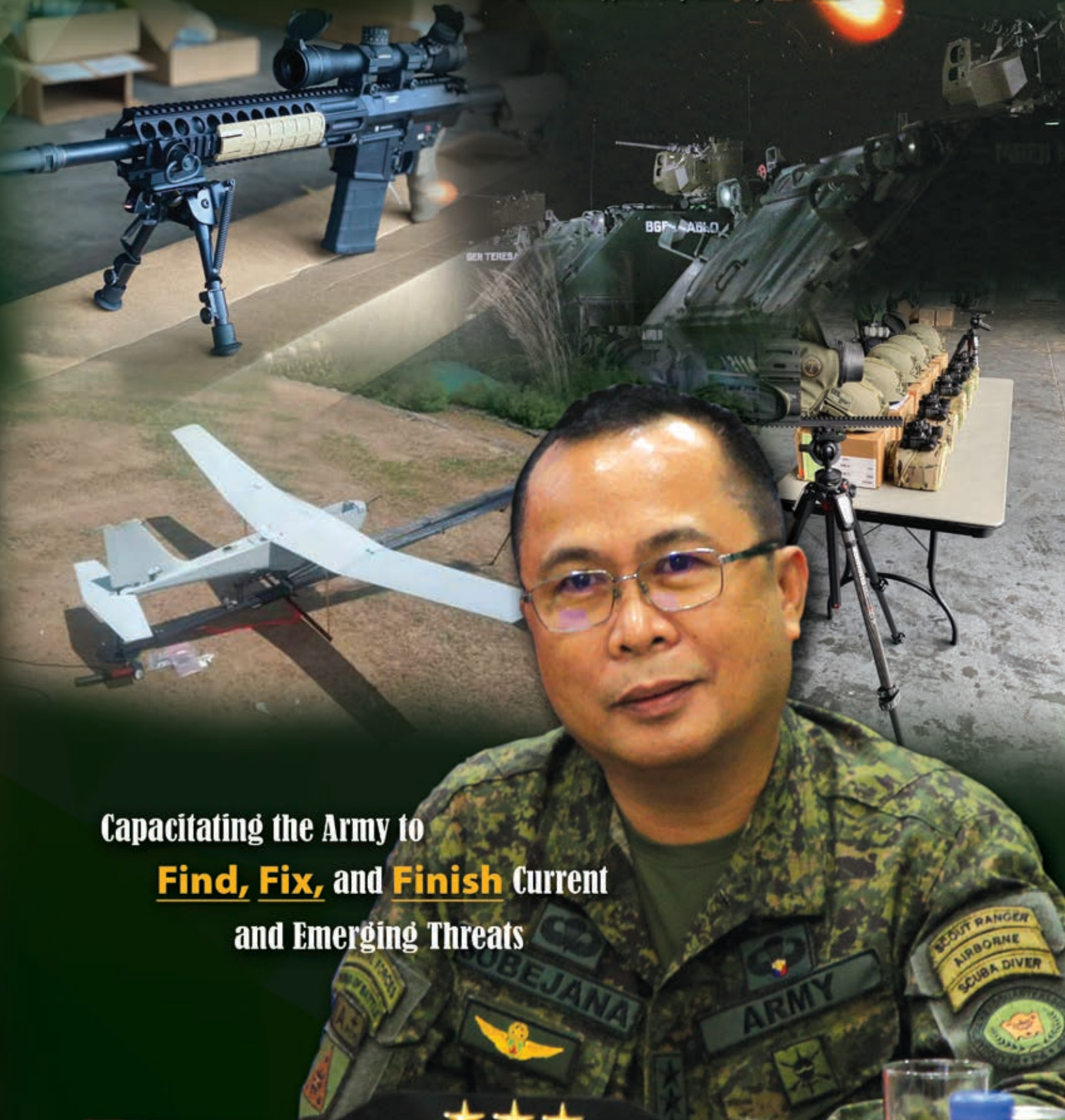




# ARMY COMPASS

The Official Philippine Army Quarterly Publication

4th Quarter 2020



Capacitating the Army to  
**Find, Fix, and Finish** Current  
and Emerging Threats





COMMANDING GENERAL  
PHILIPPINE ARMY  
Fort Andres Bonifacio, Metro Manila

## Message

Season's greetings to the officers, enlisted personnel, and the civilian human resource of the Philippine Army!

*Via et veritas et vita.* Christ is, indeed, the way, the truth, and the life.

His coming to earth has brought the ultimate salvation of mankind. Let us therefore rejoice for God's promise of redemption through the Messiah.

His mercy and sacrifice have shown our Father's unconditional love for mankind. Thus, let us grow in faith and repentance that we may truly live by His teachings. And as we celebrate this meaningful season, let us inspire compassion and give back to pay gratitude for His grace and protection.

As committed servants, let us become God's instruments to help our nation and countrymen, especially in these challenging times.

*Ipadama din natin sa ating mga kababayan na ang tunay na diwa ng Pasko ay pagbibigayan at pagtutulungan tungo sa minimithing kapayapaan at kaunlaran.*

Also, we must remember that the Philippine Army sustains its momentum because of the dedication and commitment of its men and women. As such, we must not rest on our laurels. Instead, we must exert extra efforts to further our gains. We can only do so much if we remain steadfast and united.

*Kaya sa Paskong ito, ako ay taos-pusong nagpapasalamat sa lahat ng bumubuo at sumusuporta sa Hukbong Katihan ng Pilipinas.*

*Maligayang Pasko at Manigong Bagong Taon sa ating lahat!*

CIRILTO E SOBEJANA  
Lieutenant General PA

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The **ARMY COMPASS**, the official quarterly publication of the Philippine Army, was borne out of the desire to continually highlight the giant strides of the Philippine Army in order to create deeper awareness and appreciation on the organizational efforts toward mission effectiveness. The magazine's editorial philosophy is rooted in providing the readers relevant information through objective reportage of the current thrusts and achievements of the PA leadership, thereby inspiring the readers about their Army. True to its title, being a symbol for guidance, the contents of the magazine will point the readers in the right direction where the Army is leading towards organizational excellence.

# FINDING a DEEPER PURPOSE and JOY in *Serving the People*

• Ms. Lydla V. Cabajar  
(Interview with Maj Catherine S Gulle II, Ms. Carina C. Pastrano and Ms Karel S. Dabu)





**L**T GEN CIRILITO E SOBEJANA PA, the man behind the helm of steering the Philippine Army command to a notch higher, speaks the thoughts and tenets of his leadership in an interview with Army Compass editorial staff.

**“Ang taong masaya, maraming nagagawa.” (Raising the morale of troops)**

The Medal of Valor awardee and a living hero equates happiness to productivity saying if a person is happy, he becomes productive. He uses this mantra in attending to the Army personnel’s morale and welfare. “Looking into the whole mental perspective of human behavior, a happy soldier who complies an order not because of your rank but because he respects you produces quality results, while a soldier who complies because he is afraid may result to other than expected,” said LTGEN SOBEJANA.

The Army Chief also said that another way of ensuring personnel’s welfare is providing them the best training, best facility and mission essential requirements in accomplishing their mission.

Aside from these provisions, the General further said it is necessary to develop teamwork within the respective teams of the Command so that during battles or firefights, chances of survivability are high.

Another important thing, LTGEN SOBEJANA said, the soldiers should really feel the sense of belongingness and that they are of value to the organization. He cited that it is elating for the soldiers if they feel that their Commanding General himself values them while putting premium in “mission first and morale and welfare always” should also balance the scale. Complementing these efforts of course is giving due recognitions for their accomplishment and in the same manner, giving punishments to those who make mistakes.

LTGEN SOBEJANA further said “imposing discipline among our soldiers” is also a way of looking after their morale. “We do not want them to be misled, we do not want them to end up in jail because of their own wrongdoings nor we do not want them to be discharged from the military service because we should understand that these people joined the military, of course, for public service and on the other hand, to receive financial remuneration,” he added.

Despite being the highest ranking officer in the Army Command, LTGEN SOBEJANA said in the name of public service, he prefers to be not above nor below his personnel but always beside them. But because he is an Officer and designated with responsibilities, he has to exercise his authority. “*Hindi lumiliko yung bala dahil opisyal ka. Kung pupunta sa iyo, papunta talaga sa iyo. Yan ang gusto kong maramdaman ng bawa’t miyembro ng Philippine Army, na pantay-pantay tayo* but somebody has to take the lead. If there is a leader, there has to be followers but by and large, we are all public servants,” he lengthily said.

## On Mental Health Support

The Army Chief also mentioned the Army’s Health Programs which the Command has already institutionalized. “In my military career, I am mostly a combat commander, and I have personally experienced the need to manage the stresses of our soldiers,” he said. Hence, he initiated the organization and deployment of Combat Operations Stress Management (COSOM) Team that regularly visits soldiers assigned in the field to enable them to unload their combat stresses.

*“Magiging emotional ka kasi masyado pagka-continuous or extended kayo ng isolation much more kung panay giyera na lamang tapos nobody is listening to you. Kung anuman yung mga maramdaman mo kasi it is very hard to share among each other, na pareho naman kayong nasa giyera ganoon ang level ng inyong emotion. Hence, somebody from the outside who is not exposed to that kind of an environment ang mas makakaintindi sa amin,”* he also said. Members





“

***I observed that the deployment of COSOM Team in war-torn areas in isolated places of the country where our units are deployed has been very effective.***

of the COSOM team are composed of experts such as psychiatrist, psychologist, sociologist, priest, imam, pastor, doctor, nurse who complete the composition of the team. “I observed that the deployment of COSOM Team in war-torn areas in isolated places of the country where our units are deployed has been very effective,” he added.

#### **On Financial Investment for Retirees**

One of the changes LTGEN SOBEJANA instituted was the duration in the implementation of the Transition Assistance Program (TAP), which is from six months to 18 months before retirement. He said he wanted to invite some financial institutions so that soldiers who are about to retire will be given the appropriate guidance on how they should invest their money.

He added that in line with the TAP, the command came up with a Memorandum of Understanding with various

groups from the business sector, civic societal organizations, academe, and other civilian companies to tie-up their corporate social responsibility in addressing the welfare and future of the Army retirees. “I want our retirees to really enjoy their retirement with their families as they have been away from them while in the active service,” he said. “If they have the right foundation on managing their finances prior retirement, it will help them to enjoy their family more and live a happier life. Fulfilment, as I always say, is something that money cannot buy,” he added.

LTGEN SOBEJANA wishes that the adage: “*Ang taong nagigipit, sa Bombay kumakapit,*” would turn out to be “*Ang taong nagigipit, sa gobyerno kumakapit o sa sundalo kumakapit.*” He cited cases when less-fortunate brothers were easily exploited by the insurgents because of financial difficulty. So, he wants soldiers to be contented and happy while performing their tasks dutifully; to be financially stable so they won’t succumb to survival mode when their hard earned remunerations are consumed haphazardly.



## On Capacitating the Force

“I should say we have the equipment to easily find the enemy. There are a lot of ways of finding the enemy using the Signal equipment, electronics, human intelligence network and so on. These things are in place in our organization, and we are continuously enhancing them to increase our ability to find the enemy. Kasi kung sa una pa lang hindi na natin mahanap yung kalaban, paano natin matatapos lahat ng threats?” he logically said.

LTGEN SOBEJANA further said, “With our forces on the ground, we have the Community Support Program Teams. They are non-combatants, they are one of our force maneuvers, because we are strategically deploying them around the guerrilla base—the stronghold of the enemy. If the CSP Teams encircle the stronghold of the enemy, the tendency is they are deprived of entering the communities, so they have lesser influence to those areas. They cannot get their logistics requirements, and eventually they will

go hungry. A hungry person would be easily caught. The first place he would go is to where he could eat and drink. He is already in a survival mode. As part of our methods in achieving peace, is to open our doors to make up their minds, think and eventually decide to surrender.”

## On Intelligence Capabilities

“We have trained intelligence personnel. We have the needed equipment. As part of our lines of efforts the Community Support Program, we were able to gather substantial amount of information which when we process this information, it would become actionable,” the Army Chief said.

He continued, “In logistics, we have mobility, firepower, and communication. Additionally, we have special and engineering equipment, and we are building them up



simultaneously. We already have in our inventory but we wanted to achieve that R-1 operational level in order to be mission capable –that is our objective. And of course, supporting our capability upgrade is our modernization. We have this modernization fund for us to acquire modern equipment, more sophisticated that would allow us to be at par with the other armed forces in the ASEAN and across the globe. We are not even prevented from making our military reservations and camps into income generating assets. The revenues or the rental collections that we get can be used to fast track our modernization, our capability upgrade programs and our key measurement areas. We look into the areas where we are weak. We consider that our strength is as good as our weakest link. We will check on our lowest operational readiness and that is where we will focus.”

*“Para yang isang pamilya, kung sino ang naghirap sa pamilya, yun ang kailangang alalayan natin kung sinuman ang medyo nahuhuli at nahihwalay sa pagdadala ng pamilya. Yun ang ating approach. Hindi yung masyadong malakas sa isang bagay, halimbawa mobility, mahina naman tayo sa firepower. Or malakas tayo sa firepower mahina po tayo sa mobility, mahina tayo sa facilities or quartermaster. Kailangan maiangat natin lahat,”* LTGEN SOBEJANA further added.

“

***We already have in our inventory but we wanted to achieve that R-1 operational level in order to be mission capable – that is our objective.***

### **On Sustaining Good Governance**

LTGEN SOBEJANA is doing his best to ensure good governance is put in effect. “Through good governance we are able to make use of our meager resources properly. If we are prudent in our spending, we can do a lot of things. Kung may good governance, walang magiging rebelde, kasi everybody is guided. Peace and security are achievable if we practice responsible parenthood. Good governance does not only apply to our organization, it applies to our own family. If we have our own business, good governance applies, malawak ang good governance,” LTGEN SOBEJANA further said.





