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## Research Article

### Revisiting The Community and Service Oriented Policing (CSOP) System: Basis for Sustainable Peace and Order

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#### ABSTRACT

The aimed of this study was to revisit the community and service-oriented policing (CSOP) system for sustainable peace and order. This study used survey methods in conjunction with descriptive study design. Police Stations 6 and 13 in the barangays of Batasan Hills, Commonwealth, and Payatas were used for the locale of the study. The study only looked at the age, gender, marital status, highest level of schooling, classification, place of assignment for PNP members, and address of barangay officials and residents of the people who answered the survey. In the study of Martinez (2019) provided a survey questionnaire that was used as the research instrument in this study. They used the mean and Pearson-r Correlation to examine the data. Three groups of respondents were asked to rate how well the Community and Service-Oriented Policing (CSOP) System strategies were being put into action. The strategies were evaluated in terms of how well they supported local chief executives (LCEs), how well they provided police services, and how well they worked with the community. Out of the 279 people who willingly answered the survey, 267 were found. Some went through Google Forms, while others were given hard copies. The Philippine National Police started to work together with mayors, local chief executives, and the people who live in the area to improve the way they provide police services thus, local chief executives are in full support to the implementation of the community and service-oriented policing system as they are regularly coordinating with the provincial/regional office of the National Police Commission, they are ready to give funds as their support to the implementation of the community and service-oriented policing for the betterment of their constituents in the municipality/city as these were based on the problems that people in the community had pointed out.

**Keywords:** *Criminal Justice System, Community and Service-Oriented Policing, Philippine National Police*

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## **Introduction**

The Philippine National Police is part of the community it protects. Every police officer must care about community relations. His daily actions are guided by responsibility, civility, and sincerity. How a person acts in public often affects customer service. However, courtesy requires determination.

For the sake of maintaining peace and safety, the State will create a highly effective and knowledgeable police force that will serve the whole country and only deal with civilian issues. This will also help the local government provide better basic services to the people. Because of this, it is part of the PNP's job to police all laws and rules that protect people and property. One of the reasons NAPOLCOM was created was to make the organization, management, and running of local police agencies more efficient. (Romano, 2022).

Law enforcement needs to recognize the value of community relationships as a foundation of community policing to prevent crime, terrorism, and targeted violence. (Straub, 2020)

The public provides both support and criticism for the police, but more significantly, it evaluates their performance and service quality. Every agency should recognise the value of two-way communication with the public and work to improve its ability to identify public needs and expectations, respond to them, and inform the public of policies developed to improve police service (Leyale, 2021).

According to Kapur 2018, crime prevention strategies must be built upon a cooperative partnership between and among government institutions, ministry, business sector, civic society.

Community relations involve helping the criminal justice system connect with society it protects rather than operating as a punitive regulatory entity. Community interaction programs aim to improve community-criminal justice connections when human relations fail. The term emphasizes that community interactions are largely about human relations.

The PNP has adopted the Community-Oriented Policing System (COPS) despite the limitations of quickly changing times. This method

tries to improve police efficiency. Law enforcement-community cooperation is essential for peace and order (Discovery Policing, 2018).

COPS serves as the cornerstone of efficient and effective policing, with its underlying philosophy practiced by all officers on the streets, acting as the catalyst for community engagement and transformation. It plays a vital role in achieving responsive Police-Community Relations (Community-First Public Safety, 2021).

Perhaps one of the most successful forms of community policing is found in Japan. Japan is regarded as one of the safest countries in the world. One factor that helps keep Japan peaceful can be found in the "Koban" located in many areas in the city. The Koban is also called a "police box," but people around the world are familiar with the Japanese word. Koban has a long history. It is said that the modern-day Koban originate from the Kobansho created in 1872. However, the Kobansho at that time were not facilities where police officers were stationed all day like they are now. Instead, they were for police officers to stand in, go on patrols, and help residents. (Ministry of Foreign Affairs of Japan, 2020).

Singapore and the Philippines have adopted Japan's Koban System-inspired community-based policing methodology. The Koban System in Japan, with its omnipresent police boxes and pleasant officers, provides a one-stop solution for community issues beyond crime, strengthening law enforcement-neighborhood relations. The Koban System promotes peace and order by symbolizing police presence and engaging with the community (Walking the beat in Japan, a heaven for cops, 2021; Young, 2021).

Singapore has adopted the Koban System to build Neighborhood Police Centers (NPCs), which provide neighborhood support and promote community policing. As in Kobans, Singapore's NPC officers perform neighborhood rounds, undertake police duties, and visit homes to strengthen community connections (Kocak, 2018).

In the Philippines, community-based policing, influenced by the Community-Oriented Policing System (COPS), was formally introduced in the late 90s as part of the National Strategic

Action Plan (Police 2000) of the Philippine National Police. This adaptation involved evaluating and strengthening policing programs and strategies to better address the specific needs of the community, aligning with the principles of community-oriented policing (Discover Policing, 2018).

In 2009, the PNP launched the Bayanihan program, emphasizing components like law enforcement, conflict resolution, support for internal security operations, and disaster preparedness. The Barangay Peacekeeping Action Team (BPAT) was established, comprising community volunteers from various sectors. The Pulis sa Barangay (PSB) was introduced to oversee BPAT's roles, emphasizing law enforcement and disaster response.

In 2015, Bayanihan evolved into Barangayanihan, streamlining BPAT's responsibilities to law enforcement and disaster response. This change coincided with a shift from the Community-Oriented Policing System (COPS) to the Community Service-Oriented Policing System (CSOP) as mandated by the PNP Reform and Reorganization Act of 1998.

The CSOP places the PNP, citizenry, and local executives at its core, emphasizing their interdependent roles in delivering basic services, promoting peace and order, and ensuring public safety. This approach aims to strengthen local government capabilities for effective service delivery to the community. Effective community-oriented policing hinges on the relationship between law enforcement and the community. When the public perceives the police as professional, fair, and genuinely involved in their well-being, they are more likely to collaborate with the police in crime prevention and resolution.

Moreover, citizens are crucial in providing police with the evidence necessary to solve crime and the knowledge to prevent it. However, poor relations between community members and police can lead to distrust, anger, and fear. Citizens may think the police are prejudice. Police may feel the blame for all sorts of social issues, and they may think they don't deserve credit for doing their work. Dialogue to change programs help people build trusting relationship necessary for long-term change.

Citizen engagement stresses that it is vital to the success of the criminal justice system. It reflects on the importance of, and solutions for, productive policing-community relations and discusses the internal and external cultures that the police represent (Hunter, 2011).

However, the relationship between police and society isn't always harmonious, contributing to crime rates. Scholars like Peyton (2019) and Schlosser (2020) have highlighted the ongoing challenges in building cooperative relationships between police and the public. It was mentioned by Tondo, Franco, Gumandol & Patalinghug (2020), that the community-oriented policing became one of the strategies applied in curbing criminality, the Philippine National Police (PNP) was on its way to transforming the department into a more capable, efficient, and trustworthy police force as the department's critical thrusts over the next few years. The system of policing utilized by the PNP was guided by the police-community relations manual (Philippine National Police, 2012), which stipulates the actions to be taken by the PNP in implementing the community-oriented policing in the Philippines.

In the Philippine context, it's crucial to evaluate the implementation of community-oriented policing, especially in highly urbanized communities, to assess its effectiveness in reducing crime rates. The findings will serve as foundation for the PNP to refine its policing strategies and enhance community engagement, fostering stronger partnerships in law enforcement efforts.

Since its inception in 2017 in Valenzuela City as the pilot area, NAPOLCOM will shift its policing system from a Community-Oriented Policing System to the Community and Service-Oriented Policing System for the better collaboration of the multiple stakeholders and contribution of the community – the CSOP Triumvirate – in providing public order and safety to Valenzuela City. The study of Romano, 2022, therefore, intends to study the effectiveness of the CSOP's implementation, the major issues, and concerns, and if the said policing system has attained its intended program objectives in Valenzuela City. It can only say that the CSOP is not fully and successfully implemented in the

City of Valenzuela yet because there is no available effective monitoring and evaluation system that measures all key indicators and more improvements are needed. Most people agreed that a safe community means better jobs and better health for its residents. The CSOP Triumvirate views the program as a way to prevent crime and believes that making it official will make it a standard operating procedure (SOP) among all three groups.

Making a separate unit will allow a focused attention on the CSOP, making sure that the program is cared for and watched over full-time, following the Kobansho principle.

### Theoretical Framework

The Normative Sponsorship Theory and the Broken Window Theory are two influential concepts in the realm of policing and community relations. While these theories have distinct foundations, they can be combined to develop a more comprehensive approach to maintaining public order and fostering trust between law enforcement and the community.

