GUIDELINES FOR DISSERTATION WRITING

DOCTORAL PROGRAM

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UNIVERSITY OF MUHAMMADIYAH YOGYAKARTA

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DEDICATION

Optional dedication page.

ACKNOWLEDGEMENTS

Acknowledge those who helped or supported you in finishing this dissertation/thesis.

Your Name

TEMPLATE

CHAPTER 1
INTRODUCTION

1.1. Background

Give the background to your project and context of what you have done. Sections are entered using the Heading 2 paragraph style – the Heading 2 style automatically supplies the next section number.

1.2 Scope and Objectives

Define the scope and objectives of your project.

1.3 Achievements

Summarize what you have achieved.

1.4 Overview of Dissertation

Briefly overview the contents of what follows in the dissertation.

1.5. Publication Requirement for Doctoral Dissertation

CHAPTER II
LITERATURE REVIEW

2.1. Collaborative Governance and Public Goods

Commonly, governance pertains to the activities and mechanism put in place in the society to address the public goods through public services (road, schools, jobs, food, peace and order, etc.). However, due to the growing needs and demands which remained unfixed, public distrust is growing with the belief that the government has been wasteful towards the resources of the state and failed to represent the interest of the public (Hetherington, 2006). Hence, public agencies have "reinvented" itself to be more business-like aiming at focusing on business sector principles of performance based, client-centric management and output and impact goals that are intended to produce savings and improved public satisfaction (Mazmanian and Tang 2009).

2.2. Initial Conditions

Emergencies particularly post disaster situations need urgent action to save lives and extend relief among the affected population. With the occurrence of disasters all over the world, the prevailing observation is that in order to address effectively the impacts of a catastrophe, involved organizations on disaster response should collaborate with other organizations. As Allen (2011) explained, response agencies need to collaborate to facilitate and operate in multi-organizational arrangements in order to solve problems. He added that the ability of an organization to collaborate, survive and interact with other players in a timely fashion is crucial and he calls this as the organizational collaborative capacity.

2.3. Governance Process

This research will focus on six (6) processes which are: building leadership, building legitimacy, building trust, managing conflict, planning and forging initial agreements (Bryson 2006). In post disaster conditions, all six processes play significant roles towards the success or failure of the collaborative efforts. Graddy (2008) considered the determinants of effective cross-sectoral partnerships in the delivery of publicly funded services. She analyzed the data from 138 partnerships within 26 networks and she found out that "service delivery is positively impacted when roles and responsibilities are contractually defined, when the partners are viewed as trustworthy, and by the extent to which decision making, information and resources are shared." Hence, formal agreements offer advantage than the informal ones as the former supports accountability among members in the organization/network. As accountability is observed, then there are higher chances of achieving consensus and collaboration on composition, mission and process of work (Bryson 2006).

2.4. Governance Structure

Structures among collaborative governance changes and tends to be flexible because of the ambiguity of membership and complexity on local environments (Bryson et.al. 2006). As Bryson et. al (2006) expounded, such ambiguity arises from many features of membership including perceptions of who belongs to the collaboration, and what these members actually represent. Moreover, the authors added that the hierarchies of collaboration in which individuals and organizations are often

members of overlapping partnerships further exacerbated the ambiguity of memberships. On the other hand, governance among networks determines the survival and success of the network or collaboration. Bryson et.al (2006) viewed governance as a set of coordinating and monitoring activities that occurs in the network for it to survive. Apparently, governance is highly dependent on the structure of the network and as Bryson et.al (2006) emphasized, the choice among types of governance structure is likely to influence network effectiveness.

The study of Hartley, et.al (2013) offered interesting insights since their focus is on the concept of collaborative innovation as well as drivers and barriers to public innovation in addressing the growing demand and pressure from the public. They explained that innovation can contribute to increased productivity, service improvement and problem solving capacity of the public sector although not all innovations are effective and involve improvement (Abrahamson 1991; Hartley 2005; Tidd and Bessant 2009). In order to provide in-depth analysis, the authors utilized institutional and organizational theories to support their points in arguing that "the market-driven private sector is more innovative than the public sector by showing that both sectors are characterized by a number of drivers as well as barriers to innovation." The authors emphasized that not because the public sector is into subject to market competition it is no longer considered innovative. The authors pointed out by citing Burns and Stalker (1961); and Halvorsen et.al (2005), that many private firms operating in competitive markets are organized as bureaucracies, which is an organizational form that acts as a barrier to innovation. In other words, the operations in the private sector is also vulnerable to "hierarchical decision-making, risk-aversive leaders, departmentalization, inflexible rules and routines, professional boundaries and institutional inclusion" just like in many public organizations. Hence, the innovations of organizations are contingent upon its resources and capacity/willingness.

2.5. The Dependent Variables: Output and Outcome

In the theory of Provan and Milward (2008) defined network effectiveness as: "the attainment of positive network-level outcomes that could not normally be achieved by individual organizational participants acting independently." For this research, the effectiveness of the Regional DRRM Council will be measured through collaborative effectiveness (output) and public value and goods (outcome).

Collaborative Effectiveness. The effectiveness of the Regional DRRM Council's performance will be measured in terms of the targets and the performance indicators that they established in the Regional DRRM Plan[1]. Secondary data through reports and records will be secured from the agencies responsible for every target. From the gathered data, the performance of the Council and its members will be rated poor, fair, average, good or excellent. The indicators to measure their effectiveness as a network will refer to their goals and targets (kindly see table 2).

