

A FRAMEWORK for HOMELAND STRATEGY: Building Internal Capacity and Broadening Public Safety and Security

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Introduction

A vision for a strong Filipino nation in the next decade of this century calls for a strategic framework on security and development. To secure our homeland, we need a strategy that must be founded on the theme of building up our internal capacity and resiliency. This is the platform for projecting a country's agential power in domestic society as well as in the regional community.

The opportunity for crafting a homeland strategy that will promote and protect national values and interests is most wanting at this time of changes and uncertainties. In a move to confront non-traditional security threats at the local, national, and regional levels, the Philippine administration is behooved to come up with adaptive and proactive courses of action on the security and development of our motherland. This is to ensure the safety and welfare of citizens, the peace and order in democratic society, the sanctity of social justice and the rule of law, the continuity of economic gains, the sustainability of the ecological environment, and on the whole, the empowerment and resiliency of the Filipino nation in the midst of a complex and vulnerable environment.

The concept of a homeland strategy is posited as the integrated ways and means of strengthening the capacities of our people, institutions, systems, communities, government, and even our charter to better respond to the demands and insecurities of this era. The strategy to do this requires substantial and structural changes in government administration to address long-standing, if not worsening, social and security problems that hamper our national development and regional standing as well.

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To borrow Einstein's doctrine, "We can't solve problems by using the same kind of thinking we used when we created them." Such thinking, which we refer to as cultural mindset and ideological framing, is based on a set of values, vision of an alternative future, and pragmatic action. The strategic nature of this age-old wisdom is evident in the quest for change, and in finding novel solutions to chronic problems. As a strategy, the focus is on the end goal that should guide all possible options and necessary actions to deliver the intended objective. This is especially true in an environment of security and conflict that threatens national interests and weakens government's influence.

Given the foregoing context, this white paper attempts to develop a conceptual framework for a homeland strategy with the end view of understanding its relevance, as well as its nuances, for the security and development of the Filipino nation. The paper will outline strategic lines of action for a secure, progressive, strong, and resilient homeland. One of the components of the homeland strategy is broadening the policy field of public safety for internal peace and security. This paper intends to focus discussions on this subject by defining the key areas and actors that constitute the multi-sectoral coverage of public safety in a homeland strategy.

Conceptualizing a Strategic Framework for the Homeland

The idea of a strong nation is premised on ideological commitment of the Filipino people. The ideology must be one that is theoretically sound, socially agreed, and realistically undertaken in the form of adaptive policies and pragmatic strategies to get to our ends of security and development. It must be reflective of the culture, history, and hopes of Filipinos. But while we hone a uniquely Filipino ideology which we can identify with and which can unify us as a nation, it must be one that adapts to the changing demands and emerging contexts of the security environment at this time. The socio-political and economic upheavals of the past, which necessitated the forging of a Filipino ideology by crisis governments in Philippine administrative history, were significantly different from the complex security dilemma that we face today. Nevertheless, the fundamental values and innate desire for social justice, economic emancipation, political freedom, and self-determination of Filipinos are enduring. These continuously define our national interests which in turn shall guide our public policies on law and order, peace and development, and security in our homeland in this still new century.

Our concept of a homeland strategy in the Philippine Public Safety College (PPSC) was developed from a vision of enhancing the country's power projection and increasing its sphere of influence within the country and the Southeast Asian Region. Initially, we presented this idea to the policy community in a framework that illustrates a solid base for the homeland.

As can be seen in Figure 1, the foundation of domestic internal capacity is cemented by the building blocks of the strong and cohesive major islands of the Philippines—Luzon, Visayas, and Mindanao. What holds these internal regions together is a homeland strategy that is connected to a national security strategy and a national development strategy.