Normative Sponsorship Theory emphasizes the need for law enforcement to establish and legitimize their roles as facilitators of social control. This theory underscores the importance of the police acting in the best interests of the community, working towards creating a safer and more harmonious social environment.

When applied to police-community relations, it suggests that for the police to gain community trust and cooperation, they must be seen as genuine contributors to the well-being of the community. The success of community policing, which depends on community support, aligns closely with the principles of Normative Sponsorship Theory (Trojanowicz & Dixon, 1974; Trojanowicz & Bucqueroux, 1990; Mutune, 2014).

The Broken Window Theory, on the other hand, focuses on the idea that visible signs of disorder and neglect in a neighborhood can lead to increased crime and social decay. When applied to police-community relations, this theory underscores the significance of addressing minor offenses and visible signs of disorder promptly. By doing so, law enforcement can contribute to the prevention of more serious

crimes and create a sense of order and safety in the community. This proactive approach aligns with the concept of community policing, where officers are encouraged to address minor issues and engage with the community on a regular basis (Trojanowicz & Dixon, 1974; Trojanowicz & Bucqueroux, 1990; Mutune, 2014).

In the context of police-community relations, these two theories suggest that for a successful and harmonious partnership to exist, the police should act as normative sponsors, legitimizing their role as community facilitators while actively addressing visible signs of disorder and minor offenses. By doing this, law enforcement can not only enhance public trust but also contribute to the creation of a safer and more orderly community environment.

When considered together, these two theories provide a powerful framework for improving police-community relations. The Normative Sponsorship Theory emphasizes the need for law enforcement to act in the community's best interests, which aligns with community policing's core principles. In this approach, police officers are not just law enforcers but also community partners, actively collaborating with residents to create a safer environment. the organization.

In general, this study aimed to determine the effectiveness of the Community and Service Oriented Policing (CSOP) System in sustaining peace and order in the community.

Specifically, the study sought to answer the following questions:

1. What is the demographic profile of respondents in terms of:
  - 1.1 age,
  - 1.2 gender,
  - 1.3 civil status,
  - 1.4 educational attainment,
  - 1.5 classification, and
  - 1.6 place of assignment?
2. What is the extent of the implementation of the strategies of Community and Service Oriented Policing (CSOP) System as assessed by the three groups of respondents, in terms of:
  - a. Police Service Delivery;
  - b. Support of Local Chief Executives (LCEs); and
  - c. Community Partnership?

3. Is there a significant difference between the assessment of the respondents to the extent of the implementation of the strategies of community and service-oriented policing system variables when grouped according to the profile variables of the respondents?

There is no significant difference between the assessment of the respondents to the extent of the implementation of the strategies of community and service-oriented policing system variables when grouped according to the profile variables of the respondents.

## Methods

### Research Design

The descriptive research design was used to revisit the implementation of the Community and Service Oriented Policing (CSOP) System for sustainable development especially in binding the active support and involvement of the community. Descriptive research describes and interprets what it is. Calderon defined descriptive research as a purposive process of gathering, analyzing, classifying, and tabulating data about prevailing conditions, practices, processes, trends, and cause-effect relationships and then making adequate and accurate interpretation about such data with or without or sometimes minimal aid of statistical methods and this method ascertains prevailing conditions of facts in a group under study that gives either qualitative or quantitative, or both, descriptions of the general characteristics of the group as results.

### Research Instrument

This study used a self-made survey questionnaire composed of two parts: the first part is about the demographic profiles of the respondents in terms of gender, age, classification, place of assignment, civil status and highest educational attainment, and the second part is about the extent of the implementation of the roles and strategies of community and service-oriented policing (CSOP) system as assessed by three groups. The structured survey questionnaire was done using the existing literature and results of previous studies.

After the approval of the survey questionnaire by the Dissertation Adviser and Ethics

Review Committee of the University, the researcher started to seek validators to validate the content of the instrument. All the comments, suggestions and recommendations of the validators and adviser were incorporated in the questionnaire.

Meanwhile, the pilot test was conducted to establish the internal consistency of the instrument, since the results of the pilot test has a Cronbach alpha value of 0.82, which means that the instrument was good to use in this study.

### Population and Sampling Technique

The respondents of this study are the police officer (105), barangay officials (24) and barangay residents (150). This study was conducted in Police Station 6, Police Station 13, Batasan Hills, Commonwealth, and Payatas.

There were Two Hundred Seventy-Nine (279) questionnaire were distributed to the respondents and Two Hundred Sixty-Seven (267) questionnaire were retrieved (i.e., 95.69 % retrieval rate) with complete responses from the respondents of this study. Thus, the actual sample size of this study is 267.

Simple random sampling technique was used in the distribution of the survey questionnaire. Simple random sampling is a probability technique, which means that the respondents of this study were identified and selected randomly.

The respondents of the study were mostly male from the age bracket of 36-40 years old, barangay residents, married, college graduate, and they were assigned in police station 6.

### Data Gathering Procedure

After the survey questionnaire was approved by the Adviser, and Ethics Review Committees of the university, the researcher started to distribute his request letter to ask permission for the distribution his survey questionnaire to the target respondents of the study. After the approval of the request letter, the researcher started sharing the survey questionnaire to the target respondents.

The face-to-face distribution of the survey questionnaire was done by the researcher to 279 target respondents, however, only 269 were retrieved with complete responses/answer from the respondents of the study. An

informal interview was also conducted to explain to the respondents the content and purposes of the study. Then, after the retrieval of the questionnaire, the researcher started encoding the responses of the respondents to the excel file in preparation for the application of the appropriate statistical tools.

### Statistical Treatment of Data

The basic statistical tools were used to interpret and analyze the data gathered. The frequency, percentage and ranking were used to categorize the respondents based on age, years of age, category of respondents, civil status, educational attainment, and place of assignment.

Likewise, the mean, standard deviation and ranking were also used to interpret and analyze the responses of the respondents in terms of extent of implementation of the strategies of community and service-oriented policing in terms of police services delivery, support of local chief executive, and community partnership. However, the inferential statistics were used like t-test and Analysis of Variance (ANOVA) to test the significant difference to the extent of the implementation of the strategies of community and service-oriented policing system when grouped according to profile variables of the study.

## Result and Discussion

Table 1, Frequency Distribution of the Profile Variables of the Respondents

Profile Variables	Frequency (N=267)	Valid Percent	Valid Rank
<b>Gender</b>			
Male	199	74.5	1
Female	68	25.5	2
<b>Age</b>			
21-25 years old	28	10.5	5
26-30 years old	50	18.7	3
31-35 years old	57	21.3	2
36-40 years old	60	22.5	1
41-45 years old	34	12.7	4
46-50 years old	25	9.4	6
51-55 years old	13	4.9	7
<b>Category</b>			
Police Officer	102	38.2	2
Barangay Residents	151	56.6	1
Barangay Officials	14	5.2	3
<b>Civil Status</b>			
Single	85	31.8	2
Married	180	67.4	1
Widow/Widower	2	.7	3
<b>Educational Attainment</b>			
High School Graduate	32	12.0	3
College Undergraduate	51	19.1	2
College Graduate	176	65.9	1
With MA Units	6	2.2	4
MA Graduate	2	.7	5
<b>Place of Assignment</b>			
Station 6	68	25.5	1
Station 13	34	12.7	5
Commonwealth	56	21.0	2.5
Batasan Hills	56	21.0	2.5
Payatas	53	19.9	4

Table 1 presents the profile variables used in this study. It shows that most of the respondents' sex are male with a frequency of 199 or 74.5%, and female respondents have a frequency of 68 or 25.5%. They are mostly belonging from the age bracket of 36-40 years old with a frequency of 60 (22.5%), 31-35 years old with a frequency of 57 (21.3%), and 26-30 years old with a frequency of 50 (18.7%). These respondents are mostly classified as barangay residents with a frequency of 151 (56.6%), and police officer with a frequency of 102 (38.2%), and the least of the respondents are barangay officials with a frequency of 14 (5.2%). The civil status of most of the respondents are married with a frequency of 180 (67.4%), and single has a frequency of 85 (31.8%), and the least are

widow/widower with a frequency of 2 (.7%). Most of the respondents are college graduates 176 (65.9%), and they are assigned in station 6 with a frequency of 68 (25.5%). It implies that most of the respondents are married male barangay residents aged 36-40 years old and are college graduates who are mature individuals and credible enough to be on their observation on the community-oriented policing system implemented by the police officers together with the barangay officials.

Similarly, to Tondo et al. (2020), the respondents of their study are both males and females who are young to middle-aged individuals in their prime. They have a married life and a secondary education.

