



2020

ACCOMPLISHMENT

REPORT

Department of National Defense

**DEPARTMENT OF
NATIONAL DEFENSE**

**ACCOMPLISHMENT
REPORT**

CY 2020

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SECRETARY'S MESSAGE

With the onset of the COVID-19 pandemic, the year 2020 undoubtedly became an extremely challenging period for the One Defense Team as we served as the backbone of the nation's containment and recovery efforts. Since the implementation of our country's community quarantines, we have been at the forefront of the nation's pandemic response. These encompass the nationwide deployment of our resources for security, peace and order, logistical support, repatriation of overseas Filipinos and stranded individuals, aid and PPE distribution, among many others.

Despite the steep learning curve in dealing with COVID-19, the Department has successfully accomplished its strategic priorities. I believe that our institutional efficiency and goal-oriented performance are products of our professional cohesion. The past year has also been productive for the Armed Forces of the Philippines with regard to the AFP Modernization Program through big-ticket purchases, which are set to improve our internal and external defense posture. Further, these additions are also seen to boost our efforts for counterinsurgency, peacekeeping, and humanitarian assistance and disaster response.

Consistent with a whole-of-government approach, the Defense Department has substantially reduced threats from communist terrorist group (CTG), which have hampered inclusive economic growth especially in rural areas. We have also actively implemented Community Support Programs in conflict-affected barangays. As one of the prime movers of the National Task Force to End Local Communist Armed Conflict (NTF-ELCAC), we have seamlessly reintegrated former rebels in mainstream society and sealed off the recruitment of insurgents from the ranks of youth and students by exposing the lies and deceit perpetuated by CTG.

The Department has also provided disaster mitigation and response relief in areas ravaged by natural calamities, and is actively empowering local governments to build resilient communities. In light of COVID-19 and global climate change, the defense and security sector has been striving to be innovative in our ways of thinking and doing things as we confront non-traditional security threats.

Looking forward, the Department shall continue to prioritize acquisition of key defense equipment, improvement of human resource management and welfare support for defense personnel, international and regional security cooperation, and formulation of strategic and proactive policies that are responsive to geopolitical tensions, climate change, and cybersecurity.

In this volatile and uncertain environment, one thing is constant: the resolve, professionalism, and patriotism of our soldiers and reservists, healthcare workers, civil defense officers, policy makers, operations professionals and civilian work force as conscientious public servants.

Together, we have worked hard to attain our objectives and amass significant gains. Sustaining them will make the prospects of a just and lasting peace, and inclusive progress more achievable in the coming years.

Bilang inyong Kalihim ng Kagawaran ng Tanggulang Pambansa, lubos akong nagpapasalamat at nagpupugay sa inyong taos-puso at buwis-buhay na pagmamahal at serbisyo sa ating bandila at bayan.

Delfin N. Lorenzana
Secretary of National Defense



Your One Defense Team

The Department of National Defense is the principal line agency charged with safeguarding the country against external and internal threats to national peace and security, providing support for economic and social and economic development, and promoting the welfare of soldiers and veterans. In conjunction with other agencies, the Department's participation in programs toward peace, security, and public order and safety, are critical to the national aspiration for a “matatag, maginhawa, at panatag na buhay” envisioned in the Ambisyon Natin 2040 and the Philippine Development Plan 2017-2022.

VISION 2028:

A defense organization that guarantees Philippine security, territorial integrity and sovereignty; a reliable partner in national development; and a strategic player in the Asia-Pacific Region.

MISSION:

To defend against external and internal threats to territorial integrity and sovereignty, and promote the welfare of the people, in order to create a secure and stable environment conducive to national development.

To realize its Vision 2028, the Department shall continue to build-up and sustain the readiness of a defense force composed of highly trained, well-equipped soldiers and competent civilian professionals; uphold the core values of patriotism, professionalism, and good governance; and significantly increase the country's defense capability and capacity through modernization.

The Department also exercises supervision over the Armed Forces of the Philippines (AFP) and the Major Services- the Philippine Army, Air Force, and Navy, as well as civilian bureaus: the Government Arsenal, National Defense College of the Philippines (NDCP), Office of Civil Defense (OCD), and the Philippine Veterans Affairs Office (PVAO), which subsumes the Veterans Memorial Medical Center (VMMC). Moreover, by virtue of Executive Order No. 78, s. 2019, the Philippine Aerospace Development Corporation (PADC) was placed under the administrative supervision of the Department. Similarly, the Veterans Federation of the Philippines (VFP),

created through Republic Act No. 2640, is under direct control and supervision of the Secretary of National Defense. The thousands of soldiers, civil defense officers, healthcare workers, and policy-planning and operations professionals comprise the One Defense Team.

To ensure the Department's provision of services and delivery of its wide-ranging mandate, the DND's bureaus have field and regional offices to cater to the needs of veterans and retirees and disaster risk reduction and management services, while the AFP has units across the country to ensure effective force deployment, as well as contingents and military observers to the United Nations Peacekeeping missions, and Defense and Armed Forces Attaches strategically located in different countries.



ARMED FORCES OF THE PHILIPPINES

Responsible for upholding the sovereignty of the country and defending its territory against foreign and domestic threat, and plans, organizes maintains, develops, and deploys the regular citizen reserve forces for national security.



GOVERNMENT ARSENAL

Design, develop, manufacture, procure, and stockpile small arms, mortars, and munitions, and to plan mensa for self sufficiency of the foregoing, and the efficient mobilization of the civilian industry to augment its production in times of emergency.



NATIONAL DEFENSE COLLEGE OF THE PHILIPPINES

Train and develop the skills and competence of potential national defense leaders, civilian public officials, and selected executives from the private sector on the formulation and implementation of national security policies, and for high command and staff duty.



OFFICE OF CIVIL DEFENSE

Administer a comprehensive national civil defense and disaster management program by providing leadership for the development of a strategic and systematic approaches to reduce risks and hazards from disasters, as well as the education and training of the public and government on civil defense measures and activities.



PHILIPPINE VETERANS AFFAIRS OFFICE

Ensure the welfare and well-being of the veterans and perpetuate the memory of their heroic deeds, through various programs such as veterans claims and benefits administration, medical care and treatment, and the maintenance of military shrines and veterans commemorative activities.

NATIONAL DEFENSE STRATEGY

The 2018 National Defense Strategy is the premier policy document of the Department and covers various elements of security planning: assessment of the strategic environment, identification of strategic thrusts and mission areas, and discussion of the continuing capability upgrade and modernization of the defense force. In broad strokes, the Department's strategic priorities are encapsulated in five (5) strategic priorities.

Strategic Priorities

- **Sovereignty and Territorial Integrity of the State Secured.** The DND shall sustain its efforts in improving its capabilities for territorial defense, continue the adherence to international law and rule of law, strengthen defense cooperation, and secure the sovereignty and sovereign rights of the country
- **Internal Stability.** The DND shall continue its support to the AFP Development Support and Security Plan (DSSP) *Kapayapaan*, pursue military operations against terrorist groups, and intensify support to law enforcement. In the performance of these tasks, the AFP shall continue to uphold and adhere to the principles of human rights, international humanitarian law, and the rule of law.
- **Highest Standard of Capability and Preparedness on Disasters Attained.** The OCD shall continue to be proactive in implementing and monitoring the Disaster Risk Reduction and Management (DRRM) programs of the local DRRM councils, as well as strengthen the linkages with both international and local partners to enhance cooperation on DRRM-Climate Change Adaptation (CCA). The AFP, on the other hand, shall consolidate and capacitate selected units for first responders' role and improve its coordination with other agencies.
- **Operations in Support to Global Peace and Security Improved and Sustained.** The DND shall deepen its relations with existing defense partners and explore collaboration with potential ones in order to promote Philippine defense interests and generate opportunities for capability and capacity building.
- **Good Governance Upheld.** The DND shall undertake institutional reforms to promote good governance by upholding the values of integrity, accountability, and transparency.

Mission Areas

The Defense Mission Areas of the Department were outlined in 2018 pursuant to the Defense Mission Planning Memorandum. Primarily, the mission areas are clustered between the internal and external defense environments. Defense mission areas are the sub-programs that are common to all force programs (Army, Air Force, Navy, and General Head Quarters), which optimize the administration and operationalization of defense resources around focus concerns.

| EXTERNAL DEFENSE MISSION AREAS | |
|-------------------------------------|---|
| Maritime and Air Defense | Improve Maritime and Air Domain Awareness through the conduct of maritime and air patrols, naval and air interdiction, and support to law enforcement in the prevention and response to illegal activities beyond the 12 nautical mile zone. |
| Cybersecurity | Develop and secure information and communications technology (ICT) network and infrastructure, as well as adhere to the National Cyber Security Plan primarily through personnel training, information sharing, and cybersecurity monitoring and defense. |
| Security Cooperation and Engagement | Strengthen relations and engagements with strategic partner-countries to promote the country's defense interests, particularly capability building. |

INTERNAL DEFENSE MISSION AREAS

| | |
|---|--|
| Territorial Defense | Protect, defend, and secure the territorial seas, land, and airspace of the country from sovereign incursions and invasion through the conduct of border patrol and defense support to law enforcement. |
| Security and Stability | Assist in maintaining a secure domestic environment that is conducive for socio-economic development. Relevant efforts include military operations, support to public order maintenance and ongoing peace processes, and development support operations. |
| Humanitarian Assistance and Disaster Response | Mitigate and respond to natural and human-induced hazards and disasters, and provide humanitarian assistance to Filipinos before, during, and after disasters, such as pre-disaster warnings, rescue operations, and relief operations. |

THE REPORT

The DND-Wide Accomplishment Report is an annual publication that showcases key accomplishments of the One Defense Team under a results-based framework, primarily guided by commitments and various targets under the General Appropriations Act (GAA), Security, Justice, and Peace Cluster (SJPC) Roadmap, and internal reports such as the Program Performance and Budget Execution Review (PPBER) and topic-specific monitoring reports on priority projects, programs, and activities. This report converges on the Department's key result areas, as follows:

1) *COVID Response and Disaster Mitigation and Response*

Contributions of the Defense Department to human security and non-traditional security concerns exigent to FY 2020, namely support to the national COVID-19 mitigation and treatment efforts, as well as the four pillars of national disaster risk reduction and management, namely: disaster prevention and mitigation, preparedness, response, and rehabilitation and recovery.

2) *External Security and Credible Defense Posture*

Efforts to protect national territory and sovereignty from foreign threats, such as (a) Maritime and Air Defense of strategic border-areas such as the West Philippine Sea and the Sulu-Celebes Seas, among others; (b) the capability improvements in Credible Defense Posture through the AFP Modernization Programs (RA 7898 and RA 10139), the Self-Reliant Defense Posture (SRDP) Program, and other priority projects; and (c) measures to protect national cybersecurity.

3) *Internal Security and Stability*

Measures toward domestic armed groups and/or peace-spoilers, particularly on internal security operations (ISO), disarmament, demobilization, and reintegration (DDR), Development Support activities, and participation in various ongoing peace processes. Thematically, this shall include efforts on the National Task Force to End Local Communist Armed Conflict (NTF-ELCAC), Task Forces Ending Local Armed Conflict (TF-ELAC), preventing and countering terrorism and violent extremism, disbandment of private armed groups (PAGs), and the peace and order situation in Muslim Mindanao.

4) *International Security Cooperation*

Accomplishments in fostering international security partnerships that are aligned with strategic, diplomatic, and military priorities. This shall cover the (a) forms and benefits of defense cooperation with existing and emerging partner-states (e.g., logistics cooperation, information exchange), (b) activities in support of global peace and security (e.g., United Nations Peacekeeping Operations), and (c) other more embryonic security and defense engagements.

5) *Personnel Welfare*

Accomplishments of programs aimed at improving military and civilian personnel's welfare in the Department, as well as the needs of the veterans and Wounded-in-Action/Killed-in-Action soldiers. This covers accomplishments under the Comprehensive Social Benefits Program (CSBP), the Kapakanan at Gabay sa Dating Kaanyuan (KAPAGDAKA), PVAO's pension benefits, as well as the activities under the Gender and Development (GAD) program and the National Action Plan on Women, Peace, and Security (NAPWPS).

6) *Internal Institutional Innovations*

Organizational efforts to promote good governance and efficient practices in the Defense sector. The Department's accomplishments in Streamlining Government Services and efficient financial management shall fall under this section, which may include ISO Certification, the Performance Governance System (PGS), and discipline system and activities for the military and civilian personnel.

The year 2020 was a challenging year for the country and the DND due to the COVID-19 pandemic. Nonetheless, the defense sector simultaneously managed the full spectrum of security issues, both traditional and non-traditional, such as the pandemic, climate change, terrorism, and territorial defense. Amid an ever-changing security environment, the Department and its bureaus stand at the ready to serve and defend the Filipino people.





COVID-19 RESPONSE AND DISASTER PREVENTION, MITIGATION, AND RESILIENCE

The year 2020 was marked by forces that challenged the government’s capability in disaster management. In January 2020, Southern Luzon was met with the eruption of Taal Volcano. The scenic volcano in a lake erupted with little warning. The volcano island and its environs were covered with grey volcanic ash. Manila’s airport had to suspend operations for the safety of airline passengers and people were told to wear face masks to prevent inhalation of fine dust ejected by Taal Volcano in the atmosphere. Little did everyone suspect that wearing face masks would be part of everyone’s clothing for the rest of the year, albeit for a different reason.

In the same month, the Philippines confirmed its first case of COVID-19, a global health pandemic that led to prolonged lockdowns, strained healthcare systems by the sheer volume of patients needing medical attention, and massively disrupted economic activity as a result of the temporary closure of non-essential businesses and services. Countries around the globe began disconnecting from global highways - whether air, sea, and land transportation - by closing borders to prevent and contain the spread of the virus. In March 2020, the Philippines, escalated border closures: first at the National Capital Region, and later implemented to the rest of the country to reduce inbound international travel. The country shifted from war-footing against a non-traditional threat and mobilized healthcare workers, uniformed personnel, and the whole of government to mitigate the spread of COVID-19. Compounding the pandemic is the series typhoons and flooding toward the latter half of the year, such as Typhoon “Rolly” and “Ulysses.”

The COVID-19 pandemic served as an eye-opener for leaders and disaster managers, and it has put to the test disaster response and management during pandemic emergency. It also challenged the standard and effectiveness of existing preparedness and response mechanisms in place, which were continuously and proactively adjusted to ensure public safety. Such policies included restrictions in people’ movement, which affected not only health safety but also economic security. These necessary restrictions and uncertainty rendered the year 2020 challenged by shared anxiety and distress.

The roles and contribution of the DND, the AFP, and the Department’s civilian bureaus were pivotal in addressing the simultaneous occurrence of the health pandemic and extreme weather events. With the Secretary of National Defense at the helm of the National Disaster Risk Reduction and Management Council (NDRRMC), its strategic and operational plans and preparations in disaster management and mitigation were front and center amid the government’s efforts to address the COVID-19 pandemic and the various disasters. The Secretary likewise took on roles to address the COVID-19 pandemic, which were successfully undertaken with the full and committed support of the One Defense Team.

ADDRESSING THE COVID-19 PANDEMIC

The DND and its bureaus extended vital support to the government agencies, communities, and individuals to ensure the Filipino people’s safety from the COVID-19 crisis. These efforts showcase the Defense Department’s sincere care for the Filipinos amid the pandemic.

The Secretary of National Defense was designated as the Chairperson of the National Task Force Against COVID-19 (NTF COVID-19) to implement the country’s response on the COVID-19 pandemic. At the forefront

of the Department's response to the pandemic and to its clientele were the Office of Civil Defense (OCD), the Armed Forces of the Philippines (AFP), and the Veterans Memorial Medical Center (VMMC). The other offices and bureaus took equally important roles in ensuring the welfare of its people through necessary interventions. (see Chapter 6: Personnel Welfare)

The OCD provided support to the National Inter-Agency Task Force for the Management of Emerging Infectious Diseases (IATF-EID) by providing logistical requirements for COVID-19 response, and by managing donations to the National Government to address COVID-19 pursuant to Administrative Order No. 27, s.2020. The OCD also headed the Sub-Task Group (STG) Logistics of the Task Group (TG) Resource Management and Logistics (RML) of the NTF COVID-19. The IATF-EID, which was activated in 2020 and was expanded to include NDRRMC member agencies and other partners, took on additional functions, such as addressing public health concern related to COVID-19 and the coordination of a unified COVID-19 response through the whole-of-government approach. The OCD provided support to such endeavors, particularly to the National Incident Command (NIC) and the National Task Force (NTF). It also led the management and distribution of donations and other pandemic-related logistical requirements in the regions through the Task Group on Resource Management and Logistics (TG-RML).

The AFP, meanwhile, provided operational support to the national government for its health response and the maintenance of peace and order to enforce community quarantine guidelines. Through the STG Law and Order, the AFP helped maintain quarantine control points (QCPs) nationwide and enforce non-pharmaceutical interventions (NPIs), such as curfews, travel restrictions, and social distancing. The AFP also provided support to the NTF-COVID 19's TG-RML and TG Strategic Communications under its role in the STG Law and Order. Further, AFP medical, administrative, and security personnel were posted to various detection, treatment, and monitoring health facilities.

The VMMC, as the medical facility for veterans, adjusted operations to cater COVID-19 response for its clients through the creation of a COVID-19 ward and the operationalization of a reverse transcription-polymerase chain reaction (RT-PCR) lab.

IN THE KNOW: the NTF Against COVID-19

In the fight against COVID-19, the government adopts a simplified strategic design where all COVID-19 efforts are aligned. The strategic design of the response to this national emergency situation investigates the current condition of the country in terms of (1) trajectory and risk-level of the spread of the virus; (2) readiness of the country's public health system; (3) the social, economic, security impact; and (4) the capacity of the government to deliver essential services during the public health emergency.

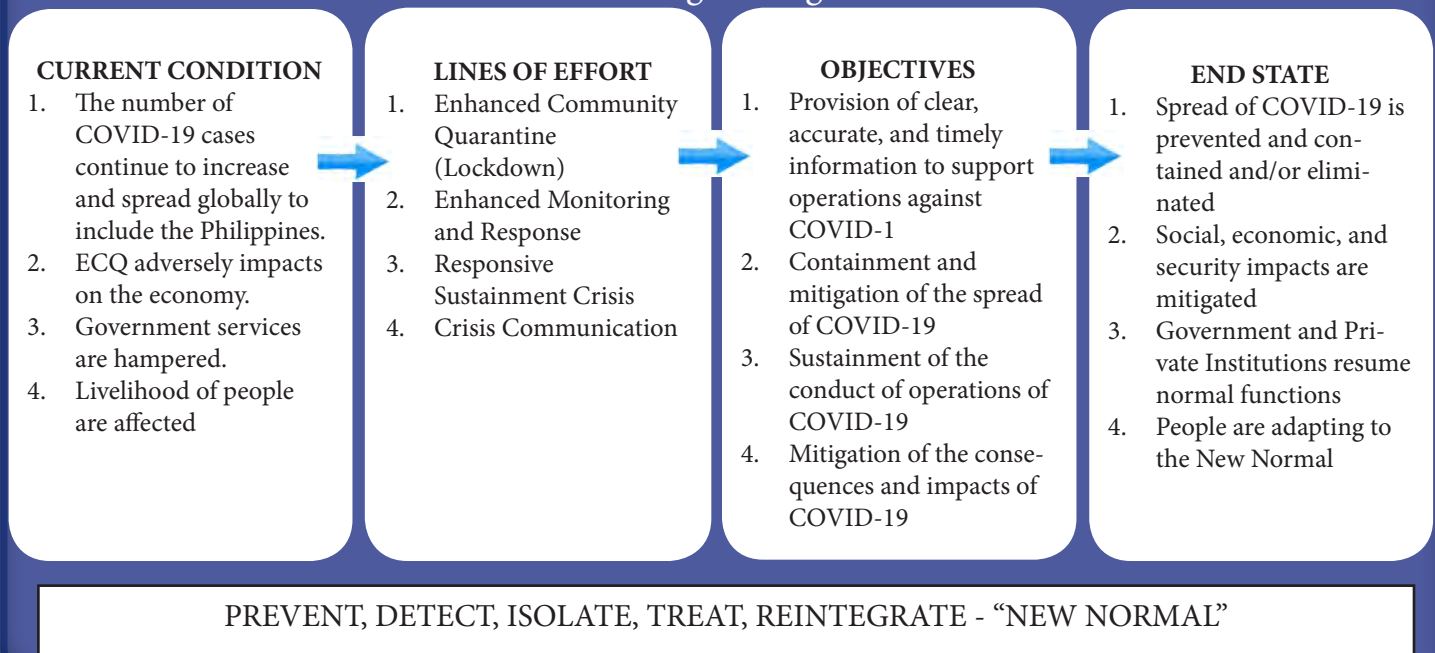
The National Command Structure was activated, with the President as the National Commanding Authority. This works with the IATF-EID, which serves as the primary policy-making body. IATF-EID is chaired by the Secretary of Health, with the Cabinet Secretary and the Secretary of Environment and Natural Resources as co-chairs. Strategic operations were organized under the National Task Force chaired by the Secretary of National Defense and is co-chaired by the Secretary of the Interior and Local Government. Meanwhile, operations response was delegated to the National Incident Commander (NIC), which is chaired by the Presidential Adviser on Peace Reconciliation and Unity (PAPRU), with the Bases Conversion and Development Authority President as his Deputy.

The tactical response is organized into three main clusters: 1) Response Cluster headed by the DOH; 2) Vaccine Cluster headed by the PAPRU as Vaccine Czar and concurrent National Chief Implementer; and 3) The Recovery Cluster headed by NEDA. Representatives from the different agencies comprise these clusters and are coordinated with regional, provincial, city, and municipal counterparts, reporting to the NIC. Meanwhile, the implementation of the National Action Plan COVID-19 is carried out by the following Task Groups:

1. *Task Group Response (TG Response), as the principal working effort to detection, isolate, and treat the carriers.*
2. *Task Group Management and Logistics (TGRML), which provides the critical needs of the TG Response to sustain its operational pace.*
3. *Task Group Strategic Communication (TG StratCom), which is responsible for the tasks of providing clear, accurate, and timely information to support the operations against COVID-19.*
4. *Task Group Food Security (TG Food Security) ensures the physical, social, and economic access to sufficient, safe and nutritious food.*

The National Action Plan COVID-19

Strategic Design



Stopping the spread of the virus

The AFP, together with the Philippine National Police (PNP), Philippine Coast Guard (PCG), and the Bureau of Fire Protection (BFP), issued the PNP-AFP-PCG-BFP Joint Implementing Directive No.1-2020, which established policies and guidelines in the performance of the respective mandates of the PNP, AFP, PCG, and BFP in the maintenance of peace and order, enforcement of laws, and in supporting other agencies to prevent and/or contain the spread of the COVID-19 in the country. It also gave the mandate to organize and operationalize the National Joint Task Force Corona Virus Shield (NJTF CV SHIELD).

The AFP deployed 11,965 personnel, of which 1,307 were deployed in the National Capital Region (NCR), to augment in quarantine assistance stations and assist in repacking operations. Likewise, 17 AFP personnel were deployed to provide security at the Quezon Institute, a medical institution that treated COVID-19 patients, while 81 medical personnel were deployed in 51 Emergency Quarantine Facilities (EQF) nationwide and 86 medical personnel are placed on standby status for deployment. The AFP also deployed 129 mobility assets in support of JTF COVID Shield as of yearend 2020, particularly in manning quarantine control points (QCPs) to enforce community quarantine guidelines such as curfew and travel restrictions to mitigate the transmission of COVID in hotspot areas.

IN THE KNOW: National Joint Task Force Corona Virus Shield (NJTF-CV SHIELD)

On 13 March 2020, the PNP, AFP, PCG, and BFP organized the NJTF-CV SHIELD to unify the approach in addressing the spread of COVID-19 through the enforcement of quarantine policies and rules.

The AFP also deployed personnel to mega treatment and monitoring facilities (MTMF), which included 53 personnel to the Ninoy Aquino Stadium (NAS); 77 personnel to the Solaire-PAGCOR MTMF; and 88 personnel to the Rizal Memorial Stadium. Deployment of 173 personnel to the Lakeshore Swabbing Facility was also undertaken, wherein 138,764 as of end-2020 were swabbed, The AFP also converted the BRP Ang Pangulo, docked at Pier 13 in Manila, into a floating quarantine facility. It also provided two medical personnel and a doctor-on-call to the quarantine facility that could accommodate 28 patients. As of 20 December 2020, the floating quarantine facility has accommodated 146 patients since its opening on 24 April 2020.

The DND also contributed to suppressing the spread of the virus by securing certification for its molecular laboratories and establishment of quarantine facilities. The AFP reported that the Molecular Laboratory of the AFP Medical Center-AFP Research Institute for Medical Sciences (AFP-RIMS) has been certified by DOH as a Stage 5 (Full Scale Implementation) COVID-19 testing laboratory on 14 April 2020 and completed 51 EQFs as of 20 December 2020. The VMMC, meanwhile, received a Modular Molecular Laboratory from Unilab in June 2020. This was built by ENDEC in partnership with Global Medical Technologies and could process 300-400 tests daily. Through this facility, VMMC has the capability to conduct RT-PCR tests for its personnel, patients, veterans, and other clientele - prior to the operationalization of the Modular Molecular Laboratory, VMMC relied on testing facilities of the Lung Center of the Philippines and other DOH facilities such as the RITM.



In photo: VMMC turnover of Modular Molecular Laboratory (Source: PNA)

Assisting the Frontliners

Under AO 27, s.2020, the OCD was tasked to manage the donations of medical supplies from various donors to the National Government, to include inventory management, transportation, and distribution of vital medical supplies nationwide, such as PPEs by utilizing assets from the AFP, PNP, PCG, BFP, and other partners. Donations received by OCD are distributed to the different hospitals, frontline units nationwide, and local government units, especially in areas with high COVID-19 cases. The OCD also supported various quarantine facilities and mega-testing/swabbing centers within and outside Metro Manila in their daily operational and logistical requirements.

The TGRML of the NTF-COVID-19 is mandated to ensure availability of resources, supplies, and facilities for response operations, identify quarantine and treatment facilities and locations, and formulate economic plans, programs, and projects to cope with the impacts. The Task Group maintains and ensures the operationalization of the humanitarian supply chain from the procurement of the required non-food items including medical supplies up to their distribution, and it serves as the backbone of the NTF's response operations.

The AFP took a significant role during the response to the impact of the pandemic. Of importance is its logistical support, which was made available during restrictions to commercial modes of transportation. The AFP distributed 469,060 various face masks, 225,987 various medical supplies such as face shields, isolation gowns, and gloves), and 113,542 food items, as well as various essential items such as collapsible tents, cot beds, thermal scanners, and disinfectants. During the height of the community quarantine in May 2020, C-130s and the BRP Ramon Alcaraz picked up much-needed PPEs and medical supplies. Up to present, the AFP continues with flight missions by utilizing assets such as C-130s, C295s, UH-1 helicopters, and the recently acquired S-70i "Black Hawk" helicopters, especially now for the national vaccine distribution.

Under the TGRML, the STG Logistics, headed by OCD, ensures the seamless movement of medical supplies and the facilitation of requests from service providers and frontline healthcare workers. From April 2020, the STG Logistics used a total of 3,155 land assets, 228 sea assets, and 15 air assets for the delivery of government-procured PPEs and donations to intended beneficiaries. Through this, a total of 5,538,869 sets or around 221,560 boxes of government-procured PPEs were successfully delivered from the Joint DOH-OCD Warehouse in Camp Aguinaldo to various drop-off locations nationwide. The TGRML has recorded 7,808 individual donations, of which 514 are from the international community while 7,294 individual donations are from local donors. The AFP also supported the transportation of various equipment and materials related to COVID-19 response utilizing various air, sea, and land transportation assets. Out of the 784 transportation requests received by the TG-RML, 735 were successfully accomplished with support from the AFP.



In photo: OCD assistance in the distribution of critical medical supplies and other items

Quick Look: OCD's efforts to address the COVID-19 Pandemic

| OCD Role | Accomplishment |
|--|---|
| Lead Sub-task group of Task Group Resource Management and Logistics-NTF COVID 19 | Facilitated the delivery of 5,538,869 sets of government-procured PPEs, and received a total of PhP 34,560,902.51 in donations. |
| Lead Task Group Management of Returning Overseas Filipinos | Supported 798,718 Returning Overseas Filipinos. Of this, 796,129 were RT-PCR tested. 466,663 were provided transportation assistance, including 1,963 Filipinos from Sabah. |
| NDRRMC Emergency Operations Center | Provided secretariat services and policy inputs to the NTF COVID-19 and the NTF Response and Recovery and Governance Clusters. |
| Regional DRRM Councils | Provided leadership at the ground level to implement directives of the national government, secretariat support to regional DRRM councils, and led the formulation of regional COVID-19 response and contingency plans. |

Meanwhile, the restrictions in public transportation to control the spread of virus severely affected commuters from essential sectors, some of whom had to walk several kilometers for several hours just to get to their respective workplaces. To this end, the AFP implemented a *Libreng Sakay* program, which ferried a total of 143,012 commuters throughout Metro Manila. Through the *Libreng Sakay*, the AFP transported 1,567 returning overseas Filipinos and locally stranded individuals (LSIs) from Col Jesus Villamor Air Base to different provinces nationwide.



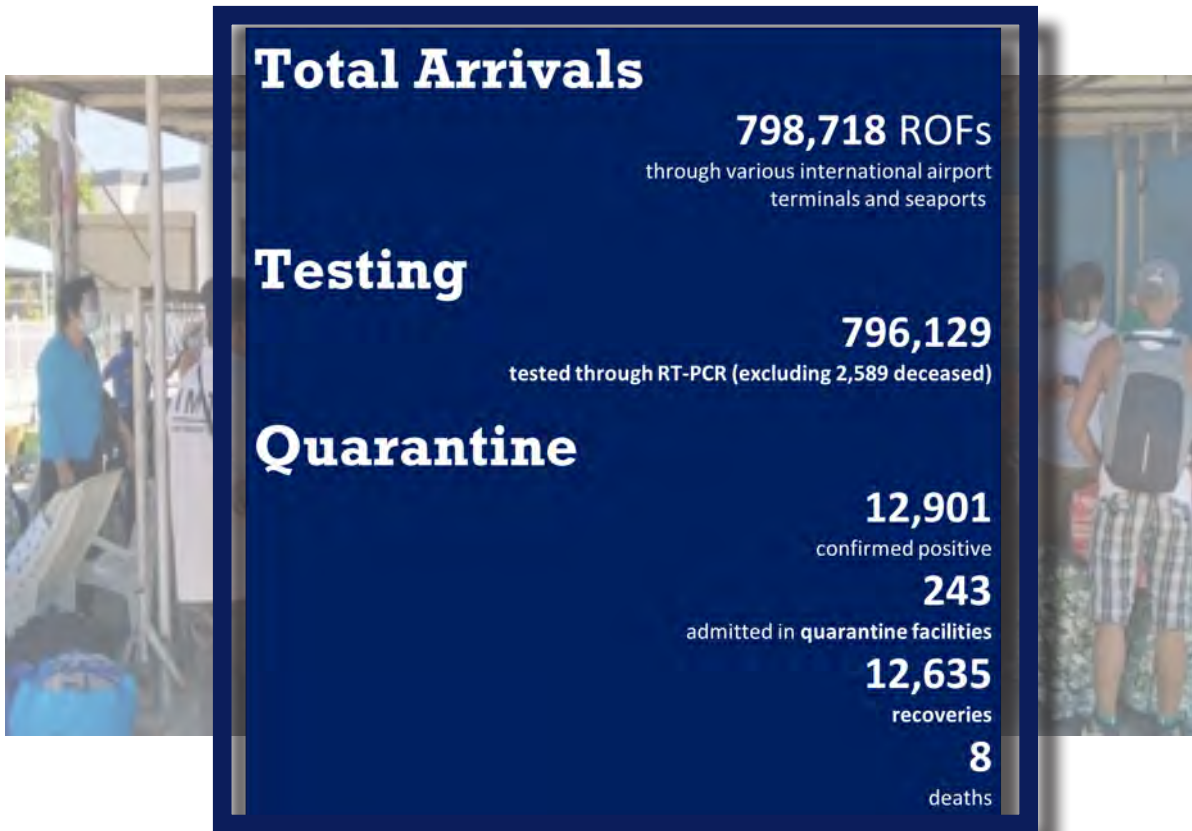
In photo: AFP's Libreng Sakay Program

Assisting Overseas Filipinos and Vulnerable Groups

The Task Group on Management of Returning Overseas Filipinos (TG-MROF) was created to cater to the medical and social needs of Returning Overseas Filipinos (ROFs), as well as to coordinate with various government agencies, private entities, and other task groups to effectively respond to the prevailing crisis, in cooperation with regional task units and local government agencies that are tasked to facilitate the safe return of the ROFs back to their home provinces. The Regional Emergency Operations Centers (EOCs) were also activated to address the concerns of Locally Stranded Individuals (LSIs) (“Hatid Probinsya” Program) and Returning Overseas Filipinos (ROFs) (One-Stop-Shops).

Through the TG-MROF, the government was able to assist the return of about 800,000 ROFs to the Philippines via land, sea, and air. It was able to facilitate the arrival of the remains of 2,589 deceased OFs, 345 of which died due to COVID-19. In terms of swabbing, the TG-MROF was able to accommodate the RT-PCR testing of 796,129 ROFs, or 99.67% of the ROF arrivals.





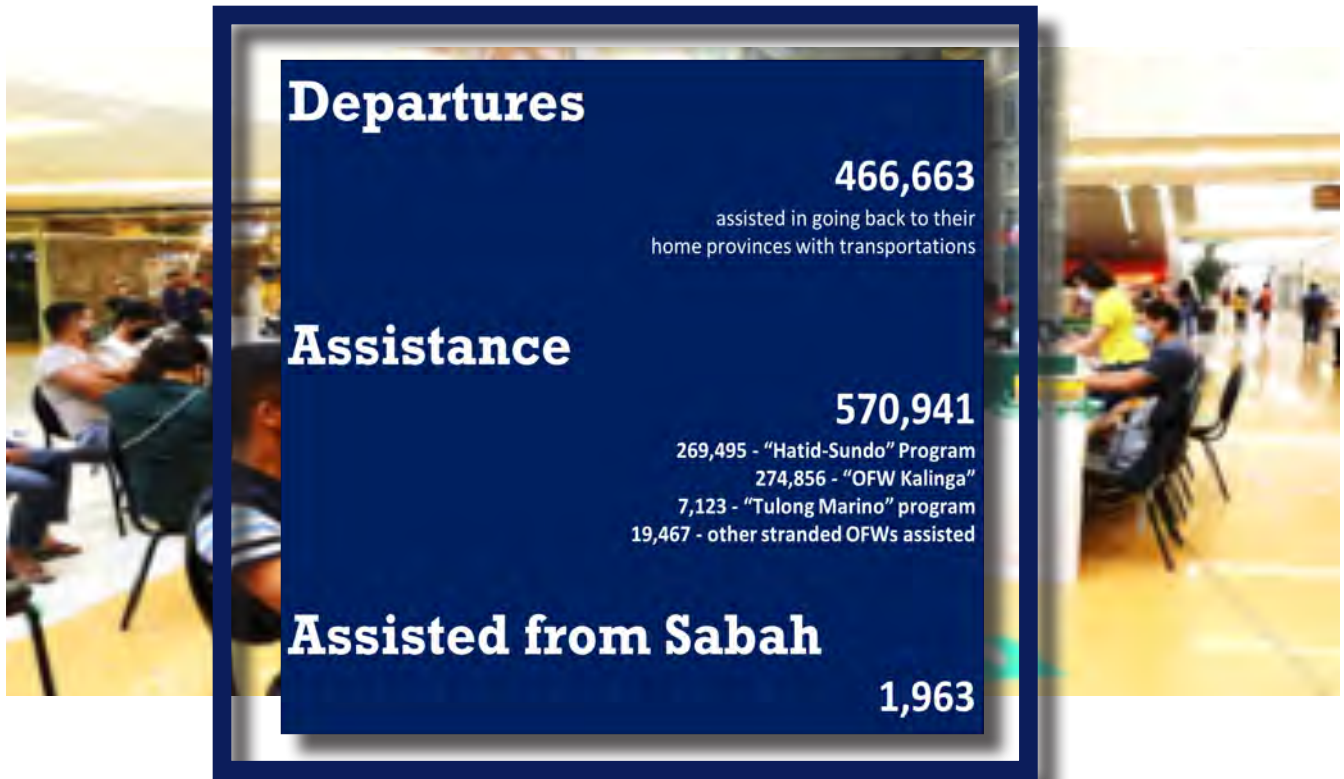
Summative Data on Returning Overseas Filipinos

Likewise, the TG-MROF assisted 466,663 ROFs back to their respective home provinces, of which 178,510 were assisted with transportation by land, 218,215 by air, and 69,938 by sea. Further, various assistance was extended to 570,941 ROFs through OWWA, of which 269,495 were assisted through the “Hatid-Sundo” Program; 274,856 through the “OFW Kalinga” Program; and 7,123 were assisted through the “Tulong Marino” Program. The remaining 19,467 stranded OFWs were also assisted various forms, such as food, accommodation, and transportation assistance to stranded OFWs in the regions. Meanwhile, a total of 1,963 Returning Filipinos (REFs) from Sabah arrived in September 2020 and were assisted in going back to their respective home provinces.



AFP Efforts to assist OFWs

For its part, the AFP provided accommodations to 5,451 LSIs and ROFs at the Philippine Army Wellness Center and temporary shelters at the Libingan ng mga Bayani in Fort Bonifacio while waiting for their respective flights.