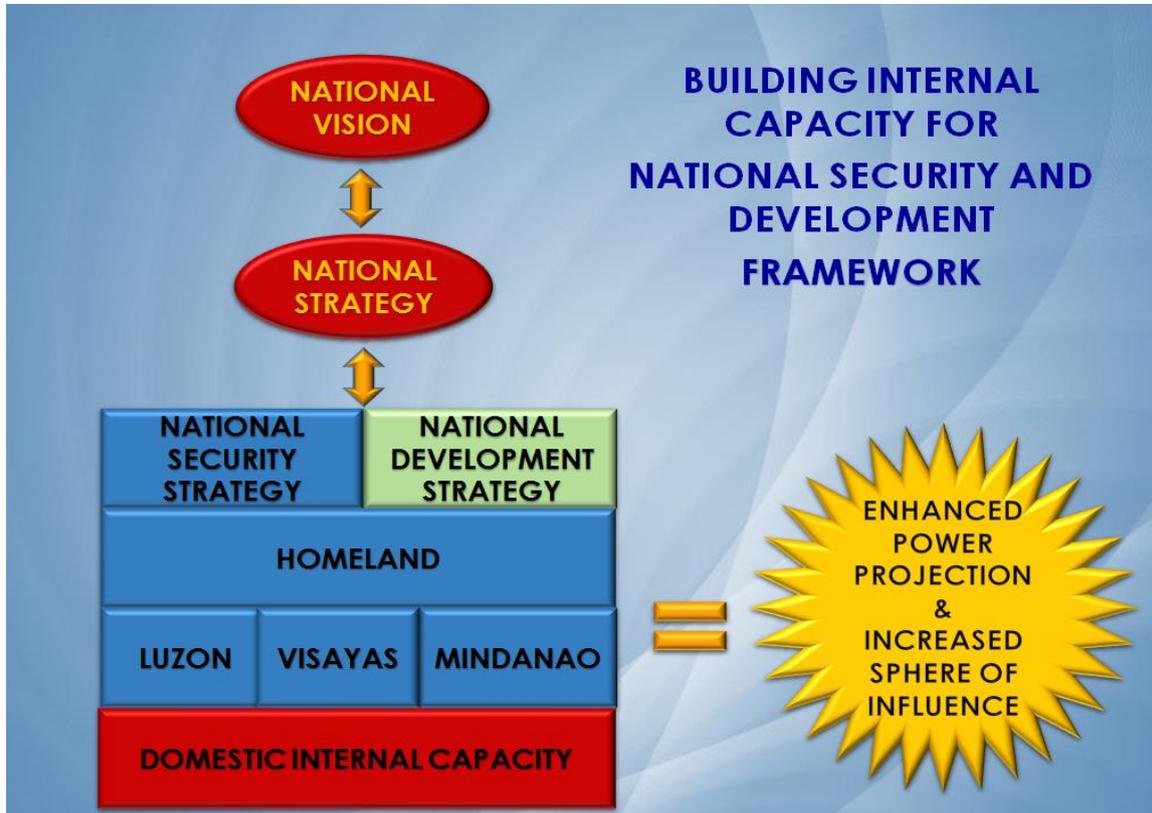


Figure 1. Homeland Strategy: Building Domestic Capacity for National Security and Development.

The capacities for economic growth as well as political development of our regions in the homeland must be worked out and strengthened in order for national progress to stand on strong peripheries and empowered grassroots. The development of Mindanao, as a growth corridor of the south, is particularly strategic as this will not only resolve the conflict in that part of the country but also boost tourism, trade, and investments in the area. The promotion of Mindanao also reinvigorates the Philippine role in its subregional association with Brunei, Indonesia, and Malaysia—known as the Brunei Darussalam-Indonesia-Malaysia-Philippines East ASEAN Growth Area or BIMP-EAGA—in forging cooperation in functional areas of development and nontraditional security concerns.

Without a strategic security outlook, development policies and plans are unstable and unviable. A homeland strategy that emanates from a national security strategy and a national development strategy is compact and comprehensive in theory and policy. The focus on non-traditional security threats and civilian functions of government in a homeland strategy allows the Chief Executive and his policy advisers to strategize with clarity and rationality on how to

develop and utilize the right mix of resources and power bases to get to our ends of security and development in the domestic domain.

Our concept development of a homeland strategy for the Philippines is sustained by continuing policy research in the PPSC on the component function of public safety in national security. To place this in proper perspective, we came up with another framework that defines the strategic agenda for the homeland.

With reference to an evolving framework in Figure 2, the homeland strategy can be distinguished from the high politics of a national security strategy above, and from the low politics of a national development plan below. The highly political nature of a national security strategy, which is linked to foreign policy and diplomacy, is not the same as the administrative character of a national development plan that is grounded on regular public laws and procedures.

