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ASSESSMENT OF SPORTS PROGRAM IN NATIONAL CAPITAL REGION BASED ON THE PHILIPPINE SPORTS COMMISSION'S STRATEGIC PLANS

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Abstract:
This paper assessed the extent of implementation of sports programs in selected divisions of the National Capital Region (NCR), utilizing the Philippine Sports Commission's Strategic Plan during the school year 2024-2025. One hundred fourteen coaches served as respondents and were purposively sampled from three divisions: Division A, Division B, and Division C. The study employed a descriptive-comparative design using a structured questionnaire anchored on sports governance, sports promotion and awareness, sports accessibility, high-performance sports development, sports infrastructure and support, and sport linkages. Findings revealed that the extent of implementation, all sports programs across all divisions were generally "implemented" with sports governance ($\bar{x}$=3.05) ranked highest, while sports infrastructure and support ($\bar{x}$=2.67) were the least implemented. The extent of implementation revealed no significant differences in assessment when respondents were grouped according to division, age, and sports affiliation. The study concludes that the sports program in the National Capital Region is aligned with the Philippine Sports Commission's strategic plan. However, gaps remain in the system's monitoring and evaluation, consistent public campaigns, accessibility, maintenance, and upgrading of sports facilities, a well-defined training program, and collaboration with research institutions.

Keywords: extent of implementation, strategic plan, school divisions, sports programs

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1. Introduction

Sport is powerful in creating a healthy lifestyle and mirrors character through victories and defeats (Almazan, 2023). Sports play a crucial role in the physical, emotional, and social development of individuals and groups. In addition to being enjoyable and suitable for individuals, sports teach valuable life lessons, including discipline, teamwork, persistence, and leadership. It encourages people to lead healthy lives, excel academically, and develop a sense of national pride and identity, particularly among young people (Dizon, 2024). According to Kharytonov *et al.* (2021), sports have a significant impact on student growth because they encourage students to be active, prevent them from being idle, and provide opportunities for them to connect with others. At the national level, sports are viewed as a means to unite the country, foster patriotism, and send athletes to represent the Philippines in international events (Pimiento, 2021).

Sports programs increase participation at the grassroots level and have a positive impact on all members of the community (Bamidele & Sunday, 2020). It is beneficial for communities to have sports programs because they bring people from diverse groups together, making them feel a sense of belonging (Karstensen *et al.*, 2024). These programs are vital in underprivileged areas, where sports can serve as a source of empowerment, providing people with a sense of purpose (Langarita & Cazcarro, 2022). Additionally, the Sports program has been a key tool in impacting sports in all schools, with alignment of significant importance at the local, regional, and national levels (Friday *et al.*, 2023). According to a study by Mori *et al.* (2024), sports programs also help individuals develop essential life skills, such as focus, teamwork, and time management. Sports can help make the world a better place by bringing people together and fostering personal growth.

The Philippine Sports Commission's Strategic Plan (2022–2028) lists the main goals to improve the growth of sports in the Philippines. According to the Philippine Sports Commission (PSC), the strategy plan is built on six main points: sports governance, sports promotion and awareness, sports accessibility, high-performance sports development, sports infrastructure and support, and sports linkages. Sports governance is defined in this paper as a system that oversees the effectiveness of different stakeholders by managing, regulating, promoting transparency, and accountability. According to Gjesdal & Hedenborg (2021), to develop a good sports program, a clear policy and collaborative effort should operate efficiently and ethically, which lies with the members of the organization. Sports Promotion and Awareness are defined as efforts to ensure that the public has knowledge and interest in participating in sports. This can be through campaigns, social media posting, and events. According to Romein (2024), the researcher emphasizes the importance of community-based advantages in supporting sports participation and awareness among specific populations, resulting in high participant satisfaction and strong attendance. Sports accessibility refers to the ease of access to facilities and equipment for members of the community. According to Fetura & Suherman (2021), creating a policy aligned with equipment and facilities will enhance community access to sports resources. Sports Infrastructure is a physical facility that

supports sports activities, including courts, playgrounds, and equipment. Balay-as (2023) emphasizes the need for appropriate facilities and equipment to support sports programs. Sports linkages are defined by Kaloyanchev (2023) as partnerships that implement sports activities to enhance the level of sports in communities. Moustakas (2024) discussed that linkages have a positive impact on the community, specifically in terms of social cohesion. High-performance Sport Development focuses on ensuring that national athletes receive the training and support they need to excel at the international level. The plan also discusses promoting sports at the local level to encourage young people to engage in more physical exercise and improve their athletic skills (Thompson *et al.*, 2022), ultimately aiming for the Philippines to develop a long-lasting sports culture and produce future champions.

