

JUAN ARMY



ANG OPISYAL NA LATHALAIN NG ARMY TRANSFORMATION ROADMAP [ATR]

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PHILIPPINE ARMY
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YEARS
OF
GALLANTRY AND DEDICATION

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EDITOR'S NOTE

Sa nakalipas na isang siglo at dalawampu't tatlong taon ang Hukbong Katihan ng Pilipinas ay patuloy na kaagapay ng lipunang Pilipino sa pag-unlad. Sa panibagong isyu ng **JUAN ARMY** nakapaloob ang kwento ng bawat sundalong Pilipino na magiting ng nag-aalay ng kanilang oras, lakas, at buhay para sa bansang sinilangan.

Ininilahad ng mga akda ang nakalipas na isang siglo at ang walang patid na kontribusyon ng sundalong Pilipino biglang kasanga ng sambayanan. Sa akda mula sa ating mga Laang Kawal, naipapakita ang dedikasyon hindi lamang ng mga sundalo kung hindi pati na rin ng ating mga Laang Kawal o *Reserve Officer* na boluntaryo at taos-pusong tumutulong sa panahon ng pangangailan at sakuna. Patuloy din na isinusulong ang laban para sa matatag at payapang pamumuhay ng mga mamamayan sa pamamagitan ng pagsugpo sa terorismo at *insurgency* gamit ang *Executive Order 70* o "*Whole-of-Nation Approach*" bilang inklusibong sagot sa nasabing suliraning panlipunan. Bilang patunay, ang mga artikulo mula sa *9th Infantry Division* ay naglalahad ng mga kwento ng tagumpay laban sa *insurgency* pati na din ang pakikipagtulungan sa local na komunidad at sa mga katutubo upang mapaigting ang seguridad at antas ng pamumuhay sa kanilang lugar.

Ang Hukbong Katihan ay patuloy na sinusuong ang mga hamon na dala ng patuloy na paglipas ng panahon. Bilang halimbawa, inilahad ni Lt. Col. Richard T Servito Herrera ang patuloy na paglipad ng *Army Aviation Regiment* patungo sa kanilang layon bilang suportang panghimpapawid ng Hukbong Katihan. Tulad nito, patuloy na sinusulong ang pagbabago at paglakas ng ating kakayahang pandigma. Hinahayag din sa isyung ito ang patuloy na pagsulong at pag-unlad ng Hukbong Katihan ng Pilipinas sa kakayahang pandigma upang patuloy na protektahan ang panloob at panlabas na interes ng ating bansa.

Upang maipakita ang dedikasyon ng bawat isa sa tunay at mabisang pagbabago na layon ng *Army Transformation Roadmap* o *ATR*, tinatampok ng *6th Infantry Division* ang *AGP Coaching Program* na sinusulong ang pagtulong sa ibang pangkat na makasabay sa daan ng pagbabago. Bilang isang papausbong na pangkat, ang *55th Engineer Brigade* ay sinasalamin ang patuloy na tiwala at dedikasyon ng bawat pangkat sa *ATR*. Higit pa dito, ang huling artikulo sa unang isyu ng taong 2020 ay sumisimbolo sa pagsasabuhay ng bawat indibidwal na sundalo sa daan tungo sa tunay na pagbabago.

Bilang mahalagang parte ng ksaysayan, kasalukuyan, at kinabukasan ng Hukbong Katihang ng Pilipinas, ang labing-walong taon na paglalakbay sa pagbabago na ating tinutungo sa *ATR* ay patuloy na gumagabay sa bawat opisina, dibisyon, *brigade*, *batallion*, at sa bawat isang sundalo na patuloy na sumusuong bilang lakas at tatag ng masang Pilipino.

LOUISE ANTONETTE T SANDOVAL [SCB-AGSMO]

EDITOR-IN-CHIEF

Ang **JUANARMY** ang opisyal na lathalain ng Army Transformation Roadmap (ATR) na nililimbag kada semestre ng Headquarters, Philippine Army at pinangangasiwaan ng Army Governance and Strategy Management Office (AGSMO). Upang matugunan ang mga layunin ng ATR na pagtibayin ang ugnayan ng mga sundalo sa publiko; ipabatid ang imahe ng Philippine Army na nagpapakita ng karangalan, katapatan, at katungkulan; at maging isang propesyonal na Army na suportado ng tao, ang **JUANARMY** ay nagsisilbing instrumento sa paglimbag ng mga istorya, imahe, at komentaryong naglalarawan ng isang nagbabagong Philippine Army. Ngunit hindi lamang ninanais ng lathalaing ito ang ipalaganap ang ATR. Sabay sa mga repormang naihahatid ng ATR sa organisasyon, layunin din ng **JUANARMY** na tumulong sa adbokasiya ng gobyernong ipanday ang tunay na pagbabago sa pamamahala.



Magandang araw! Si Sergeant Pagbabago po ulit ito, ang inyong makakasama rito sa **JUANARMY**. Meron ba kayong mga istoryang nais ibahagi na may kinalaman sa positibong pagbabago ng Philippine Army? Pati na rin mga komento, saloobin, at suhestiyon sa lathalaing ito? Ipadala lamang po sa aming Facebook account, facebook.com/atr2028 o sa Twitter, twitter.com/ATR_2028. Maraming salamat!

123 Taong Kaagapay ng Sambayanang Pilipino:

Mga Inhinyero ng Pagbabagong Panlipunan

-51st Engineer Brigade

Sino ang hindi mag-aakala na sakabila ng pagsusumbat at pangungutya ng panig makabila, ang Hukbong Katihan ng Pilipinas ay 123 taon ng naninilbihan bilang kaagapay ng lipunang Pilipino sa mga pagbabagong nagdala sa bansa sa tugatog ng tagumpay. Isang tagumpay na inaasam-asam ng kahit na sinong bansa sa Asya.

Sa gitna ng mga kainitang labanan sa pagitan ng mga Kastilang mananakop at mga rebolusyonaryong Pilipino, and Hukbong Katihan ng Pilipinas ay nabuo sa ilalim ng pamunuan ng rebolusyonaryong pamahalaan ni Heneral Emilio Aguinaldo sa bisa ng Kumbensyong Tejeros, kung saan si Heneral Artemio Ricarte ay itinalaga bilang kauna-unahang rebolusyonaryong heneral sa ating Philippine Revolutionary Army. Itinatag sa panahong hinog sa insureksyon na sumampal sa mga pagbabagong panlipunan, ang Hukbong Katihan ay walang humpay na nakipagsabayang kumilos para sa pagbabagong pangkalahatan. Samantalang may mga elementong kumakagat sa darak ng kahirapan na pilit na lumalamon sa kawawang isipan ni Juan Dela Cruz, ang kasundalahan ay patuloy naman sa pagsisid sa mga barangay naumano'y milya-milya ang layo sa kaganapang pangkaunlaran upang iparating ang pag-asa ng pagbabago.

Ang mga peligrong dulot ng mga pangyayaring global at nasyonal ng dekada '60 at '70 ay nagdala ng dagok sa integridad ng Pilipinas, gayunpaman hindi natinag ang ating Hukbong Katihan na isakatuparan ang sinumpaang tungkulin.

Sa gitna ng pagtaas ng isyung "insurgency", ang ating Hukbong Kasundaluhan ay masigasig na pinunan ang problemang pangkaunlaran o pangkabuhayan, datapwat may peligro sa kanilang buhay. Ang mga malalayong barangay na dati-rati ay kabundok ang layo sa sentro ng kaunlaran ay nailapit sa mga pagbabagong pangkabuhayan. Kaalinsabay sa mga pagbabagong pangkabuhayan ay di naglaot nagpamulat sa kamalayan ng ating mga kababayan hinggil sa katraydurang matagal ng pinalulunok sakanila ng mga sinasabing kasapi ng mga samahang seperatista at mga makakaliwa. Ang pagbabagong pangkabuhayan ay resulta ng



konstruksyon ng mga lansangang tuloy-tuloyan (*highway*) na nag-ugnay sa mga komunidad sa gilid patungo sa sentro, o ang tinatawag na perkspektibong "*centre-periphery*".

