

**PROCUREMENT PRACTICES OF HIGHER EDUCATION
INSTITUTIONS IN SAMAR PROVINCE**

**A Dissertation
Presented to
The Faculty of College of Graduate Studies
Samar State University
Catbalogan City, Samar**

**In Partial Fulfilment
of the Requirements for the Degree
Doctor in Management (D.M.)
Major in Human Resource Management**

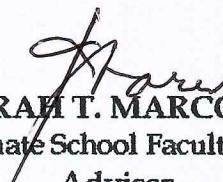
**ANTONIO P. VALLES
December 2018**

APPROVAL SHEET

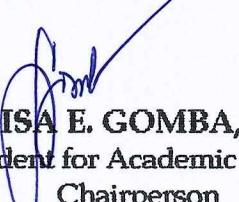
In partial fulfilment of the requirements for the degree, DOCTOR IN MANAGEMENT, this dissertation entitled "PROCUREMENT PRACTICES OF HIGHER EDUCATION INSTITUTIONS IN SAMAR PROVINCE", has been prepared and submitted by ANTONIO P. VALLES, who having passed the comprehensive examination and pre-oral defense is hereby recommended for final oral examination.

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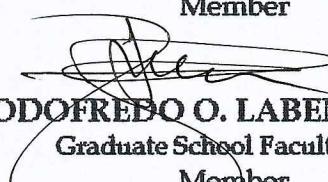

DEBORAH T. MARCO, Ph.D.
Graduate School Faculty, SSU
Adviser

Approved by the Committee on Oral Examination on December 14, 2018
with a rating of PASSED.


FELISA E. GOMBA, Ph.D.
Vice President for Academic Affairs, SSU
Chairperson


RONALD L. ORALE, Ph.D.
Vice President for Research and Extension, SSU
Member


VIVIAN L. MOYA, Ph.D.
Director, TLISO/Manager, ITSO, SSU
Member


GODOFREDO Q. O. LABENDIA, D.M.
Graduate School Faculty, SSU
Member


EMILIO H. CEBU, Ph.D.
Graduate School Faculty, SSU
Member


ESTEBAN A. MALINDOG, JR., Ph.D.
Dean, College of Graduate Studies, SSU
Member

Accepted and approved in partial fulfilment of the requirements for the degree, Doctor in Management (D.M.), major in Human Resource Management.

December 14, 2018

Date


ESTEBAN A. MALINDOG, Jr., Ph.D.
Dean, College of Graduate Studies, SSU

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DEDICATION

This piece of work is humbly dedicated to the

Most High

the Creator of Heaven and Earth;

My dearest wife,

Carol,

the love of my life,

and

My precious jewels,

Carol Ann, Carl Anthony, Clarisse Anne,

Christian Art, Clark Anton and Cherrie Amor,

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YOU are all the reasons that carried me through

in bringing this book to completion.

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- NEON -

ABSTRACT

This study aimed to determine the procurement practices of HEIs in Samar Province. The descriptive research design was used in the conduct of this study to provide a descriptive account or to establish a quantitative relationship between the variables. For the findings, the experiences of the procurement process of private HEIs procurement officer, supplier and end-user respondents in terms of timeliness, effectiveness and quality of the item, the procurement officers experienced to follow the procurement policy of the private HEIs to acquire the supplies with the best quality of the product at the most possible time and to pay the suppliers after delivery was made. For the procurement process of infrastructure projects of private HEIs along timeliness, effectiveness, and quality of the items, the results revealed that the allocation of funds and time table of the project was determined by the private HEIs head of office or the board of directors. For the conclusions, as to volume received, the public HEIs end-users expected to receive all their supplies based on the Annual Procurement Plan, while the private HEIs expected to receive their request as approved by their agency. In addition, public HEI-end-user-respondents had the highest wit with 10 or 30.30 percent to indicator "Good Quality" and the private HEIs had the highest of 13 or 40.63 percent to indicator "Best Quality". This revealed that both HEIs received the items with the "Good Quality" when the PO was served and approved by the procuring entity. it was concluded that among three groups of respondents, the procurement officers, the suppliers and the end-user had similar observations on the extent of implementation of the procurement process along timeliness, effectiveness and quality of the item of HEIs in Samar Province.

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Chapter 1

THE PROBLEM AND ITS SETTING

Introduction

Public procurement internationally is moving in many countries towards a policy role, and focusing less on transactional procurement. This is enabling an alignment of procurement policy with government policy, effectively engaging procurement as a lever of economic, technological or social reform driven most rapidly towards policy change (Harland et al., 2018). Procedural and pre-award information is almost always disclosed – a good sign for competition; contract awards and tender documents are also published in a reasonable manner. Organization for Economic Cooperation and Development found that keeping track of the procurement process after the award stage is almost impossible in most countries (Keserü, 2013).

The Philippines has been perceived to be one of the most corrupt nations in Asia. This public perception may have stemmed from reports and studies of corruption in public procurement (Cadapan-Antonio, 2016). Corruption is very rampant in the procurement system of our government. This is due to competition, lack of transparency, collusion and political interference during the process of acquisition up to the distribution and acceptance of supplies to the end-users (Hay, 2008). Controversies continue to haunt the Philippine's dysfunctional and supply-driven procurement system (Ambat, 2008).

The effectiveness of procurement system in any institution particularly on the acquisition of supplies, goods, equipment and services, is of paramount importance. The late President Marcos made some policies that brought about maximum efficiency in project implementation and minimized project costs, promoted a healthy partnership between the government and the private sector in furthering national development by institutionalizing the competitive public bidding in government (Abaya, 2007).

Since then, the Philippine government has formulated various policies on procurement system to reduce opportunities for graft and corruption, harmonize the system with international standards and practices, and promote transparency, competitiveness, streamlined procurement, accountability, and public monitoring. The Philippine Government Electronic Procurement System (PhilGEPS) has been institutionalized in all government agencies to promote transparency and efficiency. Along this line, the 45-day calendar days procurement period for the procurement of supplies of goods, materials, equipment and services and the 75-calendar days for the consulting services were as the maximum procurement periods that starts from the Invitation to Bid/Request for Expression of Interest (GPPB, 2016).

Only few agencies observe and follow the said policy due to lack of proper dissemination and awareness of the new procurement systems in the government. Even until this time, many agencies including the Higher Educational Institutions (HEIs) are said to be still non-observant and are cramming in adopting the system,

(DBM, 2016) thus, this study.

It was in this premise that an in-depth investigation was conducted to determine the root causes of the failure to comply on the maximum periods in the procurement systems which was examined from the practices and processes among the HEIs in Samar Province. Private HEIs were included in this study because they complement the public institutions in the delivery of education as function of the State. Private HEIs receive subsidies from the government for all Filipino students from the poorest-of-the-poor households enrolled in private HEIs (CHED, 2018).

In addition, they share the responsibility of the government to deliver education. As to government support, our country is guided by the dictum, *public money shall be used for public purposes*. While these institutions are expected to protect government money against corruption, it hinders government support of students in the private schools (Estrada, 2017).

Statement of the Problem

This study aimed to determine the procurement practices of HEIs in Samar Province. Specifically, this sought to answer the following questions:

1. What is the profile of HEIs in terms of:
 - 1.1 HEIs category;
 - 1.2 number of years of existence as college or as a university;

- 1.3 organizational structure of procurement management services unit, and
- 1.4 annual procurement scale?
2. What is the profile of the procurement officer-respondents in terms of:
 - 2.1 age and gender;
 - 2.2 civil status;
 - 2.3 educational attainment;
 - 2.5 length of service in the present position, and
 - 2.6 number of relevant training attended?
3. What is the profile of supplier-respondent in terms of:
 - 3.1 type of procurement engagement;
 - 3.2 number and scale of engagement, and
 - 3.4 category of supplier in terms of capitalization?
4. What is the profile of end-users in terms of:
 - 4.1 position;
 - 4.2 volume requested, and
 - 4.3 volume received?
5. What is the extent or level of implementation of the procurement process as experienced by the three groups of respondents along:
 - 5.1 timeliness;
 - 5.2 effectiveness, and

5.3 quality of the item?

6. Is there a significant difference on the extent of implementation of the procurement process among the three groups of respondents along:

6.1 timeliness;

6.2 effectiveness, and

6.3 quality of the item?

7. What are the experiences of the three groups of respondents in the procurement process of public and private HEIs in terms of:

7.1 timeliness;

7.2 effectiveness, and

7.3 quality of the item?

Hypothesis

Based on the questions outlined on the statement of the problem, this study proposed that "There is no significant difference on the extent of the implementation of the procurement processes and practices between the public and private HEIs".

Theoretical Framework

This study anchored on Governance theory which highlights the multivariate character of policy, considers the design and operation of policy structures and actions, and focuses on the multi-layered structural context of rule-governed understandings, along with the role of multiple social actors in arrays of

negotiation, implementation, and service delivery. Addressing governance requires attending to social partners and ideas about how to concert action among them (Ewalt, 2001, p. 7).

Governance as a theory is seen as the interaction among structures, processes, and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens and other stakeholders are involved. It addresses the questions like who has the influence, who makes the decisions, and how decision-makers are held accountable which is associated with the Theory of Good Governance.

Good Governance Theory is associated with the procurement processes and practices of any government institution in the country as it sets some basic principles according to which a good government procurement process and practices, whatever its form, must be run. Such principles include accountability, transparency, competitiveness, standardization and public monitoring of the procurement process in every institution. The Good Governance Theory by Jeremy Bentham (1748-1832) and John Stuart Mill (1806-1873) which emphasize *The Greatest Good for the Greatest Number*, provides for a way for people to live moral lives (Zihala, 2008).

Good governance is likewise linked with the Agency Theory by Barry Mitnick (2006) which is concerned with resolving problems that can exist in agency relationships due to unaligned goals or different aversion levels to risk and is

complemented by the Transactional Cost Theory (TCT) by Williamson, a popular theory associated to electronic procurement (Dhar et al., 2006).

The TCT teaches that effort, time and costs are associated with searching, creating, negotiating, monitoring and enforcing a service contract between buyers and suppliers in accordance with the e-procurement system of the government.

Conceptual Framework

In order to put the different theories and concepts of this study in a readily understandable manner, Figure 1 illustrates the conceptual framework of the study.

The research environment is comprised of the public and the private Higher Education Institutions (HEIs) in Samar Province. From these HEIs, internal and external respondents, namely: the procurement officers, the suppliers and the end-users who have knowledge on the procurement processes and practices, were identified. These respondents were asked through a survey and interview guide questionnaires, to reveal their experiences and perceptions concerning the usual procurement systems processes and practices in their respective organizations. The same respondents were made to reveal their problems encountered in the procurement systems of HEIs concerning the volume of items requested and received on the part of the end-users. The supplier-respondents were also asked to reveal their category as government suppliers including the type, number and

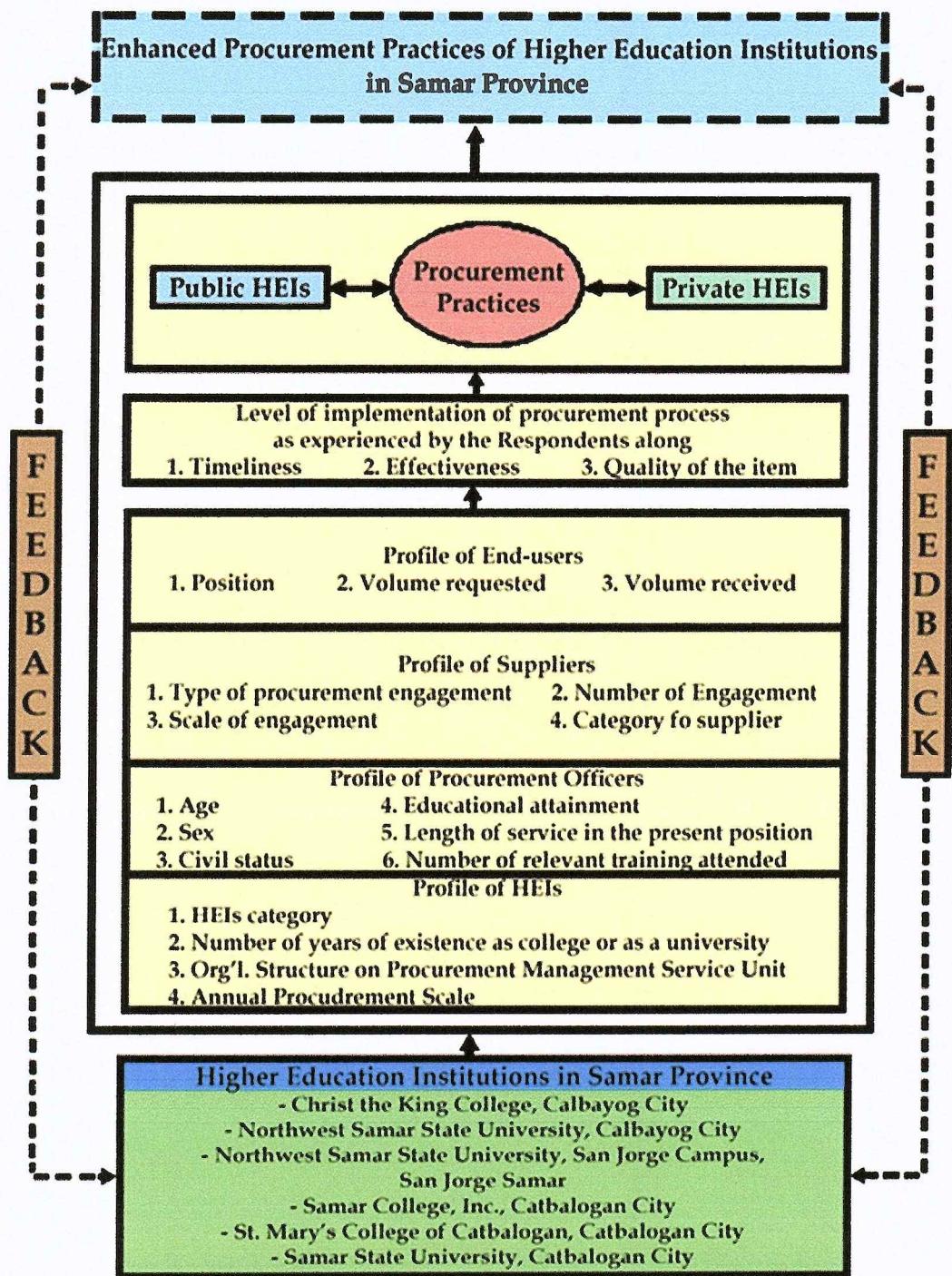


Figure 1. Conceptual Framework of the Study

scale of engagements with the HEIs. As the focal persons of HEIs on the implementation of the procurement system, the procurement officer-respondents were made to reveal their length of service in the procurement system and the number of relevant trainings attended. The said variables were included to measure the capabilities of the individuals involved in the procurement process.

All the aforementioned respondents were asked to reveal their experiences and perceptions on matters concerning the timeliness, effectiveness and quality of the item of the procurement process. Similar respondents were allowed to recommend some strategies and innovations for the sound and an improved procurement systems and services among the HEIs in Samar Province.

Significance of the Study

This study would be beneficial to the following:

Head of Procuring Entity (HOPE). The findings of the study would serve as inputs in the decision-making in the procurement systems of the agency. The HOPE would benefit from this study in terms of input to their decision-making for procurement system enhancement from the recommended solutions by the HEIs respondents. It will serve as a guide for their procurement process.

Procurement Officers. The procurement officers would be benefited inasmuch as their efforts would be done by concerned officials to establish an effective procurement system, responsible for prudent planning and requesting those goods and services necessary for the effective operation which would

redound to work together for better services necessary to the institution. Another benefit is to foster a culture of accountable procurement service, as well as produce concrete and visible improvements in the procurement system, delivery of public goods and services. Consequently, problems pertaining to slow procurement process, delayed acquisition and issuance of goods, equipment, services and infrastructure projects could be minimized. This study would also serve as an eye opener for each procurement officer on how efficient the managerial skills are which will eventually contribute towards improved services to the clients of the procurement office. Also, this study enhances responsible procurement of all goods and services, applying best practices for optimizing cost savings, quality products and services, and for assuring proper inventory control and inspections as required by the institution in accordance with HEIs regulations.

End-users. The HEIs end-users such as the officials, the teaching and the non-teaching personnel could very well benefit from this study. This study gives them the opportunity to learn to be responsible for the use of government goods, supplies, materials and equipment in their offices and to avail of the supply in the earliest possible time.

Suppliers. The suppliers would be benefited to work easily with the HEIs to meet the high standards of ethical performance in all business interactions. Fast settlement and earlier payment of financial obligations of the procuring entity is also an encouraged benefit.

Future Researchers. The findings of this study can be a source of future undertaking relative to procurement process and practice of HEIs.

Scope and Delimitation

The result of this study is delimited by the research environment and responses of the concerned private and public officers and employees on the researcher-made questionnaires regarding the procurement practices of identified HEIs in Samar Province.

The survey was only limited to procurement engaged on the goods and supplies, equipment, services and infrastructure projects. These services only involved the janitorial and security services, and consultancy services provided in Sec. 5 of Revised IRR of RA 9184.

Definition of Terms

The following terms are defined conceptually and operationally to facilitate better understanding among the readers of this study.

Approved Budget for the Contract (ABC). This refers to duly approved budget for the contract by the HOPE, as provided for in the General Appropriations Act (GAA) and external funded programs and projects (DBM, 2016).

Academic Personnel. This includes those who are formally engaged in actual teaching or in research assignments, either on full-time or part-time basis (MORPHE, 2008).

Academic Support Personnel. This refers to those who perform certain prescribed academic functions directly supportive of teaching, such as registrars, librarians, guidance counselors, researchers, and other persons performing similar functions including institution officials responsible for academic matters and affairs (MORPHE, 2008).

Agent Construction System (ACS). This refers to one of the two procurement innovations, the state-of-the-art procurement system, which is little known as the international construction management widely adopted in the procurement of public projects (Hou, 2006).

Act. This refers to R.A. 9184, otherwise known as the *Government Procurement Reform Act* or GPRA, entitled "An Act providing for the Modernization, Standardization and Regulation of the Procurement Activities of the Government and for other Purposes" (DEM, 2016).

Agency Procurement Compliance and Performance Indicator (APCPI). This refers to the procurement monitoring, assessment and evaluation tool developed to determine in a qualitative and quantitative manner, procurement strengths and weaknesses of agencies, and formulate a reasonable action plan to address identified areas for improvement to sustain strengths alongside with a competitive, transparent, economical, efficient and accountable public procurement regime (PMO, 2016).

Annual Procurement Plan (APP). This refers to the proposed budget for the succeeding calendar year, which reflects its priorities and objectives for the

budget period (DBM, 2016). As used in this study, it refers to the specific needs (in terms of the technical specifications, scope of work, or terms of reference) of the end-user or implementing units.

Annual Procurement Scale. This refers to the annual Approved Budget for the Contract as reflected in the approved APP for the project as authorized in the General Appropriations Act (DBM, 2016).

Bids and Awards Committee (BAC). It refers to the Committee that facilitates the implementation of the various projects in all government agencies and institutions created in accordance with Rule V of RA 9184 (DBM, 2016). As used in this study, this is a group of at least five but not more than seven persons who are all government officials occupying plantilla positions, in-charge of the conduct of bidding for government purchases.

Bid. This refers to a signed offer or proposal submitted by an interested individual and/or entity to undertake a contract in response to and in consonance with the requirements of the Bidding Documents (DBM, 2016).

Bidder. This refers to an eligible contractor, manufacturer, supplier, distributor and/or consultant who submits a bid in response to the requirements of the Bidding Documents (DBM, 2016).

Bidding documents. This refers to the documents issued by the Procuring Entity as the basis for bids, furnishing all information necessary for a prospective bidder to prepare a bid for the Goods, Infrastructure Projects and/or Consulting Services required by the Procuring Entity (DBM, 2016).

Blue membership. This refers to the certificate with prescriptive period of one year issued by concerned entity certifying that the bidder is registered in the Philippine Government Electronic Procurement System (PhilGEPS) pursuant to Section 8.5 of the Revised Implementing Rules and Regulations of Republic Act No. 9184, otherwise known as the Government Procurement Reform Act (DBM, 2016).

Board of Trustees/Regents/Governing Board. This refers to the policy-making body of a higher education institution, which exercises all the corporate powers of the institution and is answerable to all members of the academic community (MORPHE, 2008).

Category of Suppliers. This refers to the negotiated procurement which is a method of procurement of goods, infrastructure projects and consulting services, whereby the procuring entity directly negotiates a contract with a technically, legally and financially capable supplier, contractor or consultant (DBM, 2016). As used in this study, this refers to the government and private suppliers of the procuring entity.

Civil Service Commission (CSC). This refers to the government agency which regulates recruitment to the Civil Service, providing assurance that appointments are on merit and fitness after fair and open competition. The Commission is independent of Government and the Civil Service (CSC, 2017).

Civil Society Organization (CSO). This refers to the groups or organizations working in the interest of the citizens, but operating outside of the governmental and for-profit sectors (ADB, 2009).

College. This refers to an independent private institution which is one that receives less than 50 per cent of its core funding from government agencies and whose teaching personnel are not paid by a government agency (UOE, 2018).

Commission on Higher Education (CHED). This refers to the governing body covering both public and private higher education institutions as well as degree-granting programs in all tertiary educational institutions in the Philippines, established in May 18, 1994 through Republic Act 7722 or the Higher Education Act of 1994.

Competitive Bidding. This refers to a method of procurement which is open to participation by any interested party and which consists of the following processes: advertisement, pre-bid conference, eligibility screening of prospective bidders, receipt and opening of bids, evaluation of bids, post-qualification, and award of contract (DBM, 2016).

Common-Use Supplies and Equipment (CSE). This refers to those goods, materials and equipment included in the Electronic Catalogue of the PhilGEPS that are used in the day-to-day operations of Procuring Entities in the performance of their functions (DBM, 2016).

Consulting Services. This refers to services for infrastructure projects and other types of projects or activities requiring adequate external technical and

professional expertise that are beyond the capability and/or capacity of the GoP to undertake such as, but not limited to: (i) advisory and review services; (ii) pre-investment or feasibility studies; (iii) design; (iv) construction supervision; (v) management and related services; and (vi) other technical services or special studies (DBM, 2016).

Delivery Schedule. This refers to the schedule for each procurement activity and for the contract implementation as included in the preparation of the indicative Annual Procurement Program (DBM, 2016).

Effectiveness. It refers to the procurement performance which is fundamental to guarantee cost-effective delivery of goods and services in any organization (Kenny, 2008).

End-users. These are the duly authorized officials or personnel who submit a purchase request to the BAC or the HOPE (DBM, 2016). As used in this study, they are those who are the recipients of the procured goods and services.

Equipment. This refers to the equipment that are used in the day-to-day operations of Procuring Entities in the performance of their functions included in the Electronic Catalogue of the PhilGEPS (DBM, 2016).

Government Financial Institutions (GFI). This refers to financial institution or a company engaged in the business of dealing with financial and monetary transactions, such as deposits, loans, investments and currency and currency exchange (Doi, 2004).

Government-Owned and Controlled Corporations (GOCCs). This refers to any agency organized as a stock or non-stock corporation vested with functions relating to public needs, whether governmental or proprietary in nature, and owned by the Government directly or through its instrumentalities either wholly, or, where applicable, and owns at least 51% of its capital stock in the case of stock corporations (CSC, 2017).

Government Procurement Policy Board (GPPB). This refers to the Board established by virtue of RA 9184 as an independent inter-agency body that is impartial, transparent and effective, with private sector representation (DBM, 2016).

Goods. This term refers to all items, supplies, materials and general support services, which may be needed in the transaction of public businesses or in the pursuit of any government undertaking, project or activity, whether in the nature of equipment, furniture, stationery, materials for construction, or personal property of any kind, including non-personal or contractual services, such as, the repair and maintenance of equipment and furniture, as well as trucking, hauling, janitorial, security, and related or analogous services, as well as procurement of materials and supplies provided by the Procuring Entity for such services (DBM, 2016).

Head. This refers to the Chief Executive Officer of a higher education institution (MORPHE, 2008).

Higher Education Institutions (HEIs) category. This term refers to the establishment recognized by the relevant authorities that provides higher education qualifications (CMO, 2012). In this study, this term includes the public and private academic institutions in Samar Province offering tertiary education programs, and categorized as State University and College (SUC), Private and Local Colleges

Head of Procuring Entity (HOPE). This refers to: (i) the head of the agency or body, or his duly authorized official, for NGAs and the constitutional commissions or offices, and other branches of government; (ii) the governing board or its duly authorized official for GOCCs, GFIs and SUCs; or (iii) the local chief executive for LGUs (DBM, 2016).

Implementation. It refers to the all actions that take place during the realization of the plan and the undertaking of necessary institutional changes for policy measures (Hanzl et al., 2003). As used in this study, it term refers to the implementation of the *Government Procurement Reform Act*.

Implementation of procurement process. It refers to the Procurement Planning and Budgeting Linkage (DBM, 2016:33) in accordance with the approved Annual Procurement Plan (APP), including approved changes thereto. As used in this study, the term includes the conduct by the end-user or implementing units for the realization of all activities reflected in their respective Project Procurement Management Plans (PPMPs).

Infrastructure Projects. This refers to the construction, improvement, rehabilitation, demolition, repair, restoration or maintenance of roads and bridges, railways, airports, seaports, communication facilities, civil works components of information technology projects, irrigation, flood control and drainage, water supply, sanitation, sewerage and solid waste management systems, shore protection, energy/power and electrification facilities, national buildings, school buildings, hospital buildings, and other related construction projects of the government involving "civil works" or "works" (DBM, 2016).

Integrated Organization. It refers to the built-in as the highest functions working the overall procurement of supplies and the check and balance of the financial matters. Every company, large or small, has certain internal characteristics such as management style, systems, organizational structure, strategy, staff and organization culture. As used to this study, it help to understand the size of the task ahead of them and create a fully integrated organization (Campbell & Strikwerda, 2013).

Length of Service in Higher Education (LSHE). It refers to the longevity, duration of service or employment whether regular full or part-time service with the University (Fry et al., 2009).

Mode of Procurement. This term refers to the Competitive Bidding of all government agency (DBM, 2016). As used in this study, it refers to an Alternative Methods of Procurement such as Limited Source Bidding (or Selective Bidding);

Direct Contracting; Repeat Order; Shopping and Negotiated Procurement with prior approval of the HOPE or his duly authorized representative.

Non-Academic Personnel. This refers to the rank-and-file employees of the institution engaged in administrative functions and maintenance of a higher education institution (MORPHE, 2008).

Number of Engagement. It refers to any deliberate interaction on the chairperson or organization's part that transaction made them want to spend their time to take an action and keep connecting with them in even more meaningful ways to show their support for the organization (Watt, 2018). As used in this study, the number of engagements received by the suppliers in the quotations and purchase order and served delivery within the six-month period with the procuring entity.

Office Equipment. This term refers to the assets such as furniture, desks, chairs and computers that are absolutely essential to the operations of the company (DBM, 2016).

Office Supplies. The term refers to the materials or the common-use supplies consumed daily within an office setting during normal business operations in the performance of their functions such as goods, materials and equipment (DBM, 2016).

Ordering Agreement. This refers to the list of goods, and their corresponding technical specifications, scope of work, projected quantities, and fixed prices (DBM, 2016). As used in this study, it refers to the manner of the

procurement of goods within their ABC total contract price to prevent delay in the acquisition of goods by the Procuring Entity.

Structured. It refers to how the people in an organization are grouped and to whom they report. As used in this study, the procurement services unit, form part of the organizational structure that belong and formally determines the hierarchy within the organization (NBC, 2015).

Philippine Association of State, Universities and Colleges (PASUC). It refers to an association of public tertiary institutions in the Philippines. This includes all state universities and colleges, which are under the Commission on Higher Education (Carl, 1994).

Procuring Entity (PE). It refers to any branch, constitutional commission or office, agency, department, bureau, office, or instrumentality of the GoP (NGA), including GOCC, GFI, SUC and LGU procuring goods, infrastructure projects and consulting services (DBM, 2016). As used in this study, the term refers to the private and the public Higher Education Institutions (HEIs) or Colleges and universities.

Personnel. It refers to the person, singly or collectively, working in a higher education institution (MORPHE, 2008).

Philippine Government Electronic Procurement System (PhilGEPS). This refers to the electronic procurement system provided in Section 8 of IRR (DBM, 2016).