Public Value and Goods. Aside from looking at the network effectiveness in terms of the Regional DRRM Council's output, an outcome in the context of community assessment will also be considered as dependent variable. The activities of

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[1]Northern Mindanao Regional Disaster Risk Reduction and Management Plan 2013-2016. Office of the Civil Defense (OCD) Region X.

the Council and its members as stipulated in the Regional DRRM Plan will be used as indicators to measure the public value and goods. The overall impression of the victims of disasters in the rehabilitation sites with respect to the mentioned activities will be measured in terms of a 5-point scale (1- Very dissatisfied, 2- Somewhat dissatisfied, 3- Neither satisfied nor dissatisfied, 4- Somewhat satisfied, 5- Very satisfied).

Moreover, cross sector collaboration most likely creates public value when they produce positive first-, second-, and third-order effects (Innes and Booher 1999 in Bryson et.al 2006). Particularly, the innovative strategies between and among organizations (first

– order effect); new partnerships or coordination that extends beyond the collaborative implementation of tasks or initial agreements (second-order effect) and lastly, less destructive conflicts among partners, adaptation of services, resources and new norms and social heuritics for addressing public problems (third) will be looked into. Thus, this research will describe such effects according to the gathered data from the open-ended questions in the survey tool and interview guide.

2.6. The Independent Variable: Network Process

This research will utilize four (4) dimensions in analyzing the network process: forging initial agreements, building leadership, conflict management and planning. While for structural and governance will be analyzed by looking into the structural configuration and governance structure of the network/s involved in the post disaster conditions in the Philippines.

2.6.1. Process

Forging Initial Agreements. Bryson et.al (2006) emphasized that although informal agreements can work in the collaborative process, but formal agreements have better advantage as it supports accountability. Some of the formal agreements cited by the authors were mandate, broad purpose, decision-making structure and more. According to the Crosby and Bryson (2005), for collaboration to work, the drafting of processes on how the network will work should be participatory and involves implementers and all stakeholders. Moreover, as these processes will be drafted, it is important to look into the motivation[2] (altruism, organizational goal, or increasing the legitimacy of the organization) of the stakeholders and implementers involved. In doing so, consensus can be easily facilitated. Indicators for motivation will be measured on a 5-point scale (1-Never, 2 – Rarely, 3- Sometimes, 4 – Often, 5- Always).

Building Leadership. Bryson (2006) elaborated that for collaboration to work, both formal and informal leadership is important. For him, formal leadership positions include being a project director or a co-chair in a steering committee while informal leadership refers to the relationship developed during collaboration as sometimes

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[2] Forging Partnerships to Eliminate Tuberculosis: A Guide and Toolkit Chapter: What Successful Health-Related Community Partnerships Have in Common.
http://www.cdc.gov/tb/publications/guidestoolkits/forge/pdfs/chpt3.pdf. 10.17.16.

having a clear-cut direction, among other things, is not enough to sustain the collaboration particularly in times of changing leadership. Hence, informal leadership includes preparing the successor and the organization and its members for a change in leadership.

This study will measure leadership[3] among the post disaster networks in the Philippines using six (6) indicators: vision, self-leadership, motivating and inspiring others, empowering people, collaborating and influencing and creativity and innovation. These indicators will be measured in the scale on 5-point scale (1- Never, 2 – Rarely, 3-Sometimes, 4 – Often, 5- Always).

Trust. Trust is the pre-cursor to any partnerships and collaborations. For Bryson et.al (2006), trust is "both the lubricant and the glue" as it facilitates the work in the collaboration and it holds collaboration together. As Bryson et.al (2006) cited Chen and Graddy (2005), trust can compromise interpersonal behavior, confidence in organizational competence and expected performance, and a common bond and sense of goodwill. Further, trust is built among collaboration partners thru sharing of information and knowledge and demonstrating competency, good intentions, and follow-through; conversely, failure to follow through and unilateral action undermine trust (Arino and dela Torre 1998 cited in Bryson et.al 2006). For this research, trust in the collaboration process of the Regional DRRM Council will be measured in a 5-point scale (1 – Never, 2-Rarely,3-Sometimes, 4- Often,5 –Always) using the indicators of integrity, competence and dependability.[4]

Managing Conflict. As equally important as trust, managing conflict is a crucial skill for network managers. According to Gray (1996), power issues is the prime causes of conflict and as Bryson et.al puts it, resources and tactics should be used in order to equalize the status of the organizations in the network (2006). For this research, the capacity of the manager of the post-disaster networks in the Philippines to manage conflict will be measured using indicators related to team focus, personal style and action orientation (Managing Conflict at Work, CIPD). The indicators will be rated on a 5-point scale (1- Never, 2 – Rarely, 3- Sometimes, 4 – Often, 5- Always).

Planning. Cross-sector collaborations are most likely to succeed if deliberate and emergent planning is made and if such planning makes use of stakeholder analyses, emphasizes responsiveness to key stakeholders, uses the process to build trust and the capacity to manage conflict, and builds on distinctive competencies for collaborators" (Bryson et.al 2006). In the context of this research, the network planning of the DRRM Councils in the Philippines will be measured according the following indicators[5]: Conduct Comprehensive Needs Assessment, Determine Objectives and Strategies, Plan Implementation, and Evaluation. These indicators will be rated on a 5-point scale (1- Never, 2 – Rarely, 3- Sometimes, 4 – Often, 5- Always).

