

**PAPER FOR THE  
AGIA ANNUAL CONVENTION  
Chateau Royale, Nasugbu, Batangas  
By  
DR. CONSTANCIA P. DE GUZMAN, MNSA  
Chairman, Presidential Anti-Graft Commission (PAGC)**

**I would like to greet everyone a pleasant afternoon and I really hope and pray - and expect - that this will indeed be a pleasant one! This is because of the timing of my being with you - records would show that this is one of the most critical times of the day - as people's productivity is wanting and interest over anything outside of being unproductive if not sleeping is at its height. This to me is a test of your commitment to become one of the most productive citizens of this nation - a test of your capacities and capabilities as internal auditors!**

**AGIA's convention, whether midyear or annual - has become, not just one of my favorite engagements - but actually - is in my topmost priority - not only because, my room mate of 26 years is one of your directors, but because, internal auditing and therefore the internal auditors have taken a very strategic place in both my mind and heart.**

**It is not easy to gather close to 500 public servants during these days. But, your being here, I would like to believe, is an indication of your level of interest to learn more about something - and that that level of interest is triggered by a desire to likewise assess respective roles or contribution as regards the very particular topic of interest that has been manifested.**

**And for this gathering's case - on the Internal Audit's strengthening through strategic partnership! I see this as a simple expression of your desire to become more responsive, efficient and conscientious in providing objective and timely information in this area to all kinds of stakeholders.**

**This is the reason, why, the 1987 Philippine Constitution was very clear on the constitutional mandate for public servants, public office being a public trust. And that even our anti-graft and corruption laws provided for norms on how one should be guided in his or her dealings with anyone specially as regards official capacities as public servants.**

**Thus, we have on 25 July 1987 - E.O. 292 or the Administrative Code of 1987, promulgated to replace the Administrative Code then in force which happened to be forged in 1917 yet when conditions between the people and the government was totally different.**

**This new Code incorporated the major structural, functional and procedural principles and rules of governance with the end view of serving the people**

**And on 20 February 1989, one clear law, R.A. 6713 otherwise known as “The Code of Conduct and Ethical Standards for Public Officials and Employees”, was enacted laying down the norms on how public servants should deliver respective mandates and meet expectations from all stakeholders.**

**The Code highlights the need for transparency of transaction and access to information, incentives and rewards system for exemplary service, prohibited acts and transactions and providing penalties for violations thereof, and for other purposes.**

**And for everyone to be properly guided on the requirements of this Law – everyone, meaning, all officials and employees in the government, elective and appointive, permanent or temporary, whether in the career or non-career service, including the military and police personnel, whether or not they receive compensation and regardless of the amount, the Civil Service Commission issued the Implementing Rules and Regulations for R.A. 6713 on 21 April 1989.**

**The IRR was very specific on the roles of the heads of departments, offices and agencies in ensuring enough awareness and trainings for everyone in their respective jurisdictions that are geared towards – strengthening value systems to uphold the time-honored principle of public office being a public trust, the need to act on communications received within 15 working days from receipt of said communication and processed within reasonable time invoking a streamlined process, , public disclosure of business interests and financial connections and the need to avoid conflict of interest at all times. The IRR likewise include a provision on the grounds for administrative disciplinary action and penalties.**

**I am convinced that if only public servants learned to internalize and operationalize the requirements set by law on how public service should be delivered, graft and corruption will never thrive.**

**It is indeed very important to say no to corruption. You already know its ill effects - and here are some of the alarming statistics on the costs of corruption –**

**The economic cost of corruption both at the national and international level, per World Bank's report, exceeds by far the damage caused by any other single crime.**

**Accordingly, more than US\$ 1 trillion is paid in bribes each year – a figure which includes the estimate of actual bribes paid worldwide in both developed and developing economies.**

**And earlier report from World Bank estimated it to be at \$48 billion over the last 20 years, greater than the entire national debt (\$40 billion) for the same period<sup>i</sup>.**

**The Asian Development Bank, on the other hand, said that corruption can cost a country up to 17 per cent of its Gross Domestic Product (GDP), robbing the population of resources that could have been used to reduce poverty and promote sustainable development.**

**In 2004, Acebedo wrote that The Economist Intelligence Unit estimated the losses from corruption from about 20 to 30 percent of the country's national budget or from P160 to P240 billion a year**

**In the same year, the Office of the Ombudsman said the figures reached P200 billion a year.**

**These information triggered the administration's call for an intensified campaign against graft and corruption and other aspects of corruption have been considered, as can be seen in the following presentation of the Philippines Fight Against Corruption and Measures to Fight It.**

**The Philippines certainly cannot be faulted for not trying to fight corruption.**

**Since its declaration as an independent state in 1945, the executive branch has created 15 presidential anticorruption bodies, beginning with an Integrity Board in 1950 to the current Presidential Anti-Graft Commission under President Macapagal-Arroyo.**

**There is definitely no dearth of laws to combat the problem. Prescribed penalties are actually quite severe for big-ticket corruption. Corruption over P50 million can be prosecuted as a capital offense. But the laws have evidently not been implemented. It must be pointed out though that legislation is necessary but not sufficient.**

**We also have a number of agencies, composed of both the anti-graft bodies and support institutions whose core functions are supposed to be focused on governance's thrusts**

**And in the fight against graft and corruption, under the Macapagal-Arroyo administration, initiatives include administrative measures, legislative action, and greater people participation –**

**For the first time in our history, a full chapter has been dedicated on Anti-Corruption and another on Bureaucratic Reforms in the Medium Term Philippine Development Plan (MTPDP), as what is reflected in the 2004-2010 MTPDP of the Macapagal – Arroyo administration.**

**Chapter 21 of the MTPDP, that is on Anti-Corruption, specifically stresses three areas of reforms on anticorruption efforts which are:**

- a) punitive measures that include effective enforcement of anti-corruption laws; enforcement mechanisms within revenue generating agencies; lifestyle check and other programs**
- b) preventive measures that include strengthening of anti-corruption laws; improvement of integrity systems; improvement of systems and controls**
- c) and, promotion of zero tolerance for corruption through societal values formation and active participation and involvement of the public in the fight against corruption**

**Chapter 22, on the other hand, says:**

**“To improve the quality and efficiency of public service, the government shall adopt institutional improvements in the bureaucracy...”**

**Further, in the July 2004 State of the Nation Address (SONA), the President clearly spelled out these thrusts as she said:**

**“Is there a reason we cannot all work together? All that is needed is to clear away a couple of obstacles, as I intend to do with five key reform packages..” And she**

enumerated these as: "...job creation, anti-corruption through good government, social justice, education, and energy dependence.."

And whether you believe it or not, it is a fact that never in the history of our country have we seen the radical reforms being put in place by the current administration to address the problem of graft and corruption. . These are backed up by statistics.

A general presentation of what was done point to

- strengthening of anti-corruption bodies by expanding respective mandates and providing additional investigators/prosecutors as well as additional funding to cover operational requirements
- creation of an Inter Agency Anti Graft Coordinating Council (IAAGCC) composed of the Office of the Ombudsman, PAGC, CSC, COA, DOJ and NBI
- re-engineering of the bureaucracy through E.O. 366 marked by streamlining requirements both for functions and manpower complement to ensure focus on core functions
- adoption of financial reforms like the electronic new-government accounting system (ENGAS),
- budget reforms through computerization
- procurement reforms through R.A. 9184
- procedural reforms that saw the adoption of the three pronged approach to fighting corruption involving investigation, education and prevention and the introduction of the lifestyle probe

- factoring in the importance of strategic partnership which cuts across all of the earlier identified measures paving the way for an enhanced collaboration and with the stakeholders coming from all sectors of the society
- preparation of agency-specific anti-corruption programs with emphasis on the need to set up or strengthen internal audit units, conduct integrity development review and other measures under the national anti-corruption framework, both for the executive and the entire government as well
- putting in place a comprehensive judicial reform program to provide fair, speedy and impartial justice system that is accessible to all, and
- adoption of other reforms in the other pillars of justice

All of these tell us of a fertile ground of governance marked by

a growing anticorruption coalition among government agencies and other stakeholders,

broad support from international development partners,

success in the lifestyle checks and investigation areas resulting to a more effective prosecution towards increased conviction

We may not, in our lifetime, enjoy the fruits of our efforts, but we are assured of leaving a better society and better systems and procedures to the next generation – those of our children and our children’s children.