Platinum Membership. This term refers to the eligibility required by law that all bidders shall upload and maintain in PhilGEPS a current and updated file of the following Class "A" eligibility documents such as Business Registration Certificate; Mayor's or Business Permit or its equivalent document; Tax Clearance; Philippine Contractors Accreditation Board (PCAB) license and registration, and Audited Financial Statements (AFS) under Sections 23.1(a) and 24.1(a) pursuant to Section 8.5.2 of the Revised IRR of RA 9184 (GPPB, 2016)

Political, Economic, Social, Technological, Environmental and Legal (PESTEL). This refers to describe a framework of macro-environmental factors used in the environmental scanning component of strategic management, which adds legal and environmental factors (Energies, 2013).

Portal. It refers to a website that integrates a wide variety of contents for the purpose of attracting and aggregating multiple users together in a central virtual space (DBM, 2016).

Private Higher Education Institutions (PHEIs). It refers to HEI not owned and controlled by the government or its instrumentalities described under Sec. 3(i) of RA 10931 (CHED, 2018). As used in this study, this term refers to a higher education institution owned, controlled and managed by a non-governmental organization like religious congregation or business enterprise with a governing board consisting mostly of members not selected by a public agency.

Procurement. This refers to the acquisition of goods, consulting services, and contracting for infrastructure projects by the procuring entity (DBM, 2016).

Procurement Management Office (PMO). This refers to the professional organization offering high level procurement services without any restrictions in spend category or sector (DBM, 2016).

Procurement Management Services Unit. This refers to the unit created under the General Services Division or Administrative Service in the agency to establish and strengthen the organizational structure and staffing of the Procurement Units of agencies and provide adequate support to the Bids and Awards Committee/s (NBC, 2015).

Procurement Officer. It refers to the person who is responsible for the planning and procurement activities and whose major role and functions are to: a) coordinate and monitor all procurement activities of the agency; b) provide technical assistance to the end-user or units in the preparation of their PPMP; c) manage and monitor all phases of the procurement process, and d) create and maintain a price monitoring list of goods and services regularly procured by the agency and a list of suppliers, contractors and consultants (NBC, 2015). As used in this study, this term is interwoven to the term Supply Officer who is an individual making the purchases in behalf of an organization. It can also refer to the organization itself that is responsible for the purchases in the case of private institutions.

Procurement Practices. This term refers to the activities that are subjected to audit and scrutiny under the Amended Comptroller and Auditor General Act 1993 (EPA, 2018). As used in this study, it refers to the activities encountered by

the procuring entity in its day-to-day transactions in the procurement process between and among the procurement officers, suppliers and end-users.

Procurement Process. It refers to the standardized form of purchasing goods and services aimed to systematize the procurement system, avoid confusion, and ensure transparency (DBM, 2016). As used in this study, it is the manner or protocols of achieving the most profitable solutions to benefit from the supplier relationships and to optimize total costs of the procurement function.

Project Procurement Management Plan (PPMP). This refers to the procurement plan of a specific program/project/activity (PAP) of the agency required under Circular Letter No. 2010-9-DBM (DBM, 2016).

Public Higher Education Institutions (PHEI). This term refers to the State Universities and Colleges (SUCs) which play a vital role in making a state's system of higher education more efficient, more successful, and more accountable in terms of educational performance (Yamamoto, 2010).

Public-Private Partnership (PPP). This refers to the contract between public agency and a private sector entity, in which they can share skills, technology and responsibility in the delivery of product or service (Lundy, et al., 2017).

Purchase Order (PO). This refers to the buyer-generated document that authorizes a purchase transaction (UAS, 2010).

Quality of the item. It refers to the general standard of quality products (Encarta, 2008). As used in this study, it refers to the condition of the goods or

items in terms of their specifications such as size and appearance.

Quotation requirements. It refers to requests for quotations, also known as invitation to quote and shop, as a procurement method (Lynch, 2018:99). As used in this study, the term refers to the procurement method used under conditions stipulated in the procurement legal and regulatory framework and, requested in writing: email, fax, courier, but not through telephone, with prescriptive period of time and frequency within which this method can be used for the procurement of similar goods, work or services.

Regional Office. This refers to any government office/entity in the different regions throughout the country which exercises a direct supervision over the officers under its jurisdiction and area of responsibility (MORPHE, 2008). As used in this study, it refers to the Commission on Higher Education Regional Office, No. VIII.

Respondent. This refers to a person who is asked for certain oral or written information during a survey (BD, 2012). In this study, the respondents are the procurement officers, the end-users and the suppliers from the public and private HEIs who answered the survey questionnaires.

Scale of Engagement. It refers to the membership and eligibility of suppliers to join biddings in the government through the PhilGEPS who are eligible in terms of scale of engagement classified as to platinum membership, blue membership, red membership, and the “not yet a member”. This is under Section 8.2.2. (g) RA 9184 (DBM, 2016:38), that registration with the PhilGEPS is not an

accreditation and thus not tantamount to a finding of eligibility, nor is it a guaranty that a manufacturer, supplier, distributor, contractor or consultant may participate in a competitive bidding without first being determined to be eligible of that particular competitive bidding. As used in this study, only PhilGEPs compliance are allowed to join the competitive biddings in all procurement transactions in the Philippine government, as the law provides.

Timeliness. It refers to the cycle time can be a measure of either efficient or effective purchasing performance. It is the time, it takes to move from requisition to purchase order or from purchase requisition to delivery of purchased goods (Ochonma, 2015).

University. This term refers to the Higher Education Institutions that offers post-secondary education, training and research guidance authorized as institutions of higher education by state authorities (Edu USA, 2018).

Volume Received. It refers to the number of units or quantity of procured goods, supplies and services that reached and stamped as received and used by the intended beneficiaries or the end-user on the understanding that the items are the right product, right quantity, right quality, right location and efficiently managed (Vendors, 2014). As used in this study, it refers to the number of supplies received by the end-users based on the approved APP.

Volume Requested. This term refers to the quantity and standard configuration of any good, equipment, services, etc. being requested (Piasecki,

2012). As used in this study, it refers to all supplies requested by the end-users based on their approved budget cost in the APP.

Chapter 2

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter reviews some literatures and studies which were helpful and very essential in the conceptualization of this study. The information herein presented has been extensively and exhaustively accessed from all sources, especially those materials related to the Procurement Systems and Practices. However, the strategies and approaches, including the problems formulated in this research, do not duplicate those from reference materials. Instead, the reviews served as bases of validity and acceptability of the methodologies outlined, especially on the instruments used for precise measurement of variables and in contrasting results.

Related Literature

The demand for greater productivity, efficiency and spending restraint in public and private HEIs continues to grow. Higher education procurement is a multimillion-denomination enterprise. Tens of millions of bills are expended annually to acquire products and services from bond paper to supercomputing software for these institutions' students, faculty, officials and the various researchers who avail of HEIs' library materials and facilities. The magnitude of the resources consumed in this procurement is matched equally by the opportunity for improvements in the process itself (Hurley, 2010).

Far greater productivity involves the democratization of procurement processes that follow procurement-led best practices (Mitchel, 2018). All schools are subjected to public standards of accountability. The benefits of effective procurement practices include: financial savings that can then be re-invested in one's priorities for driving up standards; goods or services purchased as fit for purpose; suppliers' deliveries (and continue to deliver) as agreed; legal and financial obligations that need to be complied with (Pisanu, 2018). An efficient public procurement system is an important necessary condition for ensuring efficient public investment and economic growth (Abdallah, 2015).

HEIs are categorized into two, and they are either private or public. Private higher education institutions, whether sectarian or non-sectarian, are regulated and supervised by the Commission of Higher Education (CHED), while public and college universities are supported by either the national or the local government (De Belen, 2011). The differences between the types of HEIs are mainly related to their self-accreditation rights (Joseph, 2014).

Records from the CHED show that there are approximately 1,573 private institutions and 607 public colleges currently licensed in the Philippines (CHED, 2011). HEIs are classified as colleges or universities and are either publicly or privately run. Colleges usually offer one or a few specialized courses such as computer programming, nursing or midwifery. To be classified as a university, institutions must have at least 8 different degree subjects on their program. There

are two types of universities in the Philippines, the public and the private universities. Public universities are all non-sectarian and offer a wide-range of courses, which are taught in English. They are government-funded, the University of the Philippines as the largest, receiving the largest chunk of the annual budget. The private universities can be sectarian or non-sectarian, as well as for-profit or not-for-profit. Most private institutions are Catholic, non-profit entities (JL, 2003).

Higher Education Institutions as defined as referring to all types of studies, training or training for research at the post-secondary level provided by universities or other educational establishments that are approved as institution education by the competent state authorities. The United Nations Economic and Social Commission (UNESCO), the World Bank, the United Nations Development Program (UNDP) and others use the same basic definition (JICA, 2017).

University must equip its graduates with comprehension and expertise that would enable them to analyze and solve the challenges facing the nation as well as those of their own professions (DiNuncio, 2006).

The Organizational Structure of the Procurement Management Services Unit may be created at the central offices of departments, line bureaus, attached agencies, the State Universities and Colleges (SUCs), the Government-Owned and Controlled Corporations (GOCCs), the Government Financial Institutions (GFIs) and other equivalent agencies under the General Services Division or Administrative Division or a similar unit of the agency. It shall be responsible for

the performance of the functions for the planning and procurement activities (NBC No. 2015-558). A clear understanding of an organization structure and how personnel are going to work together to complete the project are keys to success (Krajewski, 2013).

Procurement policies make the university spends large amounts of money on the procurement of goods and services annually. It is essential that purchasing is conducted in a consistent, orderly, transparent, responsible and cost-effective manner in order to avoid fruitless and wasteful expenditure. The university's funds must be managed responsibly, ensuring that goods and services are of the correct quality and quantity, delivered at the right time and place and at fair prices (Moolia, 2006).

Procurement officer, also known as a purchasing manager, plays an important role in any organization. A procurement officer is also responsible for the purchase of products and services in the organization and approves the best products or services that have low prices after reviewing and analyzing all options (Russel, 2017).

Hiring a procurement officer for employment should disregard race, religion, color, sex, gender, and others including genetic characteristics or information, mental or physical disability so long as the essential functions of the job can be performed with or without reasonable accommodation, or any other protected category under law (Shay, 2018).

The position of procurement officer has no formal academic requirements, although some employers expect A levels grades, academic awards, bachelor or post graduate degrees. The ideal candidate, though, will have extensive experience of procurement, including managing tendering processes and will have previous experience of buying raw materials, packaging and external contractors (Edward and Pears, 2016).

The Academic Invest (2017), however, admits that the educational attainment requirement to become a procurement manager can vary based on the discretion of the employer, although typically needs a bachelor's degree in Business, Supply Chain Management, or a closely related field. Some employers may prefer candidates with a master's degree in one of these areas, while others may accept years of experience in roles of progressive responsibility in place of formal education and a Career Service Professional/Second Level Eligibility (PV, 2015).

Oshagbemi (2000) asks whether academic workers' length of service is related to their level of job satisfaction. The inquiry is premised on the assumption that the less-satisfied workers tend to resign, while the more satisfied ones tend to remain in a job, as some literature suggest.

Training upgrades the skills and competencies of employees. It keeps them abreast with the latest changes in technology. It is a two-way traffic since training and development also enhance the employees' capability to take higher paying job

within the company or elsewhere. This is one part in the procurement officer profile referred to in the study (Payos, 2010).

Higher education is a compelling solution for the procurement officer and the entity. Continuing education and professional development are a part of life (Grimm, 2015). The evidence thus, according to Lorenzana (2003), a properly trained work force at all levels, from top to bottom, is important in any organization for its continued success and survival, so that it can meet the challenge of change be it economic, technological, social, political, legal or ethical.

On the supplier profile as an area that helps the procurement process, had been delved into where teams collect useful information as plan for negotiations and a ready help to secure a better deal of the institution. This can then be used to strengthen the supplier in negotiating position (Kranish, 2018).

The category of supplier refers to a party that supplies goods or services, whether in the private or in the public sector, is usually based on value for money and the most economically advantageous option, having first taken factors such as security and continuity of supply into account. Buyers should also give careful consideration to the benefits as well as the disadvantages of choosing local suppliers. Local suppliers are interwoven as the private suppliers (DBM, 2016).

Procurement engagement refers to Common-Use Supplies and Equipment which include those goods, materials and equipment that are used in the day-to-day transaction of the procuring entities in the performance of their functions

(DBM, 2016).

Suppliers to engage is at the company's discretion, however, the more suppliers that are surveyed the more complete the data is likely to be. If supplier selection is necessary, the preferred approach is to rank them according to their expected contribution to emissions and select suppliers of the highest emitting goods and services. Once suppliers are identified, companies should collect the following information: supplier name, supplier address, procurement contact and supplier type (e.g., production-related, non-production related), commodity or service type and annual spend (Cole, 2005).

The GPRA or RA 9184 requires the use of Philippine Government Electronics Procurement System (PhilGEPS) by all national government agencies, government-owned and controlled corporations, government financial institutions, state universities and colleges, and local government units. Suppliers, manufacturers, contractors, and consultants must be registered in the system in the conduct of procurement of goods, civil works and consulting services (ADB, 2009). It includes the eligibility of suppliers as to registration: a) Platinum Membership, b) Blue Membership and b) Red Membership. Platinum Membership pursuant to Sec. 8.5.2 of the Revised IRR of RA 9184 mandates that all bidders shall upload and maintain in PhilGEPS a current and updated file of the following Class "A" eligibility documents under Sections 23.1(a) and 24.1(a) of the same IRR.

Both types of memberships will enable access to extra features of the system. Blue members, among others, will get the ability to download PhilGEPS documents and print their own PhilGEPS registration certificate. Platinum members, meanwhile, will be able to upload their bid eligibility documents and their product catalogue into the system, get a direct access to a list of consultants, and will be allowed to submit bids only (Roc, 2013).

The PhilGEPS system is one way of partnering with the suppliers to deliver superior value and, at the same time, expect suppliers to meet the highest standards in terms of quality, ethics and sustainability. These legal obligations are observed internally and expected all suppliers to conform the law (Koninklijke, 2004).

Procurement from another agency of the government is more efficient and economical for the government. Only in highly exceptional cases, and when justified by the conditions prescribed under the RA 9184 guidelines, can the procuring entity procure from another government agency without need of public bidding pursuant to the 1st paragraph of Section 53.5 of the IRR of R.A. 9184, hereinafter, referred to as Agency-to-Agency Agreements. All procuring entities shall utilize the PhilGEPS for the procurement of Common-Use Supplies in accordance with the rules and procedures established by the GPPB (DBM, 2016).

An effective organization depends on people. Organizing is, then, a process by which the manager brings order out of chaos, eliminates conflicts between and

among people over work or responsibility, and establishes an environment of teamwork (Leveriza, 2008).

Treated in this study is the profile of the end-users in terms of the position they occupy; the volume requested by them, and the volume received by them. From the profile, specifically on the volume requested, goods came most common. This is so because goods are inherently useful and the relative scarce tangible items like office supplies are often needed for daily routine operations.

Many firms use unit volume, the quantity produced or sold, as a pricing objective. These firms often sell multiple products at very different prices and need to match the unit volume demanded by customers with price and production capacity (Kerin, 2009). Line items in the request for proposal should be weighed accordingly during the vendor-selection process, contrary to the common practice of treating all line items equally (Prof Cane, 2015).

The volume received is an order commonly called for numerous items, sometimes in matched sets. A manufacturer of office furniture receive orders for matched desks, chairs, and file cabinets. An order probably contains the requirements to furnish one particular office (Benton, 2010).

The size of public procurement in terms of purchasing volume and value is at the same level or even higher than volume and value dealt with by private sectors (Murray, 2009). Public enterprises enter into many business relationships, both upstream and downstream. However, the objectives of the public sector and

thus also for public procurement, are wider than a single company's profit (Larson, 2009). The scope of most public sector organizations is, therefore, much wider than the scope of private companies in terms of the diversity and needs of customers being served (Erridge, 2007).

Globerson (2014) cited timeliness as the scheduling activity that integrates information on several aspects of the project, including the estimate duration of activities, the technological precedence relations among activities, constraints imposed by the availability of resources and the budget, and if applicable due-date schedule requirements. The information should not necessarily be delivered quickly, but it should be delivered at an appropriate or specific time, such as every week or every month, and it certainly should be often enough to allow employees and managers to take corrective action for any deviation (Kinicki, 2013).

The time limits of an offer have four outcomes: 1) the terms of an offer can be specified to lapse after a stated period. In many cases, the law states that the offer should lapse after a reasonable period of time; 2) the offer may be rejected. The rejection of an offer kills it completely or ceases to exist. Rejection of an offer must be communicated to the supplier, either verbally or in writing. If the offer is amended, it becomes a counter offer; 3) The offer may be revoked. The law permits an offer to be revoked any time before it is accepted. If a company has the free will to make an offer, the company also has the equally free will to revoke the offer before it is accepted, and, lastly, 4) the offer may be accepted and a contract is made

(Benton, 2010).

Effectiveness is an end view of productivity, a composite of people and operations variables. To improve productivity, managers must focus on both. High productivity cannot come solely from good “people management”. The effective organization will maximize productivity by successfully integrating people into the overall operations system (Robbins (2014). Effective management means combining an ability to motivate and lead people with an ability to make sound choices grounded on robust and reliable evidence (Wensley, 2013).

Determination of quality of the item and suitability for use and the delivery of goods ordered by the procurement officer at the time specified in the contract do not bring to an end the procurement function. The quality of the products must be of the quality agreed upon and suitable to the needs of the department whose request for such products are transmitted to the procurement unit (Miranda, 1996). Quality of the item refers to the total ability of a product or service to meet customer needs (Kinicki et al., 2013). Quality is the excellence of the product or service, the serviceability and value that customers gain by purchasing the product (Daft, 2005). To compete in today's economy, companies need to provide high-quality products and services. If companies do not adhere to quality standard they will have difficulty selling their product or service to vendors, suppliers, or customers (Noe, 2014).

Good quality of the item is a consumer expectation and a vital part of

customer satisfaction (Benton, 2010). Higher quality can often enhance customer satisfaction, which in turn can lead to higher repeat business and, therefore, more revenue. If quality and satisfaction are high enough, customers may recommend the product to others, what marketers often call “positive word of mouth revenue” (Hitt, 2012).

Relentless pressure to provide better quality at lower price means that companies must continually review all aspects of their operations (Krajewski et al., 2013). The principal objective of quality control is to sustain the standard of reputation of the enterprise. Higher quality attracts more customers which results on more profits. Besides, without quality control, more rejects or factory defects are produced. This is an additional cost of production (Fajardo, 2006).

The most fundamental difference between the procurement process in the public and private sectors concerns the process itself. Some private companies may have fairly streamlined processes for awarding contracts to outside bidders—or may not even bother with competitive bidding at all, if they are comfortable with a certain contractor. Governments at the local are all obligated to adhere to a significant body of laws designed to ensure that government buyers are expected to spend taxpayer money wisely, their purchases are usually subject to significant oversight. Formal procurement rules are established to prevent both the reality and appearance of favoritism (US Legal, 2016).

Government is without authority to control the policies of a private school

or to direct the manner in which it should be administered. State power over private schools is limited to one of “supervision” and “regulation” only, not of “control” which would be inconsistent with the guarantee of academic freedom (De Leon, 2014).

The institution procurement activities include goods, consulting services, infrastructure projects which are under the 2016 Revised Implement Rules and Regulations (IRR), as promulgated pursuant to Sec. 75 of RA 9184, otherwise known as the “Government Procurement Reform Act” for the purpose of prescribing the necessary rules and regulations for the modernization, standardization, and regulation of the procurement activities of the GoP. This IRR shall apply to all procurement of any branch, agency, department, bureau, office, or instrumentality of the GoP, the GOCCs, the GFIIs, the SUCs, and the LGUs (DBM, 2016).

The IRR harmonizes the procurement process of both locally-funded and foreign-assisted projects in the hope of establishing a more than adequate and standardized public procurement system. These new provisions answer pressing procurement problems, address inefficiencies in the procurement policies/practices, promote fair and equitable competition, enhance established procurement system, and improve transparency in furthering the principle of good governance (DOH, 2010).

Each Procuring Entity (PE) shall establish in its head office a single BAC to

undertake the functions specified in Sec. 12 of the IRR, RA 9184 in order to facilitate professionalization and harmonization of procedures and standards. The BACs may be organized either according to: (a) geographical location of PMO or end-user or implementing units of the PE or (b) nature of procurement. Similar committees for decentralized and lower level offices may also be formed when deemed necessary by the HoPE. The HoPE shall designate at least five , but not more than seven members to the BAC of unquestionable integrity and procurement proficiency (DBM, 2016).

The HoPE shall create a Secretariat which will serve as the main support unit of the BAC. An existing organic office within the Procuring Entity may also be designated to serve as Secretariat. Registered bidders, suppliers/contractors submit bid documents to the BAC to be determined if they are eligible any time before the closing date specified in the Bidding Documents. To strengthen and promote the professionalization of the organizations' procuring unit, the HoPE may create procurement units that may serve concurrently as BAC Secretariat in accordance with the guidelines issued by DBM. In case of an existing ad hoc Secretariat, the HoPE shall assign full-time support staff to its BAC Secretariat. To expedite the procurement process, the HoPE shall ensure that the members of the BAC, its Secretariat and the Technical Working Group (TWG), shall give utmost priority to BAC assignments over all other duties and responsibilities, until the requirements for the said assignments at hand are completed (DBM, 2016).

Compliance to Government Registrations assesses the extent to which the activities of the supplier are being carried out in a manner consistent with existing and appropriate regulatory requirements on the quotation requirements. It focuses on the presence of environmental systems within the supplier's management system. This score could then be used in a broader evaluation system that also considers the supplier's performance in terms of price, quality, delivery, service, etc. (Patterson, 2014).

On the quotation requirements for a contract, four components of an enforceable (contract) agreement is deemed fulfilled when the following are met: 1) the parties must be capable; 2) the subject of the matter must be legal and valid; 3) a mutual consideration has been set, and 4) the parties must reach an agreement by offer and acceptance. Under the U.S. Commercial Code, an agreement is a legal transaction that requires all four components as given earlier. The absence of any of the components results in an unenforceable agreement in a court of law (Benton, 2010).

Levi (2008) emphasized that the ability to offer what the customer wants and needs is a basic requirement to which supply chain management contributes by creating availability and selection, achieved through attention to customer access, the ability to easily find and purchase a product and includes the perception of providing the consumers with a store or website layout that makes it easy to find and purchase the product they are seeking.

The relationship between suppliers and buyers can take many forms, both formal and informal, but often, to ensure adequate supplies and timely deliveries, buyers and suppliers typically agree on supply contract (Levi, 2008). Firm often can reduce total payments to suppliers if it can tolerate higher inventory levels. A firm can also take advantage of quantity discounts this way. A quantity discount, whereby the price per unit drops when the order is sufficiently large, is an incentive to order larger quantities (Krajewski et al., 2013).

Overall resource quotation requirements are estimated in the initial stage of a project's life cycle, even before there is a commitment to undertake project. When responding to a request for proposals or pitching a new idea to management, rough estimates must be included in the presentation. After the project has been approved, there is a need for more accurate planning. At this point, a usage profile is developed for each resource (Globerson, 2014).

The contract duration or delivery schedule, the name, address, telephone number, facsimile number, e-mail and website addresses of the concerned procuring entity, as well as its designated contact person and such other necessary information deemed relevant by the PE must be specified in the contract (DBM, 2016). Delivery schedule terms as closely related to price term. The transportation between the buying and selling firm is usually considered as part of the price. The delivery schedule terms formalize the responsibilities of the buying and selling firm for delivery of the goods. e.g. "FOB shipment" means free on board (f.o.b.) at

a named place (Benton, 2010). The schedule has to be coordinated with the employees and suppliers to make sure that all constraints are satisfied (Krajewski et al., 2013).

Common corrupt practices in public procurement had included public officers, often under the influence of powerful politicians and businessmen – only inviting preferred firms, favoring certain firms at the short-listing stage, designing tender documents to favor particular firms, and releasing confidential information. This state of affairs had been exacerbated by the fact that the procurement system was manned by junior officers, who were therefore powerless to correct any anomalies, and could easily be manipulated by their seniors and powerful politicians. Corruption in public procurement had also been facilitated by the lack of transparency in the system and when the applicable procedures had been invariably inaccessible to the public (AFDB, 2014).

The 2012 Philippine Country Procurement Assessment Review (CPAR) action plan integrates all the existing and proposed initiatives and recommendations to address the areas for improvement in the Public Procurement System. The action plan provides the road map and agenda for procurement reforms to be undertaken by the government, together with its development partners during 2013-2016. The action plan ensures the availability of funding support and address issues that may arise during the implementation (Pascua, 2013). Ensuring efficiency in procurement will have a positive chain reaction that

leads to savings in time, and better results throughout the business (appsFreedom, 2017).

Related Studies

Very few studies on the procurement systems and processes of higher education institutions were encountered. However, distinct features of learning that described the procurement systems obtained from various agencies are presented to support procurement practices of higher education institutions.

The study of Manyenze (2013, p. 7) found that corruption was rampant hindering the implementation of the 2005 Procurement Act and that the officials were responsible for decision-making. The study recommended that: (1) the University of Nairobi adopts the idea of centralized decision-making to enhance the speed of decision-making enabling the efficient control of activities, thus, reducing the procurement challenges; (2) that the universities ought to encourage staff involvement/ participation in decision-making to tap their creativity; (3) the university should encourage centralized procurement to enhance effectiveness of these mechanisms and promote standardization, and (4) further study should also be carried out on other universities to find out if the same results will be obtained.

Manyenze's study had significance and relevance to the present study on the procurement management performance in the public universities. In addition, the former study is related to the present study since both investigate the procurement management performance in the public universities. Both were

concerned on the standardization and centralization of the procurement processes. Both studies differed only on their setting and respondents since the present study included the procurement practices of the private HEIs.

The assessment of effectiveness of procurement process in public sector conducted by Mshamu's (2013) also found that the procurement process was effective at Temeke Municipal Council with tendering being the best method compared to quotation. However, there was lack of proper knowledge and skills on accountability that resulted to corruption which affected the procurement process to the greater extent.

The Mshamu's study finds significant relevance to the present study because the method adapted along with the use of statistical tools were identical. Both studies aimed at having an effective procurement system brought about by the employment of qualified procurement personnel, that have gone to a specialized program like training and the employment of leadership programs that would bring about an effective monitoring and evaluation tools and the creation of incentive program to motivate the procurement staff to give its best in quality performance.

Bearing significant relatedness to the present study is the Basheka's (2008) study on procurement planning and accountability of local government procurement systems in developing countries, which revealed the contribution of planning in facilitating the efficient and the effective performance of public

sector organizations, which was generally undisputed in both developed and developing countries. The findings revealed the significant positive relationship between the procurement planning and the accountable local government procurement systems in Uganda. These results were compared to international research findings, suggestions were offered for management policy making, for future research and for efficient accountable local government operations.

The study of Basheka has relevance to the present study on the procurement planning and the accountability of local government procurement systems in facilitating the efficient and the effective performance of public sector organizations on their contribution to both central and local government levels of public sector management on the relationship between procurement planning and accountability of local government procurement systems.

Having a social significance, the study of Malto (2016) on school plant facilities and maintenance-enhanced-model aimed to create a school plant facility and maintenance manual that can be an advancement in Palompon Institute Technology (PIT) and useful by the key officials, professors/instructors, parents, visitors and students of all colleges in PIT, Leyte, Philippines. Specifically, the institution was in need of manuals for disaster awareness, facility maintenance procedures and policies. The context of issuance of a Joint Memorandum Circular No., 2013-1, dated March 25, 2013, dealing with disaster is a social process that requires public support for sophisticated transfers of human and material

resources under Sec. 21 of RA No. 10121 which provide a quick response for purchase of disaster and rescue equipment, supplies and medicines for post-disaster activities, facilities and infrastructure which are needed to efficiently manage all type of emergencies and achieve orderliness in the process.

The study of Malto has relevance to the present study, specifically along the procurement of supplies, equipment, facilities and infrastructure, on the matter of significance and relevance to the provision of RA 9184 and its IRR. The current study examined the Procurement Practices of 6 HEIs in Samar Province with their procurement officers, the end-users, and the suppliers and the legal basis of the study was the implementation of GPRA or the RA 9184.

