

Assessment of Sorsogon Province Capacity, Awareness and Challenges in Crisis Management

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Abstract— This study focused on the assessment of Sorsogon Province Capacity, Awareness, and Challenges on Crisis Management for Fiscal Year 2022 – 2023. There were thirty (30) respondents in this study, which included selected Sorsogon Provincial Government Department Heads, heads of National Government Agencies and chairpersons of Civil Society Organizations who are members of the Sorsogon Peace and Order Council and Crisis Management Committee. A descriptive method was used. In analyzing the capacity of the Sorsogon Provincial government unit, the researcher used a questionnaire, reviewed documents, and conducted unstructured interviews to verify data and provide coherent interpretations. This segment was intended only for the Sorsogon Provincial Department Heads. The researcher employed the qualitative research design in describing and summarizing gathered data. On the assessment of the level of capacity of PLGU offices, a documentary analysis and unstructured interview were used. The researcher analyzed data through a qualitative research design. Moreover, in analyzing the awareness and challenges faced by all the respondents of this study, the researcher used a two-part questionnaire and analyzed data through a qualitative and quantitative research design. The statistical methods used in interpreting the data gathered were the 4-point scale, weighted mean, frequency count, and ranking. The results revealed that there were varied capacities within Provincial Government offices relevant to their line of work. Strengths were found in human resource training and tools through their Incident Command System. Management tools and plans, like communication manuals were also present. Budget allocations were adequate, specifically for agriculture and health sectors. However, challenges were found in cyber-attack emergency readiness and lack of a formal Crisis Management Plan. Not having this plan, the legislative support for crisis-related policies were partial, in spite of the existing ordinances on Disaster Risk Reduction and Management. Thus, there is also a lack of funding for crisis management activities. However, the respondents expressed their strong awareness on the current capacities of the provincial government in terms of the five components of crisis management: Predict, Prevent, Prepare, Perform, and Post-Action and Assessment. With this, the respondents found challenges in crisis prediction, situation analysis, budget limitations, insufficient crisis-related training, and underprovided crisis recovery efforts. This emphasized the need for a functional crisis management committee and a crisis management plan. Recommendations were to include enhancement on crisis-related training, formulation of a Crisis Management Plan, improvement of inter-agency collaborations, and increase in public awareness to strengthen the preparedness on crisis management in the province of Sorsogon.

Keywords— Awareness, Capacity, Challenges, Crisis Management Plan, National Crisis Management Core Manual, Province of Sorsogon, Capacity Development Agenda on Crisis Management.

I. INTRODUCTION

The terms "crisis" and "disaster" are frequently used interchangeably in the literature. Crisis differs because there is no single solution to every crisis (Al-Dahash et al., 2016). Moreover, it was differentiated that: (1) crises are rare, significant, high-impact, ambiguous, urgent, and involve high stakes; (2) they involve a period of discontinuity and require critical decision-making; and (3) organizations and stakeholders destabilize and escalations of one or more issues are expected (Zamoum & Gorpe, 2018).

Crises such as threats from cyber-attacks, theft, labor unrest, sabotage, fire, terrorism, pandemics, and other

environmental hazards may lead to problems in a limited or broader scope. Unmanaged crises may also lead to violence, war, displacement, loss of lives, pandemic, famine, drought, food and water insecurity, significant economic loss, and degradation of natural resources.

As a case in point, the terrorist attack that took place on September 11, 2001, in the United States stands as the deadliest act of terrorism in the nation's history (Bergen, 2024) has given rise to a significant humanitarian crisis that continues to have lasting effects today. It has redefined international security threats and altered the nature of warfare globally. "The last two decades also witnessed the globalization of terrorism. The

recruitment of foreign fighters continues to be a leading cause for the sustained expansion of terror groups. In particular, violent extremist groups leverage social media and new technologies to recruit supporters from around the world (Reinares, 2021)."

In the Philippines, the Manila Hostage Crisis or the Hong Kong tourist bus hijacking in August 23, 2010 made significant impact on the country's policies on crisis management. In this incident, other countries criticized the Philippines' law enforcement agencies and crisis management efforts.

Additionally, Super Typhoon Yolanda, one of the most powerful typhoons in history that struck the country on November 8, 2013 has affected more than 14 million people across 44 provinces, claiming the lives of over 8,000 people and displacing millions more (Reid, 2023). The storm's aftermath challenged the country's crisis recovery and restoration.