And, these can rightfully be our starting point...towards a more defined execution of respective roles - both coming from individual commitments on how to live a more productive life and as a group - not just as Filipinos - but as public servants

**whose mandates require each and everyone to deliver - as a standard level of performance - something that is definitely not less than 100 per cent.**

**And so, as internal auditors, what do you think should be your basic roles? If such is in the area of - you must be equipped with the basic information that will ensure objective and balanced press releases. And as public information officers, for you to be effective in this area - it is a must for you to be aware of the good news that are happening in your respective areas of work. You must be informed of the sources of hope - of things you can brag about - and if these are not provided to you regularly - then, it is but high time for you to pro act - by all means - look for the positive news which you could share with others...and I am confident that there are more...of these types...in the various offices where you are connected with...**

**To do these, there is a need for us to start right, thus, it becomes a must to be strong and internalize that Filipino character of being resilient – of doing everything – undergoing self-sacrifices – to turn around what others perceived to be defeats – to victories. We need to hope, to believe – for it is in the hoping that the process of becoming comes out.**

**One editorial I happen to appreciate exactly pointed to this as it says...”To hope, we must be optimistic. To be optimistic, we must always feed ourselves with positive thoughts.”**

**This is exactly what we are going to do now....**

**talk about a lot of things to be joyful and proud of –**

**the many things to brag about...specially focused on how we work and shall work together in our nation building tasks, though, this time – it is focused on the anticorruption arena and how each of us could contribute to minimizing, if not,**

**totally eradicating this social cancer – that brings about so much sufferings specially to the weak and the poor, brought about by others’ doings, abuses, and the like – and these we shall start by understanding the measures to fight graft and corruption.**

**But knowing what used to trigger graft and corruption and the modus operandi that used to be employed by unscrupulous groups in their nefarious activities are not enough as the modern life has grown more complex, the methods of graft and corruption have likewise become more sophisticated. And in order to prevent, detect, and prosecute every instance of graft and corruption, the government must device new strategies. As to what these are, I will share with you from the point of view of how PAGC worked on those, from the last quarter of 2004, the entire year of 2005, first semester of this year and how we chart our plan of action on how to carry out the fight onwards, but this time, with you as our newfound allies – the public information officers to help us get the story out. Media can magnify public support, utterly indispensable to anticorruption. You can help us address the problem specifically on perception.**

**The intensified campaign against graft and corruption started with the strengthening of PAGC as an institution followed by the adoption of a national anti-corruption framework for the executive branch that highlights the three pronged approach adopted by the Hong Kong’s Independent Commission Against Corruption (ICAP) and which is likewise reflected in the 2004--2010 MTPDP, except that this time, a fourth strategy has been phased in - that of strategic partnership to highlight the role of all stakeholders to ensure success in this fight.**

**The strengthening of PAGC is reflected in its expanded mandate made possible through a series of amendments of the original executive issuance which is Executive Order No. 12 issued on 16 April 2001. The three amendments were issued on 09 July of 2004 for E.O. 327, 31 May of 2006 for E.O. 531 and the latest was 23 August 2006 for E.O. 531-A -to strengthen PAGC’s role as the President’s arm in the exercise of her disciplining power over her appointees, public officials whose salary grades start**

at 26 . This does not mean though, that we cannot share our programs with the other branches of the government – the legislative and the judiciary – as we have in fact touched based with them.

When the President ordered an intensified campaign against graft and corruption, PAGC responded by first ensuring that it is capable of waging a good fight. We started by strengthening PAGC as an institution – ensuring that there is a set vision, mission and goals anchored on how the government has set its thrusts on this area.

Thus, PAGC’s vision, mission, goals and objectives talk of:

**“A Graft and Corrupt-Free Philippines characterized by transparency and accountability in governance, honesty and integrity in the bureaucracy in a corruption intolerant society” for the vision**

And for the Mission, we say:

**“To be the President’s arm in eradicating graft and corruption through effective Deterrence, Prevention and Education in partnership with all stakeholders”**

For the Goals, we have:

**Under Deterrence (investigation/enforcement) – “to make graft and corruption a high-risk, low-reward activity”**

**Under Prevention – “to minimize opportunities for graft and corruption and ensure that systems of agencies are corruption-resistant”**

**For Education – “To promote corruption-intolerant society by raising awareness that mobilizes citizenry and by disseminating good citizenship values and institutionalizing the code of ethics in agencies”**

**Then, we checked on our internal capacities and capabilities by ensuring that only those capable of providing positive contribution to the fight are made part of the PAGC manpower complement. That was a radical and a very painful decision but had to be implemented. So that – in two and a half months’ time – almost 30 personnel had to be issued the pre-termination and non – renewal of respective contracts of services. A very rigid process to check on integrity and commitment levels of new applicants has likewise been put in place.**

**PAGC investigators were sent to trainings and made to attend short term courses on field investigation, advanced fraud audit techniques, public corruption and ethics, and even internal controls to beef up capacities and capabilities to ensure credible case build-up per case with a given standard timeframe of 90 days for regular cases.**

**A database of Personal Data Sheets, Sworn Statement of Assets, Liabilities and Networth and appointment papers of presidential appointees (PAs) from various agencies was established to avoid getting the subject alarmed on any PAGC investigation being conducted on him or her as subpoenas are issued for such documents.**

**Through the assistance of USAID, we designed a Complaints and Case Management Manual of Operations in the last quarter of 2005. This manual aims to be a quick and ready reference for technical and support staff responsible for the tracking, monitoring of cases and investigation and enforcement of the laws administered by the Commission.**

**Hence, transfer of technology and phasing in of new investigators is easier. With this manual is an Excel programmed case monitoring and document-tracking system to ensure that all incoming documents are acted upon within the required period and to ensure that all cases are acted upon and moving.**

We employed a “shame-campaign” by reporting to the public, thru press conferences and press releases, offenders with cases whose PAGC recommendations for punitive actions have been affirmed by OP. This include sanctions involving dismissal from service with forfeiture of benefits, cancellation of civil service eligibility and perpetual disqualification from holding public office.. This campaign promotes corruption as a high-risk, low reward activity as even the US Embassy now calls us every time there’s a case that we publish and the respondents happen to have a pending visa application for travel to the United States. The application for visa of these offenders are being withheld by the US Embassy, especially when we tell them that we have filed a criminal complaint against these persons to the Office of the Ombudsman or with the Department of Justice. Still on this area, PAGC now maintains a website, wherein the public could read the press releases on sanctioned officials as well as file complaints to PAGC.

From 2005 to date, we shared with the public OP Orders involving the following - dismissal from Office of -

An Undersecretary from the Department of Public Works and Highways

Two Assistant Secretaries, one from the Office of the President and the other from the Department of National Defense

the Chairman of PHILRACOM,

the Administrator of NDA - though there was a modification here, this one is now covered by PAGC manifestation - sort of a Motion for Reconsideration

4 Regional Directors -

from the National Commission on Indigenous Peoples (NCIP), R2

from the Bureau of Local Government/Finance, R2

from the Department of Social Welfare and Development for Region XII

the Assistant Regional Director of DTI -this one coming from Region VI

the suspension of -

The Assistant Regional Director of DPWH for CAR

Suspension of the following:

**a Division Superintendent from Cebu for 3 month, both without pay; a Director from the Office of the President for 6 months - this is one is similar to the NDA case, meaning, subject of a Motion for Reconsideration**

**- the dismissal from Office of an Undersecretary from DPWH, Salvador Pleyto.**

**We also forged partnerships with other government agencies, CSOs and stakeholders to increase the number of cases filed against abusive public servants.**

**Some of these agreements include:**

- Partnership with the Transparency and Accountability Network (TAN) and the Coalition Against Corruption (CAC) for these CSOs to provide qualified volunteers to PAGC in its lifestyle check crusade against erring officials and employees in all government agencies, departments, and instrumentalities**
- MOA with 10 select agencies which were challenged by the President to file at least 1 case per quarter involving a “big fish” to PAGC or to OMB.**
- MOA with the Volunteers Against Crime and Corruption or VACC for their volunteers to act as informants particularly in lifestyle check cases.**

**And on agreements forged by PAGC relative to corruption prevention, we have:**

- MOA with the Office of the Ombudsman, Transparency and Accountability Network (TAN), with Heads of 10 priority agencies to ensure the implementation and sustainability of corruption prevention reform programs (CPRP) which is now subsumed under the prevention strategy of the IDAP**
- Covenant of Cooperation and Support to the Office of the Ombudsman-European Union Corruption Prevention Project to ensure PAGC’s participation as a collaborating/partner agency in the implementation of the OMB’s corruption prevention project funded by the European Union**
- Agreement with the World Bank as regards the project on Strengthening of Internal Audit Units for Effective Procurement Monitoring and Enforcement with PAGC as implementing agency and Covenant of cooperation with the 15 Project partners of the internal audit project– 10 from NGAs, 1 from a constitutional body, 1 from GOCCs and 3 from LGUs**

- **MOA with the Association of Government Internal Auditors (AGIA) to officially involved the group in systems reform initiatives of PAGC and for the internal audit project funded by the world bank.**
- **MOA with the Fellowship of Christians in Government (FOCIG)**

**PAGC also saw the need to go heavy on advocacy (education) and media campaign to respond to the worsening level of perception on corruption, hence, PAGC has undertaken the following activities:**

- **Participation in various fora to give talks on anti graft and corruption laws and anti-corruption programs to highlight respective stakeholders' roles to ensure success in the fight against graft and corruption (Medium used include tri-media, visit to offices and attendance as speaker/resource person to conferences and meetings)**
- **Creation of the PAGC writer's pool – in charge of documenting/writing news articles and stories on the anti-corruption efforts initiated by the Commission for distribution to the media and newsletters of CSOs**
- **Conduct of press conferences and distribution of press releases to officially inform the public of the Commission's milestones, both on the investigation and prevention strategies.**
- **Television and radio guestings of PAGC officials**
- **visit government offices during flag raising ceremonies to conduct lectures on the “dos” and the “don'ts” of public service**
- **PAGC also activated an SMS hotline and e-mail wherein complainants can text or e-mail their complaints**

**Then, on the effort to institutionalize the thrusts and programs reflective of the PAGC's Vision, Mission, and Goals in covered agencies, initially focusing on the Executive Branch –**

**we shared with the other offices our Vision, Mission and Goals that are captured in the first ever PAGC Medium Term Plan.**

