Performance Level of Police Personnel in the Implementation of War on Drugs in the Municipality of San Manuel, Isabela

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Abstract: **The purpose of this study was to determine the level of performance of PNP in the implementation of the War on Drugs program in the municipality of San Manuel, Isabela. A quantitative survey method was employed, and 50 Philippine National Police personnel and 136 randomly selected barangay officials were included as participants in this study. The study revealed that PNP San Manuel manifested an outstanding performance in the implementation of the War on Drugs program in terms of personnel, management, and logistics. However, there is a difference in the perceptions of police personnel and barangay officials on the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program. Furthermore, there is a moderate seriousness of the problems encountered in the implementation of the War on Drugs program in the municipality.**

Keywords: **Police personnel, barangay officials, war on drugs, level of performance, problems encountered.**

1. Introduction

The world drug problem, including its political, economic, social, and environmental costs, constitutes a complex, dynamic, and multi-causal phenomenon that presents a challenge to the country and its government. The results of the Dangerous Drugs Board's latest survey on the drug use situation in the Philippines show the demand reduction activities involved community officials and/or local police going to the homes of known users and asking them to voluntarily surrender and receive treatment (Raymundo, 2018).

With the introduction of the War on Drugs campaign of the government, it is accorded based on the government's official count through its campaign. There are only 5.563 drug personalities who were killed in legitimate police operations. Before that, however, the Philippine National Police (PNP) itself reported a higher number, 6.600 drug suspects killed. This means that the rate of drug-related cases in the country has decreased because of the implementation of the War on Drugs in the country. The Philippine Drug Enforcement Agency (PDEA) has also reported that 92% of barangays in the National Capital Region are affected by illicit drug use (PDEA, 2015). Barangay is the smallest political unit in the Philippines. Each municipality or city is therefore made up of barangays

(PhilAtlas, 2021).

A. Background of the Study

The Philippine drug policy is characterized by a punitive approach, which has reached its peak in the ongoing war on drugs. This reflects a serious lack of input from the key target demographic. The drug users themselves, whose perspectives, lived experiences, and life trajectories can help policymakers craft a more humane and effective program (Lasco, 2018). Further, it emphasizes that by drawing on the vast amount of literature on Right-Wing Authoritarianism (RWA), perception of threat, and moral foundations. It explored the sociopolitical and moral underpinnings of attitudes toward an anti-crime and anti-drug campaign, alongside the different problems, setbacks, or drawbacks in the implementation thereof. The findings may serve as the basis of the conceptualization of a contextualized policy on how to lessen problems, issues, or impediments in implementing the war on drugs (Lasco, 2018).

The program of the Department of Interior and Local Government (DILG) has highlighted that Philippines in the year 2022 achieved drug-free communities. This was realized through supply reduction efforts involving vigorous law enforcement with consistent adherence to and observance of human rights, coupled with comprehensive demand reduction initiatives and supported by strong international ties. This strategy provides an extensive framework for law enforcement and penalties for violations. It simultaneously adopts a compassionate approach to the victims of drug use by encouraging voluntary treatment and rehabilitation under an overarching framework that emphasizes respect for the dignity of the human person (DILG, 2016).

The drug issue continues to threaten the security of the global community. The World Drug Report 2017 has estimated that almost a quarter of a billion people, or around 5 percent of the global adult population, used drugs at least once in 2015. Even more alarming is that about 29,5 million drug users, or 0,6 percent of the global adult population, suffer from drug use disorders. This means that their drug use is harmful because they may experience drug dependence and require treatment (UNODC, 2014).

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It has been purported that the audience must be informed regarding the program's ultimate goals and main objectives to make the program successful. Support, cooperation, and motivation from stakeholders should be necessary to maintain a particular program's excellent achievement and performance (Martin & Bonesto-Tugguin, 2020).

Duterte appeared at the right time to put things in order. Duterte was seen as someone who will actually bring change to fight crime, eradicate corruption, and use prohibited drugs (Jenkins, 2016). Recently, localities have taken a more active role in implementing demand-side policies, particular treatment, rehabilitation, and prevention to lessen the problems of using prohibited drugs (Barlas, 2017).

Consonant to this, the Municipality of San Manuel implemented the War on Drugs campaign program of President Duterte through the San Manuel Police Station, in partnership with other agencies, including its Municipal Anti-Drug Abuse Council. More than 200 drug surrenderers have undergone the Community-Based Drug Rehabilitation Program. Through these joint efforts, the municipality attained its drug-cleared status on October 2, 2019, pursuant to Regional Oversight Committee (ROC) Resolution No. 475, series of 2019, stating that all the 19 barangays complied with the requirements set forth under DDB Board Regulation No. 3, series of 2017. However, San Manuel Police Station remains uncomplacent of its current status because there is a tendency that the problems on illegal drugs in the municipality might recur. Hence, the battle against illegal drugs is continuous.

It is within this context that the researcher sought to fill this gap by exploring the experiences and the performance of police officers and the community regarding the implementation of the war on drugs using the lens of narrative analysis. Therefore, this study was undertaken.

B. Research Questions

1. What is the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program in terms of personnel, management, and logistics as assessed by the PNP and barangay officials?
2. Is there a significant difference in the perceptions of police personnel and barangay officials on the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program?
3. How serious are the problems encountered by the PNP in the implementation of the War on Drugs program?

C. Hypotheses

There is no difference in the perceptions of police personnel and barangay officials on the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program.

D. Significance of the Study

The Result of this Study Will be Beneficial to the Following:

San Manuel Police Station. The results of this study may be utilized by the organization to enhance its performance by improving the implementation of War on Drugs programs and activities in the municipality.

Police Personnel. As agents in the provision of basic peace and order services to the residents of the municipality, the PNP personnel will benefit from the results of this study by utilizing the findings and data as a reference in employing modifications and adjustments where it is deemed necessary to further improve their performance in the implementation of the different War on Drugs programs and activities.

