

Voices Beneath the Policy: Village Reflections on Smart Policing Strategies of the Philippine National Police (Pnp)

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ABSTRACT

This qualitative study explored the lived experiences of ten (10) active-duty police personnel at Mandaue City Police Station 6 were selected with the following qualifications: must be in the police service for at least two (2) years and must be assigned in the field of operation. regarding the implementation of Secured Mobile Artificial Intelligence Driven Real-Time Technology (SMART) Policing Strategies. Utilizing a transcendental phenomenological research design, the study systematically identified fifteen (15) emergent themes that capture the transition from traditional methods to a technologically driven framework within the Philippine National Police (PNP).

The findings indicate that while SMART policing serves as a catalyst for operational efficiency, providing rapid response capabilities and more systematic information management, the practical application is multifaceted. Experiences of the informants in the implementation of smart Policing. Three (3) emergent themes were constructed for positive and negative perspective. For the positive: *“Operational Efficiency through Technological Integration”*, *“Rapid Response and Community Connectivity”*, and *“Digitization and Systematic Information Management”*. However, these advancements are frequently countered by substantial negative experiences: *“Resource Scarcity and Procurement Barriers”*, *“Infrastructure Gaps and Technical Instability”*, and *“Training Disparity and Technical Skill Gaps”*. For addressing the challenges encounter, three (3) emergent themes were constructed: *“Personal Resourcefulness and Individual Initiative”*, *“Collaborative Peer Mentoring and Knowledge Sharing”*, and *“Contingency Planning and Procedural Adaptability”*. Impacts of smart policing strategies to the work performance of the informants, three (3) emergent themes were constructed: *“Systematic Precision and Enhanced Operational Efficiency”*, *“Professional Image and Public Trust Restoration”*, and *“Increased Productivity and Reduced Occupational Stress”*. For aspirations of the informants to improve the implementation of the smart policing strategies of the PNP, three (3) emergent themes were constructed: *“Universal Equipment Access and Resources Completeness”*, *“Equitable Training and Continuous Capacity Building”*, and *“System Standardization and Bureaucratic Streamlining”*. This research examines the organization’s objective of transitioning toward an era of integrated services, shared information, and unified governance in order to enhance police performance and

Keywords: SMART Policing, Philippine National Police, Transcendental Phenomenology, Operational Efficiency, Digital Modernization, Mandaue City, Technological Equity, Public Trust.

The Problem and Its Scope

INTRODUCTION

Rationale of the Study

In the context of an increasingly complex and interconnected global environment, law enforcement agencies

are confronted with a dynamic threat landscape and evolving societal expectations. Traditional policing methodologies, while foundational, often prove inadequate in effectively addressing the challenges posed by sophisticated criminal enterprises, cybercrime, and the imperative for more efficient resource utilization. In response to these emergent demands, law enforcement agencies worldwide are adopting Secured Mobile Artificial Intelligence Driven Real Time Technology (SMART) Policing Strategies. These approaches integrate technological advancements, data analytics, and innovative organizational frameworks to enhance crime prevention efficacy, improve operational efficiency, cultivate greater transparency, and foster more robust community engagement.

Globally, law enforcement agencies are transitioning from traditional policing to more innovative, data driven models to improve efficiency, transparency, and responsiveness. The concept of SMART policing, characterized by the use of predictive analytics, artificial intelligence (AI), mobile technologies, and real-time data systems has been widely adopted in countries like the United States, the United Kingdom, and Singapore. According to the U.S. Department of Justice, Smart Policing Initiatives (SPIs) emphasize evidence-based strategies, technology integration, and partnerships with academic researchers to address crime problems effectively (Lum & Koper, 2017). Similarly, the UK's digital policing transformation strategy has focused on AI-based crime mapping and predictive tools (UK Home Office, 2020). These international efforts demonstrate a global consensus that technology-enhanced policing can help law enforcement agencies become more proactive, accountable, and aligned with democratic values.

The Philippine National Police (PNP), as the primary law enforcement body responsible for maintaining peace and order across the entire Philippine archipelago, faces a unique set of challenges. The successful implementation of SMART Policing strategies on a national scale within an organization as vast and complex as the PNP presents significant challenges. These include ensuring equitable access to technology and training across all regions, standardizing data collection and management practices, addressing infrastructure limitations, fostering a data-driven culture among personnel, and navigating the ethical and legal considerations associated with technology use in policing. While national policies and strategic plans outline the intended direction for modernization, there is a critical need for a comprehensive, national-level examination of how these SMART Policing strategies are being translated into practice across the diverse operational environments of the PNP. Managing with these high-risk circumstances enough require sweeping information and abilities, which police officers need to secure in preparing. Police foundations and law enforcement organizations are mindful for preparing officers with the important aptitudes to successfully resolve any on-duty requests put upon them (Chappell, 2018). Under the leadership of PNP Chief Gen. Rommel Francisco Marbil, a five-year development plan has been proposed to integrate AI and other modern technologies into police operations, enhancing capabilities in areas like surveillance and data analysis. The common objective of this has barely changed over time - to assist police officers perform their work (Ness, 2021).

The PNP in Region 7, like other regional offices, is tasked with implementing national SMART Policing initiatives aimed at leveraging technology and data to enhance its capabilities. As the implementing arm of the Philippine National Police (PNP) in Mandaue City, the Mandaue City Police Office (MCPO) leads the execution of national and regional policing directives, encompassing SMART Policing. The MCPO is mandated to adapt these strategies to the distinct requirements and operational context of a rapidly urbanizing environment. This adaptation entails the utilization of closed-circuit television (CCTV) systems for surveillance and traffic management, the analysis of data to identify crime hotspots and patterns, the deployment of digital platforms for communication and reporting, and the implementation of technology-assisted community engagement initiatives.

Despite the advancements in SMART policing, several research gaps persist that hinder the full realization of its potential. One significant concern is the bias in predictive policing algorithms, which can lead to disproportionate targeting of certain communities, particularly marginalized groups. Additionally, the integration of AI systems into existing infrastructures poses challenges related to data privacy, system interoperability, and the need for continuous training of personnel. Moreover, there is a lack of comprehensive studies evaluating the effectiveness and ethical implications of SMART policing initiatives in the Philippine context. Addressing these gaps requires

interdisciplinary research that considers technological, social, and legal perspectives to ensure that SMART policing strategies are both effective and equitable.

As researchers delving into the realm of SMART policing, it is imperative to possess a multidisciplinary skill set encompassing information technology, criminology, ethics, and public policy. A study conducted in Isulan, Sultan Kudarat, highlighted the positive correlation between police professional competence and citizens' trust, emphasizing the need for well-trained officers in implementing human rights-based policing programs. Furthermore, understanding the complexities of AI systems, data analytics, and their societal impacts is crucial for conducting meaningful research that informs policy and practice. Researchers must also engage with local communities to assess the real-world implications of SMART policing, ensuring that technological advancements do not compromise civil liberties or exacerbate existing inequalities. By fostering a comprehensive and ethical approach to research, scholars can contribute to the development of SMART policing strategies that are both innovative and just.

THEORETICAL BACKGROUND

This study is anchored in Diffusion of Innovation by Everett Rogers (1962) supported by the Organizational Change Theory by Kurt Lewin (1947) and Technology of Acceptance by Fred Davis (1989).

Everett Rogers (1992) first developed the concept of diffusion of innovations: In this concept, innovations were defined as ideas or practices perceived as new by practitioners. Diffusion was seen as the spread of ideas among individuals, largely by imitation. Interventions aimed at spreading innovation harnessed the interpersonal influence of opinion leaders and change agents, and research mapped the social networks and adoption decisions of targeted individuals.

As mentioned by Rogers (1995) an innovation which is compatible with the values and norms of the social systems is accepted faster than an innovation which is not compatible with such values and norms. Complexity is defined as the degree to which an innovation is perceived as difficult to use and understand. Trialability is the extent to which an innovation can be experimented with before the real use. Observability is the extent to which an innovation is visible to other people. Using these perceived characteristics of innovations, Rogers suggests that those innovations which have a greater relative advantage, compatibility, trialability, observability and less complexity will be adopted more rapidly than other innovations.

The Diffusion of Innovations by Rogers (1981) emphasizes interpersonal communication networks more than any other type of communication research. The nature of diffusion was found to be essentially a social process involving interpersonal communication among similar individuals. A person evaluates a new idea and decides whether or not to adopt it on the basis of discussions with peers who have already adopted or rejected the innovation. The main function of mass media communication in the diffusion process is to create awareness-knowledge about the innovation. Study of the diffusion of innovations involves both mass communication and interpersonal communication, and thus spans the dichotomy that otherwise divides communication into two sub-disciplines. These dichotomies blur further when diffusion occurs through the internet, cell phones, and blackberry devices.

According to Rogers (2003) The Diffusion of Innovation explained that Diffusion of Innovation was the process by which an innovation is communicated through certain channels over time among members of a social system. It is important to examine why some innovations are successful, while others never become widely accepted. Five distinct innovation characteristics have been identified by Rogers to explain this mystery. These characteristics include observability, relative advantage, compatibility, trialability, and complexity and according to Rogers, account for 49 to 87 per cent of the adoption variation seen across all categories of adopters. These characteristics also provide a valuable evaluation list for technology project leaders to apply when first considering innovative changes.

Organizational Change Theory of Kurt Lewin (1947) outlines a three step model for implementing change the unfreeze, change, and refreeze. This model emphasizes the psychological and structural aspects involved in organizational transformation. The unfreeze stage involves preparing members to accept change by challenging the current status quo. The change stage implements new processes, behaviors, or technologies. Finally, the refreeze stage institutionalizes the new system to ensure lasting adoption. This model is foundational in change management and serves as a guiding framework for organizations navigating innovation and reform.

According to Kurt Lewin (2004) the unfreeze phase reduces resistance by raising awareness of the need for change, which is often achieved through data analysis, stakeholder discussions, or feedback on organizational performance. In the change phase, new systems or tools are implemented, and staff must be supported with training, clear communication, and effective leadership. The final stage, refreeze, is essential for solidifying these changes within the organization's culture by reinforcing them through updated policies and consistent leadership. Due to its straightforward structure, Lewin's model is especially suitable for guiding transformation efforts in public institutions such as law enforcement.

Organizational Change Theory of Kurt Lewin (1947) provides a valuable framework for implementing smart policing within law enforcement agencies. Smart policing initiatives involve the adoption of advanced technologies such as predictive analytics, body-worn cameras, and crime mapping systems, aimed at improving police effectiveness and accountability. These innovations challenge established practices and require careful management of organizational change. Lewin's model guides this transformation: the unfreeze phase helps create awareness of the need for change by using data to reveal inefficiencies or shortcomings in traditional policing methods; the change phase introduces the new technologies and processes while training officers and ensuring strong leadership; and the refreeze phase embeds these new methods into the department's culture through policy changes and consistent reinforcement. This structured approach addresses both organizational and individual adaptation, ensuring that the transition to smarter, tech-driven policing is sustainable.

The Technology of Acceptance by Davis (1989) emphasizes that Davis's model assumes that one adopts a technology is generally determined by the cognitive process and aims to satisfy the wearer or maximize the usefulness of the technology. Technology of Acceptance Model is used to examine and measure factors that influence decisions whether one accepts or rejects the information technology. The Technology of Acceptance Model is developed from psychological theory that explains that computer user behavior is based on belief, attitude, intention, and user behavior relationship. The purpose of this model is to explain the main factors of user behavior toward acceptance technology users.

According to Davis (2004) supported by the suggestion of the prototype user acceptance testing Technology Acceptance Model posits that a person's own use of technology depends on his or her intentions. The intentions are the original Technology Acceptance Model determinants, namely perceived ease of use and perceived usefulness. It shows that measures of user intentions and perceived usefulness which are based on using a prototype instead of a real working system are predictors of those which would be found using a real system after the implementation. This finding offers a good opportunity to measure user intentions before the costly implementation of the information system.

Technology Acceptance Model (TAM) by Fred Davis (1989) these which argues that an individual's acceptance of technology is primarily driven by Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). These internal perceptions do not exist in a vacuum, they must be combined with Individual Technology Fit, which ensures that the specific capabilities of the device align with the unique requirements of the investigator's task. For criminology students and young investigators, the intention to adopt a device depends on how seamlessly the technology integrates into their practical workflows.

The evolution of modern policing in the Philippines is fundamentally anchored in Republic Act No. 6975, also known as the Department of the Interior and Local Government Act of 1990, which established the PNP as a national, civilian police force. Under this law, the state is mandated to promote a highly efficient and competent police force through the development of policies, standards, and procedures aimed at improving police services

(Supreme Court E-Library, n.d.). For police personnel, this foundational law provides the administrative structure necessary to transition from traditional methods to more sophisticated strategies. It explicitly grants the authority to approve and modify plans concerning information systems, communications, and crime reporting, creating the legal pathway for Smart Policing by prioritizing the systematic integration of technology into the core functions of law enforcement.

The study is also legally anchored on PNP Memorandum Circular No. 2020-067, which formalizes the implementation of the PNP One Network (PON) under the broader S.M.A.R.T. Policing Initiative. This circular highlights the importance of leveraging technology, data integration, and digital communication systems to enhance police operations and service delivery. By institutionalizing a unified network infrastructure, the PNP aims to ensure more efficient coordination, faster decision-making, and improved crime prevention capabilities.

Under PNP Memorandum Circular No. 2020-067, communications play a vital role in police response operations during critical incidents. It is a tool that ensures situational awareness which enables responders and ground commanders to better understand the real-time situation and take immediate and appropriate actions during emergency response activities. Modern emergency responses are heavily reliant on Information and Communications Technology (ICT) which plays a vital role in disaster management operations as it serves as the nerve center of all response and rehabilitation efforts. Thus, the need for establishing and institutionalizing communication protocols and procedures for the PNP Key Officers during emergencies is imperative to carry out the PNP's mandate during the implementation of incident management procedures.

This study is also supported on Senate Bill No. 2004, also known as Philippine National Police Revitalization and Capability Enhancement Act proposed a measure encapsulates the Revitalization and Capability Enhancement Program of the PNP. It is focused on the infrastructure and facilities development and acquisition and upgrading of equipment of the police force. These will specifically include the construction and upgrading of police stations and offices, crime laboratories, custodial facilities, training institutions, hospitals, barracks facilities, among others. Also included is the construction and upgrading and management of ICT systems to ensure effective coordination within the agency.

The drive toward Smart Policing is further reinforced by Republic Act No. 8551, the Philippine National Police Reform and Reorganization Act of 1998, which sought to reorganize the PNP into a community and service oriented agency. This legislation strengthened the administrative control of the National Police Commission (NAPOLCOM) to include research and information systems development, ensuring that police personnel are equipped with modern tools to achieve a higher degree of efficiency. From the perspective of police officers, RA 8551 emphasizes the optimization of police service delivery and the dispersal of personnel to field offices, necessitating the use of advanced technologies to maintain connectivity and accountability (Scribd, 2026). This legal framework shifts the focus toward a data-driven approach, where professional conduct is measured by the ability to utilize modernized resources to maintain public safety and suppress criminality effectively.

The modernization of law enforcement, as envisioned by the Department of the Interior and Local Government (DILG), is a large scale exercise in the Diffusion of Innovation. Rogers (1962) argues that the adoption of any new technology such as the PNP's S.M.A.R.T. policing platforms is not instantaneous but follows a five-stage decision process: knowledge, persuasion, decision, implementation, and confirmation (García-Avilés, 2026). Within the PNP, the relative advantage of digital tools over manual blotters determines how quickly personnel move from mere awareness to active adoption.

For police personnel, the diffusion process is heavily influenced by the organizational innovativeness of their respective units. Current literature indicates that technological specifications and peer to peer subjective evaluations among officers significantly impact the speed at which tools like real-time crime mapping are embraced (Knowledge Words Publications, 2025). This theory suggests that the PNP's shift toward a digital first economy under the Digital Bayanihan framework requires not just the procurement of technology, but a strategic effort to communicate its compatibility with daily patrol operations to reduce uncertainty among frontline officers (GovMedia, 2026).

Under Republic Act No. 8551, The PNP Reform and Reorganization Act of 1998, the PNP is mandated to undergo continuous professionalization and structural reform. This legislative drive is best explained by Lewin's Organizational Change Theory, which identifies a three stage process: Unfreeze, Change, and Refreeze (Study.com, 2026). The unfreezing stage in the PNP involves challenging the status quo and demonstrating how traditional, reactive policing methods hinder public safety goals. This stage is critical for personnel to recognize that modernization is a necessity for maintaining a competitive advantage in crime prevention (Prosci, 2024).

The change phase occurs as the DILG and PNP leadership implement new systems like the PNP One Network (PON) or the Safer Metro Manila Plan (DILG, 2026). This period is often marked by uncertainty and resistance as officers learn new behaviors and digital workflows. To succeed, the organization must provide continuous education and support to help personnel transition into this new state of being (Study.com, 2026). Finally, "Refreezing" occurs when these smart policing strategies are reinforced through new policies and performance metrics, ensuring that technology-driven policing becomes the permanent, stabilized norm rather than a temporary initiative (Prosci, 2024).