*Table 2. Extent of Implementation of the Strategies of Community and Service Oriented Policing System in terms of Police Service Delivery*

Items	Mean	SD	Adjectival Interpretation	Rank
1. Initiate the coordination with the mayor and other Local Executives and members of the community through conduct of home visits, weekly meetings, (pulong-pulong) etc.,	3.44	0.6363	Highly Implemented	1
2. Plan and conduct periodic review and assessment of police CSOP programs	3.42	0.6157	Highly Implemented	2
3. Consult all stakeholders in identifying problems in the community	3.35	0.6097	Highly Implemented	3
4. Conduct community assemblies for various sectors and marginalized groups	3.34	0.5996	Highly Implemented	4
5. Implement the CSOP system's programs and activities	3.33	0.6038	Highly Implemented	5.5
6. Seek informational and instrumental support from the LCEs in solving the problems identified	3.33	0.6222	Highly Implemented	5.5
7. Prepare the CSOP system's programs and activities and input to the Integrated Area/Community Public Safety Plan (IA/CPSP)	3.32	0.6067	Highly Implemented	7
8. Develop strategies to address the identified problems with the help of the stakeholders	3.31	0.6168	Highly Implemented	8
9. Orient the Mayor and other members of the community on the CSOP system and solicit their support	3.30	0.6058	Highly Implemented	9
10. Present the IA/CPSP to the Mayor and Peace and Order Council (POC)	3.29	0.5855	Highly Implemented	10
<b>Overall Mean &amp; Standard Deviation</b>	<b>3.34</b>	<b>0.5368</b>	Highly Implemented	--

## Legend:

Highly Implemented	(4.00 – 3.26);	Implemented	(3.25 – 2.51)
Less Implemented	(2.50 – 1.76);		
Not Implemented	(1.75 – 1.00)		

Table 2 shows that the extent of implementation of the strategies of community and service-oriented policing system in terms of police service delivery was highly implemented with the overall mean of 3.34 (SD=0.5368). It can be gleaned from the data that the police service delivery was highly implemented as strategies of the Philippine National Police for community and service-oriented policing system. Likewise on the study of Leyaley (2021), where the community assistance and development Program are highly implemented. Where the Police Community Relation (PCR) personnel make themselves available to the public in giving assistance to ensure public awareness. Crime prevention programs and Information Dissemination are highly implemented. Leyaley concluded that the PNP-PCR personnel are very effective on their PCR. There may be an equal distribution on the implementation of PCR programs in each Barangay within the City as to be all aware on the said Police Community Relation Programs. The PNP-PCR may continue promoting their program for more improvement of every Barangay.

The survey findings revealed that the item 1 got the highest rank among the ten items “initiate the coordination with the mayor and other Local Executives and Members of the community through conduct of home visits, weekly meetings (pulong-pulong) and etc.” has obtained a mean score of 3.44 (SD=0.6363), with the verbal interpretation of highly implemented. It can be gleaned from the data that the regular meetings with the local executives and members of the community are always conducted by the Philippine National Police. It was done to establish a strong partnership between the PNP, local executives, and members of the community to maintain peace and order in the community. Likewise in Trece Martires Cavite, Sombrio and Branca (2018) found that the community policing programs implemented by the police-community relations were highly effective for the police officers, while as to the community it is moderately effective. Based on

the data gathered it showed that the police organization maintains the positive image of the organization in combating crime through campaigning in social media. Having regular meetings will be a way to maintain both the peace and order of the community and their relationship with the implementors.

It was also be observed that item 2 got the second highest rank among the ten items, “plan and conduct periodic review and assessment of police CSOP programs” has obtained a mean score of 3.42 (SD=0.6157), with the verbal interpretation of highly implemented. This is somewhat not surprising since the Philippine National Police was regularly coordinating with the mayor, local executives, and members of the community by means of home visitation, and weekly meetings to do planning and conducting periodic review and assessment of police community and service-oriented policing. Based on the Directorate for Police Community Relation (PCR), Police-Community Relations is a slowly developing policing strategy that is gaining international recognition. It is a policing system that can be compared to diplomacy in that even the targets of policing actions see it as the most acceptable way for police and the community to interact in order to uncover crimes, carry out public safety-related police work, or simply maintain peace and order. The PNP-PCR personnel make themselves available to the public in giving assistance to ensure public awareness. Crime prevention programs and Information Dissemination are highly implemented in Tabuk City (Leyaley, 2021). By conducting periodic reviews and assessments of police community and service-oriented policing it will contribute to police efficiency.

Likewise, it was also observed that item 3 got the third highest rank among the ten items “consult all stakeholders in identifying problems in the community” has obtained a mean score of 3.30 (SD=0.6058), with the verbal interpretation of highly implemented. This is not surprising since the police officers are regularly coordinating with the local executives and



members of the community, hence, identifying the problems in the community were always conducted by the police officers, and these are one of their strategies in implementing the community and service-oriented policing system of the police. Making the community aware of the CSOP means being aware of the problems they may encounter is also the duty and responsibility of the implementors. Despite the existence of both strong and weak community involvement strategies in the Philippines, Baybay and Hindmarsh (2019) found that respondents at the provincial and municipal levels favored the growth of strong community engagement that included capacity building, open communication, and dialogue. Filipino community engagement customs and characteristics were emphasized, as well as meaningful engagement with stakeholders and across sectors.

Meanwhile, the 4th in the rank is the item 4 “conduct community assemblies for various sectors and marginalized groups” has obtained a mean score of 3.34 ( $SD=0.5996$ ), with the verbal interpretation of highly implemented. Since the police officers are regularly coordinating with the local chief executives and members of the community, it was not surprising to determine that they are also highly implementing the conduct of community assembly for various sectors and marginalized groups. It means that to establish a sustainable strategy of community and service-oriented policing system in terms of police service delivery, the police officers are always coordinating with the different sectors in the community. It is also very important to coordinate with various sectors like the indigenous people to involve them in implementing the CSOP. According to Bamba et al.'s research from 2021, their suggested method is based on the following principles: groundwork, indigenous capacity building, community participation and ownership, mobilization, and sustainability. They emphasized the importance of using participatory monitoring and evaluation to include them in all phases of the planning and decision-making processes as well as the importance of utilizing indigenous knowledge. They also extract strategies and technologies that could support and spur successful community organizing efforts.

It was also observed that the 5th in the rank are the items 5 and 6, “seek informational and instrumental support from the LCEs in solving the problems identified” and “implement the CSOP system's programs and activities” both has obtained a mean score of 3.33, and standard deviations of 0.6222 and 0.6038, respectively, with a verbal interpretation of highly implemented. This means that the police service delivery is always anchored with the local chief executives as they highly seeking informational and instrumental support from them in solving the problems identified, and most likely they were implementing these programs and activities based on the problems identified by the LCEs. The respondents from the business, education, health, and youth sectors assessed as moderately effective the implementation of the Programs for peace and order by their Local Chief Executive (LCE). In fact, in order to implement CSOP, all the barangays have organized a group of Barangay Tanod which helps maintain the peace and order situation in their own respective places. Data also show that they received good benefits in cash and in kind while serving their barangay constituents (Aquino et al. 2016).

Furthermore, the 7th in the rank is item 7 “prepare the CSOP system's programs and activities and input to the Integrated Area/Community Public Safety Plan (IA/CPSP)” has obtained a mean score of 3.3 ( $SD=0.6067$ ), with the verbal interpretation of highly implemented. This means that the community and service-oriented policing system activities and programs were highly implemented as these were adopted by the Integrated Area/Community Public Safety Plan. It also indicated that the existing of CSOP in the community can also help the PNP and the community itself to establish a strong community partnership. This is similar to the actions taken by the peace and order councils in relation to the efforts of the government to solve the crime issues are pertinent in light of the conclusions of the study by Bрева (2020). With this belief, the respondents take part in the successful implementation of the POC's POPS Plan to address the issues with criminality. Bрева recommends government policy makers to consult criminologists for

reliable peace, order, and public safety policies in order to gain this expertise.

Likewise, the 8th in the rank is item 8 “develop strategies to address the identified problems with the help of the stakeholders” has obtained a mean score of 3.31 and a standard deviation of 0.6168, with a verbal interpretation of highly implemented. This means that the development of the strategies to help the stakeholders address the problems being identified was highly implemented by the Philippine National Police. Evidently, most of the programs and activities of the PNP are based on the identified programs of the stakeholders. Hence, community partnership was highly observed in preventing the occurrence of a crime. The key findings of Mutasa (2021) increased public support and community confidence in relation to crime, safety, transparency, and accountability. It has been showed that police officers and community members believe Joint Community-Police Partnership (JCPP) techniques have improved the amount of engagement in an important discussion, created understanding of police and resident cultures, and boosted police presence.