The above-mentioned findings are relevant to the present study on the variables of training and educational qualification of the employees in the organization. Both studies need personnel training and educationally qualified personnel to man the assigned position. It differs, though in their training, knowledge of the task, standard procedure, and efficient communication dissemination skills. The former study needed training for GAAP and to hire additional educationally qualified employee for the inventory of office equipment and other physical assets, while the present study emphasized the need of the HEIs personnel for training and updates of the GPRA or RA 9184 to apply the procurement system in their institution.

A similar study on establishing an enhanced process of procurement for

office supplies and operations equipment was conducted by Firma and Limpin (2015). Holistic problem-solving was employed in determining the main problems encountered by the Department of Agrarian Reform (DAR), Leyte Biliran Provincial Office. Revision of the internal procurement preparation process and planning, with the help of a new monitoring system, was selected as the best solution to the problem in establishing an enhanced process of procurement for office supplies and for operations of equipment of the DAR, Leyte, Biliran Provincial Office.

The DAR Biliran study was almost similar in all its significant investigations to that of the present study. Both studies had an end-goal of coming up with an effective plan of action that managers may undertake for the satisfaction of the public as recipients of the services provided by the correct implementation of the procurement process pursuant to RA 9184. Through the results of this study, the public would be aware of what the government has been doing in its effort in improving its procurement operation in order to provide an effective and efficient public service.

The result of this study will benefit the general public/clientele by means of an effective plan of action that managers may undertake for the satisfaction of the public as recipients of the services provided by the DAR. The public would be aware of what the Department has been doing in its efforts for an effective and efficient public service.

Further, the Firmo and Limpin study on the DAR Biliran is related to the present study because it dealt with internal control in the procurement property management. It differed though in the local settings, research design, instruments used in gathering data, validation of the instrument, the sampling data gathering procedures as well as the statistical treatment utilized in analyzing the collected data.

The Diamante and Olimberio's (2013) study on compliance of procurement process in Eastern Visayas State University (EVSU), Main Campus, addressed the current problem of the Supply Office end-users. The Diamante and Olimberio's study is similar to the present study in the procurement process, especially as it was conducted in one of the HEIs in Leyte Province. The EVSU-Supply Office was the focal point of the researchers' analysis of the problems that were identified by the respondents during the interview and observation. The results pointed out, that the "Inefficient Procurement System" was the main problem and was resolved through the "Systematization of the Procurement Process".

Similarly, Jones' study (2013) on procurement reform in the Philippines, the impact of elite capture and informal bureaucracy, examined the features and impact of recent reforms introduced by the Philippine government to deal with the longstanding shortcomings in its procurement system. It was based on the reports by the international organizations, the official documents of the Philippine government, the surveys by international and domestic organizations, and the

interviews with relevant officials and media reporters. The findings showed that the reforms have focused on fostering competition, increasing transparency, standardizing procedures, enhancing end-product quality and contractor reliability, ensuring proper planning and budgeting, combatting corruption and strengthening accountability.

Comparable to the study of Jones on the reform of Philippine Government policy in public procurement, corruption, public administration, elite capture, informal bureaucracy, implementation of laws and public sector reform, the present study differed in that the data collected here were from the different HEIs in the Province of Samar, more specifically, from 104 HEIs' procurement officers, their suppliers and their end-users. These are government personnel who stand accountable to the people they serve having had a formal seminar on RA 6713 or The Code of Conduct and Ethical Standards of Public Officials and Employees. The influence they would be working, if there is, is very minimal compared to those respondents in Jone's study. The powerful business leaders and the landed who can influence the reforms mandated by the government to serve their own interests. Significantly, though, the aim of both studies was to improve on what the present have in policies and regulations that relate to the procurement system.

On the electronics procurement systems, Srivastava's (2016) study cited that the processes involved in implementing a Procure to Pay (P2P) System and

detailed how institutions that receive grants from various government and non-government agencies can use this model to decentralize and digitize procurement to help the principal investigators focus more on research and less on grant and expense management and how institutions need to employ a tightly integrated automated procurement process supported by advance enterprise management systems. As more self-service models emerge for decentralized setups, advancements in digital platforms and technologies will expand the reach of the internet, enabling institutions and suppliers, large and small, to dramatically improve their business and financial performance.

On an innovative strategy, Weisheng's study (2013) attempted to shed light on the procurement innovation by examining the two state-of-the-art Procurement Systems in China, an Agent-Construction System (ACS or in Chinese *Dai Jian Zhi*) and Public-Private Partnership (PPP), with special consideration given to the systems' particular political, economic, social, technological, environmental, and legal (PESTEL) background. The study provided useful insights into the procurement innovation, particularly when governments, worldwide, are searching for innovative procurement systems to help deliver public projects and services.

While the study of Weisheng complemented that of Strivastava's study, Weisheng study proposed for innovative strategies like the PPP that is now becoming popular in Philippine government. The study revealed that congruence

between a procurement system and its external PESTEL conditions is essential for procurement innovation. The study tackled procurement innovation, an area that is under research in construction management. It exhorts the re-connection between procurement system and its external PESTEL conditions for devising bona fide procurement innovations. Though far from what the Weisheng study proposes, the present study is an attempt to look for innovative strategies that will facilitate an effective procurement system and innovative strategy of the Philippine government.

The study of Srivastava as complemented by the Weisheng's study have significant relatedness to the present study because they talked about the e-procurement system in both the public and the private organizations. More specifically, Srivastava proposed for the adoption and implementation of the Procure to Pay (P2P) System to decentralize and digitize the procurement system in HEIs to focus more on research and to employ a tightly integrated procurement process supported by advance enterprise management system. Complementing the study of Srivastava is that of Weisheng which is on procurement innovation, specially as it proposes for innovative strategies like the PPP which is now becoming popular in the Philippine government. The study revealed that congruence between a procurement system and its PESTEL conditions are essential for procurement innovation.

Though far from what the Srivastava and the Weisheng studies used in the

e-procurement system, the present study, nonetheless, is an attempt to look for an innovative strategy that will facilitate an effective procurement system not only in public HEIs, but also in the private HEIs.

Further, there is the Abdallah's (2015) study on the effect of electronic government procurement in bringing the price to cost ratio in a public agency in Bangladesh. The electronic procurement system allowed a bidder to place a bid from anywhere in the country through electronic government procurement portal. It was further observed that the suggestive evidence that e-GP more likely helps foster local competition rather than nationwide competition, an indicator of restricting the political influence.

Moreover, the Abdalla's study talked of an efficient public procurement system as an important condition necessary for ensuring efficient public investment and, therefore, economic growth and more transparent and Information Technology (IT)-based electronic procurement system which played an important role in curbing this sort of political influences increasing competition.

Still on e-procurement system, Barahona's (2014) study illustrated a unique opportunity to analyze the implication of two different approaches to develop and employ a national public electronic procurement system. The findings showed that e-Procurement and e-Government were oblivious to the disruptive character of this technology in public administration. The responses on the study showed that decisions on e-Procurement implementation should also consider

organizational design and the adoption of an innovation strategy. By re-framing the problem, the study established that much of the complexity of the decision disappeared.

Barahona's study on a national public electronic procurement system used a multiple data collection methods, collected from 2009 to 2013 from primary sources, studies, consulting work, seminars, official documents from the written press. The structure included a teaching case, a teaching note and a discussion on the potential of case research as a powerful method to elicit valuable insights and knowledge creation.

On electronic procurement systems, according to Bombay (2011) many studies indicated the government and the private institutions realized to have substantial savings on their total expenditures by making the purchasing process more uniform and transparent. Because of this fact, governments have created electronic procurement systems that offer potential for greater cost savings and better controls over their procurement practices. They have developed internet-based application services to provide business with a single point of access to all public procurement in creating an open and transparent procurement environment that is efficient and providing faster service that can be shared by all government agencies. The Philippine government has decided to take advantage of the new technologies and the use of the internet to establish its own electronic procurement system. It is developing electronic tools and services that will assist

the agencies with the procurement of goods and services as well as suppliers that wish to sell these goods and services to the government.

In another e-procurement study by Aman (2011), it manifested of how many countries worldwide had identified the e-procurement as a priority of e-government agenda had been implemented or in the process of implementing. The effect of this study was to understand the challenges of e-procurement implementation in the government sector and the efforts taken to overcome the challenges, using a Malaysia government case. The findings showed that challenges of e-procurement implementation in government sector were not only related to software integration, data management and roll-out strategy, but also to legal and administrative procedures, information technology (IT), infrastructure, outsourcing contract and IT skills showing the importance of creating an IT facilities center in rural areas and working closely with a third-party vendor for users' training and skills development.

This study of Aman had further explored implementation issues of e-procurement in government sectors, particularly in developing countries, hence, provides guidelines for future implementation strategy for system developers, government officials and ministry. Furthermore, it focused more on the readiness of implementing e-procurement and posited to understand the challenges faced by a developing country in e-procurement implementation.

Lee (2010) evaluated the increasing application of e-procurement by the Korean government along with active e-commerce by the private sector in an advanced information society. The Korea e-Procurement System (G2B) was recognized as a successful example of substantially enhancing procurement process with efficiency by making it transparent and professional. Analytic work is needed to systematically assess the functionality and the role of the system. The study explored on a mature indicator of evaluation of public e-procurement systems. It compared Korea's case with those of the U.S., Australia, and New Zealand to show that in Australia and New Zealand, which are adopting the dispersive supply method and where the e-procurement system is not developed on a large scale in comparison with the US and Korea that are adopting a central supply method. There were some differences among the four countries according to the trait of their procurement institution and the base value in terms of the capability of the system. Different usefulness for e-procurement depends on the public procurement institution in each country. This study suggested that e-procurement systems can be used in helping purchase goods and services most reasonably citing the value of an effective procurement system. Moreover, the study suggested that e-procurement systems are helpful in purchasing goods and services and for the evaluation of the value of public e-procurement system clearly.

The studies of Abdallah in 2015, Barahona in 2014, of Bombay and Aman in 2011 and that of Lee (2010) have relevance to the present study as they cover the

procurement system in organizations. They both cited the advantages of e-procurement system for more uniform and transparent procurement process, greater cost savings, better controls over procurement practices, wide competition, ensure efficient public investments that lead to economic growth, lesser political influences, facilitative transaction, objective treatment of users, and ease in adopting innovative strategy in the procurement system. However, the Philippines found negative experience on e-procurement system due to slow intermittent internet and landline connections (Bombay, 2011). The implementation of the e-procurement system through the PhilGEPS is hampered causing delay in sending the quotations and confirmations of APR from the DBM-Procurement Service (AR, 2016).

Rotchanakitumnuai's study (2013) determined the traditional government procurement process of 169 public professionals representing 67 government agencies in Thailand. It was found out that the factors that enhanced governance were related to the transparent e-procurement process, committed public managers and political officials, honest vendors, and supportive policies and regulations. The e-government procurement (e-GP) helped decrease corruption and created good governance in the procurement process.

This implied that e-GP is not a guarantor of enhanced governance and reduced corruption. It requires a dedicated commitment to strong rule enforcement and penalties to achieve successful implementation of e-

government procurement. The result implied that the problems in procurement systems could be addressed through the best practices of e-government procurement governance and the benefits of good governance in terms of cost effectiveness, accountability, collusion reduction, and stringent law enforcement.

Finally, Rotchanakitumnuai's study finds direct bearing to the present study because his study was basically on e-procurement system in Thailand, while the present study was conducted in Samar, Philippines, but differed on the respondents. The former study had respondents comprising of the 169 public professionals from 67 government agencies in Thailand, while the present study had respondents composed of those employed in HEIs in Samar Province.

Chapter 3

METHODOLOGY

This chapter presents the methods and procedures used in this research endeavor, to include the research design, the instrument to be used in gathering pertinent data, the validation of the instrument, the sampling procedure, the data gathering procedure, as well as the statistical tools used in analyzing the data gathered in this study.

Research Design

The descriptive research design was used in the conduct of this study to provide a descriptive account or to establish a relationship between the variables. The researcher wanted to introduce an intervention in order to study its effect and establish causality between the intervention and the effect. Mixed methods in qualitative and quantitative data analysis techniques were used in this study. By using mixed design qualitative and quantitative, this would support one another, and help to locate the types of evidence that can inform the respondents (Punch & Punch, 2005) from the data gathering instrument administered.

Instrumentation

A researcher-made questionnaire and interview guide were used to gather the necessary and relevant data from the three groups of respondents to answer the outlined problems of this study. The content of the questionnaire consists of

seven parts which are related in the procurement process and similar for the Procurement Officer, Supplier and End-user-respondents.

Part I is concerned on the profiles of HEIs where the respondents are employed or connected and to obtain information on the duration of the institution's existence as college and/or as a university and the volume of items oftentimes procured;

Part II talked on the profile of the procurement officer respondents of the institution;

Part III and IV presented the profile of supplier and end-user respondents in terms of position, type of procurement engagement, number and scale of engagement and category of supplier in terms of capitalization;

Part V determined the extent or level of implementation of the procurement processes as experienced by the three groups of respondents along timeliness, effectiveness, and quality of the item;

Part VI illustrated the significant difference on the extent of implementation of the procurement process among the three groups of respondents along timeliness, effectiveness and quality of the item, and

A separate questionnaire was formulated for Part VII which is the interview guide concerned on the experiences of the three groups of respondents in the procurement process of public and private HEIs in terms of timeliness, effectiveness and quality of the item.

Validation of Instrument

To ensure the validity of the survey questionnaires used, the researcher had subjected the same to expert's validation by consulting his adviser and other experts in public management research for comments and suggestions.

The dry run for the administration of the questionnaire was performed in Leyte Normal University (LNU), Tacloban City. Prior to the dry-run, however, a permission was sought through a letter addressed to the LNU President (APPENDIX A) involving the College Deans, the Directors, the Heads of different departments, the Procurement officer, the End-users in the teaching and non-teaching personnel as respondents. To enhance the reliability of the instrument, the researcher had set apart, the first part which was the questionnaire for the information of the respondents and the HEIs profile and the second part which was the experienced procurement practices of respondents through interview guide designed for consistency responses.

Sampling Procedure

Due to the narrow research environment as shown in Figure 2, total enumeration was performed on the procurement officers, purposive selected registered PhilGEPS and DTI suppliers, and stratified sampling was done on the end-user-respondents (APPENDIX V).

Data Gathering Procedures

Prior to the distribution of the survey questionnaires, the researcher sought

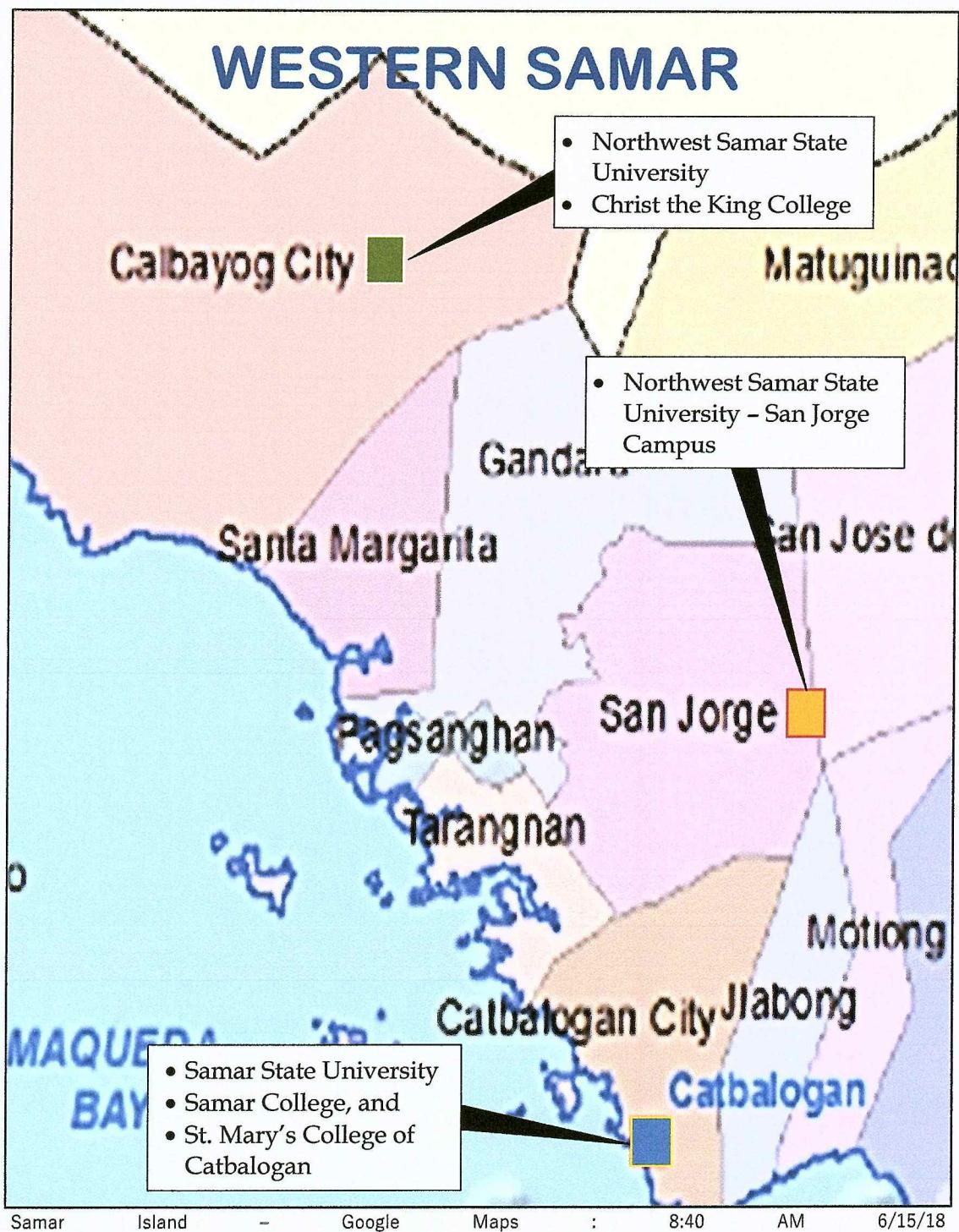


Figure 2 - Map of Samar Province Showing the Location of the Respondents
- Higher Education Institutions (HEIs)

the permission from the heads of the higher education institutions (HEIs) through a letter (APPENDIX B-G), hand-carried and directly given to the concerned officials.

Upon the approval and go-signal of the HEI President, the survey questionnaires (APPENDICES I-K) were distributed to the concerned targeted respondents with the corresponding attached cover letter (APPENDIX H), requesting their cooperation to respond on the statements of the questionnaires and the interview guide (APPENDICES L-N) was conducted to come up with the responses on HEI procurement practices. Face to face interview was conducted from at least five category of different respondents. This was accomplished with the assistance of the Human Resources Management Officer (HRMO) of each HEI. Retrieval of the questionnaires was done after 2-3 weeks through the text messages from the HRMOs.

Statistical Treatment of Data

After the retrieval of questionnaires, all the information was transcribed or encoded on the spread sheet according to the category of respondents and subjected to descriptive statistical analyses which included the following: frequency count and percentage, weighted mean and standard deviation. The inferential statistics used in this particular study, the Chi-squared Test was included.

Frequency count and percentage. These statistical tools were employed to present the profile of the respondents as to their number and magnitude by category.

Weighted mean. This statistics was employed to ascertain the group perception of the different categories of respondents. This gave the readers the idea how a certain group of respondents perceived a certain variable based on the pre-determined scales.

Standard deviation. This was used to determine the difference between the average and the outliers in a set of data of some variates of the respondents as well as their procurement practices of the public and the private HEIs and to ascertain the variability of the data from one datum to the other.

Chi-Square Test. This statistical tool was used to ascertain any significant differences among the perceptions of the three categories of respondents relative to the extent of implementation of the procurement process experiences among the public and private procurement officers, the suppliers and end-users in the higher education institutions in Samar Province in terms of timeliness, effectiveness, and quality. Finally, in testing all the hypotheses, $\alpha = 0.05$ level of significance was applied to determine the tabular critical or values to which computed values were compared for appropriate decision.

Chapter 4

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the information / data collected in HEIs covered by this study. The results and outputs herein presented were the product of actual observations, responses on the instruments made, as answered by the respondents and as shown by the manifestations of the respondents.

Profile of HEIs

Categories of HEI. The profile of the HEIs in Samar Province covered by this study was made up of only six items to determine the HEI category, whether a college or as a university (Joseph, 2014).

Table 1
Categories of HEIs in Samar Province

HEI	Category	Frequency	% Distribution		Total %
			Public	Private	
HEI-1	Public	1	16.67		16.67
HEI-2	Public	1	16.67		16.67
HEI-3	Public	1	16.67		16.67
HEI-4	Private	1		16.67	16.67
HEI-5	Private	1		16.67	16.67
HEI-6	Private	1		16.67	16.67
Total		6	50.01	50.01	100.02

There were three categories as “university” or public HEIs, as the HEI-1, the HEI-2 and the HEI-3 and another three were categorized as “college” or private HEIs, as the HEI-4, the HEI-5 and the HEI 6.

Although, the HEI-2 and the HEI-3 were separate colleges and currently converted as one university, the HEI-2 became the Main Campus University located in an urban area and the HEI-3. The external campus was formerly a separate college from a nearby town and integrated and became a satellite school which were both from the First District of the Province of Samar. The two (2) campuses from the HEI-2 and the HEI-3 were former colleges of different locality were integrated and both came from the public HEIs and were included as one university (RA 9719, 2009). The private HEIs were non-governmental colleges which are not supported by government funding. The public and private HEIs were conducted in this study to determine the procurement practices of HEIs in Samar Province.

The HEIs are either classified as college or a university and either public or private, and also either secular or religious (CHED, 2011). In the Philippines, a college is a tertiary institution which offers a number of specialized courses. Meanwhile, to be classified as a university, such as state universities and colleges (SUCs), the CHED supervised the higher education institutions (CHEIs), the private higher education institutions (PHEIs) and the community colleges (CCs) (Otterberg & Timpone, 1996).

Local universities have less stringent requirements than private HEIs. They are only required to operate at least five undergraduate programs as opposed to eight private universities and two graduate-level programs (CMO, 2006).

The SUCs are bonded together in one organization called the Philippine Association of State Universities and Colleges (PASUC). These institutions are fully subsidized by the national government and may be considered as a corporate body (Guadalquiver, 2004). The budget among the 456 SUCs, and has likewise been strengthened by law through Republic Act 9500 (2008). Collectively, SUCs have a student population of approximately 865,000, which means that every student is subsidized by an average of P24,000.00 per school year. Each Filipino family contributes P1,185.00 a year to run these schools through their tax payments (Martin, 2008).

Number of Years in Service Existence. Table 2 presents the school profile of HEIs in terms of its number of years of existence as college or as a university.

The result revealed that the HEIs service in Samar Province were pioneered by those in the private (and religious) sectors. The oldest HEI is the private HEI-5 located in Calbayog City being at 113 years, followed by private HEI-6 of Catbalogan and private HEI-4 being 89 and 69 years, respectively, in their existence as Colleges in Samar Province.

On the other hand, the HEI-1 had existed as HEI for more than half century in its existence. It remained as College for 43 years in its service and became a full-pledged University 15 years ago since its conversion. The result shows that HEI-1

was the oldest public HEI in Samar Province. It was followed by the HEI-2 with 23 years as College and nine years as full-fledged University. The HEI-3 – Satellite Campus was formerly the Agricultural School and converted to Polytechnic College for Agriculture and Forestry for a period of 11 years, and merged as an external of HEIs Main Campus. Generally, HEIs' mean existence in Samar Province is 63.5 ± 34.77 years.

Table 2
Number of Years of Existence as College or as a University

HEI	Category	Number of Years as		Total No Years as HEI
		College	University	
HEI-1	Public	43	15	58
HEI-2	Public	23	9	32
HEI-3	Public	11	9	20
HEI-4	Private	69		69
HEI-5	Private	113		113
HEI-6	Private	89		89
Total		348	33	381
Mean		58	11.00	63.50
SD		39.41	3.46	34.77

Higher education institutions are classed as colleges or universities and are either publicly or privately run. The higher education in the Philippines offered various degree programs (commonly known as courses in the Philippines) by a wide selection of colleges and universities – also known as higher education institutions (HEIs). These are administered and regulated by the Commission on

Higher Education (CHED) and were established through Republic Act No. 7722, known as the Higher Education Act 1994. The Commission on Higher Education is the Philippine government agency in charge with promoting relevant and quality higher education (CHED, 2018).

Organization of Procurement Management Services Unit. Table 3 shows the profile of the HEIs in Samar Province in terms of their Procurement Management Services Unit (PMSU) as a part of their organization.

Table 3
Organization of Procurement Management Services Unit

HEI	Category	Organizational Structure	Total f	% Distribution
HEI-1	Public	Structured	1	16.67
HEI-2	Public	Structured	1	16.67
HEI-3	Public	Integrated	1	16.67
HEI-4	Private	Integrated	1	16.67
HEI-5	Private	Integrated	1	16.67
HEI-6	Private	Integrated	1	16.67
Total			6	100.02

The result revealed that out of the six HEIs covered by this study, 50.00 percent (or three HEIs) are from public have PMSU which are part of the organizational structure (APPENDICES O-T). These are generally true to HEI-1 and HEI-2 in the creation of the PMSU as mandated under the National Budget

Circular No. 2015-558, issued by the Department of Budget and Management (NBC, 2015). For the HEI-2 and HEI-3 was integrated as one institution (RA 9719, 2019). As an integrated institution, had only one Bids and Awards Committee (BAC) policy, the PMSU was held at the HEI-2, as the main campus. The procurement services unit of public HEIs was under the office of the vice president for administration or vice-president for finance or both, had a separated functional unit (Board Resolution No. 75, s. 2018). This is one of the reasons for slow procurement in public HEIs, the bureaucratic procedures and strict compliance of Government Procurement Reform Act (DBM, 2016).

On the other hand, the private HEIs as shown in Appendices 16-18, had 50 percent or (3 HEIs) had no PMSU. This was precisely due to the fact that private HEIs especially those operated and managed by non-profit, profit-oriented and religious organizations were not covered by government procurement policies. Instead of the PMSU, the integrated functions of vice-president for finance or vice president for administration is acted for multi-tasking roles, and in-charged in stewarding in the financial resources while providing guidance and support for all other administrative and academic departments' financial management activities. These include the procurement of supplies, equipment, services and infrastructure features of the institutions (Princeton, 2019). The private HEIs procurement of supplies had less requirements since Project Procurement Management Plan (PPMP) is not required. For small value of procurement ranging from P1.00 to 20,000.00 was directly purchased without delay, thus, supplies are immediately

obtained by the end-users. The procurement process and check and balance are faster. However, for a higher value of items that ranges from P20,000.00 and above, and to include the infrastructure projects, it required to pass through the board of directors/trustees who represented as Bids and Awards Committee (BAC) which adhere to scrutinize all types of the procurements (Miclat, 2005).

Annual procurement scale. The Annual Procurement Scale of HEIs in Samar Province is reflected in Table 4. The result of the survey showed that the HEIs in Samar Province oftentimes procured the four kinds of items that were used in the day-to-day operations.

Generally, the annual procurements scale of infrastructure projects were looked into. The highest grand total of categories for HEIs' respondents among the procurement scales by item which comprised of goods, equipment, services and infrastructure projects in Samar Province were varied from one another.

