



STRENGTHENING INTERNAL ACCOUNTABILITY: EXPLORING THE IMPLEMENTATION OF INTERNAL AFFAIRS SERVICE IN CORDILLERA, PHILIPPINES

By

BRENDA B SUMAWANG

University of Baguio, Philippines

ABSTRACT

This study aimed at assessing the implementation of the internal cleansing program of the Ifugao Provincial Internal Affairs Service in Ifugao Province. This study used qualitative descriptive method of research design. This was participated by ten (10) personnel of the Ifugao PIAS in Lamut, Ifugao. The study determined the process of implementing the enhanced revitalized internal cleansing, the challenges encountered in the implementation of the same program. The revitalized internal cleansing process being practiced by Ifugao PIAS is not limited to a single approach and is not far different from the standard operating procedure established by the national police office. The process includes the extensive observation of administrative procedural manual and memorandum orders, continuing education of police personnel, adoption of indigenous practices, and community involvement in disposal of cases. The common challenges that the Ifugao PIAS encounter while in the performance of their mandates are varied and diverse, these may include the limitations of resources; unfavorable geographical locations of police stations; lack of education and training of police personnel; unwarranted interventions of influential family members in the disposal of cases involving police officers. The policy brief that emerges in the study complemented the existing policies concerning the development of police service in the national and local level. Some of the identified policies are the provisions of additional funding for the Ifugao PIAS, adoption of restorative justice in the system of Ifugao PIAS, mandatory continuing education and training of police officers, and community partnership and collaboration.

Keywords: Internal Affairs Service, Challenges encountered, revitalized enhanced internal cleansing, internal cleansing



INTRODUCTION

The police force had been established for keeping the peace, protection of life and liberty, law enforcement and investigation of crimes while maintaining acceptable behavior toward the public.

The Commission Accreditation for Law Enforcement Agency (CALEA, 2019) was adopted initially to make law enforcement more effective and implement an accreditation program, including guidelines to reduce police misconduct. However, misconduct is costly and can cause civil liability cases resulting from inappropriate aggressive policing as well as impact other issues including police accountability and reform risk management racial disparities (Walker, 2012),

Blanks (2015), stated that data collection related to complaints and violations has been challenging to obtain due to policy, privacy, and legal restrictions. There is a need to promote further research on this topic and improve data collection practices and information sharing by law enforcement agencies.

In the United States, the Law Enforcement Statute 42 U.S.C. § 14141 expressly gives the Special Litigation Section of the Civil Rights Division of the Department of Justice the authority to actively investigate local police departments suspected of unconstitutional patterns and practices that deprive individuals of their civil rights. This statute's purpose has been to enact organizational reform in police departments that have engaged in unconstitutional patterns and practices, often by increasing police accountability (Walker, 2012).

The first step in the investigation process is identifying a specific department engaging in unconstitutional patterns or practices, or what one scholar refers to as the "case selection process. These investigations may be incited by complaints from particular civil litigation or private interest group like the NAACP or the ACLU, by media reports and attention on a specific department, by research studies that allude to misconduct within a department, by whistleblowers within the department, or, in a small number of cases, by one specific complaint or major incident of potential misconduct. In this preliminary inquiry, the investigators use only private complaints, news reports, public data, and occasional interviews with citizens of the community to gather information about the police



department in question. These investigations tend to be slow-paced and can take many years due to the amount of research that must be done (Rushin, 2014).

According to Rushin, (2014) the number of preliminary inquiries that result in formal investigations is quite small; from January 2000 to September 2013, only 38 formal investigations were launched from the 325 preliminary inquiries, and in these 13 years, only 9 cases resulted in a monitored settlement because a full investigation is so costly and resources are so small, it is understandable that there is a disparity between the number of preliminary inquiries and the number of full investigations.

It is important to remember that the investigators only have access to publicly available data and news reports and private complaints; it is understandable that the Department of Justice might be hesitant to launch such a costly investigation based on such little information provided in the preliminary inquiry stage. There is also a significant disparity between the number of preliminary inquiries and the number of monitored settlements; only 2.8% of preliminary inquiries result in a monitored settlement in which the departments are held to the agreed upon reforms. As Harmon states, this low number of investigations is not enough to incentivize proactive reforms or efficiently reduce misconduct throughout the United States (Harmon, 2012).

The paucity of existing data emphasizes a need for better data collection and distribution to effectively increase transparency and accountability. One article detailing police use of deadly force estimates the number of police shooting fatalities in the United States to be between 300 and 1,000 per year and the collective number of police shootings, including those that do not result in death, to be between 2,000 and 6,000 per year (Morrison, 2010).

Recent media coverage on the rollbacks of former President Obama's Challenge Policing 21st Century Initiative addresses the public's mistrust of operational procedures and culture of agencies as it pertains to Use of Force (UOF) citizen complaints. One of the core principles of this initiative was to use technology and data to improve community policing (Department of Justice, 2015).

Jackson et al. (2017) discussed managing officer behavioral risk using early intervention systems and identifying system design challenges for law enforcement and



corrections environments. The need for each agency to conduct a proper assessment of misconduct is essential to improve police legitimacy, public cooperation, police organization integrity, and community protection. Moreover, Worden, Harris, and Mclean (2014) stressed the requirement for assessment and management of risk as it pertains to police misconduct.

In the same manner, the current research on Internal Cleansing Program of the Philippine National Police may change the attitude, behavior and public dealings of the police officer/s for good gradually through constant review of the Police Operational Procedures of the Philippine National Police.

The Department of Justice cited in the Seattle Police Department's Findings Report that force was harder to justify as reasonable or necessary when multiple officers used force against a single individual at the same time. In another incident, four officers employed force against a single, unarmed individual by punching him, striking him with their knees and fists, and striking him with a flashlight. This incident was exacerbated by the fact that the individual did not speak English as a first language and was restrained because he failed to show the officers his hands when they commanded him to do so. Although the officers justified their force by explaining that the individual began to kick at the officers as they made contact with him, the Department of Justice ruled this use of force excessive (Department of Justice, 2011).

The New Orleans Police Department Findings Report of the Department of Justice ascertained that lack of clear and thorough policy for the use of force contributed to violations. The department's policies overall were outdated and needed revision. They failed to provide critical information to officers, such as how first responders should handle situations involving a mental health crisis. Because these policies for the use of force failed to provide guidelines for the various types of force an officer should or should not use, both officers and supervisors were unsure how to respond to escalating situations. Some believed that using an ECW immediately in these situations as appropriate. The policies about ECW use were insufficient in explaining when and how they should be used and what situations justify their use (DOJ, 2011). The Seattle Police Department had similar policy deficiencies, as they failed to create specific, individualized policies for each type of weapon officers were



permitted to use. The Department of Justice explained that policies should state clear guidelines concerning “the appropriate application of these weapons, including when it is appropriate to use the weapon, how often, and the amount of force used per weapon” (Department of Justice, 2011).

Efforts to curtail police misconduct incidents, investigations or outcomes create an environment that prompts speculation and suspicion. Many citizen complaints are not captured within the Encoded Information System process; therefore unreported cases are missing opportunities to gain new knowledge and enhance better decision-making. Empirical data equips law enforcement to address public concerns with outcome-driven information to build a dialogue with citizens to prevent UOF encounters in which police are indicted, decrease UOF statistics and impede costly payouts. Further inquiry of available data on police misconduct are mandated. Critical incidents in Ferguson and Baltimore could happen in any city at any time (Elinson and Frosch, 2015).

