Justconomics: The Collaborative Practices of NEDA and DOJ on Policy Implementation in Tuguegarao City on Justice and Economic Development

Atara, John Leonard C.

Gannaban, Karl Bryan P.

Macababbad, Clyde Francis N.

Ambida, Zea Alexandra A.

Natividad, Raiza Louise B.

Tambasacan, Christine Jean C.

UNIVERSITY OF ST. LOUIS

TUGUEGARAO CITY, CAGAYAN

Abstract – Tuguegarao City, the bustling trade center of Cagayan Valley, continuously benefits from the vast development and abundant resources. However, hindrances in economic growth and justice persist, primarily due to corruption because of lack of transparency and social injustices. Social injustices, insufficiency in policy implementation, and economic corruption significantly reduce overall societal welfare, posing challenges to the city's progress. With this it was assumed that the collaboration of NEDA and DOJ is lacking and substandard in implementing its policies due to the fact that the previous administration was not able to be limpid in its governance in Tuguegarao city. This study is aimed to determine whether there is a collaboration between the National Economic and Development Authority (NEDA) and the Department of Justice (DOJ) in Tuguegarao City, with an emphasis on their combined efforts in policy implementation which foster economic and justice development. The study employed a qualitative research design, specifically descriptive approach. Employees from NEDA and DOJ were chosen as informants in the administered oral interviews and paper surveys. The data was recorded through video or voice recording with an adapted interview guide and was analyzed through Thematic Analysis. The findings of this study generated four major themes namely (1) Collaboration as an external process of Government Agencies, (2) Functions of Agencies in a Collaborative Process, (3) Perceived Conflict in Contrasting Inter-Agency Process and Functions and (4) Essence of Collaborative in Good Governance. Based on the findings of this study, researchers concluded that DOJ and NEDA collaborate but merely for development, infrastructural building, and salary upgrade rather than implementing policies that directly addresses economic and justice issues in the region. In this regard, the researchers suggest to explore more agencies that collaborates directly to implement policies together.

Keywords— Collaboration, Government Functions, Conflicts, Good Governance, Economic and Justice Development.

I.   INTRODUCTION

Tuguegarao, the lone city in Cagayan province and the seat of the regional government, serves as a springboard for commerce and trade in Cagayan Valley Region according to the Philippine Information Authority (2023). With it being the center for trade, the city creates an environment of having an abundance of resources which promotes sustainable livelihood for the people. Despite its continuous development, growth, and resources, hindrances in economic growth and justice come along the way, primarily because of economic corruption that causes poverty along with crimes and social injustices and ultimately reduces overall societal welfare. Lack of transparency can be considered as a major factor of economic corruption. Transparency is a multifaceted issue that encompasses various economic, political, administrative, social, and cultural factors at both national and international levels (Hosny, N., Morsy, S., Sherif, A.,2023).

JustConomics is a portmanteau word derived from the words "Justice" and "Economic" combined. This encapsulates the interplay of the two to foster better societal

welfare. Policy is defined as set of rules or guidelines for organizations and employees to follow in or to achieve compliance according to Lane (2018) while implementation is an activity that is planned and designed to achieve the activity's goals (Usman, Arti Implementasi Menurut Para Ahli, 2021). Policy implementation is now then defined as a series of activities undertaken by government and others to achieve the goals and objectives articulated in policy statement (Bullock & Lavis, 2019). Development involves the application of certain economic and technical measures to utilize available resources to instigate economic growth and improve people's quality of life (Rabie, 2016). With this, it defines an economy as the system of trade and industry by which the wealth of a country is made and used. Injustice refers to the lack of justice or opposition to it.

The local legislative body requires observance of the twin principles of transparency and accountability through mechanisms and structures that would ensure transparency and accountability in operation (Ong, D. & Gabriel, A., 2023). The incumbent City Mayor of Tuguegarao, Maila Ting- Que, revealed that the previous administration may have been subject to questions over expenditures, which may have inevitably resulted in poor policy implementation of the Local Unit Agencies. Furthermore, the anti-graft court Sandiganbayan's Fifth Division suspended Soriano over graft charges related to the anomalous purchase of helicopters by the Philippine National Police in 2009, when Soriano was the PNP's deputy chief for operations. Soriano was accused, among other things, of conspiring with former first gentleman Jose Miguel Arroyo to defraud the government, stated in an article of the Rappler (2017). Taking all of this into account, this leads to uncertainty and questioning of justice, economic, and overall transparency in the governance of Tuguegarao City. According to Castillo and Gabriel (2020) the practice of transparency and accountability differs from country to country and is affected by the levels of government, regime types, and cultural context. It is also the foundation of the public trust to the public sector organization. The chapter showed that transparency and accountability practices may differ from one local government unit to another although similar in many aspects.