Assistance to Returning OFWs

Funding COVID-19 Efforts

To support the efforts in addressing the effects of the COVID-19 pandemic, the DND and its bureaus contributed to the government’s funding requirements for its efforts. A total of Php 22.46 Billion was discontinued, while about Php 4.27 Billion was used by the DND to fund various efforts to address COVID-19 related concerns.

| DND Office | Discontinued/ Adjusted FY 2020 (in PhP Millions) | Operational expenses related to COVID 19 (in PhP Millions) |
|-------------------|---|---|
| Army | 1,416 | 85 |
| Air Force | 1,540 | 1,155 |
| Navy | 453 | 305 |
| GHQ | 18,512 | 394 |
| DND Proper | 58 | 4 |
| GA | 85 | 5 |
| NDCP | 342 | 2 |
| OCD | 26 | 2,229 |
| PVAO | 17 | 9 |
| VMMC | 12 | 83 |
| TOTAL | 22,461 | 4,270 |

DND-Wide Resource Management Data on COVID-19. Includes FY 2019 discontinued appropriations and the AFP Modernization Program

On cash donations, the STG Logistics recorded a total of PhP34.56 Million received from nearly 8,000 international and local donors. Of this amount, the OCD reported that PhP33.3 Million has been utilized to fund activities and procurement of essential supplies.

To support the funds needed to address the pandemic, the AFP donated a total of PhP20.4 Million to OCD and to the National Task Force COVID-19, which was raised from a portion of the military and civilian human resources' salaries and from one-day subsistence allowances of Philippine Navy personnel.

Caring for the DND Personnel and Veterans during COVID

Because the DND-AFP served at the frontlines, infection and death were inevitable. At the end of 2020, 5,001 AFP personnel and dependents were diagnosed as confirmed COVID-19 patients, of which 4,649 have recovered while 38 died. OCD likewise reported 41 infected personnel, and two (2) deaths. For the other DND bureaus, a total of 46 personnel were infected with zero (0) deaths, while a total of 229 RT-PCR tests were requested for DND personnel identified as Persons Under Investigation (PUIs) and Persons Under Monitoring (PUMs).

The country's veterans, which are among the Department's main sector-clients, are inherently at risk with contracting the virus owing to their age. As of yearend 2020, the VMMC reported a total of 575 veterans who tested positive for COVID-19, of which 103 died while 472 survived their battle against the virus.

The Department provided health care assistance to address these concerns through its facilities. The VMMC, from March 2020 to 30 December 2020, reported 5,446 patients seen, of which 83 were confirmed COVID-19 positive cases while 200 patients were hospital staff. For the period, 25 confirmed COVID-19 patients were admitted, while 121 patients were either suspected (14) or probable (107) patients. The VMMC reported 153 deaths.

Help was not scarce for the DND and its clientele. For the veterans, the VFP donated PhP81,840,000.00 to the VMMC to combat the COVID-19 virus. Meanwhile, the PVAO, through its Online Action Center, provided services to the veterans and their families without having to leave the safety of their homes. The Veterans Communication Center was also activated, which provided the veterans a platform in obtaining and disseminating information concerning the Filipino Veterans Community.

PVAO ONLINE VALIDATION

You can now validate your PVAO pensioner's status thru Skype!

TO VALIDATE THRU SKYPE:

- 1 Send your request for Skype Validation to this e-mail address:
skype.vmd@pva.gov.ph
- 2 Kindly provide us the following information:
 - Name of Pensioner
 - Date of Marriage
 - Birthdate of Pensioner
 - Type of Pension received from PVAO
 - Present Address
 - Name of Veteran
 - Valid Skype Username / ID
 - Birthdate of Veteran (not telephone or cellphone number)
 - Date of Death of Veteran
- 3 Attach the scanned copy/screenshot of any 2 valid government ID's preferably:
 - PVAO ID
 - Senior Citizen's ID
 - AFP/PNP ID
 - Driver's License with picture
 - Passport
- 4 Upon receipt of information and e-copy/screenshot of the requirements, a confirmation e-mail will be sent to the requesting party.
- 5 After the scheduled online interview, an e-mail will be sent stating that the requesting party was successfully validated for this year!

ZERO CONTACT PENSIONERS VALIDATION THROUGH SKYPE

Additionally, advisories on the easing of validation requirements in view of the pressing health crisis were issued. In consideration of the health protocols in place due to the COVID-19 pandemic, all PVAO pensioners due for validation from 01 April to 30 September 2020 were extended automatically. This was subsequently extended until 31 December 2020. However, pensioners were required to validate within three (3) months after 31 December 2020. To further ease the worries of PVAO pensioners, PVAO, together with its partner banks and financial institutions, opted for an earlier release of pension from March to June 2020. Pensions were posted at least three to five days earlier than the regular pension remittance schedule.

PVAO also implemented measures to ensure that veterans are protected from the pandemic, which included, among others, the distribution of 60,000 masks donated by the Ministry of Patriots and Veterans Affairs of the Republic of Korea for Filipino veterans. In addition, the Ayala Foundation donated 1,000 for Filipino veterans. The said masks were among the PPEs distributed to the veterans.



In photo: On May 22, 2020, H.E. Han Dong-Man, ROK Ambassador to the Philippines, turned over to Defense Undersecretary for Civil, Veterans, and Reserve Affairs Reynaldo B. Mapagu, PVAO Administrator Ernesto G. Carolina 50,000 pieces of N95 face masks to the Philippine Expeditionary Forces to Korea (PEFTOK) veterans. Said donation was also in line with the commemoration of the 70th Anniversary of the Korean War and in solidarity in fighting COVID-19.



In photo: Donation of 1,000 masks to the Veterans Federation of the Philippines by the Ayala Foundation, represented by its President, Mr. Ruel Maranan on 29 May 2020 at the PVAO Covered Court. The VFP is represented by Commo. Salvador Q. Esguerra, OIC Executive Vice President and concurrent VP for Operations, and joined by USec. Mapagu and PVAO Administrator USec. Ernesto Carolina.



Local government units also became PVAO's partner in taking care of its clients in other parts of the country. The following LGUs responded to the request of PVAO to provide PPEs and other essentials needs to its clients residing in the provinces:

| LGU | SUPPORT PROVIDED |
|----------------------------|---|
| Dagupan | Donated 220 sets of PPEs and essential needs, containing one bottle of ascorbic acid, five pieces of cloth mask, and one bottle of 500 ml isopropyl alcohol |
| Narvacan, Ilocos Sur | Distribution of hygiene kits in every household in Narvacan, Ilocos Sur, 113 of which were for veterans |
| Batac, Ilocos Norte | 123 face masks and alcohols, and one (1) thermal gun scanner for the FSEO |
| Tuguegarao City | 30 boxes of face masks (50 pcs/box), 50 gallons of alcohol, and two (2) thermal gun scanners for the FSEO |
| Bayombong, Nueva Vizcaya | Face masks and food packs |
| Solano, Nueva Vizcaya | Face masks and food packs |
| Santa Fe, Nueva Vizcaya | Pensioners received PPEs together with food packs |
| Villa Verde, Nueva Vizcaya | Face masks and rice packs |
| Diffun, Quirino | Face masks, food packs, vegetables, and rice |
| Cauyan, Isabela | Surgical masks, face shields, sanitizers, anti-bacterial soap, Vitamin C, and food packs |
| Baguio City | 300 facial masks, 100 boxes of vitamins (calcium), and one liter of alcohol for distribution to veterans once the Enhanced Community Quarantine (ECQ) is lifted |
| Tanza, Cavite | 600 face masks, alcohol, calcium, and Vitamin C |
| Virac, Catanduanes | 5 kg. of rice per pack for 75 veterans |
| Cebu City | 600 face masks and 175 face shields |
| Ormoc City | Allotted 306 facemasks, 153 bottles of alcohol and 46 boxes of Vitamin C capsules to PVAO pensioners |
| Zamboanga City | Distribution of 72 bottles of alcohol and 500 face masks to the VFP, and directly to the veterans |
| Cagayan de Oro City | 300 face masks, two (2) gallons of sanitizers and one (1) gallon of alcohol |
| Butuan City | Provided 400 pieces of face masks for our elderly Filipino veterans residing in the city |
| Davao City | face masks and alcohol |

Assistance of LGUs to Veterans



In photo: PVAO, in partnership with the LGUs, provided PPEs and other essential needs to its clients in different parts of the country.

For its personnel, the DND ensured their safety by providing various forms of assistance and various COVID-19 safety essentials, in compliance with RA 11469, also known as the *Bayanihan to Heal as One Act*. Among the DND offices and bureaus' efforts to ensure the safety and health of its personnel were the acquisition and distribution of protection essentials such as face masks, vitamins, and installation of thermal scanners in entry points. It also released cash assistance to its employees, both regular and contract of service, and assigned military personnel. Likewise, the DND also issued Department Circular No. 6 dated 12 May 2020 pertaining the DND Minimum Health Standards (MHS) for COVID-19 mitigation and establishment of Alternative Work Arrangements (AWA) adopting the safe and healthy working conditions for the DND employees. This included the provision of transportation to physically reporting personnel to ensure their safety on their way to their respective workplaces.



In photo: GA's washing station

DISASTER PREPAREDNESS AND MITIGATION

Aside from the COVID-19 pandemic, the DND also addressed natural and man-made disasters. Assessing disasters risks and vulnerabilities of communities, as well as making and implementing risk mitigation measures and improving capacities of communities to prepare, respond, and mitigate disaster risks are all part of the country's Disaster Risk Reduction and Management framework. The OCD is at the forefront of this endeavor. Likewise, the AFP remain to be an important partner in disaster response, rescue, and rehabilitation.

For the year 2020, a total of 22 Tropical Cyclones entered the Philippine Area of Responsibility, including six (6) typhoons and one (1) super typhoon. These tropical cyclones claimed the lives of 104 Filipinos and damages properties, agriculture, and other industries amounting to about PhP44,222,238,914.32.

| Typhoon | Area/s Affected | Total Damage (in PhP billion) |
|---------------------------|-------------------------------------|----------------------------------|
| Typhoon Ambo | 491 barangays; 140,147 families | 1.575 |
| Typhoon Pepito | 265 barangays; 34,980 families | 0.106 |
| Typhoon Quinta | 2,890 barangays; 209,204 families | 4.222 |
| Super Typhoon Rolly | 5,360 barangays; 522,600 families | 17.875 |
| Typhoon Ulysses | 7,827 barangays; 1,262,939 families | 20.229 |
| Tropical Depression Ofel | 95 barangays; 5,844 families | 0.001 |
| Tropical Depression Vicky | 321 barangays; 43,664 families | 0.214 |
| TOTAL | | 44.222 |

*Major Typhoons
in 2020 and
Corresponding Damage*

The COVID-19 pandemic provided an added challenge to disaster response. Public health standards such as reduced capacities for evacuation centers resulted in the need for additional evacuation centers to accommodate those affected by typhoons. To provide risk-based, timely, and anticipatory response actions to address basic life-preservation and immediate needs of individuals, communities, governments, and institutions; and to ensure that affected communities/population can continue life with dignity and prevent or minimize exacerbation of emergency, the OCD undertook the various initiatives and strategies under the disaster response and early recovery pillar.

1. Enhanced the protocols on Incident Command System for a well-coordinated, collaborative, and systematic response operations;
2. Digitized information gathering and reporting for repository of and easy access and retrieval of necessary data and valuable information;
3. Enhanced the Pre-Disaster Risk Assessment (PDRA) protocols for early/advance and widest dissemination of vital information and warning on a forthcoming weather disturbance to bring about initial response actions, such as enforcement of pre-emptive evacuation and allocation of resources;
4. Established partnerships with local media groups for early warning efforts;
5. Coordinated with concerned agencies on the enhancement of early preparedness actions;
6. Undertook preparations to implement the National Loss and Damage Registry (NLDR), which is a central repository of data aimed for storage and retrieval, visualization, and report generation to aid in decision making. Roll-out will start once funds are made available to end-users and disaster managers.
7. Enhanced the Rapid Damage Assessment and Needs Analysis (RDANA) and review of RDANA form/template to address issues that come up during its use;
8. Enhanced operations of NDRRMC response clusters by properly coordinating/harmonizing response actions of concerned agencies;
9. Strengthened roles of response cluster leads and members;
10. Established an Early Warning Division / Section within the NDRRMC Operations Center as manned by OCD to spearhead monitoring of early recovery efforts; and
11. Applied PHILAWARE program, which is a custom hazard monitoring and early warning system to enhance PDRA and SiMex.

Meanwhile, through the efforts of the AFP, a total of 1,377,827.74 lbs of relief goods and items, and 488 passengers, including government personnel and medical frontliners were transported to the affected areas. These include 473,820 lbs of relief goods and items, and 123 military personnel transported to Catanduanes via sea; 272,820 lbs of relief goods and items transported to Tuguegarao City via sea; and 631,187.74 lbs of relief goods and items, and 365 military personnel and civilians transported to Catanduanes, Legazpi City, Marikina City, Cagayan Valley, and Cebu via air.

Taal Eruption

The AFP supported the operations during the 2020 disasters. During the Taal Volcanic Eruption on 12 January 2020, the AFP immediately provided support during the conduct of forced and voluntary evacuations from the danger zones. The AFP deployed a total of 1,743 regular military personnel and 891 reservists, 112 military trucks, two (2) aircraft and three (3) seacraft in the succeeding evacuations and relief operations. Moreover, the AFP's engineer units completed the various projects in support to the LGU in the Province of Batangas.

| PROJECT | LOCATION |
|---|---|
| Construction of 20 latrine provision | Main Evacuation Center, Poblacion 3, Sto. Tomas, Batangas |
| Construction of 6-cubicle latrine (6 toilets) | Brgy. Luta Sur, Malvar, Batangas |
| Construction of 6-cubicle latrine (6 toilets; 6 bath) | Banay Banay Elementary School, San Jose, Batangas |
| Construction of 12-door latrine | Tanauan, Batangas |
| Construction of 10-door latrine | Balayan, Batangas |

AFP Construction Projects in Batangas to support government response efforts in the Taal Eruption

Typhoons

Although the dissemination of weather forecasts and advisories, response clusters were activated the earliest possible time, and pre-emptive evacuation was imposed, TY Ulysses (I.N. Vamco) (8-13 November 2020) still brought the greatest number of deaths and devastation, upon making three (3) landfalls during its traverse over the country. It has displaced and affected millions of individuals, causing immense damages to agriculture, infrastructure, and other properties in Regions I, II, III, CALABARZON, MIMAROPA, V, CAR, and NCR amounting to more than PhP20 Billion. The Luzon Island Group, Regions II, CALABARZON, and CAR were placed under a State of Calamity. Repairs of lifelines and communication lines, damaged roads and bridges were attended to by concerned agencies for immediate restoration to bring back access to disrupted basic services in the distressed communities. A total of PhP267,042,833.88 worth of assistance was provided to the affected families coming from the DSWD, LGUs, NGOs, and private partners in Regions I, II, III, CALABARZON, MIMAROPA, V, CAR, and NCR.

Significant lessons learned and realizations from the devastation of TY Ulysses include the following: (1) for government agencies and LGUs to never let their guards down especially at the latter part of the year when several tropical cyclones enter the country most of which are destructive; (2) for LGUs on the ground to manage their response operations well particularly at these times when the country is under an extremely challenging pandemic situation and when most evacuation centers have been converted to community quarantine facilities (as victims have to be constantly reminded to observe minimum health protocols wherever they are and whatever they do); (3) to strictly impose pre-emptive evacuation even if typhoon tracks indicate otherwise or if locals would refuse and insist on staying to safeguard their properties (better be proactive than sorry after); (4) to issue timely and easily understood information/advisories and hazard and area-specific warnings at the local/community levels; and (5) to conduct review of dam protocols and consider appropriate, timely, and widest dissemination of the anticipated drawdown from dams.

To address immediate requirements during the Super Typhoon “Rolly” and “Ulysses,” the AFP deployed two (2) Water Search and Rescue (WASAR) teams from 505th SRG, PAF to conduct rescue operations in the flooded areas in Batangas City. A total of 276,885 individuals were rescued, 45 of which were injured during AFP’s SRR Operations. Likewise, 64 cadavers were retrieved by SRR teams or through the joint efforts with other SRR teams from other agencies. Moreover, in support to the recovery and rehabilitation efforts in the aftermath of these typhoons, the AFP deployed one (1) Air Force Engineer Team with equipment to augment in clearing operations of the local government unit of Bicol; one (1) Naval Engineer Team and one (1) Army Construction Company with equipment in Virac, Catanduanes to support clearing operations; and placed one (1) army Engineer Construction Battalion on standby to provide equipment and manpower assistance in the construction of 60 units duplex housing at Relocation Site, Brgy. Taytay, Baggao, Bagayan.

Aside from these typhoons, the AFP also assisted during the Typhoon Depression “Ofel” on 15 October 2020, wherein it provided aircraft to conduct the Search-Rescue-Retrieval (SRR) operation for the three (3) fishermen who were reported missing in the fishing waters of Catanduanes Province and nearby areas. During the Typhoon Depression “Quinta” on 24 October 2020, all Unified Commands and Major Services were directed to closely coordinate with the Regional DRRMs for disaster preparedness and disaster response operations within their respective areas of responsibility (AOR). On 27 October 2020, the AFP provided one (1) Search and Rescue (SAR) helicopter to conduct aerial Search-Rescue-Retrieval (SRR) operations of the reported missing fishermen in Catanduanes.

Damages and effects brought about by these disasters lead to the conduct of extensive response operations and provision of substantial funds for the national government, response clusters, and concerned local governments directly hit by these natural disasters, to be able to effectively manage and address the requirements of the affected population on the ground.

Improving Disaster Preparedness

To determine if the goals, objectives, outcomes, and activities remain responsive to the current needs/ requirements of the organization, to the country’s agenda, priorities, and commitments, OCD has reviewed and updated the National DRRM Framework and Plan (2011-2028). The Updated National DRRM Plan (2020-2030), which was approved and adopted on 30 October 2020, has 23 outcomes, 49 outputs, and 201 activities that will be reviewed and assessed in three review timelines: short-term review to be undertaken in 2020-2022, medium-term review to be undertaken in 2023-2025, and long-term review to be undertaken in 2026-2030.

The outcomes of the thematic pillars were clustered according to the Key Result Areas (KRAs), which correspond to the outcomes that entail greater collaboration between implementing actors for them to be achieved. The NDRRM Plan established policy coherence among the global, regional, and national frameworks and agenda on DRR, CCA, Sustainable Development and Human Security, which share a common vision of reducing risks and enhancing resilience. The outcomes, outputs, and activities that are locally grounded and contextualized, globally aligned, and responsive were products of consultative process and consensus building employed during the review process.

Another challenge brought by the COVID-19 pandemic was the conduct of physical training, workshop, and seminars for disaster preparedness. Hence, the OCD has shifted to the conduct of online civil defense and DRRM training in place of holding them in the traditional classroom setup. By the latter part of the 1st Semester CY 2020, the Capacity-Building and Training Service (CBTS) started conducting various online Webinars as part of its Information and Education Campaign (IEC). The webinars tackled the influence of the socio-cultural dimensions and stakeholders’ perspectives with the disaster risk reduction and management approaches on COVID-19 pandemic. It has also targeted specific sectors greatly affected by the pandemic, PWDs and the youth, discussed DRRM mechanisms in the new normal, and highlighted risk communication.

The following were the training and learning courses conducted by the CBTS for CY 2020, as well as the webinars, and other IEC activities. These were participated by OCD officials and personnel, NDRRMC member-agencies, other NGAs, LGUs, NGOs, CSOs, private institutions, academe, and other interested participants who registered and joined the (open) sessions online.

Training Courses and other Information, Education, and Campaign activities of the OCD

| Traditional Training Courses | Date | Outcome | Total No. of Participants |
|---|--------------------|--|----------------------------------|
| Basic DRRM Course for OCD Personnel | 21-24 January 2020 | The capacities of OCD’s workforce were strengthened in the field of DRRM. | 36 |
| Basic Incident Command System (BICS) Training (OCD & NGAs) | 20-24 January 2020 | Participants obtained the skills and attitude that are essential for the application of basic concepts and principles of ICS during disaster response. | 41 |

continued to pg 26

Training Courses and other Information, Education, and Campaign activities of the OCD

| | | | |
|---|---------------------|--|----|
| Public Service Continuity Planning (PSCP) Training Course (OCD) | 11-14 February 2020 | Participants obtained the knowledge and skills in the formulation of their respective agency PSCPs, and they were capacitated as well to provide PSCP technical assistance to other government agencies. | 41 |
| Contingency Planning (CP) Training Course (NGAs) | 24-28 February 2020 | Participants were capacitated to address the impacts of the hazard and/or prevent the occurrence of the emerging threats by arranging well-coordinated responses and enabling efficient management of available resources through appropriate worst-case scenario planning. | 44 |
| Final Planning Team Meeting (ARDEX Activity) | 14-17 January 2020 | These training activities and meetings were held in preparation of OCD's hosting of the ASEAN Regional Disaster Emergency Response Simulation Exercise 2020 (ARDEX-20) in the country scheduled on 20-30 June 2020 but was cancelled due to the pandemic. ARDEX is a full-scale simulation exercise that seeks to test, practice, review, and evaluate ASEAN's emergency response and disaster management mechanism. It is conducted on a regular basis, every two years, to test the regional processes and capabilities. | 67 |
| DRRM Training for Local Chief Executives (LCEs) (ARDEX Activity) | 11-14 February 2020 | | |
| Referee's Training (OCD & NDRRMC Member-Agencies) (ARDEX Activity) | 9-14 March 2020 | | |

| Blended Training Courses | Date | Outcome | Total No. of Participants |
|--|---------------------|--|----------------------------------|
| Introductory Course on DRRM Course (NGAs) | 6-8 October 2020 | The capacities of participants were strengthened with the basic knowledge of the essentials in DRRM. | 46 |
| Basic DRRM (OCD) | 25-31 October 2020 | OCD employees learned from an overview of the Philippine DRRM System as well as of the various DRRM tools that serve as a foundation to become an effective civil defense and DRRM practitioner. | 43 |
| Public Service Continuity Plan (NGAs) | 16-20 November 2020 | With the implementation of the Community Quarantine, the importance of developing agencies' own PSCPs was re-emphasized to participants as they face challenges in the continuity of their critical or essential services. NGA representatives were also prioritized for the formulation of their respective PSCPs relative to the committed Implementation Plan of the Task Group on PSC of the Task Force on Governance of the IATF-NTF for PH Recovery. | 42 |
| ICS Executive Course (OCD) | 24-27 November 2020 | Aside from the application of basic concepts and principles of ICS during disaster response, participants developed better appreciation and understanding of ICS at the Responsible Officials (ROs) level as they become advocates of this DRRM tool to their ROs in their respective AORs. | 49 |

Training Courses and other Information, Education, and Campaign activities of the OCD

| Webinars / IECs | Date | Description | Total No. of Participants |
|--|--------------------|--|----------------------------------|
| DRRM Webinar 1: Filipino Society and Culture Amidst the COVID-19 Pandemic | 16 June 2020 | The webinar tackled the influence of the sociocultural dimension and stakeholders' perspectives on the adoption of desired behavior in facing the COVID-19 pandemic. Likewise, there is a substantial need to include social and behavior change with communication as a potential strategy to increase awareness, practice, along with effective and preventive measures in combating this pandemic. | 705 |
| DRRM Webinar 2: Listening to the Unheard Voices of Persons with Disabilities during the COVID-19 Pandemic | 28 August 2020 | Persons with Disabilities (PWDs) were at risk among the entire population in times of disasters and emergencies. Challenges faced by PWDs include increased limitations to mobility, livelihood, social interaction, communication, and access to information about COVID-19 which consequently induce extreme stress and mental health issues among them. According to the WHO, governments should ensure PWDs access to public health information and communication, implement targeted measures for PWDs and their support network, increase attention given to PWDs living in high-risk situations, and include the needs of PWDs when establishing emergency measures. This webinar focused on listening to the stories and concerns of PWDs when it comes to DRRM. This will provide an understanding to decision makers on making policies and programs more suited to the needs of PWDs. | 975 |
| DRRM Webinar 3: Youth Organization – A Call to Action | 23 September 2020 | This webinar focused on listening to the stories of youth and how their actions and potentials can contribute to advancing an inclusive and resilient community. | 1,209 |
| DRRM Webinar 4: DRRM Mechanisms Amidst the COVID-19 Pandemic (DRRM in the New Normal) | 22 October 2020 | With WHO's declaration of the COVID-19 pandemic and with PH placed under a State of Public Health Emergency, several laws and policies have been issued to ensure the government's, and other stakeholders', appropriate mitigation and response actions to curb the impacts of the pandemic. Since then, the NDRRMC continued to provide guidance for authorities involved in DRRM and the general public relative to the pandemic response prioritizing the health and safety of the public while still implementing essential programs and performing crucial tasks under the new normal. | 2,548 |
| DRRM Webinar 5: Risk Communication: Communicating Resilience | 29 October 2020 | As a campaign against disinformation and misinformation especially at this time of a global health pandemic, this webinar intended to continually enhance the capacities of stakeholders and partners, particularly those involved in information and communication. The webinar also included discussions on the social and cultural determinants of the people's perception and behavior on Risk/Crisis Communication and its application. | 1,692 |
| Orientation on PSCP (Virtual Awareness Drive) (NGAs) | 3-4 September 2020 | Relative to the Cabinet Directive issued during the 20th Cabinet Meeting held on 05 December 2017, which called for the formulation of Service Continuity Plans for each government offices and instrumentalities, the NDRRMC has been mandated to consolidate and harmonize all the PSCPs. The responsibility to consolidate, train partners and stakeholders, and boost public awareness is laid within the responsibility OCD. With the OCD issuance of the NDRRMC Memo No. 57 s. 2020 that prescribe measures for the updating of PSCP given the ongoing public health emergency, this virtual PSCP awareness drive was conducted to answer the public outcry for service continuity orientation and reorientation, to ensure that Mission Essential Functions (MEFs) are playing along with the consequence-management protocols to the current pandemic and other possible hazards. | 1,584 |

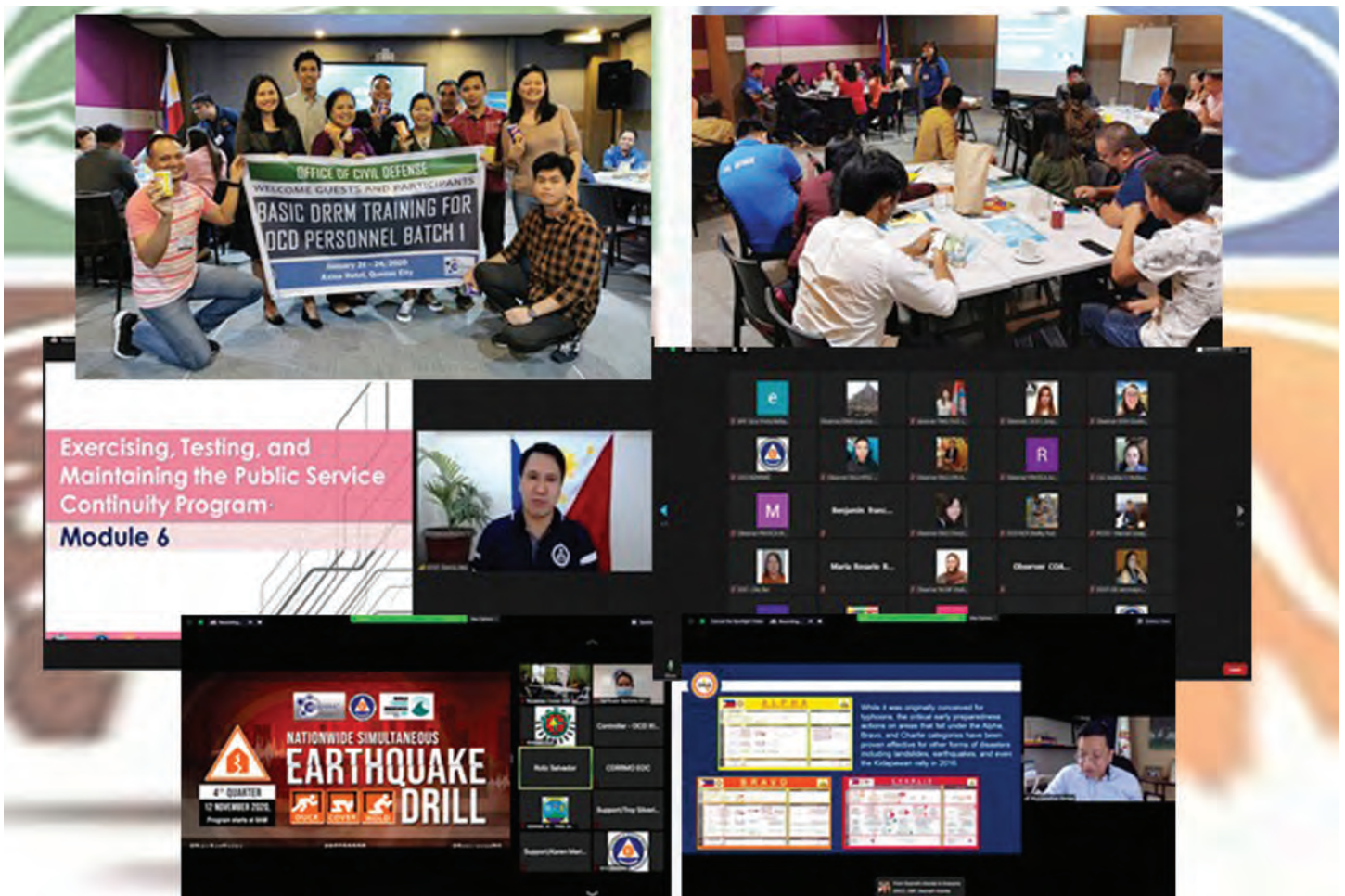
Training Courses and other Information, Education, and Campaign activities of the OCD

| Other IEC Activities | Date | Description | Total No. of Participants |
|--|-------------------|---|----------------------------------|
| Virtual Townhall: Disaster Risk Governance in the New Normal (NGAs, LGUs, Private, CSOs, Academe) | 29 July 2020 | This activity was conceptualized to examine the adapted and integrated Disaster Risk Governance in the Philippine DRRM System during the public health emergency. With emphasis on how public authorities, civil servants, the private sector, and civil society coordinate at community, national and regional levels, to ensure sufficient levels of capacity and resources are made available to prevent, prepare for, manage and recover in these extra-ordinary times of the COVID-19 pandemic. | 1,142 |
| PSPC Guidebook Launch (All Government Agencies and Entities) | 30 September 2020 | The CBTS, in collaboration with the Philippine Disaster Resilience Foundation (PDRF), conducted an unveiling ceremony to promote the official release of the Public Service Continuity Planning (PSPC) Guidebook as standard reference document of the Continuity Core Team (CCT) and other key representatives of public service organizations in preparing their own public service continuity plans. With the Guidebook, OCD also provided technical assistance among national government agencies and local government units in ensuring that organizations are prepared in times of disasters, the essence of which is to guarantee continuity of government operations despite emergencies. | 677 |

| National Simulation and Earthquake Drills (NSEDs) | Date | Description | Total No. of Participants |
|--|-------------------|---|----------------------------------|
| NSED 3rd Quarter | 10 September 2020 | For this quarter, the Nationwide Simultaneous Earthquake Drill (NSED) embodied the theme "Strengthening Earthquake Disaster Preparedness during the COVID-19 Pandemic". This is to recognize that amidst the response to COVID-19, there are certain realities on the impending threats of other natural and human-induced hazards in the country. These include the unpredictability and inevitability of the occurrence of earthquakes and other geological hazards which remain as potential risks. Signifying the whole-of-nation approach in DRRM, the Chairperson and the four Vice Chairpersons of the NDRRMC, together with the Local Chief Executives, partner stakeholders and Filipinos from all over the country simultaneously pressed the ceremonial button signifying the occurrence of a Magnitude 7.2 Earthquake followed by concurrently doing the 'Duck, Cover and Hold' nationwide. | 9,9,14 |
| Earthquake Preparedness Webinar | 8 September 2020 | Strengthening earthquake disaster preparedness during the COVID-19 pandemic. To provide an online learning that will educate and increase knowledge of the public to understand earthquake hazards, to prepare for, and respond to earthquakes amidst the COVID-19 pandemic. The OCD, in partnership with DOST-PHIVOLCS and DILG conducted this webinar which discussed the dual challenges that could be brought by the occurrence of earthquakes during the COVID-19 pandemic. | 4,852 |
| Online Quiz Bee | 7 September 2020 | The conduct of the online quiz bee (through the form of educational online-based games, contests, and other similar activities) aimed to raise awareness on earthquake preparedness and response. | 341 |

Training Courses and other Information, Education, and Campaign activities of the OCD

| | | | |
|--|---------------------------------|--|--------------|
| <p>NSED 4th Quarter</p> | <p>27 November 2020</p> | <p>While COVID-19 responses continue to be prioritized, the Philippine government gradually adapts to the new normal by ensuring the continuity of its public services by providing alternative strategies in DRRM. The NDRRMC developed the Interim Guidelines on the conduct of the NSED during a Public Health Emergency due to the Coronavirus Disease 2019 (COVID-19). The Chairperson and the four Vice Chairpersons of the NDRRMC, together with the Local Chief Executive of the host LGU, delivered their messages of support for the NSED and simultaneously pressed the ceremonial button signifying the occurrence of a Magnitude 7 Tsunami. Then participants online and those in the workplace or at home were enjoined to simultaneously do the 'Duck, Cover and Hold' for participants whose geographical location are not at risk of a tsunami, while those who are at risk were encouraged to watch the video safety guide during a tsunami.</p> | <p>7,175</p> |
| <p>Earthquake and Tsunami Webinar</p> | <p>10 November 2020</p> | <p>This two-hour webinar activity focused on understanding tsunami hazards in the country and strengthening of individual and local capacity in tsunami response.</p> | <p>7,721</p> |
| <p>Online Quiz Bee</p> | <p>5 November 2020</p> | <p>As a leveling off the current knowledge of the public in tsunami preparedness and response, the #BidaAngHanda Online Quiz Bee was conducted targeting students, youth and out-of-school youth. The activity was streamed via Facebook Live through OCD-CBTS and OCD Regional Offices social media accounts. The quiz bee comprised of three categories and levels: Easy Level: Tsunami Concepts; Intermediate Level: Tsunami History; and Advanced Level: Tsunami Preparedness.</p> | <p>194</p> |



In photo: Select DRRM trainings in 2020

WAY FORWARD

While FY 2020 posed challenges in the country's disaster resilience, such does not hinder the Department's ability to contribute to the country's over-all DRRM efforts. For FY 2021, resilience and adaptability will remain to be the DRRM mantra, accounting for the new normal brought about by the COVID-19 pandemic and pushing for the continued good governance. The disruptions brought about by the pandemic likewise encouraged out-of-the-box thinking, using technology and cyberplatforms to continuously deliver the services the Filipino deserves. Despite the backdrop of the Pandemic, the Department responded to the various natural disasters that hit the country. The year 2020 showed that by working together, we can surmount any challenge. As the country starts to rise and cope with the effects of the pandemic, the One Defense Team will continue to perform its mandate and respond to emerging natural disasters and non-traditional security concerns.

For the coming year and in the future, the Department will continue to emphasize resilience efforts that will reduce, if not eliminate, the risks in life, limb, and property. This can be undertaken through continued and strengthened coordination among persons, agencies, and other stakeholders on disaster risk reduction and management. Roll-out of training programs through online platforms, if possible, will be undertaken, with requisite special attention for practical hands-on training for disaster management and medical specializations that are not easily convertible to online instruction. Included in this endeavor is the OCD's digitization of courses, which shall be integrated in the OCD Training Information and Management System (Training IMS) upon the approval of its course design.

Further, the Gawad KALASAG (GK) Search for Excellence in Disaster Risk Reduction and Management and Humanitarian Assistance, which serves as the country's recognition and award scheme for various stakeholders that promote and implement disaster risk reduction and management - climate change adaptation (DRRM-CCA) and humanitarian assistance programs, is being proposed to be named to Gawad KALASAG Seal for Disaster Resilience. This will seek to strengthen disaster resilience through the "all-of-society" approach that ensures wider participation, sustainability, and equal opportunity for all stakeholders to showcase their DRRM-CCA innovations and best practices. The transition of the Gawad KALASAG into Seal aims to improve the Search for Excellence in DRRM and Humanitarian Assistance. As of 31 December 2020, the approved proposal is awaiting approval of the National Gawad Kalasag Steering Committee.

The One Defense Team shall continue to be a steady partner of the National Government and the Filipino people in facing the COVID-19 pandemic. While majority of the workforce in the country, especially in Metro Manila, were on alternative working arrangements, the One Defense Team continued to physically occupy the front lines of the fight against the pandemic. Sustained efforts on this area are expected in FY 2021, with probable further engagements especially with the expected distribution of vaccines nationwide. For the medium and long term, continuous security and protection of borders shall be undertaken to control potential entry of health risks and other security threats. The Department will likewise improve its capabilities and policies to protect the nation for possible pandemic threats, particularly through the enhancement of the AFP's CBRN unit.



EXTERNAL DEFENSE AND CREDIBLE DEFENSE POSTURE



In photo: The newly-commissioned BRP Jose Rizal. Left: maiden voyage to the Philippines from Ulsan, South Korea. Right: Philippine Navy contingent to the Rim of the Pacific Exercises 2020 in Hawaii, USA, with the BRP Jose Rizal in the background.

As an archipelagic nation, the Philippines confronts multiple challenges to its territorial integrity and sovereign rights. These include the monitoring of transiting vessels, safeguarding Sea Lanes of Communication (SLOC), ensuring freedom of navigation and overflight in adjacent regions of interest, as well as deterring and defending the Filipino people against hostile state and non-state threat elements, especially in view of increased geopolitical tensions.

