EDUCATION

Driving Organizational Transformation through the P.A.T.R.O.L. Plan 2030: A Comprehensive Blueprint towards Sustainable Enhancement

Guilda Sheariah Besinga, Neleza Brelia Bucatcat, Kirby Angelou Livelo, Junaisah O. Sevillena, Reykel T. Romano, Jayson C. Ladio, Julia T. Canonigo, Jeffruss Jose T. Canonigo

Cebu Technological University – Main Campus, Cebu City, Philippines

Published November 2026

Abstract

This research ascertained the implementation of "Driving Organizational Transformation through P.A.T.R.O.L. PLAN 2030 particularly on the component "T" (Transformation) in the select cities of Cebu. Specifically, it determined the extent of implementation in terms of crime management, resource optimization, stakeholder's collaboration, monitoring and evaluation. It also evaluated the level of perception regarding the core processes, namely: strategy formulation, mapping and cascading. This study employed a descriptive quantitative research method in collecting the data and information by administering a survey questionnaires and a short face to face personal interview to obtain a sufficient data. There were 64 respondents all in all, as Police personnel has 23, Local Government Units personnel 21 and community participation as 20. Various information were taken based on the respective profile of the respondent groups. This statistical treatment used were frequency determination, percentage, average weighted mean and ranking. This includes the methods, environment, respondents instruments, procedures and statistical analysis of data. It can be concluded that the respond of the respondents through personalized, one-on-one interactions and in the level of perceptions of the respondents as to core processes of "T" resulted to highly Implemented. Likewise on the extent of implementation of "T" as to operationalize focus resulted to moderately implemented. There were strength and weaknesses identified in achieving the effectiveness that affects the extent of implementation which can be very well addressed with a collaborative efforts of the mentioned respondents. Thus "A Comprehensive Blueprint Towards Sustainable Enhancement is highly recommended to sustain and enhance the effectiveness of the program.

Keywords: public administration; organizational transformation; P.A.T.R.O.L. Plan 2030; Philippine National Police; strategic planning; descriptive quantitative research

1 Introduction

1.1 Rationale of the study

This research focuses on the organizational design of the PNP a process of reengineering, capacity building and technological integration aspects of P.A.T.R.O.L PLAN 2030, this PNP's long term strategic framework's real meaning was " Peace and Order Agenda for Transformation and Upholding the Rule of Law", it also aim the PNP to transform into a highly capable, effective and credible police service by 2030, working with communities to build a safer environment for living, working, and doing business. The PNP PATROL PLAN 2030, does'nt have a single author or authors , rather it's a strategic collaborative effort of various stakeholders, PNP Strategy Management Office, Technical Working Group and Advisory Group with some key individuals involved in the development and im-

plementation namely: PLTCOL JOEL RAMOS CORPUZ, Chief of Strategy Review Division, PDG RICARDO C. MARQUEZ, CHIEF PNP, ATTY ERCY NANETTE P. MADRIAGA, member of the SAF Advisory Council.

The impetus for this transformation arises from critical gaps in current operational models, traditional patrol structures often struggle to address complex threats such as cyber-enabled crime, climate-related emergencies and growing demands for community-centric safety services. Additionally, inefficiencies in resource allocation, siloed departments and outdated processes have limited the ability of the organization to respond proactively and collaboratively. Patrol Plan 2030 was developed to address these issues by integrating strategic organizational change with enhanced patrol methodologies. It actually, emerges as a critical framework designed to address the evolving security, safety and community needs of our region as we approach the third decade f the 21st century. The landscape of public safety has undergone a profound transformation in recent years, driven by rapid urbanization, technological advancement, climate change impacts and shifting social dynamics.

In broader area of Cebu City, population growth, expanding economic activities and increase tourism have created both opportunities and complex challenges that demand a forward thinking approach to patrol operations. This plan is not merely an update of existing protocols but a comprehensive reimagining of how patrol services can proactively safeguard the communities, build trust, and adapt to emerging threats that were largely unforeseen just a decade ago. The purpose of Patrol Plan 2030 deeply rooted in its alignment both national and local security strategies and local development objectives outline in Cebu City development plan and comprehensive land use plan. Locally it directly support its goals related to tourism sustainable growth, protection of natural resources, and improvement of quality of life for all residents. By integrating patrol operations with broader development initiatives, the Plan ensures that safety measures do not exist in isolation but contribute actively to the economic and social progress of the region. This alignment is essential to maximize resources, avoid duplication of efforts, and ensure that patrol activities complements with that other government services.

Addressing emerging threats and challenges is also this involve threats that posed risks to community safety and stability. These includes cyber crimes which has grown exponentially as digital connectivity expand across the province or city, environmental such as, environmental such as, illegal logging and poaching that threatens Cebu's unique ecosystems and public health related safety concerns that have become increasingly prominent in the post pandemic era. These plan recognizes the challenge pose by natural disasters including typhoons, earthquakes and flooding that are becoming more frequent and intense due to climate change. Traditional threats also is imminent such as theft, valdalism, and traffic related incidents remain significant that needs an urgent approaches that needs enough responses to both current challenges and those that may emerge in the years leading to 2030.

The integration of cutting-edge technology forms a central part of this patrol plan 2030, reflecting the reality that a modern public safety operations cannot be effective without leveraging available innovations. Advancement in geographic information system (GIS), real time communication tools, surveillance technology and data analytics enable patrol units to operate with a greater efficiency, accuracy and transparency. In Cebu City where the traffic congestions and tourist movement require precise coordination, technology allows for dynamic patrol routing and rapid response to incidents. Furthermore, digital platforms facilitate improved communication between patrol personnel and community members, enabling timely reporting of concerns and fostering a collaborative problem

solving. The plan also accounts for the need to build technical capacity among personnel and ensure responsible use of technology that protects individual privacy while enhancing public safety. Patrol Plan 2030, fundamentally grounded in the principle that effective safety operations depend on strong partnerships between patrol units and the communities they serve. Historically, public safety efforts have sometimes focused too heavily on enforcement , leading to gaps in trust between authorities and residents. This plan prioritizes community engagement , recognizing that local residents are valuable partners in identifying risks, preventing crime, and maintaining order. Initiatives such as community patrol programs, regular safety forums and youth engagement activities are designed to foster mutual respect, transparency and collaboration.

Thus, the plan emphasizes culturally sensitive approaches that honor local traditions while promoting shared safety goals. Building trust is essential for creating sustainable safety outcomes that extend beyond the scope of formal patrol operations. This includes strategies for optimizing patrol routes to reduce fuel consumption and response times, investing in training programs that build versatile skills among personnel, and establishing partnerships with private sector organizations, non-government groups, and volunteer networks and volunteer networks to supplement formal patrol efforts.

1.2 Theoretical/conceptual framework of the study

Patrol Plan Vision 2030, a long term action plan outlining strategic goals and objectives, a strategic initiative aimed of transforming organizational structures, processes , and culture of the PNP organization to achieve specific goals. To have a better understanding on theoretical background of driving organizational transformation under this plan a several relevant theories were explore on this study

Organizational Transformation, (Burke and Litwin, 1992) as said that a profound change in an organization's culture, structure and processes should be revisited every now and then to align and achieve the organizations strategic objectives .this also involve in inspiring and motivating PNP personnel to achieved a common goals. Further, strategic planning actually is a catalyst for transformation in aligning organizational goals also with external demands. . **Baiyere et al, 2024,** discusses about digital transformation strategies and the importance of organizational identity. **Wessel et al, 2025**, explore digital transformation and its impact on organizational change. Whereas, **Piccoli et al, 2024,** explores how emerging technologies loke AI. Automation and immersive learning platforms are reshaping human resource management and driving sustainable competitive advantage

Change Management Theories taken from (Kotter's 8 step Change model, 1996) wherein it is a systematic process to define, implement and evaluate organizational's goals and objectives must attune to the rapid changing of the present environments. This also assess and prepare the organization for a greater change to attuned to the present challenging environment. Effective planning also involves in creating a sense of urgency and building coalitions with different parts of society.

Strategic Planning (Bryson, 2018) is like all about mapping out a road trip tour favorite destination. A definition of where you are going into, understanding the organizational's current situation (SWOT analysis will be taken into consideration). It is like travelling with a map, deciding where you want to go with a set of vision, mission and strategic goals and objectives. Then, figuring how to get there through identifying initiatives, resources and timelines. After all, monitoring and tracking the progress of the implementation and adjustment to something as needed. **John Bryson's theory, 2024** (continuing study of Bryson's) – focuses on adaptive and continuous strategic planning

approaches which named 5.0 strategic planning framework that emphasizes direction before action, scenario thinking and continuous performance review. This acknowledges also the volativity, uncertainty and complexities nature of ambiguous nature (VUCA) of today's business environment and governance.