Given the lack of clear transparency in the governance of Tuguegarao City, this study has undertaken the task of addressing the challenge to shed light whether the Department of Justice (DOJ) and National Economic and Development Authority (NEDA) in Tuguegarao City collaborates into giving transparent governance and accountability to address crime and poverty in the city. This undying issue motivated the researchers to contribute to the establishment of a transparent and accountable governance framework that aligns with the aspirations and needs of the people in Tuguegarao City.

Research Objectives

The main objective of this study was to determine whether there is a collaboration between the National Economic and Development Authority (NEDA) and the Department of Justice (DOJ) in Tuguegarao City, with an emphasis on their combined efforts in policy implementation which foster economic and justice development.

Research Assumption

This study assumes that NEDA and DOJ lacks in collaboration when implementing policies due to the fact that the past administration was not transparent in its governance in Tuguegarao City (Daily Guardian, 2020).

Significance of the Study

This study will be beneficial mainly to the people of Tuguegarao City for the findings regarding proper law enforcement and resource allocation, social justice and equality can be manifested within it and decrease, and social imbalance can be made possible which can enforce development. Secondly, the National Economic and Development Authority can utilize this study to either maintain or retain strategies in budget and resources allocation and provide specific body to ensure that resources are managed properly. Third, the Department of Justice can use this study as a foundation towards departmental development to either maintain or retain strategies in law enforcement and provide specific bodies to ensure that law, justice, and order are maintained thoroughly in society. Lastly, this study will be beneficial on the city government for it can be the means towards policy implementation polishing and improvement and can also reshape the governed city to shed light on social injustice and corruption, ensure transparency and to build better ways of policy implementation.

II. METHODS

A. Research Design

This study used a qualitative research design, specifically descriptive approach, with the purpose of determining whether there is a collaboration between DOJ and NEDA on policy implementation in Tuguegarao City towards Justice and Economic development.

B. Locale of the Study

This study is conducted by the researchers in the capital city of Cagayan, Tuguegarao. Specifically in Carig Regional Center where lies the government offices which includes DOJ and NEDA.

C. Informants of the Study

The informants of this study are the employed attorneys in the administrative agency of DOJ and the employees of NEDA. There was a total of three employees interviewed and they were identified by the researchers

through purposive sampling setting certain criteria for the informants to assure the validity of the data being gathered.

D. Research Instruments

This study used interview questions adapted from the Indeed Career Guide. While leveraging this existing resource, the adaptation process involves ensuring contextual relevance, aligning with research objectives, and maintaining flexibility for customization. The interview guide was divided into two parts, the first part was gathered the basic information or profile of the informant which includes name, gender, and the agency they belong to. The open-ended questions in the second part of the interview guide are designed to elicit detailed and nuanced responses, allowing for a comprehensive understanding the ways DOJ and NEDA collaborates. By structuring the interview in this manner, we aimed to capture the qualitative insights essential for a thorough analysis of the collaboration's impact.

E. Data Gathering Procedure

The researchers first proposed a request letter to ask approval from the Vice President of Academics. Then, a permission letter was sent to DOJ and NEDA offices to request for an interview. The recognized informants were asked to adhere with a consent form before continuing with the interview proper. The main data collection was executed through a structured interview wherein the researchers administered questions to an employee of NEDA and DOJ respectively. The interview was recorded either through video or voice recording. The informants that do not have the time for an interview were given an interview guide in a form of paper survey containing the open-ended research questions that allowed the informants to answer at their most convenient time. Following the data collection, transcripts of the answers were read, annotated, conceptualized, segmented, and analyzed. Answers collected throughout the interview only served as a data for this research study and everything was treated with utmost confidentiality.

F. Data Analysis

The data collected by the interview was analyzed through a thematic analysis and followed various phases in processing the different data. The transcripts were first familiarized by carefully reading and taking note of the pertinent information. Then, the researchers generated initial codes by formulating relevant answers with respect to the interview questions. Next, the researchers grouped codes into themes according to their mutual features. These themes were reviewed and determined whether they reflect the entirety of the data.

III. RESULTS

The main objective of this study was to determine whether there is a collaboration between the National Economic and Development Authority (NEDA) and the Department of Justice (DOJ) in Tuguegarao City in implementing policies. The data gathering was done through different data gathering ways namely oral interviews and paper surveys. The interview compromised of questions asking for the collaborative practices of DOJ and NEDA. With these questions, informants discussed their processes when collaborating. Overall, four themes emerged from the responses presented below.