For 2020, the DND and the AFP undertook external security operations (ESO) to defend against challenges to the country's national territory and sovereignty. Parallel to this is the AFP Modernization Program, which aims to achieve a credible defense posture by 2028 that emphasizes territorial defense and deterrence of threat elements. As indicated in the NDS, these principally include two missions:

- Maritime and Air Defense (MARAD), or the protection of our sovereign rights beyond a 12nm zone, over which we have rights to explore, exploit, conserve, and manage resources. This includes maritime and air domain awareness over areas rightfully claimed under international maritime regimes, and the Philippine Air Defense Identification Zone (PADIZ).
- Territorial Defense (TD), which is about the protection of the homeland and its national territory, covering land, air, sea, and cyberspace.



In photo: Brand new Super Tucano A-29B Close Air Support Aircraft received by the PAF at the Clark Airbase on 13 October 2020

DEFENSE OF STRATEGIC BORDER AREAS

The DND and the AFP continually provided policy guidance and defense operations that deter, interdict, and engage external threats to national territory and sovereignty. Efforts converge in strategic border-areas such as Batanes in the North, the West Philippine Sea (WPS) and specifically the Kalayaan Island Group (KIG) in the Western Seaboard, Sulu and shared borders with Malaysia and Indonesia in the South, and the Philippine Rise in the Eastern approach.

For 2020, the AFP deployed 24 detachments to enhance visible presence in border islands, such as the Batanes Island Group, KIG, and outer islands of Tawi-Tawi.

Effective Presence and Security Posture

The AFP established 30 littoral monitoring stations and detachments in various strategic locations to monitor vessels transiting within Philippine waters and key sea lanes of communication. Despite disruptions by the pandemic and partial reallocation of AFP efforts toward the national COVID-19 response, the AFP established 30 out of 33 or 91% of its programmed number of Littoral Monitoring Stations and Detachments.

Moreover, pursuant to Territorial Defense Plan KALASAG, the AFP intensified the conduct of deterrence activities in strategic border-areas. For 2020, there were 186 air patrols and 575 sea patrols, particularly concentrated in the WPS under Western Command (WESCOM) and the Sulu-Celebes Seas under the Western Mindanao Command (WESTMINCOM). For these patrols, the AFP utilized a total of 37 air and 12 surface assets. These operations are aimed at preventing incursions into the country’s territory by foreign entities, assisting law enforcement at sea such as the prevention of transnational and local crimes, and border management.

In addition, the AFP conducts unilateral military exercises to maintain force readiness and to make its force presence visible in various strategic locations. For its part, the Philippine Navy conducted various training exercises, including participation in the Rim of the Pacific (RIMPAC) military exercises in Hawaii, USA from 17-31 March 2020. Leading the Philippine contingent was the BRP Jose Rizal, the country’s first missile-frigate procured under the Revised AFP Modernization Program, which arrived in the Philippines on 23 May 2020. In addition to this, all major services participated in the 2020 “DAGIT-PA” (Dagat-Langit-Lupa) exercises from 27 November 2020 to 04 December 2020 in various locations around the country, with the goal of maintaining readiness, responsive, and capability for interoperability in the military. Different units from the Army, Air Force, Navy, Marines, Special Forces, and reservists took part in notable activities such as the cyber defense exercise, combined-arms live firm exercise, and island defense.



| TRAINING EXERCISES CONDUCTED | | |
|------------------------------|---------------------------|---------------------------------|
| RIMPAC (17 – 31 Aug) | PAGBUBUKLOD (03 – 11 Nov) | AJEX DAGIT PA (27 Nov – 04 Dec) |
| LUMBAS (22 Sept) | PAGSASAMA (23 – 27 Nov) | PAGSISIKAP (07 – 11 Dec) |

In photo: Training Exercises by the Philippine Navy in 2020

In addition, a fleet review and wing flyby was held off the coast of Morong, Bataan in December 2020 as part of the AFP’s 85th founding anniversary. There were 63 air and naval assets that took part in the activities, which included the newly commissioned BRP Jose Rizal, as well as the S-70i “Black Hawk” combat utility helicopters. The fleet review and wing flyby showcased the concrete and notable defense acquisitions made under the administration as part of the AFP Modernization Program, as well as demonstrated the joint participation and interoperability of major services.



In photo: BRP Jose Rizal (Left) and the senior leaders of the DND-AFP during the Annual Fleet Review

Since the start of the Administration, the DND has taken concrete measures to operationalize a credible defense posture for territorial defense operations. These measures included the priority infrastructure development in Pag-Asa Islands, construction of maritime domain awareness platforms, heightened deployment of AFP detachments in border islands, and the procurement of game-changer assets that will enhance the conduct of External Security Operations. Below is a summary of key measures to project an effective maritime presence in the past years, which will be further discussed in the succeeding subsection of this report per geographic area.

| YEAR | KEY DEVELOPMENTS |
|------|---|
| 2017 | Completed construction of structures in Rizal reef, and the Kota, Parola, Panata, Likas, Lawak, and Panguan islands. |
| 2018 | <ul style="list-style-type: none"> • Issued directives for the regular conduct of Maritime (surface and air) Patrols in the Northern and Western parts of the country. • Continuous enhancement of the Maritime Situational Awareness Center (MSAC) and Littoral Monitoring Stations in Northern Luzon. |
| 2019 | <ul style="list-style-type: none"> • Operationalized 22 LMS and 8 Littoral Monitoring Detachments (LMD) in the West Philippine Sea. • Facilitated the construction and turnover of a multifunctional shelter in Mavulis Island, Batanes, which will assist fishermen during inclement weather and attract higher-volume Filipino presence in the area |
| 2020 | <ul style="list-style-type: none"> • Completed the Pag-asa Islands Beaching Ramp • Deployed of 24 AFP detachments in border islands • Operationalized 30 LMS and LMD all over the country to monitor transiting vessels in PH waters. • Established a littoral monitoring detachment at Fuga Island, Cagayan to safeguard the Northern and Eastern approaches of the country. |

Key DND-AFP accomplishments in capability build-up and force presence in strategic border areas

Western Seaboard

Guided by the UN Charter and the 1982 UN Convention on the Law of the Sea (UNCLOS), the AFP continues to conduct legitimate and regular maritime and aerial patrols over the WPS and deploys ground troops to secure the country's interests and the Filipino people's well-being, particularly in the KIG through the repair and rehabilitation of facilities in the Municipality of Kalayaan, including the air strip, berthing space for Filipino fishermen, and installation of power, water, and communication facilities. Development and upgrading of bases, facilities, and stations in the area are also being prioritized with the end-view of protecting the Philippine territorial waters and jurisdictional waters.



In photo: Secretary Lorenzana during the inauguration ceremony of the beaching ramp at the Pag-Asa Island on 09 June 2020.

In the WPS area, a beaching ramp was completed in Pag-asa Island in June 2020, the most important Philippine-held Island in the disputed Spratlys as part of the AFP Basing Support System Project Phase 1, while the Department of Transportation also completed a sheltered harbor also in June 2020. With this, ships can directly offload passengers and heavier equipment to the island.

Phase 2 to 4 of the development in the area will include repair of its airfield and other larger-scale infrastructure development. Attending the inauguration of the ramp, the Secretary of National Defense noted that recent developments were not meant to militarize the area, but make it into a viable community, especially for the livelihood of Filipino fishermen.

Given the importance of securing our country's western seaboard in view of activities by different territorial claimants in parts of the South China Sea (SCS), Air Domain Awareness is also a critical capability being developed by the Department. The country's 3rd Air Surveillance RADAR project in Palawan (Mt. Salakot Air Station) is at 60% completion as of yearend 2020. This is the final part of Air Surveillance Radar Acquisition Project under Horizon 1 of the RAFMP, which led to the deployment of the 1st radar in Northern Luzon (Gozar Air Station) in 2017, and the 2nd in Central Luzon (Paredes Air Station) in 2019. In addition, 100% of the programmed establishment of littoral monitoring stations and detachments for Western Command were accomplished in 2020.

In The Know: The West Philippine Sea

Pursuant to Administrative Order No. 29, s. 2012, West Philippine Sea (WPS) is the collective term used for the waters in the western side of the Philippine archipelago over which the Philippines has sovereign jurisdiction and sovereign rights under international law, particularly the United Nations Convention on the Law of the Sea (UNCLOS). This includes the country's territorial sea, Exclusive Economic Zone (EEZ), the continental shelf and extended continental shelf.

The WPS includes the Luzon Sea and waters around, within, and adjacent the Kalayaan Island Group and Bajo De Masinloc.

Source: National Defense Strategy 2018-2022

On the balance, despite continued challenges, the Department has strengthened both air and maritime domain awareness in the western side of the country, particularly the West Philippine Sea, and facilitates the development of a common operating picture of the area.



*In photo: Air Surveillance Radar installed at Paredes and Gozar Air Stations.
Installation in the Mt. Salakot Air Station is ongoing.*

Sulu-Celebes Area

As to the Southern waters in the Sulu-Celebes seas, the DND also continues to implement the Trilateral Cooperative Arrangement (TCA) among Indonesia, Malaysia, and the Philippines (INDOMALPHI). Signed in 2017 to principally deter and interdict seaborne kidnap-for-ransom activities by the Abu-Sayyaf Group, the TCA provides, among others, for the conduct of trilateral naval and air patrols by the three countries, as well as information-sharing. Since the Marawi rebellion in 2017, practical military cooperation with Malaysia and Indonesia under the TCA also helps stem the potential entry of foreign terrorist fighters in the area.

The AFP also hosted the first rounds of trilateral air patrol (TAP), which were conducted in January 2020. For the entire year, five (5) INDOMALPHI trilateral air patrols and two (2) maritime patrols were conducted, demonstrating cooperation, camaraderie, and political trust among the ASEAN neighbors.

The construction of the Philippines' new Maritime Command Center (MCC) in Tawi-Tawi began in mid-2020 and is expected for completion in 2021. It shall serve as the point of coordination for the Philippines' hosting of or participation in TCA activities, as well as deployment of assets. MCC Taw-Tawi monitors the area of maritime interest (AMI) through the littoral monitoring stations (LMS) in the area and shall house Trilateral Liaison Officers from Indonesia and Malaysia to ensure effective coordination.

From the reported 16 Abu-Sayyaf Group (ASG)-related KFR incidents at sea in 2016, the number decreased to four (4) in 2017, two (2) in 2018, two (2) in 2019, and one (1) in 2020.

Northern and Eastern Corridor

In August 2020, the President directed the allotment of land in Fuga Island in Cagayan province for the building of a naval base. The area is located in the country's second northernmost island group, which is important given its proximity to the strategic sea lanes of communication for the country's northern and eastern seabords, particularly the 13-million-hectare Philippine Rise in Northeastern Philippines that is potentially rich in natural gas and heavy metals.



In photo: Flag-raising ceremony at Fuga Island (Source: NOLCOM)

The AFP established a Littoral Monitoring Detachment in the island in the same month, which will serve as a forward security and monitoring unit and an initial foothold in the area whilst additional defense facilities such as a littoral monitoring station and sheltered pier are being planned. A symbolic flag raising ceremony was conducted on 08 August 2020 with the support of local barangay. This was followed-up on 22 September 2020 by a Passing Exercise by the Navy's newest warship, BRP Jose Rizal (FF-150), as well as the BRP Quezon (PS-70), and three FA-50 light combat jets by the Philippine Air Force. These initiatives by the Department are meant to project and maintain heightened presence and credible deterrence in strategic locations off Batag Island, Fuga Island, and the Philippine Rise areas, which have become zones for priority development given increasing national security concerns over possible dual use (military) of foreign marine scientific research in the area for possible military hydrographic and oceanographic surveys.

EFFORTS TO LEVERAGE DOMESTIC AND INTERNATIONAL FORA FOR TERRITORIAL DEFENSE

The DND and the AFP continuously exert efforts in promoting regional and global activities in the field of security, particularly in securing the Sulu-Celebes Seas and protecting territory and sovereignty in the WPS.

Conduct of Bilateral and Trilateral efforts to Secure the Sulu Celebes Seas

The AFP sustained its conduct of Coordinated Patrol with Indonesia (CORPAT PHILINDO) in 2020 to safeguard the Philippines-Indonesia maritime border from transnational crime and other security concerns. Through CORPAT PHILINDO, the Philippine and Indonesia navies were able to test their existing operational procedures. In addition to this, the Philippines continued practical security cooperation such as trilateral naval and air patrols with Malaysia and Indonesia in the Sulu-Celebes Seas to safeguard the maritime areas of common concern (see Chapter 5: International Security Cooperation for more details).

Domestic and International Efforts to Secure the West Philippines Sea

Domestically, the DND participates in weekly meetings of the National Task Force-West Philippine Sea, which serves as an inter-agency forum for discussion of issues and developments relative to WPS. Moreover, the AFP heads the Military and Law Enforcement Working Group of the NTF-WPS. As a result of the above engagements, on 11 February 2020, the government formally approved the Integrated Rules of Engagement/Rules on the Use of Force for Military and Law Enforcement Operations in the WPS, which provides a framework on the positioning, posturing, and use of force of military and law enforcement units conducting joint operations in the area.

Internationally, the DND, through bilateral meetings, continues to advocate for all relevant parties to uphold the principles of freedom of navigation in the South China Seas, freedom of international commerce, other peaceful uses of the sea, and the exercise of the self-restraint in accordance with the universally recognized principles of international law.

The Philippines-China Bilateral Consultation Mechanism on the South China Sea (BCM) is another key mechanism of the Department in discussing issues in the WPS. This is co-chaired by Philippines and Chinese Foreign Affairs senior officials, and it serves as the primary platform for both countries to discuss issues of mutual concern regarding SCS/WPS. It was established because of the Joint Statement issued by President Rodrigo Roa Duterte and Chinese President Xi Jinping during the former's official visit to Beijing in October 2016. The DND has been attending the BCM since its inception in 2016. The latest BCM conducted was on 28 October 2019 in Beijing, China. During the meeting, both countries exchanged views on the issues of concern in SCS and the possible way forward to progress on maritime cooperation.

Involvement in the ASEAN Effort

The DND also places primary importance on the Association of Southeast Asian Nations (ASEAN), the ASEAN Defense Ministers Meeting (ADMM), and the ADMM-Plus as the main platforms for engaging defense establishments within the region, particularly with the issue in the SCS. Along this line, the DND continues to emphasize ASEAN centrality as a key element in the regional security architecture, where all countries have a role to play in maintaining peace and stability in the SCS and in discussing practical cooperation on other maritime security concerns. Several milestones have already been manifested such as the conduct of Inaugural ADMM-Plus Maritime Security Field Training Exercise (FTX); launching of the ASEAN Direct Communications Infrastructure; and adoption of the Code for Unplanned Encounters in the South China Sea (CUES), Guidelines for Air Military Encounters (GAME), Guidelines for Maritime Interaction, and Guidelines for Hotline Communications Among Senior Officials of the Ministries of Foreign Affairs of ASEAN Member States and China in Response to Maritime Emergencies.

The DND also supports the efforts of the DFA as the country coordinator for the ASEAN-China Dialogue Partnership for 2018-2021, particularly with the Code of Conduct on the SCS (COC). At the domestic level, the DND discusses with DFA and other relevant stakeholders the strategic intent and objectives of the Philippines, which will be helpful in the discussions with the ASEAN Member States and China.

CREDIBLE AND SELF-RELIANT DEFENSE POSTURE



In photo: Secretary Lorenzana during the Annual Fleet Review for the 85th Anniversary of the AFP

The country adopts a permanent policy of strategic defense, having renounced war as an instrument of national policy and adopted general principles of international law for conflict resolution under Article II Section 2 of the 1987 Philippine Constitution. As such, the Philippines seeks no more- but no less- than defending the homeland and protecting the Filipino people from foreign adversaries and threat elements.

At the strategic level, the AFP's capability development program is anchored on two key objectives. One is establishing a credible defense posture to "influence, deter, and defend:" influence the security environment by utilizing diplomatic, informational, military, and economic (DIME) instruments of national power, deter aggressors and threats to national security through an effective force presence, and defend different theaters of operations, if necessary.

The second is a Self-Reliant Defense Posture (SRDP) program, which aims to minimize the country's dependence on allies and outside support for defense requirements, without precluding international assistance and cooperation. Self-reliant defense capability relies primarily on developing in-country manufacturing capabilities and utilizing to the fullest its natural and human resources to mitigate systemic risks in developing warfighting and protection capabilities, such as vulnerability to international supply chains, resource scarcity, and security breach.

AFP MODERNIZATION



In photo: Sikorsky Blackhawk S70i in Clark, Pampanga during the welcome ceremony of the initial delivery of 6 out of a total of 16 orders from PZL Mielec. These brand-new helicopters will be useful for rescue operations, personnel and supply transport, and air reconnaissance missions.

In The Know: AFP Modernization Programs

The priority projects under the AFP Modernization Program (AFPMP) (RA 7898) initially focused on Internal Security Operations (ISO) in line with the national government and AFP's internal peace and security plan. These projects were primarily geared towards the enhancement of the Philippine Army capabilities to "move, shoot, and communicate," and to partly develop the capability of the Philippine Navy naval gunfire support and Philippine Air Force close air support.

The passage of RA 10349, otherwise known as the Revised AFP Modernization Program Act, paved the way for the DND and the AFP to shift the focus and priorities of the capability upgrade and modernization program from internal security operations to territorial defense operations.

The AFPMP is divided into three (3) Horizons, each with their respective focus and priorities:

Horizon 1: establish an initial defense posture that will enable the AFP to be fully mission-capable on internal security and humanitarian and disaster response operations, while gradually building up limited territorial defense capabilities for the West Philippine Sea (WPS).

Horizon 2: develop the minimum credible defense posture of the country specifically to address security concerns in the WPS through the acquisition of basic capabilities on air defense, maritime defense, land defense, and joint command and control.

Horizon 3: establish a credible defense posture for the country through the complete acquisition of capabilities for territorial defense that will cover the entire Philippine territory, including the WPS and Philippine Rise.

To develop a Credible Defense Posture (CDP) for the protection of Philippine sovereignty and territory, the DND has consistently backed the modernization program of the AFP. These projects are utilized for both external and internal defense missions of the AFP, given that procured assets are functionally fungible. Nonetheless, the CDP is included in this chapter in view of the long-term objective to establish an effective presence inside the Philippines and its exclusive economic zone or EEZ with exhibited competence to defend the country and protect its national interests when the need arises. Consequently, subsequent stages of our defense modernization highlight territorial defense and border capabilities utilized for an active archipelagic defense approach.

In brief, the Department undertakes capability planning to gradually allow the AFP to perform its constitutional mandate across a progressively increasing coverage, starting from an initial defense posture (2013-2017), Minimum Credible Defense Posture (2018-2022), and Credible Defense Posture (2023-2027). The current focus of the Department is to acquire basic air, maritime, and land defense capabilities, as well as joint command and control in fulfillment of the Minimum Credible Defense Posture.

As of yearend 2020, 30 projects were completed under the Horizon 1 of the AFP Modernization Program under RA 10349, while five (5) projects were completed for Horizon 2. In gist, the generic assets remaining under Horizon 1 of the AFPMP include acquisition of patrol aircraft, force protection equipment, and base support systems and logistics. Meanwhile, as for the Horizon 2's 2nd Project List, in February 2020, the Department approved the prioritization of the following game changer capabilities that offer the most promising approaches and solutions in attaining a credible defense posture at the soonest possible time:

- Command, Control, Communications, Computers, Information/Intelligence, Surveillance, Target Acquisition, and Reconnaissance (C4ISTAR) systems;
- Multi-role fighters;
- Missile systems; and
- Submarines.

The RAFPMP Horizon 2 2nd Project List now contains projects that support and complement these

identified capabilities. Specifically, critical to this endeavor is the development of command-and-control systems to coordinate force employment across major services, popularly known as Command, Control, Communications, Computers, Intelligence, Surveillance, Target Acquisition, and Reconnaissance (C4ISTAR) Projects. Ongoing projects include network infrastructures, data centers, and secure communications links.

Notable defense materiel and equipment

For 2020, the AFP notably increased its airlift and maritime capabilities. Delivered modernization and non-modernization projects broken down per major service are as follows:

| | Completed/ Delivered | Partially Delivered |
|----------------------|---|---|
| Philippine Army | <ul style="list-style-type: none"> • Mortar • All-Terrain Vehicle • Body Armor | |
| Philippine Air Force | <ul style="list-style-type: none"> • C2 Fixed Wing Aircraft • Close Air Support Aircraft • Unmanned Aerial Systems • Air Defense Surveillance Radar | <ul style="list-style-type: none"> • Combat Utility Helicopter |
| Philippine Navy | | <ul style="list-style-type: none"> • Fast Boats |
| General Headquarters | <ul style="list-style-type: none"> • Beaching Ramp in Pag-Asa Island | <ul style="list-style-type: none"> • Various C4ISTAR projects |

Modernization and Non-Modernization Projects delivered per Major Service and the GHQ


Having a strategic AFP Modernization Program is important to strengthen the country’s military, and to ensure that it will be able to fulfill its sworn and shared duty of protecting our sovereignty and safeguarding the welfare of the Filipino people.

New defense materiel and equipment are multi-functional, i.e., they can be used to defend the national territory, as well as to assist and respond to humanitarian crises and disasters, a noncombat function of the military that increased salience in light of the COVID-19 pandemic. These are in line with the goal of building a credible defense posture, while at the same time achieving a force presence that responds to a wide gamut of threats, including territorial incursion, natural and manmade disasters, COVID-19, and internal security threats.

PURPOSE/BRIEF DESCRIPTION:
Mortar systems provides fire support to the maneuver unit commander and is employed in all combat formations.

QUANTITY: 54

DATE DELIVERED/ COMPLETED:
19 - Feb - 2020



PA 60mm Mortar



PURPOSE/BRIEF DESCRIPTION:
BRP Rizal is the Philippine's first missile-ready warship. This purpose-built frigate is a primary warship that is able to conduct multi-role operations such as coastal patrol and anti-submarine warfare.

QUANTITY: 1

DATE DELIVERED/ COMPLETED:
19 - Jul - 2020

PN Frigate (BRP Jose Rizal)

PURPOSE/BRIEF DESCRIPTION:

The PA ATVs are intended to improve the tactical mobility of security forces across challenging terrain - a much needed capability given the topographical features of the country.

QUANTITY: 15

DATE DELIVERED/ COMPLETED:
16 - Sep - 2020



PA All-Terrain Vehicle (ATV)

PURPOSE/BRIEF DESCRIPTION:

The G280 Command and Control (C2) aircraft is a multi-functional new asset of the Air Force, which can be used to securely transport the President and key national leaders in crisis situations, serve as an airborne post for C2 operations by the military and civilian government, and other tasks such as medical evacuation, and intelligence, surveillance, and reconnaissance missions.

The new C2 aircraft was acquired under the AFP Modernization Program and was purchased through the Foreign Military Sales Program of the United States government.

QUANTITY: 1

DATE DELIVERED/ COMPLETED:
18 - Sep - 2020



PAF Command and Control Fixed-Wing Jet Aircraft

PURPOSE/BRIEF DESCRIPTION:

In fulfillment of then Flight Plan 2028 of the Air Force, the six Super Tucano Close Air Support aircraft is intended to beef up the PAF 15th Strike Wing.

QUANTITY: 6

DATE DELIVERED/ COMPLETED:

29 - Sep - 2020



Close Air Support Aircraft (Super Tucano)

PURPOSE/BRIEF DESCRIPTION:

This will boost the PAF's medium tactical airlift requirement of transporting troops and equipment, and support humanitarian assistance and disaster relief operations.

QUANTITY: 1

DATE DELIVERED/ COMPLETED:

18 - Oct - 2020



PAF Command and Control Fixed-Wing Turbo Prop Aircraft

PURPOSE/BRIEF DESCRIPTION:

These medium altitude, long endurance unmanned aerial vehicles (UAVs) will further boost the intelligence, surveillance, and reconnaissance (ISR) coverage of the armed forces. These can be utilized for battlefield surveillance, real time surveillance, and maritime surveillance, as well as search and rescue.

QUANTITY: 4 Hermes 450
4 Hermes 900

DATE DELIVERED/ COMPLETED:

27 - Oct - 2020



PAF Unmanned Aerial Vehicles (Level 3)



PURPOSE/BRIEF DESCRIPTION:
This is intended to augment the existing inventory of force protection equipment of the Philippine Army to keep up with the growing number of manpower and new units.

QUANTITY: 37,744

DATE DELIVERED/ COMPLETED:
16 - Nov - 2020

PA Body Armor

PURPOSE/BRIEF DESCRIPTION:

The initial delivery of the six (6) out of 16 new S-70i Black Hawk helicopters is pursuant to the Combat Utility Helicopter (HUC) requirement of the Air Force under Horizon 2 of the Revised AFP Modernization Program. It can be configured according to customer-specific missions, including troop transport and air assault, command and control, border patrol, search and rescue, cargo lift, and VIP transport.

These will mainly support the day-and-night tactical lift and transport capabilities of the Department, and can be used for troop insertion and extraction, resupply, and limited close air support.

QUANTITY: 6

DATE DELIVERED/ COMPLETED:
24 - Nov - 2020



Combat Utility Helicopter (Blackhawk S70i)

Ammunition

The GA's production of Small Arms Ammunition (SAA) is at 95% accomplishment or 38.007 million rounds (MRDs) out of the 40 million rounds target for the year. GA was able to support a similar percentage for the AFP SAA two-basic load requirement of 34.409 million rounds, or a 95% accomplishment rate relative to GA's target, which is 116.25% of AFP requirements.



In photo: GA in action

Other Major Developments

The DND continues to leverage security partners and its international engagements to improve the AFP's warfighting capabilities, promote confidence and trust with counterparts in foreign countries, and engaged threats through military diplomacy. It also issued guidelines to procuring entities and internal Bids and Awards Committees to continue with procurement projects and adapt

processes to the health emergency. In support of defense acquisition projects sourced from abroad, on 26-27 November 2020, the Philippine Defense and Armed Forces Attaches (DAFAs) posted in different countries were also oriented on Philippine procurement laws, rules, and regulations in relation with their significant participation in the procurement activities, such as conduct of post-qualification, of various procurement projects of the DND.

In addition to policy guidance and stewardship of the procurement of defense materiel, AFP also developed its AFP Cyber Strategy in 2020, and conducted Cyber Risk Assessment as part of the Annual General Inspection to evaluate the cybersecurity of our units. The AFP activated its central Cyber Group, as well as cyber units in the Army, Air Force, and Navy. During the AFP Joint Exercise (AJEX) DAGIT-PA, a Cyber Defense Exercise (CYDEX) was held to train personnel on simulated cyber-attacks. While still nascent, cranking up the cyber capabilities responds to the pressing need for cyber-preparedness and the examination of the AFP's response processes. These aim at being able to protect, respond, and recover from various cyber threats in the digital age.

At the level of doctrine development, the AFP published its Joint Operating Concept in October 2020. This capstone concept shall prescribe how the AFP shall operate as a joint force in the future operating environment, as opposed to per service mission-conduct. The 10 enabling concepts under the JOC shall be the springboard for the Future Force Design, which will enhance the purposiveness of the AFP Modernization Program and the SRDP Program. Finally, it influences the development of subordinate joint operating and functional concepts, service operating concepts, and inter-service operating concepts.

WAY FORWARD

Amidst the COVID-19 pandemic, the DND and AFP remain strong and vigilant in guarding the nation's external defense. For the years ahead, it will continue to secure the country's maritime interests and claims, to strengthen security cooperation with other nations and international organizations in order to strengthen the geopolitical and strategic position and defense posture of the country, to adhere to international law and commit to a rules-based security architecture, to develop the local production capability for war materiel of the country thereby driving industrial and economic growth.

To do all these, the One Defense Team prioritizes the modernization of the armed forces, not only in terms of materiel assets, but also human resource, doctrines, leadership, and organizational development. The notable defense materiel presented showcase that we have transcended the stage of procuring "hand-me-down" equipment. The DND has also leveraged international support for our drive to modernization. From the BRP Rizal made in South Korea to the Brazil-made Super Tucano aircraft, the Department has reached out far and wide to diversify the set of traditional and emerging security partners, consonant with the policy thrust of the Administration for an Independent Foreign Policy.

Looking ahead, the Department will endeavor to acquire identified game-changer assets and developments that strengthen jointness in force structure and operations, as well as enhance our capability for territorial defense operations, maritime and air domain awareness, and our command-and-control structure. Given COVID-19 and disaster response, the Department shall continue to develop our logistics support assets for airlift and mobility, as well as our Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) capabilities. Much needs to be done to attain a credible defense posture, but the One Defense Team will work hard to make that dream a reality. The Department will continue to boost the armed forces to make it at par with that of other countries in the region and capable of responding to a wide variety of human and environmental threats in a volatile, uncertain, complex, and asymmetric world.



INTERNAL SECURITY AND STABILITY



In accordance with its mandate to support the maintenance of public order, ensure internal security and stability, and sustain peace, major operations were undertaken to thwart threat elements in the country, namely the Communist Terrorist Group (CTG) and Local Terrorist Groups (LTGs), such as the Bangsamoro Islamic Freedom Fighters, Daulah Islamiyah, Abu Sayyaf Group, and Maute Group. At the same time, the Department continues to support the policy direction of the national government and the fulfillment of peace agreements with peace-inclined armed groups, such as the Moro Islamic Liberation Front (MILF), Moro National Liberation Front (MNLF), the Cordillera People's Liberation Army (CPLA), and the Rebolusyonaryong Partido ng Manggagawa Pilipinas/ Revolutionary Proletariat Army/ Alex Boncayao Brigade (RPMP/RPA/ABB).

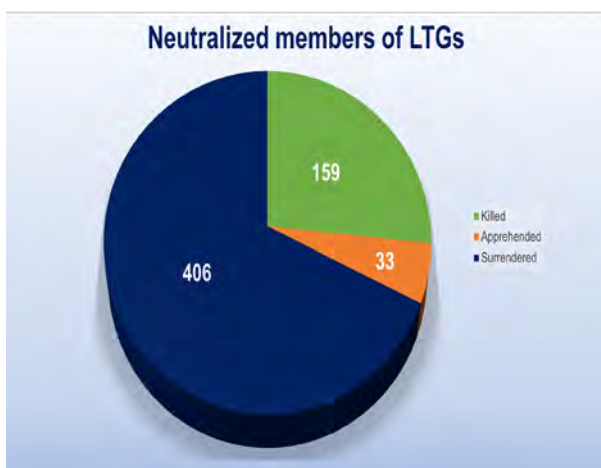
Both military and non-military security approaches, policies, programs, and activities are being pursued to create a stable economic, social, and political environment that is conducive to national development. In gist, the DND-AFP's efforts to reduce the capabilities and risks posed by various domestic threat elements include the following:



PROGRAMS REDUCING THE THREAT GROUPS' CAPABILITIES AND RISKS

- Focused Military Operations (FMO) that actively target the CTG and LTGs
- Support to Law Enforcement Agencies
- Force deployment in various strategic areas in the country to deter and respond to threats to internal security and stability
- Peace and development projects and civil military operations (CMOs) that encourage the surrender and reintegration of combatants

LOCAL TERRORIST GROUPS (LTGs)

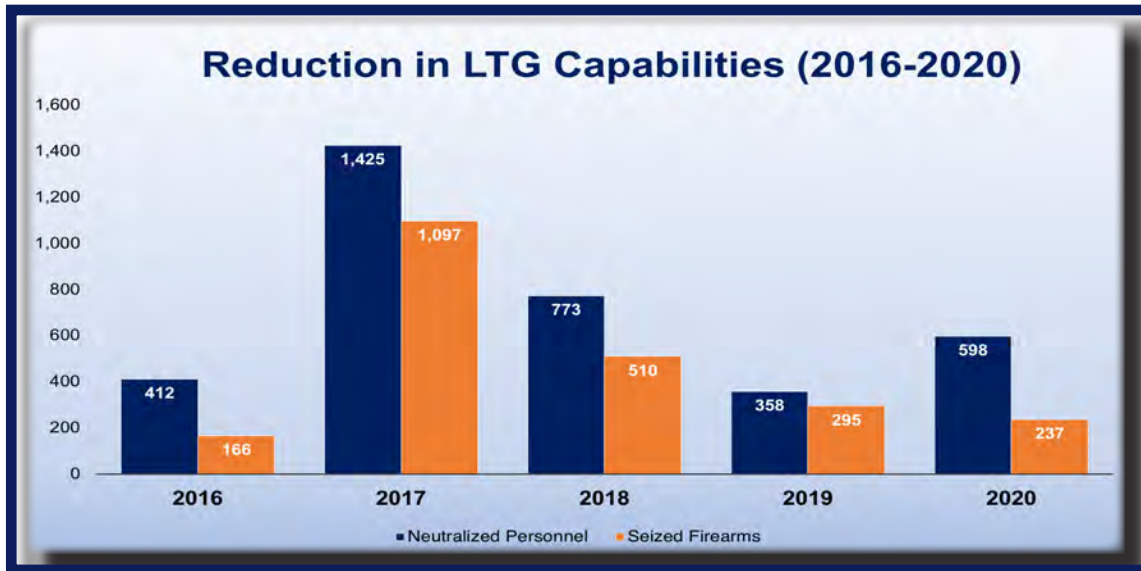


Neutralization of LTGs by the AFP

In 2020, government forces initiated a total of 173 armed engagements against LTGs, which resulted in the neutralization of 527 local terrorists. This includes 41 High Value Individuals (HVIs) from the Bangsamoro Islamic Freedom Fighters (BIFF), Daulah Islamiyah (DI), Abu Sayyaf Group (ASG), and the Maute Group (MG) who were in leadership positions, critical technical specialists such as IED makers, and those actively plotting bombing attempts in Mindanao. Out of the 58 high profile local terrorists, 11 (19%) have been apprehended, killed in action, or surrendered in 2020 alone. The AFP's military offensives led to the death of key sub-leaders of the ASG, particularly in Sulu where armed encounters occurred in Patikul, Panamao, and

Sulare Island.

In addition, 237 enemy firearms and 74 anti-personnel mines (APM) were also seized or surrendered, while 29 enemy lairs were discovered or captured. In comparative terms, from 2018 to present, there is an increased tempo of AFP efforts to reduce local terrorist personnel strength and number of firearms despite the COVID-19 pandemic.



In 2019, the Anti-Terrorism Council (ATC) adopted the National Action Plan on Preventing and Countering Violent Extremism (NAP-P/CVE). Its multi-faceted programs on the political, cultural, psychosocial, and ideological factors are supported by the Department and the AFP through the Community Support Program-Preventing and Countering Violent Extremism (CSP-PCVE), which underscores civil-military relations and development support, in addition to usual kinetic military operations.

Twelve (12) conflict-affected areas were cleared from LTGs in 2020 as a result of the deployment of 46 teams implementing the CSP-PCVE. Started in 2018, a total of 182 CSP-PCVE operations were completed as of yearend 2020 for areas with presence of the ASG, BIFF, and DI. In 2020, there were 17 CSP-PCVE operations for ASG-affected communities, 25 for the BIFF, and 11 for the DI. Particularly in the Western Mindanao Command, 27 barangays were cleared from LTG influence and contributed to the weakening of the ASG in Basilan and Sulu.

| | Completed | Ongoing | Not Yet Started |
|------|-----------|---------|-----------------|
| 2016 | 0 | 0 | 0 |
| 2017 | 0 | 0 | 0 |
| 2018 | 26 | 69 | 15 |
| 2019 | 85 | 17 | 16 |
| 2020 | 71 | 27 | 5 |

Moreover, to encourage the voluntary surrender of members of LTGs, in March 2020, the President issued Administrative Order No. 25, s. 2020 to amend AO No. 10, s. 2018, which included former members of the ASG, Maute Group, BIFF, and other extremist groups, collectively called the former violent extremists, as eligible beneficiaries for surrender and reintegration assistance under the Enhanced Comprehensive Local Integration Program (*see next section for details*).

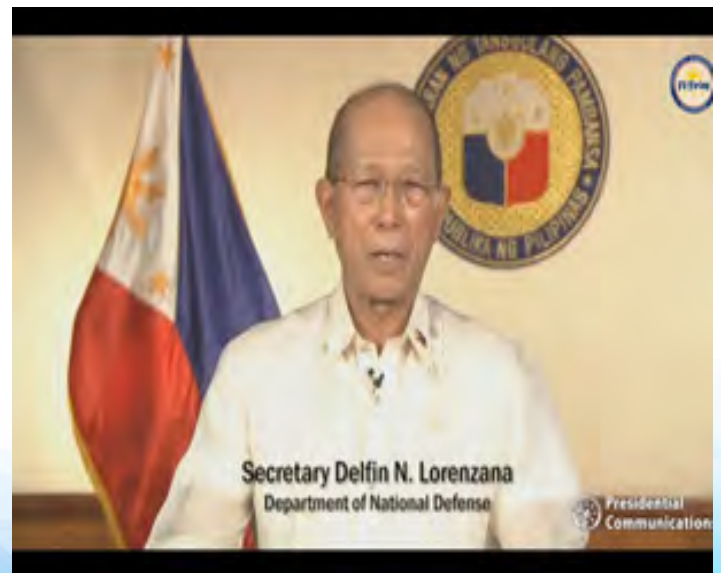
CSP-PCVE Data



In photo: Symposium on Preventing and Countering Violent Extremism at the municipal gymnasium in Dadi Saudi Ampatuan, Maguindanao on January 26, 2020. The event was attended by 150 religious personalities and leaders from the AOR of the 571B.

