The Status of Retooled Community Support Program by 1st Palawan Provincial Mobile Force Company

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ABSTRACT

The study entitled "The Status of Retooled Community Support Program by 1st Palawan Provincial Mobile Force Company" describes the implementation and effectiveness of the Retooled Community Support Program (RCSP) in addressing community issues and enhancing local governance in the Philippines. This study emphasizes the crucial role of law enforcement organizations in enhancing community support and engagement within the broader context of public safety and community development.

The research employed a quantitative data from surveys from key stakeholders, including local government units (LGUs), barangay officials, and community members. The findings revealed that while the RCSP has made significant strides in mobilizing resources and facilitating community participation, challenges such as limited human resources, inadequate funding, and coordination issues persist. The study highlights the importance of comprehensive planning and collaboration among various stakeholders to enhance the program's effectiveness.

Moreover, the thesis emphasizes the necessity of addressing language barriers and ensuring the safety and security of both implementers and participants during program activities. Recommendations include increasing funding allocations, improving communication strategies, and fostering stronger partnerships with local agencies to ensure the sustainability of the RCSP.

Overall, this research contributes to the understanding of community support initiatives in the Philippines, offering valuable insights for policymakers and practitioners aiming to strengthen community resilience and promote sustainable development goals. The findings advocate for a more integrated approach to community support programs, emphasizing the critical role of law enforcement in community development efforts.

Keywords: Retooled Community Support Program, Palawan Police Mobile Company, Counter-insurgency, Implementation model

INTRODUCTION

Counterinsurgency success depends on teaching locals, balancing civil-military duties, protecting civilians, and keeping lines of communication open, according to James G. Stavridis. Because terrorism and insurgency continue to pose a threat to the world, this principle is essential. According to Schwenkenbecher (2012), terrorism utilizes fear to force organizations to carry out political objectives, whereas insurgencies use violence to topple governments (Korybko, 2015). However, the 2020 Global Terrorism Index shows that the Philippines is still heavily impacted by these risks (Kumendong, 2020). In response, President Rodrigo Duterte's administration implemented Executive Order 70 in 2018, which

adopted a whole-of-nation approach to combating armed threats. This order created the National Task Force to End Local Communist Armed Conflict and promoted the Retooled Community Support Program (RCSP). The RCSP addresses community-identified issues through government initiatives, fostering sustainable development and peace by targeting inequality (EO 70, series of 2018). Regional Mobile Force Battalions (RMFB) were established for public safety, disaster rescue, and internal security to effectively implement the government's counterinsurgency measure in the Philippines. In the island province of Palawan, the First (1st) Palawan Police Mobile Force Company (PPMFC) implements the RCSP to foster and sustain community relations, promote peace, and tackle issues like insurgency, criminality, and poverty. This comprehensive approach reflects the government's commitment to creating a more humane society as the path to lasting peace.

The enduring global struggle against terrorism has historical roots that encompass a range of significant events, including the Crusades, the French Revolution, the World Wars, and more contemporary conflicts such as the US-Afghan War and the ongoing Russian-Ukraine War (Cronin, 2014). A particularly distressing example of terrorism's devastating impact is the September 11, 2001, attacks, which led to the loss of 2,996 lives and over 6,000 injuries, prompting a reexamination of global counter-terrorism strategies and national security policies (Paust, 2003). The Global Terrorism Index (2023) identifies Afghanistan as the most severely affected nation, where the pervasive threat of terrorism has significantly disrupted economic stability, educational access, and healthcare services. This situation directly impedes progress toward multiple United Nations Sustainable Development Goals (UNSDGs), notably Goal 4 (Quality Education) and Goal 8 (Decent Work and Economic Growth).

Terrorist organizations such as the Islamic State, al-Shabaab, and the Balochistan Liberation Army exemplify the lethal nature of modern terrorism, contributing to a landscape of violence that undermines Goal 16 (Peace, Justice, and Strong Institutions). The Sahel region in sub-Saharan Africa has emerged as a new epicenter of terrorism, while South Asia recorded the worst average GTI score in 2022, illustrating the geographic spread and escalation of terrorist activities. Notable incidents, including the Boko Haram uprising in Nigeria which restricts educational opportunities for children and violent outbreaks in regions like Yumbi, Congo, and the Yazidi bombings in Iraq, underscore the urgent need for comprehensive counter-terrorism initiatives.

The United Nations Office of Counter-Terrorism (UNOCT) is at the forefront of international efforts to combat terrorism, advocating for multilateral cooperation and innovative strategies to create a world free from the burden of extremism. The UNOCT's five primary functions include providing leadership on counter-terrorism mandates, enhancing coordination among UN entities, and strengthening capacity-building assistance to Member States. These efforts are essential not only for promoting peace and security but also for ensuring that counter-terrorism initiatives align with the broader objectives of the UNSDGs. By addressing the root causes of terrorism and fostering resilience in affected communities, global strategies can better align with the aspirations of nations as they pursue sustainable development. Ultimately, the international community must remain committed to collaborative and innovative approaches to effectively mitigate the threat of terrorism while promoting social cohesion, economic development, and human rights for all.

The Philippines continues to face significant challenges from insurgencies and terrorism, despite ongoing efforts to combat these threats. Historically, the government has successfully addressed various insurgent movements, but groups like the New People's Army (NPA) have remained a persistent threat for the last 50 years, conducting attacks across multiple provinces. Notable incidents, such as the dual explosions in

Jolo (2019) and the Marawi siege (2017) led by ISIS-affiliated groups, emphasize the urgent need for effective governance and peace initiatives.

In response, the Philippine government has enacted several laws and policies, including Executive Order 70 in 2018, which promotes a whole-of-nation approach to achieve peace by encouraging revolutionaries to surrender and reintegrate as responsible members of society. This initiative aligns with the goals of the Philippine National Development Plan (PNDP) 2023-2028, which emphasizes social development, community resilience, and inclusive governance.

The Retooled Community Support Program (RCSP), guided by DILG Memorandum Circulars, seeks to address community issues and governance gaps by fostering collaboration between local officials and community members. By empowering communities and addressing the root causes of conflict, this study aims to contribute to the overarching objectives of the PNDP, ensuring sustained development and promoting lasting peace across affected regions.

Despite persistent efforts by the Local Government Unit, the Philippine National Police, and the Armed Forces of the Philippines to combat insurgency, it remains a longstanding issue in the country, even affecting peaceful provinces like Palawan. The province is not exempted from incidents like the Dos Palmas kidnapping and the burning of heavy equipment in San Vicente. These incidents highlight the pervasive influence of insurgency, even in areas traditionally viewed as secure.

