



AWARENESS IN THE IMPLEMENTATION OF PROCUREMENT LAW IN THE UNIFIED COMMANDS, AFP

¹Melba R. Roque

¹Chief Accountant

¹6th AFP Field Accounting Service Unit,

¹Armed Forces of the Philippines Health Service Command, Quezon City, Philippines

Abstract: This study evaluated the awareness in the implementation of Procurement Law in the Unified Commands, AFP. It also identified the problems encountered in the procurement process and proposed plans of actions that can improve the procurement process. The researcher attained the objectives of the study, through a research strategy known as quantitative correlational research design. The researcher also identified the respondents of the study using purpose sampling design.

The researcher used a survey questionnaire to evaluate the level of awareness of the employees involved in the procurement process and evaluated the process in terms of timeliness, number of signatories and transparency. The data collected were analyzed using Likert scale, frequency, and percentage.

The study's findings reveal that a majority of the respondents possess a substantial awareness of the Procurement Law (RA 9184). Specifically, they demonstrate a solid understanding of the governing principles on government procurement (4.16 - Aware), emphasizing their grasp of the fundamental concepts underlying procurement processes. Furthermore, they are fully aware of procurement planning (4.50 - Fully Aware), recognizing its pivotal role in effective procurement. While they display awareness of procurement by electronic means (3.96 - Aware) and the existence of the Bids and Awards Committee (3.82 - Aware), they are especially knowledgeable about the preparation of bidding documents (4.16 - Aware) and the procedures related to the receipt and opening of bids (3.99 - Aware). They also demonstrate awareness of post-qualification, award, implementation, and contract termination processes (3.87 - Aware) and alternative methods of procurement (4.05 - Aware).

However, a significant challenge noted is the return of procurement documents due to incomplete requirements, which is prevalent among 88% of respondents. This issue poses potential delays and obstacles to the Unified Command's procurement efficiency. To address this, the top-priority proposed action involves urging end-users and purchasing units to submit complete documents with all necessary signatures, emphasizing document integrity and timely submissions (87%).

I. THE PROBLEMS AND ITS BACKGROUND

Background of the Study

Globally, procurement is known as a process of acquiring products and services.

The procurement process serves as an essential initiation to obtain goods or services from an exterior source. It involves activities such as supplier identification, order placement, budget discussions, actual purchases, and payment transactions. Public and Private Institutions need Procurement for their operations to achieve their goals. Procurement is an essential component of government service. Procurement Law is practiced in several countries, to include the Philippines, and the government is the single major procuring organization in the country, that makes the procurement very vital.

In the United States, the Procurement Act of 1947 (United States Government, 1948) and the Federal Property and Administrative Services Act of 1949 (United States Government Publishing Office, 1949) serve as the cornerstones of the current federal procurement system in the United States. Combining these two statutes provided an explanation for the many rules that were in place. In 1979, modifications to the Office of Federal Procurement Policy Act established a more basic and focused strategy for the government in its procurement processes.

This makes it possible for someone who wishes to pursue federal contracts to access the Federal Acquisition Regulation (FAR), which was established in 1984 as the government's official competitive contract bidding process.

The Federal Acquisition Streamlining Act of 1994 streamlined the federal procurement system and the 1984 Competition in Contracting Act, that increased rivalry in federal procurement and introduced diverse acquisition procedures such as competitive negotiation, formed the foundational elements of government procurement.

Titles 10 and 41 of the United States Code govern most federal procurement regulations. The Federal Acquisition Regulation (FAR) and Agency FAR Supplements are critical in providing standard policies and procedures for most federal agency purchases, while also harmonizing with the regulatory execution of the controlling legislation. The FAR is included in Title 48 of the Code of Federal Regulations (CFR) (ICLG.com, 2021).

In Europe, public authorities of both the European Union (EU) and its member states engage in government procurement, awarding contracts for public works, and the procurement of goods and services. This process aligns in accordance with the principles derived from the Treaties of the European Union.

Looking at the Philippine landscape, the procedures for procurement are defined by “Republic Act 9184”, commonly referred to as Government Procurement Reform Act. This legislation aims to regulate, standardize, and modernize government procurement practices and serves various purposes. “RA 9184” is applicable to all government agencies, both national and local, requiring them to adhere to its provisions. Procuring Entities are mandated to have an approved budget, and meticulous planning is essential for all procurement activities. The Act stipulates that competitive bidding is the standard method for procurement, with exceptions outlined in Article XVI for alternative procurement approaches.

The Armed Forces of the Philippines (AFP) are one of the Bureaus under the Department of National Defense (DND) (Department of Budget and Management, n.d.) with the mission of maintaining peace and harmony of the nation by protecting it from dangers of both military and civilian character, including terrorism. The AFP is composed of General Headquarters (GHQ) and three (3) Major Services namely: Philippine Army, Philippine Air Force (PAF), and Philippine Navy (PN). The General Headquarters (GHQ) has 6 Unified Commands (UC) and 3 Key Budgetary Units (KBU). The 6 Unified Commands are Southern Luzon Command (NOLCOM), Northern Luzon Command (SOLCOM), Western Command (WESCOM), Western Mindanao Command (WESTMINCOM), Eastern Mindanao Command (EASTMINCOM) and Visayas Command (VISCOSM), while the 3 KBUs are the Philippine Military Academy (PMA), the Presidential Security Group (PSG), and the AFP Health Service Command (AFPHSC) (Commission on Audit, 2021).

In the AFP, the procurement process is regulated by the DND Department Order (DO) No. 12, initially issued in 2006 and later modified by Department Circular (DC) 02 in 2008. The creation of the AFP Procurement Service (AFPPS) is outlined in this directive, which encompasses Procurement Centers (PC) and Contracting Offices (CO). These entities are authorized, among other responsibilities, to engage in procurement using alternative acquisition methods with the Chief of Staff's approval, who serves as the Head of Procuring Entity (HOPE). DC No. 2 also addresses the designation of power to accept and sign Purchase Orders (PO), Job Orders (JO), Work Orders (WO), and Contracts. It further outlines the approval of ceilings for designated officials to exercise such authority in the procurement of products, services, and infrastructure projects.

The establishment and function of the Unified Command are sanctioned by the General Headquarters of the AFP, as per the Memorandum from the Secretary of DND to the Chief of Staff of the AFP dated April 1, 2002. The Command's purpose is to carry out support operations across various regions of the country, with the goal of diminishing armed threat groups to a manageable level by local law enforcement. This initiative aims to foster an environment beneficial to sustainable development, promoting progress, peace, and prosperity.

Prior to initiating the process of procurement within government agencies, such as the Unified Command, a pre-procurement meeting involving management and relevant units to strategize for future procurement needs tied to their diverse activities. Individual units or offices are responsible for drafting their respective Procurement Program Management Plans for entire Projects, Programs, and Activities (PPA) requiring the acquisition of goods, services, or general services essential for their operational functions. The items earmarked for procurement are consolidated into the Annual Procurement Plan (APP), and a corresponding budget is allocated as part of the Annual Program and Budget (APB) of the command. This APB is then submitted to the General Headquarters for consolidation and subsequently included in the official General Appropriation Act (GAA) approved by the President. Subsequently, the Department of Budget and Management (DBM) releases the budget to the GHQ, AFP. The allocation is then distributed to the Unified Command via an Allotment Advice (AA). The AA serves as the reference for the Budget Office to obligate funds and procure the requisite supplies, materials, equipment, and other essential items for the execution of the PPA outlined in the APP. Furthermore, the DBM issues a monthly or quarterly Notice of Cash Allocation (NCA), which is utilized for the facilitation of payments related to procured goods and services.

Within the Unified Command (UC), each relevant and involved unit is required to submit its Unit Purchase Request (UPR) to the Assistant Chief of Staff for Logistics (U4). The U4 consolidates these requests and then forwards them to the Assistant Chief of Staff (U10) for certification, ensuring that the purchase is permissible, and issues a Certificate of Fund Chargeability (CFC). Subsequently, the request is forwarded to the Commander of UC for approval. Once approved, it is then submitted to the Contracting Office, marking the start of the process of Procurement.

The contracting office's Chief of Office (CO) will assess the Unit Purchase Request received, in consonance with the provisions of Republic Act 9184. The Contracting Office will post the Requested procurement to PhilGeps and interested suppliers/contractors/caterers will submit their quotations. Winning suppliers/contractors/caterers will be notified through Notice of Award. The Purchase Order will be prepared to be signed by an accountant of the Command and approved by the Chief of the Contracting Office. Then it will be obligated through Obligation Request and Status. Then delivery of items and services will be made and Technical and inspection will be conducted by the members of the committee and Supply Accountable Officer (SAO). Disbursement Voucher will be prepared for the payment of procurement for submission to Accounting Unit to be certified by the accountant as to availability of Notice of Cash Allocation and finally submitted to Finance Unit for preparation of check or Advice to debit account.

The researcher was previously designated as Accountant of NOLCOM, SOLCOM, and Eastmincom but recently transferred to AFP Health Service Command on May 20, 2023. The researcher oversees the Financial Transactions including the Procurement of different Field Accounting Service Units and observes the issues and concerns of the processes of procurement of the unit.

The aim of the study is to evaluate the level of awareness regarding the implementation of Procurement Law in the Unified Command and to identify redundant practices by evaluating the current procurement process and finding the root causes of the delays and somehow recommend good and better ways in improving the procurement process.

Statement of the Problems

The study intends to assess the present procurement process of Unified Commands of the Armed Forces of the Philippines.

Specifically, it aims to answer the following questions:

1. How is the level of awareness on the implementation of procurement law in the Unified Command be described and evaluated along with:
 - 1.1. Governing Principles on Government Procurement
 - 1.2. Procurement Planning
 - 1.3. Procurement By Electronic Means
 - 1.4. Bids And Awards Committee
 - 1.5. Preparation Of Bidding Documents
 - 1.6. Receipt And Opening of Bids
 - 1.7. Post-Qualification and Award, Implementation and Termination of Contract
 - 1.8. Alternative Methods of Procurement
2. What are the problems encountered by the Unified Command in their procurement process?
3. What measures can be recommended to improve the current procurement process of the Unified Command?
4. What are the implications of the study to Public Administration?

Significance of the Study

Procurement is an important part of Public Fiscal Administration so it should be transparent, efficient, and timely to immediately respond and implement the mandates of the Command. The conduct of the study will be favorable to the following:

To the Management of the Command, for the efficient execution and fulfillment of its directives. As the management can immediately react and resolve problems encountered if there is timely procurement of goods and services. It will also help them to understand how important procurement in achieving their mission and vision.

To the other Units/offices of the AFP, the study may be used as a benchmark for the improvement of current procurement system.

To the Government Agencies, to procurement knowledge, improving efficiency, and promoting compliance with regulations, offering practical solutions to enhance procurement processes.

To the future Researchers, this study will provide vast information that will be beneficial as a research reference. Future researchers can refer to the study in the future and utilize it to gain a thorough grasp of how important the procurement process is in every agency or organization. In addition, this study will expand the collection of resources accessible to students studying public administration who want to do related and further research.

Scope and Delimitation of the Study

The study evaluated only the Personnel assigned at the Unified Commands. The Unified Commands are under the GHQ, AFP which are composed of Northern Luzon Command (NOLCOM), Southern Luzon Command (SOLCOM), Western Command (WESCOM), Visayas Command (VISCOS), Eastern Mindanao Command (EASTMINCOM) and Western Mindanao Command (WESMINCOM) (Commission on Audit, 2021). Selected respondents are from the offices involved in the procurement which must be in line with the procurement process of the command to acquire accurate data which is needed in the study. The offices/units involved are the Contracting Office, Assistant chief of Staff for Logistics (U4), Assistant chief of Staff for Financial Management (U10), Field Accounting Service Unit (FASU), Supply Accountable Office (SAO), Finance Service Unit (FSU) and Hospitals. Furthermore, the study is limited solely to the negotiated

procurement process of the Unified Command amounting to below 1 million and delimits procurement bidding which amounts to more than a million as the Unified Command is only authorized to process the negotiated mode of procurement for below 1 million and bidding of 1 million above is being process to General Headquarters, AFP.

Literature Review and Related Studies

This section provides evaluation of connected literature and research that are related to the current topic in some way. Some of the challenges and concerns of procurement systems are addressed in the literature study.

The importance of resource strategy in linking human and procurement within a multiunit preservation platform argue that procurement is more than just a transactional process but is an essential element in managing the supply chain and ensuring the organization's sustainability. The procurement process involves several stages, including identifying the need for goods or services, searching for potential suppliers, requesting proposals or bids from suppliers, evaluating proposals, negotiating contracts, and managing supplier relationships. Zhang et al. (2013) emphasize the role of procurement in the product development cycle, where procurement activities occur after the product design stage. They argue that the procurement process should be integrated with the product development cycle to ensure the timely delivery of goods and services and optimize resource utilization. It highlighted the critical role of procurement in organizational success and underscores the need for strategic planning and resource allocation to optimize procurement performance.

The exhibited ideal model is divided in various sub-models, such as the human resource sub-model, which emphasizes management and providing regulations. Furthermore, the sub-model of procurement emphasizes purchase course as well as inventory monitoring system. The model highlighted the impact of a single option in a specific resource technique on the other resource system conservation, and this will pave the road to a primary rule for maintenance resource provision system. Sadreddin (2014a)

Introduced a replication approach based on a dynamic system for working procurement and passage planning within a complex supply chain environment. Which aim to compare the results obtained from different replication models, including worksheet-based, dynamics system, and programming of fuzzy multi-objective approaches, in a two-level, multi-period, and multi-product source series. serves as a methodology for analyzing and evaluating the performance of procurement and passage planning strategies. By using dynamic system modeling, it can simulate various scenarios and assess the impact of different decision variables on the overall supply chain performance. Overall, Vensim and Mula (2013) study. Provides valuable insights into the use of replication models and dynamic system modeling in the context of procurement and passage planning. The findings contribute to the body of knowledge in supply chain management and offer practical implications for improving decision-making processes in complex supply chain networks.

The process of procuring suitable goods and/or services is known as procurement. The most advantageous total ownership cost is to accommodate the requirements of the buyer in terms of amount, timing, quality, and place. (Calleja, 2015).

The quality of public service delivery is impacted by public procurement, a business activity that is vulnerable to corruption and administrative inefficiency. (Sangil, 2020).