According to Schwartz (2014), excessive police misconduct costs taxpayers and impacts all stakeholders negatively. The practice of shooting unarmed or fleeing suspects will not be accepted or perceived as responsible policing by a broad segment of a democratic society. Continued citizens’ protests support efforts to prevent excessive UOF from becoming normalized.

There is an immediate consequence to victims, stakeholders, and the general public when an incident of police misconduct occurs; resulting in police legitimacy and public cooperation being minimized (Harris & Worder, 2014).

The Buffalo News (2014) emphasized that a Buffalo police officer was caught on camera slamming a citizen onto a car. The same officer was named in three citizen encounters that were adjudicated as civil rights lawsuits during a four-year time period. The news media accounts and the public's perceptions may have some credibility addressing individual incidents that demand law enforcement to better address misconduct issues and find solutions. The most extreme cases often cause straightforward inferences of police misconduct broadly on all officers' or agencies' complicity unto underserving officers and law enforcement agencies.



The number of civil cases related to police misconduct is on the rise from 2007 to 2012. The total payout in 2017 for the New York Police Department, (NYPD), was \$308.2 million, whereas the payout was from \$92.4 million in 2007 and \$152 million in 2012. Police departments assume liability for individual officers. With the cost of police misconduct increasing, the public continues to protest against police misconduct to bring attention to perceived injustices (Elinson& Frosch, 2015).

The United States Department of Justice Civil Rights Division (2015) stressed out that the Chicago Police Department (CPD) engaged in a pattern or practice of using force, including deadly force, in violation of the Constitution. The pattern or practice resulted from systemic deficiencies in training and accountability, including two primary issues, train officers in de-escalation, and failure to conduct investigations of force use.

The Early Intervention System (EIS) agencies' focus remains on the small percentage of individuals who commit violations or those flagged by an early warning system to address police misconduct. Application of this approach the agency administrators expect non-violating officers, the agency, and other stakeholders to assume responsibility for actions committed by a few. Primary adherence to this method also impedes the goal of deterrence in addressing use of force (UOF) as police misconduct. Deterrence is a primary goal of police disciplinary systems. Hence, Early Intervention System's primary goal is to use available data to prevent continued police misconduct by identified officers. Analyzed data from a large police department in the Northeastern United States and found that officers who received substantially severe sanctions were more likely to receive future sustained complaints. Harris, and Worder, 2014).

Continued misconduct lessens police legitimacy and compromises public cooperation. Early Intervention System (EIS) data is used in a non-intrusive manner to protect the privacy of police officers while examining the effectiveness of EIS as it relates to UOF misconduct. Police officers must perceive the Early Intervention System as beneficial. Refocusing attention on EIS data as a tool for prevention and identifying complainants' characteristics supports community policing. In addition, EIS data integrated with other agency datasets would also support community policing and training. If officers perceive



Early Intervention System as unjust, adherence to a strict and unjust disciplinary system may also cause police misconduct or noncompliance (Harris, and Worden, 2014).

Correo (2012) cited that for calendar years 2010 and 2011 there was a total of twelve (12) personnel convicted of criminal offenses or 0.008%, and 2,920 personnel found guilty of administrative violations or 2.04% of the total 148, 150 policemen in the Philippines.

Clark (2011) cited that the debates over the frequency of police brutality occurrence, police transparency and accountability, and police reform are not new, but they have been brought back to national attention in light of recent killings. This same line of debate spurred the creation of the Law Enforcement Misconduct Statute 42 U.S.C. 14141, a statute included in the Violent Crime Control and Law Enforcement Act of 1994. This law and this statute was designed to decrease police misconduct and excessive force nationwide. The statute prohibits law enforcement agencies from engaging in “a pattern or practice of conduct” that violates a person’s civil rights; it also gives the Assistant Attorney General of Civil Rights the authority to oversee an investigation of a police department and eliminate this pattern or practice (U.S.C. 1994).

In practice, the Special Litigation Section of the Civil Rights Division of the Department of Justice has been able to investigate police departments that demonstrate suspicious patterns and practices, sometimes entering into consent decrees or settlement agreements that put certain reforms in place in these departments, typically monitored by an agreed upon third party. Recently, police departments featured in the news, such as those in Ferguson, Missouri, and Cleveland, Ohio, have been investigated by the Department of Justice through the use of this statute.

Lowery (2014) emphasized that discrepancy between numbers recorded on police shootings seems relatively high, and it would be beneficial to have a detailed account of police shootings per year. Washington Post article laments, police involved shootings are not compiled comprehensively in a database and are instead self-reported by individual officers at their local departments. The article also notes that it is less likely for shootings that do not result in fatalities to be reported, resulting in even less comprehensive data.



One of the most common themes in the departments investigated was the excessive or unnecessary use of less lethal force or impact weapons. These weapons include batons, flashlights, Electronic Control Weapons (ECWs), Oleoresin Capsicum (OC) Spray, or physical force such as punching or kicking. In the Seattle Police Department, the Department of Justice brought in consultants to examine half of all the force reports that included the use of batons and found that 57% of those incidents involved excessive use of force (DOJ, 2011).

In the Philippines, the PNP has been hounded by issues concerning personnel getting involved in illegal activities. The existing Internal cleansing mechanism of the PNP could not fully address the problem as it lacks effective and action-specific corrective and punitive interventions that will deter PNP personnel from doing illegal acts. As a result, unscrupulous PNP personnel continue to engage in illegal activities with impunity (Eleazar, 2021).

By virtue of Republic Act Number 8551 of 1998, known as Philippine National Police Reform and Reorganization Act of 1998, the IAS was created to investigate complaints, gather evidence supporting an open investigation, and conduct summary hearings on PNP members facing administrative charges specifically. In addition, IAS shall also conduct motu proprio, which is an automatic investigation of cases involving incidents where death, serious physical injury, or any violation of human rights occurred in the conduct of a police operation, and incidents where the established rules of engagement have been violated.

Republic Act Number 8551, under section 49, on Disciplinary Recommendations of IAS it is stated that any uniformed PNP personnel found guilty of any of the cases mentioned in Section 39 of this Act and any immediate superior or supervisor found negligent under Section 48 shall be recommended automatically for dismissal or demotion, as the case may be; and the recommendations by the IAS for the imposition of disciplinary measures against an erring PNP personnel, once final, cannot be revised, set-aside, or unduly delayed by any disciplining authority without just cause. Any disciplining authority who fails to act or who acts with abuse of discretion on the recommendation of the IAS shall be made liable for gross neglect of duty. The case of erring disciplinary authority shall be submitted to the Director General for proper disposition.



A police officer in shooting went viral on the news through social media on December 20, 2020. In Paniqui, Tarlac, a shooting incident occurred <https://en.wikipedia.org/wiki/Paniqui> <https://en.wikipedia.org/wiki/Tarlac> when a police officer, Police Senior Master Sergeant Jonel Nuezca, fatally shot the mother-and-son following an argument over an improvised noise maker known locally as *boga*. The victims' relatives and Nuezca's daughter were also present at the scene and witnessed the act. The incident was caught on camera and went viral on social media, sparking nationwide outrage and reigniting the discussion over police brutality and human rights abuses in recent years, linking the incident to the war on drugs. Nuezca is accused of two counts of murder in connection with the death of his neighbors, Sonya Gregorio, 52, and her son Frank Anthony, 25. The victims were shot at close range by Nuezca following an argument (Gutierrez, 2020).