Palawan's strategic location and vast natural resources make it both an opportunity and a challenge for national security. The rugged terrain and remote areas provide a conducive environment for insurgent activities. This geographical complexity further underscores the importance of local programs like the RCSP in addressing insurgency.

As part of the nation's Law Enforcement Agency tasked with maintaining peace and order, the researcher examined the status and challenges encountered by the 1st Palawan Provincial Mobile Force Company in implementing the Retooled Community Support Program (RCSP). This study sheds light on the 1st PFMC's efforts to address the local communist armed conflict not only in Palawan but nationwide, emphasizing the need for continued vigilance and action to ensure citizen safety.

Literature Review

Metz (2007) mentioned that the dynamics of contemporary insurgency are more like a violent and competitive market than war in the traditional sense, where clear and discrete combatants seek strategic victory. The objective of counterinsurgency support should not be simply strengthening the government so that it can impose its will more effectively on the insurgents, but systemic reengineering. This, in turn, implies that the most effective posture for outsiders is not to be an ally of the government and thus a sustainer of the flawed socio-political-economic system, but to be neutral mediators and peacekeepers.

Metz (2004) further emphasized selective engagement, the formation of support coalitions, and the importance of augmenting the regime's military, intelligence, political, informational, and economic capabilities to address shortcomings and root causes of insurgency.

The fusion of terrorism and insurgency remains a prominent trend in contemporary conflicts. Russia's counterterrorist strategy in Chechnya transformed the conflict from a nationalist rebellion to a sprawling jihadi insurgency, demonstrating the unintended consequences of failing to win the "hearts and minds" of local populations (Kim & Blank, 2013). Worrall (2014) highlighted two main approaches to counterinsurgency: the enemy-centric and the population-centric, emphasizing the latter's role in fostering community welfare. Worrall noted that without addressing community grievances, counterinsurgency ef-

forts are unlikely to achieve long-term success.

The 1987 Constitution of the Philippines prioritizes peace and order for the protection of life, liberty, and the general welfare of Filipinos. To address armed threats, Executive Orders No. 16 (s. 2017) and No. 70 (s. 2018) were enacted, promoting participatory governance and grassroots development. The Retooled Community Support Program (RCSP), established under EO 70, seeks to address community-identified issues, promote sustainable development, and foster peace.

Sumad-on (2021) assessed the efficiency of the Philippine government's policies in combating local communism, noting the need for continued collaboration between the Philippine National Police (PNP), the military, and local government units. Yuson (2021) identified obstacles to the Armed Forces of the Philippines (AFP) campaigns, including limited sustainment capabilities and political leadership challenges.

The Department of the Interior and Local Government (DILG) has emphasized the RCSP's role in bringing services closer to the grassroots level. By identifying community needs and aligning government programs to address these issues, the RCSP has become a cornerstone of the whole-of-nation approach. This strategy highlights the importance of interagency collaboration and the active participation of local government units (LGUs).

The literature reviewed underscores the importance of systemic reengineering, community empowerment, and stakeholder collaboration in counterinsurgency efforts. While foreign studies highlight broader geopolitical contexts, local studies focus on specific legislative and policy frameworks relevant to the Philippines. However, there remains a gap in evaluating the effectiveness of specific initiatives like the RCSP. This study aims to address this gap by providing a detailed assessment of the RCSP's implementation in Palawan.

Theoretical Framework/ Conceptual Framework/ Paradigm of the Study

The theoretical framework of this study is grounded in Aker's Social Learning Theory of Crime and Deviance (SLTCD) (Aker, 1973). This theory posits that individuals acquire behaviors through observation, modeling, and reinforcement within their social contexts. Within the RCSP, law enforcement officers act as positive role models, engaging in community-building activities that exemplify pro-social behaviors. The integration of social learning theory with community policing principles fosters collaboration, trust, and shared responsibility among community members and law enforcement.

The researcher devised an INPUT-PROCESS-OUTPUT (IPO) framework to evaluate The Status of Retooled Community Support Program by 1st Palawan Provincial Mobile Force Company outlined as follows:

INPUT includes the validation of Executive Orders 10 (s. 2016) and 70 (s. 2018), focusing on the assessment status of the RCSP by the 1st Palawan Provincial Mobile Force Company.

PROCESS encompasses various activities such as Data collection methods, including survey development, distribution, and statistical analysis.

OUTPUT entails recommendations for improving RCSP implementation and the development of an RCSP Implementation Model/Framework for enhanced effectiveness.

Company.

Objectives of the Study

The study aims to assess the implementation and effectiveness of the Retooled Community Support prog-

ram (RCSP) by the 1st Palawan Provincial Mobile Force Company (1st PPMFC). The specific research objectives are as follows:

1. To evaluate the level of attainment of the objectives of the Retooled Community Support Program (RCSP) as perceived by the respondents in terms of the following phases:
    *   Phase 1: Shape - To organize the Local RCSP formally, with expanded membership and conduct orientation on the policy directives and processes of the program.
    *   Phase 2: Access - To gather first-hand information on the contexts, key issues, and preferred resolutions to the challenges faced by the target communities.
    *   Phase 3: Transform - To integrate identified issues and concerns into the Barangay Development Plan for formal recognition and action by local government units and national government agencies.
    *   Phase 4: Sustain - To ensure the sustainability of the initiatives and programs implemented within the community.
    *   Phase 5: Monitor - To establish a monitoring system for evaluating the ongoing effectiveness of the RCSP activities.
2. To determine if there is a significant difference in the level of attainment of the objectives of the RCSP in terms of the five phases according to the perspectives of different groups, including implementers, partner agencies, and beneficiaries.
3. To assess the level of involvement of the core teams in the implementation of the RCSP, identifying the roles and contributions of each group involved in the program.
4. To analyze if there is a significant difference in the level of involvement of the core teams in the implementation of the RCSP based on the perspectives of the different respondent groups.
5. To evaluate the level of effectiveness of the activities identified in the implementation of the RCSP, determining how well these activities have met the program's objectives and the needs of the community.
6. To determine if there is a significant difference in the level of effectiveness of the activities identified in the implementation of RCSP.
7. To determine the challenges encountered by the respondents in terms of implementing the RCSP.
8. To contextualized and enhanced the implementation of RCSP.