Barangay Officials. As a vital part of society, especially in managing the barangay, the result of this study may be used as a reference in providing support to the PNP in curbing the occurrence and proliferation of drug-related incidents in their respective jurisdictions.

Community. The result of this study may be used to enhance the implementation of anti-illegal drug programs and activities; thus, achieving a drug-free society, which in turn, will result in a more progressive community.

Future Researchers. The results of this study may serve as a springboard for them to pursue an investigation parallel to this study. This study may reveal insights that will help future researchers realize the goals of their studies. They may use the data of this study to come up with a bigger and wider spectrum of the subject.

E. Theoretical Background

The study was anchored on the Availability-Proneness Theory of Illicit Drug Abuse. Most simply stated the availability-proneness theory of drug abuse involves the proposition that drug abuse occurs when a prone individual is exposed to a high level of availability. It is argued that the availability of or ease of access to all drugs varies enormously, as does proneness to use these drugs for social or psychological reasons. Tendencies to use drugs should vary directly with both availability and proneness, and the two should sum to create an addiction tendency. This suggests that both availability and proneness need not be high for all drug abusers. Where availability is excessively high, the level of proneness required among users could be lower than in situations of low availability. Where an individual's psychological or social proneness is very high, he or she may become a drug abuser in situations in which availability is low. Treatment of drug abusers should be successful only where large reductions are made in availability or proneness. Where relapses occur after treatment, they should be in situations in which a return to earlier levels of availability or proneness is made. Continuation of drug use should occur whenever availability and proneness remain constant and acceptable to the drug user or abuser (Smart, 1980).

In general, this two-factor availability-proneness theory makes use of much-published research, integrating it into propositions that take account of many of the findings. The theory has some similarities to the vulnerability-acceptance theory of alcoholism adopted by Jellinek (1960) years ago but many differences as well. Unfortunately, the theory has not had a large-scale independent test and has some weaknesses as well as some strengths. The theory attempts to account for initiation, continuation, and relapse from drug abuse with only two

factors. Examination of the meaning and measurement of these factors is crucial to the understanding and further development of the theory (Smart, 1980).

F. Conceptual Framework

The present study was anchored on the basic system framework of Input-Process-Output (IPO).

The input frame involves the profiles of PNP personnel and barangay officials, the level of performance of the PNP in the implementation of the War on Drugs, and the problems encountered in the implementation of PNP's War on Drugs programs and activities.

The process frame involves assessment through a survey questionnaire of the level of performance of PNP in the implementation of the War on Drugs in terms of personnel, management, and logistics, the effect of PNP's War on Drugs programs and activities, and the challenges encountered in the implementation of War on Drugs.

The output frame contains the proposed intervention plan to enhance the level of PNP's performance in the implementation of War on Drugs programs and activities in the municipality of San Manuel, Isabela.
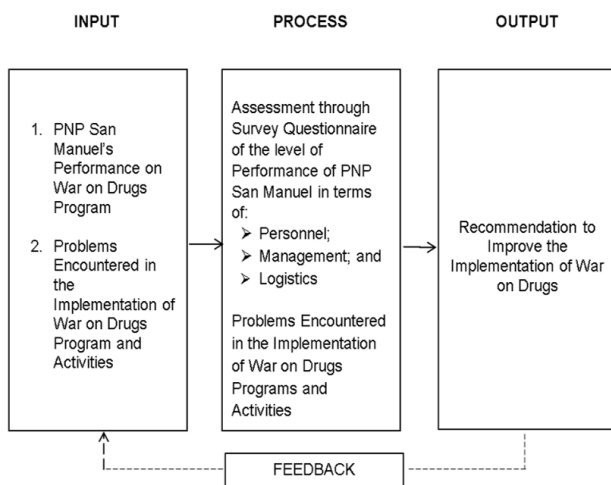

Fig. 1. Paradigm of the study

G. Literature Review

Duterte administration sees drug dealing and addiction as major obstacles to the Philippines' economic and social progress, The drug war is a cornerstone of Duterte's domestic policy and represents the extension of policies he had implemented earlier in his political career as the Mayor of the City of Davao. The majority of the Local Government Units (LGUs) provide different strategies against drug addiction that cause violence and crimes in their community.

Since taking office in June 2016, President Rodrigo Roa Duterte has launched an immense campaign against criminality and the illegal drug trade that has resulted in the deaths of suspected drug personalities and criminals in the country. In his administration's anti-crime and anti-drug campaign, the president gives police officers an order to gun down criminals and drug dealers and promises them a reward for catching drug suspects. Further, it is implemented upon the approval by the

Chief, PNP, in consonance with the six-month extension of President Duterte to eradicate illegal drugs in the country. There are expected in the implementation of this program: (1) a more balanced, effective, efficient, and intensive yet more humane law enforcement operations against illegal drugs; (2) an aggressive approach will be implemented targeting those high-profile personalities involved in the illegal drug trade; (3) more engagement and collaboration of the PNP with different government agencies, LGUs, NGOs, and the community to establish the 'whole-of-nation approach' particularly in the conduct of barangay drug-clearing operations anchored on the principle of reciprocal responsibility to establish a drug-free community; (4) significant downtrend in the national crime volume; (5) a lasting change for a safer and a more secured community (PNP Command Memorandum Circular No. 16-2016).

The Duterte administration's drug war constitutes various discursive mechanisms of justification (Johnson and Fernquest 2018). First, the rhetoric and policy discourses of Duterte and his administration officials encourage the killings of all those involved in narcotic drugs. Duterte devalued the life of alleged criminals by arguing that "there's a whale of a difference between killing an innocent person and killing a criminal. . .they ought not to be mixed up" and justified that the casualties of the drug wars were criminals who ought to die. Second, police officers implement fictional buy-bust operations, whereby the target suspects would be accused of violent resistance and are eventually killed. Third, police agents and suspected state-sponsored assassins systematically yet covertly look for all targets and kill them in ways that demonstrate acts of governmental terrorism. In fact, the distinction between a buy-bust killing and a regular extra-judicial killing is unclear, considering that "if the victim did not have a gun, one can be given to him after he is killed—and it frequently is" (Johnson and Fernquest, 2018).