Even though the PSC laid out a clear strategic goal, there are still challenges to sports development programs that make it difficult to fully implement them in the National Capital Region (NCR) and beyond. Some of these issues include insufficient funding, inadequate equipment, insufficient training for coaches, limited community participation, and uneven monitoring of program results (Dowling, 2023). When strategic planning isn't fully integrated into local sports programs, efforts become fragmented, which negatively impacts long-term athletic success and participation at the grassroots level (Fadare *et al.*, 2024). Additionally, there are still significant differences between public and private schools in terms of their access to quality sports programs. Differences in income and location often contribute to these disparities. (Palheta *et al.*, 2022).

Several studies have looked at the effectiveness of sports programs in schools and local governments. However, there has not been a single study that uses the Philippine Sports Commission's Strategic Plan as a guide to look at the scope and quality of sports program execution. This is a problem because the PSC Strategic Plan is the most essential document for developing sports nationwide and could serve as a standard to evaluate the success of current sports programs. Since no academic work has been done on this plan, this study aims to determine if current practices align with national goals, particularly in an area like the NCR, which is highly populated and has diverse business types.

In this context, the study aims to utilize the PSC Strategic Plan as a guide to evaluate the sports programs in the National Capital Region. The study will examine how the programs are implemented in accordance with the six criteria established by the PSC. It will also investigate whether respondent profiles, such as age, sports affiliation, school affiliation, and division, influence how they rate sports programs. By doing so, the study aims to bridge the gap and provide a more comprehensive understanding of how sports development is perceived and implemented in practice. Developing and accessing sports programs are critical to achieving national sports objectives and empowering athletes, coaches, and communities. Using the Philippine Sports Commission's Strategic Plans as a basis for this study allows us to conduct a comprehensive, policy-based review of how effectively the programs operate in NCR. The PSC has established a solid foundation for sports growth, but there are still issues with execution and gaps in the monitoring

systems that need to be addressed. This study will provide real-world insights that will help us refine programs and inform future policy decisions. Stakeholders can better ensure that sports programs are sustainable, inclusive, and prosperous by aligning local practices with national strategies, which will help make the Philippines a more dynamic and equitable place for sports.

2. Material and Methods

2.1 Participants

The study was conducted in three selected National Capital Region (NCR) divisions: Division A, Division B, and Division C. These divisions were purposely selected based on their sports performance rankings in NCR Palaro last March 2025—Division A being Rank 1, Division B at Rank 9, and Division C at Rank 16. This purposive inclusion was designed to reflect a range of contexts, from highly developed programs to those that are still in progress. The variation in rankings aims to provide the study with a broader scope of insights regarding the extent of sports program implementation and its strengths and weaknesses, allowing for meaningful comparisons and recommendations. There are only 54 official coaches per division. The three divisions have a total of 162 official coaches. Using Slovin's formula, it was determined that a total of 114 respondents, 38 from each division, participated in the study, which ensured diverse and balanced representation. These individuals are identified through coordination with the Division Offices and Sports Coordinators of each Division.

2.2 Instruments

This study employed a structured research questionnaire as the primary data collection instrument. The questionnaire was constructed based on the six strategic focus areas outlined in the Philippine Sports Commission's (PSC) National Sports Development Plan. It was divided into two main parts. The first section gathered the respondents' profiles, including their division, age, and sports affiliation (e.g., individual or dual sports and team sports). This demographic information is essential for understanding the participants' backgrounds and perspectives, as well as for drawing comparisons based on their experiences and affiliations. The second part of the questionnaire focused on determining the extent of implementation of the sports programs. This section included several statements categorized under the six strategic areas: Sports Governance, Sports Promotion and Awareness, Sports Accessibility, High-Performance Sport Development, Sports Infrastructure and Support, and Sports Linkages. Respondents indicated their level of agreement with each statement using a four-point Likert scale: 1 – Strongly Disagree, 2 – Disagree, 3 – Agree, and 4 – Strongly Agree. This allowed the researchers to measure how well the respondents perceived the sports programs were being implemented in relation to the strategic goals (Berber & Mollaoğullari, 2020).