THEME 1: Collaboration as an external process of Governmental Agencies

The way agency's work is significantly affected by interactions and joint efforts for the benefit of policies that are for the economic progress and stability of Tuguegarao City, with successful cooperation primarily dependent on good communication. Moreover, this process is crucial in the development of strategies for achieving the goals of any agency or government department. Findings of this study revealed that collaboration between Governmental agencies exists and is an essential process of the government. Their way of collaborating depends on what goal they are trying to achieve, and that goal will be the determinant of what agencies will collaborate.

Some of the verbalizations of the informants are as follows:

> Informant 1: "…it's all on the upgrading of the salaries of the employees..."

> Informant 3: "...In this plan, NEDA heads all agencies or all departments of the government in making… in developing strategies as to what they see they should accomplish in the next 3 years or 5 years."

In particular, DOJ and NEDA were revealed to be in collaboration for a governmental development plan. Furthermore, these two agencies interact for infrastructural development where there was a time when NEDA helped DOJ to build its office in Region II. These two agencies go as much as these scenarios when collaborating but they do not necessarily collaborate when implementing policies.

> Informant 3: "...So, under this CVRDP, what we do is that the first step of collaboration is to communicate with your partner agency, this is what we plan to do in the next 5 years and then this is how we are going to implement it in the next 5 years, that's basically what the first step that we do."

> Informant 2: "...NEDA supposedly requested for… uhm, i can't actually recall what was the information provided earlier but it refers to the construction of a particular building for our office so it would appear that the NEDA wanted to assist our office."

Informant 2: "... with respect to the NEDA however, I do not know of any collaboration between our office with the NEDA..."

THEME 2: Functions of Agencies in a Collaborative Process.

In order for NEDA and DOJ to have a successful collaboration in implementing policies, both sides assist each other and function as one body of the government to come up with a better idea that can help improve the cities economical function through laws. During a collaboration, the agency's function remains as to how they function as an independent agency. Only with collaboration must an agency consider another set of functions to effectively work with another agency. The informants revealed that they meticulously follow a set of rules and processes when collaborating. This step-by-step process is being complied with by the agency over the course of time and is properly monitored. It is also revealed that the function of an agency must be aligned to the government's vision and mission. They also strictly follow honesty, which is considered as their highest virtue.

Some of the verbalizations are as follow:

Informant 3: "...So meet up, we sit together, and see that our plans are actually aligned with the other department of the government."

Informant 1: "... you have to be honest, and you have to undertake what is expected of you in the pursuit of your work as a public servants..."

Informant 2: "... Like I've said, you just have to follow what is stated in there and you'll never go wrong…"

THEME 3: Conflicts in Contrasting Inter-Agency Processes and Functions.

Different agencies have specific guidelines and procedures that govern the employees whether in their processes, movements, general functioning that affects the agency. The uniqueness of these policies differentiates one agency from another; thus, each has different functions. However, in collaboration with other agencies, conflicts due to differences and the ever-changing internal policy amendments in different sectors of an agency and the possible negligence of the pre-determined function of that agency is highlighted and considered. The results show that employees, upon enacting new and amended policies, have the responsibility of following these formulations and revisions but sole negligence of partnered agencies affects the collaboration.

Statements below are the transcription of the informants' responses:

Informant 1: "In 2020…we have conflict relative to the guidelines in how to approach this so-called pre-bargaining agreement..."

Informant 2: "...there's always conflict specially two agencies are involved; two separate agencies of the government are involved."

Informant 2: "It's actually part of that particular function of that particular agency that I have mentioned. The function of that agency's actually under the law."

Informant 2: "...a particular instance that I can recall is when we were able to rescue trafficking victims and we were supposed to uhm shelter them with assistance with this particular agency. I won't mention that agency anymore and they refused to provide for the shelter of these minors that we… and these women that we …. rescued and uh... actually, they were supposed to… you know…take custody of these rescued victims."

Informant 3: "There are policies that will really conflict with the policies or guidelines that's followed by other agencies."

Upon further inspection, the results show that there are policies that show unclear scopes and definitions in terminologies and limitations which create conflict in the internal environment of the agency.

Informant 2: "...however, this policy by the Department of Justice, is in conflict with the policy of the Supreme Court which is followed by the judges. They follow their own guidelines also when it comes to drug cases so these two policies do not coincide and there are a lot of conflict when it comes to which policy should be followed.