The ultimate success of the PNP's modernization rests on the individual acceptance of technology by its officers, a phenomenon captured by the Technology Acceptance Model (TAM). Davis (1989) identified Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) as the primary drivers of technology adoption. In recent empirical studies involving the PNP, these factors have been expanded to include timeliness and information quality (Colvin & Goh, 2005). If personnel believe that digital systems like the Crime Incident Recording and Analysis System (CIRAS) provide high quality, real time data that makes their jobs easier, they are far more likely to embrace those (Fisher et al., 2025).

Recent literature highlights that social influence and organizational commitment are also vital moderators of technology acceptance in public safety. For example, the rollout of the Safer Metro Manila Plan in 2026 emphasizes visible police presence and real-time response, which requires officers to trust and effectively use mobile reporting applications (DILG, 2026). When officers perceive that these tools directly enhance their capable guardianship and improve their performance ratings, the intention to use the technology increases, aligning individual officer behavior with the broader digital transformation goals of the DILG (MJBAS, 2026).

The Problem

Statement of the Problem

This study delved into the experiences of the Police Personnel on the SMART Policing Strategies of the Philippine National Police (PNP) in Mandaue City, Police Station 6.

Specifically, the study sought to answer the following questions:

1. What are the experiences of the informants on the SMART Policing Strategies implemented by the PNP?
2. How do the informants address the challenges encountered in the implementation of the SMART Policing Strategies of the PNP?
3. What are the impacts of the SMART Policing Strategies to the work performance of the informants?
4. What are the aspirations of the informants to improve the implementation of the SMART Policing Strategies of the PNP?

Significance of the Study

The following Stakeholders would be benefited:

PNP Personnel. This study can provide PNP personnel with a deeper understanding of SMART Policing implementation, its goals, and its perceived impact on their work. By highlighting best practices and explaining the rationale behind new technologies and procedures, it can help them identify areas for improvement, training

needs, and resource allocation to effectively utilize these strategies, ultimately leading to better performance and increased safety.

Local Government Unit (LGU): The findings of this study helped the LGU Mandaue by comprehending the localized application of the PNP's SMART Policing strategies within their specific jurisdictions and the consequent impact on local crime rates and public safety. This understanding can facilitate improved coordination with the PNP, enable a more effective allocation of local resources in support of policing endeavors, and provide crucial data to inform their respective local security and development plans.

National Police Commission (Napolcom). The study's findings can be a valuable tool for Napolcom, the oversight body for the PNP, in assessing the effectiveness and efficiency of the PNP's modernization efforts and strategic direction, with a particular focus on SMART Policing implementation. The research provides data to inform Napolcom's policy formulation, decisions on resource allocation, and evaluation of the PNP's adherence to performance standards and legislative mandates such as RA 8551.

Department of Interior and Local Government (DILG). This study helps the DILG exercising administrative oversight of the PNP, stands to benefit from the study's findings in understanding the advancements and challenges inherent in modernizing police operations across the nation. The research can serve as a basis for the DILG's strategic planning concerning national peace and order programs, inform resource allocation for technology and training initiatives, and support the development of policy initiatives aimed at augmenting law enforcement capabilities nationwide.

Policy Makers. This vital perspective enables policy makers to identify specific implementation failures and resource shortfalls, allowing for the precise, evidence-based refinement of training, resource allocation, and policy directives. Ultimately, incorporating the officers' viewpoint ensures the resulting reforms are realistic, effective, and sustainable, enhancing both officer welfare and public safety outcomes.

Researchers. This study serves as a valuable case study for researchers in criminology, public administration, and technology studies can benefit from this study as a valuable case study on the adoption and implementation of modern policing strategies in a developing country context. The findings can contribute to the existing body of knowledge on SMART Policing, provide empirical data for comparative studies, and highlight unique challenges and opportunities specific to the Philippine setting.

Future Researchers. This study can serve as a starting point for future research on policing in the Philippines by providing a baseline understanding of the PNP's current SMART Policing strategies. It can highlight areas where more knowledge is needed, suggest specific topics for further investigation (e.g., particular technologies, long-term consequences, community perspectives), and guide the design of future studies on police modernization, technology adoption, and crime prevention in the country.

RESEARCH METHODOLOGY

Research Design

This qualitative study utilizes a transcendental phenomenological research design to explore how Philippine National Police (PNP) personnel, as key informants, perceive and experience SMART Policing strategies. The descriptive phenomenological approach allows for the investigation and interpretation of the meaning of these strategies based on their personal experiences, gathered through interviews with the aid of an interview guide and follow-up questions.

The transcendental phenomenological research, Edmund Husserl (1913) said it is a powerful qualitative methodology dedicated to uncovering the universal, essential structure of a human experience as it is lived by individuals. The core of this design involves the crucial technique of Epoché (or Bracketing), where the

researchers intentionally suspends all preconceived notions and biases to maintain a pure focus on the participants' descriptions.

In descriptive research, Gay (1992) indicates that data are collected to test the hypothesis or reply to queries about the current situation of the study subject. A descriptive study determines how things are and reports. Descriptive study is scientific research that describes events, processes or facts that address specified areas or populations methodically.

In this study, the researchers used qualitative and descriptive research design to obtain information relating to the current status. The researchers used descriptive to identify the point of view of the police personnel in Mandaue City police station 6 about their SMART Policing Strategies practices and to come up with a personal finding to help the communities particularly knowing their basic human right with this matter.

Research Environment

This study undertaken in Cebu, specifically in Mandaue City.

Mandaue is a city in the Philippines, part of Metro Cebu. Mandaue is located just north of Cebu City and, it is on Cebu Island. Mandaue City is a highly urbanized city in the region of Central Visayas (Region VII). It is one of three highly urbanized cities on Cebu Island and forms a part of the Cebu Metropolitan area. Mandaue City in the Philippines has an area of approximately 34.87 square kilometers and a population of around 364,116 according to the 2020 census. The official population density is 10,000 per square kilometer.

Police Station 6, located in Barangay Canduman, Mandaue City, has emerged as a leading example of effective community policing in the Philippines. The eight barangays under the jurisdiction of Mandaue Police Station 6 namely Canduman, Cubacub, Casili, Tawason, Banilad, Ibabao-Estancia, Guizo, and Labogon each contribute uniquely to Mandaue City's dynamic economy. Under the supervision of the Mandaue City Police Office (MCPO), the station has demonstrated a strong commitment to upholding peace, security, and public health through proactive anti-drug campaigns. As of 2025, Police Station 6 has achieved a historic milestone successfully clearing all eight of its barangays of illegal drug activities, thus making it the first police station in Cebu to attain full drug-cleared status in its jurisdiction.

Research Informants

The informants of this research primarily be police personnel themselves. Ten (10) individuals holding various ranks and roles within the Philippine National Police in Mandaue City, Cebu Police Station 6, all of whom have direct experience with the SMART policing strategies being studied. The specific mix of ranks and roles will depend on the research questions and the specific aspects of SMART policing being investigated.

The informants in this study are active-duty police officers assigned to Police Station 6 of the Mandaue City Police Office in Cebu. Each officer has rendered a minimum of two years of service in the Philippine National Police, providing them with substantial experience in the implementation of SMART Policing Strategies. They were invited to share their professional insights, including challenges encountered during operational deployment and the observed impact of these strategies on both their performance and the communities they serve. Their contributions offer valuable perspectives on the effectiveness and implications of data-driven, community-focused policing at the local level.

Research Instrument

Individual Structured Interview is the instrument used in this study. Using the interview guide as a formal set of question set to each informant and recorded their response in writing and with the use of recording device for analysis of their responses. The interview conducted using a semi-structured interview guide. The interviewer also give some leeway to probe and explore additional questions in response to what were deemed significant responses (Bryman, 2004). To assist the researchers with the structure and flow of the interview, an interview

schedule were created. The participants were asked a series of questions about their views on the SMART Policing Strategies.

The research instrument is consist of four parts: first part is the experiences of the informants on the SMART Policing Strategies Programs; the second part is the addressing the challenges of the informants on the SMART Policing Strategies Programs; third part is the SMART Policing Strategy impact to the informants after the implementation of that program; and last part is the aspiration of the informants on the SMART Policing Strategies Programs.

Research Procedures

The researchers made an informed consent form which is a letter to the respondents requesting them to answer the questions and interview guide consist of open ended question and a questions that is related to our study. The researchers personally administered the distribution and retrieval of the questionnaire and consent form from the informants. The gathered data were processed and interpreted.

Before the interview, the researchers explained to the participants the purpose of the research and the manner by which the interview was done. The study is oriented in qualitative research in sense that before the interview, the informants will sign the informed consent form. Qualitative research has been described a naturalistic study conducted through 18 prolonged contact with field situation which typically reflect the everyday life and explicit and implicit rules that governed the life.

Data Collection. The data was gathered through interview and with an aide of the voice recorder. The participants were being asked to answer the questions honestly and completely and were given the letter and informed consent form stating that the person was informed of the study. The primary method for data collection in this research involves semi structured interviews used to refine and develop an understanding of how participants view their situations after experienced on handling the programs.

According to Castle (1996), data collection refers to the survey method that is developed and utilized to obtain information. The methods that will be utilized in this study are structured interviews employing close-ended and open-ended questions with the participants who were resident of chosen area. Observations were conducted by the researchers ourselves during interview and visits on the areas. In order to keep a proper record of the observation, a schedule with the following columns were used, time (days, weeks, and months, etcetera), place type of event, and subjects. And Literature studies, where the researchers to utilized journals, books, government documents, legislation, policy reports, presented papers, and the Internet was used.

Data Analysis. In analyzing the informants' responses thematic analysis was employed. It was used to report the data in themes. Thematic analysis is a flexible technique that can be used to analyze data, and it is relatively easy and quick for new qualitative researchers to teach (Braun & Clarke, 2006).

In this research, recorded responses to interviews were analyzed deductively to obtain discrete, key themes that are relevant and specific to individual categories. The inspection and analysis of the content provided through interview revealed messages within the content itself. Thematic code analysis was used to inspect themes which emerge during analysis of interviews for the purpose of gauging the frequency of themes and similarities between users in use of themes.

Ethical Considerations

The researchers prioritized participant confidentiality throughout the study. Prior to conducting interviews, informed consent was secured from each participant, aligning with the Policy on research and the requirement for an informed consent form. Their consent to partake as sources, their opportunity not to answer on the off chance that they feel awkward with the inquiries, the welfare which they may get from the examination, and the classification. This process ensured participants were fully informed and gave their permission before detailing their experiences with SMART Strategies implementation.

The ethical conduct of this research demands unwavering adherence to principles of research integrity and transparency. This encompasses accurately reporting the research methodology, findings, and any limitations of the study. Researchers have a responsibility to disclose any potential biases or conflicts of interest and to ensure that the research is conducted with rigor and that the findings are presented honestly and objectively. By upholding these principles, the research contributes not only to a deeper understanding of SMART policing from the perspective of those on the ground but also to the broader body of knowledge in a manner that is both ethically sound and intellectually honest. In essence, studying SMART policing from the PNP personnel's viewpoint is a journey that requires not only methodological expertise but also a profound commitment to ethical principles, ensuring that the pursuit of knowledge is conducted with respect, responsibility, and a deep understanding of the human dimension of law enforcement.

Beneficence. This study applied by contributing to the improvement of smart policing strategies, aiming to positively impact both participants and the community, while maintaining respect for their involvement.

Non-maleficence. This study followed this principle by ensuring participants were not exposed to emotional, psychological, or physical distress. Confidentiality will be prioritized, and any question that causes discomfort may be skipped at the participant's discretion.

Justice. This principle emphasizes fairness and equity in the selection of participants and distribution of benefits. The study involved diverse police personnel, ensuring equal representation from Manduae City, and aimed to provide findings that would benefit the entire police community.

Autonomy. Respects participants' right to make informed decisions. This study, informed consent is obtained from all participants, ensuring they understood the purpose of the research and voluntarily agreed to participate, with the right to withdraw at any time.

Trustworthiness of the Research.

According to Castle (1996), the aim of qualitative research is to gain insights from people who will enrich and illuminate our understanding of actions, concepts, events and practices. The issue of validity and reliability arises from a need to persuade researchers of the authenticity and trustworthiness of the methods of collecting and presenting information and the interpretations that are derived from it. In order to ensure the relevance of the questions as well as their validity and reliability, intensive literature research were conducted prior to the formulation of questions. Furthermore, the researchers conducted fieldwork observations after the interviews to verify and confirm the conclusions to be made. The interviews was conducted by the researchers herself, they're recorded and notes were taken down during all the interviews.

The result of the study will be used to reach greater extent of goals and it is advantage by providing information or evidence to support or prove its conform-ability, and able to provide a support the activities in which the researchers realized the standard of a quality, true, real or honest study.

Credibility. Is the confidence that the research findings accurately reflect the participants' experiences and perspectives. To establish credibility in this study, the researcher used prolonged engagement with the participants, ensured member checking where participants reviewed and confirmed their responses, and employed a peer debriefing process to validate the interpretations made from the data.

Transferability. Refers to the degree in which the research can be transferred to other context; readers of the research define this section. The reader notes the specific details of the research situation and methods and compares them to a similar situation that they are familiar with. If the specifics were comparable, the original research would be deemed more credible. It is essential that the original researchers supply a highly detailed description of their situation and methods.

Dependability. Guarantees that the exploration discoveries are steady and could be rehashed. This deliberate by the standard in which the examination is directed, breaks down and exhibited. Each procedure in the examination

ought to be accounted for in detail to empower an outer specialist to rehash the request and accomplish comparable outcomes.

Conformability. Addresses how the examination discoveries are upheld by the information gathered. This is a procedure to set up whether the analyst has been one-sided amid the examination; this is because of the supposition that subjective research permits the exploration whether this is the situation by concentrate the information gathered amid the first request.

Bracketing and Reflexivity

In this phenomenological inquiry, bracketing and reflexivity served as essential mechanisms for maintaining the study's credibility. Bracketing, or epoché, required the researchers to deliberately suspend personal preconceptions, professional biases, and prior knowledge regarding the Philippine National Police (PNP) and SMART policing strategies. By identifying these internal assumptions at the outset, the researchers were able to approach the data with a "neutral lens," ensuring that the findings were grounded strictly in the participants' lived experiences rather than the researchers' subjective expectations. To complement this, a reflexive journal was maintained throughout the data collection and analysis phases. This practice allowed for a continuous internal dialogue, enabling the researchers to monitor their emotional and intellectual responses and prevent any personal interpretive bias from overshadowing the authentic voices of the police personnel.

Beyond merely identifying biases, the researchers utilized these techniques to navigate the inherent power dynamics between the interviewer and the active-duty police informants. By consistently revisiting the reflective journal, the researchers could identify moments where their own professional background might have steered the conversation, allowing them to recalibrate their approach to ensure a non-directive and open dialogue. This rigorous self-scrutiny was vital for uncovering the nuanced "Resource and Capacity Challenges" cited by the participants, as it prevented the researchers from filling in gaps with their own logical conclusions. Ultimately, this dual-layered process of bracketing and reflexivity transformed the researcher from a subjective observer into a disciplined vessel for the participants' truths, ensuring that the resulting themes of technological equity and operational efficiency are a direct, unadulterated reflection of the Mandaue City PNP's reality.

Definition Of Terms

For the readers to fully understand the contextual meanings of this research, I operationally defined the following terms:

Addressing the Challenges Encountered in the Implementation of the SMART Policing Strategies of the PNP. This pertains to the identification and examination of difficulties or barriers faced by the informants during the implementation of SMART Policing Strategies. These may include limitations in resources, training gaps, resistance from the community or within the organization, and other operational or institutional constraints.

Aspirations of the Informants to Improve the Implementation of the SMART Policing Strategies of the PNP. This relates to the hopes, suggestions, and forward-looking perspectives of the informants on how the current SMART Policing system can be enhanced. It includes their insights on policy reforms, resource allocation, capacity-building, and the integration of modern technologies and community-centered approaches in law enforcement.

Experiences of the Informants on the SMART Policing Strategies Implemented by the PNP. This refers to the personal accounts, observations, and reflections of police officers regarding their involvement in the application of SMART Policing Strategies within their area of assignment. These include day-to-day operational experiences, interactions with the community, and the application of technology-driven and data-informed policing practices.

Impacts of the SMART Policing Strategies to the Work Performance of the Informants. This refers to the perceived effects and outcomes of SMART Policing Strategies on the efficiency, effectiveness, and professional

development of the informants. It includes improvements in decision-making, crime prevention, community relations, accountability, and overall job satisfaction.

PRESENTATION AND ANALYSIS OF DATA

This chapter deals with the presentation and analysis of data.

Presentation of Data

All transcriptions were read for many times for purposes of acquiring the descriptions of experiences of the informants. The significant statements were extracted from the informants pertaining directly to the research phenomena (see Appendix F for sample of significant statements).

Emergent Themes

Formulated meanings were constructed from significant statements and arranged them into cluster themes (see Appendix G) for sample of the formulated meanings). Cluster themes were then re-grouped and which evolved into emergent themes (see Appendix H for sample of cluster themes which evolved into emergent themes).

