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CHAIR'S NOTE

For so long, the Philippine Army was relied upon as being in the forefront of combating threats to peace and stability. Though PA has persisted and made significant progress in the campaign, attaining complete and lasting peace requires the active participation of all sectors of society. In pursuit of the nation's peace agenda, the Whole of Nation Approach was institutionalized through EO 70, igniting the start of a more inclusive and collaborative approach to ending local insurgency. This issue highlights the shift from a purely military combat approach to a socially inclusive and participative stance against extremism. In addition to this, this issue delves into the existing strategies and philosophies that will pave the way for the future of the PA.

The Whole of Nation Approach greatly resonates in conflict-ridden areas such as Northeastern Mindanao. As such, the 4th Infantry "Diamond" Division took upon itself to sustain its existing successes by collaborating with other security stakeholders and actors in the area through the Peace Development Zones (PDZ) and Convergence Areas for Peace and Development (CapDev). Their active and sustained participation in these community transformation collaborations are aimed towards unifying the region to shatter the backbone of local communist insurgency. As such, the Philippine Army, in its contribution to the joint force capability and to the shared goal of creating a peaceful society conducive to lasting and sustainable growth, is constantly moving to advance its capabilities through modernization programs.

Consequently, the PA is incessantly strengthening its capacity to deal with ever-evolving threats by ensuring efficiency, effectiveness, transparency and accountability in its operations. Hence, the transformative initiative of the PA is guided by its Strategic Management Philosophy of being concept-led, process driven and systems integrated. Equipped with this philosophy, the PA is able to efficiently and effectively assess the past, manage the present, and design the future. Accordingly, all these efforts and strategies are geared towards the nation's long-term vision that is Ambisyon 2040 where all sectors of society are enjoined to contribute towards the realization of a "Matatag, Maginhawa, at Panatag na Buhay" enjoyed by all Filipinos. In the same way that the Philippine Army Transformation Roadmap was constructed, this long-term vision ensures the unity and alignment of goals and resilience to the unforeseen consequences of change.

However, sustaining good governance and transformation is no easy feat. Given this, a sustainability program with an Integrity and Ethics component is vital in ensuring that the vision shared by within the institution is cascaded to the level of the individual whilst ensuring that the personal values of the most basic units are aligned to the core values of the institution, ensuring a continuous and lasting governance cycle. All these efforts prove that the PA remains unwavering in traversing the course of innovation and transformation towards an effective world-class service to the people and to the country.



LTGEN MACAIROG S ALBERTO AFP
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(PHOTO: www.cabadbaranadn.gov.ph)

ENDING LOCAL COMMUNIST ARMED CONFLICT: THE COMMUNITY TRANSFORMATION PROGRAMS AND INITIATIVES OF 4ID IN NORTHEASTERN MINDANAO

By: 4th Infantry Division Philippine Army

(Excerpts from the book titled "Ending Local Communist Armed Conflict: The Community Transformation Programs and Initiatives in Northeastern Mindanao" published by 4ID thru 4GSMO)

The local communist armed conflict in Northeastern Mindanao primarily thrives on the exploitation of basic issues such as people's lack of access to and control over resources or resource-based conflicts, overlapping tenure instruments even in ancestral domains, chronic poverty, inequity, and lack of access to basic services, among others. These situations are rather pronounced in conflict-affected and geographically isolated communities, particularly in areas with high concentrations of indigenous people who are most vulnerable to the predatory radicalization of the insurgents. To sustain the gains of recent successes of the 4th Infantry Division (4ID) in decimating the political and organizational capacities and capabilities of insurgents, the current campaign effort recognizes the need for a multi-dimensional approach to end with finality the local communist armed conflict in its area of responsibility (AOR).

Thus, the 4ID is waging another drive to complement its campaign; and this involves the full collaboration among security actors, national government agencies, local government units, civil society organizations, private sector groups, and the communities affected by conflict through the whole-of-nation approach (WNA).

On 04 December 2018, President Rodrigo Roa Duterte signed Executive Order No. 70 institutionalizing the WNA in "attaining inclusive and sustainable peace, creating a National Task Force to end local communist armed conflict, and directing the adoption of a national peace framework." Said EO aims to harmonize and prioritize the delivery of basic services and social development packages in conflict-affected and conflict-vulnerable communities, facilitate societal inclusivity, and ensure

active participation of all sectors in the pursuit of the country's peace agenda. The President-led task force was created to ensure the efficient and effective implementation of the WNA "to aid in the realization of the collective aspiration of the Filipino people to attain inclusive and sustainable peace."

In response to the President's directive, the 4th Infantry (Diamond) Division, Philippine Army collaborated with the Regional Peace and Order Councils (RPOC) and Regional Development Councils (RDC) of Caraga and Northern Mindanao Regions to immediately operationalize EO 70. The collaboration resulted in the development of two regional flagship programs, namely, the Peace and Development Zones (PDZ) in Caraga and the Convergence Areas for Peace and Development (CAPDev) in Northern Mindanao.

Peace and Development Zone. Even before the issuance of EO 70, Caraga Region has already crafted the Caraga Road Map for Peace (CRMP), which provides a peace-building orientation to the plan of actions of the Regional Peace and Order Council (RPOC), Provincial/City/Municipal POCs, civil society organizations, peace partners, and other stakeholders in addressing decades-long conflicts in the region. Its integration into the Caraga Regional Development Plan (CRDP) 2017-2022 ensured that peace and security become two of the bedrock considerations of the said plan, influencing the rest of the sectors. Peace- and security-related indicators with annual targets have been identified and included in the CRDP Results Matrices (RMs) to allow for monitoring of the progress of ensuring and promoting peace and security in the region. Moreover, programs and projects related to peace and security have been identified for implementation and funding until the end of plan period in 2022.

At the core of the CRMP and CRDP is a program called Peace and Development Zones (PDZ) -- a peace-building initiative that aims to facilitate the establishment of durable peace and prevent the recurrence of violence by addressing the root causes and effects of conflict through reconciliation, institution-building, and political as well as socio-economic transformation. PDZ adopts a cross-cutting and overarching approach that recognizes peace as an imperative to development, and that development secures and sustains peace. It calls for multi-agency collaboration

to effectively address the multi-dimensional nature of insurgency in the Caraga Region.

The PDZ concept treats barangays as direct partners in resolving socio-economic and development related issues that are unique to the communities. The PDZ requires barangay leaders to analyse and determine their local needs and issues, which in turn will be addressed by the communities themselves with assistance from higher level LGUs and the regional line agencies (RLAs). It was officially launched on 28 August 2018 in Brgy Sicosico, Gigaquit, Surigao del Norte, a remote barangay located at the heart of SALASICAM (Sapa-Lahi-Sico-sico-Camam-onan) Complex -- a widely known guerrilla stronghold and sanctuary of the Communist Party of the Philippines (CPP)-New People's Army (NPA) Terrorists (CNTs).

The RDC-RPOC identified 29 PDZ clusters covering 118 barangays, and proposed PhP 24.399 Billion worth of socio-economic and infrastructure development projects that are projected to benefit the provinces of Agusan del Norte, Agusan del Sur, Surigao del Norte, and Surigao del Sur.

Convergence Areas for Peace and Development. Northern Mindanao, on the other hand, has developed its own banner program -- the Convergence Areas for Peace and Development (CAPDev) to address the root causes of insurgencies, internal disturbances and tensions, and other armed conflicts and threats for inclusive development. CAPDev aims to institutionalize the WNA through focused, coordinated, and sustained delivery of basic services and social development packages by government in poor, conflict-affected, and geographically isolated and disadvantaged areas. Guided by the principles of culture-sensitivity, conflict-sensitivity, inclusion, gender and development, accountability, empowerment, and participation, CAPDev further aspires to establish durable peace, empower communities, and attain socio-economic development through peace-building and reconciliation, good governance and institution building, and socio-economic transformation.

