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Integrated Transformation Program (ITP) and its Implication to the Performance and Promotion of the Philippine National Police Personnel in Region 12

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ABSTRACT

This study assesses the effectiveness of the Philippine National Police's (PNP) Integrated Transformation Program (ITP) within Region 12 (SOCCSKSARGEN). The PNP faces substantial ethical challenges, including bribery, patronage, and human rights abuses, hindering its ability to effectively uphold the law. The ITP, a strategic reform initiative, aims to address these issues and improve law enforcement capabilities. This research investigates the program's impact on specific operational areas within Region 12, examining its effectiveness in curbing unethical conduct, improving leadership, and enhancing adherence to the criminal justice system. The study explores the correlation between the ITP's implementation and key performance indicators, including reported instances of corruption, citizen satisfaction with police services, and the perception of police accountability within the region. Qualitative data, such as interviews with police personnel, community leaders, and affected citizens, will be collected alongside quantitative data to provide a comprehensive evaluation. Furthermore, the study analyzes whether the ITP's success is contingent upon factors such as community engagement, political will, and resource allocation within Region 12. The findings will contribute to a nuanced understanding of the ITP's implementation challenges and successes, offering valuable insights for future reform initiatives within the PNP. Ultimately, this research seeks to determine whether the ITP's implementation in Region 12 is effectively translating into improved law enforcement practices and reduced unethical behavior.

Keywords: *Accountability; Police Reform; Police Violence; Professionalism; Systematic Issues and Transparency.*

INTRODUCTION

In recent years, the global conversation surrounding police reform has gained significant traction, fueled by an urgent need to confront systemic issues of police violence, accountability, and professionalism. These challenges have highlighted the necessity for law enforcement agencies to operate with greater transparency, integrity, and respect for human rights. As communities across the world grapple with incidents of misconduct and brutality, the call for reform has become not only a matter of public safety but also a critical foundation for rebuilding trust between law enforcement and the communities they serve.

Reform initiatives, such as community policing models and the demilitarization of police forces, have emerged in various countries to enhance the effectiveness of police services. These changes are essential for fostering safer environments and improving relationships with citizens, particularly marginalized groups that have historically faced disproportionate scrutiny and violence from law enforcement. The push for reform is evident in large-scale movements advocating for justice and accountability in places like the United States and Europe, where public outcry has spotlighted the urgent need for systemic change.

In the Philippines, the Integrated Transformation Program (ITP), aligned with the broader Performance Governance System (PGS), represents a commitment to modernizing the Philippine National Police (PNP). This initiative seeks to improve operational effectiveness, transparency, and accountability, all while placing an emphasis on professionalism and the adherence to democratic principles and human rights standards. International organizations, such as the United Nations Development Programme (UNDP), have reinforced the importance of collaborative efforts in police reform, promoting partnerships that include local governments, civil society, and international bodies to address issues of governance, corruption, and inefficiency within police institutions.

Ultimately, the importance of police reform extends beyond institutional changes; it reflects a societal commitment to ensuring that law enforcement agencies prioritize the safety and well-being of all citizens. By instituting meaningful reforms, we can cultivate a law enforcement environment that serves as a pillar of democracy and justice, thereby fostering a safer, more equitable society for everyone.

RELATED LITERATURE

The reviewed literature highlights significant research on the PNP Integrated Transformation Program (ITP), community engagement in law enforcement, and the development of human and physical resources. Additionally, it examines the evaluation of PNP performance, drawing on relevant studies that assess its impact on public safety, crime reduction, and overall effectiveness. Philippine National Police (PNP): Roles, Challenges, and Reforms - The institution faces numerous challenges, including gender-specific issues, as highlighted by Abad (2023). PNP Integrated Transformation Program (ITP): Strategic Reforms and Implementation The Philippine National Police (PNP) Integrated Transformation Program (ITP) is a cornerstone for modernizing and professionalizing the national police force. The ITP, as articulated by Pajarillo-Guadamor (2016), provides a strategic roadmap that aligns closely with the objectives of the PNP PATROL Plan 2030. PNP Human and Physical Resources: Development and Constraints The effectiveness of law enforcement agencies such as the Philippine National Police (PNP) hinges significantly on the quality and management of human and physical resources underscores the importance of strategically leveraging organizational resources to sustain competitive advantages—a principle that can be applied to the PNP's operational capacity. PNP Performance and Accomplishments: Measuring Impact and Effectiveness Evaluating the performance of the Philippine National Police (PNP) is crucial in ensuring both accountability and public trust. The Dangerous Drugs Board (2023).