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[3] Leadership Capabilities Indicators Corporate & Strategic Leaders. Scottish Social Science Council. http://www.stepintoleadership.info/assets/pdf/leaders_indicators.pdf. 10.04.16.
[4] Paine, Katie Delahaye (2003). Guidelines for Measuring Trust in Organizations. The Institute for Public Relations. www.instituteforpr.com
[5] Organizational Planning Tool. NCLB Management Institute.

2.7 Dependent Variable: Structure and Governance

Structural configuration. Structural configurations can affect a network's overall effectiveness. The study of Provan and Milward (1995) found that networks centralized around a lead organization were more effective than dense, strongly tied networks. Moreover, it is also important to have cliques within networks in which a dense integration of services takes place at the client level among a few network members (Provan and Sebastian 1998). For this research, the structural configuration of the post disaster networks in the Philippines will be analyzed thru SNA considering the closeness, centrality and betweeness among organizations.

Governance structure. Network governance emerges through frequent, structured exchanges that develop network level values, norms and trust, enabling social mechanism to coordinate and monitor behavior (Ostrom 1990). As explained by Bryson et.al (2006), there are three types of governance structures: a) self-governing structures in which decision-making occurs through regular meetings of members or through informal, frequent interactions; b) a lead organization that provides major decision-making and coordinating activities; and c) a network administrative organization, which is a separate organization formed to oversee network affairs. Bryson et.al (2006) further emphasized that the choice among types of governance structure is likely to influence network effectiveness. In this research, governance structure of the network will be analyzed according to the role played by the organization in the network. Such role is related to resources, status or government mandates.

For this research, the governance structure of the post disaster networks in the Philippines is analyzed thru SNA considering the closeness, centrality and betweennes among organizations. While the governance processes are analyzed with the regression analysis, particularly, with the aid of partial least squares.
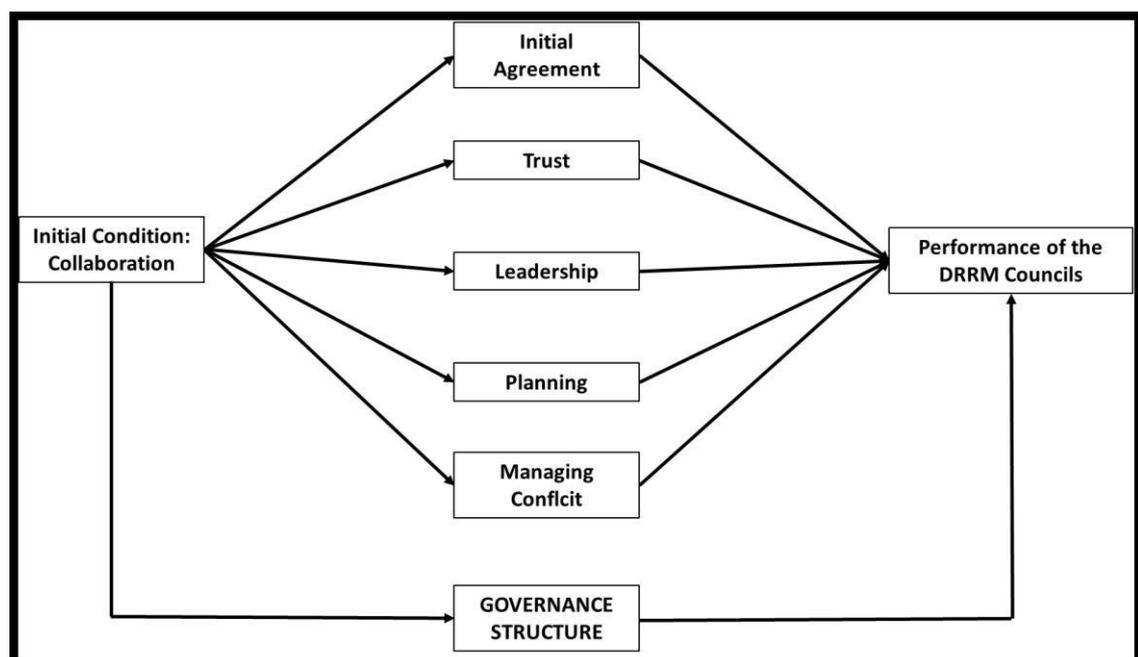