2.3 Data Collection

After following all the necessary corrections recommended by the ethics review committee, the researcher waited for clearance to conduct the study and will also seek approval from the Adviser and the Office of the Dean. After receiving the clearance and approval, the researcher secured a letter of permission from the three School Division Superintendents to conduct the study. After obtaining the letter of permission, the researcher proceeds to the Division Sports Coordinator for the distribution of the survey questionnaire. Before distributing the survey questionnaire, the researcher will provide an orientation to the participants regarding the purpose and scope of the study to ensure that their responses are both genuine and authentic. After the orientation, consent forms and survey questionnaires were distributed to the respondents. Once completed, the researcher collected and retrieved all questionnaires. The collected data will then be consolidated using tally sheets and summarized in tables, which will serve as the basis for data analysis and interpretation.

2.4 Statistical Analysis

This study will employ various statistical treatments to analyze the data collected using the Statistical Package for the Social Sciences (SPSS). Frequency and Percentage. This was used for analyzing the profile and other results of the survey questionnaire. Mean and Standard Deviation. This was used to determine the extent of implementation. This includes evaluating the implementation of sports governance, promotion and awareness, accessibility, high-performance sport development, sports infrastructure and support, as well as sport linkages.

Independent t-test. This was used to determine whether there are significant differences in the respondents' assessments of the sports program implementation based on sports affiliation. One-way ANOVA. This was used to determine whether there are significant differences in the respondents' assessments of the sports program implementation based on their age and divisions.

3. Results and Discussion

Table 1: Profile of the Respondents

Division	**Frequency**	**%**
Division A	38	33.3
Division B	38	33.3
Division C	38	33.3
Total	**114**	**100**
Age	**Frequency**	**%**
25-30	24	21.1
31-35	18	15.8
36-40	32	28.1
41 and above	40	35.1
Total	**114**	**100**

Sports Affiliation	Frequency	%
Individual and Dual Sports	48	42.1
Team Sports	66	57.9
Total	**114**	**100**

The respondents of the study were drawn equally from three school divisions in the National Capital Region (NCR), namely Division A, Division B, and Division C. Each division contributed 38 respondents, accounting for 33.3% of the total sample. This equal distribution across divisions ensured balanced regional representation, reducing potential location-based bias in the assessment of sports program implementation.

In terms of age, the data show that the majority of the respondents belonged to older age groups. Those aged 41 and above formed the largest segment, comprising 35.1% (n=40), followed by the 36–40 age group at 28.1% (n=32). Respondents in the 25–30 age group made up 21.1% (n=24), while the smallest group was aged 31–35, accounting for 15.8% (n=18). This suggests that the sample primarily consisted of mature individuals who likely hold mid- to senior-level positions within their respective divisions. Such respondents are presumed to have substantial experience in the planning, implementation, and evaluation of sports programs. According to Pestano, Ibarra, and Foster (2021), having experienced personnel as respondents enhances the validity of assessments in institutional program studies, particularly in public education and sports. As for sports affiliation, a larger proportion of the respondents (57.9%, n=66) were involved in team sports, while 42.1% (n=48) were engaged in individual or dual sports. This balance is essential, as it provides insights into the unique challenges and successes of both types of sports programming. Team sports often require collective infrastructure, coaching coordination, and logistical support, whereas individual sports demand focused training and personalized development plans (Subijana *et al.*, 2020). The inclusion of both affiliations contributes to a more comprehensive evaluation of the overall sports program implementation.

The composition of the respondents supports the study's objectives, particularly in terms of generating a reliable and inclusive assessment. Palad *et al.* (2023) note that a diverse respondent profile — in terms of geography, age, and expertise — helps capture multifaceted issues in sports development. With a demographically diverse yet balanced group of respondents, the study is well-positioned to yield grounded, actionable findings aligned with the PSC's vision of participatory and data-driven sports program enhancement.

Table 2: Extent of Implementation of Sports Program in National Capital Region

Indicator	Mean	Standard Deviation	Descriptive Equivalent	Verbal Interpretation	Rank
Sports Governance	3.05	0.81	Agree	Implemented	1
Sports Promotion and Awareness	3.03	0.87	Agree	Implemented	2
Sports Accessibility	2.87	0.94	Agree	Implemented	4
High-Performance Sport Development	2.93	0.89	Agree	Implemented	3
Sports Infrastructure and Support	2.67	0.91	Agree	Implemented	6
Sport Linkages	2.79	0.90	Agree	Implemented	5
Overall	**2.89**	**0.90**	**Agree**	**Implemented**	

Legend: 3.25 – 4.00—Highly Implemented; 2.50 – 3.2—Implemented; 1.75 – 2.49—Partially Implemented; 1.00 – 1.74—Not Implemented.