Delays in the procurement of goods and services may cause disturbance to operations. (Susanti et al., 2020). It has been noted numerous times that previous delays in government spending were driven, in part, by procurement issues. Procurement is mentioned as a cause of underspending in the DBM reports from 2014 and 2015, and this was frequently emphasized in media reports. (Navarro et al., 2017).

When selecting and evaluating suppliers, standards are vital since they have a bearing on the entire process (Safa et al., 2014). To define the total requirements for the award of a public contract, the purchasing agent cannot, however, be granted complete discretion. Instead, it suggests that the buyer-agent has a moral, private, and the need to make sure the money is spent responsibly, judiciously, and in accordance with the purposes, guidelines, laws, as well as the fund provider's worries. (Hettne, 2013).

Governments, it was decided, do not seek a single dominating strategy to public procurement and improvement. Application rests vigilant and indirect, as opposed to significant and direct. The public procurement process, regardless of its place on the cyclical continuum, plays a significantly smaller impact in actual implementation than predicted (Lember et al., 2014).

Public purchasing occurs in a clearly political atmosphere through both official political leadership situations and the negotiation of informal power relations. 2013 (Fisher).

It is crucial that procurement specialists in the public sector uphold the highest standards of ethics by conducting daily procurement activities in an objective, professional, and transparent manner. The foundation of ethical procurement best practices is the adherence of procurement staff to an ethical code that governs their behavior when conducting business. (Amemba et al., 2013).

According to Nyekto (2019), metrics such as procurement efficiency and purchasing function success are commonly used to evaluate procurement performance. However, it is important to look beyond financial indicators and consider non-fiscal measures that can provide a more comprehensive view of procurement effectiveness. These non-fiscal measures encompass aspects such as supplier relationship management, inventory management, quality assurance, and sustainability practices. Supplier relationship management involves assessing the effectiveness of collaborations with suppliers, including factors such as communication, trust, and responsiveness. This measure helps to ensure that procurement processes are aligned with the objectives of building strong and sustainable relationships with suppliers. Inventory management measures focus on evaluating the accuracy of demand forecasting, lead times, and stock availability. By monitoring these metrics, organizations can optimize their inventory levels, reduce stockouts, and enhance the overall efficiency of procurement operations.

Quality assurance measures involve evaluating the effectiveness of quality control processes, adherence to standards, and customer satisfaction. These non-fiscal indicators are essential for ensuring that procured goods and services meet the required quality standards and that customer expectations are met. Sustainability practices, such as environmental impact, social responsibility, and ethical considerations, are increasingly important in procurement. Non-fiscal measures related to sustainability help organizations evaluate their efforts in promoting sustainable sourcing, reducing carbon footprint, and supporting responsible business practices. Considering a combination of fiscal and non-fiscal measures, organizations can gain a holistic understanding of procurement performance. This integrated approach allows for a more accurate assessment of the overall effectiveness and efficiency of the procurement function.

An efficient and effective procurement strategy yields the best value for money and transparency. Personnel were not fully committed due to a lack of practical skills. There were some aspects of its present procurement procedures that required to be improved or redesigned. Among the key areas that should be improved are the professionalization of all procurement workers and the revision of internal rules and policies to produce adherent, modernized, standardized, and regulated procurement activities that are in accordance with the basic principles anchored by the procurement charter Government Procurement Reform Act (RA 9184), namely: transparency, accountability, equity, efficiency, and economy. Proficiency of Personnel: Key to effective and Efficient Procurement. (Tayo, 2015)

Procurement procedures are tactical roles that strive to increase a government's productivity, find good suppliers, and save money on raw materials. Implementing lean procurement in small and medium-sized businesses increases organizational performance. Client fulfillment, effectiveness, quality profitability, and market share can all be used to establish a link among governmental presentation and procurement best practices. Customer demands in the supply chain are growing increasingly complex. To react to these changes and embrace future opportunities, procurement must be proactive. Before the start of competition, a systematic process of purchasing must be developed to win in the competition. (Kipkemoi, 2017).

To achieve the desired goal of increasing the efficacy and efficiency of public funds, all public institutions must establish, implement, and operate a systematic procurement system. To some extent, the implementation of procurement principles was adequate, but the overall procurement process did not deliver worth for money, which must be a main worry for the government, institutions, procurement experts, and other shareholders. The centralized procurement system is the most widely used, favored, and efficient in various ways. The three

greatest grim factors affecting procurement processes were identified as a absence of funds, a conflict of interest, and poor teamwork. Procurement and quality service have a favorable link because quality service is dependent on procurement operations. As a result, appropriate procurement management affects the expected quality of service by institutions, whereas inefficient procurement management negatively affects the expected quality of service. 2019 (Oppong).

To achieve successful implementation and adoption of e-procurement systems, it is crucial to address not only the technical aspects but also the attitudes and perceptions of stakeholders. As noted by Ahmad et al. (2019), there exists a historical mistrust and negative perception of government agencies among the public, which may affect their willingness to embrace new systems and technologies. Clear information about procurement procedures, decision-making criteria, and vendor selection, government agencies can increase trust and confidence among stakeholders. This can help to overcome negative perceptions and promote positive attitudes towards the e-procurement system. Thus, government agencies should aim to improve these aspects of their image to foster a positive environment for the adoption and implementation of e-procurement systems.

To handle with the cumulative procurement difficulty, a centralized arrangement encourages local governments to implement an e-procurement system. Government with a synchronized arrangement are less probable to use e-procurement because they may depend on relationship of intra-organizational and info sharing built into the structure to handle complex procurement. Local governments with various structures are best suited to deal with difficult administrative tasks and enable e-procurement adoption. (Che et al., 2021)

The public sector appears to be having issues with the capability, timeliness, and expense of the main procurement structures in use. Old-fashioned work attitude and the business environment impact the practice of public sector, that explains why each procurement method is modified. Therefore, the full benefits of exhausting an alternate procurement system may not be realized in the organization of public sector. (Jaafar and Radzi, 2013).

The government's current priority is to enhance the efficacy, effectiveness, and compliance of public procurement. Different levels of government are realizing that for Public Procurement to accomplish its objective, adequate internal control and diagnostic mechanisms must be developed. Performance aspects should go beyond standard cost metrics, with KPIs not confined to national/regional mandates. Procurement function is recognized as strategic in the public organizations. (Patrucco, et al., 2016).

The Philippine government has applied improvements to discourse age-old imperfections in the country's procurement system. Reforms have included expanding competition, increasing transparency, standardization of operations, improving the quality of product and contractor dependability, guaranteeing adequate budgeting and planning, fighting corruption, and firming responsibility. These changes aimed to bring the procurement structure in line with international good practices. However, it demonstrates that the impact has been smaller than expected. This is due to limits in specific reform provisions and inadequacies in both execution and accountability of procuring entities. Extensive corruption, which remains to plague many elements of the procurement structure, is a crucial factor undermining the changes. As a result, this network has been able to influence the reforms to serve its own interests and ensure its continued dominance of the procurement market. (Jones, 2013)

Procurement is listed as a reason for underspending in Department of Budget and Management reports from 2014 and 2015. Furthermore, government agencies with significant underspending issues cited "public procurement issues" as a recurring cause of the low distribution outturn. To make procurement easier, Congress recommends granting the president emergency powers and eliminating competitive bidding as the default manner of completing transportation projects. However, procurement data analysis demonstrates in civilian works procurement, the bid failure rate is higher in alternative modes of procurement than in competitive modes, contradicting Congress' plan.

Republic Act 9184, often recognized as the Government Procurement Reform Act of 2003, contains the current legislative framework. On January 10, 2003, President George W. Bush signed it into law. Regulation and rule implementation (IRR 2016). Section 3 of RA 9184 specifies the governing principles as transparency, competition, a streamlined procurement process, accountability, and public monitoring.

Transparency of electronic operations has become a key method for reducing corruption within governmental entities and promoting sustainable and effective fiscal resource management. Important factors in a country's development. E-government procedures have emerged as an important area of growth. Significant investments have been made in order to establish transparent processes in a big portion of the country's doings, notably in the contracting and purchasing of public properties and services.

Acts of corruption that affect some practices in public administration (1) are one of the components that have a significant impact on the credibility of the institutions of the state in the population. The corruption perception index in the public sector (2) connotes that two-thirds do not exceed 50 points on a scale of 0 to 100 points, where 0 corresponds to very corrupt and 100 to very clean, indicating that there are serious problems of corruption. Hochstetter and colleagues (2022)

Creation of the e-procurement scheme mandatory is not enough. The government need assurances which will be competitive with instruments that are then desired. Also, the usage of the digital-by-default may steer to institutionalization of services that are not user-friendly. (Spacek and Spackova, 2022)

E-Procurement systems saves taxpayers 'money, during Aquino Administration, through Philippine Government Electronic Procurement Systems (PhilGEPS) has saved at least P1.05 billion in newspaper advertisement expenses in 2014 according to the then Budget Secretary Florencio Abad.

PhilGEPS or the Philippine Government Electronic Procurement System is an online platform that assists as the vital portal for all procurement-related data and transactions of the Philippine government. It was established in 2005 with the objective of improving the efficiency, transparency, and accountability of the government procurement practice. One of the main functions of PhilGEPS is to give a venue for the agencies of the government to advertise their procurement opportunities, such as requests for bids, proposals, and quotations. This allows suppliers and contractors, especially small and medium enterprises (SMEs), to have equal access to government projects and compete in a fair and transparent manner. PhilGEPS also offers features such as electronic bidding, which enables bidders to submit their bids electronically, eliminating the need for physical submissions. It also has a supplier registry where potential suppliers can register and be listed in the system for easy reference and tracking. Moreover, PhilGEPS provides various resources and guidelines for both government agencies and suppliers, including procurement laws and regulations, capacity-building programs, and procurement-related news and updates. Overall, PhilGEPS plays a crucial role in promoting good governance and accountability in public procurement and in providing a level playing field for businesses, particularly SMEs, to participate in government contracting. (Ascendens Asia Journal of Multidisciplinary Research Abstracts, 2018).

According to Furnas (2013), numerous public procurement methods in the Philippines do not conform with Phil-GEPS in acquiring goods and services, as noted by Lazatin (2013). Nixon (2020) confirms that in specific calls for bids at LGUs, it is not recorded in Phil-GEPS as it should be, especially in LGU and Barangay Level, where there is lower scrutiny from higher parties.

The lower percentage of participation by procuring units in Phil-GEPS is simply the start of willingness issues. Aside from obedience difficulties, Phil-GEPS does not include all the pertinent information essential for third-party involvement. As per Vincent Lazatin, "if there were 100% compliance and we guaranteed to have total admission the total cost is troubled., about 80% of the data that CSOs would be desired, it will not be available on Phil-GEPS. The other 20% of the data are not recorded or captured by procuring agencies". All of our respondents expressed frustration with the lack of contract organization transparency.

Civil Society organizations can request data from responsive bidders who are enrolled on the system, which is one method used by them to obtain information. According to Ms. Cortez of ANSA-EAP. According to Denis Nixon, information in the system is in general, and not complete." "You will get complete information when you apply for and receive the bidding documents itself." However, bid papers are obviously not open to the public, and can only be obtained by registered contractors/suppliers for a specific period.

This impediment is because Phil-GEPS is not allowing the public to access and obtain data According to Iris Gonzales, a Philippines newscaster who has covered procurement issues, the system is new. There are a

lot new of things to learn that even agencies of the government are having difficulty using it, unless the office is actually in charge of Procurement.

Personnel, budget, equipment, and time are the sources for achieving objectives and goals in an efficient and effective manner. The importance of the discovery suggests budgetary restraints. Though the research results cannot show it, proper budgeting and planning can successfully utilize resources. As per my experience in the government, when looking to lower costs, the quality of products and services suffers. To make it easier to standardize procurement processes and convey alternative ideas, Magnus Bloomberg at Boliden AB decided to write a procurement manual after conducting a research study on Developing a Strategic Procurement Process. The manual's primary goal is to provide a comprehensive overview of Boliden's procurement activity. Procurement information system and procedures. It also discusses obligatory requirements, policy concerns, recommendations, and best practices. The document also describes all persons involved in procurement duties, as well as extensive instructions on how to manage purchasing properly and ethically. The guidebook is composed of five major processes: operational procurement, strategic sourcing, governance and administration, supplier management, and contracting. As a result, the study's concluding premise is that the procurement process should be effectively mapped to control and enhance it. According to Sheila Mae L. Lupian-Poliran's (2015) study on procurement based on RA 9184 or Government Procurement Reform Act, it considered at the four vital elements of procurement scheme, planning, public bidding and alternative methods of procurement, contract implementation, and post-implementation using four pillars of national public procurement system. These are (1) legal and regulatory framework compliance, (2) agency institutional framework and management ability, (3) procurement operations and market practices, and (4) the integrity and transparency of the agency procurement system. The findings revealed eleven (11) issues affecting the four pillars. These are (1) the continuous use of alternative procurement methods, particularly shopping; (2) a small number of suppliers acquiring bid documents and participating in the bidding; (3) a lack of a feedback mechanism; and (4) things purchased that do not meet the standards specified in the PPMP. (5) The occurrence of failed bids; (6) Delays in the procurement of goods, services, and infrastructure projects; (7) a lack of a performance evaluation system specific for procurement personnel; (8) the need to improve the system of documents and record keeping; (9) a lack of written procedures for quality control, acceptance, and inspection of goods and services; (10) very few to no observers present during the bidding process; and (11) specific anti-corruption programs are not implemented.

According to Raguini (2017)'s study, perceptions of procuring entities and end-users differ on the extent of e-procurement program implementation in terms of bid receipt and opening, bid evaluation, post-qualification, procurement of goods and supplies, and alternative methods of procurement. However, on contract awards and signing, infrastructure project implementation, and contract termination, both respondents agree. Based on these findings, stakeholders should hold seminars and trainings to increase public awareness of the provisions of the government Procurement Reform Act, ensure transparency and accountability in government transactions, and improve efficiency and effectiveness in the procurement of goods, services, and civil works. All government procuring entities are mandated by RA 9184 and its IRR to use the PhilGEPS in their procurement activities and to post all opportunities, notices, awards, and contracts in it as the primary gateway of government procurement transactions.

Conceptual Framework

The study evaluated the awareness of the implementation of procurement Law in the Unified Commands, AFP. It also identifies the problems encountered in the current procurement process of Unified Commands and recommends plans of action. Lastly, the impacts of the study to government management were drawn. The participants of the study were composed of one hundred (100) Personnel assigned at the Unified Commands. Selected respondents from offices/units involved in the procurement must be in line with the procurement process of the command to acquire accurate data which is needed in the study. Moreover, the research is confined solely to the command's procurement process, specifically focusing on negotiated procurement valued at less than 1 million. It excludes procurement at less than 1M. It excludes procurement bidding that exceeds one million.