The CAPDev program works within existing institutional, political, and administrative arrangements and vertical and horizontal linkages at all levels. This mechanism ensures the optimum use of resources, and the institutionalization and sustainability of the program.

The RDC-X and its sectoral and special committees serve as the planning mechanisms, and are mobilized to ensure coordination, complementation, and convergence in discussing and resolving peace and development concerns in the region. Meanwhile, the RPOC-X provides a forum for dialogue and deliberation of major issues and problems affecting peace and security, including insurgency.

CAPDev was developed by an ad-hoc group created by the RDC composed of the DILG, PNP, Balay Mindanaw, 1ID (including 2nd Mechanized Brigade and 10IB), 4ID (including 403 Brigade), and NEDA. CAPDev as a program was approved and adopted by the RDC and RPOC during its joint meeting last 18 March 2019 through Resolution No. 3 Series of 2019 “Approving and Adopting the Convergence Areas for Peace and Development (CAPDev) as the Enabling Program to Operationalize EO 70 in Region X.”

CAPDev covers 763 barangays that are categorized into sets of focus areas A, B, and C using prioritization criteria as shown:

Focus Areas	Criteria	Number of Barangays
A	<ul style="list-style-type: none"> • Conflict-affected/conflict-vulnerable areas • Geographically isolated and disadvantaged area (GIDA) barangays • Poverty incidence (30% above) 	247
B	<ul style="list-style-type: none"> • Conflict-affected/conflict-vulnerable areas • Poverty incidence (30% above) 	134
C	<ul style="list-style-type: none"> • GIDA barangays • Poverty incidence (30% above) 	382

To facilitate the delivery of basic goods and services in the CAPDev communities, these convergence areas were further clustered to consider contiguity, commonality of resources, and magnitude of affectation. A total of 16 CAPDev clusters emerged – nine within the 4ID AOR and seven for 1ID.

To ensure that there would be funding for programs, projects, and activities (PPAs) in Fiscal Year (FY) 2020 for CAPDev communities, the RDC specified in the FY 2020 Northern Mindanao Regional Budget Guidelines the prioritization of focus areas in the identification of PPAs and allocation of budgets. A total of PhP 27.3 billion worth of

socio-economic and infrastructure development PPAs have been recommended by different agencies for funding in 2020.

Most importantly, to jumpstart the implementation of CAPDev in 2019, the RDC enjoined its members that have fiscal flexibility to reprogram some of their funds for the focus areas. A total of PhP 28.65 billion worth of PPAs have been identified for implementation in 2019.

With the implementation of the CAPDev, infrastructure development proposals particularly the construction of roads and bridges such as those under the various convergence programs lodged at the Department of Public Works and Highways (DPWH) including PAMANA and Tikas were harmonized and prioritized to address the needs of the focus areas. Further, the ad-hoc group, which developed the CAPDev has been converted and expanded to become the TWG that will jumpstart the implementation of the CAPDev under the ambit of the Regional Task Force to End Local Communist Armed Conflict or RTF-ELCAC, which is the merger of the RDC and RPOC in Region X. CAPDev was officially launched on 28 June 2019 in Brgy Iba, Cabanglasan, Bukidnon – an important area in the “revolutionary highway” of the said province.

In Caraga, various orientation programs and planning workshops are being initiated at the regional, provincial and municipal/city levels to harmonize the understanding and appreciation of the PDZ concept, and to develop the capability of LGUs and LGAs to implement it. The program has been gaining traction and support from various sectors including civil society, religious groups, and the private sector.

In Northern Mindanao, the RTF-ELCAC through its TWG is currently conducting consultations and advocacy drives among various stakeholders particularly in CAPDev communities. Moreover, planning and investment programming activities in the clustered areas are also being undertaken from the regional down to the barangay levels.

As part of its continuing efforts to support the implementation of both flagship programs, the Division organized an ad hoc group to do a comprehensive study about the PDZ and CAPDev as implementing tools of EO 70 in its AOR. The study focuses on the systems and processes applied by both regions in ending local communist armed conflict. It describes and analyses the regional convergence efforts in breaking the backbone of the local communist insurgency. It also elaborates on the processes by dissecting the main components of the collaborative initiatives.

This study is undertaken against the backdrop and within the context of the Division campaign in Northeastern Mindanao particularly in Caraga and Northern Mindanao Regions. It maps the conflict and the resolution processes and identifies the underlying factors that influence the Division campaign. The results of the study are then structured to become the main reference for this book, which the Command intends to disseminate as guide for implementing EO 70 in its AOR.

The study group employs a combination of quantitative and qualitative methods to attain the primary objective of this study and answer the specific problems regarding the counter-insurgency initiatives of the 4th Infantry Division. The collection, analyses, interpretation, and presentation of data utilize descriptive-content analyses, focus group discussions (FGDs) through a series of workshops, and statistical analysis. It first embarked on a policy documents research on the peace-building initiatives of the national leadership and the AFP campaigns particularly the Internal Peace and Security Plan (IPSP) “Bayanihan” and the Development and Security Support Plan (DSSP) “Kapayapaan”. The campaign strategies of the EastMinCom and the Division were then carefully reviewed and assessed to determine their effectiveness in normalizing the provinces within its AOR. Data were collected from regional and local partners including police forces operating within the AOR of the Division and others parts of Northern Mindanao for geographical, physical, socio-economic, political, security and institutional profiling, among others.



Reference: 4ID, C 2019, Ending Local Communist Armed Conflict: The Community Transformation Programs and Initiatives in Northeastern Mindanao, Chapter 1, p 1-5

The group then evaluated the present structural mechanisms, institutional arrangements, and innovations of ending the local communist armed conflict. The Division through its collaborative initiatives aspires to ensure that existing institutional arrangements of inter-agency collaboration firmly establish sustainable processes and mechanisms. The Division in designing a participatory process set up platforms for convergent efforts down the line. These include venues for coordination, planning and decision-making of various agencies involved in security operations, conflict resolution, and delivery of basic services in order to accomplish its mission.



From the efforts of the study group and its partners, a book has been crafted containing seven chapters. The first chapter provides an overview while the second chapter describes the local communist movement in the Division AOR. It discusses the characteristics of guerilla fronts and other organizational structure as well as the tactics employed by insurgents in radicalizing communities and in confronting State security forces or actors.

The third chapter illustrates in detail the campaign strategies and tactics of the Division in dealing with insurgency. The Division following the Clear-Hold-Consolidate-Develop (C-H-C-D) Methodology ensures that structures for collaboration are in place within the campaign for maximum stakeholders' participation particularly the government agencies in implementing EO 70 in the focus areas. The intent of the Division is to promote effective security operations and local governance for social and political stability within a framework that is owned and

supported by the constituents of the focus areas.

The fourth and fifth chapters discuss the core concepts of the PDZ and CAPDev illustrating the human-environment interaction in Caraga and Northern Mindanao Regions particularly the collaboration between and among the key stakeholders. The chapters describe the focus areas in terms of geographical, political, and socio-economic conditions that influence the security situations of affected communities. Further, these chapters narrate the best practices of the Infantry Brigades in Caraga and Northern Mindanao Regions with their innovations on development support that are pioneered in the PDZ and CAPDev, which are located at the heart of guerilla bases. These innovations dramatically changed the security conditions across Caraga and Northern Mindanao Regions as evidenced by the dismantling/downgrading of six guerilla fronts on top of the declaration of all provinces of Caraga and Northern Mindanao Regions as conflict-manageable and ready for further development.