Table 2 provides an overview of the extent of implementation across the various components of the sports programs assessed in the selected school divisions. All indicators fall within the descriptive range of "Implemented". The overall mean score across all components was $\bar{x}$ = 2.89, SD = 0.90, indicating a consensus among respondents that sports programs are being implemented.

The highest-ranked indicator was Sports Governance ($\bar{x}$ = 3.05, SD = 0.81), reflecting that governance practices such as accountability, transparency, and adherence to standards are being actively implemented. At the same time, Sports Infrastructure ranked the lowest indicator ($\bar{x}$ = 2.67, SD = 0.91). This suggests challenges in sustaining strategic planning for maintaining and upgrading sports facilities and resources.

The highest ranked is closely followed by Sports Promotion and Awareness ($\bar{x}$ = 3.03, SD = 0.87), indicating that promotional activities and awareness campaigns are well-established. High-Performance Sports Development and Sports Accessibility were ranked third ($\bar{x}$ = 2.93, SD = 0.89) and fourth ($\bar{x}$ = 2.87, SD = 0.94). This suggests that while the divisions have implemented mechanisms to develop elite athletes and ensure access to sports, these areas require further strengthening, such as providing athletes with psychological and medical support, and ensuring accessibility to all, regardless of socioeconomic background. Sports Linkages ranked fifth ($\bar{x}$ = 2.79, SD = 0.90), indicating that while a partnership is already established, incorporating a research institution can enhance the sports program in the National Capital Region.

The data shows that in terms of sports governance, accountability, and transparency matters. According to Greeraert (2022), social responsibility was a key principle in the accountability and transparency process. When programs are accountable and transparent, they are easier to implement. In the study by Solanellas *et al.* (2024), it was revealed that the pillars of good governance are transparency and

accountability. On the other hand, while good governance is relevant, there is a need to elevate the sports infrastructure practices. Gregori-Faus *et al.* (2025) state that poor upgrade and maintenance of the infrastructure are due to poor planning, especially in aligning with sustainability measures. Additionally, Cipriano and Hermoso (2024) noted that sustainable sports programs require not only proper governance and promotion but also robust infrastructure and effective partnerships, which remain areas needing improvement.

Further supporting this, Benson *et al.* (2024) emphasized the interconnectedness of these components, suggesting that weaknesses in infrastructure and linkages can hinder accessibility and high-performance outcomes. The Philippine Sports Commission's strategic plan (2021) emphasizes that a balanced approach, addressing all program components, is essential for holistic sports development.

Table 3: Significant Difference in the Assessment of Respondents in terms of the Division

Division	N	Mean	Sd	ANOVA F Test	Sig.	Decision	Interpretation
Division A	38	2.86	.71	.173	.841	Failed to Reject Null Hypothesis	No significant difference
Division B	38	2. 94	.76				
Division C	38	2.86	.64				

Table 3 presents the results of the one-way ANOVA test examining whether there is a significant difference in the overall assessment of sports program implementation among respondents from all divisions. The mean scores were closely similar across the divisions, with Division A and Division C both scoring 2.86 (SD = 0.71 and 0.64, respectively), while Division B scored slightly higher at 2.94 (SD = 0.76).

The ANOVA test yielded an F-value of 0.173 with a significance level (p-value) of 0.841, which is well above the conventional alpha level of 0.05. Consequently, the null hypothesis of no significant difference was not rejected, indicating that respondents from the three divisions did not differ significantly in their assessment of the extent of sports program implementation.

This lack of significant Difference suggests that sports programs are being implemented in a relatively uniform manner across the selected divisions in the National Capital Region. Such consistency may be attributed to adherence to national guidelines and the Philippine Sports Commission's strategic plans, which promote standardization of sports programs across regions.

The findings align with those of Ner *et al.* (2022), who reported similar levels of program implementation across different local government units due to coordinated national efforts. Likewise, Baumann *et al.* (2023) emphasized that uniform training and policy dissemination contribute to minimizing disparities among divisions or districts in the delivery of programs.

Overall, the results suggest that improvements or interventions designed to enhance sports programs can be applied broadly across these divisions without the need for highly customized approaches tailored to specific locations.