Fig 2.1. The Research Model

2.8 Definition

Concept	Variables	Indicators
INDEPEND-ENT VARIABLES **A. Process**	**Initial agreements** Bryson et.al (2006) emphasized that although informal agreements can work in the collaborative process, but formal agreements have better advantage as it supports accountability.	**Motivation:** 1. altruism, 2. organizational goal, or 3. increasing the legitimacy of the organization
	Building Leadership "Cross-sector collaborations are likely to succeed when they have committed sponsors and effective champions at many levels who provide formal and informal leadership." Bryson (2006)	1. vision, 2. motivating and inspiring others, 3. empowering people, 4. collaborating and influencing 5. creativity and innovation.
	Trust and Value Trust is "both the lubricant and the glue" as it facilitates the work in the collaboration and it holds collaboration together – Bryson et.al (2006)	1. Integrity 2. Dependability 3. competence
	Managing Conflict According to Gray (1996), power issues is the prime causes of conflict and as Bryson et.al puts it, resources and tactics should be used in order to equalize the status of the organizations (2006).	1. team focus, 2. personal style 3. action orientation
	Planning Cross-sector collaborations are most likely to succeed if deliberate and emergent planning is made and if such planning makes use of stakeholder analyses, emphasizes responsiveness to key stakeholders, uses the process to build trust and the capacity to manage conflict, and builds on distinctive competencies for collaborators" (Bryson et.al 2006).	1. Needs Assessment 2. Objectives and Strategies 3. Implement the Plan 4. Evaluation
B. Structure and Governance	**Structural Configuration** Structural configurations affect a network's overall effectiveness, - Provan and Milward (1995) and Provan and Sebastian (1998).	Social Network Analysis 1. Centrality 2. Closeness 3. Betweenness
	Governance Structure - Network governance emerges through frequent, structured exchanges that develop network level values, norms and trust, enabling social mechanism to coordinate and monitor behavior (Ostrom 1990).	
Dependent Variables **a. Output**	**Collaborative Effectiveness** "The attainment of positive network-level outcomes that could not normally be achieved by individual organizational participants acting independently."- Provan and Milward (2008)	a. Accomplishment of Targets in the Regional DRRM Plan (Kindly refer to Table 2). b. Assessment of the beneficiaries
b. Outcome	**Public Value and Goods** Cross sector collaboration most likely creates public value when they produce positive first-, second-, and third-order effects (Innes and Booher 1999 in Bryson et.al 2006).	a. innovative strategies (1st-oder) b. new partnerships (2nd order) c. new norms in addressing public problems (3rd order effects

Table 2.2. Indicators for the Collaborative Effectiveness of the DRRM Council

DISASTER RESPONSE	Target	Agencies Involved
IMPACT: Percentage of affected individuals needing assistance provided with appropriate intervention	85%	DSWD
OUTCOME 1. Percentage of people needing assistance search and rescued	85%	PNP with AFP, PCG, BFP, DILG, DOH, PRC and LGUs
Output 1.1. Percentage of disaster affected area in need deployed with trained and equipped responders	100%	PNP with AFP, PCG, BFP, DILG, DOH, PRC, and LGUs.
Output 1.2. Percentage of disaster incidents with DANA report within 72 hours	100%	DSWD with OCD, DILG, DOH, DA, DPWH, Dep.Ed. and LGUs.
OUTCOME 2. Percentage of dead bodies searched and retrieved	85%	DOH with PNP, AFPPCG, BFP, PRC and LGUs.
Output 2.1. Percentage of disaster affected areas in need deployed with trained and equipped retrieval teams	100%	DOH with PNP, AFPPCG, BFP, PRC and LGUs.
Output 2.2. Percentage of search and retrieval locations with collection point/area	100%	DOH, AFP, PNP – CL, NBI, PCG, BFP, DILG, PRC and LGUs
OUTCOME 3. Percentage of affected families provided with relief assistance inside and outside evacuation centers	100%	DSWD with DOH, AFP OCD, LGUs and NGOs
Output 3.1. Percentage of evacuation center with proper evacuation/camp management	100%	DSWD with LGUs.
Output 3.2. Percentage of affected families provided with relief assistance inside and outside evacuation centers	100%	DSWD with OCD, DOH, Dep.Ed and CSOs.
Output 3.3. Percentage of disease outbreak inside and oitsude evacuation centeres prevented	95%	DOH with LGUs.
Output 3.4. Percentage of affected individuals with psychosocial concerns inside and outside evacuation centers provided with mental health and psycho-social services	100%	DOH with DSWD, Dep.Ed and NGOs.
OUTCOME 4. Percentage of affected families with continuing social assistance	100%	DSWD with DOH, LGU, DOH, DPWH, Dep.Ed, DOLE, and TESDA
Output 4.1. Percentage of children with education services restored immediately	100%	Dep.Ed.
Output 4.2. Percentage of affected families with emergency livelihood opportunities	100%	DSWD with DOH, LGU, DPWH, Dep.Ed, DOLE and TESDA
Output 4.3. Percentage of basic lifelines restores	100%	DPWH with LGUs,
immediately		Electric/Water/Communications comp.
Output 4.4. Percentage of disaster affected areas with debris and wastes cleared within 1 week	100%	DPWH with LGUs
Output 4.5. Percentage of affected families sheltered in safe and more durable facility while waiting for their permanent shelter	100%	DSWD with DPWH, DOH, DENR and LGUs

2.9. Hypotheses

Based on the research problems, the following hypotheses were formulated:

H01. The variables under the process of governance processes which are initial agreement, leadership, trust, managing conflict and planning does not affect the performance of the Council during disaster response.

H02. The structure of the organizations during disaster response does not reflect cross-sector collaboration as designed in RA10121.

H03. The capacities of the Civil Society Organizations to effectively address the immediate needs of the victims were not fully maximized during disaster response as they were not organized and there was nobody facilitating all the help that was coming in.

H04. There was no sufficient social capital in the community, government and non-government agencies.