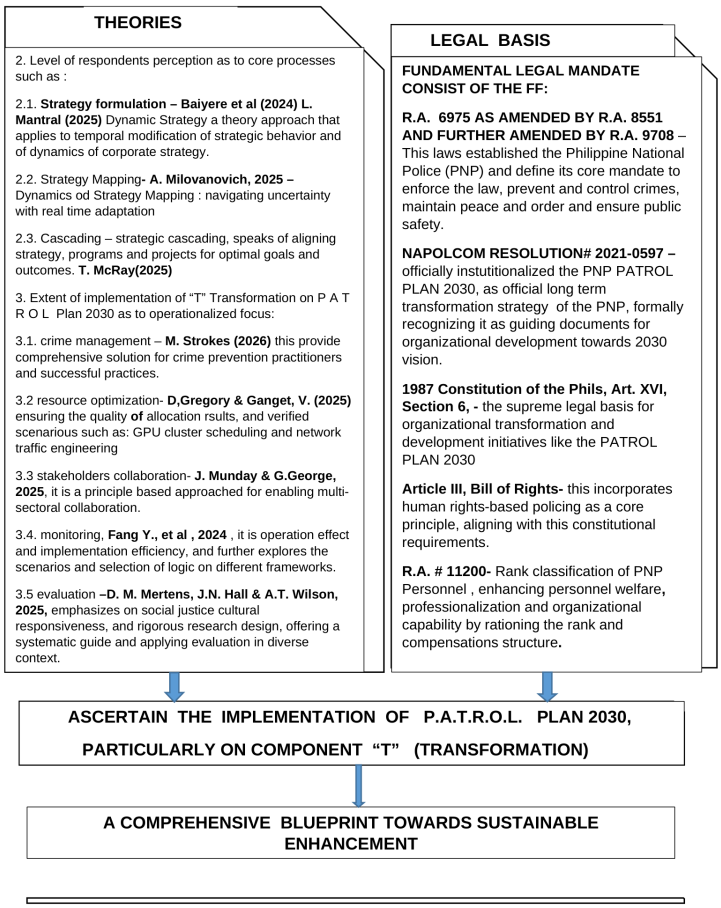


Figure 1. Theoretical-conceptual framework.

Organizational Development (Cummings and Worley, 2014) an organizational plan of program and activities to which will be implemented wholly across organizational structure of a wide effort to increase effectiveness and efficiency and to achieved a common goals and objectives. **A. Loignon, 2026,** theories on Integrating AI in Leadership Development Programs, this enhance leader's skills and abilities making them more effective in their roles. This also envolves also on leveraging AI technologies to provide personalized learning experiences, improve decision- making, and drive business outcomes.

Institutional Theory (DiMaggio and Powell, 1983), this concepts and theories provide a foundation for understanding the complexities of driving organizational transformation under Patrol Plan 2030. Moreover, it also explains how organization adapt to the external pressures (regulations, norms, culture) to gain legitimacy in the implementation of the programs.

2 The problem

2.1 Statement of the problem

This research ascertain the implementation of the P.A.T.R.O.L. PLAN 2030 particularly on component "T" (Transformation) in the select cities of Cebu for CY 2026, A Comprehensive Blueprint Towards Sustainable Enhancement.

Specifically, it seeks to answer the following sub-problems:

1. What is the demographic profile of the respondents as to: age and gender; civil status; highest educational attainment; length of service; and relevant trainings and seminars attended?
2. What is the level of perception of the respondents relating to the core processes of "T" (Transformation), such as: strategy formulation; strategy mapping; and cascading?
3. What is the extent of implementation of "T" (Transformation) on the P.A.T.R.O.L. Plan 2030, as to operationalized focus, such as: crime management; resource optimization; stakeholders collaboration; monitoring; and evaluation?
4. What are the strength and weaknesses in achieving the effectiveness of "T" (Transformation) as to the implementation of PATROL PLAN 2030?
5. Based on the findings, What Comprehensive Blueprint Towards Sustainable Enhancement can be develop?

2.2 Significance of the study

The significance of the study on the implementation of the P.A.T.R.O.L. PLAN 2030, particularly on component "T" (Transformation) in the select cities of Cebu : A Comprehensive Blueprint Towards Sustainable Enhancement lies its direct contribution in improving the plan and program of Cebu PNP for CY 2027. This research hold a significant value for multiple stake holders, local government units and the PNP organization itself.

Select Cities of Local Government of Cebu: the study will provide the LGU's with a specific evidence based framework for operationalizing good governance principles (such as: crime management , resource optimization, stakeholders collaboration, monitoring and evaluation. This moves, the LGU's goes beyond abstract concepts to a concrete, actionable strategies.

Stakeholders and Constituents of PNP Cebu City Command: the ultimate benefit is to the populace who will experience the tangible results of peace and order, such as economic improvement , tourist destinations, improve better social services. In highlighting the importance of citizen's participation this study encourages a more inclusive and democratic local governance by empowering the residents to be active stakeholders in local government policing.

National Government Agencies and Oversight bodies: the comprehensive blueprint towards sustainable enhancement is to be developed for Cebu Cities can serve as a practical, adaptable model for other small or similar situation in the local government and across Philippines seeking to elevate their governance standards. Moreover, findings of the study can inform other local and national government agencies such as: the Department of Interior Local Government (DILG), National Bureau of Investigation (NBI) , Department of Justice (DOJ) etc. in refining and developing good governance assessment tools and capacity building programs in terms of peace and order.

Academia: provides a baseline a set of data and methodological model for comparative studies. They can validate, modify or extend the proposed roadmap in different LGU's and other government

agencies especially in the PNP organization. The findings and the sustainability roadmap will be valuable source of students and educators in political science, public administration and local development planning.

Future Researchers: this addresses a critical gap in local government and the PNP in the implementation of peace and order in their respective areas by focusing on the practical operationalization rather than just a theoretical merits of good governance in the context of crime management, resource optimization, stakeholders collaboration, monitoring and evaluation.

Researcher: highly significant to studying peace and order in collaboration with the local government and other peace and order agencies because it serves as a core pillar connecting policy, implementation and community realities in maintaining public safety. As police forces are responsible for enforcing laws, preventing crimes and responding to emergencies – actions that directly shape the state of peace and order in a community. Researchers also must understand their operation's will bridge the gap between government and the communities.

3 Research methodology

This section discusses the methods and procedures that will be utilize in the conduct of the study. It describes the research design. Flow of the study, research environment, respondents, instruments, data gathering procedure, statistical treatment and scoring procedures.

3.1 Design

To accomplish the objectives of this study, the descriptive-survey quantitative method of research was utilized. Descriptive research is concerned with the present situation, prevailing conditions, common practices , contemporary events, characteristics of a phenomenon or population without answering questions about how/when and why the characteristics occurred. Descriptive research seeks to provide an accurate answers of "what" questions. The common type used is a survey questionnaires in which it is designed to be involved in collecting data thru surveys, observations or data mining the existing records without manipulating variables. This aimed in transforming the Philippine National Police (PNP) into a highly capable, effective and credible institution by 2030.

3.2 Flow of the study

This study will follow the systems model approach as Input , Process and Output (IPO) as shown in figure 2. Input shows the related information of respondent groups as to age and gender, civil status, highest educational attainment, length of service, rank and relevant trainings and seminars attended. It also shows the extent of implementation of "T" (Transformation) on P.A.T.R.O.L. Plan 2030 such as: crime management, resource optimization, stockholders collaboration, monitoring and evaluation. As to the level of perception of the respondents relating to the core processes of "T" (Transformation) on P.A.T.R.O.L. Plan 2030, as to formulation strategy mapping and cascading.

Input: consist of the demographic profiles of the respondents including their age and gender, civil status , rank, highest educational attainment, length of service and relevant trainings and seminars attended.

Process: begins with the submission of the transmittal letter addressed to the City Chief of Police for every select cities for the permission to conduct survey questionnaires. Once the permission is

granted, questionnaires will be distributed to the respondents. Analysis of inputs through statistical analysis , treatment and interpretation of data will be constructed.

Output: Finally, culminates all the formulation of the designed structured and a set of Blueprint for Enhance Transformation Sustainability for recommendation is formulated.

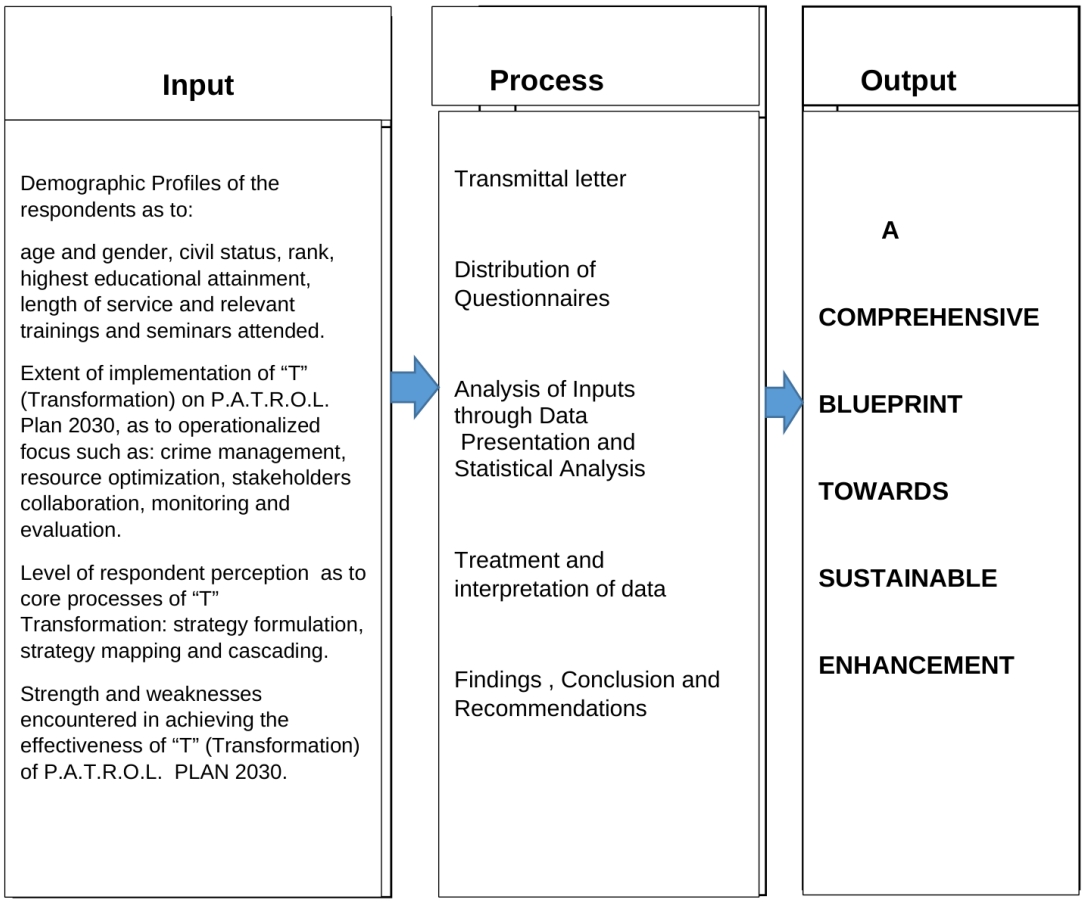


Figure 2. Research flow of the study.