METHODOLOGY

This section outlines the research design, population, data gathering methods, data gathering procedures, treatment of data, and ethical considerations employed in the study of the Retooled Community Support Program (RCSP) implemented by the 1st Palawan Provincial Mobile Force Company (1st PPMFC).

Research Design

The study utilized a quantitative research design, specifically a descriptive research approach. This design was chosen to systematically collect, analyze, and interpret numerical data related to the implementation and effectiveness of the RCSP. The descriptive research design is particularly effective in identifying patterns, determining averages, and assessing the relationships between variables without establishing causal relationships (Creswell, 2012). By employing this design, the study aimed to provide a comprehensive overview of the status of the RCSP, focusing on the level of attainment of its objectives, the involvement of core teams, the effectiveness of the activities conducted and the challenges encountered by the respondents in the implementation of the RCSP.

Population

The target population for this study included three primary groups of respondents: the implementers of the RCSP, partner agencies involved in the program, and beneficiaries from the communities served by the 1st PPMFC. The implementers comprised police officers and personnel directly involved in the execution of the RCSP activities. Partner agencies included local government units, non-governmental organizations, and other stakeholders collaborating with the 1st PPMFC. The beneficiaries were community members who participated in the RCSP initiatives and were affected by its outcomes. This diverse population allowed for a comprehensive assessment of the program from multiple perspectives.

Data Gathering

Data for the study were collected using a researcher-made survey questionnaire designed to capture the perceptions of the respondents regarding the RCSP's implementation. The questionnaire included sections that addressed the level of attainment of the program's objectives, the involvement of core teams, and the effectiveness of the activities conducted. The items in the questionnaire were structured using a Likert scale, ranging from 1 (Not Attained) to 4 (Fully Attained) for the attainment of the objectives of RCSP, from 1 (Least Involved) to 4 (Fully Involved) for the level of Involvement of the Core teams in the Implementation of RCSP, and from 1 (Least Effective) to 4 (Very Effective) for the level of effectiveness of the activities Identified in implementation of RCSP, to facilitate quantitative analysis. This approach enabled the researchers to quantify the respondents' perceptions and draw meaningful conclusions from the data collected.

Data Gathering Procedures

The data gathering process involved several key steps:

Development of the Questionnaire: The researcher developed the survey instrument based on a thorough review of relevant literature and existing frameworks related to community support programs. The questionnaire was designed to ensure clarity, relevance, and comprehensiveness.

Pilot Testing: Before the main data collection, a pilot test was conducted with a small group of respondents to assess the reliability and validity of the questionnaire. Feedback from the pilot test was used to refine the instrument further.

Sampling: A purposive sampling technique was employed to select respondents from the target population. This method ensured that individuals with direct experience and knowledge of the RCSP were included in the study.

Administration of the Questionnaire: The finalized questionnaire was administered to the selected respondents through face-to-face interviews and online surveys, depending on the respondents' availability and preferences. The researchers provided clear instructions on how to complete the questionnaire and assured respondents of the confidentiality of their responses.

Data Collection: Data were collected over a specified period, ensuring that a sufficient number of responses were obtained from each group of respondents. The researchers monitored the data collection process to address any issues that arose promptly.

Treatment of Data

Once the data were collected, they were subjected to statistical analysis using descriptive and inferential statistics. Descriptive statistics, including means, medians, and standard deviations, were calculated to summarize the respondents' perceptions regarding the RCSP's objectives, involvement, and effectiveness. Inferential statistics, such as Analysis of Variance (ANOVA) and t-tests, were employed to determine if

there were significant differences in perceptions among the different groups of respondents. The results of the statistical analyses were presented in tables and figures to facilitate interpretation and discussion.

Ethical Considerations

Ethical considerations were paramount throughout the research process. The following measures were implemented to ensure the ethical integrity of the study:

1. **Informed Consent:** Prior to participation, all respondents were provided with detailed information about the study's purpose, procedures, and potential risks. Informed consent was obtained from each participant, ensuring that they understood their rights and voluntarily agreed to participate.

2. **Confidentiality:** The confidentiality of respondents was strictly maintained. Personal identifiers were removed from the data, and responses were aggregated to protect individual identities. The data were stored securely and accessed only by the research team.

3. **Right to Withdraw:** Participants were informed of their right to withdraw from the study at any time without any negative consequences. This ensured that participation was entirely voluntary.

4. **Ethical Approval:** The research proposal was submitted to the appropriate ethics review board at the Philippine College of Criminology for approval before data collection commenced. This step ensured that the study adhered to ethical research standards.

RESULTS AND DISCUSSION

This chapter presents the results and discussion of the status of the Retooled Community Support Program (RCSP) by the First Palawan Provincial Mobile Force Company as perceived by the respondents.

Table 1. Level of Attainment of the Objectives of the Retooled Community Support Program (RCSP) as Perceived by the Respondents in Terms of 5 Phases

OBJECTIVES	Med	Int
1. Phase 1 – Shape		
1.1. To organize Local RCSP formally, with expanded membership.	3.63	FA
1.2. To conduct orientation on the policy directives and processes of the program.	3.59	FA
Total	3.61	FA
2. Phase 2 – Access		
2.1. To gather first-hand information on the contexts, key issues, and preferred resolutions to the ills of the target communities.	3.52	FA
Total	3.52	FA
3. Phase 3 - Transform		
3.1. To integrate issues and concerns into the Barangay Development Plan to be formally recognized and be acted on by the Barangay/Municipality/City/Province LGU and National Government Agencies, if needed.	3.51	FA
3.2. Implement available interventions by the LGU to respond to identified needs.	3.49	FA
Total	3.50	FA
4. Phase 4 – Sustain		

4.1 Empower Civic Groups and People's Organizations to be active in governance to deepen peacebuilding in the community.	3.53	FA
Total	3.53	FA
Phase 5 – Monitor		
5.1. To sustain efforts beyond the active program duration.	3.51	FA
5.2. To monitor and report constantly to ensure that interventions are conducted properly and CTG elements are unable to penetrate the community.	3.58	FA
Total	3.55	FA
Overall	**3.54**	**FA**

*Legend: 3.26 – 4.0 FA – Fully Attained, 2.51 – 3.25 A – Attained, 1.76 – 2.50 MA – Moderately Attained,1.00 – 1.75 LA – Least Attained

Table 1 presents the assessment of the three groups of respondents regarding the Level of Attainment of Objectives of the RCSP in terms of its Phases such as 1 – Shape, 2 – Access, 3 – Transform, 4 – Sustain, and 5 – Monitor with an overall median rating of 3.54 or "Fully Attained."