**PAGC spearheaded the conduct of a three-day unprecedented Presidential Anti Corruption Workshop in December 2004 to craft the Integrity Development Action Plan (IDAP) which talks about agency-specific measurable initiatives and action plans towards improving images of respective agencies attended by over a hundred top officials from more than 40 government departments and offices.**

**These agency plans and department commitments, served as an integrity pact between the President and the Agency Heads, to ensure implementation of the same starting January 2005. Monitoring as to compliance level has been PAGC's task marked by very specific activities that have been undertaken towards these ends from January 2005 to date, like:**

- requirement for monthly submission by IDAP-covered agencies of accomplishment reports**
- conduct of bi-monthly follow-up sessions**
- conduct of Performance Indicators workshop**
- conduct of the semestral IDAP Enhancement Seminar/Workshop**
- conduct of special sessions by special committees to address given requirements**
- issuance of IDAP Circulars serving as guide on IDAP implementation**
- forging of several partnerships with both local and international partners for the provision of much needed assistance taking the form of grants, trainings and the like**
- ensuring that the necessary issuances from the Office of the President are done to support IDAP implementation and sustainability requirements**

**and these proved useful and produced positive results as evidenced by the following accomplishments:**

**+ IDAP is now in close to 100 offices nationwide from the 40 agencies initially covered, and these are, presented in alphabetical order:**

- 1. Armed Forces of the Philippines**
- 2. Bureau of Fire Protection**
- 3. Bureau of Corrections**

4. Bureau of Customs
5. Bureau of Immigration
6. Bureau of Internal Revenue
7. Bureau of Jail Management and Penology
8. Department of Agrarian Reform
9. Department of Agriculture
10. Department of Budget and Management
11. Department of Education
12. Department of Energy
13. Department of Environment and Natural Resources
14. Department of Finance
15. Department of Foreign Affairs
16. Department of Health
17. Department of the Interior and Local Government
18. Department of Justice
19. National Prosecution Service
20. Department of Labor and Employment
21. Department of National Defense
22. Department of Public Works and Highways
23. Department of Science and Technology
  - Sectoral Planning Councils:
24. Philippine Council for Aquatic and Marine Research Development (PCAMRD)
25. Philippine Council for Agriculture, Forestry and Natural Resources Research and Development (PCARRD)
26. Philippine Council for Advanced Science and Technology Research and Development (PCASTRD)
27. Philippine Council for Health Research and Development (PCHRD)
28. Philippine Council for Industry and Energy Research and Development (PCIERD)
  - Research & Development Institutes:
29. Advanced Science and Technology Institute (ASTI)
30. Food and Nutrition Research Institute (FNRI)
31. Forest Products Research and Development Institute (FPRDI)
32. Industrial Technology Development Institute (ITDI)
33. Metals Industry Research and Development Center (MIRDC)
34. Philippine Nuclear Research Institute (PNRI)
35. Philippine Textile Research Institute (PTRI)
  - Service Institutes:
36. Philippine Atmospheric, Geophysical and Astronomical Services (PAGASA)
37. Philippine Institute of Volcanology and Seismology (PHIVOLCS)
38. Philippine Science High School System (PSHS)
39. Science Education Institute (SEI)
40. Science and Technology Information Institute (STII)
41. Technology Application and Promotion Institute (TAPI)
  - Advisory Bodies:

42. National Academy of Science and Technology (NAST)
43. National Research Council of the Philippines (NRCP)
  - Regional Offices:
44. Region I
45. Region II
46. Region III
47. Region IV
48. Region V
49. Region VI
50. Region VII
51. Region VIII
52. Region IX
53. Region X
54. Region XI
55. Region XII
56. CAR
57. CARAGA
  - a. Department of Social Welfare and Development
58. Region I – Ilocos
59. Region II – Cagayan Valley
60. Region III – Central Luzon
61. Region IV – Calabarzon / Mimaropa
62. Region V – Bicol
63. Region VI – Western Visayas
64. Region VII- Central Visayas
65. Region VIII – Eastern Visayas
66. Region IX – Mindanao
67. Region X – Northern Mindanao
68. Region XI – Davao
69. Region XII – Soccksargen
70. Region XIII – CARAGA
71. Region XIV – CAR
72. Region XVI – NCR
73. Department of Tourism
74. Department of Trade and Industry
75. Department of Transportation and Communication
76. Government Service Insurance System
77. Housing and Urban Development Coordinating Council (HUDCC)
78. Home Development Mutual Fund
79. Home Guarantee Corporation
80. Housing and Land Use Regulatory Board
81. National Home Mortgage Finance Corporation
82. National Housing Authority
83. LandBank of the Philippines
84. Land Registration Authority
85. Land Transportation Office

86. Land Transportation Franchising and Regulatory Board
87. Metro Manila Development Authority
88. National Anti-Poverty Commission
89. National Economic Development Authority
90. National Intelligence Coordinating Agency
91. National Irrigation Administration
92. National Labor Relations Commission
93. Office of the President
94. Office of the Presidential Adviser on the Peace Process
95. Office of the Vice President
96. Philippine Drug Enforcement Agency
97. Philippine National Police
98. Social Security System

**Others that expressed interest to be covered for 2006 - Province of Bulacan, City of Marikina, Municipality of Cainta, NAPOCOR, SBMA and the Presidential Council for Values Formation**

**Most of you might be wondering what these 22 doables are under the IDAP - or what IDAP is all about. The 22 anti corruption measures are:**

**On the area of Prevention, we have 7:**

- 1. strengthening of internal control through the institutionalization of internal audit service**
- 2. conduct of Integrity Development Review or IDR in 5 agencies**
- 3. fast tracking of the electronic New Government Accounting System and electronic bidding for the procurement of goods, services and infrastructure projects**
- 4. incorporating integrity check in recruitment and promotion of government personnel**
- 5. institutionalization of a multi-stakeholder personnel and organizational performance evaluation system**
- 6. protection of meager income of government employees by ensuring a level for take home pay**
- 7. adoption of a single ID system for government officials and employees.**

**We have four for the Education Strategies,**

- 1. dissemination of compendium of anticorruption laws, rules and regulations**
- 2. preparation of agency-specific code of ethical standards**
- 3. conduct of ethics training, spiritual formation, and moral recovery program for agencies and stakeholders**
- 4. integration of anti-corruption modules for elementary and secondary levels.**

**On deterrence or investigation and enforcement, we have seven:**

- 1. development of agency Internal Complaint Unit (including the protection of whistleblowers).**
- 2. setting up/strengthening of agency Internal Affairs Unit.**
- 3. publish blacklisted offenders and maintain on-line central database for public access**
- 4. holding superiors accountable for corrupt activities of subordinates**
- 5. effective use of existing agency administrative disciplinary machinery and publication of results of administrative cases handled**
- 6. advocacy for the submission of Income Tax Returns as attachment to the Statement of Assets, Liabilities and Networth**
- 7. PAGC's carrying out of an independent survey to check anti-graft and corruption program effectiveness**

**And on Strategic Partnership, we have four:**

- 1. linking of existing databases of complementary agencies and sharing of information**
- 2. need to enlist or enhance participation of private sector and civil society in various areas of governance**
- 3. need to tap international development agencies and private sector for support**

**4. institutionalization of the participation of stakeholders in agency activities**

**For the specific milestones under this strategy, we present the following:**

**On the first doable that is on the strengthening of internal control through the institutionalization of internal audit service – the desired outcome from this measure is the revival and strengthening of systems integrity in the agencies covered by IDAP**

**Under the first doable, all departments are now being – actually forced – to comply with the law – then RA 3456 as amended by RA 4177 issued in 1963 and 1965 respectively by then President Diosdado Macapagal – and unfortunately reported to have been abolished by PD 1 of then President Marcos – of setting – up internal audit units as likewise mandated by PD 1445.**

**Under this measure -**

**We are expecting a remarkable level of compliance as the Rationalization and Streamlining Plan or RSP per EO 366 is operationalized. This is because of the position taken by the Department of Budget and Management (DBM) not to approve any Rationalization and Streamlining Plan (RSP) that does not include an Internal Audit Structure in the proposal and that as committed, DBM will automatically include an IAS unit in respective agencies' structure. DBM has likewise released its position and communication to the agency Heads and Civil Service Commission on the importance of giving priority to the creation of IAS units and approval of the position classification for internal auditors.**

**+ this thrust likewise got World Bank's nod as it released US\$ 300,000.00 grant to fund strengthening of internal audit units and internal auditors for better transparency and accountability, initially focusing on the procurement system – for an efficient and effective procurement monitoring and enforcement.**

The first two components of this project – that is on mapping of internal audit functions and on the preparation of a generic internal audit manual – is being undertaken for a project worth over P6.0 Million that will take about 8 months covering 15 pilot project beneficiaries - 3 from the Local Government Units – the Province of Bulacan, City of Marikina and Municipality of Cainta. We also have the Office of the Ombudsman as a representative of the Constitutional bodies, The rest come from the executive branch – DA, DPWH, DOH, DEPED, DILG, DBM-PS, DSWD, DND/AFP, PNP, OP and NAPOCOR.

Under this project, COA is considered a resource agency to ensure that internal auditing concerns shall be considered. A downstream assignment of this project, which is Component 3 of the Grant- is on the development of Certification Program for Internal Auditors.

When implemented, this will translate to corruption eradication through:

- the development of a quality assessment program on internal auditing functions
- a generic internal audit manual
- a national training program and certification for internal auditors (this can be a downstream assignment for SGV depending on their level of performance)
- and, procurement records management and monitoring system
- the last component is on the strengthening of PAGC as an oversight agency.