Table 4-A and Table 4-B present the result that among the Procurement Scales by Item, the highest Grand Total Amount of Transaction was on the Infrastructure Projects with the lowest total of frequency, both for public and private HEIs. Thus, for public HEIs (Table 4-A) the grand total amount of transaction of P407,912,414.00 and was at lowest total frequency of 48 or 10.00 percent, while the private HEIs (Table 4-B) had also the highest grand total amount of transaction of P78,617,701.00 and was at least total of frequency of 37 or 10.97 percent. Although, it was observed that the infrastructure projects had less frequency but had the highest total amount of transaction than the other three

Table 4-A

The Annual Procurement Scales of HEIs in Samar Province 2018 (Public HEIs)

Procurement Scales by Item	Categories of HEIs						Total f
	HEI-1	f	HIE-2	f	HEI-3	f	
<u>Goods (Supplies and Materials)</u>							
P1 - P50,000	204,500	55	924,572	49	264,806	83	1,393,878
P50,001 - P1,000,000	2,326,514	13	5,657,966	39	-	-	7,984,480
P1,000,001 - P2,500,000	1,139,020	1	3,462,019	2	-	-	4,601,039
Above P2,500,000	-	-	-	-	-	-	-
<u>Total Amount of Transaction</u>	<u>3,670,034</u>	<u>69</u>	<u>10,044,558</u>	<u>90</u>	<u>264,806</u>	<u>83</u>	<u>13,979,398</u>
% Total	0.26		0.72		0.02		1.00
<u>Equipment</u>							
P1 - P50,000	133,001	3	377,478	14	607,736	14	1,118,215
P50,001 - P1,000,000	15,071,900	30	8,211,078	52	1,012,952	3	24,295,930
P1,000,001 - P2,500,000	1,900,013	1	2,564,839	2	-	-	4,464,852
Above P2,500,001	-	-	-	-	-	-	-
<u>Total Amount of Transaction</u>	<u>17,104,914</u>	<u>34</u>	<u>11,153,395</u>	<u>68</u>	<u>1,620,688</u>	<u>17</u>	<u>29,878,997</u>
% Total	0.57		0.37		0.05		1.00
<u>Services</u>							
P1 - P50,000	3,389,806	11	87,690	2	40,000	1	3,517,496
P50,001 - P1,000,000	93,600	19	2,849,075	27	303,500	3	3,246,175
P1,000,001 - P2,500,000	272,012	6	1,970,000	1	1,245,298	1	3,487,310
Above P2,500,001	-	-	-	-	-	-	-
<u>Total Amount of Transaction</u>	<u>3,755,418</u>	<u>36</u>	<u>4,906,765</u>	<u>30</u>	<u>1,588,798</u>	<u>5</u>	<u>10,250,982</u>
% Total	0.37		0.48		0.15		1.00
<u>Infrastructure</u>							
P1 - P50,000	-	-	78,908	2	-	-	78,908
P50,001 - P1,000,000	15,275,010	19	274,990	2	-	-	15,550,000
P1,000,001 - P2,500,000	10,694,003	7	1,883,556	1	80,000,000	1	92,577,559
Above P2,500,001	135,055,068	5	143,144,878	10	21,506,000	1	299,705,946
<u>Total Amount of Transaction</u>	<u>161,024,081</u>	<u>31</u>	<u>145,382,333</u>	<u>15</u>	<u>101,506,000</u>	<u>2</u>	<u>407,912,414</u>
% Total	0.39		0.36		0.25		1.00

Table 4-B

The Annual Procurement Scales of HEIs in Samar Province 2018 (Private HEIs)

Procurement Scales by Item	Categories of HEIs						Total
	HEI-4	f	HIE-5	f	HEI-6	f	
Goods (Supplies and Materials)							
P1 - P50,000	185,000	42	1,021,000	45	410,600	27	1,616,600
P50,001 - P1,000,000	11,789,000	26	-	-	600,012	12	12,389,012
P1,000,001 - P2,500,000	5,445,691	3	-	-	-	-	5,445,691
Above P2,500,001	-	-	-	-	-	-	-
Total Amount of Transaction	17,419,691	71	1,021,000	45	1,010,612	39	19,451,303
% Total	0.90		0.05		0.05		1.00
Equipment							
P1 - P50,000	548,018	11	161,002	3	253,000	15	962,020
P50,001 - P1,000,000	6,098,000	20	581,011	10	600,100	12	7,279,111
P1,000,001 - P2,500,000	18,901,000	8	1,002,053	1	1,004,036	1	20,907,089
Above P2,500,001	-	-	-	-	-	-	-
Total Amount of Transaction	25,547,018	39	1,744,066	14	1,857,136	28	29,148,220
% Total	0.88		0.06		0.06		1.00
Services							
P1 - P50,000	247,000	7	1,300,008	11	108,000	19	1,655,008
P50,001 - P1,000,000	2,890,250	3	396,012	7	720,000	12	4,006,262
P1,000,001 - P2,500,000	4,136,110	5	-	-	-	-	4,136,110
Above P2,500,001	-	-	-	-	-	-	-
Total Amount of Transaction	7,273,360	15	1,696,020	18	828,000	31	9,797,380
% Total	0.74		0.17		0.08		1.00
Infrastructure							
P1 - P50,000	1,205,300	3	-	-	107,008	5	1,312,308
P50,001 - P1,000,000	9,703,000	4	1,001,038	5	2,597,010	3	13,301,048
P1,000,001 - P2,500,000	19,906,000	3	2,489,033	2	-	-	22,395,033
Above P2,500,001	30,814,300	10	12,000,312	9	-	-	42,814,612
Total Amount of Transaction	60,423,300	20	15,490,383	9	2,704,018	8	78,617,701
% Total	0.77	0.20	0.20		0.03		1.00

procurement scales by item. Meanwhile, the goods, equipment and services had lesser amount of transaction but had the higher frequency.

In the implementation of Build Operation Transfer (BOT) scheme for infrastructure projects, more infrastructures were received from the government support. This was through Republic Act 6957 stating that there is a contractual arrangement between the procuring agency and the contractor; the contractor undertakes the construction, including financing, of a given infrastructure facility and its turnover after completion to the government agency concerned, pay the contractor its total investment expended on the project, plus a reasonable rate of return thereon (Llanto, 2008). It also demarcates the benefits, authorities, and responsibilities between the government and the private investors (Shen et al., 2002).

The result revealed that there were more BOT infrastructure projects received by public HEIs which was more advantageous to the government. The private HEIs have less infrastructure projects since the budget comes from their own funding, although it was also the priority of the private HEIs to have more infrastructure projects for improvement and expansion.

Profile of the Procurement Officer- Respondents

Table 5 revealed the results on the procurement officers in both the public and private HEIs:

Table 5

Age, Gender, Civil Status and Educational Attainment Profiles of HEIs' Procurement Officers in Samar Province

HEI	Category	Age	Gender	Civil Status	Educational Attainment	Total f	% Dist.
HEI-1	Public	62	Female	Married	Master's Degree	1	16.7
HEI-2	Public	51	Male	Married	Bachelor's Degree	1	16.7
HEI-3	Public	59	Male	Married	M.A. units	1	16.7
HEI-4	Private	43	Male	Married	Bachelor's Degree	1	16.7
HEI-5	Private	55	Male	Married	Bachelor's Degree	1	16.7
HEI-6	Private	52	Female	Single	Master's Degree	1	16.7
Total						6	100.2

As to age, that the procurement officers in public HEIs were relatively older with a mean age of 57.33 ± 5.69 years old, compared to those in private HEIs with a mean age of 50.0 ± 6.24 years old. The oldest procurement officer likewise came from the public HEI and the youngest came from the private HEIs. Generally, the six procurement officer-respondents had the mean age of 53.67 ± 6.68 years old;

As to gender, the procurement officers of HEIs in Samar Province were dominantly male which accounted for 66.67 percent, while the female accounted

for 33.33 percent of the total respondents, respectively. The sex profiles of procurement officers in both public and private HEIs had an even distribution;

As to civil status, the procurement officers of HEIs in Samar Province were dominantly married. Those who were in the public HEIs were all married, while 66.67 percent of those in the private HEIs were married and 33.33 percent as single.

Generally, 83.33 percent of the procurement officers were married and only one or 16.67 percent was from the private HEI as single, and as to educational attainment, the educational attainment of the Procurement Officers of the HEIs' in the Samar Province were all or 100.00 percent degree holders. Fifty percent of the total respondents had finished a Baccalaureate degree of which 33.33 percent came from the private HEIs and 16.67 from the public HEIs.

On the other hand, 33.33 percent of the total respondents were holders of master's or graduate degrees. One or 16.67 percent came from the private HEI and the other one or 16.67 percent from the public HEIs. Another one or 16.67 percent from the public HEI had already completed the academic requirements (CAR) of the master's degree.

It can be noted that none of the respondents was a post-graduate degree holder. According to Edward and Pears (2016), there is no formal academic requirement for procurement officers. This implies that investing in education for professional advancement is an option for those employed as procurement officers. However, for HEIs investing in higher learning opportunities is also investing in the future as well as the next generation of public procurement officers (Grimm,

2015). In fact, it has been suggested that procurement officers should possess the necessary educational qualification called for by the position (NVP, 2018).

Length of service in the present position and number of relevant training attended. Table 6 reflects the profile of the respondents in terms of the Length of Service in the Present Position and the Number of Relevant Training Attended as a procurement officer in the HEIs of Samar Province.

Table 6

Length of Service and Number of Relevant Trainings Attended by Procurement Officers

Ranges of Length of Service (in Years)	Categories of Respondents		Total f	% Dist.	No. of Relevant Trainings Attended	Categories of Respondents		Total f	% Dist.
	Public	Private				Public	Private		
1 - 5	-	3	3	50.00	0	1	3	4	66.66
6 - 10	-	-	-	-	1 - 2	1	-	-	16.67
11 - 15	-	-	-	-	3 - 4	-	-	-	-
16 - 20	-	-	-	-	5 - 6	-	-	-	-
21 - 25	2	-	2	33.33	7 - 8	-	-	-	-
26 - 30	1	-	1	16.67	9 - 10	1	-	1	16.67
31 Above	-	-	-	-	11 Above	-	-	1	-
Total	3	3	6	100.0	Total	3	3	6	100.0

The result suggested that the procurement officers of private HEIs in Samar Province were just new in the position. It was revealed by the respondents that their being in the position was just through designation. They were reportedly not permanent procurement officers, but were instructors or non-teaching employees

who were locally designated to function as such. Having such designation, their term of office was *coterminous* with that of the Board Chairman or the President who had 3 to 4-year term of office.

The data revealed that the 33.33 percent or two procurement officers of private HEIs had been performing the function within three years already. The statistical analysis showed that the mean length of service among the procurement officers in private HEIs of Samar Province was 2.67 ± 0.58 years.

Unlike those in private HEIs, the procurement officers in public HEIs were already seasoned employees with the highest length of service in the same position for 30 years and the lowest with 22 years. They permanently held the position being public servants. The statistical analysis revealed that the procurement officers in public HEIs had a mean length of service of 25.33 ± 4.16 years. The six respondents had a mean length of 14 ± 12.70 years in service.

The number of relevant trainings attended by the procurement officers of the HEIs in Samar Province showed that four or 66.66 percent of the six procurement officer-respondents had not attended yet any relevant training related to RA 9184, the Government Procurement Reform Act. Three or 50.00 percent were in the private HEIs and one or 16.67 percent was in the public HEI. Although, there were many trainings not related to procurement that had been attended previously by both the public and the private HEIs' procurement officer-respondents, these trainings were not anymore included and counted, since it not essential to the said study and only the trainings attended for RA 9184 were tallied.

It was also revealed that only few attended the seminar on RA 9184 from both the public and private HEIs because of this guideline that the participation in the local or foreign scholarships, trainings, continuing education, conferences, seminars or similar activities governed and applicable by COA, CSC, and DBM rules are not procurement activities, unless otherwise, it is in accordance with the existing laws, rules and regulations, which are subject to the guidelines of the concerned agency (DBM, 2016).

Profiles of Suppliers of HEIs in Samar Province

This aspect was not concerned on the personality of the respondents, but on their participation and involvement in the procurement cycle.

Type of procurement engagement. This aspect generally reflected the kinds of items that the Supplier-respondents had on their capacity of satisfying or supplying the HEIs in Samar Province.

Table 7 reflects the types of procurement engagements among the local suppliers with HEIs in Samar Province.

The data revealed the total number of 31 suppliers who responded to the needs of HEIs in Samar Province. There was only one supplier from the government, the Supplier-1, DBM Procurement Service (PS), wherein all the procurement of goods, infrastructure projects and consulting services from public HEIs had to apply the procedures of government procurement system of RA 9184.

Table 7
Type of Procurement Engagement

Type of Procurement Engagement	Frequency (f)	% Distribution
Goods (supplies and materials)	18	58.06
Equipment	6	19.35
Services	4	12.90
Infrastructure Projects	3	9.68
Total	31	100.00

All the public procurements had to undergo first the procurement process from PhilGEPS, DBM PS Depot before procuring from any PhilGEPS registered local suppliers. When items are not available, the alternative method of procurement are applied (DBM, 2016). The Private HEIs procurement had the leeway to patronize the PhilGEPS products, since, their procurement policies are different from the public HEIs (Benton, 2010). Majority, 18 suppliers or 58.06 percent delivered goods which usually comprised of office supplies and materials to both the public and the private HEIs in Samar Province. Four suppliers or 12.90 percent were providers of services like utility (janitorial), security services, transportsations and food catering services. These were the services that were usually procured by HEIs in support to their respective general services operations.

This finding implied that there were only very few local suppliers, six or 19.35 percent could satisfy or deliver the needs for equipment of HEIs in Samar

Province. There were only three or 9.68 percent local contractors or suppliers of infrastructure projects, but most common were those eligible and PhilGEPS registered contractors and suppliers coming from the PhilGEPS, DBM website who join the biddings (GPPB, 2016).

Number and scale of engagement. This aspect reflected the extent to which the supplier-respondents participated in satisfying the HEIs' needs.

Table 8 revealed that the supplier-respondents' number and scale of engagement on goods had the highest among the four engagement types of HEIs with a total of 21, 26, 8, 19, 10 and 12 for HEI-1, HEI-2, HEI-3, HEI-4, HEI-5 and HEI-6 respectively.

The data showed that out of the 31 suppliers, 12 suppliers came out to have dominant engagement type from both the public and private HEIs. These were the eleven local suppliers from Supplier 9, Supplier 11, Supplier 4, Supplier 14, Supplier 17, Supplier 16, Supplier 3, Supplier 19, Supplier 21, Supplier 20 and Supplier 22. The other suppliers who came from the government, which was Supplier 1 had the number and scale of engagement based in the confirmed Agency Procurement Request of public HEIs.

The public HEIs are covered by the Government Reform Act, where all government agencies are required to submit their Agency Procurement Request price quotations from the beginning and on or before the ending of every quarter

Table 8
Number and Scale of Engagement

Engagement Type	Supplier	Number and Scale of Engagement					
		HEI-1	HEI-2	HEI-3	HEI-4	HEI-5	HEI-6
<u>Goods (Supplies and Materials)</u>							
1-50,000	Supplier 9	14	13	5	17	10	8
50,001-1,000,000	Supplier 1	6	12	3	0	0	0
1,000,000-2,500,000	Supplier 11	1	1	0	2	0	4
Above 2,500,000	-	0	0	0	0	0	0
Total		21	26	8	19	10	12
<u>Equipment</u>							
1-50,000	Supplier 4	3	5	2	4	2	4
50,001-1,000,000	Supplier 14	6	8	2	5	3	4
1,000,000-2,500,000	Supplier 17	1	2	0	1	1	1
Above 2,500,000	-	0	0	0	0	0	0
Total		10	15	4	10	6	9
<u>Services</u>							
1-50,000	Supplier 16	3	2	1	3	2	2
50,001-1,000,000	Supplier 3	2	5	2	1	0	1
1,000,000-2,500,000	Supplier 19	1	1	0	1	0	0
Above 2,500,000	-	0	0	0	0	0	0
Total		6	8	3	5	2	3
<u>Infrastructure</u>							
<u>Projects</u>							
1-50,000	Supplier 21	3	2	1	2	1	1
50,001-1,000,000	Supplier 20	1	1	1	1	0	1
1,000,000-2,500,000	Supplier 22	1	2	0	0	0	0
Above 2,500,000	-	0	0	0	0	0	0
Total		5	5	2	3	1	2

to the PhilGEPS DBM Procurement Services (PS) Depot. All supplies that are not available in DBM PS Depot are subject to alternative methods of procurement when quotations of the local suppliers are needed (DBM, 2016).

It was on the common goods that the number and scale of engagement from both the public and private HEIs were awarded and extended equal opportunity to the local suppliers, eligible and qualified in the participation of competitive bidding (DBM, 2016). Although the private HEIs procurement procedures and practices are not subject to the same oversight involved in the use of public funds, these are not covered by national public procurement laws (MDB, 2012). The private HEIs had the prerogative to choose their own suppliers and patronize the same suppliers with the public HEIs especially when available supplies are in good quality and are delivered on time (Benton, 2010). The walked-in buyers from HEIs are allowed by DBM to procure goods and services from Procurement Service (PS) to get the best goods at the best prices and at the right time (Citizen's Charter, 2007).

The extent of supplier's engagements with buyers like HEIs generally depends on the procurement officer or purchaser-supplier relationships which must be developed by both parties. Developing such relationship basically requires top management support on the part of the procurement officers who represent the HEIs as buyer. At present, suppliers of goods, equipment, services and infrastructure projects must be considered as strategic partners of HEIs in the performance and in accomplishing some strategic goals.

This relationship should develop more to the level of strategic partnership-relationship (Loppacher et al., 2010). Pursuing such buyer-supplier relationship could lead to the development of an enhanced attitude of partnership, mutual commitment and more effective communication (Sillanpää et al., 2015).

Thus, all organizations aim for good procurement practices and that means value for money – that is, buying something that is fit for purpose, taking into account the overall cost. A good procurement process should also be delivered efficiently, to limit the time and expense for the parties involved (PhilGEPS, 2018).

Category of supplier. The category of suppliers were ascertained from the Department of Trade and Industry (DTI), where records show from those who belong to goods (supplies and materials), equipment, services and infrastructure projects.

Table 9 showed the different category of suppliers from the 31 supplier-respondents registered in DTI which is the highest registrations among the 31 suppliers came from goods with 18 suppliers, followed by the equipment with six suppliers, then the services with four suppliers and the least was the infrastructure projects with three suppliers.

The category of suppliers were determined by DTI through their capitalization. General registration requirements for investors setting up business have to comply with this registration. Likewise, for corporations and partnerships they have to comply with the Securities and Exchange Commission (SEC) and for single proprietorship to the Department of Trade and Industry (DTI). The supplier and contractor registrations are important to avoid any legal problems and delay in the business operations (DTI, 2017).

Table 9

Category of Suppliers

Supplier	Category of Supplier	Capitalization			
		Goods	Eqpt.	Services	Infrastructure
Supplier-1	Distributor, Exclusive/Sole Distributor	100,000,000.00			
Supplier-2	Gen. Mdse.	50,000.00			
Supplier-3	Exclusive/Sole Distributor			1,300,472.70	
Supplier-4	Gen. Mdse.	2,186,363.68			
Supplier-5	Hardware & Construction Supplies	16,871,405.98			
Supplier-6	Construction Materials	500,000.00			
Supplier-7	Gen. Mdse.	500,000.00			
Supplier-8	Gen. Mdse.	692,730.00			
Supplier-9	Gen. Mdse.	6,000,000.00			
Supplier-10	Gen. Mdse., Trading, Serv.	100,000.00			
Supplier-11	Gen. Mdse., Trading	1,000,000.00			
Supplier-12	Gen. Mdse., Trading		1,000,000.00		
Supplier-13	Gen. Mdse., Trading	1,000,000.00			
Supplier-14	Gen. Mdse.,		383,462,033.22		
Supplier-15	Dist., Gen. Mdse., Trading	500,000.00			
Supplier-16	Gen. Mdse.		1,500,000.00		
Supplier-17	Gen. Mdse.,	7,924,399.93			
Supplier-18	Gen. Mdse.	100,000.00			
Supplier-19	Services			9,028,475.00	
Supplier-20	Gen. Contractor				15,000,000.00
Supplier-21	Gen. Contractor				2,000,000.00
Supplier-22	Gen. Contractor				5,000,000.00
Supplier-23	Gen. Mdse.	2,823,882.00			
Supplier-24	Info. Tech.		1,870,989.07		
Supplier-25	Info. Tech.		4,850,000.00		
Supplier-26	Gen. Mdse.			850,000.00	
Supplier-27	Distributor	50,000,000.00			
Supplier-28	Services			50,000,000.00	
Supplier-29	Gen. Mdse.	5,000,000.00			
Supplier-30	Distributor			10,000,000.00	
Supplier-31	General Mdse.	200,000.00			
Total		195,648,781.59	402,683,022.29	61,178,947.70	22,000,000.00

Out of 31 suppliers, the Supplier-1 had the highest capitalization of P100,000,000.00 which was represented by the government supplier. Public HEIs acknowledged that the procurement from another agency of the government was more efficient and economical for the government, while it is the general policy of the government to purchase from the private/local suppliers through an open and a competitive public bidding (DBM, 2016). The private HEIs' procurement were all done from the local suppliers since the procurement policy of the private HEIs was different from that of the public HEIs (Benton, 2010). The category of supplier was determined by DTI through their capitalization of goods, equipment and services, categorized as either a single proprietor, general merchandise or distributor.

For the infrastructure projects, the category of the supplier was determined by the SEC. The Supplier-20, Supplier-21, and Supplier-22 belonged to the Philippine Contractors Accreditation Board (PCAB) Categorization - Classification Table (Appendix 19) of single largest project capitalization in Philippine peso of 15,000,000.00, 2,000,000.00, and 5,000,000.00 respectively. All of these three suppliers were linked to the general contractors based on the PCAB Board Resolution No. 201, series of 2017, under the size range of Small B, and license category of C & D (PCAB, 2017).

Profile of End-users in HEIs of Samar Province

This aspect of the study is generally concerned with the profiles of the individuals employed in Samar HEIs who are part of the procurement cycle and also considered as the individuals who do the requisition for the purchases as the initial stage of the procurement process.

Position. The result enumerated in Table 10 indicating the positions of HEI-end-user-respondents such as the officials, faculty and staff covered in the study.

Table 10

Position

Position of End-users	Category of Respondents		Total	%
	Public	Private		
HEI Vice Presidents	1	2	3	4.48
College Deans	1	2	3	4.48
Department Heads	4	5	9	13.43
Directors	3	2	5	7.46
Guidance Counselors	2	3	5	7.46
Librarians	2	3	5	7.46
Instructor/Professors	9	8	17	25.37
BAC Members	3	0	3	4.48
Supply Officers	3	3	6	8.96
Non-Teaching Employees	6	5	11	16.42
Total	34	33	67	100.00
Percentage	50.74	49.25	100.00	-
Mean	3.4	3.3	6.7	-
SD	2.46	2.21	4.47	-

The data suggested that there were 67 total number of respondents who cooperated in this study. Out of these 50.74 percent were from public sectors and 49.25 percent from the private sectors. These were the end-users who were almost in equal number of the total respondents from both the public and the private HEIs'- respondents. On the other hand, the end-user-respondents were composed of personnel with different positions in HEIs of Samar Province. Those from public sectors had a mean respondents of 3.4 ± 2.46 and 3.3 ± 2.21 respondents for those from the private sectors.

Every HEI-end-user is expected to observe the norms of conduct to use the acquired supplies efficiently, effectively, honestly and economically, particularly to avoid wastage in public funds and revenues for official use and purpose be utilized with the diligence of a good father of a family (RA 6713).

The issuances of government property such as office supplies and office equipment, and government facilities and buildings for personal purposes are subject for administrative, civil, or criminal action under the COA existing law (COA, 2012).

Volume requested by end-users. Procurements of goods (supplies and materials), equipment and services in HEIs are generally being agitated or triggered by individuals whose positions are reflected in Table 11. These are the employees of HEIs who are at the same time the end-users of their respective

Table 11

Volume Requested by HEIs' End-users in Samar Province

Position of Requisitioner	Public HEIs			Private HEIs			Grand Total f	% Dist.
	Goods	Equipment	Services	Total f	% Dist.	Kinds of Items	Total f	% Dist.
HEI Vice Presidents	4	1	1	6	3.18	6	2	10
Deans of Colleges	4	2	3	9	4.76	5	1	7
Department Heads	12	7	6	25	13.23	14	5	24
Directors	9	5	2	16	8.47	3	2	1
Guidance Counselors	5	3	2	10	5.29	8	2	1
Librarians	8	3	2	13	6.88	7	2	2
Instructors/Professors	31	8	6	45	23.81	27	3	5
BAC Members	4	2	1	7	3.70	0	0	0
Supply Officers	6	5	5	16	8.47	3	3	9
Non-Teaching Employees	27	8	7	42	22.22	25	4	6
Total	110	44	35	189	100	98	24	26
Percentage	58.20	23.28	18.52	1.00	-	6.22	16.22	17.57
Mean	11.00	4.4	3.5	18.9	-	9.8	2.4	2.6
SD	9.88	2.59	2.27	14.09	-	9.32	1.43	2.07
							12.22	-
							25.95	-
							77	22.85

purchase requests whose cooperation of the procurement officers and suppliers are needed, as shown in APPENDIX V.

The results suggested that there were 10 positions in the Samar HEIs' organizational hierarchy who are considered as the major end-users. The data showed that instructors/professors ranked No 1 as having 80 or 23.74 percent of the end-user-respondents in this study. In a general view, instructors and professors comprised the majority of the organic employees in HEIs. The non-teaching ranked 2 with 77 or 22.85 percent who were most probably the employees who hold administrative and general services positions.

Following the number of respondents were the department heads with 49 or 14.54 percent as end-user-respondents. BAC Members were the least number of respondents in this study because only few individuals or employees hold this said position in the HEIs' organizations who had periodic volume requested as shown in APPENDIX W.

Volume received. As shown in Table 12, it also provides the picture as to the amount invested by HEIs on procurements. This gives also an idea on the tediousness of the procurement functions taking into consideration the frequency of requests from end-users over time.

The result showed that among the HEI end-users, the highest volume received for goods, equipment and services of public HEI end-users were those of instructors/professors which accounted for 36 or 25.90 percent, while in the private

Table 12

Volume Received by End-users

Position of Requisitioner	Public HEIs			Private HEIs			Grand Total f	% Dist.
	Goods	Equipment	Services	Total f	% Dist.	Kinds of Items	Total f	% Dist.
HEI Vice Presidents	3	1	1	5	3.60	6	1	8
Deans of Colleges	3	2	3	8	5.76	3	1	5
Department Heads	10	3	2	15	10.79	12	3	19
Directors	6	3	1	10	7.19	3	1	5
Guidance Counselors	4	2	1	7	5.04	6	1	8
Librarians	7	3	2	12	8.63	6	2	1
Instructors/Professors	28	3	5	36	25.90	26	2	3
BAC Members	3	1	1	5	3.60	0	0	0
Supply Officers	4	1	2	7	5.04	3	2	3
Non-Teaching Employees	27	3	4	34	24.46	23	3	5
Total	95	22	22	139	100.00	88	16	20
Percentage	68.35	15.83	15.83	100.00	-	70.97	12.90	16.13
Mean	9.5	2.2	2.2	13.9	-	8.8	1.6	2
SD	9.74	91.89	1.40	11.55	-	8.88	0.96	1.63
							10.90	22.19
								263
								100.00

HEI end-users, both in the position of instructor/professors and non-teaching personnel accounted for 31 or 25.00 percent. Followed by the second highest volume received were goods, equipment and services of public HEI end-users were the non-teaching personnel accounted for 34 or 24.46 percent. On the other hand, in the private HEI end-users, the highest were the department heads which accounted for 19 or 15.32 percent. The least volume received of goods, equipment and services of the public HEIs were the position of HEIs' vice presidents and the BAC members wherein, both of which accounted for five or 3.60 percent and the least volume received of goods, equipment services of the private HEIs were those of the deans of colleges and directors which accounted for five or 4.03 percent.

Hence, the volume received of goods, equipment and services by position of the HEI end-users had a grand mean of $26.30 \pm 22.19 < 67.40 \pm 34.80$ as the grand mean of volume requested of the HEI end-users by position in Samar Province.

In the context of periodic volume received of goods, equipment and services (APPENDIX X), the quality assurance is needed to provide adequate confidence and those issued supplies satisfy the quality standard of the item and serve the purpose for which it is being requested (FDA, 1996). When the requested supplies arrived on time the end-users are motivated to do their part to perform efficient and effective delivery of service to their clienteles, target are met and in the same time contribute to the success of HEIs' goals and objectives.

The Extent of Implementation of the Procurement Process as Experienced by the Three Groups of Respondents along Timeliness, Effectiveness and Quality of the Item

Timeliness. The Extent of Implementation of the Procurement Process as experienced by the three groups of respondents along timeliness, are presented below.