The fault of one (1) policeman is not action of the entire police organization but the effect on the image of the police personnel in general was tainted. It is alarming that police officer would do such violent and fatal shooting in the presence of his minor daughter. An incident like this is the concern of the Internal Affairs Service to focus on the attitude, behavior and public dealings of the police officers.

The Nuezca issue is just one of the many concerns brought to the IAS pertaining to administrative cases filed against active police officers. In this precept, the authors came up to conduct research on the role of IAS to strengthen Internal Cleansing of the PNP.

The existing Internal Cleansing mechanism of the PNP could fully address the problem because it lacks effective and action-specific corrective, punitive, restorative interventions to deter the police personnel from engaging in illegal actions. With this reality, the unscrupulous and abusive police personnel continue to engross in illegal activities with liberty.

In the PNP's strong desire to clean up its ranks, it launched the Internal Cleansing program in order to identify and weed out defiant PNP personnel particularly those who are engaged in illegal activities, and impose corrective and punitive measures and instill in all PNP personnel a strong sense of commitment, dedication and responsibility to police work geared towards a God-centered, service-oriented, and family-based life.



On the other hand, the torture and other cruel, inhuman or degrading treatment or punishment (ill-treatment) of typical criminal suspects in the Philippines by the police is one of the world's smallest forces per population is under-reported and almost undocumented. Seldom talked about, it is the country's dark, open secret. A major consideration is fear of reprisals from police officers by the torture victims. Most torture survivors interviewed by Amnesty International were still in prison, and many feared that the police officers who tortured them will know who and where they are. As well as fears for their own safety, torture survivors often fear reprisals against their families if they speak out about what happened to them. Others have reported being threatened or intimidated by police officers, while some believe that reporting the torture they experienced will only cause delays and complicate the progress of the criminal cases they are facing. Many do not have confidence that they would have recourse to justice within the Philippine criminal justice system (Amnesty International, 2014).

The uniformed personnel of the PNP have been the focused of attention concerning the issues of getting involved in illegal activities. The current Internal Cleansing mechanism of the PNP could not fully address the problem because it lacks effective and action-specific corrective and punitive oriented interventions that will deter PNP personnel from doing illegal acts. This, in turn, resulted in unscrupulous PNP personnel who continue to engage themselves in illegal activities with impunity. The mission of the PNP with its present mission and functions will conduct intensified and sustained internal cleansing to identify policemen engaged in illegal activities and institute appropriate actions against them (PNP Memorandum Circular 2017-013, 2017).

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The Police personnel are being tainted with the negative notion of the deaths of the drug suspects killed on anti-illegal drugs operations. The suspect/s that are under the custody of police officers killed like Parohinog have a negative impact on the people. The doubts in the minds of the relatives of the dead suspect while under the custody of police officers are openly shared on social media. The alleged planting of evidence surrounding the deaths of four (4) military men while undergoing intelligence activities is still under investigation. The series of complaints lodged to police personnel is a dismay to the police organization in the Philippines. The investigative power of the Pampanga Provincial Internal Affairs Service towards the Philippine National Police internal cleansing program is a significant issue that challenged the authors to pursue such study.

According to Stoughton (2018) defining wrongdoing by public officials, including police officers, is relatively easy. Misconduct falls into one of three categories: malfeasance, or the performance of unlawful acts; misfeasance, which is the performance of otherwise lawful acts unlawfully or wrongfully; and nonfeasance, or the failure to perform a legally required act. Regulating misconduct, however, is far more complicated than defining it.

Similarly, the police misconducts are brought to the Internal Affairs Service by the aggrieved party or an individual willing to file an administrative case against the wrongdoing of police officer against the complainant/s.

Police Misconduct for centuries, has existed as inappropriate and illegal behavior. Police officers' misconduct undermines their ability to fulfill their roles and maintain public trust. It compromises the integrity of their agencies Efforts to reduce police misconduct were supported by D'Alessio and Stolzenberg (2014). They indicated that organizational size, a full-time internal affairs unit and in-service training are fundamental in predicting and preventing misconduct (Jackson et al., 2017).

In relation, the Internal Cleansing Program of the Philippine National Police may serve as corrective measure to improve the attitude and behavior of erring police personnel to gain the citizenry's trust to the police officers in their area of responsibility.



A systemic failure that can lead to excessive use of force is the lack of adequate supervision and discipline. In the Ferguson Police Department, the Department of Justice discovered that the failure to adequately respond to and investigate misconduct complaints led to community distrust of the police, making it more difficult for officers to do their job effectively. This community distrust is further agitated because the department "both discourages individuals from making complaints and discourages City and police staff from accepting them. Complaints at this department generally went without investigation. Some individuals were concerned about the consequences of making a complaint because they feared the officer might retaliate against them (United States Department of Justice, 2015).

The police officer involved in the 20th of December shooting incident in Paniqui, Tarlac, was caught on camera, and promptly detained and charged. Majority of cases where there are allegations of human rights violations, there are no cameras. Perpetrators are not always brought to justice, and victims are left behind, with a sense of fear and powerlessness. This feeds the conspiracy of silence, where police officers do not report when the rules are broken, and this, in turn, creates an environment in which abuse of power can escalate. Consistency and fairness in addressing infractions and violations, rather than the imposition of the death penalty, is likely to strengthen the rule of law. There are also strong indications that the Philippine National Police (PNP) has increasingly relied on the use of force in recent years, resulting in thousands of killings according to the PNP's own statistics (Gonzalez, 2020).

Similarly, this current research focused on the Internal Cleansing Program of the Philippine National Police is related because erring police officers who are abusive of their police power once complained would answer their wrongful acts through sanctions recommended by Internal Affairs Service officials.

Early Warning Systems (EWS), often implemented in departments in a consent decree after Law Enforcement Statute 42 U.S.C. § 14141 investigations, are another key tool in ensuring police officer accountability. Not only are they essential for identifying performance problems of specific officers, but they also can improve community relations between citizens and their local police departments (Walker, 2012).



The advantage of integrating statistical information corresponding to administrative decisions, judicial processes, watchdog groups, and media outlets with Early Intervention System (EIS) data is efficiency. Presently, existing EIS data are incomplete and limited to police disciplinary files and privacy regulations. As an example, an investigation of New York City's Civilian Complaint Review Board of the 35,000 New York Police Department (NYPD) revealed some officers had not received a civilian complaint. However, roughly 1,000 officers had complaints on file. An officer was returned to his position having occurred over 50 complaints. However, some officers have conducted misconduct due to situational influences with or no substantial consequences. Some argue that it is important to note the importance of proper use of force is also warranted and provides greater safety. Early Intervention System data provide limited information about violations, which could be misleading. Without changes to existing processes, the utility of EIS data and functionality will remain inadequate (Walker & Archbold, 2013).