When assessing the RCSP Phases, Phase 1—Shape has the highest median rating of 3.61 with the interpretation of Fully Attained (FA)." This means that the 1st PPMFC could fully establish the program's shape by organizing the local RCSP and expanding its membership. The implementers, in collaboration with concerned agencies, were able to orient the community on the goals of the RCSP.

Among the phases, Phase 1—Shape stands out with the highest median rating of 3.61, reflecting the program's success in organizing the local RCSP and expanding its membership. The implementers effectively oriented the community regarding the RCSP goals, showcasing strong collaboration with relevant agencies.

These results highlight the RCSP's significant progress in meeting its objectives, emphasizing effective community engagement and organizational efforts.

Table 2. Comparison of the Level of Attainment of the Objectives of the Retooled Community Support Program (RCSP) in terms of the Five Phases according to Groups

FACTORS	Groups						Kruskal Wallis H-Value	Test Statistics p-value
	Implementer		**Partner Agency**		**Beneficiary**			
	Med	**Int**	**Med**	**Int**	**Med**	**Int**		
Phase 1	3.85	FA	3.71	FA	3.15	A	39.124	0.000*
Phase 2	3.65	FA	3.56	FA	3.23	A	17.032	0.000*
Phase 3	3.62	FA	3.54	FA	3.30	FA	6.241	0.044*
Phase 4	3.66	FA	3.61	FA	3.18	A	18.933	0.000*
Phase 5	3.80	FA	3.50	FA	3.10	A	32.833	0.000*

*Significant @ p-value ≤ 0.05; Legend: FA – Fully Attained, A – Attained, MA – Moderately

Table 2 presents the comparative analysis of the level of attainment of the objectives of the Retooled Community Support Program (RCSP) when grouped according to the type of respondents. When looking at the implementers and partner agencies, they fully attain these five phases. The beneficiaries only fully

attained phases two and three, while attaining phases one, four, and five. Implementers and partner agencies perceived that they fully attained all five phases of RCSP; this could be due to their participation in implementing intervention activities based on the identified issues and problems in the target community. The beneficiaries, on the other hand, view the RCSP objectives as attained but not fully attained.

The differences in perceptions suggest that implementers and partner agencies, due to their active involvement in intervention activities, have a more favorable view of the program's success. Beneficiaries, while acknowledging the attainment of objectives, expressed that their expectations were not fully met, likely due to factors such as limited engagement in the implementation process.

Overall, the findings indicate a consensus on the achievement of RCSP objectives, albeit with varying degrees of satisfaction among different respondent groups.

Table 3. Level of Involvement of the Core Teams in the Implementation of the Retooled Community Support Program (RCSP)

RCSP Core Teams	Med	Int
1. DILG City/Municipal Local Government Operation Officer (C/MLGOO)	3.61	FI
2. Liga ng mga Barangay President	3.45	FI
3. Sangguniang Kabataan Federation President	3.44	FI
4. City/Municipal Planning and Development Coordinator/Administrator	3.51	FI
5. AFP Battalion Commander	3.73	FI
6. Chief of Police (City/Municipality)	3.78	FI
7. City/Municipal Fire Marshall	3.62	FI
8. Representative from the National Commission on Indigenous Peoples (if necessary)	3.68	FI
Total	**3.60**	**FI**

*Legend: 3.26-4.0 FI – Fully Involved, 2.51 – 3.25 I – Involved, 1.76 – 2.50 MI – Moderately Involved, 1.0 – 1.75 LI – Least Involved

Table 3 presents the data on the level of involvement of the core teams in the Retooled Community Support Program (RCSP) implementation with an overall rating of 3.60, with an interpretation of "fully involved." The ratings for individual core teams reveal high levels of engagement, with the Chief of Police (City/Municipality) receiving the highest rating of 3.78, followed closely by the AFP Battalion Commander at 3.73. Other teams, such as the DILG City/Municipal Local Government Operation Officer and the City/Municipal Fire Marshall, also demonstrated strong involvement, with ratings of 3.61 and 3.62, respectively.

These results highlight a robust commitment from all core teams in the RCSP implementation, suggesting effective collaboration and participation across various agencies. The high level of involvement is crucial for the program's success and indicates a shared responsibility among stakeholders in achieving the program's objectives.

Table 4. Significant differences in the level of involvement of the core teams in the implementation of RCSP according to groups.

FACTORS	Groups						Kruskal Wallis H-Value	Test Statistics p-value
	Implementer		Partner Agency		Beneficiary			
	Med	Int	Med	Int	Med	Int		
RCSP Core Groups	3.82	FI	3.72	FI	3.35	FI	20.030	0.000*

*Significant @ p-value ≤ 0.05; Legend: FI – Fully Involved, I – Involved, MI – Moderately Involved, LI – Least Involved

Table 4 presents the comparative analysis of the median ratings for the level of involvement of core teams in the implementation of the Retooled Community Support Program (RCSP). The overall median rating for the core teams is 3.60, which indicates that they are "Fully Involved" in the program's activities.

The data reveal that the Chief of Police holds the highest median rating at 3.78, followed by the AFP Battalion Commander with a rating of 3.73. Other notable ratings include the National Commission on Indigenous Peoples (NCIP) representative at 3.68 and the DILG City/Municipal Local Government Operation Officer at 3.61. These ratings reflect a strong commitment from these key stakeholders in the RCSP implementation.

The findings underscore the importance of active participation from various core teams, as mandated by the EO 70 series of 2018. This level of involvement is essential for fostering collaboration and ensuring the effective execution of the program's objectives. The results suggest that while there are variations in individual ratings, all core teams are significantly engaged in the RCSP, contributing to its overall success.