Furthermore, the coronavirus pandemic in 2019 (COVID-19) tested the country's crisis management efforts regarding health. The government implemented strict community quarantine and contact tracing all over the country. The Bayanihan to Heal as One Act and the Bayanihan to Recover as One Act were signed into law to combat this widespread disease.

These events have also resulted in positive developments, with more countries offering mutual assistance during emergencies through economic aid, humanitarian support, military and security assistance, and expert advice. The hostage-taking event also led to the passage of Executive Order No. 82, Series of 2012, on September 4, 2012, by President Benigno S. Aquino III. The order focuses on implementing the Practical Guide for National Crisis Managers and the National Crisis Management Core Manual, establishing national and local crisis management organizations, and providing necessary funding. Its goal is to unify government crisis manuals by creating a comprehensive framework for identifying and addressing emerging and ongoing crises and adopting relevant policies and procedures. This order also required the creation of a Crisis Management Committee (CMC) under the Peace and Order Council.

The CMC, chaired by the Provincial Governor, is organized in the Province of Sorsogon. The CMC point persons assigned are the Provincial Health Officer, Provincial Legal Officer, Provincial Treasurer, Provincial Tourism Officer, Provincial Disaster Risk

Reduction and Management Officer, Provincial Social Welfare and Development Officer, and the Provincial Administrator as technical adviser.

In light of this, the researcher notes issues with the province of Sorsogon's crisis management implementation. As the former focal point person for the peace and order and public safety program at DILG Sorsogon, the researcher pointed out that the lack of a Provincial Crisis Management Plan or Crisis Action Plan was evident. This plan ensures a coordinated and practical approach to minimizing damage, protecting citizens, and restoring normalcy.

Crafting this plan aligns with two of the United Nations Development Program's (UNDP) Sustainable Development Goals (SDG), which are to make cities and human settlements inclusive, safe, resilient, and sustainable (Goal 11) and promote peaceful societies, accountable institutions, and access to justice for all (Goal 16).

On the issue of safety and security from threats, the Province of Sorsogon, dubbed the "Gateway to the Southern Philippines," is highly susceptible to ingress of unknown and man-made threats such as insurgencies, terrorism, human trafficking, and illegal drug shipments, among others, because it is a transshipment point from Luzon to Visayas and Mindanao and vice versa.

Strong typhoons and other natural disasters also commonly visit Sorsogon province. Its location in the tropics renders it highly vulnerable to geological and hydro-meteorological hazards, including earthquakes and related risks, tropical cyclones, and other severe weather disturbances (Tangol, 2015; LGU et al., 2022).

The researcher also noted minimal data regarding research on human-induced crisis government interventions available to the public. Due to the lack of policies, centralized procedures, and plans to combat unforeseen threats, crisis preparedness and responses may need to be better coordinated between the LGU, NGA, and other stakeholders.

With such a limited database regarding crisis management and the issues and challenges identified, this notion motivated the conduct of the study.

II. STATEMENT OF THE PROBLEM

The general objective of this study was to determine the capacity, awareness, and challenges encountered in crisis management of the Provincial Local Government

Unit of Sorsogon. Specifically, the research explored answers to the following:

1. What are the capacities of the Provincial Local Government Unit in crisis management along:
 - a. Human Resources
 - b. Management Tools
 - c. Program, Projects, and Activities
 - d. Legislation/Policies
 - e. Budget
2. What is the level of awareness of the respondents on the 5Ps of crisis management along:
 - a. Predict: Situation Awareness
 - b. Prepare: Before Crisis
 - c. Prevent: Precautionary Measures
 - d. Perform: During Crisis
 - e. Post-Action and Assessment: After Crisis
3. What are the challenges encountered by the respondents in crisis management along the identified variables?
4. What Capacity Development Agenda may be proposed based on the findings of the study?

III. SCOPE AND DELIMITATION

The study determined the Provincial Government of Sorsogon's capacity, awareness and challenges in crisis management for Fiscal Year 2022 to 2023. Specifically, this study explored the capacity of the PLGU along human resource, training, management tools, initiatives, legal framework, and budget allocations. It also measured the level of awareness of respondents on PLGU PPAs based on the 5Ps of Crisis Management: Predict, Prevent, Prepare, Perform, and Post Action and Assessment. In addition, this study also looked into the challenges perceived by the respondents in PLGU's implementation of crisis management PPAs.