METHODOLOGY

This study utilized descriptive-evaluative, correlational, and comparative research designs to assess the implementation of the Philippine National Police's (PNP) Integrated Transformation Program (ITP) and its impact on PNP performance. Conducted in Region 12 (SOCCSKSARGEN), Philippines, the research focused on police officers across the provinces of South Cotabato, Cotabato, Sultan Kudarat, Sarangani, and General Santos City. The study involved a total of 1,027 respondents from Police Regional Office 12 (PRO 12), including commissioned officers, non-commissioned officers, and non-uniformed personnel. A complete enumeration method was used to gather data from all personnel directly involved in the ITP, ensuring a comprehensive evaluation of the program's implementation and its effects on performance within the region.

The study used survey questionnaires as the main tool in gathering data. The survey questionnaire is Adopted from the Regional Police Office and Community Affairs Division Regional Office 12 to assess the extent of the implementation of the PNP-Integrated Transformation Program (ITP) across the five Key Result Areas (KRAs): Police operations, human resources development, information and communication technology, public information and advocacy, and demonstration of excellence through the development of best practices.

The data collected for this study were analyzed using appropriate statistical methods to address the research objectives and answer the research questions. The frequency and percentage were used to describe the physical profile of the provincial and city police offices in Region 12 in the first research question. These statistical tools effectively summarized and presented the distribution of the physical resources of the police offices, including the number of police commissioned officers, non-commissioned officers, non-uniformed personnel, vehicles/patrol cars, and police precincts/stations. This approach clearly represented the proportional distribution and counts within the dataset. For Research Questions 2 and 3, which focused on the level of implementation of the Philippine National Police (PNP) Integrated Transformation Program (ITP) and the PNP performance in key result areas, descriptive statistics such as mean and standard deviation were applied. The mean was used to determine the central tendency of the data, while the standard deviation measured the variability or dispersion of responses. These tools provided a detailed understanding of the respondents' perceptions of the ITP implementation and PNP performance across various operational and performance dimensions. Pearson's correlation coefficient (Pearson r) was employed to explore the relationships between variables.

This method was used to examine the relationship between the profile of police offices, the level of ITP implementation, and the relationship between ITP implementation and PNP performance. Pearson r is a suitable statistical technique for identifying the strength and direction of linear relationships between paired variables, which is critical for determining whether the variables under survey were significantly associated. For research questions 6 and 7, inferential statistics were applied using a one-way analysis of variance (ANOVA). This approach was used to determine if there were significant differences in the level of ITP implementation when grouped according to the type of respondents (commissioned officers, non-commissioned officers, and non-uniformed personnel) and by the provincial police office. ANOVA allowed the researcher to compare mean scores across multiple groups to identify variances within and between groups, providing a thorough understanding of potential differences in impressions and experiences of the program's implementation.

SUMMARY OF SIGNIFICANT FINDINGS

This study evaluated the implementation of the Philippine National Police (PNP) Integrated Transformation Program (ITP) and its relationship with the PNP's performance level in PNP Region 12 through a quantitative research approach. The study utilized adopted instruments from the Community Affairs Division of Regional Office 12. A total of 1,027 respondents participated, consisting of 103 police commissioned officers, 865 police non-commissioned officers, and 59 non-uniformed personnel. These respondents were drawn from the provincial police offices of South Cotabato, Cotabato, Sultan Kudarat, Sarangani, and General Santos City in Region 12.