Ang buhay ni Juan Dela Cruz ay nakatali sa lupa, subalit ang kahalagahan ng mga produktong ito ay mawawalang silbi kung ang mga ito ay hindi maiiaabot sa iba't-ibang merkado na magdadala ng pagbabagong pangkabuhayan at pangkalusugan sa ating hapagkainan. Ang ating Hukbong Katihan, lalo't higit sa ating mga Engineer Brigade ang siyang primaryang awtor ng mga kalyeng tinatawag nating tuloy-tuloyang o "*Farm-to-Market*".

Mula ng mabuo ang Republika ng Pilipinas, naging palaisipan sa ating mga pinuno ang pagpaparating ng pagbabago sa mga lugar na hiniwalay dulot ng konpigurasyong heograpiya. Kung masusing pag-iisipan tila malabo ang mga pagbabagong pangkaunlaran sa ilang pook at komunidad, kung kaya't kasabayan ang paglaki ng suliranin sa edukasyon, kalusugan, pati karapatang pangtao. Masusudlok sana sa hirap ang mga komunidad na ito, subalit walang imposible para sa mga malikhaing sundalong Pilipino. Tunay ngang kailangan ng isang inhinyerong sundalo upang mapag-isa ang bansang

napaghihiwalay ng mga kabundukan at karagatan.

Walang hamon na inuurungan ang ating kasundaluhan, maging ang hamon ay gawa ng kapwa o dulot ng kapahamakang pangkalikasan. Sa bawat sakuna hindi pahuhuli ang Hukbong Katihan.

Minsan sa ating kasaysayan nakitaang kakayahan ng kasundaluhan sa kapasidad na "Human Assistance and Disaster Response" (HADR). Datapwat natabunan ng tradisyunal nakapasidad sa pakikipaglabanan, lingid sa kaalaman ng nakakarami na ang ating Hukbo ay palaging makikita sa "*front line*" ng sakuna.

Ang Pilipinas ay nakahilera sa tinatawag na "*Pacific Ring of Fire*" kung saan palaging may pagbabanta ng pagputok ng bulkan, lindol at kung ano pa mang uring heolohikal na kaganapan. Ang pagsabog ng Bulkang Mayon, Bulkang Pinatubo at ng Bulkang Taal, habang ang mga kalaban sa bundok ay nanguna sa paglisan patungo sa lugar na hindi matatamaan ng kapahamakan, ay siya naging bubulusok ang kakayahan ng ating mga sundalong inhinyero upang linisin ang mga daan at kalsada para sa mas mabilisang pakikipag-ugnayan na maghahatid ng tulong sa ating

mga kababayan. Tunay na hindi matatawaran ang kabayanihan ng ating mga kasundalohan, lalo ang mga brigading inhinyero, na laging handa sa paghahatid ng kaginhawaan sa mga nasalanta ng delubyo, lindol man o bagyo.

Ang pagmamahal sa bayan ay napatunayan sa pamamagitan ng pag-abot edukasyon sa mga paslit sa siyudad man o sa mga barrio. Ang papel ng guro ay isang angking kagalingan ng ating mga naka-uniporme. Sa pagkat minsan sila din ay naging bata na naghangad ng magandang edukasyon na magsisilbing ugnayan para sa kaunlaran, ang pagkakaroon ng mga Brigada Eskwela at *Youth Leadership Program (YLS)* ay mga tunguhin na hindi laman nakatuon para sagutin ang mga sularanin ng bansa sa edukasyon o pagbaba sa dami ng mga mangmang, kundi daan para maisamulat ang katotohanang maling propagasyon ng maling impormasyon ng mga kaaway na bansa.

Ang patuloy na pagbabago sa imahen ng Hukbong Katihan ay walang katapusan. Mula sa pagtatag nito noong 1897 hanggang sa kasalukuyan, patuloy sa pagsasaliksik ng mgaistratehiya upang matanggal ang bunggi o puwang sa pagitan ng lipunang sibilyan at kasundalohan. Sa pagbuo ng **Army Transformation Roadmap (ATR)** ang bunggi ay nabawasan kundi man tuluyang nabuwag o nawala. Ang relasyon sa sibilyan ay mas napag-igting dahil sa pagbubuo ng *Multi-Sector Advisory Board (MSAB)*, kung saan ang maling pagtingin sa Hukbong Katihan ang siyang pangunahing obhektibo na nais makamit.

Sa pagtakbo ng kasaysayan ng Hukbong Katihan ng Pilipinas na ngayon ay nasa 123 taon na, ang Hukbong Sandatahan ay lubhang marami pang mga istrategieya at planong nakalatag upang mapaliwanagan ang katotohanan sa maling impormasyon na ipinapakalat ng mga kalabang terorista, ang mga tunay na mangmang sa Lipunang Pilipino.

Ang 123 taon ng Hukbong Katihan ay hindi pa nangangalahati sa kaniyang hangaring pagbabagong kaunlaran namagdadala sa bansang Pilipinas sa hilera ng global na komunidad. Ang pagkilos at pagtugon ng ating Hukbo ay hindi titigil hangga't may mga sibilyan humihiling ng ating maliit natulong.

Mga Laang Kawal Tumugon sa Pangangailangan ng mga Biktima sa Pagsabog ng Bulkang Taal

By: OG9

Mahigit limampu't limang mga laang kawal ng Hukbong Katihan ng Pilipinas ang dali-daling nagtipon at sumugod sa Batangas nang sumabog ang Bulkang Taal nitong Enero 12.

Matapos ang pagsabog, ang *Philippine Institute of Volcanology and Seismology* o PHIVOLCS ay nagdeklarang ng *Alert Level 4* na nangangahulugang ang posibilidad ng mas malakas na pagsabog ay mataas.

Sa pagsabog, nalagay sa kapahamakan ang buhay ng mga taong nakatira sa paligid ng bulkan pati na rin ang kanilang mga kabuhayan at alagang hayop. Ilan sa kanila ang naiwan sa kanilang mga tirahan dahil walang masakyan patungo sa mga *evacuation center*.

Ang mga Laang Kawal o *Reserve Officers*, miyembro ng *1303rd Community Defense Center sa National Capital Region - Regional Community Defense Group* o NCR-RCDG, ay dali-daling nagtipon at inihanda ang mga pagkain at gamit pang gamot para sa mga biktima, noong gabi ng Enero 12.

Ayon sa panayam kay Army Lt. Col. Francisco Ramos, sila ay bumyahe madaling araw kinabukasan at nagtungo sa Miranda Village in Talisay, Batangas.

"Patuloy pa ring isinasagawa ang operasyon at marami pang reservists ang papunta sa lugar. Sila iyong mga boluntaryong nagpalista upang mai-deploy dito sa Calabarzon para may karelyebo ang naunang grupo," dagdag pa ni Ramos.

Lagpas 3,000 na mga pamilya ang nailikas mula sa *danger zone* papunta sa kaniya-kaniyang *evacuation camps* na ginawa ng lokal na pamahalaan. Sila ay

napamahagian ng pangunahing pangangailangan katulad ng *face masks*, gamot, *relief goods*, kasama na rin ang iba pang mga panganailangan.