3.3 Environment

The research environment of this study **"DRIVING ORGANIZATIONAL TRANSFORMATION THROUGH P.A.T.R.O.L. PLAN 2030: A COMPREHENSIVE BLUEPRINT TOWARDS SUSTAINABLE ENHANCEMENT."** The research environment were the select three PNP City Police Offices, in Region 7. Relatively, the history and establishment of the Philippine National Police (PNP) can be traced back to the need for a centralized and professionalized law enforcement agency in the Philippines. We explored its establishment, the laws that created it and the reasons underlying its creation in every regions.

Background: Prior to the creation of the PNP law enforcement in the Philippines it was divided among different agencies, including the Philippine Constabulary (PC) and the Integrated National Police (INP). The PC was under the control of the Philippine Department of National Defense and primarily responsible for maintaining peace and order, while the INP focused on local law enforcement under the local government units. That makes this study very relevant to present time.

Creation: the 1987 Philippine Constitution played a significant role in establishing the PNP Article xvi, section 6 of the Constitution mandate the creation of a new police organization that would be

national in scope and civilian in character, replacing the PC and the INP. To implement the constitutional provision , RA 6975, also known as the Interior and Local Government Act of 1990 was inacted. This law reorganized the structure of the PNP by creating the Department of the Interior and Local Government (DILG) and establishing the PNP as its attached agency. Community-Oriented Policing. The establishment of the PNP also aligned with the global trend adopting community-oriented policing strategies.



Figure 3. Location map of the study.

The PNP had envisioned to prioritize coordination with communities, emphasizing crime prevention, collaboration, and trust building, rather than relying solely on reactive law enforcement measures. The research environment of this study covers the three cities namely: Cebu City, Lapu Lapu City and Mandaue City . Cebu City is a highly urbanized hub with mix of commercial, residential and industrial areas. As a background, it consist of hilly and mountainous in other side of the areas, with coastal plains, a climate of a tropical monsoon climate with high humidity, Land use: mix of residential, commercial industrial and green spaces (e.g. Sirao Garden, Top of Cebu and the famous night life of suburb areas). While Lapu Lapu City in reality it is a tourist hub also with beaches, resorts and industrial zones and the home of Mactan Cebu International Airport with varied flights that came and from other destinations. Terrain: Generally flat, with coastal areas and beaches (Mactan Island) Climate: similar to Cebu City with a sea influence moderating temperatures . Land Used: Tourism, residential, industrial and fishing expedition areas considering that Mactan is an island and consist of small islets also. Mandaue City is an industrial and commercial center with manufacturing and logistics hubs, terrain: flat to gently sloping with coastal areas along the Cebu Strait. Climate: similar

to Cebu City and Lapu Lapu City. Land used: Industrial, commercial and residential areas with some green spaces. The study's output will be a Blueprint to Enhance Transformation Sustainability.

3.4 Respondents

The group of respondents will be taken from the three select police offices and they are: Cebu City Police Office located at Camp Sotero Cabahug along Gorordo avenue, Cebu City. The Mandaue Police Office is at Soriano Avenue, Barangay Centro, Mandaue city and last the Lapu Lapu City Police Office can be located at the vicinity of the LapuLapu City hall at Pusok road corner Mustang road, Barangay Pusok, Lapu Lapu City, 6015, Cebu, Philippines. These composed of the PNP personnel, local government personnel and the community. The data collected based on their demographic profile will be segregated accordingly.

After all, the researchers will distribute the survey questionnaires to the respondents. Subsequently, a random interview will be conducted during the collection of the survey questionnaires in order to ascertain the implementation of the patrol plan 2030, as of this date. Table 1 presents the number of respondents broken down as to its demographic profiles.

Table 1. Respondents of the study.

Offices	Police Personnel		LGU Personnel		Community			
Male	Female	Male	Female	Male	Female	TOTAL	%	
Cebu City	2	6	3	5	3	4	23	35.94
Mandaue City	2	5	3	4	3	4	21	32.81
Lapulapu City	2	6	3	3	3	3	20	31.25
Total	6	17	9	12	9	11	64	100%
	23		21		20			

Note: Total male - 24; Total female - 40

3.5 Instruments

The instrument used were the researcher's self formulated and adopted questionnaires prepared after reading several references such as books, magazines, journals and other educational and informative materials supplemented with formal and informal interview. Informal in the sense that the questionnaires given were distributed in a random manner where the respondents were given automatically when they come to the office and who were present during the researcher's visit in their respective offices. Formally, when it was distributed during the staff conference and other formal or informal meetings.

The tools gathered also the status of the said Police, LGU and barangay offices in terms of: Part 1: is about the demographic profiles of the respondents. Next was on the respondents perception relating to the core processes of "T"(Transformation) on P A T R O L Plan 2030. Third part was on the extent of implementation of "T" (Transformation), as to its operationalized focus areas. Last part was on the strength and weaknesses encountered in achieving the effectiveness of "T" Transformation as to the implementation of PATROL PLAN 2030.

3.6 Data gathering procedures

Prior to distribution of survey questionnaires, the permission to conduct the research will be requested from the Dean of Graduate School, Cebu Technological University, Main Campus and on Administrative Offices of the police stations represented by their Human Resource Officers of their respective Offices. Once the appropriate permission will be granted, the researcher personally fielded the questionnaires to the respondents with the assistance of their friends and clerks. After the questionnaires accomplishment they are immediately retrieved. Data gathered from the questionnaires were tabulated, analyzed and interpreted according to the different category of the respondents. A quantitative analysis will be used through the application of descriptive statistics.

3.7 Statistical treatment

When all the pertinent data were collected, complied, tallied and tabulated they were subjected to statistical treatment in order to answer the questions of the study. The statistical methods used in this study were percentage, frequency distribution, and weighted mean. The statistical tools were also used to determined the demographic profiles. Wherein **percentage,** provides clear, reliable and objective valid analysis and interpretation of the facts gathered on this study. The percentage was used in treating statistically the problem of the study. **weighted mean**, respondents on the perception relating to the core processes of "T" Transformation on P.A.T.R.O.L. Plan 2030 as to: strategy formulation, strategy mapping and cascading. And also as to the extent of implementation of "T" (Transformation) as to operationalize focus areas on crime management, resource optimization, stakeholders collaboration, monitoring and evaluation using weighted mean. The total weighted scores will be dividing the total number of respondents and times 100 percent representing the total number of personnel per city. The sum mean scores is divided the number of items in the questionnaires.

3.8 Scoring procedures

To measure the responses with regards to the implementation of the P.A.T.R.O.L. Plan 2030 was through weights assigns to every respondent's response category with corresponding scale range. Further, statistical analysis was used using the 4 point likert scale and computation to determine the extent of implementation of the PATROL PLAN 2030 particularly on the component "T" (Transformation).

The scale used to measure the extent of implementation of the operationalized focus areas was:

- **4 – Highly implemented** (3.26–4.00): the activity/strategy is done consistently
- **3 – Moderately implemented** (2.51–3.25): the activity/strategy is done most of the time
- **2 – Slightly implemented** (1.76–2.50): the activity/strategy is done occasionally
- **1 – Less implemented** (1.00–1.75): the activity/strategy is done less than occasionally

The scale used to measure the level of perception regarding the core processes of "T" (Transformation) was:

- **4 – Fully implemented** (3.26–4.00): the process is complete, consistent and sustained
- **3 – Highly implemented** (2.51–3.25): the process is working very well, with only minor gaps
- **2 – Partially implemented** (1.76–2.50): only a small part of the process is working
- **1 – Slightly implemented** (1.00–1.75): the process is barely happening or not happening

3.9 Ethical consideration

The participants of the study were a regular member of the Philippine National Police, Local Government Units officers and staff's and the highly recognized personalities of the Community. In order to safeguard their respective rights, the researcher designed a separate procedures in obtaining the data. With regards to the members of the PNP the researchers itself is a PNP member, who followed the instructions of the chain of command by acquiring verbal referrals from senior officers tasked to oversee the most personal and confidential affairs of the PNP hierarchy. The researchers also discussed with the respondents on the methods of keeping the utmost confidentiality and secrecy of the data gathered. This study will also designed to veer away risks (physical, emotional, religious and psychological) by providing the participants with the simplest questions that requires only answers of their experiences as far as policing works is concerned. These also applies to all the respondents participation.