Table 4: Significant Difference in the Assessment of Respondents in Terms of Age

Age	N	Mean	Sd	ANOVA F Test	Sig.	Decision	Interpretation
25-30	24	3.01	.66	.712	.512	Failed to Reject Null Hypothesis	No Significant Difference
31-35	18	2.84	.80				
36-40	32	2.95	.55				
41 and above	40	2.77	.78				

Table 4 presents the results of the one-way ANOVA test examining whether there is a significant difference in the overall assessment of sports program implementation among respondents from across different age groups. The mean score for 25-30 is 3.01 (SD=0.66), followed by those aged 36-40 with a mean score of 2.95 (SD=0.55). A mean score of 2.84 (SD=0.80) and 2.77 (SD=0.78) for those aged 31-35 and 41 and above, respectively. The ANOVA test produced an F-value of **0.712** with a p-value of **0.512,** which is above the 0.05 threshold. Therefore, the null hypothesis was **not rejected,** meaning there is no statistically significant difference in the assessment of sports program implementation across the different age groups.

This finding suggests that age does not influence how respondents perceive the implementation status of sports programs within their divisions. The uniformity in perceptions across age groups may reflect a shared understanding and experience of the programs, regardless of the respondents' age.

Supporting this, Li *et al.* (2024) found similar results where demographic factors such as age had minimal impact on perceptions of program effectiveness in sports organizations. Additionally, Thompson *et al.* (2022) argued that consistent training and orientation programs in sports institutions help standardize knowledge and awareness across different age cohorts.

In essence, the results suggest that the implementation of sports programs is viewed consistently across age groups, which could be advantageous for unified program development and communication strategies within the divisions.

Table 5: Significant Difference in the assessment of respondents in terms of Sports Affiliation

Sports Affiliation	N	Mean	Sd	T	Sig. (2 – Tailed)	Decision	Interpretation
Individual and Dual Sports	48	2.82	.72	-1.102	.273	Failed to Reject Null Hypothesis	No Significant Difference
Team Sports	66	2.97	.67				

Table 5 shows the results of the independent samples t-test that examined whether there is a significant difference in the assessment of sports program implementation between

respondents affiliated with individual and dual sports versus those affiliated with team sports.

Respondents affiliated with individual and dual sports reported a mean score of 2.82 (SD = 0.72), while those associated with team sports had a slightly higher mean of 2.97 (SD = 0.67). Despite this Difference, the t-test value of -1.102 with a two-tailed significance level of 0.273 indicates that the Difference is not statistically significant at the 0.05 level.

Thus, the null hypothesis of no significant difference between the two groups was not rejected, suggesting that the type of sports affiliation, whether individual/dual or team sports, does not significantly affect respondents' perceptions of the extent of implementation of sports programs.

This finding aligns with research by Alexander *et al.* (2024), who found that athletes and coaches across different sports disciplines generally share similar views on program support and implementation, highlighting a common experience regardless of sport type. Similarly, Sherlock (2024) emphasized that sports programs designed by institutions tend to offer comparable levels of resources and opportunities across both individual and team sports to promote equity.

5. Recommendations

Strengthening planning in infrastructure, facilities upgrading, and establishing a continuous monitoring policy will improve the sustainability of sports programs. Policymakers and local government need to prioritize partnership and budget allocation to modernize sports infrastructure and improve accessibility. Intensify the implementation, but guarantee the program remains unbiased and inclusive. Moreover, strengthen the mechanism for feedback from stakeholders across all divisions to inform data-driven improvement efforts. Additionally, create a flexible approach that addresses the needs of each division while remaining consistent. The sports programs should maintain areas that are performing well, but need to prioritize the lowest indicators to achieve a balanced development. Establish a framework for monitoring, evaluation, and maintaining facilities. Stakeholders should invest in upgrading facilities and technology-driven results to support program efficiency. Sustain sports program, remain inclusive, and maintain fairness as priorities. Continue to design policies that are equal to all. Have a division-wide conversation on the best local practices of sports programs, including LGUs for innovation.

6. Conclusion

The sports program in the National Capital Region (NCR) was found to be implemented, supporting by having good governance; however, continuous improvements in infrastructure and monitoring practice. Establish a framework and clear indicators for monitoring, evaluation, facility audits and allocate a budget for upgrades. The

implementation of the sports program is fair and uniform across demographic profiles. No discrimination based on age, divisions, or sports affiliation. This indicates that standard programs and policies are already in place. However, administrators should continue to assess the needs of localized programs to ensure uniformity.

Conflict of Interest Statement
The author declares no conflicts of interest.

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