The war on drugs deliberately targeted any suspected drug users and traffickers, without any proper court sanctioned vetting and arrest warrants (Reyes, 2019). In Duterte's war on drugs, state agents employ two key tactics. First, they systematically identify suspected drug dealers, users, and alleged criminals and disclose their names in the media. Second, state agents passionately justify the killing of those suspects as inevitable, while publicly embarrassing the suspects' families and friends through the placement of placards on the dead targets that indicate that they deserve death for their involvement in drugs. Such tactics depend also on showcasing the purported effectiveness of state violence in fostering order and peace in the society, where, as Duterte maintains, human rights and democratic governance allegedly failed (Reyes 2019).

Who were the victims of the drug wars in the Philippines? The large majority of the victims were financially impoverished individuals living in slums. In a study conducted by two Philippine universities and the Stabile Center at Columbia University, 40 percent of the killings were conducted in the slums of Metro Manila (between May 2016 and September 2017), and the dead civilians were "typically tricycle drivers,

construction workers, vendors, farmers, jeepney barkers, garbage collectors, or were unemployed" (Coronel, Kalaw-Tirol, and Pimentel 2019).

The official statistics from the Philippine National Police confirm that around 5,000 individuals were killed nationwide by state agents between 2016 until 2018 (Ball et al. 2019). On June 2019, the Philippine police contradicted its own earlier pronouncements and asserted that 6,600 individual lives were killed by state agents in their anti-drug operations (Maitem 2019). In addition, approximately 30,000 victims were killed using the "riding-in-tandem" tactic, which involves purportedly state-sanctioned two masked or hooded assassins riding in a motorcycle and widely suspected as state sponsored agents (Maitem 2019).

What was the political logic that underpinned the state violence-oriented approach to addressing illegal drugs? The most likely general explanation for the emergence of a state-initiated human rights crisis in the context of the war on drugs pertains to Rodrigo Duterte's attempt to bolster his political authority in two ways. First, Duterte relies on the political support from those who believe that the problem of law and order in the country could only be fully resolved through the full reliance on state violence and disregard for democratic procedures and human rights commitments. Second, by reinforcing the coercive capacities of the military and the policy through the war on drugs, Duterte undermines the likelihood of a potential coup. Notably, forty-six retired high-ranking military and police officers were given ministerial posts (positions as Cabinet Secretaries) and other influential positions in various government agencies and government-owned corporations (Gita, 2019), thereby suggesting the administration's attempt to quell the potential of coup against Duterte's leadership. Duterte even vowed to hire more retired military officials into his administration for the remaining three years of his presidential term. Notably, the majority of these retired military and police officials came from Duterte's political bailiwick in southern Philippines. Moreover, the support of the upper- and middle-classes is crucial to the survival of the Duterte regime, particularly when such influential class groups could potentially consolidate their resources and influence in toppling an incumbent presidential administration. As the majority of the war on drugs' victims came from extremely poor background, the Duterte regime wins the support of the elite and middle class by providing them a (albeit false) sense of security and safety (Go & De Ungria, 2019). Dismissive of the legitimacy of non-violent approaches, the war on drugs also aims to address poverty by killing poor people in a way that bolsters wealthy elites' support for Duterte. Specifically, the police and state agents primarily implemented their killing operations in the financially poor slums of Metro Manila and other underdeveloped rural areas in the provinces, thereby targeting poor Filipinos (Barrera, 2017).

While the war on drugs constitutes Duterte's strategy for regime consolidation, what exactly were the political discourses and justifications that sought to justify such a violent strategy? In justifying the war on drugs, how did the Duterte administration and its allies construct notions of peace and

human rights? The Duterte administration's discourses instrumentally claim that peace depends on the rule of law and the effective provision of basic security. Duterte claims that the war on drugs could generate peace, which is crucial for sustainable socioeconomic development In his 2019 SONA speech, Duterte (2019) maintains that: "developmental gains will not be felt by our people in the countryside if we cannot maintain law and order. . . "Yang peace and security, wala "yan. [peace and security are nothing]. . .we need to enforce the law." (Duterte 2019). Yet, the inconsistency and ambivalence of Duterte's policy views are well-known. In the same SONA speech, Duterte (2019) claimed that he "will do [address the dispute] in the peaceful way, mindful of the fact that it is our national pride and territorial integrity that are at stake."

The foregoing analysis shows two strands of ideas concerning the Duterte administration's views on peace. On substantive content, peace refers to the scenario where the Philippine state exercises full control of marginalized groups, particularly the materially poor citizens, in a way that protects the interest of capital and wealth of the elites. In this way, peace refers to state security, which includes the consolidation of power of the ruling presidential administration and wealthy elite allies. Peace, in this view, does not include the freedom of the poor people from state violence, as they remain key targets of the war on drugs without any recourse to procedural justice and rehabilitative facilities, particularly for those suffering from narcotic drug addiction. In advancing such an elitist view of peace, the Duterte administration employs several tactics. First, it reorients the state apparatus as an instrument of violence not in the service of the state's human rights commitments to its citizens; rather, state violence exclusively reinforces the interest of the incumbent presidential regime's consolidation of authority, while bolstering the interests of its ruling wealthy elites. Second, the state's discourses aim to dehumanize poor people, who were characterized as worthy of being killed in the interest of state security.

Meanwhile, various studies have been undertaken that are related to the War on Drugs program. Guay and Cawi (2021) conducted a study to explore the implementation of the war on drugs program in the municipality of Alfonso Lista, Ifugao. The research utilized descriptive qualitative research design to determine the interrelated factors affecting the implementation of the war on drugs program, setbacks encountered by the implementers thereof, the mechanism employed to counter the challenges in its implementation, and the suggestions for efficient implementation. Thematic analysis was used to determine the themes derived from the interview. The barangay chairmen, community members, church and educational officers, Philippine National Police (PNP) personnel, and Local Government Units (LGU) officials served as the key informants through purposive sampling techniques. In addition, the researchers wanted to venture on the binding foundation program or a localized war on drugs program, which would significantly predict support for the anti-crime and anti-drug campaign as encountered by the police officers, LGU officials, and the community in the municipality of Alfonso Lista, Ifugao. Given all these, the result of the research relative to the factors

and setbacks encountered by the police officers, LGU officials, and community, including the mechanisms employed among them to counter the challenges in the implementation of the war on drugs program, served as the basis in crafting a localized war on drugs program.