Table 5. Level of Effectiveness of the Activities Identified in the Implementation of the Retooled Community Support Program (RCSP)

Activities	Med	Int
Phase 1 – Shape		
1. Issuing of a Memorandum/Notice of Meeting to convene the RCSP Core Team (with the Orientation on EO 70 and RCSP as the first on its agenda)	3.59	VE
2. Orienting the RCSP Core Team	3.60	VE
3. Enacting resolution or ordinance in support of RCSP Operations including explicit funding focus on Priority Barangays in the future	3.54	VE
4. Conducting training on EO70 and RCSP	3.55	VE
5. Collating the RCSP Summing Up Reports of Component LGUs in the Province	3.45	VE
6. Analyzing issues and trends relevant to operations and key action areas in target barangays	3.52	VE

7. Identifying solutions in the current or future fiscal year for implementation and support	3.47	VE
8. Identifying PPAs and services that can be immediately delivered in serbisyo caravans	3.50	VE
9. Writing a summing-up report detailing the same	3.49	VE
10. Crafting an action plan based on the information gathered	3.53	VE
11. Submitting documents to the Provincial RCSP Team	3.56	VE
12. Issuing a Memorandum/ Notice of Meeting to convene the RCSP Barangay Core Team (with the Orientation on EO 70 and RCSP as its first agenda)	3.58	VE
13. Orienting the RCSP Barangay Core Team comprising the members of the Local Development Council (LDC) and Local Peace and Order Council (LPOC)	3.60	VE
Total	**3.54**	**VE**
Phase 2 – Access		
1. Allocating resources based on the barangay population	3.53	VE
2. Coordinating with Barangay RCSP Team on the serbisyo caravan	3.64	VE
3. Introducing RCSP to the community members as a peace and development program aimed to address primary and secondary issues in their barangay	3.60	VE
4. Convening BDC for RCSP Validation	3.46	VE
5. Convening the community members/sectoral representatives for RCSP Validation	3.48	VE
6. Utilizing the YTT (Yesterday, Today and Tomorrow) tool to help community members identify current and past issues while identifying a vision for the community's future	3.47	VE
7. Interpreting the YTT and segmenting the problems identified and possible interventions based on this by sector	3.49	VE
8. Facilitating clarification and prioritization of the interventions with the Barangay Development Council (BDC) and the Community members/ sectoral groups	3.49	VE
9. Collating the validated information	3.52	VE
10. Analyzing information–link interrelated issues and chains of possible interventions	3.54	VE
11. Crafting the issues identification report	3.53	VE
12. Identifying issues that can be addressed by current LGU programs, projects, and activities (PPAs)	3.53	VE
13. Allocating resources and commitment to the targeted interventions	3.55	VE

14. Communicating to Barangay RCSP/Provincial RCSP Team Team of commitments and fiscal arrangements for programs identified	3.61	VE
15. Submitting a report of unresolved (at the C/M Level) primary and secondary issues to the Provincial RCSP Team and from region to the National RCSP Team for final resolution	3.55	VE
16. Conducting convergence meetings between the provincial RCSP Team and Regional RCSP Team/ between the Regional RCSP Team and National RCSP Team	3.49	VE
17. Identifying issues that can be resolved by the regional line agencies	3.52	VE
18. Submitting a report of unresolved primary and secondary issues of the region to the National RCSP Team for final resolution	3.53	VE
19. Conducting convergence meetings between the Regional RCSP Team and National RCSP Team	3.50	VE
20. Assisting the target community in barangays in forming People's Organization	3.54	VE
21. Providing avenues of discussion on sectoral concerns	3.54	VE
22. Registering newly formed people's organizations	3.42	VE
23. Providing funding support for People's Organization's activities	3.36	VE
24. Coordinating all efforts with the Cabinet Officer for Regional Development and Security (CORDS) assigned to the region for further support and guidance	3.36	VE
Total	**3.51**	**VE**
Phase 3 - Transform		
1. Conducting an assessment of the quality of the Barangay Development Plan(BDP)/Executive-Legislative Agenda (ELA)/Annual Investment Plan (AIP) of the target barangays	3.53	VE
2. Providing technical assistance in the enhancement/crafting of the BDP/ELA/AIP	3.49	VE
3. Providing a resolution adopting the BDP and ELA	3.43	VE
4. Operationalizing AIP via budget ordinance	3.47	VE
5. Orienting LGUs on Barangay-Based Institutions (BBIs)	3.51	VE
6. Assist BBIs in formulating issues	3.44	VE
7. Requesting funding support for priority programs at the barangay level	3.46	VE
8. Allocating and mobilizing adequate resources for priority barangays (if available)	3.49	VE

9. Implementing quick response interventions for issues that can be quickly addressed	3.56	VE
10. Following up on existing requests at the provincial level	3.48	VE
11. Coordinating financial arrangements and flows of resources	3.48	VE
12. Coordinating directly implemented external programs	3.50	VE
Total	**3.49**	**VE**
Phase 4 – Sustain		
1. Crafting executive order on RCSP City/Municipal, RCSP Barangay Team, and POs/Sector Representatives	3.50	VE
2. Conducting sector-specific meetings on seeking solutions, community building, and development efforts	3.51	VE
3. Disseminating IEC materials on peace and development	3.65	VE
4. Conducting public fora/Talakayan on peace and development	3.66	VE
5. Training BPATs, and Tanods on community security practices	3.66	VE
6. Training BPOC on peace and development and security planning/implementation	3.68	VE
7. Communicating/coordinating constantly with the military/police	3.70	VE
8. Conducting perimeter checks in target barangay	3.70	VE
9. Retooling all Barangay Peacekeeping Action Teams (BPATs), Barangay Information Network (BIN)	3.67	VE
10. Conducting periodic security check/ post-clearing operations	3.75	VE
11. Reporting of security findings to the City/Municipal RCSP Team	3.67	VE
12. Collection of periodic security reports from the AFP/PNP on the area	3.66	VE
13. Preparing resources needed for the PPAs	3.57	VE
14. Following appropriate accounting and financing procedures for the PPAs	3.57	VE
15. Pre-position goods and manpower for implementation	3.58	VE
16. Informing the RCSP Barangay Team and barangay government if interventions are to be implemented and relayed to the community members	3.58	VE
17. Monitoring PPA milestones and expenditure of the program	3.52	VE
18. Evaluating immediate results of completed programs	3.48	VE
19. Making necessary adjustments	3.60	VE
20. Including unresolved secondary issues in the following year's AIP	3.58	VE
21. Enjoining community members in PPA implementation (I.e., have volunteers in the conduct of activities and projects)	3.55	VE