From the formulated core meanings, 10 cluster themes were identified and re-grouped and categorized to form 15 emergent themes. We have developed emergent themes from the common responses of the informants of the study, namely:

Positive Experiences of the Informants in the Implementation of Smart Policing

1. Operational Efficiency through Technological Integration
2. Rapid Response and Community Connectivity
3. Digitization and Systematic Information Management

Negative Experiences of the Informants in the Implementation of Smart Policing

1. Resource Scarcity and Procurement Barriers
2. Infrastructure Gaps and Technical Instability
3. Training Disparity and Technical Skill Gaps

Addressing the Challenges Encountered of the Informants in Smart Policing Strategies Implemented by the PNP

1. Personal Resourcefulness and Individual Initiative
2. Collaborative Peer Mentoring and Knowledge Sharing
3. Contingency Planning and Procedural Adaptability

Impacts of Smart Policing Strategies to the Work Performance of the Informants

1. Systematic Precision and Enhanced Operational Efficiency
2. Professional Image and Public Trust Restoration
3. Increased Productivity and Reduced Occupational Stress

Aspirations of the Informants to Improve the Implementation of the SMART Policing Strategies of the PNP

1. Universal Equipment Access and Resources Completeness
2. Equitable Training and Continuous Capacity Building
3. System Standardization and Bureaucratic Streamlining

Positive Experiences of the Informants in the Implementation of Smart Policing

This refers to the personal accounts, observations, and reflections of police officers regarding their involvement in the application of SMART Policing Strategies within their area of assignment. These include day-to-day operational experiences, interactions with the community, and the application of technology-driven and data-informed policing practices.

Operational Efficiency through Technological Integration.

This theme highlights how the transition from traditional methods to tech-driven strategies has streamlined police work.

Informant 1 said, that the integration of advanced tools, such as drones, high-tech radios, and CCTV systems, has eliminated much of the manual guesswork in policing.

Akong experience kay ah, nice gyud kaayo siya'g, kanang innovative way murag na-less hassle man gyud siya nakita na ang kanang asa ang dapat mag-deploy og daghan nga tawo. (IDI1:SSI) (My experience is that it is a really nice, innovative way it has become less hassle, we can now see where to deploy more people).

The specific benefit of the SMART Policing Strategies is that it helps them identify the best locations or areas to allocate more resources or people. Informant 5 added:

So, through kanang Crime Data Analysis, so, makita na nako kung asa ta mag-implement og kanang... full visibility, Ma'am, sa atong mga beat patrolers... na-lessen gyud siya ang crime rate sa usa ka specific place. (IDI5:SS2) (Now, because of new systems and tools like the One Tap Button, communication and response are easier).

This process replaces guesswork with data, confirming a successful shift to proactive, intelligence-led policing. Informant 4 added:

Tungod anang 5 minutes response ang mga tao, safety kay ila paminaw kay bisan asa sila naa ray mo abot na police. Community connected na ang police og ang mga tao sa isa ka lugar. (IDI4:SS3). (Because of the 5-minute response, people feel safe knowing police will arrive quickly. The police are now more connected with the community).

Rapid Response and Community Connectivity. A major highlight of the informants' experience is the drastic reduction in response times, primarily through the 5-minute response mandate and "One-Tap" mobile applications.

Informant 1 statement feel more connected to the citizens because the community can reach them instantly via digital platforms.

Ang atong kanhi Chief PNP, nga si Sir Torre, nagpatuman sa '5-minute response time,' diin kinahanglan moabot ang mga pulis sulod sa lima ka minuto (IDI1:SS2). (Our former Chief PNP, Sir Torre, implemented the '5-minute response time,' requiring police to arrive within 5 minutes).

The informant 1 view highlights that the ability to "arrive quickly", a metric driven by innovative deployment, technology, and real-time data analysis is the critical variable that instills community trust. He added:

Tungod nianang 5-minute response, mobati og kasegurohan ang mga tawo kay nasayod sila nga moabot dayon ang mga pulis. Ang kapulisan mas nahimo na nga konektado sa komunidad karon (IDI1:SS3). (Because of the 5-minute response, people feel safe knowing police will arrive quickly. The police are now more connected with the community).

His immediate interaction has not only prevented crimes in progress but has also fostered a deeper sense of safety and trust among the public. Informant 3 said:

Mas nilambo ang kaluwasan ug seguridad sa komunidad tungod nianang 911 5-minute response. Lahi kaniadto nga hinay ang pagresponde, karon mas nadasig ug mas napasas na kini. (IDI3:SS3). (He safety and security of the community have improved because of the 911 5-minute response. Unlike before when the response was slow, the response has become faster).

Digitization and Systematic Information Management. This theme focuses on the administrative evolution within the PNP. Informants expressed that moving away from paper-heavy reporting to digital databases has made information gathering more organized and accessible.

Informant 6 statement encapsulates the ultimate goal articulated by the police personnel, a nationwide expansion and strengthening of Smart Policing.

Tungod sa SMART Policing, na-lesse ang kalisod sa trabaho tungod kay naa nay data kung asa angay mag-beat patrol ug unsa ang mga strategies nga buhaton; importante nga na-less ang crime. (IDI6:SS1). (With SMART Policing, the difficulty of the work has been lessened because there is data on where to conduct a beat patrol and what strategies to implement; it is important that crime has been lessened).

The use of "Crime Data Analysis" allows personnel to identify crime hotspots with a single click, ensuring that deployment is based on actual data rather than intuition. Informant 6 added:

Mas kampante na ang katawhan kay dali na moabot ang pulis kung mangayo sila og tabang, ug mas klaro nga andam ang PNP motubag sa panginahanglan sa komunidad. (IDI6:SS3). (The people are now more confident because the police can arrive quickly when they ask for help, and it is clearer that the PNP is ready to respond to the community's need).

This systematic approach ensures that reports are forwarded faster and information is stored securely and retrieved easily when needed.

Nakapamubo sa oras sa pag-abot sa impormasyon gikan sa komunidad; mas dali ma-locate ug ma-aksyunan ang mga reklamo ug problema; mas episyente ug mas dali ang daloy sa trabaho.. (IDI10:SS2). (It shortened the time it takes for information to arrive from the community; complaints and problems are quickly located and acted upon; the workflow of operations is more efficient and faster).

This statement serves as critical evidence, confirming that the integration of new technology is perceived by police personnel as the core mechanism driving strategic improvements.

Negative Experiences of the Informants in the Implementation of Smart Policing

Resource Scarcity and Procurement Barriers. This pertains to the identification and examination of difficulties or barriers faced by the informants during the implementation of SMART Policing Strategies. These may include limitations in resources, training gaps, resistance from the community or within the organization, and other operational or institutional constraints. Informant 2 said:

Tungod kay bag-o pa ang pag-implementar sa SMART Policing, usa sa mga kalisod nga among giatubang mao ang kakulang sa resources, tungod kay nagsugod pa lang ang tanan. Medyo mahal usab ang pag-procure og mga radyo ug mga drones. (IDI2:SS4). (Since SMART Policing was newly implemented, one difficulty we faced was the lack of resources, since everything was just starting. The procurement of radios and drones is somewhat expensive).

Primary obstacle to the SMART policing transition is a critical lack of essential hardware. Informant 6 said:

Ang number one nga hagit mao ang resources (Pilipinas) tungod sa pag-implementar sa Smart Policing nga nagkinahanglan og mga bag-ong teknolohiya; adunay kakulang sa mga radyo, body-worn cameras, ug mga computer. (IDI6:SS4). (The number one challenge is resources (Philippines) due to the implementation of Smart Policing which requires new technologies; there is a lack of radios, body-worn cameras, and computers).

Informant 8 highlighted that while the "Smart" mandate exists, the actual tools, such as body-worn cameras, high-tech radios, and patrol computers are often unavailable or insufficient in number.

Usa ka hagit mao ang kakulang sa pondo ug kagamitan; dili tanan nga personnel nakadawat og igong budget; aduna pa gihapong kakulang sa mga body-worn cameras ug mga high-tech nga radyo. (IDI6:SS4). (One challenge is the lack of funding and equipment; not all personnel received an adequate budget; there is still a lack of body-worn cameras and high-tech radios).

The bureaucratic and slow procurement process often delays the arrival of these technologies, leaving personnel to operate with outdated equipment that does not match the modern requirements of the strategy.

Infrastructure Gaps and Technical Instability. This theme focuses on the environmental and technical limitations that hinder digital policing. In many areas, especially remote or rural locations, the lack of stable internet and cellular signals makes it impossible to use real-time reporting apps or GPS tracking.

Informant 6 said:

Ang mga problema sa internet connection ug teknolohiya sa ubang lugar, ilabina sa mga hilit nga dapit, nakaapekto sa real-time nga pag-report.. (IDI6:SS6). (Problems with internet connection and technology in some areas, especially in remote parts, affect real-time reporting).

Informant 8 mentioned frequent system crashes or software glitches. These infrastructure "dead zones" and technical instabilities create significant delays, often forcing officers to wait until they return to the station to upload critical data.

Usahay hinay ang koneksyon sa internet, hinungdan nga maglisod sa paggamit sa online nga sistema, ilabina sa mga dapit nga walay signal. (IDI8:SS5). (Sometimes the internet connection is slow, making it difficult to use the online system, especially in areas with no signal).

The informant 9 highlight that software instability and system glitches create operational bottlenecks that delay the submission of reports.

Usahay malangan ang koordinasyon sa nagkalain-laing unit tungod kay ang mga gamit sa komunikasyon dili compatible o kaha kulang gyud. (IDI8:SS5). (Sometimes the coordination between different units is delayed because the communication tools are not compatible or are lacking).

Training Disparity and Technical Skill Gaps. This theme addresses the "human element" of the technological transition. Informants observed that there is an uneven distribution of knowledge within the PNP, where some officers are highly skilled while others struggle to operate basic digital platforms. Informant 6 said:

Adunay kakulang sa training sa paggamit sa mga modernong kagamitan; dili tanan nga personnel kahibalo mogamit sa mga high-tech nga gadgets nga gipaila-ila karon. (IDI6:SS5). (There is a lack of training on the use of modern equipment; not all personnel know how to use the high-tech gadgets being introduced).

Informant 7 said that maybe this disparity is often due to a lack of formal, specialized training that covers every member of a unit.

Dako gyud og natabang ang SMART policing sa among performance tungod kay mas napasayon ang pagkuha ug pagdumala sa mga impormasyon.. (IDI6:SS5). (SMART policing has really helped a lot in our performance because information gathering and management are made easier).

The informant points out that despite the availability of new tools, personnel still require more specialized training to utilize them effectively.

Informant 8 added:

Gikinahanglan pa gihapon ang dugang nga training sa paggamit sa mga bag-ong kagamitan. (IDI6:SS5). (Additional training on using the new tools is still needed).

The informant identifies that specialized units often lack the necessary training to operate new technologies, leading to uneven implementation.

Addressing the Challenges Encountered of the Informants in Smart Policing Strategies Implemented by the PNP

Personal Resourcefulness and Individual Initiative. This describes the proactive adaptation of personnel when faced with a lack of official government resources. Instead of allowing operations to stop due to equipment shortages, informants reported using their own personal smartphones, data plans, and private vehicles to fulfill their duties. Informant 8 said:

Aron matubag ang mga hagit, naggamit una mi sa among kaugalingong mga personal nga gadgets aron maseguro nga magpadayon ang koordinasyon ug ang pag-report.. (IDI6:SS5). (To address the challenges, we use our own personal devices first to ensure that coordination and reporting continue).

Informant 2 acknowledgment that they can increase deployment for police visibility precisely because statistics indicate a high crime rate confirms a fundamental shift from reactive to proactive, data-driven policing.

We have an option, or we can increase the number of personnel we assign to a location since based on the statistics, the crime rate in this area is high. That is how important data and statistics are. (IDI2:SS4). (We have an option, or we can increase the number of personnel we assign to a location since based on the statistics, the crime rate in this area is high. That is how important data and statistics are).

Informant 3 statements provides a compelling finding by establishing that the digital literacy of the current police workforce acts as a significant accelerator for Smart Policing strategies, minimizing resistance to change.

I think wala man siguro'y challenges kay mga millennials man ta, ka-maka-adapt ra gyud ta sa mga innovations karon. Sanay ta sa technology ba. Dali na mo-adapt. (IDI3:SS4). (I think there are probably no challenges because we are millennials, we can really adapt to the innovations now. We are used to technology. It's easy to adapt).

Informant 3 statement confirms that the generational readiness of personnel being used to technology transforms innovation from a challenging obstacle into something "easy to adapt to."

Collaborative Peer Mentoring and Knowledge Sharing. This refers to the perceived effects and outcomes of SMART Policing Strategies on the efficiency, effectiveness, and professional development of the informants. It includes improvements in decision-making, crime prevention, community relations, accountability, and overall job satisfaction. Informant 5 said:

Usahay kulang mi sa gamit sama sa radio ug camera kung mag-patrol. Makaapekto gyud na kay kinahanglan kaayo ang communication sa field. (IDI5:SS5). (Sometimes we lack equipment like a radio and camera when patrolling. That really affects us because communication in the field is very necessary).

From the informant 5 point of view, reliable communication in the field is an indispensable prerequisite for efficient operations, confirming that inadequate basic gear is a primary obstacle to maximizing the benefits of police modernization and quick response. Informant 6 said:

Ang number one challenge mao ang resources (Pilipinas) tungod sa pag-implement sa Smart Policing nga nagkinahanglan og new technologies; kuwang jud sa radio, body worn cameras, ug computers; 50-50 pa ang training. (IDI6:SS6). (The number one challenge is resources (Philippines) due to the implementation of Smart Policing which requires new technologies; there is a true lack of radios, body-worn cameras, and computers; training is still like 50-50).

The officer confirms that while modernization demands new technologies, the PNP is challenged by a severe lack of essential tools like radios, body-worn cameras, and computers, which is compounded by a perception of "50-50" training effectiveness.

Ang hagit mao ang kakulang sa pondo ug kagamitan; dili tanan nga personnel nakadawat og igong budget; kulang pa ang body-worn cameras ug high-tech radios. (IDI8:SS4). (One challenge is the lack of funding and equipment; not all personnel receive an adequate budget; body-worn cameras and high-tech radios are still insufficient).

The officer explicitly connects the lack of adequate budget to the insufficient supply of essential "Smart" tools, specifically body-worn cameras and high-tech radios, demonstrating that unequal resource distribution among personnel prevents the consistent, high-fidelity implementation of the mandated strategies across the entire force.

Contingency Planning and Procedural Adaptability. By confirming that resource limitations prevent the full utilization of necessary facilities and technology, the informant 8 highlights the issue of unequal access across the force.

Ang pinakadakong kalisdanan mao ang kakulang sa budget; dili tanan nga personnel makagamit sa pasilidad o teknolohiya nga gikinahanglan; limitado ra ang suporta. (IDI8:SS5). (The biggest difficulty is truly the lack of budget; not all personnel can use the necessary facilities or technology for SMART Policing; support is limited).

By confirming that resource limitations prevent the full utilization of necessary facilities and technology, the informant 8 highlights the issue of unequal access across the force.

Informant 10 ideal vision for Smart Policing, simultaneously defining the key challenge and proposing the necessary solution.

Ang hagit kay ang kakulang sa kagamitan ug teknolohikal nga mga resources; mas maayo unta nga ang matag-usa ka police personnel adunay kaugalingong gamit. (IDI10:SS4). (The challenge is the lack of equipment and technological resources; it would be better if every single police personnel had their own equipment).

The officer directly attributes the primary difficulty to the lack of equipment and technological resources, but crucially, proposes a clear solution: universal individual issuance.

Impacts of the SMART Policing Strategies to the Work Performance of the Informants

This refers to the perceived effects and outcomes of SMART Policing Strategies on the efficiency, effectiveness, and professional development of the informants. It includes improvements in decision-making, crime prevention, community relations, accountability, and overall job satisfaction.

Systematic Precision and Enhanced Operational Efficiency. This theme encompasses the perception that SMART Policing significantly improves work performance by simplifying, streamlining, and automating tasks like information gathering, which were previously manual.

Informant 3 said that the functional success of Smart Policing, directly connecting technological investment to core performance improvement.

Dako gyud kaayo 'g natabang ang SMART policing sa among performance kay mas napasayon ang pagkuha ug pag-manage sa impormasyon. (IDI3:SS7). (SMART policing has really helped a lot in our performance because information gathering and management are made easier).

It serves as strong evidence that the technology is valued because it simplifies complex tasks, directly translating into tangible positive results on the job. Informant 3 added:

Mas naka-pasayon gyud ang SMART policing sa among trabaho kay daghan kaayo 'g proseso nga sauna manual pa, karon automated na.. (IDI&:SS8). (SMART Policing has really made our job easier because many processes that were manual before are now automated).

The statement confirms that the new strategies have been effective in eliminating time-consuming, administrative burdens by replacing manual procedures, such as complex paperwork or repetitive data entry, with modern systems. Informant 3 added:

Pananglitan, sa pagkuha og criminal records o background check, sauna kinahanglang muadto pa mi sa opisina pero karon usa na lang ka click sa system, gawas na dayon ang data. (IDI3:SS9). (For example, when getting criminal records or background checks, we had to go to the office before, but now, it's just one click on the system, and the data is immediately available).