The study of Hassell (2016) revealed that 44 of the largest agencies and 37 mid-sized and small agencies revealed 99.98% of the dollars filed by plaintiffs were based on alleged civil rights violations and paid by the government. Further, it noted that local governments representing 81 police agencies paid \$730 million between 2006 and 2011 on misconduct cases. As a result, law enforcement agencies focus on preventive activities and respond to officer misconduct proactively while navigating the various internal and external changes.

Similarly, this research on the role of the Internal Affairs Service centered on the complaints lodged by police officers that are administrative in nature. Identifying police officers who had done wrongdoings or misconduct must be given sanctions to prevent others from making their co-employees' same mistakes.

The study of Punch (2010) on "Police Corruption: Deviance, Accountability, and Reform in Policing" revealed that the incidents' location/type of assignment is also related to Use of Force (UOF) police misconduct. Exploration of UOF violations and UOF citizen complaints will capture situational variables such as 1) officer assignment, 2) purpose of the encounter, 3) arrest activity, and 4) locality with high rates of crime as these variables contribute to the UOF phenomena (Brandt&Stroshine, 2012). Police transparency and



accountability must be evidence-based as the public is not only impacted by bias or inefficient data, but the police are susceptible to political and public pressure as well.

In like manner, this research on Internal Cleansing of the Philippine National Police may deter other police officers to repeat the misconduct committed by erring police officers. Use of force or police misconduct can be prevented if these abusive police officers are given a lesson that may mark their rank and affect their promotion in the future.

A study by Seale (2016) on "Excessive Police Force and Misconduct: A Failing System and How to Improve It" concluded that the statute has failed to produce the type of reform that could truly reduce misconduct at a nationwide level. The department's ability is extremely limited in carrying out a large number of investigations, but the investigations might not even lead to significant, meaningful change in the department. First is the inability of the Department of Justice to reach a large number of police departments throughout the nation. The problems encountered were: Due to lack of resources, the relationship between the community and the police is already severely damaged by the time the Justice Department investigates and reforms a department. The deep-seated distrust that minority communities feel towards the department may be hard to mend in the course of an investigation. Evidence to show it can enact reforms that will actually be adhered to and result in improvements.

In relation, the current research centered on the police misconduct and strengthening corrective measures through the Internal Cleansing Program of the PNP, Terrill and Ingram (2016) found a relationship between the officer and citizen-based characteristics that provide a different perspective on citizen complaints. The findings included but not limited to 1) a small percentage of officers accounted for a disproportionate percentage of total complaints, 2) excessive force and discourtesy were common charges, 3) recruits or inexperienced officers represented higher than experienced officers, and 4) male and non-white complaints were more likely to allege officers with using excessive force. This study also found that Black complainants were less likely to have complaints sustained.



Similarly, the current research on the Internal Cleaning Program of the PNP is geared to provide corrective, punitive, and restorative measures to help the police officer/s who had done wrong to change to deliver public security services to the community.

Ariel et al. (2015), in their study findings, revealed that the number of complaints filed against officers dropped from 0.7 complaints per 1,000 per contact to 0.07 per contact. These findings are consistent with the benefits of extrapolating information from the Early Information System to improve data collection processes and better understand the relationship between UOF complaints and UOF violations.

In the same manner, the current research on the Internal Cleansing Program of the Philippine National Police brought about awareness on the erring police officers to put an end to their illegal activities and clean themselves externally and internally.

De Guzman's (2010) study entitled "Complainants' Views about Civilian Review of the Police: A Study of the Philippines" found out that complainants were highly satisfied with the People's Law Enforcement Board. Complainants also showed great concern for the legitimacy of the board and the timely resolutions of their cases. In addition, the study confirms previous studies' findings on the predominant influence of case outcomes on the complainants.

Similarly, the Internal Cleansing Program of the Philippine National Police if strictly implemented and followed by police officers less complaints will be received by the Pampanga Internal Affairs Service. The other disciplinary mechanism could provide corrective measures to erring police officers being complained.

The study of Correo (2012) titled "An Assessment of the Human Resource Development Component of the Philippine National Police P.A.T.R.O.L Plan 2030", revealed the need for more competency and specialization training classes in the following functional areas: police operations, police intelligence, police investigation, police-community relations, administrative support; finance, logistics management, planning, communications technology, and information technology.

In relation, this current research on the Internal Cleansing Program of the Philippine National Police needs attention on police-community relations and



communications technology to improve the dealings of the police officers with the public in their area of responsibility.

According to the head of the Internal Affairs Service (IAS) Inspector General, Atty. Alfegar M. Triambulo, "There are around 78% of police personnel facing administrative charges. Most of the administrative cases they are handling involved new police officers with the rank of patrolman/patrolwoman. It includes those arrested for extortion and drug abuses. All types of criminal and administrative cases, particularly those involving illegal drugs, are Patrolman" (Monsod, 2019).

The number of police officers facing administrative charges had increased based on the Internal Affairs Service records in the first five months of the year 2019.

A total of 2,291 police officers were slapped with administrative charges from January to May 2019, increasing about thirty-six (36%) percent from the 1,683 accused policemen in the same period of last year, 2018 (Monsod, 2019).

Theoretical/Conceptual Framework

This study was anchored on the *Systems theory*, which require organizations from within to have staff with abilities appropriate to the challenges in work. Organizations frequently use competency models as the tool to ensure that their staff has the proper skills to deal with the challenges (Bradley and Keating, 2018). At the provincial level, the IAS of the PNP requires thorough coordination with the complainant/s, stakeholders, and police personnel to gather data and evidence-based on the filed administrative case against police personnel.

The current action research was anchored on *Systems theory*, the IAS entails cooperation with the complainant/s, witness/es, and other police officer/s or private individuals with knowledge on the occurrence of the illegal act/s committed by the police officer.

Machiavellianism. The use of the general principle of 'the ends justifying the means.' This means that the Machiavellian people consider their goals to be of prime importance and that any method may be used to achieve them. The more extreme the



Machiavellianism, the higher the harm the person will be ready to (or perhaps directly) inflict on others to make their own goals. The Machiavellian approach includes using deception, manipulation, theft, and, in the extreme, even physical coercion or murder (Machiavelli, 1988).

Max Weber's Theory of Rationalization. Rationalization is a product of scientific study and technological advances in the Western world. By reducing tradition's hold on society, rationalization led to new practices. Instead of human behavior being motivated by customs and traditions, rationalization led to responses that were guided by reason and practicality. Rationalization not only transformed modern society but it also played an essential role in the development of capitalism. Though rationalization was first apparent in bureaucracies' creation, it has spread to all aspects of society. Practical rationality involves systematically deciding the best way to achieve the desired end based on what is feasible ("Rationalization of Society: Definition & Examples," 2015).

The PNP is firmly grounded on core values and clear philosophy. That philosophy is framed by "service, honor, and justice." Thus from this standpoint, the code of conduct and ethical standards was crafted for every police officer to adhere to in their personal and professional life.