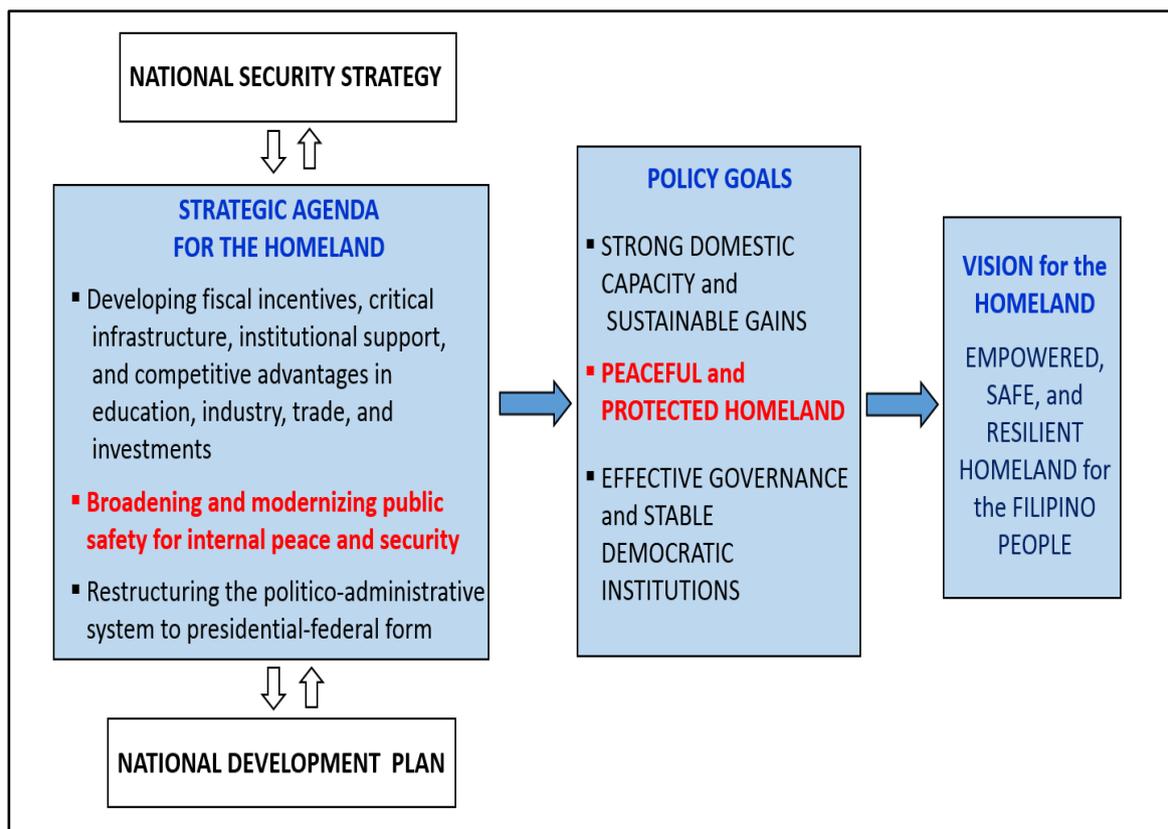


Figure 2. A Framework for a Homeland Strategy: Defining the Agenda for an Empowered, Safe, and Resilient Homeland

What connects the two policy regimes in external and internal security is the homeland strategy. This is how government—in the execution of the Social Contract to protect the

citizens in the homeland—aims to work out things in the most efficient, responsive, effective, and even out of the ordinary ways to address existential threats to human security. The very nature of these threats—such as natural disasters, pandemics, illegal drugs, terrorism, illicit networks of crime and corruption—is a security concern that needs to be elevated from the usual business of doing government.

The security label, for which a strategy is warranted, is a high-level domestic concern that extends to the region where other countries have a common interest to work on functional areas of public safety and human security. A comprehensive strategy for the Filipino homeland stands on sound domestic policies and capacities that attract regional partners towards a common cause. This is where we take off to the real strategic setting that inevitably pulls us towards integration and functional cooperation in this century. But to be able to do that, we need to reorient traditional mindset and restructure ineffective governance systems if necessary.

The groundwork is in the homeland strategy that includes in its conceptual frame the following agenda: (1) developing fiscal incentives, critical infrastructure, institutional support, and competitive advantages in education, industry, trade and investments; (2) broadening and modernizing public safety for internal peace and security; and (3) restructuring the politico-administrative system to a presidential-federal form of government.

Note that the homeland strategy does not include the armed forces modernization, military alliances, national defense, diplomacy, and other state-level security talks and cooperation in international relations—all of which are hallmarks of an external national security strategy. Having said this, however, the internal orientation of the homeland strategy is not mainly about the administration of socio-economic development programs and other public policies of a status quo government.