## On Peace and Progress

The CGPA wants to be remembered in the Philippine Army as a leader who enabled soldiers to find a deeper purpose and joy in their service to accomplish more for the nation. He wants to inspire the troops to excel in their duties and responsibilities, as each task contributes to the fulfillment of the Army's vision to be a world-class Army by 2028. He also desires that his leadership of the Army will be remembered particularly through efforts in making the Land Force more capable not only in prevailing over security challenges, but also in achieving lasting peace and progress for the country, following his concept of an Army soldier having the "mind of a warrior and heart of a peacemaker". Moreover, he wants to be remembered for the teamwork he fostered amongst all members of the organization as well as with stakeholders, in line with his concept of security as "a shared effort, where everybody has to take part", and through his concept of PEACE and PROGRESS.

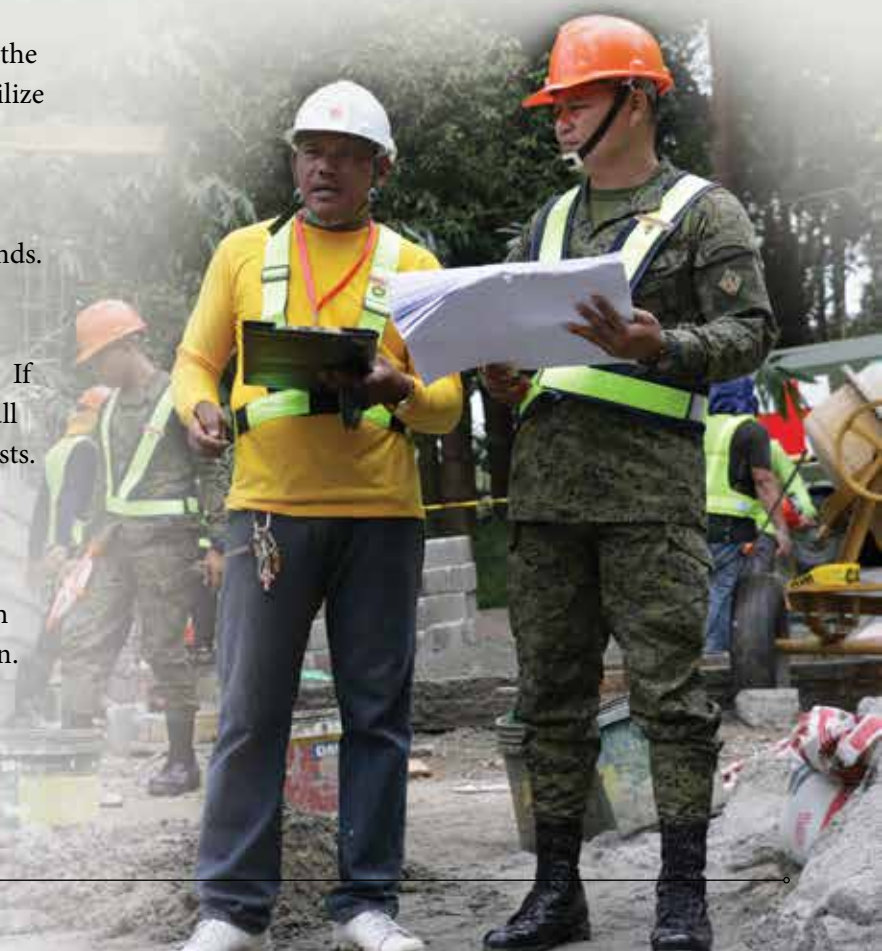
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***I believe that if we really wanted to defeat the enemy, we should not make them smaller. We make ourselves bigger.***

## On Reservists

“Our reservists are part of the total force, it's part of the Army, especially if they are mobilized. And we can mobilize them on three ways. We can do selective mobilization, partial mobilization, and full mobilization. During the pandemic, we apply the selective mobilization, we are mobilizing reservists with medical and health backgrounds. During typhoons like the recent Ulysses, even Yolanda, and other disasters, we had partial mobilization. We mobilized our reservists in areas where they are needed. If there is an invasion, by other armed forces, we can do full mobilization. So, we are continuously recruiting reservists. They are part of us. I believe that if we really wanted to defeat the enemy, we should not make them smaller. We make ourselves bigger. So, if everybody is with us as reservists, we have no more enemies. We are big enough and nobody would want to fight against our organization. So, we need partners. More partners, the better.”

As part of his leadership legacy, he imparted to the Philippine Army the value of resourcefulness through a multi-directional and imaginative outlook as a means of achieving excellence in the service.



## Message to the Troops

“In my capacity as the Commanding General, Philippine Army, I will continue do my thrusts as force provider, that is to capacitate our forces and enhancing their ability to find, fix, and finish the enemy. We will also develop their competency to sustain the gains through stakeholder’s engagement. So, we are coming up with a very responsive stakeholder engagement program or stakeholders training.

We will continue to defend or sustain our comprehensive Morale and Welfare Program ensuring that the morale of our troops are always high. We have to strike a good balance between mission accomplishment and looking after the morale and welfare of our men. And as I always say, “*ang taong masaya ay maraming nagagawa.*”

We also have to sustain good governance because good governance is encompassing. If we can effectively practice good governance, even the rebels will go down from the mountains and go back to mainstream society and join the government who is practicing good governance.


We also have to support other stakeholders, especially our partners such as the academe, the religious leaders, the business sector and the community as a whole. If you understand the dynamics of conflict most of them can be

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***We will continue to defend or sustain our comprehensive Morale and Welfare Program ensuring that the morale of our troops are always high. We have to strike a good balance between mission accomplishment and looking after the morale and welfare of our men.***

addressed by the civilian sectors more than us. We in the military only look into the armed component of the security problem.

The NPAs, the armed groups of the Bangsamoro Islamic Freedom Fighters, the Dawlah-Islamiyah-inspired group, the remnants of the Maute and the ASG, they have economic component, religious component, these would be attended by the civilian sector. Within the military, while we have the combined arms that destroy the enemy, we have the engineers who build the nation. So, there is balance, not only destruction but at the same time we are part of building the nation.

*Para sa aking kasundaluhan, maraming salamat at maligayang Pasko!* 



# C4S as a Warfighting Capability

• Ms. Edev Paula E. De Vera

“Ensure the effective use of Command and Control Communications, and Cyber Systems (C4S) as a warfighting capability.”

This is one of the thrusts of LTGEN CIRILITO E SOBEJANA as the 62nd Commanding General of the Philippine Army. In line with this, the Army continuously pursues to provide common operational picture (COP), strengthen C4S organization through training and policies, enhance the PA computer system resilience, and develop its cyber defense capability.

For the ground Commanders to have a better situational awareness on sensitive troop information and geodata, the Army unceasingly expands its Blue Force Tracking System (BFT) to support ground operations. Of this, the 4th and 11th Infantry Divisions have started to implement their BFT. Upon completion, a total of 13 Brigades will have operational BFT System, including

that of the 11D, 31D, and the aforementioned. These shall provide Commanders a clearer picture of the battlefield by having the real time location of the troops conducting combat operations.

To foster structural growth on C4S, the Army published C4S guidelines for Brigade and Battalion S6 to ensure the fulfillment of their duties and responsibilities as the Principal Staff Adviser on C4S. Also, it issued a directive on the designation of ISO and ISNCO who will aid in the efficient and effective use of their respective IS resources.

The Army has conducted as well several trainings, such as the Basic Signal Platoon Training (BSPT), which capacitated personnel on the installation, operation and maintenance of C4S equipment of the infantry battalions and their equivalent in other PA Major Units; and the Signal Officer Orientation Training (SOOT) for Infantry Divisions, which enabled and enhanced the command and control

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***The Philippine Army exerts efforts in these initiatives not just to have a strong warfighting capability, but also to deliver a reliable, responsive, secured and cost-effective C4S on its journey in becoming one of the world's best ground forces.***



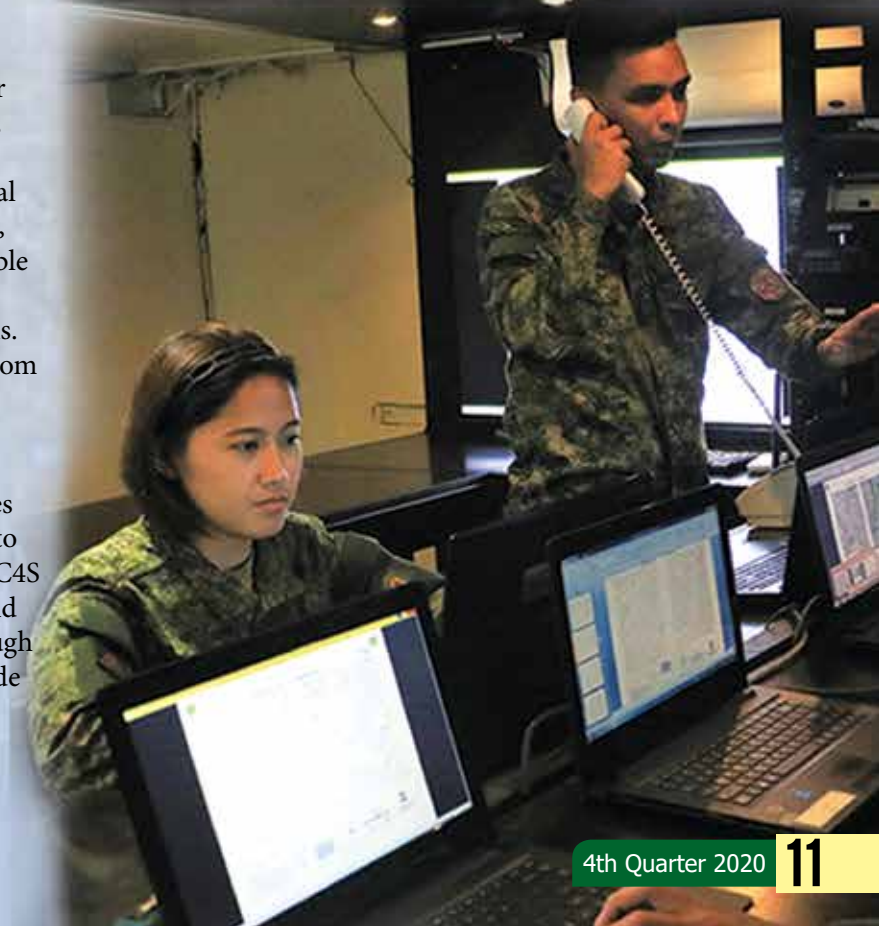
communications and cyber systems (C4S) knowledge and skill of assigned Signal Officers.

The Army is also on the process of installing a back-up data system at Camp Apolinario Felix, Panacan, Davao City. This will serve as an important fault tolerance function of mission-critical systems that need immediate accessibility and availability. It also serves as a protection against accidental loss of user data, database corruption, and hardware failures.

To fortify its cyber defense force, the Philippine Army already activated its first Cyber Battalion on 16 October 2020. The CyBn's mission is to conduct active and defensive cybersecurity operations to protect the PA cyber assets and defend them from cyber-attacks across different domains of operation. The Army organized the Battalion into Headquarters and Headquarters Company, Cyber Assets and Risk Management Company, Cyber Protection and Detection Company and Incident Response and Active Defense Company. LTC FONTIVEROS, the pioneering Commanding Officer of CyBn, emphasized that the battalion is duty bound to embrace the order of CGPA to ensure the effective use of C4S as a warfighting capability. He further stressed that through unity and cooperation, CyBn shall move forward to provide secured and unhampered access to reliable and up-to-date digital information vital to the decision-making and mission accomplishment of the Philippine Army.

As such, the Army is operationalizing additional Computer Security Incident Response Team (CSIRT) for 4ID, 6ID, 9ID and 10ID. Particularly, 16 students at TSS, ASR that started on 21 September 2020 and completed on the 3rd week of November 2020. This will make a total of eight CSIRTs, including the first completed Battalions, namely 1ID, 3ID, and NETBn. These teams are responsible for the detection, containment and eradication of cyber incidents as well as the restoration of the affected systems. They shall minimize and control the damage resulting from cyber incidents, provide effective response and recovery, and prevent future cyber-attacks in the organization.

The Philippine Army exerts efforts in these initiatives not just to have a strong warfighting capability, but also to deliver a reliable, responsive, secured and cost-effective C4S on its journey in becoming one of the world's best ground forces. This is still a long and rough path to go, but through sustained dedication and valor, the Army will be the pride of the nation. 🇵🇭



## ARMY MODERNIZATION

# A Counter to the Next Phase of Conflict

• Ms. Venus M. Villamayor

The complex and unforeseeable nature of the global security environment in the 21<sup>st</sup> century has driven growing concerns amongst countries all over the world. This has become more complicated with the emergence of “hybrid warfare” which was first recognized in 2006 when Hezbollah had some tangible military success against the Israeli Defense Forces (IDF) during the Second Lebanon War<sup>1</sup> and gained its prominence in 2014 after Russia’s annexation of Crimea.<sup>2</sup>

While the discourse surrounding “hybrid threats” have emphasized Western interests in global security, Asia is also likely to become more vulnerable from the emergence of hybrid threats or hybrid warfare because of territorial disputes.<sup>3</sup> The Philippine government has long recognized the need to address these threats because of the adverse impact. In fact, the former defense secretary, Orlando Mercado, enjoined the “still very traditional” Armed Forces of the Philippines (AFP) to reorganize and reassess its capability to keep up with the evolving security threats.<sup>4</sup> As the core security institution and primarily responsible for national security, the AFP is behoved to develop its capabilities by modernizing its technology and equipment along with professionalizing its human resources.