This move from manual, location-dependent work to immediate, decentralized data availability is the clearest evidence that the new strategies are successfully breaking down bureaucratic friction.

Professional Image and Public Trust Restoration. This describes the external impact of the personnel's performance. Informants observed that when they respond faster and use modern technology, the community's perception of the PNP changes for the better.

Informant 7 said:

Mas dako na ang pagsalig sa komunidad sa PNP; mas positibo na ang ilang panan-aw tungod kay mas transparent ang trabaho, ug dali ra nila makita ang mga resulta sa mga paningkamot sa ilang dapit. (IDI7:SS9). (He community is now more trusting of the PNP; their outlook is more positive because the work is more transparent, and they can easily see the results of the efforts in their area).

The informant notes that work performance is positively impacted by increased transparency, which fosters greater trust and a more positive relationship with the community. Informant 8 added:

Dako ang kausaban sa panglantaw sa komunidad; mas makit-an na ang mga pulis (visible), ug mas paspas na sila mo-respond sa mga insidente; nakita sa mga tawo nga mas moderno ug mas aktibo na ang PNP. (IDI8:SS9). (There is a big change in the community's perception; police are more visible, and they respond faster to incidents; the people see that the PNP is more modern and active).

It increased visibility and faster response times have improved the public's perception of the PNP as a modern and active force. Informant 9 said:

Mas dako ang pagsalig ug respeto sa komunidad tungod sa paspas nga pag-respond; nakita sa publiko nga naggamit ang PNP og mga modernong pamaagi aron mas daling makataban.. (IDI9:SS9). (The community has more trust and respect due to the faster response; the public sees that the PNP is using modern ways to help more easily).

The informant observes that the shift toward modern, tech-driven assistance has improved professional standing and fostered greater public respect for the police.

Increased Productivity and Reduced Occupational Stress. This theme focuses on the internal well-being and output of the officers. By automating tasks that were previously manual and time-consuming such as report writing and record searching personnel can achieve more in less time. Informant 7 said:

Mas dako ang pagsalig ug respeto sa komunidad tungod sa paspas nga pag-responde; nakita sa publiko nga naggamit ang PNP og mga modernong pamaagi aron mas daling makataban.. (IDI7:SS7). (The community has more trust and respect due to the faster response; the public sees that the PNP is using modern ways to help more easily).

The informant 3 reports that the organized nature of SMART policing reduces occupational stress by providing clear priorities and faster access to data.

Dako gyud og natabang ang SMART policing sa among performance tungod kay mas napasayon ang pagkuha ug pagdumala sa mga impormasyon. (IDI3:SS7). (SMART policing has really helped a lot in our performance because information gathering and management are made easier).

The informant confirms that the simplification of data gathering and management processes has led to a significant overall improvement in officer performance. Informant 10 said:

Mas maayo na ang akong performance karon tungod kay dali na nako ma-access ang mga impormasyon ug reports; mas sistematiko na ang trabaho ug dili na mokuha og dako nga oras. (IDI10:SS9). (My performance is better now because I can easily access information and reports; the work is more systematized and doesn't take much timer).

The informant reports that the systematization of reports has reduced time-wasting, directly resulting in better individual work performance and productivity.

Aspirations of the Informants to Improve the Implementation of the SMART Policing Strategies of the PNP.

This relates to the hopes, suggestions, and forward-looking perspectives of the informants on how the current SMART Policing system can be enhanced. It includes their insights on policy reforms, resource allocation, capacity-building, and the integration of modern technologies and community-centered approaches in law enforcement.

Universal Equipment Access and Resources Completeness. This theme expresses the central aspiration for complete equipment provision and equal access to technology for all police stations and personnel, regardless of location or unit. Informant 6 said:

Pangandoy nga mahatagan og kompleto nga kagamitan ang tanang police stations, dili lang selected nga lugar; importante ang parehas nga access sa teknolohiya. (IDI6:SS10). (The aspiration is for all police stations to be given complete equipment, not just selected areas; equal access to technology is important).

The informant 6 clearly understand that "equal access to technology is important" not only for fairness but as a prerequisite for maximizing efficiency and effectiveness across the entire PNP organization, underscoring a key area for policy recommendation.

Girekomendar nga dugangan ang mga kagamitan para sa mga police personnel, sama sa body-worn cameras, handheld radios, ug mga computer, ilabina sa mga naa sa field. (IDI6:SS11). (It is recommended to increase the equipment for police personnel, such as body-worn cameras, handheld radios, and computers, especially for those in the field).

The informant aspires for a 1:1 equipment-to-personnel ratio to eliminate delays in information dissemination and maximize response speed.

Aron makompleto ang mga kagamitan ug hatagan og personal nga gamit ang matag police personnel; kini makapapaspas sa pagdawat ug pagpakaylap sa impormasyon ug makapadali sa pag-responde. (IDI6:SS11). (To complete the equipment and issue personal equipment to every police personnel; this would make receiving/disseminating information faster and speed up the response).

Equitable Training and Continuous Capacity Building. This focuses on the aspiration for fair and comprehensive technological training for all personnel, regardless of unit or specialty, to expand skills and technological proficiency across the entire force. Informant 9 said:

Ang pangandoy mao nga matudloan ug ma-train ang tanan nga police personnel sa paggamit sa teknolohiya; dili pa tanan nasang-at sa training, maayo nga mahatagan og parehas nga kahigayonan. (IDI9:SS10). (The aspiration is for all police personnel to be taught and trained in using the technology; since not everyone has undergone training, it's good that everyone is given an equal opportunity).

The officer recognizes that for Smart Policing to succeed, the aspiration must be for *all* personnel to be proficient in the new technology.

Informant 9 words serves as a direct, actionable recommendation from the police personnel, perfectly synthesizing the need for continued investment in human capital.

Isugyot nga padayonon ug palapdan ang training programs aron mas daghan pa nga personnel ang mahasa sa paggamit sa teknolohiya. (IDI9:SS11). (The suggestion is to continue and expand the training programs so that more personnel are skilled in using the technology).

This proactive suggestion underscores the officers' belief that while the technology itself is beneficial, the limiting factor to full departmental efficiency is the uniformity of human skill. Informant 9 added:

Mapalig-on ug mas palapdan ang implementasyon sa SMART Policing sa tibuok nasud; gilauman nga matag police personnel makadawat og kumpletong kagamitan ug ma-train; mas moderno, paspas, ug epektibo ang serbisyo. (IDI10:SS13). (To strengthen and further expand the implementation of SMART Policing nationwide; the hope is that every police personnel receives complete equipment and training; service will be more modern, fast, and effective).

It effectively synthesizes the two critical needs identified throughout your data, the imperative for complete equipment and the necessity of universal training.

Analysis of Data

Transcendental Phenomenological Research is essential for profoundly understanding the complex institutional system of the PNP, especially when exploring the subjective nature of innovation and adaptation. This specific qualitative design, pioneered by Edmund Husserl, serves as the groundwork for analyzing the emerging social and organizational phenomena of SMART Policing by systematically gathering the lived experiences of police personnel.

This study was pursued with the following theoretical back up, namely: Diffusion of Innovation by Everett Rogers supported by the Organizational Change Theory by Kurt Lewin and Technology of Acceptance by Fred Davis.

Diffusion of Innovation Theory (Everett Rogers, 2003) is that the spread and adoption of the SMART Policing strategies viewed as innovations is affected by their characteristics, such as perceived relative advantage and compatibility within the social system of the PNP. People who believe the innovation offers clear benefits should

participate more eagerly. Especially when facing technological obstacles, individuals who see the innovation as having a greater relative advantage ought to work harder and persist longer than those who doubt its capabilities. Individuals acquire information to appraise adoption from discussions with peers who have already adopted the innovation.

Kurt Lewin's Organizational Change Theory (1947) is centered on the three-step model of Unfreeze, Change, and Refreeze to implement lasting change. It emphasizes the structural aspects involved in organizational transformation. Within the PNP, the "Unfreeze" stage involves preparing members to accept change by challenging the current status quo, while the "Change" stage implements new processes and technologies. The final "Refreeze" stage institutionalizes the new system (SMART Policing) to ensure lasting adoption and sustainability.

The Technology Acceptance Model (TAM) (Fred Davis, 1989) accounts for how police personnel progress in learning a variety of skills, from initial exposure to advanced proficiency in digital systems. The basic claim of this theory is that the learning of a wide variety of skills shows a remarkable similarity in development from initial knowledge through initial changes in behavior to eventual fluent and highly skilled behavior. Within the PNP, officers are motivated to interact with the environment for the purpose of developing or demonstrating competence in using the new tools.

Accordingly, the data gathered from the ten (10) informants were analyzed using descriptive analysis. The researchers carefully organized, categorized, and interpreted the participants' responses to identify recurring ideas and patterns related to the study's objectives. The significant statements were reviewed and summarized to highlight the common perceptions, practices, and challenges experienced by police personnel in relation to SMART Policing strategies. Similar responses were grouped and consolidated into ten (10) cluster themes, which served as the basis for the development of thirteen (15) emergent themes. These emergent themes comprehensively addressed the study's sub-problems and provided an in-depth description of how SMART Policing is implemented, perceived, and experienced by the police personnel of Mandaue City. These emerging themes pointed as a response to the sub-problems and summarized as follows: The experiences, challenges, impacts, and aspirations of the informants on the SMART Policing Strategies implemented by the PNP.

Positive Experiences of the Informants in the Implementation of Smart Policing

This pertains to the experiences of the informants on how SMART Policing streamlined daily police functions and maximized the use of limited resources through automated systems. The informants shared that transitioning from manual, paper-based workflows to digital platforms has significantly reduced the time spent on administrative tasks. They expressed that the integration of technology such as the e-Blotter and automated crime reporting has allowed them to focus more on field operations, ensuring that police work in Mandaue City is both data-driven and time-efficient.

1. **Operational Efficiency through Technological Integration.** This theme highlights the experiences of the informants regarding the significant improvement in the speed and accuracy of police workflows in Mandaue City. The informants shared that through the integration of centralized databases and digital documentation, they were able to eliminate redundant manual entries and retrieve vital information instantaneously. They mentioned that the shift to digital platforms reduced human error in record-keeping and allowed for a smoother transition of information between shifts. As a result, SMART Policing contributed to a more agile PNP organization where technology serves as a force multiplier, allowing officers to accomplish more tasks with higher precision.

This theme is supported by Fred Davis' Technology Acceptance Model (TAM) (1989), which suggests that the perceived usefulness and perceived ease of use of a system determine an individual's intention to use it. The informants' positive feedback reflects that when PNP personnel perceive SMART Policing tools as effective in reducing their workload and simplifying complex tasks, they more readily integrate these technologies into their routine. This acceptance leads to higher operational efficiency, as the digital tools are seen not as a burden, but as essential instruments for modern law enforcement.

According to Ratcliffe (2016), the integration of technology in intelligence-led policing allows for the "de-siloing" of information, ensuring that data is accessible to all units in real-time. He emphasized that when technology automates routine data processing, it frees up human cognitive resources for more complex problem-solving and investigative work.

Braga and Weisburd (2020) further noted that technological integration in policing minimizes the "administrative lag" that often plagues traditional bureaucracy. Their findings align with the experiences of the informants in Mandaue City, who noted that the digital transformation of the PNP has led to faster processing of cases and more efficient internal management.

2. Rapid Response and Community Connectivity. This theme highlights the experiences of the informants on how SMART Policing accelerated the PNP's response time and strengthened its bond with the community. The informants shared that through real-time communication tools and GPS-integrated dispatching, they could reach crime scenes or emergency situations much faster than through traditional radio calls alone. They mentioned that digital connectivity allowed for "crowdsourced" information, where citizens could send photos or locations directly to the units on the ground. As a result, SMART Policing transformed the PNP into a more proactive force that is deeply connected to the pulse of Mandaue City, improving both public safety and the residents' sense of security.

This theme is supported by Robert Putnam's Social Capital Theory (2000), which emphasizes the importance of social networks and the norms of reciprocity and trustworthiness that arise from them. In the context of SMART Policing, technology acts as a medium to build "bridging social capital" between the PNP and the diverse community of Mandaue City. By opening digital lines of communication, the PNP reduces the psychological distance between the uniform and the civilian. The informants' experiences show that when communication is rapid and transparent, it creates a feedback loop of trust, where citizens are more likely to cooperate with the police because they see the immediate, tangible results of their engagement.

According to Meijer and Thaens (2018), digital policing creates "public value" by making government services more responsive to the needs of the citizenry. They argued that when police departments use technology to facilitate two-way communication, it moves the organization from a "closed" bureaucratic model to an "open" collaborative model, significantly improving the speed of service delivery.

Walsh and O'Connor (2019) further observed that the use of social media and mobile platforms in policing acts as a digital extension of "the beat," allowing officers to maintain a presence in the community even when not physically visible. Their findings align with the experiences of the informants, who noted that digital connectivity has made the Mandaue City police more accessible, approachable, and remarkably faster in responding to the urgent needs of the public.

3. Digitization and Systematic Information Management. This theme highlights the experiences of the informants on how SMART Policing revolutionized data integrity and accessibility within the force. The informants shared that through systems like the Crime Information Reporting and Analysis System (CIRAS) and the e-Blotter, they no longer have to manually sift through piles of paper to find specific case histories. They mentioned that this systematic approach ensures that every piece of information from suspect profiles to evidence logs is stored securely and can be retrieved instantly for court proceedings or tactical planning. As a result, SMART Policing has created a "digital memory" for the Mandaue City police, ensuring that valuable information is preserved and utilized to its full potential.

This theme is supported by Bonnie Nardi and Vicki O'Day's Information Ecology Theory (1999), which views a workplace as an ecosystem where people, practices, and technology are interconnected. In Mandaue City, the "ecology" of the police station has evolved; the introduction of digital management tools has changed the "habits" of the informants, moving them away from disorganized manual filing toward a more structured digital environment. The theory suggests that for a digital tool to be successful, it must fit into the local environment and the needs of the people using it. The informants' experiences confirm that the systematic management of

information has become a vital "organism" in their professional ecosystem, supporting their survival and effectiveness in a data-heavy modern world.

According to Gottschalk (2007), effective knowledge management in law enforcement is not just about storing data, but about making it "retrievable and actionable" for decision-makers. He argued that when police departments move toward systematic digitization, they reduce the "information silos" that often prevent different units from solving interconnected crimes.

Chan (2001) further highlighted that the computerization of police records changes the "craft" of policing, making it more transparent and accountable. Her research aligns with the experiences of the informants in Mandaue City, who found that systematic information management not only made their work easier but also ensured that the "institutional memory" of the PNP remains intact and accurate over time.

Negative Experiences of the Informants in the Implementation of Smart Policing

1. **Resource Scarcity and Procurement Barriers.** This theme highlights the experiences of the informants on how the lack of essential equipment and the "red tape" of government purchasing hinder the full potential of SMART Policing in Mandaue City. The informants shared that they frequently face shortages of basic digital tools, such as body-worn cameras, high-specification computers, or even stable office workstations capable of running modern police software. They mentioned that even when funds are allocated, the procurement cycle is so long that by the time the equipment arrives, it is often already outdated or insufficient for the current demand. As a result, the implementation of SMART Policing feels "incomplete" to the informants, as they are expected to perform at a high-tech level without the consistent provision of high-tech tools.

This theme is supported by Jay Barney's Resource-Based View (RBV) (1991), which posits that an organization's performance is directly tied to its possession of resources that are valuable, rare, and difficult to imitate. In the context of the PNP in Mandaue City, the RBV suggests that for SMART Policing to be a competitive advantage, the organization must provide the "physical capital resources" (technology and equipment) necessary to execute the strategy. The informants' negative experiences demonstrate a "resource gap" where the strategic intent is present, but the lack of tangible resources prevents the organization from reaching its full operational potential. Without these foundational resources, the "Smart" aspect of policing remains a theoretical goal rather than a fully realized practical reality.

According to Koper et al. (2014), many police agencies suffer from a "technological lag" not because they reject innovation, but because of severe funding constraints and the high cost of maintaining modern systems. They emphasized that without a sustainable financial plan for equipment replacement and software updates, smart policing initiatives often stall at the pilot stage.

Byrne and Marx (2011) further noted that the "procurement paradox" in public safety often results in officers using personal devices to perform official duties because the official procurement process is too slow to keep up with technological cycles. Their findings align with the experiences of the informants in Mandaue City, who pointed out that resource scarcity and bureaucratic barriers remain the primary "bottlenecks" to modernizing the force.

2. **Infrastructure Gaps and Technical Instability.** This theme highlights the experiences of the informants regarding the unreliable technical environment in Mandaue City that hampers the continuity of police operations. The informants shared that even when hardware is available, they frequently encounter "dead spots" in internet connectivity and system server crashes during peak hours, which prevent them from uploading real-time reports or tracking units via GPS. They mentioned that when the system goes offline, the transition back to manual work is often disorganized, leading to delays and data duplication. As a result, the instability of the digital infrastructure creates a sense of uncertainty, where officers feel that the technology they rely on is too "fragile" for high-stakes law enforcement duties.