"Ito ang magandang bagay sa pagkakaroon ng laang kawal, dahil sila ay natuto ng Humanitarian Assistance and Disaster Response (HADR), handa silang sumaklolo sa kapwa sa panahon ng kalamidad. Natutulungan nila ang mga awtoridad na mas mapadali pa ang gawaing sibil," dagdag pa ni Ramos.

Ang mga Laang Kawal ng Hukbong Pamhimpapawid at Pangdagat ay kabilang din sa mga naglaan ng panahon para sa rescue operations sa Rehiyon 4-A. Gayundin ang mga Laang Kawal na nakatira sa karatig-bayan.

Katulad na lamang ni Sgt. Carlito Baurile, 52 taong-gulang na laang kawal mula sa Alfonso, Cavite. Siya at ang kanyang pinamumunuang pangkat ng mga security personnel sa kanilang munisipalidad ay nagbigay ng ayuda para sa mga nangangailangan.

"Napakalaking bagay para sa amin ang makapagbigay ng tulong sa mga nangangailangan nating kababayan. Ito ay panahon upang maibahagi namin ang aming serbisyo sa mga tao bilang parte ng isang maayos na komunidad," ayon kay Baurile.

Dagdag pa ni Baurile na pangarap niya maging sundalo ngunit hindi siya pinayagan ng kanyang asawa kaya't aktibo sya bilang isang Laang Kawal upang patuloy pa rin na makatulong sa kapwa. Siya rin ay nagtuturo ng *Reserve Officer Training Corps* o ROTC sa ilang mga unibersidad ng Cavite.



“Whole-of-Nation approach”

Resulted in 306 Surrenderees in Masbate

-9th Infantry Division



“Institutionalizing the Whole-of-Nation approach in Attaining Inclusive and Sustainable Peace”, the battalion is on the right track towards the attainment of its objective in winning the peace for the people of Masbate. These continuous efforts and adoption of the populace provide a clear benchmark to the ultimate goal of the people to live in a harmonious, secured and developed environment.



Second Infantry Battalion, 9th Infantry Division, Philippine Army facilitated the surrender of 306 CNT personalities in Masbate in the 2nd Semester of 2019. It has been noted that 2IB is determined in conducting intensified counter-insurgency operations in the Islands of Masbate Province to end local communist armed conflict in its area of responsibility. Its efforts on focused military operations entice the rebels to return to the folds of the law.

a total of 306 CNT personalities composed of NPA regular members, *Militiang Bayan* (MB), *Sangay ng Partido sa Localidad* (SPL) and supporters from the different areas of the Province surrendered and decided to live in the right path and returned to the mainstream of the society. The surrender of 306 CNT personalities was a result of series of Civil-Military Operation (CMO) activities such as social awareness symposiums, peace rallies, campus tours, inter-agency coordination/meetings, E-CLIP meetings, and radio programs. Said achievements were the product of concerted efforts orchestrated by 2IB and other government units such as 96MICO, 93CMO Company, Masbate PPO, PCG-Masbate, Provincial Government of Masbate, LGUs/LGAs and other stakeholders. Those activities attracted most of the CNT personalities and gained their trust and confidence that the government is sincere in its programs to end the local communist armed conflict.



For the past decades, Masbate Province had been a haven for the Communist Terrorist Group (CTG) under Provincial Committee 4 (KP4) of the Bicol Regional Party Committee (BRPC) due to potential source of funds through extortion. This factor resulted in extensive numbers of CNT members and supporters that impose threat and disorder to the constituents of the province. With that, CNT activities became a hindrance to peace, progress, and development.

Upon the arrival of 2IB in the Province of Masbate in November 2016, various CTG members have been neutralized and a large number of CNT members and supporters left their armed struggle. Notably,

Moreover, the Provincial Government of Masbate, its Municipalities and other NGAs fully supported the efforts of 2IB in attaining peace for progress and development. Through mutually coordinated activities in line with Executive Order 70,



Adopting IP Centric Approach

in Achieving Peace and Development -9th Infantry Division

It has been more than a year since the Fight 'Em Troopers transferred from the foot of Mt. Mayon to the foot of Mt. Apo. Spending days in North Cotabato is truly worth it, the Fight 'Em Troopers have already made good stories to tell. Indeed, keeping up with the different challenges in the southern frontier is a worthwhile experience for every member of the 901st Infantry Brigade.

Among these challenges that the former Bicol-based soldiers confront are the issues related to the indigenous people (IP) or commonly tagged by the left as "lumad". Maybe our hearts bleed every time we hear or read about another sad story involving the IP. The IP stories that we often heard seems to be one of the never-ending travail and exploitation of this marginalized sector.

Knowing the IP and their Vulnerabilities

The IP's plight suggests that we must be with them to make them resilient and overcome the struggles and challenges that they are facing.

Indigenous People are culturally distinct. The land on which they live in and the natural resources on which they depend on are inextricably linked with their identity, culture livelihood as well as their physical and spiritual well-being. Indeed, they seek for historical continuity and cultural affinity endemic to their ancestral domain.

Realities on the ground manifest that the most vulnerable sector being targeted by the Communist

Terrorist Group (CTG) for intimidation, exploitation, and recruitment is the IP sector. It has been estimated that seventy percent (70%) of the membership of the CTG is IP and statistics revealed that three out of four dead NPA were IP.

Moreover, the CTGs are monitored while Ideological, Political and Organizing (IPO) works are conducted in the IP communities to gain their support in establishing bases for their strategic interests. However, most often than not, the CTGs forcibly and illegally use the IP's ancestral domains as their guerilla bases without due regard to the Free, Prior and Informed Consent (FPIC) of the IPs. This situation was further aggravated by the lack of basic needs since basic services seldom reach these areas. In effect, the IP leaders and their tribes were easily lured and controlled by the CTGs, making their way of life supplanted with the communist ideology.

Facing the Challenges

Knowing these challenges, the Fight 'Em Brigade focused on the IP areas through its IP-centric activities. The initiative intends to cope and be responsive in addressing the issues of IP

exploitation. Seemingly, the glaring concern of the IP deals with the claims on their ancestral domain or "yutang kabilin" - the same issue being exploited by the CTG to gain their sympathy and win their side. The overlapping tenurial claims indeed became the instrument of the propaganda to widen the gap between the settlers and IP, and to create animosity towards the government.

Facing these challenges, the Fight 'Em Brigade was able to conceptualize the IP Consultative Dialogue with the tribal leaders within their respective ancestral domain. A total of seven gatherings in various CADT areas were conducted within this year and these were coupled by other activities through the help of public and private partners to deliver the basic services to the communities.



In the conduct of these dialogues, this unit involved the different agencies to address the primary issue being confronted. The National Commission on Indigenous People (NCIP), Department of Agriculture (DA), Department of Environment and Natural Resources (DENR), Department of Agrarian Reform (DAR) and the different Local Government Units of Cotabato joined forces and initiated the collaborative actions to take the first step in resolving the IP concerns. The dialogues paved an avenue for the different agencies to explain the circumstances behind and the procedures to be made as per guidelines within metes and bounds of the law. Among the highlights of these activities are discussions on the Indigenous Peoples Rights Act or commonly known as IPRA Law to enrich the IP with a better and deeper understanding of how it addresses their concern.

More than these, the Fight 'Em Brigade also took the opportunity to educate them with the right information and expose the CTG's strategy in infiltrating their peaceful communities. Specifically, we made them realize and "break their silence" on the atrocities and abuses of the CTG.

Ways ahead

Truly, the journey with the IP is still a long way to go, and for sure there will still be a mountain of challenges to be conquered. But more than this, the Fight 'Em Brigade will be always anchored on its mandate of serving the people and securing the land. Moreover, we will continue to sustain our drive and enthusiasm to find effective solutions that will help the indigenous people in achieving their aspirations.