Being so, the participants would be resistant from any risks, thus no beneficial intervention needed in culminating the study. The researchers neither provided or promise a direct or indirect monetary considerations or material payments or incentives or stipend or any non- material compensations to the participants. in so far, as the study of reference the researcher agreed with the respondents to treat extra ordinary cautions in lifting and extracting much literatures from the PNP doctrines promulgated by the General Headquarters of the PNP which were marked as "Restricted" and "Highly Confidential" in a coded red enveloped. Thus to be quoted with prudence.

4 Definition of terms

Here are the key terms and their definition used in this research. These terms highlight the core concepts and align directly with the study's objective of creating a practical framework.

BLUEPRINT: a comprehensive document or a detailed master plan or the complete design that contains all the strategies, objectives and steps needed to achieve the vision. In simple terms, it is an instructional manual or the Master "Plan" that guides the entire transformation program.

Cascading: process of communicating, aligning and deploying the strategic plans, goals, and objectives from the highest level of the organization down to the lowest levels. It is called cascading because it flows like a waterfall- starting from the top and reaching every unit and every person. It also ensures that everyone understands their specific role and how their work contributes to the achievement of the overall goals.

Crime Management: refers to the systematic process of preventing, controlling, detecting, solving and reducing criminal activities within a specific area or jurisdiction. It is not just about catching criminals, but managing the entire situations to maintain peace and order. It aims to minimize the occurrence of crime and maintain public safety.

Evaluation: periodic assessment of the results and outcomes of the PATROL Plan 2030. It measures whether the strategies and programs have achieved their intended objectives, produce positive changes and contributed effectively to the organization's vision of becoming a capable, effective and credible police service.

Monitoring: in the context of PATROL PLAN 2030, it is a continuous process of checking, tracking and evaluating the progress of activities and projects to ensure they are being implemented according to the plan. It involves measuring the actual accomplishments against planned targets, identifying

problems or delays and recommend corrective actions to ensure goals are achieved effectively and efficiently. It is just like being a "watchdog" that ensures the organization is on the right track towards the 2030 vision.

P.A.T.R.O.L Plan – the official long-term strategic roadmap and transformation program of the Philippine National Police (PNP) to guide its development and operations until the year 2030. It is also known as the PNP Integrated Transformation Program – Performance Governance System (ITP-PGS) 2030.

P.A.T.R.O.L. – stands for Peace and Order Agenda for Transformation and upholding the Rule-Of-Law. (Vision) By 2030 the PNP aims to become: "*A highly capable, effective, and credible police service working in partnership with a responsible community towards the attainment of a safer place to live, work and do business*".

Resource Optimization: a strategic management and efficient utilization of human, financial, logistical, and technological resources of the Philippine National Police. It aims to ensure that resources are allocated properly, used wisely and directed towards priority programs to achieve organizational goals with minimal waste and maximum productivity.

Strategy Formulation: the process of identifying the mission, vision and objectives of the organization and developing specific strategies or action plans to achieve them. It involves analyzing the current situations, setting priorities and deciding how to use resources effectively to bring about transformation.

Strategy Mapping – refers to visual representation or diagram that describes how an organization achieves its goals. It links different perspectives (such as finances, processes, and people) and shows the cause-and-effect relationship between the objectives to ensure successful transformation.

Stakeholders collaboration: an active partnership and cooperation between the Philippine National Police and various external groups such as government agencies, local government units (LGUs), private sectors, non-government organizations (NGOs) and the community. It involves sharing resources, information, and efforts to effectively address security concerns and achieve common goals.

"T" Transformation: on this study it refers to the fundamental, radical and significant change in the structure, systems, processes and culture of the organization. It is not just doing things better, but doing things differently to achieve better results, efficiency, transparency and better police service.

5 Presentation, data analysis and interpretation

This chapter presents, analyzes and interprets the data obtained. Discussed in this regard are the related information about the respondents, the operationalized areas and core processes of "T" (Transformation) on P.A.T.R.O.L. PLAN 2030, as demonstrated by the respondent's perception in achieving its extent of implementation and on the strength and weaknesses encountered in achieving the effectiveness of PATROL PLAN 2030.

Table 2. Age and gender of the respondents.

Age	Police Personnel		Local Govt Units		Community		Total		Overall Total	%
	Male	Female	Male	Female	Male	Female	Male	Female		

Age	Police Personnel		Local Govt Units		Community		Total		Overall Total	%
21-25 yrs old	3	2	3	2	2	2	8	6	14	21.88
26-30	2	1	2	1	2	1	6	3	9	14.06
31-35	2	2	2	2	2	2	6	6	12	18.75
36-40	2	1	1	1	1	1	4	3	7	10.93
41 -45	3	1	2	1	2	1	7	3	10	15.63
46 and above	2	2	2	2	2	2	6	6	12	18.75
Total	14	9	11	9	10	9	37	27	64	100 %

Note: Male – 37 Female – 27

5.1 Age

Table 2, presents the data gathered from the respondents, and as the result showed that in terms of age, 14 out of 64 or **21.88** percent were at age of 21-25 years 10.93 old, next is on the age bracket of 31-35 years old with a percentage of **18.75** percent. Amusingly, age bracket of 46 and above equate with that of a younger age at **18.75** percent. Next was on 41-45 years old with 15.63 percent and next to last was on the total of 9 and has a percentage of 14.06 and the last one was on age bracket of 36-40 years old and has a 10.93 percent. Thus, looking into the findings, in reference to – Marchiori et al (2019) can be applied that according to them young ones has a high adaptability and openness to change. Younger personnel are generally more receptive to new ideas, systems and processes. They are less bound by traditional or outdated practices making them move more willingly and embrace the innovations and reforms introduce by the plan. Their flexibility allows them to adjust quickly to new policies and operational procedures required for organizational transformation. On the other hand for ages 41 and above they got also the next highest percentage with an average of 18.75 percent despite they are nearest to retirement age. Considering their vast experience and institutional knowledge. They possesses a deep understanding of organizational systems, procedures and the "big picture" their experience allows them to interpret and apply the strategies of PATROL PLAN 2030, effectively as they know exactly how operations should work in practice.

5.1.1 Gender

The significant involvement and high performance of women in implementing the transformation plan can be attributed to strong attention to detail and precision that women are generally recognized for being meticulous, organized and detailed oriented. These traits are essential in areas like: resource optimization, monitoring evaluation and strategy formulation. Where accuracy, proper documentation and following procedures are critical. Moreover, women often possess a strong interpersonal and communication skills. This makes them highly effective in stake holder collaboration and cascading strategies. However, based on the culture, traditions and operational demands of the PNP organization the strong dominant characteristics often observed among male personnel. Men in the PNP are generally known for their physical stamina, endurance and ability to withstand demanding high risk situations. This crucial in operations requiring mobility, crowd control and direct intervention, aligning with the organization's need for physical readiness and capability.

Table 3. Civil status.

Community	PNP Personnel	Local Government Units		TOTAL	
F	%				
Single	7	8	5	20	31.25
Married	10	8	10	28	43.75
Widower	2	-	2	4	6.25
Widow	1	3	1	5	7.81
Separated	3	2	2	7	10.94
Total	23	21	20	64	100%

In terms of civil status 20 were single and considered as fast movers as they can easily adopt the trend in information gathering, monitoring and stakeholders collaboration. Besides, single personnel are often more flexible and can easily be assigned anywhere without family considerations, making them highly active in the implementation of a critical program like the PATROL PLAN 2030. Some of the single and young are exploratory in nature, they want to go to any places to explore. Many young people also often prioritize establishing their careers, passing promotions and securing financial stability first before entering into married life.

Married personnel usually belong to the older and more experienced groups like (46 and above) marriage often brings a sense of responsibility and stability. They are more likely to stay in the service longer, hence they are well-represented on this study. On the gender ratio, this study still predominantly male. Since there are far men than women in the organization, statistically, there will always be more widows than widower. Separated rank 3rd highest, commonly police work is very demanding male policemen are often away from home, taking assignment away from home, work long hours, face danger and experience a high levels of stress. These factors put a heavy strain on marital relationships. Overtime, this leads to many couple to decide to live separately or legally separate, because sometimes officers prioritize their duty and promotion over family life, because most commonly separation happens due to the stiff demands of the job time (long hours at work, danger and stress) it is still not the norms but it happens oftenly.

Table 4. Highest educational attainment.

HEA	PNP Personnel	Local Government Units	Community	TOTAL	
F	%				
DOCTORATE DEGREE	3	2	2	7	10.94
MASTERAL DEGREE	10	8	4	22	34.37
BACHELOR'S DEGREE	10	6	8	24	37.50
TECH/VOC	0	5	6	11	17.19
Total	23	21	20	64	100%

Result showed in educational attainment that a Bachelor's Degree holder has the highest number of respondents of 24 out of 64 or 37.50 percent, followed by masteral degree which has 22 out of 64 or 34.37% , closely followed by TEC/VOC of 11 out of 64 or 17.19 percent, then the last was in Doctorate

Degree of 7 out of 64 or 10.94 percent. This implies that employees with highest level of formal education were came from Bachelor's Degree holders. For the reason that bachelor's degree is the standard minimum educational requirement for most permanent position in the government including the PNP. Almost all entry level and mid level positions only require a college degree, so the pool of eligible candidates is very broad. Moreover, most government jobs involve daily operations, implementation of programs, field work and routine administrative tasks.