THEME 4: Essence of Collaboration in Good Governance.

Collaboration for good governance and integrity of structure social structures practice their independency and individualism with the consensus of formulated policies within the jurisdiction of the agency in their functions. Though agencies have unique functionality within the social sphere, involvement and inclusion in collaborative practices of agencies create an implication to the governed that there is initiative for good governance in the system. The initiative must also come into action further to maximize the advantages in collaboration while taking into consideration the uniqueness and differences of each governing internal policy of each agency.

Transcription of the informants' response is profiled below:

Informant1: ...do it clearly and honestly because we cannot give false hopes to these influence peddlers which will definitely result in to chaos or confusion so the better or best thing to do there is to give them the honest evaluation of every case or situation that they are interested in.

Informant 2: it's not, you know, enough that only one particular agency of the government does its job. Dapat lahat and they have to work hand in hand kasi ano yun eh holistic dapat.

Informant 2: "...collaboration is actually key in the development. Not just the economic development but in the development as a whole of our country.

Informant 3: Almost all government agencies are being involved by the government to make sure that we are following a whole of a nation approach in solving the problems of the government.

Informant 3: Collaboration is essential in making sure that policies are implemented.

In addition to this, informants also consider the departments and sectors within the agency that collaborate to maintain the groundwork of the agency. The fundamental layers of an agency are interconnected, thus, maintaining the stability and structure supports the essence of the functions of an agency itself.

Informant 2: Take for an example, for us, in the DOJ, and our number one partner is, of course, yung mga (those) law enforcement agencies. Let's take for an example the justice system. Our justice system has five pillars. Andiyan yung (There is) judiciary, the prosecution, law enforcement, community and penology. There five pillars because precisely, there should be collaboration among these five pillars.

Informant 2: Kapag may isa jan na marupok, magcocollapse yung ano natin, yung buong bansa natin

Informant 3: In this committee, you have DOJ, DSWD, PNP, Philippine Information Agency, basically almost a lot of line agencies are involved in this committee just to implement the policy of the government against trafficking of people. We also have committee on Peace and Order. In this committee, most of these are law enforcement. They make sure that the policies of the government on peace and order is implemented properly. We also have another committee against communist

groups in our country. So, these committees are composed of several government agencies.

Table 1. *Summary of Themes*

Major Themes
Collaboration as an external process of Governmental Agencies.
Functions of Agencies in a Collaborative Process.
Conflicts in Contrasting Inter-Agency Processes and Functions.
Essence of Collaboration in Good Governance.

Table 1 confines the array of themes extracted from the commonalities and patterns in the responses of the informants. These themes show how government agencies develop assistance and collaboration with one another. It also elucidates the agency's function in collaboration and the conflicts that emerge from it. These themes assist the researcher in examining the research assumption and in achieving the research objectives.

IV. DISCUSSION

In this study, the researchers have undertaken the task of addressing the challenge to provide information whether Department of Justice (DOJ) and National Economic and Development Authority (NEDA) in Tuguegarao City collaborates into giving transparent governance and accountability. The findings suggest that the findings revealed one major theme that explored this objective. The remaining three themes explored the functions of the agencies, conflicts that emerge from collaboration, and the essence of good governance.

Furthermore, the results supported the assumption of the study that DOJ and NEDA lacks in collaboration in implementing policies to address economic and justice issues in Tuguegarao City.

Collaboration as an external process of Governmental Agencies

The results indicate that collaboration between DOJ and NEDA was evident but not as heavily implied or consistent in comparison to other agencies, which was aligned with the study's assumption. These two agencies collaborate mainly for salary upgrade, infrastructural development and the CVRDP. Collaboration became an essential factor to the governmental processes as supported by the study of Sullivan and Skelcher (2017) stating that the state has a gaping hole when it comes to delivering public services and policy goals and collaboration fills that gap for the state to effectively provide its services. Moreover, the results showed that NEDA is involved with other agencies when it comes to salary increases or upgrades. According to National Economic

Development Plan (2022) increasing the income-earning ability of Filipinos involves developing the workforce. DOJ is one of the many workforces that NEDA focuses on when it comes to upgrading salaries and employability. Also, part of their plan was the Infrastructure Flagship Project (IFP) which was aimed to develop different infrastructure including government offices. Here in Region II, DOJ built its new office for its administrative agency and NEDA offered to help. The highlight of their collaboration is reflected on NEDA's Cagayan Valley Region Development Plan (CVRDP). A part of this plan is the goal of enhancing administration of justice aiming to achieve a secure and comfortable lives for the people through a well-functioning justice system (National Economic Development Plan, 2022).