The strategy for the homeland stands out as an orchestrated security and development approach with the essential component of the legitimate use of force and/or police powers in law enforcement, countering terrorism, and other internal security functions within the country, its coastlines, and territorial seas. This is the domain of a broadened and multi-sectoral public safety system that we need to advance in crafting a strategy for our homeland.

The homeland strategy rests on a strong advocacy for political and administrative reforms which leads us to critical discussions about removing restrictions on our pivot for change. In this regard, the agenda of reframing our constitution to federalize government units, as well as remove economic constraints among others, is on the table. The democratic mechanisms provided for in our constitution will pave the way towards the necessary amendments for our country to adapt to the current demands of security and development.

Significantly, the homeland strategy works well with a presidential-federal form of government that devolves political and fiscal powers to autonomous government units. This will not only promote equitable development in the countryside, but also grant self-determination for peoples in different regions of our country. This is the key to promote peace, progress, and social justice for all Filipinos regardless of their ethnic origins.

The homeland strategy empowers the citizenry by raising democratic governance to a higher level of federalism. The desire for self-determination and autonomy, even as we work on a collective vision for the country, must not be exclusive to particular peoples but to all regions. The grant of autonomy or a substate must not be a limited strategy of appeasement to rebel groups, albeit a questionable one, in a very unstable and vulnerable security setting. Rather, political devolution and autonomy must be a comprehensive policy of development to all regions, under a principled constitutional framework that will give it legitimacy.

Through the collective will of the sovereign people that clamor for change, the transformations of our institutions are achievable in order for our country to move forward. With clear policy direction, we must now prepare to shape our future strategic history by constructing a grand plan for our homeland. Such plan is focused on the future, based on the lessons of the past and current challenges.

The homeland strategy, which makes use of the various powers of the state, is based on domestic laws and international norms. In a democratic society, internal armed struggle is no longer the acceptable means of achieving societal and political changes. The quest for peaceful solutions in our home is the norm. But while government adheres to this democratic approach, it must negotiate with an armed group from a position of strength, soft power, and constitutionality. The higher principles that determine our national interests must guide policy options and strategic approaches that can, once and for all, put an end to chronic insurgencies and internal armed conflicts.

Taken all the agenda together, the homeland strategy aims to realize the following goals: (1) strong domestic capacity and sustainable economic gains; (2) peaceful and protected homeland; and (3) effective governance and stable democratic institutions. As seen in Figure 1, these are the policy goals that constitute an empowered, safe, and resilient homeland. A country that is strong inside is one that is able to project power and increase its sphere of influence beyond its borders. This, significantly, is the concept of a homeland strategy as the base of a national security strategy.

The Key Areas of an Expanded Public Safety for Peace and Security in the Homeland

The protection of the citizens—their lives, civil liberties, properties, institutions, and communities—is anchored on effective governance and adaptive public policies. This is the very function of the existence of government that must employ the necessary ways and means to ensure the safety and welfare of the people, and the internal security of our motherland. This component needs to be aligned with a homeland strategy of developing our internal capacities, advantages, resiliency, and agential power in this age of uncertainties and insecurities.

To safeguard the Filipino people and the homeland, our civilian public safety agencies must be modernized and broadened as a coordinated and integrated system for internal peace and security. This strategic line of action lies on our abilities and capacities not only to develop institutions, but also to adapt to a new mode of thinking that will help us construct an ideal system and make sound policies in this regard. Notably, this is what we in the Philippine Public Safety College (PPSC) have been doing through training and education of the police and other civilian uniformed personnel, as well as through policy and strategic studies on public safety, security sector reform, governance, and homeland security.

Aside from capacity building, our agenda of enlarging the public safety system in the homeland is dependent on other related components in our framework of a homeland strategy. The other components include strengthening the rule of law and intensifying the campaign against crime and corruption; empowering the people and the communities; and even restructuring ineffective governmental systems in order to adapt to emerging security realities and existential threats therein.

The protection of the citizens in the homeland is a national interest that calls for reorienting and even revolutionizing conventional practices, even as we remain committed to the rule of law and international norms. The strategic focus is to ensure that our people can live in a free, peaceful, stable, and just society where they can prosper and develop their full potentials. This is the policy goal that shall guide the necessary methods and means of carrying out our mandate in the multi-sectoral field of public safety.

