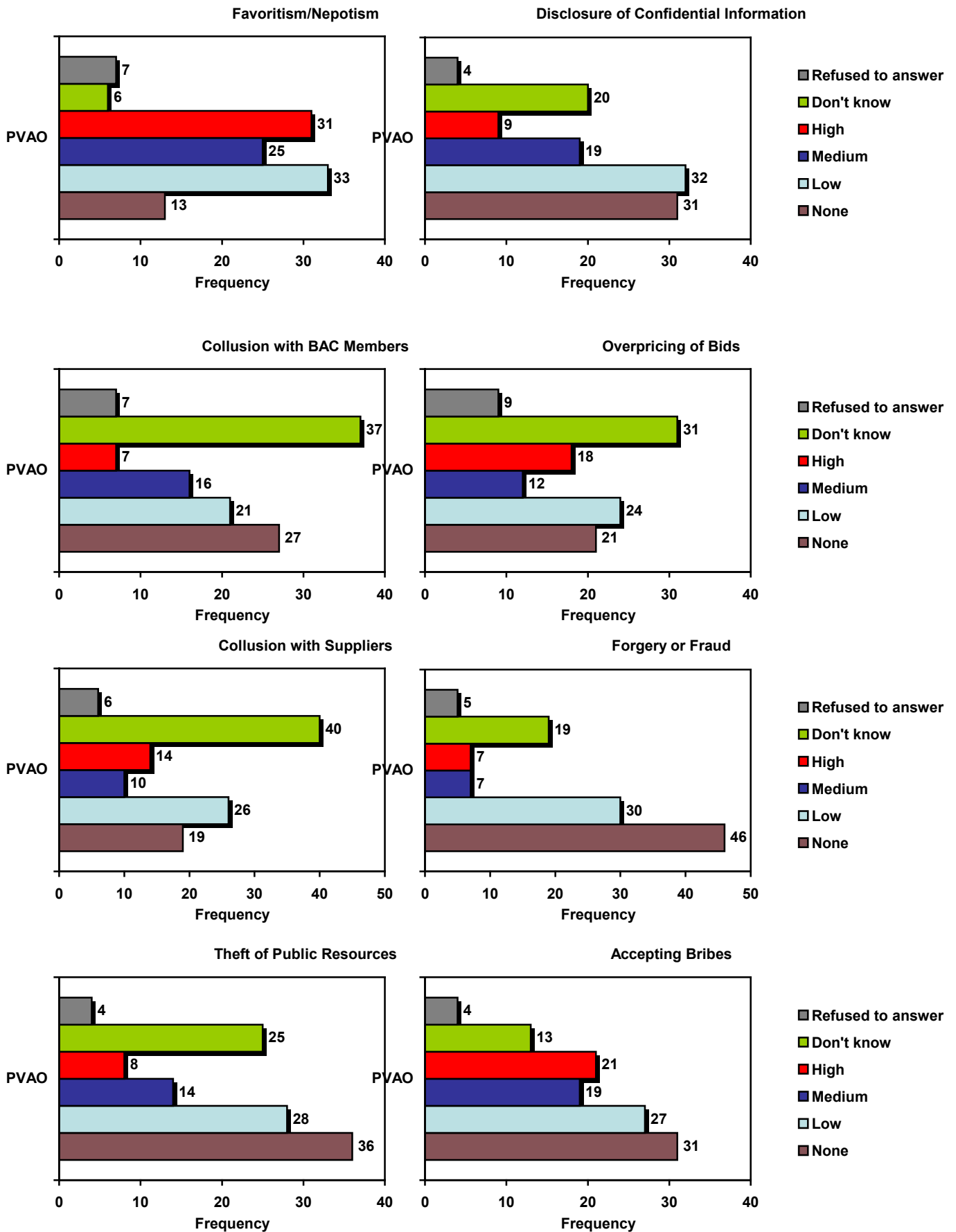
Types of Corruption	Net Rating	Likelihood
Nepotism/Favoritism	2.73	High
Tolerance of fixers	2.64	High
Overpricing of bids	2.36	High
Negligence of duty	2.33	High
Abuse of discretion/power	2.32	High
Accepting bribes	2.31	High
Collusion with suppliers	2.28	High
Illegal use of public funds or property	2.19	Medium
Corruption of Filipino values e.g. pakikisama, hiya, etc	2.14	Medium
Falsification of documents	2.13	Medium
Disclosure of confidential information	2.07	Medium
Collusion with Bids and Awards Committee (BAC) members	2.04	Medium
Theft of public resources	1.93	Medium
Forgery or fraud	1.72	Medium
Unauthorized collection of funds	1.58	Low