Another dimension of this finding is that not all pillars of DOJ actually collaborate with NEDA; that is why some of the attorney's interviewed in DOJ is not aware of any collaboration with NEDA. This is supported by the study of Hoornbeek et al. (2016) stating that local government to local government collaborations have distinctive dynamics and in order to foster collaboration, the two must have at least same level of goal attainment. Furthermore, DOJ is actively collaborating with DSWD for the Inter-Agency Council Against Trafficking (IACAT). The Revised IACAT Act of 2023 conducts different projects geared towards the elimination of trafficking in persons in the Philippines (Department of Justice, 2023). DOJ takes the role as a lead agency of this act and one of the informants of this study explicitly states that their agency collaborates with the DSWD to ensure implementation of this act.

Functions of Agencies in a Collaborative Process

The findings show that a well-functioning justice system contributes to creating a healthy business environment. Literature has shown that there is strong correlation between the efficiency of the justice system and commercial and entrepreneurial activity PDP (2022). This aligns with the study of Thornton and Mallett (2018), asserting that by working together, teams can achieve outcomes that would be impossible for a single agency to accomplish alone. It is essential to reflect on what each agency does well and how they can complement each other. Effective communication plays a crucial role in inter-agency collaboration, allowing agencies to improve their communication skills and develop a shared understanding of project goals and objectives (Women in Agencies, 2018). According to the ODA report (2022), collaboration between government agencies, such as NEDA and DOJ, is essential for effectively implementing policies and projects that drive economic growth and development. In support to this, the study of Schot et. al. (2019) states that collaborating requires different efforts by professionals involved within either teams or network settings, as well as within different subsectors. Insights into the effects of professional contributions remain shallow and indicative in nature. Knowing and having a common goal unifies an integrated team more powerfully than anything else and drives accountability across the team. This ensures each agency partner thinks and works beyond results specific to their discipline (Young, 2022).

Successful collaboration between NEDA and DOJ does not necessarily require both agencies to function as one body. Instead, effective collaboration can occur while maintaining their distinct functions as independent agencies. This is in line with the article of GAO (2023) stating that, when two or more agencies come together to work toward common outcomes, they often face challenges deriving from differences in their cultures, missions, and perspectives. Even when you're committed to the same cause, differences of opinion are unavoidable. But it is important not to let tensions derail the project, said Bryant (2018). According to the Philippine Development Plan (2022), Though development has been obvious in the past years, these positive developments, several policy reforms and key legislations remain unattained.

Conflict in Contrasting Inter-Agency Processes and Functions.

Agencies within the government have different functions to perform, however, in order to maximize their effect, collaboration with other agencies to create, formulate, and amend different policies is practiced. Since each agency functions as a separate organization with specific tasks and responsibilities, conflict could arise. Difference also in the terminology of policies contribute conflict as suggested by Bianchi, C., Nasi, G., & Rivenbark, W. C. (2021). Changing processes of agencies shows their adaptability to the environment but opposes a function with the agency they are collaborating with, thus creating tension and restraints in the movement of the initiative (Bianchi, C., Nasi, G., & Rivenbark, W. C. (2021)). The study of Molenveld et al. (2021) also supports the formulation of conflict in collaboration due to difference in functions considering that the human resources of each agency has asymmetries in terms of knowledge and expertise. Along with this, Nindyatmoko (2022) suggests that due to the differences in knowledge, miscommunication can arise where certain processes of an agency is confused with other actors that is involved in the collective processes. Considering the nature of collaboration, it must be a relationship of give and take in which conflict can arise when the advantages of the partnered agency decreases while the other increases, resulting in the wavering trust of the agency until ultimately pulling out (Elken, 2023).

Research shows that some agencies do not struggle in collaboration because of the availability of resources and a perceived connection with different agencies (Alderwick et al, 2021). However, Mitchell (2015) describes collaboration as something that creates costs arising from power dynamics, time-intensive exchanges, resource management, conflict management, and suboptimal outcomes. The extant research

suggests that inter-agency collaboration is itself complex and requires significant levels of organisational trust, reciprocity, and accountability (Head & Alford, 2015). Easiness of implementation were also shown in the study of where collaborative processes were made with ease and no arising conflict was experienced during the operation (Giri, Gayathri, and Hansa Lysander Manohar, 2023). In the study also of shows that even though there were differences in the processes and functions of agencies in collaboration, goal-oriented behavior was practiced, resulting in the ease of the movement.

Essence of Collaboration in Good Governance.