***The acquisition of these capabilities was envisioned to achieve a credible defense posture that is essential in deterring adversaries across the spectrum of mission areas.***

The Philippine Army, in step with the AFP, is currently embarking on sustained capability enhancement through the AFP Modernization Program as prescribed by RA 7898 (AFP Modernization Act or the first 15-year modernization program of the AFP covering the period from 1996-2011) as amended by RA 10349 (Revised AFP Modernization Act or the second 15-year AFP modernization program covering the period from 2013-2027).

The Revised AFP Modernization Program (RAFPMP) is divided into three horizons. The first horizon, which began in 2013 and ended in 2017, involved purchases of military hardware mainly for internal security challenges. The second horizon which started last 2018 and will be ending in 2022, entails an ambitious transition period of shifting its arms acquisition away from internal security to territorial defense. Lastly, the third horizon will continue to upgrade capabilities for territorial defense.

To date, the PA has already completed 50 projects under RA 7898 and six projects under RA 10349. These include capabilities for mobility, firepower, communication, force protection, CBRN, and night fighting. Moreover, on January 3, 2019, the Philippine Army crafted its PA Medium-Term Capability Development Plan (MTCDP) 2020-2025 which includes an acquisition list of the PA capabilities in the next six years. Some of the modern military assets that are projected to be acquired by the Army include air defense systems, counter-fire radar, warning systems, integrated and resilient ISR platforms, strategic lift, and missile defense technologies. The aforementioned military assets that will be procured also lay down the Army's plan in enhancing its capabilities

to equip the Brigade Combat Teams (BCTs) and its transition in concentrating on territorial defense as part of the joint-operation of the AFP.

Some of the PA projects under the 2nd list of Horizon 2 were classified as "Game-Changer Projects" and were already approved by the AFP senior leaders. These are the Land-Based Missile System and the Medium-Range Air Defense System projects. The acquisition of these capabilities was envisioned to achieve a credible defense posture that is essential in deterring adversaries across the spectrum of mission areas. These capabilities will allow the Army to deliver deep and counter fires that can intercept threats from the air to protect military formations and other critical infrastructures.


Combating future adversaries will prove to be the greatest threat to the Army Profession as warfare evolves into a more lethal and aggressive hybrid form. In a race to adapt smartly, the Philippine Army should transition to a learning organization full of warrior-scholars to ensure the vigilant employment of Landpower in the future. The vast possibilities of technology can provide flexible options to challenge the future generation of Philippine Army professionals in preparation for the next conflict.

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<sup>3</sup>Nilanthan Niruthan, "How Hybrid Warfare Could Change Asia", 25 June 2016 (<https://thediomat.com/2016/06/how-hybrid-warfare-could-change-asia/>).

<sup>4</sup>Jodesz Gavilan, "Military should address 'evolving security threats – Ex-defense chief", 07 August 2018 (<https://r3.rappler.com/newsbreak/videos-podcasts/209018-afp-should-reorganize-address-evolving-security-threats>). 

# ARMORING OF TRUCK, 1 ¼ TON, TROOP CARRIER, KM450

• Ms. Czarlina Donna C. Mangulabnan

The Research and Development Center (RDC), ASCOM, PA, as the implementing arm of materiel development in the Philippine Army and in the quest of becoming a premier research and development agency, has been continuously engaging with key stakeholders for the enhancement of materiel and innovations as well as to afford the soldiers with quality materiel over the years. With this, the Materiel Development Division (MDD), RDC with its pool of competent personnel, undertakes a research study on Additional Protection Panel for Blast Fragmentation Protection (BFP) Kit of Truck, 1 ¼ Ton, Troop Carrier, KM450 in collaboration with Impenetra Armor Protective Systems. This study is a continuation of the existing research on various ballistic resistant materials that can withstand threat from small arms ammunition such as Cartridge, 5.56mm, Ball, M193 and

Cartridge, 7.62mm, Ball, M80 while it gives protection from improvised explosive devices (IEDs) or Cartridge, 60mm/81mm HE-IEDs fragments. RDC has started collaborating with said company in December 2019 and this initiative has significantly contributed to RDC in the execution of its mandate, to which an organic vehicle of this Center, the Truck 1 ¼ Ton, Troop Carrier, KM450 installed with BFP kit was armored by enhancing with an Ultra-High Molecular Weight Polyethylene (UHMWPE) on one side and with Ballistic Steel Plate on the other side, while the windshield was installed with Ballistic Glass.

The completed armored KM450 was then displayed during the official visit of LTGEN CIRILITO E SOBEJANA PA, Commanding General, Philippine Army to Headquarters, Army Support Command, PA on 25 September 2020.

The left side of the KM450 Truck is equipped with a 6mm Mild Steel Plate as Blast Fragmentation Protection Kit with an additional panel of 16mm-thick Dyneema® UHMWPE compliant to Armor Type III of US NIJ Std 0108.01 for Ballistic Resistant Protective Materials. On the other hand, the right side of the truck is installed with a 6mm-thick Ballistic Steel Plate that is likewise compliant to Armor Type III of US NIJ Std 0108.01 for Ballistic Resistant Protective Materials. Moreover, the KM450 Truck has an improved design of its door panel using 6mm-thick







*On 06 October 2020, RDC Team headed by LTC GEORGE P CABREROS OS (GSC) PA, the Ballistic Resistance Test (BRT) of Ballistic Resistance Protective Materials for KM450 Truck was conducted at Machine Gun Range, Armor Division, PA, Camp O'Donnell, Capas, Tarlac, as witnessed by COL LEO EDWARD Y CARANTO MNSA (OS) PA and representatives from OG5, PA; OACOCS, PA; and Impenetra Armor Protective Systems. The BRT was conducted using three test rifles and three test ammunition at three different firing distances: 25 meters, 50 meters and 75 meters. Five rounds each of the test ammunition were fired with minimum of 2-inch shot to shot distance and 2-inch shot distance from the edge of the panel. The panels were inspected to record the findings and remarks for every set of five rounds fired for each test ammunition. All rounds (Ctgs, 7.62mm, Ball, M193 & M855 and Ctgs, 7.62mm, Ball and Match, M80 and M852) did not penetrate at three firing distances for both 6mm Mild Steel Plate and BFP Kit (6mm Ballistic Steel Plate) with 16mm UHMWPE. Further, all rounds did not penetrate the 39mm Ballistic Glass with no spalling on the back of the glass at three firing distances.*

Mild Steel Plate and a 4.38cm-thick Bullet Resistant Glass that can withstand threat similar with the other ballistic protective materials installed on same KM450 Truck.

With the remarkable findings on the BRT of the armored KM450, this can possibly address the objective of RDC to enhance the capability of this type of mobility asset of the Philippine Army that are being utilized as escort vehicle during logistics run and troop carrier as its primary utilization.

Consequently, this Center has requested for the availability of one unit Truck, 1 ¼ Ton, Troop Carrier, KM450 from TBn, 1LSG, ASCOM, PA for armoring by same company for supposed display during the celebration

of the 81st DND Anniversary. This undertaking is an offshoot of the initial collaboration of RDC with Impenetra and for future collaborations of the Center as well on its proposed SRDP projects, one of which is the Armored KM450 as an Alternative Security and Escort Vehicle. Since the armoring of the KM450 Truck was already completed without having it displayed as planned during the DND Anniversary, RDC turned-over the armored KM450 Truck to TBn, 1LSG, ASCOM, PA during the official visit of MGEN GLENN E CRUZ PA, Commander, ASCOM to 1LSG, ASCOM on 19 November 2020 as a jibe event.

In addition to the Armoring of KM450, RDC is currently undertaking the materiel development of Mortar



Sight Adapter, Barrel Bracket for SAW, 5.56mm, K3 and Improved Explosive Device (IED) Disruptor.

The Mortar Sight Adapter is an improved prototype of the existing improvised mortar sight adapter for M69 81mm mortar with the goal of providing a prolonged stability support and ensure good fitting for the adaptability of any mortar sight that has dovetail standard connectors. Prototyping of 55 units Mortar Sight Adapter is ongoing as of this time.

The Barrel Bracket for SAW, 5.56mm, K3 made of galvanized iron (GI), was developed to address the commonly encountered problem with SAW, 5.56mm, K3

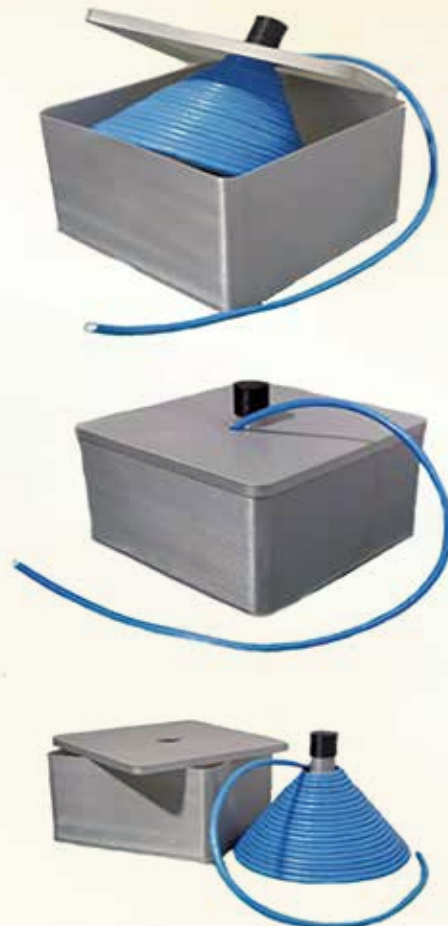


which is the misalignment of its barrel during prolonged firing resulting to malfunction/stoppage. Prototyping of 100 sets Barrel Bracket is on process.

The Improved Explosive Device (IED) Disruptor made from plastic or polymer material and conical in shape with a capacity of 500ml liquid, was developed in order to disarm or disable the explosive device and its circuitry. The IED Disruptor consists of a conical plastic container to be filled with water as basic material for the disruption of IEDs. Fabrication of the conical plastic container using conventional method requires expensive mold and can be more expensive if adjustments are to be made. To minimize the cost of prototyping the IED Disruptor, RDC collaborated with Materials and Process Research Division, Metals Industry Research and Development Center - Department of Science and Technology (MPRD, MIRDC - DOST) for the prototyping of the Conical Plastic Container and box of the IED Disruptor using 3D

Printing Technology. Five pieces conical plastic container were initially fabricated by MIRDC, DOST wherein four of which were used for the Engineering Test of IED Disruptor conducted on 09 December 2020 at Unknown Distance Range, Brgy Lawy, Capas, Tarlac together with MIRDC, DOST personnel and assisted by EODBn personnel. To further strengthen the engagement with MIRDC, DOST, a Memorandum of Agreement (MOA) is being finalized for signing of both parties, tentatively scheduled on 14 December 2020.

Continuous engagement with stakeholders like Impenetra Armor Protective Systems among others, and with the sterling leadership of our ever-benevolent Commanding General, Philippine Army LTGEN CIRILITO E SOBEJANA PA, have greatly contributed to the success of various research and development activities being undertaken by RDC, ASCOM, PA. Army materiel that are provided to our soldiers have greatly evolved with the steadfast support and appreciation of the present management of the Philippine Army under LTGEN SOBEJANA, to the efforts and initiatives of RDC, ASCOM, PA in fulfilling its mandate amidst setbacks and yet embracing the direction towards ATR 2028 of becoming *“A world-class Army that is a source of national pride.”* 🇵🇭






# CBRN Capability Enhancement

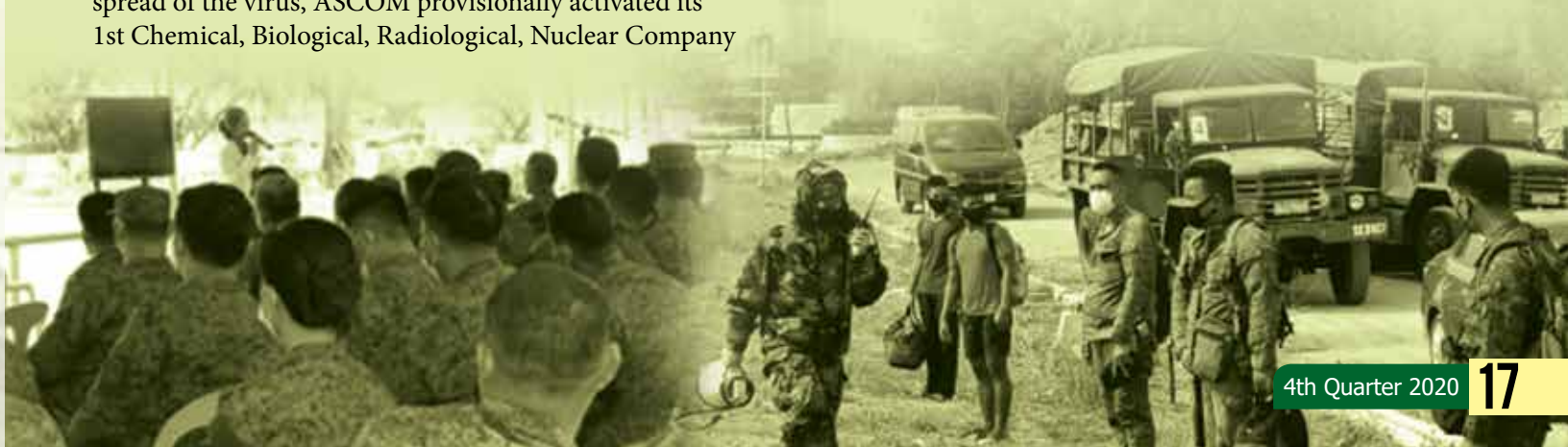
Ms. Sheryl A. Bacor

This year, the country was overwhelmed with the outbreak of the COVID-19 pandemic and its effect on our society. Its harmful biological effect became a life-threatening issue to everyone, and the demand for virus detection, identification and decontamination had increased just to preserve as many lives as possible. Despite of all the restrictions and quarantine protocols being imposed, the Army Support Command continues to adhere with its commitment of providing a proactive, integrated and sustained quality support services, either inside or outside the Philippine Army organization.