1. For the category of HEIs' procurement officer-respondents for both the public and the private HEIs had the highest frequency of two or 66.67 percent to the indicator for PO served to the suppliers upon approval within 10 working days.
2. The category of supplier-respondents for public HEIs had the highest frequency of 14 or 58.33 percent and the private HEIs supplier-respondents had 10 or 66.67 percent to both indicators for PO served to the suppliers upon approval within five working days.
3. For the category of HEI public end-user-respondents had the highest frequency of 19 or 50.00 percent to indicator for PO served to the suppliers upon approval within 30-45 working days, and the private HEIs end-user-respondents had the highest frequency of 21 or 70.00 percent to indicator for PO served to the suppliers upon approval within 20-30 working days.
4. The HEI procurement officer, supplier and end-user-respondents were all aware of the procurement process and had served the approved PO within

the required 45-day procurement period. Thus, the required 45-day procurement period are observed in every HEIs procuring entity (DBM, 2016).

Table 13

Level of Implementation of Procurement Process as Experienced by the HEIs' Procurement Officer, Supplier and End-user Respondents along Timeliness

Indicators	Timeliness					
	Procurement officers		Suppliers		End-users	
	Public	Private	Public	Private	Public	Private
<i><u>PO served to the suppliers upon approval</u></i>						
Within 5 working days	1	1	14	10	0	0
Within 10 working days	2	2	4	2	3	0
Within 15 working days	0	0	5	2	10	3
Within 20-30 working days	0	0	1	1	6	21
Within 30-45 working days	0	0	0	0	19	6
Total	3	3	24	15	38	30

The data further revealed that in the procurement process along timeliness are also essential to the end-users. Delays in the procurement process are constraints to prevent procurement events from taking place in accordance with the procurement plan and schedule (Qaisar, 2017). Avoiding delays in the

procurement process not only saves time and money, but it also permits the timely award of contracts. A delayed contract award could cause a chain reaction of delays on other dependent procurements (Lynch, n.d.). This is especially important in Project Procurement Management Plan (PPMP) because it could delay the completion of the project. All stakeholders: the procuring entity, evaluation panel members, approving authority, requesting entity, etc., involved in the bidding, evaluation and selection phase, are responsible for making every effort to avoid delays in the procurement process (Tetteh, 2014). No single department can do this. It has to be a collaborative effort.

Effectiveness. Effectiveness of procurement process is the key issue in the procurement performance which is fundamental to guarantee cost-effective delivery of goods and services in any organization. Regardless of its importance, assessing procurement process effectiveness seems to be a challenge task especially in government entities since it relates to the personnel target performance (Mshamu, 2013).

Table 14 reflects the level of implementation of procurement process as experienced by the HEI-respondents along effectiveness for supplies delivered by the suppliers after PO was served, described as:

The category of public HEIs procurement officer-respondents had one or 33.33 percent to indicators Moderately Effective, Slightly Effective and Not Effective, while the private HEIs had one or 33.33 percent to indicators Effective, Moderately Effective, and Slightly Effective. This results showed that two or 66.67

percent HEIs' procurement officer-respondents were Moderately Effective and Slightly Effective in the procurement activity.

Table 14

Level of Implementation of Procurement Process as Experienced by the Procurement Officer, Supplier and End-user Respondents along Effectiveness

Indicators	Effectiveness					
	Procurement officers		Suppliers		End-users	
	Public	Private	Public	Private	Public	Private
<u>Supplies delivered by the suppliers after PO served</u>						
Extremely Effective	0	0	2	3	5	1
Very Effective	0	0	1	1	5	2
Effective	0	1	12	6	4	15
Moderately Effective	1	1	7	5	13	7
Slightly Effective	1	1	6	2	5	3
Not Effective	1	0	3	1	1	2
Total	3	3	31	18	33	30

The most common indicators for supplies delivered by the HEIs supplier-respondents had the highest of 12 or 38.71 percent and six or 33.33 percent both from the public and the private HEIs to indicator of Effective. To be effective in the supplies delivered by the suppliers after PO served, the terms and conditions of the

purchase order should be clearly enumerated in the contract (PO No. 2012-101A). The suppliers are responsible for the source(s) of supplies/materials/equipment and make delivery in accordance with schedule, quality and specifications of the awarding the PO and for the category of end-user-respondents for public HEIs had the highest of 13 or 39.39 percent to indicator Moderately Effective and for the category of private HEI – respondents had the highest of 15.00 or 50.00 percent to indicator of Effective. The results revealed that the HEI-end-user-respondents had the most common indicator of Effective.

The HEIs had average mean of 1.00+27.99 for an indicator of Slightly Effective in the procurement performance for the procurement of goods, equipment, services and infrastructure projects by the three groups of HEI-respondents. This means that in maximizing the effectiveness of the procurement process is one of the major goals of the HEIs in Samar Province. It is essential that these activities be performed by qualified staff with high caliber, professionals with ethical standards using sound procedures anchored in appropriate policies and regulations. Specialized training programs should be emphasized to the procurement personnel with the proper skills to achieve procurement objectives. Assigning a qualified procurement personnel with proper training of leadership programs, develop effective monitoring and evaluation tools, and create incentive programs to give more motivation for good performance is the secret of effective implementation of the procurement process.

Quality of the item. The quality of the item is an important part of the procurement process whether it is quality inspections during the delivery process; quality checks before the goods acceptance, and the release to the end-user, or checking the quality of the materials and parts of item descriptions (Kinicki et al., 2013).

Table 15

**Level of Implementation of Procurement Process as Experienced
by the Procurement Officer, Supplier and End-user
Respondents along Quality of the Item**

Indicators	Quality of the Item					
	Procurement officers		Suppliers		End-users	
	Public	Private	Public	Private	Public	Private
<u>Supplies delivered by the suppliers after PO served</u>						
- Best quality	0	1	9	4	4	13
- Better quality	0	1	9	3	1	6
- Good quality	1	1	11	8	10	3
- Fair quality	0	0	8	3	4	4
- Poor quality	2	0	7	1	7	1
- Reject quality	0	0	4	1	7	5
Total	3	3	48	20	33	32

The data presented in Table 15 on the level of implementation of procurement process as experienced by the HEIs procurement officer, supplier,

end-user-respondents along quality of the item for supplies delivered by the suppliers after PO served are characterized as follows:

The category of public HEI procurement officer-respondents along quality of the item had the highest of two or 66.67 percent to indicator Poor Quality and the private HEIs had equally distributed of one or 33.33 percent to three indicators for Best Quality, Good Quality and Poor Quality. The data revealed that for the public HEIs procurement officers had the difficulties in finding the exact specifications of the item requested by the end-users and even the suppliers protested the sensitivity of the item are crucial. The private HEI procurement officers entertained any supplier who can give the immediate needs of their agency and favorably with highly standard items that can deliver the item momentarily. The procurement officer knows the physical attributes on the part of the item as it required to source, communicate the requirement to the potential suppliers and ensure that the specifications of items are met.

Hence, the public HEIs procurement officers adhered to the law that only PhilGEPS registered suppliers can join the biddings (DBM, 2016), while the private HEIs had their own policy in the procurement process (Benton, 2012).

The category of supplier-respondents of both public and private HEIs had the highest of 11 or 22.92 percent and 8 or 40.00 percent to indicator Good Quality; more or less the supplies delivered by the suppliers to the HEIs are in Good Quality. It shows that the suppliers observed the quality of the product (DBM, 2016). This did not discriminate the local suppliers' role to deliver the goods, equipment,

services and infrastructure projects to the private HEIs even the suppliers are neither PhilGEPS compliance or not (Benton, 2012), and the category of public HEI-end-user-respondents had the highest of 10 or 30.30 percent to indicator of Good Quality and the private HEIs had the highest of 13 or 40.63 percent to indicator of Best Quality. This implied that both HEIs received the items in Good Quality when the PO served and approved by the procuring entity.

There were some instances that the acquisition of the item requested was delayed even if the terms and conditions were stated in the contract, said items delivered were of low quality and the standard specifications were not judiciously followed by the suppliers which resulted to return and cancel the item (PO No. 2012-101A).

The data revealed that the quality of the item in the procuring process affects when the end-user's request for the procurement of goods from the suppliers are expected to be properly oriented in the procurement process and to have some guidance or ideas about the item. This include a variety of information about the item to be sourced, such as: price of the product, mode of payment, delivery period, physical description, dimensional measurements, chemical composition, performance specifications, industrial standards and brand name or model in its equivalent. With the proper information of the product, it lessen the hassle in the procurement process (Murray, 2018).

The quality of the item determines the influence of quality on the end-users' satisfaction and on the institution's performance and competitiveness (Suchánek et

al., 2017). Good quality of the item does not only influences the behavior, but produces satisfaction to the end-users, thereby create a well-performing institution.

The Significant Difference on the Extent of Implementation of the Procurement Process among the Three Groups of Respondents along Timeliness, Effectiveness, and Quality of the item

Table 16 reflects the comparison in the observations on the extent of implementation of the procurement process among the three groups of respondents along timeliness, effectiveness, and quality of the item.

The observations of the HEIs were evaluated at $\alpha = 0.05$ level of significant, with the result of χ^2 t-Stat < the crit-value 5.99 at $df = 2$, the null hypothesis was not rejected. This resulted to accept H_a , "There are no significant differences on the extent of the implementation of the procurement process among the three groups of respondents along timeliness, effectiveness and quality of the item".

This was concluded that among the three groups of respondents, the procurement officers, the suppliers and the end-users had similar observations on the extent of implementation of the procurement process along timeliness, effectiveness and quality of the item. The computed tables for the three groups of respondents are shown in (APPENDICES Y-JJ).

Along timeliness, the procurement period for public HEIs were observed: for goods (supplies, materials, equipment and services), a period of 45 calendar

Table 16

Comparison on the Extent of Implementation of the Procurement Process among the Three Groups of Respondents along Timeliness, Effectiveness, and Quality of the Item

Indicators	χ^2 t-Stat	p- value	crit- value	Evaluation	Decision
<u>Timeliness</u>					
Goods	0.21	0.90	5.99	Not Significant	Accept Ha
Equipment	1.38	0.50	5.99	Not Significant	Accept Ha
Services	1.82	0.40	5.99	Not Significant	Accept Ha
Infrastructure	0.41	0.81	5.99	Not Significant	Accept Ha
<u>Effectiveness</u>					
Goods	0.66	0.72	5.99	Not Significant	Accept Ha
Equipment	1.95	0.38	5.99	Not Significant	Accept Ha
Services	1.42	0.49	5.99	Not Significant	Accept Ha
Infrastructure	0.81	0.67	5.99	Not Significant	Accept Ha
<u>Quality of the Items</u>					
Goods	0.29	0.86	5.99	Not Significant	Accept Ha
Equipment	0.54	0.76	5.99	Not Significant	Accept Ha
Services	1.37	0.50	5.99	Not Significant	Accept Ha
Infrastructure	0.52	0.77	5.99	Not Significant	Accept Ha

days; for infrastructure projects, with the ABC of 50 million and below had 50 calendar days, while the ABC above 50 million had 65 calendar days, and for the consulting services, a maximum period of 75 calendar days (DBM, 2016). While the Private HEIs procurement process, the procurement period, are 30 calendar days

for goods, equipment and services, and for the infrastructure projects, the procurement period are determined based in the contract approved by Board of Directors (Benton, 2010). Although, both of the HEIs are similar in many ways in the procurement process but it differs from the procurement systems.

Along effectiveness, the HEIs came-up that the procurement of goods, equipment, services and infrastructure projects were determined through the Likert scales indicators: Extremely Effective, Very Effective, Effective, Moderately Effective, Slightly Effective and Not Effective. It was found out that along effectiveness it has the average mean of $3+50.01$ with the indicator as to the effectiveness of procurement performance of HEIs in the procurement process of goods, equipment, services and infrastructure projects. It ensures the value for money in the government expenditures is essential to face enormous developmental challenges in the procurement performance (Ameya et al., 2012).

There were various challenges in the public procurement process that detract from service delivery, these include the lack of strategic recognition of the procurement function and procurement policy; lack of professional, managerial and leadership skills; lack of appropriated funds from treasury; and lack of accountability in the procurement process (Dzuke & Naude, 2015).

For the private HEIs' procurement performance has been attracting great attention from the practitioners, the academicians and the researchers, this was due to effective performance resulting from non-adherence to proper processes and procedures of the government procurement system (Kakwezi & Nyeko, 2010). This

was true to the private HEIs, since their procurement system was different from that of the public HEIs, which had their own lieu to procure goods in the most possible way.

Along quality of the item, the HEIs met unexpectedly and briefly along quality of the items for goods, equipment, services and infrastructure projects of indistinct specifications, overstated and understated ABC and items are not available from the local suppliers. There was a limited allotted time for quotations by the suppliers and absence of signatories which causes delay in the procurement process.

Quality of the item is an important part of the procurement process, whether it is a quality inspections during the procurement, quality checks before goods arrive at the customer, or checking the quality of the products delivered to the buyers. It is the responsibility of the procurement unit to ensure that the items that arrive are of the correct quality specifications (Murray, 2018).

Generally, the public and the private HEI procurement officer, supplier and end-user-respondents had nearly similar procurement process in the institution procurement activities for goods, equipment, services and infrastructure projects. However, the public HEIs procurement process are administered by the BAC (DBM, 2016). Meanwhile, the private HEIs procurement process are supervised by the Board of Directors which are also represented as BAC (Benton, 2010). The procurement in the private sector is considered as profit-centered to maximize the firm's profit in saving material cost. However, there is a major distinction in public

procurement as it draws its funds from tax revenue. Unlike the procurement in the private sector, governmental procurement should reflect public concerns as well as efficiency. Nevertheless, both are quite similar in many ways such as cost savings, quality assurance, supplier relationship, procurement ethics, supply market analysis, green procurement and so on (Choi, 2010).

The Experiences of the Three Groups of Respondents in the Procurement Process in terms of Timeliness, Effectiveness and Quality of the Item

In terms on the implementation of the procurement process among the experiences of the three groups of respondents, the procurement officers, the suppliers and the end-users in terms of timeliness, effectiveness and quality of the item, the following results were presented:

In terms of timeliness. As to the aspect of timeliness for goods, the HEI-2 end-user experienced on the delayed procurement of item took two to three months before the supplies arrived. With this, the HEI-6 procurement officer experienced the delayed retrieval of RFQs from the suppliers. In purchasing goods, equipment and services, the HEI-2 end-user experienced delayed transactions and slow procurement processes because the supplies were only received after the activity. For the infrastructure projects, the Supplier-20 experienced delayed payment of the contract, it took three months to receive the payment. The HEI-1 procurement officer experienced delayed payment because they were required the approval

from the board, where the board meets only quarterly and the HEI-1 end-user were not able to use the facilities on the target date because it was awarded late. This made the procurement process to be delayed along timeliness.

In terms of effectiveness. The HEI-2 procurement officer experienced on the used of internet posting and the availability of quotations from DBM Procurement Services was moderately effective. Supplier-1 experienced this issue because most of the time the landline and internet communications were not available from the procuring entity and it was not effective. On the issue of effectiveness for services, the HEI-6 end-user experienced the absence of signatories was not effective, thus, causes the delay of the approval of the ABC, e.g. for food catering services. The Supplier-28 experienced complaints that the contract of the food catering services did not reach the proper authority as to how many members of personnel were involved in the said event and the allotted approved ABC was not clearly specified was not effective as well. The HEI-2 procurement officer experienced the lack of the bid requirements from the end-user and there was no approved APP and determined not to be effective and the Supplier-9 experienced an unrealistic, overstated and understated ABC from the RFQs which made the process not to be effective. The HEI-5 end-user was not informed on the status of the request and this was not effective also in which, the HEI-5 procurement officer experienced that only few bidders joined the bidding and also was not effective.

In terms of quality of the item. For equipment, the Supplier-30 experienced on the quotation of the improper specifications of the equipment requested. The

quality of item was rejected where the HEI-4 end-user experienced when the procurement officer did not prioritize the most needed equipment and the item received was in poor quality. For HEI-4 procurement officer experienced when the item was not properly specified and stocks were not available in the market and the quality of the item was rejected. Further, for the Supplier-14, when there was no proper specifications of the item, it puzzled the supplier of what type of items to be delivered and the quality of the item was rejected. Due to the limited time allotted for the quotations made, it resulted difficulty for the supplier to find the stock in the market, if ever the item was there, but in the absence of quality, it tended to reject the items because it did not meet the standard.

For the experiences of the procurement process of private HEIs procurement officer, supplier and end-user respondents in terms of timeliness, effectiveness and quality of the item, the study revealed that:

1. The procurement officers experienced to follow the procurement policy of the private HEIs, to acquire the supplies at the earliest possible time with the best quality of the product and to pay the suppliers after delivery were made;
2. The suppliers experienced fast delivery of service and received payment within a month;
3. The end-users experiences were far better on the effect on their requests, and
4. For the procurement process of infrastructure projects of private HEIs along timeliness, effectiveness, and quality of the items, experiences revealed that

the allocation of funds and time table of the project were determined by the private HEIs head of office or the board of directors.

Public procurement's primary target is to procure products and services economically (KOINNO, 2017). The procurement efficiency and procurement effectiveness of the procurement functions are measured by procurement performance (Kakwizi & Nyeko, 2010). However, the practitioners have been facing the challenges of limited accountability (Huka et al., 2014). This means that the level of expertise of people involved in the procurement is a key factor of how a well procurement processes are executed and whether outcomes are achieved in an efficient and effective manners (Recupero et al., 2011).

Chapter 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings, the corresponding conclusions that were drawn from the results of the study and the recommendations that were formulated in view of the investigation.

Summary of Findings:

The following were the major findings of the study:

1. On the school profile in terms of HEIs category showed that the public and the private HEIs have the same number of school profile: as to the category of HEIs school profile, for public HEIs, there were three out of six (50.00 percent) and for private HEIs, also three out of six (50.00 percent) acquired through questionnaires from the HEI-respondents; as to the number years of existence as college or as a university, the oldest was 113 years of existence as college and the current was 15 years as a university; as to organizational structure on procurement management services unit, established were three (50.00 percent) from public HEIs had separate procurement unit and the other three (50.00 percent) from private HEIs had no separate procurement unit. Finally, as to Annual Procurement Scale of HEIs, among the four areas of annual procurement scale of good (supplies and materials), equipment, services and infrastructure projects, that of the

infrastructure projects had the highest grand total of Php 407,912,414.00 with the lowest frequency of 48 or 10.00 percent and Php 78,627,701.00 with the least of 37 or 10.97 percent for the public HEIs and the private HEIs, respectively. This was through the implementation of Build Operation Transfer scheme from the support of the government through bigger funding and more infrastructure projects received by the HEIs.

2. On the profile of the procurement officer-respondents in terms of age, gender, civil status and educational attainment profile of the procurement officer-respondents, 62 years was the oldest and 43 years was the youngest taking both the HEI-categories with the mean age at 53.7 ± 6.68 years, and most of the procurement officer-respondents were on their fifties; on sex profile, the percentage distribution posed a two-thirds difference between the sexes for males and one-third for females. The male dominated the HEIs' procurement officer-respondents; as to civil status, the majority of the HEIs' procurement officer-respondents, five out of six (83.30 percent), were married and one out of six (16.70 percent) as single, thus, the married ones dominated the respondents; in terms of educational attainment of procurement officer-respondents, three out of six (50.00 percent) were bachelor's degree holders, two out of six (33.30 percent) were master's degree holders and one out of six (16.70 percent) had masteral units. This shows that majority of the procurement officers were educationally qualified; as to the length of service of the present HEIs' procurement officer-respondents, three

out of six (50.00 percent) had one to five years in the service, followed with two out of six (33.33 percent) occupied 21 to 25 years and one out of six (16.67 percent) had been in the position from 26 to 30 years length of service, respectively. The mean length of service in the position was $14+12.7$ years. This showed that most of the procurement officer-respondents have longer years in the service, and as to the number of relevant training attended by the HEIs' procurement officer-respondents, four (66.60 percent) had no training attended, and one (16.70 percent) with one training attended, out of the 10 relevant trainings attended. However, the mean of the procurement officers $6+6$ trainings was obtained. The data implied that those aspects of relevant trainings were not given importance by the procurement officer-respondents; only few were interested to attend the training because of the guidelines that the seminars or similar activities are governed by the applicable COA, CSC, and DBM rules are subject to the guidelines of the concerned agency.

3. On the profile of supplier-respondents in terms of: the type of procurement engagement the total number of 31 suppliers responded the needs of HEIs in Samar Province. It was found out that there was only one supplier from the government where the public procurement of goods (equipment and services), infrastructure projects and consulting services had to apply the procedures of the government procurement system of RA 9184. Majority of the 18 local suppliers or 58.06 percent delivered goods which comprised the office supplies and materials

to both public and private HEIs. Four suppliers or 12.90 percent were providers of services like utility (janitorial) and security services, transportations and food catering services were usually procured by HEIs in support to their respective general services operations. There were only few local suppliers, six or 19.35 percent satisfied and delivered the needs for equipment, and only three or 9.68 percent local contractors/suppliers of infrastructure projects. The most common local contractors/suppliers of infrastructure projects were those registered coming from PhilGEPS who joined the biddings. As to the number and scale of engagement of the supplier-respondents who participated in satisfying the HEIs needs, the supplier-respondents' number and the scale of engagement on goods had the highest among the four engagement types of HEIs and out of 31 suppliers, 12 suppliers came out to have dominant engagement type from both the public and private HEIs. For the category of suppliers shown the different category of suppliers from the 31 supplier-respondents registered in DTI, the highest registration among the 31 suppliers came from goods with 18 suppliers, followed by the equipment with six suppliers, then the services with four suppliers and the least was the infrastructure projects with three suppliers. The category of suppliers were determined through the capitalization from PhilGEPS and DTI sources.

4. On the Profile of end-users in term of the position, there were 10 positions in Samar HEI organizational hierarchy who were considered as the

major end-users of HEIs procurement. There were 67 total number of HEI-end-user-respondents who cooperated in this study. In total, 50.74 percent were from the public sectors and 49.25 percent from the private sectors. On the other hand, the end-user-respondents were composed of personnel with different positions in HEIs of Samar Province. In general view, instructors and professors comprised the majority of the organic employees in HEIs and had the highest volume of requests at 45 or 23.81 percent and 80 or 23.74 percent received both for public and private HEIs, respectively, and that among the HEI end-users with the highest volume received for goods, equipment and services of the public HEI end-users were those of instructors/professors which accounted for 36 or 25.90 percent, while in the private HEI end-users, both in the position of instructors/professors and non-teaching personnel accounted for 31 or 25.00 percent. When the requested supplies arrived on time and received as requested, the end-users are motivated to do their part to perform an efficient and an effective delivery of service to their clienteles, target are met and at the same time contribute to the success of HEIs' goals and objectives.

5. The extent or level of implementation of the procurement process as experienced by the three groups of HEI respondents along timeliness, effectiveness and quality of the item are as follows:

(a) In terms of timeliness on the implementation of the procurement process of the three groups of HEI respondents for PO served to the suppliers

upon approval, for the category of HEIs' procurement officer-respondents were both of the public and the private HEIs procurement officers had the highest frequency of two or 66.67 percent to the highest indicator for PO served to the suppliers upon approval within 10 working days. Similarly, both of the public and private HEIs suppliers had 14 or 58.33 percent and 10 or 66.67 percent respectively, to the indicator for PO served to the suppliers upon approval within five working days, and conversely, the public HEIs end-users had 19 or 50 percent to indicator for PO served to the suppliers upon approval within 30-45 working days and the private HEIs end-users had 21 or 70 percent to indicator for PO served to the suppliers upon approval within 20-30 working days. The result revealed that the three groups of HEI-respondents had a mean average of 22.6 ± 19.31 was within 5-10 working days of PO served to the suppliers upon approval;

(b) Along effectiveness for supplies delivered by the suppliers after the PO was served and described, the category of public HEIs procurement officer-respondents had one or 33.33 percent to indicators Moderately Effective, Slightly Effective and Not Effective, while the private HEIs procurement officers had one or 33.33 percent to indicators Effective, Moderately Effective, and Slightly Effective, this result showed that two or 66.67 percent of HEIs procurement officer-respondents were Moderately Effective and Slightly Effective in the procurement activity; the most common indicators for supplies delivered of HEIs supplier-respondents, had the highest of 12 or 38.71 percent and six or 33.33 percent both

from the public and the private HEIs suppliers to indicator of Effective, to be effective in the supplies delivered by the suppliers after PO served, the terms and conditions of the purchase order should be clearly enumerated in the contract of PO (PO NO. 2012-101A), and for the category of end-users of public HEIs had the highest of 13 or 39.39 percent to indicator of Moderately Effective and for the category of private HEI end-users had 15.00 or 50.00 percent to indicator of Effective. The results revealed that HEI-end-user-respondents had the most common indicator of Effective. The HEIs had an average mean of 1.00 ± 27.99 , for an indicator of Slightly Effective in the procurement performance for the procurement of goods, equipment, services and infrastructure projects by the three groups of HEI-respondents, this means that in maximizing the effectiveness of the procurement process is one of the major goals of the HEIs in Samar Province, and

(c) In the same way, the quality of the item on the level of implementation of procurement process were experienced by the HEIs procurement officer, supplier, end-user-respondents along quality of the item for supplies delivered by the suppliers after PO was served are characterized as follows: the category of public HEI procurement officer-respondents along quality of the item had the highest of two or 66.67 percent to indicator of Poor Quality and the private HEIs procurement officers had equally distributed of one or 33.33 percent to three indicators for Best Quality, Good Quality and Poor Quality. The data revealed that the public HEIs procurement officers encountered difficulties

in finding the exact specifications of the item requested by the end-users, even the suppliers protested the sensitivity of the item are crucial. The category of supplier-respondents for both public and private HEIs had the highest of 11 or 22.92 percent and 8 or 40.00 percent to indicator of Good Quality, more or less the supplies delivered by the suppliers to the HEIs are in Good Quality and the category of public HEI-end-user-respondents had the highest of 10 or 30.30 percent to indicator Good Quality and the private HEIs had the highest of 13 or 40.63 percent for indicator Best Quality. This revealed that both HEIs received the items with the Good Quality for the PO served and approved by the procuring entity. Good quality of the item does not only influences the behavior but also produces satisfaction to the end-users, thereby create a well-performing institution.

6. As to the significant difference on the extent of implementation of the procurement process among the three groups of respondents along timeliness, effectiveness, and quality of the item, the observations of the HEIs among the three groups of respondents, the procurement officer, supplier and end-user along timeliness, effectiveness and quality of the item were evaluated at $\alpha = 0.05$ level of significant, with the result of χ^2 t-Stat < the crit-value 5.99 at $df = 2$, the null hypothesis was not rejected. This resulted to accept H_a , "There are no significant differences on the extent of the implementation of the procurement process among the three groups of respondents along timeliness, effectiveness and quality of the item". This was concluded that among the three groups of respondents, the

procurement officers, the suppliers and the end-users had similar observations on the extent of implementation of the procurement process along timeliness, effectiveness and quality of the item of HEIs in Samar Province.

7. The experiences of the three groups of respondents in the procurement process in terms of timeliness, effectiveness and quality of the item were revealed as follows:

As to timeliness for goods, equipment and services:

1. The procurement officers of public HEIs experienced delay in the procurement process along the use of internet posting on the available quotations from the suppliers;
2. The suppliers experienced delay because most of the time the landline and internet communications were not available from the procuring entities, and
3. The public HEI end-users experienced delay in the procurement process when the items were not received on time.

As to the procurement process for infrastructure projects:

1. The public HEIs procurement officers experienced delay in the payment for the infrastructure projects because of the documents requiring the approval from the board of trustees that meets quarterly;
2. The suppliers experienced delay in the payment for the infrastructure projects where it took three months to receive, and

3. The end-users were not able to use the facilities on the target date because it was awarded late.

As to the procurement process of goods, equipment and services in terms of effectiveness:

1. The procurement officers experienced moderately effective when the request of the end-users were lacking on the required documents;

2. The suppliers experienced dissatisfaction when the RFQ submitted for quotations were unrealistic, overstated and understated ABC, and

3. The end-users experienced discontentment in the transactions and slow procurement process when the items were only received after the activity has been done.

On the quality of the item:

1. The procurement officers experienced poor quality of the items when the requested equipment was not properly specified by the end-users and the stocks were not available in the market;

2. The suppliers experienced rejection of the quality of item when there was no proper specifications of the item, and

3. The end-users experienced disapproval in terms of poor quality in receiving the item when the procurement officer did not prioritize the most needed items.

For the experiences of the procurement process of private HEIs procurement officer, supplier and end-user respondents in terms of timeliness, effectiveness and quality of the item, the study revealed that:

1. The procurement officers experienced to follow the procurement policy of the private HEIs to acquire the supplies with the best quality of the product at the most possible time and to pay the suppliers after delivery was made;
2. The suppliers experienced fast delivery of service and received payment within a month, and
3. The end-users experienced were far better on the effect on their requests.