The respondents of this study include selected ten (10) PLGU department heads, ten (10) national government agency heads of office, and ten (10) civil society organization chairpersons who are members of the Sorsogon Provincial Disaster Risk Reduction and Management Council (SPDRMC), Sorsogon Provincial Peace and Order Council (SPPOC) and Crisis Management Committee (CMC).

The content of the questionnaires focused only on the 5Ps of Crisis Management and the general principles stated in the National Crisis Management Core Manual (NCMCM). The researcher may have missed other areas needed in the formulation of Crisis Management Plan. The data collected was limited only to relevant information provided by the 30 respondents. Other

PLGU department offices, NGAs and CSOs not mentioned were excluded from the study.

IV. SYNTHESIS OF THE STATE-OF-THE-ART

The assessment of provincial governments' capacity, awareness, and challenges in crisis management has emerged as a critical area of study, particularly in the context of increasing vulnerability to natural and man-made disasters. This research has gained prominence as governments at all levels are under increasing pressure to improve resilience and ensure timely, effective responses to crises. In this synthesis, the researcher examined the current state-of-the-art of research in this field, highlighting key themes, methodologies, gaps, and emerging trends in scientific literatures and scholarly studies.

Several foreign and local studies had explored different programs and initiatives within the identified categories of crises. This review covered prominent themes of experiences on crisis management in the Philippines. In the field of natural disasters such as typhoons and storms, it was established that the changes in legislations and policies of the country reflected improved response on crisis – these legal frameworks facilitated the creation of disaster risk reduction offices, increased investments in advanced technologies for warning systems and weather forecasting, and general development of disaster response from the national to the local governments (Philippine Congress, 2010; NDRRMC, 2018).

Caliwan (2021) and De Castro (2015) revealed the crucial measures within the field of Terrorism and armed conflicts such as elevated coordination of joint operations and intelligence-sharing in these offices. Adjustments within policies and legislations also strengthened the position of the government on counterterrorism and anti-insurgency through engagements of counter-radicalization, advancement of facilities and capacities of personnel, and implementation of stringent detention and prosecution (Joaquin, 2015; Philippine Congress, 2020; Serrano 2016). These exemplifications presented recommendations of ratification within law enforcing bodies. Furthermore, much alterations were also identified in the area of health crisis management. Different strategies were put in place to enhance healthcare infrastructures and facilities, vaccination campaigns, increased access to health resources, and bolstered interagency cooperation (Department of Health, 2021; Philippine Congress, 2020). These tactics

were also distinguished in the foreign setting predominantly in global institutions such as the World Health Organization, United Nations, UNICEF, and even in practice of the United States.

Research has demonstrated that crises often reveal significant gaps in preparedness, both in terms of governmental readiness and public awareness. Scholars emphasize the importance of developing comprehensive risk assessments and preparedness plans at the provincial level (Turoff et al., 2015; Tej et al., 2014; Cabanig, 2023). While some provinces have established robust risk management frameworks, others lag behind, due to factors such as political will, resource limitations, and a lack of technical expertise.

The challenges that provincial governments encounter in crisis management is multifaceted and have been explored in various studies. Key challenges identified include resource constraints on funding and facilities, insufficient field and simulation training, and collaborative bottlenecks. Provincial governments often face significant financial and logistical challenges in managing crises, especially in low-income or resource-scarce areas. Recent studies indicate that insufficient funding for disaster preparedness, along with a lack of technical infrastructure, limits the ability of provincial authorities to effectively respond to crises (Kim & Jeong, 2022; Peters, 2020). Moreover, geographic isolation and demographic diversity present additional challenges in crisis management. Provinces with diverse populations or difficult terrain face particular hurdles in reaching vulnerable groups during crises (De Guzman, 2019; Bacongus & Esguerra, 2020). Recent research on the assessment of provincial government crisis management has employed a variety of qualitative and quantitative methodologies. These range from case studies and surveys to more advanced simulations and data analytics.

The state-of-the-art highlights a growing recognition of the complexities of managing crises at the local level. Although there has been significant progress in understanding the theoretical frameworks, resource needs, and challenges provincial governments face, critical gaps remain in integrating local knowledge, fostering intergovernmental collaboration, and leveraging emerging technologies. Addressing these gaps will be key to advancing both the academic literature and practical approaches to crisis management, ultimately enhancing provincial

governments' capacity to respond to future crises more effectively.