Moreover, as a member of the ATC, the Department has also supported the passage of the Anti-Terrorism Act, which was signed into law on 03 July 2020. During the 2020 Pre-State of the Nation Address (SONA) forum, the Secretary of National Defense, as chair of the Security, Justice, and Peace Cluster (SJPC), lauded that the legislation will enable the proactive defeat and prevention of terrorism. Many of the changes introduced by the ATA from the 2007 Human Security Act included identified deficiencies of the country's implementation of various UN Security Council Resolutions 1373, 2178, 2396 on legislation and capacity-building for counter-terrorism, such as the process to designate terrorists and the criminalization of predicate crimes, such as the preparation and planning of terrorist activities, and UNSCR 1624, which required prohibitions on incitement to commit terrorist acts, which the 2007 HSA lacks.

During the 17th ASEAN Chiefs of Defense Forces Meeting on 24 September 2020, the Chief of Staff, AFP outlined key points in the armed forces' strategy on counter-terrorism cooperation, such as border patrol operations to mitigate foreign terrorist fighter movement, peace-promoting information and education campaigns in social media, and a common understanding of the Anti-Terrorism legislation and practices.



In photo: The Secretary during the Pre-SONA forum of the SJPC Cluster on 23 July 2020.

IN THE KNOW: AFP's Strategic Approach to Counter-Insurgency

The AFP's strategic approach to the local communist insurgency is anchored on two parallel and complementary methodologies.

First is the **Dislocate-Isolate-Disintegrate-Destroy (DIDD)** methodology, which is an enemy-centric kinetic approach that converges efforts to weaken or decimate the enemy's capabilities and dislocate the NPA from terrorized communities through local immersion of CSP Teams and the conduct of Focused Military Operations (FMOs).

The second is the **Shape-Clear-Transform-Sustain (SCTS)** methodology to carry out its coordinated and integrated efforts with the entire government machinery and with the support and participation of civil society. The SCTS methodology or the community-centric approach is developed to prevent the people from being radicalized and recruited. This involves development support activities such as community dialogue, assistance of engineering brigades to infrastructure development, humanitarian assistance, and information campaigns.



COMMUNIST TERRORIST GROUP

A major institutional reform of the country in its fight against the Communist Party of the Philippines-New People's Army-National Democratic Front (CPP-NPA-NDF), also referred to as the CTG, is the issuance of Executive Order (EO) No. 70 by President Rodrigo Roa Duterte in 2018. The EO also created the National Task Force to End Local Communist Armed Conflict (NTF-ELCAC), which became a convergence platform for other civilian government agencies to provide relevant programs under their respective purview, such as strategic communications, local government empowerment, and situational awareness and knowledge management. In the spirit of a Whole-of-Nation (WON) and Whole-of-Government (WOG) approach, these various lines of efforts endeavor to provide a holistic approach to the variegated social, economic, and political drivers of the local communist insurgency. The DND leads two Lines of Effort/Clusters of the NTF-ELCAC, namely:

- (1) Peace, Law Enforcement, and Development Support (PLEDS) Cluster, which aims to defeat the CTG and its support structures (leadership, resources, and recruitment); and
- (2) Enhanced Comprehensive Local Integration Program (E-CLIP) and Amnesty Program (EAP) Cluster, which implements reintegration programs and projects for former rebels and their families.

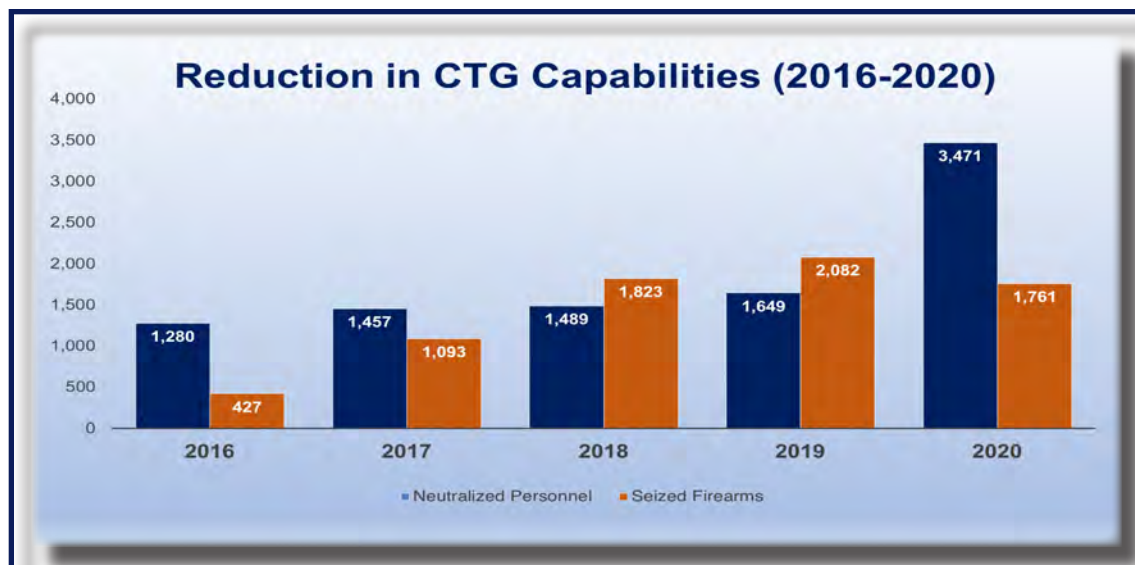
Peace, Law Enforcement, and Development Support (PLEDS) Cluster

The PLEDS Cluster is headed by the Department and is composed of the AFP, PNP, Philippine Coast Guard (PCG), National Bureau of Investigation (NBI), and the Office of the Presidential Adviser on the Peace Process (OPAPP).

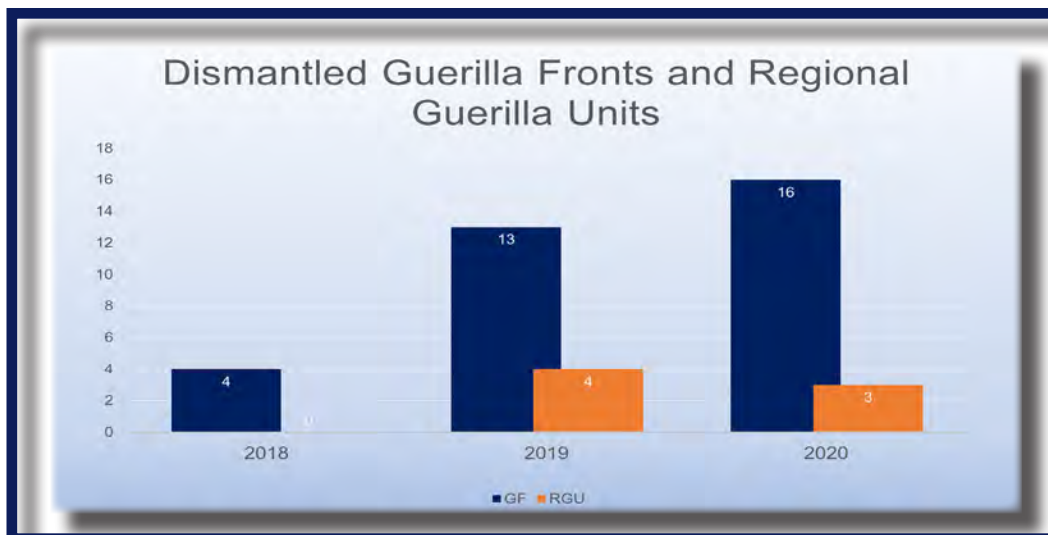
Under the PLEDS Cluster, the AFP, PNP, PCG, and NBI conduct joint security, peace and order, and development support operations to defeat the CTG and its support structure. In operational terms, this entails military and law enforcement activities to defeat the leadership structure and armed units of the CTG, prevent and deny opportunities for resource generation, abet recruitment of party ideologues and NPA combatants, and respond to the political and information aspects of its tactics that advance its strategic position, such as “front organizations” and mass agitation. To meet these objectives, the Cluster’s member-agencies utilize their respective forces and resources to address the CTG problem through the following: Community Support Program (CSP), FMO, Law Enforcement Operations (LEO), Legal Offensive, Intelligence Operations, and Information Operations (IO). Meanwhile, support to other clusters include critical infrastructure protection, security operations, and international defense security engagement and/or international police engagement.

Through the DND’s stewardship of the Cluster, the following were accomplished in 2020:

- **High Value Individuals/Key Leaders/Finance Officers neutralized.** A total of 77 key leaders and two (2) finance officers were neutralized. The 77 neutralized key leaders are composed of five (5) national level, 21 regional-level leaders, 13 sub-regional level, and 38 front-level leaders.
- **Armed group significantly reduced.** The AFP was able to reduce the CTG’s manpower by 3,471 through surrenders, armed encounters, and apprehensions. Moreover, through military operations, 1,761 firearms were seized, 575 improvised APMs were captured and surrendered, and 371 CTG hideouts were discovered and seized. Majority of these advances by the AFP were made in Southern Luzon, the Visayas, and Eastern Mindanao.



- **Guerilla Fronts dismantled.** The AFP dismantled 16 Guerilla Fronts (GFs) or 27% out of the 60 existing GFs confronted in 2020, which is a higher accomplishment than the 13 (13 of 66 target) dismantled GFs in 2019. In addition, five (5) more Guerilla Fronts were declared weakened and a total of four (4) Regional Guerilla Units (RGU) were dismantled in Mindanao.



IN THE KNOW: Community Support Program (CSP)

Launched in 2017, the CSP is the community-oriented and issue-oriented operational concept employed in conflict affected areas and conflict-prone areas. Cognizant that combat operations alone cannot sufficiently address the ideological, socio-economic, and political drivers of insurgency and terrorism, it is a multi-stakeholder, community-based, and people oriented peace and development effort aimed to establish, develop and protect conflict-resilient communities by assisting civil authorities in the delivery of basic services, information, education, and communication (IEC) campaigns, administration of countering violent extremism activities (CVE) and conduct of peace-promoting activities such as community dialogues. (Source: AFP Development Support and Security Plan 2017-2022)

In 2019, the Retooled Community Support Program (RCSP) led by Local Chief Executives was adopted by the DILG through Memorandum Circular 2019-169 to broaden available resources and participation of other government agencies.

- **Conflict-resilient and developed communities established.** For CY 2020, the AFP conducted combat clearing operations and deployed 1,038 teams that undertook 1,535 operations under the CSP to conflict areas that are affected by the communist insurgency. Critically, this resulted in the clearing of 31 Focus Areas (FOCARs) out of the 75 FOCARs within prioritized Guerilla Fronts. Focus Areas are geographic clusters of a given NPA unit. The clearing of FOCARs pertains to the clearing of the barangays therein from CTG influence and presence. This means that NPA units in these areas were deprived support from the local population.

A total of 959 barangays were declared cleared from CTG influence, while 279 are ongoing, 125 for evaluation, and 82 for validation. The cleared CTG-affected barangays will pave the way for the conduct of the RCSP of the DILG, which will then be led by local government units and focus on socio-economic development support in the community.

The AFP also continued the roll-out of information and education campaigns in local government units to inform the public of the nature and tactics of the local communist revolution, and its end-state of seizing political power. Consequently, as of yearend 2020, the CPP-NPA has been declared as persona non grata in

64 provinces, 110 cities, 1,372 municipalities, and 12,474 barangays.

On recruitment prevention, the AFP conducted immersions that resulted in the clearing of 42% of conflict-affected and 57% of conflict-vulnerable barangays in a single year. Conflict-affected barangays are those with present CTG threat, while conflict-vulnerable barangays are those that are adjacent to conflict-affected zones or are targeted by the insurgents for radicalization and exploitation. These cleared barangays are also ready for RCSP. In addition, 56 CTG-Affected Sectoral Front Organizations out of the 164 target organizations for clearing were redirected and co-opted.

| Barangays | Target | Cleared | Accomplishment |
|---------------------|--------|---------|----------------|
| Conflict-Affected | 677 | 283 | 42% |
| Conflict-Vulnerable | 746 | 423 | 57% |

Clearing of conflict-affected and vulnerable barangays in 2020

With these efforts in conflict zones, government security forces are putting pressure on the NPA by depriving it of areas of operation (“eryang kinikilusan”), valuable material resources accruing from control of localities, and support from local populations stemming from its anti-government propaganda.

- **United Front Building disrupted.** The Department continued to address security issues posed by operatives of the CTG in areas that may not be directly involved in armed conflict but are critical in determining the strategic balance of power between insurgents and the government.

| Activity | Accomplishments for CY 2020 |
|---|---|
| Prevention of youth radicalization | <ul style="list-style-type: none"> • Conduct of campus peace and development fora and student awareness symposia in 14 schools, universities, and colleges in NCR, Region III, and Region IV-A. These events raise awareness against deceptive CTG recruitment, dual revolutionary tactics, and organizing. |
| Prevention of community infiltration and radicalization | <ul style="list-style-type: none"> • Conduct of operations against community infiltration by communist insurgents, especially for urban poor communities. To ameliorate the possibility of riding on socio-economic grievances to advance CTG propaganda, the PLEDS cluster facilitated assistance to affected populations. |
| Support for favorable resolution of labor disputes | <ul style="list-style-type: none"> • Establishment of joint industrial peace and concerns office (JIPCO) in partnership with 450 labor unions, investors, companies, and industrial players in Central and Northern Luzon • Initiated the Industrial Alliance for Peace and Development (IAPAD) in Cavite, Laguna, and Batangas • Conduct of labor awareness and CTG briefing for security and safety officers |

AFP activities in disrupting United Front Building activities by the CPP-NPA-NDF

- **International Solidarity Works (ISW) discredited.** In the Department’s support to the International Engagement Cluster, Philippine Defense Attachés in seven (7) countries were able to engage international audiences in a total of 31 fora and seven (7) meetings. These engagements tackled the deceptions of the CTG and its usage of conduit “front organizations”, with the goal of cutting off financial and logistical support from unwitting foreign sponsors.

- **Alliances broken.** Information and education activities were intensified to debunk the CTG's deception and lies, and eventually enlighten and de-radicalize the people in the conflict-affected communities. The AFP's information and influence-operations during community immersions in Conflict-affected Areas (ConAAs) contributed to the withdrawal of membership of 5,014 NDF-Underground (UGMO) members from the NDF, withdrawal of support from 1,362 mass supporters for the NDF, and withdrawal of membership of 236 members of the Sangay ng Partido sa Lokalidad (SPL) from the CPP.
- **Peace and development efforts at different levels unified and harmonized.** On the unification and harmonization of peace and development efforts, an additional two (2) provinces harmonized their respective Peace and Order Development Councils in 2020. As of yearend 2020, 94% (17 out of 18) of regional and 84% (68 out of 81) provincial Peace and Order and Development Councils have been unified and harmonized. Likewise, the Cluster orchestrated the organization of the local PLEDS clusters in these regions.

Information Support Affairs

As part of its Civil-Military Operations, the AFP conducted a total of 47,996 ISA activities such as symposia and information awareness campaigns in different communities, colleges, and universities that highlight public relations and information and education. Some of the topics that were discussed were the atrocities of the CTG, radicalism, and violent extremism. Cognizant of the role of winning hearts and minds, such efforts were undertaken to share government efforts to counteract the radicalization of beliefs, emotions, attitudes, and opinions fostered by insurgent threat elements.



In photo: In November 2020, the AFP Human Rights Office submitted a report to the Commission on Human Rights containing information on 544 child soldiers employed by the Communist Terrorist Group in armed conflict from 2010 to 2020. The AFP continues to monitor violations of international humanitarian law by non-state armed groups such as CPP-NPA-NDF. (Source: AFP Public Affairs Office)

Enhanced Comprehensive Local Integration Program (E-CLIP) and Amnesty Program (EAP) Cluster



The E-CLIP is the government's flagship program for the reintegration of former CPP-NPA-NDF members and their families who have amicably surrendered to the government and chosen to reintegrate back to society. It is a complete package of assistance that covers housing, financial, firearms remuneration, and livelihood assistance, among others. Components such as the Department of Interior and Local Government's Comprehensive Local Integration Program (CLIP) and the OPAPP Payapa at Masaganang Pamayanan Project (PAMANA) are consolidated under this program. An inter-agency body led by the DND called the Task Force Balik Loob (TFBL) is responsible for overseeing the implementation of the E-CLIP.

The EAP Cluster of the NTF-ELCAC is the principal approach of the Philippine government to the challenge of disarmament, demobilization, and reintegration (DDR) of former communist insurgents and their families. Through the E-CLIP and a proposed Amnesty Program for former CPP-NPA-NDF rebels, the government seeks to address extant and post-conflict security challenges that emanate from the difficult transition from being a rebel to being an ex-combatant, such as lack of trade and skills to seek sustainable employment, combat trauma and radicalization, and pending legal charges under the pursuit of their previously held political beliefs.

The AFP, with the support of the PNP and local government units, also produce information, education, and communication materials such as leaflets, tarpaulins, and social media cards to inform rebels weary of armed struggle of the assistance under E-CLIP. The radio program ‘Balik-Loob sa Pagbabago’ also continues to go on air and was able to conduct 94 interviews with E-CLIP implementers and former rebels from Sorsogon, Camarines Norte, Rizal, Leyte, and Central Luzon for CY 2020.

- **Surrenderers.** For CY 2020, a total of 2,080 CTG surrenderers were recorded by the AFP and PNP, 1,937 of whom were directly assisted by the AFP in their enrollment to the E-CLIP cumulatively since the start of the administration from 01 July 2016, there had been a total of 14,404 surrenderers, which indicate widespread loss in ground-level support for the armed struggle of the CPP.

*Number of Rebel Surrenderers.
Source: Office of the Deputy
Chief of Staff for Civil Military
Operations, AFP and the PNP
Directorate for Operations*

| Region | Number of Surrenderers | |
|---------------------|------------------------|---------------------------|
| | 2020 (Single Year) | 2016-2020 (Cumulative) |
| I | 6 | 41 |
| II | 0 | 59 |
| CAR | 42 | 191 |
| III | 59 | 144 |
| NCDR | 0 | 7 |
| IV-A | 16 | 168 |
| IV-B | 65 | 308 |
| V | 0 | 262 |
| VI | 5 | 138 |
| VII | 4 | 212 |
| VIII | 311 | 529 |
| IX | 7 | 152 |
| X | 651 | 883 |
| XI | 154 | 7,138 |
| XII | 104 | 804 |
| XIII | 261 | 2,203 |
| ARMM | 15 | 150 |
| No Region Indicated | 380 | 1,015 |
| TOTAL | 2,080 | 14,404 |

- **Firearms Surrendered.** As a result of relentless Focused Military Operations (FMOs) and significant outreach to encourage surrenderers through the E-CLIP, 668 firearms were surrendered to AFP units on the ground for the year 2020, of which 67 are high powered firearms, and 601 are low powered firearms. These materiel were forwarded to the PNP for demilitarization pursuant to JMC 2018-01. Former rebels were also instrumental in the disclosure of the whereabouts of firearms cache, such as the discovery of arms cache of high-powered firearms by the 1st Infantry Division on 25 September 2020, and by the 44th Infantry Battalion on 28 October 2020, both in Zamboanga del Norte.



In photo: A former rebel with firearm surrendering to the 75IB on 31 May 2020. (Photo from AFP- 75IB)

In photo: Firearms recovered by 44IB through the revelation of a former rebel in Zamboanga del Norte on 28 October 2020 (Photo from Team Tabak Facebook page)

- **E-CLIP Financial Assistance to Rebel Surrenders.** For FY 2020, a total of 1,834 former rebels were given assistance by the DILG under the E-CLIP.

| REGION | NUMBER OF FRs | IMMEDIATE ASSISTANCE | LIVELIHOOD ASSISTANCE | REINTEGRATION ASSISTANCE | TURNED-IN FIREARMS |
|--------------|---------------|----------------------|-----------------------|--------------------------|--------------------|
| Region I | 11 | 10 | 0 | 10 | 3 |
| Region II | 42 | 42 | 17 | 43 | 10 |
| Region III | 142 | 142 | 68 | 142 | 0 |
| Region IV-A | 90 | 90 | 47 | 88 | 40 |
| Region IV-B | 91 | 88 | 49 | 87 | 19 |
| Region V | 97 | 97 | 77 | 97 | 22 |
| Region VI | 45 | 45 | 12 | 43 | 4 |
| Region VII | 37 | 37 | 10 | 0 | 3 |
| Region VIII | 72 | 72 | 23 | 71 | 6 |
| Region IX | 117 | 116 | 84 | 116 | 15 |
| Region X | 235 | 217 | 114 | 152 | 33 |
| Region XI | 455 | 449 | 198 | 267 | 106 |
| Region XII | 113 | 112 | 115 | 84 | 89 |
| Region XIII | 264 | 261 | 181 | 262 | 138 |
| NCR | 0 | 0 | 0 | 0 | 0 |
| CAR | 23 | 28 | 12 | 15 | 20 |
| TOTAL | 1,834 | 1,806 | 1,007 | 1,477 | 508 |

Financial assistance by the DILG under E-CLIP. (Source: NBOO, DILG)

- **Enlistment/Employment to the AFP.** Qualified former rebels can also join the AFP either as part of the Regular Force or the Civilian Armed Forces Geographic Unit (CAFGU). A total of 74 former rebels joined the Regular Force as enlisted personnel of the AFP, while 495 have joined the CAFGU.

- **Engaging with Local Government Units and other E-CLIP Implementers.** The implementation of the E-CLIP at the ground level rests on LGUs. The E-CLIP Committee steers the implementation at the local level and assists former rebels to receive services from the program. Engaging LGUs, especially the local chief executives and other local E-CLIP implementers, is one of the important thrusts of the Task Force Balik Loob since they are at the forefront of receiving rebel surrenderers and with providing good governance in their localities to complement military operations, as espoused by the NTF-ELCAC.

For the engagements in Luzon, in line with the efforts to drum up the support of local chief executives in the implementation of the E-CLIP and the implementation of EO 70, the Task Force Balik-Loob paid a courtesy call on Quezon City Mayor Maria Josefina Belmonte and Manila City Mayor Francisco Moreno on 20 and 21 of January 2020, respectively, and enjoined them to help in preventing the recruitment of CPP front organizations from various urban sectors such as the youth/students, workers, and urban poor. In addition, the TFBL conducted visitations and participated in various activities in Quirino Province and AFP units such as the Northern Luzon Command, 5th ID, and 7th ID to discuss the Former Rebel Information System.

In Visayas, the TFBL conducted eight (8) visits to AFP units¹ and the Central Command, AFP to assess and discuss the execution of E-CLIP programs, issues, and concerns in the different localities. The involvement of representatives from national government agencies has likewise provided an opportunity to bridge gaps and resolve issues. Moreover, the TFBL paid courtesy visits to the Provincial Government of Leyte and the Municipal Government of San Isidro, Leyte, which contains the province's flagship 100-hectare "Peace and Prosperity Village" housing and reintegration facility for former communist insurgents.

For Mindanao engagements, the TFBL Chairperson visited seven (7) AFP units² from August to October and engaged with local governments of South Cotabato and Sultan Kudarat in March and December, respectively. Discussed in these engagements were the operations of AFP and LGU implementers, as well as housing for former rebels.



In photo: President Rodrigo Duterte during the awarding ceremony of E-CLIP benefits to 262 former rebels in San Isidro, Leyte on 23 January 2020

1 801st, 802nd, and 803rd IB; Headquarters 3rd ID; 301st, 302nd, and 303rd IB; 47th IB.
2 1st, 4th, and 6th ID; 401st, 402nd, and 901st IB; 2nd Mechanized IB



In photo: Courtesy Call to Quezon City Mayor Joy Belmonte on 20 January 2020.



In photo: Courtesy call to Manila City Mayor Francisco Moreno Damagoso on 21 January 2020.



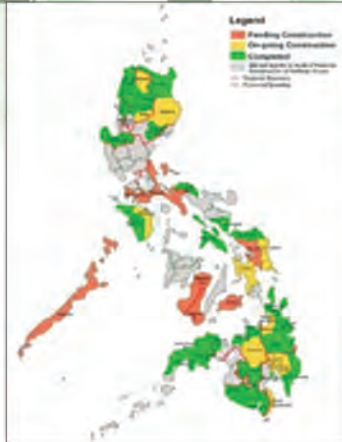
In photo: E-CLIP Awarding Ceremony to 42 FRs in Davao Oriental at the 701st IB Headquarters on 08 May 2020.



In photo: Secretary Delfin N. Lorenzana with Secretaries of DILG, DOH, and OPAPP during the E-CLIP Awarding Ceremony on December 22, 2020 at Butuan.

24 halfway houses completed

were completed in FY 2020 out of the 48 projects currently programmed.



Through the management and operation of the local government units, along with the Social Welfare and Development Offices, halfway houses were provided to former rebels (FRs) who wait for the assistance under the E-CLIP. The halfway houses serve as the temporary homes of the FRs wherein various intervention programs are being conducted such as orientations and seminars from different government

| Housing Assistance | | |
|--------------------|---------------------|-----------------------------------|
| Region | Nr. of FRs Assisted | Amount (if applicable) |
| X | 100 | PhP 45,000,000.00 |
| XI | 47 | PhP 21,150,000.00 |
| XIII | 2 | PhP 450,000.00 and PhP 100,000.00 |

Source: NHA

149 beneficiaries of housing assistance

Former Rebels in Bukidnon, Davao del Norte, and Agusan del Norte were provided with housing assistance.

Social Protection Assistance to Former Rebels



5,446 beneficiaries of social protection services

of the Department of Social Welfare and Development (DSWD) in 2020. Cumulatively since its inception on 01 July 2016, there are 7,204 beneficiaries of DSWD.

Education, Livelihood, and Skills Training Assistance

| Region | Number of Beneficiaries |
|--------------|-------------------------|
| NCR | 3 |
| CAR | 77 |
| Region I | 93 |
| Region II | 87 |
| Region III | 71 |
| Region IV-A | 18 |
| Region IV-B | 12 |
| Region V | 63 |
| Region VI | 218 |
| Region VII | 1 |
| Region VIII | 479 |
| Region IX | 1424 |
| Region X | 2721 |
| Region XI | 1883 |
| Region XII | 205 |
| Region XIII | 340 |
| BARMM | 133 |
| Total | 7,828 |

Source: TESDA

7,828

received training and livelihood courses in CY 2020 through the skills training and development assistance given by the Technical Education and Skills Development Authority (TESDA). To date, a total of 18,444 former rebels and their dependents benefitted from TESDA's programs.



| Region | Number of Beneficiaries | Type of Assistance |
|--------------|-------------------------|--|
| II | 303 | Seminar on Cooperative Development |
| IV-A | 1,241 | Trainings for officers; Linkaging with other government agencies; Product marketing and trade fairs Pre-registration seminars |
| VII | 15 | Training of cooperative governance and management training |
| VI | 40 | Seminar on Cooperative Development |
| VIII | 97 | Training and technical assistance on mandatory reports preparation as a cooperative Pre-registration seminars |
| Total | 1,696 | |

1,696

Beneficiaries of seminars and trainings on cooperative development, organization, management, and operation conducted by the Cooperative Development Authority (CDA).



1,425

Former rebels provided by the Department of Trade and Industry (DTI) with livelihood interventions and programs for this year. Cumulatively, 1,752 former rebels have benefitted from programs such as entrepreneurial seminar, Livelihood Seeding Program, and other business seminars.

1,613 and 6,135

FR beneficiaries of the Integrated Livelihood Program (ILP) and Tulong Panghanap buhay sa Ating Disadvantaged/Displaced Workers Programs (TUPAD) of the Department of Labor and Employment (DOLE), respectively.





CASH & LIVELIHOOD ASSISTANCE FOR FORMER REBELS

“Ug dili jud diay bakak ang giingon nila nga hatagan ug 65,000 pesos ang musurrender nga NPA, pinaagi sa E-CLIP kay ako ang buhi nga saksi. Dako kaayo ko ug pasalamat kay naa me magamit sa pagsugod sa amuang panginabuhian ug makapakasal namin aron mabunyan ang akong anak.”

AKA “Ayet”

53rd Infantry "Matapat" Battalion
 53rd Matapat
 53rd Matapat

Testimonials from FR's under the E-CLIP Program

Former Rebel received E-CLIP benefits

apart from Provincial and Municipal Government Assistance

- Cash Assistance from LGU of Isabela
- Immediate Assistance from the Provincial Government of Negros Occidental
- Firearms remuneration from the Provincial Government of Negros Occidental
- E-CLIP Livelihood Cash Assistance
- E-CLIP Immediate Cash Assistance

“Ako kag ang akon pamilya naga pasalamat sa benepisyo sang E-CLIP nga akon nabaton pamaagi sa aton nga mga opisyaales sa lokal nga gobyerno. **Tinuod gid ini nga programa.** Ginapangabay ko ang akon dati nga mga kaupdanan sa kabukiran nga **magbalik na kamo sa gobyerno.** Indi pa ulihi ang tanan. Biktima lang ta sa pagpang-into sang teroristang NPA.

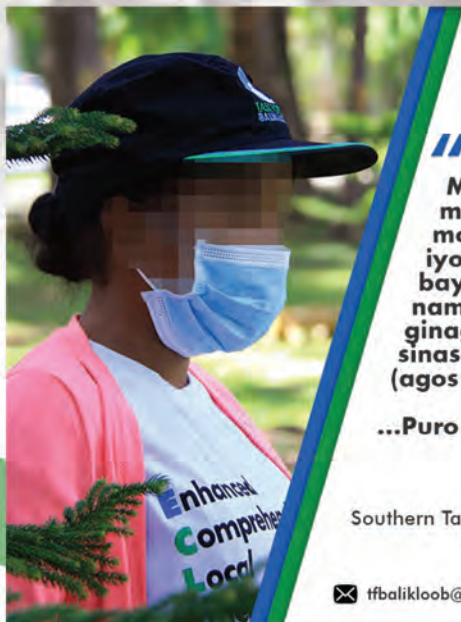
- Ka Roy



“KA ROY”

- CO, Local Guerilla Unit (LGU), Mt Canseron Command, CN2, KR-NCBS
- Chairman, KMP - Himamaylan Chapter

09567414044
 09300072305
 Stand Transformation



“Mahirap po iyong malayo ka sa pamilya mo. Laging sinasabi sa iyo na maglilingkod sa bayan kahit hindi mo naman alam ang totoong ginagawa mo. Parang sinasama ka lang sa agos (agos ng rebolusyon).

...Puro pangako lang.

- Former rebel from Southern Tagalog on why she decided to leave the armed rebel group

tfbalikloob@gmail.com
 @balikloobph

Source: Photos from Official Facebook pages of the TFBL

FINANCIAL ASSISTANCE



In photo: Awarding of financial assistance to 11 former rebels from Quezon in a ceremony held at the 2nd Infantry Division NCO Club House, Camp General Mateo Capinpin in Tanay, Rizal on 14 July 2020. (Photo from Task Force Balik Loob)

HALFWAY HOUSE



In photo: Sorsogon Halfway House on 29 September 2020. The project was completed in December 2020.



In photo: Visit of the TFBL Secretariat to the Camarines Norte Halfway house on 01 October 2020.

SUPPORT TO PEACE PROCESS

Cordillera Peoples Liberation Army (CPLA)

From January to February 2020, a series of stakeholders' engagements, workshops, and conferences were conducted through the Joint Evaluation and Monitoring Committee (JEMC) Executive Committee wherein the AFP, through the AFP Peace and Development Office (PDO), is a member.

In line with the 2011 Memorandum of Agreement between the Government of the Republic of the Philippines and Cordillera Bodong Administration – Cordillera Peoples Liberation Army (CBA-CPLA), a ceremonial destruction of turned-in firearms was held at Camp Major Bado Dangwa, La Trinidad, Benguet on 23 October 2020. The CPLA peace table is due for closure and is on its last phase of disarmament, demobilization, and reintegration.

GPH-RPMP/RPA/ABB Peace Table

For the Rebolusyonaryong Partido ng Manggagawa Pilipinas/ Revolutionary Proletariat Army/ Alex Boncayao Brigade (RPMP/RPA/ABB), the AFP is continuing the construction of Peace and Development Community (PDC) sites and shelters, which are at various stages of completion. Implementation of the same is consistent with the 2019 Clarificatory Implementing Document (CID) to the 2000 Peace Agreement between the government and the RPMP/ RPA/ AB. The CID resulted in the decommissioning of 727 former combatants from the Kapatiran. Relatedly, the DND-AFP was tasked to construct development sites in Negros and Panay Islands, and to train Kapatiran members for basic security training. Moreover, the 266 members of the RPMP/RPA/ABB who were trained by the AFP in 2019 under Community Defense Units are now deployed as members of the Citizen Armed Forces Geographical Unit Active Auxiliary Companies (CAA-1) under the activated CDU, 3ID, PA and are provided subsistence and other special allowances, pursuant to E.O. 94, s. 2019.

| FIRST TRANCHE | | | | |
|------------------------------------|-----------------|---------------------|-------------------------------|---|
| PDC SITES | ON-GOING | AFP ENG UNIT | REMAINING CORE SHELTER | REMARKS |
| Kabankalan City, Negros Occidental | 20 | 15IB, 302IB | | 1. Conducted negotiation conference on 19 February 2020 at H552ECB, Dingle, Iloilo. 2. Conducted Opening of Bids on 04 March 2020. 3. The scheduled Post Qualification on 16-17 March 2020 to winning bidder Rads |
| Ibajay, Aklan | 16 | 12IB, 301Bde | | Enterprises in Butuan City was postponed due to travel restrictions brought about by the COVID-19 Pandemic. 1. Rescheduled Post Qualification of the winning bidder due to COVID-19 Pandemic. 2. Rescheduled bidding due to disqualification for budgeting of winning bidder. |
| Tanjay, Negros Oriental | 16 | 11IB, 302IB | | |
| San Carlos City, Negros Occidental | - | 79IB, 303Bde | 187 | For budgeting |
| Cadiz City, Negros Occidental | - | 79IB, 303Bde | 73 | For budgeting |
| TOTAL | 52 | | 260 | |

SECOND TRANCHE

| PDC SITES | ON-GOING | AFP ENG UNIT | REMARKS |
|------------------------------------|----------|--------------|---|
| Kabankalan City, Negros Occidental | 43 | 15IB, 302IB | Preparing Supplemental Procurement Plan and Project Procurement Management Plan |
| Ibajay, Aklan | 26 | 12IB, 301Bde | |
| Tanjay, Negros Oriental | 42 | 11IB, 302IB | |
| TOTAL | 111 | | |

Status of projects for the KAPATIRAN

Bangsamoro Peace Process

As of yearend 2020, a total of 15 Joint Peace and Security Teams (JPSTs) were trained, of which eight (8) are deployed at mutually agreed areas and another seven (7) are awaiting designation. For 2021, ten (10) more JPSTs are programmed for training and activation. The JPSTs serve as operating units tasked to work for the maintenance of peace and order and stability of areas mutually identified by the national government and the MILF, and are composed of contingents of the AFP, Philippine National Police (PNP), and the Bangsamoro Islamic Armed Forces of the MILF (BIAF-MILF). Under the 2014 Annex on Normalization, the JPSTs shall track and document private armies and other armed groups; support the observance of ceasefire agreements and prevent hostilities; and prepare security arrangements for personalities involved in the peace process.

As for the decommissioning process of MILF combatants and weapons, the Independent Decommissioning Body has decommissioned 12,000 combatants and 2,100 weapons between August 2019 and March 2020. Decommissioning has been delayed due to the pandemic, but the national government and the MILF leadership continue to engage and resolve issues through the Inter-Governmental Relations Body (IGRB), which has continually held six meetings in 2020 since its establishment in December 2019.

In 2020, a total of 61 officers and 111 enlisted personnel of the AFP were detailed to the different Normalization Mechanisms and indicates the Department's commitment to work with peace inclined armed groups to realize just and lasting peace in the Bangsamoro. Relatedly, the Department has participated in the reactivation of the National Task Force for the Disbandment of Private Armed Groups (NTF-DPAGs), which was created by virtue of Memorandum Circular 83, s. 2015 to disarm PAGs as potential peace spoilers in the BARMM, and adjacent areas in Regions 9, 10, 11, and 12. The NTF-DPAGs has crafted its Strategic Plan and Implementation Plans for Task Force Western Mindanao and Task Force Eastern Mindanao, and is expected to begin operations against PAGs in 2021.

WAY FORWARD

The country has come a long way since the turn of the century, and has now productively engaged with the MILF, MNLF, RPMP/RPA/ABB, and CPLA as peace-inclined armed groups at various stages of peace negotiations with the government.

At the strategic level, the AFP shall continue to adhere to the core objectives stipulated in the Development Support and Security Plan (DSSP) Kapayapaan 2017-2022, namely: adherence to signed peace agreements; inculcate in its personnel the primacy of the peace process; prevent peace-spoiling incidents; and ensure through military preparedness that no armed group can utilize or threaten force against the public and the government to gain leverage at the negotiating table.

In the years to come, the DND shall sustain military operations and development support activities and programs to ensure the internal security and stability of the country. As it stands, the foremost traditional internal security threats in the country are the local communist insurgency, domestic terrorists, and other violent extremists.

For the CTG, the DND-AFP shall optimize the NTF-ELCAC's whole-of-nation, whole-of-government activities and lines of effort to reduce its capability and support structures. Military operations against the CTG's armed wing will be intensified, while at the same time, non-military aspects of counter-insurgency are to be emphasized under NTF-ELCAC. These include support for the reintegration programs such as the E-CLIP and the grant of amnesty, subject to certain conditions; the Barangay Development Program; and the continuance of localized peace engagements with armed combatants despite the termination of a national-level peace talk with the CPP-NPA leadership.

For LTGs and violent extremists, such as the ASG, BIFF, and other ISIS affiliates, the Department shall ensure alignment of the AFP's operations with the broader National Action Plan on Preventing and Countering Violent Extremism.