However, there are only few high-level positions (like policy – making, Research, top management, or specialize technical roles) that specifically requires doctorate or masteral's degree holder. Since these positions are few , the number of people holding these degrees is so small. This implies however that there are still big opportunity for further education, hence they can encourage their workforce to take up graduate studies to improve their managerial and strategic thinking skills which is very important for organizational transformation.

Table 5. Length of service.

LOS	PNP Personnel	Local Government Units	Community (taken from their personal answers)	TOTAL	
F	**%**				
6-10 years	**11**	**7**	**5**	**23**	**35.94**
11-15 years	**4**	**5**	**5**	**14**	**21.87**
16- 20 years	**4**	**5**	**4**	**13**	**20.31**
21 -30 years	**2**	**2**	**3**	**7**	**10.94**
31 years and above	**2**	**2**	**3**	**7**	**10.94**
Total	**23**	**21**	**20**	**64**	**100%**

5.1.2 Length of service

As to length of service, it shows that 23 out of 64 or 35.95 percent had 6-10 years in service , correspondingly from highest to lowest, it shows that there were 2 lowest and they are ages from 21-30 and 31 years and above of years experience. Hence, it implies that more people from all walks of life from early 2022 after the covid time to date applied to become policeman and maybe during this time many in service personnel applied for an early retirement due to a high demand of laborer from abroad, as viewed statistically on the OWWA report 2025.

Table 6. Relevant trainings and seminars attended.

RTSA In terms of number of days	PNP Personnel	Local Government Units	Community (taken from their personal answers)	TOTAL	
F	**%**				
1-3 days	**5**	**8**	**12**	**25**	**39.06**
7-10 days	**5**	**10**	**2**	**17**	**26.56**
1 – 15 days	**8**	**2**	**3**	**13**	**20.32**
16 days and above	**5**	**1**	**3**	**9**	**14.06**

RTSA In terms of number of days	PNP Personnel	Local Government Units	Community (taken from their personal answers)	TOTAL	
Total	**23**	**21**	**20**	**64**	**100%**

5.1.3 Relevant trainings and seminars attended

In terms of relevant trainings and seminars attended, it can be deduced that 25 out of 64 or 39.06 percent had attended several trainings and seminars of various titles with an average of 1-3 days only, which means that, due to economic and employment reasons. Requirements for promotion or COS (Cert of Service) renewal the requirements only needs 40 hours and for other employment reasons upskilling for job security or a fear of being replaced by AI or automation that pushes workers to learn new skills in just 1-3 days only. Considering also that, if the needs is very strong in order to update its knowledge and skills for a promotion purposes. Next is on 7-10days which has 17 out of 64 or 26.56 percent and followed by 13 out of 64 or 20.32 percent and lastly on 16 days and above. Somehow, it is also one of the requirements for promotion in which sometimes personnel will be coerce by their supervisors just only to comply with the quota by means of issuing orders just to comply whether they like it or not.

5.2 Level of perception of the respondents relating to the core processes of "T" (Transformation) on the P.A.T.R.O.L. Plan 2030

Table 7. Strategy formulation.

Strategy Formulation	Weighted Mean			AWM	DE
PNP	**LGU**	**COMMUNITY (Barangay)**			
1.The goals and objectives of the "T" Transformation clearly define and realistic ?	3.26	2.38	2.33	2.65	MI
The strategies are developed based on thorough assessment of current needs and challenges ?	2.62	2.79	2.58	2.66	MI
The plans are aligned with the overall vision and mission of PATROL PLAN 2030?	2.42	2.51	2.78	2.57	MI
Formulated strategies are practical, effective and adaptable to changing situations ?	3.25	2.25	2.69	2.73	MI
Total	2.89	2.48	2.59	2.65	MI

Note: Legend : 3.26 – 4.00 – HI 3- 2.51 – 3.25 – MI 2- 1.76 – 2.50 – SI 1 – 1.00 – 1.75 – LI

The data presented on Table 7 provides crucial insights into the perceived effectiveness of strategies of Strategy Formulation – a cornerstone for the success implementation and transformation envisioned on PATROL PLAN 2030. As to respondents under Philippine National Police (PNP) rated with an AWM of 2.89 which correspond to Moderately Implemented. This suggest that while internal mechanism for strategic planning, goal-setting and policy development certainly inplace within the PNP, their application and consistency in guiding the PATROL PLAN 2030 transformation are perceived as adequate but not yet fully optimized. It implies that PNP's own internal processes for formulating strategies fot their transformation agenda are functional but could benefit from enhanced clarity, uniformity and comprehensiveness.

In contrast, Local Government Unit (LGU) respondents provided a notably lower AWM of 2.48, categorizing strategy formulation as Slightly Implemented from their perspective. This findings is significant as LGU's are critical partners in the ground level implementation of many police initiatives. The lower rating from LGU's suggest a potential dis connect in how transformation strategies are communicated, cascaded or even co-created with local governance bodies. This could indicate insufficient involvement of LGUs in the formulation stage, or a lack of clear understanding on their part regarding how the overarching strategies of PATROL PLAN 2030 are being developed and applied to local context. Such gap could hinder cohesive, multi sectoral efforts crucial for transformation.

The Community respondents with an AWM of 2.59, also perceived strategy formulation as Moderately Implemented. While slightly higher than the LGUs rating, this still points to a perception that the community's voice or understanding the strategic directions guiding the PATROL PLAN 2030 transformation is not as robust as it could be. Effective transformation relies o public trust and support, which are often built when the community feels informed and has confidence in the strategic planning process that dictates police operations and improvements.

In overall AWM of 2.65 places Strategy Formulation in the Moderately Implemented category. Collectively, these results imply that while the foundational stepof defining "how" and "what" of PATROL PLAN 2030's transformation is underway, there are significant opportunities for improvement. Successful organizational transformation, especially in public service, necessitates not only internal but also to a strong external stakeholders integration and transparent communication during formulation phase.

Table 8. Strategy mapping.

Mapping	Weighted Mean			AWM	DE
PNP	**LGU**	**COMMUNITY (Barangay)**			
1.The relationship between different objectives and processes are clearly illustrated and understood.	3.12	2.98	2.25	2.78	MI
2. The strategy map effectively shows how specific actions contribute to the overall success	2.98	3.12	2.57	2.89	MI
3. The visual representations of plan is easy to understand and interpret	3.15	2.12	2.16	2.48	SI
4.The strategic priorities are properly identified and organized in the map?	3.27	2.78	2.27	2.77	MI
Total	3.13	2.75	2.31	2.73	MI

Note: Legend : 4 - 3.26 – 4.00 – HI 3- 2.51 – 3.25 – MI 2- 1.76 – 2.50 – SI 1 – 1.00 – 1.75 – LI

Table 8, illustrates the varying perceptions regarding the implementation of strategy mapping, a critical process for visually linking strategic objectives and ensuring alignment within the PATROL PLAN 2030 transformation, across different stakeholder groups. Respondents from PNP got the AWM of 3.23, this score falls within the Moderately Implemented (MI) category, positioning it closely to Highly Implemented (HI). This indicates a robust internal effort within the PNP to translate strategic goals into actionable maps, clarifying how different units and functions contribute to the overall transformation objectives. The PNP's strong perception implies that their internal processes for

strategy mapping, such as cascading organizational charts, defining key performance indicators, and establishing chains of command are relatively well understood and adopted within the organization.

However, in the LGU's respondents provided an AWM of 2.75, which also falls under Moderately Implemented category, but is noticeably lower than the PNP's perception. This suggests that while LGU's have some awareness or involvement in the strategic mapping process, its clarity reach, or relevance from their external vantage points may not be as comprehensive or impactful as it is internally within the PNP. This could point to challenges in effectively communicating the visual strategic linkages or in integrating LGU-specific objectives into the broader strategy maps of PATROL PLAN 2030.

Significantly, the community respondents provided the lowest perception with an AWM of 2.31, categorizing Strategy Mapping as Slightly Implemented. This crucial findings highlights a substantial gap in how the strategic directions and their visual representation are understood or even made accessible to the public. For a transformation plan like PATROL PLAN 2030, which seeks to builds trust and foster community engagement, a Slightly Implemented perception of strategy mapping by community suggest that the public may not clearly see or understand the intended pathways and contributions of various police actions toward achieving the plan's goals.

The overall Average Weighted Mean for Strategy Mapping is 2.73, categorizing as Moderately Implemented. This collective perception, primarily influenced by the lower ratings from LGU and especially the Community, suggests that while the internal mapping of strategies within the PNP is relatively strong, there is a clear challenge in effectively extending the alignment and understanding to external stakeholders. This would foster a greater collaboration, public support, and shared ownership of the transformation goals.

Table 9. Cascading.

Cascading	Weighted Mean			AWM	DE
PNP	**LGU**	**COMMUNITY (Barangay)**			
1.The strategic goals are effectively communicated down to the lower operating unit?	3.02	2.76	2.83	2.87	MI
2. Every unit/personnel understands their specific role and responsibility in achieving the goals and objectives?	3.12	3.21	3.32	3.22	MI
3. The individual and unit targets are aligned with the organizational objectives?	3.25	2.76	2.75	2.92	MI
4.There is a clear flow of direction and coordination from top management down to the field level	2.97	2.17	2.22	2.45	SI
Total	3.09	2.73	2.78	2.86	MI

Note: Legend : 3.26 – 4.00 – HI 3- 2.51 – 3.25 – MI 2- 1.76 – 2.50 – SI 1 – 1.00 – 1.75 – LI

Table 9 on Cascading deliberately presents the perceptions of the respondents which are the vital component of ensuring the strategies of PATROL PLAN 2030 are effectively disseminated, understood and acted upon throughout the organization and among its stakeholders. The PNP respondents reported an AWM of 3.09 for cascading. This score falls within the Moderately Implemented category, indicating a significant effort in communicating and distributing the PATROL PLAN 2030's transform-

ation strategies internally. The score, being just above the threshold for Moderately Implemented, suggests that the PNP's internal communication channels, directives and briefing mechanisms are largely effective in conveying the strategic PATROL PLAN 2030 transformation strategic plan and implementation guidelines to personnel.