Agencies' compliance level to this measure is guided by a list of things to do and to have including the corresponding point systems on a per measure basis.

Thus for this 1<sup>st</sup> doable, the indicators are presented on the screen.

RATING	LEVELS OF ACHIEVEMENT
5	<ul style="list-style-type: none"> <li>▪ Audit findings are available to the public (except those</li> </ul>

	concerning national security) Impact of its effectiveness as a mechanism to prevent corrupt practices and assist management in achieving more effective governance regularly assessed
4	<ul style="list-style-type: none"> <li>▪ Random audits are carried out with reports and recommendations for action provided to the head of the agency</li> <li>* Appropriate follow-up action are taken on any findings as maybe necessary</li> </ul>
3	<ul style="list-style-type: none"> <li>▪ Internal Audit Unit already operationalized</li> <li>▪ Internal Audit Unit has a manual of procedures IAU has already complied with the International Standard for the Professional Practice of Internal Auditing and the Code of Ethics promulgated by the (AGIA)</li> </ul>
2	<ul style="list-style-type: none"> <li>▪ Department Order already disseminated to the employees</li> <li>* Orientation and discussion on the Department Order held Training of Internal Auditors</li> </ul>
1	<ul style="list-style-type: none"> <li>▪ Department Order creating the Internal Audit Unit, charter, structure and function of which are in accordance with Administrative Order No. 70 and DBM Circular 2004-04, already approved</li> </ul>

**I see the importance of highlighting these developments to you - for you to be personally in touch with the kind of development that is in your offices - or if not being done in contradiction to the reports sent to us - for you to be our allies from within those agencies to inform us of non-implementation or weak compliance.**

**On the second doable, that is, on the conduct of Integrity Development Review or IDR in pilot agencies, the first 5 agencies include BOC, BIR, DPWH, PNP and LTO. A lot of processes have already been done on these agencies and this is covered by the EC-Ombudsman project.**

**Starting this month, 10 agencies will be added to this list, with DND-AFP, Bureau of Corrections, DENR, DLR, DOH, DBM-PS, LRTA, NIA and National Transmission Commission.**

The rest of the agencies not covered by the EC-OMB project, have been provided with a copy of the “Do-It-Yourself Manual” to help them prepare for the IDR process.

Most of you might wonder what IDR is all about. Hence, the need for a little explanation.

IDR is a preventive measure against corruption that aims to build institutional foundations to prevent corruption before it occurs. This entails a systematic diagnosis of the corruption resistance in place in an agency and its vulnerabilities to corruption. The IDR framework builds on the Corruption Resistance Review approach developed by the Independent Commission Against Corruption (ICAC) of the New South Wales and the Corruption Vulnerability Assessment (CVA) process by the US Office of Management and Budget adapted by the Development Academy of the Philippines to local setting.

Though each uses different approaches, one complements the other in terms of putting a stop to any wrongdoing or misdemeanor in an organization. On the one hand, the CRR helps agencies assess their level of corruption resistance and implement preventive measures towards achieving certain levels of organizational integrity. On the other hand, the CVA determines the susceptibility of an agency’s systems to corruption while examining the adequacy of its safeguards to forestall wrongdoings.

A unique feature of the IDR is that the assessment is done by a team of multi-disciplinary external and internal assessors from the Office of the Ombudsman, PAGC, COA, CSC, and DAP.

Stage 1 of the IDR process involves three (3) key activities, namely, Integrity Development Assessment (IDA), Indicators Research to validate claims and Survey of Employees to check deployment.

- **The first activity is the Integrity Development Assessment. This is a process by which the agency reviews its level of corruption resistance. As such, this stage employs a guided self-assessment tool in identifying the agency's areas of vulnerability to corruption.**
- **Activity 2 is the Indicators Research which substantiates the first stage or the agency's self-assessment on corruption resistance and provides leads on the agency's high-risk areas. This stage heavily relies on documents, primary or secondary, which tell something about the agency in ways more objective than data taken from respondents of interviews or surveys. Indicators Research, in effect, checks and balances the results of the IDA.**
- **Survey of Employees is the third and final activity in Stage 1 of the IDR process. This is a crucial component, in that it assesses the agency's efforts in corruption prevention based on the perception of randomly selected employees.**

**It aims to detect the deployment of integrity building measures in the agency, and generate feedback from employees on experiences in integrity building measures, clarity of guidelines and procedures, particularly those related to corruption, and effectiveness of corruption prevention measures.**

- **Stage 2 or CVA uses risk assessment techniques to examine the agency's general control environment, risk of corruption in operations, and the adequacy of existing safeguards.**

**Here, 10 components are being evaluated and these 10 are clustered into three areas:**

**The Individual – where we have leadership, code of ethics, and gifts and benefits policy**

**Second Group is on Organizational – where he have recruitment and promotion, performance management, procurement, financial management, internal reporting, and corruption risk management**

**The last group is on environment which focus on managing interface with stakeholders.**

**The dimensions of IDR follows this framework. At the core of the framework is the code of ethics - or norms of behavior including the policy on acceptance of gifts and benefits that guide the day-to-day actions of employees. The framework shows how specific organizational systems work together to influence the organization’s ability to resist corruption. These include human resource management, performance management, procurement, financial management, corruption risk management and systems for whistleblowing, internal reporting and investigation.**

**The outer layer is the interface of the organization with its external environment that includes clients and the public.**

**Seeing the components, one can easily understand this process’ objectives. And these are:**

- ✓ Determine the level of integrity development within the agency**
- ✓ Identify the agency’s vulnerability to corruption**
- ✓ Assess the adequacy of agency’s safeguards to forestall corruption**
- ✓ Prepare a Corruption Prevention and Integrity Enhancement Plan**
- ✓ Establish benchmarks by which agency performance and results of anti-corruption programs can be monitored**

**For this measure, our indicators are flashed on the screen:**

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	IDR findings already presented and validated with the management/head of agency Agency already prepared an agency anticorruption/integrity

	development plan (Roadmap) Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	Corruption Vulnerability Assessment already conducted which includes: <ul style="list-style-type: none"> <li>○ Preparation of a Site Visit Plan</li> <li>○ Process map</li> <li>○ Risk Assessment</li> </ul> Evaluation of controls and safeguards
3	Corruption Resistance Review (CRR) already conducted which includes: <ul style="list-style-type: none"> <li>○ Integrity Development Assessment (IDA)</li> <li>○ Survey of Employees</li> </ul> Analysis of Results
2	Assessors to constitute IDR team identified and trained IDR implementation plan for the agency already prepared
1	MOA among the agency, service provider and PAGC or OMB already signed (should include the scope of the IDR and the terms of reference, timeframe, resource and manpower requirements for the conduct of the IDR)

**On the fast tracking of the electronic New Government Accounting System and electronic bidding for the procurement of goods, services and infrastructure projects – per COA’s latest report submitted to the Commission,**

**+ eNGAS is installed in 118 agencies nationwide**

**(74 NGAs, 8 GOCCs, 36 LGUs);**

**+ on going roll out in 66 agencies**

**(10 NGAs, 36 GOCCs, 20 LGUs); and,**

**+ for roll out in 246 agencies**

**(93 NGAs, 24 GOCCs, 129 LGUs).**

**And in the last Budget Hearing last September for COA at the upper House, the senators indicated interest in providing funds for the completion of installation of eNGAS in all offices nationwide and to cover all LGUs as well as the offices under the other branches of government (legislative and judiciary)**

When in place, it is expected that there will be greater transparency, correct, reliable, complete and timely recording of government financial transactions and reports. The indicators here are.....

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	e-NGAS in place and operation
3	Concerned personnel already trained on e-NGAS
2	MOA between COA (Government Accounting and Finance Management Information System) and the head of agency on e-NGAS implementation already signed Employees already oriented on the MOA
1	Agency already complied with all the E-NGAS requirements which include: <ul style="list-style-type: none"> <li>○ Server System Requirements</li> <li>○ Workstation requirements</li> <li>○ People ware requirements</li> <li>○ Local Area Network (LAN</li> <li>○ Existing System</li> </ul>

On the fourth doable that is on incorporating integrity check in recruitment and promotion of government personnel – IDAP covered agencies have been briefed of the importance of factoring in lifestyle check and background check in the components of integrity check.

Parameters/guidelines for the efficient implementation of this measure is being crafted by a Consultant. The indicators are....

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Impact as to its effectiveness as a mechanism to prevent corrupt practices regularly assessed Results of the review used to enhance the recruitment and promotion process
4	Performance of the personnel selection/promotion review board regularly reviewed
3	Integrity check incorporated during the recruitment and promotion process based on the approved guidelines
2	Written guidelines for the inclusion of integrity check in the recruitment and promotion process communicated to all employees Agency has a functioning personnel selection/promotion review board

	HRD personnel and members of the selection/promotion review board trained in conducting integrity check
1	Department Order and written guidelines for the inclusion of integrity check in its recruitment and promotion process in accordance with CSC guidelines approved

**On the institutionalization of a multi-stakeholder personnel and organizational performance evaluation system, IDAP covered agencies have been reminded to use performance evaluation system in accordance with CSC guidelines on the matter specially on the use of the Performance Management System that includes a numerical evaluation of outputs and outcomes to IDAP participating agencies.**

**PAGC has been emphasizing that performance evaluation should not be tied up to the granting of productivity bonus but should instead be directly anchored on meritorious performance.**

**The indicators here are.....**

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Results of the review used to promote good behavior and performance of employees Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	System for rewarding good performance and sanctioning poor performance in place Multi-stakeholder performance evaluation system regularly reviewed and improved
3	Multi-stakeholder performance evaluation system conducted regularly
2	Orientation of the employees on the multi-stakeholder performance evaluation system conducted Composition of the Performance Evaluation Review Committee (PERC) already identified
1	Department Order and written guidelines to implement a multi-stakeholder performance evaluation system in accordance with CSC Memorandum Circular No. 13, s. 1999 approved and disseminated

**Next is on the protection of meager income of government employees by ensuring a level for take home pay (equivalent to the minimum threshold necessary to sustain a family's basic needs of both food and non-food requirements).**

Here, the Office of the President, On 19 September 2005, issued E.O. 462 which is on Adopting Measures and Safety Nets to Protect Government Employees, Creating the Committee on Protection of Income of Government Employees, and Other Purposes.