As we always say, the Fight 'Em Troopers will always be with the IP in their quest for peace and prosperity.



THE TRANSFORMATION JOURNEY OF THE ARMY AVIATION SERVICE

By: Lt. Col. Richard T. Servito CAV (GSC) PA

The Philippine Army is on its journey to transformation. In less than a decade, it is expected to become a world-class Army that is a source of national pride. While the different service branches of the Army had already embarked on their respective modernization projects to upgrade their capabilities there are still some left behind. One of them is the Army Aviation Service, whose aviation troopers continue to struggle on a day to day basis to keep the Philippine Army flying, a serious business in the world of military aviation.

The aviation troopers of the Army Aviation Service also has its share of ups and downs and struggled so hard to provide the needed aviation support for their comrades maneuvering on the ground without sacrificing safety. The aviation troopers are not airmen, they are soldiers of the Philippine Army who are donning flight suits or flight coveralls. Their basic training was warfighting but they are also trained technical people who possess special skills to fly and maintain the aircraft organic to the Army and ensure that the Army airspace on their sector is safe and controlled expeditiously and orderly.

Flying and maintaining aircraft older than the Army aviators and aircraft mechanics is not an easy task. Safety is a big factor to keep those flying machines on full mission capable or airworthy status. That is why the adage at the AABn "Mission First. Safety Always" reverberates on every Army aviator, aircrew and ground support personnel. Our aviation troopers are professionals and highly dedicated and will do their best to keep their old machines flying in order to accomplish every given mission. However, the current fleet of Army aircraft is aging and these old machines have also their limits and are in need of upgrade or replacement.

Senior military leaders have already recognized that the Army Aviation Service has been neglected for a long time. Still, it's not yet too late, for they had clearly understood that the courage and skills of our aviation troopers should also be matched with newer and technologically advanced aircraft and support systems to keep the us at par with other modern armies in the world.

To have a better appreciation of the Army Aviation Service, one should understand how it started and struggled for the past century to gain not recognition, but appreciation for its significant role in providing aviation support needed by Army maneuver units in accomplishing its given mission.

Colonial Era

During the early 1890s, aviation was introduced in the Philippine Islands by the Europeans when the first balloon flight was witnessed by the Filipinos in Paco Park, Manila. When the Katipunan Army was organized in 1892, it utilized balloons and cohetes (skyrockets) during their clandestine meetings. The balloons were also included as part of their tactics to signal the start of their armed revolution in 1896 against Spanish colonialism at the time when the domain of warfare was being fought only on land and sea. During the war for independence, the Katipunan Army had already an appreciation of the third dimension of warfare --- the air.

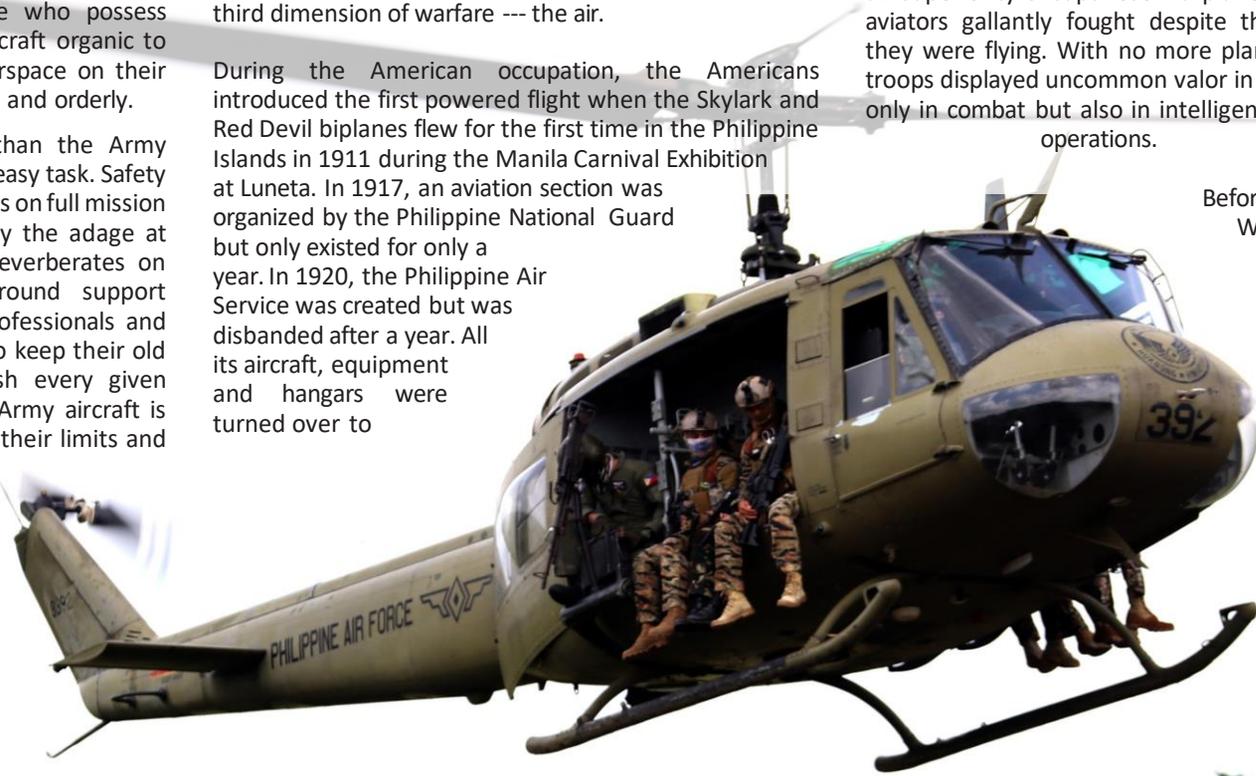
During the American occupation, the Americans introduced the first powered flight when the Skylark and Red Devil biplanes flew for the first time in the Philippine Islands in 1911 during the Manila Carnival Exhibition at Luneta. In 1917, an aviation section was organized by the Philippine National Guard but only existed for only a year. In 1920, the Philippine Air Service was created but was disbanded after a year. All its aircraft, equipment and hangars were turned over to

the United States Air Service.

In 1935, the Philippine Constabulary Air Corps (PCAC) was organized with the primary function to lend aerial reconnaissance support to the peace and order mission of the Constabulary. Its secondary functions which may be performed after prior approval of the American Governor-General of the Philippine Islands ranged from the control of the swarming locusts and other pests infestations to assisting customs and immigration authorities in their functions.

In 1936, the PCAC ceased to exist when it became the nucleus of the Philippine Army Air Corps (PAAC). The PAAC was created with the mission to defend the Philippine skies and to perform aerial reconnaissance and liaison. The defense plan of the Philippine Commonwealth government was to organize a fleet of 150 fighter and bomber aircraft for the PAAC which will serve as the country's first line of defense. Its aviators were trained to become fighter and bomber pilots and proved their worth in the air battles they fought in the early days of the Second World War in the Pacific in 1941. Despite the air superiority of Japanese warplanes, the Filipino Army aviators gallantly fought despite the obsolete aircraft they were flying. With no more planes to fly, the PAAC troops displayed uncommon valor in ground warfare not only in combat but also in intelligence and guerilla operations.

Before the Second World War ended, the PAAC was reorganized and became the Philippine



Army Air Force (PAAF) in 1945. The PAAF acquired transport and liaison aircraft but they have no qualified pilots since its veteran aviators were sent to the Continental United States to undergo refresher training. It was forced to train some Army officers and enlisted men left in the country to become aviators. The concentration of its flight operations were confined only to transport and liaison missions until it became the nucleus of the Philippine Air Force (PAF) in 1947, a time when the Philippines regained its independence as a sovereign nation-state.