ASCOM has the capability of providing chemical, biological, radiological and nuclear support to Philippine Army units and other government agencies through its Chemical, Biological, Radiological and Nuclear Platoon under Explosive Ordnance and Disposal Battalion. In support to Philippine Army's effort in mitigating the spread of the virus, ASCOM provisionally activated its 1st Chemical, Biological, Radiological, Nuclear Company

and capacitate it to meet the increased demand on CBRN services of the Army particularly on decontamination operations. With its mobilization, ASCOM's capability to conduct CBRN decontamination are continuously being enhanced, contributing to PA's effort in containing the infectious disease. ASCOM has augmented personnel to said company and procured some alternative decontamination equipment. Decontamination operations of CBRN include sanitization of facilities, personnel, personal belongings, vehicles, firearms and equipment.

In order to spread awareness and consciousness about the pandemic, CBRN Company has initiated trainings and lectures regarding COVID-19 pandemic awareness to all of PA personnel. Series of lectures and seminars were being conducted to inform the public and make them knowledgeable about the virus in order to contain its spread. 



# ARMY'S E-LEARNING MANAGEMENT SYSTEM:

## THE CONCEPT, HOW IT WORKS AND ITS CHALLENGES

• MAJ ALFIE R SAGARIO (INF) PA  
Chief, Research and Doctrine Dev't Branch OG8, PA

With the Army's vision to enhance the education and management system, it continuously conducts research and study on how to make the education and training system be more relevant, effective and efficient on the training programs that are being offered through centralized standards with decentralized execution. Hence, driven by this vision, the **Army Training Management Information System (ATMIS)** gave birth to the development of **Electronic-Learning Management System (E-LMS)** that aims to provide an online distance learning system in pursuance of the Philippine Army to conduct its education and training and in response to military learning methodology amid the coronavirus disease 2019 (COVID-19) pandemic in continuing to capacitate its Personnel and Units to become efficient and effective Personnel towards global competency. This venture essentially points the need to adopt the online distance learning system (ODL) as the alternative means of instruction in order to adhere to the Department of Health (DOH) biosecurity measures and guidelines pertaining to the current public health situation.

### What is Electronic-Learning Management System (E-LMS)?

An Electronic-Learning Management System (LMS) is a software application or web-based technology used to plan, implement and assess a specific learning process. Because of the pandemic, this learning management system is now widely used to cater the needs of continuing education. The concept of the E-Learning Management System (E-LMS) intends to provide **Reading Materials,**

**Videos, and Presentations** stored in the E-learning System Database that is easily accessible by any enrolled student in a training/course in order to pursue the conduct of its education and training programs through online distance learning (ODL). The E-LMS in the Army caters the curriculum of training programs, the lists of the career and other courses, leadership and other trainings that are being offered by the Army. The system also provides an **interactive online learning and personalized training schedule monitoring.** Driven by the need to adhere to New Normal, the Army strives to provide the incoming TRADOC students a new approach of delivering the academic portion of the training. From this, the TRADOC E-Learning System was formulated and conceptualized.

### How does it work?

While the System puts premium on the students, three other groups namely: **The Administrators Group, the Training Managers Group and the Technical Support Group** were considered in the conceptualization. These groups work collectively in delivering an enhanced and interactive online learning experience to the students.


With the current pandemic we are battling with, the E-learning system will pave way for the Army Training Institutions to cater to an increased number of students to take career courses. Thus, this will somehow address the current backlogs situation of the education and training of the Army. It will provide an efficient training schedule monitoring of its students, ease of training management, less physical training workloads, accessibility and

availability, and less paper on training implementation for the school administrators. **The System Administrators** are highly specialized personnel skilled with technical proficiency in upkeep and management of a working system for the duration of all its offered courses. Also, the System Administrators are in-depth with the capacity to integrate and manage the people, the process and the technology. Though accountable for any network and system logs and errors, the System Administrators also benefit from the E-learning system with secured and controlled user access, efficient system management platform, efficient system monitoring, and efficient system administration. The Training Managers are given ease with real time training schedule monitoring, availability of pertinent training date and statistics, ease of training resource monitoring, and efficient training data collection.

**What are the challenges on doing E-LMS in the Army?**

Deferred with current educational environment, not only for the country but globally, the Army is challenged to find ways in order to pursue a sound and reliable platform for its continuous education and training and struggles to device new technology and processes to pursue in continuing the education and training of its Personnel in the comfort of their units without breaching health and biosecurity protocols due to pandemic, thus, its implementation will help the Philippine Army to deliver its **continuous training to its personnel**. The system necessitates the efficiency in managing budget, equipment, training data and other statistics which all contribute to the successful implementation and application of the system.



With this initiative, it needs **reconfiguration of facilities like computer laboratories and workstations, acquisition of more computers, software and enhancement of connectivity** to enable the conduct of virtual classes and instructions. It further requires the need to capacitate the system administrators and faculty the full spectrum of operation of online distance learning through conduct of trainer’s trainings. With this, the Philippine Army deemed that it is necessary that the E-learning Management System (E-LMS) be continuously and meticulously conceptualized, operationalized and institutionalized in order to pursue the necessary education and training initiatives of the organization nationwide in consonant to the strategic direction of education and training as part of 2028 vision. The success of this system entails that through technology, the Army still stands to its vision of developing and instilling honor, patriotism and duty to its soldiers. 



# 44th IPAMS and 6th SELF: Addressing Challenges to Indo-Pacific Armies in Urban Environment

• Cpl Vannesa A. Diaz

This year, the Philippine Army and the United States Army Pacific Command (USARPAC) co-hosted the 44<sup>th</sup> Indo-Pacific Armies Management Seminar (IPAMS) and 6<sup>th</sup> Senior Enlisted Leaders Forum (SELF). These events are the largest annual multinational gathering of senior-level officers and senior army non-commissioned officers from across the regional ground and security forces in the Indo-Pacific region to share ideas and lessons learned from various security challenges.

The 44<sup>th</sup> IPAMS and 6<sup>th</sup> SELF were officially opened on November 17, 2020 at the Philippine Army Officers Clubhouse, Fort Andres Bonifacio, Metro Manila. Due to the outbreak of the Coronavirus disease 2019 (COVID-19) pandemic, the Philippine Army as the co-host, facilitated the seminar in a non-conventional way - virtual conference.

Anchored on the theme "Addressing Challenges to Indo-Pacific Armies in Urban Environments", the two-day virtual conference was participated by 31 nations across the Indo-Pacific region. The 44<sup>th</sup> IPAMS provided a platform for the exchange of views and sharing of valuable insights on current issues that affect armies in the participating regions, while the 6<sup>th</sup> SELF became

a venue for senior Army non-commissioned officers to share ideas and facilitated collegial engagement between delegates on matters of common interest. In this two-day event, participating Indo-Pacific Armies discussed their best practices and strategies in addressing challenges in urban environments while nurturing ties amid the pandemic.

During the opening of this significant annual event, National Defense Secretary Delfin Lorenzana of the Republic of the Philippines, serving as the keynote speaker remarked, "Urban security presents to us a different challenge than when we tackle regional and national security as a whole. It reveals non-traditional security challenges that really call for new perspectives and international cooperation." He also recognized the ability of this annual forum to foster collaborative partnership between Indo-Pacific Armies, which is imperative for the growth, stability, and development as allies for regional security.

In his opening remarks, LTGEN CIRILITO E SOBEJANA PA, the Commanding General of the Philippine Army, emphasized the importance of multi-lateral engagements among the Indo-Pacific armies to raise stronger relations and stability. "We must address




multilateral issues with multilateral solutions,” he added. GEN PAUL J LACAMERA, Commanding General of the US Army Pacific, further stated that in an urban environment, it is very crucial for security practitioners to have an understanding of the challenges and mission requirements to successfully respond in appropriate scope and scale.

The two-day forum was divided into three plenaries. Leading the first plenary were the Department of Social Welfare and Development Under Secretary Danilo Pamonag, the then Special Operations Commander; MGEN MASAYOSHI ARAI of the Japan Ground Self Defense Force; and BGEN GI HOON LIM from the Republic of Korea Army. They focused their discussion on understanding urban environments in the 21st century by citing their respective approaches against threats in the urban landscape. The second plenary were dialogues about adapting armies to succeed in the urban environment. Discussions were initiated by COL. CAI DEXIAN of the Singapore Armed Forces, MGEN ABDULLA SHAMAAL from the Maldives Chief of Defense, and Dr. Rosalie Hall from University of the Philippines Visayas. During the last plenary of the forum, Mr. Patrik Mahaney from the Columbia University and Mr. John Spencer from United States Military Academy Urban Warfare Studies discussed the Army’s role in supporting civilian authorities in the face of natural disasters and during rehabilitation post urban operations. MGEN ATUL RAWAT the assistant Director General of Strategic Plan Directorate of Indian Army detailed the roles and scopes of Armed Forces when conducting Humanitarian Assistance and Disaster Relief Operations, while Baguio City Mayor and the Contract Tracing Czar of the Philippines, Hon. Benjamin Magalong explained the

importance of risk communication plans and contact tracing efforts in combatting the COVID-19 pandemic.

The Command Sergeant Major of the US Army Pacific, CSM SCOTT A BRZAK, reiterated in his speech how important this conference really is given the impact of the COVID-19 pandemic in major cities and urban environments. CMS RICKY S LEONO, the Philippine Army’s Sergeant Major also said, “As we thrive as strong armies in this changing environment, our responsibility transcends from being warriors to becoming peace and development agents.”

In 1977, IPAMS was first held in Honolulu, Hawaii with only nine participating countries. It was in 2014 that SELF was included in this annual event. This year’s seminar was participated in by Army leaders from Indo-Pacific nations which include Australia, Bangladesh, Bhutan, Brunei, Burma, Cambodia, Canada, China, Chile, Cook Islands, Fiji, France, Polynesia, India, Indonesia, Japan, Kiribati, Laos, Malaysia, Maldives, Marshall Islands, Micronesia, Mongolia, Nauru, Nepal, New Zealand, New Caledonia, Niue, Korea, Pakistan, Palau, Papua New Guinea, Peru, Philippines, Russia, Samoa, Singapore, Solomon Islands, South Korea, Sri Lanka, Thailand, Timor-Leste, Tonga, Vanuatu, Vietnam, and United States.

In closing, LTGEN CIRILITO SOBEJANA PA expressed his heartfelt gratitude to the participating Armies, “Today’s ceremony reflects our united goal to make Indo-Pacific a secure and stable region. This convergence demonstrated anew our resolve to mutually improve our respective Armies.” The two-day affair ended with the Philippine Army’s relinquishment of position as co-host of this year’s IPAMS and SELF. 



# ISSUES ON BACKLOGS:

## CAUSES, EFFECTS

## AND SOLUTIONS

## IN PURSUIT OF

## ENHANCED PA EDUCATION

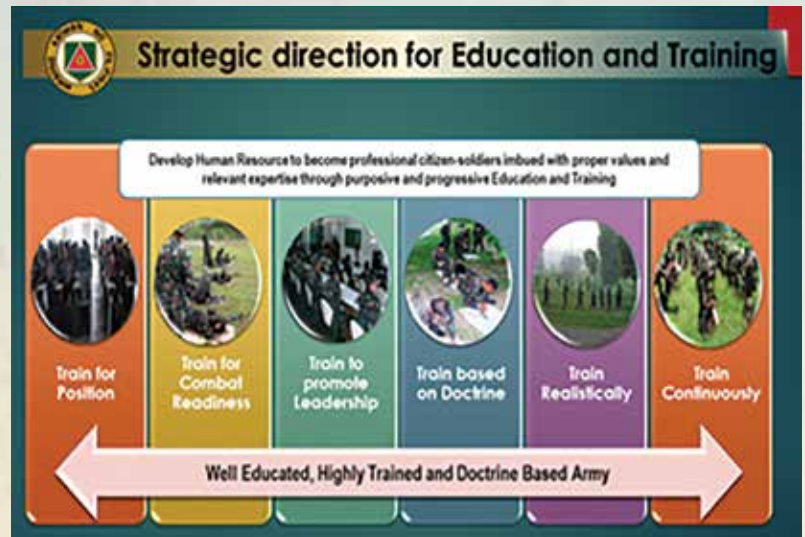
## AND TRAINING

## MANAGEMENT SYSTEM

• MAJ ALFIE R SAGARIO (INF) PA  
Chief, Research and Doctrine Dev't Branch OG8, PA

In pursuit of becoming “a world class Army that is a source of national pride by the year 2028”, the Philippine Army is continuously improving its systems and processes by developing a solid strategy that seeks to create a credible, reliable, responsive, more capable and more professional Army committed to its mandate of serving the people and securing the land. To make the strategy successful, the Army ensured that the strategy execution mechanisms were aligned to the thrust of the Philippine Army’s strategy. In consonant with the Army Transformation Roadmap, the Philippine Army formulated its strategic direction for education and training to have an efficient and effective personnel towards global competency.

The Philippine Army aligns its education and training management philosophy to the vision of having a well-educated, highly trained and doctrine-based army, and is anchored and capacitated on the principles of **train for position, train for combat readiness, train**



**to promote leadership, train based on doctrine, train realistically, and train continuously.** With collective collaboration of these principles, the primary aim is to develop a human resource to become professional citizen-soldiers imbued with proper values and relevant expertise through purposive and progressive Education and Training. In lieu of this vision, the Philippine Army is guided by the SELECT, TRAIN, PLACE, AND PROMOTE FRAMEWORK for education and training.