This theme is supported by Manuel Castells' Network Society Theory (1996), which argues that the power of modern organizations lies in their ability to stay connected through networks. If the "nodes" (police units) cannot connect to the "hub" (centralized databases) due to infrastructure gaps, the entire system loses its strategic value. The informants' experiences illustrate that without "technological ubiquity" or constant, stable access the benefits of a networked police force are neutralized. In Mandaue City, the digital divide is not just about having a computer; it is about the "connectivity gap" that prevents the PNP from functioning as a truly integrated, real-time unit.

According to Nhan (2014), the "digital vulnerability" of police departments often stems from a lack of robust IT infrastructure, where slow bandwidth and system crashes become significant stressors for personnel. He emphasized that for technology to be an asset, it must be as reliable as the traditional tools of the trade, like the radio or the firearm.

Byrne and Rebovich (2012) further highlighted that in many developing urban areas, the physical environment often conflicts with high-tech requirements. Their research aligns with the informants' reports that without a stable "digital backbone," SMART Policing remains a source of frustration rather than a solution, as technical downtime directly correlates with reduced operational efficiency.

3. Training Disparity and Technical Skill Gaps. This theme highlights the experiences of the informants on the uneven distribution of technical knowledge within the force. The informants shared that while new systems are introduced, the training provided is often "one-size-fits-all" or limited to a select few personnel, leaving others to catch up on their own. They expressed that older or less tech-savvy officers struggle to keep up with rapid software updates, creating a "skill gap" that affects team performance and data accuracy. They mentioned that without continuous and hands-on capacity building, the advanced features of SMART Policing remain underutilized, often leaving the burden of technical work on a few "expert" officers. As a result, the implementation feels lopsided, where the effectiveness of the technology is limited by the varying levels of digital literacy among the personnel in Mandaue City.

This theme is supported by Albert Bandura's Self-Efficacy Theory (1977), which posits that an individual's belief in their ability to perform a task influences their actual performance and persistence. In the context of the PNP, the "training disparity" directly lowers the digital self-efficacy of the informants. When officers feel they lack the proper training to navigate complex systems, they become hesitant to use them, viewing the technology as a source of anxiety rather than a tool for empowerment. The informants' experiences suggest that the "human element" of SMART Policing the skill to use the tool is just as critical as the tool itself.

According to Harris and Lurigio (2007), the "human-technology interface" in policing is often the weakest link in modernization efforts. They argued that "technological silos" are created when only a small portion of the staff is proficient, leading to resentment and decreased organizational morale. Their findings align with the informants' observations that equitable training is essential to prevent a "knowledge elite" from forming within the police ranks.

Buerger (2013) further noted that without sustained "booster training," initial technological gains are lost as officers revert to familiar, manual habits. This mirrors the informants' concerns that sporadic or inadequate training sessions are insufficient to keep pace with the evolving demands of SMART Policing in Mandaue City.

Addressing the Challenges Encountered of the Informants in Smart Policing Strategies Implemented by the PNP

This pertains to the proactive measures and indigenous "workarounds" adopted by the informants to overcome the logistical and technical hurdles they face daily in Mandaue City. The informants shared that in the absence of immediate institutional solutions, they rely on a combination of personal commitment and collective support to ensure that the digital transition does not fail. They expressed that their ability to adapt to these challenges is

driven by a sense of duty, ensuring that the modernization of the PNP remains operational despite the current limitations in resources and infrastructure.

1. **Personal Resourcefulness and Individual Initiative.** This theme highlights the experiences of the informants on using their own assets and creativity to bridge the resource gap in the implementation of SMART Policing. The informants shared that it is common practice to use their personal smartphones, private data subscriptions, and personal laptops to ensure that digital reports are filed and GPS tracking remains active when official equipment is unavailable. They mentioned that when official systems face downtime or when procurement is delayed, they "improvise, adapt, and overcome" by finding alternative ways to access the network. As a result, the success of SMART Policing is often sustained by the personal dedication of the officers, demonstrating a high level of commitment to the organization's goals despite the lack of consistent institutional support.

This theme is supported by the Theory of Individual Initiative in Organizations (Frese & Fay, 2001), which defines initiative as proactive, self-starting behavior that overcomes barriers to achieve a goal. In Mandaue City, the informants demonstrate high levels of "personal initiative" by taking responsibility for technological hurdles that are technically the organization's duty to solve. Their experiences show that the "human spirit" often compensates for "material scarcity," ensuring that the implementation of SMART Policing does not stall due to bureaucratic delays.

According to Lipsky (1980), "street-level bureaucrats" often use their own discretion and personal resources to manage the gap between heavy workloads and limited institutional resources. He argued that this resourcefulness is what allows public services to continue functioning under pressure, which mirrors the informants' reality in Mandaue City.

Bateman and Crant (1993) revealed that individuals with a proactive personality do not let environmental constraints limit their performance; instead, they change their environment or find ways around the obstacles. Their findings align with the experiences of the informants in Mandaue City, who acknowledged that their personal resourcefulness is what keeps the SMART Policing strategy moving forward.

2. **Collaborative Peer Mentoring and Knowledge Sharing.** This theme highlights the experiences of the informants on how they address the "Training Disparity" through informal, internal support networks. The informants shared that when formal training is insufficient or limited to select personnel, tech-savvy officers voluntarily mentor their peers, teaching them how to navigate new software and troubleshoot hardware issues. They mentioned that this "buddy system" ensures that no one is left behind, especially older personnel who may struggle with digital transitions. As a result, the PNP units in Mandaue City have created a culture of shared learning, where knowledge is treated as a collective resource rather than an individual advantage.

This theme is supported by Lev Vygotsky's Social Constructivism Theory (1978), specifically the concept of the "Zone of Proximal Development" (ZPD). It suggests that individuals learn best through social interaction and collaboration with "More Knowledgeable Others" (MKOs). The informants' experiences demonstrate that in the absence of institutionalized training, the social fabric of the police force becomes the primary classroom for digital literacy, allowing for a more inclusive technological transition.

According to Wenger (1998), "Communities of Practice" are essential in professional environments where formal structures lag behind rapid change. He argued that when practitioners share tips and "hacks," they deepen their expertise and create a stronger organizational identity. This aligns with the informants' accounts of how informal knowledge sharing has become the backbone of their technical survival.

Nonaka and Takeuchi (1995) discussed that the socialization of "tacit knowledge" the skills learned through experience rather than manuals is key to organizational success. Their research supports the informants' observation that peer mentoring is the most effective way to spread technical skills across the different divisions of the PNP.

3. Contingency Planning and Procedural Adaptability. This theme highlights the experiences of the informants on maintaining operational continuity despite technical instability and infrastructure gaps. The informants shared that they have developed "Plan B" protocols, such as maintaining manual backup logs that can be quickly encoded once internet connectivity returns. They expressed that being "Smart" in policing also means knowing when to revert to traditional methods to prevent service interruptions during critical operations. As a result, the informants have developed a high degree of procedural flexibility, ensuring that the mission of the PNP remains constant even when the technology is intermittent.

This theme is supported by Karl Weick's Theory of Organizational Resilience (1993), which focuses on "mindful organizing" and the ability of a system to recover from unexpected failures. Weick suggests that resilient organizations are those that empower their members to improvise and adapt when standard procedures fail. The informants' ability to switch seamlessly between digital and manual modes shows that they have cultivated a "resilient mindset" that treats technology as a tool for support rather than a single point of failure.

According to Hollnagel (2011), resilience in safety-critical organizations is the ability to adjust performance before, during, or after changes and disturbances. His findings support the informants' experiences that "procedural adaptability" is not a sign of failure in the system, but a vital sign of a sophisticated, high-functioning team that can manage complexity in real-time.

Comfort (2007) emphasized that in high-pressure environments, the capacity for "adaptive response" is what prevents small technical failures from becoming large-scale operational disasters. This mirrors the experiences of the informants in Mandaue City, who acknowledged that their contingency planning ensures that SMART Policing strategies remain effective regardless of technical obstacles.

Impacts of Smart Policing Strategies to the Work Performance of the Informants

This pertains to the experiences of the informants on how the adoption of SMART Policing has redefined their professional output and mental well-being. The informants shared that the shift from manual to digital processes has not only made their tasks more precise but has also elevated their sense of pride in their work. They expressed that when the systems function as intended, it removes much of the friction and guesswork traditionally associated with police duties, allowing for a more focused and professional execution of their mandate in Mandaue City.

1. Systematic Precision and Enhanced Operational Efficiency. This theme highlights the experiences of the informants on how technology has eliminated the margin of error in their daily tasks. The informants shared that tools like GPS-enabled dispatch and automated report generation have made their operations more "exact," ensuring that personnel are deployed exactly where they are needed most based-on data rather than intuition. They mentioned that the ability to access real-time records allows them to make informed decisions quickly, reducing the time wasted on redundant verification. As a result, SMART Policing has led to a more streamlined operational flow where precision significantly boosts the overall efficiency of the PNP's response to crime in Mandaue City.

This theme is supported by Frederick Taylor's Scientific Management Theory (1911), which focuses on optimizing workflows to improve productivity through the use of standardized tools and methods. In the context of the PNP, SMART Policing applies digital tools to standardize tasks, ensuring that every officer follows the most efficient path to completion. The informants' experiences show that when technology handles the "mechanics" of the job such as data entry and location tracking the overall output of the organization becomes more streamlined and predictable.

According to Koper et al. (2015), the use of technology in policing acts as a "force multiplier," allowing a fixed number of officers to cover more ground with higher accuracy. They emphasized that systematic precision leads to "hot spot" optimization, where data-driven deployment prevents crime more effectively than random patrols.

Lum and Koper (2017) revealed that technology-led policing enhances the quality of police work by making it more measurable and results-oriented. Their findings align with the experiences of the informants in Mandaue City, who acknowledged that SMART Policing strengthened their operational precision and overall work performance.

2. Professional Image and Public Trust Restoration. This theme pertains to the experiences of the informants on how the utilization of modern technology has elevated the reputation of the police force. The informants shared that being seen using tablets, body-worn cameras, and digital reporting tools commands a higher level of respect from the citizens of Mandaue City. They expressed that the transparency provided by digital footprints such as GPS logs and electronic blotters helps eliminate suspicions of bias or corruption. As a result, SMART Policing has served as a bridge for legitimacy, transforming the PNP's public persona from a traditional bureaucracy to a transparent, 21st-century law enforcement agency.

This theme is supported by Tom Tyler's Procedural Justice Theory (2003), which argues that public cooperation is based on the perceived fairness and transparency of police processes. The informants' experiences confirm that when technology makes police actions "recordable" and "trackable," it creates a neutral ground that the public trusts. The adoption of SMART tools signals to the community that the police are committed to modern standards of accountability.

According to Goldsmith (2010), the "digital visibility" of modern policing can act as a catalyst for trust-building, as it provides objective evidence of police-citizen interactions. He emphasized that in an age of viral information, a police department that proactively adopts technology sends a powerful signal of organizational integrity.

Manning (2008) further noted that the use of sophisticated technology serves as a "symbolic resource" that enhances the authority of the police. His research aligns with the informants' observations that the professional image projected by SMART Policing tools is a fundamental shift that restores the public's confidence in the PNP.

3. Increased Productivity and Reduced Occupational Stress. This theme highlights the experiences of the informants on the psychological and physical relief provided by automated systems. The informants shared that the reduction in "paperwork fatigue" and the ease of communicating through real-time apps have significantly lowered their daily stress levels. They mentioned that being able to finish reports faster gives them a sense of accomplishment and prevents the "backlog" that often leads to burnout. As a result, SMART Policing has improved the "quality of work-life" for the informants, allowing them to remain productive without the heavy mental toll of disorganized manual systems.

This theme is supported by the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007), which suggests that "job resources" such as technological support can buffer the impact of "job demands" on strain. In Mandaue City, the SMART Policing systems serve as the critical resource that helps officers manage the high demands of law enforcement, preventing exhaustion and disengagement.

According to Agnew's General Strain Theory (1992), when individuals are given the tools to achieve their goals successfully, the frustration of the job is reduced. This aligns with the informants' observations that technology makes their daily goals more attainable, leading to a more positive and productive work environment.

Byrne and Rebovich (2012) found that officers who have access to integrated tech systems report higher job satisfaction and lower levels of frustration compared to those using outdated methods. This mirrors the experiences of the informants in Mandaue City, who noted that digital tools have lessened their occupational burden.

Aspirations of the Informants to Improve the Implementation of the SMART Policing Strategies of the PNP

This pertains to the future-oriented outlook of the informants regarding the sustainability and growth of SMART Policing. The informants shared their hopes for a more holistic approach to modernization that addresses the gaps they currently experience. They expressed that while the strategy is effective, it requires a stronger foundation of institutional support to move from a "work-in-progress" status to a fully institutionalized standard of excellence in Mandaue City.

1. Universal Equipment Access and Resources Completeness. This theme highlights the aspirations of the informants for an equitable distribution of modern hardware across all units. The informants shared their hope that every officer on the field and in the office will eventually be provided with the necessary high-specification tools such as tablets, body-worn cameras, and reliable mobile data without having to rely on personal expenses. They mentioned that "resource completeness" is the key to ensuring that no unit is left behind in the digital transition. As a result, they aspire for a PNP where technological empowerment is a universal standard rather than a privilege for select units.

This theme is supported by Adam Smith's Resource Allocation Theory, which in an organizational context suggests that for a system to achieve peak productivity, resources must be distributed efficiently where they are most needed. The informants' aspirations reflect a need for the PNP to move toward a more strategic investment in physical assets that align with the digital software they are expected to use. Ensuring that the "hardware" matches the "software" is seen as a vital step in eliminating the personal financial burden currently carried by the officers.

According to Koper et al. (2014), the sustainability of technology in policing depends on a lifecycle funding model that includes maintenance and replacement. They argued that "partial implementation" leads to frustration, whereas universal access fosters a unified organizational culture.

2. Equitable Training and Continuous Capacity Building. This theme highlights the informants' desire for a more inclusive and ongoing educational framework for technology. The informants shared that they aspire for training programs that are not just one-time events but are continuous and accessible to all, regardless of rank or age. They mentioned that specialized training should be decentralized so that even those in smaller precincts in Mandaue City are proficient in using the latest systems. As a result, they hope for a capacity-building model that ensures every member of the force is equally capable and confident in navigating the digital landscape.

This theme is supported by Peter Senge's Learning Organization Theory (1990), which emphasizes that for an organization to thrive in a changing environment, it must facilitate the continuous learning of all its members. The informants' aspirations for equitable training align with the goal of creating a "smarter" PNP that evolves through collective knowledge rather than the expertise of a few individuals.

According to Skogan (2019), the failure of police innovations is often due to a lack of "front-line buy-in" caused by inadequate training. He emphasized that when officers feel competent, they are more likely to advocate for and effectively use new systems, supporting the informants' call for a more robust training environment.

3. System Standardization and Bureaucratic Streamlining. This theme highlights the informants' aspiration for a more unified and less complicated digital environment. The informants shared their hope for a "single-window" system where different police databases such as the e-Blotter, CIRAS, and personnel files are fully integrated, reducing the need to log into multiple platforms. Furthermore, they expressed a need to streamline the bureaucratic processes of procurement and technical support, ensuring that broken equipment is replaced quickly. As a result, they aspire for a SMART Policing system that is as efficient in its administration as it is in its operation.

This theme is supported by Max Weber's Theory of Bureaucracy, specifically the modern move toward "Digital Bureaucracy," which seeks to remove the traditional inefficiencies of government processes through digital integration. The informants' desire for streamlining reflects a need for the PNP's administrative "back-end" to catch up with its technological "front-end," ensuring that "red tape" does not stifle digital progress.

Chan (2001) discussed that the effectiveness of police technology is often limited by the "institutional weight" of old bureaucratic habits. Her research aligns with the informants' aspirations for a standardized system that simplifies rather than complicates their daily professional lives.

SUMMARY, FINDINGS, AND IMPLICATIONS

This chapter presents the summary, findings, conclusions, and implications based on the data secured through a series of the interview using the interview guide, voice recorder. The study was conducted to provide an in-depth study about the Smart Policing Strategies of the Philippine National Police (PNP): from the Point of View of the Police Personnel of Mandaue City.

SUMMARY

This study delved into the experiences of the Police Personnel on the SMART Policing Strategies of the Philippine National Police from the Point of View of the Police Personnel of Mandaue City.

Specifically, the study sought to answer the following questions:

1. What are the experiences of the informants on the SMART Policing Strategies implemented by the PNP?
2. How do the informants address the challenges encountered in the implementation of the SMART Policing Strategies of the PNP?
2. What are the impacts of the SMART Policing Strategies to the work performance of the informants?
3. What are the aspirations of the informants to improve the implementation of the SMART Policing Strategies of the PNP?

This study utilized the qualitative research method and employing the descriptive approach. The individual in-depth interview and focus group discussion was conducted in Police Station 6, Mandaue City, Cebu. The study involved ten 10 informants, all of whom are active police personnel of the Philippine National Police assigned in Mandaue City. Each participant has rendered a minimum of two 2 years of service, qualifying them to provide substantial insights and firsthand experiences regarding the implementation of SMART Policing strategies.