22. Having a comment box/board for community feedback on PPAs undertaken under the RCSP	3.52	VE
Total	**3.61**	**VE**
Phase 5 – Monitor		
1. Evaluating the program results	3.53	VE
2. Making adjustments for the next phases of interventions to meet targets	3.62	VE
3. Communicating additional support needed for the appropriate adjustments in the program/project cycle/phase	3.55	VE
3. Institutionalizing barangay performance incentive programs based on results of socioeconomic and governance indicators	3.56	VE
4. Crafting periodic reports on security, peace, and development	3.58	VE
5. Utilizing citizen satisfaction surveys on barangay and LGU services to further refine governance efforts	3.61	VE
6. Consolidating reports from the Program implementation proper, interventions implemented or being implemented, future interventions, and peace and order situation trajectory to form part of the new RCSP Summing Up Report	3.63	VE
7. Gathering community for a formal turnover of the RCSP Summing Up Report from the RCSP City/ Municipal Team to the RCSP Barangay Team/ Barangay Government	3.56	VE
8. Coordinating with the Barangay RCSP Team on security operations	3.62	VE
9. Conducting operations and community security interfaces	3.62	VE
10. Repeating the RCSP process for adjacent barangays	3.81	VE
Total	**3.97**	**VE**
Overall Median	**3.62**	**VE**

*Legend: VE- Very Effective, E – Effective, ME – Moderately Effective, LE – Least Effective:

Table 5 presents the assessment of the effectiveness of activities identified in the implementation of the Retooled Community Support Program (RCSP), with an overall median rating of 3.62, categorized as "Very Effective."

The evaluation of specific activities reveals that all activities within Phase 1—Shape are perceived as very effective, with the highest ratings for orienting the RCSP core team (3.60) and the RCSP barangay core team (3.60). Additionally, issuing a memorandum/notice of meeting to convene the RCSP core team received a rating of 3.59, indicating strong effectiveness in these initial activities.

In Phase 2- Access, activities such as coordinating with the Barangay RCSP Team on the serbisyo caravan (3.64) and communicating commitments and fiscal arrangements (3.61) were also rated as very effective. These findings suggest that the activities implemented under the RCSP are largely viewed as successful by the respondents, contributing positively to the program's objectives. The high effectiveness ratings indicate that the strategies employed are resonating well with the community and stakeholders involved.

Overall, the results underscore the importance of these activities in fostering community engagement and achieving the desired outcomes of the RCSP.

Table 6. Comparison of the Level of Effectiveness of the Activities Identified in the Implementation of the Retooled Community Support Program (RCSP) according to Groups

FACTORS	Groups						Kruskal Wallis H-Value	Test Statistic s p-value
	Implementer		Partner Agency		Beneficiary			
	Med	Int	Med	Int	Med	Int		
Phase 1	3.79	VE	3.61	VE	3.20	E	39.259	0.000*
Phase 2	3.84	VE	3.61	VE	3.10	E	36.038	0.000*
Phase 3	3.73	VE	3.33	VE	3.18	E	19.307	0.000*
Phase 4	3.83	VE	3.44	VE	3.68	VE	8.214	0.000*
Phase 5	3.80	VE	3.61	VE	3.41	VE	19.821	0.000*

*Significant @ p-value ≤ 0.05; Legend: VE- Very Effective, E – Effective, ME – Moderately Effective, LE – Least Effective

Table 6 compares the effectiveness of activities identified in the implementation of the Retooled Community Support Program (RCSP) across different respondent groups. The overall test statistic value is 0.000, which is less than the significance level of 0.05, indicating significant differences in perceptions of effectiveness among the groups.

The data reveal that implementers rated the effectiveness of Phase 1 activities at 3.79, categorized as "Very Effective," while partner agencies rated it slightly lower at 3.61, also "Very Effective." Beneficiaries, however, rated Phase 1 activities at 3.20, categorized as "Effective." Similar trends are observed in Phase 2, where implementers rated the activities at 3.84, partner agencies at 3.61, and beneficiaries at 3.10.

These results suggest that while all groups perceive the activities as effective, there are notable differences in the levels of effectiveness attributed to the activities by each group. Implementers consistently rated the activities higher than the other groups, indicating a potential disparity in perspectives regarding the program's impact.

The findings highlight the importance of considering diverse viewpoints in evaluating program effectiveness, as they can inform adjustments and improvements in the RCSP implementation. Overall, the significant differences across groups emphasize the need for ongoing communication and collaboration among stakeholders to enhance the program's outcomes and ensure that all perspectives are adequately addressed.

Table 7. Challenges Encountered by the Respondents during the Implementation of the RCSP by the 1ˢᵗ PPMFC

Challenges Encountered	Implementers	Partner Agencies	Beneficiaries	Total	Rank
	f	f	f		
Uncooperative Beneficiaries	5	2	2	9	6.5
Insufficient funds to sustain the program	16	2	3	21	2
Insufficient vehicles for transportation	18	7	3	28	1
Network Reception Barriers	3	2	4	9	6.5
Uncooperative Bgy Officials	5	0	5	10	5
Intermittent Weather Conditions	4	2	5	11	4
Negative Perception of the Community to the PNP	4	0	1	5	13.5
Insufficient Goods Distributed	4	4	5	13	3
Safety and Security of the Participants	3	1	3	7	9.5
Participation of National Agencies/NCIP	0	0	1	1	15
Lack of proper coordination	3	0	4	7	9.5
Activities were not well organized	0	1	4	5	13.5
Language Barriers	3	0	3	6	11.5
Limited Support from the LGU	6	0	0	6	11.5
Limited human resources, equipment, Facilities	5	2	1	8	8

Table 7 outlines the challenges encountered by different groups of respondents during the implementation of the Retooled Community Support Program (RCSP) by the 1st PPMFC. The challenges were categorized based on the perceptions of implementers, partner agencies, and beneficiaries, and ranked according to their frequency.

The data indicate that "Uncooperative Beneficiaries" was identified as a significant challenge, with a total frequency of 9, ranking 6.5 across all groups. Implementers reported 5 instances of this chalnge, while partner agencies and beneficiaries noted 2 instances each. This suggests a shared concern among the groups regarding the engagement and cooperation of beneficiaries in the program.

Other challenges encountered were also documented, reflecting the complexities faced during the implementation process. The ranking of these challenges provides insight into the most pressing issues that need to be addressed to enhance the effectiveness of the RCSP.

These findings underscore the importance of fostering cooperation and engagement among beneficiaries to mitigate challenges in program implementation. Addressing the identified challenges will be crucial for improving the overall effectiveness of the RCSP and ensuring that the program meets its objectives. The results highlight the need for targeted strategies to enhance beneficiary involvement and cooperation, which are essential for the success of community support initiatives.