Table 2.26 Net Ratings for Types of Corruption

Type of Corruption	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
52. Negligence of duty	2.34	2.22	2.33	2.33
53. Falsification of documents	2.07	3.00	1.67	2.13
54. Illegal use of public funds or property	2.22	2.13	1.75	2.19
55. Unauthorized collection of funds	1.57	1.75	1.40	1.58
56. Nepotism/Favoritism	2.71	3.00	2.60	2.73
57. Disclosure of confidential information	2.10	2.11	1.00	2.07
58. Collusion with BAC members	2.02	2.50	2.00	2.04
59. Overpricing of bids	2.35	2.83	1.75	2.36
60. Collusion with suppliers	2.27	2.75	1.67	2.28
61. Forgery or fraud	1.68	2.38	1.25	1.72
62. Theft of public resources	1.91	2.57	1.25	1.93
63. Accepting bribes	2.27	2.56	2.50	2.31
64. Abuse of discretion/power	2.30	2.67	2.00	2.32
65. Corruption of Filipino values e.g. pakikisama, hiya, etc	2.06	2.88	2.40	2.14
66. Tolerance of Fixers	2.63	3.11	2.17	2.64





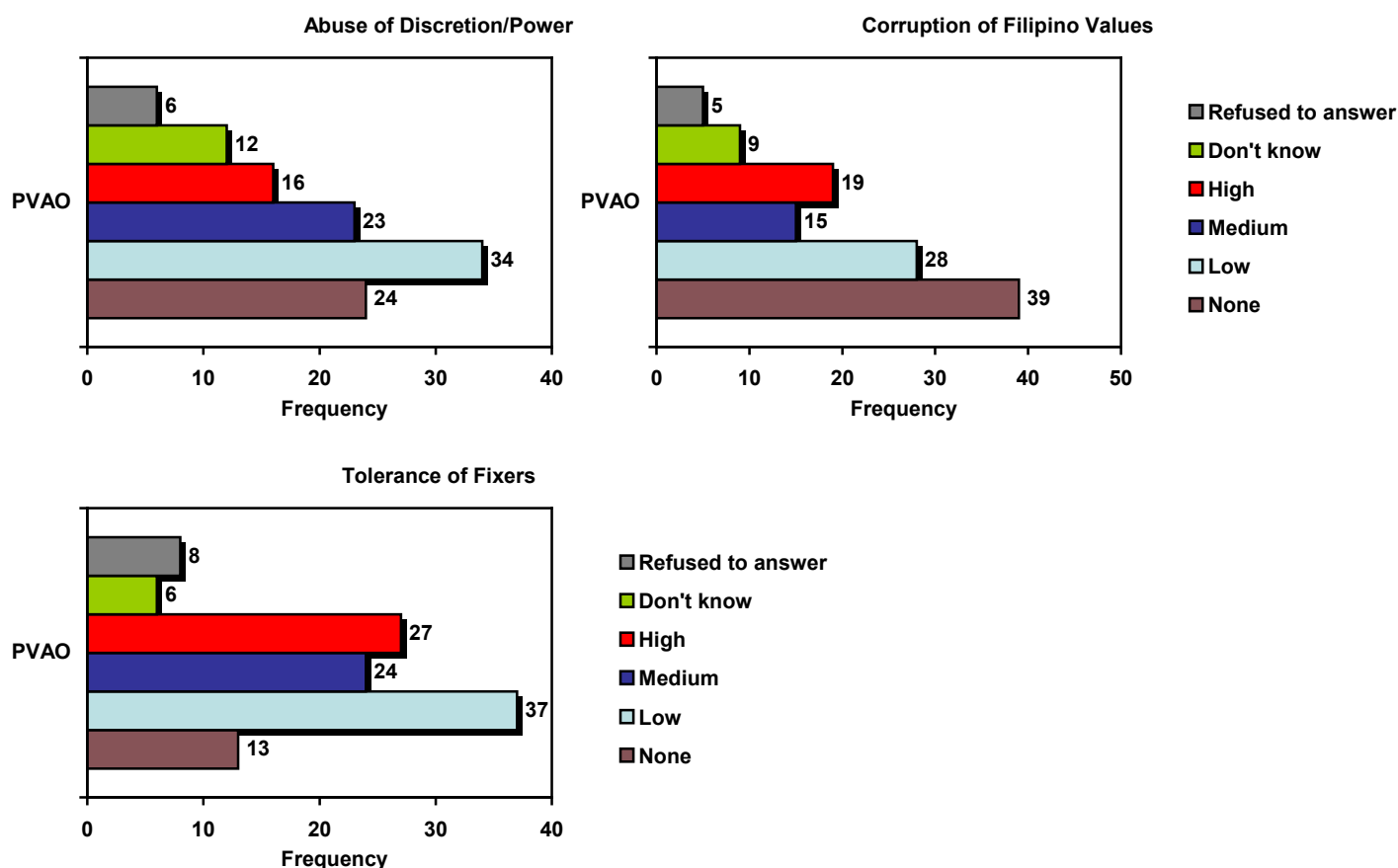


Table 2.27 Suggestions to prevent corruption include:

Suggestions	Frequency	Percent of Responses (%)
Increase salaries, more promotions, well compensated employees	34	26.56%
Dedication to work, be honest and transparent, fair processing, avoid granting favors, wag mag-uwi ng supplies, transparency, avoid fixing/fixers, wag pasuhol	27	21.09%
Provide seminars for awareness, provide trainings, values orientation, educate employees about corruption and penalties	15	11.72%
Follow office rules and policies, strictly implement rules and regulations, follow code of conduct	14	10.94%
Leadership by example, firm and just leader, leadership without politics, support employees	10	7.81%
Simplify procedure in claims processing, faster processing of arrears, limit time in contact with clients	10	7.81%