FINDINGS

The researchers developed (15) emergent themes. These emerging themes pointed as a response to the sub-problems and summarized as follows: First problem; the positive experiences of the informants on the SMART Policing Strategies, emergent theme that was created, namely: *Operational Efficiency through Technological Integration. Rapid Response and Community Connectivity. Digitization and Systematic Information Management*

In how the informants address the negative challenges encountered in the implementation of the SMART Policing Strategies, there are six emergent themes that were created, these include: *Resource Scarcity and Procurement Barriers. Infrastructure Gaps and Technical Instability Training Disparity and*

Technical Skill Gaps.

In the addressing the challenges of the SMART Policing Strategies to the work performance of the informants, researchers analyzed the responses given by the informants and came up with the three emergent themes:

Personal Resourcefulness and Individual Initiative. Collaborative Peer Mentoring and Knowledge Sharing. Contingency Planning and Procedural Adaptability.

In the impacts of the informants to the work performance of the informant of the SMART Policing, there are three emergent themes that came up namely: *Systematic Precision and Enhanced Operational. Efficiency Professional Image and Public Trust Restoration. Increased Productivity and Reduced Occupational Stress.*

In the aspirations of the informants to improve the implementation of the SMART Policing Strategies of the PNP, there are three emergent themes that came up namely: *Universal Equipment Access and Resources Completeness, Equitable Training and Continuous Capacity Building, and System Standardization and Bureaucratic Streamlining.*

Implications

Implication for Practice

From the inquiry's findings, the following are the recommendations, suggestions and measures for implementation.

Philippine National Police Personnel. This study can provide PNP personnel with a deeper understanding of SMART Policing implementation, its goals, and its perceived impact on their work. By highlighting best practices and explaining the rationale behind new technologies and procedures, it can help them identify areas for improvement, training needs, and resource allocation to effectively utilize these strategies, ultimately leading to better performance and increased safety.

Local Government Unit (LGU). This study can benefit LGUs by comprehending the localized application of the PNP's SMART Policing strategies within their specific jurisdictions and the consequent impact on local crime rates and public safety. This understanding can facilitate improved coordination with the PNP, enable a more effective allocation of local resources in support of policing endeavors, and provide crucial data to inform their respective local security and development plans.

National Police Commission (NAPOLCOM). The study's findings can be a valuable tool for NAPOLCOM, the oversight body for the PNP, in assessing the effectiveness and efficiency of the PNP's modernization efforts and strategic direction, with a particular focus on SMART Policing implementation. The research provides data to inform NAPOLCOM's policy formulation, decisions on resource allocation, and evaluation of the PNP's adherence to performance standards and legislative mandates such as RA 8551.

Department of Interior and Local Government (DILG). This study helps the DILG exercising administrative oversight of the PNP, stands to benefit from the study's findings in understanding the advancements and challenges inherent in modernizing police operations across the nation. The research can serve as a basis for the DILG's strategic planning concerning national peace and order programs, inform resource allocation for technology and training initiatives, and support the development of policy initiatives aimed at augmenting law enforcement capabilities nationwide.

Implication for Future Studies

Researchers. This study serves as a valuable case study for researchers in criminology, public administration, and technology studies can benefit from this study as a valuable case study on the adoption and implementation of modern policing strategies in a developing country context. The findings can contribute to the existing body of knowledge on SMART Policing, provide empirical data for comparative studies, and highlight unique challenges and opportunities specific to the Philippine setting.

Future Researchers. This study can serve as a starting point for future research on policing in the Philippines by providing a baseline understanding of the PNP's current SMART Policing strategies. It can highlight areas where

more knowledge is needed, suggest specific topics for further investigation (e.g., particular technologies, long-term consequences, community perspectives), and guide the design of future studies on police modernization, technology adoption, and crime prevention in the country. The findings of this research provide several critical implications for Future Researchers and scholars dedicated to the study of law enforcement modernization in the Philippines. This study serves as a valuable case study for researchers in criminology, public administration, and technology studies. It contributes to the existing body of knowledge on SMART Policing by providing empirical data specifically relevant to a developing country context. By documenting the lived experiences of police personnel in Mandaue City, it establishes a baseline understanding of the PNP's current technological strategies. Ultimately, this study provides the evidence-based refinement of research directions, allowing future scholars to explore how implementation failures and resource shortfalls can be addressed through better training and policy directives.

For future research, it is recommended that similar studies be conducted in other municipalities and operational settings to compare levels of awareness and technological engagement across the Philippine National Police. Quantitative studies could explore correlations between the organization's safety culture and actual digital compliance outcomes, while longitudinal or experimental designs could assess the long-term behavioral effects of repeated technological interventions on personnel performance. These further inquiries would expand the application of Everett Rogers' Diffusion of Innovations (1995), Kurt Lewin's Organizational Change Theory (1947), and Fred Davis's Technology Acceptance Model (1989) in understanding how awareness, social communication, and individual perceptions collectively influence proactive policing and modernization efforts nationwide.

Additionally, researchers can investigate organizational culture and leadership influence using Kurt Lewin's framework as a lens to examine how management commitment, communication openness, and employee empowerment shape behavior. This will further explain why some police stations achieve stronger compliance with SMART Policing protocols than others. Studies may also integrate Fred Davis's model to analyze how perceived usefulness and self-efficacy influence the motivation of personnel to engage in preventive behaviors and technological readiness. By establishing this baseline, future researchers can highlight areas where more knowledge is needed, ultimately guiding the design of future studies on police modernization and technology adoption in the country.

In summary, future studies should continue to bridge theory and practice by examining the behavioral, cultural, and motivational dimensions of SMART Policing implementation. By deepening the understanding of how law enforcement personnel perceive, internalize, and act upon technological advancements, researchers can contribute to developing more adaptive, evidence-based, and human-centered strategies for modern public safety in the Philippines.

ACKNOWLEDGEMENT

The researchers wish to express their heartfelt gratitude to all those who extended their support, coordination, and participation in this study. Your time, guidance, patience, effort, and willingness to share experiences have been invaluable and deeply appreciated.

Special thanks are extended to Dr. Esmeraldo E. Damuag, whose unwavering commitment, expertise, and mentorship have been instrumental in shaping this study.

The researchers also extend sincere appreciation to Atty. Dodelon F. Sabijon, the research adviser, for his consistent support and insightful guidance. His patience, understanding, and encouragement played a vital role in refining the research, and his contributions are truly valued.

Gratitude is also offered to the research informants, whose generosity in sharing their time, experiences, and perspectives enriched the depth and relevance of this study.

The researchers acknowledge their families, whose unwavering support, emotional, moral, and financial provided a foundation of strength throughout this journey. Their belief in the researchers' capabilities served as a constant source of motivation. Likewise, heartfelt thanks are extended to friends and co-researchers, whose camaraderie, collaboration, and shared commitment made the research process more meaningful and memorable.

Above all, the researchers offer gratitude to Almighty God for His endless grace, guidance, and protection. His presence provided strength to overcome obstacles and achieve the goals of this study. This work stands as a testament to the collective support, encouragement, and contributions of all who believed in and assisted the researchers throughout this endeavor.

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APPENDIX A

TRANSMITTAL LETTER

APPENDIX B



INFORMED CONSENT FORM



(032) 255 – 7777 local 183

INFORMED CONSENT

Informed Consent for the Study on SMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY

Name of Principal Investigator : Queenyl Vee T. Dereche

Name of Organization : University of Cebu – Main

Name of Proposal : SMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY

This Informed Consent Form has two parts:

- Information Sheet (to share information about the research with you)
- Certificate of Consent (for signatures if you agree to take part)

You will be given a copy of the full Informed Consent Form

PART I: Information Sheet Introduction

We are student-researchers from the College of Criminal Justice of the University of Cebu. We are doing research on the topic entitled **SMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY**. The researcher is asking for your permission and invites you to be part of this research. You do not have to decide today whether or not you will participate in this research. Before you decide, you can talk to anyone you feel comfortable with about the research.

This consent form may contain words that you do not understand. Please ask me to stop as we go through the information, and I will take the time to explain. If you have questions later, you can ask contact and ask me.

Purpose of the research

The purpose of this research is to explore and analyze the implementation of SMART policing strategies by the Philippine National Police (PNP) from the perspective of police personnel in Mandaue City. It aims to assess how these strategies are understood, applied, and experienced in day-to-day policing operations. The study seeks to identify both the benefits and challenges faced by officers, with the goal of contributing to the enhancement of law enforcement effectiveness at the local level.

Type of Research Intervention

This study uses a descriptive qualitative approach with a non-experimental, evaluative intervention. It focuses on gathering data through surveys and interviews without manipulating any variables. The research aims to document the lived experiences and professional insights of police officers regarding the SMART policing framework currently in use.

Participant selection

Forty percent (40%) of the informants are individually interviewed and sixty percent (60%) of the informants are gathered in one venue and which will serve as focus group discussion. The informants in this study are active-duty police officers assigned to Police Station 6 of the Mandaue City Police Office in Cebu. Each officer has rendered a minimum of two years of service in the Philippine National Police, providing them with substantial experience in the implementation of SMART Policing Strategies.

Voluntary Participation

Participation in this research is entirely voluntary, and all respondents have the right to refuse or withdraw at any point without any consequence. Police personnel who choose to participate will do so with full understanding of the study's purpose and their role in it. Consent will be obtained prior to data collection to ensure ethical compliance and respect for individual autonomy.

Procedures and Protocol

In this investigation, you will be asked to answer the questions during the individual in-depth interview to be conducted by the field interviewers during your free and convenient time. The questions in the interview guide will be read aloud by the interviewer and you can answer those items that you like to answer. Furthermore, there will be follow-up questions to be asked if necessary. If you wish not to answer some of the questions, you can tell the interviewer to skip them and move on to the next question. The information recorded is confidential and no one else except the field interviewers and researchers will have access to a copy of the transcript and audio recording, which will be destroyed after 6 months.

To ensure that you will be able to have a full understanding of the purpose of the study, the proponent will first explain the objectives of the study and the intended benefits of participating in this investigation.

Duration

The duration of the research is ten (10) months. During the data collection phase, the field interviewers will request for an appointment with you for a focus group discussion/interview at your convenient time and place. The interview will last for 40-minutes to one (1) hour. Your engagement as a participant will only take once.

Risk

During the individual in-depth interview, the field interviewers will ask you about your ideas/opinions about your work life as a GAD focal person. You will not be forced nor required to answer all questions that will be asked. If you do not want to answer some of the items because you are not comfortable with them your decision will be respected and you do not have to give reasons for not responding, or for refusing to take part in the interview. Furthermore, be assured that the responses that you will provide will not be shared.

Benefits

By participating in this research, the informants are given the opportunity to express their insights, experiences, and suggestions regarding the implementation of SMART policing strategies. Their contributions help highlight operational strengths and gaps, which may lead to improvements in their working conditions and overall effectiveness. Involvement in the study also gives them a sense of inclusion and value, knowing their voices are being heard for policy development. Ultimately, the research aims to contribute to reforms that directly benefit their performance and professional growth.

Reimbursements

You will not be provided with any payment or monetary remuneration if you take part in this research.

Confidentiality

All the data and responses that you will provide in this investigation will not be shared with other people and will be kept confidential. Your information and other information collected from this research will be put away and no one, except the field interviewers and the researchers will be able to have access to it. Any information about you will have a number/code on it instead of your name. Only the field interviewers/researchers will know your number/code. All the documents related to this investigation will be placed in the cabinet with a lock and key and will not be shared with or given to anyone except the research proponents. All related documents regarding the research will be kept in UC main research office and only the research director has the key or access to all of the files. After the research is completed/published, it will be destroyed after six (6) months.

Sharing the Results

At the end of the study, I will be sharing the results with the academic community. Be assured that your answers during the individual in-depth interview will be shared with anybody.

The results will also be presented in a research conference/colloquium and will be published so that other interested people may learn from this research.

All records will be kept confidential.

All the names of the informants will not be divulged. Furthermore, as an informant, you may also share the results and a copy of the report will be provided by the researcher. If you have a plan to do so, please include the timeline and reason for sharing the information, including the details.

Right to Refuse or Withdraw

You may choose not to participate in this study. It is also of primordial importance that you must know that you may stop participating in the individual in-depth interview at any time.

Who to Contact

If you have any questions, you can ask them now. You can also ask questions even after the study has started. If you wish to ask questions later, you may contact any of the following:

Queenyl Vee T. Dereche (Lead Researcher) – 09651627202

Camela Jane T. Pepito (Researcher) – 09615696039

Jhonrey C. Abella (Researcher) – 09657964447

Atty. Dodelon Sabijon Ph.D. CRIM. - email add: delon.ucgs@gmail.com

Dr. Renato Sagayno – 09212297427 – UC Main Research Director

Dr. Juanito N. Zuasula Jr., MD. – 233-5503 (UC CAREC)

This research project has been reviewed and scrutinized by the technical panel of the University of Cebu Graduate School and the UC research office. If you have any questions, please contact the University of Cebu at 032-255-7777

PART II: Certificate of Consent.

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions that I have asked have been answered to my satisfaction. I consent voluntarily to participate in this research.

Print Name of Participant _____

Signature of Participant _____

Date _____

Day/Month/Year

If Illiterate:

A literate witness must sign (if possible, this person should be selected by the participant and should have no connection to the research team). Participants who are illiterate should include their thumb-print as well.

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had the opportunity to ask questions. I confirm that the individual has given consent freely.

Print Name of Witness _____ AND Thumb Print of the Participant

Signature of Witness _____

Date _____

Day/Month/Year

Statement by the researcher/person taking consent

I have accurately read out the information sheet to the potential participant, and to the best of my ability made sure that the participant understands that the following will be done:

1. face to face or online survey.

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

A copy of this ICF has been provided to the participant.

Print Name of Researcher/Person Taking the Consent _____

Signature of Researcher /Person Taking the Consent _____

Date _____

Day/Month/Year

APPENDIX B



INFORMED CONSENT FORM

University Research Office

(032) 255 – 7777 local 183



Informed Consent for the Study on SMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY

Name of Principal Investigator : Queenyl Vee T. Dereche

Name of Organization : University of Cebu – Main

Name of Proposal : SMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY

This Informed Consent Form has two parts:

- Information Sheet (to share information about the research with you)
- Certificate of Consent (for signatures if you agree to take part)

You will be given a copy of the full Informed Consent Form

PART I: Information Sheet Introduction

Kami mga estudyante nga mananaliksik gikan sa College of Criminal Justice sa University of Cebu. Nagahimo kami og panukiduki nga may titulo nga: **"SMART POLICING STRATEGIES SA PHILIPPINE NATIONAL POLICE (PNP): GIKAN SA PANGHUNA-HUNA SA MGA PERSONAHE SA PULIS SA MANDAUE CITY."**

Nangayo kami og pagtugot ug nag-awhag kanimo nga mahimong kabahin sa among panukiduki. Dili ka kinahanglan magdesisyon karon dayon kung mouyon ba ka o dili sa pag-apil sa panukiduki. Sa dili pa ka magdesisyon, mahimo ka makigstorya sa bisan kinsa nga imong kasaligan bahin sa panukiduki.

Kini nga form sa pagtugot posibleng adunay mga pulong nga lisod sabton. Palihug ipahibalo dayon sa amoa kung gusto nimo nga undangon ug among ipatin-aw og maayo. Kung naa kay mga pangutana sa ulahi, mahimo ka makontak ug mangutana.

Purpose of the research

Ang tuyo sa maong panukiduki mao ang pagsusi ug pag-analisar sa pagpatuman sa SMART policing strategies sa Philippine National Police (PNP), subay sa panan-aw sa mga personahe sa pulis sa Dakbayan sa Mandaue. Gitumong niini nga masabtan kung giunsa kini nga estratehiya nasabtan, giaplikar, ug nasinati sa adlaw-adlaw nga operasyon sa kapulisan. Ang panukiduki magtutok sa mga bentaha ug hagit nga giatubang sa mga opisyal aron makatampo sa kalamboan sa lokal nga pagpapatuman sa balaod.

Type of Research Intervention

Gamit ang descriptive qualitative nga pamaagi, kini nga pagtuon dili maggamit og eksperimentasyon. Mokuha kini og datos pinaagi sa mga surbey ug interbyu nga walay usang butang nga usbon. Gikinahanglan ang mga tinuod nga kasinatian ug opinyon sa mga opisyal kabahin sa SMART policing nga ilang kasamtangang gigamit.

Participant selection

Kapin sa 40% sa mga partisipante ang moagi og indibidwal nga interbyu, samtang ang 60% ipundok sa usa ka lugar alang sa focus group discussion. Ang mga partisipante sa panukiduki mao ang mga aktibong opisyal sa Police Station 6 sa Mandaue City Police Office. Kinahanglan nga adunay minimum nga duha (2) ka tuig nga serbisyo sa PNP aron adunay igo nga kasinatian sa SMART Policing Strategies.

Voluntary Participation

Ang imong pag-apil sa panukiduki bug-os nga boluntaryo. Aduna kay katungod nga mosalikway o mobiya bisan kanus-a nga walay sangputan. Ang partisipasyon himoon lamang kung adunay kompletong pagsabot ug pagtugot gikan sa partisipante.