The parameters for ratings are.....

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	Level of implementation of the Department Order and guidelines regularly reviewed
3	Amount of take-home pay of employees in accordance with the D.O. and guidelines (D.O. operationalized)
2	Orientation on the Department Order and guidelines conducted to all employees
1	Department Order and written guidelines in accordance with GAA provision on the minimum amount of take-home pay of the employees approved and disseminated

And on the last doable under the prevention strategy, that is on the adoption of a single ID system for government officials and employees. This measure aims to enhance the integrity and reliability of government-issued ID cards as this is viewed to strengthen good governance, improve transparency and thus enable users to get faster access to government services. To carry out this measure, E.O. 420 was issued in April 2005 and NEDA was given the primary responsibility of crafting the IRR and in implementing the system which was then targeted to be in place at the start of 2006. But there were opposition to the use of the single ID and its legality was even challenged before the Supreme Court. However, as the Court gave a favorable ruling on the matter, the project was finally launched last 23 August and is expected to be fully in place by 2007. So far, only the NEDA and the National Statistics Office (NSO) have started implementing the system as early as March of 2006.

On the Education Strategies, we have four. For accomplishments on this area:

Under the first measure, that calls for the dissemination of compendium of anticorruption laws, rules and regulations – per Office of the Ombudsman, the targeted uploading of the subject laws, rules and regulations has been set for the early part of 2006.

The USAID-ROLE is also preparing an anticorruption case digest which is expected to be completed and to be disseminated within this year.

IDAP-covered agencies, on the other hand, have resorted to the dissemination of laws, rules and regulations applicable to their mandates.

The indicators for this measure are.....

RATING	LEVELS OF ACHIEVEMENT
5	Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	All computers in the agency have anti-corruption laws, rules and regulations that could be downloaded and printed Anti-corruption laws, rules and regulations displayed in conspicuous places
3	Orientation on anti-corruption laws, rules and regulations with the employees conducted
2	Department Order for the compilation of anti-corruption laws, rules and regulations (applicable to the agency) approved and disseminated
1	Research, compilation and coordination with an anti-corruption agency like PAGC or Ombudsman done Compiled anti-corruption laws, rules and regulations approved for dissemination

On the preparation of agency-specific code of ethical standards, IDAP covered agencies have been provided with the Ombudsman’s template which they can use to pattern their own codes with emphasis on the contents to include instilling values and ethics in reinforcing principles under RA 6713 (which is the Code of Conduct and Ethical Standards for Public Officials and Employees) specifically on –

- + prohibition on financial and material interest
- + prohibition on outside employment
- + disclosure and/or misuse of confidential information

- + **solicitation or acceptance of gifts**
- + **mandatory filing of SALS**
- + **disclosure of business interests and financial connections**
- + **proper divestment to avoid conflict of interest**

**The indicators are.....**

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	The agency code of ethical standards regularly reviewed for effectiveness in specifying and promoting desired behavior of employees The code of ethical standards integrated in all operating systems of the agency (e.g. human resource management, procurement) Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	Employees' record of adherence to or violation of the agency code of ethical standards used as one of the considerations for promotion Rewards given to officials and employees who consistently exhibit behavior consistent with the agency code of ethical standards
3	Agency-specific code of ethical standards consistently enforced, with managers having clear tasks of promoting and monitoring compliance Applicable provisions of the code of ethical standards included in contracts with external parties (e.g. suppliers)
2	Agency-specific code of ethical standards and reward and sanction guidelines approved and disseminated Employees oriented and made to sign a sworn commitment to comply with the code of ethical standards
1	Department Order creating an agency-specific code of ethical standards consistent with RA 6713 approved and disseminated

**In the 20 December joint Cabinet, National Security Council and NEDA Board meeting, the President gave the instruction to have these two measures given more attention and ensure that all agencies shall register compliance to these within this year.**

The third is on the conduct of ethics training, spiritual formation, and moral recovery program for agencies and stakeholders. The desired outcome here is to have more government employees with renewed sense of idealism.

And the indicators here are:

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	Trainings conducted reviewed and evaluated Trainers evaluated
3	Trainings conducted in accordance with the training plan
2	Trainings to be conducted yearly and pool of trainers identified Training program plan approved
1	Department Order prioritizing ethics training spiritual formation and moral recovery program approved and disseminated Discussions, studies and coordination with agencies on appropriate trainings on values formation conducted

The last doable is on the integration of anti-corruption modules for elementary and secondary levels. This is a project undertaken by the Office of the Ombudsman and the Department of Education and Culture. The teaching exemplars are instructional materials on the prevention and control of corruption for incorporation with the curriculum of primary and secondary level. They affirm the indispensability of values education programs that focus on building personal honesty, integrity and competence in every member of the society.

The exercise of oversight function on the implementation of the education measures are being turned over to the Presidential Council on Values Formation for PAGC to have more time for the next strategy, that is on deterrence or investigation and enforcement.

On deterrence or investigation and enforcement,

**Under the first measure, that calls for the development of agency Internal Complaint Unit (including the protection of whistleblowers). The objective of this measure is to facilitate exposure of graft and corruption and any form of ethical misconduct within an agency and to motivate more informants to come out overcoming the social belief or taboo on denouncing fellow citizens.**

**PAGC is conducting continuous coordination with the IDAP focal persons of each agency and with DBM to ensure that the agency proposals for RSP approval would have this in their structures.**

**The indicators are....**

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	The agency regularly assesses whether the internal reporting system being used is an effective mechanism to prevent corrupt practices Results of the assessment used to improve and enhance the internal reporting process
4	The agency protects and rewards employees who report corrupt behavior
3	The agency has an internal reporting system which follows a standard processing time and specifies roles and responsibilities for accepting reports and giving advice to employees who want to report corruption The agency records steps taken on complaints and provide feedback to complainants Coordination with Internal Affairs Unit on-going
2	Employees oriented on the procedures for reporting corrupt incidents Relevant personnel trained on the handling of complaints and reports of corruption
1	Department Order creating ICU and guidelines (which specify what constitutes corrupt and unethical behavior and the responsibilities for reporting) approved and disseminated

**The second doable is on the setting up/strengthening of agency Internal Affairs Unit. This aims to have a stronger investigative capability within the agency and faster resolution of graft and corruption cases.**

**PAGC is helping covered agencies by sharing its processes, forms and guidelines developed and incorporated in PAGC's complaints and case management Manual of Operations which was developed through the assistance of USAID-ROLE. Work**

here is a direct manifestation of positive moves under this doable and an exercise of acceptance of ones' responsibilities and accountabilities. This addresses the challenge posed by Her Excellency for each of the selected 10 agencies to submit at least a case per quarter involving a "big fish" to either the Office of the Ombudsman or PAGC as a means to fight graft and win the same fight.

These 10 select agencies are: DEPED, BIR, BOC, DENR, DPWH, DLR, DOH, DOJ, DILG and NLRC. We have noted DOH's, BIR's and DPWH's compliance on this. The indicators are.....

RATING	LEVELS OF ACHIEVEMENT
5	The agency regularly assesses whether the investigation system being used is an effective mechanism to prevent corrupt practices Results of the assessment used to improve and enhance the investigation process
4	Coordination with other anti-corruption body (e.g. PAGC and OMB) on-going The agency imposes appropriate sanctions to erring employees and officials
3	The agency has an investigation system which follows a standard processing time and specifies roles and responsibilities for conducting investigations
2	The agency regularly disseminates information on the disposition of cases Relevant personnel trained on investigation
1	Department Order creating IAU and guidelines approved and disseminated

Then, we have the need to publish blacklisted offenders and maintain on-line central database for public access. For this year, the President has a very specific instruction for PAGC to give more focus on this measure. Earlier, I already shared with you what we did on this.

On the blacklisting, to be considered are employees or officials, found guilty of violations and whose sanctions involve dismissal with perpetual disqualification

from public office or whoever is covered by cases whose decisions have become final and executory.

Also included are suppliers who violated the Procurement Law (this is done through GPPB and to date, and per World Bank's records, there are over 1000 blacklisted firms in GPPB website for procurement violations).

The outcome of this measure is to have greater perception of corruption being a high risk, low reward activity. The indicators are....

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed Results of the assessment used to improve or modify the measure
4	Policies on blacklisting regularly reviewed and improved
3	Blacklisted offenders published in agency publication, in the website and made available to the public
2	Employee orientation on the publishing of blacklisted offenders held
1	Department Order and guidelines (with consideration on the legal implications) directing the publish of blacklisted offenders approved and disseminated

Fourth is on holding superiors accountable for corrupt activities of subordinates. The desired outcome is for superiors to become conscientious in preventing corrupt activities of their subordinates.