However, it was observed that items 9 and 10 were the least from the rank “orient the mayor and other members of the community on the CSOP system and solicit their support” and “present the IA/CPSP to the Mayor and

Peace and Order Council (POC)” has obtained mean scores of 3.30 and 3.29, and standard deviations of 0.6058 and 0.5855, respectively, with verbal interpretations of highly implemented. It indicates that the mayor and local chief executives are oriented on the community and service-oriented policing system as the PNP solicits the mayor’s support to establish a strong community partnership. Likewise, it was also observed that the members and chairman of Peace and Order Council were oriented about the community and service-oriented policing system in terms of police service delivery. It indicates that all the members of the local chief executives were oriented as the PNP presented their plans, activities, and programs before these can be implemented. In his report, Rojo (2020) noted that the governor of Davao del Sur, Atty. David Ra. Cagas spoke at the Ralota Hall, Provincial Coliseum, Brgy. orientation of local chief executives and chiefs of police on the implementation of the community and service-oriented policing system. Davao del Sur, Digos City, and Matti. Based on the findings of Liu, Xi, Jia, & Geng, (2021) extending the existing knowledge to the chief executive the plans, activities, and programs before the implementation, is enriching him by its underlying mechanism and its impact on firm performance, as well as its boundary conditions.

*Table 3. Extent of Implementation of the Strategies of Community and Service Oriented Policing System in terms of Support of Local Chief Executive*

Items	Mean	SD	Adjectival Interpretation	Rank
1. Coordinate with the National Police commission Regional/Provincial Office on all CSOP related activities.	3.49	0.6092	Highly Implemented	1
2. Facilitate the implementation of the CSOP programs	3.45	0.6068	Highly Implemented	2
3. Mandate the full cooperation of all the partners	3.44	0.6061	Highly Implemented	3
4. Supervise the City/Municipal Peace and Order Council to gather and analyze data	3.42	0.6223	Highly Implemented	4
5. Fund and implement the CSOP Program	3.41	0.6152	Highly Implemented	5
6. Designate necessary personnel for the implementation of the CSOP	3.37	0.5945	Highly Implemented	6

Items	Mean	SD	Adjectival Interpretation	Rank
7. Implement Information, Education and Communication (IEC) activities like designing and providing trainings for the effective implementation of the CSOP	3.35	0.5963	Highly Implemented	7
8. Ensure assistance and support to the Integrated Area/Community Public safety Plan (IA/CPSP)	3.30	0.5894	Highly Implemented	9.5
9. Convene the Peace and Order Council to review, update and approve the IA/CSP	3.30	0.5881	Highly Implemented	9.5
10. Formulate a three-year, term-based, Peace and Order Public Safety Plan (POPS Plan)	3.30	0.6008	Highly Implemented	9.5
<b>Overall Mean &amp; Standard Deviation</b>	<b>3.38</b>	<b>0.5314</b>	<b>Highly Implemented</b>	<b>- -</b>

Legend:

Highly Implemented (4.00 – 3.26); Implemented (3.25 – 2.51)  
 Less Implemented (2.50 – 1.76);  
 Not Implemented (1.75 – 1.00)

Table 3 presents the implementation of the strategies of community and service-oriented policing system in terms of support to Local Chief Executive have obtained an overall mean score of 3.38 (SD=0.5314), with a verbal interpretation of highly implemented. It indicates that the local chief executives were highly implementing the strategies of community and service-oriented policing system. It means that the three groups of respondents i.e., police officers, barangay residents and barangay officials were supporting the implementation of community and service-oriented policing system. Similar to what has been stated by Angolab (2022) that by maintaining the effectiveness of Barangay Peacekeeping Action Teams (BPATs), the organizational work through an organized peacekeeping group is being improved in the many barangays to maintain peace and order and public safety activities. The general idea behind the BPATS is to collaborate with the PNP from the provincial level down to the community precincts level as well as local government executives and heads of concerned agencies to prevent, control, and suppress crime. This is done by involving barangay officials, tanods, CVOS, and other force multipliers. The BPATS will be used for law en-

forcement purposes. Environment preservation, community organizing, disaster management, and on-the-spot barangay conflict resolution. Additionally, BPATS-equipped barangays serve as volunteer force multipliers.

The survey findings revealed that the 1st in the rank is item 1 “coordinate with the National Police Commission Regional/Provincial Office on all CSOP related activities” has obtained a mean score of 3.49 (SD=0.6092), with a verbal interpretation of highly implemented. It indicates that the active coordination of the National Police Commission Regional/Provincial Office on all community and service-oriented policing related activities was highly implemented. It means that regular implementation and monitoring of the programs and activities related to community and service-oriented policing system were properly coordinated to the Regional and Provincial Office of the National Police Commission. In relation to this, the Provincial Government of La Union (PGLU) has entered into a Memorandum of Agreement (MOA) with other stakeholders for a strengthened implementation of peace and order in the community through an improved policing system called the “Community and Service-Oriented Policing” (CSOP) System. The PGLU, through by Gov. Francisco Emmanuel “Pacoy” R. Ortega III,

has signed the MOA for the governing mutual obligations, roles and responsibilities in the implementation of the CSOP. The CSOP System has been developed by the NAPOLCOM to empower the PNP to perform its role as a community and service-oriented agency. The MOA defined the roles of all the parties to undertake in relation to the maintenance of peace, order and public safety in the locality. Gov. Pacoy manifested the strong commitment of the PGLU in ensuring the sustainability of peace, order and safety in the province. (MAEbrea, 2018).

It was also observed that the 2nd in the rank is item 2 “facilitate the implementation of the CSOP programs” has obtained a mean score of 3.45 (SD=0.6068), with a verbal interpretation of highly implemented. It indicates that the local chief executives are facilitating the implementation of the community and service-oriented policing programs. It means that the local chief executives are hands-on when they were facilitating the implementation of the community and service-oriented policing system. Hence, it was observed that the community and service-oriented policing programs were highly implemented. As stated by MAbrea (2018), the CSOP System has been developed by the NAPOLCOM to empower the PNP to perform its role as a community and service-oriented agency. It ensures the establishment of coordinative and cooperative mechanisms through a triad composed of the local chief executives, the chiefs of police and the community leaders. The system promotes and enhances the peace and order and law enforcement functions of governments towards the accomplishment of basic services, socio-economic benefit and development to the localities. Furthermore, in the study of Sombrio and Branca (2018), It has been proven that the police officers effectively implemented the drug campaign in Trece Martires City as a part of their CSOP program. The strategies being implemented by the Police had a good and positive outcome as it is the one of the main and primary concern of the current administration.

The 3rd in the rank is item 3 “mandate the full cooperation of all the partners” has obtained a mean score of 3.44 (SD=0.6061), with a verbal interpretation of highly implemented. It indicates that the local chief executives were

able to mandate the full cooperation of all the partners in the implementation of the community and service-oriented policing system. Hence, the strong community partnership was highly observed for them to be able to cooperate to all partners in the implementation of the community and service-oriented policing system of the Philippine National Police. On the contrary to the study of Abuyan - Obmerga (2014) where it revealed that the people cannot be expected to work with the police and ties between political entities and the police is perceived by the public as too close and results to suspicions of favoritism or unequal treatment. On the other hand, community members believed that the problem in the implementation is the lack of police’ understanding of the needs and interests of the people.

The 4th in the rank is item 4 “supervise the city/municipal peace and order council to gather and analyze data” has obtained a mean score of 3.42 and a standard deviation of 0.6223, with a verbal interpretation of highly implemented. It can be gleaned from the data that the Philippine National Police is in full support to the local chief executives as they supervise the city/municipal peace and order council to gather and analyze data. It means that the PNP are hands-on in collecting and analyzing the data to be used for future programs and activities to be implemented. Furthermore, it was not surprising since it is one of the basic duties and responsibilities of the PNP to protect lives and property including maintaining the peace and order in the community. Similarly, Martinez (2019) comes to the conclusion that the PNP members are doing their duties in upholding community peace and order. The PNP has effectively delivered the services required of them in their roles as peacekeepers, as evidenced by the locals’ positive responses. Hence, it is advised that the Philippine National Police maintain its excellent performance and further equip itself to offer a prompt response to emergency instances in the community in light of the study’s findings.