Procedures and Protocol

Sa panukiduki, pangutan-on ka pinaagi sa usa ka indibidwal nga interbyu nga himoon sa imong luag nga oras ug dapit. Basahon sa interviewer ang mga pangutana ug tubagon lang nimo ang imong gustong tubagon. Aduna sab follow-up questions kung gikinahanglan. Kung dili nimo gusto tubagon ang uban pangutana, pwede ka mosulti nga likayan kini.

Ang impormasyon nga makuha kay sekreto ug dili ipakita sa uban gawas lamang sa field interviewers ug mga mananaliksik. Ang transcript ug audio recording kay laglagon sulod sa unom (6) ka buwan human sa panukiduki.

Duration

Ang tibuk panukiduki molungtad og 10 ka buwan. Ang interbyu o focus group discussion molungtad ug 40 minutos hangtod usa (1) ka oras. Usa ra ka beses ka moapil sa interbyu.

Risks

Sa interbyu, pangutan-on ka bahin sa imong mga kasinatian ug opinyon sa imong trabaho isip GAD focal person. Dili ka pugson sa pagtubag sa tanan nga pangutana. Kung dili ka komportable, mahimo ka mosulti nga dili nimo tubagon ug among respetohon kini. Dili ipahibalo ang imong mga tubag sa uban.

Benefits

Pinaagi sa imong partisipasyon, makahatag ka og mga ideya, kasinatian, ug suhestiyon kabahin sa implementasyon sa SMART policing. Ang imong input makatabang sa pagpalambo sa operasyon, kahimtang sa trabaho, ug polisiya. Makatabang usab kini sa imong propesyonal nga pagtubo.

Reimbursements

Walay bayad o pahalipay nga ihatag sa mga partisipante sa panukiduki.

Confidentiality

Tanang datos nga imong ihatag kompidensyal. Ang imong impormasyon butangan og code number imbis pangalan. Ang mga dokumento itago sa locking cabinet sa UC Main Research Office. Laglagon kini pagkahuman sa 6 ka buwan human matapos ang panukiduki.

Sharing the Results

Sa kataposan sa panukiduki, ipaambit nako ang mga resulta sa akademikong komunidad. Ayaw kabalaka, ang imong mga tubag sa indibidwal nga in-depth interview dili ipakatag sa bisan kinsa.

Presentar usab ang resulta sa research conference o colloquium ug ipatik aron ang ubang interesado nga mga tawo makakat-on gikan sa maong panukiduki. Ang tanang rekord sa panukiduki pagatipigan nga kompidensyal. Ang mga ngalan sa mga tinubag dili ipadayag.

Ingon usab, isip usa ka tinubag, pwede ka moambit sa resulta ug hatagan ka og kopya sa report sa mananaliksik. Kung aduna kay plano nga ipaambit ang resulta, palihug ibutang ang oras/timeline ug rason nganong ipaambit nimo kini, lakip na ang mga detalye.

Right to Refuse or Withdraw

Aduna kay katungod nga modumili sa pag-apil o mobiya bisan sa tunga-tunga sa interbyu nga walay bisan unsang silot o pagsaway.

Who to Contact

Kung aduna kay pangutana, pwede ka mangutana karun o sa bisan unsang oras. Kung gusto ka mangutana sa umaabot, mahimo nimo kontakon ang bisan kinsa sa mga mosunod

Queenyl Vee T. Dereche (Lead Researcher) – 09651627202

Camela Jane T. Pepito (Researcher) – 09615696039

Jhonrey C. Abella (Researcher) – 09657964447

Atty. Dodelon Sabijon Ph.D. CRIM. - email add: delon.ucgs@gmail.com

Dr. Renato Sagayno – 09212297427 – UC Main Research Director

Dr. Juanito N. Zuasula Jr., MD. – 233-5503 (UC CAREC)

Kini nga panukiduki gisusi ug gi-review sa technical panel sa University of Cebu Graduate School ug sa UC Research Office. Kung aduna kay mga pangutana, palihug kontaka ang University of Cebu sa numero nga 032-255-7777.

**PART II: Certificate of Consent.**

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions that I have asked have been answered to my satisfaction. I consent voluntarily to participate in this research.

Print Name of Participant _____

Signature of Participant _____

Date _____

Day/Month/Year

If Illiterate:

A literate witness must sign (if possible, this person should be selected by the participant and should have no connection to the research team). Participants who are illiterate should include their thumb-print as well.

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had the opportunity to ask questions. I confirm that the individual has given consent freely.

Print Name of Witness _____ **AND Thumb Print of the Participant**

Signature of Witness _____

Date _____

Day/Month/Year

Statement by the researcher/person taking consent

I have accurately read out the information sheet to the potential participant, and to the best of my ability made sure that the participant understands that the following will be done:

1. face to face or online survey.

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

A copy of this ICF has been provided to the participant.

Print Name of Researcher/Person Taking the Consent _____

Signature of Researcher /Person Taking the Consent _____

Date _____

Day/Month/Year

APPENDIX C

University of Cebu Research Office

(032) 255 – 7777 local 183

INTERVIEW GUIDE ONSMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY

Introduction:

We are student-researchers from the College of Criminal Justice of the University of Cebu. We are doing research on the topic entitled **“SMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY.”** We are going to give you information and invite you to be part of this research. You do not have to decide today whether or not you will participate in the research. Before you decide, you can talk to anyone you feel comfortable with about the research. Rest assured that all of your answers are treated with utmost confidentiality and it will be used for the purpose of this research.

(Kami ang mga estudyante nga tigdukiduki sa College of Criminal Justice sa University of Cebu-Main. Kini panukiduki may kalabotan sa “COMMUNITY’S VIEW ON THE TRAFFIC MANAGEMENT IN METROPOLITAN CEBU.” Hatagan ka namo ug kasayuran ug imbitasyon nga mamahimong bahin niini nga pagpanukiduki. Dili nimo kinahanglan nga magdesisyon karon kung moapil ka o dili sa panukiduki. Sa dili ka pa mo desisyon, mahimu kang makigsulti sa bisan kinsa nga imong gibati na komportable bahin sa panukiduki. Makasalig ka nga ang tanan nimo nga mga tubag gitrato sa labing kaayo nga kompidensyal ug kini gamiton lamang alang sa katuyoan niini nga pagpanukiduki.)

Personal Circumstances

- a. Age
- b. Gender
- c. Civil Status
- d. Length of Service
- e. Rank

What are the experiences of the informants on the SMART Policing Strategies implemented by PNP?

- 1.1 Can you share your thoughts on how the SMART policing strategies have impacted your daily duties and responsibilities as a police officer??

(Puwede ba nimo ipaambit ang imong mga panglantaw kung giunsa ang SMART policing strategies naka-apekto sa imong adlaw-adlaw nga trabaho ug mga responsibilidad isip usa ka pulis?)

- 1.2 In your experience, how have these strategies helped in improving the safety and security of the community??

(Sa imong kasinatian, giunsa sa mga estratehiya nga kini pagpauswag sa kaluwasan ug seguridad sa komunidad?)

How do the informants address the challenge countered in the implementation of SMART Policing Started of the PNP??

1.3 What difficulties have you encountered while applying SMART policing strategies in your work?
(Unsa ang mga kalisud nga imong nasinati sa pag-aplikar sa SMART policing strategies sa imong trabaho?)

1.4 How do you feel these challenges affect your ability to effectively serve the community?
(Giunsa nimo pagbati nga kini nga mga kalisud naka-apekto sa imong kapasidad sa epektibong pagserbisyo sa komunidad?)

What are the impacts of the SMART Policing Strategies to the work performance of the informants?

1.5 Do you think the SMART policing strategies have made your job easier or harder? Can you provide specific examples of how your work has been affected??

(Nagtuo ka ba nga ang SMART policing strategies nakapadali o nakapadugang sa kalisud sa imong trabaho?
Puwede ba ka maghatag og espesipikong pananglitan kung giunsa kini naka-apekto sa imong trabaho?)

1.6 Has the implementation of SMART policing strategies led to any changes in how the community perceives the PNP?

(Nakabaton ba og mga kausaban sa panan-aw sa komunidad sa PNP tungod sa pagpang-aplikar sa SMART policing strategies?)

What are the aspirations the informants to improve the implementation of the SMART Policing Strategies of the PNP?

1.7 If given the chance, what improvements would you recommend to make SMART policing strategies more effective?

(Kung hatagan ka og kahigayonan, unsa nga mga pag-uswag ang imong irekomenda aron mas mapalambo ang pag-aplikar sa SMART policing strategies?)

1.8 Are there any additional tools, training, or resources you think would help officers perform better under SMART policing strategies?)

(Aduna bay mga dugang nga gamit, training, o mga kahimanan nga imong gituohan nga makatabang sa mga pulis aron mas maayo nilang magamit ang SMART policing strategies?)

1.9 What changes do you hope to see in the future regarding the SMART policing strategies of the PNP?

(Unsa man ang imong mga pangandoy o mga kausaban nga gusto nimo makita sa umaabot bahin sa SMART policing strategies sa PNP?)

Parting Statement:

Thank you for your participation in this interview for the accomplishment of this research. All the answers that have been given will be transcribed. If you wish to have a copy of the results, please don't hesitate to ask the researcher. Thank you and God Bless.

APPENDIX D



University of Cebu
Research Ethics Committee

PROTOCOL APPROVAL
Form 2.7



August 13, 2025

Protocol Version Approved: One (1)
ICF Version Approved: One (1)

QUEENYL VEE T. DERECHÉ
University of Cebu
Main Campus

Re: **BSCRIM(1)-2025-08-018.**

SMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY

We wish to inform you that your study protocol under (expedited/full board review), is hereby granted approval for implementation by the UCREC. This ethical clearance is valid for one year from August 13, 2025 until expiration date August 13, 2026.

Investigator Responsibilities after Approval:

- Submit document amendments for REC approval before implementing them
- Submit RNE's reports to the REC within 14 days
- Submit progress report every 12 months
- Submit final report after completion of protocol procedures at the study site
- Report protocol deviation/ violation
- Comply with all relevant international and national guidelines and regulations
- Abide by the principles of good clinical practice and ethical research
- Apply for continuing review if conduct of study will last more than 1 year.
- Be prepared for a site visit by members of the UCAREC.
- Submit Continuing Review before expiration of approval

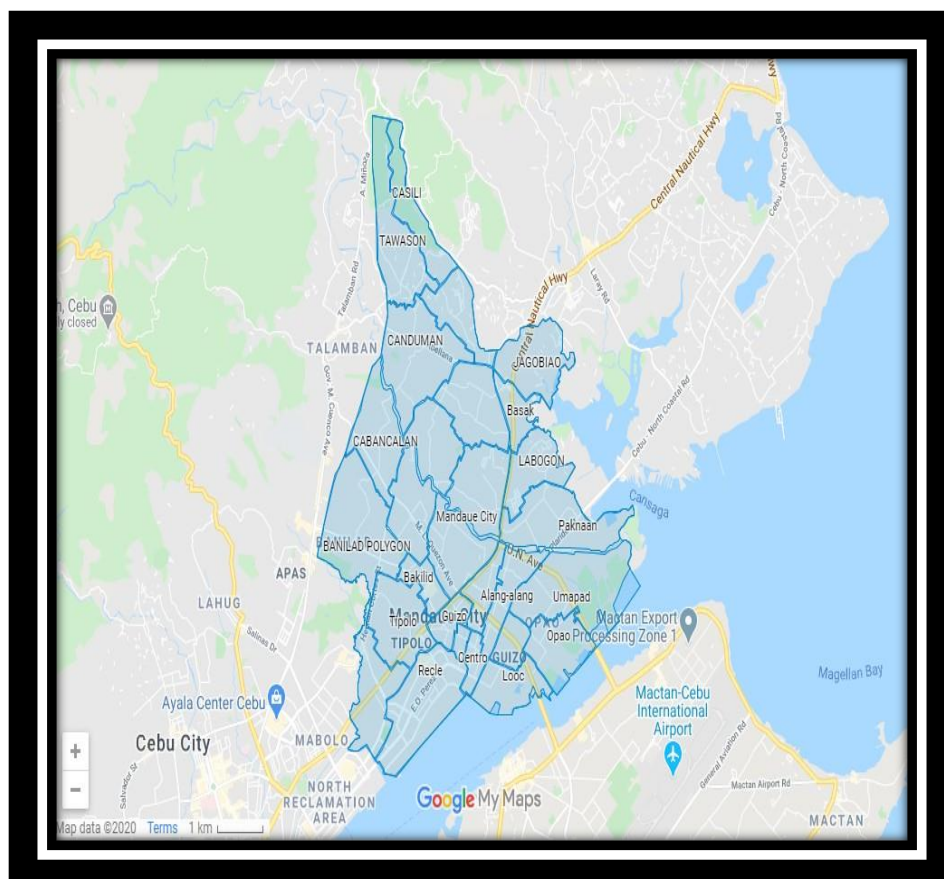
Very truly yours,



DR. JUANITO N. ZUASULA, JR. MD
Chair, UCREC

APPENDIX E

LOCATION MAP



APPENDIX F

SAMPLE VERIFICATION FORM OF TRANSCRIPTION

Informant : Respondent 1

Session No. : One (1)

Date/s : August 27, 2025

Time Started : 2:30 PM

Time Ended : 2:37 PM

Duration : 6 minutes and 54 seconds

Location : Mandaue Police Station 6

Interviewed by : Camela Jane Pepito

Transcribed by : Queenyl Vee T. Dereche

Reviewed by : Ms. Joan Marie Oville

QUESTION	RESPONSES
Part I – Preliminary Questions	
1. Will you please cite your personal circumstances?	I'm 32 years old, Male, Married, I'm serving for almost 15 years na, Police Captain and Police station head.
Part II – Experiences	
1. What are your experiences on the SMART Policing Strategies implemented by PNP?	Based sakong experienced, katong di pako police. Ang pag-issue nimo og mga police clearance. Nakabantay man ta nga na-systematize na kaayo ron ang pag-issue sa police clearance unlike before, so dali na lang gani ta. More on aside sa crime prevention, more on convenience gyud para sa atong mga tawo kay dali man natong serbisyo sa pag-issue og kanang atong police clearance, which is required sa ilahang mga application
2. Can you share your thoughts on how the SMART policing strategies have impacted your daily duties and responsibilities as a police officer?	Importante kaayo ang atoa'ng pag-integrate sa technology, kay aron ang ato pong mga serbisyo, aside sa atoa'ng crime prevention nga mga mga atong kalihukan, is mapadali pod nato atong mga waiting time, mga queue time para sa mga tawo is ma-lessen gyud siya, as for my experience, nakatabang gyud siya. Nag-improve gyud ang kanang PNP, tungod sa Smart Policing.
3. In your experience, how have these strategies helped in improving the safety and security of the community?	In terms of safety sa community, tungod sa technology, naa ta'y access sa mga crime mapping tools. Mga bag-ong crime mapping tools. Since naa ta'y kanang ta'y access sa data, og statistics based on sa mga crime nga nahitabo sa mga specific nga lugar, unya na-map pod nato ang mga crimes. Naa ta'y idea unsa 'to'ng mga lugar ang taas kaayo'g crime rate. Naa man ta;y gitawag karon kanang police visibility nga program, naa ta'y option, or pwede nato nga taas-an nato ang atoa'ng ang number sa personnels nga i-assign nato sa lugar since ang

	based sa statistics, taas og crime rate diri'ng lugar. Inana ka-importante ang data og statistics
Part III – Challenges	
1. How do you address the challenge countered in the implementation of SMART Policing Started of the PNP??	Sa tanan siya, murag for now is lisud-lisud pa gyud na siya, i-address. Kay basta sa smart policing man gud, usually, or kanang mu-ana ka'g technology, problema man gud ni sa'ng equipments. Ang procurement sa equipments, like kanang mga advanced 'ra'ng mga CCTV, mga radyo, og mga bisag unsa pa nga mga tools, nga kinahanglan like mga computers sa station.
2. What difficulties have you encountered while applying SMART policing strategies in your work?	Procurement man gud na siya ang mga gamit, ilabi na advanced ang mga CCTV, radio, og mga unsa pa nga tools. National Government man gud na siya, og na'y budget, maayo og tagaan ta nila, mo-procure sila'g mga gamit para namo. It's up sa mga higher-ups, nga maka-hatag namo sa mga tools nga kinahanglanon namo sa kani'ng gitawag nila og kanang smart policing.
3. How do you feel these challenges affect your ability to effectively serve the community?	Mahinay ang proseso. Imbes nga mo-aksyon dayon, kinahanglan pa namo i-verify ug i-refine ang data, mao nga ang among response time usahay ma-apektuhan. Ang kakulangan sa gamit naghimo nga mas lisud ang pagkab-ot sa maximum efficiency sa SMART framework.
Part IV – Impacts	
1. What are the impacts of the SMART Policing Strategies to the work performance of the informants?	Since kining smart policing, paagi ra man ni siya para mo-pagaan sa atong trabaho, dili pod pasabot nga bug-at kaayo atong trabaho kung wala ni. More on patrolling man ta, so patrol lang ta. Unya kanang, kung unsa ang naa karon nga gihatag sa atoa'ng station maka access sa mga facilities, mga gamit. So, for now, kana lang sa. Naa man pod ta'y mga cellphone ron, is naa man ta'y gitawag og monitoring. Kanang, kining mga monitoring namo is kining through mga messaging gani or mga messaging is maoy nag-manage sa mga tawo namo nga mu-adto gyud sa ilahang specific nga lugar, like gi-manage pod namo ang mga tawo namo nga mu-adto gyud sila sa ilang duty-han. Usa na sa makatabang para ma-siguro gyud nato nga safe ang community sa pag-manage pa lang daan sa mga tawo. Kay sa una man ta na nga dili na mo-ngaa atong mga pulis kay walay nag-monitor nila. So, karon naa man mi mga cellphone, gi-monitor mi sa amo'ng headquarters sa amo'ng location. Naa pod mi uban mag-live sa kanang, kuan, Discord, nga na'y team nga nag-monitor namo.
2. Do you think the SMART policing strategies have made your job easier or harder? Can you provide specific examples of how your work has been affected??	Since kini siya gi-implement ni siya para makagaan sa atong trabaho, syempre nakagaan gyud siya og nakatabang siya. For example, kining mga naa ta'y mga mga kuan karon, ang mga paagi sa una, is na-sysmatize na na siya.
3. Has the implementation of SMART policing strategies led to any changes in how the community perceives the PNP?	Para sa mga patrollers, kapoy ang trabaho pero at least, after, naay break. Next, mas dali na kay kung naay robbery tungod sa atong mga technologies karon dili na maglisod ang police. Naa natay cctv and drones nga ma adto na and makita ra which sayon nalang ang pagdakop sa mga criminals.