CHAPTER III
RESEARCH METHOD

3.1. Research Design

This research utilizes both the qualitative and quantitative approaches. Primarily, quantitative approach was utilized to measure the relationship between and among variables and agencies involved. Partial least square and Nodexl software were employed to analyze quantitative data. Specifically, partial least square analysis was applied in analyzing the relationship of the variables under the governance processes while Nodexl software was used to perform the network analysis between and among the organizations and agencies involved in the disaster response. The data for these analyses were generated by the questionnaire which was administered during the data collection. Moreover, qualitative approach was utilized to gain further understanding and a deeper perspective of the research topic. Basically, this approach was used to recognize the different reasons or motivations of the respondents (agencies/organizations). Thus, providing better analysis of the findings particularly, explaining the relationship and dynamics of the agencies with respect to their structure as mandated by the law (RA10121) and according to the actual structure generated quantitatively. With the aid of semi-structured techniques for interview, this approach provides clarity to the face of Philippine disaster response.

3.2. Research Setting

This research will be conducted in the Cities of Cagayan de Oro and Iligan which are in the Province of Misamis Oriental and Lanao del Norte in Region 10, Philippines. The chosen setting was hit by tropical storm Washi in 2011 which left great damage to both cities. After 5 years, the rehabilitation and recovery among the affected communities is still on going. This research will consider all levels in the local governance in the Philippines: regional, provincial, and city. The researcher believes that the process, structure and governance of the collaboration among the various post disaster stakeholders within the region will explain the quality of disaster response measures and activities and how it served the affected communities.
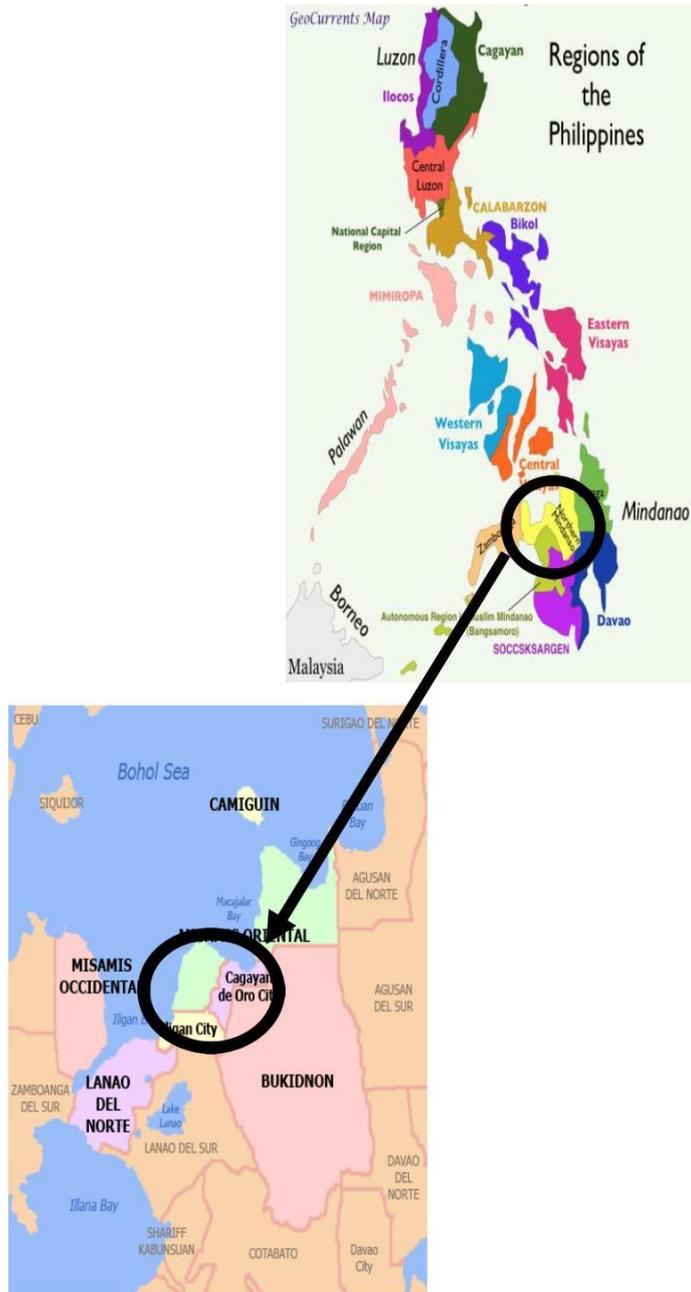
Figure 4. The Philippine Map showing the location of the Region X and the focus of this research: the Cities of Cagayan de Oro and Iligan

3.3. POPULATION and SAMPLING

3.3.1 Population

This research will cover all the five (5) levels of DRRM Act implementation in the Philippines: the national level, and the four (4) local government levels (regional, provincial and city/municipal). For the national level, legal mandates will be gathered. Thus, the focus of data collection will be on the local government that begins at the regional level, provincial level city and barangay levels.

Since the Cities identified as the research setting is in the same region, Region 10, the distribution of the number of agencies involved in every city is shown in table 2.

Table 2. The Distribution of Agencies Involved Per City

Level	Iligan City (Chartered City)	Cagayan de Oro City	No of Agencies
Region 10	-	-	**19**
Provincial	-	18	**18**
City	16	16	**32**
CSOs			**4**
Total No. of Agencies in the DRRM Council			**75**

In every level, there are at least 16 agencies involved in the DRRM Council and in every agency the target respondents is at least 2 personnel. Thus, the total population for this study (75 agencies x 2 personnel) is 150.