Meanwhile, Rigelmi (2021) ventured into a study that focused on the contentious discourses of peace within a society besieged by widespread trafficking and use of illegal drugs. Focusing on the illegal drug problem in Colombia and the Philippines, the central puzzle of this paper constituted two fundamental questions: How do state leaders justify their respective "war on drugs"? How do they construct and discursively articulate ideals of peace in the context of the illegal drug problem? The paper compared the post-9/11 Colombian war on drugs (2002–2010) vis-à-vis the Philippine war on drugs under the Duterte administration (2016–2019), particularly in terms of how their presidential administrations articulate "peace" in the context of resolving the drug problem. The paper examined the varying discourses of peace, investigated how those local discourses relate to global discourses on peace and illegal drugs, and underscored how and under which conditions those peace discourses portray the material distributive conflicts in those societies. The core argument states that the Uribe and Duterte administrations primarily deployed the notion of peace as a justificatory discourse for increased state repression, intensified criminalization of the drug problem, and the reluctance of the state in embracing a public health approach to the proliferation of illegal drugs.

Pila (2021) identified the anti-drug campaign strategies of Philippine National Police that contributes to local economic development in Valenzuela City for the years 2015-2017. The study employed both quantitative descriptive research and qualitative method. For the quantitative part which is structured interview among the police officers of Valenzuela City. The qualitative analysis is the data generated from the accomplishment reports in the Philippine National Police. It revealed that strategic plans operation, score board, hangyo and Valenzuela City Cares Plus become effective in reducing drug cases within the community. The challenges faced by the Philippine National Police are the following: Lack of Human Resources, Logistical Problem and Mobility. The anti-drug campaign implemented by the PNP and Local Chief Executive (LCE) provide security, peace and order and stability of the local economy of the community. The local officials should continue their support and cooperation in terms of financial sufficiency, resource management and program implementation to augment and maximize the capacity of PNP towards anti-drug campaign. Partnership of the PNP and the community is the best way to solve criminality.

2. Methods

A. Research Design

This study utilized the quantitative research method. According to John Creswell (2014), quantitative research is an inquiry into a social or human problem, based on testing a theory composed of variables, measured with numbers, and analyzed with statistical procedures, to determine whether the predictive generalizations of the theory hold true.

According to Kothari (2004), quantitative research involves the generation of data in quantitative form that can be subjected to rigorous quantitative analysis formally and rigidly. This approach can be further sub-classified into inferential, experimental, and simulation approaches to research. Quantitative approaches to research center on achieving objectivity, control, and precise measurement. Methodologically, these approaches rely on deductive designs aimed at refuting or building evidence in favor of specific theories and hypotheses (Patricia, 2022).

B. Study Site and Participants

The study was undertaken in the Municipality of San Manuel, Isabela. San Manuel is a fourth-class municipality in the province of Isabela. San Manuel, formerly Callang, lies in the central-western part of the province of Isabela, bounded on the north by the municipality of Roxas, on the south by the municipality of Aurora, on the east by the municipality of Burgos, all in the province of Isabela, and stretched westward to the municipality of Paracelis in Mt. Province and Potia, now Alfonso Lista, in Ifugao. To date, the municipality of San Manuel is politically subdivided into 19 barangays namely: Agliam, Babanuang, Cabaritan, Caraniogan, District 1, District 2, District 3, District, Eden, Malalinta, Mararigue, Neva Era, Pisang, San Francisco, Sandiat Centro, Sandiat East, Sandiat West, Sta. Cruz, and Villanueva.

The participants of the study were the police officers of San Manuel Police Station and the officials of the 19 barangays in the municipality. All police officers who are currently assigned/working at Philippine National Police San Manuel, Isabela were included as respondents of the study.

Seventeen (17) of the PNP personnel are 31-35 years old, 10 are 26-30 years old and 36-40 years old, seven (7) are 41-45 years old, and six (6) are 46-50 years old. In terms of sex, 43 are males and seven (7) are females. As to civil status, 46 are married and four (4) are singles. In relation to the rank, 10 are currently holding the position of Police Corporals, nine (9) are Police Master Sergeants and Patrolmen/Patrolwomen, six (6) are Police Senior Master Sergeants and Police Staff Sergeants, four (4) are Police Chief Master Sergeants, three (3) are Police Executive Master Sergeants, two (2) are Police Lieutenants, and one (1) is a Police Major. As to length in service, 14 are in service for 11-15 years, 13 for 6-10 years, nine (9) for 1-5 years and 16-20 years, and five (5) for at least 21 years.

Meanwhile, the samples of barangay officials were taken from the population comprising Punong Barangays, Barangay Kagawads, Sangguniang Kabataan Chairpersons, Barangay Secretaries, and Barangay Treasurers. Age stratification revealed that out of the 136 barangay officials, 36 are 46-50 years old, 27 are 41-45 years old, 19 are 20-25 years old, 18 are 51-55 years old, 15 are 36-40 years old, 10 are 31-35 years old, 6 are 56-60 years old, and 5 are 26-30 years old. According to sex, 96 are males and 40 are females. As to civil status, 111 are married while 25 are singles. Consonant to the current

positions, 76 are Barangay Kagawads, 19 are Punong Barangays, 19 are SK Chairpersons, 11 are Barangay Secretaries, and 11 are Barangay Treasurers. Relative to the length of service, 179 are in service for 6-10 years, 49 for 1-5 years, and eight (8) for 11-15 years.