The sixth chapter describes the operations guidelines for the Regional Task Force to End Local Communist Armed Conflict (RTF-ELCAC) and its Technical Working Group (TWG) in operationalizing Executive Order 70 and the Whole of Nation Approach (WNA) through the CAPDev program. Cognizant of the importance of convergence at all levels the chapter provides a clear understanding of the CAPDev program, and appreciation of the role of RTF-ELCAC X, RDC-X and RPOC-X in implementing the program in the region. It highlights the implementation structure that will oversee and ensure the successful operationalization of EO 70 and WNA in the region as well as the institutional roles and arrangements of existing structures at the regional and local levels.

The last chapter enunciates the development processes and implementing mechanisms, which presents the process flow in implementing the CAPDev program and the monitoring and evaluation of the programs and

initiatives in focus areas designed to transform communities into becoming insurgency-free. This last chapter is designed to optimize the take-home agenda of conflict-affected communities, thus, maximizing the results of the implementation of programs and initiatives in the focus areas.

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ABOUT THE AUTHOR: 4th Infantry Division, also known as the Diamond Division, is one of the Philippine Army’s infantry units located in Northern Mindanao. Last August, the Division conducted the signing and launching of the book entitled “Ending Local Communist Armed Conflict (ELCAC): The Community Initiatives and Transformation Program in Northeastern Mindanao”. The Diamond Division is continuously going the extra mile in order to attain long-lasting, inclusive and sustainable peace and development in their area.

UNDERSTANDING THE AFP MODERNIZATION PROGRAM

By: Ms. Ma. Joanna L. Pascual



(PHOTO: www.army.mil.ph)

The improvement in the capabilities of the Armed Forces of the Philippines (AFP) is vital to maintain and sustain the sovereignty of the Filipino people, from land security to the development of the society. The AFP plays a crucial role in nation-building. Hence, as the society matures into a more interlinked and globalized environment, the concept of national security has to adopt with the activities in the society. Traditionally, the Army is known for combat operations to keep the sovereignty of the country. However, in today's context, the Army is also utilized for non-traditional activity such as infrastructure development, disaster management, and in social welfare development programs. The AFP is constantly mobilized every time there is an emergency – not just in the Philippines but also in volunteering its resources to help promote world peace (Acop, 2011).¹ For this to be possible, it is the responsibility of the PA to modernize its capabilities to be prepared in any current and future conflicts.

Like in any other country, Philippines have been confronting both external and internal issues. The most challenging is the territorial issue in the West Philippine Sea between the People's Republic of China, Brunei, Taiwan, Malaysia, and Vietnam. It has been reported that China has been slowly conducting its land reclamation activities which includes the following islands of the Philippines: Benham Rise, Kalayaan Island Group (KIG), and Scarborough Shoal (Spratly Islands).

Aside from external challenges, Philippines is still are facing a more than decade insurgencies in the rural regions. These terror groups are continuously terrorizing

and challenging the authority and influence of the Philippine Government. From a politically motivated armed group such as the Communist Party of the Philippines (CPP)-National Democratic Front, and its armed wing, the New People's Army (NPA) who wants communism in the country; and the Moro Islamic Liberation Front (MILF) and Moro National Liberation Front (MNLF) who's fighting for the voice of the Moro people in Mindanao. These groups are motivated with their ideology and own vision of national government. For more than a decade, conflict with these groups has claimed thousands of lives – from both the government and their side. With this, past administrations has tried to resolve the differences by conducting peace talks. An example of this is when the Moro political group and the Philippine government were able to craft and pass a law that is both beneficial with the two political entities.¹¹

A completely different Muslim Separate Group known as the Abu Sayyaf Group (ASG) has a more violent approach towards the Filipino National Government. Their known location is in Jolo and Basilan Islands in the Southwestern parts of the Philippines. In 2014, one of its senior leaders, Isnilon Hapilon announced his allegiance to the International terror group, the Islamic State of Iraq and Syria (ISIS). Three (3) years later, Hapilon has joined forced with the ISIS-linked Maute Group and attempted to conquer a small city in Mindanao that is dominantly lived by the Muslim people. After five (5) months of encounter between the AFP and Maute Group, the left forces of the said terror group went back to the mountains.

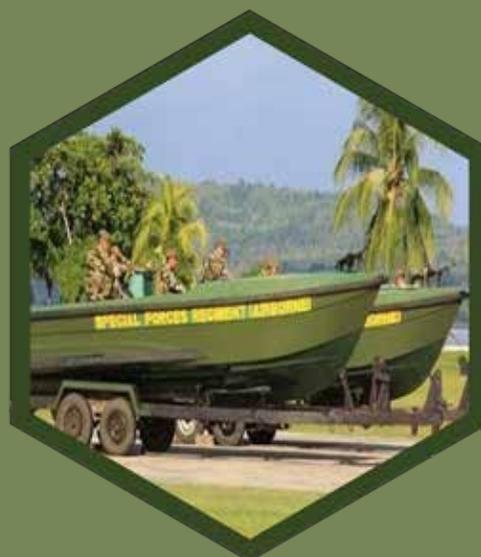


(PHOTO: www.army.mil.ph)

With these security threats, in February 23, 1995, during the administration of former President Fidel Ramos, the first AFP Modernization (R.A. 7898) was passed into law. The objectives of R.A.7898 was to uphold the sovereignty, and territorial integrity of the Philippines by being capable to protect the Filipino people not only from the armed threat, but also from the ill effects and life-threatening and destructive consequences of natural and man-made disasters and calamities. Aside from this was to give support for the national development. This plan was expected to last for 15 years with initial budget of 50 billion pesos for the first five years. However, due to the global 1997 financial crisis, and due to the lack of support from the successive administrations, the initiative was not a success and expired in 2010. Due to the external and internal threats and challenges that the Philippines have, the Administration of Benigno Aquino has revised the Modernization law. It was revised in 2012 as the Revised AFP Modernization Act (R.A. 10349). Here, the law extends the modernization program to another 15 years with an initial budget of 75 billion pesos for the first five (5) years for the whole AFP. The revised law has the same objectives with the previous version. There are some additions with regards to the enhancement of the AFP's capability in the conduct of Internal Security Operations (ISO), particularly in the suppression of insurgency and other serious threats to national security. The R.A 10349 primarily focuses on the development of a credible defense posture that is fully mission-capable in regular and reverse force. Furthermore, it states that the AFP has the duty and responsibilities to the following: to build its capabilities in joint strategic and

operations planning, to have an systematic joint support to empower Unified Commands, to strengthen security alliance and partnership with other countries, and to institute new mechanisms for responsive, joint, combined, and coordinated interagency operations.

With the identified security challenges of the Philippines, the Duterte Administration has released a National Security Policy (NSP) 2017-2022. As described in the policy, the "NSP is a comprehensive document that addresses national security concerns by calling for improvements in defense, intelligence, and law enforcement capabilities to address the communist insurgency, terrorism, violent extremism and protecting the country's sovereign rights in South China Sea (SCS)". By 2020, the Government envisions a Philippines that promotes "a secure and prosperous nation wherein the people's welfare, well-being, ways of life and core values; government and its institutions; territorial integrity and sovereignty are protected and enhanced and confident of its place in the community of nations". In May 16, 2018, President Rodrigo Duterte has signed the National Security Strategy (NSS). NSS 2018 integrates the major security policies, goals, responsibilities, and courses of action into a roadmap to develop for the betterment of the Philippines. It serves as a plan that structures the points for a better coordination, cohesion, and alignment of all government functions to improve efficiency, and to get the optimal use of the limited resources. The Government has signed and implemented Executive Order no. 70 which institutionalizes the Whole-of-Nation approach. The goal of this policy is to bring inclusive and sustainable peace,



and address the root causes of insurgencies, and internal tensions of the Philippine Government to the armed groups all over the country. The said approach will enable a National Task Force that will focus on ending the local communist armed conflict by adopting the National Peace Framework. With this, the government shall prioritize and harmonize the delivery of basic services and social development packages in areas that are vulnerable to terror activities.