This is based on the principle of command responsibility or “respondent al superior” – taken from a 1998 ruling on *Aberca vs Ver*, G.R. No. L-69866 on:

“The judgment gives the caveat that a superior officer must not abdicate its duty to properly supervise his subordinates for her runs the risk of being held responsible for gross negligence and of being held under the cited provision of the Civil Code as indirectly and solidarily accountable with the tortfeasor.”

PAGC issued IDAP Circular No 2 – 2006 to serve as guide on how this measure is to be addressed. It specifically states the existing rules upon which this can best be

practiced, the ones taken from Section 38, Chapter 9, Book 1 of the Administrative Code of 1987

The indicators for this measure are:

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Guidelines and rules of procedures regularly reviewed and improved Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed Results of the assessment used to improve or enhance the measure
4	Superiors are held accountable/sanctioned for corrupt activities of their subordinates in accordance with the guidelines
3	System in holding superiors accountable for corrupt activities of subordinates in place and operational
2	Employees and heads oriented on the doctrine of command responsibility
1	Department Order holding superiors accountable for corrupt activities of subordinates and guidelines in accordance with E.O. 292 approved and disseminated

**Fifth is on the effective use of existing agency administrative disciplinary machinery and publication of results of administrative cases handled.. This hopes to achieve greater adherence to and a more proactive implementation of the administrative disciplinary machinery.**

The indicators are...

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	Existing agency administrative disciplinary machinery regularly reviewed and improved
3	Reports on the implementation of existing agency administrative disciplinary machinery regularly submitted to the agency head
2	Orientation/reorientation of employees on existing agency administrative disciplinary machinery conducted
1	Department Order reinforcing the use of existing agency administrative disciplinary machinery approved and

	disseminated
--	--------------

**Sixth is on advocacy for the submission of Income Tax Returns as attachment to the Statement of Assets, Liabilities and Networth.**

**The objective is to have increased transparency on the income and net worth of public servants.**

**The indicators are....**

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Copies of the ITRs as attachment to the SALN of presidential appointees submitted for PAGC database Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	The agency rewards employees who attached their ITR to their SALN
3	ITRs of personnel with other sources of income attached to their SALN
2	Employee orientation on the relevance of attaching the ITR to the SALN held
1	Department Order advocating submission of ITR as attachment to the SALN

**Seventh is on PAGC's carrying out of an independent survey to check anti-graft and corruption program effectiveness. This employs the use of measurable evaluation indicators already being used as basis for assessing level of agency compliance and later on hopes to measure value-added as regards improvement in the level of perception of covered agencies integrity and governance.**

And as we do the evaluation, the agency compliance for December 2005 and March 2006 per PAGC ranking reveals the following

## TOP 10

2005	1 <sup>st</sup> Quarter of 2006
1. Department of Health	1. Department of Health
2. Bureau of Internal Revenue	2. Bureau of Internal Revenue
3. Department of Social Welfare & Development	3. Department of Social Welfare & Development
4. Department of Science and Technology	4. <b>Department of Trade and Industry</b>
5. Office of the President	5. Department of Science and Technology

## TOP 10

2005	1 <sup>st</sup> Quarter of 2006
6. Department of Education	6. <b>Office of the President</b>
7. Department of Environment and Natural Resources	7. <b>Department of Public Works &amp; Highways</b>
8. Department of Public Works & Highways	8. <b>Department of Education</b>
9. Land Registration Authority	9. <b>Department of Environment &amp; Natural Resources</b>
10. National Economic Development Authority	10. <b>Philippine National Police</b>

In 2005, we see the top 10 agencies' moves towards IDAP – those who have taken IDAP seriously and ensured that the measures are put in place and people not just at the central office but even in the regional or provincial offices are made aware of the reforms and are made participants to the agency programs and activities that are supportive to the institutionalization of a given measure, are the ones in the higher .

The least compliant ones are in the bottom of the list. But being in the bottom does not likewise mean that these agencies are the most corrupt offices in the bureaucracy.

The rating tells us that these offices are the ones that don't give enough attention or in worst cases – no attention at all – to the IDAP initiatives. I also want to emphasize that the ranking changes monthly....except for the DOH which has been a consistent topnotcher. And so, for our bottom five:

<b>BOTTOM 5</b>	
2005	1 <sup>st</sup> Quarter of 2006
1. Department of Trade and Industry	1. Department of Justice*
2. Department of Justice	2. Department of Tourism*
3. Department of the Interior and Local Government	3. Land Transportation Franchising & Regulatory Board*
4. Department of Agriculture	4. Department of Agriculture
5. Bureau of Immigration	5. Bureau of Immigration

\*no submission

Many lessons on best practices can be derived here and these are shared between and among the IDAP focal persons during the regular sessions that PAGC conducted to help others improve on their performance level.

**Some of the best practices point to: planning what needs to be done and who shall be asked to do the tasks, capturing agreements, decisions taken, action plans, timelines, and the like, in written form, disseminating information to the rest of the public officials and employees in their respective offices and taking time to bring reforms for their regional or provincial offices)**

**The reasons cited for failure to register improvements in ratings include failure of the IDAP designated focal person/s to report to their respective superiors – not even the Department’s Secretary is given updates on IDAP, targets and accomplishment reports are personally set/prepared by the focal person hence no action has ever been taken by the Department, draft circulars/orders/guidelines remain as draft.**

**And so, the key is to ensure that the following needs are addressed by an agency doing IDAP:**

- Need for proactive IDAP focal person/s**
- Need for active participation in IDAP-related activities**
- Need for timely submission of progress reports**
- Need to ensure compliance to IDAP indicators**
- Need to establish/sustain effective coordination with PAGC**

**On Strategic Partnership,**

**Updates here include reports of actual collaboration with the other members of the society to strengthen the fight against graft and corruption.**

**First is on linking of existing databases and sharing of information with complementary agencies is concerned.**

**The desired outcome is to have greater sharing of information and increased incidence of collaborative undertakings among agencies as they do their respective tasks. The indicators are:**

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Impact of its effectiveness as a mechanism to prevent corrupt practices regularly assessed
4	Report on the utilization of the information shared Linking of existing databases to complementary agencies regularly reviewed and improved
3	Sharing of databases and information between/among agencies on-going
2	Employee orientation on sharing of information with other agencies conducted
1	Department Order and guidelines on sharing of information approved and disseminated

**For this year, PAGC started collating the IDAP-covered agencies' hotline numbers for assistance and complaints as well as information on anti corruption measures being implemented apart from the IDAP. The collated information shall be uploaded to PAGC website (pagc.gov.ph) by 3rd quarter of 2006 for easy access of the general public.**

**Second is on the need to enlist or enhance participation of private sector and civil society in various areas of governance.**

**The desired outcome from this measure is to have greater vigilance and strategic investments in various forms by the private sector and civil society. The indicators for this measure are:**

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Regular review and study of the involvement of private sector and civil society conducted Results of the review used to improve partnership Impact regularly assessed if it is an effective mechanism to prevent corrupt practices
4	Operational process where inputs from private sector and civil society are taken into consideration--in place
3	Private sector and civil society involved in various agency-activities related to the promotion of good governance
2	Employee orientation on the signed MOA conducted
1	MOA (with guidelines specifying the extent of participation) formalizing private sector and civil society participation signed/approved and disseminated

**PAGC's share on this measure is in expanding its networking with the other stakeholders to bring IDAP and its covered agencies closer to the public.**

**Third is on the need to tap international development agencies and private sector for support. For the indicators:**

<b>RATING</b>	<b>LEVELS OF ACHIEVEMENT</b>
5	Partnerships with various partner agencies and the private sector assessed as regards effectiveness in attaining agency goals New donors support agency activities
4	Process of implementation of each project reviewed and evaluated for improvement Monitoring system in place and operational
3	Employees oriented on the agreement/s with partner agencies Approval and implementation of the project
2	Project proposal submitted for approval Official communication from partner agencies and private sector signifying approval of request for support for particular projects/activities released (e.g. Grant or Cooperative Agreements)
1	Areas requiring support and possible providers of the support from the international community identified

**PAGC, for its part, has been getting financial and technical support from WORLD BANK and USAID in ensuring success in the implementation of IDAP measures that directly relate to these international groups' thrusts.**

**As indicated in the desired outcome, involvement of international development agencies and private sector for support result to greater external resources mobilization and contributes to an improved perception on the government's resolve to fight graft and corruption.**

**In addition to the US\$300,000 grant given by World Bank for the Internal Audit project, PAGC has gotten indication from the same donor agency for a second project which is again focused on corruption prevention that will use IDAP as an entry point.**

And we are looking at the possibility of including in the projects to be financed from other sources IDAP focal persons' attendance to a Graduate Certificate Course on Anti-Corruption Studies – the course module of which is being refined by DAP under USAID –ROLE's assistance.

The last measure requires institutionalization of the participation of stakeholders in agency activities, thus, the need for the creation of an IDAP Committee and tapping members of PGEA, AGIA, FOCIG and other groups within an agency to help monitor progress of IDAP implementation which is a clear manifestation of positive moves on this area. The indicators here cover.....