Project Proposal: Contextualized Enhanced Retooled Community Service Program by the 1st Palawan Police Mobile Force Company

Introduction:

The project aims to strengthen and contextualize the current Enhanced RCSP by the 1st PPMFC by using the community-oriented proposed ERCSP model and evaluation tool to assess every activity conducted by the Core Implementers. The contextualized ERCSP aims to address the root causes of the local terrorism and insurgencies by conducting activities mandated by the EO 70 series of 2018. By enhancing community trust and contributing to lasting peace and security in the target barangays. The project will encompass multi-sectoral stakeholder collaboration, which involves government agencies, local communities, civil society, and the private sector.

With the introduction of a more structured and participatory approach to local governance and development, the improved guidelines for the Enhanced Retooled Community Support Program (RCSP), released on March 20, 2023, under MC No. 2023-046, represent a considerable improvement over the previous editions. With a thorough planning process that involves the orientation and formation of local core teams headed by barangay captains, mayors, and governors, the revised rules place a strong emphasis on enhancing coordination between national and local government units (LGUs). These groups have the responsibility of determining the needs of the community and setting program priorities under the Barangay Development Plan (BDP). To resolve governance concerns and speed up service delivery, the new framework, in contrast to the previous standards, lays more emphasis on involving local stakeholders **through frequent service caravans and community discussions.**

The objectives of the program are:

1. Strengthen the 1st PPMFC's community-oriented policing efforts to ensure the safety and security of residents.
2. Foster trust and collaboration between the PPMFC implementers, partner agencies, and beneficiaries.
3. Address the root causes of local terrorism and insurgency by promoting socio-economic development, education, and opportunities.
4. Support the all-encompassing "whole-of-nation" approach to ending local terrorist threats in Palawan.
5. A more contextualized or localized approach of the program based on its applicability and feasibility in the target area, feedback from the core implementers, partner agencies, and beneficiaries, as well as what worked best during previous activities.

Scope of the Project: The project includes all the barangays and possible target barangays that will be the beneficiaries of the CERCSP.

Project Components:

1. Community policing involves community engagement teams dedicated to building up community

relationships and problem-resolution approaches. Establish community safety dialogues that deal with an open dialogue between the implementers and the community on how they can help law enforcement to address security issues. Lastly, the PPMFC could create a crisis response team wherein community members can be provided with training on crisis and disaster response as part of the emergency response procedures.

2. Education and awareness. School programs can be done focusing on symposiums and workshops in local schools to raise awareness about the consequences of extremism and terrorism. Students in the community could advocate through different platforms, such as radio and social media, and slogans posted in the community about the consequences of extremism and local terrorism.

3. Socio-Economic Development. Livelihood initiatives can be done as one of the intervention activities with partner agencies and government agencies. Infrastructure like bridges and farm-to-market roads for the access and ease of goods and services.

4. Spiritual Development. Interfaith activities like vigils, camps, and focused group discussions must also be organized in the community. With this, community beneficiaries could be assisted in the peacekeeping and security of the people.

5. Capability Building. The RCSP implementers team should also be capacitated on the updated and specialized training on community policing, conflict resolution, and better collaboration with the partner agencies and the community.

Program Activities:

Following the Phases of Objectives of the ERCSP, the 1st PPMFC shall do the following:

Phase 1: Shape—the establishment and capacity-building of the dedicated ERCSP team responsible for planning, implementing, and evaluating the program, including the activities conducted and the beneficiaries' satisfaction rating. Partner LGUs and barangay officials must be trained based on the training needs assessment survey.

Phase 2: Access: Conduct a thorough needs assessment survey of target communities to identify the specific needs and concerns.

Phase 3: Transform: Collaborate and work closely with partner agencies as well as the LGU, NGOs, churches, community leaders, and residents.

Phase 4: Sustain: Implement the activities identified during Phase 2, aligning with the objectives of the ERCSP, and including immediate feedback every day after the activity through the developed evaluation tool.

Phase 5: Monitor: Continuously assess and evaluate the project outcomes and make necessary adjustments based on the feedback from the beneficiaries.

Phase 6: Monitoring and Evaluation: Continuously assess and reassess the project outcomes, including the whole team of implementers, and document and evaluate the whole cycle of implementation. Results of the project implementation should be reported, documented, and recorded to the whole team as ways to improve the implementation of the next cycle of the program. Maintain accurate records of every activity, including the training design, up to the end of the training report, including the summary of the client satisfaction rating from the beneficiaries.

Project Budget: The project budget will be developed in partnership with relevant stakeholders of the community, including the LGU, NGOs, and other potential private donors. This will be allocated for

personnel training, community projects and activities, educational materials, transportation, and infrastructure development.

Expected Outcome of the Study

An extended framework of the CERCSP with added phases such as reporting and evaluating every activity under the RCSP. Reporting, documentation, and safekeeping of records of the ERCSP activities can also be one of the outputs for future reference. An impact assessment study can also be done in 3 years to assess the effectiveness of the RCSP and may bring another intervention program as a result of the ERCSP.

Enhanced Retooled Community Support Program

Challenges in the Implementation of Current RCSP	Proposed Intervention	Persons Involved	Budget	Expected Outcome
Insufficient vehicles	Seek additional vehicles (from 2 vehicles to 4 vehicles)	RCSP Core Implementer s, LGU	From P20, 000.00 to P40,000.00 per activity	Increased number of clients who availed haircut (from 20 to 40 persons)
Insufficient funds to sustain the program	Seek financial help from partner agencies and conduct fundraising activities to increase the allocation of budget for the ERCSP	RCSP Core team, partner agencies, LGU, Bgy.	From P30,000.00 per activity to P 60, 000,00 per activity	Increased number of attendees and beneficiaries of the program
Insufficient Goods distributed	By sourcing out additional funds to increase the number of goods for each participant (from 100 to 200 packs per activity)	RCSP Core team, partner agencies, LGU, Bgy	From (P200 per pack to P500)	Increased number of participants with goods and increased content of goods distributed
Intermittent weather conditions	Schedule most of the activity during the dry season During summer, instead of 2 activities	RCSP Core team, partner agencies, LGU, Bgy	From P50,000 to P125,000 per month during summertime	Increased number of activities done, without weather interruptions

