

## THE IMPLEMENTATION OF WAR ON DRUGS PROGRAM IN ONE OF THE MUNICIPALITIES OF IFUGAO PROVINCE

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### ABSTRACT

*The research aimed 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 technique. 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 relates 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, will be the basis in crafting a localized war on drugs program.*

**Keywords:** war on drugs program, war on drug deterrence, setbacks and mechanisms

### 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, 2017).

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 have been 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* 1 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).

Moreover, drug use is a complex phenomenon, and there is a need for a holistic perspective on the issue of drug use. Research of community-based drug

recovery in China reports that a lack of coordination, divergent attitudes, and conflicting targets for police and health officials undermine the shared goal of treatment (Ma et al., 2016). The Philippines' Dangerous Drugs Board (2016) has reported that 90% of those voluntarily surrendered could be treated in the community (Cepeda, 2016). However, like most countries in Asia, the Philippines has primarily employed compulsory residential treatment in resolving illicit drug use problems. Given the overwhelming number of clients, communities have created their own programs of community services like cleaning, beautification, tree planting, gardening, and recreational activities such as sports, zumba, and yoga. Moreover, counseling and spiritual formation, including Bible study and prayer groups, are also initiated (Vuong et al., 2017).

Given the many alternatives, a critical factor in selecting community-based strategies is the acceptance of those who will implement the War on Drugs program. Research among community mental health staff reports that they are more inclined to use interventions that are flexible and easy to implement (Nelson, Steele, & Mize, 2006). Some research shows that a community's ideologies and values regarding the issue of drugs and its treatment may influence how they receive and experience a rehabilitation program (Khuat et al., 2012; Timberlake, Rasinski, & Lock, 2001).

In the context of the Philippines, 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).

According to Reyes (2017), understanding the war on drugs by focusing on the 'spectacle of violence, in which the humiliation and killing of supposed criminals are used to enforce a political promise. The

spectacle is 'performed' by reducing the body to an object that carries political messages by politicizing the body to boost popularity and acquire votes, and placing the body at the center by making political decisions on whose life has value and whose does not. In this aspect, President Duterte has pioneered this approach to lessen the issues, problems, and other challenges in terms of drug addiction.

Limerick and Anderson (1999) hope to send a message to the international community, civil society, and the Philippine government that the human rights situation related to the war on drugs in the Philippines needs to be addressed immediately. It also aims to demonstrate the utility of Stanton's stages in identifying early warning signs of genocide. This implies that localized policy on the war on drugs must be given priority to lessen crimes related to drugs in a particular place. 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. So, the present research explores 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).

There are also indirect research findings that may corroborate the assertion that perception of threat is associated with binding foundations, which are associated with support for the anti-crime and anti-drug campaigns. For instance, people who perceive more social dangers have a propensity to place greater importance on the binding foundations, which in turn engenders political conservatism (Kugler, Jost, & Noorbaloochi, 2014). This is related to the tendency to place a greater emphasis on binding foundations that mediates the association between perception of threat and prejudice (Park & Isherwood, 2011).

The program of the Department of Interior and Local Government (DILG) has highlighted that, by 2022, the Philippines will be able to achieve drug-free communities. It can be 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).

In the context of the issues and problems, deterrence may make it harder to identify and address the community's needs associated with drug-related issues. This is problematic because knowing and responding to the felt needs and barriers to the treatment of users is essential for the successful treatment of drug use (Ashtankar & Talapalliwar, 2017). Violence is used as a manifestation to frighten criminals while guaranteeing respectable legal residents that they are safe (Thompson, 2016). Hence, Duterte wants to protect the 'good citizens' against crime, poverty, and corruption in the country, of which drugs are a major cause (Kaiman, 2017).

Hogg and Terry (2000) have 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). In the context of health issues, taking prohibited drugs behavioral health services as part of an essential benefits package should be considered (Barry & Haiden, 2011). Indeed, the implementer must know how to initiate activities to solve problems related to prohibited drugs. Timberlake, Rasinski, and Lock (2001) have shown that conservative attitudes are the factor behind communities choosing to withhold support for a drug rehabilitation program.

Duterte appears at the right time to put things in order. Duterte is 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).