For the LGU respondents, the AWM for cascading was 2.73 placing it in Moderately Implemented category. While still in moderate this perception is notably lower than that of the PNP. This means that the cascading of PATROL PLAN 2030;S transformation strategies to LGU's, who are the essential partners in local governance and peace and order, is somewhat less effective. It cold imply challenges in the frequency, clarity or accessibility of communications between the PNP and the LGUs, potentially leading to varied levels of awareness or understanding of the plans objectives and their respective roles.

Similarly, in community respondents rated Cascading with an AWM of 2.78, also falling into Moderately Implemented category. This indicates that awareness and understanding of the PATROL PLAN 2030's transformation strategies are also at a moderate level. While slightly higher than the LGU's perception, it still suggests that efforts to inform, educate, and engage the community about the plans vision, mission, goals and progress may not be reaching to its optimal levels. Effective cascading to the community is fundamental for building public support, fostering cooperation and demonstrating transparency, all of which are critical for the success of a police transformation initiative. The overall AWM for cascading is 2.86, categorize as Moderately Implemented. This collective result highlights that while the process of disseminating information about PATROL PLAN 2030 transformation is active, there is a clear disparities in its effectiveness particularly when moving from internal PNP communication to engagement with external stakeholders and the community. **Implications:** this imply that "one size fits all" approach of cascading may not be effective. The PNP may need to develop more targeted, accessible and inclusive communication strategies for LGU's and the community, utilizing platforms and language that resonate with these specific audiences to improve their comprehension and engagement.

5.3 Extent of implementation of "T" (Transformation) on the P.A.T.R.O.L. Plan 2030 as to operationalized focus areas

Table 10. Crime management.

Crime Management	Weighted Mean			AWM	DE
PNP	**LGU**	**COMMUNITY (Barangay)**			
1.implementation of effective crime prevention and suppression programs	3.27	2.23	2.13	2.54	HI
2.utilization of modern technology and intelligence in crime detection and solution	3.35	2.83	2.67	2.95	HI
3.Swift and efficient conduct of police operations and law enforcement activities	2.73	2.05	1.88	2.22	PI
4.Maintenance of public order and safety with strict adherence to human rights.	2.56	2.54	2.16	2.50	PI
Total	2.97	2.27	2.21	2.48	PI

Note: Legend: 3.26 – 4.00 – Fully Implemented 3- 2.51 – 3.25 – Highly Implemented; 2- 1.76 – 2.50 – Partially Implemented 1 – 1.00 – 1.75 – Slightly Implemented

Table 10, presents the perceived extent of implementation of Crime Management as an operationalized focus area under the PATROL PLAN 2030 transformation. This is a core mandate of the police, directly impacting public safety and order, and its effective implementation is crucial for the plan's overall success. The PNP respondents, from their internal perspective, rated the implementation of Crime Management with AWM of 2.97. based on the defined scale, this indicates that Crime Management id Highly Implemented within the organization. This suggest a strong internal commitment, active deployment of strategies and significant resource allocation towards crime prevention, response and investigation. The PNP's perception reflects a robust internal effort in executing its crime management functions, aligning with its role as the primary agency for maintaining peace and order.

However, the perception from external stakeholders are distinctly different. The LGU respondents reported a significantly lower with an AWM of 2.27 placing Crime Management as Partially Implemented category. This indicates that LGU perceives that the effort in Crime Management category, as having a limited or incomplete impact, or that their involvement and coordination in these efforts are not as effective as they could be. Given that LGU's are crucial partners in local peace and order councils and community safety initiatives, this perception gap is noteworthy.

Similarly, the community respondents mirrored this lower perception, providing an AWM 2.21, also classifying Crime Management as Partially Implemented. This is a critical finding, as the ultimate measure of effective crime management is often the public's perception of safety and the actual reduction of crime in their localities. A Partially Implemented rating from the community suggests that citizen do not widely perceived a strong or pervasive impact of PATROL PLAN 2030's crime management strategies on their daily lives or overall safety. The overall AWM of 2.48, which falls into the Partially Implemented category. This collective assessment across all respondents group, heavily influenced by the lower external perceptions, indicates that despite the PNP's internal efforts being HI, the impact of these strategies transformation is still limited and not yet fully pervasive for external stakeholders. **Implications**: the stark disparity in perception between the PNP (HI), the stakeholders (LGU and Community) both have (PI). This indicates that crucial challenge in translating internal efforts into perceptible external impact, while the PNP is actively engage in crime management , its effectiveness is not fully resonating with or reaching the community it serves. Thus, it is imperative for the PNP to enhance the LGU and Community oriented strategies for crime management . the focus should shift towards demonstrating measurable improvements in public safety that are perceivable by every citizens.

Table 11. Resource optimization.

Resource Optimization	Weighted Mean			AWM	DE
PNP	**LGU**	**COMMUNITY (Barangay)**	f	DE	
1. Proper allocation and utilization of budget and financial resources	2.98	2.26	2.15	2.46	PI
2.Effective management and maintenance of equipment, facilities and logistics	3.32	2.10	2.13	2.52	HI
3.Maximization of manpower capabilities through proper deployment and scheduling	2.57	1.89	2.75	2.40	PI
4.Implementation of cost-reduction measures without compromising service quality	3.14	1.97	2.20	2.42	PI

Resource Optimization	Weighted Mean			AWM	DE
Total	3.00	2.05	2.31	2.45	PI

Note: Legend : 3.26 – 4.00 – Fully Implemented 2- 1.76 – 2.50 – Partially Implemented; 3- 2.51 – 3.25 – Highly Implemented 1 – 1.00 – 1.75 – Slightly Implemented

Table 11 presents the findings on Resource Optimization, a critical component that ensures the efficient and effective utilization of funds, equipment, manpower and facilities in the implementation of PATROL PLAN 2030. The PNP respondents rated Resource Optimization with an AWM of 3.00 which is interpreted as Highly Implemented (HI). This indicates that internally, the PNP perceives that its systems for managing, allocating and maximizing resources are functioning well. From their perspective, there is proper budgeting, efficient use of equipment, and effective deployment of personnel, aligning with the goal of operational efficiency.

However, the perception of external stakeholders differs significantly. LGUs respondents obtained an AWM of 2.05, categorized as Partially Implemented. This lower rating suggests that LGUs do not fully see or experience the efficiency claimed internally. It may **imply** that resources are not visibly shared, distributed equitably, or utilized in a way that is apparent or beneficial to local government partners. There maybe a perception that resource management is centralized or not transparent enough from external viewpoint. Likewise, the Community respondents rated Resource Optimization at 2.31, also falling under the Partially Implemented category. This indicates that the public perceives that the resources of the PNP are not yet fully optimized to deliver the best possible service or visible improvement in their areas.

The Community may feel that facilities equipment, or police presence are still lacking or not distributed effectively enough to meet their needs. The overall AWM of 2.45 places Resource Optimization in the Partially Implemented category. This collective result signifies that while the PNP believes it is managing resources wel, the reality as perceived by partners and the public is that optimization is still incomplete or not sufficiently felt. **Implication:** the findings implies that the current approach to resource management is largely internal. Actually, there is a need to involve LGUs in planning and budgeting processes so they understand how resources are allocated, and feel that hey are partners in maximizing resources for local peace and order. If the resources are not seen as fully optimized by the public. It raises questions about the sustainability of PATROL PLAN 2030. True optimization requires not just good internal accounting but also the efficient delivery results that the public can appreciate and benefit from.

Table 12. Stakeholders collaboration.

Stakeholders Collaboration	Weighted Mean			AWM	DE
PNP	**LGU**	**COMMUNITY (Barangay)**	*f*	DE	
1.Establishment of strong partnership with Local Government Units (LGU's)	3.21	3.25	2.92	3.12	HI
2. Active engagement and cooperation with private sectors and communities	2.97	2.78	3.31	3.02	HI
3. Involvement of community members and NGO's in crime prevention initiatives	3.18	3.02	2.23	2.81	PI
4.Regular consultation and feedback mechanisms with the public	3.31	2.83	2.36	2.83	HI

Stakeholders Collaboration	Weighted Mean			AWM	DE
TOTAL	3.17	2.97	2.71	2.95	HI

Note: Legend : 3.26 – 4.00 – Fully Implemented 2- 1.76 – 2.50 – Partially Implemented; 3- 2.51 – 3.25 – Highly Implemented 1 – 1.00 – 1.75 – Slightly Implemented

Table 12, presents the findings on Stakeholders Collaboration, which is very essential in building partnerships, fostering unity of efforts and ensuring that the implementation of PATROL PLAN 2030 is supported by all sectors of society. The PNP respondents rated Stakeholders Collaboration with an AWM of 3.17, interpreted as Highly Implemented (HI). This indicates that internally, the PNP perceives that it is actively reaching out. Coordinating and working hand-in-hand with other agencies and the public. The high score suggest that the organization has established mechanisms, such as meetings, joint programs and consultative bodies, to engage its partners effectively.