Missing Aviation Component

For the next 30 years, there was no air arm for the Philippine Army (PA) to provide aviation support for its ground troops. The mission and function of Army Aviation were virtually being performed by other tactical units of the PAF. Senior Army commanders (division and brigade) had a hard time requesting the needed aviation support for its ground troops who were confronting communist insurgents and secessionist forces because they do not have direct control over the employment of Air Force or Navy aircraft.

During the early 1970s, selected Army officers were sent to undergo flight training at the PAF Flying School in Batangas. In 1978, the Army Aviation Battalion was created to provide tactical airlift of combat troops, supplies and equipment of the divisions/brigades during the conduct of the operation. Its activation was a significant component of the PA Revitalization Plan.

While waiting for the acquisition of their aircraft, selected officers underwent flight training on light planes and helicopters while enlisted personnel was sent for technical training in aircraft maintenance and air traffic control. Six months after its activation, it was absorbed by the Army Special Warfare Brigade which already had the Home Defense Forces Group (Airborne), 1st Scout Ranger Group, and the Special Operations Group as organic units. Five years later, it was deactivated and the helicopters intended for the fledgling aviation unit were brought to the PAF.

Rebirth of Army Aviation

In 1986, the Aeroscout Company was organized to extend by aerial means the reconnaissance and security capabilities of ground units and to provide tactical air movement of personnel, supplies, and equipment in the combat areas. It was placed as an organic unit of the Light Armor Brigade (LABde). Due to the lack of aircraft to perform its missions, only reconnaissance flights were being performed by the unit in support of the anti-dissidence campaign. A few years later, the PA and the Armed Forces of the Philippines (AFP) officially recognized the Army Aviation Service as one of the Secondary Armed Forces Occupational Specialty for Army officers and enlisted personnel. The AFP Regulations on awards and decoration were also amended authorizing the Commanding General, PA to award the Distinguished Aviation Cross and the Silver Wing Medal.

In 1997, a decision was made to reactivate the Army Aviation Battalion (AABn) to provide aviation support and to perform aerial reconnaissance and security operations for the PA. Based on its TOE, it is a helicopter heavy unit but its inventory at that time has to make use of their existing fixed-wing aircraft to perform limited reconnaissance flights until such time the rotary-wing aircraft intended for its use will be procured under the AFP Modernization Program. Seven months of being a

PA Major Unit, it was absorbed by LABde. Its unit seal was also officially recognized by the National Historical Institute and approved by the Office of the President of the Philippines. In 2006, its mission was changed to "conduct aviation operations for the Philippine Army" to make it more relevant and responsive to the needs of the PA based on its doctrinal foundation.

In 2011, the Army created a study group to develop its table of organization (TOE) and force structure. After several months of review and workshops, the study group was able to craft the Interim PA TOE for 2012 to 2014 as well as the PA Medium Term Force Structure for 2015 to 2018. It was approved by the CGPA and subsequently endorsed to the AFP and the Department of National Defense (DND) for approval. One of the salient features of the PA Medium Term Force Structure is that the AABn will be upgraded to become the Army's aviation regiment.

Based on the PA Medium-term Capability Development Plan 2015 to 2018, the capability of the Army Aviation Service will be gradually developed to meet the operational requirements of the future Army combined arms operations and to contribute its aviation units needed in joint operations. The development of the Army Aviation Service covered the areas of doctrine, organization, training, materiel, leadership, personnel and facilities. Aside from the AFP Territorial Defense and Army Operations doctrines, the PA Operating Concept and the Landpower Maneuver Concept has finally recognized the role of the Army's organic aviation component as an integral part of the combined arms force.

In 2017, the AABn made its presence felt again in the conduct of joint air operations when its aero team took part to deliver from various parts of Mindanao the air munitions needed by the PAF's attack aircraft for their close air support operations. The timely delivery of the air munitions in various staging areas contributed to the liberation of Marawi City from the terror attacks of armed local terrorist groups and foreign terrorists.

2018 became a significant year for the AABn as it finally pushed for its long-delayed capability development. Aside from the promulgated Army Aviation and Army Aviation Rules of the Air doctrines, a new set of aviation manuals were also developed. The force structure of the aviation regiment was finally approved by the Army. Its flight operations increased to support the requirements for aerial reconnaissance and maritime air patrols. Additional student aviators who graduated from their initial pilot training, as well as a new batch of aviators, were trained again to fly helicopters. Officers and enlisted personnel were sent to various aviation-related training both local and foreign to enhance their aviation skills and this includes bilateral training with the allied armies.

The gains on the conferral of the Initiated (in 2016) and Compliant (in 2017) status in the Army Governance Pathway (AGP) of the Army Transformation Roadmap (ATR) was aggressively sustained when the capability development of the AABn were reviewed and aligned with the strategic objectives and intent of the National Security Policy, the National Security Strategy, the National Defense Policy, the Defense Planning Guidance, the National Military Strategy, the AFP Letter of Instruction "Pagbabago Juliet", the PA Medium-term Capability Development Plan, and the PA Future Force Structure. With the Army Vision for 2022 as its beacon, the AABn fixed and improved the support process, core approaches, strategic focus and impact of its Strategy Map. The AABn worked hard to complete all the

requirements so that it will be raised to the Proficient status before the end of 2018. However, its application for the conferral on the next stage was held when the HPA letter directive on AGP Implementation Continuity and Sustainment was published.

While preparing the new requirements for its application to the Proficient status, the AABn crafted and submitted the Army Aviation Operational Concept and the Army Aviation Capability Development Plan to higher headquarters. Additional ground mobility vehicles were acquired, construction of aviation facilities was included in the Convergence Project between the DND and the Department of Public Works and Highways as well as requested higher headquarters for the needed funds for the crafting of the Army Aviation Facility Master Development Plan.

In 2019, the Army Aviation Service Insignia and the Army Aviation Badges were officially recognized by the National Historical Commission of the Philippines and approved by the Office of the President of the Philippines. And finally, the AABn became the first battalion of the Mechanized Infantry Division to reach the Proficient status in the AGP of the ATR.

A World-Class Army Aviation Force

Fresh from being Proficient in the AGP, the Army activated the Aviation (BAGWIS) Regiment effective 5 July 2019 during a simple but historic activation ceremony held on its home base at Fort Magsaysay Army Aerodrome in Nueva Ecija on 3 October 2019, with CGPA as the presiding general officer. With its designation again as PAMU, its mission will be to provide aviation support in the accomplishment of the Philippine Army mission. It was also organized to be a helicopter heavy unit that will perform armed reconnaissance, air assault and air medical evacuation with fleets of fixed-wing aircraft for special aviation mission.

Looking back on its humble but colorful martial history, from utilizing balloons and skyrockets up to its desire and struggle to acquire new and technologically advanced aircraft at par with modern armies in the world, the Aviation (BAGWIS) Regiment is now "taking off" to reach its desired "altitude" of providing the needed aviation capability for the Army's combined arms force and the AFP's joint force. Aside from warfighting, its aviation forces will also contribute significantly to support national development.

With its unique capabilities, the Army Aviation Service is now ready to exploit the vertical dimension of the Army's battlefield by operating on its designated battlespace (air) and extend the reach of its area of operations (land and sea) beyond the horizon. This is the transformation journey of the Army Aviation Service, with a clear vision of providing the world-class Philippine Army with a world-class aviation force by 2028 to serve the people and to secure not only the land but the air and sea as well.