It is crucial that procurement specialists in the public sector uphold the highest standards of ethics by conducting daily procurement activities in an objective, professional, and transparent manner. The foundation of ethical procurement best

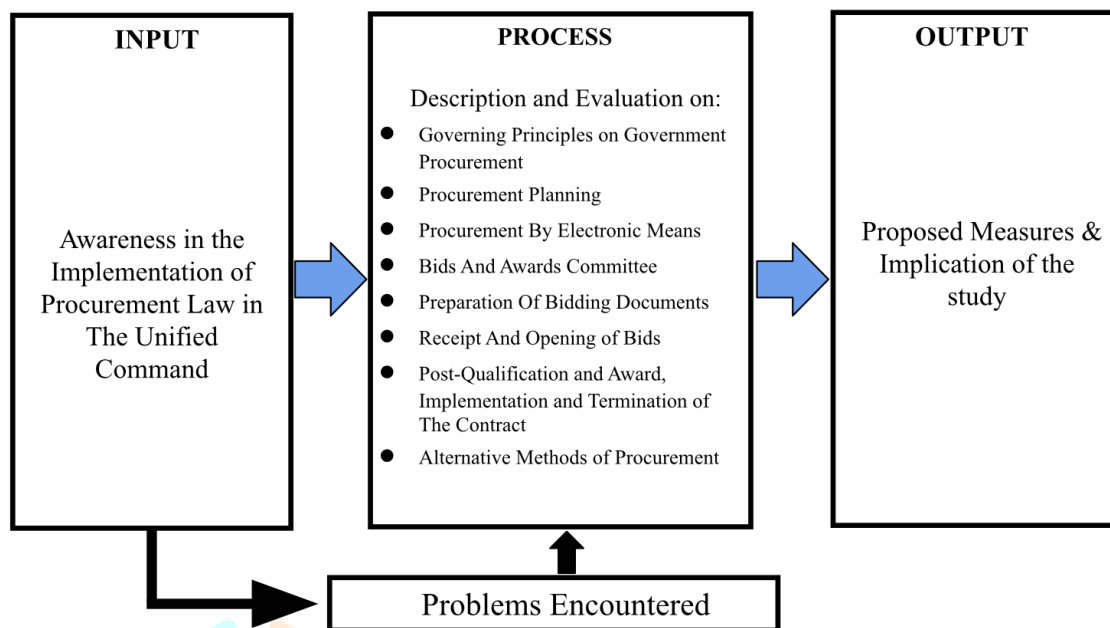


Figure 1. Paradigm of the Study

For this study secondary data has been collected. From the website of KSE the monthly stock prices for the sample firms are obtained from Jan 2010 to Dec 2014. And from the website of SBP the data for the macroeconomic variables are collected for the period of five years. The time series monthly data is collected on stock prices for sample firms and relative macroeconomic variables for the period of 5 years. The data collection period is ranging from January 2010 to Dec 2014. Monthly prices of KSE -100 Index is taken from yahoo finance.

II. METHODOLOGY

The chapter discussed the research design of the study and the locale of the study. sampling design, Respondents of the study, Data gathering procedure, documentary analysis, data analysis and ethical consideration.

Research Design

The study employed the usage of the quantitative descriptive method to analyze the survey questionnaires' descriptive data and information, which was conducted to the respondents online. The target of the research is to evaluate the awareness, consciousness, and perception on the implementation of Procurement Law in the Unified Command and to identify redundant practices by evaluating the current procurement process, finding the root causes of the delays, and somehow recommending good and better ways to improve the procurement process.

Additionally, solutions to the issues were derived from the survey results and scrutinized to propose measures for enhancing the procurement process. To achieve this, the researcher employed methods including documentary analysis, and questionnaires to gather essential data. The study encompassed the year 2023.

Locale of the Study

The Armed Forces of the Philippines Unified Command (AFPUC) is responsible for coordinating and integrating all military operations in the country. Some of its key functions include strategic planning, operational coordination, intelligence gathering and analysis, security assistance and humanitarian assistance, and disaster response. The AFPUC is also involved in providing humanitarian aid and support during disasters and calamities, such as typhoons, earthquakes, and other natural disasters. Overall, the AFPUC serves as the

central command that ensures the coordinated and effective use of the country's military resources in achieving national security goals.



Figure 2. Unified Commands

Sampling Design

The selection of the respondents was based on purposive sampling since the researcher decided to select the Unified Commands personnel under the units/offices involved in the processing of Procurement.

Moreover, instead of just a sample, the population was engaged in the study to gather data from respondents with knowledge or experience in Procurement. Population, in statistical terms, encompasses the complete set of individuals or instances under investigation, representing the focus of the study where information is sought.

Respondents of the Study

The study's participants include various personnel from the Unified Command who are engaged in the procurement process. The overall personnel count is 100, comprising individuals from the units/offices of the Contracting Office, Assistant Unified Staff for Logistics (U4), Assistant Unified staff for Financial Management (U10), Field Accounting Service Unit (FASU), Finance Service Unit (FSU), Supply Accountable Office (SAO) and Hospitals. The personnel involved are those who handle or process the procurement documents, those prepare the items to be procured, as to availability of Funds and cash allocation, prepares checks/ADA and those authorized personnel to approve the procurement.

Data Gathering Procedure

The researcher asked and requested the Chief of Office or other involved units to administer a survey among their personnel. The study participants were then requested to respond to the survey questionnaires online. (Appendix B).

By means of the data collection method, the researchers utilized two (2) instruments: (1) documentary analysis and (2) survey questionnaire.

Survey Questionnaire. The survey questionnaire contains the implementing rules and regulations of the Procurement Law. It was also adopted from an existing study, and the researcher communicated with the authors of the study to request permission to use the said questionnaire. The letter of communication is attached in Appendix A. The questionnaire is prepared through google form (Appendix C) and distributed to respondents online to evaluate the degree of awareness appertaining to the Unified Command of AFP regarding the implementation of the procurement law.

Documentary Analysis

The researcher requested necessary documents and available data of the Unified Command that helped evaluate the effectiveness in terms of service delivery.

Data Analysis

The researcher organized and presented the collected data in tables to create a compelling visual representation of the findings. Following this, the data underwent the subsequent statistical analysis:

Frequency: In statistics, the frequency of a data value indicates how often respondents encountered predefined issues and provided suggested solutions. In this context of this research, the methods were employed to pinpoint frequently encountered difficulties and the top measures proposed by the respondents.

Ranking: Once the data is organized, this method is utilized to convert adjusted numerical results into rankings. This technique was mainly used in the study to establish the association between a specific item and a group. It helped rank the issues encountered and the measures suggested by the respondents.

Average Weighted Mean (AWM) – was applied to assess the quantitative responses using a 4 or 5-Point scale and ascertain the central tendency in group data. The formula for calculating Average Weighted Mean is outlined as follows:

$$X = \frac{\Sigma(f * w)}{N}$$

Where:

X = Average Weighted Mean

W = Assigned Weights, i.e., 5,4,3,2,1

F = Frequency observed

N = Total Number of Respondents or Transactions

Percentage Formula was applied to analyze the distribution of respondents and additional data.

This involves dividing the number of respondents per unit by the total number of respondents and multiplying the result by 100. The formula is expressed as follows:

$$P = \frac{n \times 100}{N}$$

Where:

P = Percentage

N = Total Respondents

n = Frequency of respondents

Likert Scale: Five-point scale was employed to quantify the collected data and interpret the results. The descriptive ratings associated with this scale are as follows:

Five-Point Scale

Range	Adjectival rating	Qualitative Description
4.5 – 5.0	Highly Aware	Possess proficiency and knowledge provision of the law
3.5 – 4.49	Aware	Can adequately understand the provision of the law
2.5 – 3.49	Moderately Aware	Can understand some aspects of the provision of the law
1.5 – 2.49	Not Aware	Can understand the provision of the law only with the guidance of the experts

1.0 – 1.49	Fully not Aware	Can hardly understand the provision of the law even with guidance from the expert
------------	-----------------	---

Ethical Consideration

The study's goals have been made clear to participants and replies have been sufficiently explained by the researchers. Respondents have the option of disclosing their identities and other personal information. Also, the researchers guarantee the well-being and safety of their respondents during data collection. Furthermore, the information was collected with the highest confidentiality and consent and will only be used for academic purposes. It is vital to take purposeful measures to secure that information, as stated in Section 8 of the Data Privacy Act of 2012 (National Privacy Commission, 2016), which highlights the significance of protecting the secrecy of personal information that constantly comes into its knowledge and ownership.

III. PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

The respondents' findings, analysis, and interpretation of the data collected from the questionnaires are discussed in this chapter.

1. Level of awareness on the Implementation of Procurement Law in the Unified Commands

The participants evaluated their level of awareness in the implementation of procurement law in the Unified Command in terms of the governing principles on government procurement, procurement planning, procurement by automated means, bids and awards committee, preparation of bidding documents, receipt and opening of bids, post qualification and award, implementation and termination of the contract, and alternative methods of procurement.

The researchers administered the questionnaire to all the offices involved in the procurement process in the Unified Command to gather 100 responses. The level of their awareness was evaluated using the 5-point Likert scale in which 5 stood for Highly Aware, 4 for Aware, 3 for Moderately Aware, 2 for Not Aware, and 1 for Not Fully Aware (Khandelwal, 2021).

1.1. Governing Principles on Government Procurement

The Governing Principles on Government Procurement, as outlined in “Republic Act 9184” of the Philippines, serve as the cornerstone of the nation's procurement framework. These principles set the tone for fair, transparent, and efficient procurement processes that ensure public funds are utilized effectively.

Table 1 shows the Level of Awareness of the Unified Command in the Governing Principles on Government Procurement

Table 1
Level of Awareness of the Unified Command in the Governing Principles on Government Procurement

Provisions	Mean	Adjectival Description
Competitiveness by extending equal opportunity to enable private contracting parties who are eligible and qualified to participate in competitive bidding.	4.25	Aware
Streamlined procurement process that will uniformly apply to all government procurement.	4.24	Aware
Public monitoring of the procurement process and the implementation of awarded contracts with the end in view of guaranteeing that these contracts are awarded pursuant to the provisions of the Act and this IRR, and that all these contracts are performed strictly according to specifications.	4.19	Aware
System of accountability where both the public officials directly or indirectly involved in the procurement process as well as in the implementation of procurement contracts and the private parties that deal with GoP are, when	4.14	Aware

warranted by circumstances, investigated, and held liable for their actions relative thereto.		
The procurement process shall be simple and made adaptable to advances in modern technology to ensure an effective and efficient method.	4.11	Aware
The BAC maintains Transparency in the procurement process and in the implementation of procurement contracts through wide dissemination of bid opportunities and participation of pertinent non-government organizations.	4.05	Aware
Grand mean	4.16	Aware

The grand mean of 4.16 reflects an overall awareness among respondents regarding these governing principles on government procurement. In synthesis, the table shows that there is a strong recognition of the importance of transparency, competitiveness, uniformity, adaptability to technology, public monitoring, and accountability in government procurement processes in the context of RA 9184.

The principle of maintaining transparency in procurement system and implementation of contract has a mean score of 4.05, indicating that it is perceived as "Aware" by respondents. This indicates an acknowledgment of the significance of transparency in these procedures, emphasizing its essential role in public procurement. Transparency serves as a foundational principle in public procurement, ensuring that governmental actions remain accessible for examination, thereby fostering accountability and bolstering public confidence. Respondents' awareness of this principle signifies a commitment to conducting procurement in a manner that can be monitored and verified by stakeholders. This transparency not only deters corrupt practices but also fosters an environment of fairness and equity in which all eligible parties have equal access to procurement opportunities. Furthermore, it aligns government procurement practices with international standards and best practices, promoting good governance and responsible resource management.

The principle of giving equivalent opportunity for suitable and qualified private contracting entities to participate in competitive bidding has a mean score of 4.25, indicating that the respondents were "Aware" of its significance. This indicates that there is a robust awareness of the importance of providing equal opportunities for suitable and qualified private contracting companies in competitive bidding. This suggests a commitment to fairness and competitiveness in the procurement process. This awareness demonstrates a dedication to promoting an inclusive and competitive procurement process. It not only benefits the government by securing quality goods and services at competitive prices but also supports economic growth by bolstering the private sector. This commitment aligns with "Republic Act 9184's" overarching goals of enhancing government procurement accountability and efficiency.

The idea of having a streamlined procurement process applicable to all government procurement receives a mean score of 4.24, indicating that the respondents were "Aware" of the principle. It is evident that the Unified Command is aware of the necessity for a standardized procurement process that is consistently applied to all government procurement initiatives. This awareness reflects the desire for efficiency and consistency in procurement procedures. A streamlined process not only reduces bureaucratic hurdles but also ensures that procurement practices are standardized, making them more transparent and easier to navigate for both government agencies and private contractors. This awareness underscores the pursuit of efficient and standardized procurement procedures, aiming to reduce bureaucracy and enhance transparency. It reflects a commitment to cost-effectiveness and resource optimization, in line with "Republic Act 9184's" goal of establishing a cohesive and efficient government procurement framework, promoting good governance across sectors and agencies.

The concept of adapting the procurement process to modern technology for effectiveness and efficiency garners a mean score of 4.11, indicating that it is perceived as "Aware" by respondents. This high level of awareness underscores the recognition that leveraging technology can lead to streamlined processes, cost savings, and improved decision-making in procurement activities. To further enhance procurement effectiveness and efficiency, organizations should not only maintain this awareness but also translate it into actionable strategies. This involves adopting state-of-the-art procurement technologies, providing training to staff, and constantly monitoring and updating technology solutions to keep pace with evolving industry standards and opportunities. In line with this, Unified Command adopted a system for its procurement process which is the Automated Procurement Processing, Monitoring and Information System (APPMIS).

The principle of ensuring simplicity and adaptability in the procurement process, incorporating advancements in modern technology to guarantee effectiveness and efficiency is rated at 4.11, with an adjectival rating of "Aware." This suggests that while the organization recognizes the importance of simplifying and adapting the procurement process to modern technology, there's room for improvement in translating this awareness into practical implementation. It indicates a need to bridge the gap between awareness and action for enhanced effectiveness and efficiency.