Punish offenders, strict administrative sanctions	7	5.47%
Remove corrupt officials, eliminate red tapes	2	1.56%
Separate PVAO from DND	1	0.78%
No idea, no comment, no answer, no opinion	8	6.25%



## L. ATTITUDES REGARDING CORRUPTION REPORTING

Only a few (12/115 respondents) of the respondents have experienced reporting a corrupt and unethical behavior. Percentage reporting rate was shown in Table 2.28. The no. of cases reported and the year it was reported were outlined in Table 2.29.

Table 2.28 (Question 69). Have you experienced reporting a corrupt or unethical behavior that you have witnessed?

	Central	LU/ Baguio	CDO/ DVO
YES	10	1	1
NO	90	8	5

Question 70: When did this happen?

Table 2.29 No. of Cases Reported by Respondents

Year	No. of Responses
Between 2005 and 2006	4
When the budget is okay	1
1979	1
Recently	1
Sometimes	1
In 2002	1
When I was OIC-Accounting	1
No answer	2
<b>Total</b>	<b>12</b>

Fifty percent (50%) of the cases reported were resolved immediately. Five out of twelve reports were still in pending status. Overall, seven out of the ten reported cases were resolved.

Table 2.30 Resolution Time of Reported Cases

Resolution Time	No. of Cases
Immediately resolved, resolved	5
Pending resolution, hindi pa nalulutas at paulit-ulit lang, no idea	5
After a year	1
2 years	1
<b>TOTAL</b>	<b>12</b>

In general, respondents cited satisfaction in the agency's reporting and investigation mechanism. A moderately high positive agreement could be noted on the satisfaction on the agency's investigation mechanism in all sites except for Central Office that cited a slightly positive net agreement. No significant differences in responses were noted.