For the procurement process of infrastructure projects of private HEIs along timeliness, effectiveness, and quality of the items, the results revealed that the allocation of funds and time table of the project was determined by the private HEIs head of office or the board of directors.

Conclusions

Based on the major findings of the study, the following conclusions were drawn.

1. The school profile of HEIs in terms of category were six HEIs, three from public HEIs and three from private HEIs as the environment of the study. Among the public and private, the oldest of 113 years of existence from college

category and 15 years of existence from the university category. It was found out in the study that there were separate procurement units of public HEIs and no separate units of private HEIs. Among the four areas of annual procurement scale, the scale from infrastructure projects had the highest total amount of transactions and this is due to the BOT support from the government were both prioritized by HEIs as the most needed scale.

2. In terms of the profile of the HEI procurement officer-respondents in terms of age, gender, civil status and educational attainment, 62 years was the oldest and 43 years was the youngest taking both the HEI-categories. Most of them were in their fifties with the male dominating the female sexes for both the public and the private HEIs. Majority were married possessing the necessary educational qualification necessary to discharge their duties, functions and responsibilities as procurement officer in their institutions and whose length of service in the present position is quite long and whose number of relevant training was not given importance, thus, only a few were interested to attend the training.

3. As to the profile of the supplier-respondents on the type of procurement engagement by the supplier-respondents, there were four types that were considered such as: 1) goods (supplies and materials), 2) equipment, 3) services and 4) infrastructure projects. All public procurement had to undergo first the procurement process from Supplier-1, the PhilGEPS PS Depot before procuring from any registered local suppliers from PhilGEPS. Meanwhile in the

private HEIs, procurement had the leeway not to do business with the PhilGEPS products since their procurement policy diverges from the public HEIs. Both the public and the private HEIs' respondents patronized the local suppliers in terms of supplies, goods, equipment, services and infrastructure projects. As to the number and scale of engagement of the supplier-respondents participated in satisfying the needs of HEIs, it was revealed that the goods had the highest among the four engagement types of HEIs, where out of 31 suppliers, there were 12 suppliers came out to have dominant engagement type from both the public and the private HEIs. Along the category of suppliers, the different categories of suppliers came from the 31 supplier-respondents and the highest registration among the 31 suppliers came from goods with 18 suppliers, followed by the equipment with six suppliers, then the services with four suppliers and the least was the infrastructure projects with three suppliers. The categories of suppliers were determined through the capitalization from PhilGEPS and DTI sources.

4. In terms on the profile of the end-users along "position", the majority of the end-users are holding teaching positions with 67 HEI-respondents with different positions who were considered as the major end-users of HEIs. As to the volume requested, the highest requested were those of instructors/professors of 36 or 25.90 percent, while in private HEI end-users, both positions of instructors/professors and non-teaching personnel of 31 or 25.00 percent on goods wherein the end-user-respondents found it to be useful or desirable and make an

effort to acquire for office and instructional purposes. As to volume received, the public HEIs end-users expected to receive all their supplies based in the Annual Procurement Plan, while the private HEIs expected to receive their request as approved by their agency.

5. On the extent or level of implementation of the procurement process as experienced by the respondents along timeliness, effectiveness and quality of the item, it revealed that the three groups of respondents had anticipated to serve PO upon approval within 15-working day to save time, money and efforts and create effective environment in the procurement process of HEIs. The HEI procurement officer, supplier and end-user-respondents were all aware of the procurement process and had served the approved PO within the required 45-day procurement period. Along effectiveness for supplies delivered by the suppliers after the PO was served, it had an average mean of 1.00 ± 27.99 , with an indicator "Slightly Effective" in the procurement of goods, equipment, services and infrastructure projects by the three groups of HEI-respondents. In terms of quality of the item on the level of implementation of procurement process as experienced by the HEIs procurement officer, the data revealed that in public HEIs procurement officers experienced difficulties in finding the exact specifications of the item requested by the end-users and even the suppliers protested the sensitivity of the item are crucial. On the contrary, private HEI procurement officers entertained any supplier who can give the immediate needs of their

agency and favorably with high standard items that can deliver the item on time. The HEIs suppliers had 11 or 22.92 percent and 8 or 40.00 percent to the public and the private HEIs suppliers respectively, with the indicator "Good Quality" of supplies delivered by the suppliers where more or less, the supplies delivered to the HEIs were the "Good Quality". In addition, public HEI-end-user-respondents had the highest with 10 or 30.30 percent to indicator "Good Quality" and the private HEIs had the highest of 13 or 40.63 percent to indicator "Best Quality". This revealed that both HEIs received the items with the "Good Quality" when the PO was served and approved by the procuring entity.

6. The significant difference on the extent of implementation of the procurement process among the three groups of respondents along timeliness, effectiveness, and quality of the item were evaluated at $\alpha = 0.05$ level of significant, with the result of χ^2 t-Stat < the crit-value 5.99 at df = 2. Therefore, the null hypothesis "There are no significant differences on the extent of implementation of the procurement process among the three groups of respondents in terms of timeliness, effectiveness and quality of the item" was accepted. It was concluded that among the three groups of respondents, the procurement officers, the suppliers and the end-users had similar observations on the extent of implementation of the procurement process along timeliness, effectiveness and quality of the item of HEIs in Samar Province.

7. The experiences of the three groups of respondents in the procurement process of public and private HEIs in terms of timeliness, effectiveness and quality of the item were revealed as follows:

The study was conducted through interview guide to the three groups of respondents:

(a) In terms of timeliness of the three groups of public HEI-respondents experienced:

1. Delayed retrieval of RFQ from the suppliers;
2. Delayed payment because there is a need for the approval from the board where the board meeting conducts quarterly;
3. Delayed payment of the contract which took three months to receive the payment;
4. Delayed procurement of item which took two to three months before the supplies arrived;
5. Delayed transactions and slow procurement processes wherein the supplies were only received after the activity, and
6. Facilities were not able to use on the target date because it was awarded late.

(b) In terms of effectiveness of HEIs respondents experienced:

1. On the use of internet posting and the availability of quotations from DBM Procurement Services was considered moderately effective;
2. Lack of the bid requirements from the end-user and there was no approved APP, therefore the request was not effective;
3. Only few bidders joined the bidding which resulted the bidding to be not effective;
4. Most of the time the landline and internet communications were not available from the procuring entity which cause the transactions to be not effective;
5. Complaints of the contract of the food catering services did not reach the proper authority as to how many members of personnel were involved in the said event and the allotted approved ABC was not clearly specified and the transactions made were moderately effective;
6. There were unrealistic, overstated and understated ABC from the RFQs which resulted to cancellation and to recanvass the items and the transactions were not effective as well;
7. The absence of signatories was not effective, thus, causes the delay of the approval of the ABC, e.g. for food catering services, and
8. End-user was not informed on the status of the request, and this made the procurement process to be not effective.

(c) In terms of quality of the items, the three groups of HEIs respondents experienced the following as follows:

1. When the item was not properly specified and the stocks were not available in the market, the quality of the item was rejected;
2. Improper specifications of the equipment requested on the quotation caused the quality of item to be rejected.
3. The procurement officer did not prioritize the most needed equipment which caused the items to be received late and in poor quality;
4. When there was no proper specifications of the item, it puzzled the supplier of what type of items to be delivered and quality of the item was disregarded, and
5. Due to the limited time allotted for the quotations made, it resulted difficulty for the supplier to find the stock in the market. If ever the item was present, but in the absence of quality, it tended to reject the items because it did not meet the standard.

On the contrary, for the experiences of the procurement process of private HEIs' procurement officer, supplier and end-user respondents in terms of timeliness, effectiveness and quality of the item, the study revealed that:

1. The procurement officers experienced to follow the procurement policy of the private HEIs to acquire the supplies at the earliest possible time with the best quality of the product and to pay the suppliers after delivery were made;

2. The suppliers experienced fast delivery of service and received payment within a month;
3. The end-users experienced better on the effect on their requests, and
4. For the procurement process of infrastructure projects of private HEIs along timeliness, effectiveness and quality of the items, private HEIs experienced that the allocation of funds and time table of the project was determined by the private HEIs head of office or the board of directors.

Recommendations

Based on the aforementioned findings and conclusions, the following recommendations were offered:

1. Up-to-date transactions and faster procurement process;
2. The presence of signatories at all times to make the procurement process faster;
3. Available internet and landline connections all the time;
4. Requested supplies are available within the locality;
5. The end-users should be aware of the procurement process;
6. Ascertain that supplies were received on time, and
7. Up to date payment to the suppliers be given attention.

Other recommendations from the related literature and studies for an enhanced and effective procurement system are as follows:

1. Adoption of the e-procurement system that brings about a more uniform and transparent procurement process, facilitates transaction, and objective treatment of its users that could result to greater cost savings and better control over the procurement practices. Further, the e-procurement system gives a wider participation in competition, ensures efficient public investments that lead to economic growth and curbs down outside influences, that bring ease in adopting innovation in strategy;
2. Adoption of a procurement system that employs qualified personnel provided with specialized programs to further capacitate them. Also, it tries to develop and adopt an effective monitoring and evaluation tools and create an incentive program that would motivate good performance, and
3. Through various activities in the procurement system, the procurement personnel are exposed to varied situations, thus, the need for them to be equipped with high moral and ethical standards using sound procedures anchored on appropriate policies and regulations.

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A P P E N D I C E S

APPENDIX A



**Republic of the Philippines
SAMAR STATE UNIVERSITY**
College of Graduate Studies
Catbalogan City, Samar



February 16, 2018

**Dr. Jude A. Duarte
President
Leyte Normal University
Tacloban City**

Sir:

I, Antonio P. Valles, a graduate student of Samar State University, Catbalogan City is presently working my dissertation entitled **“Procurement Practices of Higher Education Institutions in Samar Province”**. The purpose of this survey is to determine the implementation of government procurement system of R.A. 9184 by the HEIs in the Province of Samar.

In this connection, the researcher seeks permission from your office to conduct the dry-run for the administration of the attested questionnaire. The purpose of which is to enhance the validity of the instrument. Said questionnaire will be given to the following personnel who are involved in the procurement system of your agency:

1. Dean/Head of the Department
2. Procurement Officer
3. BAC (Bids and Awards Committee)
4. End-users (Teaching & Non-teaching Staff)

All information gathered will be used for the above purpose and will be treated with strict confidentiality.

Thank you for your assistance on this request and more power.

Very truly yours,

CONFORMED:

(Sgd.) FELISA E. GOMBA, Ph.D.
Acting Dean of Graduate Studies/
Vice-President for Academic Affairs

(Sgd.) ANTONIO P. VALLES
Researcher

NOTED:

(Sgd.) MARILYN D. CARDOSO, Ph.D.
President

APPENDIX B



**Republic of the Philippines
SAMAR STATE UNIVERSITY
College of Graduate Studies
Catbalogan City**



February 28, 2018

**Dr. Marilyn D. Cardoso
President
Samar State University
Catbalogan City**

Madam:

I am a graduate student of the Samar State University presently conducting a study entitled **“Procurement Practices of Higher Education Institutions”** in partial fulfillment of the requirements for the degree **Doctor in Management** major in **Human Resource Management**.

In this connection, may I request permission from your good office that I be allowed to gather data through this enclosed Questionnaire, copies of which will be distributed to the respondents stated below as follows:

1. Dean/Head of the Department
2. Procurement Officer
3. BAC (Bids and Awards Committee)
4. End-users (Teaching & Non-Teaching Personnel)

Rest assured that all the information gathered will be treated with strict confidentiality.

Thank you in advance for your kind accommodation of this request.

Very truly yours

(Sgd.) ANTONIO P. VALLES
Researcher

CONFORMED:

(Sgd.) FELISA E. GOMBA, Ph.D.
Acting Dean of Graduate Studies/
Vice-President for Academic Affairs

NOTED:

(Sgd.) MARILYN D. CARDOSO, Ph.D.
President

APPENDIX C



**Republic of the Philippines
SAMAR STATE UNIVERSITY
College of Graduate Studies
Catbalogan City**



February 28, 2018

**Dr. Avelina N. Bergado
President
Northwest Samar State University
Calbayog City**

Madam:

I am a graduate student of the Samar State University presently conducting a study entitled **“Procurement Practices of Higher Education Institutions”** in partial fulfillment of the requirements for the degree **Doctor in Management** major in **Human Resource Management**.

In this connection, may I request permission from your good office that I be allowed to gather data through this enclosed Questionnaire, copies of which will be distributed to the respondents stated below as follows:

1. Dean/Head of the Department
2. Procurement Officer
3. BAC (Bids and Awards Committee)
4. End-users (Teaching & Non-Teaching Personnel)

Rest assured that all the information gathered will be treated with strict confidentiality.

Thank you in advance for your kind accommodation of this request.

Very truly yours

CONFORMED:

(Sgd.) **FELISA E. GOMBA, Ph.D.**
Acting Dean of Graduate Studies/
Vice-President for Academic Affairs

(Sgd.) **ANTONIO P. VALLES**
Researcher

NOTED:

(Sgd.) **MARILYN D. CARDOSO, Ph.D.**
President

APPENDIX D



**Republic of the Philippines
SAMAR STATE UNIVERSITY
College of Graduate Studies
Catbalogan City**



February 28, 2018

**Dr. Francisco V. Tibe
Campus Director
Northwest Samar State University
San Jorge, Samar**

Sir:

I am a graduate student of the Samar State University presently conducting a study entitled **"Procurement Practices of Higher Education Institutions"** in partial fulfillment of the requirements for the degree **Doctor in Management** major in **Human Resource Management**.

In this connection, may I request permission from your good office that I be allowed to gather data through this enclosed Questionnaire, copies of which will be distributed to the respondents stated below as follows:

1. Dean/Head of the Department
2. Procurement Officer
3. BAC (Bids and Awards Committee)
4. End-users (Teaching & Non-Teaching Personnel)

Rest assured that all the information gathered will be treated with strict confidentiality.

Thank you in advance for your kind accommodation of this request.

Very truly yours

CONFORMED:

(Sgd.) FELISA E. GOMBA, Ph.D.
Acting Dean of Graduate Studies/
Vice-President for Academic Affairs
NOTED:

(Sgd.) ANTONIO P. VALLES
Researcher

(Sgd.) MARILYN D. CARDOSO, Ph.D.
President

APPENDIX E



**Republic of the Philippines
SAMAR STATE UNIVERSITY
College of Graduate Studies
Catbalogan City**



February 28, 2018

**Mr. Rhett L. Caesar Piczon
President
Samar College, Inc.
Catbalogan City**

Sir:

I am a graduate student of the Samar State University presently conducting a study entitled **“Procurement Practices of Higher Education Institutions”** in partial fulfillment of the requirements for the degree **Doctor in Management** major in **Human Resource Management**.

In this connection, may I request permission from your good office that I be allowed to gather data through this enclosed Questionnaire, copies of which will be distributed to the respondents stated below as follows:

1. Dean/Head of the Department
2. Procurement Officer
3. BAC (Bids and Awards Committee)
4. End-users (Teaching & Non-Teaching Personnel)

Rest assured that all the information gathered will be treated with strict confidentiality.

Thank you in advance for your kind accommodation of this request.

CONFORMED:

Very truly yours

(Sgd.) **FELISA E. GOMBA, Ph.D.**
Acting Dean of Graduate Studies/
Vice-President for Academic Affairs
NOTED:

(Sgd.) **ANTONIO P. VALLES**
Researcher

(Sgd.) **MARILYN D. CARDOSO, Ph.D.**
President

APPENDIX F



**Republic of the Philippines
SAMAR STATE UNIVERSITY
College of Graduate Studies
Catbalogan City**



February 28, 2018

**Bro. Ariel C. Manga
President
Christ the King College
Calbayog City**

Sir:

I am a graduate student of the Samar State University presently conducting a study entitled **“Procurement Practices of Higher Education Institutions”** in partial fulfillment of the requirements for the degree **Doctor in Management** major in **Human Resource Management**.

In this connection, may I request permission from your good office that I be allowed to gather data through this enclosed Questionnaire, copies of which will be distributed to the respondents stated below as follows:

1. Dean/Head of the Department
2. Procurement Officer
3. BAC (Bids and Awards Committee)
4. End-users (Teaching & Non-Teaching Personnel)

Rest assured that all the information gathered will be treated with strict confidentiality.

Thank you in advance for your kind accommodation of this request.

CONFORMED:

Very truly yours

(Sgd.) FELISA E. GOMBA, Ph.D.
Acting Dean of Graduate Studies/
Vice-President for Academic Affairs
NOTED:

(Sgd.) ANTONIO P. VALLES
Researcher

(Sgd.) MARILYN D. CARDOSO, Ph.D.
President

APPENDIX G



**Republic of the Philippines
SAMAR STATE UNIVERSITY
College of Graduate Studies
Catbalogan City**



February 28, 2018

**S. Ma. Jesusita L. Bernate
President
St. Mary's College of Catbalogan
Catbalogan City**

Madam:

I am a graduate student of the Samar State University presently conducting a study entitled **“Procurement Practices of Higher Education Institutions”** in partial fulfillment of the requirements for the degree **Doctor in Management** major in **Human Resource Management**.

In this connection, may I request permission from your good office that I be allowed to gather data through this enclosed Questionnaire, copies of which will be distributed to the respondents stated below as follows:

1. Dean/Head of the Department
2. Procurement Officer
3. BAC (Bids and Awards Committee)
4. End-users (Teaching & Non-Teaching Personnel)

Rest assured that all the information gathered will be treated with strict confidentiality.

Thank you in advance for your kind accommodation of this request.

CONFORMED:

Very truly yours

(Sgd.) FELISA E. GOMBA, Ph.D.
Acting Dean of Graduate Studies/
Vice-President for Academic Affairs

(Sgd.) ANTONIO P. VALLES
Researcher

NOTED:

(Sgd.) MARILYN D. CARDOSO, Ph.D.
President

APPENDIX H

Dear Respondent,

The undersigned is conducting a study entitled "Procurement Practices of Higher Education Institutions in Samar Province" in connection with my Doctorate degree in Management.

Kindly complete the answering of the questionnaire in relation to your opinion on your entity's procurement practices. Your responses will provide important data to the completion of this study.

Rest assured that any information given will be utilized for research purposes only and will be treated with utmost confidentiality.

Very truly yours,

(Sgd.) ANTONIO P. VALLES
Researcher

APPENDIX I

QUESTIONNAIRE
(For Procurement Officer-Respondent)

DIRECTION: Please accomplish all the items with the necessary information which answers the questions asked and put a **check** in the given boxes and/or on the right column if each condition is met.

1. What is the school profile of HEIs in terms of:

- 1.1. HEIs category: 1 Public 2 Private
- 1.2. Number of years of existence as College : _____
Number of years of existence as a University : _____
- 1.3. Organizational Structure provides separate for Procurement and Management Services Unit: 1 Yes 2 No
- 1.4. Annual procurement scale in terms of:

1. Goods (Supplies and Materials)			
1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00
2. Equipment			
1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00
3. Services			
1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00
4. Infrastructure Projects			
1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00

2. What is the profile of the Procurement Officer-Respondent in terms of:

Name (optional) _____ Position/Designation _____
 Institution/Company: _____

2.1. Age: _____

2.2. Gender: 1 male 2 female

2.3. Civil Status: 1 single 2 married 3 separated 4 widow/widower

2.4. Educational level: 1 bachelor's degree 2 masterate degree

3 doctorate degree 4 others (please specify) _____

- 2.5. Length of service in the present position _____
 2.6. Number of relevant training attended? _____

3. What is the profile of Procurement Officer in terms of:

3.1. Position

1 <input type="checkbox"/> President	2 <input type="checkbox"/> Vice-President	3 <input type="checkbox"/> Dean	4 <input type="checkbox"/> Director
5 <input type="checkbox"/> Department Head	6 <input type="checkbox"/> Teaching	7 <input type="checkbox"/> Non-Teaching	8 <input type="checkbox"/> Others

4. What is the extent or level of implementation of the procurement process as experienced by the procurement officer respondent along:

1. <u>Timeliness</u> - PO served to the suppliers upon approval:	2. <u>Effectiveness</u> - Supplies delivered by the suppliers after PO served:	3. <u>Quality of items received</u> - Supplies delivered by the suppliers after PO served:
1 <input type="checkbox"/> within 5 working days	1 <input type="checkbox"/> within 5 working days	1 <input type="checkbox"/> within 5 working days
2 <input type="checkbox"/> within 10 working days	2 <input type="checkbox"/> within 10 working days	2 <input type="checkbox"/> within 10 working days
3 <input type="checkbox"/> within 15 working days	3 <input type="checkbox"/> within 15 working days	3 <input type="checkbox"/> within 15 working days
4 <input type="checkbox"/> within 20-30 working days	4 <input type="checkbox"/> Inform within 20-30 working days	4 <input type="checkbox"/> within 20-30 working days
5 <input type="checkbox"/> within 30-45 working days	5 <input type="checkbox"/> within 30-45 working days	5 <input type="checkbox"/> within 30-45 working days
6 <input type="checkbox"/> others, please specify _____	6 <input type="checkbox"/> above 45 working days	6 <input type="checkbox"/> above 45 working days

5. Is there a significant difference on the extent implementation of the procurement process along Timeliness, Effectiveness, and Quality of the Item?

Scale	Interpretation/Description				
5	Fully Implemented	(FI)			
4	Very Much Implemented	(VI)			
3	Much Implemented	(MI)			
2	Slightly Implemented	(SI)			
1	Never Implemented	(NI)			

Indicators	5	4	3	2	1
	FI	VI	MI	SI	NI
5.1. The institution procurement activities includes:					
1. goods (supplies and materials)					
2. equipment					
3. services					
4. infrastructure projects					
5. others, please specify _____					

5.2. The Institution				
1. no Bids and Awards Committee (BAC)				
2. one BAC				
3. more than one BAC				
4. others, please specify _____				
5.3. The BAC has				
1. less than 5 members				
2. 5-7 members				
3. more than 7 members				
4. others, please specify _____				
5.3. The BAC conducts meetings				
1. none				
2. once a week				
3. two or more a week				
4. others, please specify _____				
5.4. The BAC has an office where (please check as many as you find applicable)				
1. documents are kept				
2. meetings are held				
3. suppliers/contractors submit documents				
4. inquiries are submitted				
5. others, please specify _____				
5.5. The BAC is supported by other units such as				
1. Secretariat				
2. Technical Working Group (TWG)				
3. Inspectorate				
4. Monitoring				
5. Others, please specify _____				
TOTAL				

6. What are the experiences of the procurement officer-respondent in the procurement process of public and private HEIs in terms of timeliness, effectiveness, and quality of the item? (A one-on-one and face to face interview with the respondent will be conducted by the researcher. An Interview Guide is used by the researcher).

APPENDIX J

QUESTIONNAIRE
(For Supplier-Respondent)

DIRECTION: Please accomplish all the items with the necessary information which answers the questions asked and put a **check** in the given boxes and/or in the right column if each condition is met.

1. What is the profile of supplier respondent in terms of:

1.1. Type of procurement engagement	
1 <input type="checkbox"/> Goods (Supplies & Materials)	2 <input type="checkbox"/> Equipment
3 <input type="checkbox"/> Services	4 <input type="checkbox"/> Infrastructure Projects
1.2. Number and scale of engagement	
Goods (Supplies and Materials)	
1 <input type="checkbox"/> P1.00 – P50,000.00	2 <input type="checkbox"/> P50,001.00 to P1,000,000.00
3 <input type="checkbox"/> P1,000,001.00 – P2,500,000.00	4 <input type="checkbox"/> above P2,500,000.00
Equipment	
1 <input type="checkbox"/> P1.00 – P50,000.00	2 <input type="checkbox"/> P50,001.00 to P1,000,000.00
3 <input type="checkbox"/> P1,000,001.00 – P2,500,000.00	4 <input type="checkbox"/> above P2,500,000.00
Services	
1 <input type="checkbox"/> P1.00 – P50,000.00	2 <input type="checkbox"/> P50,001.00 to P1,000,000.00
3 <input type="checkbox"/> P1,000,001.00 – P2,500,000.00	4 <input type="checkbox"/> above P2,500,000.00
Infrastructure Projects	
1 <input type="checkbox"/> P1.00 – P50,000.00	2 <input type="checkbox"/> P50,001.00 to P1,000,000.00
3 <input type="checkbox"/> P1,000,001.00 – P2,500,000.00	4 <input type="checkbox"/> above P2,500,000.00
1.3. Category of supplier? <input type="checkbox"/> Government <input type="checkbox"/> Private/Local	
Category Capitalization (amount registered at DTI, SEC, etc.)	
<input type="checkbox"/> Distributor, Exclusive	Php
<input type="checkbox"/> General Merchandise	Php
<input type="checkbox"/> Construction Supplies	Php
<input type="checkbox"/> Services	Php
<input type="checkbox"/> General Contractor	Php
<input type="checkbox"/> Others, please specify	Php
	Php

2. What is the extent or level of implementation of the procurement process as experienced by the supplier respondent along:

1. Timeliness – PO served to the suppliers upon approval:	2. Effectiveness – Supplies delivered by the suppliers after PO served:	3. Quality of items received - Supplies delivered by the suppliers after PO served:
1 <input type="checkbox"/> within 5 working days	1 <input type="checkbox"/> within 5 working days	1 <input type="checkbox"/> within 5 working days

2 <input type="checkbox"/> within 10 working days	2 <input type="checkbox"/> within 10 working days	2 <input type="checkbox"/> within 10 working days
3 <input type="checkbox"/> within 15 working days	3 <input type="checkbox"/> within 15 working days	3 <input type="checkbox"/> within 15 working days
4 <input type="checkbox"/> within 20-30 working days	4 <input type="checkbox"/> Inform within 20-30 working days	4 <input type="checkbox"/> within 20-30 working days
5 <input type="checkbox"/> within 30-45 working days	5 <input type="checkbox"/> within 30-45 working days	5 <input type="checkbox"/> within 30-45 working days
6 <input type="checkbox"/> others, please specify _____	6 <input type="checkbox"/> above 45 working days	6 <input type="checkbox"/> above 45 working days

5. Is there a significant difference on the extent implementation of the procurement process along timeliness, effectiveness, and quality of the Item?

Scale	Interpretation/Description
5	Fully Implemented (FI)
4	Very Much Implemented (VI)
3	Much Implemented (MI)
2	Slightly Implemented (SI)
1	Never Implemented (NI)

Indicators	5 FI	4 VI	3 MI	2 SI	1 NI
5.1. The institution procurement activities includes:					
1. goods (supplies and materials)					
2. equipment					
3. services					
4. infrastructure projects					
5. others, please specify _____					
5.2. The Institution					
1. no Bids and Awards Committee (BAC)					
2. one BAC					
3. more than one BAC					
4. others, please specify _____					
5.3. The BAC has					
1. less than 5 members					
2. 5-7 members					
3. more than 7 members					
4. others, please specify _____					
5.3. The BAC conducts meetings					
1. none					
2. once a week					
3. two or more a week					
4. others, please specify _____					
5.4. The BAC has an office where (please check as many as you find applicable)					
1. documents are kept					

2. meetings are held					
3. suppliers/contractors submit documents					
4. inquiries are submitted					
5. others, please specify _____					
5.5. The BAC is supported by other units such as					
1. Secretariat					
2. Technical Working Group (TWG)					
3. Inspectorate					
4. Monitoring					
5. Others, please specify _____					
TOTAL					

6. What are the experiences of the supplier-respondent in the procurement process of public and private HEIs in terms of timeliness, effectiveness, and quality of the item? (A one-on-one and face to face interview with the respondent will be conducted by the researcher. An Interview Guide is used by the researcher).

APPENDIX K

QUESTIONNAIRE
(For End-user-Respondent)

DIRECTION: Please accomplish all the items with the necessary information which answers the questions asked and put a **check** in the given **boxes** and/or on the **right column** if each condition is met.