Based on the result, the study highlights significant disparities in the distribution of police personnel and resources across provincial and city police offices in Region 12, which may impact law enforcement effectiveness. The General Santos City Police Office (GSCPO) consistently has the highest number of commissioned and non-commissioned officers and the largest vehicle allocation, reflecting its strategic importance. In contrast, the Cotabato

Provincial Police Office (CPPO) has the highest number of non-uniformed personnel, while the GSCPO has the least. Logistical resources, particularly vehicle distribution, are uneven, with some offices receiving significantly fewer allocations.

Additionally, the number of police precincts varies, with CPPO operating the most stations, likely due to higher population density and crime rates. In contrast, the Sarangani Provincial Police Office (SPPO) manages fewer stations, potentially affecting service delivery. These variations suggest that while some offices are well-equipped, others face constraints that could hinder their operational effectiveness.

The implementation of the Philippine National Police (PNP) Integrated Transformation Program (ITP) in Region 12 is consistently rated at a very high level across key areas. Police operations are generally well-executed, ensuring drug-related operations adhere to legal standards. However, there is room for improvement in crime research and development. Human resource management is effectively implemented, with strong discipline and grievance systems, although enhancements in psychometric testing tools are necessary. ICT systems, such as the PNP Crime Management Information System, are efficiently utilized, but there is a need for improvements in criminal justice architecture. Public information and advocacy efforts are also highly implemented, particularly in modifying procedures for timely transformation, but accessibility to PNP hotlines remains an area for development. Additionally, best practices are widely recognized, contributing to advancements in tourism, public safety education, and investor confidence, though minor variations exist in implementation levels across different police offices.

The PNP in Region 12 has demonstrated significant performance in key operational areas. The campaign against illegal drugs has been highly active, leading to numerous arrests, fatalities, and the confiscation of large quantities of illegal substances, including shabu and marijuana, with substantial estimated market values. The apprehension of wanted persons has also been extensive, resulting in numerous arrests across different levels of jurisdiction.

The campaign against illegal gambling has been rigorous, leading to multiple arrests, the filing of numerous court cases, and the seizure of significant gambling funds. Efforts to control loose firearms have led to arrests, legal actions, and the confiscation of firearms, ammunition, and explosives. Moreover, the PNP has made considerable strides in combating Communist Terrorist Groups (CTGs) and Local Terrorist Groups (LTGs), achieving arrests, neutralizations, and a substantial number of voluntary surrenders, contributing to peace and order in the region.

The study found no significant relationship between police office profiles and the implementation of the ITP. Statistical analysis showed that variables such as the number of Police Commissioned Officers (PCOs), Police NonCommissioned Officers (PNCOs), Non-Uniformed Personnel (NUPs), available vehicles, and police precincts had minimal to weak correlations with various aspects of police operations. The ITP implementation is not directly influenced by the structural composition or resources of police offices but is instead driven by factors such as leadership, institutional culture, and strategic management.

Similarly, the findings indicated no significant relationship between ITP implementation and PNP performance in key operational areas. While some moderate positive correlations were observed in anti-drug operations and the apprehension of wanted persons, they did not reach statistical significance. Additionally, weak negative correlations were found in campaigns against illegal gambling and loose firearms, suggesting that variations in ITP implementation do not directly impact law enforcement effectiveness. These findings imply that factors beyond ITP implementation, such as leadership quality, operational strategies, and community engagement, may substantially shape PNP performance.

When examining differences in ITP implementation by respondent type, the study found that only the Human Resource Development component showed statistically significant differences. Specifically, a notable difference was observed between PNCOs and NUPs, suggesting variations in their perceptions and experiences regarding this aspect of the program. However, no significant differences were found between PCOs and PNCOs or between PCOs and NUPs, indicating that their assessments of ITP implementation were relatively consistent across other components.

Lastly, the study found significant differences in implementing the ITP across Provincial and City Police Offices in Region 12. The South Cotabato Provincial Police Office (SCPPO) consistently demonstrated the highest levels of implementation across various components, particularly in Police Operations, Human Resource Development, Information and Communication Technology, Public Information and Advocacy, and Best Practices.