Given all the citations, the Philippines is not spared of this global menace. People have their share of this dilemma, and they must take the challenge set forth by the administration seriously. Unfortunately, the Philippines does not have a robust history of community-based drug treatment, and local literature on drug treatment is light. The research then seeks to fill this gap by exploring the experiences of police officers and the community regarding the implementation of the war on drugs using the lens of narrative analysis. Thereby, the researchers want to venture on the binding foundation program or a localized war on drug program, which in turn would significantly predict

support for the anti-crime and anti-drug campaign as encountered by the police officers, Local Government (LGU) officials, and the community in the municipality of Alfonso Lista, Ifugao.

While there have been several studies related to the prevention of drugs, criminality campaigns, drug addictions, and other related issues on the war on drugs, this research focuses on the encounters of the implementers of the war on drugs campaign to counter these problems and challenges. In this premise, the Local Government Unit of the municipality of Alfonso Lista Ifugao has encountered problems and issues in implementing the war on drugs program. It is also noted that an increasing number of drug-related crimes and problems are evident based on the municipality records. Thus, it is in dire need to consider this issue and conduct research to solve the aforementioned problems.

The main objective of the research is to explore and evaluate the implementation of the war on drugs program in Alfonso Lista, Ifugao. Specifically, this research attempts to (1) identify the factors affecting the implementation of the war on drugs program in the municipality of Alfonso Lista, Ifugao; and (2) determine the setbacks encountered by the police officers, LGU officials, and the community in the implementation of the war on drugs program as perceived by the implementers of the program. Henceforth, the result of the factors and setbacks encountered by the police officers, LGU officials, and community, their mechanisms to counter the challenges encountered in the implementation thereof will be the basis in crafting a localized war on drugs program. Hence this prompted the researchers to conduct the study.

## METHODS

The research utilizes a Qualitative Method of Research (QMR) design, specifically a case study. It explores the factors affecting the implementation of the war on drugs program in one of the municipalities of the Ifugao province, the setbacks encountered by the police officers and the community in the implementation thereof, and the mechanisms employed by the police officers and the community to counter the challenges in the said program.

The research is conducted in Alfonso Lista, Ifugao. Through purposive sampling technique, the key informants in the research are selected eight police officers who were directly involved in the implementation of the war on drugs; four *barangay* chairpersons of the top four *barangays* in the municipality with the most numbered drug personalities; three ministers from different religious denomination; one guidance counselor from a senior high school, and one from a university - the last three entities (religious denomination, senior high school, and university) being a representation of the community. The key informants are the key personnel,

including the ranking police officers, elected officials, and community leaders. The informants should be involved in the implementation of the war on drugs campaign in the place.

The interview guide, which is based on the guidelines and policies in implementing the war on drugs program, is used. The said guide is pretested to validate or ensure that the questions effectively capture the information needed for the topic under investigation. Final corrections and suggestions are incorporated before the conduct of the research. The interview guide items are randomly arranged so as not to pre-empt the results of the survey. However, different codes are utilized to guide and help the researcher in determining the factors and issues affecting the implementation of the war on drugs program, alongside remedial measures or mechanisms to solve such problems. Further, the coded interview guide is meant to validate some strengths and weaknesses derived from the interview conducted with the selected members of the community, police officers, Higher Education Institution personnel, and LGU officials. A copy of the instrument is provided to language experts to scrutinize the questions, comment on and suggest improvements in terms of form and substance.

Thematic analysis is used to analyze the data which are gathered from the personal interviews. The data are categorized to generate interrelated thoughts and concepts. Moreover, the main advantage of thematic analysis is to help reduce and simplify the collected data while simultaneously producing results that may be measured using qualitative techniques.

## RESULTS AND DISCUSSIONS

Some factors are affecting the implementation of the war on drugs program. The analysis of the empirical data yields four themes on the notable experiences among the key informants relative to factors affecting the implementation of the war on drugs program. The analysis on the sharing of the key informants regarding their collective description of their experiences in implementing the war on drugs leads to the emergence of four distinct themes, including allocating budget, initiating training, securing information and cooperation, and assigning focal person.

First is the allocating 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. As part of the validation, the Chief of Police of Alfonso Lista Police Station concerning the budget for the war on drugs has admitted that they are experiencing financial problems in implementing the program. He has said, “here in the municipal level, we often encountered

limited funds; we are also spending our own money for transportation.” The Chief of police has further stated, “actually, there is no budget from the National Government concerning the implementation of the war on drugs. It is only funded through the initiative of the police station and the LGU.” This statement supports the statement of one of the police officers of Alfonso Lista Police Station. Police Officer Alpha has said, “Frankly speaking, the fund is really lacking. It is one of the factors that has affected intelligence gathering. We have no budget to pay the informer. Most of the time, we need to use our personal money for this matter.”