3.3.2. Respondents

The respondents for this research will be purposively chosen according to their knowledge and expertise on the involvement of their office/agency during post disaster conditions.

As shown in Table 3, the respondents are chosen on the five levels of DRRM Act implementation in the Philippines. There will be a total of 91 respondents purposively selected for this research. These respondents are chosen from the member agencies of the Council which are involved in the disaster response of every unit.

Table 3. Distribution of the Respondents

Levels of Implementation	Respondents		Total No. of Respondents
	Government	CSO	
Regional (Region X)	1. AFP 2. BFP 3. DA 4. DEP.ED 5. DILG 6. DOH 7. DPWH 8. DSWD 9. DTI 10. DOST - PAGASA 11. DFA 12. OCD 13. Phil. Coast Guard 14. PNP 15. PIA	1. Xavier University 2. ECOWEB 3. Balay Mindanaw 4. ACRC	38
Provincial (Misamis Oriental)	1. Governor 2. DRRM Officer 3. Engineering Office 4. Health Office 5. ABC 6. PNRC 7. PNP 8. AFP 9. GAD Office 10. Dep.Ed 11. CPDO 12. BFP 13. Agriculture Office 14. Veterinary Office 15. Budget Officer 16. DSWD		32
City (Iligan and Cagayan de Oro)	1. Mayor 2. DRRM Officer 3. Engineering Office 4. Health Office 5. ABC 6. PNRC 7. PNP 8. AFP 9. GAD Office 10. Dep.Ed 11. CPDO 12. BFP 13. Agriculture Office 14. Veterinary Office 15. Budget Officer 16. CSWD	1. RDRRAC, INC 2. DDRRMC (faith-based)	72
Barangay (4 Barangays: 2 from CDO and 2 from Iligan)	Barangay Officials	Community – based organizations **(if there is any)**	8
TOTAL NO. OF RESPONDENTS			150

3.4. DATA COLLECTION

No.	Data	Tool	Source
1	Primary		
	a. Informant Interview	Semi- structured Guide	Head of Agencies
	b. Survey	Questionnaire	Representatives of the Agencies in the Council
	c. Focus Group Discussion	Semi- structured Guide	Representatives of CSOs Active in Post Disaster Interventions
2.	Secondary		
	a. Policies / memoranda issued by the national agency since 2010 related to Post Disaster Initiatives		DILG, DSWD, OCD
	b. RDRRM Plan 2013-2016	Documents	OCD
	c. Reports / Assessments published related to the post disaster efforts in Region X	Documents	Internet: websites of government agencies, international organizations both government and non-government (CSOs)
	d. Unpublished reports related to the post disaster projects	Documents	Government agencies (local and national) and Civil Society Organizations

3.5. DATA ANALYSIS TECHNIQUES

As each variable have indicators that will be measured on a specific scale, descriptive statistics (mean) will be utilized in the presentation and analysis of the data.

Moreover, in order to test the strength of relationship between variables (independent – dependent variables), Spearman rank-order correlation coefficient (Spearman's correlation, for short) will be used. Spearman's correlation is a nonparametric measure of the strength and direction of association that exists between two variables measured on at least an ordinal scale. It is denoted by the symbol r_s (or the Greek letter ρ, pronounced rho). The test is used for either ordinal variables or for

continuous data that has failed the assumptions necessary for conducting the Pearson's product-moment correlation.[6] Also, regression analysis will be utilized to measure which of the independent variables has significant effect to the dependent variables. For this research, the ordinal logistic regression (often just called 'ordinal regression') will be used.[7]

Further, social network analysis (SNA) will be used in this study. SNA[8] is an analysis technique which studies relationships between people and groups, how those relationships arise as well as the consequences of the relationships. SNA uses the terms "nodes" to refer to people and "ties" to refer to relationships or interactions. As this research will focus on large groups of people, quantifies relationships between organizations in a network, studies patterns of interactions and how these patterns affect the group as a whole network, socio-centric analysis (a specific type of SNA) will be employed. In doing so, the degree of centrality, closeness and betweenns will be greatly considered.

Lastly, socio metric analysis[9] will be utilized in this study. Socio metric analysis is about the central force in personality. This was discovered by Jacob Moreno in 1930's. Moreno established that people are attracted to one another on specific bases, repulsed and move war from one another and they are also neutral. He called this phenomena as "tele" or the factor responsible for the increased rate of interaction between members of a group" and for the increased mutuality of choices surpassing chance possibility. Sociometric analysis has similarities with SNA as both of them generates maps to explain the relationships among variables. However, SNA leaves certain loopholes in data analysis according to Jones (2006). According to Jones (2006) "social network analysts tend to map only positive choices and focus on mutuality, density, and 'structural holes', where there is no apparent relationship." She further emphasized that "by mapping and considering only positiveconnections, and/or assuming thatwhere there is no relationship there is a 'structural hole', means that, from a sociometric perspective, social network researchers display only part of the actual network."