Finally, the Community Support Program in CTG and LTG affected and threatened barangays shall be heightened in order to expedite clearing of active guerilla fronts and present terrorist cells. While the country enters 2021 still threatened by the health pandemic, the DND-AFP shall not lose track of its core security function of defending the Filipino people against armed local threat elements.





INTERNATIONAL SECURITY COOPERATION

Pursuant to the NDS, the DND endeavors to enhance the Philippines' national security and further geostrategic interests by deepening cooperation with our ally and other traditional and emerging security partners. Such is also in line with the Philippines' independent foreign policy and existing guidelines on International Defense and Security Engagement (IDSE). In sum, the Department's efforts include confidence building, utilization of international platforms to advocate for a rules-based security architecture, and cooperative arrangements that provide or facilitate capability build-up and modernization of the armed forces and civilian bureaus. As previously discussed in Chapter 3, several extant security partnerships of the DND bore fruit as a conduit for international assistance for the Philippines' pandemic response, which highlight that these partnerships also augment non-combat capacities of the Department.

In 2020, the Department sustained its commitment to existing partners by participating in bilateral, sub-regional, and multilateral platforms, while adapting to new conditions and uncertainties amid the outbreak of the COVID-19 pandemic. This was done in line with the DND's thrust to engage partners across the Asia-Pacific region and other parts of the world, in pursuit of national security interests as well as international peace and stability amid evolving security challenges.

During the implementation of the community quarantine to thwart the further spread of COVID-19, the DND released and regularly reviewed guidelines on the conduct of IDSE, based on issuances by the IATF-EID, among other considerations. In its evaluation of engagements, the Department put primary importance on the health and safety of its personnel as well as the contribution to the Philippines' national efforts to address the pandemic.

Throughout the community quarantine in 2020, international defense and security engagements were continued. Along this line, the Department endeavored to improve its communication systems for virtual and online engagements with foreign counterparts. To facilitate coordination with key countries and international bodies, the Department also retained its Philippine Defense and Armed Forces Attaché (PhilDAFA) and AFP Liaison Officer (LO) posts.

NEW AGREEMENTS

The DND is responsible for overseeing the implementation of frameworks for defense and security cooperation with 28 countries that have formal defense-related arrangements with the Philippines on a wide gamut of issues covering military assistance and mutual defense, dialogue, training and education exchange, mutual logistics support, transfer of defense equipment and technology, and defense industry cooperation, among others. In addition to these existing agreements, the DND continued to review pending and newly proposed agreements in the past year.

On 11 March 2020, a Memorandum of Understanding (MOU) on Logistics and Defense Industry Cooperation (LDIC) was signed in Manila between the Government of the Republic of the Philippines and the Government of the Republic of Indonesia. The MOU will enable collaboration between the two (2) countries' defense industries and stakeholders in terms of acquisitions and procurement, and in joint research, development, and production of defense materials. The said MOU also established the Joint Logistics and Defense Industry Cooperation Committee (JLDICC), which shall identify potential areas for cooperation in logistics and defense industry as well as coordinate joint activities and projects.



In photo: Philippine and Indonesian officials at the Ceremonial Signing of the MOU on Logistics and the Defense Industry Cooperation on 27 February 2020 at the Indonesian Ministry of Defence

The Department encouraged the signing of urgent agreements with foreign counterparts through ad referendum means or with a virtual signing ceremony, provided that the authority to sign the agreement has been secured. Along this line, the Secretary of National Defense signed the MOU concerning Defense Cooperation and Exchanges with the Ministry of Defence of Mongolia on 11 December 2020. The SND-signed MOU was subsequently transmitted to Mongolia in the same month, for signing. The MOU aims to promote defense cooperation between the Philippines and Mongolia in the areas of policy, capacity building, peacekeeping, humanitarian assistance and disaster relief (HADR), logistics, as well as defense science and industry, among others. This MOU is in addition to the pre-existing international defense cooperation agreements with other non-traditional partners, namely China, Russia, Japan, and the Republic of Korea (ROK).

At its level, the AFP entered into a (TCA) with the Japan Self-Defense Forces (JSDF) and the US Forces (USF) on Military Cooperation and Exchanges in August 2020. The conclusion of the Arrangement came after a series of Trilateral Joint Staff Talks (TJST) that commenced in 2019 and whose Terms of Reference (TOR) was signed in January of that same year. The AFP-JSDF-USF TCA is pursuant to the 2015 Memorandum on Defense Cooperation and Exchanges between the DND and the Ministry of Defense of Japan, the 1951 Mutual Defense Treaty (MDT) between the Philippines and the US, and the 1960 Treaty of Mutual Cooperation and Security between Japan and the US. It aims to provide a framework for trilateral cooperation among the three (3) Asia-Pacific countries, to safeguard converging maritime interests, among others. It also provides a mechanism for the organized joint or coordinated conduct of HADR, information sharing, and other trilateral cooperative activities, with the TJST providing a forum for planning and exchange of views on security issues of mutual concern.

Following the signing of the AFP-JSDF-USF TCA, the AFP co-crafted the TCA Activity List for 2021-2022. Building on previous discussions and agreements by the TJST in 2019, the planned activities for 2021-2022 intend to further strengthen and develop cooperation among the three (3) defense or armed forces; promote exchanges on matters of mutual interest and concern; and harmonize the operationalization of Philippines-Japan, Philippines-US, and Japan-US defense and military cooperation agreements.

DEFENSE DIALOGUES

High-Level Discussions

At the highest level, Secretary Lorenzana had bilateral discussions with counterparts from Australia, China, France, Japan, and the US over the phone even during the enhanced community quarantine. These discussions centered on advancing and further strengthening bilateral defense and military cooperation to keep peace, security, and development amid the pandemic. He also virtually met Minister Nobuo Kishi for the first time since the latter's appointment as the new Minister of Defense of Japan. The introductory call involved a discussion on capacity-building cooperation, and also served as an opportunity for both ministers to reiterate the importance of respect to the principles of international law, including freedom of navigation in the region.



In photo: Introductory meeting with Japanese Defense Minister Nobuo Kishi on 23 October 2020

The Secretary likewise received online courtesy calls of Ambassadors following their presentation of credentials to President Duterte. During their separate calls on 27 August 2020, Ambassador Peter Kell of New Zealand and Ambassador Hoang Huy Chung of Vietnam both expressed condolences to the victims of the August 2020 Jolo bombings. The Vietnamese Ambassador also acknowledged the Philippine Government's efforts in assisting stranded Vietnamese fishermen. The SND also expressed appreciation to outgoing officials who ended their tours of duty in 2020, namely the Ambassador of Russia and Defense Attachés of Australia and Singapore.

Over several months, the DND managed to host visits of high-level foreign delegations, while strictly abiding by health and safety protocols in place.

On 11 September 2020, the Department hosted the ministerial visit of General Wei Fenghe, State Councilor and Minister of National Defense of China. The bilateral meeting between the SND and Minister Wei provided an opportunity for both ministers to exchange best practices and insights on the two (2) countries' COVID-19 response, with China offering to provide the Philippines with vaccine once cleared for distribution. To enhance military-to-military relations, both ministers agreed to strengthen cooperation in combating COVID-19; maintain strategic communication; implement military assistance; deepen cooperation in specialized fields, specifically counter-terrorism; and continue cooperation in multilateral fora.



In photo: Signing of the implementing guidelines for the RMB 130 million-worth of HADR equipment grant for the AFP



In photo: Secretary Lorenzana and Minister Reynolds exchange mementos at the CJVAB on 22 October 2020

Australian Defence Minister Linda Reynolds also visited the Philippines on 22 October 2020 and was received by the Secretary at the Colonel Jesus Villamor Air Base (CJVAB). During the brief meeting, the Australian delegation announced its donation of Php70 Million worth of medical and personal protective equipment to hospitals under the AFP Health Service Command, with the aim of capacitating the AFP in combating the COVID-19 pandemic. This is in addition to the support of Australia in June 2020 through donations in hospital equipment for the infectious disease ward of the V. Luna Medical Center as part of the Enhanced Defense Cooperation Program (EDCP). The Philippine and Australian defense ministers also tackled developments in regional security and bilateral defense cooperation. Minister Reynolds also conveyed Australia's invitation to the Philippines to participate in the Australian and New Zealand Army Corps (ANZAC) Day and Indo-Pacific Endeavor (IPE) in 2021.

Before the end of the year, the DND also hosted the visit of then-US Acting Secretary of Defense Christopher Miller on 08 December 2020. Acting Secretary Miller's visit entailed a joint meeting with the SND and Secretary of Foreign Affairs (SFA) Teodoro Locsin, Jr. upon the delivery of the PHP 1.38 billion-worth donation of sniping and anti-improvised explosive device (IED) equipment from the US. The interaction highlighted the importance of the Philippines-US alliance, including the Agreement Regarding the Treatment of US Armed Forces Visiting the Philippines (VFA), and the two (2) countries' shared interests in a free and open Indo-Pacific. Prior to the Defense Secretary's visit was a series of high-level visits of US foreign officials, namely the US Secretary of Air Force and National Security Adviser, both of whom were received by a Philippine delegation, including the Undersecretary of National Defense (USND).



In photo: Joint bilateral meeting between officials of the Philippines and the us during the visit to the Philippines of then-acting Secretary Miller in December 2020

West Philippine Sea

Another important dialogue mechanism attended by the DND was the Philippines-China Bilateral Consultation Mechanism (BCM) spearheaded by the Department of Foreign Affairs (DFA), which serves as the principal platform for bilateral discussions on issues concerning the South China Sea (SCS) and the West Philippine Sea (WPS). Although the BCM did not convene in 2020 due to the COVID-19 pandemic, the DND has consistently upheld the Philippines' position for all parties to preserve a rules-based order in the SCS, abide by the 1982 United Nations Convention on the Law of the Sea (UNCLOS) and the 2016 Permanent Court of Arbitration (PCA) ruling, as well as adhere to peaceful, lawful, and transparent means of settling disputes.

Given the opportunity during the ASEAN Defense Ministers Meeting-Plus (ADMM-Plus), the Department called for attention and action on other pressing regional security issues as well as non-militarization and self-restraint in the SCS. Through various fora including but not limited to the ADMM and ADMM-Plus, the Department has continuously advocated respect and adherence to the principles of international law, such as the freedom of navigation and overflight in the SCS. With the Philippines as the Country Coordinator for ASEAN-China Dialogue Partnership for 2018-2021, the DND has likewise pushed for the conclusion of an effective and substantive ASEAN-China Code of Conduct (COC) in the SCS, which will help prevent the escalation of tensions in the region.



In photo: USND is joined by Vietnamese Defense Attache to the Philippines during the virtual ADMM-Plus

The DND adheres to the ongoing diplomatic engagements to engage China and articulate Philippine interests in the area. At the same time, at the operational level, the preceding chapter (*see Chapter 3*) discussed efforts by the DND and the AFP to ensure security in the WPS as well as capability build-up and modernization that better equip the country for territorial defense, maritime security, and domain awareness. Insofar as international security cooperation measures are concerned, the defense team continues with cooperation on training, capability build-up, and military-to-military engagements that heighten the technical skills and overall readiness of the AFP.

Regular Dialogue Mechanisms

Through the fruitful conduct of activities, the DND was able to craft bilateral engagement plans for the succeeding calendar year. These dialogue mechanisms also provided opportunities for the Department officials and their counterparts to review the progress of bilateral defense cooperation and discuss a variety of thematic issues of common concern, especially in the context of the ongoing health pandemic, logistics cooperation, and foreign training opportunities.

| Dialogue Platform | Date | Description |
|--|-----------------|---|
| 3 rd Philippines-India Joint Defense Cooperation Committee (JDCC) Meeting | 31 January 2021 | The working-level meeting with India entailed a joint review of bilateral activities in the preceding years as well as the establishment of a defense cooperation roadmap for the next three (3)-year period. This meeting is pursuant to the overture of the Philippines in 2018, when the SND visited India to strengthen security cooperation with the country. |
| Philippines-Australia Defense Cooperation Working Group (DCWG) Meeting | 08 July 2020 | Receiving policy guidance from the Philippines-Australia JDCC, the DCWG serves as the working-level venue to coordinate and monitor joint cooperative activities in defense to include those in the previous Philippines-Australia Defense Engagement Plan (DEP) as well as the crafting of a new DEP for the incoming year. The Australian side also conveyed the one-time increase from 8 to 10 slots for scholarships under the Defense Cooperation Programme (DCP) and agreed to explore new proposed initiatives from the Philippine side. |

Table continued to next page (pg 69)

| | | |
|---|-------------------|---|
| Philippines-Indonesia (PHILINDO) JDCC Meeting | 24 September 2020 | The PHILINDO JDCC Meeting included a report on the status of defense and military activities for 2019-2020. It also resulted in a list of major engagements initially planned for 2021. The annual meeting also provided a platform for defense and military representatives to exchange updates and insights on counter-terrorism, maritime security, and the role of defense establishments in addressing COVID-19. |
| Philippines-New Zealand Bilateral Defense Talks (BDT) | 15 October 2020 | The Philippine and New Zealand delegations to the BDT exchanged updates on each country's respective defense outlooks as well as developments in overall bilateral defense relations. The Philippine side solicited lessons learned from New Zealand's successful response to the pandemic. The body also discussed the proposed Philippines-New Zealand DEP for 2021. |
| Philippines-ROK JDCC Meeting | 19 October 2020 | Following the signing of the MOU on Cooperation in the Field of Defense in 2013, the DND and the Ministry of National Defense of the ROK convened the Philippines-ROK JDCC Meeting for the first time on 19 October 2020, via video teleconference. The inaugural meeting aimed to expand the overall defense cooperation between the Philippines and the ROK beyond the already robust logistics cooperation between the two (2) countries and facilitated exchanges of views on regional security issues. The Philippine side also proposed to craft a defense cooperation plan to implement the Philippines-ROK MOU. |
| Philippines-Singapore Defense Policy Dialogue (DPD) | 04 December 2020 | Convened annually, the DPD seeks to foster closer defense relations between the Philippines and Singapore. The DPD entails discussions on regional security issues like developments in the South China Sea (SCS) and counter-terrorism efforts, besides updates on bilateral and multilateral defense cooperation. Both sides also agreed on the Defense Engagement Plan between the Philippines and Singapore and agreed to continue discussions on two proposed agreements between the two defense establishments on training exchanges and counter-terrorism. |

Regular Dialogue Mechanisms, FY 2020

For logistics-specific cooperation, the Department convened the Joint Working Group (JWG) or Joint Committee Meetings (JCMs) with India on 17 September 2020, Israel on 11 November 2020, Japan on 03 December 2020, and the ROK on 09 December 2020. These meetings served as venues to provide and receive updates on the status of proposed projects related to logistics and acquisitions with the respective partner countries.

The DND also continued defense cooperation dialogues with its longtime security partner, Australia. The inaugural Philippines-Australia Foreign Ministry Consultations (FMC), which reviewed the status of overall bilateral relations with Australia, were conducted and took stock of the implementation of the 2015 Joint Declaration on the Philippines-Australia Comprehensive Partnership. The Consultations reaffirmed the two (2) countries' mutual objective to maintain a rules-based order in the region. The discussion on defense engagements also manifested a common interest in intensifying cyber security and maritime cooperation.

Meanwhile, the Philippines-Australia Strategic Dialogue (PASD), last held in 2017, was revitalized and conducted on 26 November 2020. During the 5th PASD, there was an exchange of insights on the evolving political and security situation in the region, factoring in complications arising from the COVID-19 pandemic. Both sides expressed anticipation for the commemoration of the 75th anniversary of bilateral diplomatic ties in 2021 and acknowledged the vital role of sustained and elevated security cooperation in the future of bilateral relations.



In photo: DND officials join the virtual PASD co-chaired on the Philippine side by Undersecretary of National Defense Cardozo M. Luna and DFA Undersecretary Elizabeth P Buensuceso

The DND likewise participated in the DFA-led 4th Philippines-Germany Political Consultations and 5th Philippines-Spain Political Consultations. During the Consultations with Germany, the Philippine delegation looked forward to reviving Philippines-Germany Staff Talks as well as negotiations on the MOU on Defense Cooperation. On the other hand, the DND reaffirmed its commitment to implementing the 2011 Philippines-Spain MOU regarding Defense Cooperation. Also taken up with Spain was the status of pending bilateral agreements, particularly on the exchange of classified information in the field of defense and on maritime cooperation.

BILATERAL MILITARY-TO-MILITARY ENGAGEMENTS

The AFP and its Major Services likewise sustained their regular staff-to-staff talks (STST), working group meetings, and intelligence exchanges. Among the major commitments of the AFP is the Philippines-US Mutual Defense Board (MDB)-Security Engagement Board (SEB) Planning Cycle. The AFP hosted the MDB-SEB Standing Committees' Meeting (SCM) in March 2020 to review and plan both military-to-military and inter-agency activities under the MDB-SEB mechanism, as well as discuss the way forward for Philippines-US bilateral defense and security cooperation. Proposed activities were then approved by the MDB-SEB Meeting that was co-chaired by the Chief of Staff of the AFP (CSAFP) and the Commander of the US Indo-Pacific Command (INDOPACOM) on 29 October 2020. The MDB-SEB Planning Cycle 2020 resulted in the approval of validated plans, concept for Exercise Balikatan (BK) 2021, creation of the State Partnership Program (SPP) Committee and the finalization of its Revised Terms of Reference (TOR), revision of the 2007 MDB-SEB Activity Coordination Guidelines, and exploratory talks on AFP-proposed additional locations for Enhanced Defense Cooperation Agreement (EDCA) projects.

In November 2020, the SFA announced the President's decision to further suspend the notice to terminate the VFA for another six (6) months. Cognizant of the value of the VFA in facilitating high-impact cooperative activities between the Philippine and US security forces, the DND expressed support for the suspension of the VFA termination.

The AFP and its Major Services conducted the first Service-to-Service Talks with India on 31 January 2020, which reviewed military engagements in the preceding years and discussed ways to enhance military-to-military

relations. The meeting resulted in the crafting of a three (3)-year action plan, which was consolidated into a three (3)-year plan of engagement by the Department.

Another key strategic-level military-to-military engagement is the Philippines-Indonesia (PHILINDO) Joint Operations and Exercises Sub-Committee (JOESC) virtually conducted its second meeting on 22 October 2020, after having been inaugurated in 2019. The JOESC reviewed the status of bilateral activities for 2019 and 2020, which were agreed upon during the first sub-committee meeting. The 2nd JOESC Meeting also included sharing of information on each military's conduct of support operations in addressing the COVID-19 pandemic.

Among the activities coordinated through the PHILINDO JOESC was the Coordinated Patrol between the Philippines and Indonesia (CORPAT PHILINDO). The AFP, through the Eastern Mindanao Command (EASTMINCOM), sustained the conduct of CORPAT PHILINDO in 2020, in efforts to secure the PHILINDO maritime border from illicit activities, transnational crime, and other threats to security. Through this, the Philippine and Indonesian navies were able to test their existing operational procedures and foster harmonious relations between participating units. The traditional opening and closing ceremonies as well as other on-shore activities were excluded from the 2020 iteration of the CORPAT, in accordance with restrictions due to the pandemic.

Philippine Army

The Philippine Army (PA) hosted the visits of the Secretary of Army, US Army Pacific (USARPAC) Commanding General, and USARPAC Deputy Commanding General in January and February 2020. The PA also received a delegation from the US Army War College (USAWC).

In addition, the PA hosted the 8th PA-USARPAC Executive Steering Group (ESG) Meeting, which produced a list of activities expected to further strengthen army-to-army cooperation between the Philippines and the US in 2021. During the ESG Meeting, the Commanding General, PA (CGPA) reiterated the PA's desire to boost its capabilities in aviation, air defense, airborne, combat engineering, sustainment operations, and cyber security as well as its combined arms training methods and doctrine. The 9th PA-USARPAC Steering Committee Meeting soon followed to review the five (5)-year army engagement plan and further discuss future army-to-army activities. Further to engagements concerning plans and programs, the PA and USARPAC also conducted their Intelligence Subject Matter Experts' Exchange (SMEE) and Senior Intelligence Officer Visit in March 2020 in Hawaii.



Following the signing of the TOR for the Philippines-Brunei Army Working Group (AWG), the 1st AWG Meeting was convened via video teleconference and came up with bilateral activities for 2021. Also conducted

were the AWG Meetings with Indonesia and Malaysia as well as the PA-Philippine Marine Corps (PMC)-Japan Ground Self-Defense Force (JGSDF) Staff Talks, through which activities and course exchanges for 2021 were agreed upon.

Philippine Air Force



Meanwhile, the Philippine Air Force (PAF) hosted the visit of US Secretary of Air Force Barbara Barrett on 25 November 2020. Secretary Barrett's visit coincided with the handover to the Philippine Navy (PN) of a ScanEagle Unmanned Aerial System (UAS) amounting to PHP 710 million. The drone adds to the Philippine military's intelligence, surveillance, and reconnaissance (ISR) capabilities and strengthens the country's maritime domain awareness.

The CG, PAF also virtually met with the Commander, Pacific Air Forces (COMPACAF) on several occasions to take up several key items for the PAF's modernization and capability development, such as the delivery of C-130H Excess

Defense Article (EDA) for the PAF, Multi-Role Fighter (MRF) Aircraft projects, testing of the Advanced Precision Kill Weapon System (APKWS), and continuation of activities despite the pending termination of the VFA.

The separate virtual calls of the CG, PAF with counterparts from the Indonesian Air Force (TNI AU), Lao Air Force (LAF), Myanmar Air Force (MAF), Royal Brunei Air Force (RBAirF), and Royal Thai Air Force (RTAF) entailed exchange of information on the air forces' role in the fight against COVID-19 and experiences with weapon systems. The CG, PAF likewise engaged with the Chief of Staff of the Japan Air Self-Defense Force (JASDF) to discuss the availability of additional UH-1 spare parts from Japan and radar-related technical courses for PAF, among other things, as well as the Chief of the Royal Australian Air Force (RAAF).

In addition, the PAF sustained its Airman-to-Airman (A2A) Talks with the Pacific Air Forces (USA) and Royal Australian Airforce, which prepared the list of cooperative activities for 2021, and held its 1st Staff Talks with the JASDF. Discussions on the crafting of the TOR for PAF-RBAirF Staff Talks are also underway. Meanwhile, the 11th PHILINDO Air Force Working Group (AFWG) Meeting, followed up on the status of air force activities between the Philippines and Indonesia for 2019-2020 and came up with a two (2)-year work plan for 2021-2022.

Intelligence exchange between the PAF and its foreign counterparts was quite robust in 2020 as PAF conducted its 5th INTELCON with the RTAF, as well as the 5th, 6th, and 7th INTELCON with the JASDF. The PAF and the Republic of Singapore Air Force (RSAF) also established their INTELCON and held its first iteration in the same year. These Conferences facilitated sharing of intelligence and insights on contemporary security issues of common concern, forming better understanding between the PAF and its regional partners.

Philippine Navy

On navy-to-navy engagements, the Philippine Navy (PN) hosted the official visits of the Commander-in-Chief of the Myanmar Navy from 15 to 18 January 2020 and the Chief of Staff of the Spanish Navy from 20 to 23 January 2020. Additionally, the Flag Officer-in-Command (FOIC) of the PN virtually conducted bilateral meetings with counterparts from the Royal Australian Navy (RAN), Royal Brunei Navy (RBN), Indian Navy, Japan Maritime Self-Defense Force (JMSDF), US Pacific Fleet (PACFLT), and Vietnam People's Navy (VPN) in various months throughout the year.

The FOIC also personally rendered a call on the Chief of Naval Operations of the ROK Navy and conducted a visit to the ROK Navy Submarine Command, back-to-back with the PN's participation in the Defense and Security Expo Korea from 18 to 20 November 2020. Other dialogues or exchanges of PN officials in 2020 were the PMC-US Marine Forces Pacific (MARFORPAC) Marine-to-Marine Staff Talks from 17 to 23 February 2020 in Hawaii and the PN-US PACFLT Intelligence Conference (INTELCON) conducted virtually in March 2020.



INDONESIA-MALAYSIA-PHILIPPINE (INDOMALPHI) TRILATERAL COOPERATION

The DND sustained the implementation of the INDOMALPHI TCA, which was signed in 2016 to address security challenges in the common areas of concern in the Sulu-Celebes area, such as armed robbery against ships, sea-based abduction or “kidnap for ransom,” transnational crime, and terrorism, which have not only negatively affected confidence in trade and commerce but have also posed security challenges in the area.

In 2020, the INDOMALPHI conducted five (5) trilateral air patrols (TAP) and two (2) trilateral maritime patrols (TMP), demonstrating ground-level cooperation and political trust among ASEAN neighbors. The AFP hosted the first round of the TAP in January 2020. Co-led by the DND on the Philippine side, the INDOMALPHI Joint Working Group (JWG) on the TCA also virtually convened in July, October, and December 2020 and tackled the operationalization of the framework for TCA. The JWG meetings reaffirmed the INDOMALPHI's common commitment to protect the people residing, working, and transiting in the Sulu-Celebes area, and yielded important decisions pertaining to the operational conduct of the maritime and patrols amid the pandemic, the framework for information and intelligence exchange, and rules of engagement. Notably, the DND successfully hosted the virtual 14th INDOMALPHI JWG Meeting on the TCA from 21 to 22 December 2020.

The WESTMINCOM JTF Tawi-Tawi, concurrently the JTF INDOMALPHI, continued its operation of the Philippines' Maritime Command Center (MCC) in Tawi-Tawi that serves as the point of coordination for the Philippines' participation in INDOMALPHI trilateral patrols and information exchange in 2020. In mid-2020, construction of the new MCC building began and is expected to be completed in 2021. The MCC also monitors

the area of maritime interest (AMI) through the littoral monitoring station (LMS) in the area. The new facility will house organic personnel, new equipment, as well as Indonesian and Malaysian liaison officers in the future. As agreed upon by the INDOMALPHI JWG, each country continued its individual conduct of maritime and air patrol within the AMI.

Relatedly, the INDOMALPHI recorded a downtrend in sea-borne kidnap-for-ransom (KFR) incidents in the area since the launching of TCA-related activities in 2017. Whereas 16 ASG-related KFR incidents at sea were reported in 2016, the number decreased to four (4) in 2017, two (2) in 2018, two (2) in 2019, and one (1) in 2020. The lone incident in 2020 occurred in the month of January and involved five (5) Indonesian crew, who were abducted from a fishing vessel in waters off Sabah then brought to Sulu. The AFP intensified FMOs against the Sulu-based ASG following the said incident, which led to the neutralization of some key personalities involved in KFR activities, namely ASG Sulu-based sub-leaders Tuan Annual Jainal (also known as Tuan Annoh) on 20 July 2020 and Hatib Munap Binda on 20 November 2020.

The WESTMINCOM also initiated the 1st INDOMALPHI Trilateral Security Conference (TSC), which was held on 03 to 05 March 2020 in Zamboanga City. The TSC supplements already-established modes of cooperation under the TCA framework, and it was conducted due to the immediate need to exchange updates and insights on the security situation in Southern Mindanao and prevention of kidnapping incidents in the area, among others.

MILITARY CAPACITY AND CAPABILITY BUILDING COOPERATION

Recognizing that efforts in human resource development are just as important and complementary to logistics improvements, materiel or equipment acquisitions, and defense systems development, the DND continued to encourage practical cooperation through education and training exchanges between the AFP and foreign partners.

Individual Foreign Training

As part of the AFP and its Major Services' individual foreign training program, the AFP processed and sent more than 200 military personnel to attend various career and specialization courses offered in Australia, Bangladesh, Brunei Darussalam, Canada, China, Germany, India, Indonesia, Japan, Malaysia, the ROK, Singapore, Spain, Thailand, and the US in 2020. Majority of the military personnel went for overseas schooling in the US. Overseas programs attended by Philippine military personnel include specialized language training, defense resource management courses, engineering and equipment maintenance courses, intelligence research and analysis courses, cyber security courses, operations courses, human rights courses, policy courses, leadership training, career courses, command and staff courses, and post-graduate studies. A number of these were particularly intended for trainers within the Philippine armed forces. Meanwhile, courses offered by the AFP in 2020, particularly the Command and General Staff Course (CGSC) and Squadron Officer Course, were likewise availed by military personnel from Indonesia, Malaysia, the ROK, and Thailand.

Joint Exercises and Training

The AFP also continued with joint exercises and training activities with foreign counterparts, with the goal of learning drills and procedures, familiarization with equipment and assets for interoperability, and training on specialized combat and non-combat operations.

Despite the cancellation of Exercise Balikatan 2020 between the Philippines and the US due to international travel restrictions caused by COVID-19, other programmed Philippines-US exercises and training activities pushed through in 2020. The semi-annual Philippines-US Marine Aviation Support Activity (MASA) was conducted from February to March 2020, enhancing the AFP's capacities in military operations in urban terrain (MOUT), counter-terrorism, and day/night air support operations.

The Philippine Army and US Army Pacific (USARPAC) conducted Balance Piston, wherein personnel of the PA's 18th Special Forces Company (SFC) were trained in rifle marksmanship, close quarter battle, small unit tactics, target hardening, and mission planning, thereby strengthening the PA's capacity in counter-terrorism while enhancing interoperability with the US Army. The PA and USARPAC also conducted a virtual Staff Exercise (STAFFEX) to meet the PA's modernization objectives along warfighting functions in both security and humanitarian scenarios. Other training exchanges and SMEEs conducted with the US in 2020 included the Operations and Maintenance Training for Mission Essential Equipment, Community Disaster Resilience Exchange (CDRE), K9 SMEE, and SMEE on COVID-19 Lessons Learned.



*In photo: PA conducts Balance Piston 20-1 with the US Army
(Source: PA)*

More training activities targeted by the PA were those conducted with Australia on urban or counter sniping, command and control, handling of military working dogs, combat shooting. Philippine troops also trained with Australia through the Combat Shooting Modified Mobile Training Team (MTT), which aimed to develop organic instructors' capacity to train their respective units.



In photo: BRP Jose Rizal stops over at the Joint Base Pearl Harbor-Hickman in Honolulu, Hawaii in preparation for its participation in the RIMPAC 2020 (Source: PCG in Honolulu)

As regards to naval cooperation, the PN sent a 125-personnel contingent and an AW109 naval helicopter aboard its first four-dimensional warfare capable frigate, the BRP Jose Rizal (FF-150), to participate in the Rim of the Pacific (RIMPAC) 2020 from 17 to 31 August 2020 in waters surrounding Hawaii. The biennial multilateral naval exercise served as an opportunity to test the PN's proficiency in a variety of operations while also assessing the capabilities and systems of the BRP Jose Rizal, which was officially commissioned only less than a month ahead during the same year. Due

to COVID-19 concerns, the RIMPAC 2020 included only at-sea events. Nonetheless, the exercise remained an important venue to strengthen mutual understanding among various navies.

Relatedly, Exercise LUMBAS 2020 between the Philippine Navy and the Royal Australian Navy was modified into a Passing Exercise (PASSEX) conducted within the area of responsibility (AOR) of the Naval Forces Eastern Mindanao (NFEM) on 21 September 2020.

For capacity development of airmen, the PAF conducted with the US the Bilateral Air Contingent Exercise-Philippines (BACE-P) and participated in the Pacific Defender-Cope North among the US, Australia, and Japan. The BACE-P helped further develop the skills and confidence of the PAF's aircrew as well as maintenance and support personnel, while the Pacific Defender-Cope North helped enhance the PAF's interoperability with the US and other regional participants, particularly in counter-terrorism, force protection, and integrated base defense.

On other projects related to logistics and capability building, the PN was able to conduct road repair at the Naval Education, Training and Doctrine Command (NETDC) in Zambales while the PAF was able to renovate its Tactical Operations Center at Clark Air Base in Pampanga, with support from the US.

COOPERATION IN MULTILATERAL FORA

In addition to bilateral mechanisms, the DND accords importance to participation in multilateral platforms for cooperation, especially the ASEAN Defense Ministers' Meeting (ADMM) and its support mechanisms, as well as other ASEAN-led mechanisms. For 2020, the Department's engagements in multilateral fora advocated for heightened cooperation in pandemic response while at the same time addressing other prevailing security issues, namely the militarization of the SCS, tensions in the Korean Peninsula, terrorism, and emerging importance of cybersecurity. The Department has also continued to underscore ASEAN centrality in shaping the regional security architecture, particularly the importance of the ASEAN Outlook in the Indo-Pacific.

ASEAN-Led Mechanisms

The DND, represented by the USND, participated in the ADMM Retreat, which was hosted by Vietnam from 18 to 20 February 2020 in Hanoi. In response to the COVID-19 pandemic, the ASEAN Defense Ministers issued their Joint Statement on Defense Cooperation Against Disease Outbreaks, wherein they committed to enhance practical cooperation among ASEAN defense establishments and with external partners in dealing with the pandemic. In a few months, the defense and military officials of the ASEAN Member States conducted the ADMM COVID-19 Table-Top Exercise (TTX) and Follow-Up Workshop under the framework of the ASEAN Centre of Military Medicine (ACMM).

In accordance with the ASEAN Defense Ministers' Joint Statement on Defense Cooperation Against Disease Outbreaks, representatives from the Office of the Surgeon General (OTSG) of the AFP; AFP Health Service Command; AFP Education, Training, and Doctrine Command (AFPETDC); as well as the Department of Health (DOH) participated in the ADMM COVID-19 TTX, which was organized by the ACMM.

Other than ASEAN Member States, the TTX also involved Australia, China, India, Japan, New Zealand, Russia, and the US. It entailed a review of lessons learned from respective experiences relative to addressing the COVID-19 in order to develop an action plan to enhance the readiness of the ASEAN Member States' Military Medicine Services. As a follow-up, the AFP also participated in the virtual Workshop on Quarantine Camp

Management, during which the AFP participants shared an overview of related activities by the AFP's medical service. The Workshop resulted in the drafting of ACMM Quarantine Camp Guidelines to standardize quarantine management procedures across ASEAN Member States' militaries.

The DND also consistently attended the virtual ASEAN Defense Senior Officials' Meeting Working Group (ADSOM WG), ADSOM, ADSOM-Plus WG, and ADSOM-Plus in 2020, in preparation for the ADMM and ADMM-Plus.

Following the SND's emphasis that observership applications and membership to the ADMM-Plus should be decided by ASEAN Member States during the 2019 ADMM-Plus and in the interest of strengthening ASEAN centrality, the DND also presented the Concept Paper on ADMM's External Engagements during the ADSOM WG Meeting in November 2020 as previously agreed upon during the ADSOM WG in January 2020. The Concept Paper aims to provide for a set of guiding principles, modalities, processes, and guidelines to enable the ADMM to assess, evaluate, and respond to requests or proposals regarding engagement with ASEAN's external partners. ASEAN Member States welcomed the Concept Paper and agreed to further deliberate on the proposal during Brunei Darussalam's ASEAN Chairmanship in 2021.

The 14th ADMM and 7th ADMM-Plus, which were held virtually from 09 to 10 December 2020 adopted measures such as the Concept Paper on Developing the Linkage between the ADMM and ASEAN Chiefs of Defence Forces Meeting (ACDFM), which was co-sponsored by the Philippines and Malaysia; and the Concept Paper on Enhancing Defence Attaché Posts Among ASEAN Member States, which was co-sponsored by the Philippines with Thailand.

The said Concept Papers were first presented by the DND delegation to the ADSOM WG Meeting in Da Nang, Vietnam in January 2020. The Concept Paper on Developing the Linkage between the ADMM and ACDFM aims to set out a process and mechanism for the ACDFM to take stock of all military meetings for onward reporting to the ADMM through ADSOM as provided for in previously adopted Concept Papers and ADMM Three-Year Work Plans. The said initiative also aims to institutionalize the ACDFM and other related meetings following the ACDFM's formalization in 2018 and contribute to the integration of the ASEAN Political-Security Community (APSC).

The Concept Paper on Enhancing Defense Attaché Posts Among ASEAN Member States was developed from Thailand's idea to expedite the accreditation process of defense attaché posts among ASEAN Member States. The Department built on this idea to further put emphasis on the role of defense attachés in developing multilateral cooperation under the auspices of ASEAN.

As the ADMM and ADMM-Plus were held virtually for the first time in 2020, the said year also marked the first time that Guests of the Chair, namely Canada, France, the UK, Germany, European Union, and United Nations (UN), were invited at the sidelines of the ADMM-Plus as part of the commemoration of the 10th anniversary of the ADMM-Plus. The said meeting served as an opportunity for the guests to express their interest in engaging ASEAN and support for a rules-based regional order.



In photo: Heads of delegation during the first evert virtual ADMM, which was hosted by Vietnam (Source: Vitenamm MOD)

Issue-Specific Engagements with ASEAN

For practical cooperation on counter-terrorism, the DND also sent delegates to the 3rd and 4th ASEAN Our Eyes WG Meetings hosted by Indonesia. The ASEAN Our Eyes, which was adopted by the ADMM in 2018, aims to establish a more reliable and comprehensive counter-terrorism strategic intelligence exchange platform among ASEAN Member States. Its Standard Operating Procedure (SOP) was among the proposed documents adopted by the 14th ADMM.

Further to the above, the AFP participated in activities of the Network of ASEAN Chemical, Biological, and Radiological (CBR) Defense Experts, such as the Virtual Workshop on “Building Capabilities for Chemical and Radiological Sampling.” Aimed at contributing to strengthening the region’s response to CBR terrorist threats or attacks, the Workshop took up current practices and best methods in chemical and radiological sampling in order to identify gaps and opportunities for capacity-building initiatives in the future.