The Revised AFP Modernization Program is divided into three phases known as “Horizons”. The Horizon 1 was implemented from 2013 to 2017; and Horizon 2 is from 2018 to 2022; while the Horizon 3 is to be implemented in 2023 to 2028. The Philippine Army has carefully selected the lists through intensive planning as they consider the current security requirement of the country. All these efforts are to ensure that participants are competent and have the capabilities to provide the needed assets. The list of projects from these “Horizons” has undergone transparent procurement as stipulated in R.A 9184. This is to promote “the ideals of good governance...”.

The Philippine Army has planned and executed various Modernization Projects since 2000 to give a quality equipment and support to the Philippine Army personnel in different areas. From 2003 to 2018, the organization has expended a total amount of PhP23, 413,814,071.20 for the 59 projects under both the R.A. 7898 and R.A. 10349. Out of 59 completed projects, 19 modernization projects are accomplished for Mobility, and eight (8) for Firepower, 26 for Communication Equipment, three (3) for Engineering

equipment, two (2) for Force Protection Equipment (FPE), and one (1) for EOD equipment.

Table 1: Completed Modernization Projects per Category

Type of Project	Nr of Projects	Project Cost (PhP)
Mobility	19	6,641,079,847.84
Firepower	8	4,717,881,445.40
C4ISTAR	26	9,648,909,579.77
Engineering Equipment	3	2,114,244,400.00
Force Protection Equipment (FPE)	2	250,032,700.00

Horizon 1 has two (2) lists which involves the purchases of military hardware mainly for internal security challenges. For the first list, the modernization projects has completed six (6) RAFPMP projects such as the HF 50W (VEH) Radio, 2-5W Handheld Radio, Rocket Launcher Light, Night Fighting System, Shore-based Missile System, Tactical Engagement Simulation System, Thermal Imaging Device, Field Ambulance, and Armored Personnel Carrier (M113). However, there are still four (4) uncompleted projects from this modernization list approved by former President Aquino in 2013.

The second list has completed the procurement of two (2) items which are the 2 ½ Ton Cargo/Troop Carrier/Wrecker Truck, and the pistols. However, there are still on-going procurement items which includes the Body Armor, Helmet, 20W (Manpack) Radio, VHF 5W Handheld Radio, 7.62mm Designated Marksman Rifle, CBRN Equipment, Long Range Sniper Weapon System, Fire Power Upgrade of EDA M113s, and Forward Support Equipment.



The procurement of the Horizon 2 lists requires a huge allocation worth 300 Billion pesos with the shift of AFP's procurement from internal security of territorial defense to the procurement of external defense equipment. These items are from R.A 10349 which includes the following: EDA M113A2 Armored Personnel Carrier, Field Ambulance, Assault Rifle (1st Residuals), AFP Light Utility Vehicle (1 ¼ Ton Trucks), 2-5W HH Radio, 50W AV Configuration, AFP Civil Engineering Equipment Project (Lot 2 Road Roller - 6 units), AFP Civil Engineering Equipment Project (Lot 5 Backhoe Loader - 29 units), Night Fighting System, Truck, 2 ½ Ton Cargo Troop Carrier/Wrecker, Tactical Engagement Simulation System (Lot 2 - VTESS), Thermal Imaging Device, Prime Movers with Flat Bed. Listed below are the on-going procurement projects left from R.A. 7898. These projects are either in delivery or still in bidding process.

Table 2: Ongoing Projects from R.A 7898

From the First List		From the Second List	
NR	NAME	NR	NAME
1	Mortar, 60mm	1	Force Protection Equipment (Body Armor)
2	Force Protection Equipment	2	Force Protection Equipment (Helmet)
3	Rocket Launcher Light	3	Radio, 20W HF MP
4	Tactical Engagement Simulation System	4	Radio, 5W HF HH
		5	Designated Marksman Rifle
		6	CBRN Equipment
		7	Long Range Sniper Weapon System
		8	Pistol
		9	M113 Firepower Upgrade
		10	Forward Support

The Philippine Army's role is to protect the sovereignty of the Filipino nation by securing the safety and freedom of the Philippines. To do this, the Army must transform to be a world-class Army that can be a source of national pride. Admittedly, it has been perceived that the Army of the Philippines is barely capable with its inadequate force, and equipage. But with the proper support and usage of the government's resources and support, a world-class Army can be possibly achieved

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Through the Looking Glass of the Strategy Management Philosophy

Strategy management is the process of managing the pursuit of organizational mission while managing the relationship of the organization to its environment. (Pearce II & Robinson Jr, 2005)

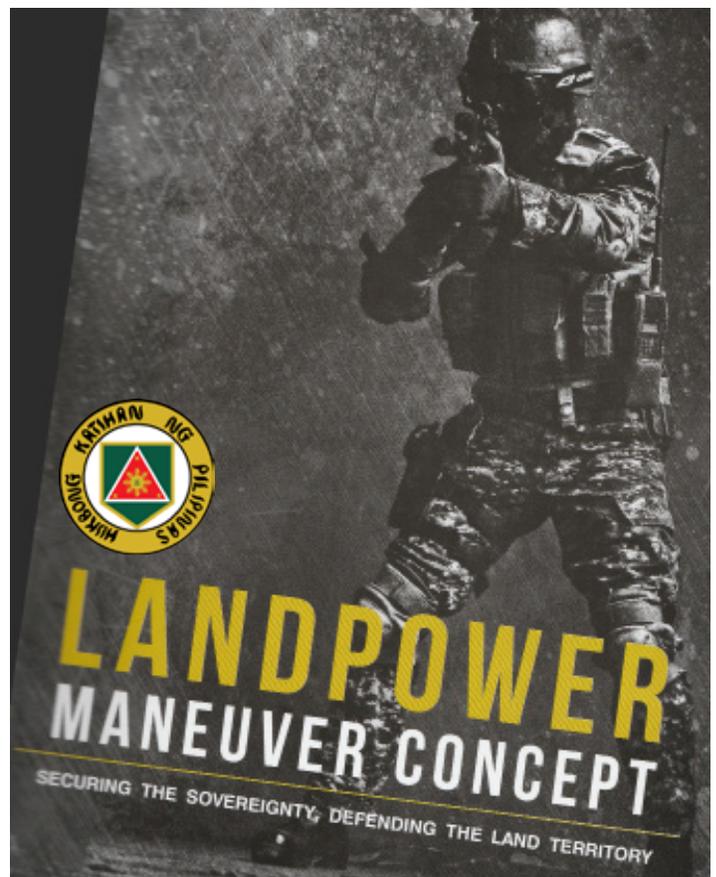
The strategy management system is a cycle that integrates the planning and execution of a strategy and consists of five stages: analyzing the external environment, the internal organization and current strategy; developing the mission, vision and strategy; translating the strategy into strategic initiatives, operational objectives, processes and activities; implementing the strategy and finally monitoring and adapting the strategy and its execution. (Van Der Maas, 2017)

The above-mentioned definitions encapsulate the idea of how Strategy Management is a Concept, Process and System. This idea is the heart of the Philippine Army's philosophy in terms of Strategy Management.