To realize our strategic objective, we need to work on the following key areas or courses of action: (1) curbing drugs and other illicit networks of crime and corruption; (2) countering radicalization, violent extremism, and terrorism; (3) maintaining order and keeping the peace in cities, communities, and the countryside; (4) responding to, mitigating, and managing disasters, emergencies, and pandemics; (5) protecting cyber networks and other critical infrastructures; and (6) safeguarding the airports, seaports, coasts, and territorial seas.

(1) **On the first key area of curbing illegal drugs and other illicit networks of crime and corruption**, President Rodrigo Duterte’s policy pronouncements to wage war against these are explicit, consistent, and deliberately executed. His speech acts effectively securitize the national interest on public safety with well-defined priorities, organizational build-up, and intensified operations. The fight against lawless elements by the police and other law enforcement agencies is unrelenting, resulting in more than a hundred thousand drug users and/or pushers surrendered, thousands arrested, and dozens killed in action in less than a month. Considering that illegal drugs is a complex problem in society, the fight against these must also be executed in the context of development. This means that even as we wage the war against illegal drugs trade, addiction, and related crimes, we must also rehabilitate and create opportunities for social and economic growth for affected citizens and communities.

While the campaign against illegal drugs is carried out without let up by the police, there is also a need to clean up their ranks and make law offenders within the bureaucracy accountable. Along this line, the National Police Commission (NAPOLCOM) is made to expedite the investigation and adjudication of cases against the police involved in illegal activities. Other concerned authorities and local officials are also directed by the Chief Executive not to lower their guards in curbing illegal drugs, other criminal activities, and corruption in their respective wards. The Department of the Interior and Local Government (DILG) is likewise ordered to strictly monitor the performance of local government units (LGUs) in law enforcement and policing.

(2) **On the second key area of countering radicalization, violent extremism, and terrorism**, the comprehensive scope of this course of action calls for a whole-of-society approach in which various sectors play a role. The existential threats that terrorism brings to our citizens, communities, and critical infrastructure warrant a smart strategy of defeating the enemies while also addressing the causes and phases of terrorism—from indoctrination and recruitment to violent acts. This public safety concern has become so enormous—as experienced by both developed and developing countries in different parts of the globe—that it has already been taken to the levels of national and international security by strategic state actors. The war against terror, which is led by the United States (US), enlists us to combat terrorism in the domestic scene and protect our citizens and communities from infestations of radicalism. As we do this, we should also provide a conducive environment where social grievances are addressed and not allowed to be aggravated, turning into conditions of extremism and violence.

In retrospect, when I was the President of the Mindanao State University (MSU) a decade ago, we put forth the idea that running a system of public schools in conflict areas is a missionary work. The mission is to neutralize radicalism and violent extremism through education that empowers citizens and gives them self-determination, while at the same time, also teaches the youth duties and love of country. This is the most important antidote to terrorism especially in areas where government services are hardly felt and/or grievances are

widespread. Under this condition, the alternative narratives of a radical group that promises salvation from a failing state and society are taken as real, unless we step in to counter extremist ideas with democratic and civic values. Our experience in the MSU can attest how education can be a strategic tool and soft power to neutralize conflict and transform communities without resorting to arms. This empirically-tested model is our continuing policy principle in the PPSC.

(3) On the third key area of maintaining order and keeping the peace in cities, communities and the countryside, this function of the Philippine National Police (PNP) and the LGUs is complemented by community policing, citizen participation, and a criminal justice system, among others. At present, peacekeeping and even community building is the job delegated to the Armed Forces of the Philippines (AFP) under a security arrangement that would have to be gradually turned over to the PNP at a determined time, had there been a strategy for the homeland that rationalizes the use of state forces within the country.

Given this reality, this is thus an opportune time to advance a policy and a strategy of a broadened public safety for Philippine internal security that is attuned to the standards of a fully democratized governmental system in the world. In this ideal system, the military in modern democracies are kept from protracted peacekeeping operations in LGUs under a state of normalcy, and from the politics of local governance.

(4) On the fourth key area of responding to, mitigating, and managing disasters, emergencies, and pandemics, climate change makes this public safety function crucial for human survival. While the LGUs are at the frontline of disaster management, the safety and security of the people in a highly volatile and uncertain natural environment transcends the local, national, and even regional governance. The agenda setting on climate change and the policies needed to mitigate its disastrous effects on humankind has become a global concern that needs the functional cooperation of different states and non-state actors.