LTC RICHARD T SERVITO GSC (CAV) PA is the Deputy Chief of the Governance and Strategy Management Office of the Armor (PAMBATO) Division, Philippine Army. He is a graduate of B.S. in Aircraft Maintenance Engineering and of Master in Public Management Major in Development and Security. While in the Army's armor unit, he commanded the Army Aviation Battalion, the Armor Maintenance Battalion, the 22nd and the 25th Mechanized Infantry Companies, and the Aviation Training School. He is a rated Command Army Aviator and the doctrine writer of the PAM 3-03 Army Aviation and the PAM 3-031 Army Aviation Rules of the Air.



MULTI-LAUNCH ROCKET SYSTEM AND LAND-BASED MISSILE SYSTEM:

UPGRADING THE ARMY ARTILLERY REGIMENT'S CAPABILITY

-OG4



Figure 1: Bongbong Rockets & Bukang Liwayway Launcher

The Army Artillery Regiment (AAR) known also as the “King of Battle” has newly activated units to add in its current force. On 03 October 2019, the Land-Based Missile System (LBMS) Battery and Multiple Launch Rocket System (MLRS) Battery were activated and among the first in the history of the Philippine Army. The activation of these units are meant to strengthen the Army’s defense capability against current and future threats and will play a vital role in the fight against terrorism and insurgency.

Along with its activation, the Philippine Army has acquired several numbers of LBMS and MLRS to compliment the capabilities of these units. The LBMS, which is an essential component of the Artillery Force, has the Long Range Precision Fire Support (LRPFS) capability. It will provide the regiment of its desired land-based capability for timely and precise fires for land and off-shore attacks. The LBMS operational capability is envisioned to strike moving or stationary land and off-shore targets. Loitering missiles can also be launched in LBMS platforms since these missiles have the ability to surveil the target and provide real-time visual before it attacks. With its ability to recognize targets, the missile is capable of aborting its mission thereby lessening the incident of fratricide. This capability could have been a game-changer in the recent urban operations since its flight path can be controlled up to a near-vertical approach allowing the missile to execute precision strikes better than the FA-50s and AW109s aircraft. Missiles are aircraft surrogates that will lessen the Army’s dependence on the weather-dependent close-air-support (CAS) and will give the Army a 24/7 all-weather responsive firepower at its dispense.

Also, an addition is the MLRS which is also an essential component of the Artillery Force and means of area denial capability of the Philippine Army. The said MLRS is the K136 Kooryong Multiple Launch Rocket System that



Figure 2: Lynx MLRS w/ EXTRA & GRAD missiles

was developed and deployed in the 1980s. A total of 150 of these multiple launch rocket systems were built and are currently in service with the South Korean Army.

In concept, it is similar to American MLRS and other NATO standard rocket systems. The MLRS operational capability envisions to strike moving or stationary land and off-shore targets. The MLRS is a mobile missile system with a launcher/platform that can accommodate NATO and American 130mm rockets with ranges that go up to 40kms. It also has the ability to address area fires and can be a game-changer in the recent urban operations since it will render mass fires with timely and greater destructive effects. Rockets will reinforce other means of direct and indirect fire support systems such as close-air-support (CAS) and naval gun fires and also will give the Army a 24/7 all-weather responsive firepower at its dispense.

The Department of National Defense facilitated and approved the Transfer of Agreement in August 2018 between DND and MOD-ROK. Korea will donate 130mm MRLS and Ammo Carrier Trucks together with numbers of rocket rounds. As part of the agreement, training will be provided which includes operation and maintenance.

The defense planning 2018 -2023 and 2019 -2024 have identified its core security concern. The challenges to territorial integrity, maritime security, and internal security are consistent in the list and marked as very urgent. On external defense, the AFP is tasked to organize, maintain, and sustain forces that address the territorial defense. On internal security, the AFP is tasked to dictate and dominate the battlefield making in inhospitable to threat groups.

A missile capability is a political statement that will increase national autonomy, it is a significant upgrade

in the Army’s warfighting value in future conflicts. The acquisition of such capability will allow the Army to carry out deep strike interdiction missions which constitute a strategic deterrent capability for territorial defense, thus achieving a decisive effect early in a possible or on-going conflict.

To end, both the LBMS and MLRS will bring significant and immediate tangible results in territorial defense being an integral component of an effective and integrated layered defense system. The surface to surface missile and rocket capability is vital in defending the country from external and internal threats. On external defense, both systems provide long-range precision fires for area denial. On internal security, the range, precision, and rapidity of LBMS and MLRS will lessen the army’s dependence on close air support and naval gunfire that are both weather-dependent, thus providing our troops immediate fire support and maximum firepower.

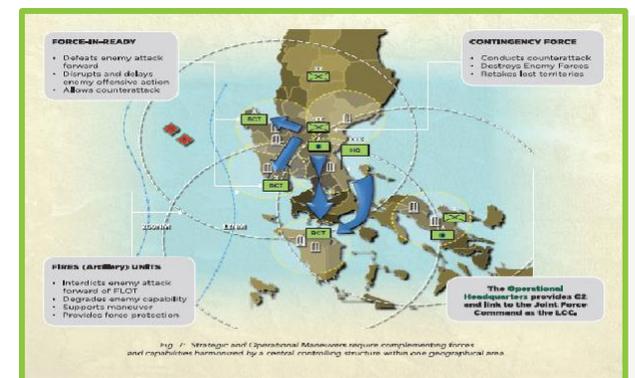


Figure 3: Army’s cross-domain fires as depicted in the Landpower Maneuver Concept



Figure 4: Army Land-Based Missile System Concept



The 6ID AGP Coaching Program

-6th Infantry Division

Normally, coaching means an informal relationship between two people wherein one, having the expertise and experience, supports the other who is in the process of learning. It is a form of development in which the former supports the latter to attain a particular goal. Coaching may come in a form of giving advices, sharing tips, and providing training as deemed necessary.

The “AGP Coaching Program” is one of the outreach activities being conducted by the 6th Governance and Strategy Management Office (6GSMO) to ensure preparedness of all subordinate units in their respective AGP validation so as to keep everybody abreast with the desired pacing of the Philippine Army.

Way back in 2014, the Philippine Army conceptualized the Army Governance Pathway (AGP) to bring about breakthrough results in good governance by installing various systems in the organization. This framework consists of four (4) stages which are the following: Initiation, Compliance, Proficiency, Institutionalization. Each stage contributes to the continuing initiative in formalizing governance reforms in the organization. In response, the 6th Infantry “Kampilan” Division embarked on a journey for genuine transformation by adopting this governance framework as a tool for its envisioned transformation way back in 2014. On 25 May 2018, 6ID was conferred with the Institutionalized Status with Gold Trailblazer Award for manifesting successful strategy execution, establishing systems for strategy management, and attaining breakthrough results. Now on its bid for the recertification of Institutionalized Status, 6ID doubled its effort in assisting its subordinate units on their respective bids for the next higher stages in the AGP.

In addition to the Army Transformation Roadmap (ATR) cascading activities being conducted, the 6GSMO under the stewardship of COL GALILEO R GOYENA MNSA (CAV) PA implemented the “AGP Coaching Program” following the 6-Steps AGP Validation Procedure as follows: Pre-Document Validation, Document Validation, Pre-Onsite Audit, Onsite Audit, Pre-Revalida, and Revalida.

The concept of the program is to conduct mock audits on the 3-Steps of

the AGP Validation among its subordinate units followed by coaching sessions on the defects noted in their documentary requirements as well as their Revalida presentation. A Mock Audit Team which comprises mainly of 6GSMO personnel visits the subordinate units in the field to inspect their respective AGP validation documentary requirements, conduct ATR interviews, and coaching sessions.

Units vying for the next level in their AGP Status are required to initially pass the mock audits before they can be favorably endorsed by the Commander to HPA for the conduct of the AGP Validation. Units who failed to pass the mock audit were required to correct the defects noted per element as stated in their respective audit findings. On the course, the Mock Audit Team will be there to assist the concerned unit through consultations and coaching sessions which are conducted either at the 6GSMO or at their respective headquarters whichever is convenient to them.