1. What is the profile of end-user in terms of:

1) Position

1 <input type="checkbox"/>	President	2 <input type="checkbox"/>	Vice-President	3 <input type="checkbox"/>	Dean	4 <input type="checkbox"/>	Director
5 <input type="checkbox"/>	Department Head	6 <input type="checkbox"/>	Teaching	7 <input type="checkbox"/>	Non-Teaching	8 <input type="checkbox"/>	Others _____

2) Volume requested

1. Goods (Supplies and Materials)

1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00
5 <input type="checkbox"/>	others, please specify the amount if needed _____		

2. Equipment

1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00
5 <input type="checkbox"/>	others, please specify the amount if needed _____		

3. Services

1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00
5 <input type="checkbox"/>	others, please specify the amount if needed _____		

4. Infrastructure Projects

1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00
5 <input type="checkbox"/>	others, please specify the amount if needed _____		

1) Volume received?

1. Goods (Supplies and Materials)

1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00
5 <input type="checkbox"/>	others, please specify the amount if needed _____		

2. Equipment

1 <input type="checkbox"/>	from P1.00 to P50,000.00	2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00	4 <input type="checkbox"/>	above P2,500,000.00

5 <input type="checkbox"/>	others, please specify the amount if needed _____
3. Services	
1 <input type="checkbox"/>	from P1.00 to P50,000.00
2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00
4 <input type="checkbox"/>	above P2,500,000.00
5 <input type="checkbox"/>	others, please specify the amount if needed _____
4. Infrastructure Projects	
1 <input type="checkbox"/>	from P1.00 to P50,000.00
2 <input type="checkbox"/>	P50,0001.00 to P1,000,000.00
3 <input type="checkbox"/>	P1,000,000.01-P2,500,000.00
4 <input type="checkbox"/>	above P2,500,000.00
5 <input type="checkbox"/>	others, please specify the amount if needed _____

2. What is the extent or level of implementation of the procurement process as experienced by the end-user respondent along:

1. Timeliness - PO served to the suppliers upon approval:	2. Effectiveness - Supplies delivered by the suppliers after PO served:	3. Quality of items received - Supplies delivered by the suppliers after PO served:
1 <input type="checkbox"/> within 5 working days	1 <input type="checkbox"/> within 5 working days	1 <input type="checkbox"/> within 5 working days
2 <input type="checkbox"/> within 10 working days	2 <input type="checkbox"/> within 10 working days	2 <input type="checkbox"/> within 10 working days
3 <input type="checkbox"/> within 15 working days	3 <input type="checkbox"/> within 15 working days	3 <input type="checkbox"/> within 15 working days
4 <input type="checkbox"/> within 20-30 working days	4 <input type="checkbox"/> Inform within 20-30 working days	4 <input type="checkbox"/> within 20-30 working days
5 <input type="checkbox"/> within 30-45 working days	5 <input type="checkbox"/> within 30-45 working days	5 <input type="checkbox"/> within 30-45 working days
6 <input type="checkbox"/> others, please specify _____	6 <input type="checkbox"/> above 45 working days	6 <input type="checkbox"/> above 45 working days

3. Is there a significant difference on the extent implementation of the procurement process along Timeliness, Effectiveness, and Quality of the Item?

Scale	Interpretation/Description
5	Fully Implemented (FI)
4	Very Much Implemented (VI)
3	Much Implemented (MI)
2	Slightly Implemented (SI)
1	Never Implemented (NI)

Indicators	5	4	3	2	1
	FI	VI	MI	SI	NI
3.1. The institution procurement activities includes:					
1. goods (supplies and materials)					
2. equipment					
3. services					

4. infrastructure projects				
5. others, please specify _____				
3.2. The Institution				
1. no Bids and Awards Committee (BAC)				
2. one BAC				
3. more than one BAC				
4. others, please specify _____				
3.3. The BAC has				
1. less than 5 members				
2. 5-7 members				
3. more than 7 members				
4. others, please specify _____				
3.4. The BAC conducts meetings				
1. none				
2. once a week				
3. two or more a week				
4. others, please specify _____				
3.5 The BAC has an office where (please check as many as you find applicable)				
1. documents are kept				
2. meetings are held				
3. suppliers/contractors submit documents				
4. inquiries are submitted				
5. others, please specify _____				
3.6. The BAC is supported by other units such as				
1. Secretariat				
2. Technical Working Group (TWG)				
3. Inspectorate				
4. Monitoring				
5. Others, please specify _____				
TOTAL				

4. What are the experiences of the end-user-respondent in the procurement process of public and private HEIs in terms of timeliness, effectiveness, and quality of the item? (A one-on-one and face to face interview with the respondent will be conducted by the researcher. An Interview Guide is used by the researcher).

APPENDIX L

INTERVIEW GUIDE For Procurement Officer's Respondent

Name of Respondent (Optional)	Designation/Position	Date
Name and Place of HEI		
INSTRUCTION: The Respondent will answer the questions asked by the researcher orally.		

Interview Guide:

1. **What are your experiences on the procurement process in your institution in terms of timeliness?**
 - 1) How many days is the PO served to the suppliers upon approval?
 - 2) Is the supplier delayed in the submission of the RFQ?
 - 3) Does the price validity lapses upon confirmation of the suppliers?
 - 4) Is the retrieval of RFQ submit on time by the suppliers?
 - 5) Do the end-users submit their bid documents complete and at the earliest possible time?
 - 6) Are the quotations posting in the internet connections and communications faster?
 - 7) Are there no problems in the signatories for the approval of bid documents?
 - 8) Is the procurement process faster in giving the needs of the requisitioner and the supplier?
 - 9) Is the procurement officer effective and efficient in his functions?
 - 10) Is there anything you can share from the above questions?

2. **What are your experiences on the procurement processes in your institution in terms of effectiveness?**
 - 1) Are signatories always present in the procurement process?
 - 2) Are the supplies delivered by the suppliers after PO is served?
 - 3) Are the supporting documents complete and clearly specified?
 - 4) Is there a significant weakness noticeable on how the award is awarded to other suppliers?
 - 5) Are the ABC unrealistic, understated or overstated as submitted by the end-users and the suppliers?

- 6) Are there many suppliers who join to bid the items on books, medicines, electronics, laboratory supplies and equipment?
 - 7) Are the procurement staff updated in the government procurement system?
 - 8) Is the end-user aware on the procurement process for the acquisition of goods, equipment, services and infrastructure projects?
 - 9) Does the officials and the end-users intervene in the procurement process in favor of their request?
 - 10) Are the end-users and the BAC properly coordinated in the procurement process?
 - 11) Is there a favoritism from the BAC and the personnel responsible in the procurement process?
 - 12) Can the supplier join the biddings without PhilGEPS registration?
 - 13) Is the awarding by lot "pakyaw system" allowed to the winning supplier?
 - 14) Is the awarding by piece favorable to the end-users and suppliers?
 - 15) Is there anything you can share from the above questions?
3. **What are your experiences on the procurement process in your institution in terms of quality of the item?**
- 1) Do you receive delivery as specified in the PO?
 - 2) Do you receive supplies of good quality?
 - 3) Do you receive supplies in good conditions?
 - 4) Is the delivery made by the supplier up to date?
 - 5) Does the current contract of price validity still exist?
 - 6) Is there anything you can share or add from the above questions given to you?
4. **What are your recommended solutions in the procurement process in terms of timeliness?**
5. **What are your recommended solutions in the procurement process in terms of effectiveness?**
6. **What are your recommended solutions in the procurement process in terms of quality of the item?**

APPENDIX M

INTERVIEW GUIDE For Supplier's Respondent

Name of Respondent (Optional)	Designation/Position	Date
Name and Place of HEI		
INSTRUCTION: The Respondent will answer the questions asked by the researcher orally.		

Interview Guide:

- 1. What are your experiences on the procurement process in your institution in terms of timeliness?**
 - 1) Is the PO or contract paid on time?
 - 2) Is there enough time for quotation of bids?
 - 3) Does the ABC warrant to the quotations submitted by the Procurement Entity?
 - 4) Is the procurement office fast in receiving the delivery?
 - 5) Is the procurement in-charge of delivery properly identified?
 - 6) Are the bid documents complete and submitted at the least possible time?
 - 7) Are the posting of internet connections and communications faster?
 - 8) Are there no problems in the signatories for the approval of bid documents?
 - 9) Is the procurement process faster in giving the needs of the supplier?
 - 10) Is the procurement officer effective and efficient in his functions?
 - 11) Is the procuring entity landline and internet communications faster and available all the time?
 - 12) Is the date, time and modes of payment and location of delivery specified in the contract?
 - 13) Do complains and problems reach the proper authority?
 - 14) Is there anything you can share from the above questions?

- 2. What are your experiences on the procurement process in your institution in terms of effectiveness?**
 - 1) Are signatories always present in the procurement process?
 - 2) Are the supplies delivered upon approved of the contract?
 - 3) Are the supporting documents complete and clearly specified?

- 4) Is there a significant weakness noticeable on how the award is awarded to other suppliers?
 - 5) Are the ABC unrealistic, understated or overstated as submitted by the procuring entity?
 - 6) Are you allowed to join the biddings for the items on books, medicines, electronics, laboratory supplies and equipment even without PhilGEPS registration?
 - 7) Are you and your staff updated in the government procurement system?
 - 8) Are you aware on the procurement process for the acquisition of goods, equipment, services and infrastructure projects?
 - 9) Do the officials and the end-users intervene in the procurement process in favor of their request?
 - 10) Are the BAC and the procurement officer properly coordinated in the procurement process?
 - 11) Is there a favoritism from the BAC and the personnel responsible in the procurement process?
 - 12) Are you allowed to join in the biddings without PhilGEPS registration?
 - 13) Is the awarding by lot "pakyaw system" allowed by the winning procuring entity?
 - 14) Is the awarding by piece favorable to the suppliers?
 - 15) Is there anything you can share from the above questions?
3. **What are your experiences on the procurement process in your institution in terms of quality of the item?**
- 1) Do you receive the PO for delivery on the specified time of the contract?
 - 2) Do you deliver the item of good quality?
 - 3) Do you deliver the item in good conditions?
 - 4) Is the delivery made by you up to date?
 - 5) Does the current contract of price validity still exist?
 - 6) Is there anything you can share from the above questions?
4. **What are your recommended solutions in the procurement process in terms of timeliness?**
5. **What are your recommended solutions in the procurement process in terms of effectiveness?**
6. **What are your recommended solutions in the procurement process in terms of quality of the item?**

APPENDIX N

INTERVIEW GUIDE
For End-user's Respondent

Name of Respondent (Optional)	Designation/Position	Date
Name and Place of HEI		
INSTRUCTION: The Respondent will answer the questions asked by the researcher orally.		

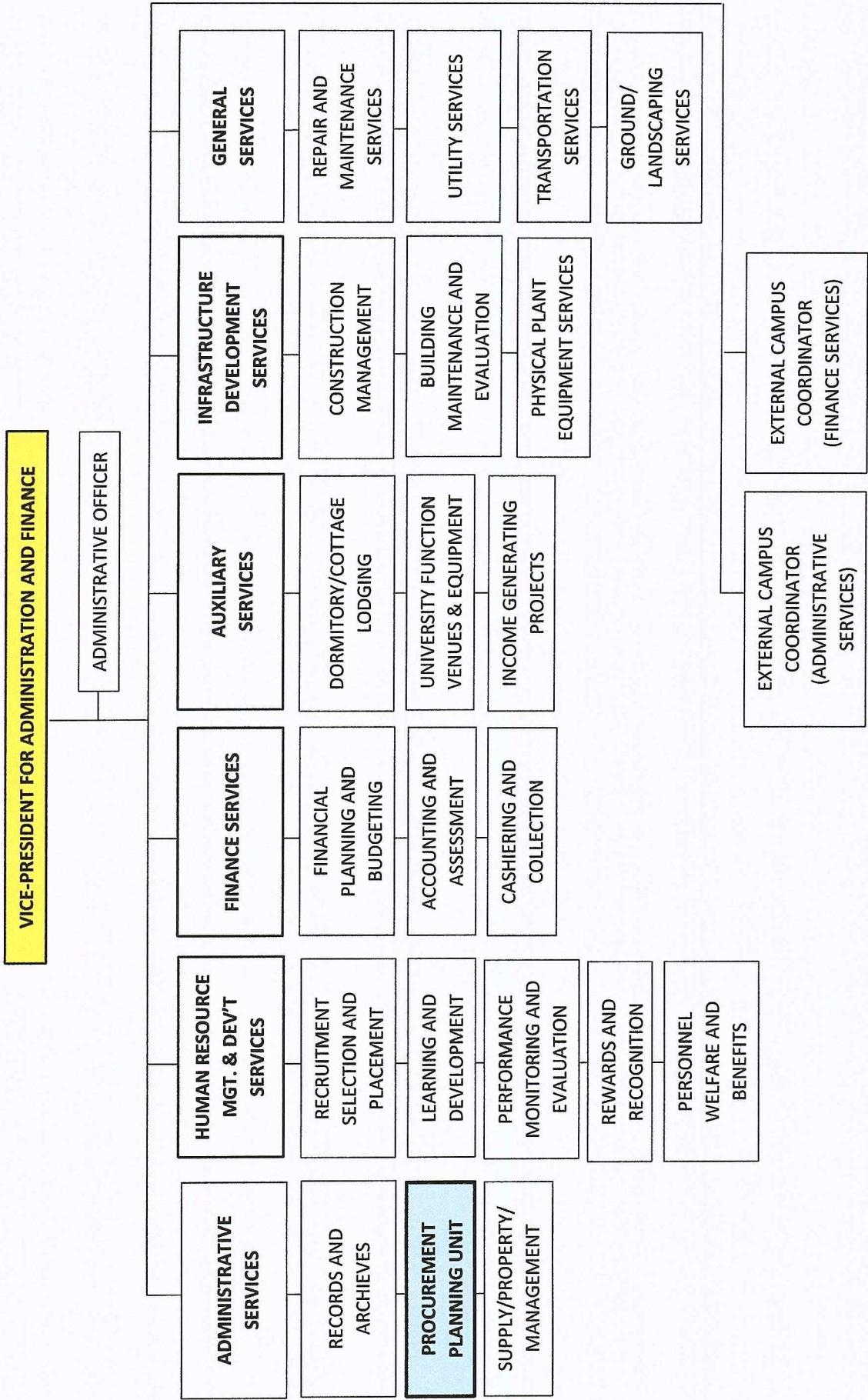
Interview Guide:

1. **What are your experiences on the procurement process in your institution in terms of timeliness?**
 - 1) How many days is the PO served to the suppliers after approval?
 - 2) Is the supplier delayed in the submission of the RFQ?
 - 3) Is the item received on time?
 - 4) Do the procurement officer and staff escape from being blamed?
 - 5) Does the price validity lapses upon confirmation of the suppliers?
 - 6) Is the retrieval of RFQ submitted on time by the suppliers?
 - 7) Do you submit the complete documents at the earliest possible time to the procurement office?
 - 8) Are the posting of internet connections and communications faster?
 - 9) Is there any problem in the signatories for the approval of bid documents?
 - 10) Is the procurement process faster in giving your request?
 - 11) Is the item requested available in the market?
 - 12) Is the procurement officer effective and efficient in his functions?
 - 13) Is there anything you can share from the above questions?
2. **What are your experiences on the procurement processes in your institution in terms of effectiveness?**
 - 1) Are signatories always present in the procurement process?
 - 2) Are the supplies delivered by the suppliers after PO is served?
 - 3) Are your supporting documents complete and clearly specified?
 - 4) Is there a significant weakness noticeable on how the award is awarded to other suppliers?
 - 5) Are the ABC unrealistic, understated or overstated as submitted by you or by the suppliers?

- 6) Are there many suppliers who join to bid the items on books, medicines, electronics, laboratory supplies and equipment?
 - 7) Are the procurement staff updated in the government procurement system?
 - 8) Are you aware on the procurement process for the acquisition of goods, equipment, services and infrastructure projects?
 - 9) Do you and the other officials intervene in the procurement process in favor of your request?
 - 10) Are the procurement officer and the BAC properly coordinated in the procurement process?
 - 11) Does the procurement officer prioritize your request?
 - 12) Are you aware, updated and informed on the progress of your request?
 - 13) Is there favoritism from the BAC and the personnel responsible in the procurement process?
 - 14) Can the supplier join the biddings without PhilGEPS registration?
 - 15) Is the awarding by lot "pakyaw system" allowed to the winning supplier?
 - 16) Is awarding by piece favorable to you or to the procuring entity or to the supplier?
 - 17) Is there anything you can share from the above questions?
3. **What are your experiences on the procurement process in your institution in terms of quality of the item?**
- 1) Do you receive the delivery as specified in the PO?
 - 2) Do you receive the supplies of good quality?
 - 3) Do you receive the item in good conditions?
 - 4) Is the delivery made by the supplier up to date?
 - 5) Does the current contract of price validity still exist?
 - 6) Is there anything you can share from the above questions?
4. **What are your recommended solutions in the procurement process in terms of timeliness?**
5. **What are your recommended solutions in the procurement process in terms of effectiveness?**
6. **What are your recommended solutions in the procurement process in terms of quality of the item?**

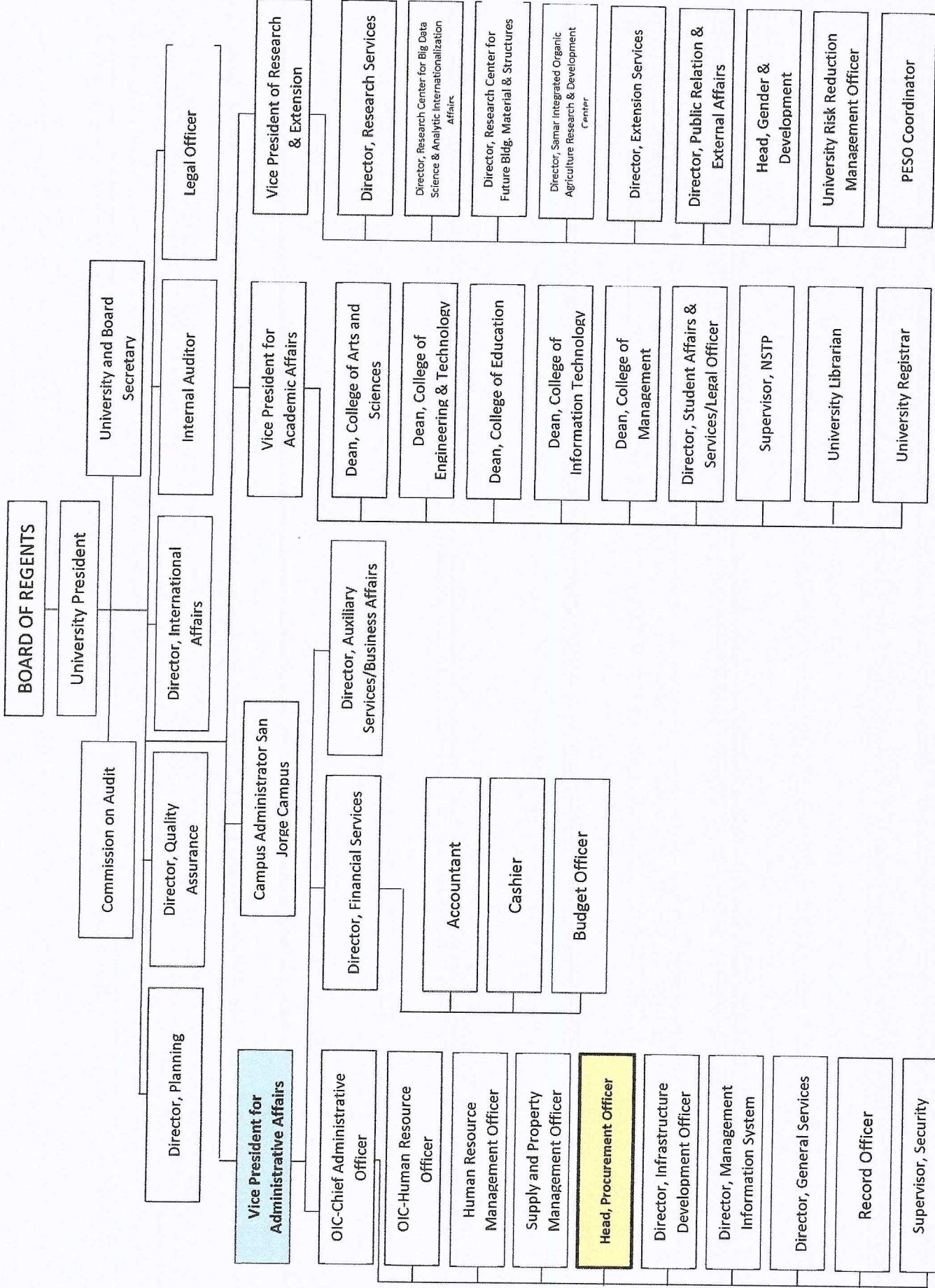
APPENDIX O

HEI-1 ORGANIZATIONAL STRUCTURE FOR PROCUREMENT PLANNING UNIT



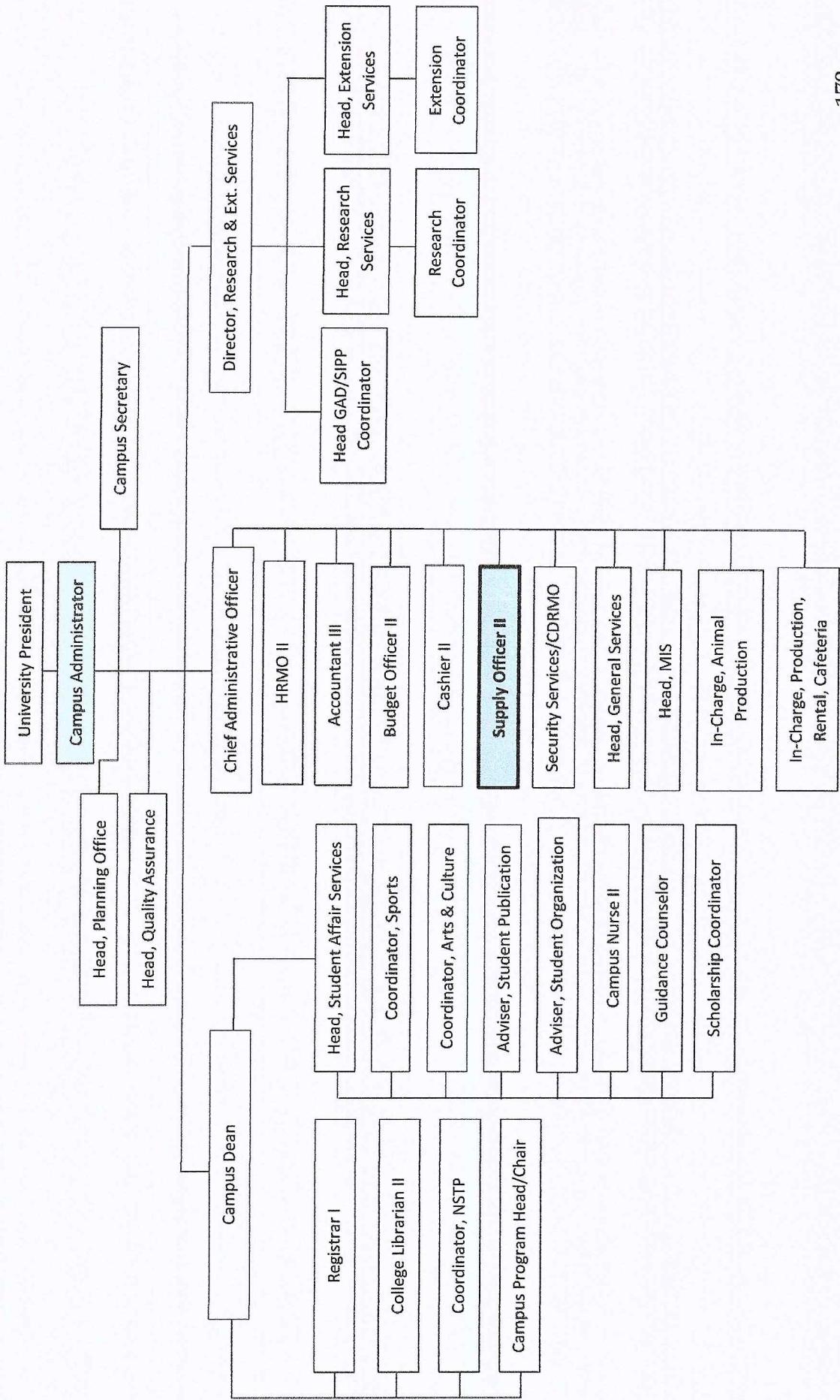
HEI-2

Organizational Structure

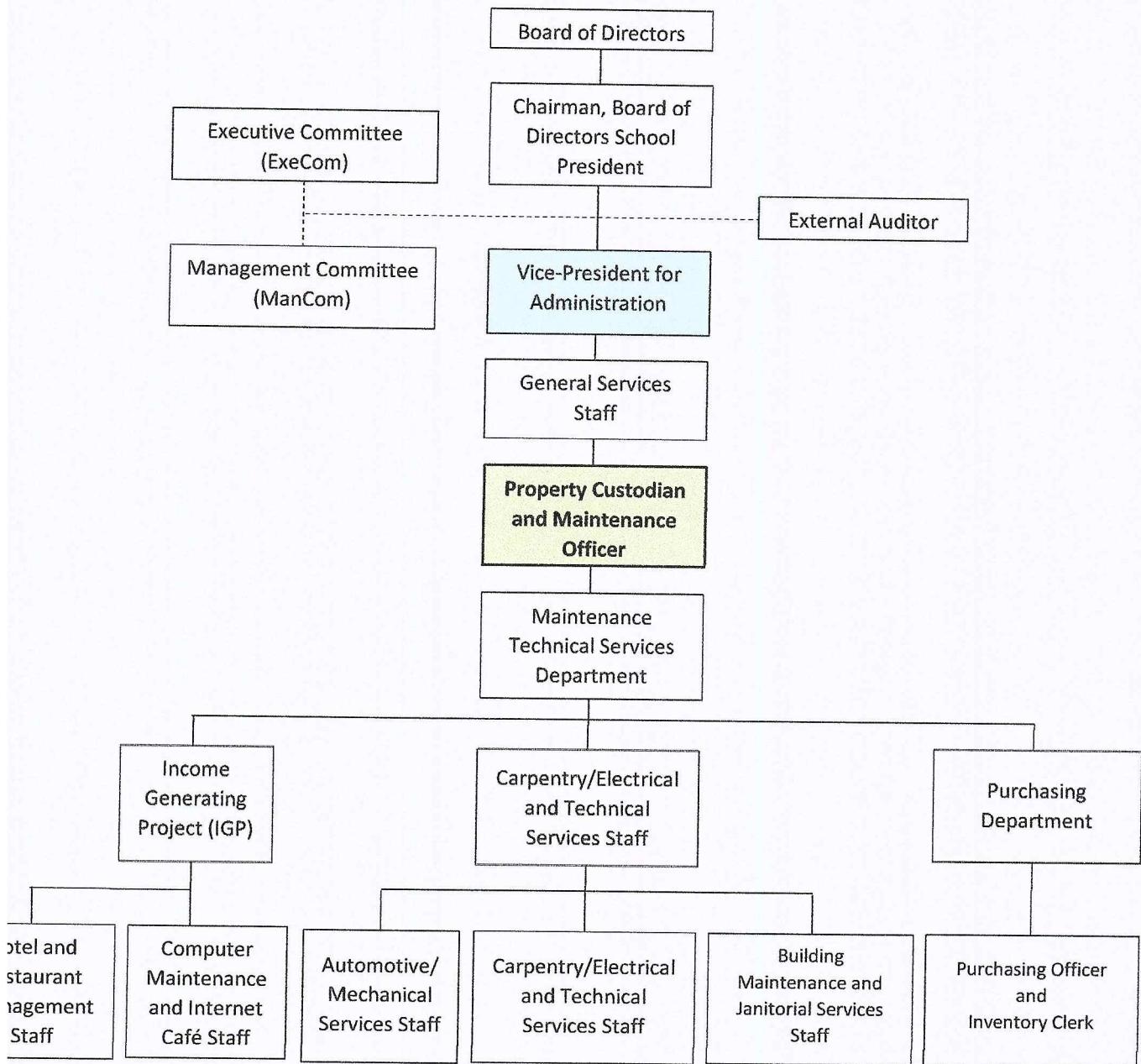


APPENDIX Q

HEI-3 ORGANIZATIONAL STRUCTURE

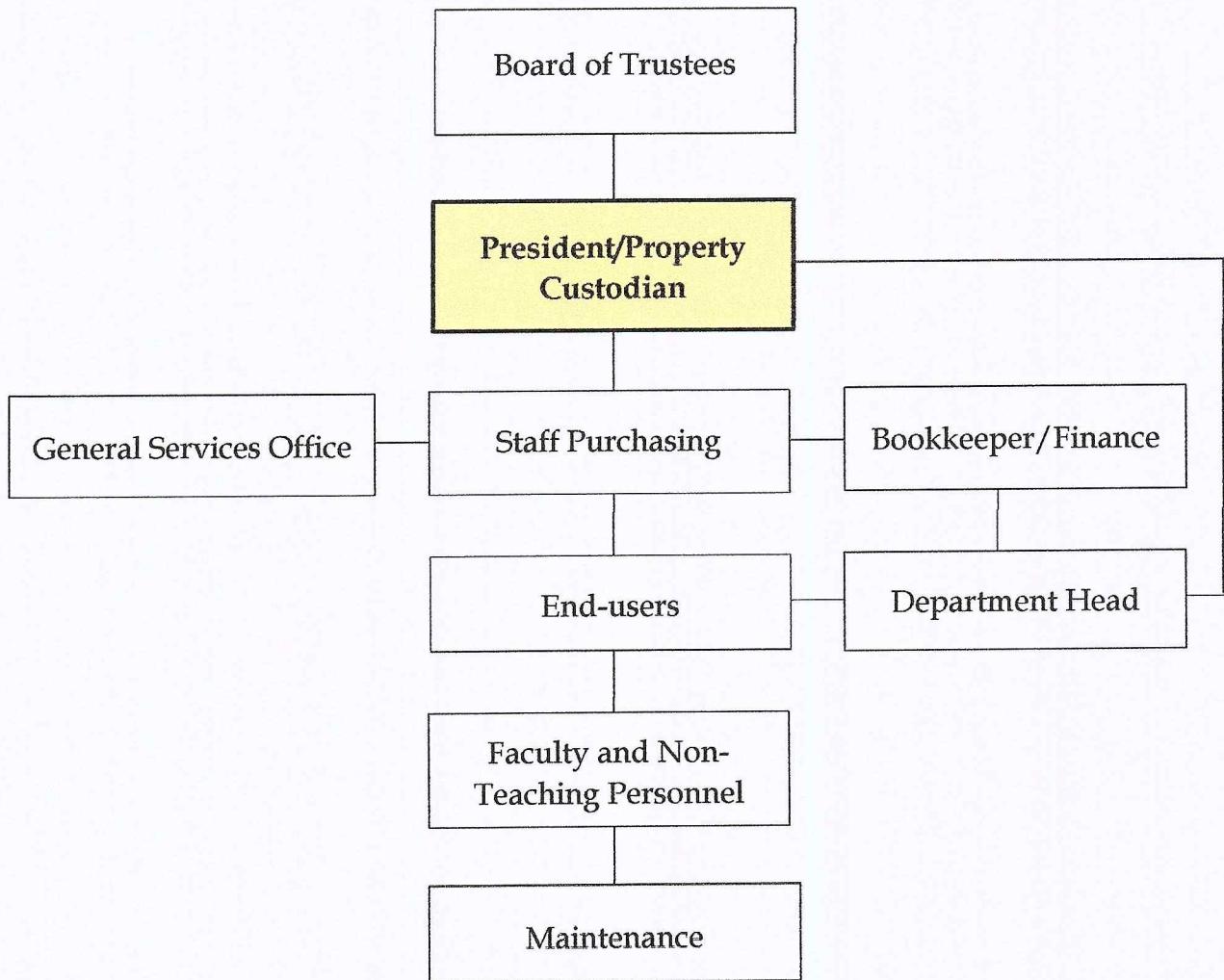


APPENDIX R
HEI-4
ORGANIZATIONAL STRUCTURE
PROPERTY CUSTODIAN AND MAINTENANCE OFFICE
(PCMO)