The principle of accountability in government procurement is highly valued and well-implemented, with a rating of 4.14 ("Aware"). This reflects the respondents' acknowledgment of a well-implemented and transparent system, and they also recognize the importance of holding both public officials and private parties accountable. This accountability framework ensures transparency, trust, and integrity in procurement by providing mechanisms for investigation and penalties when misconduct occurs.

Respondents acknowledge this principle as a crucial safeguard against procurement irregularities and corruption, indicating their belief in its role in upholding the integrity and fairness of government procurement. This commitment to transparency fosters trust and ensures efficient use of public resources.\

1.2 Procurement Planning

Procurement Planning is a pivotal element of RA 9184, which lays the foundation for efficient, transparent, and accountable procurement practices. The importance and fundamental principles regarding procurement planning, as stipulated in RA 9184, offer valuable perspectives on how it influences the development of the country's procurement environment.

Table 2 shows the Level of Awareness of the Unified Command in the Procurement Planning

*Table 2
Level of Awareness of the Unified Command in the Procurement Planning*

Provisions	Mean	Adjectival Description
Procurement should be undertaken in accordance with the approved APP	4.67	Highly Aware
Procurement is within the approved budget of the office	4.65	Highly Aware
The end user should prepare the PPMP for different projects and activities intended for the office.	4.55	Highly Aware
The ABC must be consistent with the appropriation for the projects as authorized in the GAA	4.43	Aware
Updates the individual PPMPs and consolidates APP for each procuring entity, and this should be undertaken every six (6) months or as often as may be required.	4.21	Aware
Grand mean	4.50	Highly Aware

The overall mean score for all statements is 4.50, indicating that, on average, the participants are highly aware of the procurement planning. The participants appear to have a strong level of awareness regarding procurement planning within the approved budget, alignment with the APP, and the preparation of PPMPs. While there is slightly less awareness of the frequency of updating PPMPs and the need for consistency between the ABC and the GAA appropriation, overall, the participants demonstrate a solid understanding of these procurement-related concepts.

The practice of aligning procurement with the approved office budget, earning a mean score of 4.65, signifies a 'Highly aware' level of understanding among respondents. It suggests that the participants have a strong understanding of the critical importance of adhering to the approved budget when conducting procurement activities. This awareness likely reflects their recognition of the need to manage financial resources efficiently and avoid overspending.

The respondents were “Highly aware” that the procurement should be in line with the approved Annual Procurement Plan (APP) with a mean score of 4.67. This is a positive finding, as it shows that the respondents understand the importance of the APP in ensuring that government procurement is conducted in a transparent and accountable manner. The APP is a document that outlines the government's procurement needs for a given year. The APP is crafted by the Procuring Entity and subsequently endorsed by the Head of the Procuring Entity. The APP functions as a guiding framework for the procurement process, ensuring optimal value for the government's expenditure. By recognizing the importance of aligning procurement activities with the APP, respondents are more inclined to adhere to procurement regulations, ultimately ensuring that the government's procurement objectives are fulfilled. This alignment has the potential to enhance the efficiency and effectiveness of government procurement procedures.

The responsibility for creating the Procurement Program Management Plan (PPMP) for various office projects and activities lies with the end user, as reflected in the mean score of 4.55, denoting a 'Highly aware' understanding among respondents. Respondents' strong awareness of this statement indicates that they understand the decentralized nature of procurement planning, where end users play a pivotal role in preparing the Procurement Program Management Plan (PPMP) for specific projects. This decentralized approach can help tailor procurement to the unique needs of each project or activity, fostering greater efficiency and effectiveness in the procurement process. Furthermore, by involving end users directly in PPMP preparation, organizations can harness their domain-specific knowledge, ensuring that procurement plans align closely with the specific requirements and objectives of individual projects.

Regularly updating individual PPMPs and consolidating the Annual Procurement Plan (APP) for every procuring agency, ideally, every six (6) months or as necessary, garners an average score of 4.21, signifying an 'Aware' level of understanding among respondents. While participants are generally aware of the need to update individual PPMPs and consolidate the APP, the slightly lower mean score suggests that they may not be as clear on the frequency of these updates. This could indicate room for improvement in ensuring that these updates are performed as regularly as needed.

The requirement for alignment between the Approved Budget for the Contract (ABC) and the authorized project appropriations in the General Appropriations Act (GAA), scoring an average of 4.43, reflects an 'Aware' level of understanding among respondents. This indicates that participants understand the financial compliance aspect of procurement, where the ABC should align with the appropriation specified in the GAA. However, there is still room for enhancement, indicating the potential benefit of additional education or training to ensure a more comprehensive understanding and adherence to this critical alignment requirement in procurement practices.

1.3 Procurement by Electronic Means

Procurement by electronic means is a pivotal aspect of modernizing government procurement practices in the Philippines. It focuses on the transformative potential of electronic procurement as outlined in RA 9184, highlighting its significance in streamlining processes, enhancing transparency, and promoting efficiency in government procurement.

Table 3 shows the Level of Awareness of the Unified Command in the Procurement by Electronic Means

Table 3
Level of Awareness of the Unified Command in the
Procurement by Electronic Means

Provisions	Mean	Adjectival Description
Procuring institution is duly registered with the PhilGEPS	4.56	Highly Aware
The PhilGEPS shall have a centralized electronic database of stakeholders.	4.29	Aware
Stakeholders are issued with a digital certificate from the government-accredited certification authority to participate in the procurement activities of the PhilGEPS	4.18	Aware

Procuring Entities shall post in the PhilGeps bulletin board all:		
• Procurement opportunities.	3.69	Aware
• Related information.	3.54	Aware
• Results of bidding.	3.52	Aware
Grand mean	3.96	Aware

The overall rating for the Procurement by Electronic Means process is "Aware," with a grand mean of 3.96. This suggests that, on average, the institution has a good understanding of the various provisions of the law related to electronic procurement. While not all aspects are rated as "Highly Aware," the ratings predominantly fall within the "Aware" category, indicating a good level of proficiency and knowledge in complying with the relevant laws and regulations.

The rating for the registration of the procurement institution with the PhilGEPS is 4.56, indicating that they are "Highly Aware" of this requirement. Unified Command is highly aware that organizations and institutions should be duly registered with PhilGEPS before they can participate in public bidding. Registration with PhilGEPS is a legal requirement for procurement institutions in the Philippines. By being "duly registered," the institution is not only following the law but also demonstrating a commitment to adhering to legal and regulatory obligations.

The rating for the posting of procurement opportunities in the PhilGeps bulletin board is 3.69, reflecting an "Aware" level of awareness. The Unified command is aware of the requirement to post procurement opportunities on the PhilGEPS bulletin board. While it is not rated as "Highly Aware," it still demonstrates a good level of understanding and compliance. The Unified Command's rating could be attributed to various potential factors. One potential explanation could be a limited understanding of the advantages of advertising procurement opportunities on PhilGEPS. Alternatively, difficulties in meeting the requirements, such as resource shortages or a lack of technical proficiency, could also play a role.

The Unified Command awareness of key legal obligations in two specific areas is noteworthy. Firstly, their understanding of the necessity to post bidding results on the PhilGEPS bulletin board, which has a mean of 3.52 indicating an "Aware" level, demonstrates their commitment to transparency and compliance with procurement regulations. This awareness suggests that the institution is likely taking appropriate steps to provide stakeholders with access to vital bidding outcome information.

Furthermore, their recognition of the requirement to post related information with a mean of 3.54 on the "Aware" level, on PhilGEPS is indicative of a solid understanding of the comprehensive nature of procurement transparency. This implies that the institution is likely well-informed about the importance of providing supplementary data and documentation related to procurement activities, which can enhance accountability and promote fair competition among potential suppliers.

The Unified Command acknowledges the importance of the PhilGEPS's centralized electronic database of stakeholders, as reflected in their rating of 4.29, which indicates a strong "Aware" level of awareness. This rating indicates their grasp of the database's vital role in simplifying procurement data, promoting transparency, and facilitating effective communication among stakeholders. Their understanding underscores their dedication to an organized and transparent procurement process, which is fundamental in electronic procurement systems.

The Unified Command acknowledges the importance of stakeholders being issued digital certificates from a certification authority endorsed by the government for participation in procurement activities. This recognition is reflected in their rating of 4.18, indicating a strong "Aware" level of understanding. The high rating suggests that the institution has a profound awareness of the significance of digital certificates in ensuring the security and authentication of participants in the procurement process. These certificates serve as a robust means to verify the identity and authenticity of stakeholders engaging in electronic procurement activities. The institution's recognition of this security measure reflects their commitment to maintaining the integrity and reliability of the procurement process, which is crucial in electronic procurement systems.

1.4 Bids and Awards Committee

Bids and Awards Committee (BAC) plays a pivotal role in ensuring fairness, transparency, and competitiveness in government procurement processes within the Philippines. This variable examines the significance of the BAC, its composition, its responsibilities, and its critical role in safeguarding public procurement's integrity. It shed light on the key principles and functions of the BAC as outlined in RA 9184, providing valuable insights into its role in shaping the nation's procurement landscape.

Table 4 shows the Level of Awareness of the Unified Command in the Bids and Awards Committee.

Table 4
Level of Awareness of the Unified Command in the
Bids And Awards Committee

Provisions	Mean	Adjectival Description
Procuring institution has a Secretariat which serves as the main support unit of the BAC.	4.04	Aware
The BAC during procurement process invites a representative from the COA and at least two observers.	3.97	Aware
Procuring entities has a single BAC composition.	3.88	Aware
Procuring institution designates at least five (5) but not more than seven (7) members to the BAC	3.67	Aware
Procuring institutions grants payment of honoraria to the Bac members in an amount not to exceed twenty five percent (25%) of their respective basic monthly salary.	3.53	Aware
Grand mean	3.82	Aware

The overall rating for the Unified Command's awareness of various BAC-related aspects is "Aware," with a grand mean of 3.82. This indicates that, on average, they have a solid understanding of the different elements associated with the BAC in procurement processes. Moreover, while not all aspects are rated as "Highly Aware," the overall "Aware" rating reflects a sound comprehension of the structure, roles, and procedures associated with the BAC, which is crucial for effective procurement activities.

The rating of 3.88 indicates that the Unified Command is "Aware" of the fact that procuring entities have a single BAC composition. This rating suggests that they possess a commendable level of understanding regarding the structure and organization of the Bids and Awards Committee (BAC) within the context of procurement processes. The fact that the Unified Command is aware of the single BAC composition is significant. It implies that they understand that, within their procurement framework, there is a single body responsible for overseeing and managing the bidding and awards processes. This awareness is vital because the BAC plays a pivotal role in ensuring transparency, fairness, and efficiency in government procurement. A clear understanding of the BAC's singular role indicates that the Unified Command likely comprehends the importance of having a centralized decision-making body to manage and oversee procurement activities effectively. This knowledge is foundational for ensuring adherence to procurement regulations and achieving the intended outcomes of transparency, competition, and value for money in government procurement processes.

The rating of 3.67 indicates that the Unified Command is "Aware" of the requirement that procuring institutions designate between five (5) and seven (7) members to the BAC. While not achieving the highest rating of "Highly Aware," this rating still demonstrates a commendable level of understanding of the composition requirements. It signifies that the Unified Command comprehends the importance of having a balanced and representative group of individuals in the BAC. This knowledge is significant because the composition of the BAC directly impacts the diversity of perspectives and expertise brought into the procurement process. While not reaching "Highly Aware" status, the "Aware" rating suggests that the Unified Command acknowledges the need to strike a balance between having enough members to ensure thorough deliberation and expertise while avoiding an overly large committee that might hinder efficiency.

The rating of 4.04 reflects the Unified Command's "Aware" understanding of the presence and role of a Secretariat as the primary support unit for the Bids and Awards Committee (BAC). It demonstrates that the Unified Command not only acknowledges but also comprehends the crucial role played by the BAC Secretariat in the procurement process. This understanding highlights their awareness of the administrative support required for the efficient and effective functioning of the BAC. The presence of a Secretariat ensures that the BAC's administrative and logistical needs are met, enabling members to focus on their core responsibilities related to procurement. In essence, their strong awareness of the BAC Secretariat's importance indicates their dedication to ensuring that the procurement process operates efficiently and in accordance with established procedures.

The rating of 3.97 indicates that the Unified Command is "Aware" of the practice of the Bids and Awards Committee (BAC) inviting a representative from Commission on Audit (COA) and at least two (2) observers during the process of procurement. The presence of a COA representative and observers helps maintain transparency and provides an additional layer of scrutiny to prevent irregularities or unethical practices in procurement. The Unified Command's awareness of this practice suggests their dedication to conducting procurement in a manner that aligns with principles of good governance, regulatory compliance, and public trust.

The rating of 3.53 indicates that the Unified Command is "Aware" of the practice of procuring institutions granting payment of honoraria to BAC members, with a limit established at twenty-five percent (25%) of their individual basic monthly salary. While not achieving the highest rating of "Highly Aware," the fact that the Unified Command is "Aware" of the compensation rules for BAC members is significant. This awareness suggests that they have a grasp of the financial aspects related to BAC service. Understanding the honoraria and compensation rules is crucial because it ensures that BAC members are fairly compensated for their contributions while maintaining fiscal responsibility. By recognizing these compensation guidelines, the Unified Command demonstrates its commitment to adhering to the established regulations and ensuring that BAC members receive appropriate remuneration.

1.5 Preparation of Bidding Documents

Thoroughly crafting bidding documents is a critical element in guaranteeing transparency, equity, and effectiveness throughout the Philippines' procurement process. The preparation of Bidding Documents, as outlined in RA 9184, explores the importance of carefully structured bidding documents, delves into their vital constituents, and discusses how they foster robust competition among suppliers and service providers. Furthermore, it stipulates the fundamental principles and recommendations for preparing bidding documents.

Table 5 shows the Level of Awareness of the Unified Command in the Preparation of Bidding Documents.

*Table 5
Level of Awareness of the Unified Command in the
Preparation of Bidding Documents*

Provisions	Mean	Adjectival Description
Brand names is not allowed.	4.61	Highly Aware
Posted continuously in the PhilGEPS.	4.31	Aware
Bidding Documents prepared by the procuring entity following the Government Procurement Policy Board(GPPB)	4.07	Aware
Contracts to be bid with an approved budget of One Million Pesos (P1,000,000.00) or more, the BAC shall convene at least one (1) pre-bid conference.	3.99	Aware
Bid/Request for Expression of Interest is advertised at least once in one (1) newspaper of general nationwide circulation.	3.84	Aware
Grand mean	4.16	Aware

The overall rating for the Unified Command's awareness of the Preparation of Bidding Documents is "Aware," with a grand mean of 4.16. The Unified Command demonstrates a good level of awareness regarding the bidding documents preparation. While not all aspects are rated as "Highly Aware," the overall "Aware" rating reflects their solid grasp of the essential elements and procedures associated with this critical phase of the procurement process. Their awareness is essential for ensuring transparency, competition, and adherence to procurement regulations.