> *"What sociometrists have to offer social network analysts is a vision for working with people to produce creativity and vitality and refreshed networks by stimulating and relevant explorations. Sociometrists offer encouragement to social network analysts to consider themselves as participants in an exploration, and expect to engage with resistance as*

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[6] Spearman's Rank-Order Correlation using SPSS Statistics. Laerd Statistics. https://statistics.laerd.com/spss-tutorials/spearmans-rank-order-correlation-using-spss-statistics.php. 14.04.16.
[7] Ordinal Regression using SPSS Statistics. Laerd Statistics. https://statistics.laerd.com/spss-tutorials/ordinal-regression-using-spss-statistics.php.14.04.16.
[8] Jennifer Roberts . A Brief Introduction to Social Network Analysis. http://web.mit.edu/vdb/www/6.977/l-jenn.pdf. 04.14.16.
[9] Jones, Diana. Sociometry and Social Network Analysis: Applications and Implications. ANZPA Journal 15 December 2006

an essential aspect of working with people and their informal networks. In this way, theories of behavior being developed by SNA researchers will have a stronger working relationship with practice" – Jones (2006).

With this, the importance of utilizing socio metric analysis for this research rests on the fact that it addresses the weaknesses of the SNA. Thus providing a complete account on the characteristics of the process, structure and governance of the network as well as how it affects it's the effectiveness, resilience and relationship among constituencies in the Philippines during post disaster conditions.

CHAPTER IV
FINDING

(YOU CAN DESIGN CONTENT ACCORDING TO ESEARCH OBJECTIVE)

4.1. Introduction

4.2. Answer Objective one and etc.

CHAPTER V
DISCUSSION

5.1. Introduction

5.2. Follow your findings

CHAPTER 6
CLOSING

6.1 Conclusion

6.2 Recommendation

Examples of Each Style

This chapter gives examples of all the styles and notes on using the. Examples of figures and tables are also given. Actual formats of figures and tables will vary. You should look at examples of IEEE and ACM journals and conferences for good formatting styles. Most importantly, you should be consistent in your formatting of figures and tables.

1.1 Heading 2

This is an example of a Heading 2.

1.1.1 Heading 3

Normally you don't have a single heading 2 or 3. If you have a 1.1.1 you should have a 1.1.2. Likewise for 1.1. there should be a 1.2.

1.2 Font Styles

It is suggested to use Calibri 12 point font. It's readable and common to both ACM and IEEE publications. You can use 10 or 11 point font but given there is no page limit and your committee members' eye sight is getting poor I suggest 12 point. The entire document is in one font and size. Figures can be in any font/size.

1.3 Margins

This documents has the correct margins.

1.4 Spacing

Spacing is set up correctly in one half space. The styles take care of this.

1.5 Pagination

Page numbers are given in this document and set up correctly for each new chapter. Use a "Section Break" instead of a "Page Break" between chapters. This will give you the page number at the bottom of the page for first page of chapters.

1.6 Figures

As stated in the College guidelines "All figures … must be neatly drawn and lettered, (no ball-point pen)". My guess is this guideline was written up before you were born.

My suggestion is to use MS Visio for figures. This is one of the best drawing package and is free with the department's MS developers site license. Once again figures should be consistent in format and presentation.

Large figures should appear on their own page. Figures less than a half a page can be put along with prose. Keep figures close to where they are referenced. Figure headings go under the figure as seen in **Error! Reference source not found.**. Notice the chapter number (2) as a means to label figures.

Record allows you to insert a caption (figure or table). This is down with "Insert Reference Caption". More **importantly** Word also has facilities to reference these figures. Use "Insert Reference Cross-Reference" to insert a reference to a figure, table, or heading. This is really helpful when you (because you will) rearrange sections or placement of figures/tables. Word will keep track of this for you if you use the cross reference tool.

Additionally, by using the insert-caption you can automatically generate a list of figures and a list of tables. If the location of table/figure moves, you just regenerate the list and it is updated.

1.7 Tables

Again, make sure tables are consistent and neat. Table heading go before the table. We have two examples of tables below Table 0.1 and Table 0.2. Notice they are numbered with the chapter, that is table 1 of chapter 2 (2.1).

Table 0.1. An Example table. Chapter Number and Table Number within chapter

	Document Engineering		Software Engineering	
	Viewing/ Editing	Linking/ Querying	Software Visualization	Static Analysis
Plain-Text Source Code	Medium	None	None	None
AST & Symbol Table	Low	Low	Low	Medium
srcML	High	High	High	Medium

Table 0.2. Another table.

	Fact Extractor	Full Answer	Partial Answer	No Answer
Benchmar **Results**	Acacia	32%	16%	52%
	Columbus	19%	11%	70%
Previous	Cppx	45%	19%	35%
	TkSee/SN	28%	18%	54%
	srcML Translator	44%	8%	48%

1.8 Footnotes

A footnote[10], this is an example of a footnote and the formatting. Again, everything has to be in the same font and size. You should use footnote sparingly.

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[10] This is a footnote. A place to put additional information

1.9 Appendices

Appendices are a good place to put things like source code, DTDs, and extra mathematical information. They are page numbered. Examples are in this document as Appendix A and B. Use Appendix Heading for the heading of the appendix.

1.10 Bibliographies/References Using APA Style

Once again use EndNote or some other plugin tool to manage your references and insert your citations. These tool automatically generate your bibliography and will save you 100's of hours. The references in this document are done with EndNote.