In photo: OCD leads ASEAN meetings on disaster management

progress in the implementation of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) Work Programme 2016-2020 as well as discuss ways to refine regional policies and strategies on disaster management. By the end of the year, the ASEAN Member States were able to develop Guidelines on Disaster-Responsive Social Protection as well as the new AADMER Work Programme 2021-2025, which encompasses the ASEAN Vision on Disaster Management 2025 and ASEAN Socio-Cultural Community (ASCC) Blueprint 2025.

As the DND’s institution for higher education, the National Defense College of the Philippines (NDCP) participated in the 13th Network of ASEAN Defense and Security Institutions (NADI) Meeting and 5th NADI Retreat from 01 to 06 March 2020 in Vietnam. Generally, these NADI engagements increased appreciation for functional and non-traditional security cooperation in contemporary times while also strengthening links among defense and security educational institutions.

Aside from fellow ASEAN Member States, the DND interacted with external partners including ASEAN Dialogue Partners and other ARF members through the ASEAN Regional Forum (ARF) Defense Officials’ Dialogue (DOD) and ARF Security Policy Conference (ASPC), which were virtually conducted in 2020. The ARF engagements entailed discussions on the regional security situation, defense policies, military medical cooperation as well as HADR in times of epidemic or pandemic, preventive diplomacy, promoting defense cooperation within the ARF Framework, and strengthening links between the ADMM-Plus and the ARF.

In the area of disaster risk reduction and management, the OCD hosted the virtual 36th and 37th ASEAN Committee on Disaster Management (ACDM) in August and November 2020 to monitor

The AFP similarly sustained its participation in regular ASEAN military meetings in 2020, namely the 17th ASEAN Chiefs of Defense Forces Meeting (ACDFM), 17th ASEAN Air Chiefs Conference (AACC), 21st ASEAN Chiefs of Army Multilateral Meeting (ACAMM), 14th ASEAN Navy Chiefs Meeting (ANCM), 17th ASEAN Military Intelligence Meeting (AMIM), and 10th ASEAN Military Operations Meeting (AMOM).

The AFP also participated in the 7th ASEAN Air Forces Education and Training Working Group Workshop and other activities, namely the 2nd ASEAN Regional Forum on Maritime Domain Awareness, and 13th Meeting of the ASEAN Regional Mine Action Centre (ARMAC). Through these meetings, armed forces of ASEAN Member States reviewed their joint work plan, explored means to enhance practical cooperation among their respective General Headquarters Staff and Major Services, and share best practices in addressing old and new issues affecting defense interests in the region.

As part of ongoing efforts to spread awareness on the Convention on Cluster Munitions (CCM), as well as the relevance of prohibiting cluster munitions in building a peaceful, secure, and stable region, the DND co-organized with the Permanent Mission of the Philippines to the United Nations in Geneva and the DFA the Webinar on the Universalization of the CCM for defense experts and officials of ASEAN Member States. The Philippines and Chile were designated as Coordinator for Universalization of the Convention, which prohibits the use, transfer, and stockpiling of cluster munitions, and the ASEAN has been identified as one of the priority areas. It may be noted that, to date, only the Philippines and Lao PDR have ratified the said Convention among ASEAN Member States. The said webinar received positive feedback from the participants with several defense establishments representatives actively taking part in the discussions.

Other Multilateral Fora

In line with its peacekeeping role and contributions, the AFP attended meetings organized by United Nations (UN) bodies, such as the Meeting of the UN Special Committee on Peacekeeping Operations (C34), which deliberated then published recommendations on UN Peacekeeping Operations (PKO), as well as various virtual multilateral engagements on non-proliferation and disarmament as well as logistics.

The AFP also participated in several multilateral fora initiated by partner countries. Among such were the 1st International Session on Indo-Pacific held in March 2020 in Paris, which took up relevant issues in the regional integration of French overseas territories, regional strategic partnerships between France and Indo-Pacific states, as well as cross-cutting challenges in the Indo-Pacific; and the Indo-Pacific Chief of Defense (CHOD) Virtual Conference in August 2020, which promoted regional security cooperation in the face of mutual security challenges. The PA also joined the Virtual Indo-Pacific Landpower Conference hosted by the USARPAC, while the PAF participated in the US PACAF's virtual Pacific Air Chiefs' Conference.

In November 2020, the PA co-hosted with the USARPAC the virtual 44th Indo-Pacific Armies Management Seminar (IPAMS) and the 6th Senior Enlisted Leaders Forum (SELF) 2020. The back-to-back events gathered army senior leaders from different parts of the Indo-Pacific region to promote cooperation and help enhance participants' understanding of non-commissioned officers' contributions to the military organization.

Working on the theme of "Effective Ocean Governance for Regional Partnership and Stability." The PN hosted the Western Pacific Naval Symposium (WPNS) Workshop in February 2020. The Workshop was done in preparation for the 17th WPNS, which the PN will host from 26-27 October 2021.

Other multilateral fora participated in by the DND and/or its bureaus in 2020, facilitated exchange of views among defense and military officials and non-government security experts on significant regional developments, were the 8th International Institute for Strategic Studies (IISS) Fullerton Forum, and virtual 9th Seoul Defense Dialogue (SDD).

Attended by DND and AFP delegations headed by no less than the USND and the Deputy Chief of Staff of the AFP in January 2020 in Singapore, the 8th IISS Fullerton Forum featured exhaustive discussions on missile defense in Asia, protection of maritime interests and freedoms, policy implications of new technologies of conflict, and development of inclusive regional security arrangements. On the sidelines of the forum, the Department's senior leaders had bilateral meetings with defense and military officials of Singapore, Australia, France, the UK. On the other hand, the 9th SDD was conducted via video conferencing and live streaming and highlighted the importance of international solidarity and multilateral cooperation in overcoming new security challenges, especially in the age of COVID-19.

DEPLOYMENT OF DEFENSE ATTACHÉS AND AFP LIAISON OFFICERS

The DND maintained its deployment of PhilDAFAs and AFP Liaison Officers (LOs) in strategic locations where they could promote defense and military relations, facilitate coordination of cooperative activities, and monitor significant developments in partner countries and important intergovernmental organizations. As of 2020, the Philippines has PhilDAFA and AFP Liaison Officer posts in twenty-one (21) countries, namely Australia, Brunei Darussalam, Cambodia, China, India, Indonesia, Israel, Japan, Malaysia, Myanmar, Pakistan, the ROK, Russia, Singapore, Spain, Thailand, Turkey, UAE, US, Vietnam, and Bahrain.

As scheduled following the approval of the re-manning of the post in Pakistan in the previous year, the PhilDAFA to Pakistan arrived in February 2020. The PhilDAFA to the United Arab Emirates (UAE) also assumed his post in December 2020, which currently makes him as the only PhilDAFA assigned in an Arab country. The deployment of attachés in these countries demonstrate the growing importance of the two (2) countries to the Philippines' defense goals.

As part of defense diplomacy, the Philippines is also host to defense attachés from other countries. To update Foreign Armed Forces Attachés (FAFAs) on recent issuances by the DND relative to its IDSE Program and ensure compliance with the Department's existing guidelines and directives, the Department conducted a briefing on 15 December 2020 regarding the 2019 Guidelines on In-Country Engagements with Foreign individuals, Delegations, and Organizations as well as the diplomatic clearance application process.

INTERNATIONAL PEACEKEEPING CONTRIBUTIONS

The Philippines continues to be a contributor of troops to UN PKO, demonstrating its commitment to contribute to maintaining international peace and security. It may be recalled that the SND reaffirmed the Philippines' commitment to increase its engagement in UN PKO, including its deployment of female peacekeepers, and enhance its capabilities in support of future deployments during the UN Peacekeeping Ministerial Meeting on Uniformed Capabilities Performance, and Protection in New York in 2019. Hence, the AFP organized the following pledges to the UN Peacekeeping Capability Readiness System (UNPCRS): one (1) Force Headquarters Support Unit, an Aeromedical Evacuation Team, and ninety (90) Military Observers or Peacekeeping Staff.

The AFP Peacekeeping Council Sub-Committee on Operations and Funding (SCOF) convened its first meeting on 23 July 2020 to identify sources of funding for the UN Reimbursement Fund (UNRF), among other matters. During its follow-up meeting on 05 November 2020, the SCOF was able to formulate guidelines in connection with the UNPCRS Registration to the UN. Another concern discussed by the SCOF was the status of the Aeromedical Evacuation Team.

The AFP has personnel deployed to support four (4) UN mission areas, namely the UN Military Observer Group in India and Pakistan (UNMOGIP), UN Stabilization Mission in the Central African Republic (MINUSCA), UN Mission in South Sudan (UNMISS), and UN Mission to Support the Hedaydah Agreement (UNMHA) in Yemen. New deployments of AFP personnel in 2020 include one (1) Force Provost Marshal and nine (9) UN Military Observers (UNMO). Such new deployments in 2020 brought the total of Philippine military personnel in UN mission areas to twenty-two (22) by the end of the year. This number is made up of 50% female and 50% male peacekeepers.

In efforts to build capacity in peacekeeping, the AFP also sent military officers to participate in several relevant online trainings and meetings conducted in 2020. These included the Association of Like-Minded Indo-Pacific Peace Operations Training Centers (ALIPOTC) Meeting and Global Peace Operations Initiative (GPOI) Train-the-Trainers Training, which were both hosted by Australia; Peacekeeping Ministerial Meetings hosted by Canada; International Association of Peacekeeping Training Centres (IAPTC) Meeting hosted by Peru; and the Comprehensive Protection of Civilians Course hosted by Austria.

WAY FORWARD

Despite the challenges brought forth by the pandemic in 2020, the Department and its bureaus have been able to sustain international defense and security engagements and were able to develop alternative platforms for defense cooperation. As it has in the past years, the DND looks toward further enhancing and expanding cooperation with current partners from both the Asia-Pacific region and beyond, through both bilateral, sub-regional, and multilateral platforms.

The DND's efforts to reach out to farther parts of the globe and establish or strengthen ties with non-traditional partners in recent years is a testament to the Department's continued implementation of the Philippines' independent foreign policy where the country remains friend to all and enemy to none. The foremost consideration under such policy continues to be the preservation and promotion of the interests of the Philippine State and its people. In this regard, major objectives include the defense of national sovereignty and territory, military modernization to achieve a credible defense posture, and establishing necessary and beneficial linkages to strengthen the country's position as a strategic security partner in the international arena.

The DND and AFP shall ensure that international engagements at the strategic and operational levels contribute to developing the Philippines' defense capability and personnel capacity as well as building confidence with stakeholders and foreign partners. These shall include not only conventional military cooperation, but also non-combat mission areas or military operations other than war (MOOTW), such as peacekeeping, humanitarian assistance and disaster relief, and cybersecurity. To adapt to the new normal, the DND shall also work on developing and institutionalizing reliable and secure platforms for virtual and online engagement with distant security partners. Leveraging on these new platforms will also enable the Department to engage more partners while sustaining existing partnerships.

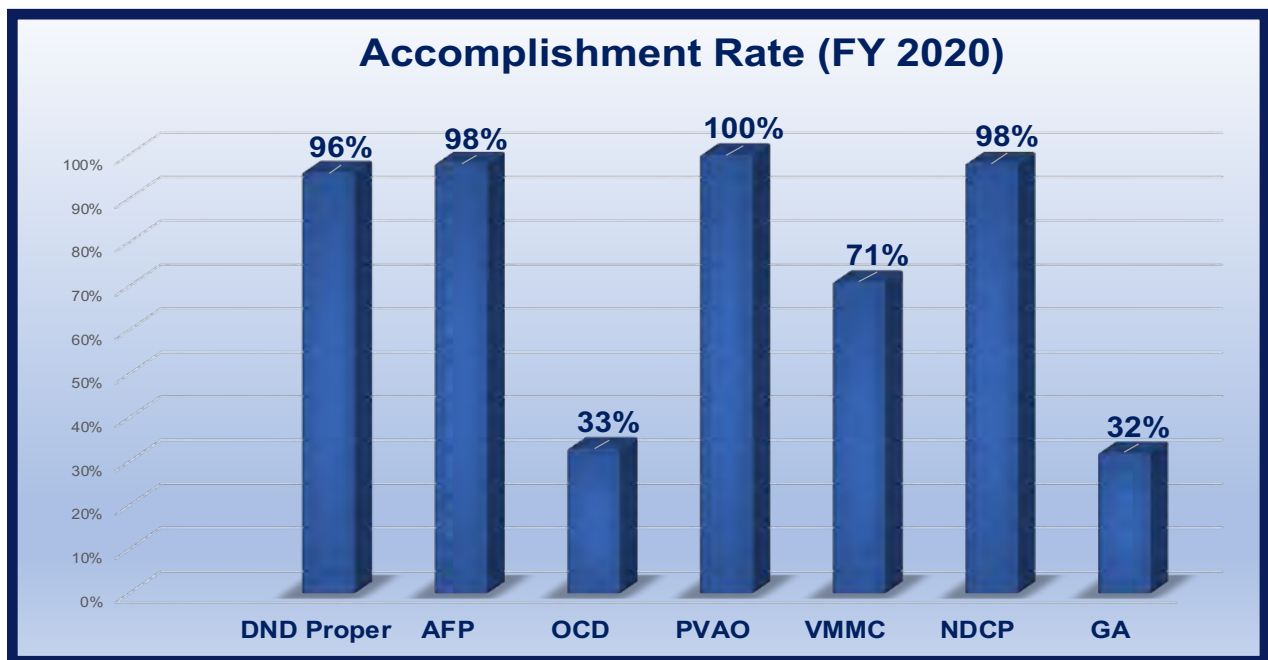




PERSONNEL WELFARE

Executive Orders Nos. 292, s. 1987 and 112, s. 1999 provide for the function of the Department, among others, to promote the welfare of soldiers and veterans, as well as its civilian workforce. Over the past years, the DND has highlighted opportunities for learning and development, morale and welfare programs, gender sensitivity training, as well as due assistance in honor of soldiers who were wounded or killed in action. Cognizant of the importance of human capital, all these efforts are “mission supporting” in the sense that they are geared to attract, retain, and upskill talented personnel within the defense force and ensure that soldiers, civil defense officers, healthcare workers, and policy-planning professionals are well taken care of, so that they can optimally perform their sworn mandate to defend and preserve the country from threat elements.

LEARNING AND DEVELOPMENT



DND-Wide L&D Accomplishment Rate. Source: 2020 PPBER Report

The Learning and Development (L&D) Program is among the DND’s support programs that were greatly affected by the pandemic. Notwithstanding the challenges, DND charted a still relatively high L&D accomplishment, with the exemption of training programs that ideally require physical presence and practical application of learning, which are difficult to conduct virtually. The Department was also quick to transition to online and blended learning to ensure that the provision of interventions is not curtailed.

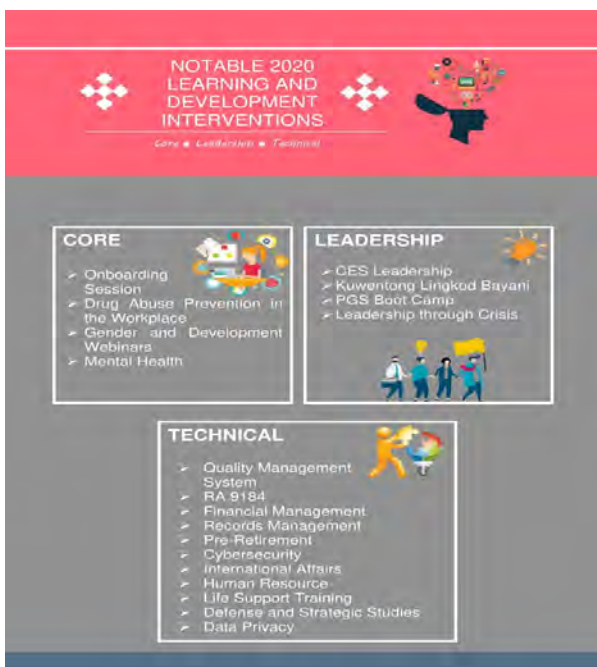
Many of these are technical trainings that enhance important competencies and subject-matter knowledge related to geopolitics, military affairs and defense policy, courses on quality management, practical trainings on disaster planning and response; as well as skills-based workshops that target identified competencies under

the 2020 DND Learning and Development Plan. Reported in the table below is the overall compliance of the Department and its bureaus on the Civil Service Commission’s (CSC) 2017 Omnibus Rules on Appointments and Other Human Resource Actions (ORAORAH) and DND Department Circular No. 10, s.2018, which prescribed minimum training hours for supervisors at 40 hours for SG 18 and up and for rank-and-file employees at 8 hours for SG 1-17.

| Category | Accomplishment | | | | | | |
|---|--------------------|---------------------|--------------------|---------------------|-------------------|------------------|------------------|
| | DND Proper | AFP (Civilian HR) | OCD | PVAO | VMMC | NDPC | GA |
| 3 rd Level (USec/ASec) | *100% 1,833 hrs | N/A | 0% 0 hrs | *100% 146 hrs | N/A | N/A | N/A |
| 3 rd Level (Director) | 98% 1,021 hrs | | 5% 40 hrs | | *100% 169 hrs | *100% 72 hrs | 45% 18 hrs |
| 2 nd Level (Supervisory) | 95% 7,460 hrs | 92% 9,311 hrs | 23% 1,280 hrs | *100% 3,309 hrs | 82% 12,612 hrs | 96% 580 hrs | 40% 569 hrs |
| 2 nd Level (Non-Supervisory) | 99% 3,968 hrs | *100% 13,166 hrs | *100% 1,080 hrs | *100% 7,285 hrs | | *100% 560 hrs | 42% 225 hrs |
| 1 st Level | 93% 3,275 hrs | *100% 45,714 hrs | 47% 208 hrs | *100% 10,614 hrs | 20% 709 hrs | *100% 652 hrs | 28% 1,050 hrs |
| Total | 96% 17,557 hrs | 98% 68,191 hrs | 33% 2,604 hrs | *100% 21,354 hrs | 71% 13,490 hrs | 98% 1,864 hrs | 32% 1,862 hrs |

Breakdown of L&D Accomplishment
*Exceeded targets

Some of the L&D policies that helped the Department address the challenges posed by COVID-19 include DND Proper’s availment of free online courses and evaluation of online courses, guidelines on the conduct of Unit Training during a Pandemic to ensure that health protocols are maintained; and PVAO’s guidelines on the implementation of alternative L&D intervention for the period of state of calamity due to COVID-19 pandemic.



Because of the shift to distance learning for many of the trainings because of restrictions on physical gatherings, the Department was able to conduct many low-cost learning interventions since online events can accommodate a higher volume of attendees and at a lower overhead cost. Admittedly, the DND had a lower than usual budget utilization because of these developments, in the process encountering difficulties with respect to technical trainings such as medical specialization and practical hands-on DRRM training that were not easily convertible to online instruction. Nonetheless, concerned agencies have begun upfront investments in modular online learning and course redesign, especially those relating to the OCD’s stakeholder engagements and trainings for LGUs as first-responders of natural and man-made disasters.

In this time of pandemic, the DND also understands the primacy of looking after the mental health of our personnel. These efforts were not limited to learning and development

interventions, but also to broader support for workplace COVID mitigation through the procurement of disinfectants, rotational work schedules, assistance for those infected in the line of duty, and online catch-up sessions between fellow workers in government (*see Chapter 2 for the full discussion*). Stress debriefing and stress management were also given priority to promote self-care and mental health among our personnel. Part of the training budget were also realigned to support COVID-19 operations. The PVAO took it further and established their peer guidance-committee to help in addressing the mental needs of their co-employees and developed the PVAO Mental Health Policy, which was endorsed to CSC.

Learning and Development Activities



Further, as part of the AFP and its Major Services' individual foreign training program, the AFP processed and sent more than 200 military personnel to attend various career specialization courses offered in countries such as Australia, Bangladesh, Brunei Darussalam, Germany, Canada, China, the United States, Japan, and Indonesia.

The DND Proper was able to send a participant to Australia for the short course on Operational Auditing and Fraud Investigations. Some of the long-term scholarships offered by foreign defense partners remained unhampered, to include the Philippines' attendance to the first ASEAN-Australia Defence Postgraduate Scholarship Program on Master in Strategic Studies from 2019-2021 and the Chinese Government's Scholarship Programs on Master in International Affairs and Global Governance, Master of Arts in Journalism and Communication, and Master of Arts in Cultural Industries from 2019-2022. These programs accorded young talents of the Department with opportunities to expand their competence and perspectives on global security and international affairs.

However, travel restrictions caused by the pandemic prompted some sponsoring foreign institutions to hold virtual platforms instead. Some of the courses provided online include the three sessions of the UNSW Cyber Security Boot Camp, among others. A senior official of the Department also attended the Phronetic Leadership Class Batch 3, which was jointly undertaken by the Development Academy of the Philippines and Tokyo's National Graduate Institute for Policy Studies. The Japan leg of the Phronetic Leadership Class Batch 3 was cancelled, but it is projected to be held virtually in May 2021. Meanwhile, other foreign trainings were completely cancelled.

PROGRAM TO INSTITUTIONALIZE MERITOCRACY AND EXCELLENCE IN HUMAN RESOURCE MANAGEMENT (PRIME HRM)

The Department subscribes to the requirements of the Civil Service Commission (CSC) on the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) for the four (4) HR systems: (1) recruitment, selection, and placement (RSP); (2) L&D; (3) performance management (PM); and (4) rewards and recognition (R&R).

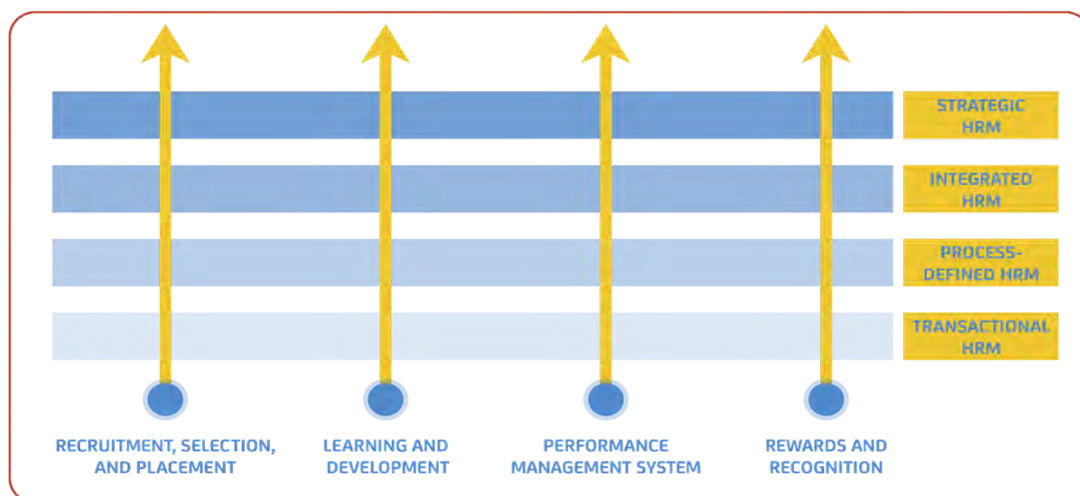
PRIME-HRM is a mechanism that empowers government agencies by developing their human resource management competencies, systems, and practices toward HR excellence. The CSC assesses the maturity level of an agency's competencies, systems, and practices in the four HR systems and may be classified according to four (4) maturity levels:

Level I: Transactional HRM – HR assumes personnel function that is mostly separate from agency/business and talent needs.

Level II: Process-Defined HRM – There is a set of defined and documented SOPs established, though it needs improvement. It is characterized by goal-oriented decision making. There is some automated system but little integration of data.

Level III: Integrated HRM – Uses process metrics for continuous improvement, an HR management toolkit, and data-driven decision making. HR function supports agency business needs.

Level IV: Strategic HRM – HR processes are focused on continually improving process performance. It is also systematically managed by a combination of process optimization and continuous improvement. At this level, HR helps to drive agency business decision on people, data, and insight. HR strategy is already part of the agency strategy.



PRIME HRM. Source: Civil Service Commission

As of 2020, the PRIME-HRM Maturity Levels of the DND Bureaus on its HR systems is captured in the table below. PVAO is notably a trailblazer and has been given a regulated status and Bronze Award for meeting maturity level II for all the four (4) core HR Systems under the enhanced PRIME-HRM Standards. Meanwhile, GHQ, PAF, and PN remain as accredited agencies but under the old PRIME-HRM Standards. The DND Proper, along with GA, OCD, VMMC, and PA have been reverted to regulated status for not meeting the maturity level II for the four (4) core HR Systems per CSC Resolution No. 1800892 dated 16 August 2018.

| Prime-HRM Maturity Level | DND Proper | GHQ | GA | OCD | PVAO | VMMC | NDCP | PA | PAF | PN |
|--------------------------------------|------------|-----|----|-----|------|------|------|-----|-----|----|
| Recruitment, Selection and Placement | I | II* | I | I | II** | I | I | II* | II | II |
| Learning and Development | II* | I | I | I | II** | I | I | I | I | I |
| Performance Management | I | I | I | I | II** | I | I | I | I | I |
| Rewards and Recognition | II* | I | I | I | II** | I | I | II* | I | I |

DND-Wide Prime-HRM Maturity Level

Source: DND CSC Field Office

Legend:

(*) - Given RECOGNITION for meeting maturity level II of the PRIME-HRM

(**) - Given a Bronze Award for meeting maturity level II of the four (4) core of HR System

COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

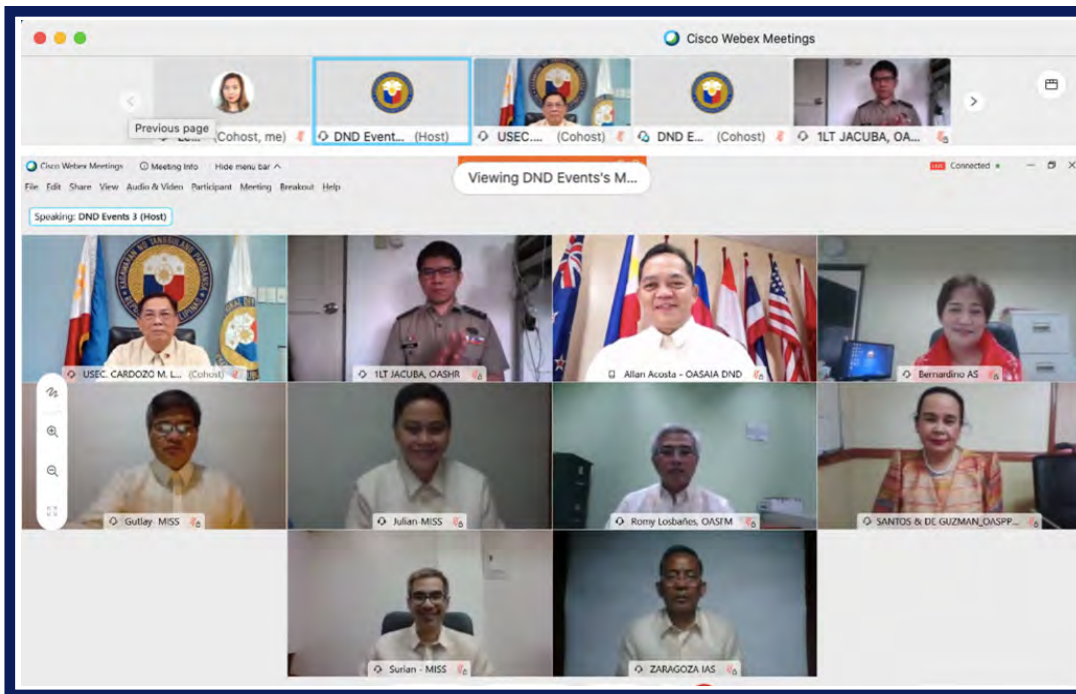
With the institutionalization of the DND Competency-Based Human Resource Management and Development System (CBHRMD), the Department will be able to integrate all its human resource systems and standardize the competency requirements of its personnel. This CSC-spearheaded program will also help in the identification of gaps, both in the system and the competencies of the employees, which affect the delivery of the Department's services. Hence, through this initiative, the Department can also plan and implement the appropriate intervention needed to address HR-related gaps.

The table below shows the status of the transition from the traditional systems and processes of Human Resource Management to the CBHMRD. At present, DND Proper, PVAO and AFP have started their migration to CBHRMD.

| | DND Proper | AFP | OCD | PVAO | VMMC | NDCP | GA |
|---------------|---|--|-----|---|------|------|-----|
| CBHRMD Status | Completed Standardized Competency Maps per Office | Developed the Competency-based Learning and Development Plan | N/A | Implementing Competency-based RSP and L&D Processes | N/A | N/A | N/A |

CBHRMD Status

MORALE AND WELFARE PROGRAMS



In photo: Recipients of the DND Proper Best Employee Award by categories were honored during the virtual 81st DND Anniversary on 11 November 2020, with USec Cardozo M. Luna as Guest of Honor and Speaker.

Implementation of Alternative Work Arrangements

As a COVID-19 mitigating effort and to ensure the unhampered delivery of public service, the Department adopted the provisions of CSC Memorandum Circular (MC) No. 10 s. 2020, as amended by MC No. 18, s. 2020, prescribing interim guidelines for alternative work arrangements (AWA) and support mechanisms for workers in the government during the period of state of public health emergency due to COVID-19 pandemic.

The DND Proper directed its bureaus to establish their respective internal guidelines on the alternative work arrangements they adopted and implemented including the alternative work arrangements of their employees who are physically reporting for work as well as those working from home. Guided by these guidelines, the Department implemented a combination of the following work arrangements: work-from-home (WFH), skeleton workforce, staggered working hours, and other AWA consisting of a combination of the previously mentioned AWA or

other work arrangements as appropriate and applicable to the nature of the work/job performed by the employee as deemed appropriate by their respective office, provided that the 40-hour workweek shall be complied with.

Online transactions were implemented, and Video Teleconferencing (VTCs) were conducted to minimize face-to-face interaction, which were limited to critical operations issues and emergency situations, with social distancing and minimum health standards being strictly observed.

To secure the health and safety of its personnel, shuttle services and personnel protective equipment (PPEs) such as face masks, face shields, and gloves were provided for personnel who report to work, while personnel under the WFH arrangement were engaged through text blast system and Facebook group online forum or group chat. Those employees assigned as skeleton workforce were given COVID-19 hazard pay on top of the compensatory time off (CTO).

Essentially, these internal guidelines served as guide in the administration of employees' work attendance and absences, employee responsibilities, and benefits during the implementation of community quarantine due to COVID-19 pandemic.

Kapakanan at Gabay sa Dating Kaanyuan

The DND Project *Kapakanan at Gabay sa Dating Kaanyuan* (KAPAGDAKA) was institutionalized as a regular morale and welfare program initiative of the Department, particularly Soldiers with Disabilities (SWDs), pursuant to Department Order No. 28 dated 02 February 2011. The Program is in compliance with the following laws, namely: Republic Act No. 7277, otherwise known as the "Magna Carta for Disabled Persons" (Section 40), which provides for the role of National Agencies and Local Government Units to enter into joint ventures with organizations or associations of PWDs to explore livelihood opportunities and other undertakings that shall enhance the health, physical fitness and the economic and social well-being of PWDs; and the recurring provisions under the General Appropriations Act (General Provisions), which pertains to the programs and project related to Senior Citizen and PWDs and directs agencies of government to formulate plan, programs and projects intended to address the concerns of the same.

For CY 2020, the DND Project KAPAGDAKA conducted seven (7) skills and livelihood training seminars, disability related activities and special activities with a total budget amounting to nearly Php1.5 Million. A total of 277 SWDs, Wounded in Action (WIA) soldiers, and their dependents benefitted from the various activities such as trainings, disability-related activities, and other special activities.

The skills, livelihood training, morale-boosting and disability related activities conducted by OHR under DND-Project KAPAGDAKA provides long-term and sustainable support for the promotion of the welfare of Disabled/WIA soldiers. The program also extended up to their dependents to practice teamwork. Eighty (80%) of the total participants are now effectively using/practicing their acquired knowledge and skills during the skills and livelihood trainings in their respective units and residences. Meanwhile, the provision of wheelchairs and other assistive devices are an immense help for disabled/WIA soldiers as it aids their mobility while in the hospital. Said devices are donated by the partner disability organizations/foundations. Further, the morale-boosting activity and visit of the SND to the battle casualties confined in VLMC, AGH and other military hospital showed the SND's solidarity with the wounded troops.

| Program/ Activities | No. of Participants | Date/ Venue | Actual Expenses (in Php) |
|---|---|---|---|
| Basic Computer Literacy | SWD – 23 Dependents - 4 | 23 January 2020 07 February 2020 17-28 February 2020 Army General Hospital | 114,840.00 |
| Support to COVID-19 Program | | May 2020 OHR | 500,000.00 |
| NDPR Week Training | SWD - 10 | 17, 23 July 2020 CGEA/AGH | No expense from the Department |
| Urban Agriculture Training | SWD and dependents - 30 | 28-30 July 2020 FSRR, Camp Tecson, San Miguel, Bulacan | 48,360.00 |
| Organic vegetables production and urban agriculture and food processing | SWD – 20 Dependents - 40 | 14-18 December 2020 DND KAPAGDAKA | 78,000.00 |
| Soap making and meat processing | SWD/with Post Traumatic Stress Disorder soldiers - 40 | 16-18; 21-22 December 2020 Mental Health Department, AFPHSC, V Luna Hospital | 102,000.00 |
| Soap making and meat processing | SWD/WIA – 25 Dependents - 5 | 17-18, 21-23 December 2020 FSRR, Camp Tecson, San Miguel, Bulacan | 108,000.00 |
| SND Hospital Visit and gift-giving activity to battle casualties | SWD/WIA -110 | 09 December 2020 (AFPHSC V Luna Hospital) 11 December 2020 (Army General Hospital) | 523,655.00 |
| GRAND TOTAL | | | 1,475.655.00 |

KAPAGDAKA Program/Project Status

- **Trainings/Seminars.** In accordance with the President’s directive to provide skills and livelihood training for WIA soldiers prior to return in their respective units and/or disability discharge, KAPAGDAKA developed skills and livelihood training seminars for SWDs in coordination with the TESDA, DA and other concerned agencies. To maximize their stay in the hospital while assisting their loved ones, livelihood trainings were also extended to spouses/dependents of SWDs.
- **Disability related activities.** DND-KAPAGDAKA was designed to formulate and implement policies, plans and program for the promotion of the welfare of PWD’s/SWD’s in accordance with RA 7277 and other related laws.
- **Special activity.** In the observance of the Yuletide Season and in recognition of the soldiers’ gallantry and service to the country, this office through DND-Project KAPAGDAKA has programmed for the Secretary of National Defense, a hospital visits with distribution of Christmas Gifts for AFP battle casualties.



In photos: Secretary Lorenzana's hospital visit to soldiers with disabilities (V-LUNA HOSPITAL)



In photos: Basic Computer Literacy (Army General Hospital)



In photos: Urban Agriculture Training(FSRR, Camp Tecson, San Miguel, Bulacan)



In photos: Organic Vegetables Production and Urban Agriculture and Food Processing Nasugbu, Batangas



In photos: Soap Making and Meat Processing (AFPSC V. Luna Hospital, Mental Health Department)

COMPREHENSIVE SOCIAL BENEFITS PROGRAM

The Comprehensive Social Benefits Program (CSBP) was crafted to execute the directives issued by the President to help AFP/PNP personnel and their families who were either killed or wounded in military or police operations, in recognition of their service to the nation. This program provides an effective and efficient delivery of social services/assistance to the lives of affected families. In addition, the program was expanded to cover all uniformed personnel of the Bureau of Jail Management and Penology (BJMP), Bureau of Fire Protection (BFP), and the Philippine Coast Guard (PCG), as well as members of the Citizen Armed Force Geographical Unit (CAFGU) or CAFGU Active Auxiliary Units (CAA) will also benefit from CSBP in accordance with Executive Order 110, series of 2020.

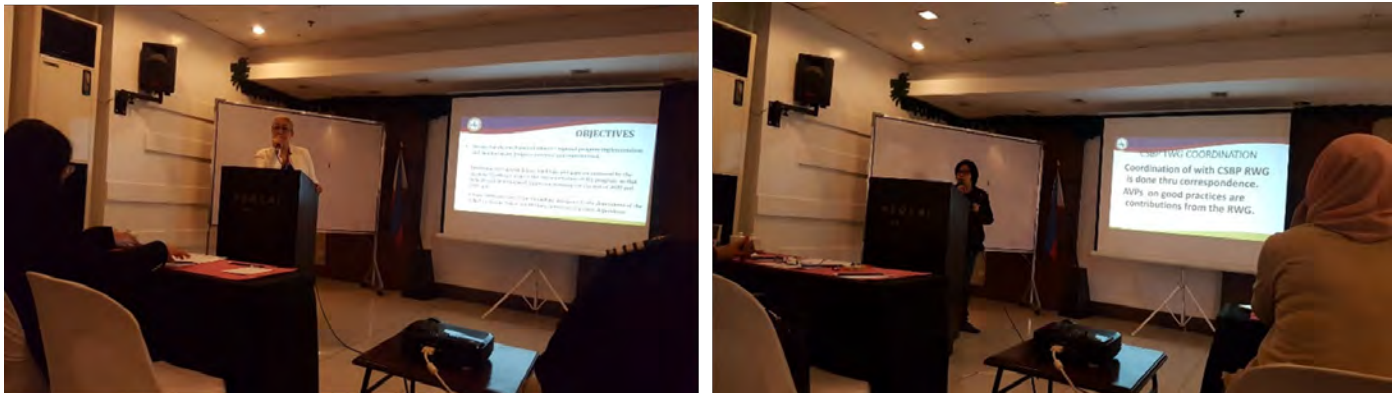
IN THE KNOW: Types of CSBP Assistance:

There are four (4) types of assistance under the CSBP:

1. Special Financial Assistance (SFA)
2. Scholarship Assistance
3. Social Welfare Assistance
4. Health and Medical Care Assistance
5. Shelter Assistance; and
6. Employment Assistance.