The rating of 4.07 indicates that the Unified Command is "Aware" of the requirement that bidding documents should be prepared by the procuring agency following the guidelines set by the Government Procurement Policy Board (GPPB). The fact that the Unified Command is aware of this requirement is noteworthy. It suggests that they have a solid understanding of the importance of complying with procurement regulations when preparing bidding documents. Bidding documents are the foundation of the procurement process, and ensuring their alignment with established guidelines is crucial for transparency, fairness, and legality in procurement procedures. However, despite the fact that the Unified Command is aware of these requirements, this causes a delay in a project. This will be further discussed with the problems encountered.

The Unified Command is rated as "Highly Aware" regarding the prohibition of brand names in bidding documents, with a mean of 4.61. The "Highly Aware" rating signifies that the Unified Command not only understands the prohibition of brand names but also recognizes its critical role in fostering fair and competitive procurement, which is essential for achieving value for money and efficiency in public procurement.

The Unified Command's rating of 3.84 indicates that they are "Aware" of the requirement to advertise. The Bid/Request for declaration of Interest must be published at least once in a newspaper with general nationwide circulation. The awareness of this requirement suggests their commitment to ensuring that procurement activities are open and accessible to a broad range of potential suppliers. While not "Highly Aware," their understanding of the need for publicizing bidding opportunities aligns with principles of fairness and competition in the procurement process.

The Unified Command is rated as "Aware" with a score of 4.31, indicating their understanding of the requirement to continuously post bidding documents on the PhilGEPS platform. PhilGEPS is a centralized platform used for government procurement in the Philippines, and the continuous posting of bidding documents on this platform ensures that information is readily available to potential suppliers and the public. Their "Aware" rating reflects their dedication to maintaining transparency and accessibility in government procurement by adhering to the practice of continuous posting on the PhilGEPS platform. This commitment aligns with the principles of good governance and ensures that procurement opportunities are accessible to a broader audience, fostering a competitive and efficient procurement environment.

The institution acknowledges that for contracts with an approved budget of One Million Pesos (P1,000,000.00) or more, the Bids and Awards Committee (BAC) should convene at least one (1) pre-bid conference. Although not achieving a "Highly Aware" rating, this score of 3.99 still signifies a good understanding of the requirement for pre-bid conferences, particularly in larger contracts. Pre-bid conferences are essential for ensuring that potential bidders have the opportunity to clarify doubts, seek clarifications, and obtain essential information before submitting their bids. While they may not have achieved full awareness, their understanding of the value of pre-bid conferences aligns with best practices in procurement and contributes to informed and competitive bidding.

1.6 Receipt and Opening of Bids

The Receipt and Opening of Bids is a phase that plays a crucial role in the procurement process. It involves the significance of this step, its procedural intricacies, and the safeguards it provides to maintain the integrity of the bidding process.

Table 6 shows the Level of Awareness of the Unified Command in the Receipt and Opening of Bids.

Table 6
Level of Awareness of the Unified Command in the
Receipt and Opening of Bids

Provisions	Mean	Adjectival Description
Bids, including the eligibility requirements, submitted after the deadline shall not be accepted by the BAC.	4.08	Aware
Approve Budget of the Contract must be the upper limit or ceiling for acceptable bid prices.	4.06	Aware
All bids shall be accompanied by a bid security.	3.97	Aware
The BAC opens the bids immediately after the deadline for the submission and receipt of bids.	3.96	Aware
Bidders submits their bids in two (2) separate envelopes which includes technical component of the bid and the financial component of the bid.	3.9	Aware
Grand mean	3.99	Aware

The overall rating for the Unified Command's awareness of the Receipt and Opening of Bids is "Aware," with a grand mean of 3.99. The Unified Command's ratings suggest a solid level of awareness regarding the receipt and opening of bids. While not all aspects are rated as "Highly Aware," the overall "Aware" rating reflects their understanding of fundamental principles and procedures in this phase of the procurement process.

The Unified Command is "Aware" only within the discussed deadline, which includes the eligibility requirements, will they be accepted by the Bids and Awards Committee (BAC), with a mean of 4.08. This rating signifies their understanding of the importance of adhering to submission deadlines, which is a fundamental aspect of ensuring a fair and organized bidding process. It reflects the Unified Command's comprehension of the critical role that submission deadlines play in maintaining fairness, integrity, and orderliness in the bidding process. By recognizing the significance of adhering to deadlines, the Unified Command demonstrates their commitment to ensuring that all bidders are treated equally and that there is no room for favoritism or undue advantage. This understanding aligns with best practices in procurement, where adherence to deadlines contributes to a level playing field and transparency.

Achieving an "Aware" rating of 3.97, the Unified Command demonstrated that they understand the fundamental role of bid security in procurement. Bid security serves as a financial guarantee from bidders, ensuring their commitment to the bidding process and their ability to fulfill contractual obligations if awarded. The Unified Command's awareness of this requirement reflects their commitment to maintaining integrity and reliability in the bidding process. They recognize that bid security helps filter out uncommitted or unqualified bidders, contributing to a competitive and efficient procurement process.

The rating of 3.9, indicating that the Unified Command is "Aware" of the need for two separate envelopes for bids, reflects their understanding of the importance of maintaining confidentiality and fairness in the bidding process. The separation of technical and financial components is a common practice in procurement to ensure that the evaluation of bids remains impartial. Even though they have not reached the highest level of awareness, their recognition of this requirement suggests a commitment to maintaining transparency and fairness in the procurement process. They understand that separating these components helps prevent undue influence or bias during the evaluation process.

The rating of 3.96, indicating that the Unified Command is "Aware" of the requirement to open bids promptly after the submission deadline, underscores their understanding of the importance of timeliness and transparency in bid opening procedures. Their awareness suggests a commitment to conducting fair and transparent bidding processes by adhering to established timelines. Timely bid openings ensure that all bidders have an equal opportunity to witness the unveiling of bid contents, contributing to transparency and eliminating any suspicion of foul play or manipulation.

Achieving an "Aware" rating of 4.06, the Unified Command reflects strong comprehension of the fundamental principle that the approved budget should be the maximum allowable bid price for a contract. Their awareness indicates their commitment to maintaining cost control and budget adherence in procurement processes. Adhering to the budget limit ensures that the government obtains goods or services at a reasonable and predetermined cost, promoting fiscal responsibility and preventing overspending.

1.7 Post-Qualification and Award, Implementation and Termination of The Contract

The Post-Qualification and Award, Implementation, and Termination of the Contract are important stages in the government procurement process. They ensure that the government gets the best value for its money and that the project is completed on time and within budget.

Table 7 shows the Level of Awareness of the Unified Command in the Post-Qualification and Award, Implementation, and Termination of the Contract.

*Table 7
Level of Awareness of the Unified Command in the Post-Qualification
and Award, Implementation and Termination of The Contract*

Provisions	Mean	Adjectival Description
BAC declares the bidding a failure when no bids are received.	4.27	Aware
The Lowest Calculated Bid undergo post-qualification to determine whether the bidder concerned complies with the bid requirements.	4.19	Aware
The Lowest Calculated Bid undergo post-qualification to determine whether it is responsive to all bid requirements and conditions.	4.15	Aware
Procuring Entity reserves the right to reject any and all bids, declare a failure of bidding.	3.98	Aware
A single calculated/rated and responsive bid shall be considered for award if it falls under any of the following circumstances:		
<ul style="list-style-type: none"> If after advertisement, more than one prospective bidder submits an LOI but only one bidder meets the eligibility requirements. 	3.55	Aware
<ul style="list-style-type: none"> If after the eligibility check, more than one bidder meets the eligibility requirements, but only one bidder submits to bid, and its bid is found to be responsive to the bidding requirement. 	3.50	Aware
<ul style="list-style-type: none"> If after advertisement, only one prospective bidder submits an LOI, and it meets the eligibility requirement 	3.48	Moderately Aware
Grand mean	3.87	Aware

The overall rating for the Unified Command's awareness in the Post-Qualification and Award, Implementation, and Termination of the Contract phases is "Aware," with a grand mean of 3.87. This indicates that, on average, they have a good understanding of various aspects related to these phases in accordance with procurement regulations.

The rating of 4.19, indicating that the Unified Command is "Aware" of the post-qualification process for compliance, demonstrates their recognition of a critical aspect of the procurement process. Post-qualification is a crucial step in verifying that the selected bidder completely adheres to all the stipulations and criteria outlined in the bidding documents. The Unified Command recognizes that post-qualification serves as a protective measure to prevent the awarding of contracts to bidders who might lack the essential qualifications or meet necessary conditions, potentially causing complications during contract execution.

Achieving an "Aware" rating of 4.15 highlights the Unified Command's understanding of the critical role that post-qualification plays in ensuring that the selected bid is in complete adherence to all the requirements and conditions outlined in the bidding documents. They understand that post-qualification for responsiveness helps guarantee that the winning bidder's proposal aligns with every aspect of the bidding process, minimizing the potential for disputes or misunderstandings during contract execution.

The rating of 4.27, indicating that the Unified Command is "Aware" of the process of declaring a bidding process a failure in the absence of any received bids, underscores their understanding of a critical aspect of procurement management. This understanding is vital in scenarios where there is a lack of bidder interest or participation. Their awareness indicates their commitment to adhering to procurement regulations and ensuring that bidding processes are conducted in a transparent and accountable manner. Declaring a failure

of bidding in such situations is necessary to prevent the awarding of contracts when there is no competition or qualified bidder.

The Unified Command is aware of the scenarios under which a singular bid that has been calculated, rated, and deemed responsive will be taken into consideration for the award. These scenarios include cases where only one prospective bidder submits a Letter of Intent (LOI) and meets eligibility requirements (rated as "Moderately Aware" with a score of 3.48), or when more than one prospective bidder meets eligibility requirements, even after the advertisement was made (rated as "Aware" with a score of 3.55).

Despite the completion of the eligibility check, a situation arises where multiple bidders meet the stipulated eligibility requirements; however, only one of them proceeds to submit a responsive bid. (rated as "Aware" with a score of 3.50). The Unified Command's awareness of the various scenarios under which a singular bid, which has been calculated, rated, and found responsive, may be considered for the award demonstrates their understanding of the complexities that can arise during the bidding process. While some of the ratings fall within the range of "Aware" to "Either Aware nor Aware," indicating varying levels of understanding, it is crucial to acknowledge that these scenarios can be intricate and may require a nuanced approach. The "Aware" ratings in particular underscore their commitment to ensuring fairness in awarding contracts, even when only one responsive bid is received.

The Procuring Entity retains the prerogative to reject any or all bids and declare a bidding failure. The rating of 3.98, indicating that the Unified Command is "Aware" of the Procuring Entity's right to reject bids, signifies their recognition of a fundamental aspect of procurement regulations. This understanding is vital for ensuring that bids are evaluated rigorously and that contracts are only awarded when the bids meet the required standards. They understand that the right to reject bids serves as a safeguard against awarding contracts when bids do not meet the necessary criteria or when there are concerns about the integrity of the bidding process.

1.8 Alternative Methods of Procurement

Alternative methods of procurement are used by the government in highly exceptional cases when competitive bidding is not feasible or practicable. These methods are subject to strict conditions to ensure that the government gets the best value for its money and that the procurement process is conducted in a fair and transparent manner.

Table 8 shows the Level of Awareness of the Unified Command in the Alternative Methods of Procurement.

*Table 8
Level of Awareness of the Unified Command in the
Alternative Methods of Procurement*

Provisions	Mean	Adjectival Description
Procuring institution resorts to alternative methods to promote economy and efficiency.	4.17	Aware
Negotiated Procurement is allowed when the procuring entity directly negotiates a contract with a technically, legally, and financially capable supplier, contractor, or consultant.	4.16	Aware
Shopping is allowed the procuring institution simply requests for the submission of price quotations suppliers of known qualifications.	4.14	Aware
Repeat Order is used to replenish goods procured under a contract previously awarded through Competitive Bidding	4.05	Aware
Limited Source Bidding involves direct invitation to bid of goods and consulting services.	3.91	Aware
Direct Contracting is allowed when the supplier is asked to submit a price quotation or a pro- forma invoice together with the conditions of sale.	3.88	Aware
Grand mean	4.05	Aware

The overall rating for the Unified Command's awareness of alternative methods of procurement, with a grand mean of 4.05, indicates that they have a solid grasp of when and how to apply these methods, contributing to flexibility and efficiency in their procurement practices. This proficiency in understanding alternative procurement approaches is highly advantageous for government agencies. It enables them to adapt to varying circumstances and specific project requirements, ultimately enhancing their ability to make more cost-effective and timely procurement decisions. This knowledge is particularly valuable in the ever-evolving landscape of government procurement, where the ability to consider and implement alternative methods can result in substantial benefits for both the organization and the public it serves. Furthermore, sharing these best practices with other government agencies could foster greater efficiency and innovation across the public sector.

The Unified Command is "Aware" that procuring institutions may resort to alternative methods of procurement to promote economy and efficiency. The rating of 4.17 in this category signifies a strong awareness within the Unified Command regarding the concept of alternative methods of procurement. Their recognition of the importance of these methods to promote economy and efficiency demonstrates a nuanced understanding of the procurement landscape. The awareness of alternative procurement methods reflects their commitment to adapting their procurement strategies to specific scenarios and needs. This flexibility can lead to cost savings, streamlined processes, and improved efficiency, all of which are critical aspects of effective procurement management.

A Limited Source Bidding is a process which entails a direct invitation to allow bidding for goods and consulting services. The Unified Command is "Aware" of this method, which indicates their recognition of the procedure for specific procurement scenarios. The rating of 3.91 suggests that the Unified Command possesses a good understanding of Limited Source Bidding, which is a procurement method typically used in situations where there are limited suppliers or consulting service providers capable of meeting the requirements. Their awareness of this method indicates that they recognize the need for a direct invitation to bid when there is a restricted pool of qualified suppliers or consultants. This approach can be employed when competition is inherently limited but still necessary. Limited Source Bidding is a method that requires careful consideration to ensure that it is used appropriately and fairly. The Unified Command's awareness of this method implies that they are attuned to the circumstances where it might be applied, potentially leading to more effective and targeted procurement in situations where it is relevant.