According to the findings though agencies have unique functionality within the social sphere, involvement and inclusion in collaborative practices of agencies create an implication to the governed that there is initiative for good governance in the system. According to Cashore et al. (2021) Coordination, which must be conceptually disaggregated from collaboration, often occurs when public and private authorities both exist independently, but strive towards good governance. This often leads to a "policy entrepreneur" to identify ways to coordinate their activities such that improve impacts and resource use might occur. Governance have gained prominence in academic analysis and political discourse. Many scholars and policymakers agree that socially innovative initiatives are imbued with great potential for inclusive governance and social and political transformations (Diego et al., 2021). Governance understood as 'governing beyond the state' finds in citizen movements insights for new governance arrangements including collective participation in decision-making and co-production, especially at the local level. Moreover, the results of the study indicated that the initiative must be actively executed to enhance collaboration benefits with due regard for individual agency's distinct internal regulations and their observance as well as recognition. A study by Wiley et al. (2019) states that group of individuals that forge the uniqueness experiences, perspectives, values, … that promote collaboration , use of acquired knowledge, and identification of learning is seldom and not quite being observed. (According to Abrams et.al (2019) Transformational steps my need to be taken before the legal system can brace a subject whose engagements with others reflect the notions of agency described above.

However, in case agencies seek to come together for effective leadership, sometimes something that may come in their way such as conflicts between interests. These may lead to little or no progress rendering their efforts less successful. Sometimes it takes long time because there are a number of issues that need be negotiated and settled on before significant changes can be realized (Louis et.al 2020). The collaborative efforts of public agencies produce novel governance challenges, collaborative governance challenges arise from the public management and governance literature (e.g. Ansell and Gash 2008). Substantive problem-solving challenges comprise the technically and politically difficult work of defining the

problem a collaboration should work on. (Waardenburg et al. Citation 2018). Fragmentation is often a main cause of inconsistency in the attempt to improve community outcomes (Borgonovi, Bianchi, and Rivenbark Citation 2019). Discrepancies between short-term outputs and long-term outcomes, along with unintended side-effects of prior implemented policies, are often symptomatic from attempts by local government organizations to fix community problems (et. al Bianchi 2019).

V. CONCLUSION

Collaboration is an initiative of different agencies to maximize their capacity to function and provide adequate services to the community. Published studies show that collaboration among agencies is crucial to address issues efficiently and effectively. This study conducted a descriptive approach and thematic analysis of the employees of the departments involved, Department of Justice and The National Economic Development Authority, to prove or negate the research assumption that their collaboration is poor in policy implementation. Limitations of this study encapsulates only the collaborative practices of NEDA and DOJ in terms of policy implementation so relationships with different agencies or organizations is not considered within the scope of the study. For future studies, it is recommended to broaden the themes explored to gain a deeper understanding of the collaborative practices among agencies. Researchers should focus on specific policies to assess how these policies are addressed, issued, and implemented collaboratively. Additionally, identifying and analyzing past collaboration behaviors can provide insights into whether these patterns are maintained or adapted with the introduction of new policies. This comprehensive approach will enhance the understanding of effective collaboration in policy implementation. The findings of the study must be interpreted with caution given the responses are recorded and transcribed; thus, accuracy in the process of data input must be thoroughly practiced all throughout the study. It is also important to look further into the processes and functions of the agencies and assess whether they align and coincide with the agency and partnered agency.

VI. RECOMMENDATIONS

In light with the findings of the study, the researchers recommend the following:

1. Specify the policy being implemented during collaboration.
2. Consider other governmental agencies that have consistent collaboration for policy implementations as this study found out that the DOJ has an active collaboration with the DSWD implementing policies against human trafficking.

3. Focus on the Cagayan Valley Region Development Plan by NEDA as an established variable for more relevant and timely results.

4. Conduct an investigation on the attached agencies of the DOJ in order to know what specific agency of DOJ can relate more aligned results to the research topic.