The 5th in the rank is item 5 “fund and implement the CSOP program” has obtained a mean score of 3.41 and a standard deviation of 0.6152, with a verbal interpretation of highly

implemented. It means that the local chief executives are supporting the implementation of the community and service-oriented policing of the PNP as they were also helping the PNP in funding their programs and activities for future implementation. Furthermore, it was also observed that the local chief executives are in full support to fund and implement the community and service-oriented policing. It means that they are ready to fund the community and service-oriented policing system of the PNP to implement it properly in their municipality/city for the benefits of his/her constituents. According to Caliwan (2023), the national government had given the Philippine National Police (PNP) PHP300 million for specialized training and education of policemen to enhance their law enforcement capabilities, particularly on digital innovations given the prevalence of cybercrime in the nation. Gen. Rodolfo Azurin Jr., a former chief of police, said: "The PNP leadership is confident that police officers can gain a deeper comprehension of their duties, responsibilities, and the laws and regulations they are entrusted to enforce through increased training and educational opportunities." Additionally, the PNP reaffirmed its intention to work with the DOJ to develop a police force that is more competent and capable.

The 6th in the rank is item 6 "designate necessary personnel for the implementation of the CSOP" has obtained a mean score of 3.37 and a standard deviation of 0.5945, with a verbal interpretation of highly implemented. It indicates that the local chief executives designate necessary personnel for the implementation of the community and service-oriented policing in the city/municipality. It means that the PNP and the local chief executives have established a strong partnership in the implementation of the community and service-oriented policing system. According to Angolab (2022), they should designate in an organizational work persistent police presence in the region to concentrate on improving community engagement and collaboration. With that said, a designation informs third parties and other employees within an organization about a person's position and responsibility. Senior staff and management personnel gain credibility when they interact with people outside the organization

because of their position. Designations can shape perceptions and assist staff in attracting clients and customers to a business (Indeed, 2023).

The 7th in the rank is item 7 "implement information, education and communication (IEC) activities like designing and providing trainings for the effective implementation of the CSOP" has obtained a mean score of 3.35 and a standard deviation of 0.5963, with a verbal interpretation of highly implemented. The regular distribution of the information, education, and communication (IEC) activities were conducted. Likewise, it is highly observed the regular conduct of capability building of the barangay officials and partners for the effective implementation of the community and service-oriented policing. This means that the PNP was also providing skills and knowledge-based activities and programs for the effective implementation of the community and service-oriented policing in the community. According to Angolab (2022) the NAPOLCOM develop CSOP to have a more active collaborative actions of the police, local chief executives and the community for the promotion of peace and order and public safety, and for the strengthening of local government capability aimed towards effective delivery of basic services to the citizenry. Hence PNP conducts a capability building to provide skills and knowledge. Capacity-building and development is a long-term effort that must reach all levels of an institution, from individual police personnel, to groups or units of individuals within an organisation and whole institutions. For each level, the Guidelines refine the five key areas of support around which police capacity-building and development activities—including the provision of material support; training initiatives; monitoring, advising and mentoring; and the strengthening of accountability and oversight—should be based. They will enable the United Nations police to better design, implement, monitor and evaluate police capacity-building and development projects and programmes. In practice, the Guidelines will help police components determine which capacity-building and development activities, areas and training objectives to prioritise (Guidelines on Police Capacity Building and Development, n.d.).

However, the least in the rank is items 8, 9 and 10 “ensure assistance and support to the Integrated Area/Community Public Safety Plan (IA/CPSP),” “formulate a three-year, term-based Peace and Order Public Safety Plan (POPS Plan)” and “convene the Peace and Order Council to review, update and approve the IA/CSP” has obtained a mean score of 3.0 and a standard deviation of 0.5894, 0.6008, and 0.5881, respectively, with verbal interpretations of highly implemented. It indicates that the local chief executives are also ensuring that they could give assistance and support to the Integrated Area and Community Public Safety Plan in support for the implementation of the community and service-oriented policing system. Similar events occurred at the City Government of Malaybalay (2022), where members of the City Peace and Order Council (CPOC) led by Mayor Jay Warren R. Pabillaran assembled today in Dahilayan Forest Park for a three-day revision of the peace and order & public safety plan (POPSP). Within 100 days of the assumption of the newly elected LCEs, the CPOC is supposed to draft the three-year POPS Plans. According to RA No. 6975, which requires the creation of an integrated area/community public safety plan that includes priorities of action and program thrusts for implementation by the local PNP stations, this is in compliance with.

Furthermore, it was also observed that the formulation of a three-year; term-based Peace and Order Public Safety Plan (POPS Plan) was

highly implemented. It means that all the activities and programs of the community and service-oriented policing system were anchored to the formulated three-year term-based Peace and Order Public Safety Plan implemented in the city/municipality. Meanwhile, it can also be observed that the local chief executives the regular review, updating and approval of the peace and order public safety plan. Based on the previous literature, the CPOC will present the financial and physical accomplishment for FY 2020 to 2022, and situational matrices from the PNP and the AFP will be reported. The members were divided into three focus groups, namely crime and disorder, safety, and conflict. Actual planning workshop will take place thereafter, including review of local strategic directions (Vision, Mission and Goals). Groups will also be reviewing and presenting situationers for their specific areas, and these same information will be bases for the planning workshop, too. Apart from establishing objectives, policies, PPAs and strategies, the participants are expected to identify indicators and baseline data. They are also to discuss and decide on funding requirements, implementation arrangements, and systems to use for monitoring and evaluation. It is also expected of the CPOC to communicate the results to the public (The City Government of Malaybalay, 2022). This plan is for the programs and projects of the City Government to maintain peace and order, and facilitate public safety of the people.

*Table 4. Extent of Implementation of the Strategies of Community and Service Oriented Policing System in terms of Community Partnership*

Items	Mean	SD	Adjectival Interpretation	Rank
1. Share crime prevention tips and other public safety information	3.49	0.6393	Highly Implemented	1
2. Share resources and assist in the planning and implementation of CSOP Programs /Project /Activities	3.47	0.6326	Highly Implemented	2
3. Support the Plans , Programs and activities under the CSOP	3.46	0.6265	Highly Implemented	3
4. Initiate the conduct of regular community assembly /dialogue	3.46	0.6438	Highly Implemented	4
5. Assign focal person to do reporting/monitoring on CSOP activities	3.45	0.6370	Highly Implemented	5

Items	Mean	SD	Adjectival Interpretation	Rank
6. Establish community problems profile	3.44	0.6422	Highly Implemented	6
7. Mobilize and organize volunteers as force multipliers	3.43	0.6232	Highly Implemented	7
8. Identify and implement community development projects	3.41	0.6332	Highly Implemented	8
9. Support and conduct fund-raising efforts	3.37	0.6661	Highly Implemented	9
10. Provide data, information and inputs to the police and local executives on problems, issues and concerns	3.35	0.5973	Highly Implemented	10
<b>Overall Mean &amp; Standard Deviation</b>	<b>3.43</b>	<b>0.5734</b>	<b>Highly Implemented</b>	<b>--</b>

Legend:

Highly Implemented (4.00 – 3.26); Implemented (3.25 – 2.51)  
 Less Implemented (2.50 – 1.76);  
 Not Implemented (1.75 – 1.00)

Table 4 shows the extent of implementation of the strategies of community and service-oriented policing system in terms of community partnership has obtained an overall mean score of 3.43, and standard deviation of 0.5734, with the verbal interpretation of highly implemented. It indicates that the community and service-oriented policing system of the Philippine National Police in terms of community partnership was highly implemented. It means that the police, barangay residents and barangay officials have a very good community partnership, particularly in terms of the community policing strategies in crime prevention. Police departments utilize proactive policing as a tactical strategy to reduce crime. Saturation Drive, OPlan Bandillo, Mystery Shopping, Baton and Katok, Employment of TMR, and Implementation of Local Anti-Criminality Action Plan, Enhance PIPS/ Strategic Plans Operation and Scoreboard were just a few of the PNP's strategies for maintaining peace and order in Mandaluyong City. The following strategies were the strategies/ approaches towards crime prevention approaches as provided by the Philippine National Police in Mandaluyong City which was developed for a long-term crime prevention (Aquino et al., 2016).

The survey findings revealed that item 1 got the first highest rank “share crime prevention tips and other public safety information” has obtained a mean score of 3.49 and standard deviation of 0.6393, with a verbal interpretation of highly implemented. It indicates that the Philippine National Police (PNP) is highly implementing the sharing of crime prevention tips and other public safety information to the community. This is not surprising since the main functions of the PNP is to save lives and property. Hence, sharing crime prevention and safety tips to the community is regularly conducted by the PNP to have a proactive strategy in crime prevention in the future. Based on the study findings of Vicente et al (2020) showed that the Police Personnel and Barangay Officials are regularly conducting the following activities: regular patrolling (foot and mobile patrol), routine checkpoints, and crime prevention seminars.