At present, the Philippine Army has an actual strength of 100,128 personnel, by which 43,475 or 43.41% of the total are the number of personnel who currently in position but are not trained. Of the 43,475 training demands, 30,921 are for programming. Meaning, these are the personnel who are qualified or programmable to take the next career course since they already finished the required career course of their current rank. On the other hand, the **12,554 personnel are considered backlogs.** This means that they are already in the position without having the required career course, denoting that they are not eligible in terms of “Train for position” principle of the education and training. This is composed of **1,410 officers, 10,762 enlisted personnel, and 382 civilian human resources.** With the 43,475 Personnel who are currently in position that requires training, it will take 8 to 10 years to complete training courses in a traditional (Centralized) and during this time of pandemic be it through Online and Centralized accommodation of students. The questions now are, why are there backlogs? How did the Philippine Army address this problem? And what are the plans of the Philippine Army to reduce the backlogs if not to avoid of having such in education and training?

To ensure that the strategic objectives are achieved, and the 2028 Vision is realized, enhancement of the Philippine Army Education and Training Management System were initiated, but things didn’t go smoothly because as plans





for enhancement paved way, problems such as backlogs are inevitable. Reasons for the accumulation of backlogs are noted and are as follows: (1) Merger of Army Training Groups (ATGs) into only one ATG in Mindanao and another one in Visayas; (2) Limited Mobile Training Teams (MTT); (3) Catch up plan for Senior Grade Offices (CGSC, NSSP and MNSA) which reduced the budget programmed for Company Grade Officer Courses; (4) Non - Table of Organization and Equipment (TOE) based programming among Philippine Army Major Units (PAMUs); and (5) Reduced number of students due to the absorptive capacities of training institutions brought about by the pandemic that resulted to a notable decrease in the number of courses offered and the number of students undertaking said courses. With these in mind, the Philippine Army proposed simultaneous conduct of decentralized trainings with the use of online platforms that will be able to clear backlogs in 5 to 6 years' time frame. In the proposed **decentralized trainings with centralized standard**, there is an increased number of Army personnel being accommodated to take their career courses, respectively, by offering career courses from schools under Training and Doctrine Command (TRADOC), its extension school and Division Training School of PAMUs which could accommodate a total of 7,935 students annually based on their respective absorptive capacity. Also, the faculty and training programs of Division Training Units and Army Training Groups were capacitated with the Army training standard for them to be part of the decentralized trainings in order to minimize the backlogs of training each year.

In addition to the proposed simultaneous conduct of decentralized trainings with the use of online platforms, the Army is doing its efforts in addressing the current backlog situation. First, the Army has been developing the **Electronic -Learning Management System (E-LMS)** for

online distance learning and allow the new platform for learning to increase the number of Army personnel to avail career courses while taking into consideration of studying the lessons learned of the Department of Education (DepEd) in the implementation of the current blended learning system in the new normal. Second, **accreditation as career courses** for personnel who graduated from local specialization courses or foreign training/s that have similar or equivalent training objectives as that of the Philippine Army Career Courses. And lastly, the Army also initiated **the development of manuals and handbooks** to serve as aid and guide in the performance of personnel's respective designation.

Of the aforementioned causes of backlogs and how the Army addressed the needs to reduce the number of backlogs, the Army identified long term solution to stop backlogs in the succeeding years but these are currently beyond the capacity of the Philippine Army : (1) A **congressional intervention** is needed to source out funds for the construction of realistic training facilities and infrastructure to increase the absorptive capacity of Philippine Army Training School and Institutions (PATSI); and (2) Capacitate Training Instructors through **scholarship programs** to enhance their competencies; and **Immersion of Selected Officers to multinational company** for 3 to 5 months to observe and learn management style that can be applied to Philippine Army.

As the Army again is faced with new challenges and difficulties in striving to do its best in achieving the strategic objectives and its 2028 Vision, there is no more opportune time to start the transformation than now – to build a world-class Philippine Army that can truly be a source of national pride for all Filipinos. 🇵🇭

# Logistics Support Amidst Unprecedented Challenges

• Ms. Edev Paula E. De Vera

**A**t the onset of the new normal, LTGEN CIRILITO E SOBEJANA PA assumed the position as the 62nd Commanding General of the Philippine Army. More challenges need to be addressed as the PA ventures in this new normal without compromising the Army operations' momentum. With this, he stressed out in his guidance that whatever difficulties may come our way, we shall not lose sight of what the Army aims to achieve, which is to capacitate forces to enable the Unified Commands to effectively defeat all threat groups to attain peace in our country."

Hence, the logistics community has been providing and sustaining logistics requirements in support to mission accomplishment amidst the new normal. Here's how the logistics community has been faring in line with CGPA's thrusts.

## On Capability Development

In line with the PA's vision on becoming a world-class Army, the PA Modernization Program is moving forward with the successful acquisition of the Light Tank, Wheeled APC, and Combat Engineer Projects. These will add to the line of equipment that are due to arrive starting CY 2021 such as the C4ISR assets, Self-propelled 155mm Howitzers, 120mm Mounted Mortars, upgraded wheeled APC and combat engineer equipment.

In addition, the US government granted various equipment through the US Presidential Drawdown Authority and US Counter-Terrorism Program under Section 333 of National Defense Authority Act. The following items were recently delivered to the Philippines for the use of Philippine Army: 100 Tube-Launched Optically Tracked Wireless-Guided Missiles; 12 Improved Target Acquisition System Launchers; 34 Designated Marksman Rifle; 35 M24A2 Sniper Rifle; 10 M2A2 50 Caliber; and 26 M240B 7.62 Machine Gun.

Aside from modernization programs, the Army is continuously improving the quality of its supplies and equipment. These include the approval of the Interim Technical Specification of the PA Maneuverable Canopy Model 1, "Haribon" which basically includes the improvement of materials into advance, safer and better parachute components intended for the Special Forces Regiment (Airborne), PA and the Integrated Armor Vest System which aims to provide protection to every soldier against bullets and fragments that can cause fatal injuries.

Studies for improvement of firepower capability are also on-going such as the recent 2nd Test and Evaluation for the Rifle, 7.62mm:AK4 on which to follow is the conduct of the operators and AK47 maintenance training. Also under study is the 2nd Test and Evaluation for the utilization of commercial explosives, particularly the pentex booster, in the conduct of disposal operations by detonation. The use of commercial explosives with an estimated ratio of 1:5 to Charge, Demo Block, C4, will give a similar output during disposal operations at a very low cost.

## On Enhancement of Operational Readiness

Successful procurement and issuance of mobility equipment that include procurement of 702 units of General Purpose Vehicles (Pick-up) trucks as part of the PA Re-fleeting Program on which 240 units were already issued and distributed to PAMUs and the remaining 462 units will be delivered on the 1st Quarter CY 2021 for issuance to Battalions, Brigades and Divisions; procurement of 200 units of KM250 under revised AFP Modernization program on which the first 100 units were already issued to Philippine Army Major Units (PAMUs); procurement of one (1) passenger bus intended for the PA School; issuance of (4) units of Fire Truck to PAMUs; issuance of 15 All-Terrain Vehicle to LRR and SFR(A); and issuance of two (2) units passenger van to 7ID coming from 7ID Trust Receipts.

**Issuance of Quartermaster items** include the issuance of 2,555 Compass, 1,500 Double Deck Steel Bed, 4,281 Mattress Foam and 2,002 Cot Bed to PAMUs; issuance of 75 PA Maneuverable Canopy Model 1, "HARIBON" will replace the 2-decade old parachutes of Special Forces Regiment (Airborne); and successful procurement and delivery of 17,744 Military Body Armor that will provide ballistics and non-ballistics protection to the user's torso from injuries caused by bullets, fragments and shrapnel with minimal restriction to movement.

**On firepower**, a total of 273 crew-served and individual weapons and 739 various firearms spares and accessories were issued to line units to increase the firepower equipment and maintenance readiness of the PAMUs. Also, additional 5,057 units of pistol, cal .45: M1911A2HC are being distributed to field and garrison units. Further, a total of 12 procurement projects for the small arms ammunition were delivered and accepted. These ammunition will increase the Ammunition Basic Load fill-up and will address the training requirements of the PAMUs.

In order to increase the facility readiness of all PAMUs, this Headquarters released an amount of PhP121,066,584.88 to support the Operational and Operational Support facilities of PA units. In addition, CGPA has approved an additional funding amounting PhP143,510,259.52 to support the repair of facilities requirements of the PA units especially those that are affected by typhoons.

## On the timely procurement of equipment and other supplies

Commendable improvement is evident in the procurement activities for CY 2020 conducted by the various PA Bids and Awards Committees (PA BACs) with the successful bidding accomplishment of 66% Physical

rating and 82% Financial rating which is equivalent to PhP5,605,998,040.84. This is a significant improvement compared to only 25% Physical rating and 14% Financial rating equivalent to only PhP769,852,908.78 of the same period last year.

Said feat was due to the implementation of the catch-up plans to make-up for the challenges and disruptions brought by the Coronavirus Disease (COVID-19) pandemic. The early adoption of remedies in the procurement procedures such as the use of video-conferencing, and the assistance of the Philippine Defense Armed Forces Attaché (Phil DAFA) made up for the absence of the face-to-face meetings and inspections with the restrictions of international travels.

The commitment of the PA BACs and the different Technical Working Groups to push through the bidding activities despite the national government's imposition of the health protocols to contain the highly contagious virus had led to the successful procurement of Individual Clothing such as 111,346 PHILARPAT BDA with Ball Cap; 29,200 Army Combat Boots (Suede Urban Use); 47,764 Army Combat Boots (Suede Field Use); 28,349 Athletic Uniforms; 92,786 Undershirt, Raglan Polyester Spandex, Round Neck; and 22,033 PA Rubber Shoes Black.

### On-Base Development

The PA is continuously venturing in providing world-class facilities in order to provide a conducive living and working environment to its personnel. With the recent approval of Fort Bonifacio Development Plan, the infrastructure projects in partnership with the DPWH through the Tatag ng Imprastruktura para sa Kapayapaan at Seguridad (TIKAS) Program of the DPWH amounting to P2,419,251,507.06 is gaining headway. The projects include the construction of multi-storey offices and billeting facilities inside HPA and its post units. Likewise, another project that is expected to be implemented is the replication of the Division Administrative and Coordinating Centers (DACC) and Special Service Center (SSC) amounting to PhP1,592,000,000.00 through the Bases Conversion and Development Authority (BCDA) program.

On the other hand, in compliance to the pronouncement of President Rodrigo Roa-Duterte on converting camps to commercial centers for resource generation, the assessment of Fort Bonifacio military reservation is on the process of finalization. The proposal is for the lot to be developed into a mixed-use of office buildings, commercial and hotel buildings, entertainment, and sport facilities. The revenue that will be generated from these projects will fund the modernization projects of the Philippine Army.

The CGPA has instructed the PA Resource Generation Committee to partner with MSAB and PEZA in studying the potential of other military reservations for resource generation. Among the PA camps that are recommended for resource generation are Camp Evangelista, Cagayan de Oro City; Camp Dela Cruz, Upi, Gamu, Isabela; and Camp Siongco, Awang, Datu Odin Sinsuat, Maguindanao.

### On capacitating units to sustain efforts against COVID-19

The PA continued its support to the frontliners. This includes the provision of laundry services, field feeding, maintenance of quarantine facilities, and issuances of supplies. Also, additional support amounting to PhP1,635,786.80 was released for the ventilation and enhancement of the PA's COVID-19 Molecular Laboratory.

The pandemic may have temporarily put the world on halt,

but the Philippine Army persists to exist and move forward. Behind this is the Logistics family that readily supports and sustains logistics requirements of PA units to effectively accomplish their mission.

## Significant Accomplishments

### A. DEVELOPMENT/IMPROVEMENT OF INDIVIDUAL CLOTHING, INDIVIDUAL EQUIPMENT AND ORGANIZATIONAL EQUIPMENT



*The approval of the Interim Technical Specifications of the PA Maneuverable Canopy Model 1, "Haribon," Locker, Steel, and Integrated Armor Vest System will greatly contribute to the modernization of supplies and equipment of the PA.*

### B. DISTRIBUTION OF ORGANIZATIONAL EQUIPMENT TO PA MAJOR UNITS



*The distribution of the above quartermaster equipment will raise the equipment readiness of the units.*

**C. ISSUANCE OF MILITARY BODY ARMOR (3rd TRANCHE) TO PA MAJOR UNITS**



The distribution of the above quartermaster equipment will raise the equipment readiness of the units.

**D. COMPLETED MILITARY STORES INSTALLED IN PA MAJOR UNITS**



With the completion of the installation of container vans and modular facilities utilized as military stores installed in 2ID, 3ID, 4ID, 5ID, 6ID, 7ID, 8ID, 9ID and TRADOC the perennial issues and concerns on the delays in issuance and unavailability of tariff sizes of ICIE will be addressed since the stores offer uniforms and individual equipment that conform to the standards set by the Headquarters.

**E. NEWLY-ACQUIRED MOBILITY ASSETS**



The successful procurement and subsequent issuance of various mobility assets to Philippine Army major units will surely enhance the mobility equipment readiness condition of the field units to support their administrative and operational requirement for the accomplishment of the Army's mission.

**F. UPDATES ON FIREPOWER ASSETS**



To increase the equipment and maintenance readiness of the PAMUs, a total of 273 crew-served and individual weapons and 739 various firearms spares and accessories were issued to line units. In addition, the distribution of 5,057 units of pistol, cal .45: M1911A2HC to field and garrison units is also on-going.



The 12 procurement projects for the small arms ammunition will also increase the ABL fill-up and will address the training requirement of the PAMUs.




The result of the successful conduct of 2nd Test and Evaluation for the Rifle, 7.62mm: AK4 by the SOF units and MTC, TRADOC in their respective Headquarters will be used as basis of the Command for its issuances to the line units. Furthermore, in coordination with HPAG8, the concept for the conduct of operators and maintenance training was already crafted.