REFERENCES

Ackerman, B. 2020. The new separation of powers. Harvard law review, 113 (3): 633 - 729. https://doi.org/10.1080/01442872.2011.601200

Alderwick, H., Hutchings, A., Briggs, A. et al. The impacts of collaboration between local health care and non-health care organizations and factors shaping how they work: a systematic review of reviews. BMC Public Health 21, 753 (2021). https://doi.org/10.1186/s12889-021-10630-1

Ansell, C. (2017). Improving policy implementation through collaborative policymaking. Policy and Politics, 45(3),467-486. https://doi.org/10.1332/030557317X1497279976026 0

Bianchi, C., Nasi, G., & Rivenbark, W. C. (2021). Implementing collaborative governance: models, experiences, and challenges. Public Management Review, 23(11), 1581–1589. https://doi.org/10.1080/14719037.2021.1878777

Birkland, T. A. (2019). An introduction to the policy process: Theories, concepts, and models of public Policy making. Routledge. https://www.routledge.com/An-Introduction-to-the-Policy-Process-Theories-Concepts-and-Models of/Birkland/p/book/9781138495616&sa=U&ved=2a hUKEwjOlcXpgduDAxW17TgGHUFFDNoQFnoEC BgQAQ&usg=AOvVaw3fobQhQPKUguvbKgQ40F pV

Brinkerhoff, J. M. (2015). Public sector management reform in developing Countries: Perspectives beyond NPM orthodoxy. Public Administration and Development, 35(4), 222-237. https://onlinelibrary.wiley.com/doi/full/10.1002/pad. 1739

Head, B., & Alford, J. (2015). Wicked problems: Implications for public policy and management, and Society, 47(6), 711–739.

Husain, I. (2013). Formulating public policy. https://www.dawn.com/news/1056309

Cagnin, I. F. (2017). The study of macro and micro implementation of social policy, – RPPI, 2(2), 175-180. http://doi.org/10.22478/ufpb.2525-5584.2017v2n2.37386

Canlas, D. B. (2018). Philippine policy reforms and infrastructure development: A historical account.Philippine Review of Economics , 54(2),61-87 . https://econ.upd.edu.ph/pre/index.php/pre/article/vi ew/955

Cartwright, C., Gibson, K., & Read, J. (2018). Personal agency in women's recovery from depression: The impact of antidepressants and women's personal efforts. Clinical Psychologist, 22(1), 72–82. https://doi.org/10.1111/cp.12093

Daily Guardian, (2020). Mayor Jefferson Soriano's absence during the batter of Typhoon Ulysses. https://scontent.fmnl33-2.fna.fbcdn.net/v/t1.6435

Decree of the Local Legislative of the Province of West Sumatra Number: 21/SB/2020 concerning the Establishment of the Local Policy of the Province of West Sumatra in 2021.

Elken, M. (2023). Collaborative design of governance instruments in higher education. Studies in Higher Education, 1–12. https://doi.org/10.1080/03075079.2023.2258905

Ezekiel, Zachariah. "Beyond Bylines: Engaging the News Media in Urban Governance." Ottawa: Institute On Governance, 2017. https://scholar.google.com/scholar?hl=en&as_sdt=0 %2C5&q=Collaboration+for+good+govern

Giri, Gayathri, and Hansa Lysander Manohar. "Factors influencing the acceptance of private and public blockchain-based collaboration among supply chain practitioners: a parallel mediation model." Supply Chain Management: An International Journal 28.1 (2023): 1-24.

Government Accountability Office. (2023). Government Performance Management: Leading Practices to Enhance Interagency Collaboration and Address Crosscutting Challenges (GAO-23-105520). https://www.gao.gov/assets/gao-23-105520.pdf

Griffiths, A.-J., Alsip, J., Hart, S. R., Round, R. L., & Brady, J. (2021). Together We Can Do So Much: A Systematic Review and Conceptual Framework of Collaboration in Schools. Canadian Journal of School Psychology, 36(1), 59–85. doi:10.1177/0829573520915368

Hoornbeek, J., Beechey, T., & Pascarella, T. (2016). Fostering local government collaboration: An empirical analysis of case studies in Ohio. *Journal of Urban Affairs*, *38*(2), 252-279. https://doi.org/10.1111/juaf.12204

International Journal of Management, 11 (4), 2020, pp. 545-555. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3601652

Jaudat, H. (2023). The Role Of the state in The Economy:ExploringFiscal and Monetary Policies in Government (Theoretical Review in Islamic Economics) https://doi.org/10.30651/jms.v8i3.19013

Jääskelä, Päivikki, et al. "Student agency analytics: Learning analytics as a tool for analysing student agency in higher education." Behaviour & Information Technology 40.8 (2021): 790-808.