It was also observed that item 2 got the second highest rank “share resources and assist in the planning and implementation of community service-oriented policing programs/project activities” has obtained a mean score of 3.47 and standard deviation of 0.6326, with a verbal interpretation of highly implemented. It indicates that the Philippine National Police

shares resources and assist in the planning and implementation of community service-oriented policing program to support the local chief executives, barangay officials and barangay residents to prevent future occurrence of crime. Similarly to the following studies assessed, the strategies of the Philippine National Police (PNP) in enhancing public safety. One study found that the PNP in Camarines Norte received high approval ratings from the community in terms of trust, respect, and public safety and security (Sherill et. al., 2022). Another study conducted in Tabaco City, Albay revealed that the PNP's Human Rights Development Program was successful in gaining the trust and confidence of the community (Macabeo, 2022). Additionally, a study in Nasipit, Agusan Del Norte showed that the PNP services were effective in maintaining peace and order, ensuring safety and security, and providing crime prevention programs (Alonzo et. al, 2018). These findings suggest that the strategies implemented by the PNP have been effective in enhancing public safety.

Likewise, item 3 got the third highest rank "support the plans, programs and activities under the community service-oriented policing" has obtained a mean score of 3.46 and a standard deviation of 0.6265, with verbal interpretation of highly implemented. It implies that the barangay residents, barangay officials and police officers are regularly supporting the plans, programs, and activities under the community service-oriented policing of the Philippine National Police. Likewise, programs and activities under the community service-oriented policing are more on crime prevention, and crime prevention is not just the only responsibility of the Philippine National Police, it is a responsibility of the PNP, barangay officials and barangay residents in general. The PNP shall enforce the law, prevent and control crimes, maintain peace and order, and ensure public safety and internal security with the active support of the community. However, the police cannot fight crime alone, it is not the sole responsibility of the police to do so. According to Mthombothi (2023), crime may be successfully combated through collaborative partnerships between law enforcement authorities, citizens, communities, and organizations (civic and business). It

is the responsibility of the police to carry out their tasks (functions) competently and honestly so that the public can have faith in them and cooperate with them in the fight against crime. To combat crime, safeguard their properties, and aid in the identification of criminals, communities are required to cooperate with the police. Community policing strategies have been used by numerous nations worldwide in an effort to collaborate closely with local communities in the battle against crime.

In addition, item 4 got the 4th highest rank "initiate the conduct of regular community assembly/dialogue" has obtained a mean score of 3.46 and standard deviation of 0.6438, with a verbal interpretation of highly implemented. It implies that the community and service-oriented policing system in terms of community partnership are initiating the conduct of regular community assembly/dialogue to discuss with the barangay residents, barangay officials, and the police officers the programs and activities of the community and service-oriented policing system. Based on the study of Vicente and Codmor (2019) it revealed that indigenous crime prevention practices in Bontoc include pechen system, ator system, maipaila system, and fagfaga system. All these practices are used as means of crime prevention and to some extent indigenous prosecution. The crime prevention program of the Municipality of Bontoc was much implemented relative to the three (3) elements of crime such as motive, opportunity, and instrumentality. The residents sometimes participated in the crime prevention activities, however, the police and official respondents claimed that the residents often participated. The police and public officials had similar perceptions as compared to the residents' evaluation of the implementation of the crime prevention program.

Furthermore, item 5 got the 5th highest rank "assign focal person to do reporting/monitoring on CSOP activities" has obtained the mean score of 3.45 and a standard deviation of 0.6370, with a verbal interpretation of highly implemented. It implies that there is an assigned focal person to report and monitor the community and service-oriented policing system of the Philippine National Police. It indi-



cates that the focal person assigned are regularly monitoring the community and service-oriented policing system of the Philippine National Police. Designating the focal person to monitor the CSOP system in Philippines means to track the progression of it. Gikundi and Yusuf (2022) noted that significant public resources have been devoted to ensuring that the Service meets the current modern status in order to ensure that Police fulfill their objectives while carrying out their duties and serving the public. In contrast to the current study, their research found that the performance of the National Police Service in Meru County was impacted by monitoring and evaluation procedures.

Meanwhile, item 6 got the 6th highest rank “establish community problems profiles” has obtained a mean score of 3.44 and a standard deviation of 0.6422, with a verbal interpretation of highly implemented. It implies that there is an existing community programs profiles, and these are the usual basis of the created programs and activities implemented by the Philippine National Police. Hence, it is vital to have a strong community and police partnership. Through community programs profile police are able to interact with the residents, gather information, and record and profile the area (Angolab, 2022). An informed understanding of a community’s characteristics and needs helps in the planning, implementation and evaluation of programs and services aimed at supporting the quality of life of its people and overall community well-being. Each community profile provides the most current data organized into five key domains: family and social environment, economic well-being, education, health, and community. The individual profiles can be used as a tool to assist stakeholders in making data-informed decisions as they serve their communities (Center of the Family, n.d).

It was also observed that item 7 got the 7th highest rank “mobilize and organize volunteers as force multipliers” has obtained a mean score of 3.43 and a standard deviation of 0.6232, with a verbal interpretation of highly implemented. It indicates that the mobilization of force multipliers and organization of volunteers as part of the community partnership in implementing the community and service-oriented policing system was highly implemented. Likewise, it is

a common practice to mobilize the force multipliers in safeguarding the lives and property of the community in general. Ocampo (2021) stated in his report that based on the announcement The Chief Executive was keynote speaker and administering officer in a grand ceremony in Camp Crame, which formalizes the creation of a global coalition of international and local organizations capable of providing proactive leadership, direction and guidance to all government and multi-sectoral efforts aimed at helping build a strong collaborative partnership with the community in support of the ongoing campaign against communist insurgency, illegal drugs, extremist terrorism and disaster mitigation.

It was also observed that item 8 got the 8th highest rank “identify and implement community development projects” has obtained a mean score of 3.41 and a standard deviation of 0.6332, with a verbal interpretation of highly implemented. It can be gleaned from the data that the community development projects were identified and implemented. This means that the community and service-oriented policing system of the Philippine National Police was anchored to the problems identified by the local chief executives and its constituents. According to Alincastre and Dalugdog (2022), the Philippine National Police (PNP) has historically filed complaints against people using manual reporting. The complainant must go to the closest police station to report the incidents. However, the procedure is tiresome for both the workforce and the stakeholder. Hence it aimed to evaluate the implementation, and problems encountered in the implementation of Philippine National Police Electronic – Project Systems in Lipa City Batangas. The study showed that the stakeholders had significant difficulties implementing PNP's e-Project Systems within the parameters of the applied criteria. This study asserts that although the PNP's e-Project Systems in Lipa City Batangas are implemented, the regular conduct of capability building is necessary for the monitoring, supervision and management of the project.

It was also observed that item 9 got the 9th highest rank “support and conduct fund-raising efforts” has obtained a mean score of 3.37 and a standard deviation of 0.6661, with a verbal

interpretation of highly implemented. It implies that the community and service-oriented policing system of the Philippine National Police was supporting and conducting fund-raising efforts to establish a strong community partnership. It indicates that the conduct of fund-raising activities can also help in establishing a strong community partnership. Fund-raising is the technique non-profit organizations, such as NGOs, foundations, associations, collectives, etc. use to collect voluntary donations of money or other resources in order to carry out their projects (Corporativa, n.d.). Similar to the action made by the Philippine National Police (PNP) members were they made a "heroic" sacrifice by giving a portion of their pay to the government's ongoing fight against the coronavirus illness 2019 (COVID-19). This was highlighted by the former finance secretary Carlos Dominguez. It addresses the following: [1] providing emergency and wage subsidies to low-income households, small-business workers, and other vulnerable groups; [2] mobilizing the nation's medical resources and ensuring the safety of healthcare front-line workers; [3] fiscal and monetary actions to finance emergency initiatives and keep the economy

afloat; and [4] an economic recovery plan to foster job creation and sustain growth in the event of a post-quarantine scenario (Dofweb, 2020).

However, item 10 is the least in the rank "provide data, information and inputs to the police and local executives on problems, issues, and concerns" has obtained a mean score of 3.35 and a standard deviation of 0.5973, with a verbal interpretation of highly implemented. This is not surprising, since, up to now, there are still existing problems when it comes to data and information from the police and local executives. Hence, disseminating data and information that could be used as basis in creating programs or activities are still seldom conducted. According to Tondo et al.'s (2020) conclusion, the respondents to their survey thought that community-oriented police initiatives had been fully implemented in the municipality of Dumingag. However, the respondents felt that the organizational work's implementation could use some refinement. They suggested that the police organization actively seek input through community engagement and citizen participation in prevention initiatives in order to make improvements.