Notions on modern philosophy point to the word as a collection of subject matters that are difficult to discuss and are usually reserved for specialists. However, philosophy is also defined as a way of life; a mode of existing, which had to be practiced at every moment, of which the goal was to transform the whole of an individual's life. This take was mostly associated with the French philosopher Pierre Hadot and scholar of ancient philosophy (Pierre 1995).

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Likewise, the army has taken this definition on as it treats its philosophy on Strategy Management as a guide that steers it towards the transformation that the organization desires.



Captured in this philosophy is the emphasis of Strategy Management not only on the process of crafting a plan but more so on its execution as well as the monitoring of performance leading to its assessment. It is rooted on the principle of beginning every action, task, and undertaking with the end in mind (Covey, 1989). Through the years, the application of the Strategy Management Philosophy, has led the organization in attaining recognition in its quest that by 2028, it would be a world-class Army that is a source of national pride.

Strategy Management as a Concept

The Philippines is continually facing evolving and enduring challenges to its security environment. New threats include technologically advanced conventional threats with the ability to project both regular and irregular forces, non-state sponsored asymmetrical threats, and internal destabilizing threats, all three of which may overlap and develop into a hybrid threat. In order to address these threats and challenges, and as mandated by the constitution, the Philippine Army must build its forces and enhance its warfighting capability.

Strategy Management as a Concept in the context of the Philippine Army is embodied in the Landpower Maneuver Concept (LMC). The LMC stands as the Army's Land Defense Strategy, a concept to execute its task in securing sovereignty and land territory as part of the Joint Force. It outlines the necessary elements to enhance Landpower in order to address current and future threats. It contains four complementing and mutually supporting elements and eight enabling concepts.

The four line of efforts include Strategic and Operational Maneuvers; Information Operation; Army Diplomacy and Force Development. As stated in the Landpower Maneuver Concept, the Strategic and Operational Maneuvers assimilate and harmonize the land force strategic posture, capabilities, offensive and defensive action, and support to civil authorities (SCA) for defense-in-depth. The Information Operation element is the communication strategy of the PA to achieve information superiority. On the other hand, Army Diplomacy is defined as the peaceful application of Army resources to achieve its objectives. Lastly, Force Development refers to the key function of the Philippine Army which is to develop a land force and essential Army capabilities to address different security scenarios and threats.

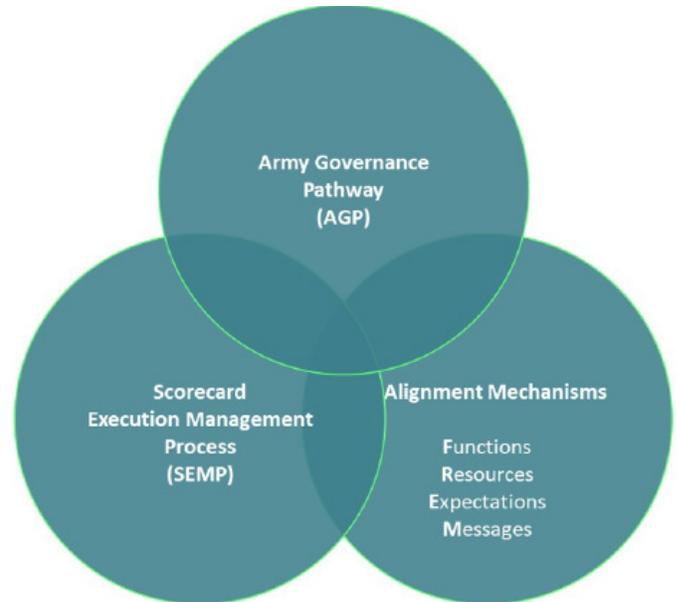


To facilitate and support the elements of the LMC there are the eight enabling concepts which includes: (1) Command and Control (C2), this pertains to the operational chain of command wherein authority is exercised by a properly designated commander over assigned and attached forces in the accomplishment of a mission; (2) Combined Arms Operations, is the second enabling concept and it outlines the approach to integrate the employment of various combat arms and combat support, as well as the sustainment of army capabilities in order to achieve optimal complementary effects; (3) Intelligence, on the other hand is defined in the Land Maneuver Concept refers to the understanding of the operational environment, enemy terrain, and civil considerations; (4) Fires (Combined Arms Fires), the fourth enabling concept consist of direct and indirect, and ground-based and aerial fires capabilities that the Army employs in a joint environment; (5) Special Operations, are executed by specific forces to provide unique and specialized capabilities that are crucial to the attainment of military objectives in hostile, denied, or politically sensitive areas; (6) Civil-Military Operations, are activities that establish, maintain, or influence the overlapping relationship between the military, governmental and non-governmental entities and authorities, and the civilian populace; (7) Sustainment, consist of personnel services, health services, and logistics, and is incorporated in the LMC with the objective to generate and sustain landpower; and lastly (8) the Total Force concept encompasses the employment and mobilization in times of war or national emergency of all army forces consisting of the Regular Force, Ready Reserve, and volunteers from other sectors of society.

The LMC is the framework that guides the Army on how to address future threats regardless of the different security environment they may threaten or the various form they may take. Through it, the PA stays true to its mandate and becomes more equipped in serving the people and securing the land.

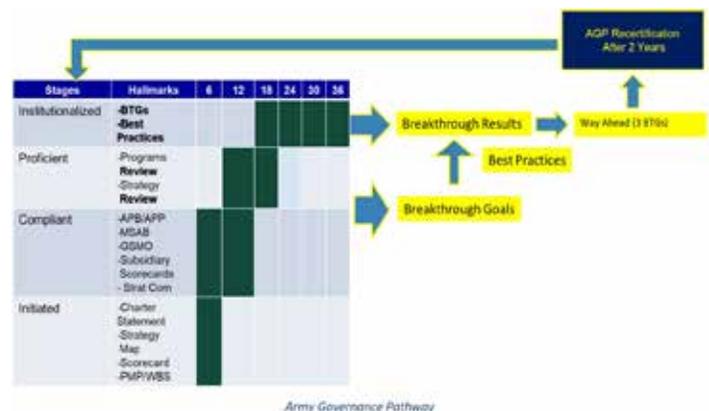
Strategy Management as a Process

While the Strategy Management as a concept is established through the LMC, Strategy Management as a process is embodied through the employment of three tools, namely; (1) the Army Governance Pathway (AGP) as its banner, with the (2) the Functions, Resources, Expectations, and Messages or FREM mechanism and, (3) PA's Scorecard Execution Management Process (SEMP), as drivers.



1) Army Governance Pathway

The Army Governance Pathway (AGP) is an adaptation of the PGS Pathway of the Institute of Solidarity in Asia (ISA) that is derived from the Balanced Scorecard (BSC). It is a tool that primarily sustains the implementation of the Army Transformation Roadmap (ATR). The AGP measures and monitors the progress of the organization in its attainment of strategic targets. It also communicates what the organization has achieved as well as the goals that are yet to be attained. As outlined in its directive, the AGP consists of four (4) stages, namely; Initiation, Compliance, Proficiency and Institutionalization. These stages also act as statuses that are conferred to army offices and units that have attained the respective eligibility requirement or hallmarks that are incorporated in each stage/status. The operationalization of AGP helps to sustain strategy alignment, drive desired results, and reward performance of units/offices that are advancing through its stages.