Reciprocity theory. This theory is related to the study because if PNP personnel are not participative in the cases filed in the IAS, success cannot be attained. Further, the study was anchored in this theory that the PNP recognizes and is written in the Police Community Relations (PCR) Manual as active outreach and systematic engagement between the police and the public to identify and address localized problems of crime and disorder. On the other hand, if the IAS personnel will not do their mandates, the cases will remain unaddressed. Thus, there is a need for partnership between and among police officers, despite different mandates (PNP-PCR Manual, 2013)

The second theory is *Proactive and Reactive theory.* According to Adams (2018), there are two common ways or principles of peace officers that require response after an incident/crime happened or reported. *The proactive method* requires peace officers to develop a directed or structured crime prevention strategy by doing foot and mobile patrolling as a crime prevention strategy. This method explains that before an



incident/crime happens, efforts are observed to eliminate people's desire to commit crimes. Thus, it goes to the process of eliminating the opportunity of would-be criminals. These two methods apply to the study wherein police must be proactive because they must conduct discreet information gathering. In contrast, reactive activities must be performed with precision and always in close coordination with the barangay officials or trusted members of the community.

This study utilized the PNP core values such as *Makadiyos*, *Makabayan* and *Makakalikasan* as well as the PNP Patrol Plan 2030, which has the following goals:

To enhance the focus and coordination of police functions and operations through a national internal security policy and strategy; To re-engineer the police system towards strengthening police oversight; remove institutionalized mechanisms that undermine unity of command and internal management authority in the PNP, which renders the organization vulnerable to undue politicization and corruption; To fortify the institutional capabilities of the PNP by improving administrative and operational coherence and efficiency; and to strengthen the police stations with the end goal of enhancing the quality of police services and relationships with the community. To streamline institutional mechanisms and procedures in order to promote speedy access to justice and legal protection; ensure police neutrality and non-discrimination; and foster respect for human rights and gender neutrality; To strengthen institutional mechanisms for the recruitment, training, and maintenance of a corps of competent, well-compensated, and motivated professional police force imbued with integrity, industry, and a high sense of duty and honor; and to clarify and instill a culture of public accountability in the PNP and among its personnel.

The following are the 12 Key Result Areas of the PNP Patrol Plan 2030:

1) **National Policy & Institutional Development.** To formulate and implement a national internal security policy and strategy; rationalize the overall institutional framework of the police system; improve the functional delineation and coordination between law enforcement agencies and the conventional police institutions; remove institutional mechanisms that render the PNP vulnerable to politicization and erode its unity of command and internal management authority; strengthen the NAPOLCOM as body tasked with the formulation of rules, regulations and standards for the entire police system; adopt



mechanisms for institutional continuity and stability, particularly in police leadership; and firmly establish a self-administering and managing professional PNP.

2) **Police Operations.** To initiate reforms in rules and procedures in police operations; provide police stations with the appropriate work tools and strengthen crime research to support more effective crime management operations.

3) **Facilities Development.** To upgrade physical facilities and equipment in support to police field operations, including the updating of police equipment standards and the development of a multi-year financing and procurement plan; development and upgrading of the facilities, equipment, and physical set-up of the PNP Crime Laboratory; and the provision of model infrastructure for police stations and substations. An important component of this program is the improvement of capacities for the management and preservation of police evidence.

4) **Human Resources Management & Development.** To initiate policy reforms in human resource development and improve the human resources management systems including staffing, recruitment and selection, personnel administration, career development and promotion, police remuneration, and police education and training, performance monitoring and evaluation, and police discipline. Two important components of this program include the reengineering of the institutional framework of police education and training and particularly strengthening the capacities and organization of the Philippine Public Safety College, integrating all police training therein, and strengthening police education and training curricula; and the establishment of a PNP Pension and Insurance Corporation.

5) **Administrative & Financial Management.** To reform and strengthen the resource generation capacity of the PNP, streamline and improve the entire financial management system by infusing more appropriate tools that will allow systematic linkage between strategic and operational plans, budget prioritization and detail formulation, and decentralize administrative and financial management to the appropriate enterprise units in the field, while strengthening and integrating oversight administrative and financial management functions.



6) **Strategic Planning & Performance Management.** To design and institutionalize a strategic planning system within the PNP; strengthen operational planning capacities of mission-critical units; develop results- based monitoring and evaluation systems which will be run at the operational and oversight levels of the PNP organization. An essential component of this program will be the formulation and implementation of a Crime Indicators System that will identify an appropriate set of indicators that will guide the monitoring and evaluation of the country's crime situation and its performance, and the corresponding procedures for data generation and reporting.

7) **Information & Communication Technology.** To develop and implement a PNP Integrated Crime Management Information System (CMIS). The system will be designed to work as part of the broader criminal justice information system architecture. The PNP CMIS will operate at the police station level, providing transaction processing modules that will feed into a crime database, tracking, and monitoring system that will enable crime mapping and analysis at the station and higher geographical levels.

8) **Demonstration of Excellence Through Development of Best Practices.** To demonstrate the effectiveness of the fundamental institutional and system reforms by combining them with a more comprehensive locality or community-based peace and order planning and management that will involve various stakeholders.

9) **Public Information and Advocacy.** To support the implementation of the transformation program from start to finish by providing broad and stakeholder information, education and advocacy strategies and interventions which will engender active cooperation and support.

10) **Reform Management.** Take the lead in implementing the medium-term reform program by enhancing the institutional framework and operating mechanisms of the PNP; prepare plans and manage the entire change management and day-to-day reform development, content synchronization, and implementation of management processes.

11) **Anti-Corruption.** Envisioned to prevent the misuse of power and position in the PNP organization undermines the integrity of police personnel and the promotion of police integrity and morality as primer law enforcers.



12) **Promotion of Human Rights.** Aimed to promote human rights as a basic value in the conduct of operations and under the international standards of human rights and policing.

As to the legal aspects of the study, the Republic Act Number 8551 of 1998 an act known as Philippine National Police Reform and Reorganization Act of 1998, stated that the PNP shall be so organized to ensure accountability and uprightness in police exercise of discretion as well as to achieve efficiency and effectiveness of its members and units in the performance of their functions. Under title V on Internal Affairs Service is created which shall have the powers and functions such as: pro-actively conduct an inspection and audits on PNP and units; investigate complaints and gather evidence in support of an open investigation; conduct summary hearings on PNP members facing administrative charges; submit periodic report on the assessment, analysis, and evaluation of the character and behavior of PNP personnel and units to the Chief PNP and the Commission; and file appropriate criminal cases against PNP members before the court as evidence warrants and assist in the prosecution of the case.

Internal Affairs Service shall also conduct *motu proprio*, an automatic investigation of the following cases: incidents where a police personnel discharge a firearm; incidents where death, serious physical injury, or any violation of human rights occurred in the conduct of a police operation; incidents where evidence was compromised, tampered with obliterated, or lost while in the custody of police personnel; incidents where a suspect in the custody of the police was seriously injured; and incidents where the established rules of engagement have been violated.

Executive Order Number 101 of 1999 provides for the immediate organization and operationalization of the Internal Affairs Service (IAS) of the Philippine National Police. The interim IAS shall be the lead agency for the PNP organization in the campaign against all forms of misconduct in the police service. It shall be accorded an independent, impartial and objective investigative and adjudicatory agency within the PNP. Aside from efficiently and effectively performing the powers and functions of the IAS as stipulated under Republic Act Number 8551 of 1998.



The mission of the Internal Affairs Service is to secure for the nation the evolvement of a well-disciplined, effective, efficient and service-oriented Philippine National Police.

The Internal Affairs Service is envisioned to be a truly independent and impartial body, manned by God-centered and professional personnel, with the end because of sustaining PNP professionalism by instilling police discipline, enhancing delivery of police services and dispensing justice for the people to whom the PNP is mandated to serve and protect.