	per month, increased to 5 activities per month			
Uncooperative Bgy Officials	Reorient the Bgy Officials on the importance of the RCSP, and involve them in the pre-planning phase until phase 5	RCSP, partner agencies, Bgy Officials	LGU funds allocation	100% cooperation from Bgy Officials on RCSP activities
Network Barriers	Write a Letter request to the partner agencies and LGU to facilitate adding more network receptors in the area	RCSP, partner agencies, LGU	LGU funds allocation	Additional network receptors in the area; more coordinated activities for information dissemination
Limited human resources, equipment, and facilities	More attrition on the part of the 1st PPMFC, additional vehicles, heavy equipment, and venue for the activities	1st PPMFC, RCSP, Partner agencies, LGU, Barangay officials	From P20,000 – P50,000 per activity	Increased number of human resources, equipment, and facilities, increased number of beneficiaries
Safety and Security of the implementers and participants	Planning the activities more comprehensively	RCSP Core team, partner agencies, LGU, Bgy Officials, Beneficiaries	From P30,000.00 per activity to P125,000.00 per activity	Increased safety and security of both implementers and beneficiaries
Lack of proper coordination	Fully involved of all RCSP implementers, LGU, partner agencies, Bgy officials, and beneficiaries	RCSP Core team, partner agencies, LGU, Bgy Officials, Beneficiaries	For communication and information dissemination P5,000.00 per activity to P20,000.00 per activity	More coordinated and well-executed activities in the target locality

Language barriers	Tap a local interpreter or recruit RCSP implementers who speak the native language of the target beneficiaries	RCSP Core team, Bgy Officials	Provide stipend for language interpreter	Increased number of attendees, as well as an understanding of the program
Limited Support from the LGU	Conduct fundraising activities in coordination with the LGUs and other partner agencies including private agencies and organizations to source additional funds for the ERCSP activities	LGU and private agencies/ organizations	Increase funds from P20,000.00 per activity to P 125,000.00 per activity	Increased number of attendees and beneficiaries
Activities were not organized	Proper planning of the conduct of activities must be done by benchmarking on previous problems encountered in the previous RCSP implementation	RCSP core team, partner agencies, PGU, Bgy Officials, Beneficiaries	Strategize the activities, plan and coordinate intensively	More planned and well-organized implementation of RCSP activities
Negative perception of the beneficiaries to the PNP personnel	Conduct a seminar, information dissemination that PNP personnel are good people	RCSP core team, partner agencies, PGU, Bgy Officials, Beneficiaries	PNP personnel assigned as RCSP implementer s should be	Increased number of participants and beneficiaries
Participation of the national representative of NCIP	Re-orientation on RCSP	RCSP core team, partner agencies, PGU, Bgy Officials, Beneficiaries	LGU funds allocation	Increased number of NCIP representative more friendly and approachable
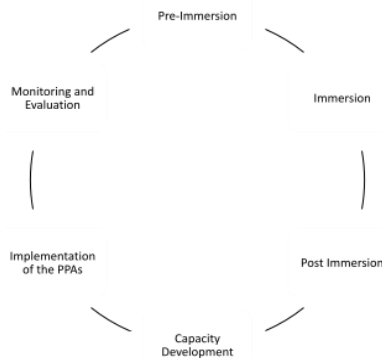
Schematic diagram of the Proposed Enhanced RCSP by the 1st PPMFC

The first diagram shows the schematic diagram of the phases or major milestones of the Enhanced RCSP based on DILG Memorandum Circular No. 2023-046. These major milestones refer to the phases of RCSP as implemented by the 1st PPMFC in the target communities of seven municipalities in Southern Palawan. The second diagram shows the proposed contextualized enhanced RCSP following the latest guidelines of the ERCSP. It is more contextualized or crafted based on the actual implementation of the program in the target communities. The researcher proposed that each of the milestones be evaluated, allowing feedback from the core team and beneficiaries. This will refine the transition of major milestones and allow smooth implementation of the PPAs. Another box is added, or one major milestone, allowing feedback for reporting results to concerned agencies and beneficiaries as well as the core team. An evaluation tool could also be developed and translated into the vernacular dialect of the target community to evaluate the activities comprehensively. An impact assessment study could also be conducted and reported to the community on the status of the program and their participation in the success of the program.

CONCLUSION AND RECOMMENDATIONS

Conclusions

Based on the following findings, the following conclusions are forwarded:

The objectives of the RCSP implementation by the 1st PPMFC were met and continuously pursued, showing a strong commitment of the implementers, partner agencies, and beneficiaries in accomplishing the intended goals and outcomes of the program. Despite the overall accomplishment of the RCSP implementation by the 1st PPMFC, the respondents do not differ in perception as to the extent to which these objectives were met. This proposes varying standpoints and interpretations among the respondents during the implementation process. The level of involvement of the respondents during the RCSP implementation indicated a high degree of commitment and participation in the activities conducted. There is no significant disparity in the level of involvement in the RCSP implementation. The degree in involvement levels may arise from factors such as divergent roles, responsibilities, motivations, and commitment. Nonetheless, all are fully involved in the program implementation.

The effectiveness of the RCSP implementation was highly recognized considering its impact on the community and achieving its intended outcomes, highlighting the positive results generated by the program implementation. The RCSP implementation by the 1st PPMFC gained overall success despite the perceived level of effectiveness. This varying level of perception shows different experiences and viewpoints on the criteria used to evaluate the program's effectiveness. Various challenges and obstacles were encountered during the program implementation by all respondents. The problems range from

logistical issues to interpersonal disagreements, emphasizing the complex nature of the program. With the comprehensive assessment of the RCSP program implementation by the 1st PPMFC, the current status of the program was determined. Thus, a contextualized ERCSP was proposed as a strategic response to address the identified areas needing improvement to enhance the program's effectiveness and impact on the community.

Recommendations

To enhance beneficiary engagement, regular feedback loops should be incorporated throughout all phases of ERCSP implementation. Clear expectations should be set and aligned among all key stakeholders to mitigate potential misunderstandings. A participatory evaluation mechanism should be designed to formalize feedback loops and assess the program's strengths and weaknesses. To address logistical challenges like insufficient resources, a resource mobilization plan should be developed, and partnerships with relevant agencies and NGOs should be strengthened.

Improved coordination among stakeholders is crucial, and a memorandum of agreement can be forged to address coordination concerns. Effective communication strategies should be designed to overcome language barriers, utilizing vernacular language, culturally appropriate messaging, and involving local and marginalized group representatives. Regular monitoring, assessment, and flexible adjustments based on real-time feedback and changing community needs are essential to ensure program effectiveness. Finally, fostering positive perceptions and trust in the police force through this program and other PNP-PPMFC initiatives can strengthen community relationships.

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