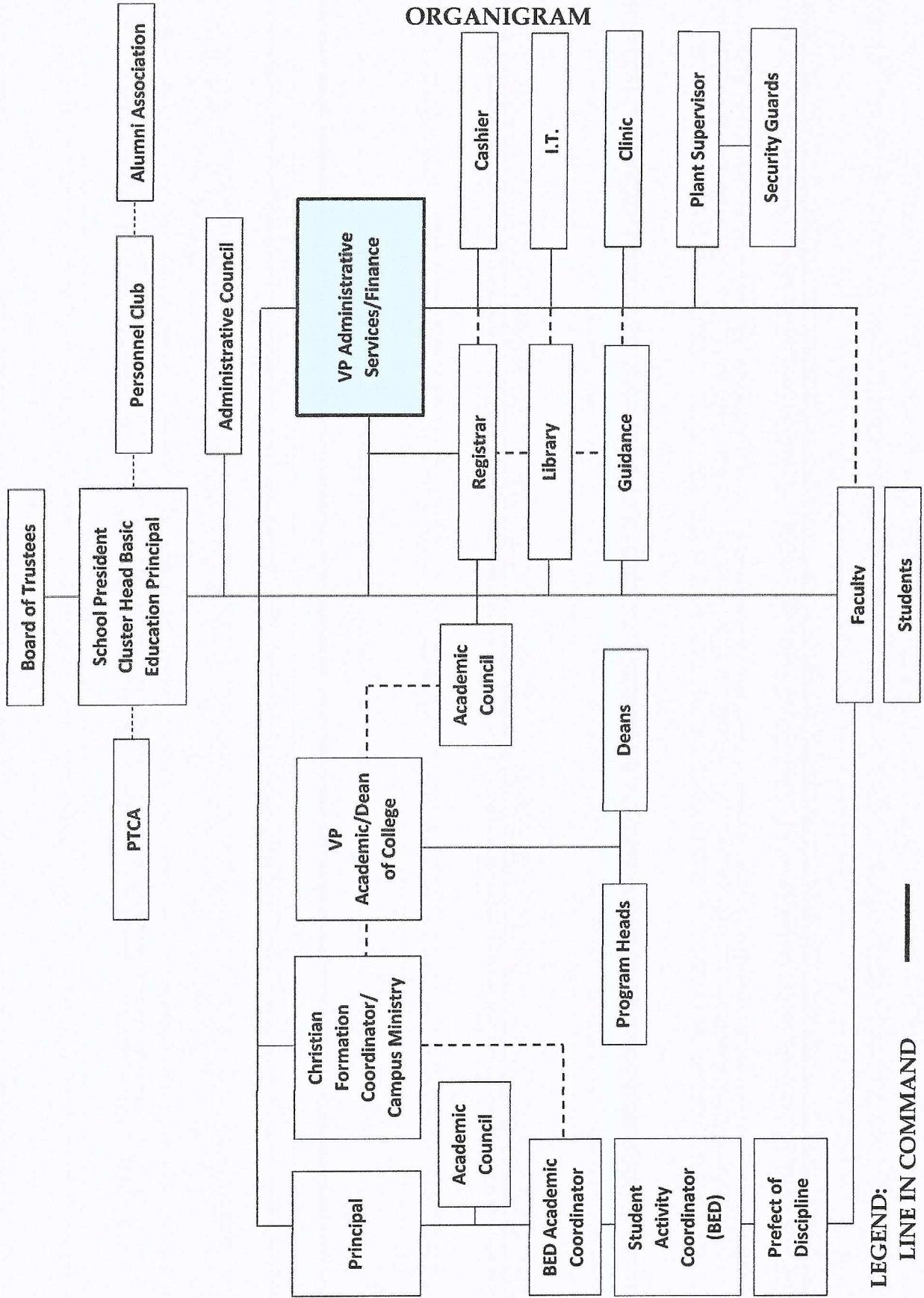
APPENDIX S

Organizational Structure for President/Property Custodian



APPENDIX T

HEI-6 ORGANIGRAM



LEGEND:

LINE IN COMMAND
LINE IN COORDINATE

APPENDIX U

PCAB Categorization – Classification Table
 (Board Resolution No. 201, series of 2017)

Classification	Category	Minimum Qualification Requirements				
		(1) *Financial Capacity	(2) **Sustaining Technical Employee (STE) Construction Experience	(3) ***Overall Credit Points		
		Minimum Networth / Equity (P)	Credit Points	Individual (years)	Aggre-gate (man-years)	Minimum Credit Points
A. GENERAL ENGINEERING						
GE-1 (Road, Highways, Pavement, Railways, Airport Horizontal Structure, and Bridges)	AAAA	1,000,000,000.00	10,000.00	10	60	300
	AAA	180,000,000.00	1,800.00	10	60	300
	AA	90,000,000.00	900.00	10	50	250
	A	30,000,000.00	300.00	7	21	105
GE-2 (Irrigation or Flood Control)	B	10,000,000.00	100.00	5	10	50
GE-3 (Dam, Reservoir or Tunneling)	C	6,000,000.00	60.00	3	3	15
GE-4 (Water Supply)	D	2,000,000.00	20.00	3	3	15
GE-5 (Port, Harbor or Offshore Engineering)						
B. GENERAL BUILDING						
GB-1 (Building or Industrial Plant)	AAAA	1,000,000,000.00	10,000.00	10	60	300
	AAA	180,000,000.00	1,800.00	10	60	300
	AA	90,000,000.00	900.00	10	50	250
	A	30,000,000.00	300.00	7	21	105
GB-2 (Sewerage or Sewage System)	B	10,000,000.00	100.00	5	10	50
GB-3 (Water Treatment Plant & System)	C	6,000,000.00	60.00	3	3	15
GB-4 (Park, Playground or Recreational Work)	D	2,000,000.00			3	15
C. SPECIALTY						
SP-FW (Foundation Work)	AAAA	1,000,000,000.00	10,000.00	10	60	300
						10,300.00

SP-SS (Structural Steel Work)	AAA	180,000,000.00	1,800.00	10	60	300	2,410.00
SP-CC (Concrete Pre-casting, Pre-Stressing or Post-tensioning)	AA	90,000,000.00	900.00	10	50	250	1,145.00
SP-PS (Plumbing & Sanitary Work)	A	30,000,000.00	300.00	7	21	105	421.00
SP-EE (Electrical Work)	B	10,000,000.00	100.00	5	10	50	165.50
SP-ME (Mechanical Work)	C	6,000,000.00	60.00	3	3	15	90.50
SP-AC (Air-conditioning or Refrigeration)	D	2,000,000.00	20.00	3	3	15	35.00
SP-ES (Elevator or Escalator)	D. SP-TRADE		100,000.00	1.00	none	none	1.00
SP-FP (Fire Protection Work)	* Minimum Qualification Requirements for Principal Classification						
SP-WP (Waterproofing Work)	** For Other Classification/s, Minimum of 3 Years Actual Construction Experience						
SP-PN (Painting Work)	*** Overall credit points inclusive of Equipment Capacity ('1 point/P100TH); Experience of Firm (10 points/year of active existence); and 1 point/P100TH of 3 year Average Annual Volume of Work Accomplished; and COMTCP points if STEs are COMTCP certified						
SP-WD (Well-Drilling Work)							
SP-CF (Communication Facilities)							
SP-MS (Metal Roofing & Siding Installation)							
SP-SD (Structural Demolition)							
SP-LS (Landscaping)							
SP-EM (Electro Mechanical Work)							
SP-NF (Navigation Facilities)							

Third Stage of Adjustment on Allowable Ranges of Contract Costs (ARCC) and Single Largest Project (SLP) Completed / Track Record Requirements
 (Board Resolution No. 201, series of 2017)

Size Range	License Category	Single Largest Project (₱)	Allowable Ranges of Contract Costs (₱)
Large B	AAAA and AAA	Above 225 Million	< or above 450 Million
Large A	AA	Above 150 Million up to 225 Million	Up to 450 Million
Medium B	A	Above 75 Million up to 150 Million	Up to 300 Million
Medium A	B	Above 15 Million up to 75 Million	Up to 150 Million
Small B	C & D	≤ 15 Million	Up to 30 Million
Small A	Trade/E	Up to 1 Million	Up to 1 Million

Note: Par. 3 of Sec. 23, 11.2 of the IRR of RA 9184 allows Small A and Small B contractors without similar experience to bid only for contracts not more than fifty percent (50%) of the allowable range of contract cost of their respective size range(s).

APPENDIX V

Distribution of Respondents

Type of Respondents	Category of Respondents		Total	%
	Public	Private		
Procurement Officer	3	3	6	5.78
Registered Supplier	1	30	31	29.80
End-user	34	33	67	64.42
Total	38	66	104	100.00
Percentage	36.54	63.46	100.00	

APPENDIX W

Periodic Volume Requested by HEIs in Samar Province

Volume Requested	Kinds and Types of Items Requested						Grand Total	% Dis.
	Goods		Equipment		Services			
	f	% Dis.	f	% Dis.	f	% Dis.		
5-10 items weekly	15	7.21	5	7.35	5	8.20	25	7.42
11-20 items monthly	58	27.88	16	23.53	18	29.51	92	27.30
21-30 items quarterly	44	21.15	16	23.53	12	19.68	72	21.37
31-50 items semi-annually	22	10.58	10	14.71	8	13.12	40	11.87
51-100 items annually	69	33.17	21	30.88	18	29.51	108	32.05
Total	208	1.00	68	1.00	61	1.00	337	1.00
Percentage	61.72		20.18		18.10			1.00
Mean	41.60		13.6		12.20		67.40	
SD	23.01		6.19		5.85		34.72	

APPENDIX X

Periodic Volume Received by HEIs in Samar Province

Volume Requested	Kinds and Types of Items Requested						Grand Total	% Dis.		
	Goods		Equipment		Services					
	f	% Dis.	f	% Dis.	f	% Dis.				
5-10 items weekly	12	6.56	2	5.26	3	7.14	17	6.46		
11-20 items monthly	62	33.88	10	26.32	11	26.19	83	31.56		
21-30 items quarterly	32	17.49	9	23.68	8	19.05	49	18.63		
31-50 items semi-annually	18	9.84	4	10.53	3	7.14	25	9.51		
51-100 items annually	59	32.24	13	34.21	17	40.48	89	33.84		
Total	183	1.00	38	1.00	42	1.00	263	1.00		
Percentage		69.58		14.45		15.97		1.00		
Mean	36.60		7.6		8.40		52.60			
SD	23.01		4.51		5.90		32.75			

APPENDIX Y

Timeliness - Goods (Supplies and Materials)

Observed Frequencies				
	Timeliness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	14	83	103	200
Private HEIs	15	74	94	183
Total	29	157	197	383

Calculations		
fo - fe		
-1.1436	1.0157	0.127937
1.1436	1.0157	-0.12794
(fo - fe)^2/fe		
0.0864	0.0126	0.0002
0.0944	0.0138	0.0002

Expected Frequencies				
	Timeliness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	15.1436	81.9843	102.8720627	200
Private HEIs	13.8564	75.0157	94.12793734	183
Total	29	157	197	383

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	0.2074
p-Value	0.9015
Do not reject the null hypothesis	

*Expected frequency assumption
is met.*

APPENDIX Z

Timeliness - Equipment

Observed Frequencies				
	Timeliness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	10	87	99	196
Private HEIs	14	73	92	179
Total	24	160	191	375

Calculations		
fo - fe		
-2.5440	3.3733	-0.82933
2.5440	-3.3733	0.82933
		3
(fo - fe)^2/fe		
0.5159	0.1361	0.0069
0.5649	0.1490	0.0075

Expected Frequencies				
	Timeliness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	12.5440	83.6267	99.82933333	196
Private HEIs	11.4560	76.3733	91.17066667	179
Total	24	160	191	375

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	1.3804
p-Value	0.5015
Do not reject the null hypothesis	

Expected frequency assumption is met.

APPENDIX AA

Timeliness - Services

Observed Frequencies				
	Timeliness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	8	69	110	187
Private HEIs	12	54	98	164
Total	20	123	208	351

Calculations		
fo - fe		
-2.6553	3.4701	-0.81481
2.6553	-3.4701	0.814815
(fo - fe)^2/fe		
0.6617	0.1838	0.0060
0.7545	0.2095	0.0068

Expected Frequencies				
	Timeliness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	10.6553	65.5299	110.8148148	187
Private HEIs	9.3447	57.4701	97.18518519	164
Total	20	123	208	351

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	1.8223
p-Value	0.4021
Do not reject the null hypothesis	

*Expected frequency assumption
is met.*

APPENDIX BB

Timeliness – Infrastructure Projects

Observed Frequencies				
	Timeliness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	12	21	142	175
Private HEIs	14	18	130	162
Total	26	39	272	337

Calculations		
fo - fe		
-1.5015	0.7478	0.753709
1.5015	-0.7478	-0.75371
(fo - fe)^2/fe		
0.1670	0.0276	0.0040
0.1804	0.0298	0.0043

Expected Frequencies				
	Timeliness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	13.5015	20.2522	141.2462908	175
Private HEIs	12.4985	18.7478	130.7537092	162
Total	26	39	272	337

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	0.4132
p-Value	0.8134

Do not reject the null hypothesis

*Expected frequency assumption
is met.*

APPENDIX CC

Effectiveness - Goods

Observed Frequencies				
Category	Effectiveness			Total
	Procurement Officer	Supplier	Quality of the Item	
Public HEIs	12	86	97	195
Private HEIs	14	72	89	175
Total	26	158	186	370

Calculations		
fo - fe		
-1.7027	2.7297	-1.02703
1.7027	-2.7297	1.027027
(fo - fe)^2/fe		
0.2116	0.0895	0.0108
0.2358	0.0997	0.0120

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	0.6593
p-Value	0.7192
Do not reject the null hypothesis	

*Expected frequency assumption
is met.*

APPENDIX DD

Effectiveness - Equipment

Observed Frequencies				
Category	Effectiveness			Total
	Procurement Officer	Supplier	Quality of the Item	
Public HEIs	12	83	94	189
Private HEIs	16	65	90	171
Total	28	148	184	360

Calculations		
fo - fe		
-2.7000	5.3000	-2.6
2.7000	-5.3000	2.6
$(fo - fe)^2/fe$		
0.4959	0.3615	0.0700
0.5481	0.3996	0.0773

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	1.9525
p-Value	0.3767
Do not reject the null hypothesis	

*Expected frequency assumption
is met.*

Effectiveness - Services

Observed Frequencies				
	Effectiveness			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	12	75	95	182
Private HEIs	12	57	94	163
Total	24	132	189	345

Calculations		
fo - fe		
-0.6609	5.3652	-4.70435
0.6609	-5.3652	4.704348
(fo - fe)^2/fe		
0.0345	0.4134	0.2220
0.0385	0.4616	0.2478

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	1.4178
p-Value	0.4922
Do not reject the null hypothesis	

Expected frequency assumption is met.

APPENDIX HH

Quality of the Item – Equipment

Observed Frequencies				
Category	Quality of the Item			Total
	Procurement Officer	Supplier	Quality of the Item	
Public HEIs	11	85	90	186
Private HEIs	13	75	88	176
Total	24	160	178	362

Calculations		
fo - fe		
-1.3315	2.7901	-1.45856
1.3315	-2.7901	1.458564
(fo - fe)^2/fe		
0.1438	0.0947	0.0233
0.1519	0.1001	0.0246

Expected Frequencies				
Category	Quality of the Item			Total
	Procurement Officer	Supplier	Quality of the Item	
Public HEIs	12.3315	82.2099	91.45856354	186
Private HEIs	11.6685	77.7901	86.54143646	176
Total	24	160	178	362

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	0.5383
p-Value	0.7640
Do not reject the null hypothesis	

Expected frequency assumption is met.

APPENDIX II

Quality of the Item - Services

Observed Frequencies				
	Quality of the Item			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	10	66	91	167
Private HEIs	11	50	89	150
Total	21	116	180	317

Calculations		
fo - fe		
-1.0631	4.8896	-3.8265
1.0631	-4.8896	3.826498
(fo - fe)^2/fe		
0.1022	0.3912	0.1544
0.1137	0.4356	0.1719

Expected Frequencies				
	Quality of the Item			
Category	Procurement Officer	Supplier	Quality of the Item	Total
Public HEIs	11.0631	61.1104	94.82649842	167
Private HEIs	9.9369	54.8896	85.17350158	150
Total	21	116	180	317

Data	
Level of Significance	0.05
Number of Rows	2
Number of Columns	3
Degrees of Freedom	2

Results	
Critical Value	5.9915
Chi-Square Test Statistic	1.3690
p-Value	0.5043
Do not reject the null hypothesis	

Expected frequency assumption is met.

C U R R I C U L U M V I T A E

CURRICULUM VITAE

NAME : ANTONIO PALAÑA VALLES

ADDRESS : 37 BLISS, Canlapwas,
Catbalogan City, Samar

DATE OF BIRTH : August 18, 1965

PLACE OF BIRTH : Catbalogan City, Samar

RELIGION : Roman Catholic

STATUS : Married

HEIGHT : 171 cm.

WEIGHT : 73 kg.

TIN : 142-526-511-000

PROF. LICENCSE NO. : H01-07-000529

e-MAIL ADDRESS : antoniovalles449@gmail.com

TELEPHONE/CEL NO. : (055) 543-9197/09759906765

SKILLS : Human Resource Management, Teaching,
Accounting, Computer Literate, Electricity,
Carpentry, Singing and Dancing, Martial Arts and
Hilot Wellness Massage NC II

**EDUCATIONAL BACKGROUND**

Post-Graduate Studies : Samar State University
Catbalogan City
Doctor in Management
Major in Human Resource Management
2008 - 2019

Graduate Studies	:	Samar State University Catbalogan City, Samar Master in Public Management (MPM) Major in Public Management Service Award 1997 - 2001
		Samar State University Catbalogan City, Samar Master of Arts in Physical Education (M.A.) Completed Academic Requirements (CAR) 2002 - 2005
College	:	Divine Word University Tacloban City, Leyte Bachelor of Science in Commerce (BSC) Major in Accounting 1983-1987
		Samar College Catbalogan, Samar Bachelor of Secondary Education 24 units 1988 - 1989
Secondary	:	Samar National School Catbalogan, Samar Best Athlete of the Year 1978-1982
Vocational	:	Gregg School Catbalogan, Samar Stenography and Typewriting First Honors Summer 1979
Elementary	:	Salug Elementary School Catbalogan, Samar 1971-1977

CIVIL SERVICE ELIGIBILITY

Career Service Professional, January 22, 1999 - 80.81%, License No. 810109WE, Civil Service Commission, Regional O8, Candahug Palo, Leyte.

Police Officer 1, May 16, 1995 - 80.52%, License No. 155442, Civil Service Commission, Samar Field Office, Samar State University, Catbalogan City.

TESDA

Mc# 11. S 1996 Data Encoder, Category I, July 30, 1997 - 77.30%, License No. 26080220, TESDA, Catbalogan, Samar.

Hilot Wellness Massage NC II, Certificate No. 18086002004791 June 12, 2018, TESDA, Catbalogan City.

WORK EXPERIENCE

Administrative : Buyer III/Lead Procurement Officer
Procurement and Sup. Mgt. Serv. Office
Samar State University
Catbalogan City
June 16, 2008 to present

Buyer II
Supply Office
Samar State Polytechnic College/University
Catbalogan City
May 28, 2001 to June 15, 2008

Buyer I
Supply Office
Samar State Polytechnic College
Catbalogan City
November 5, 1999 to May 28, 2001

Office Clerk
Samar State Polytechnic College
Catbalogan, Samar
February 26, 1990 to November 4, 1999

- Teaching : Part-time Instructor, College of Criminal Justice Education,
Samar College, Catbalogan City
October 2008 - March 2018
- Part-time Instructor, CASPED,
College of Education
Samar State Polytechnic College/University
Catbalogan City
June 1997 - March 2014
- Part-time Instructor, Col of Arts & Sciences
Samar State Polytechnic College/University
Catbalogan, Samar
June 1998 - March 2005
- Graduate Military Assistant
535th Naval Reserve Officer Training Corps Unit
Naval Reserve Command, Naval District V
Samar State Polytechnic College/University
Catbalogan City, June 1993 - March 2002

TRAININGS/SEMINARS

Title of Training/Seminar	Sponsoring Agency	Venue/Year
Training/Seminar Workshop on RA 9184	DBM, Region VIII, Tacloban City	AVC Hall, Samar State University, Catblogan City, January 25-16, 2018
Capability Training for Frontliners/ Administration Personnel	Civil Service Commission, Samar Field Office, Catbalogan City	Tia Anita, 2 nd Floor, DBP Bldg., Catbalogan City, December 27, 2017
Training on Examination Administration (TEA)	Civil Service Commission, Samar FieldOffice,Catbalogan	AVC Hall, Samar State University, February 15, 2017
Seminar-Workshop on Performance Calibration for Supervisor	Commission on Higher Education, Tacloban City	Caluayan Palm Island Resort & Restaurant, Marabut, Samar, October 20-21, 2016

ISO 9001-2008 Awareness Course	AJA Registrars, Inc. Anglo Japanese American	AVC Hall, Samar State University, Catbalogan City, February 24, 2016
PhilGEPS Training for Buyers	PhilGEPS, DBM Cebu City	Mineski Portal Cebu Sept. 15-16, 2015
Training/Workshop on Government Procurement Reform Act (GPRA) Updates	GPPB and DBM, Region VIII, Tacloban City	Sabin Hotel, Ormoc City, September 20-21, 2014
Workshop on Records Recovery and Disaster Preparedness	National Archives of the Philippines, Metro Manila	Leyte Normal University, Tacloban City, April 23, 2014
PhilGEPS Buyers Training	Department of Budget and Management, Tacloban City	St. Paul School of Business and Law, Palo, Leyte, October 24-25, 2013
Full Length Training on Procurement Law (RA 9184) and Its Revised IRR as contained in 2012 Handbook on Philippine Gov't. Procurement (6 th Ed)	Department of Budget and Management, Tacloban City	DepEd Leyte Division Gymnasium, Candahug, Palo, Leyte, August 14-16, 2013
University-Based Orientation Seminar Workshop on Emergency Preparedness and Disaster Risk Reduction Mgt.	Department of Interior and Local Government, Catbalogan City	AVC Hall, Samar State University, Catbalogan City, July 10, 2013
Ready Reserve Organizational Training	Philippine Navy, Naval Reserve Command Center V, Cebu City	535 th NROTCU, Samar State University, Catbalogan City, Oct 27, 2012-Feb. 23, 2013
Disaster Emergency Assistance and Rescue Training (DEART)	Philippine Navy, Naval Reserve Command Center V, Cebu City	535 th NROTCU, AVC Hall, Samar State University, Catb. City, Dec 20, 2011 to Aug 18, 2012
Seminar-Workshop on Crafting Strategies Performance Mgt. System and Human Resource Plan (SWOC SPMS & HRP)	Civil Service Commission Regional Office VIII and Samar Field Office, Catbalogan City	AVC Hall, Samar State University, Catbalogan City, August 28-29, 2012

Civil Service Commission, Workshop on Target- Setting & Accomplishment (Work TA)	Civil Service Commission, Samar Field Office, Catbalogan City	AVC Hall, Samar State University, Catbalogan City, October 7, 2010
Training on RA 9184 and its Revised IRR	Gov't. Procurement Policy Board, Region VIII, Tacloban City	DPWH, Baras, Palo, Leyte, March 16-17, 2010

MEMBERSHIP OF ORGANIZATION

Member

Selection and Promotional Board Committee
Samar State University
Catbalogan City
July 6, 2018 to present

Member and Officer (Sgt.-at Arms)

Personnel Association
Samar State University
Catbalogan City
July 6, 2018 to present

President

General Parents-Teachers Association (GPTA)
St. Mary Child Development Center
Catbalogan City
July 15, 2017 to March 22, 2018

Vice-President

General Parents-Teachers Association (GPTA)
St. Mary's College of Catbalogan
Catbalogan City
August 12, 2015 to March 2016

Member - Choir

BLISS Pastoral Council
BLISS, Brgy. Canlapwas
Catbalogan City
September 23, 2016 to present

**533rd Naval Reservist Squadron, N1/Deputy Commander/
Squadron 1st Battalion, Battalion Commander
Samar Naval Reservist,
Philippine Navy, Naval Reserve Command, Naval District V
Naval Reserve Center Eastern Visayas
February 24, 2013 to Present**

Member

Catbalogan Running Society
Catbalogan City
May 18, 2012 to present

**Fire Safety and Management (In-charge)
SSU-Disaster Risk Reduction and Management Council (SSU-DRRMC)
Samar State University
Catbalogan City
September 9, 2009 to present**



“A man without wisdom enjoys being foolish.

But a man with understanding does what is right”

(Proverbs 15:21).

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