RATING	LEVELS OF ACHIEVEMENT
5	Regular review and study of the involvement of stakeholder conducted Results of the review used to improve partnership
4	Feed back mechanism where stakeholder inputs are taken into consideration in place and operational
3	Stakeholder participates in various agency-activities
2	Employee orientation on the signed MOA conducted
1	MOA (with guidelines specifying the extent of participation) formalizing stakeholder participation signed/approved and disseminated (e.g. Employees' Union)

Having these measures in place since 2005, I believe, should have given us a considerable level of confidence as regards the manner by which we are addressing the problems of graft and corruption.

But, at this point, I really am not so sure as regards how many of you, coming from any of the 98 offices reported to have been covered by IDAP - have been made aware of these measures - prior to this conference. And this is exactly what I have been repeatedly emphasizing. There are many good things to be considered as sources of hope - as good news - as something to brag about - as bullets to fight the negative perception on how we fare on this problem called graft and corruption as a nation.....

**And to you, as public information officers - these developments can be considered more than enough materials to elevate your respective offices to the level of offices getting high ratings in terms of satisfaction or in net sincerity rating to fighting graft and corruption. But this is not the situation.**

**And on 19 June 2006, – the birthday of our national hero, Dr Jose P. Rizal, an all out war against all forms of corruption has begun. And with the new challenge, as regards the all out war on all forms of corruption, goes a P2.0 billion funding –**

**the first billion to come from the Millenium Challenge Account (MCA) from the government of the United States of America, and,**

**the other billion to be released by the Department of Budget and Management (DBM) upon submission of plans with deliverables by agency – beneficiaries.**

**When this was announced, there were questions on the wisdom for the allocation - saying that such would be a waste of resources. What most don't understand is the importance of an effective and well funded anti corruption campaign as such can dramatically reduce the incidences of poverty. To be more specific, reduced corruption increases government savings and revenue collection that can in turn, be used for poverty alleviation projects. Therefore, a massively funded anti corruption campaign should be seen as an investment and not as an expense, where the primary beneficiaries are the poor and the marginalized sectors of society and where the direct and immediate effect is the alleviation of poverty in our country. And in other countries - provision of financial needs for anti-corruption programs is actually considered as a manifestation of the administration's sincerity - the political will - to curb corruption.**

**It is anchored on this realization that the P1.0 bilion or US\$ 21.0 million grant from the United States of America's Millenium Challenge Account has been allocated. The amount will be used for specific anti-corruption programs to be implemented**

by the Office of the Ombudsman, and for projects affecting revenue generation to plug revenue leaks and increase tax collection by the BIR and the, BOC as well as to accelerate the pace of sustainable and continuous efforts to stamp out corruption in the revenue generating offices through the lifestyle check probe of RIPS, which is also under the Department of Finance where BIR and BOC likewise belong.

On the MCA, the grant given to the Philippines – is a proof of our country's entry as a threshold candidate because we are not yet qualified to be considered an eligible country. We were included because of our high grades in most areas monitored like ...Investing in People (that considers immunization rates, health expenditures, primary education expenditures and girls' primary education completion) ...Economic Freedom (which covers regulatory quality, cost of starting a business, days to start a business, trade policy, inflation and fiscal policy)

Ruling Justly (which look at political rights, civil liberties, control of corruption, government effectiveness, rule of law and voice and accountability)

There were areas in the indicators where we got low grades but they took note of the determination and extent of political will or our leadership to move forward, hence, our qualification to the threshold level.

The P1.0 billion will be spent for a two – year program and will be allocated as follows:

**US \$ 9.4 million or P489.0 million for the BIR's RATE**

(shall cover institutionalization of the RATE campaign at the national level, computerization of taxpayer information, and the automation of the human resource information system)

**US \$ 3.1 million or P161.0 million for the BOC's RATS**

(this will provide for more trainings for the staff, improvement of information management, development of a database for use by RATS, strengthening of the

**Customs Accreditation Secretariat, harmonization of Customs laws, rules and regulations, establishment of an integrity action plan and internal control unit**

**US\$ 1.4 million or P 73 .0 million for the RIPS**

**(training of employees, strengthen investigation and surveillance capability and improve information security)**

**US\$ 6.5 million or P338.0 million for the Office of the Ombudsman**

**(for training of employees, establishment of an information management system that would allow tracking of cases and central office oversight of cases enhancement of investigation and surveillance capabilities, adoption of a communication plan for the anti corruption modules for public schools. )**

**P 13.0 million to be used for monitoring/evaluation of the program**

**This P1.0 billion is matched by the Philippine government with another P1.0 billion to be used for the anticorruption programs of the executive department – to roll out our Integrity Development Action Plan or IDAP in all agencies nationwide, focusing on projects and activities heavy on systems improvement, on values formation, moral recovery, capability building for investigators to ensure air tight cases, and,**

**shall likewise cover high impact anti illegal drugs campaign of the PNP and PDEA and other equally directly responsive projects of the BIR, BOC – at least for the next two years –**

**Why do you think I am sharing all of these to you? This is to give you enough evidences on the fact that indeed, corruption is being addressed – in an intensified manner – and that we are registering positive developments.**

**These just prove that if we want to do something....we could do such but such would require commitment to reach the goal not by yourself but through collaboration with others.**

**Thus, for your group - the public information officers of various government agencies/offices, as you consider your roles on the fight against graft and corruption, moved by a deeper understanding on this menace and of your inherent duties as public servants, you could work on a number of activities that can be linked to any of those I presented to you. You can easily pick out on a regular basis, a measure and the value-added such is giving your office and its contribution to the national government's fight in general, and do a series or use your networking so that the positive developments find their way in the tri-media. And as you do these, don't forget that should there be any area of assistance which to your assessment can be provided by PAGC, we are just a call's away .**

**Thus, with the all out war against all forms of corruption that we shall address - together, we need to be vigilant and ensure that the level of commitment is further nurtured.**

**We need to remind one another not to conform any longer to the pattern of this world, but to continuously be transformed – that is, in accordance with how GOD, our Creator wants our hearts to be formed, how our minds need to be transformed, how our will need to be conformed – and that, this transformation must take place everyday for the rest of our lives.**

**Surely, there will be trials and temptations all the time...but we must persevere , we should not be discouraged. We should not give up. Instead, we must move on.... we should never allow ourselves to get distracted.... we should bond together to remain focused and just do what we are supposed to deliver.**

**This shall be more critical when you are in your own group –. What you need to focus on, is on how you are to position yourselves in this fight against graft and corruption – for such position, I believe, will break or make your firm resolve to succeed.**

**Given such role, it becomes imperative for you – to fully understand the extent of your task not just in ensuring that the measures are implemented but in seeing to it that these are taking roots and bearing fruits.**

**But apart from that, the most critical task is to take on personal sacrifices for you to become role models in all aspects of your public service – at all times.**

**And I know that we all know, this is not an easy job to do. I now invite you to take a look at a number of things you need to work on, individually and as a team – these are:**

- to show your leadership capabilities;**
- your value systems and character;**
- your capability to influence others;**
- to set people in the right direction—where right direction is gauged based on values—of being truthful, ethical and principled;**
- to exhibit integrity—where integrity is tied up with honesty and where honesty means doing what one says he will do—with no trace of deception nor cover-ups;**
- to provide consistency between words and deeds;**
- to take a stand on important principles—saying NO when everyone else says YES;**
- of making a difference in the midst of conformism; and,**
- to basically serve like candles in the dark.**

**Very hard job indeed! As this is actually a call for sacrifice for our country –Doing so in the past meant giving up one’s life. Heroes died for one’s country and**

**fellowmen – but the call now for sacrifice does not mean physical death but death in other forms – as what is likewise being carried by the following biblical guides...**

**Sirach 2: 1-3, ives us an indication of what we mean here....it says:**

**“...if you have decided to serve the Lord, prepare yourself for trials. Keep your heart upright and remain resolute; do not be upset in the time of adversity. Hold fast to the Lord, do not separate yourself from Him so that you may be successful till the end of your days.”**

**Further, Sirach 4:28, says: “Fight for the truth till death and the Lord will fight for you”**

**This could be taken to mean, death in terms of relationships – cutting off ties if the other party is doing the wrong thing that the other party is addressing... the other party could be a member of one’s immediate or extended family, a friend, an officemate, an associate.....; or death in one’s ways – from being wasteful to having concerns about judicious use of government’s scarce resources; and the list goes on and on.... This just tells us of the need to effect radical reforms and that the change must start within ourselves, within our own circles of association; within our own sets of ways.**

**But with GOD’s grace, with your resolve to work with passion and do your respective mission in the task of building a graft and corruption -free Iloilo that will likewise contribute to making a graft and corruption free Philippines, I am sure you will all succeed.**

**You represent the group of competent and professional people with good attitudes that can be relied on.**

**I am of the belief that you belong to the group offering an abundant supply of talented people, waiting in the wings to be tapped to their full potential.**

**And for you to succeed in the fight....**

**You need to prepare yourselves for the kind of fight you are to face head on...**

**You need to professionalize yourselves and your organization as a whole...**

**You need to be more committed to the kind of work that public servants are tasked to deliver...**

**You need to go beyond doing what has been there as a result of tradition handed over to you by those who have resigned thinking that what we have is already a hopeless and helpless situation...**

**When we were younger, we dreamed about change. We crafted recommendations contained in reports. .. but most of the times they remained as such – reports and totally untouched. There were times when we too were affected by the negative write ups coming out in the papers or have been affected by the news aired in the radio and in television. But during those times, we could not do anything.**

**But now, now...we are given the chance to do something and see if we could get our recommendations working. We could finally effect changes. We could right our own stories that we want to share with the rest of mankind.**