The process of Direct Contracting is permitted during circumstances when the supplier is requested to provide a price quotation or pro-forma invoice along with the terms of sale. The Unified Command is "Aware" of this method, with a mean of 3.88, showing their understanding of when and how this method can be employed. Direct Contracting is a method where the procuring entity directly negotiates with a supplier, often in scenarios where there is a single, reliable source or when urgency is a factor. The Unified Command's awareness of this method suggests that they understand when and how to use Direct Contracting. This understanding can be valuable, especially in cases where immediate procurement is required or when a specific supplier is uniquely qualified to fulfill the procurement need. Direct Contracting, when used appropriately, can expedite the procurement process and ensure that critical goods or services are obtained swiftly. However, it also requires careful scrutiny to ensure fairness and transparency in vendor selection and price negotiation.

A Repeat Order is commenced during the need to restock items obtained from a contract that was previously granted through the Competitive Bidding process. The Unified Command is "Aware" of this approach, with a mean of 4.05, indicating their understanding of how procurement continuity can be maintained. Repeat Order is a method used to streamline the replenishment of goods or services that were originally procured through Competitive Bidding. The Unified Command's awareness of this method demonstrates their recognition of the importance of procurement continuity. In situations where a previously awarded contract is set to expire or requires replenishment, Repeat Order can be an efficient and practical means of securing additional supplies without the need for a new competitive bidding process. Their understanding of Repeat Orders aligns with the principles of cost-effectiveness and efficiency in procurement. By utilizing this method, they can ensure that essential goods or services are consistently available, reducing potential disruptions and delays in their operations.

Shopping is allowed when the procuring institution simply requests price quotations from suppliers of known qualifications. The Unified Command is "Aware" of this method, with a mean of 4.14, demonstrating their grasp of a streamlined procurement approach for specific situations. Shopping is an approach used when a procuring entity seeks price quotations from known suppliers, typically for relatively low-value goods or services. The Unified Command's awareness of this method showcases their understanding of when and how to use Shopping effectively. This method is particularly suitable for scenarios where speed and simplicity are essential, and the organization has established relationships with trusted suppliers. Shopping allows for efficient procurement without the need for complex bidding processes. It can expedite the acquisition of necessary items while maintaining transparency in supplier selection. The Unified Command's recognition of this approach suggests that they are well-prepared to employ it when appropriate, ensuring that their procurement processes are agile and cost-effective for specific categories of goods or services.

The process of Negotiated Procurement comes into play when the organization directly engages and is involved in discussions with a supplier, contractor, or consultant who possesses the necessary technical, legal, and financial capabilities to fulfill the contract. The Unified Command is "Aware" of this method, with a mean of 4.16, reflecting their understanding of when negotiations may be necessary. Negotiated Procurement is a method used when direct negotiations with a supplier, contractor, or consultant are required, often due to unique circumstances or the need for specialized expertise. The Unified Command's awareness of this method highlights their recognition of the situations in which negotiations may be necessary. Negotiated Procurement can be employed when there are limited qualified suppliers, complex project requirements, or urgent procurement needs. Their understanding of Negotiated Procurement aligns with the principles of adaptability and responsiveness in procurement. This method allows for tailored solutions and can address specific challenges that may not be well-suited to traditional competitive bidding processes.

1.9 Overall Level of Awareness in the Implementation of Procurement Law in the Unified Command

Table 9 shows the summary of the Level of Awareness in the Implementation of Procurement Law in the Unified Command.

*Table 9
Summary of the Level of Awareness in the Implementation of
Procurement Law in the Unified Command*

Level of Awareness in the Implementation of Procurement Law in the Unified Command	Mean	Adjectival Description
Procurement Planning	4.50	Highly Aware
Governing Principles on Government Procurement	4.16	Aware
Preparation Of Bidding Documents	4.16	Aware
Alternative Methods of Procurement	4.05	Aware
Receipt And Opening of Bids	3.99	Aware
Procurement By Electronic Means	3.96	Aware
Post-Qualification and Award, Implementation and Termination of The Contract	3.87	Aware
Bids And Awards Committee	3.82	Aware
Grand mean	4.06	Aware

The overall "Aware" rating with a Grand Mean of 4.06 indicates that, across various aspects of procurement, the Unified Command has a solid understanding of the key principles and practices involved. While they are "Highly Aware" in procurement planning, they demonstrate general awareness in other areas. This foundation of knowledge is essential for effective and compliant procurement operations within the organization.

The rating of 4.16 for Governing Principles on Government Procurement, denoting "Aware" level, highlights a strong awareness within the Unified Command regarding the foundational principles that govern government procurement. Their awareness of these principles suggests that they grasp the fundamental

concepts that guide procurement practices, such as transparency, competition, fairness, and accountability. Understanding these principles is crucial because they serve as the ethical and legal framework for all procurement activities. Moreover, a solid comprehension of governing principles provides a solid foundation for ensuring compliance with procurement laws and regulations. It enables the Unified Command to make informed decisions, promote transparency, and uphold the integrity of their procurement processes.

The Unified Command is "Highly Aware" of procurement planning, which is a crucial aspect of effective procurement. This indicates a comprehensive understanding of the importance of strategic planning in procurement processes. The exceptional rating of 4.50 for Procurement Planning underscores the Unified Command's exceptional awareness and expertise in this critical aspect of procurement. Being "Highly Aware" of procurement planning indicates that they possess a deep understanding of the strategic and tactical considerations involved in planning procurement activities. Effective procurement planning encompasses various aspects, such as defining needs, budgeting, market analysis, risk assessment, and setting clear objectives. It is the foundation upon which successful procurement processes are built.

The rating of 3.96 for Procurement by Electronic Means indicates that the Unified Command possesses a solid awareness of electronic procurement methods, reflecting their understanding of the growing importance of technology in modern procurement practices. Although not rated as "Highly Aware," their recognition of electronic procurement's significance suggests that they are attuned to the changing landscape of procurement. In today's digital age, electronic procurement methods are streamlining processes, enhancing transparency, and increasing efficiency. Organizations that grasp the potential benefits of these methods are better equipped to adapt to evolving procurement practices. Their awareness underscores their readiness to explore and incorporate electronic procurement solutions when suitable. This adaptability positions them to leverage technology to improve procurement efficiency and maintain compliance with evolving regulations and standards.

The rating of 3.82 for the Bids and Awards Committee highlights the Unified Command's recognition of the presence and function of this essential body in the procurement process. Being "Aware" of the Bids and Awards Committee signifies that they comprehend the organizational framework responsible for overseeing and facilitating procurement activities. This committee plays a pivotal role in ensuring that procurement processes adhere to regulations, maintain transparency, and promote fairness and competition.

The Unified Command demonstrates "Aware" level of awareness with a mean of 4.16 for the preparation of bidding documents, recognizing the importance of compliance with procurement regulations when creating these essential documents. Their "Aware" level of understanding indicates that they grasp the significance of meticulous and compliant preparation when it comes to bidding documents. Bidding documents are the foundation of any procurement process, providing clear instructions to potential bidders and ensuring that the procurement follows established legal and ethical guidelines.

The rating of 3.99 for Receipt and Opening of Bids highlights the Unified Command's recognition of the significance of transparent and equitable procedures when it comes to the submission and assessment of bids. Their "Aware" level of understanding suggests that they comprehend the importance of following established protocols during the receipt and opening of bids. These procedures are essential to ensure that all bids are received on time, evaluated fairly, and that the process is transparent, accountable, and free from any bias or manipulation.

The rating of 3.87 for Post-Qualification and Award, Implementation, and Contract Termination highlights that the Unified Command acknowledges the phases that follow the bid evaluation process. Their "Aware" level of awareness indicates their grasp of the intricacies and importance of post-qualification, contract award, implementation, and, if needed, contract termination. These phases play a vital role in ensuring efficient contract execution, contractor compliance, and adherence to legal and contractual obligations. Their awareness reflects their commitment to a comprehensive approach to procurement, acknowledging that the procurement process extends beyond bid evaluation and involves ongoing oversight and management of contracts.

The rating of 4.05 for Alternative Methods of Procurement reflects the Unified Command's solid awareness of the various procurement methods available beyond traditional competitive bidding. Being "Aware" of these alternative methods signifies that they have the knowledge and understanding to consider and employ

different procurement approaches based on specific circumstances and requirements. This adaptability is essential in modern procurement, as it allows organizations to choose the most suitable method for different procurement scenarios. Their awareness highlights their commitment to flexibility and efficiency in procurement practices. Understanding alternative methods empowers them to make informed decisions, promote cost-effectiveness, and expedite procurement processes when appropriate.

2. Problems Encountered

Table 10 shows the problems encountered by the respondents in the implementation of the procurement law in the Unified Command.

*Table 10
Problems Encountered in the Implementation of
Procurement Law in the Unified Command*

Problems Encountered	F	%	Rank
Submitted Procurement documents were returned due to Incomplete documentary requirements.	88	88	1
Submitted Procurement documents were returned due to Incomplete Signatories.	76	76	2
Submitted Procurement documents were returned due to discrepancy with Unified Account Code Structures (UACS) or GAM account Code versus items purchased.	62	62	3
There is a discrepancy or point of error in the Automated Procurement Processing, Monitoring, and Information System (APPMIS) causing confusion and delay in the procurement process in the Unified command	35	35	4
Numerous signatories and availability of signatories	5	5	5
Delayed NTCA from GHQ/AFPSC and must be aware and be considerate on procurement timeline.	1	1	6

Submitted Procurement documents were returned due to Incomplete documentary requirements ranked first with 88% in the problems encountered by the Unified Command in the implementation of the Procurement law. This problem is of utmost concern as it ranks first, with a significant percentage of 88%. It highlights a pervasive issue within the Unified Command's procurement process, one that has far-reaching implications for the efficiency and effectiveness of its procurement operations. The high percentage of 88% underscores the critical nature of this problem. It indicates that a vast majority of procurement documents are returned due to incomplete or missing required documentation. Such documents could encompass an extensive range of materials, including but not restricted to specifications, financial details, vendor qualifications, and contractual terms. The repercussions of this issue are substantial. Incomplete documentation not only disrupts the procurement workflow but can also lead to considerable delays and inefficiencies. It forces the Unified Command to engage in time-consuming back-and-forth interactions with suppliers or vendors to rectify the deficiencies, which in turn can prolong the procurement cycle. Delays may potentially result in missed deadlines, operational disruptions, or increased costs.

The problem of submitted procurement documents being returned due to incomplete signatories, ranking second with a substantial percentage of 76%, highlights a significant challenge within the Unified Command's procurement processes. This issue indicates that there are difficulties in ensuring that all required individuals have properly endorsed the procurement documents, which can result in document returns and potential delays in the procurement process. The high percentage reflects the frequency with which this problem occurs, underscoring the need for a more efficient and well-coordinated approach to securing the necessary signatures on procurement documents.

The issue of submitted procurement documents being returned due to a discrepancy with Unified Account Code Structures (UACS) or GAM account Code versus the items purchased, ranking third with a significant percentage of 62%, underscores a notable challenge faced by the Unified Command. This problem indicates that there are issues regarding the alignment of account codes with the items being procured, potentially causing confusion and necessitating additional clarifications and corrections. The relatively high percentage

suggests that this discrepancy is a recurring problem that needs to be addressed to ensure a smoother and more accurate procurement process.

The challenge involving discrepancies or errors in the Automated Procurement Processing, Monitoring, and Information System (APPMIS), ranking fourth with a percentage of 35%, highlights an issue that impacts the Unified Command's procurement process. This problem suggests that discrepancies or errors within the APPMIS are leading to confusion and delays in the procurement workflow. The relatively significant percentage indicates that these technical issues are a recurring concern that can disrupt the efficiency and timeliness of procurement activities. Addressing these system discrepancies and improving the functionality of APPMIS may be necessary to enhance the overall procurement process within the Unified Command.

The challenge related to the presence of numerous signatories and their availability, ranked fifth with a relatively lower percentage of 5%, indicates a minor but not insignificant issue within the Unified Command's procurement process. While this problem is less prevalent compared to the top-ranked issues, it suggests that managing a large number of signatories or ensuring their availability might pose a minor challenge. In practical terms, managing signatories can be a complex task, as it involves coordinating the schedules and approvals of various individuals within the procurement process. This challenge could lead to delays in obtaining the required signatures, which, in turn, might hinder the overall procurement timeline. While it may not be as pervasive as other issues, addressing this matter is still vital to streamline the procurement process.

Efficient signatory management practices can help mitigate this challenge. Implementing clear approval workflows, employing electronic signature solutions, or developing strategies to ensure the availability of signatories when needed can significantly enhance the efficiency of the procurement process. By doing so, the Unified Command can further optimize their operations and maintain a high level of procurement effectiveness. This improvement in minor issues can collectively contribute to a smoother and more efficient procurement process, ultimately benefiting the organization and its constituents.

The issue of Delayed Notice of Transfer of Cash Allocation (NTCA) from GHQ/AFPSC, ranking last with a minimal percentage of 1%, highlights an uncommon problem within the procurement process of the Unified Command. This issue suggests that only a very small fraction of Delayed NTCA, underscoring the generally good compliance with NTCA requirements. While this problem has a minimal occurrence rate, maintaining vigilance in NTCA and timelines remains essential to ensuring the integrity and efficiency of the procurement process.

Despite a substantial level of awareness of procurement within the Unified Command, various persistent challenges, including incomplete procurement documents, missing signatories, account code discrepancies, Automated Procurement Processing (APPMIS) errors, numerous signatories, and Delayed Notice of Transfer of Cash Allocation (NTCA), can be attributed to a combination of factors. The complexity inherent in procurement processes, encompassing multiple stakeholders and intricate regulations, often leads to errors and discrepancies despite awareness. Additionally, the absence of specific training for staff involved in procurement, communication gaps among stakeholders, occasional technological hiccups in systems like APPMIS, resource constraints, lack of standardization in procurement practices, inadequate oversight, and insufficient feedback mechanisms all contribute to these ongoing issues.

Documentary Analysis

The following table showed actual verification of number of signatories of documentary requirements for negotiated procurement:

Table 11

Name of Document	No. of Signatories
Unit Purchase Request	3
Requisition Issue Slip (Not in Stock)	3
Certificate of Fund Chargeability	2
Request for Quotation	2

Canvass	5
Minutes of Meeting	5
Notice of Award	2
Purchase Order	3
Notice To Proceed	1
Notice of Delivery	1
MFO Inspection	3
Inspection & Acceptance Report	2
Certificate of Inspection	3
Requisition Issue Slip	4
Disbursement Voucher	3
Obligation Request	2
Total	44

As per actual sampling of documentary requirement showed that there are 44 signatories in all the documentary requirements or negotiated procurement, which is numerous that cause the delay of processing of procurement.