C. Population, Sample Size, and Sampling Method

To date, there are 57 police officers at San Manuel PS. The online Raosoft Sample size calculary with 5% margin of error with a 95% level of confidence was used to determine the sample size of 50 police officers as respondents of the study.

The population of the study consisted of 209 officials (11 in each barangay) in the 19 barangays of the Municipality of San Manuel, Isabela. The online Raosoft Sample size calculary with 5% margin of error with a 95% level of confidence was used to determine the sample size of 136 barangay officials including all the 19 Punong Barangays and SK Chairpersons.

D. Instruments

The researcher utilized a survey questionnaire to gather the data vital to the study. It was adapted from the study of Guay and Cawi (2021) entitled, "The Implementation of the War on Drugs Program in One of the Municipalities of Ifugao Province". It was slightly modified to answer the presented variables; pilot tested with Cronbach's alpha score of 0.788 indicating the tool was valid and reliable. The used survey questionnaires consist of two (2) parts. Part 1 seeks to determine the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program. This part was divided into three (3) subparts that focuses on questions pertaining to personnel, management, and logistics. Each subpart is consisting of six (6) items of questions including a subjective question encouraging the respondents to list in other question not included in the questionnaires as assessed by the PNP and barangay officials using a 4-Point Likert Scale as 4 is Outstanding, 3 is Good, 2 is Poor and 1 is Very Poor. Part 2 seeks to determine how serious are the problems encountered by the PNP in the implementation of the War on Drugs program in the Municipality of San Manuel, Isabela. This part is consisting of thirteen (13) items of problems encountered including a subjective item encouraging the respondents to list in other problems encountered not included in the questionnaires as assessed by the PNP and barangay officials using a 4-Point Likert Scale as 4 is Very Serious, 3 is Serious, 2 is Moderately Serious and 1 is Not a problem.

E. Data Gathering Procedures

Before the actual investigation, the researcher sought permission from the Office of the Chief of Police of San Manuel PS as well as from Punong Barangays to conduct the study. Upon approval, the researcher personally administered and retrieved the questionnaire to and from the participants ensuring a hundred percent retrieval of the questionnaires. The data gathered were tallied and tabulated to facilitate analysis and interpretation.

F. Data Analysis

The data retrieved from the questionnaire were converted into numerical weight using the Likert 4-point scale. The data collected were analyzed using of the following statistical tools:

1. *Frequency*. This was used to get the number of respondents as to different profile variables.
2. *Percentage*. This was used to express the data representing the profile of the respondents
3. *Weighted Mean*. This was used to treat the data to answer the questions presented in Parts II, III, and IV of the questionnaires.
4. *Mann-Whitney U Test*. This was used to determine if there is a difference in the perceptions of police personnel and barangay officials in the performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program.

G. Ethical Considerations

To address ethical consideration aspects that may emanate from this study, no individuals were forced to participate. Full consent was obtained from the participants before the conduct of this study. The dignity and well-being of respondents were protected at all times. The researcher thoroughly discussed to the participants the objectives of the study to make an informed decision on their participation. The data remained confidential throughout the study; however, the researcher obtained permission from the respondents to use their real names in the research whenever necessary. Furthermore, the study was critically reviewed and approved by the research committee to establish content validity and reliability. Likewise, in relation to the research manuscript, acknowledgment and referencing were highly observed.

3. Results

This section presents the results and findings of the study. Discussions focused on the demographic profile of the participants, the level of performance of PNP San Manuel, Isabela in the Implementation of the War on Drugs in terms of personnel, management, and logistics, as well as the problems encountered in implementing the War on Drugs.

A. Level of Performance of PNP San Manuel, Isabela in the Implementation of the War on Drugs Program

1) Personnel

Table 1 depicts the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs Program in Terms of Personnel.

Table 1 shows that the personnel of PNP San Manuel, Isabela are manifesting an outstanding performance in the implementation of the War on Drugs in terms of the following indicators related to personnel: "The PNP operates as an entity with collaborative links to the community in the implementation of the War on Drugs programs" and "The PNP personnel encourage greater community engagement to help bridge the all-too-apparent gap between cops and communities in the War on Drugs" sharing a mean of 3.96, "The PNP officers are fast, efficient, and productive, and are largely considered to be the top performers in the War on Drugs programs" with a mean of 3.94, as well as "The PNP departments perform a wide

range of tasks, and they may do some things better than others in the War on Drugs operations" and "The PNP renders service-oriented metrics such as assistance, safety and education talks, neighborhood and business checks, and other community-oriented activities are included and encouraged in performance measures in the War on Drugs activities" with means of 3.90 and 3.88, respectively. The category mean of 3.93 implies that the personnel of PNP San Manuel, Isabela have exhibited an outstanding performance in the implementation of the War on Drugs as claimed by the personnel themselves.

Meanwhile, barangay officials affirmed that PNP San Manuel has an outstanding performance in terms of its personnel in the implementation of the War on Drugs program by manifesting the following: "The PNP departments perform a wide range of tasks, and they may do some things better than others in the War on Drugs operations" with a mean of 3.78, "The PNP personnel encourage greater community engagement to help bridge the all-too-apparent gap between cops and communities in the War on Drugs" with a mean of 3.52, as well as "The PNP officers are fast, efficient, and productive, and are largely considered to be the top performers in the War on Drugs programs", "The PNP operates as an entity with collaborative links to the community in the implementation of the War on Drugs programs", and "The PNP renders service-oriented metrics such as assistance, safety and education talks, neighborhood and business checks, and other community-oriented activities are included and encouraged in performance measures in the War on Drugs activities" with means of 3.49, 3.38, and 3.32, respectively. The category mean of 3.50

indicates the outstanding performance of PNP personnel of San Manuel, Isabela in the implementation of the War on Drugs program as perceived by barangay officials.

2) Management

Table 2 shows the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs Program in Terms of Personnel.