PNP Memorandum Circular number 2017-013 entitled PNP Internal Cleansing Strategy. The objectives of the memorandum circular are as follows; To remove misfits, scalawags, undesirables from the organization through the conduct of sustained, accountable, and action-specific counter-intelligence, investigative, and negation operations; To strictly enforce the existing disciplinary mechanisms and integrate them with an approach that would displace erring PNP personnel from their operating environment; and To transform erring PNP personnel to become productive members of the organization through the conduct of reorientation, retraining, spiritual enhancement and moral recovery activities; To compel the Unit Commanders at all levels to closely supervise their personnel and to exercised their disciplinary authorities; and To hold all Unit Commanders at all levels accountable for the misdeeds of their personnel.

National Police Commission (NAPOLCOM) Memorandum Circular Number 2016-002 (2016) on Revised rules of procedure before the administrative disciplinary authorities and the Internal Affairs Service of the Philippine National Police. The rules shall apply to all administrative cases filed against uniformed members of the Philippine National Police before the different administrative Disciplinary Authorities and the Internal Affairs Service. The rules shall be liberally construed to attain and expeditious disposition of administrative complaints and cases against PNP members, ensure public accountability and utmost discipline in the police service. The investigation and hearing before the administrative Disciplinary Authorities and the IAS shall be summary in nature. It shall not strictly adhere to the technical rules of procedure and evidence applicable in judicial proceedings. The provisions of the Civil Service Law, Rules and Regulations, and the Revised Rules of Court shall be supplementary applicable.



National Police Commission (NAPOLCOM) Memorandum Circular Number 2016-002 (2016), under rule 22 on Penalties, section 1 on Imposable Penalties, the penalties that may be imposed in police administrative cases are reprimand, withholding of privileges, restriction to specified limits, restrictive custody, forfeiture of salary, suspension, any combination of penalties under section 1, subparagraphs a to f except e and f which are incompatible penalties, one (1) rank demotion, and dismissal from the service.

Section 2 on Range of Penalties, stated that the penalties for light, less grave and grave offenses shall be made with the following ranges. For light offenses: reprimand for the first offense; withholding of privileges, restriction to a specified limit, restrictive custody, suspension or forfeiture of salary, or any combination thereof from eleven (11) days to twenty (20) days (minimum), and withholding of privileges, restriction to specified limit, restrictive custody, suspension or forfeiture of salary, or any combination thereof from twenty-one (21) days to thirty (30) days (maximum).

For less grave offenses the penalties are: withholding of privileges, restriction to a specified limit, restrictive custody, suspension or forfeiture of salary, or any combination thereof from thirty-one (31) days to forty (40) days (minimum); withholding of privileges, restriction to a specified limit, restrictive custody, suspension or forfeiture of salary, or any combination thereof from forty-one (41) days to fifty (50) days (medium); and withholding of privileges, restriction to a specified limit, restrictive custody, suspension or forfeiture of salary, or any combination thereof from fifty-one (51) days to fifty-nine (59) days (maximum);

The penalties for grave offenses are sixty (60) days to six (6) months suspension (minimum), one (1) rank demotion (medium), and dismissal from the service (maximum) (NAPOLCOM Memorandum Circular Number, 2016-002, 2016).

Paradigm of the Study

The conceptual framework of this action research, the Input Process, Output was used. The IPO was used in this study to clarify the stages and the offshoot that is to be expected in the conduct of this research.

The input phase comprised the focus of the study, the description of the role of IAS as to internal cleansing. It includes the issues on challenges encountered, the legal



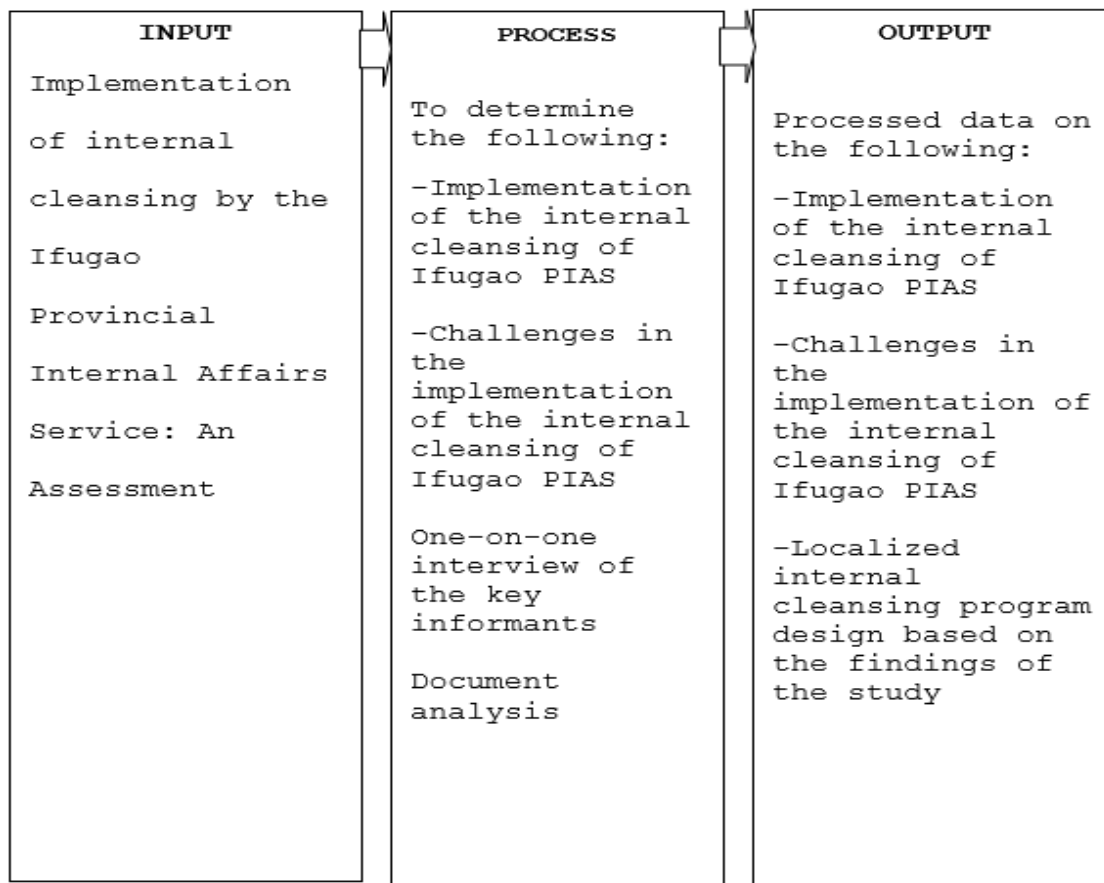
mandates like PNP Memorandum Circular 2017-013, NAPOLCOM Circular 2016-002, and Republic Act Number 8551.

The process phase is the means or the tool of how the data were collected through interview and document analysis. The documents to be used are the reports on complaints lodged against police personnel in Ifugao province that are administrative cases that covered calendar years 2018-2020.

The output phase shall provide a localized internal cleansing program based on the findings of the study through the collected data.

Figure 1.