The non-traditional nature of the threats brought about by climate change, along with man-made disasters, requires a comprehensive strategy of an expanded public safety that connects to those of other countries and international organizations. In this regard, we need to modernize and train the public safety agencies in the Philippines to efficiently respond to disasters and emergencies in ways that are on par with international standards of operations.

(5) On the fifth key area of protecting cyber networks and other critical infrastructures, this public safety agenda is ultimately connected to the war against drugs, terrorism, and other illicit networks of crime. Other than the citizens as referents of human security, the critical infrastructures that we rely on to make our integral systems and assets working need to be effectively securitized. In this century when the world is functionally wired, the protection of our critical infrastructures is a vital and even a survival interest for the state, society, and people. Depending on its origin, perpetrators, motivation, and extent, cyber

attack is both a traditional and non-traditional threat with strategic impact on our security, economy, and public health. To counter this threat, a modernized public safety force must be highly technical and well equipped on information and communications technology applied in surveillance and cyber warfare.

Since the safety umbrella covers private industries that are vital to all aspects of our everyday living, the participation of and partnership with industries and non-state actors is an essential part of our smart strategy for an expanded public safety system in the country. Specifically, the critical infrastructures that are vulnerable to attacks are in the following sectors: government facilities; national defense; transportation, communications, and satellites; dams and water systems; economic and financial systems; electricity and energy; emergency services; healthcare and public health; commercial establishments; and, food and agriculture. It is not only the safety of the public that is being threatened by cyber attacks, but it is also the security of the state that is at stake.

(6) On the sixth key area of safeguarding the airports, seaports, coasts, and territorial seas, this safety and security procedure is the function of law enforcement agencies outside of the DILG. The war against drugs, terrorism, and rampant criminality is transnational and not confined to the interior. In this regard, the agencies that guard our borders and entry points, as well as enforce our laws within our territorial jurisdiction, are under the extended ambit of public safety and security. The Philippine Coast Guard, Bureau of Customs, and Bureau of Immigration, among others, are primarily responsible for this key concern.

How we effectively use our civilian state forces as central figures in safeguarding our homeland is the function of a well-crafted strategy. Without the appropriate mindset and ways to protect our vital interests, the indeterminate use of force to guard our seas, for instance, could result in miscommunicated intentions with strategic consequence in international relations. This is the case when, without a homeland strategy for the West Philippine Sea, the use of the navy—albeit short of projecting deterrence—is misconstrued as a military solution to conflict negotiations. Whereas, if a modernized coast guard is deployed to enforce the internationally-recognized law of the sea, this will be consistent with the Philippine stance of constructively engaging with China to settle disputes in the South China Sea. The favorable decision of the United Nations Arbitral Tribunal is our leverage to guard our territorial sea as a regular exercise of police function.

It can be noted that the civilian character runs through the foregoing key areas in public safety and security. The conduct of operations in these areas, although strategic because of the nature of threats and conflicts in their midst, is democratic and rules based. Inside the homeland, the condition is not politically anarchic; there is law enforcement, justice administration, constitutional processes, and citizen's participation. Public safety is the domain of public administration and governance with a strategic direction and worldview.

The Strategic Actors and Sectors in the Broadened Public Safety System

The comprehensive agenda on public safety and security is greater than the jurisdictions of the police, the interior, and the local governments. With a holistic view and strategic outlook, we in the Philippine Public Safety College or PPSC frame public safety as an expanded multi-sectoral system, rather than just as an exclusive sector of the Department of the Interior and Local Government (DILG). In this system, the interrelated spheres of law and order, drug enforcement, anti-terrorism, community policing, local governance, criminal justice system, civil defense, border control, and other civilian security functions converge around the strategic goal of protecting the citizens and the homeland. This is the heart of the purposeful and dynamic interactions of various institutions that are into public order, safety, and security in a democratic society.

Critical to the advancement of an expanded public safety system is the need for training and education of millennial public safety leaders, policy research and development on this new track, and modernization and capacity building of civilian public safety agencies. This is where we position the PPSC as central to the advocacy for a strong and secure Filipino homeland.