The initiated stage focuses on the offices'/units' adherence to scorecard development process. The compliant stage on the other hand looks at the establishment of strategy execution tools and mechanisms that are put into place in army offices and units. The proficient stage then involves the functionality of the systems and processes, and tools and mechanisms that are established in the preceding stage. And lastly, the institutionalized stage refers to linking strategy to key management processes and is the phase there are already breakthrough goals.

The Enhanced AGP Directive was approved and implemented starting 2018. One of the major changes in workings of the AGP is the provision for AGP continuity or sustainment. This provision states that after 2 years that the unit/office is conferred with the AGP Institutionalized status it will undergo a re-certification process that will focus on the continuity of the systems, processes, and mechanisms as well as the 3 breakthrough goals that were put into place and offered during the AGP Institutionalized bid.

2) FREM Mechanisms

FREM mechanisms refers to strategy alignment mechanism that have Functions, Resources, Expectations and Messages as their focus areas. These mechanisms contribute to the attainment of organizational alignment for proper execution of strategy. The Function aspect emphasizes how each component of the organization has a role to play. Units have their missions, offices their mandates, and personnel their job descriptions that need to be adhered to. The concerted efforts of these components contribute to the success of the bigger objective of the organization. Included in this is the alignment of units attained through cascading activities that ensure the link of these units' strategies to the overall strategy of the Philippine Army.

STRATEGY ALIGNMENT MECHANISMS



Aligning individuals is also equally important since one of the principal foundations of the transformation initiative of the army is the idea that good governance starts with every individual.

Resources are finite and scarce. Thus, the importance of rationalizing these finite resources must drive every action of the organization. The budget allocation part of every planning cycle is crucial to the overall outcome of activities, be it in annual, medium-term, or long-term perspectives. In order to ensure that programs are effectively implemented, and resources are placed where it is needed, it is vital to observe proper planning and budgeting of the organization's resources. In the context of the Philippine Army, the Annual Plan and Budget (APB) document plays a significant role in achieving this. It is a document guide in the budget implementation for a particular fiscal year. To ensure alignment of resources, the programs and activities in the APB must clearly be contributory to a strategic objective that a unit or an office is set to achieve. This is often done by checking the alignment of the Program Management Plan (PMP) to the APB.

In terms of expectations, the Philippine Army must have an unbiased check and balance mechanism. This role is assumed by the Multi-Sector Advisory Board (MSAB) which is composed of representatives from various sectors of the society. Through the expertise of the MSAB, not only will private-public partnership be fostered, but it can be ensured that the Army is pursuing genuine reforms founded on good governance, accountability and transparency especially through the implementation of the Army Transformation Roadmap (ATR). The MSAB's relevance is also rehashed by the operationalization of the Executive Order 70, an order institutionalizing the whole-of-nation approach in attaining inclusive and sustainable peace, creating a national task force to end local communist armed conflict, and directing the adoption of a national peace framework (Exec. Order No. 70 2019). The EO 70 emphasizes the significance of utilizing other avenues in the fight against local and communist insurgency. One of the key features of the EO is the conduct of localized peace engagements wherein local government units and other community members in conflict-affected areas will spearhead the provision of solutions to best resolve the nation's insurgency problem.

Lastly, messages, like expectations, link to strategic communications. Strategic Communications as defined is a way for an organization to attain its mission and goals through the use of purposeful communication (Hallahan et al

2007). The army attains this through the operationalization of Strategic Communication Plans. The objective of which is to create, strengthen or preserve awareness and support to the ATR. Currently, the army is implementing the Strategic Communication Plan “Metamorphoo”. It differs from its precursors which are Alpha that focused only on internal stakeholders and Bravo that focused on external stakeholders. Since the Metamorphoo espouses the notion that the implementation of information dissemination regarding the army’s long-term strategic direction must not only focus on the internal stakeholders but equally important is the army’s communication strategy that is directed towards the external stakeholders.

3) Scorecard Execution Management Process (SEMP)

The last tool that drives the process of the Army’s Strategy is anchored on the Performance Governance System (PGS) that is the Philippine adaptation of the Kaplan and Norton’s

Balanced Scorecard. The SEMP can be delineated into horizontal and vertical process. The horizontal level being done by the command, unit, and office, while the vertical level is a guide for the staff or sub-units. The stages of the horizontal level mirrors that of the vertical level and starts with understanding the ATR. It is followed by the development of a unit or office scorecard that will then be validated and approved. The approved scorecard will then be cascaded to staff and sub-units for them to have their subsidiary scorecard validated and approved. A crucial step in the SEMP is the linking of the budget to the strategy, as exemplified in the alignment to resources. The SEMP also comprise of implementation and monitoring stages as well as the assessment of performance through evaluation mechanisms such as the Programs Review and Strategy Review. The process is a cyclical one wherein the findings from the evaluation mechanisms serve to inform the next development of scorecard for the subsequent planning cycle.



Strategy Management as a System

Lastly, strategy Management as a System is encapsulated in the Philippine Army Strategy Management System (PA SMS). The PA SMS like the AFP Strategic Management System is an overarching framework that synchronizes various PA processes into a coherent system that streamlines how the organization develops its strategy, links this to its budget, and consequently execute different programs and activities as well as assess results to form an informed input to the next planning cycle. Its operationalization is driven by four strategic management systems, namely: the PA’s Performance Governance System (PGS), DND’s Defense System of Management (DSOM), the PA’s Landpower Maneuver Concept (LMC), and the DBM’s Program Expenditure Classification (PREX-C). The DSOM, composed of Defense Strategic Planning System (DSPS), Defense Capability Assessment and Planning System (DCAPS), Defense Acquisition System (DAS), and the Defense Resource Management System (DRMS), is supplemented by the components anchored on the PGS which are Strategic Planning, Capability Planning, Organizational Planning, Resource Management, Program Execution, and Performance Review. Moreover, these processes are further driven by the LMC and the PREX-C.

The PREX-C is a mechanism that restructures an agency or organization’s budget system by grouping all recurring activities and projects under the different programs that the agency or organization has set in order to attain its strategic objectives and goals. All of these systems have peculiar processes and deliverables that need to be harmonized so that the PA can function with utmost efficiency, effectiveness, and transparency.

In the same effect, a responsive Army should strike a balance between addressing current defense and security challenges and future strategic risks to the country’s strategic interests. Focusing on current threats will hinder the PA from developing capabilities to confront future threats, considering that it takes time and substantial resources to develop cutting-edge capabilities. On the other hand, focusing on the future without addressing present defense and security challenges endangers the country, and defeats the purpose of the Army’s existence. The PA SMS employs the planning perspectives that are incorporated in the DSOM. It is founded on the principle of preparing for the future without taking for granted the current setting and requirements of the organization. Outlined in the system is the PA’s annual, medium-term, and long-term capability requirements. The Long-Term perspective refers to a time frame of eighteen (18) years or three (3) horizons. Compared to other perspectives, the long-term perspective is the most volatile and unstable considering the involved timeframe. The strategic environment could drastically change in both linear and non-linear ways, thus there is a constant risk of rendering planning assumptions invalid. To compensate for uncertainties and strategic surprises, long-term planning perspective should strive to exhibit flexibility. The medium-term perspective on the other hand is concerned with the 1st horizon of the long-term perspective or six (6) years. Compared to the long-term perspective, medium-term perspective is relatively clearer and more defined. The strategic environment is not expected to change drastically, but the organization should still be prepared for strategic surprises that may result from enhanced human interactions, advancements in technology, and other unforeseeable variables. And lastly, the annual perspective balances the concerns of the present with the capability investments for the future. Annual plans are the most stable and concrete since they should be executed the following year.