Table 2 depicts that PNP San Manuel has exhibited an "outstanding" performance on the following management indicators in the implementation of the War on Drug program as claimed by the PNP personnel: "The PNP carries out extensive efforts to suppress the illicit production, trafficking, and distribution of drugs" with a mean of 4.00, "The PNP employs the most effective way of undertaking the drug problem that involves a comprehensive, balanced and coordinated approach, that addresses both supply control and demand reduction, which reinforce each other, together with the appropriate application of the principle of shared responsibility", "The PNP undertakes drug demand reduction which includes a wide variety of appropriate interventions and promotion of health and social well-being among individuals, families, and communities" which both registered a mean of 3.98, as well as "The PNP uses an authoritative style and adheres to the military model of command and control in the War on Drugs program" and "The PNP conducts planning on War on Drugs which focuses and centers on internal operations such as policies, procedures, rules, and regulations" with means of 3.94 and 3.90, respectively. The category mean of 3.94 suggests that there is an outstanding performance of PNP San

Table 1
Level of performance of PNP San Manuel, Isabela in the implementation of the war on drugs program in terms of personnel

Particulars	PNP Personnel		Barangay Officials	
	Mean	Qualitative Description	Mean	Qualitative Description
1. The PNP operates as an entity with collaborative links to the community in the implementation of the War on Drugs programs	3.96	Outstanding	3.38	Outstanding
2. The PNP officers are fast, efficient, and productive, and are largely considered to be the top performers in the War on Drugs programs	3.94	Outstanding	3.49	Outstanding
3. The PNP renders service-oriented metrics such as assistance, safety and education talks, neighborhood and business checks, and other community-oriented activities are included and encouraged in performance measures in the War on Drugs activities	3.88	Outstanding	3.32	Outstanding
4. The PNP personnel encourage greater community engagement to help bridge the all-too-apparent gap between cops and communities in the War on Drugs	3.96	Outstanding	3.52	Outstanding
5. The PNP departments perform a wide range of tasks, and they may do some things better than others in the War on Drugs operations	3.90	Outstanding	3.78	Outstanding
Category Mean	3.93	Outstanding	3.50	Outstanding

Table 2
Level of performance of PNP San Manuel, Isabela in the implementation of the war on drugs program in terms of management

Particulars	PNP Personnel		Barangay Officials	
	M	Interpretation	M	Interpretation
1. The PNP conducts planning on War on Drugs which focuses and centers on internal operations such as policies, procedures, rules, and regulations	3.90	Outstanding	3.31	Outstanding
2. The PNP employs the most effective way of undertaking the drug problem involves a comprehensive, balanced and coordinated approach, that addresses both supply control and demand reduction, which reinforce each other, together with the appropriate application of the principle of shared responsibility	3.98	Outstanding	3.70	Outstanding
3. The PNP carries out extensive efforts to suppress the illicit production, trafficking, and distribution of drugs	4.00	Outstanding	3.76	Outstanding
4. The PNP undertakes drug demand reduction which includes a wide variety of appropriate interventions and promotion of health and social well-being among individuals, families, and communities	3.98	Outstanding	3.85	Outstanding
5. The PNP uses an authoritative style and adheres to the military model of command and control in the War on Drugs program	3.94	Outstanding	3.51	Outstanding
Category Mean	3.94	Outstanding	3.63	Outstanding

Manuel in the implementation of the War on Drugs program in terms of management as claimed by PNP personnel.

On the other hand, barangay officials claimed that PNP San Manuel manifested an outstanding performance in the implementation of the War on Drugs program along the following indicators of management: "The PNP undertakes drug demand reduction which includes a wide variety of appropriate interventions and promotion of health and social well-being among individuals, families, and communities" with a mean of 3.85, "The PNP carries out extensive efforts to suppress the illicit production, trafficking, and distribution of drugs" with a mean of 3.76, as well as "The PNP employs the most effective way of undertaking the drug problem that involves a comprehensive, balanced and coordinated approach, that addresses both supply control and demand reduction, which reinforce each other, together with the appropriate application of the principle of shared responsibility", "The PNP uses an authoritative style and adheres to the military model of command and control in the War on Drugs program", and "The PNP conducts planning on War on Drugs which focuses and centers on internal operations such as policies, procedures, rules, and regulations" with means of 3.70, 3.51, and 3.31, respectively. The category mean of 3.63 denotes that PNP San Manuel has an outstanding performance in the implementation of the War on Drugs program in terms of management as perceived by barangay officials of San Manuel, Isabela.

3) Logistics

Table 3 shows the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program in terms of logistics.

Relative to logistics, Table 3 reveals that PNP San Manuel has an outstanding performance in the implementation of the War on Drugs program as affirmed by PNP personnel along the following indicators: "The PNP conducts procurement, storage, inventory, distribution, and disposal of supplies and equipment used in War on Drugs operations" with a mean of 3.96, "The

PNP undertakes effective supervision control through accounting and monitoring of its supplies and equipment used in War on Drugs activities" with a mean of 3.94, as well as "The PNP provides transportation services in support to operational as well as administrative activities on War on Drugs", "The PNP provides logistical support and services to all its units in the implementation of the War on Drugs activities", and "The PNP undertakes maintenance of its vehicles, armaments, and other equipment that are vital in War on Drugs activities" with a common mean of 3.90. The category mean of 3.92 implies that there is an outstanding performance of PNP San Manuel in the implementation of the War on Drugs program in terms of logistics as affirmed by PNP personnel.

Meanwhile, Barangay Officials claimed that PNP San Manuel exhibited an outstanding performance in the implementation of the War on Drugs Program along the following indicators of logistics: "The PNP conducts procurement, storage, inventory, distribution, and disposal of supplies and equipment used in War on Drugs operations" with a mean of 3.72, "The PNP provides logistical support and services to all its units in the implementation of the War on Drugs activities" with a mean of 3.63, as well as "The PNP undertakes maintenance of its vehicles, armaments, and other equipment that are vital in War on Drugs activities", "The PNP undertakes effective supervision control through accounting and monitoring of its supplies and equipment used in War on Drugs activities", and "The PNP provides transportation services in support to operational as well as administrative activities on War on Drugs" with means of 3.53, 3.51, and 3.38, respectively. The category mean of 3.55 indicates that PNP San Manuel has an outstanding performance in implementing the War on Drugs program in terms of logistics as affirmed by barangay officials of San Manuel, Isabela.