Paradigm of the Study





OBJECTIVES

1. To determine the process of implementation of the enhanced revitalized internal cleansing by the Ifugao PIAS;
2. To identify the challenges encountered by the Ifugao PIAS in carrying out the enhanced revitalized internal cleansing; and

METHODOLOGY

This study makes use of qualitative – descriptive research design. Qualitative was used because of the nature of the topic wherein, there is a need to gather data from the key informants who have experience in the implementation of the internal cleansing program of the PNP. This program has many names by the PNP Chiefs, including the present one. Thus, with the numerous faces of internal cleansing and considering the culture, tradition and practices of the Ifugaos (people of Ifugao Province), there was a need to explore this field with the use of interviews, document analysis and observation. Thematic analysis was used to treat the data.

The key informants of the study were the Ifugao PIAS personnel and Ifugao PPO personnel who were administratively charged. All the 9 Ifugao PIAS personnel were involved in the study regardless of their rank and designation. This is because if personnel are assigned at IAS, it is presumed that there were orientations conducted to the personnel. For the Ifugao PPO personnel, the participants are the police personnel who were administratively charged; experienced summary hearing, decided or not yet decided through a resolution, at least Police Corporal in rank. The study was conducted at Ifugao Province particularly the two offices; the Ifugao PPO and Ifugao PIAS. The headquarters of the Ifugao PPO is at Camp Dunuan, Lagawe, Ifugao and the location of Ifugao PIAS is at Lamut, Ifugao. These offices were selected because they have the first-hand knowledge on the data needed for this study.

The primary tool that was used in gathering the data was an interview guide. The interview guide was submitted to the researcher's adviser who checked on the technicality



of the data that were gathered and was endorsed to the panel members and tool validator. The interview guide questions were self-constructed by the researcher using her knowledge and experience as a practicing Registered Criminologist and a police officer. The questions were rephrased from the previous and existing programs of the Philippine National Police. The documents/reports were used to support the data gathered through the interviews. This includes reports, memorandums, resolutions.

The researcher forwarded a written letter to the Dean of Graduate School, University of Baguio. Another letter was sent to the Provincial Director (PD) of Ifugao Police Provincial Office for their approval and permission for the conduct of the study. After the approval of the request letters, the researcher forwarded a letter to the participants with the informed consent form. The data were gathered through actual face-to-face and online interview. Appointments were made to the different MPS in Ifugao Province. For those MPS that are far from the capital town of Ifugao, the letter was sent through electronic mail. The participants were not forced or coerced to be involved in the study. They were allowed to withdraw their statements at any stage of the study.

The researcher used thematic analysis for all the problems of the study. The participants were interviewed by the researcher using face to face method and online interview method. The method that used was dependent on the choice of the participant. The responses were put into map and was analyzed accordingly. For each problem, the emerging themes were identified by the researcher as the foundation discussed in the paper.

The study was conducted with proper coordination through letters. The key informants' responses were treated with confidentiality and their identities were kept confidential and they were not identified using their official names. The participants were identified using participant 1, participant 2, etc. The findings of the study will be disseminated through online research publication. The findings shall be disseminated in a form of electronic mail to the Ifugao PPO and Ifugao PIAS using their official email addresses. Any given statement or response, written or digital, can be withdrawn by any participant and this is granted by the researcher anytime. Finally, the research study results



shall be made as an article and shall be published in any recognized publishing agencies/companies.

RESULTS AND DISCUSSION

1. The Process of Implementation of the Enhanced Revitalized Internal Cleansing by the Ifugao PIAS

The study revealed four themes that were developed under the process of implementation of the enhanced revitalized internal cleansing by the Ifugao- PIAS. These are: Implementation of administrative procedural manual and memorandum orders, Continuing education of police personnel, Adoption of indigenous practices, and community involvement in disposal of cases.

Implementation of administrative procedural manual and memorandum orders

This study underscores the strict adherence and implementation of the Ifugao-PIAS personnel on the guidelines and policies in carrying out the mandate of their office. They perform their duties and responsibilities based on the standard procedures provided under the law.

Participant number 5 shared that “we are conducting red teaming/spot inspections to all municipal police stations in our AOR by following the checklist coming from Headquarters and applying to all personnel the guidelines, credentials and guidance of the Chief PNP”. Participant number 6 also shared that “we are identifying misfit personnel committing violations based on police operational procedure and memorandum, circular of NAPOLCOM 2016-001 and related laws”. Participants number 1 also added that “we are implementing internal cleansing in the province of Ifugao by following the procedure set forth by the uniform Administrative Procedure Manual”.

The Ifugao Provincial Internal Affairs Service does not distant itself in the performance of their mandates. They fully comply with the established standards, guidelines, memorandum orders, and procedural manuals provided by the police organizations. They



became effective in the performance of their duties by strictly adhering to the laws and regulations of the organization.

The findings of this study is similar with the study of Hassell (2016) wherein the Internal Affairs Service is centered on the complaints lodged by police officers that are administrative in nature. It is provided under the guidelines that it is the duty of the Internal Affairs Service Office to identify police officers who had done wrongdoings or misconduct and must be given sanctions to prevent others from making their co-employees' same mistakes.

Continuing education of police personnel

The participants of this study admit that continues education of police personnel greatly affects the quality of police service, Police personnel's who are highly trained and learned has lower tendency to abuse their authority.

Participant number 9 shared that "leadership skill of Chief of office/supervisors must be enhanced. There is a need to give importance on the training foundation of PNP personnel". Participant number 6 added that "we need to conduct daily police education information and daily reminders of memorandum circular of NAPOLCOM 2016-002 to the police officers".

Proper education and training of police personnel are the key towards their non-involvement to any administrative or criminal cases. A police officer who is well knowledgeable on the performance of his/her job will certainly excel in their duties. They became fully effective and productive in their work. On the other, they also make sure not to performed any illegal activities because they are well informed of their accountabilities and limitations.

This findings collaborate with the study of Correo (2012) titled "An Assessment of the Human Resource Development Component of the Philippine National Police P.A.T.R.O.L Plan 2030", which revealed the need for more competency and specialization training classes in the following functional areas: police operations, police intelligence, police investigation, police-community relations, administrative support; finance, logistics management, planning, communications technology, and information technology.



Adoption of indigenous practices and Community involvement in disposal of cases

The Apayao PIAS was successful in the performance of their mandates through the active involvement of elders and in the integration of indigenous cultural practice in the disposal of cases.

One of the most effective strategies that the Ifugao PIAS adopted was the active participation of their personnel to religious formations and activities. The community realized their importance in the whole process of achieving peace in the society when police personnel bring their organization near to the community.

Participant number 2 shared that they practice the “INAYAN” culture which means not tolerating the bad habits and the involvement of religious interventions, elders or other concerned sectors”. Participant number 3 also added that “One of the culture or practice of Ifugao personnel that I recommend to the PNP is by helping each other in the time of difficulties.

The findings of this study corroborated with the Systems theory, wherein the IAS entails cooperation with the complainant/s, witness/es, and other police officer/s or private individuals with knowledge on the occurrence of the illegal act/s committed by the police officer.

The implication of this study encourages any kind of organization to work harmoniously with their counterparts and stakeholders. It is very vital in any organization that all concern individuals should actively cooperate and participate in all the endeavors of the organization. Any organization may face a lot of challenges in meeting their goals and objectives when their members and stakeholders fails to unite and work with one common purpose.