On top of these activities, the “Coaching Program” also includes special cascading activities which are deemed necessary to capacitate the target audience on the ATR and AGP as determined by 6GSMO.

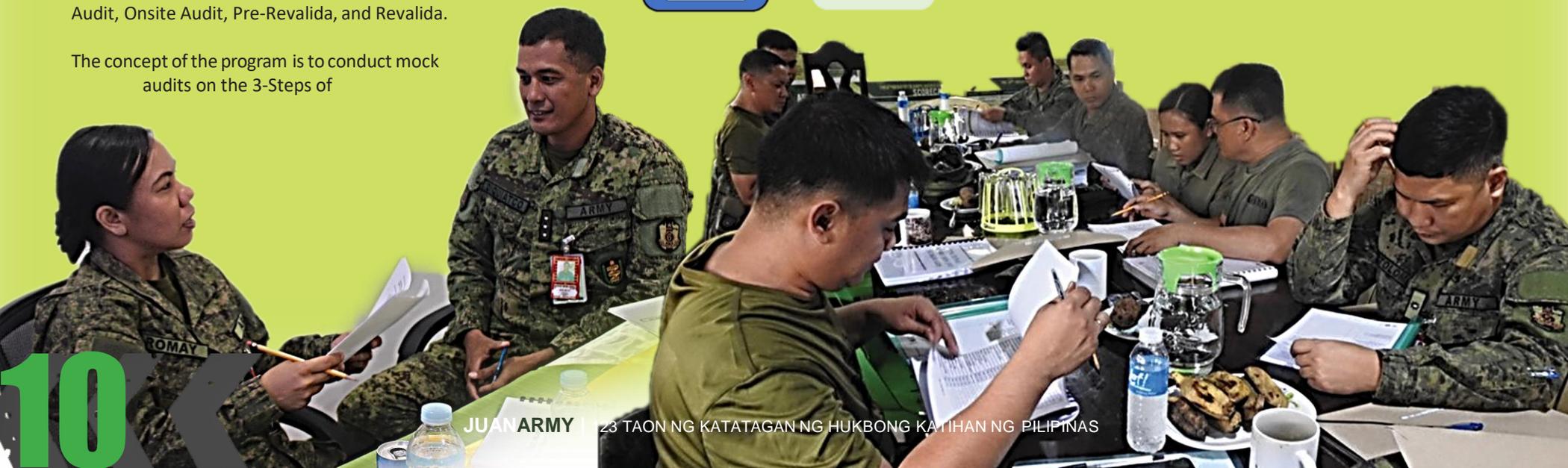
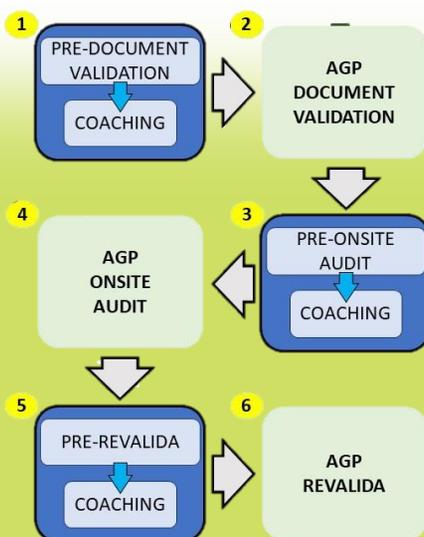
Significant also to the “Coaching Program” of 6GSMO is the conduct of ATR Action Officer (ATRAO) Capacity Building on 26-27 November 2019 at the Kampilan Clubhouse, Camp Siongco, Awang, Datu Odin Sinsuat, Maguindanao that was attended by the Brigade/Battalion Executive Officers of organic/OPCON units of 6ID and the Deputies of H6ID Staffs. ATRAOs are the focal persons in the implementation of their respective transformation roadmap to their Unit/Office. One of the highlights of the two-day capacity building is the Governance-Sharing of the three (3) units that conquered the AGP Proficient Validation wherein they imparted their challenges met while integrating the systems and processes of the ATR and gains brought about by such initiatives.

During the closing ceremony, Commander 6ID, MGEN DIOSDADO C CARREON AFP served as the Keynote Speaker. “ATR is nothing new. We are already doing it ever since, but what makes it different is we are now writing it to monitor and evaluate our progress. We have been implementing different management tools, but ATR now is making sense. Although ATR is not perfect as a whole, but ATR is our way to get into our vision of becoming a world-class Army that is a source of national pride”, he said.

Since its implementation in October 2019, AGP Status of 6ID subordinate units significantly increased from 93.75% to 100% for Compliance Stage, while 25% to 56.25% for Proficiency Stage, only within the period of 4th Quarter 2019. This concept exhibited remarkable results as projected by the 6GSMO Team in view of the upcoming bid for the recertification of the 6ID’s Institutionalized Status.

The “AGP Coaching Program” being implemented by the 6GSMO has unlocked the maximum potential of the 6ID subordinate units in strategy management and in attaining breakthrough results. With this concept, 6ID is geared towards conquering its goal of getting all its subordinate units to the Institutionalization Stage by 2022 as envisioned by the Philippine Army.

6ID AGP COACHING PROGRAM



Pagpapahalaga ng 55EBde sa ATR

-55th Engineer Brigade



2LT ROBERT C MISIERA JR (CE) PA and 2LT BEVERLYN C NACHOR (CE) PA conducted a stakeholder's engagement with teachers of Datu Saber Elementary School during the Turn Over Ceremony of Datu Saber Elementary School, Brgy Datu Saber, Marawi City, Lanao del Sur.



LGEN CIRILITO E SOBEJANA AFP, Commander, Western Mindanao Command as Guest of Honor and Speaker during the conduct of Turn-Over Ceremony of three (3) storey, seven (7) unit classrooms at Datu Saber Elementary School, Brgy Datu Saber, Marawi City, Lanao del Sur donated by the GMA Kapuso Foundation Inc and was attended by the Datu Saber Elementary School recipient, LGU Official and other Stakeholders.

Ang Army Transformation Roadmap ay ang matagalang transpormasyon at programa ng ating pamamahala. Ang hangad nito ay isulong at itatag ang mabuting pamamahala at mahusay na pagganap sa ating organisasyon. Ang masigasig nitong pangako ay upang ipagpatuloy ang tunay na programang pagbabago sa pamamagitan ng pagpapatupad ng ATR sa alituntunin ng mabuting pamamahala at mahusay na pamamalakad nito. Ang bawat pangkat ng Philippine Army ay may sariling pamamahala na nakatakda at magpaliwanag ng madiskarteng direksyon na layuning ipagpatuloy ng organisasyon.

Ang 55th Engineer Brigade ay muling inorganisa upang maging katuwang sa rehabilitasyon ng Marawi City. Marahil isa ito sa mga nagsisisimulang yunit ng Philippine Army kaya hindi maikakaila na kumakaharap parin ito sa iba't ibang pagsubok, ngunit hindi ito hadlang sa minimithi ng ating organisasyon upang maging World Class Army sa taong 2028. Ang office of the Brigade Governance and Strategy Management ng 55th Engineer Brigade ay patuloy na nagsasagawa ng mga aktibidad upang matugunan ang pangangailangan ng yunit tulad ng ATR Cascading, Brigade and Battalion Scorecard Cascading, Development Review and Workshop. Ang mga programang ito ay nakahanay sa misyon ng Hukbong Katihan ng Pilipinas.

Binubuo ang Army Governance Pathway sa apat na antas, mula sa Initiated Status, Compliant Status, Proficient Status hanggang sa Institutionalize Status. Sinusukat nito ang lebel ng pagganap ng yunit sa kanyang misyon sa ating organisasyon.