*Table 5. Significant Difference between the Extent of Implementation of the Strategies of Community and Service Oriented Policing System when grouped according to Sex*

		t	df	Sig	Decision	Interpretation
Police Service Delivery	Equal variance assumed	.197	265	1.66	Fail to Reject $H_0$	Not Significant
	Equal variances not assumed	.227	155.632			
Support to Local Chief Executive	Equal variance assumed	-.210	265	.018	Reject $H_0$	Significant
	Equal variances not assumed	-.256	176.487			
Community Partnership	Equal variance assumed	-.688	265	.505	Fail to Reject $H_0$	Not Significant
	Equal variances not assumed	-.742	134.351			

**\*Significant if the p-value is 0.05**

Table 5 reveals a considerable variation in community and service-oriented policing system strategy implementation by gender. Support for the local chief executive is significantly affected by community and service-oriented policing system deployment, with a p-value of .018, less than the alpha level of 0.05. Thus, local chief executive support differs by gender.

The more male respondents there are, the more likely there is a difference in their support for the local chief executive in implementing community and service-oriented policing strategies. Like Tondo et al. (2020), men outnumbered women in research. It suggests that this study's male-to-female ratio matches the country's population. According to

respondents, male cops implemented CSOP more because of their work. The organization need female police officers to assist in sensitive circumstances, notably with women and children (Sombrio and Branca, 2018). Thus, respondents' views on CSOP and LCE support vary.

However, the p-values of police service delivery (1.66) and community partnership (.505) are greater than the alpha level value of 0.05, so the respondents' sex does not significantly affect the implementation of community and service-oriented policing system strategies. Only 14 female police officers were

interviewed by Aquino (2014), most of them were young, married, bachelor's degree-holding PO1s with one to five years of experience. The police uniform, serving fellow citizens, and administering justice prompted them to join and stay in the force. Their highly positive job performance assessments suggested that gender-related difficulties had the least impact on their performance. Most female police officers did not face discrimination and were motivated to join and stay for various reasons, according to the survey. As other sets of respondents have shown, gender does not effect CSOP implementation performance.

*Table 6. Significant Difference between the Extent of Implementation of the Strategies of Community and Service Oriented Policing System when grouped according to Age*

		Sum of Square	Df	Mean Square	F	Sig	Decision
Police Service Delivery	Between Groups	3.900	6	.650	2.323	.033	Reject $H_0$
	Within Groups	72.770	260	.280			
	Total	76.670	266				
Support Local Chief Executive	Between Groups	2.291	6	.382	1.363	.230	Fail to Reject $H_0$
	Within Groups	72.836	260	.280			
	Total	75.127	266				
Community Partnership	Between Groups	3.437	6	.573	1.773	.105	Fail to Reject $H_0$
	Within Groups	84.026	260	.323			
	Total	87.463	266				

**\*Significant if the p-value is 0.05**

Table 6 illustrates that age groups execute community and service-oriented police techniques differently. Police service delivery has a p-value of .033, below the alpha level of 0.05, rejecting the null hypothesis and making it significant. It means that age affects police service delivery in community and service-oriented policing methods. The more diverse the respondents' ages, the more likely their views to differ by age. Older police officers are statistically more trusting of management, according to Lauer (2022). Experienced police officers expressed greater organizational commitment. To retain police personnel happy and establish lifetime careers at the same agency, police departments should consider that successive generations of officers need different opportunities, incentive, and leadership.

The age group did not affect support for the local chief executive (p-value=.230) or community partnership (p-value=.105). The more diverse the respondents' age groups, the less likely it is to support the local chief executive and community partnership in implementing community and service-oriented policing techniques. Community policing aims to reduce crime and social unrest by providing police services. Local mayors can serve as chief executives and facilitate collaborations when needed. Mayors use direct connection with prominent stakeholders or media access to promote and disseminate information about these collaborations to attract significant local community groups (Chapman and Scheider, 2006).

Table 7. Significant Difference between the Extent of Implementation of the Strategies of Community and Service Oriented Policing System when grouped according to Category

		Sum of Square	Df	Mean Square	F	Sig	Decision
Police Service Delivery	Between Groups	3.900	6	.650	2.323	.033	Reject $H_0$
	Within Groups	72.770	260	.280			
	Total	76.670	266				
Support Local Chief Executive	Between Groups	2.291	6	.382	1.363	.230	Fail to Reject $H_0$
	Within Groups	72.836	260	.280			
	Total	75.127	266				
Community Partnership	Between Groups	3.437	6	.573	1.773	.105	Fail to Reject $H_0$
	Within Groups	84.026	260	.323			
	Total	87.463	266				

**\*Significant if the p-value is 0.05**

Table 7 illustrates the considerable disparity in community and service-oriented policing system strategy adoption by respondent type. Police service delivery had a p-value of .033, which is less than the alpha level of 0.05, indicating that respondent categories differ in the extent of community and service-oriented policing system implementation. It means that police personnel and barangay people have different views on police service delivery than barangay officials. The number of barangay inhabitants and police officers to barangay officials increases the likelihood of major differences in police service delivery opinions. Similar to Sombrio and Branca (2018), the community and police had different views of the police's crime-fighting performance. Therefore, the community advocated further measures to maintain law and order, defend against crime, and improve police-community relations.

Support for local chief executives (p-value=.230) and community partnership (p-value=.105), on the other hand, did not show a significant difference when grouped by the type of responders. In this case, there isn't a big difference between what police officers,

barangay residents, and barangay officials think about how well the community and service-oriented policing system is working in terms of helping local chief executives and working with the community. Even so, most of the people who answered were barangay residents or police officers, and very few were barangay leaders. Still, the types of people who answered did not have a big impact on supporting area CEOs and community partnerships. Chan-Pongan (2006) says that it takes time to build and keep relationships with LGUs. When people worked together well, they were able to be more creative and have more honest conversations about the project and the tough problems that people in the communities were facing. People got to know the mayor, the top executive of the city, the people who made decisions, and important city employees, especially those who fully supported the program and could talk to the mayor. Because of this, barangay leaders were very important in getting the community organized, getting long-term support, and keeping people committed. It was important that they understood the relationship and were a part of it.

Table 8. Significant Difference between the Extent of Implementation of the Strategies of Community and Service Oriented Policing System when grouped according to Civil Status

		Sum of Square	df	Mean Square	F	Sig	Decision
Police Service Delivery	Between Groups	1.361	2	.681	2.386	.094	Fail to Reject $H_0$
	Within Groups	75.309	264	.285			
	Total	76.670	266				

		Sum of Square	df	Mean Square	F	Sig	Decision
Support Local Chief Executive	Between Groups	1.675	2	.837	3.009	.051	Fail to Reject $H_0$
	Within Groups	73.453	264	.278			
	Total	75.127	266				
Community Partnership	Between Groups	1.830	2	.915	2.821	.061	Fail to Reject $H_0$
	Within Groups	85.633	264	.324			
	Total	87.463	266				

Table 8 shows the significant difference between the extent of implementation of the strategies of community and service-oriented policing system when grouped according to civil status of the respondents. The police service delivery (p-value=.094), support to local chief executives (p-value=.051), and community partnership (p-value=.061) are greater than the alpha level value of 0.05, thus, the null hypothesis is accepted since it was not significant. It implies that the civil status of the respondents has no significant differences to the extent of implementation of the strategies of

community and service-oriented policing systems. Even though the greatest number of respondents were married, it still doesn't have any significance to the variables used in this study. The majority of participants in this study were married and focused on fostering peace and order to safeguard the family, similar to Sombrio and Branca's (2018) study. The programs to combat crime and criminality were implemented and promoted by police personnel, who were also motivated to a community that is dependable and tranquil for their family.

*Table 9. Significant Difference between the Extent of Implementation of the Strategies of Community and Service Oriented Policing System when grouped according to Educational Attainment*

		Sum of Square	df	Mean Square	F	Sig	Decision
Police Service Delivery	Between Groups	.237	4	.059	.204	.936	Fail to Reject $H_0$
	Within Groups	76.433	262	.292			
	Total	76.670	266				
Support Local Chief Executive	Between Groups	1.077	4	.269	.953	.434	Fail to Reject $H_0$
	Within Groups	74.050	262	.283			
	Total	75.127	266				
Community Partnership	Between Groups	1.919	4	.480	1.469	.212	Fail to Reject $H_0$
	Within Groups	85.544	262	.327			
	Total	87.463	266				

**\*Significant if the p-value is 0.05**

Table 9 shows the significant difference between the extent of implementation of the strategies of community and service-oriented policing system when grouped according to educational attainment of the respondents. The police service delivery (p-value=.936), support to local chief executives (p-value=.434), and community partnership (p-value=.212) have greater than the alpha level value of 0.05, thus, the null hypothesis is accepted since it was not significant. It implies that the educational attainment of the respondents has no significant

difference to the implementation of the strategies of community and service-oriented policing system in terms of police service delivery, support to local chief executive, and community partnership. This is in contrast to Kennedy's findings from 2022, which claimed that education has an impact on police effectiveness and is essential to the field because it helps officers overcome prejudices or reservations while engaging with the public, hence enhancing performance.