2. The Challenges Encountered by the Ifugao PIAS in Carrying out the Enhanced Revitalized Internal Cleansing

In the area of challenges encountered by the Ifugao PIAS in carrying out their mandates, there are four (4) themes that were developed: Limited Resources; Unfavorable



geographical locations of police stations; Lack of education and training of police personnel; Unwarranted interventions of influential family members in the disposal of cases

Limited Resources

One of the biggest challenges of the Ifugao PIAS was the lack of resources, it was highlighted that the Ifugao PIAS does not have their permanent office, they lack vehicles for mobilization to conduct regular inspections and monitoring to the different police stations located in far places.

Participant number 5 shared that “considering that province of Ifugao has 11 municipalities and very far from municipality to other municipality we are experiencing hardship during the conduct of inspections because no issued motor vehicle to use, especially Ifugao province of mountainous area. Participant number 2 also added that “lack of availability of funds for mobilization, Lack of personnel, and no permanent office”.

The findings of this study are aligned with PNP Patrol Plan 2030 in the area of Facility Development. Wherein one of the aims of PNP patrol plan 2030 is to upgrade physical facilities and equipment in support to police field operations, including the updating of police equipment standards and the development of a multi-year financing and procurement plan; development and upgrading of the facilities, equipment, and physical set-up of the PNP Crime Laboratory; and the provision of model infrastructure for police stations and substations. An important component of this program is the improvement of capacities for the management and preservation of police evidence.

The implication of this findings clearly shows that there is an actual problem concerning facilities and resources in the PNP organizations. This study may call up the attention of PNP national officers to equally implement PNP patrol Plans 2030 across the entire nation most specially in the provincial and municipal level of police organizations.

Unfavorable geographical locations of police stations

Another serious problem that the Ifugao PIAS is encountering was the geographical locations of police stations in the province of Ifugao. They often failed to conduct regular



monitoring because of the accessibility concerns, many of the police stations are isolated that no public transportations are available to reach the area.

Participant number 7 shared that “personnel of PIAS-IFUGAO are experiencing difficulties in the execution of internal cleansing due to the distance of police station”. Participant number 9 added that “lack of mobility and fund for inspection to different stations given the mountainous terrain and condition of road system in the province”.

The findings of this study are aligned with the PNP patrol plan 2023 in the area of Strategic Planning & Performance Management. The objective of this plan is to design and institutionalize a strategic planning system within the PNP; strengthen operational planning capacities of mission-critical units; develop results-based monitoring and evaluation systems which will be run at the operational and oversight levels of the PNP organization. An essential component of this program will be the formulation and implementation of a Crime Indicators System that will identify an appropriate set of indicators that will guide the monitoring and evaluation of the country’s crime situation and its performance, and the corresponding procedures for data generation and reporting.

This implies that operational procedures should be crafted to meet the conditions of remote places just like the condition of IFUGAO police stations. Innovations in the strategies that will provide productive result should be considered by proper authorities. Geographical and unpleasant terrain should not be a reason for the PNP to become ineffective in the duties and responsibilities.

Lack of education and training of police personnel

Lack of education and training of police personnel was seen as one of the reasons why police officers are being involved in illegal activities due to lack of knowledge and skills. Police personnel’s may or may not have intentional committed the crime but mainly because of ignorance. The bottom line is that, they may have not fully learned their official duties, responsibilities, and accountabilities as police officers.

Participant number 4 shared that “the conduct of weekly PICE police information continuing education is necessary not only to monitor or check the attendance of personnel but to check the welfare of their personnel and to develop harmonious relationship within



the community”. Participant number 5 also shared that “there is a need to conduct seminars on Code of Conduct and Ethical Standards of Public Officials and employees and PNP Ethical Doctrine Manual”. Furthermore, participant number 6 suggested “the need to enhanced the discipline of Ifugao police force as a measure of preventing them to commit administrative cases”.

The findings of this study corroborate with the PNP Patrol Plan 2030 in the area of human resources management & development. This study confirmed that there is a need to initiate policy reforms in human resource development and improve the human resources management systems including staffing, recruitment and selection, personnel administration, career development and promotion, police remuneration, and police education and training, performance monitoring and evaluation, and police discipline. Two important components of this program include the reengineering of the institutional framework of police education and training and particularly strengthening the capacities and organization of the Philippine Public Safety College, integrating all police training therein, and strengthening police education and training curricula; and the establishment of a PNP Pension and Insurance Corporation.

This research implies that it is necessary for every police office whether national or local to look into their human resources as vital elements in the success of their goals and objectives.

Unwarranted interventions of influential family members in the disposal of cases

One of the most frustrating experiences of Ifugao PIAS personnel’s is the settlement of cases even with the presence of strong evidence that the respondent police officer is in fact guilty of the charges. However, due to interferences of their influential family to the system, their cases are usually being dismiss.

Participant number 1 shared that “the difficulties encountered by Ifugao PIAS in the execution of internal cleansing is the settlement of the case of both parties”. He suggested further that “the complainant must be advised not to enter into settlement initiated by the respondent”.



The findings of this study is aligned with the PNP Patrol Plan 2030 in the areas of anti-Corruption and promotion of human right. The Patrol plan 2030 is envisioned to prevent the misuse of power and position in the PNP organization that undermines the integrity of police personnel and the promotion of police integrity and morality as primer law enforcers. Moreover, the PNP is mandated to Promote Human Rights. The PNP aimed to promote human rights as a basic value in the conduct of operations and under the international standards of human rights and policing.

This study implies that while settlement of cases in the level of respondent police officer and their victim are sometimes advisable, there is also a need to consider each cases on a case to case based wherein heinous offense should be treated within the pillar of justice.

CONCLUSIONS

Based from the findings of this study, the following conclusions were developed:

1. The Ifugao PIAS' revitalized internal cleansing process is comprehensive and similar to the standard operating procedure of the national police office. This approach includes the extensive observation of administrative procedural manual and memorandum orders, continuing education of police personnel, adoption of indigenous practices, and community involvement in the disposal of cases, indicating their capacity to ensure peace and order in the community.
2. The Ifugao PIAS face various challenges in performing their duties, which are diverse and require flexible and adaptive approaches to overcome. These challenges include limited resources, unfavorable geographical locations of police stations, lack of education and training of police personnel, and unwarranted interventions of influential family members in cases involving police officers. Addressing these challenges will enhance the capacity of Ifugao PIAS to effectively address issues in the community.
3. The policy brief that emerged from the study is a valuable contribution to the development of police service policies at the national and local levels. It complements



existing policies, proposing additional funding for the PIAS, adoption of restorative justice in the system of PIAS, mandatory continuing education and training of police officers, and community partnership and collaboration to improve police services and ensure the safety and security of the community.

RECOMMENDATIONS

From the conclusions of the study, the following are the recommendations:

1. The study recommends that standard operating procedures of police offices should be customized based on geographical locations and cultural sensitivity of people within the area of responsibility. This will enable the police to address issues more effectively and appropriately.
2. To increase productivity in police services despite challenges and limitations, the police, community, local government unit, stakeholders, and national government must strengthen their partnership and collaboration.
3. The PNP's national program to modernize and professionalize police services and resources should also be implemented in local police offices to improve their capacity and effectiveness.
4. Future research should focus on exploring the limitations identified in this study to gain a better understanding of how they can be addressed and overcome.

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