V. GAP BRIDGED BY THE STUDY

After reviewing the related studies, the researcher identified gaps that this study bridged. As previously presented, related studies focused on global crises and their rippling effects in the Philippines and eventually in the Bicol region. There is extensive research on national-level crisis management frameworks, and many studies have concentrated on high-level governance. A few studies comprehensively evaluate the crisis management frameworks specific to provincial governments. At the same time, most research focused on theoretical models or national-level frameworks. These studies had a similar main objective to the present study, which focused on measuring the country's capacity, preparedness, and challenges against unforeseen crises.

These studies deferred to the present study since this one provided a detailed assessment of the provincial government's ability to respond to crises through the specified variables. Existing research does not fully capture how localized challenges affect provincial governments' ability to manage crises effectively. This study aims to identify these specific challenges and provide efficient insights for strengthening provincial crisis management systems.

This study also aimed to fill this gap by evaluating the practical effectiveness of provincial crisis management frameworks, particularly the application of the 5Ps Model.

VI. CONCEPTUAL FRAMEWORK

Input-Process-Output (IPO) model was utilized to present the structured and visual key variables, concepts, and their relationships within the study. This blueprint explicates the analysis of coherence between the significant variables stated in the objectives of the study. The conceptual paradigm exhibiting the IPO model was presented below (See Figure 1).

The input refers to the resources and conditions which influenced the core subject of the study – the Crisis Management of PLGU Sorsogon in general. These include both internal and external elements that shape crisis management capabilities. The capacity of the Sorsogon Province in crisis control were identified and was presented in terms of (1) Human Resources, (2) Management Tools, (3) Initiatives, (4) Legal Framework, and (5) Budget.

The study also included the level of awareness of the workforce and acting personnel of each office in regards to the 5Ps Framework of Crisis Management. The objective under this were specified into the components of crisis management: (1) Predict, (2) Prepare, (3) Prevent, (4) Perform, and (5) Post-action & Assessment. By addressing these five critical phases, the framework helps ensure that the government is equipped to handle crises and minimize their impact on people and systems. Identifying the level of awareness in this directly influences the response to crisis control.

Furthermore, another significant input of the study also revolved on analyzing the challenges encountered by the respondents within the key variables stated. Identifying the challenges encountered by local governments in crisis management is crucial because it helps pinpoint gaps in resources, coordination, and response capabilities that can hinder effective crisis handling.

The process covered the methodologies administered in the study to collect the necessary input of data stated in the preceding paragraphs. There were three procedures managed in this phase. The documentary analysis involved the reviews of existing documents accessible

in each department or institution. The findings served as empirical support to the extensive data gathered on the succeeding methods. A survey was conducted to address the variables of the objectives, this included the use of questionnaires targeted to the specific areas of level of awareness and challenges encountered of the province in terms of crisis control. Furthermore, unstructured interview was conducted by the researcher to identify the capacities of PLGU Sorsogon within the identified variables – this provided a textual narrative of in-depth discussion. Complementary data were supplemented in the presentation of the responses.

The end product of the study, as the Output, was the proposed Capacity Development Agenda which comprised series of recommendations to advance the functionality of Crisis Management Committees of the Province – that may facilitate the development Provincial Crisis Management Plans and Action Plans.

The feedback within and from the procedures of the study provided dynamic and iterative information. These findings were utilized to modify, examine, analyze, and substantiate the results from each phase of the framework.