Part V – Aspirations	
1. What are the aspirations the informants to improve the implementation of the SMART Policing Strategies of the PNP?	Mas daghan pa'g gamit ang atong ka-pulisan, mga inana. Para mas mapadali ang ilang mga trabaho, dili sila mag-lisud.
2. If given the chance, what improvements would you recommend to make SMART policing strategies more effective?	Kon tagaan ko'g higayon, akong irekomendar ang dinaliang pag-upgrade sa tanang teknikal nga gamit ug imprastraktura sa matag estasyon. Kinahanglan gyud nato ang mas daghan ug mas abante nga mga kompyuter ug tablet para sa mga patrol officer aron makahimo og real-time data entry ug analysis diha-diha dayon. Ang atong mga patrol car kinahanglan sad nga butangan og GPS ug GIS mapping tools
3. Are there any additional tools, training, or resources you think would help officers perform better under SMART policing strategies?)	Dayon ang resources, kung mahatagan nata sa tanan maka procure nata og mas daghan na drone, cctv bisan asa na street diri sa Mandaue
4. What changes do you hope to see in the future regarding the SMART policing strategies of the PNP?	Ang akong labing dako nga gilauman mao ang full integration sa tanang PNP data system sa tibuok nasod. Sa pagkakaron, usahay maglisud pa gihapon mi sa pag-cross-reference sa mga impormasyon gikan sa ubang rehiyon o probinsya. Unta sa umaabot, ang tanang estasyon, gikan sa siyudad hangtod sa lungsod, magkonektar sa usa ra ka real-time nga plataporma

Appendix G

Sample Formulation Of Core Meanings

I – Positive Experiences

SIGNIFICANT STATEMENT	FORMULATED MEANINGS
Our experience in the PNP with SMART policing starts with technology. It is now advanced we can use drones and high-tech radios to communicate anywhere. <i>IDI1:SS1</i>	The informant highlights that the foundation of SMART policing is advanced technology, specifically mentioning the use of drones and high-tech radios for ubiquitous communication. <i>FM1</i>
Our former Chief PNP, Sir Torre, implemented the '5-minute response time,' requiring police to arrive within 5 minutes. <i>IDI1:SS2</i>	The informant identifies the Chief PNP's '5-minute response time' as a key innovation that has accelerated police response. <i>FM2</i>
Because of the 5-minute response, people feel safe knowing police will arrive quickly. The police are now more connected with the community. <i>IDI1:SS3</i>	The informant notes that the rapid 5-minute response strategy has directly resulted in increased community safety and fostered a stronger connection between the public and the police. <i>FM3</i>
The new policing strategies, including technology, ensure community safety. People are no longer afraid, because when they dial 911, police arrive within 5 minutes.	The informant confirms that the combined effect of new policing strategies and technology ensures community safety, leading to the public feeling unafraid because of the quick 911 response

IDI1:SS4	FM4
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II – Negative Experiences

SIGNIFICANT STATEMENT	FORMULATED MEANINGS
Since SMART Policing was newly implemented, one difficulty we faced was the lack of resources, since everything was just starting. IDI1:SS5	A significant challenge identified is the lack of necessary resources and equipment due to the newness of the SMART Policing implementation. FM5
The procurement of radios and drones is expensive, and there are many stations nationwide. IDI1:SS6	The informant notes that the high cost of advanced equipment like radios and drones creates a significant barrier to nationwide implementation across all stations. FM6
Right now, there are still few police officers, so deployment is being adjusted IDI1:SS7	The informant highlights that a current lack of personnel forces constant adjustments in deployment, indicating that human resources are stretched thin. FM7

III – Addressing Challenges

SIGNIFICANT STATEMENT	FORMULATED MEANINGS
Within our unit, we try to provide resources ourselves for patrols until the system is fully established. IDI1:SS8	The informant describes a proactive coping mechanism where the local unit independently secures resources to cover shortfalls until the official system is fully operational. FM8
The procurement of radios and drones is expensive... we are trying to establish this for the future. IDI1:SS9	The informant highlights a forward-looking approach, focusing on incremental internal procurement and adaptation to eventually meet the high costs of modern policing tools. FM9
This will make it easier for higher authorities to ensure that all police can respond within 5 minutes. IDI1:SS10	The informant anticipates that the system, once established, will simplify the oversight role of higher authorities, enabling them to enforce the 5-minute response target consistently. FM10

IV – Impacts

SIGNIFICANT STATEMENT	FORMULATED MEANINGS
One impact of SMART Policing is the shortening of duty hours for personnel... it is only 8 hours. IDI1:SS11	The informant notes a significant positive shift in personnel welfare, where the transition from 24-hour to 8-hour shifts has improved the work-life balance and focus of the officers.

	FM11
It is easier to respond to robberies because of technologies like CCTVs and drones, which make catching criminals faster and easier. IDI1:SS12	The informant confirms that the integration of high-tech surveillance tools has directly increased the speed and success rate of criminal apprehensions during active operations. FM12
Policing and patrolling will then become easier, and intelligence-driven operations will be more effective compared to before. IDI1:SS13	The informant explains that the transition to technology-driven patrolling has reduced the physical and mental burden of manual monitoring, making operations more precise and data-centric. FM13

IV – Aspirations

SIGNIFICANT STATEMENT	FORMULATED MEANINGS
My aspiration is more police recruitments so that we will have more officers IDI1:SS14	The informant's primary aspiration is for increased police recruitment to address current shortages and improve overall force strength. FM14
If the number of police increases, the ratio between police and the community will be balanced, making work easier. IDI1:SS15	The informant believes that increasing the number of police officers will balance the police-to-community ratio, resulting in easier operational work. FM15
With more resources, we can procure more drones and install CCTVs on all streets in Mandaue. IDI1:SS16	The informant aspires for an increase in resources to allow for the widespread procurement of drones and CCTVs on every street to enhance surveillance. FM16

APPENDIX H

CLUSTER THEMES AND EMERGENT THEMES

I – POSITIVE EXPERIENCES

CLUSTER THEMES	EMERGENT THEMES
1. I – Technology-Driven Foundation for Ubiquitous Communication II – Accelerated Response and Enhanced Community Safety	1 - Operational Efficiency through Technological Integration 1. I 2. I 4. I 6. I 7. I 8. I
2. I – Technology-Driven Systematization for Public Convenience	

II – Data-Informed Strategy for Crime Prevention	9. I 10. I
3. I – Policy-Driven Acceleration of Response Time II – Proactive Deployment as an Enabling Strategy III – Direct Impact on Community Safety and Security	2. - Rapid Response and Community Connectivity 1. II 3. I 3. II 4. I 5. II 6. II 8. II 10. I
4. I – System-Wide Innovation for Strategic Deployment II – Measurable Reduction in Crime Through Data-Driven Policing	
5. I – Technology-Driven Streamlining for Strategic Operations II – Enhanced Community Confidence through Rapid Response	3. - Digitization and Systematic Information Management 2. II 3. III 5. II 6. II 9. II
6. I – Digital Transformation and Data-Driven Efficiency II – Enhanced Public Confidence and Response Readiness	
7. I – Digital Technology for Accelerated Service and Outreach	
8. I – Technology-Driven Streamlining for Proactive Operations II – Systemic Efficiency Resulting in Enhanced Community Safety	
9. I – Technology-Driven Acceleration and Operational Streamlining II – Enhanced Public Confidence and Community Accessibility	

10. I – Technology-Driven Operational Streamlining and Efficiency II – Equipment-Enabled Community Safety and Rapid Response	

II – NEGATIVE EXPERIENCES

1 I – Public Safety and Confidence as a Measure of Success II – Resource Deficits in Initial Implementation Phase	1. - Resource Scarcity and Procurement Barriers 1. II 2. I 2. II 3. I 3. III 5. II 8. I 10. I
2 I – Data-Guided Operational Strategy II – Critical Deficiency in Essential Technical Equipment III – Institutional and Budgetary Constraints on Procurement	2. – Infrastructure Gaps and Technical Instability 3. I 3. II 4. II 5. II 6. I 6. II 7. I 9. I
3 I – Generational Adaptability and Technological Proficiency II – Equipment Shortage and Personnel Skill Gaps III – Infrastructure and Connectivity Limitations	3. Training Disparity and Technical Skill Gaps 1. I 2. I
4 I – Bureaucratic Impediments to Technological Advancement II – Adaptation Despite Procurement Delays	
5	

I – Pragmatic Resilience to Resource Gaps II – Deficiency in Essential Field Equipment	2. III 4. I 6. I 8. I 10. I
6 I – Critical Deficits in Technology and Training II – Service Commitment Despite Resource-Induced Delays	
7 I – Resource and Training Deficits as Barriers to Full Synchronization II – Operational Difficulties and Hindered Service Effectiveness	
8 I – Critical Budgetary and Resource Deficits II – Unwavering Commitment Despite Resource Shortcomings	
9 I – Gaps in Training and Technological Proficiency II – Professional Commitment Despite Operational Risks	
10 I – Critical Deficits in Resources and Technological Infrastructure II – Sustained Service Commitment Despite Operational Hurdles	

Challenges

1	
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I – Public Safety and Confidence as a Measure of Success	1. -Personal Resourcefulness and Individual Initiative
II – Resource Deficits in Initial Implementation Phase	1. II 2. I 2. II 3. I
2	3. III 5. II
I – Data-Guided Operational Strategy	8. I 10. I
II – Critical Deficiency in Essential Technical Equipment	
III – Institutional and Budgetary Constraints on Procurement	
3	2. – Collaborative Peer Mentoring and Knowledge Sharing3. I
I – Generational Adaptability and Technological Proficiency	3. II 4. II 5. II 6. I
II – Equipment Shortage and Personnel Skill Gaps	6. II 7. I 9. I
III – Infrastructure and Connectivity Limitations	3. Contingency Planning and Procedural Adaptability1. I
4	2. I 2. III
I – Bureaucratic Impediments to Technological Advancement	4. I 6. I 8. I 10. I
II – Adaptation Despite Procurement Delays	
5	
I – Pragmatic Resilience to Resource Gaps	
II – Deficiency in Essential Field Equipment	
6	
I – Critical Deficits in Technology and Training	
II – Service Commitment Despite Resource-Induced Delays	
7	

I – Resource and Training Deficits as Barriers to Full Synchronization II – Operational Difficulties and Hindered Service Effectiveness	
8 I – Critical Budgetary and Resource Deficits II – Unwavering Commitment Despite Resource Shortcomings	
9 I – Gaps in Training and Technological Proficiency II – Professional Commitment Despite Operational Risks	
10 I – Critical Deficits in Resources and Technological Infrastructure II – Sustained Service Commitment Despite Operational Hurdles	

IV – IMPACTS

1 I – Unit-Level Resource Compensation and Initiative II – Structural Simplification for Consistent Operational Oversight II – Structural Simplification for Consistent Operational Oversight	1 – Systematic Precision and Enhanced Operational Efficiency 1. II 3. I 5. I 7. I 8. I 10. I
2 I – Data Processing Bottlenecks and Response Time Degradation II – Equipment Shortfall as a Barrier to Maximum Operational Efficiency	2. - Professional Image and Public Trust Restoration

III – Work Easing and Personnel Management Through Technology	2. I
3	3. I
I – System-Wide Streamlining and Performance Improvement	4. I
II – Efficiency through Automation and Process Conversion	6. I
III – Instantaneous Data Retrieval for Operational Efficiency	9. I
4	3. Increased Productivity and Reduced Occupational Stress
I – Operational Efficiency Through Data Centralization	4. II
II – Enhanced Community Perception Through Visibility	5. II
5	6. II
I – Operational Streamlining via Digital Tools	7. II
II – Reinforced Community Confidence as a System Outcome	8. II
6	9. II
I – Internal Efficiency through Modernization and Data-Use	10. II
II – Positive Shift in Community Trust and Willingness to Coordinate	
7	
I – Organizational and Stress Reduction through Automated Processes	
II – Enhanced Public Trust via Transparency and Visible Results	
8	
I – Operational Simplification and Effectiveness via Technology	
II – Enhanced Public Perception and Modern Image	
9	

I – Efficiency and Organization through System Adoption	
II – Cultivating Public Trust through Accelerated Response	
10	
I – Operational Efficiency and Process Simplification through Advanced Technology	
II – Enhanced Community Perception and Modernized Image	

V – ASPIRATION

1	
I – Workforce Augmentation for Balanced Police-to-Community Ratio	
II – Enhanced Resource Acquisition for Technological Surveillance Expansion	
III – Technology-Driven Efficiency in Intelligence Operations	
2	
I – Workforce Augmentation for Balanced Police-to-Community Ratio	
II – Enhanced Resource Acquisition for Technological Surveillance Expansion	
III – Technology-Driven Efficiency in Intelligence Operations	
3	
I – Comprehensive Technological and Resource Upgrade	
II – Enhanced Surveillance and Safety Infrastructure	
III – Maximizing Operational and Intelligence Effectiveness	
IV – Manpower Augmentation for Balanced Police-to-Community Ratio	
4	
I – Continuous Professional Development and Research	
II – Streamlining Procurement for Sustained Innovation	

1 – Universal Equipment Access and Resources Completeness

3. I
6. I
7. III
9. I
9. II
10. I
10. II

2. – Equitable Training and Continuous Capacity Building3. III

4. I
4. II
6. I
7. I
7. II
8. II
9. I

3. System Standardization and Bureaucratic Streamlining

1. I
1. II

III – Real-Time Capability and Technological Readiness	2. I
5	2. II
I – Targeted Request for Essential Patrol Equipment	3. IV
	5. I
II – Addressing Persistent Field Resource Shortages	5. II
	8. I
6	
I – Achieving Universal Technological Equity and Completeness	
II – Continuous Investment in Training and Advanced Tools for Performance	
7	
I – Continuous Professional Development and Inter-Unit Synchronization	
II – Strategic Investment in Updated Tools and Regular Assessment	
III – Universal Equipment Completeness for Service Consistency	
8	
I – Increased Funding for Universal Resource and Training Provision	
II – Capacity Building and Complete Technological Readiness	
9	
I – Universal Training Equity and Proficiency Expansion	
II – System Standardization and Complete Resource Provision	
10	
I – Universal Resource Provision and System Development	
II – Nationwide Standardization and Capacity Building	

Curriculum Vitae



PERSONAL BACKGROUND

Name : Queenyl Vee T. Dereche

Date of Birth : July 11, 2003

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EDUCATIONAL BACKGROUND

College : University of Cebu – Main
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: 2022 – Present

Senior High School : Pardo National High School
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: 2020 – 2022

Junior High School : Pardo National High School
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: 2016 – 2020

Grade School : Pardo Elementary School
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: 2010 - 2016

CURRICULUM VITAE



PERSONAL BACKGROUND

Name : Camela Jane T. Pepito

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Senior High School : University of Cebu Maritime Education Training

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: 2009 – 2015

CURRICULUM VITAE



PERSONAL BACKGROUND

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College : University of Cebu – Main

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: 2022 – Present

Senior High School : University of Cebu Pri

: Sanciangko St, Cebu City

: 2020 – 2022

Junior High School : Cansojong National High Schoo

: Cansojong Talisay City Cebu

: 2016 – 2020

Grade School : Tanke Elementary School

: Tanke Talisay City Cebu

: 2010 - 2016



Title : SMART POLICING STRATEGIES OF THE PHILIPPINE NATIONAL POLICE (PNP): FROM THE POINT OF VIEW OF THE POLICE PERSONNEL OF MANDAUE CITY

Researcher : Queenyl Vee T. Dereche, Camela Jane T. Pepito

Jhonrey T. Abella

Course : Bachelor of Science in Criminology

School : University of Cebu

Adviser : Atty. Dodelon F. Sabijon, PhD Crim