My suggestion is to cite references within the manuscript with author-year style. This is easy on the reader as they will often recognize the particular reference just by the author and year information, without having to go to the references to look up the reference (as in the case for numbered citations). I have my students use multi-author-year to give the most information. Again, there is no page limit on a thesis so the added text is not an issue.

Here are some examples of references the first being a journal [Aiken, Ngwenyama, Broome 1999], the next couple are conference publications [Biggerstaff, Mitbander, Webster 1993; Collard, Kagdi, Maletic 2003; Cordy 2003], a book [Bruegge, Dutoit 2000], a Ph.D. thesis [Collard 2004], a technical report [Faloutsos, Oard 1995], and a web page [OMG 2003].

TECHNICAL INSTRUCTION

1.11 Abstracts

This is external to the thesis and not counted in the page count. There is another template for the abstract.

1.12 Summary

It is very common to end each chapter with a chapter summary. This chapter give specifics on how to use the template for each particular style.

1.12.1 Paper

Paper must be 8½ inches by 11 inches in size.
Copies of the thesis or dissertation submitted to the College of Arts and Sciences must be on twenty pound white bond paper with a 50% or higher cotton fiber content.

NOTE: Any paper meeting the above requirements will be acceptable, but the same paper must be used throughout to avoid variations in color and texture. *Do not use coated papers advertised as having "Easy-Erase" qualities. If you use the wrong paper, the thesis or dissertation will have to be completely recopied!*

1.12.2 Copies and Binding

Dissertation copies must be bound for final submission (hard binding). The number of copy is 5 copies.

1.12.3 Font Styles

Scalable fonts should be 10 to 12 points in size. Do not use exotic fonts (slanted, square, or script type) for the entire document, but special fonts may be used for emphasis or when otherwise appropriate. Students should make sure that the print is uniformly letter quality. Laser print, ink jet print, or high-quality photocopying is acceptable. Dot matrix or near letter quality print is not acceptable. The type style and size must be the same throughout the thesis or dissertation.

Added note: The font size (i.e., 10, 11, or 12) and style (e.g., New Times Roman) must be same throughout the thesis, TOC and abstract. Different/variable size and style is not allowed for chapter headings or any other titles. However, titles can be bold, italics, etc.

1.12.4 Margins

On the top and left-hand side of the page, use 1½ inch margins except on pages beginning every major division (i.e., contents, list of tables, list of illustrations, preface, introduction, each new chapter, bibliography, and appendices) where the top margin must be two inches. On the bottom and right-hand side of the page, use one inch margins. Margins that are smaller than, or substantially larger than these
specifications are not acceptable. Illustrations, graphs, and tables must not extend beyond these margins. Materials that extend beyond these margins should be retyped or reduced in size. Materials reduced in size photographically (except half-tone photographs) may be copied onto regulation paper for both copies.

1.12.5 Spacing

Triple-space between major division heading (i.e., contents, list of tables, list of illustrations, preface, introduction, each new chapter, bibliography and appendices) and text. When using chapter divisions, triple space between the chapter number (example: CHAPTER I) and the title and triple space between the title and the text.

All subheadings are triple spaced from the preceding text and double spaced between the subheadings and the text following. Footnotes and long quotations that are set off are usually single-spaced, but check the style manual accepted by the department in which the thesis or dissertation is being written.

Any centered information (titles, chapter headings, page numbers centered at the bottom of the page) should be centered between the right and left margins. One and half -space the text throughout, except as noted above for footnote and long quotations.

1.12.6 Pagination

Every page in the thesis or dissertation (except blank pages in the front matter) must be assigned a page number. It is sometimes necessary to place the title for a figure or table on the back of the preceding page. The face of that page would then be blank except that the page number is to be placed in the upper right-hand corner, as on other pages. (See page 20 in Appendix.)

Use lower case Roman numerals without punctuation or dashes on all front matter of the thesis or dissertation. These page numbers must all be centered with respect to the text, no less than 5/8 inches but no more than 1 inch from the bottom. The title page is page, i (not to be typed on the page); the approval page is page ii; Table of Contents, page iii, etc.

Added Notes: Be extra careful with margins! Double space between paragraph text and indent the first line of every paragraph (0.3") consistently. Make sure the TOC and spacing between topics and subtopics looks consistent. Be extra careful about it.

Use Arabic numerals without punctuation or dashes at the upper right-hand corner one inch from the right edge of the paper and no higher than 5/8 inches or no lower than 1¼ inches from the top, except for pages carrying chapter headings, first page of the Bibliography, and the first page of each section of an Appendix where the page number must be centered at least 5/8 inch but no more than 1 inch from the bottom of the page. Numbering must run consecutively with no missing numbers, and the use of 12a, 12b, etc. is not permitted. Arabic numerals are used beginning
with the first page following the front matter and beginning with number 1. This would include the Introduction if there is one. Page numbers are assigned but not typed on cover sheets, if used, preceding the Bibliography and the Appendices.

Added Notes: Be careful with the pagination and make sure that the text of the thesis (particularly in case of pages with page numbers at the bottom) is not too close to the page number and must not give the feeling that the page number is lost in the thesis text.

APPENDIX A
Example of an Appendix

This appendix contains vital information.

APPENDIX B

Another Appendix Example

This appendix contains the DTD and source code.

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