Annex B – PA Strategic Management System Framework



The PA SMS provides a logical framework that serves as a guide for the operation of the organization. In general, it delineates responsibilities, clarifies roles, and

sets a schedule of deliverables to ensure utmost efficiency, effectiveness, transparency, and accountability in the organization.

Conclusion

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

Such are the thoughts of classic philosopher’s Niccolo Machiavelli on change that was outlined in his renowned work *The Prince*. Resistance to change is a phenomenon so common in organizations that most often than not the chance for improvement is traded off for the comfort of familiar mediocrity. The Philippine Army however, continuously takes initiative to transform in the organization from within, focusing on its individuals, its unit capability, and its systems and processes since no single initiative is sufficient to bring about envisioned development. Indeed, the Philippine Army is Concept led, Process driven, and Systems integrated. The transformation initiative of the Philippine Army viewed through the looking glass of the strategy management philosophy enables us to travel imaginatively through time into the future of what we envisioned the organization to be: a world class army that is a source of national pride.

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The Life We Want



PHILIPPINE ARMY'S VISION STRIDES TOWARDS AMBISYON NATIN 2040

By: Mrs. Mariecris U. Migabon

AmBisyon Natin 2040, a vision that will lead and anchor the country's plans for the future. This long-term vision for the Philippines was opened by the National Economic Development Authority (NEDA) to ensure sustainability and continuity of strategies, policies, programs and projects beyond political administration.

"MATATAG, MAGINHAWA AT PANATAG NA BUHAY"
- The life that most Filipino people ambioned and desired for themselves and for the country for the next 25 years. This is based on the result of the public consultations undertaken by NEDA through (a) focus group discussions which was participated by more than 300 citizens, (b) national survey that was answered by more or less 10,000 people, (c) technical studies, and (4) communication and advocacy.

MATATAG - in which the members of the family are living together and not separated. It also means that every Filipino has enough time to spend time with their family and friends especially for those who are working. Moreover, Filipinos have time to serve their respective communities and other people who are in need.

MAGINHAWA - A comfortable life in which no one is hungry and poor, in which everyone can buy their needs without unpaid bills and loans. Filipino families have a happy, secure and relaxing homes with the desired facilities. Everyone are also within reach because of of the conveniency and affordability of transportation. A life in which a family can afford to have a vacation in local or abroad whenever and wherever they want to. Furthermore, there are available decent jobs for every Filipino, including opportunities for entrepreneurship, that give a financial stability.

PANATAG - Filipinos are expecting to live long and enjoy a peaceful, secured and healthy life after their retirement. A secured life also means that Filipinos have enough resources for daily needs, savings and emergency fund for their unexpected expenses. Furthermore, Filipinos have trust in their government because it is corruption free and can equally provide service to all its citizens.

With the vision of every Filipino, NEDA is urging local government units and even non-government organizations to support AmBisyon Natin 2040, a 25-year vision of Filipinos for themselves and for the country. (Romero, 2017)

In addition, according to NEDA, the AmBisyon Natin 2040 logo have an eye icon simply to symbolize vision. It is a reminder that every citizen plays equally important role in achieving this long-term vision. Also, the four eyelashes attached to the eye symbolize the sun's rays, which suggest a bright future for the Philippines. Lastly, the primary colors (yellow, red and blue) are used to remind everyone of their nationality.

To support with NEDA's long-term vision project, President Rodrigo Roa Duterte has signed the Executive Order (EO) No. 5 "Approving and Adopting the "Ambisyon Natin 2040", a long-term vision as guide for development planning last 11 October 2016.

The President of the Philippines also signed the EO 70 last 04 December 2018, thereby "Institutionalizing the Whole-of-Nation Approach in Attaining Inclusive and Sustainable Peace, Creating a National Task Force to End Local Communist Armed Conflict, and Directing the Adoption of a National Peace Framework". People with authority like the President has a significant role in attaining the matatag, maginhawa at panatag

na buhay that every Filipino desires. It was supported by Thomas Hobbes, an English Political Theorist of the 17th Century by asserting that people agreed among themselves to “lay down” their natural rights of equality and freedom and give absolute power to a sovereign. Then sovereign, created by the people, might be a person or a group. The sovereign would make and enforce the laws to secure a peaceful society, making life, liberty, and property possible (Román, 2010).

The AmBisyon Natin 2040 serves as an anchor for development planning across the changing administrations in the same way with the Philippine Army’s Transformation Roadmap (ATR). The ATR is an initiative of the Philippine Army that seeks to embrace genuine transformation founded on good governance that will permeate every level of the organization. It is a transformation that begins with every army.

Moreover, the ATR is based on the Performance Governance System (PGS) which espouses a performance-based good governance culture. Through the PGS, the ATR promotes an Army that is institution-led and is not personality-driven; that thinks of long-term rather than short-term; with interconnected, sustained and continuous priorities instead of single issues; and with strategies before tactics.

Currently, the ATR has five (5) basecamps up to its last basecamp on 2028- A World-class Army that is a source of national pride.

The ATR will certainly help the Philippine Army to change the negative perception of the people it serves. Its primary purpose is to transform the Army’s reactive systems and processes into strategy driven, barely capable unit to fully mission capable unit and doubted and tainted individual soldier to ethical, competent and professional soldier.

As its milestones, the Philippine Army has been conferred with the Institutionalized Status with a Gold Trailblazer Award on October 2014. It was also recognized as one of the 12 government institutions that were awarded as Islands of Good Governance during the APEC Senior Officials Luncheon on October 2015. Also, last March 14, 2018, it was inducted into the Palladium Balanced Scorecard Hall of Fame for Strategy Execution during the Palladium Positive impact Summit in London, United Kingdom.

The Philippine Army is very determined to embrace genuine transformation by achieving its 2028 Vision. And so, to support the AmBisyon Natin 2040, the next Philippine Army Transformation Roadmap is geared towards the vision of every Filipino for the year 2040. This roadmap will definitely lead every soldier’s way in attaining the ambitions of the Filipino people for themselves and for the country – Matatag, Maginhawa at Panatag na Buhay.

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INSTALLING AN INTEGRITY & ETHICS PROGRAM For Sustaining Governance and Transformation

By: **Dr. Jesus Estanislao**
Chairman Emeritus, ISA and ICD



(PHOTO: www.isacenter.org)

The Institute for Solidarity in Asia (ISA) and its sister advocacy, the Institute of Corporate Directors (ICD), have been in the forefront of promoting good governance practices for responsible citizenship, with a view towards building our Dream Philippines. Over the years, they have succeeded in installing a governance system---particularly in several public sector institutions. A few of these institutions have been raised to the Hall of Fame of the global balanced scorecard collaborative, Palladium, which was initiated by the two Harvard Business School Professors (Norton & Kaplan) who conceived of, and promoted, the Balanced Scorecard.

Those institutions already raised to the Hall of Fame face the challenge of sustaining their governance and transformation program. They recognize that governance is a long-term proposition, and one that needs to be sustained for their continued institutional strengthening and transformation. It is in this light that ISA and ICD have proposed a sustainability program, which---through its Integrity and Ethics component ---aims at making the individual working in an institution as its ultimate governance asset. Such a program---through its Solidarity and Team Work component--- also aims at making the institution's different working teams as its ultimate performance delivery units, such that the whole enterprise itself--- through its Alliance and Social Responsibility component---- becomes the ultimate development agent for the sector to which it belongs and for the areas or regions where it operates.