The key areas that need to be worked out to safeguard the people and the homeland require deliberate coordination and integration of various efforts and voluminous tasks undertaken by government in a democratized public safety regime. There have been several task forces, committees, and councils set up in the past to address existential threats to public safety and human security. However, without a strategy and/or a strategic command that will tie all these together and provide direction, there is a tendency to lose focus on priority areas, waste limited resources, and not be accountable for decisions and actions done or not done.

Building on our earlier framework for a multi-sectoral coverage for Philippine public safety, we have identified four councils that serve as focal clusters that oversee key areas in this field. Specifically, these are the: (1) Anti-Terrorism Council; (2) National Peace and Order Council; (3) National Disaster Risk Reduction and Management Council; and (4) Justice Sector Coordinating Council. Understanding the mandates and constituents of these existing Councils helps in the formulation of a strategy on how different agencies can be effectively directed and coordinated in accomplishing key priorities in public safety and security.



Figure 3. Convergence of Strategic Sectors in Philippine Public Safety.

(1) The **Anti-Terrorism Council (ATC)** is an offshoot of Republic Act No. 9372, otherwise known as the Human Security Act of 2007. The ATC is mandated to act as the lead agency and policy advisor on matters related to countering terrorism and violent extremism in the Philippines. As the strategic link to the international community, the ATC was designated as the Philippine National Authority on the Chemical Weapons Convention (PNA-CWC) as well as on other disarmament issues. With this, the ATC serves as the national coordinating body for effective liaison with the Organization for the Prohibition of Chemical Weapons (OPCW) and other State Parties to the Convention. The Council also acts as the lead agency in implementing the provisions agreed upon in the Convention.

The ATC is composed of the Executive Secretary as the Chair, and the Secretary of Justice as Vice Chair. Its members include the Secretaries of the Department of Foreign Affairs (DFA), Department of National Defense (DND), DILG, Department of Finance (DOF), and the National Security Council (NSC). The support agencies of the ATC include the National Bureau of Investigation (NBI), Bureau of Immigration (BI), Office of Civil Defense (OCD), Intelligence Service of the Armed Forces of the Philippines (ISAFP), Anti-Money Laundering Council (AMLC), Philippine Center on Transnational Crime (PCTC); and, Philippine National Police (PNP). The National Intelligence Coordinating Agency (NICA) serves as ATC Secretariat.

In partnership with the ATC, the PPSC comes in as a platform for training and education, academic research, technical consultations, and convergence of efforts on policy development. Through the PPSC, the policies and programs on countering terrorism are

effectively cascaded to constitutive units of the College that include the Philippine National Police Academy (PNPA), National Police College (NPC), Bureau of Fire Protection (BFP), Bureau of Jail Management and Penology (BJMP), the National Police Training Institute (NPTI) and its 17 Regional Training Centers (RTCs) across the country. Special focus is also given to professional training of the BJMP personnel, through the National Jail Management and Penology Training Institute (NJMPTI), in handling accused and convicted terrorists.

(2) The **National Peace and Order Council (NPOC)**, as chaired by the DILG Secretary, is responsible for providing inputs to policy and strategy making of the NSC on matters related to peace and order problems. The NPOC also coordinates and monitors peace and order problems in different levels or units of government, as well as provides a forum for inter-disciplinary dialogue and deliberation of major issues and problems affecting peace and order.

The NPOC is composed of the following cabinet members: the Director -General of the NSC the Executive Secretary, and the Secretaries of the DFA, DND, Department of Justice (DOJ), Department of Agriculture (DA), Department of Agrarian Reform (DAR), Department of Public Works and Highways (DPWH), Department of Social Welfare and Development (DSWD), Department of Health (DOH), Department of Trade and Industry (DTI), Department of Transportation (DOTr), Department of Education (DepEd), and Department of Environment and Natural Resources (DENR). Other members are as follows: the Press Secretary; the Chairman of the Dangerous Drugs Board; the Chairman of the National Commission on Indigenous Peoples; the Presidential Adviser on the Peace Process; the Director-General, Presidential Management Staff; the Director-General, Philippine Information Agency; the Chairperson of the Presidential Anti-Graft Commission; the Chief of Staff of the AFP; the Chief of the PNP; and the Director of the NBI.

As part of its extension service, the PPSC conducted the Enhanced Community Immersion Program (ECIP) in order for the police, fire, and jail trainees to foster good relations with community members. This is to create force multipliers on crime prevention and public safety within the community under the principle that “crime is everybody’s concern and that public safety is a shared responsibility.” Moreover, the conduct of other civic programs—such as information campaign and training and seminars on crime and fire prevention, disaster preparedness, and welfare of women and children—has been very effective in creating public awareness on public safety and order in communities.