**That is precisely what would be expected of us all, of each of you ...to effect changes...**

**Our collective efforts can address the perceived or even real deterrents to the realization of the desired change. ..**

**The challenge is obviously not how one can get away with doing as little as possible and leaving the unpleasant work to everyone else but rather how each and everyone of us can contribute most effectively and meaningfully to this crucial struggle**

**The flame on the desire to curb graft and corruption I believe has been lit. But now, it must be fanned, not only so that it may stay alive, but that it may grow and spread,**

**that what started out as one tiny flame may become a conflagration that engulfs the entire government bureaucracy and the rest of the society as well. But this can only happen if the process by which we are to spread the tiny flame - will mean - spreading more good news - enough to engulf the negative perception that continuously pull us down.... And hurt us as a nation**

**I am confident that you can deliver...And as I stated earlier on, we must all begin our efforts with a big HOPE.... as the seedbed of all great endeavors is HOPE... where the WILL is planted and nourished.**

**And for us to do this, there is a –**

**+ Need to direct our energies to things or activities that best benefit not only ourselves but others;**

**+ Need to bloom where we are planted, give our best shot to whatever we do or are tasked to do.**

**We may not always choose the circumstances that life finds us in, but, if we give our best in whatever situation, then we are sure to reap a harvest of good fortune, not necessarily financial reward, but recompense of a greater value and one which would give us greater satisfaction;**

**+ Need to live our virtues. And these are hard work, patience, honesty and integrity.**

**We need to hold on to them no matter what it costs us**

**Indeed, our efforts together - with all of us working as one - shall be unyielding, and, we shall not deny the nation of our dreams and vision. It is indeed fulfilling to achieve one's dreams – the conduct of this seminar is an answered prayer... This signals GOD's hand in our fight!**

**Let us all get involved...**

**as Frederic Flach once said:**

**“Whether by accident or design, there are the moments when, because of a readiness within us and a collaboration with events occurring around us, we are forced to seriously reappraise ourselves and the conditions under which we live and to make certain choices that will affect the rest of our lives.” Let us seize this opportunity and let us make our choices and let us act NOW!**

**Likewise, Dr Jose P. Laurel’s statements in his inaugural speech could serve as another inspiration for all of us, as he said:**

**“Every drop, every trickle of individual effort shall be grooved into a single channel for common endeavor until they grow into a flowing stream...a raging flood, hurdling all difficulties”.**

**In these difficult times for the world and our country, these words must stir and move us to unite and consecrate ourselves for our country and our people.**

**May our Creator, through our Mother Mary, continuously bless all our undertakings as we do all these for the greater glory of HIS name.**

**Let us not fail HIM.**

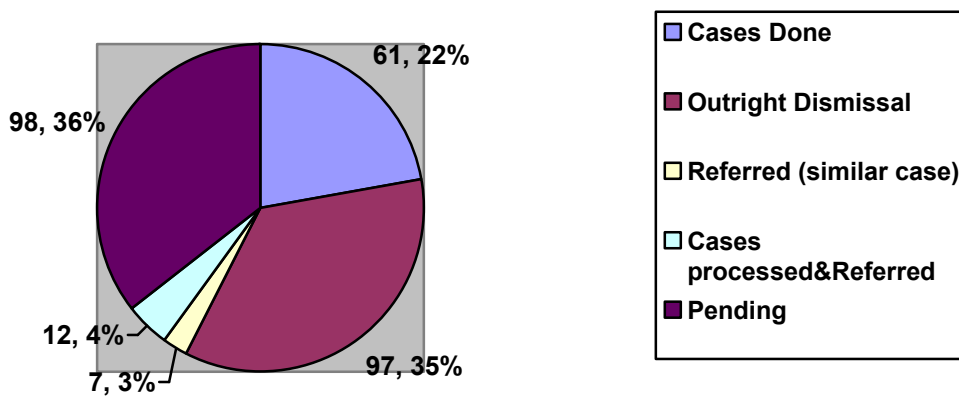
From January to 31 July 2006, the Commission has processed 275 complaints - 61 or 22% of which have already been resolved and forwarded to the Office of the President for final resolution;

97 or 35% were complaints dismissed outright because the subject or the subject matter of the complaint does not fall under the jurisdiction of the Commission, hence, from the date of receipt the group that conducts initial screening of all incoming documents immediately endorsed these complaints to the Office of the Ombudsman or other concerned agencies;

7 or 3% of the complaints were endorsed to the Office of the Ombudsman as there are similar cases being handled by the same;

12 or 4% of the complaints already prospered as cases but later determination proved that these were not within the jurisdiction (ie. The respondent already retired from Office) or some of which were resolved and the criminal aspect of the case were forwarded to the Office of the Ombudsman for its appropriate action; and 98 or 36% of the complaints are still being investigated by PAGC.

#### I. STATISTICS ON COMPLAINTS/ CASES



Going back to the 61 resolved cases submitted to the Office of the President for review/decision, 21 or 34 percent carried punitive recommendations like dismissal from office with accessory penalties that include forfeiture of financial benefits, cancellation of eligibility and perpetual disqualification to hold public office.

Of these, 13 (62%) have been issued order by the Office of the President and that included, among others,

The remaining 6 cases with punitive sanctions involve an 2 Assistant Secretaries, a Bureau Director, a Regional Director, an Assistant Regional Director, and an Administrator of a known agency.

Part of the pending cases before PAGC, are cases about to be resolved in one or two months' time with great probabilities of resulting to punitive recommendations.

Here, PAGC has been tasked by the President to be at the helm of the executive efforts in cooperation with the Office of the Ombudsman.

Picking out the other anti-corruption initiatives taken cared of by the other anti-graft bodies and those focused on good governance, we have the following:

### **2002/03/04: a critical juncture for RP?**

During these years, the Philippines (in Dr. Bolongaita's view) entered a critical juncture. (\*In a nation's history, there are moments in time wherein decisions of government can break or unbreak its trajectory\*) Certain decisions were taken by the political leadership, with mixed, even mixed-up, motivations, that have turned out to be potentially among the most propitious in recent Philippine history.

Among these are:

Revenue Integrity Protection Service (RIPS) in DOF in November 2003 to do lifestyle checks for DOF officials and employees including those at the Bureaus of Internal Revenue and Customs; and the establishment of Transparency Group (TG) at the Office of the President in 2003 to do lifestyle checks for the other members of the executive branch.

**•Concerted action to undertake results-oriented campaign to make corruption a high-risk and low-reward activity.**

Rapid organizational growth and alliance-building as evidenced by the active role of the other stakeholders in governance processes and in the anti corruption campaign

***Establishment of the Solana Covenant among independent constitutional bodies (Ombudsman, COA, CSC) This is formed among three constitutional bodies that resulted, among others, in a division of labor in investigation of administrative complaints between Ombudsman and CSC, cooperation in fraud investigation between Ombudsman and COA.***

Reactivation of the Inter Agency Anti Graft Coordinating Council (IAAGCC) composed of the Office of the Ombudsman, PAGC, CSC, COA, DOJ, NBI

The effects of the decisions and actions taken to date have been notable

**RP Making corruption a high-risk activity**

## RP Making corruption a high-risk activity (2)

More high-ranking officials in high-risk agencies suspended and dismissed by Ombudsman in two years than predecessors combined (examples of national/military officials below).

<b>Dismissed from Office (and criminally charged)</b>	<b>Suspended while under investigation</b>	<b>Military officials under prosecution</b>
<ul style="list-style-type: none"> <li>• BIR Asst. Commissioner</li> <li>• BIR Revenue Officers</li> <li>• BOC Dep. Commissioner</li> <li>• BOC Division Chief</li> <li>• BOC Operations Officer</li> <li>• PPA District Manager</li> <li>• DPWH Undersecretary</li> <li>• BIR Revenue Collection Officer</li> </ul>	<ul style="list-style-type: none"> <li>• BOC Deputy Commissioners</li> <li>• BOC Division Chief</li> <li>• BOC Human Resources Chief</li> <li>• BOC Special Deputy Collector</li> <li>• BOC Cashier's Office Acting Chief</li> <li>• BOC Administrative Officer</li> <li>• BIR Chief Revenue Officer</li> <li>• PA Colonel</li> </ul>	<ul style="list-style-type: none"> <li>• General Garcia</li> <li>• Former AFP Chief of Staff</li> <li>• PAF Brigadier Generals (2)</li> <li>• PAF Colonel</li> <li>• PAF Major</li> <li>• PA Colonel</li> </ul>

Source: Office of the Ombudsman.

B

With the Ombudsman, DOF, PAGC and other agencies working on unprecedented bases at improving detection, investigation and prosecution of corruption, there are parallel efforts being done on the roadblock of the judiciary. **Unblocking judicial obstacles.**

There are now several efforts to address this judicial obstacle:

- **Bill to expand Sandiganbayan (triple its size) and enhance efficiency. (\*by Mar Roxas\*)**
- **Bill to streamline operations of Sandiganbayan (allowing justices to hear minor cases individually not by division).**
- **caseflow management software installed in the court**

Other pending legislative initiatives

- ***Bill of whistleblowing promotion and protection***
- ***Giving Ombudsman a percentage of assets forfeited***
- ***Allowing Ombudsman to hire private lawyers to help in prosecution***

---

<sup>1</sup>Retrieved from <http://lnweb18.worldbank.org/eap/eap.nsf/0/E8285EDFF3269B66852568CE0053D615>