Table 2.31 Net Ratings for Corruption Reporting by Site

STATEMENTS	Central	LU/ Baguio	CDO/ DVO	AGENCY TOTAL
72. How satisfied or dissatisfied were you with your agency's reporting mechanism?	2.40	2.00	2.00	2.33
73. How satisfied or dissatisfied were you with your agency's investigation mechanism?	2.00	2.00	2.00	2.00

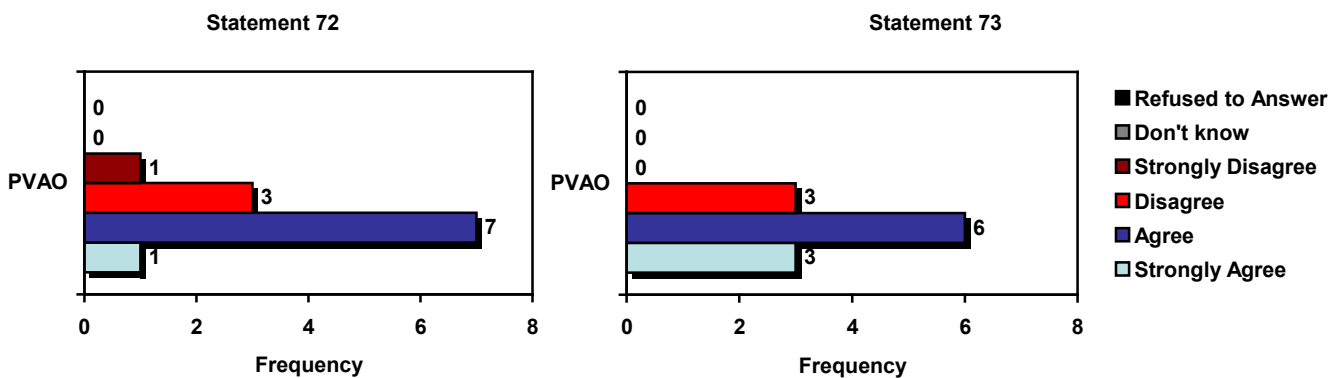


Table 2.32 Reasons cited why respondents were Satisfied and Dissatisfied with the reporting and investigation mechanism of their agency were:

Reasons	Frequency	Percent of Responses (%)
<b>VERY SATISFIED/SOMEWHAT SATISFIED</b>		
Because it was resolved, satisfied	3	25.00%
Slow processing of complaints	2	16.67%
Lack of confidence	1	8.33%
No feedback mechanism	1	8.33%
<b>VERY DISSATISFIED/SOMEWHAT DISSATISFIED</b>		
Not satisfied with management's way of running office, may contact pa rin sa loob ang claimants	2	16.67%
Paulit-ulit lang	1	8.33%
They protect each other, lawyering for each other	1	8.33%
Still not resolved, stil existing complaints	1	8.33%



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 2.33 (Question 75): If you ever witness a corrupt and unethical behavior (again), will you report it?

	Central	LU/ Baguio	CDO/ DVO
YES	78	8	6
NO	22	1	0

Question 76: Why is this your answer in Q75?

Table 2.34 Reasons why respondents replied YES to Question 75 are listed as follows:

Reasons why response is YES	Frequency	Percent of Responses (%)
To prevent/stop corruption, to remove corrupt officials, to stop tolerating corruption	30	30.93%
To set an example, to give lesson to corrupt people, to punish accordingly the corrupt	22	22.68%
I should report it because it is wrong, my responsibility to report, kelangan ireport	21	21.65%
For office and employees welfare, para tumino ang ahensiya, to be part of corruption prevention, for good image of the office, to help save the gov't fund	19	19.59%
Pinaka-"source" ng di pag-unlad	1	1.03%
I have seen such an event with my naked eye	1	1.03%
To help claimants	1	1.03%
To give solution to the problem	1	1.03%

Table 2.35 Reasons why respondents replied NO to Question 75 are listed as follows:

Reasons why response is NO	Frequency	Percent of Responses (%)
Have not experience yet, no reason, will not report	9	39.13%
Baka masindak lang kami, it will only affect my work and my promotion, natatakot, no protection for whistle blowers	6	26.09%
Because of favoritism/friendship/relationship, nalulusutan lang naman in the end of the investigation (will you still have the courage to report such?), it will not be resolved anyway	3	13.04%
Will try to resolve it first with the person involved	2	8.70%
Siguro may reason kung bakit gingawa yun	1	4.35%
Part of Filipino value at nakasanayan na	1	4.35%
Di alam kung kanino irereport	1	4.35%