The deep-dive of a governance and transformation program, for the sake of its sustainability and long-term continuity, into individual persons (with outreach to others working in the same institution), teams (with outreach to the family), and the enterprise or institution (with outreach to its external value chain) is predicated on the basic idea of enterprise or institutional governance: that it is a community of persons, committed to the pursuit of a shared vision that includes the enterprise or institution also having a wide, long-term beneficial impact on the community, society, economy, and polity. This shared vision, and the governance discipline required to help in its realization, need to be brought down to the level of individual persons, working teams, and other stakeholders in the enterprise's external value chain, so they become the ever dynamic and socially responsible agents for institutional strengthening and wider transformation.

The Integrity and Ethics Component for Individuals

The program for the sustainability of institutional governance and transformation starts with individual persons working within the enterprise. The aim is to transform them to become the ultimate governance assets of the enterprise. This is to be achieved by bringing down the principles and best practices of good governance and responsible citizenship to the level of individual persons. The cascading of the governance discipline from the enterprise down to the level of individual persons was a key feature of installing the governance and transformation program within the enterprise (as demanded by the Performance Governance System (PGS), the local adaptation of the balanced scorecard framework). The top-down process, from the enterprise as a whole down to the individual, is a characteristic feature of the PGS. For the sake of long-term continuity of governance and transformation, such a top-down process needs to be complemented by a bottom-up process, i.e. one that flows from individuals, up to working teams, and finally up to the enterprise, each with social outreach responsibilities for broader institutional strengthening and wider development. Such a process ensures that the sustainability of governance and transformation results from the building up of governance initiatives from the ground up. In this way, a continuous governance cycle is secured, with an ever-refreshed, mutually reinforcing set of top-down and bottom-up processes.

The governance and transformation component for individuals comes under the banner of “Integrity and Ethics”. This is suggested by the governance discipline itself, which demands that all governance should start with the articulation of core values, which in the case of individuals then help shape their personal life-long mission or core purpose, and this in turn influences the choice and articulation of a dream or their personal vision that needs to be realized within a given time horizon. Such governance discipline then makes this added demand: that individual personal core values should enter their inner core, such that these guide and influence everything that individuals decide and do in their life and work. Core values are not only to be posted on their personal website or carved in wood to be hung in their bedroom or personal workplace. Rather, these also have to be injected, intravenously so to speak, so they enter into their bloodstream, thereby affecting and shaping whatever they decide and actually do. It is the basic, essential, fundamental consistency between personal core values and personal decisions and actions that integrity underscores.

Core values, which are placed at the very foundation of any governance program, from the individual personal level up to the enterprise or institutional level, bring up the governance concept of transcendence. Individuals cannot think and act for themselves alone, and solely in their personal interest. The same holds true for the enterprise or institution as a whole: indeed, enterprises have to take special note of the external value chain to which they belong, and then decide and act with a view towards strengthening the bonds of interconnection, solidarity, and collaboration, for the sake of the integrity, efficacy, and competitiveness of the value chain. Those bonds that connect individuals with the wider reality around them, and enterprises with the wider community of which they are a part are of a moral nature: they shape and determine what is proper or improper behavior, what is right or wrong action, what is ethical or unethical decision and conduct. It is in this light that core values underscore “ethics” along with integrity.

Installing an Integrity and Ethics Initiative

It must be recalled that at the end of the cascading phase, as part of the top-down process of the PGS, individuals working within the institution had been asked to come up with a personal governance scorecard. It is appropriate,

therefore---at the start of the reverse flow of the PGS, the bottom up process---that all individuals are asked to undertake a thorough review of their personal scorecard. Through a series of review and refresh sessions, the Office for Strategy Management of the enterprise would guide and facilitate the upgrading and updating of the personal governance charter, the personal roadmap, and the initial personal governance scorecards of all individuals working within the institution. As they do so, individuals are asked to focus on the topline of personal scorecards, i.e. those work-related, professional initiatives, performance metrics, and annual performance targets: these then would need to be integrated into the annual personnel performance assessment practices that the institution already has. This would underscore the top importance of the performance on the part of individuals under their work-related professional facet in the institution's annual performance review and assessment. Moreover, its necessary and natural connection with the annual performance review of the institution, taking into account its governance and transformation program, would continue to be highlighted. Furthermore, as governance mandates, other facets in the life of individuals should be included as bottom-line components of the personal governance scorecard. Thus, initiatives, performance metrics, and performance targets in the other facets (namely, physical wellness; cultural broadening; family & social solidarity; financial discipline; environmental quality; and spiritual development) would also have to be given their due importance. These too need to be reviewed, although they may be treated separately from the scorecards related to the work-related professional facet. Nonetheless, individuals need to be continuously reminded about the imperative of unity, consistency, and harmony between all facets of their personal work and life.

After the refresh and review phase, the next phase will have to be centered on installing a facilitation and support mechanism for personal governance within the institution. This would call for the design and implementation of a governance culture program, which will help individuals in the effective use of their updated and upgraded personal scorecards. The program would feature regular seminars and town-hall meetings that feature and emphasize best practices related to all facets of personal governance, ranging from professional career pathing to spiritual development. The program would include the use of modern communication tools such as social media to

share best practices, provide encouragement and support, and give concrete examples and cases highlighting how progress is being made by others within the institution in the use of their personal scorecards. Finally, personal coaching opportunities can be on offer through properly trained and equipped personnel from within the institution. While "best practices" on the installation of such a governance culture program will be swapped between institutions---and this can be facilitated by ISA or ICD---it has to be clear that every institution should feel free to determine the specifics and concrete details of its own governance culture program.



Following the installation phase for a facilitation and support mechanism to promote proper personal governance practices, the institution would need to move on towards embedding an open process for nurturing personal governance such that individuals gradually develop into its ultimate governance assets. Under the cultural broadening and social solidarity facets of their personal scorecards, individuals are prodded and guided to undertake meaningful personal outreach initiatives to others who also work within the institution: these initiatives can be as varied as personal creativity would permit, but they all aim at creating a work environment that upholds personal dignity, promotes the common good, encourages participation and involvement of every one who works in the institution, and strengthens the bonds of solidarity between them. Furthermore, individuals are encouraged and rewarded for their active participation in stuffing the institution's suggestion boxes with concrete observations and positive ideas on how to further strengthen and enrich the institution's "code of integrity and ethics". Such a code must be made to dynamically evolve, drawing from

the constructive suggestions of individuals within the institution.

Invitation for Institutional Partnership

ISA and its sister advocacy, ICD, recognize the wide open discretion institutions must enjoy in sustaining their governance and transformation program. They however have developed a framework for such a program that can be adapted to the needs and preference of their partner institutions. What they offer is an institutional partnership by which they can share the governance sustainability framework they have developed, which aim to:

a) Assist individuals working in their partner institutions gradually develop themselves into the ultimate governance assets of those institutions.

b) Guide working teams within partner institutions towards becoming the ultimate performance delivery units of those institutions, principally by strengthening and raising the standards of competitiveness of the internal value chain to which they belong.

c) Orient and assist the enterprise itself (i.e. the institution) towards becoming the ultimate development agent for the external value chain, of which it is a part, such that the area or community, the sector or industry, the economy or polity would positively contribute to the building up of our Dream Philippines.

Acceptance of this invitation would allow the Office for Strategy Management of partner institutions to work closely with ISA and ICD, on an open collaborative basis, such that the different stages of the governance sustainability program can be certified as having been properly completed. The stages are:

- a) Review and refresh
- b) Installing a facilitation and support mechanism
- c) Embedding an open process for continuous nurture of a governance culture.

ISA and ICD offer an open platform such that partner institutions are free to determine the speed at which they go up the different phases and get certified for having completed each phase and eventually the entire

governance sustainability program.



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