It is clearly noted that based on the statement of Police Officer Alpha, the budget plays a significant role in implementing the program. It is very imperative to make certain that funds are utilized for their main purpose. This indicates that funds needed in operation to carry out the war on drugs program in the locality are insufficient.

To achieve effectiveness in budget preparation, the entity’s management team should ensure that the budgets allocated for projects and programs are implemented within the stipulated time and costs to enhance efficiency. As one of the *Punong* (Captain) *Barangays* 1 has testified:

“One of the problems is budget. There is no proper allocation of fund in monitoring the surrenderees who were included in the list. We need to conduct home visitation in order to have dialogue with the parents of the surrenderees. But we have no budget for gas to be used. So, most of the time, we use our own money to defray the expenses.”

*Punong Barangay* 1 emphasized that there would be efficiency of works if the budget is provided and properly allocated. These findings corroborate the study of Arora (2015) stating that the basic objectives of budgetary control are planning, coordination and control. It is difficult to discuss one without mentioning the other. A budget provides a detailed plan of action for an organization over a specified period of time. This means that in implementing the war on drugs on the local level, budget must be properly determined and used.

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In the same manner, a 54-years-old *Punong barangay* has mentioned that budget is essential in order to monitor the surrenderees. Budget must be

given on time in the implementation of the war on drugs in his *barangay*. It is clearly stated that budget allocation is a concern that the government must address. With the implementation of proper budgetary control planning, the agency will be able to reduce costs and improve the quality of its services that highly call for budgetary allocations. This is also supported by one of the *barangay* chairmen by stating:

“There is no allotted budget for monitoring drug personalities. So, most of the time, we are spending our own money to finance our food and the fuel needed for our transport.”

Indeed, budgets are considered the core element of an efficient control process and a vital part of the umbrella concept of effective budgetary control, especially in implementing a program. This dovetails with the research of Hirst (2017), explaining that an effective budgetary control solves an organization’s need to plan and consider how to confront future potential risks and opportunities by establishing an efficient system of control. Likewise, a budget allocation detects variances between organizational objectives and performances in the government. This is supported by a 49-years-old *Punong barangay*:

“There is no budget given by the National Government. In this case, we are utilizing our budget in the *barangay*. We have an insufficient budget to finance the implementation of the government’s program like the war on drugs. Due to this, our performance is affected, and we cannot perform better. We might not be able to achieve the main objective of the government.”

*Punong barangay* 4 has admitted that the lack of budget or any monetary assistance from the government adversely affected how they achieved the main objective of the war on drugs campaign. Budgets can further influence the behavior and decisions of employees by translating objectives and providing a benchmark against which to assess performance. It provides a basis or yardstick that can measure the performance of a department and an individual in an organization. Hancock and Toma (2009) have even considered such a budget as the backbone of the management and implementation of any program and project.

The second is initiating training. According to Heathfield (2012), the right employee training, development, and education at the right time provide big payoffs for the organization in increasing productivity, knowledge, loyalty, and contribution. However, one factor that is perceived to affect the implementation of the war on drugs in the municipality is the lack of training among the implementers. The key informants have agreed that they have insufficient training on how to implement the program well. As one of the police officers has testified, “one factor that affects the implementation of the war on drugs is limited training. Actually, we barely have the training, and

we did not undergo specialization on how to conduct intelligence gathering.” This clearly shows that even the police officers have limited training, especially in implementing the national government’s program on how to lessen drug-related crimes. As police officer 2 has admitted,

“We have no trainings on how to implement the program properly. Our agency has no time and allots professional training on how to work on the war on drugs program. We are only given instructions to conduct short investigation if there are expected drug surrenderees. Apart from our experiences, it is better if we attend formal trainings in order to have enough background of the program.”

The lack of training is likewise validated by the church through the statement of a 48-years-old minister who emphasized that there should also be training, workshops, and related activities to be conducted by the government to further increase the knowledge on the war on drugs. This is one that affects the implementation of the program. Moreover, frontiers of its implementation and enforcement of involvement must be observed. However, this involvement on the part of the implementer of the program is limited as the finality of decisions still rests in the implementer of the program (Omela & Martin, 2020).