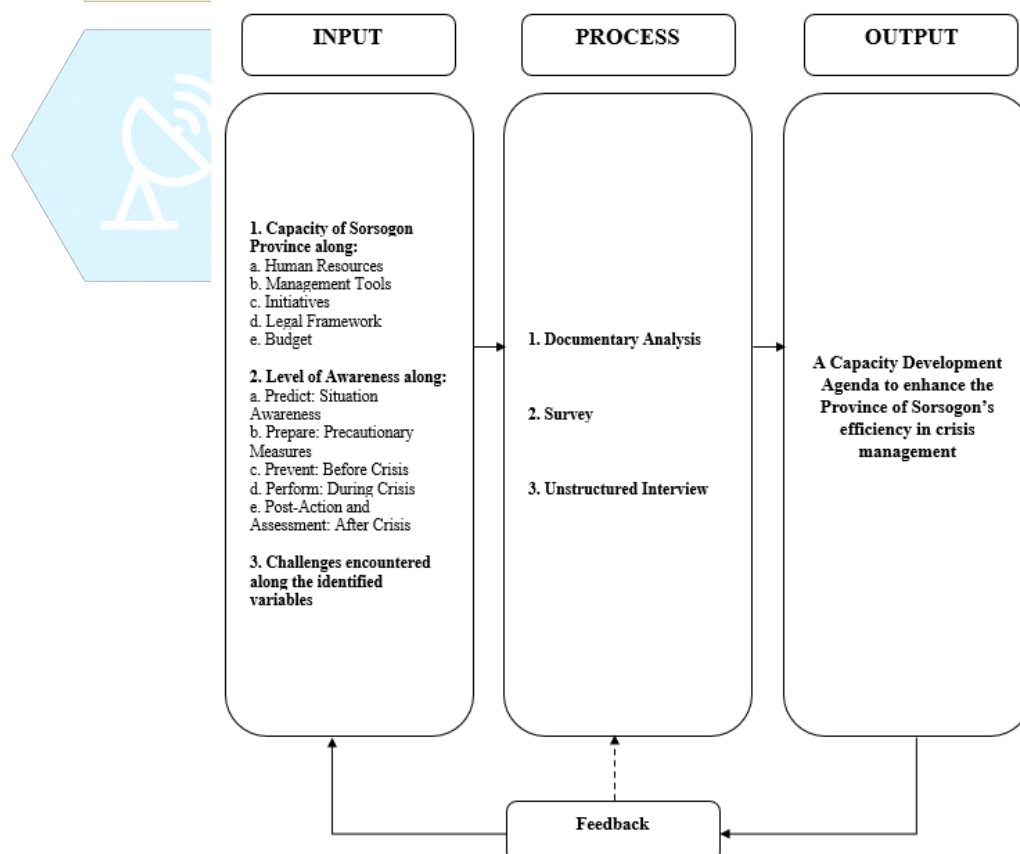


Figure 1. Conceptual Framework

VII. RESEARCH DESIGN

The research made use of descriptive-qualitative survey method. Three devised checklist questionnaires, documentary analysis and an unstructured interview were the instruments used to gather needed data from selected 10 PLGU department heads, 10 NGA heads of offices and 10 chairmen of CSO representatives, as the respondents of this study. The statistical tools used to analyze the data were the frequency count, percentage, weighted mean, and ranking.

The Sample

The researcher included respondents from the offices and agencies under the Sorsogon Province. There were three (3) sectors identified: National Government Agencies (NGA), Civil Society Organizations (CSO), and the PLGU Department Offices.

There were equal number and percentage of the three (3) groups of respondents with a total of 100% sampled respondents as shown in Table 1 – The Respondents below:

Table 1. The Respondents

Offices/ Organizations	Frequency (f)	Percentage (%)
National Government Agencies and Organizations	10	33.33%
Civil Society Organizations	10	33.33%
Provincial Government Department Offices	10	33.34%
Total	30	100%

The Instrument

The data from the respondents were collected from questionnaires, document reviews, and unstructured interviews. There were three (3) parts of the questionnaire: Questionnaire (A) the Capacity of the Provincial Government on Crisis Management – which was specifically administered only to the PLGU Department Heads excluding the NGAs and CSOs; Questionnaire (B) – Part I, the level of Awareness of the personnel based on the 5Ps Crisis Management; and Questionnaire (B) – Part II focused on the Challenges encountered by the respondents, also based on the 5Ps of crisis management. Questionnaires B – Parts I and II were administered to all the 30 respondents.

Data Collection Procedures

The researcher initially prepared draft letter requests for review by the adviser. After revisions and approval, the letters were duly noted by the adviser. The researcher reproduced the questionnaires as attachments. These documents were then distributed to NGAs and CSO respondents. The researcher administered the questionnaires to the pre-identified twenty (20) NGA and CSO respondents and provided instructions for accomplishing the questionnaires through face-to-face distribution and data collection.

The researcher forwarded the letter request to the Provincial Governor, and upon approval the researcher prepared separate letter requests to each of the 10 PLGU department head respondents, duly noted by the adviser. The researchers also conducted a brief orientation about crisis management and how to answer the

questionnaires. The respondents were assured of the confidentiality of the answers. Unstructured interviews were conducted to verify the answers in the filled-out questionnaires and provide supporting data for the results.

The completed questionnaires and interview results were collected, analyzed, and interpreted using frequency, percentage, weighted mean, and ranking.

Data Analysis Procedures

The data generated were tabulated, analyzed, and interpreted using statistical tools and approach.