Capacity Building Training Conducted

To fully support the needs of the affected families, three (3) Capacity Building Trainings were conducted for CY 2020. Legal beneficiaries are required to attend the Financial Literacy and relevant skills/livelihood training conducted by TESDA, DTI and BSP prior to the release of the 2nd tranche of the SFA.



In photos: CSBP Year-End Planning Summary of Agreement (SOA)

CSBP Status of Program Implementation

| Casualties | PA | PN | PAF | CAA | TOTAL |
|------------|-----|----|-----|-----|-------|
| Killed | 570 | 57 | 11 | 141 | 779 |

Number of CSBP beneficiaries from the AFP

As of 31 December 2020, a total of 779 KIA personnel were assisted under CSBP, of which 638 from the Regular troops and 141 from the CAA.

Special Financial Assistance

| Particulars | PA | PN | PAF | CAA | TOTAL | Percentage of Compliance |
|-------------------------------------|-----|----|-----|-----|-------|--------------------------|
| Folders from Maj Svcs to ODESFA (A) | 512 | 57 | 11 | 133 | 713 | 91.53% |
| - 1st Tranche Released | 313 | 43 | 3 | 53 | 412 | 52.89% |
| - 2nd Tranche Released | 274 | 37 | 3 | 20 | 334 | 42.88% |
| For Submission of Documents (B) | 58 | - | - | 8 | 66 | 8.47% |

Breakdown of SFA beneficiaries

On the granting of SFA to the KIA beneficiaries, 713 beneficiaries out of 779 KIAs already submitted their folders to the Office of the Deputy Executive Secretary for Finance and Administration (ODESFA), Office of the President. A total of 412 out of 779 beneficiaries of KIA have already received the 1st tranche and 334 beneficiaries of KIA received the 2nd tranche. On the other hand, there are still 66 beneficiaries who have yet to submit the required documents.

Housing Assistance

| Particulars | PA | PN | PAF | CAA | TOTAL | Percentage of Compliance |
|----------------------|------------|-----------|----------|-----------|------------|--------------------------|
| HOUSE & LOT | 278 | 46 | 3 | 55 | 382 | 49.03% |
| CONSTRUCTION | 65 | 6 | - | 3 | 74 | 9.50% |
| REPAIR | 26 | - | - | 15 | 41 | 5.26% |
| SUB-TOTAL | 369 | 52 | 3 | 73 | 497 | 63.79 |
| Incomplete Documents | 201 | 5 | 8 | 68 | 282 | 36.20% |

Number of CSBP Housing Assistance beneficiaries

For the Housing Assistance, qualified dependents are given four (4) options in coordination with the NHA. Out of 779 KIAs, a total of 497 qualified beneficiaries were granted with the said assistance, out of which 382 dependents availed the first and second options, which consist of availment of housing unit with a maximum subsidy of P450,000.00; 74 others availed the cash assistance in the amount of P450,000.00 for the construction of housing on the existing housing project; while 41 beneficiaries availed the Financial Assistance for the repair of existing housing unit. On the other hand, there are still 282 beneficiaries who have yet to complete their documents to avail the housing assistance.

Status of Educational Assistance to KIA Personnel Dependents

| Branch of Service | Regular Troops | CAA | TOTAL | Remarks |
|-------------------|----------------|-----|-------|-------------------------------------|
| KIA | 638 | 141 | 779 | KIA from June 2016 to December 2020 |

| BOS | TYPE OF ASSISTANCE | | | TOTAL (d=a+b) | Total KIA (e) | Rating (f=d/e*100) | Remarks |
|--------------|---|---|---|------------------|---------------------|-----------------------|---|
| | Assisted With Qualified Dependents (A) | Assisted Without Qualified Dependents (B) | On-Going Verification Of Contact (c) | | | | |
| PA | 465 | 79 | 26 | 544 | 570 | 95.44% | There are still 26 beneficiaries that are still on-going verification |
| PN | 46 | 11 | - | 57 | 57 | 100% | All KIA dependents/beneficiaries have been contacted |
| PAF | 7 | 2 | 2 | 9 | 11 | 81.82% | There are still 2 beneficiaries that are still on-going verification |
| CAA | 101 | 17 | 23 | 118 | 141 | 83.69% | There are still 23 beneficiaries that are still on-going verification |
| TOTAL | 619 | 109 | 51 | 728 | 779 | 93.45% | |

Number of Beneficiaries (Dependents of KIA soldiers)

From 2016 to 2020, there were a total of 779 KIA personnel including the CAA who availed the educational assistance, of which 619 were assisted with qualified dependents, 109 were assisted without qualified dependents while 51 dependents are still on-going verification.

Inter-Agency Meetings

Several inter-agency meetings were conducted during the year, as follows:

| ACTIVITY | DATE | DESCRIPTION |
|-----------------------|-------------------|---|
| TWG Meeting | 25 June 2020 | TWG meetings were conducted to draft and finalize the contents of the IRR for EO 110 or Institutionalizing CSBP |
| TWG Meeting | 03 July 2020 | |
| CSBP Meeting | 08 September 2020 | |
| CSBP Meeting | 27 October 2020 | |
| CSBP Year-End Meeting | 3. December 2020 | Presentation of CSBP data and discussion on the finalization of IRR for EO 110 |

CSBP Inter-Agency meetings in 2020

On 25 June 2020 and 03 July 2020, the TWG held meetings for the Formulation of Implementing Rules and Regulations (IRR) for Executive Order 110, series of 2020, among other matters. Last 08 September 2020, a meeting with the representatives from concerned agencies was conducted at National Headquarters, PCG to review and finalize the draft IRR for EO No. 110, followed by another meeting on 27 October 2020.

Last 03 December 2020, the NHA hosted the regular meeting of the TWG for CSBP Year-End Meeting. It was attended by representatives from different concerned agencies. The second topic was the CSBP data (as of 30 November 2020). And the last topic concerned the consolidation of data from different stakeholders. Concerned agencies were directed to submit their data to the Project Manager, CBSP the soonest time possible prior to the submission of official Year End report to the OP.

PROMOTING VETERANS' WELFARE

For FY 2020, PVAO disbursed Php10,248,804,927.40³ for pension benefits, which is 11% higher than the Php9,109,881,759.98⁴ disbursed in FY 2019. The increase can be attributed to the increment in the Old Age Pension by virtue of the enactment of R.A. 11164, which provides a 75% increase in the standard amount from Php5,000 to Php20,000. In 2020, there are 150,866 pensioners who received benefits such as old age and disability pensions. Notably, 100% of these pensions were delivered on or before the due date, as an indication of quality service provided to our veterans and their beneficiaries. Below are the details of pension accounts and number of warm bodies for FY 2020 vis-à-vis data of FY 2019:⁵

| Pension Type | Pension Accounts | | Warm Bodies | |
|---|------------------|----------------|----------------|----------------|
| | FY 2019 | FY 2020 | FY 2019 | FY 2020 |
| Old Age Pension (P20,000 monthly for WWII Veterans, PEFTOK, and PHILCAG / P5,000 monthly for Post WWII Veterans) ⁶ | 137,131 | 135,473 | 136,575 | 134,924 |
| WWII Veteran | 3,983 | 3,113 | 3,983 | 3,113 |
| WWII Spouse | 32,370 | 28,603 | 32,039 | 28,324 |
| Total WWII | 36,353 | 31,716 | 36,022 | 31,437 |
| Post WWII Veteran | 45,582 | 48,496 | 45,580 | 48,496 |
| Post WWII Spouse | 55,196 | 55,263 | 54,973 | 54,991 |
| Total Post WWII | 100,778 | 103,759 | 100,553 | 103,487 |
| Total Administrative Disability (TAD) Pension (P1,700 monthly) ⁷ | | | 20,424 | 25,609 |
| Death Pension ⁸ (P1,000-P2,000 monthly) | 30,361 | 29,018 | 10,540 | 9,909 |
| Disability Pension ⁹ (P500-P1,700 monthly, depending on disability) | 8,968 | 8,485 | 6,613 | 6,033 |
| T O T A L | 176,460 | 172,976 | 153,728 | 150,866 |

Pension Benefits of Veterans in 2020

³Figures from the Statement of Allotment, Obligations and Balances as of 31 December 2020.

⁴Figures from the Statement of Allotment, Obligations and Balances as of 31 December 2019.

⁵Data from the December 2019 and 2020 Report of the Number of Pension Accounts and Warm Bodies.

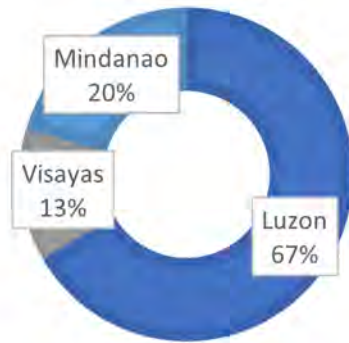
⁶R.A. 11164 ("An Act Increasing the Monthly Old Age Pension of Senior War Veterans"), which was enacted on 20 December 2018, further amends R.A. 6948, as amended by R.A. 7696, provides for the increase of the Old Age Pension from Php5,000 to Php20,000 for Senior World War II veterans, and Korean and Vietnam War veterans who do not receive pension from the Armed Forces of the Philippines. Since its enactment, PVAO has disbursed, as of December 2020, Php1.48B to an average of 4,120 Old Age pensioners.

⁷Total Administrative Pension is provided to a veteran, with or without a service-connected or non-service connected disability, upon reaching the age of seventy (70) who is deemed to be totally disabled with one hundred per centum (100%) rating and shall be entitled to a monthly pension of One thousand seven hundred pesos (PHP1,700.00) plus Five hundred pesos (P500.00) for the spouse and each unmarried minor children. Number of pension accounts and warm bodies are not included in the totals in this table.

⁸Pension approved to a surviving spouse, minor children, or parents.

⁹R.A. 7696 ("An Act Amending Certain Sections of R.A. 6948"), which was enacted on 9 April 1994, provides for the upgrading of veterans' benefits, including the provision of monthly Total Administrative Disability (TAD) pension of Php1,700 to veterans who have reached the age of 70. Since the government started paying the said pension in 2010, the payment of TAD arrears to all living World War II veterans was fully settled in 2013. In August 2016, President Duterte approved during the National Heroes Day celebration the release of P4.773 billion for the full settlement of TAD arrears to living post-WWII veterans and partial settlement of TAD arrears to the surviving spouses of deceased veterans. As of December 2020, PVAO has paid a total of Php5.66 billion, covering 32,980 PVAO pensioners.

LOCATION OF PENSIONER - VETERANS



The decrease in the number of pensioner warm bodies was due to reports of death or termination of pension accounts because of failure to comply with the validation requirements and other valid grounds such as remarriage, co-habitation or acts of fraud.

In terms of geographical distribution, of the 150,866 pensioners for FY 2020, 98,495 are from Luzon; 18,976 are from Visayas; 30,448 are from Mindanao; while 2,945 are residing abroad. Meanwhile of the 98,495 pensioners from Luzon, 25,269 or 25.66% reside in NCR.

The timely and secured delivery of pension benefits was made possible through PVAO's Direct Remittance Pension Servicing System (DRPSS) in partnership with pension servicing banks and financial institutions such as the Asia United Bank (AUB); Development Bank of the Philippines (DBP); Land Bank of the Philippines (LBP); Maybank; Philippine Veterans Bank (PVB); United Coconut Planters Bank (UCPB); Armed Forces of the Philippines Savings and Loan Association, Inc. (AFPSLAI); Air Materiel Wing Savings and Loan Association, Inc. (AMWSLAI); and Composite Wing Savings and Loan Association, Inc. (CWSLAI).

These partner institutions were instrumental in ensuring that the pension benefits were delivered even ahead of the scheduled pension dates in the months of March to June 2020 during the enhanced community quarantine period because of the COVID-19 pandemic.

LEGISLATIVE INITIATIVES FOR THE INCREASE OF PENSION BENEFITS

Apart from the enactment of R.A. 11164, PVAO also continues to push for the approval of House Bill No. 700, which rationalizes the Disability Pension. On 26 August 2020, the House of Representatives approved on third and final reading, with 226 affirmative votes and zero negative votes, the bill which provides a 488% increase in the rates of the Disability Pension of veterans. The bill has been transmitted to the Senate for consideration.



PVAO Administrator joins other officials in Zoom Meeting conducted by House Committee on Veterans Affairs and Welfare Chairperson Rep. Geraldine Roman last 10 November 2020

| Disability Rating | 09 April 1990 to 09 April 1994 | 09 April 1994 onwards | House Bill No. 700 rates |
|--|--------------------------------|-----------------------|--------------------------|
| Up to 30% | Php600.00 | Php1,000.00 | Php4,500.00 |
| 40% | Php675.00 | Php1,000.00 | Php5,300.00 |
| 50% | Php750.00 | Php1,200.00 | Php6,100.00 |
| 60% | Php825.00 | Php1,300.00 | Php6,900.00 |
| 70% | Php900.00 | Php1,400.00 | Php7,700.00 |
| 80% | Php975.00 | Php1,500.00 | Php8,500.00 |
| 90% | Php1,050.00 | Php1,600.00 | Php9,300.00 |
| 100% | Php1,125.00 | Php1,700.00 | Php10,000.00 |
| Incentives for spouse and unmarried minor children of pensioners with 100% disability rating | Php150.00 | Php500.00 | Php1,000.00 |

CONTINUOUS PROVISION OF NON-PENSION BENEFITS

PVAO also provides non-pension benefits through the Veterans Hospitalization and Medical Care Program (VHMCP), Educational Benefits Program, and Burial Assistance.

Veterans Hospitalization and Medical Care Program (VHMCP)

In line with PVAO’s advocacy that “no veteran shall pay for his/her own medicine,” the Agency continues to partner with the VMMC by jointly implementing the VHMCP, a program that provides the medical needs of the veterans and their dependents. Apart from the hospitalization assistance, veterans may also avail of personal reimbursement for medicines and select medical procedures. This reimbursement program is critical in the delivery of medical support for veterans in far flung areas who cannot access the VMMC.

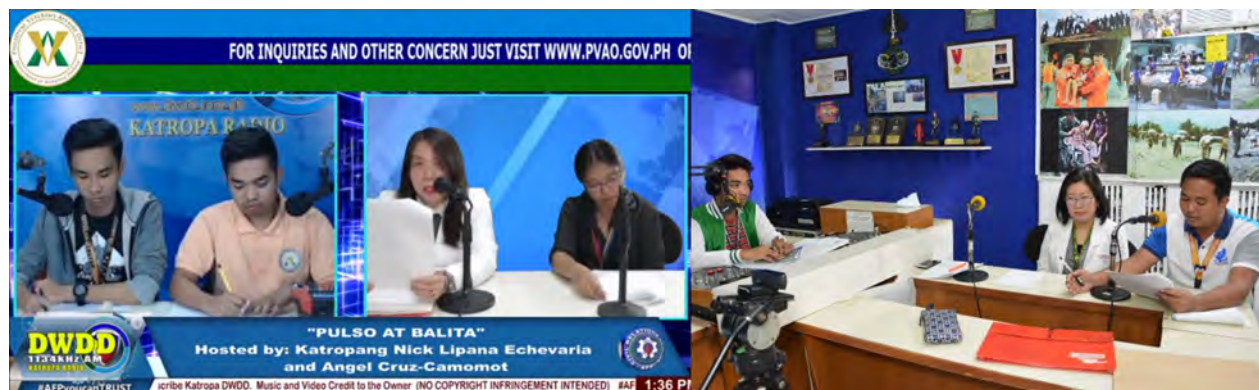


For FY 2020, there were 14,799 beneficiaries of the hospitalization and medical procedure assistance through the VHMCP, which is 20% higher than the 10,315 beneficiaries in 2019. Under the Administration, the annual appropriation for Veterans Hospitalization Benefits increased by 200% from only Php 50 Million in 2016 to PhP 150 Million in 2020, and Php 200 Million programmed for 2021. Consequently, the increase in annual appropriation for Veterans Hospitalization Benefits resulted in the higher number of beneficiaries, from an average of only 2,500 in CY 2016 to an average of 8,000 beneficiaries from CY 2017 to CY 2020, or an increase of around 300%. In financial

terms, PVAO transferred Php189.5 Million to VMMC last year, which is almost 90% higher than the Php100 Million allocated for the program for FY 2020. The additional funds were transferred from unutilized portion of annual budgets allocated for Educational Benefits and Burial Assistance.

The annual budget for the program covers the hospitalization expenses of veterans and their dependents up to Php1,500/day for a maximum of 45 days of hospital confinement, and reimbursement for certain medical procedures and medicines for critical and non-critical cases amounting to Php20,000 and Php10,000, respectively.

Claims for the VHMCP increased through the years as PVAO and VMMC continuously conduct information drives through the Field Service Extension Offices (FSEOs), engagement with leaders of veterans' organizations, local government units, and partner hospitals and medical institutions nationwide. Information dissemination through radio such as the regular guesting of VMMC representatives in DWDD's "Veterans Hour" program every last Thursday of the month, print media via distribution of information materials during meetings of veterans' organizations, commemorative events, and medical missions, and through social media using infographics / informercials on VHMCP.



Since the VHMCP's implementation in CY 2011, the Program continues to provide adequate and immediate medical and health care services to veterans and their eligible dependents, especially those who are living in the far-flung areas and have no access to the only veterans hospital – the VMCC located in Quezon City, through partnerships with the 70 Department of Health (DOH)-accredited hospitals, 158 government/State-run hospitals, and 119 private hospitals nationwide.

Key medical expenses availed under the VHMCP include hemodialysis, drugs and medicines, positron emission tomography (PET) scan, and reimbursed hospitalization expenses.

| Medical Procedures | No. of Beneficiaries | Amount |
|--|----------------------|---------------|
| ANTI-REJECTION DRUGS | 15 | 496,273.64 |
| BRACHYTHERAPY | 10 | 2,124,063.37 |
| CATARACT SURGERY | 220 | 3,647,851.62 |
| CHEMOTHERAPEUTIC DRUGS | 188 | 4,461,607.33 |
| CHEMOTHERAPY | 7 | 73,831.25 |
| COLONOSCOPY | 49 | 98,722.00 |
| CORONARY ANGIOGRAM | 133 | 3,963,359.39 |
| CORONARY ANGIOPLASTY | 66 | 8,125,912.38 |
| CORONARY ARTERY BYPASS GRAFTING (CABG) | 19 | 3,502,424.78 |
| CT ANGIOGRAPHY | 2 | 22,880.00 |
| CT SCAN | 769 | 4,313,359.62 |
| CT STONOGRAM | 5 | 23,440.00 |
| DENTURES | 90 | 603,800.00 |
| DRUGS AND MEDICINES-INPATIENT | 3,989 | 59,896,731.36 |
| DRUGS AND MEDICINES-OPD | 2,802 | 16,026,653.49 |
| EXTRACORPOREAL SHOCK WAVE LITHOTRIPSY (ESWL) | 19 | 632,205.62 |
| HEARING AID | 61 | 3,171,204.57 |

| | | |
|--|---------------|------------------------------------|
| HEMODIALYSIS | 850 | 10,536,736.92 |
| HEMODIALYSIS DRUGS | 474 | 5,287,908.89 |
| HERNIA MESH | 2 | 4,000.00 |
| HOSPITALIZATION EXPENSE | 4,108 | 90,138,681.72 |
| KIDNEY TRANSPLANT | 1 | 200,000.00 |
| LABORATORY EXPENSES | 3 | 10,502.68 |
| LUMBAR BRACE | 1 | 6,000.00 |
| MAGNETIC RESONANCE ANGIOGRAPHY (MRA) | 1 | 3,300.00 |
| MAGNETIC RESONANCE IMAGING (MRI) | 117 | 948,930.83 |
| MAXILLOFACIAL IMPLANT | 1 | 30,000.00 |
| ORTHOPEDIC IMPLANT | 30 | 919,670.00 |
| PACEMAKER PLACEMENT | 14 | 1,577,357.46 |
| PERITONEAL DIALYSIS | 1 | 10,440.00 |
| PHYSICAL THERAPY | 142 | 444,001.36 |
| PNEUMOCOCCAL VACCINE | 2 | 3,396.28 |
| POSITRON EMISSION TOMOGRAPHY (PET) SCAN | 4 | 1,268,666.67 |
| POST PARTIAL HIP ARTHROPLASTY | 1 | 50,000.00 |
| RADIATION THERAPY | 2 | 167,232.80 |
| TREADMILL STRESS ECHOCARDIOGRAPHY | 1 | 11,370.00 |
| VENTILATOR RENTAL | 29 | 216,476.40 |
| HOSPITAL REIMBURSEMENTS | 571 | 5,780,939.42 |
| GRAND TOTAL | 14,799 | 228,799,931.85¹⁰ |

Establishment of Veterans Wards in Other Parts of Luzon, Visayas, and Mindanao

Given that there is only one veterans' hospital in the Philippines, the VMMC, which is located in Quezon City and to which veterans in Visayas and Mindanao do not have direct access to, PVAO pursued the establishment of veterans wards across the country. Through this undertaking, PVAO is making its medical care services more accessible to all veterans, especially to those living in the far-flung areas.

As of 2020, the PVAO has already executed the transfer of funds to the Southern Philippines Medical Center (SPMC) and the Northern Mindanao Medical Center (NMMC) for the establishment of veterans wards in government hospitals in Mindanao, whereby PVAO already transferred Php15 Million each to both hospitals to begin the construction of pilot veteran wards within the hospitals' premises. In addition, similar agreements are being contemplated with the Region 1 Medical Center and Batangas Medical Center in Luzon, and the Vicente Sotto Medical Center in Visayas.

These endeavors are consistent with Section 17 of R.A. 6948, as amended, which seeks to establish veterans' wards nationwide to exclusively serve the veterans living in these areas. This provision of the law likewise mandates PVAO to enter into an agreement with all government hospitals for the establishment of veterans' wards in each province and in each city that is not a provincial capital, with an initial aggregate capacity of at least 2,000 beds.

¹⁰Amount includes payments for FY 2019 fund transfer from PVAO.

Educational Benefit

Educational Benefit is one of the earliest benefits granted by the State to the veterans, as mandated by R.A. 65, known as the “Bill of Rights of Veterans,” enacted in 1946. At present, the Educational Benefit Program subsidizes the tuition fees of a veteran of World War II, the Korean War, and the Vietnam War, their surviving spouses, or one direct descendant, admitted in any educational institution authorized by the Government.

In 2020, a total of 880 “Iskolar ng mga Bayani” benefitted from this program, amounting to PhP 20 Million in funding support. There were a total of 32 graduates, 15 board passers, and 106 newly-awarded scholars. In the past years, an average of 450 college students graduate annually as “Iskolar ng mga Bayani” of the Educational Benefit Program, which subsidizes up to PhP 40,000 per year in tuition fees of qualified beneficiaries of veterans of World War II, the Korean War, and the Vietnam War, their surviving spouses, or one direct descendant. As way ahead, PVAO is planning to provide further assistance to PVAO scholars for the payment of their miscellaneous fees i.e., books, school uniform, and other related expenses in line with the recently enacted R.A.10931 or the “Universal Access to Quality Tertiary Education Act of 2017.”

2020 VIRTUAL PVAO EDUCATIONAL BENEFIT VIRTUAL RECOGNITION PROGRAM



In the message of the EB scholars Erwin Quijano and Dr. Sidney Pucan during the FY 2020 PVAO Educational Benefit Virtual Recognition Program on 04 December 2020, they expressed their gratitude to PVAO for the support that the Agency has provided in reaching their dreams of becoming licensed professional teacher and doctor, respectively. They also paid homage to their grandfathers whom they owe the life and the education they have enjoyed. Both encouraged the new scholars to strive in their studies and use this opportunity to bring change in the society. Partner schools were also recognized during the virtual program for their support to EB scholars.

PVAO Administrator Ernesto G. Carolina reminded the scholars not to forget the heroic deeds and sacrifices their grandfathers and grandmothers endured. Likewise, the Administrator also shared his aspirations that as they finish their studies and embark on professional careers, may the scholars also serve the country with passion, patriotism, and Love for Country, as what their forebears did during the war.

Burial Assistance

Pursuant to R.A. 10649,¹¹ a total of Php82,039,882.04¹² was obligated for 4,451 beneficiaries for FY 2019, while Php58,523,531.40 was released to 3,001¹³ beneficiaries for FY 2020.

MAINSTREAMING GENDER AND DEVELOPMENT ACTIVITIES

The DND is an advocate of gender equality and women empowerment. It remains fully committed to institutionalize and mainstream Gender and Development (GAD), the National Action Plan on Women, Peace and Security (NAPWPS), and the Men Opposed to Violence Against Women Everywhere (MOVE) initiative.

Created in 2019 under the Office for Human Resource (OHR), the GAD Office oversees and monitors the implementation of the Department's GAD initiatives. To further strengthen the monitoring and reporting system on GAD, NAPWPS and MOVE programs, regular submission, monitoring, and evaluation of gender equality and women empowerment policies, activities, and programs were prescribed in DC No. 19 on 09 October 2020. Further, the Department engaged from October to December 2020 a GAD Consultant who is an accredited member of the Philippine Commission on Women (PCW) National GAD Resource Pool (NGRP). As a result, two (2) programs, namely, the E-CLIP and L&D were assessed through Harmonized Gender and Development Guidelines (HGDG) as Level 1 (Foundation Formation) and Level 2 (Installation of Strategic Mechanisms) respectively. Together with the GAD Consultant, the OHR initiated steps to formulate the 2021-2026 GAD Agenda which is set for further development and finalization.

Amid the challenges posed by the COVID-19 pandemic, the Department was able to conduct activities addressing GAD issues and mandates, recalibrate programs to meet urgent gender needs during the pandemic, and strengthen existing mechanisms such as the GAD Focal Point System (GFPS) and GAD Technical Working Group (TWG). DND-wide GAD, NAPWPS and MOVE quarterly meetings were conducted through online platforms. Simultaneous DND-wide flag raising ceremonies with the Secretary of National Defense were held to kick-off the observance of the annual National Women's Month Celebration in March with the theme "We Make Change Work for Women" and the 18-day Campaign to End Violence Against Women (VAW) from November 25 to December 12. The Inter-agency Gender, Peace and Security (GPS) Forum brought together inspiring individuals from various agencies to share best practices in promoting, supporting and implementing the NAPWPS.

Personnel also participated in the DND-wide Seminar on Psychological Debriefing and Stress Management. Bureaus/agencies conducted capacity-building webinars and training on GAD-related topics including gender sensitivity, GAD planning and budgeting, Harmonized Gender and Development Guidelines (HGDG), and NAPWPS and GAD audit. In its GAD-vocacy Talk Series, the Philippine Veterans Affairs Office (PVAO) featured inspiring women leaders in government. GAD-related topics explored during seminars and training among bureaus/agencies include responsible parenthood, women's rights, and first aid for women.

To ensure that gender needs of personnel are addressed during the pandemic, bureaus/agencies crafted measures aligned with national guidelines on alternative work arrangements and health protocols. Initiatives include distribution of lingap/care packages, sanitation kits and vitamins, provision of transportation, accommodation, and food for the skeleton workforce, and conduct of counseling. Studies were also undertaken, and webinars were conducted on the impact of the COVID-19 pandemic on women in the security sector.

¹¹Entitled: "An Act Increasing the Burial Assistance for Veterans from Php10,000 to Php20,000, Amending for the Purpose R.A. 6948, As Amended," which was enacted on 27 November 2014.

¹²Figures from the Statement of Allotment, Obligations and Balances as of 31 December 2019.

¹³Number of beneficiaries was sourced from the Finance Division's Monitoring of Burial Assistance Payments from January to December FY 2020.

As stipulated in the Joint Circular 2012-01 on the Guidelines for the Preparation of Annual GAD Plans and Budgets and Accomplishment Reports to Implement the Magna Carta of Women, at least 5% of the total agency budget appropriations authorized under the annual General Appropriations Act (GAA) shall correspond to activities supporting GAD plans and programs. Utilization of GAD funds for 2020 was affected by the COVID-19 pandemic.

| Bureau / Agency | GAD Budget (Php) | Total GAD Expenditure (Php) | Percentage of Fund Utilization of GAD Budget |
|------------------------|-------------------------|------------------------------------|---|
| DND | 102,489,400.80 | 36,844,145.11 | 35.95%* |
| VMMC | 1,655,105,343.33 | 730,276,362.92 | 44.12% |
| AFP | 839,392,396.94 | 621,810,219.43 | 74.08%* |
| PVAO | 627,454,000.00 | 197,872,573.95 | 31.54% |
| OCD | 22,017,150.00 | 20,472,730.00 | 92.98% |
| NDCP | 4,430,450.00 | 768,378.24 | 17.34% |
| TOTAL | 3,250,888,741.07 | 1,608,044,409.65 | 49.46% |

DND-Wide GAD Budget Utilization. Source: 2020 GAD Accomplishment Report

DND-WIDE FILL-UP STATUS

As of yearend 2020, the DND-wide civilian personnel fill up rate stood at 79%, with 9,663 positions filled out of 12,155 authorized positions, compared to the 82% fill up rate (9,682 positions filled out of 11,788 authorized positions) in December 2019. The Department posted an accomplishment of 88% from the 90% target for civilian Bureaus. The target fill-up was placed under 90% in view of the regular attrition, CSC requirements, and timeline in the filling-up of positions.

Recognizing the severity of the COVID-19 pandemic and the urgency to fast-track the filling-up of vacant positions, the Civil Service Commission (CSC) laid down interim guidelines on appointments and other human resource actions with provisions on online recruitment and selection process to minimize face-to-face interactions. For the DND Proper, the SND issued DC No. 15 dated 14 August 2020, prescribing internal guidelines governing online submission of applications and conduct of virtual interviews

| BUREAU | FILL-UP RATE | | | |
|---------------|---------------------------------------|---------------|-----------------|---------------------|
| | <i>Authorized Plantilla Positions</i> | <i>Filled</i> | <i>Unfilled</i> | <i>Fill-Up Rate</i> |
| DND Proper | 319 | 282 | 37 | 88% |
| GA | 666 | 570 | 96 | 86% |
| NDCP* | 65 | 55 | 10 | 85% |
| OCD | 655 | 506 | 149 | 77% |
| PVAO | 356 | 333 | 23 | 94% |
| VMMC | 1,679 | 1,226 | 453 | 73% |
| AFP | | | | |
| GHQ | 2,698 | 2,018 | 680 | 75% |
| AFPHSC | 735 | 622 | 113 | 85% |
| PMA | 247 | 233 | 14 | 94% |
| PSG | 51 | 44 | 7 | 86% |
| PA | 1,581 | 1,411 | 170 | 89% |
| PAF | 1,688 | 1,240 | 448 | 73% |
| PN | 1,415 | 1,123 | 292 | 79% |
| TOTAL | 12,155 | 9,663 | 2,492 | 79% |

DND-Wide Fill-Up (As of December 2020)

**NDCP is as of November 2020*

and deliberations. It was worth bearing that the DND Proper Human Resource Merit Promotion and Selection Board sustained its recruitment and selection process via Video Conferencing (VTC), further increasing its fill-up rate at 88% in 2020. The Department and its bureaus pushed through with VTC arrangements for promotion and selection boards.

COS AND JO ENGAGEMENT

As regards the status of contract of service (COS) and job order (JO) workers, the Department employed a total of 2,945 COS and JO workers in 2020. Of these, 573 were JOs and 2,372 were COS (i.e., 38 Project-hired Researchers, 52 Consultants and 2,282 other COS).

| BUREAU | CONTRACT OF SERVICE | | | | | | |
|--------------|---------------------|---------------|-------------|---------------------|--------------|--------------------------|-------------|
| | Job Order | Researchers | Consultants | Contract of Service | Total | Status as of 30 Nov 2020 | Variance |
| | | Project-Hired | | | | | |
| DND Proper | 42 | 21 | 15 | 2 | 80 | 81 | -1 |
| GA | - | - | - | 380 | 380 | 380 | 0 |
| NDCP* | - | 2 | 6 | 53 | 61 | 61 | 0 |
| OCD | 108 | - | - | 212 | 320 | 320 | 0 |
| PVAO | 5 | - | - | 113 | 118 | 118 | 0 |
| VMMC | - | - | 4 | 461 | 465 | 461 | 4 |
| AFP | | | | | | | |
| GHQ | - | 15 | - | 557 | 572 | 595 | -23 |
| AFPHSC | 308 | - | 27 | - | 335 | 335 | 0 |
| PMA | 101 | - | - | 28 | 129 | 129 | 0 |
| PSG | - | - | - | 32 | 32 | 32 | 0 |
| PA | - | - | - | 210 | 210 | 210 | 0 |
| PAF | - | - | - | - | - | - | - |
| PN | 9 | - | - | 234 | 234 | 244 | -1 |
| TOTAL | 573 | 38 | 52 | 2,282 | 2,945 | 2,996 | (21) |

DND-Wide Fill-Up (As of December 2020)

**NDCP is as of November 2020*

COS/JO fill-up was slightly higher compared to 2,913 in 2019, due to the hiring of additional health workers and the extension of services of these contractual personnel until 31 December 2022 pursuant to DBM-COA Joint Circular No. 2 dated 20 October 2020 prescribing updated rules and regulations governing COS and JO workers in the Government. The extension was made considering the challenges brought about by the COVID-19 pandemic.

GA contracted out a total of 380 COS workers, vis-à-vis its fill up at 570. The increase in the workforce requirement of GA was due to its increasing production workload, especially on the training ammunition requirements of the AFP.

PA hired 210 COS comprised mostly of Bonifacio-aides working as grave diggers and skilled workers. Meanwhile, most of the COS in the AFP were hired to fill-up the civilian workforce requirements of newly created offices or probationary offices pending DBM approval of requests for additional new civilian plantilla positions.

Even with newly approved 369 positions, VMMC retained the number of its COS at 465 in 2020 due to the Department of Health (DOH) standard for its workforce complement as a tertiary hospital and the pronounced need to sustain its health workers due to the COVID-19 pandemic. For its part, the OCD hired 212 COS for technical support and 108 JO workers for maintenance and administrative support to augment OCD's COVID-19 response and to accomplish its targets for 2020.

While the engagement of COS/JO workers in the Department has been extended until 31 December 2022, efforts are being made by the agencies to reduce the number of COS/JO workers. Requests for additional regular plantilla and casual positions from the various bureaus have been submitted to the Department of Budget and Management (DBM) as part of the Department's reorganization/rationalization efforts. Review of agency functions, systems, and procedures, organizational structures, and staffing patterns are likewise being undertaken to assess the needs and gaps, if any, and determine the appropriate human resource complement for the programs, activities, and projects of the agencies. To comply with the provisions of the COA-DBM Joint Circular, the DND Proper has initiated the outsourcing of service support personnel in lieu of direct hiring of JO personnel. However, the outsourcing of services support personnel project is still undergoing the procurement process.

WAY FORWARD

The Department shall continue to ensure personnel welfare and human development, and adapt to the many disruptions by the "new normal" on routine practices. Targets moving forward include higher accreditation ratings under the PRIME-HRM, the promulgation of the agency's GAD Agenda 2021-2026, and the continued migration of the merit promotion and selection process of qualified applicants toward digital platforms, especially on requirement submission and interview. In the short to medium term, the immediate focus is on increasing the personnel fill-up rate of the Department to reach above the 90% target threshold. Alternative work arrangements, online engagements, and blended learning where applicable, shall continue to be implemented to ensure that public service for our internal and external clients is rendered. As was narrated in previous chapters of this report, the Department has not shirked from or waned in the performance of its sworn mandate. Lessons learned from the 2020 implementation and monitoring and evaluation mechanisms shall be taken into sincere consideration and translated into adjusted plans, policies, and approaches that would improve human resource processes, welfare, and benefits programs, and learning and development for the goal effecting effective and expeditious delivery of public services.



INSTITUTIONAL INNOVATIONS

Amidst the pandemic, organizational efforts to institute innovations, promote good governance, and ensure the Department's efficient internal systems and processes were continuously pursued by the Defense Sector. Among the accomplishment of the DND for 2020 include the advancement of its financial management systems, maintenance of each bureau's ISO Quality Management Systems (QMS), continued implementation and development of its roadmaps in line with the Performance Governance System (PGS), and full operation of its Freedom of Information (FOI) and Customer Feedback Systems.

RESOURCE AND FINANCIAL MANAGEMENT INNOVATIONS AND INITIATIVES

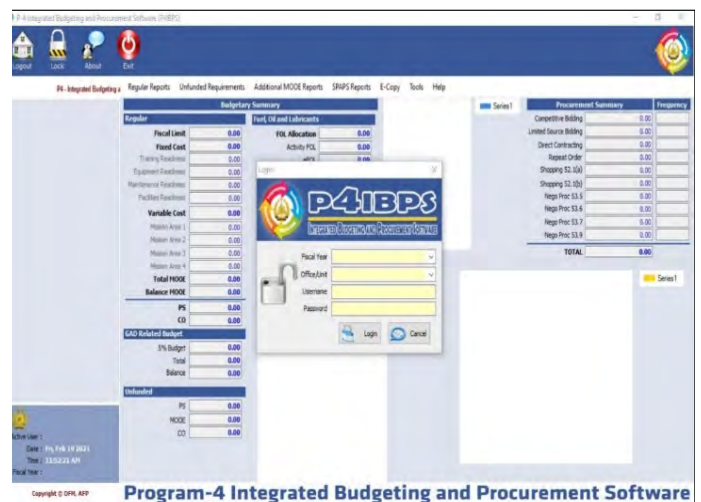


The pandemic has hastened the establishment and implementation of innovations using communication and information technology tools to manage resources in the Department. The PA, PAF, PN, and GHQ's improvement of its various financial management systems highlight the adoption by the Department to the digital revolution, which drastically changed the way institutions work.