To further validate the findings, the researcher also employed non-probability sampling and examined 30 transactions from the previous year. The results of this sample revealed an average processing period of 60 to 90 days. Additionally, some transactions took even longer, exceeding the required processing period of 1-45 days.

These findings raise concerns about the timely processing of procurement requests within the Unified Command. The average processing time falling within the 60–90-day range indicates that there may be inefficiencies or bottlenecks in the procurement process. Furthermore, the presence of transactions extending beyond 120 days implies significant delays and potential hindrances to operational effectiveness.

It is important to note that the findings are based on non-probability sampling and a limited sample size of 30 transactions. While these results provide valued understandings hooked on the current state of the procurement process, they may not fully represent the entire population of transactions. Conducting a larger-scale study or employing probability sampling techniques could yield more robust and generalized results.

3. Proposed Measures to Improve Procurement process.

The table below shows the proposed measures by the respondents in the implementation of the procurement law in the Unified Command.

Table 12
Proposed Measures to Improve the Current Procurement Process in the Unified Command

Proposed Measures to Improve the Procurement Process	F	%	R ank
End-user and Purchasing Unit should submit complete documents with complete signatures to avoid delay in the processing.	87	87	1
Regular and Continuous Seminar and Training should be conducted to further enhance the knowledge and skills of Unified Command Personnel on Procurement Law and UACS and GAM	83	83	2
End-user and Purchasing unit should ensure the correctness of Account code (UACS) or GAM account code versus items or services purchased to avoid returning documents and delay of transactions	77	77	3
The current Automated Procurement Processing, Monitoring, and Information System (APPMIS) should be improved in terms of capability, such as technological access of units/offices, to	62	62	4

effectively monitor and enhance the Procurement processing of the Command.			
Stakeholders and End-Users must consider the procurement timeline. Personnel involved in the evaluation of procurement documents must be knowledgeable in all the documentary requirements using checklist.	7	7	5
Signatories should immediately sign procurement documents to avoid delay of transactions.	5	5	6

The prioritization of urging end-users and purchasing units to submit complete documents with complete signatures as the top proposed action underscores the critical nature of document integrity and timely submissions in the procurement process. With an overwhelming percentage of 87%, this action is the primary focus for improvement. It indicates a clear recognition that incomplete or improperly signed documents are a significant bottleneck causing delays and inefficiencies in the procurement workflow. By addressing this issue, the Unified Command aims to streamline their procurement procedures and enhance the overall effectiveness and efficiency of their procurement operations.

The second-ranked proposed action highlights the significance of continuous education through regular seminars and training to bolster the knowledge and skills of Unified Command personnel in Procurement Law, as well as understanding Unified Account Code Structures (UACS) and Government Accounting Manual (GAM). With a substantial percentage of 83%, this action underscores the importance of ongoing learning and professional development in maintaining compliance and competence within the procurement team. It recognizes that a well-trained and informed workforce is essential for effective procurement processes and aligning them with legal and accounting standards. By prioritizing training, the Unified Command aims to equip its personnel with the necessary expertise to navigate complex procurement regulations and procedures effectively.

The third-ranked proposed action focuses on the importance of ensuring the accuracy of Account codes (UACS) or GAM account codes in relation to the items or services purchased. With a substantial percentage of 77%, this action underscores the significance of alignment between account codes and procurement transactions to prevent document returns and transaction delays. It acknowledges that discrepancies in coding can lead to confusion and inefficiencies in the procurement process. By prioritizing code accuracy, the Unified Command aims to streamline its procurement operations and minimize disruptions caused by coding errors, ultimately enhancing efficiency and compliance.

The fourth-ranked proposed action highlights the need to enhance the capabilities of the current Automated Procurement Processing, Monitoring, and Information System (APPMIS). With a substantial percentage of 62%, this action underscores the importance of technological improvements to advance procurement processing and monitoring within the Command. It recognizes that a more robust and technologically accessible system can lead to more effective procurement operations. By investing in APPMIS enhancements, the Unified Command aims to improve its ability to monitor and manage procurement processes, ultimately contributing to greater efficiency and transparency. This action reflects the Command's commitment to leveraging technology for procurement process optimization.

The fifth-ranked proposed action addresses the importance of stakeholders and end-users considering procurement timelines. It also emphasizes the need for personnel involved in the evaluation of procurement documents to have comprehensive knowledge of all required documents using checklists. While it has the lowest percentage at 7%, this action underscores critical aspects of the procurement process. It emphasizes the significance of both timeliness and competence in document evaluation. By adhering to procurement timelines and ensuring that evaluators are well-versed in document requirements, the Unified Command aims to streamline and expedite its procurement procedures. This action reflects the Command's commitment to efficient and organized procurement practices, even in areas with lower awareness levels.

The action ranked last, with only 5% support, suggests that signatories should promptly sign procurement documents to prevent transaction delays. While this concern is of lesser magnitude compared to the higher-ranked issues, it underscores the significance of expediting the signing process in procurement. Even with a relatively lower percentage, it remains an important aspect of ensuring the efficiency and timeliness of

procurement transactions. This action highlights the Command's attention to detail and commitment to addressing even minor bottlenecks in the procurement process to enhance overall efficiency and effectiveness.

The purpose of the law is to make sure to less the cost, to provide efficiency, promote fairness, clearness and guarantee that public procurement is not discriminatory (Foster, 2014). The procurement law will also help avoid corruption in the government as it is an essential portion of any financial rules and regulations or programs of activities to attaining actual and proficient public financial management and national development (Chowdhury & Kirkpatrick, 2014). The implications of this study on awareness in the implementation of procurement law in The Unified Command within the context of Public Administration are significant and can be framed through the lens of various public administration theories. Primarily, the study underscores the importance of continuous training and education for personnel involved in procurement processes, aligning with the principles of New Public Management (NPM). By investing in the knowledge and skills of its workforce, The Unified Command can improve service delivery and efficiency, in line with NPM's results-oriented governance focus. Moreover, the study's identification of discrepancies in document completeness and the need for improved technological capabilities highlights the challenges in aligning the interests of principals (command authorities) and agents (procurement personnel), as outlined by Principal-Agent Theory. Implementing the proposed actions can help bridge these gaps and ensure that agents carry out their procurement duties in accordance with the principals' objectives, thus addressing agency problems. Additionally, institutional theory is also pertinent here, as the study emphasizes the significance of adhering to procurement regulations and practices within The Unified 71 69 Command. By enhancing awareness and compliance, the organization can strengthen its institutional framework and bolster legitimacy in the eyes of stakeholders. Finally, the study underscores the importance of collaboration and communication among various stakeholders in the procurement process, resonating with the concept of network governance. By considering procurement timelines and engaging in efficient communication, stakeholders can build stronger, more collaborative networks to facilitate procurement processes.

4. Implications of the Study to Public Administration

According to Republic Act 9184, it is the State's declared goal to promote the concepts of good governance in all its departments, branches, agencies, subdivisions, and instrumentalities, including government-owned and/or controlled enterprises and local government units.

All national government procurement, including departments, bureaus, offices, and agencies, including state universities and colleges, government-owned and/or-controlled enterprises, government financial institutions, and local government entities, shall be covered by the following principles:

Transparency in the process of procurement and implementation of contracts; Competitiveness by giving equal opportunity to private entities who are qualified and suitable to participate in public bidding and other alternative modes of procurement; A streamlined system of procurement that will apply consistently to all government procurement. The procurement process shall be simple and adaptable to advances in modern technology to ensure an effective and efficient methods; System of accountability in which both public officials directly or indirectly involved in the process of procurement as well as in the procurement implementation of contracts and private entities that deal with government are investigated and to be held liable for their actions relative thereat.

The law's goal is to ensure cost effectiveness and efficiency, as well as to promote fairness and openness in public procurement (Foster, 2014).

The procurement law will also aid in the prevention of government corruption because it is an essential component of any fiscal policy or program of activities aimed at attaining effective and efficient public financial management and national development (Chowdhury & Kirkpatrick, 2014).

The implications of the study on procurement law awareness in The Unified Command within the context of Public Administration are considerable and can be understood through the lens of several public administration theories. First and foremost, the study emphasizes the significance of ongoing training and education for procurement staff, in accordance with the principles of New Public Management (NPM). The Unified Command may improve service delivery and efficiency by investing in the knowledge and skills of its workforce, in keeping with NPM's results-oriented governance orientation.

Moreover, the study's identification of discrepancies in document completeness and the need for improved technological capabilities highlights the challenges in aligning the interests of principals (command authorities) and agents (procurement personnel), as outlined by Principal-Agent Theory. Implementing the proposed actions can help bridge these gaps and ensure that agents carry out their procurement duties in accordance with the principals' objectives, thus addressing agency problems.

Additionally, institutional theory is also pertinent here, as the study emphasizes the significance of adhering to procurement regulations and practices within The Unified Command. By enhancing awareness and compliance, the organization can strengthen its institutional framework and bolster legitimacy in the eyes of stakeholders.

Finally, the study underscores the importance of collaboration and communication among various stakeholders in the procurement process, resonating with the concept of network governance. By considering procurement timelines and engaging in efficient communication, stakeholders can build stronger, more collaborative networks to facilitate procurement processes.

IV. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of Findings, Conclusions and recommendations based on the problems as stated above.

Summary of Findings

The study wishes to assess the awareness of the implementation of Procurement Law in the Unified Commands of the AFP and identify the problems encountered in the Procurement process based on the survey among the respondents from the personnel involved in the Processing, it showed the following results:

1. **Governing Principles on Government Procurement (4.16 - Aware):** The Unified Command exhibits an understanding of the governing principles of government procurement, possessing a solid grasp of the fundamental concepts that underlie procurement processes.
2. **Procurement Planning (4.50 - Highly Aware):** The Unified Command is "Highly Aware" about procurement planning, recognizing its pivotal role in effective procurement. This indicates a comprehensive comprehension of the significance of strategic planning within procurement procedures.
3. **Procurement By Electronic Means (3.96 - Aware):** The Unified Command shows awareness of procurement conducted by electronic means. Although not "Highly Aware," they acknowledge the importance of electronic procurement practices, which are increasingly crucial in modern procurement procedures.
4. **Bids And Awards Committee (3.82 - Aware):** The Unified Command acknowledges the existence of the Bids and Awards Committee and its role in the procurement process. This acknowledgment reflects their understanding of the organizational structure involved in procurement.
5. **Preparation Of Bidding Documents (4.16 - Aware):** The Unified Command demonstrates awareness regarding the preparation of bidding documents, recognizing the significance of adhering to procurement regulations when creating these essential papers.
6. **Receipt And Opening of Bids (3.99 - Aware):** They were "Aware" of the procedures concerning the receipt and opening of bids, indicating their understanding of the necessity for transparency and fairness during bid submission and assessment.
7. **Post-Qualification and Award, Implementation and Termination of the contract (3.87 - Aware):** The Unified Command is "Aware" with the post-qualification, award, implementation, and contract termination processes, reflecting their awareness of the phases that follow bid evaluation.

8. Alternative Methods of Procurement (4.05 - Aware): They are "Aware" of alternative procurement methods, showcasing their ability to consider and apply diverse procurement approaches as necessary.
9. The most critical problem identified with 88% is the return of procurement documents due to incomplete documentary requirements, commanding a substantial 88% of the issue's prevalence. This pervasive challenge underscores a significant hurdle in the Unified Command's procurement process, posing potential delays and hindrances to the overall efficiency and effectiveness of their procurement operations.
10. The top-ranked proposed action with 87% involves urging end-users and purchasing units to submit complete documents with complete signatures to prevent delays in processing. This high-priority action emphasizes the importance of document integrity and timely submissions.

Conclusions

It is certain that the procurement plays a vital role in achieving efficient and effective public fiscal administration and promoting nationwide growth, ensuring that goods, services, and infrastructure are acquired in a transparent, fair, and cost-effective manner, procurement contributes to the responsible management of public funds. This helps optimize the allocation of resources and enables the government to deliver essential services to its citizens.

Efficient procurement practices also foster economic growth by promoting competition among suppliers, both local and international. This competition encourages innovation and drives down costs, ultimately leading to better value for money. Additionally, timely procurement processes facilitate the implementation of development projects and initiatives, stimulating economic activity and creating job opportunities across various sectors.

Furthermore, effective procurement practices contribute to good governance and accountability. Adhering to established rules, regulations, and ethical standards, procurement processes promote transparency and prevent corruption and mismanagement of public funds. This instills public trust and confidence in the government's financial management, which is crucial for sustained economic development.

The primary objective of the study was to evaluate the level of awareness and application of the Procurement Law in the Unified Command, as well as to identify the specific bottlenecks that hinder the procurement process and contribute to delays and redundant actions.

Understanding the current level of awareness regarding procurement regulations within the Unified Command, it becomes possible to address any gaps in knowledge and provide appropriate training or guidance to personnel involved in the procurement process. Improved awareness and understanding of the Procurement Law can help ensure compliance with regulations, reduce errors, and enhance the overall efficiency of procurement activities.

Identifying the bottlenecks within the procurement process is equally important. By pinpointing specific areas where delays and redundant actions occur, strategies can be formulated to streamline and improve these processes. This may involve reviewing and revising procurement procedures, enhancing coordination among different units or departments involved, and updating relevant systems or technologies.

Ultimately, the aim is to overcome the obstacles that impede efficient procurement in the Unified Command. By addressing these challenges, the procurement process can become more streamlined, transparent, and expedient, leading to better utilization of resources and ultimately contributing to the overall effectiveness and success of the Unified Command's operations.

In conclusion the Unified Commands is aware of most aspects of the implementation of Procurement Law. The Unified Commands has a full understanding of the key principles and practices involved. While they are "Highly Aware" in procurement planning, they demonstrate general awareness in other areas. This foundation of knowledge is essential for effective and compliant procurement operations within the organization.

There is no doubt, based on the information gathered the common causes of delays in the processing of procurement within Unified Commands towards achieving efficient and effective Procurement process were due to the following reasons,

Not all personnel involved in the procurement process may be fully knowledgeable or literate about RA 9184 (Republic Act 9184) and the Government Accounting Manual. This lack of understanding may hinder their ability to navigate through the intricacies of the procurement process effectively.