Meanwhile, Table 4 shows the Mann-Whitney U Test result of the level of performance of PNP San Manuel in the implementation of the War on Drugs Program.

Table 3
Level of performance of PNP San Manuel, Isabela in the implementation of the war on drugs program in terms of logistics

Particulars	PNP Personnel		Barangay Officials	
	M	Interpretation	M	Interpretation
1. The PNP provides transportation services in support to operational as well as administrative activities on War on Drugs	3.90	Outstanding	3.38	Outstanding
2. The PNP undertakes effective supervision control through accounting and monitoring of its supplies and equipment used in War on Drugs activities	3.94	Outstanding	3.51	Outstanding
3. The PNP provides logistical support and services to all its units in the implementation of the War on Drugs activities	3.90	Outstanding	3.63	Outstanding
4. The PNP conducts procurement, storage, inventory, distribution, and disposal of supplies and equipment used in War on Drugs operations	3.96	Outstanding	3.72	Outstanding
5. The PNP undertakes maintenance of its vehicles, armaments, and other equipment that are vital in War on Drugs activities	3.90	Outstanding	3.53	Outstanding
Category Mean	3.92	Outstanding	3.55	Outstanding

Table 4
Differences in the perceptions of police personnel and barangay officials on the level of performance of PNP San Manuel, Isabela in the implementation of the war on drugs

Category	Respondents	N	Mean Rank	U-Test	p-value
Personnel	Police Personnel	50	153.59	395.500	<0.001
	Barangay Officials	136	71.41		
Management	Police Personnel	50	148.83	633.500	<0.001
	Barangay Officials	136	73.16		
Logistics	Police Personnel	50	145.24	813.000	<0.001
	Barangay Officials	136	74.48		
Significant	0.05 level of Significance				

B. Test of Significant Difference in the Perceptions of Police Personnel and Barangay Officials on the Level of Performance of PNP San Manuel, Isabela in the Implementation of War on Drugs Program

A Mann-Whitney U Test was conducted to compare the Perceptions of Police Personnel and Barangay Officials on the Level of Performance of PNP San Manuel, Isabela, in the Implementation of the War on Drugs. The test result revealed a significant difference between police personnel and barangay officials responses/assessments regarding the Level of Performance of PNP San Manuel, Isabela in the Implementation of the War on Drugs: personnel (U = 395.500, p = <0.001), management (U = 633.500, p = <0.001) and logistics (U = 813.000, p = <0.001).

Since all p-values are lower than 0.05, the null hypothesis that there is no difference in the perceptions of police personnel and barangay officials on the performance of PNP San Manuel, Isabela, in the implementation of the War on Drugs is rejected. Therefore, there is a difference in the perceptions of police personnel and barangay officials on the performance of PNP San Manuel, Isabela, in the implementation of the War on Drugs.

C. Problems Encountered in the Implementation of the War on Drugs Program

Table 5 shows the problems encountered in implementing the War on Drugs program in San Manuel, Isabela.

Relative to the extent of the problems encountered in the implementation of the War on Drugs program, Table 5 shows that PNP personnel claimed that the following problems are "serious": "Lack of needed vehicles in operations" with a mean of 3.18, "Lack of equipment needed in operations" with a mean of 3.04, "Lack of emotional and psychological training of drug operatives" at 2.86, "Not enough budget in operations" and "Lack of experience in drug surveillance" sharing a mean of 2.70, as well as "Absence of information for filing of appropriate charges in the prosecutor's office" with a mean of 2.60, while the following problems are "moderately serious": "Lack of training drug operations" with a mean of 2.40, "Lack of support from the community" with a mean of 2.30, "Lack of proper training in document preparation like affidavit of arrest, etc." at 2.22, as well as "Lack of knowledge on operational procedures", "Lack of knowledge on other components of PNP operatives", and "Lack of knowledge on arrest techniques" with

means of 2.20, 1.92, and 1.88, respectively. The category mean of 2.50 denotes that there is a moderate seriousness of the problems encountered by PNP personnel in the implementation of the War on Drugs program in the municipality of San Manuel, Isabela.

Meanwhile, barangay officials perceived the following problems in the PNP's implementation of the War on Drugs program in the municipality: "Not enough budget in operations", "Absence of information for filing of appropriate charges in the prosecutor's office", and "Lack of support from the community" with means of 3.24, 2.85, and 2.60, respectively; while the following problems are "moderately serious": "Lack of training drug operations" with a mean of 2.29, "Not enough budget in operations" and "Lack of emotional and psychological training of drug operatives" with a common mean of 2.24, "Lack of experience in drug surveillance" at 2.18, "Lack of knowledge on other components of PNP operatives" with a mean of 2.04, as well as "Lack of knowledge on operational procedures" and "Lack of knowledge on arrest techniques" with means of 1.93 and 1.89, respectively. The category mean of 2.47 is an affirmation from the barangay officials that there is a moderate seriousness of the problems encountered by PNP San Manuel in the implementation of the War on Drugs program in the municipality.