In addition, counseling support and similar means to assist with psychosocial challenges need to be considered among the implementers (Barlas, 2017). Ivancevich (2010) has confirmed such the analysis that training contributes to improving efficiency and effectiveness of current or future performance of employees in any institution. A 45-years-old police officer, an experienced implementer of the war on drugs, has affirmed that the implementation of the program relies heavily on the skills of the implementers, which can be recalibrated through attendance to training in order to handle drug-related crimes efficiently. Police officer 2 has further explained that,

“Since drug-related crime is very serious, we should know the protocol. We really need training, seminars, and other professional advancements to perform our task better, and we will become effective in the implementation of the war on drugs. Therefore, our limited skills and trainings affect the implementation of this program.”

Launching off from this statement, limited training and skills affect the implementation of the war on drugs. The analysis implies that training and development program usually takes several forms, including in-house (workshops, seminars) and external (consultants’ engagement). Training involves an expert working with learners to transfer certain areas of knowledge or skills to improve in their current jobs. It is a multi-faceted set of activities (training activities among them) to bring someone or an organization up to

another performance threshold, often to perform some job or new role in the future efficiently and effectively. This is also in line with Ivancevich's (2010) statement, asserting that training is an attempt to improve the current or future performance of assigned personnel. It is important for both new and current officers in charge of a particular program. Through training, compelling evidence of its economic, medical, community, and ethical benefits are evident (Tanguay et al., 2015).

The third is securing information and cooperation. Based on the interview, the key informants evidently emphasize that in today's trends of leadership, cooperation is not just a 'nice to have'. Cooperation is indeed very valuable. The administrators must strategize activities on how to reinforce the essence of cooperation among the stakeholders as it plays a paramount aspect in the success of the campaign. However, according to one of the key informants, cooperation is very limited in implementing the war on drugs. This is attested by a 40-years-old policeman (police officer 3):

"Non-cooperation of the community especially the family members of the involved individual. It is very hard to gather information from the public especially when it comes to drugs. Parents' cooperation is not evident. Instead of cooperating, they easily get mad at us. Parents fail to cooperate if their sons are involved in drugs."

With this, it is notable that parents' cooperation to solve drug issues is not evident. This indicates that participation among the parents in solving drug-related problems should be considered since they are part of the community, hence stakeholders in the implementation of the war on drugs. In addition, the consequences of the war on drugs are multiple, both negative and positive. One of the negative consequences is that not only drug dealers, drug addicts, and criminals are killed, but also innocent citizens (Phillips, 2016). Thus, the campaign on the war on drugs is the strategy contributing to the strategy that calls for cooperation among the community members to participate in the implementation of the war on drugs because they are directly or indirectly affected by this.

This means that good rapport among the community members in solving drug-related problems is essential in achieving this goal. Hence, the participation of each member of the community is very significant. This is elaborated by one of the PNP personnel during the interview:

"Non-cooperation of civilians to be a witness is observed. They are afraid to give any information related to drugs. The contribution of the civilian helps realizes a successful operation. We need a deponent to give us any detail or information about the suspect. If they are not able to give any exact information, arrest of the suspect is impossible."  
Every community member must take part in

this campaign. Any information that can be helpful in identifying the person involved in drugs and disseminating information must be done properly. This is affirmed by a police officer 1:

"It is difficult to look for an informant or informer. They are afraid to give information since drug-related crime in the community is a serious issue. So, we as the implementers could hardly initiate a search warrant."

It means that community members, regardless of status, should be encouraged and be the center in securing information about the suspect and some surrenderees to carry out the objectives laid out for the war on drugs program.

The fourth is assigning focal person. During the interview, one of the key informants mentions that one factor affecting the implementation of the war on drugs program is assigning a focal person to do the task. It means that a steering working committee in implementing the war on drugs is not observed or available. In this scenario, the committee on the war on drugs should be patterned in the national program by a particular *barangay* in the municipality and assign a focal person to be approached if problems related to drugs arise.