In contrast, the Sarangani Provincial Police Office (SPPO) and the Cotabato Provincial Police Office (CPPO) reported lower levels of implementation, with notable gaps compared to SCPPO. Meanwhile, the Sultan Kudarat Provincial Police Office (SKPPO) and the General Santos City Police Office (GSCPO) exhibited intermediate levels of implementation, aligning more closely with SCPPO in certain areas while differing significantly in others. These variations suggest that while some police offices have effectively integrated and executed the ITP, targeted interventions are necessary to address disparities and ensure uniform implementation across all police offices in Region 12.

CONCLUSION

The study highlights the uneven distribution of personnel and resources among police offices in Region 12, which affects law enforcement operations. Some offices, such as the General Santos City Police Office (GSCPO), benefit from substantial support, while others face challenges due to limited manpower and logistics. A more balanced resource allocation strategy is necessary to improve regional law enforcement efficiency.

The PNP Integrated Transformation Program (ITP) has been highly effective in Region 12, particularly in police operations, human resource management, and public information. However, crime research, psychometric testing, and hotline accessibility require improvements. Recognizing and enhancing best practices can further boost public safety and economic confidence.

The PNP has shown strong performance in major law enforcement initiatives, including combating illegal drugs, arresting wanted persons, and addressing security threats. The ongoing success of these operations demonstrates the PNP's commitment to maintaining peace and order, but continuous efforts and strategic improvements are needed to sustain and enhance these achievements.

The study found that police office profiles, such as personnel count, vehicle availability, or precinct distribution, do not significantly influence the implementation of the ITP. Instead, leadership, institutional culture, and strategic management appear to be more critical factors in program execution. Strengthening these aspects could lead to better program outcomes.

While some aspects of ITP implementation showed moderate correlations with PNP performance, these were not statistically significant. The law enforcement effectiveness is influenced by factors beyond ITP, such as leadership, operational strategies, and community engagement. Enhancing these elements may be more impactful than focusing solely on ITP improvements.

Most police personnel share similar views on ITP implementation, except in Human Resource Development, where significant differences exist between Police Non-Commissioned Officers (PNCOs) and Non-Uniformed Personnel (NUPs). Targeted strategies are needed to address specific concerns while maintaining uniformity in program execution.

The study revealed varying levels of ITP implementation among Provincial and City Police Offices, with the South Cotabato Provincial Police Office (SCPPO) leading in program execution. In contrast, the Sarangani Provincial Police Office (SPPO) and the Cotabato Provincial Police Office (CPPO) showed lower implementation levels. Targeted interventions are necessary to bridge these gaps and ensure a more uniform and effective implementation of the ITP across the region.

RECOMMENDATIONS

Upon thorough study and interpretation of the data, the following recommendations are made:

1. Implement a data-driven resource allocation system that regularly assesses personnel and logistical needs across all police offices in Region 12. It can ensure a more equitable distribution of resources, addressing gaps in underfunded areas while maintaining operational efficiency in well-supported offices.
2. Enhance crime research and development by investing in advanced data analytics, psychometric testing tools, and improved hotline accessibility to strengthen law enforcement capabilities and public trust further.
3. Conduct regular training and capability-building programs focused on advanced crime prevention strategies, intelligence gathering, and community engagement to sustain and enhance the effectiveness of law enforcement initiatives.
4. Prioritize leadership development programs and strategic management training to enhance institutional culture and improve the overall execution of the Integrated Transformation Program (ITP).
5. Strengthen leadership training, strategic planning, and community partnership programs to enhance law enforcement effectiveness beyond ITP implementation.
6. Develop targeted human resource initiatives that address the specific concerns of PNCOs and NUPs while ensuring a cohesive and standardized approach to ITP implementation.
7. Conduct targeted capacity-building programs and provide additional resource support for police offices with lower ITP implementation levels to ensure a more uniform and effective program execution across the region.
8. Conduct consistent validation on the implementation of policies, programs, training enhancement and best practices-based performance accomplishment to ensure the efficacy and productivity of the ITP in the PNP.
9. Future research should examine the impact of officers' psychological well-being and job satisfaction on ITP implementation and job performance. A mixed-methods approach and a larger, more diverse sample across regional offices are recommended to gain comprehensive insights into law enforcement outcomes.

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