Table 10. Significant Difference between the Extent of Implementation of the Strategies of Community and Service Oriented Policing System when grouped according to Place of Assignment

		Sum of Square	df	Mean Square	F	Sig	Decision
Police Service Delivery	Between Groups	2.168	4	.542	1.906	.110	Fail to Reject $H_0$
	Within Groups	74.502	262	.284			
	Total	76.670	266				
Support Local Chief Executive	Between Groups	.626	4	.157	.550	.699	Fail to Reject $H_0$
	Within Groups	74.501	262	.284			
	Total	75.127	266				
Community Partnership	Between Groups	3.276	4	.819	2.549	.040	Reject $H_0$
	Within Groups	84.187	262	.321			
	Total	87.463	266				

Table 10 shows the significant difference between the extent of implementation of the strategies of community and service-oriented policing system when grouped according to place of assignment of the respondents. The community partnership has a p-value of .040, which is less than the alpha level value of 0.05, which means that the place of assignment of the respondents has significant difference to the extent of implementation of the strategies of community and service-oriented policing system in terms of community partnership. It can be gleaned from the data that the dispersed distribution of the respondents according to the place of assignment have significant difference to the community partnership. It means that the community partnership of the police officers in the implementation of the strategies of community and service-oriented policing system would be different to the five stations used in this study. The community partnership would be better for other stations and not for other stations. Strengthening Police and Community Partnerships (SPCP) is an in-person, one-day event that brings together community leaders and local law enforcement to discuss problems and jointly come up with solutions to strengthen police-community relationships. The SPCP program can be planned either in advance of a catastrophic incident or as a reaction to one. By fostering collaborations and building on existing trust between police enforcement and the various communities they serve, it aims to increase public safety (Strengthening Police and Community Partnerships, 2023). The program can also assist local leaders in addressing

historical impediments, such as long-standing community mistrust, that affect police-community partnerships. Hence, the difference of SPCP will be different to other stations as it will depend on the needs and lapses of the community.

However, it was also observed that police service delivery (p-value=.110), and support to local chief executive (p-value=.699) have greater than alpha level value of 0.50, which means that the police service delivery and support to the local chief executive have no significant difference to the place of assignment of the respondents. It means that no matter where these respondents are assigned, their views on the police service delivery and support to local chief executives were the same.

Similar to this, respondents in the study of Aliusman, Sampao, and Guimba-Basher (2018) see reassignment as a chance to grow and perform better. Reassignment is viewed positively by the Police Commissioned Officers of Lanao del Sur in the Philippines, who believe that it improves their motivation and job performance. This study confirms that motivation and job performance among Police Commissioned Officers in Lanao del Sur, Philippines, are statistically influenced by social and emotional factors in reassignment.

## Conclusions

Based on the findings, the study concludes that:

1. The Philippine National Police started to work together with mayors, local chief executives, and the people who live in the area

to improve the way they provide police services. Because the PNP talked to local chief executives, stakeholders, and partners on a regular basis, the community and service-oriented policing system was based on their plans and regular evaluations. These were based on the problems that people in the community had pointed out.

2. The regional and provincial offices of the National Police Commission regularly meet with the local chief executives to plan how to implement the community and service-oriented police system. These executives fully support this plan. In this way, they are actively supporting the PNP as it sets up the community and service-oriented police system. It's clear that they're willing to give money to help put community and service-oriented policing into place so that their people in the municipality or city can live better lives.
3. Sharing resources and help in planning and carrying out community and service-oriented police system programs, projects, and activities is an example of a community partnership. The force multiplier was regularly mobilized to make sure they would help put the community and service-oriented police system into place. The city or town clearly gave the focal person the job of regularly checking on how the community and service-oriented policing system was being used.
4. The age and type of responders have a big effect on how the police provide services. However, the respondents' gender makes a big difference in how much they support the local chief executive, and the respondents' places of work make a big difference in how much they support the community partnership.

### **Recommendations**

The researcher would like to recommend the following:

1. The Philippine National Police should keep working together with mayors, local chief executives, and the people they serve to make the community and service-oriented police system work.

2. It is important to keep the full backing of the local CEOs. Especially in the way the PNP's community and service-oriented police system is put into place. Also, it is strongly suggested that the PNP's community and service-oriented police be funded.
3. The community partnership must be kept up so that the PNP, local chief executives, barangay officials, and barangay residents can work together well to put the community and service-oriented police system into place. The force multiplier should be used more often because it helped a lot with putting in place the community and service-oriented police system.

### **PROPOSAL FOR ENHANCING COMMUNITY AND SERVICE-ORIENTED POLICING IN THE PHILIPPINE NATIONAL POLICE**

#### **Introduction**

Community and service-oriented policing have emerged as vital strategies to foster safer and more engaged communities while promoting positive relationships between law enforcement agencies and their constituents. The Philippine National Police (PNP) has made substantial strides in implementing this approach, as evidenced by this study. The results have shown a strong partnership with local authorities, robust support from local chief executives, active community involvement, and the need for tailored strategies-based demographics. This proposal aims to build upon the findings of the study and further enhance the community and service-oriented policing system within the PNP.

#### **Objectives**

1. Strengthen Collaboration with Local Authorities: The PNP community and service-oriented policing system should be continue and enhance the collaboration with mayors, local chief executives, and community stakeholders to ensure the sustained success of community-oriented policing.
2. Optimize Support from Local Chief Executives: The PNP community and service-oriented policing system should work towards more efficient coordination with provincial and regional offices of the National Police

Commission, focusing on financial support from local chief executives to bolster the PNP policing efforts.

3. **Promote Active Community Engagement:** The PNP community and service-oriented policing system should actively engage the community by encouraging the sharing of resources and assistance in the planning and execution of community-oriented policing programs, projects, and activities.
4. **Tailored Strategies Based on Demographics:** The PNP community and service-oriented policing system should develop strategies that cater to different age groups, categories, and genders to address unique needs and preferences. Additionally, it will customize efforts based on the place of assignment of respondents.

### **Proposed Initiatives**

1. **Strengthen Collaboration with Local Authorities**
  - a. **Regular Dialogue:** Continue the practice of regular dialogues with local chief executives, stakeholders, and partners to ensure the PNP remains responsive to the identified community programs.
  - b. **Training and Capacity Building:** organize training sessions and capacity-building programs for PNP officers to enhance their skills in collaborating with local authorities and community members.
2. **Optimize Support from Local Chief Executives**
  - a. **Streamline Funding Processes:** work with the provincial/regional office of the National Police Commission to streamline the process for local chief executives to provide funds in support of community and service-oriented policing initiatives.
  - b. **Recognition Programs:** Implement recognition programs to acknowledge and honor local chief executives who have shown exceptional support and commitment to community-oriented policing.
3. **Promote Active Community Engagement**
  - a. **Resource Mobilization:** develop a system for transparently mobilizing

resources and assistance from the community, including volunteer programs and partnerships with local businesses.

- b. **Community Policing Workshops:** conduct workshops and community forums to raise awareness of the benefits of community and service-oriented policing and encourage active participation.
4. **Tailor Strategies Based on Demographics**
  - a. **Demographic Surveys:** collect data on age, category, sex, and place of assignment of respondents to gain insights into their specific needs and preferences.
  - b. **Tailored Community Programs:** develop programs and initiatives that address the distinct needs of different demographic groups, fostering inclusivity and community trust.

### **Expected Outcomes**

1. **Enhanced Community Trust:** by strengthening collaboration with local authorities and promoting active community engagement, anticipate an increase in community trust and cooperation with the PNP.
2. **Improve Policing Services:** with streamlined funding processes and tailored strategies, it can be expected the improvements in policing services, aligning more closely with community needs.
3. **Better Relationships with Local Chief Executives:** Optimizing support from local chief executives will lead to stronger relationships and more significant contributions to community-oriented policing efforts.
4. **More Inclusive Policing:** demographic-tailored strategies will result in more inclusive and effective policing that caters to the diverse needs of the population.

### **Implementation Plan**

This proposal will be implemented in phases, with regular assessments and evaluations to ensure its effectiveness. A dedicated team will oversee each initiative, and a more system will be put in place to track progress.



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