Llanto, G. M. (2015). *Toward an effective regulatory management system: Philippines* (No. 2015-32). PIDS Discussion Paper Series. https://www.econstor.eu/bitstream/10419/127046/1/pidsdps1532.pdf

Lapiz, G. (2016). Justice in the Philippine political and socio-economic environments. *University of the Visayas-Journal of Research*, 10(1), 99-104. https://core.ac.uk/download/pdf/230830759.pdf

Marquardt, J. (2017). How power affects policy implementation: Lessons from the Philippines. *Journal of Current Southeast Asian Affairs*, *36*(1), 3-27. https://journals.sagepub.com/doi/full/10.1177/186810341703600101

Malsam, W. (2019). Top down vs. bottom up management: What's the difference. Leadership, viewed 2 May 2, 2023 https://www.projectmanager.com/blog/top-down-vs-bottom-up-management

Mitchell, G. E., O'Leary, R., & Gerard, C. (2015). Collaboration and performance: Perspectives from public managers and NGO leaders. Public Performance & Management Review, 38(4), 684–716.

Molenveld, A., Voorberg, W., Van Buuren, A., & Hagen, L. (2021). A qualitative comparative analysis of collaborative governance structures as applied in urban gardens. Public Management Review, 23(11), 1683–1704. https://doi.org/10.1080/14719037.2021.1879912

National Economic Develoment Authority (2022) Philippine Development Plan 2023-2028. Chapter 4 Increase Income-earning Ability.

National Economic Development Authority (2022) Cagayan Valley Region Development Plan 2023-2028. Chapter 17 Enhance Administration of Justice.

National Economic and Development Authority. (2023, October 1). Official Development Assistance Portfolio Review Report 2022. Retrieved from https://neda.gov.ph/oda-portfolio-review-report-2022/

National Economic and Development Authority. (2023). Philippine Development Plan 2023-2028. https://pdp.neda.gov.ph/wp-content/uploads/2023/09/Philippine-Development-Plan-2023-2028.pdf

Nindyatmoko, A., Setyowati, K. ., & Haryanti, R. H. . (2022). Collaboration after Conflict: A Lesson from Collaborative Action in Customary Land Tenure Conflicts in Lombok, Indonesia. Forest and Society, 6(1), 294-310. https://doi.org/10.24259/fs.v6i1.14005

OECD Indicators of Regulatory Policy and Governance, (2019). http://www.oecd.org/gov/regulatory-policy/indicators-regulatory-policy-and-governance.htm

PIDS Discussion Paper Series No. 2020-05 https://www.econstor.eu/handle/10419/240994

Poquita, J.(2023). "Collaborative Leadership of Commissioned Law Enforcers: Basis for Police-Community Relation Program. *Organization and Human Capital Development"*, *2*(2), 1-15. https://journals.researchsynergypress.com/index.php/orcadev/article/view/1604

Reyes, V. (2016). *Dysfunctional bureaucracy, corruption and weak rule of law: A case study of policy implementation in the Philippines*. In The role of the public bureaucracy in policy implementation in five ASEAN countries (pp.233-296). https://www.cambridge.org/core/books/abs/role-of-

the-public-bureaucracy-in-policy-implementation-in-five-asean-countries/dysfunctional-bureaucracy-corruption-and-weak-rule-of-law-a-case-study-of-policy-implementation-in-the-philippines/DE96CBF6B160DCDFB20D62A651779754

Role of integrity system, internal control system and leadership practices on the accountability practices in the public sectors of Malaysia Ma. Mahmudul Alam et al., Social Responsibility Journal, 2018. https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Collaboration+for+good+governance+and+integrity+of+structure&btnG=#d=gs_qabs&t=1714622957978&u=%23p%3DxV5A dZLbspsJ

Sachs, R. (2021). Encouraging Interagency Collaboration: Learning from COVID-19. Journal of Law & Innovation. https://petrieflom.law.harvard.edu/resources/article/encouraging-interagency-collaboration-learning-from-covid-19

Sorensen, E., and J. Torfing. 2021. "Radical and Disruptive Answers to Downstream Problems in Collaborative Governance?" Public Management Review 23 (11): 1590-1610. https://www.tandfonline.com/doi/full/10.1080/14719037.2021.1878777

Sullivan, H., & Skelcher, C. (2017). *Working across boundaries: collaboration in public services.* Bloomsbury Publishing.

State & Local Government Review Vol. 45, No. 4, Special Issue: Local Government Collaboration (December 2016), pp. 220-223 (4 pages) Published By: Sage Publications, Inc. https://www.jstor.org/stable/24639174

Stoker, Gerry. 2019.Governance as theory: Five propositions. International Social Science Journal 50: 17-28. https://link.springer.com/article/10.1007/s40647-017-0197-4

The Revised Inter-Agency Council Against Trafficking (IACAT), Rep. Act No. 9208 (2023). Department of Justice. https://www.doj.gov.ph/iacat_webpage.html

Women in Agencies. (2018). The Benefits of Inter-Agency Collaboration.