Sa kasalukuyan ang 55EBde ay naroon pa lamang sa antas ng Initiated Status na nasa ilalim parin ng pagsusuri ng AGSMO, PA. Sa antas na ito ng yunit, bumuo ito ng Multi-Sector Advisory Board (MSAB) upang mapagpatibay pa ang pakikipag-ugnayan nito sa iba't ibang sektor ng gobyerno.

Ang 55EBde ay nagsimula ng makipag-ugnayan sa Technical Education and Skills Development Authority (TESDA) at iba pang ahensya ng Gobyerno na makakatulong sa pagpapalaki at pangangalaga sa kasanayan na kailangan ng ating mga kasundaluhan sa pagbibigay serbisyo sa ating bayan lalong lalo na sa Marawi City.

Sisikapin ng 55EBde na makamit ang lahat ng mga kinakailangan upang maitaas nito ang antas ng yunit sa pagiging Compliant Status. Naniniwala ang TEAM 55EBde na ang mga ito ay maisasakatuparan lamang sa pamamagitan ng pagkakaisa at pagtutulungan sa pagkamit ng tagumpay ng yunit. Marahil, maraming magiging balakid sa daan ng tagumpay ngunit ang

lahat ng ito ay malalagpasan lamang gamit ang mga baon-baong talento at kakayahan ng bawat isang bumubuo ng 55th Engineer Brigade. Ang mga ito ang magiging instrumento upang mapanatili ang pagpapasasakop at pagsunod ng unit sa mga alituntunin ng Army Transformation Roadmap.



Kasalukuyang tumatanggap ang Patnugutan ng **JUANARMY** ng mga artikulo para sa ikalawang isyu sa taong 2020. Ang mga artikulo ay hindi dapat lalagpas ng 1,000 salita at naayong nakasulat sa wikang Filipino. Ang mga patnugot ay inaanyayahan na magbigay ng mga larawan na kalakip sa mga isusumiteng artikulo. Maari din na magpasa ng mga komiks, larawan, *caricatures* at iba pang malikhaing gawa na nakaugnay sa **Army Transformation Roadmap** o **ATR**.

Maaring magsumite sa Army Governance and Management Office (AGSMO), Philippine Army, Fort Andres Bonifacio, Metro Manila (FBMM) o sa atr.publication@gmail.com.

Sarhento ano ang layunin mo? Ano sa palagay mo ang malaking naiambag mo bilang kasapi ng Hukbong Katihan ng Pilipinas?

By: PFC ROEL M PANGANIBAN (INF) PA

Umipas ang mahabang panahon marami sa ating mga sundalo ay hindi alam ang tunay na dahilan ng kanilang pag seserbisyo. Ito ay ilan lamang sa mga suliranin at argumento sa loob ng organisasyon na hindi napag uusapan. Ito marahil ang dahilan kung bakit tila unti-unting naiwan ang Hukbong Katihan sa pagpapalago sa usaping pangkagamitan, estruktura, teknikal na kaalaman at sistema ng paggastos ng mga salaping ukol sa mga programa. Ang mga bagay na ito ay hindi na lingid sa ating kaalaman subalit hindi napag-uusapan sa nakalipas na mga panahon.

May mga digmaang bayan laban sa mga lokal na mga aaway (CPP/NPA) at terorismo ang marami at paulit ulit na naganap sa ating bansa ang pagtutulad sa nakaraang Zamboanga Siege noong 2013 at Marawi siege noong 2017 at marami pang iba. Ang mga kaganapang ito ay mga hamon sa hukbong katihan kung paano palalakasin ang pwersang sandatahan o *Infantry* upang mapaghandaan pa ang mga susunod pang banta sa ating bayan.

Noong 2010, ay nagkaroon ng panimulang pagbabago sa pagkonsepto ng pagpapalano sa mga programang ipatutupad ng Hukbong Katihan sa papagitan ng ARMY TRANSFORMATION ROADMAP.

Ang Army Transformation Roadmap (ATR) ay itinulad sa Performance Governance System (PGS), ito ay ang lokal na pagkopya ng Pilipinas sa Balance Scorecard na unang ginamit sa Harvard Business School ni Dr Norton at Dr. Kaplan. Sa puntong ito ay layunin ng Hukbong Katihan na maisaayos ang mahinang sistema tungo sa istrategikong sistema, mula sa

maling pagkilala ng publiko sa mga sundalo bunga ng mga nakaraang karahasang kinasangkutan sa nakaraang panahon tungo sa isang propesyunal at etikal na sundalo at maging sa pagpapalawig ng mga kakayanang pangkagamitan ay pinauunlad din.

Ang Kataastasang Himpilan ng Hukbong Katihan ay sinisigurado na may iisang layunin ang lahat ng Pangunahing Yunit maging ang mga sangay nito. Sa pamamagitan ng paggamit ng Performance Scorecard at Strategy Map ay malinaw na uugnay ang mga plataporma at programa ayon sa mandato nang nakatataas.

Bagama't ang mga bagay na ito ay sinimulan na noong 2010 naging palabulaan sa mga sundalo na nakatalaga sa laylayang yunit kung ano ang magandang epekto ng ATR sa pangkalahatan. Lingid sa kaalaman ng nakararami ang programang ito ay napatunayan na simula noong 2014 kung saan ay nakamit natin ang pinaka mataas na antas sa Performance Governance System ang Institutionalized Status na ginawaran ng Gold Trailblazer Award, sumunod naman ay noong 2015 kung saan ay nasungkit ang Island of Good Governance ng Institute of Solidarity in Asia. Ang mga parangal na ito ay isang panimula ng katuparan sa pangkalahatang lunggati o mithiin ng Hukbong Katihan ng Pilipinas na maging isang **"Hukbong Sandatan na Ipinagmamalaki sa Pandaigdigang Larangan"** kung saan ay taglay ng bawat isa ang **karangalan, tungkulin at pagkamakabayan.**

Sa patuloy ng mga layuning ito bunsod ng mga magagandang natatamasa ng Hukbong Katihan ay

mas pinalawig pa ang mga pagsasaliksik kung paano mas magiging epektibo ang paglalapat ng mga programa at mapapataas ang antas ng pagkilala nang publiko sa Hukbong Katihan.

Noong 2017, nagkaroon ng Strategy Refresh o pagbabago sa ilang mga layunin na mas makakapagpaangat sa estado ng paggampan ng buong Hukbong Katihan patungkol sa mandatong itinalaga sa pangunahing yunit (PAMU). Ito at kaalinsunod sa konseptong Landpower Maneuver Concept (LMC).

Kaugnay ng mga bagay na ito ay mas naging maganda ang kalakaran sa pagpapatupad ng mga programa. Ang isang batayan nito ay nang makuha ng Hukbong Katihan ang prestihiyosong pangarangal na tinitingala ng lahat ng institusyon sa buong mundo ang Palladium Hall of Fame na tinangaap sa panunungkulan ni dating Commanding General LT GEN ROLANDO BAUTISTA AFP noong 2018 sa London.

Bunga ng mga makamithiing pagsisikap at patuloy na pakikiisa ng kasundaluhan ng Hukbong katihan ng Pilipinas ay patuloy nating maipapamalas ang ating kakayahan, galing at inisyatibong titingalain ng lahat hindi lamang sa loob ng bansa bagkus ay sa pandaigdigang larangan.

MABUHAY ANG HUKBONG KATIHAN NG PILIPINAS, sa patuloy na pagganap ng tungkuling naayaon sa batas at ang mataas na kredibilidad na ating naipamamalas sa taong bayan bilang bahagi ng ating kasaysayan.