The 2nd Test and Evaluation of the Pentex Booster, in the conduct of disposal operations by detonation held at Crow Valley on 20 November 2020 yielded a positive result. The use of commercial explosives with an estimated ratio of 1:5 of Charge, Demo Block, C4, will give a similar output during disposal operations at a very low cost.

**G. IMPROVEMENT OF SYSTEMS**



One of OG4, PA's contributions in achieving the PA's vision of becoming a world-class Army is the ISO 9001: 2015 Certification, which standardizes the processing of documents and improve the office practices based on the International Organization for Standardization. 

# ENGINEERING UNITS:

## The Army's Support in Nation Building

• Ms. Edev Paula E. De Vera

Standing as a beacon of hope for the Filipino people, the Philippine Army has intensified its nation-building role for the country through establishing five Engineer Brigades. These Brigades seek to help the government in rebuilding the hopes and dreams of the Filipino community. Their mission - to provide general engineer support to Philippine Army units and contribute to the Socio-Economic Development Program of the government.

By lending a helping hand, soldiers under the Engineer Brigades reflect the commitment of the entire military organization to uplift the well-being of our fellow Filipinos. In fact, during two of the worst situations that the country has ever faced - the threat of the COVID-19 pandemic and the Marawi Siege, it was the different Engineer Brigades that worked day and night to support and provide the necessary facilities to allow the Filipino communities to hurdle through their situation.

In fighting the COVID-19 pandemic, the Engineer Units have even strengthened their camaraderie with one another by fostering unity among them. Imbibing the spirit of Bayanihan, soldiers of said unit were able to establish Emergency Quarantine Facilities that are made up of wood and polyethylene sheets for only 5-7 days. Equipped with quality and power tools, as well as the dedication to help in the government's fight against COVID-19, the construction team of Army Engineering Units was able to successfully complete 30 units of EQFs that served as makeshift hospitals and camps all over the country.

The Bayanihan Spirit was owed to the support of different stakeholders and private organizations that serve as partners of the Philippine Army. They are the San Miguel Corporation, William T Associates & Group, Hospitals, LGUs, and NGAs.

*Construction of seven-classroom 3-Storey building of Datu Saber Elementary School at Brgy Datu Saber, Marawi City.*





*Construction of Emergency Quarantine Facility (EQF) of NOLCOM Hospital at Camp Aquino Tarlac City.*



*Completed three units Emergency Quarantine Facility (EQF) at Amang Rodriguez Memorial Medical Center, Marikina City.*



*Turn-over ceremony of seven-classroom 3-Storey building of Datu Saber Elementary School at Brgy Datu Saber, Marawi City.*

Despite the accomplishments, the Army Engineer Units didn't stop there. In fact, they continued to help the government and the people by lending their building capacity. With this, they were able to establish hospital isolation facilities, and fabrication and distribution of portable hand washing stations.

In re-establishing communities after the Marawi Siege, the Army Engineer Units alleviated communities through partnering with other AFP units and GMA Kapuso Foundation to establish 1) a seven-classroom 3-storey school building named Datu Saber Elementary School, and 2) a two-classroom 2-storey school building named Patani Elementary School. These schools ignited the hope

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***By lending a helping hand, soldiers under the Engineer Brigades reflect the commitment of the entire military organization to uplift the well-being of our fellow Filipinos.***

and dreams of children in Marawi City, and this was made possible with the help of the Army Engineer Units.

Aside from school buildings, a 40-meter hanging bridge was also constructed in Salvador, Lanao del Norte that gave the people of the municipality new hope for a more peaceful and developed community in the future.

What they say is true, that soldiers are the protectors of the people. The Philippine Army has gone a long way in its quest for transformation to better serve the people and the nation. And in this journey, the Army Engineer Units will always be at the forefront. 🇵🇭



**T**he Philippine Army recently signed a memorandum of understanding (MOU) with the Philippine Business for Social Progress (PBSP) as it intensifies engagement with stakeholders.

Army Chief LtGen Cirilito E Sobejana PA and PBSP Chairman, Mr Manuel V Pangilinan signed the MOU which aims to solidify the partnership between both parties in addressing problems on hunger, malnutrition and food security (HMF). The signing came after PBSP officials Mr Reynaldo Antonio Laguda, President and CEO and Mr Elvin Ivan Uy Deputy Executive Director paid a courtesy call at the Army Headquarters discussing the partnership. This call was eventually joined online by other PBSP officials.

The initiative, dubbed as “The Hunger Project”, is national in scope and would be implemented in both urban and rural areas. The project was developed by a group of 30 executives to address problems on HMF. The group composed of personalities from Philippine Business for Education, Caritas, Ateneo De Manila University and De La Salle, are all part of PBSP.

# Army Partners with PBSP

• Ms. Karel S. Dabu

In forging partnership, both PA and PBSP agreed to work together on identified and agreed upon projects within the National Capital Region and in other areas, within the context of whole-of-nation approach. The Army on its part, will provide for logistical and manpower support, and carry out the implementation of the projects.

Though the Philippine Army has similar existing projects, it will further pursue partnerships for programs and projects benefiting Filipino communities.

The PBSP is the largest business-led social development NGO at the forefront of corporate citizenship that contributes to sustainable development and poverty reduction.

The event conducted virtually, was participated in by PBSP officials, HPA staff and officers from the 3rd Infantry Division, specifically with the 302nd Infantry Brigade where the Army chief signed the MOU during his unit visit.



# Competencies and Leader Development

## Pursuit for a Doctrine-based Training Program

• Ms. Roselyn M. Dizon  
Research and Doctrine Development Branch, OG8 PA

***“Not everyone is born a great leader, but anyone can foster core leadership competencies for themselves and become actionable, effective leaders.”***  
***-Ravinder Tulsiani***

The Army as an organization is a building block of leaders. It builds leaders in-depth on its structure because this is the very foundation of having a stronger organization as it creates stability and power. Anchored on its vision, “By 2028, a world-class Army that is a source of national pride”, the Philippine Army, Education and Training in particular, as the prime driver of the organization, also need to have a world-class training standard. This is the reason why it has been exerting all its best efforts to come up with better doctrines to further enhance the competencies and leader development of its personnel through a Doctrine-based Training Program.

There is a great need to enhance competencies and leader development process of PA personnel because we face Diverse, Volatile, Uncertain Complex, Ambiguous and Distracted (DIVUCAD) environment. The PA, in order to develop competent leaders, adapts the Philippine Army Ladderized Leadership Training and Education Development (PA LLTED) system whereby the Officers and Enlisted Personnel (EP) follow a certain leadership path that would be very beneficial to the position they are eyeing and would drive the soldiers’ career progression and self-development.

The Philippine Army believes that the success of military forces in terms of competencies, leadership, and training is directly associated with the validity of its doctrine. Training shall be based on validated and dynamic doctrine while it plays a vital role in the evaluation and development of Army doctrines. The doctrine-based training programs are key to improve the competencies and leadership skills of its personnel. Thus, the goal of the Philippine Army’s doctrine development is to formulate doctrines that are responsive, relevant, and aligned to the Army’s operational requirements and supportive to the desired capabilities. The Army’s doctrine development is a continuous series of actions and a never-ending process to sustain improvements, respond to the ever-changing operational dynamics and address the challenges to competencies and leader development that is fundamental to the organization. Innovations then to a Doctrine-Based Training Programs are necessary undertakings.

The Philippine Army ensures that doctrine development has purpose, direction, meaning, and will always be relevant

to the organizational thrust. The fundamental purpose of doctrine development is to enhance operational effectiveness, serve as an intellectual cornerstone of professional military education, and provide a common professional language and a common frame of reference. The PA doctrines are the references of the Philippine Army Training Schools and Institutions during the conduct of training, they serve as reference materials for other studies, and a guide to enhance Command and Control and Simulation systems with the ultimate objective that through this training, personnel will internalize the correct application of doctrines in actual operations, and will be leaders with core competencies and adept to leader development.

Formulating a doctrine is not an easy task. It needs to undergo a process involving thorough planning and initiation, research and development, review and adjudication before it is approved and promulgated. It is a working document, meaning, subject to continuous improvement or revision. Its constant development is needed to incorporate better approaches aside from the traditional conduct of military affairs. The end-goal is always an improved doctrine-based training programs offered by the organization. Normally, it takes half a year to craft a manual, but for the year 2020, the Philippine Army has promulgated a total of 20 manuals despite the current pandemic and the difficulties it brought forth. This is to augment the manuals needed to improve doctrine-based trainings as it continuously evolves facing new challenges while pursuing its vision.

The Philippine Army’s efforts and initiatives does not end there. It encourages its personnel not to lose sight of what is to be achieved. Like this doctrine-based training programs, concomitant is the pursuit of constantly improving responsiveness to mission-based competency requirements while aiding the transformation towards a world-class Army of the future. Indeed, the Philippine Army is steadfast in making things happen particularly in terms of the competencies and development of its leaders. 🇵🇭





# THE TRANSFORMATION CONTINUES

• Mr. Gil Ezekiel J. Senanin



*MSAB Chairperson PEZA Dir. Gen. Charito B Plaza and Dr. Ma Isabel Cojuangco-Suntay with the CGPA, CSPA, and C, AGSMO during the 3rd Qtr PA MSAB Regular Meeting.*

Transformation, just like learning, is a continuous process. Every experience and every person that we meet in the journey is a huge contributor to our transformation. Not only does it involve a one-man team but rather, it consists of shared efforts from everyone who belongs to the group or institution. As what the Army Governance and Strategy Management Office (AGSMO) believes in, “it starts from within”. However, we all know that starting something takes a lot of courage and determination and subsequent to it is the sustainment of this transformation which needs persistence, hard work, and commitment.

With the new predicaments that the society is facing, the Philippine Army Multi-Sector Advisory Board (PA-MSAB) has been true to its obligation, which is to promote the continuity and sustainability of the Army Transformation Roadmap (ATR). Since its creation, it continues to encourage shared responsibility in the



*LTGEN CIRILITO E SOBEJANA pins the ATR Pin to the newest addition to the PA MSAB, DA Undersecretary for Regulations Zamzamin L. Ampatuan.*



*Honorable Senators Emmanuel Pacquiao and Panfilo Lacson during the Online PA MSAB Summit 2020.*

success of the ATR. With its growing number of members from various sectors of the society, including Senator Emmanuel D. Pacquiao, DA Undersecretary Zamzamin L Ampatuan, Hon Mayor Benjamin B Magalong, and Secretary Mark A Villar, who are willing to contribute to the Philippine Army's efforts of transformation, and the addition of its new committee, the Legal and Diplomatic Relations Committee, it is evident that we are sincere in our transformation journey and we believe that this transformation will continue and will be sustained.

The Governance Committee that promotes the principles of good governance and performance excellence of the Philippine Army proposed and facilitated the conduct of the first PA MSAB Online Summit and Town Hall Discussion on Anti-Terrorism Act of 2020. The summit aims to build and foster a stronger partnership between the MSAB Members and the Philippine Army. It encourages fruitful discourse and sharing of best practices from varying expertise and sectors of the society. This year, Regional MSAB Chairpersons, National MSAB Members, PA Major Unit Commanders and Army Senior Leaders gathered together as an online community to take on pressing issues and elevate them to national discourse.

The Strategic Communication Committee, which supports and guides the Army's communication programs with both its internal and external stakeholders, engages local celebrity reservists and aims to fuel support from external stakeholders by the creation of the provincial MSAB through the Governance and Strategy Management Offices and the inclusion of a pool of local media personalities through the activation of Division Press Corps. In addition, to intensify the awareness on the Philippine Army, the committee plans to create promotional video documentary in favor of the Army, and an Audio-Visual Presentation for NSTP classes.

The Resource Generation Committee, whose primary responsibility is to oversee the development of the resource generation plan, coordinated with the Philippine Economic Zone Authority (PEZA) and PEZA Director General for schemes on utilizing military reservations and converting them into Defense Industrial Economic Zones. The conversion of these areas into business districts shall generate funds to accelerate the Army's modernization efforts. The establishment of these Economic Zones is a trend adopted by countries, especially in Asia. These ecozones are projected to bring in technology, huge capital

investment, job opportunities, and development of idle lands. Towards this step, the committee is now focusing on the conduct of inventory of military reservation areas that the PA can turn into defense industrial complexes.

As per Review and Assessment Committee that evaluates the Army’s performance in implementing the ATR, it believes that the PA managed to meet some of its targets considering that most of its activities that are significant in the performance scorecard were either suspended or delayed due to the pandemic. Organizational priorities to cope with the changing operational environment posed distinct challenges in achieving some of the targets.