According to a 51-years-old minister during the interview, a focal person in a particular *barangay* shall be assigned to monitor the implementation of the war on drugs program. He has further asserted that, if possible, the *barangay* official should be available all time. They need to assign a chairman for a committee on the war on drugs of *barangay*. Then, every *barangay kagawad* (*barangay* councilor) shall be assigned in a particular *sitio* (site) or *purok* (district or zone) to have easy access. This means that the term 'role' is not commonly used by the forerunners of role theory to designate a technical concept, in the context of the research, to designate a focal person in monitoring a particular program. This means that one factor that may affect the implementation of the war on drugs is relegated to a person to contact or approach should concern, or issues arise amidst the implementation of the program. This is also supported by one of the key informants (*Punong Barangay* 3):

"There should be assignments or tasks of each *kagawad* (council) in a *barangay*. So, it needs a focal person to monitor the implementation of the program."

It is notable that if clear tasks and assignments were given to a particular councilor, the implementation would probably run smoothly and lessen the problems encountered. This indicates that assigning a focal person to a particular program or campaign would effectively achieve its main objective because he/she easily assess the development and progress of the implementation of the war on drugs program in the locality. Likewise, the findings paralleled the research of Bascuas (2007) that the war on drugs would not

have been possible without the cooperation of state and local law enforcement agencies to carry it out in their own communities. Because drug use is declining when the war on drugs began, the announcement that these federal drug policies would need state and local participation is initially met with confusion and resistance from the local aspect of implementing the war on drugs.

The findings supported the research of Jones et al. (2017), expressing that the success of any organization or institution requires the positive force of teamwork because it helps the employees to empower and develop themselves and their potentials, especially when it comes to learning strategies to achieve the required tasks efficiently.

Garavan (2017) has stated that training is a planned and systematic modification of behavior through learning events, activities, and programs, which results in the participants achieving the levels of knowledge, skills, competencies, and abilities to carry out their work effectively. In addition, attending seminars must be considered to develop a solution or action for its effective implementation of the program (Martin & Omela, 2020).

Moreover, other several factors could probably affect the implementation of the war on drugs, as verbalized by the key informants. Some related factors may affect the implementation of the war on drugs program as verbalized by the key informants. They clearly verbalized that there are (1) no clear guidelines, different issues from the higher office that confuse implementers, and no specific instructions to follow; (2) unavailability of the unmarked motor vehicle for surveillance for gathering, denial of the drug personalities; (3) very lenient implementation of the program in the *barangay*; and (4) some drug users/dealers are not apprehended or do not surrender because they have connections or protectors.

Based on the prominent results of the research, the factors affecting the implementation of the war on drugs program in the municipality of Alfonso Lista, Ifugao, include the lack of budget, limited and poor securing information and cooperation, no assigned focal person, no clear guidelines, different issues from the higher office that confuse implementers and no specific instructions to follow, unavailability of the unmarked motor vehicle for surveillance for gathering, denial of the drug personalities, very lenient implementation of the program in the *barangay*, and some drug users/dealers are not apprehended or do not surrender because they have connections or protectors.

The analysis of the sharing among the key informants regarding their collective description of the experiences regarding the setbacks in implementing the war on drugs program leads to the emergence of one distinct theme that stresses the value of family participation. The family unit forms the core of every society. Therefore, healthy families in all aspects create a peaceful and progressive community. However, there is much dynamism among particular members in every family, and to exist as a unit, all individual

interests need to be accommodated and recognized. In relation to this, the implementers of the war on drugs encounter issues and setbacks related to the family's orientation and perception in implementing the said program.

A 54-years-old *barangay* chairman has mentioned that the main problem is the cooperation of the family members. Some of the members of the family of the drug personalities do not allow the latter to undergo the intervention program. So, it is very hard to convince the family members regarding the case of drug personalities. Most of the time, police officers are denied by the family members to protect the 'subject'.

It is very clear that drug personalities in the municipality are protected by their family members. They keep on covering the drug-related activities of their children. This is further affirmed by one of the *barangay* chairmen during the interview:

“Once the parents find out that their children are included in the list of drug personalities, they instruct their children to move to other places to hide. They are afraid to let their children be killed or be imprisoned.”

In addition, one of the *barangay* chairmen discloses that one of the challenges as *barangay* chairman is the involvement of the parents of the drug surrenderees. It is tough to talk with them about the cases of their children. Most parents do not allow their children to undergo Oplan Aliguyon, a recovery and wellness program initiated by the DSWD provincial office. The said program is piloted in the municipality of Alfonso Lista, Ifugao. This is a 21-day recovery and wellness program intended for those with a mild cases. So, in this case, it really needs to be flexible and adjusted, especially that people in this municipality are composed of several ethnic groups. This indicates that *barangay* chairmen need to be strict in the implementation of the program. They need to adhere to the policies. They do not need to be considerate since the program is a tool to lessen drug-related crimes. Likewise, parents should consider their contribution and involvement in the implementation of the program.