Another area of concern that has been identified is the lack of timeliness in the procurement process within the Command. It has been observed that deadlines and timelines are not consistently met, leading to delays and inefficiencies in the overall procurement workflow.

Furthermore, it has come to light that delays in the procurement process are attributable to several factors, including the involvement of numerous signatories and the extensive documentary requirements. These additional steps often lead to bottlenecks and prolonged processing times, hindering the overall efficiency of the Command's procurement operations.

Also, the current system lacks the capability to link and monitor units/offices, which hampers the efficient facilitation of logistics and accounting systems. To address this limitation, I will work on implementing solutions that enable seamless integration and data sharing between different units/offices.

The Command has been compliant with the majority of the requirements set forth by the Procurement Law or RA 9184. However, there are two specific areas where non-compliance has been identified: the submission of three quotations for commonly used supplies and the timely submission of the notice of delivery to the Commission on Audit (COA) within five days.

The current Automated Procurement Processing, Monitoring, and Information is not capable of linking to units/offices involved in the processing as to status of procurement.

Having an efficient procurement process is crucial for smoothly carrying out the directives of the Command while also preventing corruption within the government streamlining the signatories and reducing unnecessary documentary requirements, we can minimize processing time and achieve timeliness in procurement. Additionally, it is important to address the current limitation of the Automated Procurement Processing, Monitoring, and Information system by enabling it to link with units and offices involved in the procurement process. This will improve transparency and ensure that everyone involved is aware of the status of each procurement activity.

Recommendations

Regular and Continuous Seminar and Training on Procurement and UACS/GAM should be conducted by the Command to further enhance the knowledge and skills of Unified Command Personnel, and to assist personnel in becoming more proficient and confident in their understanding of RA 9184 and the Government Accounting Manual. By doing so, the Command will collectively contribute to a smooth, transparent, and compliant procurement process that serves the best interests of all stakeholders involved and also empower individuals with the knowledge and understanding needed to carry out their responsibilities in alignment with the procurement process.

There should be well-defined systems and procedures on Procurement to be explained to personnel for them to immediately facilitate and minimize mistakes in the processing of the procurement transactions, by diligently monitoring and reminding personnel of important deadlines, the Command can help ensure that each step is completed within the specified timeframes and it should be literate the accountability of each Personnel regarding their functions for the reason that the Personnel navigate any challenges they may encounter. Ultimately contributing to more efficient and timely procurement activities, to foster a sense of responsibility and accountability within the Command, by promoting a proactive mindset and emphasizing the importance of meeting deadlines, which can collectively work towards achieving a more timely and effective procurement process.

The End-user and Purchasing Unit should submit complete documents with complete signatures to avoid delay in the processing to address these challenges and streamline the procurement process. Identifying opportunities to reduce the number of signatories required without compromising the necessary checks and balances, and to collaborate with relevant stakeholders, so it can streamline the approval process and expedite decision-making.

End-user and Purchasing unit should ensure the correctness of Account code (UACS) or GAM account code versus items or services purchased to avoid returning documents and delay of transactions. Additionally, implementing measures to minimize discrepancies between account codes and the items being procured. Through careful review and validation of procurement requests, as well as close coordination with finance and accounting departments, to ensure that the appropriate codes are assigned to each procurement transaction, eliminating confusion and delays, also provide guidance and support to personnel involved in the procurement process, helping them navigate the necessary paperwork and documentation requirements by offering clear instructions, templates, and checklists, simplifying the process and reduce the likelihood of errors or omissions that could contribute to further delays.

It also recommended to lessen the signatories and documentary requirements on Procurement to minimize processing time and achieve timeliness to immediately respond and achieve the goals and mandates of the command. Moreover, simplifying the documentary requirements will expedite the procurement process, allowing us to quickly achieve the goals and mandates of the command. This approach promotes efficiency and ensures that our resources are utilized effectively and in a timely manner.

The current Automated Procurement Processing, Monitoring, and Information System (APPMIS) should be improved in terms of capability, such as technological access and link to Offices/units, to effectively monitor and facilitate the logistics and accounting systems and enhance the Procurement system of the Command. Collaborate with the IT department to explore and implement appropriate software or platforms that can serve as a centralized hub for logistics and accounting systems. This hub will allow units/offices to input and access relevant data, ensuring real-time monitoring and coordination. To establish clear communication channels and protocols to facilitate the exchange of information between units/offices. This may involve regular meetings, email updates, or even the creation of shared databases, depending on the specific needs and requirements of the Command and to ensure successful implementation, the Command should provide training and support to personnel involved in logistics and accounting. Through conducting workshops, demonstrations, and offering one-on-one assistance, and assists them adapt to the new systems and maximize their efficiency in utilizing these tools.

V. ACKNOWLEDGMENT

The paper would not be attained and possible without the help and guidance of the mentors, friends and acquaintances who inspired and guided the researcher in achieving this final Research paper.

To **DR ROSWALD G FERMIN**, adviser, for his never-ending support and guidance to complete this study. The researcher is so grateful for the efforts he exerted in guiding and assisting her.

To **DR EDWIN T CAOLENG**, chairman of the panel, Tarlac State University, for his suggestions and support for the improvement of this research paper.

To **DR. MYRNA Q MALLARI, DR. GRACE N. ROSETE**, and **DR. PATRICIA ANN D. ESTRADA**, members of the panel, for their comments, suggestions, and criticism for the enhancement of this paper are very much appreciated.

To my family, friends, and co-workers for their help, and motivation and served as inspirations in achieving my goal and dream.

To the respondents of this study, for their time and effort to answer the questionnaires.

To the **LORD GOD ALMIGHTY** to whom I dedicate everything and seek guidance in fulfilling my dream despite all the difficulties and hardships, His abundant grace is so great, To God be the glory.

REFERENCES

- [1] Sadreddin, R. Sawan, and A. Schifauerova (2014) “Using system dynamics approach to model cost of quality in the procurement process of the construction industry,” in Proceedings of the First Asia-Pacific System Dynamics Conference of the System, Tokyo.
- [2] Ahmad, T., Aljafari, R., & Venkatesh, V. (2019). The Government of Jamaica’s electronic procurement system: experiences and lessons learned. *Internet Research*, 29(6), 1571–1588. <https://doi.org/10.1108/intr-02-2019-0044>
- [3] Cahyo, W. N., El-Akruti, K. O., Dwight, R., & Zhang, T. (2014). A resources provision policy for multi-unit maintenance program. In *Lecture notes in mechanical engineering* (pp. 241–252). https://doi.org/10.1007/978-3-319-09507-3_22
- [4] Cahyo, W. N., El-Akruti, K. O., Dwight, R., & Zhang, T. (2015). Managing maintenance resources for better asset utilisation. *Australian Journal of Multi-disciplinary Engineering*. <https://doi.org/10.7158/14488388.2015.11464889>
- [5] Carithers, L. J., Ardlie, K., Barcus, M. E., Branton, P. A., Britton, A., Buia, S. A., Compton, C. C., DeLuca, D. S., Peter-Demchok, J., Gelfand, E., Guan, P., Korzeniewski, G. E., Lockhart, N. C., Rabiner, C. A., Rao, A. K., Robinson, K., Roche, N., Sawyer, S., Segrè, A. V., . . . Moore, H. M. (2015). A novel Approach to High-Quality Postmortem Tissue Procurement: the GTEX Project. *Biopreservation and Biobanking*, 13(5), 311–319. <https://doi.org/10.1089/bio.2015.0032>
- [6] Chen, Y., Bretschneider, S., Stritch, J. M., Darnall, N., & Hsueh, L. (2021). E-procurement system adoption in local governments: the role of procurement complexity and organizational structure. *Public Management Review*, 24(6), 903–925. <https://doi.org/10.1080/14719037.2021.1874497>
- [7] De Araújo, M. C. B., Alencar, L. H., & De Miranda Mota, C. M. (2017). Project procurement management: A structured literature review. *International Journal of Project Management*, 35(3), 353–377. <https://doi.org/10.1016/j.ijproman.2017.01.008>
- [8] Edler, J., & Georghiou, L. (2017). Public procurement and innovation—Resurrecting the demand side. *Research Policy*, 36(7), 949–963. <https://doi.org/10.1016/j.respol.2017.03.003>
- [9] Gabriel, A. G., & Castillo, L. C. (2019). Transparency and Accountability Practices of Local Government Units in the Philippines: A Measurement from the Ground. *Public Organization Review*, 20(3), 437–457. <https://doi.org/10.1007/s11115-019-00450-8>
- [10] Goldman, E., Rocholl, J., & So, J. (2013). Politically Connected Boards of Directors and The Allocation of Procurement Contracts. *European Finance Review*, 17(5), 1617–1648. <https://doi.org/10.1093/rof/rfs039>
- [11] Green, K. W., Zelbst, P. J., Meacham, J., & Bhadauria, V. S. (2012). Green supply chain management practices: impact on performance. *Supply Chain Management*, 17(3), 290–305. <https://doi.org/10.1108/13598541211227126>
- [12] Hochstetter, J., Vásquez, F., Diéguez, M., Bustamante, A., & Arango-López, J. (2023). Transparency and E-Government in Electronic Public Procurement as Sustainable Development. *Sustainability*, 15(5), 4672. <https://doi.org/10.3390/su15054672>
- [13] Jaafar, M., & Radzi, N. M. (2013). Level of satisfaction and issues with procurement systems used in the Malaysian public sector. *Construction Economics and Building*, 13(1), 50–65. <https://doi.org/10.5130/ajceb.v13i1.2830>
- [14] Jones, D. S. (2013). Procurement reform in the Philippines: the impact of elite capture and informal bureaucracy. *International Journal of Public Sector Management*, 26(5), 375–400. <https://doi.org/10.1108/ijpsm-05-2013-0068>
- [15] Knight, G. (1997). Cross-cultural reliability and validity of a scale to measure firm entrepreneurial orientation. *Journal of Business Venturing*, 12(3), 213–225. [https://doi.org/10.1016/s0883-9026\(96\)00065-1](https://doi.org/10.1016/s0883-9026(96)00065-1)
- [16] Molin, M. D., & Previtali, E. (2019). Basic research public procurement: the impact on supplier companies. *Journal of Public Procurement*, 19(3), 224–251. <https://doi.org/10.1108/jopp-07-2018-0027>
- [17] Mula, J., Bolarín, F. C., Díaz-Madroñero, M., & Carpio, K. M. (2013). A system dynamics model for the supply chain procurement transport problem: comparing spreadsheets, fuzzy programming and simulation approaches. *International Journal of Production Research*, 51(13), 4087–4104. <https://doi.org/10.1080/00207543.2013.774487>
- [18] Nani, D. A., & Ali, S. (2020). Determinants of Effective E-Procurement System: Empirical Evidence from Indonesian Local Governments. *Jurnal Dinamika Akuntansi Dan Bisnis*, 7(1), 33–50. <https://doi.org/10.24815/jdab.v7i1.15671>

- [19] Navarro, A.M., & Tanghal, J.A. (2017). The Promises and Pains in Procurement Reforms in the Philippines.
- [20] Nugroho, M. Z. P., Nugroho, M. E., & Susanti, M. (2020). Study and Analysis of Delays in the Material Procurement Process: A case study of Steel Manufacturing Companies at Indonesia. *International Journal of Engineering Research and Advanced Technology*, 06(01), 01–08. <https://doi.org/10.31695/ijerat.2020.3588>
- [21] Patrucco, A. S., Luzzini, D., & Ronchi, S. (2016). Evaluating the effectiveness of public procurement performance management systems in local governments. *Local Government Studies*, 42(5), 739–761. <https://doi.org/10.1080/03003930.2016.1181059>
- [22] Republic Act 9184. (n.d.). https://lawphil.net/statutes/repacts/ra2003/ra_9184_2003.html
- [23] RA 9184 and its IRR | GPPB-TSO. (n.d.). <https://www.gppb.gov.ph/ra-9184-and-2016-revised-irr/>
- [24] Ruparathna, R., & Hewage, K. (2015). Review of contemporary construction procurement practices. *Journal of Management in Engineering*, 31(3). [https://doi.org/10.1061/\(asce\)me.1943-5479.0000279](https://doi.org/10.1061/(asce)me.1943-5479.0000279)
- [25] Seyedghorban, Z., Samson, D., & Tahernejad, H. (2020). Digitalization opportunities for the procurement function: pathways to maturity. *International Journal of Operations & Production Management*, 40(11), 1685–1693. <https://doi.org/10.1108/ijopm-04-2020-0214>
- [26] Špaček, D., & Špačková, Z. (2022). Issues of e-government services quality in the digital-by-default era – the case of the national e-procurement platform in Czechia. *Journal of Public Procurement*, 23(1), 1–34. <https://doi.org/10.1108/jopp-02-2022-0004>
- [27] Commission on Audit. (2021, December 31). Executive Summary. Commission on Audit. <https://www.coa.gov.ph/download/5196/department-of-national-defense/72405/general-headquarters-armed-forces-of-the-philippines-executive-summary-2021.pdf>
- [28] Department Of Budget and Management. (n.d.). DEPARTMENT OF NATIONAL DEFENSE. DBM. <https://www.dbm.gov.ph/wp-content/uploads/OPCCB/OPIF2010/DND/DND.pdf>
- [29] Khandelwal, M. (2021, November 19). Likert Scale: Whats, Whys, Hows & Everything to know in 2023. SurveySensum. <https://www.surveysensum.com/blog/everything-you-need-to-know-about-the-likert-scale>
- [30] National Privacy Commission. (2016, July 12). Implementing Rules and Regulations of Republic Act No. 10173, known as the “Data Privacy Act of 2012”. National Privacy Commission. <https://www.privacy.gov.ph/wp-content/uploads/2016/07/updated-draft-july-12-2016.pdf>
- [31] United States Government. (1948, February 19). Armed Services Procurement Act of 1947. Defense Acquisition Innovation Repository hosted at the Naval Postgraduate School. <https://dair.nps.edu/handle/123456789/3999>
- [32] United States Government Publishing Office. (1949, June 30). U.S.C. Title 40 - PUBLIC BUILDINGS, PROPERTY, AND WORKS. GovInfo. <https://www.govinfo.gov/content/pkg/USCODE-2011-title40/html/USCODE-2011-title40-subtitleI-chap1.htm> [1] Ali, A. 2001. Macroeconomic variables as common pervasive risk factors and the empirical content of the Arbitrage Pricing Theory. *Journal of Empirical finance*, 5(3): 221–240.