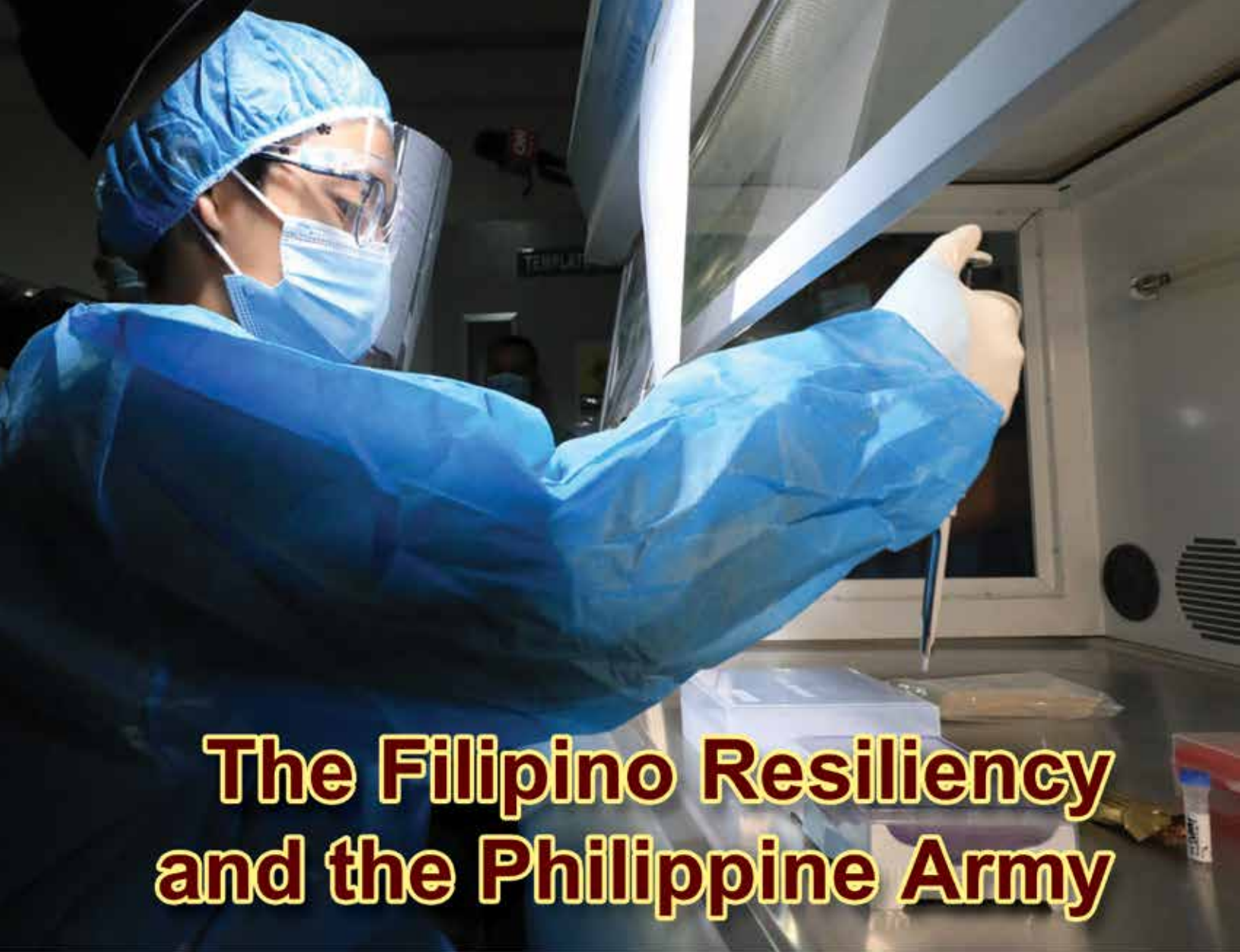
Meanwhile, the Research and Education Committee, which conducts research and training to improve the

Army’s institutional integrity, has committed to pursue the attainment of capacitated faculty, a realistic training environment, and world-class training facilities, all of which shall become the core of the army training standard.

We have come a long way and there is no doubt that we are gaining a lot from this journey, but we have to remember that we are not finish yet, we have more years to come and a lot of challenges to face. We believe that with the grace of God and with the continuous support of each and every one of us, our transformation will not just continue but will also prosper. Achieving a long-term goal demands a long-term commitment, camaraderie among us, faith, courage and hard work. Hopefully, eight years from now, we can truly say that we are a world-class Army that is a source of national pride guided by our core values—honor, patriotism, and duty. 🇵🇭



*The current slate of PA MSAB Members headed by PEZA Director General Charito B. Plaza. EZA Director General Charito B. Plaza.*



# The Filipino Resiliency and the Philippine Army


• Ms. Alexandra Beatrize A. Agulto

**I**t has been eight months since the onset of different levels of community quarantine in various areas of the country due to the COVID-19 pandemic. This period has brought wariness, weariness, anxieties, and uncertainties to the Filipinos. Graduating students were not able to march on the podium wearing their much-awaited outfit-of-the-day while many became jobless. These are only a few of the varied impacts this pandemic has brought to us, Filipinos.

Despite these unfortunate events, our resiliency has never waned. We easily adapt to changes. We conquer uncertainties and most of all, we continue to strive living and soaring into greater heights. This kind of resiliency inspires our men in uniform to continue serving the people and securing the land. Destroying this unconventional threat will never be an easy task but the Philippine Army exerts all efforts to support every Filipino.

As the Philippine Army continues to seek ways in eliminating this unconventional threat, it also puts premium to the morale and welfare of the troops who bravely embrace the challenges of COVID-19.

The Philippine Army recently launched the PA Molecular Laboratory to address the health conditions of the troops and their dependents due to COVID-19. It aims to expedite the provision of raising the morale and welfare support to the troops. The PA Molecular Laboratory showcases a strong commitment of the Philippine Army in eliminating the traumas of COVID-19 and the premium it provides to the soldiers of this country.

For an organization that is as strong, committed and eager as the Philippine Army, no amount of threat will ever endanger this country and the Filipino resiliency will continue to shine and foster. 



RECEIVING AREA 1

# Ensuring Efficient and Effective Utilization of PA's Resources

• COL EDGAR P NIGOS GSC (INF) PA

The Office of the Army Internal Auditor (OIAA)<sup>1</sup> has remained steadfast and in sight of its dream to become one among the many in the government services to be abreast and adherent to the provisions of the Revised Philippine Government Internal Audit Manual (RPGIAM)<sup>2</sup> despite the “clear and present danger” threat of the COVID-19 pandemic<sup>3</sup>.

All of us around the globe, for that matter and without exemption, was taken aback by the onslaught of the COVID19 pandemic - and which has locally reached our shores here for the first few reported cases last January 2020 virtually stopping everything in its path. The Philippine Government immediately issued successive proclamations and other issuances that led to the convening of the Inter-Agency Task force for the Management of Emerging Infectious Disease (IATF-MEID)<sup>4</sup>.

But likened to a runaway train, there is no stopping now for us despite the pandemic setback, albeit temporary, for we in the OIAA would insist and force the issue that we will continue and proceed to learn what we need to know at this point in time. Since to my mind, there is no better way to perform our roles and functions to the best of our abilities in the office and become a significant partner of our various PA major units and HPA offices in pursuit of their organizational goals and visions in the short, medium and long term<sup>5</sup> than holding back our routine activities for a moment, regroup then sit down and listen, read and try to learn, re-learn and un-learn old and known practices while attempting at the same time to

fully understand, digest and intimate among ourselves the concepts, principles, policies and standards of internal auditing. As a matter of fact, we are even more relevant to this current pandemic situation through our newly acquired skills on BAICS<sup>6</sup> with its root cause analysis and work back approach principles, we found that we can assist offices and units on how to go about with their business continuity plans, of crisis management and their preparedness with the current pandemic.<sup>7</sup>

The whole idea actually is how we can be able to capacitate ourselves and in the process empower each one of us: officers, enlisted personnel and civilian human resource, to perform our mandated task of internal auditing. We have less, if not totally none, of these knowledge and essential skills in the past, which is, with reference to the manuals and provisions of the National Guidelines on Internal Control System (NGICS)<sup>8</sup> and the Philippine Government Internal Audit Manual (PGIAM)<sup>9</sup>. And such idea can now be put to fruition with the help and constant support and mentoring of our own partners, our technical experts, hence, tapping their expertise being the specialist/s in this field of discipline. We owe to them what we

have become at this point in time, what we know and what we can already do for internal auditing after they have opened our eyes and were taught of the various rudiments of internal auditing as provided for in the RPGIAM. But despite all these efforts – in the recent past, the OIAA has never rested but continued to be passionate to reach for higher goals and understanding of its functions, of what else can the office do to sustain what it has started because it has finally seen its importance in the organization, especially in pursuing good governance, accountability and transparency in the management of resources and personnel, among others.

Last October 5 to 9, 2020, the office had embarked on yet another milestone amidst the pandemic with the National Capital Region (NCR) under the more lenient category of General Community Quarantine (GCQ) when it conducted its five-day in-house seminar and workshop. The purpose was for the office and its staff to jumpstart the formulation and writing of the first of its kind 3-year Strategic Plan and the Annual Workplan (AWP). The whole training activity went about very well with all the participants showing their eagerness to learn more and deeper






on the concepts and principles of the compliance, management and operations audits after those were always the subject of our constant discussions, opinions and the sharing of one's insights, that is, in various fora and in every which way and opportunity possible especially among us officers and the senior civilian human resource auditors of OAIA. Also given additional emphasis by Ms Alicia Manuel, the resource speaker of the 5-day seminar, was the concept of risk management. At the end of each day-long session of 5-days, outputs of the workshop by the four (4) groups composed of six (6) members each were presented and subsequent discussions and comments were heard and further given clarifications. In summary, the entire exercise had

attained its purpose and intent that gave every member of OAIA family the additional competence, skills and knowledge in internal auditing as well as the confidence and commitment to work harder and serve the Philippine Army at their best.

Moreso, it cannot be overemphasized that OAIA personnel had been preoccupied and their hands full each week even with the existence of the pandemic straddling between working to finish the remaining PAMUs and HPA offices for the conduct of BAICS on virtual sessions, that is, performing special compliance and management audits as directed by the agency head on the sideline and drafting the 3-year strategic plan and that of attending half-day of the three day AGIA training and seminars

in the form of webinars through the Zoom links in the office conference room. With the implementation of community quarantines nationwide due to COVID-19 pandemic, alternative work arrangements and travel restrictions especially of air travels has actually worked to our advantage in the OAIA for it has given us more opportunities to learn internal auditing through virtual sessions that were for free, courtesy of AGIA, with more than any available time in the past.

Borrowing the words of our Commanding General, Philippine Army, LTGEN CIRILITO E SOBEJANA PA, "Ang taong masaya, maraming nagagawa" we in OAIA has been truly happy, blessed and full of energy regardless of the pandemic and that positive well-being in our workplace and of our people has always been translated to accomplishing and following our various deliverables for this year.

In behalf of the officers, enlisted personnel and civilian human resource of OAIA, allow me to take this opportunity to wish you all, especially to our beloved organization, the Philippine Army and with its present leadership, LTGEN SOBEJANA sir, a very Merry Christmas and prosperous New Year! May the year 2021 be more auspicious for all of us to achieve our goals, ambitions and success and for the Army to attain its strategic goals and objectives! 

<sup>1</sup>Philippine Army Manual 11-07, Army Internal Audit, May 06, 2014.

<sup>2</sup>Department of Budget and Management Circular Letter No. 2020-8, Revised Philippine Government Internal Audit Manual, May 26, 2020.

<sup>3</sup> Presidential Proclamation No. 922, Declaring a State of Public Health Emergency throughout the Philippines, March 9, 2020.

<sup>4</sup>Executive Order No. (E.O.) 168, s. 2014 created the Inter-Agency Task Force for the Management of Emerging Infectious Disease (IATF); the IATF convened for the management of the COVID-19, January 28, 2020.

<sup>5</sup>Army Transformation Roadmap (ATR) based on a new system – the Performance Governance System (PGS).

<sup>6</sup>RPGIAM, Part II, Chapter 1.1 – Conduct of a Baseline Assessment of the Internal Control System (BAICS), p 113.

<sup>7</sup>Institute of Internal Auditors – Australia Article, Factsheet: Internal Audit and Pandemics.

<sup>8</sup>Department of Budget and Management Circular Letter No. 2008-8, National Guidelines on Internal Control Systems, October 23, 2008.

<sup>9</sup>Department of Budget and Management Circular Letter No. 2011-5, Philippine Government Internal Audit Manual, May 19, 2011.

<sup>10</sup>COVID-19 community quarantines in the Philippines.

<sup>11</sup> RPGIAM, Part II. Chapter 1 – Strategic and Annual Work Planning, p. 111-142.

<sup>12</sup> RPGIAM, Part I. Chapter 1 – Concepts and Principles of Internal Audit 4 – Types of Audit. p. 9-25.

<sup>13</sup>RPGIAM Part I. Guidelines Chapter 1 - Concepts and Principles of Internal Audit, 5.7.1 Risk Management, p. 35.

<sup>14</sup> Read AGIA By-Laws and Articles of Incorporation. 



# AGSMO CELEBRATES 8 YEARS OF GENUINE TRANSFORMATION

It has been eight years since the Army Governance and Strategy Management Office (AGSMO) demonstrated its desire to good governance and strategy management. This year's theme "Managing Strategy for a Dynamic Philippine Army" continues to remind us that the AGSMO is sincere in doing its mission; to manage and oversee the execution of cross-functional processes related to strategy implementation among the Philippine Army.

The Commanding General of the Philippines, LTGEN CIRILITO E. SOBEJANA, PA graced the celebration and led the awarding and pinning of ranks to the personnel of AGSMO who excel throughout



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***... AGSMO remains as one of the most sought-after organizations in the country in terms of strategy management with its partnerships and extended assistance to the different sectors of the society...***

the year. Ms. Katrine Mae M Bernadas, supervisor of the civilian employees, received the CGPA Award (Order of Francisco Baltazar) for graduating number one with a general average of 96.81% in a class of Twenty (20) students. Ms. Bernadas received grades not below 85% in all events both academic and non-academic in the Civilian Personnel Basic Supervisory Course Class 35-20 which was conducted by Sustainment Center (Provisional), Training and Doctrine Command of the Philippine Army.


LTGEN CIRILITO E. SOBEJANA, PA also led the pinning of ranks to the Army personnel who were newly promoted. By Special Orders Number 1751, TSg RODEL G LORANIA (Infantry) Philippine Army was promoted Master Sergeant effective as of December 1, 2019. SMS RODOLFO G YABUT (Infantry) Philippine Army was also promoted to Chief Master Sergeant effective on December 1, 2018 by Special Orders Number 3116. Lastly, Lt Col ERNEST JOHN C JADLOC O-11636 GENERAL STAFF CORPS (Infantry) Philippine Army was promoted AD INTERIM to the rank of COLONEL (O-6) effective on January 17, 2020.

Aside from the pinning of ranks, the Office of the Assistant Chief of Staff for Personnel, G1, Philippine Army was also conferred and received the AGP (Army governance Status) Proficient Status for establishing the functionality of their strategy execution mechanisms.