Similarly, LGU respondents obtained an AWM of 2.97, also categorized as Highly Implemented. This is a very positive findings, as it indicates that the relationship between the PNP and the LGUs is strong and mutually recognized. The closeness of this score to the PNP's rating suggests that there is good communication, shared planning and active participation between police and local government units in pursuing peace and order initiatives. This alignment is crucial for the success of any public safety program.

Likewise, Community respondents rated collaboration as 2.71, which falls under the Highly Implemented category. Although numerically the lowest among the three groups, it still signifies a positive perception. This indicates that the community feels they are being consulted, involved, and engaged by the PNP. It suggest that community policing efforts, information drives, and public participation mechanism are generally visible and appreciated by the citizens.

The overall AWM of 2.95 places stakeholders collaboration in the Highly Implemented (HI) category. This is a significant results because it shows that unlike other areas where there were large gaps, all the three groups generally agree that collaboration is strong. This **implies** further that the PATROL PLAN 2030 is successful in creating an environment of cooperation and partnership among the key actor in the society. It further implies that since Stakeholders Collaboration is highly implemented, it implies that this element is acting as a **catalyst or bridge** for other components pf the plan. Even if others areas like Resource Optimization or Crime Management have lower external ratings the strong collaboration means that stakeholders are still willing to work together to solve these challenges, making the overall transformation more resilient.

Table 13. Monitoring.

Monitoring	Weighted Mean			AWM	DE
PNP	**LGU**	**COMMUNITY (Barangay)**	*f*	DE	
1.conduct of regular spot checks an on-site inspections of operations.	3.38	2.19	2.03	2.53	HI
2. Utilization of digital tracking systems to monitor progress of activities	2.33	2.32	2.14	2.23	PI
3.Timely submission and review of accomplishment reports	2.81	2.28	2.67	2.58	HI
4.Immediate identification and addressing of issues/gaps during implementation	2.92	2.13	2.11	2.38	PI

Monitoring	Weighted Mean			AWM	DE
Total	2.86	2.23	2.23	2.43	PI

Note: Legend : 3.26 – 4.00 – Fully Implemented 2- 1.76 – 2.50 – Partially Implemented; 3- 2.51 – 3.25 – Highly Implemented 1 – 1.00 – 1.75 – Slightly Implemented

Table 13, present the findings on Monitoring, which refers to the continuous process of tracking activities, gathering data , and checking if operations are being carried out according to plan. The PNP respondents rated Monitoring with an AWM of 2.86, interpreted as Highly Implemented (HI). This indicates that internally, the organization has established active mechanism to oversee daily operations, submit reports and track the progress of PATROL PLAN 2030. The PNP perceives that it has a functional system of supervision, inspections and status updates to ensure that tasks are being done.

However, the perception of external stakeholders is significantly lower. Both LGUs and the Community obtained an identical AWM of 2.23 categorized as Partially Implemented. This suggest that from the outside, the monitoring activities are not visibly active, transparent, or inclusive. It **implies** that while the PNP may be checking its own performance regularly, this activities are largely internal and not sufficiently communicated 2.43 places monitoring in the **Partially Implemented** category. This collective result signifies that while internal oversights is present and functioning, the broader system of monitoring allows external stakeholders to see, verify or participate in the tracking process is still limited. **Implication,** PNPs Internal Discipline is strong internal control. Personnel are aware that their performance is being watched, which helps maintain order and compliances within the organization. On other hand, it also implies that monitoring results are not highly visible externally, there is a risk that the public and LGUs are not updated promptly regarding accomplishments, issues, or adjustments made in the implementation.

Table 14. Evaluation.

Evaluation	Weighted Mean			AWM	DE
PNP	**LGU**	**COMMUNITY (Barangay)**	*f*	DE	
1.Conduct of periodic assessment to measure effectiveness of programs	3.56	1.97	1.96	2.50	PI
2. Comparison of actual results against planned targets and objectives	3.43	2.28	2.05	2.59	HI
3.implementation of corrective measures and improvements based on findings	2.98	1.98	2.08	2.35	PI
4.documentation of best practices and lessons learned for future references	3.37	2.21	1.92	2.50	PI
TOTAL	3.34	2.11	2.00	2.49	PI

Note: Legend : 3.26 – 4.00 – Fully Implemented 2- 1.76 – 2.50 – Partially Implemented; 3- 2.51 – 3.25 – Highly Implemented 1 – 1.00 – 1.75 – Slightly Implemented

Table 14, presents the findings on Evaluation which refers to the process of assessing the overall effectiveness, impact and success of the programs and strategies implemented under PATROL PLAN 2030. The PNP respondents rated Evaluation with an AWM of 3.34which interpreted as **Fully Implemented (FI)**. This is the highest rating among all the variables discussed so far. It indicates that

internally, the PNP has a very strong and complete system for assessing results, measuring performance against targets and determining if the objectives are met. The organization perceives that it is thorough in analyzing data, reviewing outcomes and determining the value and impacts of its operations.

However, the perception of external stakeholders is drastically different. LGUs obtained an AWM of 2.11 and the Community obtained AWM of 2.00, both categorized as **Partially Implemented (PI).** This significant drop suggest that external parties do not see or experience the same level of thoroughness in the evaluation process. It **implies**, that while the PNP may be conducting rigorous assessments internally, the results, findings and corrective actions are not effectively communicated, shared or demonstrated to the public and partner agencies. The public and LGUs feel that they are not part of the assessment process and do not see how success is being measured.

The overall AWM of 2.49 places Evaluation in the **Partially Implemented,** category . this collective result signifies that despite the PNP having a "Fully Implemented" internal system, the evaluation process as a whole is not yet inclusive, transparent or accessible to external stakeholders. Since the internal system is already perfect (Fully Implemented), the advantage is that the organization only needs to adjust its approach to include external stakeholders. They don't need to build the system from scratch, they just need to share the results and invite participation. This means the organization has the capacity, tools and expertise to measure results accurately. This is a very strong foundation to impart with to LGUs and Communities.

Table 15. Summary tables according to lowest rank.

RANK	AS TO	AWM	INTERPRETATION	SIGNIFICANCE
1 1	Community	2.00	Partially Implemented	The absolute lowest score in the entire study. It indicates that the community perceives the **Evaluation process** of PATROL PLAN 2030, as the weakest area, barely above Slightly Implemented
2	LGUs	2.05	Partially Implemented	LGUs perceive the management the **Resource Optimization**, is the 2nd weakest area, suggesting they do not see resources being optimized or shared effectively from their perspective.
3 3	LGUs	2.11	Partially Implemented	Similar to the Community. LGUs also view the **Evaluation process** very low, indicating a lack of transparency or participation in assessing the plan's success.
4	Community	2.21	Partially Implemented	This is the lowest Operational item. It shows that the Community does not perceive a strong impact on crime reduction on **Crime Management** despite internal efforts.
5	Community and LGUs	2.23	Partially Implemented	Both LGUs and Community are unanimous in scoring. It indicates that the tracking and **monitoring** activities are not visible or not participatory enough for external stakeholders.

5.3.1 Summary

Among all the indicators assessed from Table 7 to Table 14, the five (5) lowest rated items all fell under the score of **"Partially Implemented"** category, and were consistently recorded from the perspectives of LGUs and the Community . Rank from the lowest are: 1. Evaluation from the Community with an average weighted mean of 2.00, Resource Optimization from LGUs with AWM of 2.05, Evalu-

ation from LGUs with an AWM of 2.11, Crime Management from the Community with an AWM of 2.21 and Monitoring from both LGUs and Community with an identical AWM of 2.23. these results reveals that the aspects of the abovementioned aspects were the weakest links in the implementation of PATROL PLAN 2030. Clearly indicated that while the PNP perceives these processes as Highly or Fully Implemented internally, external stakeholders perceived them as incomplete, non- transparent , or having a minimal visible impact. This highlights a critical gap where the external sector feels they are neither involved in assessing the plan's success nor they fully experiencing the intended benefits regarding safety and resource efficiency.

Table 16. Strength and weaknesses in achieving the effectiveness of "t" (Transformation), as to the implementation of PATROL PLAN 2030.

A. STRENGTH - Factors contributing positively to the effectiveness of Transformation of PATROL PLAN 2030
Strong internal commitment and capacity within the PNP organization Internal operational Effectiveness: the PNP consistently rates its internal execution of core functions highly, as rated: a. Crime Management – AWM 2.97 – Highly Implemented b. Resource Optimization - AWM 3.00 - Highly Implemented
Robust Internal Governance Mechanism Monitoring – AWM – 2.86 – Highly Implemented Evaluation – AWM – 3.34 – Fully Implemented
Effective Stakeholder Collaboration Overall AWM – 2.95 – Highly Implemented - for stakeholders collaboration For all 3 groups as illustrated PNP – AWM 3.17 - Highly Implemented LGUs – AWM 2.97 – Highly Implemented Community – AWM - Highly Implemented
Clear Vision and Strategic Framework The PATROL PLAN 2030, itself provides a well-defined, long term strategic roadmap Within the bound of Performance Governance System (PGS)
B. WEAKNESSES (Factors hindering the effectiveness of Transformation)
Significant Perception Gap between Internal and External Stakeholders The primary weakness is the consistent and substantial difference in how the PNP views its progress versus how external stakeholders (LGUs and Community) perceive it. For core operational areas like; **Crime Management** and **Resource Optimization**- where the PNP sees "Highly Implemented" efforts, both LGUs and the Community perceive only "Partially Implemented" status. This gap even more pronounced in governance areas. While PNP rates **Monitoring** as "Highly Implemented" and **Evaluation** as "Fully Implemented" LGUs and Communities consistently rate both as "Partially Implemented". This implies that the positive impacts or effective processes are not visibly felt and understood by those outside the organization.
Lack of External Transparency and Inclusivity in Core Processes The recurring "Partially Implemented" ratings from LGUs and the Community across several key areas (Crime management, Resource Optimization, Monitoring and Evaluation) suggest that these critical functions remains largely internalized within the PNP. This limits external understanding, buy-in, and the ability for external verification of progress. this can lead to a perception of "close door" operations and assessments or Biases.
Risk to Credibility and Trust Despite strong collaboration, the underlying perception that fundamental operational (e.g. crime management and governance only evaluation aspects are "Partially Implemented" by external stakeholders can erode the overall Credibility and Trust in the transformation process. If the public and LGUs do not visibly feel the impact of the transformation. It can undermine the significant efforts made. This is particularly critical as a key goal of PATROL PLAN 2030 is to enhance police image and credibility.