(3) The **National Disaster Risk Reduction and Management Council (NDRRMC)** has reference to Republic Act No. 10121 or the "Philippine Disaster Risk Reduction and Management Act of 2010." The NDRRMC is an intergovernmental and whole-of-society approach that includes various agencies, non-government organizations, and the private sector in disaster management and emergency response. Using the United Nations (UN) cluster approach in disaster management, the NDRRMC serves as the country's focal group for the

Association of Southeast Asian Nations (ASEAN) Agreement on Disaster Management and Emergency Response (AADMER), which is among our country's international commitments.

The NDRRMC is administered by the Office of Civil Defense (OCD) under the DND as the Chair. The vice chairs are as follows: the DILG for disaster preparedness, the DSWD for disaster response, the Department of Science and Technology (DOST) for disaster prevention and mitigation, and National Economic and Development Authority (NEDA) for disaster rehabilitation and recovery. The Council Members, on the other hand, include the following: Executive Secretary; Office of the Presidential Adviser for the Peace Process (OPAPP); Commission on Higher Education (CHED); AFP; PNP; Government-Owned and Controlled Corporations (GOCCs), Leagues of Provinces, Cities, Municipalities, and Barangays; as well as civil society organizations and the private sector.

On the part of the DILG, it set up "Operation Listo" that is the disaster risk reduction management collaborative program on disaster preparedness. This national advocacy program aims to strengthen the capacity and level of readiness of LGUs and DILG personnel before, during, and after a disaster. The PPSC is working with the Local Government Academy (LGA) and the OCD for the conduct of training on Incident Command System (ICS), community-based disaster risk management plan, and simulation exercises or drills.

(4) The **Justice Sector Coordinating Council (JSCC)** is composed of senior representatives and relevant attached agencies from the Supreme Court (SC), DOJ, and DILG. The Council deliberates, coordinates, and monitors policy implementation in the justice sector. The JSCC serves as a forum for policy dialogues on issues of common interest, and also as a mechanism for effective coordination and sharing of information.

Notably, the PPSC is part of the technical working group (TWG) on Processes and Capacity Building of the JSCC. The TWG coordinates with the European Union-Philippines Justice Support (EPJUST) Programme II, Supreme Court, DOJ, DILG, and PNP Crime Laboratory. The PPSC spearheaded the conduct of the forensic training for judges, prosecutors, lawyers from the Public Attorney's Office (PAO), and police officers. During the training they were introduced to the scientific processes involved in criminal investigation that would increase the efficiency, reliability, and efficacy of justice administration.

In view of the foregoing, we can see that the mandates and memberships of the four Councils comprise the roles and functions of public safety and security that is multi-sectoral, consultative, and participative under a rules-based democratic system. Its expanded characteristic, as well as overlapping functions, however, calls for a strategic focus and direction that is guided by well-defined national interests and national security strategy—the critical component of which is the safety and security of citizens in the homeland.

Conclusion

One of the many shifts in our paradigmatic thinking in the Philippine Public Safety College or PPSC is our outlook of developing and institutionalizing an integrated civilian public safety system within the country. Our frame of thinking, to note, is distinct from the military frame of national defense outside of our homeland. The policy advocacy that we set out two years ago for Philippine public safety administration is most relevant today as we gear up for substantive and structural changes in this new era of Philippine administration.

The magnitude of non-traditional security threats, along with traditional security concerns, is existential to our survival and success as a nation in these uncertain and vulnerable times. Given this condition, we need to come up with a national security strategy that stands on a safe, empowered, and resilient homeland. After mainstreaming public safety in a national security framework, we at the PPSC go deeper by defining the key areas under our constructed component of broadening public safety to secure the homeland.

In framing our homeland strategy, our goal for a peaceful and protected homeland must go hand in hand with the goals for strong domestic capacity and sustainable gains, effective governance, and stable democratic institutions. This is where the public safety sector connects to social and economic development efforts, constitutional reforms, and politico-administrative reconstruction.

The PPSC intends to take the lead in constructing an academic and pragmatic framework for homeland strategy through ideational constructions, policy discussions, strategic studies, training, and education. With this, we reaffirm our missionary work and ideological commitment as a higher educational institution at the heart of the multi-sectoral convergence of public safety institutions in the Philippines.