Likewise, implementers must include modules on assertive communication, drug refusal skills, and rebuilding relationships among the people involved in implementing the war on drugs program (Hechanova et al., 2018). In addition, a 43-years-old PNP personnel has divulged that one of the impediments he encountered in the implementation of the war on drugs program is the non-cooperation of the concerned parents:

“...non-cooperation of the parents of the drug surrenderees. It is very hard to convince them to involve their children, to comply with and undergo the intervention program.”

Similarly, a 48-years-old PNP personnel has highlighted that the lack of parents' involvement in

allowing their children who are drug personalities hurdles the implementation of the program. He verbally mentions that one hindrance in the implementation is how to convince the involved individuals with the support of their family to fully comply with the intervention program.” Other PNP Personnel has attested that family members’ attitudes and lifestyle affect the implementation of the war on drugs that arrogant family members of drug personalities do not cooperate with the authorities. PNP Personnel 6 has uttered that “uncooperative drug personalities due to their attitude, lifestyle, and family situation.”

This suggests that the parents should participate in the program by allowing their children to complete the intervention program. Parents then play a vital role in helping their children recover from drug-related activities or crimes. This means that role implementation checklist assists in identifying the particular needs of the family members and provides satisfactory assistance for proper development, especially transitions within the human development stages and preventing them from committing any type of crime in the community (Nunes et al., 2014). Apart from this, cooperation among the different government agencies is needed to expand the prongs of the program as Conti and Kleiner (2003) have asserted that teams offer greater participation and feelings of accomplishment. Martin (2019) has stated that conducting continuous monitoring on its implementation must be considered for further program improvements. Relatively, volunteer workers experience satisfaction whenever their experiences fulfill their motivations for helping in monitoring (Finkelstein, 2008).

Furthermore, the key informants have disclosed other setbacks or impediments in implementing the war on drugs program. They stress out the setbacks in the implementation of the war on drugs. It reveals that the key informants encounter problems regarding the negative result of test-buy due to lack of information because people in the community are reluctant to divulge information. They do not want to cooperate with the authorities. In addition, there are difficulties in monitoring the drug personalities. The implementers, too, lack monetary funds to support the program, and encouraging the drug surrenderees to attend the Recovery and Wellness Program through the Ifugao reflection camp or the Oplan Aliguyon is also problematic. Further, some of the surrenderees have insisted that they are no longer interested in undergoing the said program, while others are in denial. Meanwhile, PNP personnel encounters setbacks when it comes to the submission of the report.

## CONCLUSIONS

Based on the findings of the research, some conclusions are drawn. First is the boundless knowledge of the implementers about the factors that adversely affect the implementation of the war

on drugs mitigates problems and issues. The second is the non-cooperation of the family members, and difficulties in securing information about the drug personalities contributed to problems in implementing the program. The third is the resourcefulness and sense of responsibility in solving the problems of the implementers lessened the setbacks and glitches in implementing the war on drugs program. The fourth is that implementing the war on drugs program in the locality needs to be improved. Financial resources and professional development (such as specialization training on intelligence gathering) contribute to the success of the program.

Based on the findings and conclusion of the research, the recommendation can be concluded. First, the municipal mayor and the budget officer may allocate funds to implement the War on Drugs program in the municipality. Moreover, The Municipal Local Government office may initiate training for *barangay* officials on how to adhere to the existing policy of the war on drugs in their respective *barangays*. Second, community orientation and contextualized information dissemination to families especially involving the heads, *barangay* officials, and other officers of related agencies in implementing the war on drugs, may be conducted. Third, the chairman, focal person, and steering committee on the war on drugs may be organized or composed in a particular *barangay* to run the program in a more organized and more professional manner. Fourth, the Local Government Unit may conduct programs and activities such as Bayanihan, Youth Citizen Action Program (YCAP), and volunteerism to strengthen the value of unity, teamwork, and partnership. Fifth, further research will be conducted related to the war on drugs program with a broader perspective. It is recommended that the next research includes the Provincial Local Government officials that may affect the implementation of the program.

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