To determine the Capacity of the Sorsogon Province on Crisis Management, the researcher conducted a document review to determine the presence and absence of data required in Questionnaire A. To obtain and verify a more coherent data, an unstructured in-depth interview was also used. This part of the study considered the entirety of each section amounting to 100% per area – which the indicators and variables were provided by the National Crisis Management Manual and parameters from the DILG Sorsogon Provincial Office – determining that the stated factors were the most ideal.

To measure the level of awareness of the respondents in Questionnaire B – Part I, the researcher used the 4-point scale, its mean range, weighted mean, and verbal interpretation.

To measure the challenges encountered and observed by the respondents in Questionnaire B – Part II, frequency count was utilized within the data. The Researcher

charted the frequency on each segment of the questionnaire, and provided a descriptive analysis and interpretation on the indicators. The identified prominent variables laid out were used as primary factors extracting the major points of the 5Ps of Crisis Management.

VIII. FINDINGS

Results from the collection of data were as follows:

1. The capacity of PLGU on crisis management. The findings were: (1) Under the Human Resource and Training, the only identified weak point on the Incident Command System are Point Persons on Financial Crisis and Technological Cyber-attacks, this aspect should be examined and dealt with urgency considering the recent cyberattacks on multiple government servers; (2) Under Management Tools, the lack of Crisis Management Plan or Crisis Management Action Plan is very evident; (3) Under Initiatives, the capacity of the PLGU in crafting and implementing programs, projects, and activities varied greatly. Half of the offices confirmed high implementation of PPAs. The most prominent point of insufficiency was on seen on the Intensified Public Information Campaign – to which is essential on optimizing public relations during the course of a crisis; (4) Under Legislations and Policies of PLGU on crisis response and management, it was found to be at the lowest percentage among all the sectors evaluated on the capacity of PLGU. There are no policies for the benefit of Overseas Filipino Workers (OFWs), possibilities of invasion or war, and the gradual phase out of mercury in health facilities; (5) Under Budget allocation, the PLGU has more than sufficient budget allocations for PWDs, elderly, health, nutrition, food security, anti-poverty, climate change, solid waste management and micro, small and medium enterprises. However, the PLGU does not have crisis management fund. Any fund for CMC is integrated in the POC fund.
2. The Awareness of Sorsogon Province on Crisis Management. The awareness on the 5Ps of crisis management among the offices and agencies were summarized in the following: (1) Within the scope of Predict: Situation Awareness, the NGA, CSO, and PLGU tallied high across the indicators. It was revealed that there was evident institutionalized strategic warning system, but the feedback mechanisms for this was not parallel in magnitude of functionality and implementation. (2) In terms of Prevent: Precautionary Measures, the results tallied

significantly high. The prominent indicator assessed was the establishment of control centers such as the DRRM Operation Centers – which was evident in the province and the distribution of IEC materials. (3) Under the area of Prepare: Before Crisis, the agencies and organizations had elevated awareness, the outcome of which highlighted the highest indicator of drill and simulation exercises implemented in preparation for crisis – this was an apparent mandate on public buildings and offices within Sorsogon. Furthermore, there was a salient relevance presented by the CSO, and there was low collaboration between the PG, CSO, and external stakeholders. (4) This was also revealed on Perform: During Crisis, the category of CSO tallied the lowest within the area of coordination with government agencies regarding the courses of action during the manifestation of crisis. Furthermore, with the prominent control centers identified on Prevent, it was also reported that the activation of search, rescue, and retrieval teams was the highest among the area – which may be both coherent. (5) Relief Operations, Monitoring, and Evaluation System were the leading indicators of the Post-Action and Assessment. The facets under the 5Ps revealed apparent systems and plans that are operationalized in Sorsogon province, common and notable, such as the Strategic Warning Network, Operation Centers, Relief Operations, and Evaluation System.

3. The Challenges of Sorsogon Province on Crisis Management. The scope of challenges covered by the study was also anchored on the 5Ps of Crisis Management. (1) Predict: The dominant obstacle was lack of regular situation analysis and scenario building in spite of an institutionalized CMC, there was also a need to appoint staff to secure the functionality of the CMC in the provincial level corresponding to their offices. (2) Prevent: there was an evident need to increase existing funds on respondent agencies in order to procure supplies related to crisis management. (3) Prepare: absence and limited capacity building and skills enhancement for the CMC and team responders on crisis response was reported. (4) Perform: there was poor coordination and communication of courses of action between the PLGU, NGAs, and CSOs– which was also apparent on the other segment of findings. (5) Post-Action Assessment: a lack of documentation and research on sustainable crisis

and recovery efforts was tallied highest among indicators.