A. STRENGTH - Factors contributing positively to the effectiveness of Transformation of PATROL PLAN 2030
Challenges in translating Internal Success into Visible External Impact The disparity indicates that the PNP, while performing well internally, struggles to effectively communicate or manifest its achievements in a way that resonates with and is clearly observed by LGUs and Community. This Results in a missed opportunity to garner full public support and acknowledgement of the transformation.

A comprehensive evaluation of PATROL PLAN 2030, demands an honest look of both its strength and weaknesses. By acknowledging where the program excels and pinpointing areas needing development , we can foster a more adaptive and effective transformation process, benefiting all stakeholders also to strategically enhance the implementation of PATROL PLAN 2030 and maximize its impact, a thorough analysis of its strength and weaknesses is essential. This critical study assessment provides the foundation for informed decision making targeted enhancement and sustained success.

6 Summary of findings, conclusions and recommendations

This part presents the summary of findings.

6.1 Summary of findings

This research investigated the effectiveness of the "'T' (Transformation) of P.A.T.R.O.L. PLAN 2030, through an assessment of its implementation in key areas such as: Strategy Formulation, Strategy Mapping, Cascading, Stakeholders Collaboration, Monitoring, Evaluation, Crime Management and Resource Optimization. Perception were gathered from Philippine National Police, Local Government Units and Communities, utilizing a 4 point Likert scale (Fully Implemented, Highly Implemented, Partially Implemented and Slightly Implemented. The Key Findings are summarized as follows**:**

Strategy Formulation: the overall implementation of Strategy Formulation was as perceived as Partially Implemented (Overall AWM = 2.65). All respondents groups - PNP (AWM=2.89), LGUs - (AWM = 2.48) and Community (AWM = 2.59) rated this area as "Partially Implemented". This indicates that while strategic planning is underway, it is not yet fully robust or comprehensive across all stakeholders.

Strategy Mapping: the overall implementation of Strategy Mapping was perceived as "Partially Implemented" with (overall AWM=2.73). A significant disparity was observed as the PNP rated it as "Highly Implemented" (AWM=3.23), (LGUs AWM= 2.75) and the Community (AWM=2.31) both perceived it as "Partially Implemented". This highlights a strong internal mapping within the PNP but limited external understanding or visibility of these strategic linkages.

Cascading: the overall implementation of Cascading was perceived as "Partially Implemented" (overall AWM=2.86) Highly Implemented, broken down as PNP (AWM=3.09), Highly Implemented, indicating effective internal dissemination. However, LGUs (AWM = 2.73) and the Community (AWM=2.78) perceived as "Partially Implemented" suggesting gaps in external communication and wider understanding of the transformation strategies.

Stakeholders Collaboration: on this area emerged as a significant strength, with an overall perception of Highly Implemented with a (overall AWM=2.95). all respondent groups concurred: PNP (AWM=3.17), LGUs (AWM=2.97), and Community (AWM=2.71) all rated collaboration as "Highly Implemented". This indicate's a robust and mutually recognized efforts towards partnership among key actors.

Monitoring: was perceived as "Partially Implemented" (overall AWM=2.43), the PNP rated it as "Highly Implemented" (AWM=2.86), reflecting strong internal tracking systems. Conversely, LGU's (AWM = 2.23) and Community 9AWM=2.23) both perceived it as "Partially Implemented", pointing to a lack of external transparency or involvement in the monitoring process.

Evaluation: similar to monitoring, the overall implementation of Evaluation was perceived as "Partially Implemented" (Overall AWM = 2.49). There was a stark contrast in perceptions, PNP rated it as Fully Implemented (AWM=3.34), showcasing highly development internal assessment mechanisms. However, LGUs (AWM=2.11) and the Community (AWM=2.00) and the community (AWM = 2.00) both perceived it a "Partially Implemented", indicating a significant disconnect in external awareness or acceptance of the evaluation outcomes.

Crime Management: illustrated in Table 10, wherein the AWM of 2.21 rated as "Partially Implemented" with a significance of being the lowest operational item. It shows that the community does not perceived a strong impact on crime reduction of management despite internal efforts to control it.

6.2 Conclusions

Based on the findings derived from the assessment of the strategic elements and operational focus areas of P.A.T.R.O.L. PLAN 2030, the study concluded that the "T" Transformation is generally "Partially Implemented" . this rating signifies that while the transformation process has been launched and is being actively pursued, it has not yet reached its full potentials in terms of comprehensiveness, inclusivity and visible impact as perceived by all stakeholders . Specifically this study reveals a distinct internal-external perception gap that serves as the primary challenge of the implementation. Internally, the Philippine National Police (PNP) demonstrates a strong capabilities, commitment, and discipline evidence by ratings of Fully Implemented and Highly Implemented in Strategy Mapping and etc.. This proves that the organization has successfully established robust internal systems, governance and mechanisms, and the operational protocol has aligned with the goals and objectives of the "T" Transformation.

However, from the perspective of the LGUs and Community, all these same areas are consistently rates as "Partially Implemented", as discussed earlier in some operational areas. This further indicates that there is a critical disconnect in the implementation of strategies, policies and efforts executed in the inside of the organization, which are not sufficiently visible, impactful and transparent to the public and other partner agencies outside. Largely, transformation perceived as internal activity rather than a shared community driven initiative. Notwithstanding these gaps, collaboration of PNP, LGUs and Communty atands out as the strongest assets, rated as "Highly Implemented". This confirms that the foundation of partnerships and willingness to work together already established. Therefore, concluded that the main issue is not the lacked of cooperation, but the lacked of shared understanding, skills and effective communication. In essence, the PATROL PLAN 2030, has successfully transformed the internal systems and processes of the police organization, but it requires further capability buiding and training to fully translate these internal successes into tangible, visible, and felt improvement in safety, service delivery, and governance that resonate with the LGUs and the community.

6.3 Recommendations

In view of the conclusion drawn , and to address identified gaps , weaknesses the study recommends the conduct of the following trainings, seminars, workshops and capability programs to enhance and

to "Drive Organizational Transformation Through P.A.T.R.O.L. PLAN 2030: A Comprehensive Blueprint Towards Sustainable Enhancement", be adopted.

References

[1] Baiyere, A., & Wessel, L. (2021). Unpacking the difference between digital transformation and IT-enabled organizational transformation. *Journal of the Association for Information Systems*, 22(1), 102–129.

[2] Breva, A. V. (2024). Police visibility and public perceptions towards an enhanced policy on police patrol. *Philippine College of Criminology*, 13(18), 25–39.

[3] Bryson, J. M., & George, B. (2024). Strategic planning for public and non-profit organizations: A guide to strengthening and sustaining organizational achievement (6th ed.). *Hoboken*, NJ: Wiley.

[4] Burke, W. W. (2024). Organizational performance and change. *New York: Columbia University*.

[5] Burke, W. W., & Litwin, G. H. (1992). A causal model of organizational performance and change. *Journal of Management*, 18(3), 523–545.

[6] Canonigo, J. T. (2023). In cadence with human resource technology and capabilities of Cebu City Police Office, Region 7 [Dissertation]. *Cebu Technological University*.

[7] Mariñas, L. A. (2019). An analysis of the strategic initiatives of the Philippine National Police, Cordillera, towards the realization of the PNP P.A.T.R.O.L. *Plan* 2030 [Thesis]. Kasem Bundit University, Bangkok, Thailand.

[8] Office of the Chief PNP. (2012). PNP P.A.T.R.O.L. *Plan* 2030: Peace and Order Agenda for Transformation and Upholding the Rule-of-Law. Camp Crame, Quezon City, Philippines.

[9] Piccoli, G. (2024). Information systems for managers: Strategic information systems, digital innovation and how technology drives organizational change (6th ed.). *Prospect Press*.

[10] Salang, A. M. (2023). Implementation of PATROL Plan 2030 in one police provincial office. *International Journal of Research Studies in Management*, 11(13).

[11] Wessel, L., & Mosconi, E. (2025). Digital information: Quo vadit? *Information Systems Journal*, 35(4), 1294–1308. https://doi.org/10.1111/isj.12578

[12] INQ Plus. (n.d.). Policing the police: Reformation through the PNP Patrol Plan. https://plus.inquirer.net/news/

[13] INQ Plus. (n.d.). Reverse-engineering of PNP's mandate. https://plus.inquirer.net/opinion/