4. Discussion

The following are the significant and salient findings of this study

1. As to the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program in terms of personnel, management, and logistics as assessed by the PNP and Barangay Officials, PNP San Manuel manifests an outstanding performance in the implementation of the War on Drugs program in terms of personnel, management, and logistics as affirmed by both groups of respondents. This implies that Barangay Officials of the municipality of San Manuel, Isabela were fully convinced that the PNP San Manuel do adhere and met the desired outcome of War on Drugs program within their jurisdiction. Further, since the War on Drugs program of the government being implemented by the PNP, and other law enforcements agencies having its

Table 5
Problems Encountered in the Implementation of the War on Drugs Perceived by Police Personnel and Barangay Officials

Particulars		PNP Personnel		Barangay Officials	
		M	Interpretation	M	Interpretation
1.	Lack of support from the community	2.30	Moderately Serious	2.60	Serious
2.	Not enough budget in operations	2.70	Serious	3.24	Serious
3.	Lack of training drug operations	2.40	Moderately Serious	2.29	Moderately Serious
4.	Lack of needed vehicles in operations	3.18	Serious	3.12	Serious
5.	Lack of equipment needed in operations	3.04	Serious	2.94	Serious
6.	Lack of experience in drug surveillance	2.70	Serious	2.18	Moderately Serious
7.	Lack of emotional and psychological training of drug operatives	2.86	Serious	2.24	Moderately Serious
8.	Lack of knowledge on arrest techniques	1.88	Moderately Serious	1.89	Moderately Serious
9.	Lack of knowledge on operational procedures	2.20	Moderately Serious	1.93	Moderately Serious
10.	Lack of proper training in document preparation like affidavit of arrest, etc.	2.22	Moderately Serious	2.26	Moderately Serious
11.	Absence of information for filing of appropriate charges in the prosecutor's office	2.60	Serious	2.85	Serious
12.	Lack of knowledge on other components of PNP operatives	1.92	Moderately Serious	2.04	Moderately Serious
Category Mean		2.50	Moderately Serious	2.47	Moderately Serious

mandate to implement its laws against illegal drugs in the municipality of San Manuel, Isabela manifests that a strong collaborative partnership among its Barangay Officials exist which is vital in achieving a positive result of War on Drugs. This bears similar to the findings of Pila, R (2021) in her study entitled "The Anti-Drug Campaign Programs of PNP towards Economic Development in Valenzuela City" which states that to have an effective anti-drug campaign, a proper coordination and collaboration to the stakeholders and Local Chief Executives must be initiated which often resulted to reduction of drug cases. This is also affirmed by the results of study conducted by Martin & Bonesto-Tugguin, 2020 which found out that support, cooperation, and motivation from stakeholders should be necessary to maintain a particular program's excellent achievement and performance. Generally, it shows that the existing programs, activities, and interventions of the PNP San Manuel against illegal drugs satisfies the required parameters of local Barangay Officials which encourage the PNP San Manuel to exert more efforts to eradicate the Illegal drugs activities within its area of responsibility.

2. As to the perceptions of police personnel and barangay officials on the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program reveals that there is a difference in the perceptions of police personnel and barangay officials on the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program. This is due to the different functions of the PNP San Manuel, Isabela and its local Barangay Officials. The PNP San Manuel is the one enforcing the laws and initiating intervention programs against illegal drugs and its peddlers. They are more aware on how to facilitate programs, operations and interventions against illegal drugs in adherence to the existing laws while on a case-to-case basis, Barangay Officials had limited roles and access; particularly acted only as inspectors of any enforcement agencies making them to rely only on what they see and hear without experiencing its actual facilitation.

3. How serious are the problems encountered by the PNP in the implementation of the War on Drugs program, there is a moderate seriousness of the problems encountered in the implementation of the War on Drugs program of PNP San Manuel, with lack of needed vehicles in operations as the leading problem as perceived by PNP personnel, and not enough budget in operations as the leading problems for barangay officials. Specifically, both problems encountered as perceived by the PNP San Manuel, Isabela and Barangay Officials pertain to insufficiency of necessary funds. This is related to the findings of Guay and Cawi (2021) in their study entitled "The Implementation of War on Drugs Program in One of

the Municipalities of Ifugao Province" which accordingly, one of the factors affecting the implementation on the war on drugs program is the allocation of budget. When it comes to budgeting, identifying areas of weakness help the government to allocate resources in a useful and sustainable manner. This is one of the most fundamental objectives behind framing a government budget. It is important for the government to ensure that funds reach where it is required the most. The study also revealed that as part of the validation, one among the Chief of Police in Alfonso Lista Police Station concerning the budget for the war on drugs has admitted that they are experiencing financial problems in implementing the program. This must be address accordingly to sustain the existing programs and interventions on illegal drug activities within area of responsibility. Further, it is necessary to cope up with the emerging requirement on anti-drug operations particularly on the use of body worn camera during operation as well as on the evolving approach on rehabilitating the affected ones (USERS and PUSHERS) for them to go back to the community as the reformed ones and eventually established a real drug free community.

5. Conclusions

Based on the findings of the study, the following conclusions are made:

There is an outstanding performance of PNP San Manuel in the implementation of the War on Drugs program in terms of personnel, management, and logistics.

However, there is a difference in the perceptions of police personnel and barangay officials on the level of performance of PNP San Manuel, Isabela in the implementation of the War on Drugs program.

Further, there is a moderate seriousness of the problems encountered in the implementation of the War on Drugs program in the municipality of San Manuel, Isabela.

6. Recommendations

Based on the foregoing findings and conclusions of the study, the following recommendations are made for implementation:

Since it was found that PNP San Manuel is outstanding in implementing the War on Drugs program, personnel are encouraged to sustain their efforts in ensuring that San Manuel will remain a peaceful, safe, and drug-free municipality. Further, to further enhance the implementation of the War on Drugs program in the municipality; it is highly recommended to exert more efforts on continuous monitoring of the drug surrenderers through home visitations; Regular conduct of IEC; Expanding the anti-drug addiction workforce; Expanding the anti-drug addiction workforce; Supporting evidence-based prevention efforts to reduce youth substance use, Enhancing evidence-based harm reduction efforts, Expanding access to evidence-based treatment, particularly medication for drug use disorders, Advancing recovery-ready workplaces, and

Expanding access to recovery support services.

Though most of the problems encountered in the implementation of the War on Drugs program were moderately serious, it is recommended that these problems must be promptly and properly resolved to ensure the success of the said program.

Finally, future researchers who would like to venture into conducting studies on topics related to this research study could investigate the best practices in the implementation of War on Drugs programs from other municipalities and adopt them in their respective locality for the enhancement of the implementation of the said program.

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