4. The Output of the Study. The researcher proposed a Capacity Development Agenda for CMC to address the gaps, limitations and challenges found in this study.

IX. CONCLUSION

Based on the findings, the following conclusions were drawn:

1. As seen across the fields studied, the PLGU has built a solid foundation on disaster risk reduction and management, with capacitated human resource and enough management tools to effectively implement PPA implementation, supported by sufficient budget allocation and legislations and policies. However, the province may not be ready for crisis situations. There is low functionality of the Crisis Management Committee which resulted to lack of capacities of personnel on crisis detection and response, non-implementation of PPAs related to crisis, absence of certain policies to aid CMC activities, and lack of budget intended only for CMC.
2. Absence of certain crisis management efforts were reflected from the responses on awareness. There is minimal awareness on the collaboration between PLGU, CMC, NGAs, CSOs and other stakeholders within the multi-faceted areas of the situation awareness, strategic feedback and response system, research and documentation, as ideally suggested by the Crisis Management Core Manual; which could mean that there may be limited crisis management activities that engages and encourages the participation of these external sectors. The limitations related to crisis documentation and research and improvement of crisis management committee and feedback mechanism even tallied low on the charts. Positively, all the responders are well aware of the presence of DRR control centers, drills and simulation activities, DRR training, and monitoring and evaluation undertakings.
3. There were identified visible challenges on Sorsogon Province' crisis management initiatives. Challenges on crisis Prevention component tallied highest among the 5Ps, which includes limited budget for the CMC PPAs and the absence of crisis management plan. The second highest score is the Perform component because of the poor coordination of the PLGU with NGAs and CSOs. The third highest is the Post-Action and Assessment due to lack of and documentation and research unit.

In conclusion, these three main challenges mentioned: 1) Absence of Crisis Management Plan and budget, 2) Poor coordination and collaboration with NGAs and CSOs which includes feedback mechanism, and 3) Lack of documentation and research unit, are common knowledge to all respondents.

4. The researcher proposed a Capacity Development Agenda for CMC to address the gaps, limitations and challenges found in this study.

X. RECOMMENDATIONS

Based from the conclusions, the following are the recommended actions:

1. The PLGU may prioritize the capacity enhancement of the CMC members to improve their preparedness and response capacity against unexpected crises. These may include the formulation of Crisis Management Plan, the creation of IT and research unit, organization of training and simulation of CMC for all LGU levels, the establishment of a Crisis Management Operations Center, and issuance of policies for the benefit of the OFWs and prevention of war and cyber-attacks.
2. To encourage more crises volunteers and achieve high awareness on crisis management, the PLGU may improve their IEC campaigns and feedback mechanisms, and create integrated/centralized system of crisis monitoring, forecasting and prediction, communication and preparedness activities, systems and processes that enables the CMC members, NGAs, CSOs, private sectors and the community to take timely action to reduce disaster risks in advance of hazardous and crisis events.
3. To address the challenges identified, the need to improve the CMC functionality is vital. It starts with a functional structure and plans, engagement of CSOs and different stakeholders in planning and implementation, and regular monitoring and evaluation of the PPAs. Lack of research facility is also one of the major deficiencies identified. The PLGU may spearhead in the establishment of a research facility or unit, not only for disaster and crisis purposes but also for other areas of governance such as finance, environment, economy, social services, technology and tourism.
4. The PLGU may also encourage participation of the community in local disaster and crisis preparedness programs through the creation of volunteer groups, setting up of accessible feedback mechanisms,

reinforcing the PLGU's website and social media accounts.

5. The PLGU may use the research output, the Capacity Development Agenda for Crisis Management, as a guide or additional data when crafting or updating their existing Capacity Development Agenda.

Other variables and contexts which were not mentioned in this study may be considered by future researchers to further validate the result of this study.

ACKNOWLEDGMENT

The author is grateful to the Provincial Government of Sorsogon, to the concerned heads of offices of National Government Agencies and Civils Society Organizations who took part in the study. Also, the researcher is thankful to the research adviser, panel committee members, and other members of the Graduate Studies of Sorsogon State University for developing and giving insights to improve this study.

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