Three of the Army offices namely, Finance Center, Philippine Army (FCPA), Army Personnel Management Center (APMC), and Research and Development Center, Army Support Command, Philippine Army, received their ISO certification on the same day. This ISO certification is based on several quality management principles, including clear focus on meeting customer requirements, strong corporate governance and leadership commitment to quality objectives, process-driven approach to meeting objectives, and focus on continuous improvement.

The AGSMO also launched the Philippine Army Risk Management Handbook which will serve as a guide in terms of risk management.

In his message LTGEN CIRILITO E SOBEJANA, PA congratulated the personnel of AGSMO headed by COL JOEL PALOMA for their admirable dedication to sustain the Army's effectiveness in strategy management and execution, and for being an exceptional steward of the Army Transformation Roadmap. He also recognized the AGSMO's consistent success throughout the years, for being one of the Philippines' Islands of Good Governance and the Palladium Balanced Scorecard Hall of Famer. He also believed that the AGSMO remains as one of the most sought-after organizations in the country in terms of strategy management with its partnerships and extended assistance to the different sectors of the society, both public and private including the Bureau of Customs and Philippine Coconut Authority for their Performance Governance System journey and the Philippine Business for Social Progress (PBSP) to address poverty, hunger and food security.

The Anniversary celebration was held at the Ricarte Hall, Headquarters Philippine Army in Taguig City and attended by various guests including the VCPA, MGEN ROBERT C DAUZ PA, CSPA, MGEN ROWEN S TOLENTINO PA, other members of the Conference Group Alfa, and former C, AGSMO MGEN GERRY P AMANTE PA (Ret) who is currently the Vice President of ARMSCOR and other guest diplomats graced the occasion. Current C, AGSMO COL JOEL M PALOMA GSC (INF) PA who anchored the office for the last four years and duly recognized by the Commanding General for all the achievements which was showcased through an AVP endorses to the members of BOSO. The activity lasted for an hour and was highly a success. 



# “Service Above Self”

“  
*Service doesn't have to be big and grandiose to be meaningful and make a difference.*

– Cheryl A. Esplin

In our country, terrorists live each day to shatter and take away the lives of innocent civilians and our soldiers. As a military nurse, I live each day to fulfill my duties to prolong and extend life through the knowledge and skills our omnipotent God has given me. It is challenging and oftentimes difficult in different military deployments, but there has always been satisfaction and fulfillment when adversaries are being surpassed.

The first deployment of the First Brigade Combat Team (1BCT) in Jolo was on April 16, 2019. Abu Sayyaf terrorists and their terroristic components lurk in Jolo metropolitan and thick vegetated areas. The place has hostile reputation wherein Filipinos, either Catholics or Muslims, have their fair share of sacrifices. When we arrived at Jolo public pier on June 4, 2019, there was an undeniable eerie feeling that some would say that once you set foot, promise of another tomorrow or another opportunity to see another day is uncertain. Constant weather changes, lack of water supply and difficult living conditions did not help either. Sometimes, this situation makes me wonder, “what am I doing here in the first place?”

Part of my job as staff of the Brigade Sustainment Battalion (BSP) is to train my medical platoon personnel to

be effective medics during combat operations by equipping them knowledge on combat life saver, tactical combat trauma and emergencies to ensure that a soldier would not die in combat operations due to loss of blood or due to other preventable combat injuries. I need not elaborate more on the BSP functions, rather please read on our unforgettable experiences while in Jolo.

My experiences in performing my duties are countless. Sleepless nights due to enemy sightings, numerous loud artillery fires within our camp and nearby locations, combat trainings, workshops, drills, military combat planning and execution of operations, civic action operations and medical missions, referrals and evacuations, and other military movements are just some that I experience. To date, two major incidents happened in the Brigade which I consider memorable.

The first incident was the bombing incident on the 28th of June 2019. By the time the Muslim noon prayer stopped, a sudden strong loud blast happened. I took cover with two other female soldiers and a male officer. Then, in seconds, a second loud blast occurred. The blast shattered the window glasses and parts of the ceiling. I felt the building moved due to the blast impact. Knowing that mortars would be a threat and the room of the Commander was on the floor where we were which the enemies might be after, we hurriedly went downstairs.

An Officer ordered one Enlisted Personnel to guard us three females and hid us in a small room where guns and bullets are being stored. It was the only concreted space with fewer chances for us to get hit. Exchange of gunshots happened. There were loud shouting, radio calls and gunshots for several minutes. My mind was filled of thoughts that I could not get out alive from that situation once the terrorists attack and corner us; that there would be many casualties since there were troops resting in tents; but hoping and praying that reinforcements would come faster because minutes seemed hours. Hearing that reinforcement was already on its way, I heard them looking for me.

The Captain said that I was needed because troops were injured. First thing I saw was one of my medics lying down looking pale and helpless. Another medic was beside him, pale and seemed not himself because he was not performing as what a medic should during that time. Then, I had a quick look on other casualties and triaged them. Amongst the casualties, I identified two casualties as critical; first was a medic with a wound on his back with a considerable size and the second critical patient was the one hit with probable shrapnel in his neck but could still talk, breathe properly, and with minimal bleeding on his neck.

I attended the injured medic because of the considerable blast wound on his lower back. He was pale, sweating profusely, in pain, and gasping for air. I looked at his back and it was indeed a huge wound. I only said to him in a calm voice that he has a wound on his back. I did not want to induce panic or add to his anxiety. He just listened to my voice and tried to relax himself because I was there to manage his wounds. The next succeeding moments were a series of frenzy attendance to all those injured. Despite the ongoing fires outside of the building we were in, total casualties attended during the day of the bombing were 12. By the next day, about seven more personnel were treated due to minor shrapnel injuries. For some, what I did was extraordinary. For me, it was only what I was supposed and expected to do and that I was merely doing my duty as a military nurse.

Significantly, interventions administered had been helpful to the troops at the same time, new learnings also happened which were reported to the Office of the Chief Nurse Army in order to help facilitate in developing and improving the health service support of the Army as well as the entire Armed Forces of the Philippines.

Another memorable incident was on August 13, 2019 when I was part of a long convoy of transporting artillery weapons and the movement of hundreds of troops to other combat key position areas. Two of my men and I were tasked to be the medical team during that significant movement. The medical team was prepared about 5AM on that day. Since there was a huge movement, most military vehicles designated for the convoys were filled up. We did not have an ambulance that time.

The Operations Officer decided to let us ride in one of the armor vehicles of 6th Mechanized Infantry. Along the way, the vehicle where I was suddenly lost its breaks and we were starting to catch people's attention. We were transporting troops and important military supplies and equipment to include artillery weapons. The operations officer sent two vehicles to our location to secure the one armored vehicle and the other armored vehicle to proceed with the convoy. We transferred to another armored vehicle and proceeded with the convoy.

A few minutes with the convoy, our G1 called me to stay alert and be vigilant because there was a reported





IED explosion ahead our path. The entire convoy was rerouted and proceeded to another detachment for security purposes and to allow the areas to be cleared first before we proceed with the convoy. We waited in a detachment while other units bombarded the said locations of the IED explosion and enemy sightings to clear the path for our safe convoy. Eventually, it was declared that the enemy had dispersed and there was a clearance for the convoy to proceed. The enemies were bombarded with mortar fires and fires from choppers. Upon clearance, we proceeded with the convoy.


When we arrived at our destination, I was informed by the Company Commander that one of our troops who had been deployed there for one week had a sudden change in behavior and was acting oddly. To add, the soldier was unable to sleep for two consecutive days. When I spoke to the patient, there were indications that he was suffering from a traumatic combat related stress. I brought him to Camp Kuta Heneral Teodolfo Bautista Station Hospital for further evaluation and management.

These two experiences are just to name the few of countless learning experiences I had. For me, treating a person is one thing but saving a person's life is something extraordinary. At the same time, the person would be forever grateful as long as he or she lives. One nun came to visit in our camp and asked about the experiences and what does a military nurse do in combat areas such as in Sulu. My reply was spontaneous "*Sister, kung ang iba nangunguha ng buhay, iba naman ako dahil ako naman ang nagdudugtong ng buhay*". The nun smiled. I believe that in any battle, one death is already too many. Saving a life is like saving hundreds since that one saved life will be grateful and he will be a better person for other people.

Anybody can be a nurse but not everybody can be a military nurse and choose to be one. Military nursing

entails both challenges and fulfillment in every mission. Successful military campaigns and missions such as during wars would be incomplete without the health service support whose primary mission is to treat and conserve the fighting strength of the troops. Behind the scenes, military nurses work alongside the troops to provide support across health care needs of the soldiers in battle. I for one, had served in a memorable military mission during the "Marawi Siege."

My accomplishments may seem ordinary or usual for some as they may think that they are usually done by a Nurse Corps Officer or are expected from them. Nevertheless, I consider them as my accomplishments since I have to start such trend of change because I wanted improvements and not merely accepting the way things are or what is usually being done. Whenever I see problems and things that need improvement and I act on them and accomplish the expected outcomes. I believe little things do matter as they will be the foundation of an outcome which one expects. In every unit assignment I had been, I wanted to do something of an improvement or change so that would serve as a form of legacy which my staff would remember me by and for the institution to continue and improve. All of us have something to give and something to sacrifice for. One may have sacrificed part of their freedom so others may live, be free, and be safe. What we give up sets us apart from those who chose not to give part of their lives for others.

***I am CPT MARY ROSETTE F WEE O-146445 (NC) PA, a Military Nurse in the Philippine Army of the Armed Forces of the Philippines and I gave part of my freedom for others to live.*** 

# HOLIDAY SEASON'S Cybersecurity Tips

• MAJ CATHERINE S GULLE II (SC) PA



**2. Treat links, attachments, and other clickable pathways in your inbox with extra caution. During the holiday season, hackers disguise malware-ridden documents like receipts, gifts, delivery status updates, and order confirmations.**

- Do not click on a link if it looks suspicious: open your browser and go directly to the site.
- Do not enter your login credentials or financial information on a form or link you received in an email.

For most of us, the holiday season is about family, friends, food, and shopping! As we enjoy the holiday season and embrace the new shopping traditions in a year like no other, we can expect to see online traffic at an all-time high as consumers stay home and search for gifts from the comfort and safety of their homes. Unfortunately, while we adjust our typical holiday activities amid the pandemic, identity thieves and fraudsters remain ready to take advantage of the accelerated e-commerce boom that's driving more shoppers online earlier than in years past.

With all the holiday online shopping, packages deliveries, and new technology purchases, it is easy to let your guard down. However, it is important to remain vigilant and continue to follow cyber security best practices.

Here are some cybersecurity best practices to help you this holiday season:

## 1. Shop securely and use alternative payment channels.

- Pay attention to the URL (website address). Only buy from reputable online companies that you know and trust. If you haven't shopped there before, read reviews and check the security of the website. Remember that it should start with https:// not just http://. Additionally, the padlock icon appears to the left of the website address on secure online retailers.
- Use secure Wi-Fi. Using free public Wi-Fi to shop online while at your favorite coffee shop is tremendously convenient, but it is not cyber safe. Don't make purchases while connected to public Wi-Fi; instead use a virtual private network (VPN) or your phone as a hotspot.
- Shoppers most frequently pay for their holiday purchases using debit cards. When it comes to cybersecurity, think about using an alternate payment method such as a credit card or a third-party online payment system like Google Pay, Apple Pay or PayPal. Completing purchases using PayPal and other third-party online payment channel are also good alternatives to debit cards as the store never directly receives your financial information through these third parties. In the event your digital information becomes compromised, you can rest assured that you're protected against fraudulent charges.
- Check your online financial accounts regularly for suspicious spending. Also, take advantage of text and email alerting services that many banks and credit card companies now offer.
- Be wary of offers too good to be true – no matter how tempting they might be. Buy only from trusted and established online retailers and avoid websites of retailers you've never heard of.

- Scan your emails for viruses, if possible. Some email services, like Google's Gmail, automatically scan incoming and outgoing attachments for viruses.
- Review all emails closely, especially those appearing to come from retailers with promotions. Remember, a reputable seller will never request credit card details via email.

## 3. Diversify Your Passwords.

- The more diversified passwords you have, the more difficult it will be for your accounts to be hacked. This is the easiest thing you can do this holiday shopping season to safeguard your digital information. In fact, there are many password managers you can use or gift to someone else to ensure your loved ones' cybersecurity year-round.
- Create long and unique passphrases for all accounts and use multi-factor authentication wherever possible. Multi-factor authentication will fortify your online accounts by enabling the strongest authentication tools available, such as biometrics or a unique one-time code sent to your phone or mobile device.
- Change your passwords frequently. By changing your password frequently, we recommend every 30 to 60 days, you can better protect your online accounts from hackers. If you suspect your account or password has been compromised, notify the organization immediately and change your password.

## 4. If you are receiving or giving technological presents this holiday, then follow these cyber security tips:

- Ensure the device is updated and running the latest software. Devices running outdated software could have vulnerabilities that have already been exploited. Fortunately, if your device is running the most up-to-date software, then it should be patched against any recently discovered vulnerabilities.
- If you are receiving or giving a refurbished or second-hand device, make sure you perform a factory reset before you start using them to ensure it does not have any malicious code leftover from previous owners.

With these easy-to-follow tips, consumers can try to keep their holiday season merry and bright. It's important to be aware of the risks of online shopping, but with the proper precautions, you can stay safe while still making sure the stockings are stuffed. Let's believe in the magic of the holidays but approach this shopping season armed with security tips and a healthy dose of skepticism to identify and avoid fraud before you fall for it. Above all, do not let the hustle and bustle of the holiday season distract you from the seriousness of internet threats.

**Sources:** Forbes.com, aNetworks.com

*“A Mind of a **WARRIOR**  
and Heart of a **PEACEMAKER**”*