To fully automate and link the resource management loop from allotment, obligation, disbursement, liquidation, and reporting of Appropriated Funds, the Army established and launched in 2019 the web-based Financial Management Information System (FMIS), which provides real-time facility for online data of appropriated fund releases. This includes a reporting module that allows users to generate ledgers and reports. All these reports are input to the PA unit's respective reportorial requirements as prescribed by the COA, DBM, and other oversight agencies. For 2020, the PA FMIS technical team conducted trainings to direct PA users and

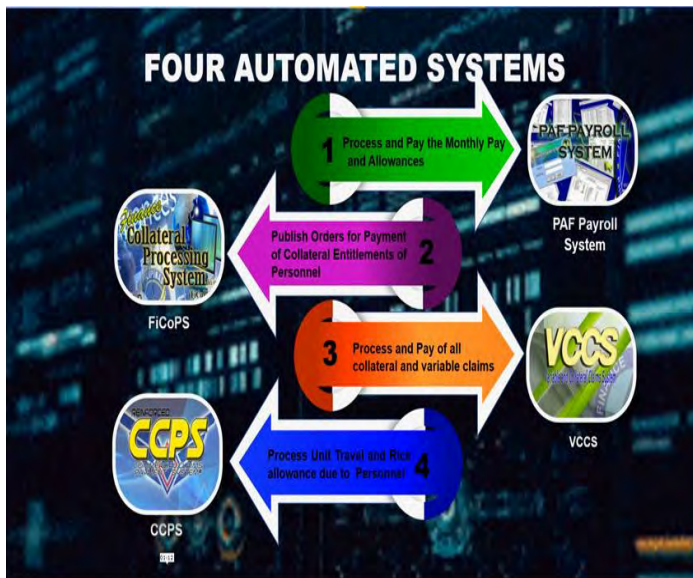
immediately address issues and concerns concerning the use of the system such as highlighting the real-time access of funds releases up to the subordinate units. The trainings significantly improved the conduct of the Army's FMIS by maximizing the PA unit's implementation of its lead time in generating finance and accounting reports.

The PN, on the other hand, adopted and continued the joint development of its APB and APP through the PN Programming, Budgeting and Procurement Information System (PNPBPIS) starting 2019. The PNPBPIS monitors real-time changes and collaboration among all users down to the PN's ship/battalion level to optimize the utilization of resources allotted to the Command. The said software ensures that the utilization of the Navy's resources is focused on the activities and projects that have direct bearing to the accomplishment of the core mandate of the organization.



In the Know

The AFP is structured into Programs – Philippine Army (Program 1); Philippine Air Force (Program 2); Philippine Navy (Program 3); and Program 4 which consists of the units and offices in the GHQ Proper, Unified Commands, PSG, PMA, AFP HSC and other AFP-wide Service Support Units. The General Headquarters is mandated to exercise the command, direction of all AFP units to protect and secure the sovereignty of the state and integrity of national territory.



The General Headquarters (GHQ), AFP likewise established the Program 4 Integrated Budgeting and Procurement Software (P-4 IBPS) in 2019, a software application developed and maintained for the use of its Units/Offices in the preparation, development and monitoring of APBs, APPs, and Project Procurement Management Plans (PPMPs). A budget, procurement-planning, and budget analysis tool designed to consolidate and evaluate the APBs to monitor the General Headquarter's budget allocation in the phases of the budget process, the GHQ started the enhancement of P-4 IBPS in 2020.

Similarly, the Philippine Air Force (PAF) developed and launched on 14 August 2020 the Integrated Financial Management System (IFMS) composed of the Commercial Claims Payment System (CCPS), the Financial Collateral Processing System (FICoPS) and the PAF Variable and Collateral System (PAFVCS), which are used by the PAF in the timely payment of personnel salaries and collaterals. With its integration of the four (4) automated systems, gaps in financial processing and payment were addressed and financial systems are made prompt, reliable, and efficient. The IFMS likewise paved the way for the electronic releases of sub-allotment advice and notices of transfer of cash allocation anytime and anywhere with real time automatic text notification messages to Commanders and concerned staff.

Various committees were likewise created by the Armed Forces to strengthen its resource and financial management:

- The Budget Execution and Implementation Committee (BEIC) was established at the PA to oversee the execution of both appropriated and non-appropriated funds.
- The AFP Inter-Agency and Intra-Agency Transferred Funds Monitoring Committee (AFPIATFMC) was established in 2020 and is tasked to oversee the proper execution and implementation of all Inter-Agency and Intra-Agency Transferred Funds projects established at GHQ, AFP.

To sustain and continuously improve the resource management operations to be at par with the recent progress in the field of financial management, continuous education and training innovations were developed by the Department.

The Army institutionalized the Integrated Resource Management Seminar (IRMS), which started in 2011 as an annual PA-Wide joint activity of financial management and logistics to attain its strategic objective of adopting efficient and effective management of resources.

Likewise, the GHQ, AFP conducted the Defense Resource Management System (DRMS) Advocacy Webinars and the Financial and Logistics Seminar (FLS)/Webinar-Workshops from September to October 2020. The DRMS Advocacy Web/Seminar is annually conducted in adherence to the institutionalization and strengthening of the DSOM in the AFP. The activity is done through series of lectures and presentations, which were used to aid the current financial and logistics personnel in the effective and efficient management and administration of AFP's limited resources and to sustain and further enhance their awareness and understanding of the DRMS process and its key deliverables.

The Financial and Logistics Seminar was first conducted in the year 2019 designed to facilitate interactive personal discussion about financial management and logistics, by identifying the causes of delays in the systems, starting from procurement up to the payment of goods and services, and by bridging the gaps in the current financial and logistics system with the end view of strengthening the overall management of the AFP's resources.

For 2020, despite the limitations and challenges brought about by the COVID-19 pandemic, the GHQ, AFP successfully completed the conduct of the DRMS Advocacy and FLS Webinar on 28 October 2020 through the combined use of video teleconferencing platform and physical attendance of primary participants and resource persons while observing the proper health safety protocols.

COMPLIANCE WITH ISO 9001 STANDARDS

The institutionalization of a Quality Management System (QMS) in line with the ISO Standard is one of the Department's efforts to promote good governance and efficient practices as mandated by EO 605, s.2007. Despite the imposition of community quarantine limiting the movement and course of the Department's operations in 2020, the Defense Sector and its bureaus were able to sustain efforts and demonstrate continuous conformance with ISO 9001-2015 QMS standards.

On 13 February 2020, the Navy was granted with ISO 9001:2015 certification valid from 10 May 2020 to 09 May 2023, boosting its capability to measure its personnel performance and overall productivity. For the Army's the Office of the Army Adjutant is also ISO certified for the period of 05 October 2018 until 04 October 2021 while the Army Resource Management Center is certified from 4 February 2020 to 03 February 2023.

The DND Proper also passed the virtual 1st Year ISO 9001:2015 Surveillance Audit in October 2020, resulting in the sustainment its Certification until CY 2021 covering the provision



of the Defense System of Management (DSOM) and the DND Bids and Awards Committee (BAC) Procurement System. The ISO QMS facilitated the DND Proper in streamlining its processes, allowing it to efficiently and timely deliver its outputs and services to better respond to the needs of its internal and external customers and other interested parties.

The GA likewise successfully maintained its ISO 9001:2015 certification valid until 25 June 2021 with the 2nd and last Surveillance Audit for ISO 9001:2015 Certification conducted on 26 October 2020 by SOCOTEC Certification Philippines, Inc. (formerly AJA Registrars, Inc.). The implementation of standards set under the GA's QMS enhanced the quality management practices of the GA, particularly in its manufacturing operations.

Meanwhile, the NDCP underwent and passed the ISO 9001:2015 certification 2nd surveillance audit conducted online by the SOCOTEC Certification Philippines, Inc. on 26 November 2020 covering the conduct of the Master in National Security Administration (MNSA) Program as the College's main process and its interfacing management and support processes. NDCP was also lauded for using the Trello application for easier access of documents and requirements for audit. The NDCP has also revised its QMS Manual on 15 December 2020 in compliance with the results of the surveillance audit.

The PVAO successfully passed anew the third-party surveillance audit conducted virtually by the SOCOTEC Certification Philippines, Inc. on 29 September 2020, retaining the ISO 9001:2015 certification for its QMS for Pension Management System amid the COVID-19 pandemic. PVAO was first certified in CY 2013 under the previous ISO 9001:2008 Standards for the initial scope of PVAO's QMS Adjudication of Pension Claims. In CY 2019, PVAO expanded the scope of the QMS to Pension Management System, which now covers the whole gamut of pension benefits administration.

Likewise, the VMMC was assessed by SOCOTEC Certification Philippines, Inc., and successfully completed the annual surveillance audit conducted on 14-15 December 2020, sustaining its efforts to ensure the improvement of its systems and processes towards providing excellent health care services to veterans and their dependents.



After taking initial steps as early as 2016-2017 to establish its QMS, capacitating its officials and personnel in 2018 for the QMS implementation and having planned further for its QMS implementation and conduct of certification audit by 2019, the OCD in 2020 has finally pursued a more comprehensive system under the QMS - now the Total Quality Management System (TQMS). The TQMS integrated the ISO 9001:2015 Certification along with the Strategic Performance Management System (SPMS) and AO25 or Performance-Based Bonus (PBB) compliances, aiming to improve the agency's internal systems and processes and at the same time to work towards achieving public service excellence in the effective delivery of its services, while meeting the highest level of satisfaction of its stakeholders

through excellent performance. Through a grant under the Government Quality Management Program (GQMP), free assistance was provided by the Development Academy of the Philippines (DAP) to OCD in February 2020 for the establishment of TQMS within the organization. The OCD was able to commence its TQMS activities in

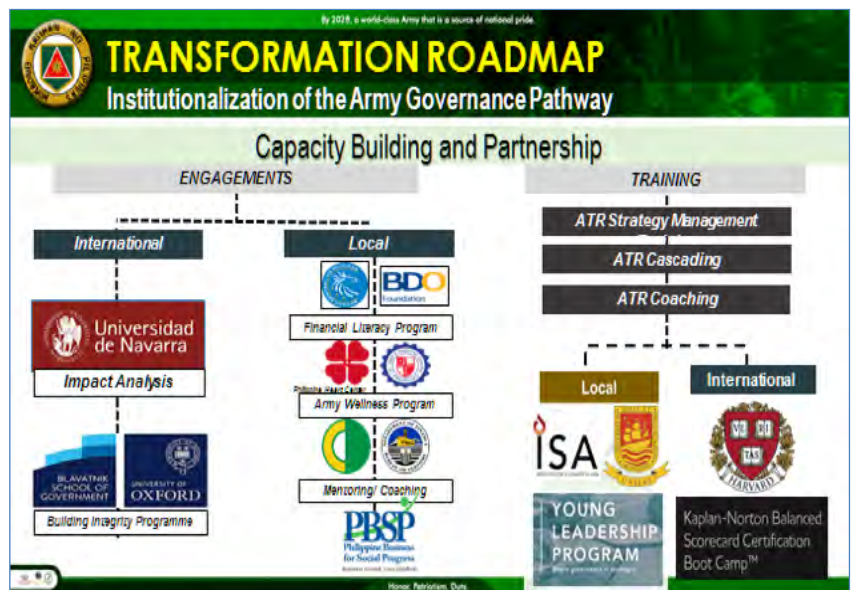
mid-June 2020 with the DAP employing required online training courses and workshops. OCD passed the Stage 1 Certification Audit on 15 December 2020 conducted by TUV Rheinland.

The continuous certification under the ISO 9001:2015 QMS Standards is a manifestation that systems and processes of the Department and its bureaus and agencies have met statutory and regulatory requirements in its pursuit of excellence in the performance and delivery of their given mandates.

PERFORMANCE GOVERNANCE SYSTEM INITIATIVES

Raising the bar on instituting governance reform in the defense establishment, the Department continues to pursue the implementation of the Performance Governance System (PGS) as a holistic and collaborative framework for designing and executing roadmaps for long-term reform.

In line with the Army Transformation Roadmap, the PA participated in various international engagements for 2020 for the sharing of expertise, collaborative research, training, and conduct of educational programs with renowned academic institutions such as the University of Navarra in Spain and University of Oxford in United Kingdom. The Army also participated in bootcamps and governance fora from local and international partners such as Institute for Solidarity in Asia (ISA), ICD (Institute for Corporate Directors) and the Harvard University in United States of America. These capacity building activities is aimed at enhancing the PA's knowledge in PGS strategy execution and overall goal of institutionalizing the Army Transformation Roadmap.



In the Know

The Army Governance Pathway (AGP) follows four stages namely 'Initiated, Compliant, Proficient and Institutionalized' status which aim to drive results, reward performance, and institutionalize the Army Transformation Roadmap. The AGP fosters to promote the core values, mission, and vision of the Army as it pioneers initiatives of change and good governance.

A mechanism to institutionalize the PGS, the PA also localized its PGS in its different PA units through the Army Governance Pathway (AGP). The AGP Implementation Program Status as of December 2020 shows an increase in application and conferral stage even during the pandemic. Comparatively from 2019, offices and units conferred to Initiated Stage increased from 95% to 97%, while those conferred to Compliant Stage increased from 87% to 90%. Institutionalized Stage decreased from 25% to 14% due to newly activated PA units, and those conferred to Recertified Stage increased from 2% to 4%, highlighting the Army's increasing efficacy in localizing the implementation of the Transformation Roadmap.

| | INITIATED | COMPLIANT | PROFICIENT | INSTITUTIONALIZED | RECERTIFIED |
|--------------------|------------------|------------------|------------------|-------------------|---------------|
| HPA OFFICES | 38 100% | 36 95% | 6 16% | 0 0% | 0 0% |
| PA MAJOR UNITS | 34 97% | 30 86% | 25 71% | 16 46% | 6 17% |
| 3L-V BRIGADES | 175 94% | 164 88% | 71 38% | 18 10% | 0 0% |
| 4L-V BATTALIONS | 170 96% | 164 92% | 40 22% | 0 0% | 0 0% |
| GRAND TOTAL | 417 97% | 394 90% | 142 37% | 34 14% | 6 4% |

Patterned after the PGS Pathway and Norton and Kaplan’s Execution Premium Process, the PAF Flight Plan Performance Governance Pathway Accreditation System (PAGASPAS) was likewise established as a mechanism to validate the alignment, design, management, and breakthrough results of the PAF Unit Flight Plans. The Conferral of Institutionalized Stage to 33 PAF Units on 15 - 28 October 2020 was based on the alignment of PAF Unit Functions, Resources, Expectations, and Messages with the PAF Flight Plan.

Likewise, HPAF Staff Scorecard was developed on 01 April - 04 May 2020, which encapsulates the staff’s contributions to the PAF Flight Plan 2028 and the organizations’ continuous pursuit for capability development, service delivery enhancement, and organizational transformation. Through this initiative, the PAF Staff had the opportunity to proactively contribute to the achievement of PAF’s Breakthrough goals as identified in the Unit’s Scorecard.

Further, the LEAD ONE Scorecard, part of the prioritization of Programs aligned with the Command Framework, was developed to guide PAF Units in developing and implementing short-term goals while ensuring that they are aligned with PAF’s medium and long-term goals.

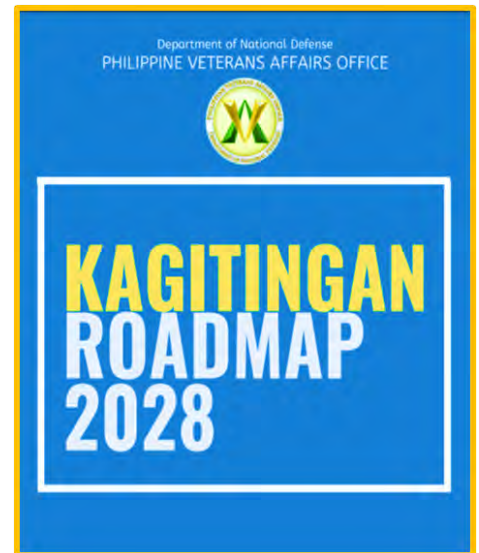
In CY 2020, the PN conducted the 1st Leg of the PN Governance Forum (PNGF) Series 2020 and launched the PN Strategic Sail Plan 2028 Book 1 on 28 August 2020 via Zoom Webinar and Facebook Live with Undersecretary Rosemarie G. Edillon of the National Development Policy and Planning of the National Economic Development Authority (NEDA) as the Guest Speaker. The PNGF is one of the efforts of the PN under its Strategic Sail Plan which serves as an avenue to strengthen the agency’s culture of performance excellence and professionalism through a series of discussion and best practice sharing. Significant personnel, such as the former FOIC, PN, former and current members of the PN Board of Advisers, and former Navy Center of Excellence Directors and personnel, who were instrumental in making the Navy’s PGS transformation journey were recognized. The launching of the Navy’s next waypoint, the Sail Plan 2028, was also presented in the said forum.



In photos: Unveiling of the Sail Plan 2028 Book 1 and logo by Rear Admiral Dela Cruz and Captain Lagasca and the conduct of the PNGF 2020 via Zoom

Finally, the PVAO has continuously implemented its long-term strategic plan under the PGS - the “KAGITINGAN ROADMAP 2028,” which helped the agency achieve much needed organizational reforms and ensure PVAO’s determination and shared commitment in ensuring the welfare and well-being of the veterans and their dependents. Despite the COVID-19 pandemic, PVAO has sustained its initiatives in FY 2020 in order to achieve its strategic objectives towards reaching the roadmap’s end-states: Empowered Veterans and Motivated Future Defenders.

Despite the imposition of community quarantine, PVAO continuously engaged with the veterans community through its establishment of the Veterans Communication Center (VCC), which served as a facility for communicating with veteran leaders and veteran organizations to address their needs and concerns amid the challenges posed by the COVID-19 pandemic. A VCC Viber group was set up by the PVAO on 26 March 2020 to apprise the veterans community with the recent updates and news on veterans related issues. These include regular meetings, conferences and dialogues with various veterans organizations done mostly on-line, particularly with the Veterans Federation of the Philippines (VFP).



Under the agency’s roadmap of motivating future defenders, PVAO ensured the continuous recognition of the valor and sacrifices of the Filipino veterans that provides a source of inspiration for the youth and revives “Love for Country” among the citizenry. These included two (2) conferment of US Congressional Gold Medal Awards to 27 living Filipino World War II veterans and six (6) posthumous awardees during the observance of the 75th Anniversary of the Lingayen Gulf Landings and the 13th Pangasinan Veterans’ Day at the Sison Auditorium in Lingayen Pangasinan on 9 January 2020, and to 25 Filipino World War II veterans – four (4) living and 21 deceased –awardees, during the awarding ceremony led by the Secretary of National Defense at the Dimalupig Hall of the Armed Forces of the Philippines Commissioned Officers Club (AFPCOC), Camp Aguinaldo on 27 February 2020.



In photos: FPFC Gregorio B. Martinez and Col. Ramon Y. Romero (represented) were among the recipients of the bronze replica of the U.S. Congressional Gold Medal conferred at the awards ceremonies held on 09 January 2020 in Pangasinan and on 27 February 2020 in AFPCOC, Camp Aguinaldo, respectively.



In photos: Messages of the President Rodrigo R. Duterte, Defense Secretary Delfin N. Lorenza, and the PVAO Administrator

Despite the COVID-19 pandemic, the commemoration of the 78th Araw Ng Kagitingan and the 2020 Philippine Veterans Week activities and other historical events continued virtually, with the important messages of the President Rodrigo R. Duterte, Defense Secretary Delfin N. Lorenza, and the PVAO Administrator shared with attendees online.

PVAO propagated “Love for Country” through the preservation and development of the country’s national military shrines which serve as strong reminders that the freedom we enjoy today is not free and has been paid for by the lives and sacrifices of our nation’s defenders. PVAO currently manages nine (9) Military Shrines, namely the Mt. Samat Shrine, Capas National Shrine, Kiangnan National Shrine, Ricarte National Shrine, Balantang National Shrine, USAFIP-NL Military Shrine, Balete Pass, PEFTOK Korean War Memorial Hall and the Libingan Ng Mga Bayani.

To ensure the continuous promotion of the country’s national military shrines despite restrictions caused by the pandemic, the PVAO immediately took advantage of digital media and transitioned to virtual audio-visual tour of its managed National Military Shrines. This allowed the viewers to continually appreciate the different National Military Shrines of the country while being provided with factual narratives of the military shrines’ historical significance in our nation’s fight against foreign aggression



Virtual Tours of National Military Shrines

FREEDOM OF INFORMATION

In line with the constitutional mandate upholding the people’s right to information and the government’s full public disclosure of all its transactions involving public interest pursuant to EO No. 2, s.2016 or the FOI Order, the Department is continuously committed to release information to the public involving matters of public interest, subject to limitations as provided by the Constitution and other applicable laws, rules, regulations and procedures under RA No. 10173, otherwise known as the “Data Privacy Act” and the list of Exceptions approved by the Office of the President, among others.

Using the FOI as a mechanism in answering public inquiries, for FY 2020, PVAO received eight (8) requests for information, five (5) of which were successfully provided within the prescribed time while the remaining three (3) were closed due to incomplete query or lack of requester’s response to requirements. Requests ranged from information on veteran’s record and statistics, historical accounts on World War II, services provided by the agency, the PVAO Citizen’s Charter, among others. On the other hand, OCD processed a total of 45 disaster-related information requests, 36 of which were successfully addressed and acted upon while nine (9) requests were referred to other agencies for processing as they did not fall under the purview of the OCD. Meanwhile, GA successfully acted upon four (4) requests from outside sources and published 70 GA issuances while the DND Proper processed a total number of 33 Freedom of Information (FOI) requests and garnered a client satisfaction rating of 4.63 or Satisfactory.

The DND Proper and the NDCP likewise maintained its FOI Certificate of Compliance (COC) for the year 2020 and 2019. The Department’s FY 2020 COC was issued by the FOI-PMO of the PCOO in April 2021 while the NDCP’s COC was issued on 12 May 2020, reflecting the Department’s continued compliance with the enhanced FOI requirements of the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information, and Reporting Systems.

On 25 November 2020, the DND was among the awardees of the 2020 FOI Award during the 2020 FOI Awards Virtual Awarding Ceremony lead by the PCCO under the FOI Recognition category, or agencies with 50 to 249 requests and with at least 90% closed transactions. The FOI Awards was established to recognize the efforts of government agencies, individuals and organizations that contributed to the development and progress of the FOI Program in the Executive branch.



DND’s 2020 FOI Certificate of Compliance

EASE OF DOING BUSINESS

In support of the government's efforts to institute measures promoting transparency, honesty, responsibility, and efficiency, the Department together with its officials and personnel remain committed in providing efficient and reliable services the public even amidst the new normal environment.

Pursuant to R.A. 11032 also known as Ease of Doing Business and Efficient Government Service Delivery Act of 2018, in CY 2020, the DND and its civilian bureaus and agencies have updated their respective Citizen's Charter, which includes all government services covering both the external and internal services with the accompanying Certificate of Compliance duly signed by the Head of Agency as prescribed by the Anti-Red Tape Authority (ARTA).

PVAO formulated and implemented various policies to better equip itself in navigating the new normal in 2020. These policies include the Guidelines in Electronic Filing of Application for Veterans' Benefits issued on 25 August 2020, Guidelines in Conducting Clarificatory Interview through Video Teleconferencing for Claimants and/or Appellants to Veterans' Benefits issued on 30 June 2020, and Guidelines in the Electronic Submission of Requirements for the Processing of Payment/Reimbursement of School Bills issued on 30 June 2020, among others. These policies were harmonized in the Operations Manual and the Citizen's Charter submitted to the ARTA. Additional mechanisms for pensioners' validation were also made available; aside from Skype, Viber, Messenger, and e-mail submission of validation documents were introduced to PVAO clients.

In compliance with the said law and ARTA's Memorandum Circular No. 2020-07, most of the DND civilian bureaus and agencies have likewise established their own respective Committees on Anti-Red Tape, which shall ensure the agency's full compliance with the requirements of RA No. 11032, its implementing rules and regulations (IRR) and subsequent issuances of the ARTA. The Committee is also tasked to conduct cost analysis, time and motion studies, evaluation, and improvement of all services of the agency and reengineering of the same as necessary, and all other tasks as prescribed in the law, its IRR and ARTA's circulars.

INTERNAL SYSTEMS IMPROVEMENTS AND INNOVATIONS

As part of its efforts to ensure the effective and efficient implementation of its strategic objectives, the Department also leverages on technology and other innovations to improve and adjust its operations to respond to the new normal environment.

The PAF has established various changes in the way business is done in the Air Force:

- ***Automated leave to be spent abroad application system.*** An online platform aimed to minimize movement of personnel and promote convenience on both the applicant and those in the approval process, the application system enhances accountability on the part of the system users while exploiting the benefits of electronic systems and automation. Reducing the usual 60 days processing time to that of eight (8) working days for PAF personnel and Colonel and below and six (6) working days for General and above (PAF Level), the system addresses concerns of applicants regarding the tedious requirements and approval process.
- ***Electronic Morning Report.*** It provides specific guidelines on the utilization of the Automated Submission of Morning Report and Daily Personnel Strength Report through the Finance Collateral Processing System (FiCoPS). This results in real-time report on the status of personnel that notifies the Air Force Finance Center in case of AWOL among personnel to avoid overpayment of salaries and allowances.

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- ***PAF e-HAWKEYE for CY-2021.*** The e-HAWKEYE maintains a record of vehicles owned or used by PAF personnel through data-basing to ensure the security of PAF bases, air assets, facilities, and personnel. The system provides for the easy retrieval of PAF personnel data on project Hawkeye, verification on personnel found violating PAF Bases traffic rules and regulations, enhancement of the existing security features of all PAF Bases. The use of an electronic database system also minimizes the spread of COVID-19 in observe to the health protocols of the Inter-Agency Task Force on COVID-19 by limiting physical contacts among PAF personnel.
 - ***Automation of Property and Inventory Transaction - PAF Property and Inventory Management System (PAF PIMS).*** On 08 June 2020, the creation of the PAF Technical Working Group that will conceptualize an automated system to expedite the process of recording and reconciling the Report on the Physical Count of Property, Plant and Equipment (RPCPPE) and Report on the Physical Count of Inventories (RPCI) with the Books of Accounts of the Accounting Center was approved. This will create an efficient and effective process that is geared towards streamlining the tedious procedures from acquisition to disposal of properties and inventories. Further, this system aims to address or minimize the COA Audit Observation Memorandum (AOM) on PPE and inventories. After several months of designing, testing and system enhancement, the system is now functional. The PAF PIMS is accessible and available 24/7 for viewing, updating, and can generate reports and forms that are Government Accounting Manual (GAM) compliant.
 - ***AGM-65 Live Test Fire and Integration of Radio Communication System to Mumble Server.*** A live test fire was conducted to assess the ability of the PAF in providing air-to-ground communication thru the integration of the Radio Communication System to Mumble Server. The PAF successfully conducted and live stream the AGM-65 live test fire simulation and integration of Radio Communication System to Mumble Server last 25 June 2020 at Antonio Bautista Air Base, Puerto Princesa City, Palawan.
 - ***Electronic Document Filing System (EDFS).*** The PAF developed the Electronic Document Filing System (E-DFS), which remarkably benefited the PAF in terms of work efficiency, particularly on working hours and resource utilization. It aims to provide an online paperless communication platform for creating, routing, editing, tracking, monitoring, and accessing correspondence in real-time. This is timely, especially with the onset of COVID-19, as it enabled contactless transactions among PAF Offices/Units
 - ***Information System Development.*** Several PAF Information Systems such as the Learning Management System and Flight Plan Monitoring System were developed for the use of various units in General Headquarters, Philippine Military Academy, and PAF Command particularly AETDC Schools to track the unit's progress amidst the pandemic.
 - ***PAF Civil-Military Operations (CMO) Satisfaction Rating System (SRS).*** The SRS is a tool to measure PAF CMO Programs, Projects, and Activities (PPA) effectiveness by gathering stakeholder satisfaction thru specific PPA survey forms (online or offline). For CY 2020, all 18 PAF units with CMO Functions have successfully deployed the SRS resulting in a baseline data of 92% Overall Satisfaction Rating for PAF CMO Programs, Projects, and Activities (PPA).
 - ***Relief Goods Monitoring System (RGMS).*** The system is used to monitor and coordinate relief goods status and movement to areas affected by disasters and calamities, and other related events.
 - ***E-Learning/Distance Learning of Professional Military Education (PME) Course.*** The E-Learning was an intervention of the school to continuously conduct the PME Course while complying with the COVID-19 preventive measures. The school was able and continuously accomplished its mandated task, which is to

conduct PME Courses to PAF Enlisted Personnel.

- **PAF Reservist Data Information Management System (RDMIS).** The RDMIS to establish an accurate and expeditious system of registering and accounting of members of the PAF Reserve Component to include the automated updating of the registry of PAF Reservist.

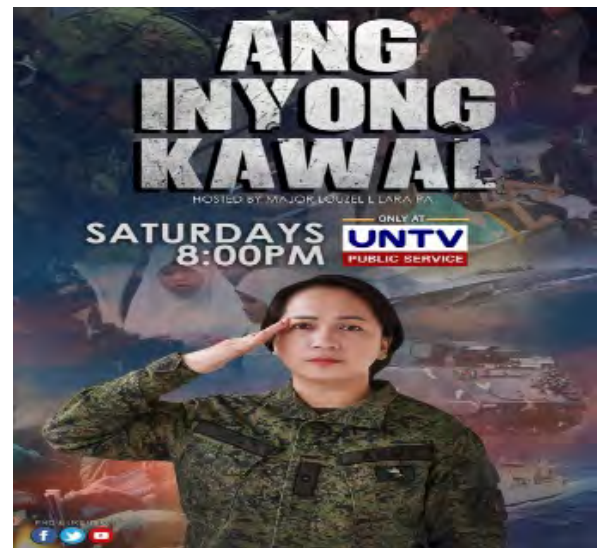
Likewise, the PN developed the following electronic systems to improve its internal systems processes as well as service delivery:

- **PN Systems Engineering Management Information System (SEMIS).** The PN SEMIS, implemented in 2019, is a Commercial-Off-the-Shelf software for Naval Systems Engineering management which aims to achieve a cost-efficient implementation of maintenance and repair activities. The system produces readily available data related to any repair and maintenance activities of PN units to provide an optimized fleet administration, planned maintenance, and effective inventory control, purchasing, safety, quality, environment, and document management.
- **Naval Operations Reporting Systems (NORS).** The NORS, started in 2019, integrates and automates the reporting of individual status and operational conditions of all deployed naval ships, aircrafts, and marine units. It provides situational awareness on the common operating picture, monitors and analyzes events and incidents, as well as integrates diverse PN tracking applications. The Command also utilizes the NORS for the monitoring of the COVID-19 cases in the different PN Units.

The GHQ, AFP collaborated with the UNTV to launch the TV show “Ang Inyong Kawal”, which now airs every Saturdays in UNTV. “Ang Inyong Kawal” intends to highlight the soldier’s commitment and dedication to public service by highlighting the military organization’s transformation, capabilities, accomplishments, and emerging non-traditional roles.

As part of its streamlining efforts and a view to increase internal and external client satisfaction, the OCD established various systems and digitized some of its processes in 2020:

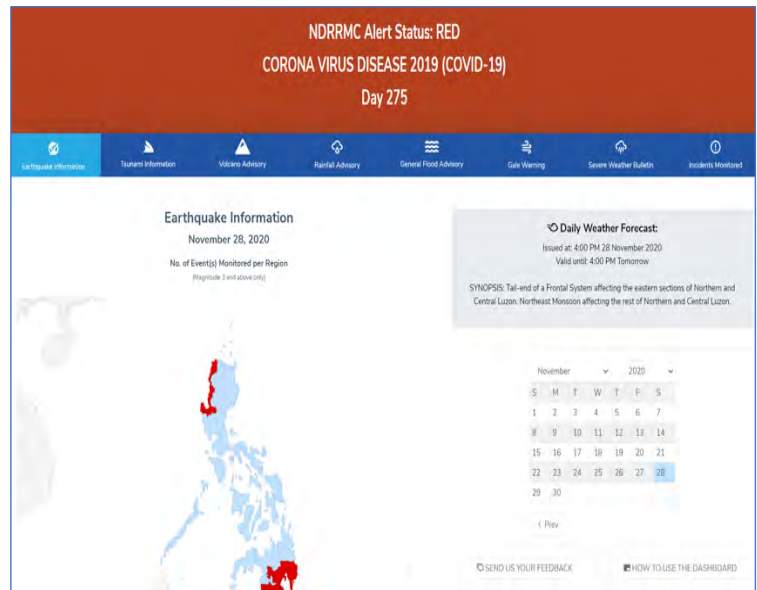
- **GovMail Migration.** With the Migration of Government Mail System from Zimbra to GSuite, the OCD cascaded the GovMail to the Central and Regional Offices. The GSuite (Google Workspace) provides various collaboration tools to OCD personnel such as Google Meet, Google Sheet, Google Docs, Google Drive, Google Slides, Gmail, and Google Calendar.
- **Ongoing Development of EDMS (Electronic Document Management System).** The OCD, in partnership with the Philippine Army Net Battalion, is currently on the process of developing an Electronic Document Management System. The said system aims to digitize the document flow within the OCD.
- **Establishment of NDRRMOC Monitoring Dashboard.** In collaboration with the 24/7 Operations Center,



In photo: Ang Inyong Kawal TV Show

the Operations Service developed a monitoring dashboard for stakeholders to view NDRRMC Advisories. The system also changed the Operations Center's advisories development to a paperless system. The said dashboard has the added function of tracking tasks and documents within the OCD's Operations Service.

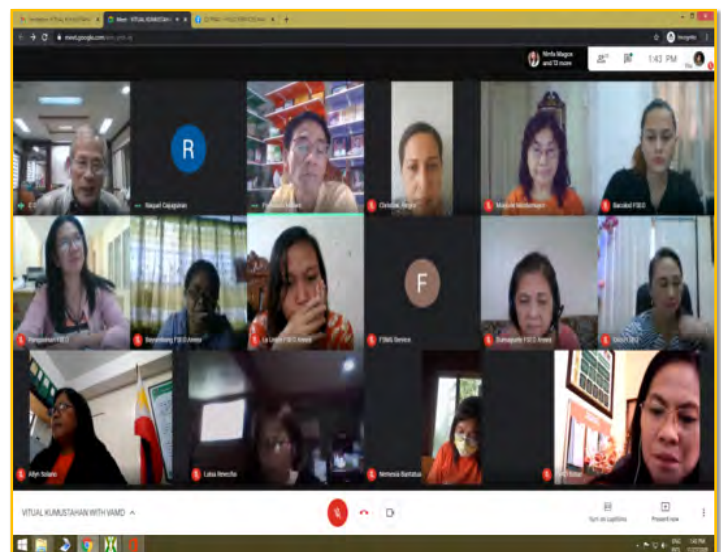
- **OSBS (OCD SMS Blast System).** The OCD maintains the SMS Blast Solution for the use of the Operations Centers of the Central and Regional Offices. The system is used by the OCD to disseminate urgent advisories and critical information within the OCD.
- **Ongoing Development of the NDRRM Fund Tracking System.** The OCD is currently developing its NDRRM Fund Tracking system wherein stakeholders may track the status of their requests for NDRRM Fund.
- **Provision of Secured and Domain name System for Training IMS and DRRM Knowledge Center (DRRKC).** The OCD, in partnership with the Department of Information and Communications Technology (DICT), provided domain names for the OCD's Training IMS and DRRM Knowledge Center, namely: <https://trainingims.oed.gov.ph> and <http://drmmkc.oed.gov.ph>. The domain names will provide the online addresses of these websites instead of IP addresses. The OCD also provided SSL (Secure Socket Layer) to the two information systems. The initiative was implemented to protect the OCD systems credibility and to provide additional security over the internet.



NDRRMOC Monitoring Dashboard
 Accessed at: <https://monitoring-dashboard.ndrrmoc.gov.ph>

- **Establishment of COVID-19 Donations Dashboard.** In partnership with DICT, OCD established an online dashboard tabulating all COVID-19 donations (<https://ndrrmc.gov.ph/index.php/donations-dashboard.html>). Users may use the dashboard to see international and domestic donations that were reported by different stakeholders. The said dashboard also provides data to the Philippine Humanitarian Assistance Registry (<https://www.gov.ph/web/phar>).

For CY 2020, PVAO completed, enhanced, and implemented the following major ICT projects and programs - the Veterans Financial Management Information System (VFMIS), PVAO Biometrics Capture and ID System, Enhanced PVAO Risk Registry System, Document Archival System, Employee Facial Recognition Technology in the HRIS Time Keeping Module, Data Migration of old HRDD Database, and a Mail and Document Tracking System. PVAO has also adopted the use of the Philippine National Public



PVAO Main Office and Field Service Personnel

Key Infrastructure (PNKPI) starting August 2020 - a service that allows users of public networks like the Internet to exchange private data securely. The PNKPI is one of the core services being offered by the DICT by ensuring secure and reliable online transactions. The system is now currently used by top management and select central office and field personnel. It was likewise adopted in the use of other online systems such as the GSuite, Opentimeclock, Zoom Video Conferencing, Cisco Webex, Open Broadcast System, FB, QR Code for various ICT systems, and other Remote connection tools such as anydesk and team viewer. Social media platforms such as Facebook were likewise utilized to connect and engage with the members of PVAO during the implementation of community quarantine restrictions. Through these platforms, PVAO provided an uninterrupted line of communication with the PVAO management, personnel, clients and the public.

PVAO likewise maintained the implementation of its Legal Recovery Program. The Legal Recovery Program is an initiative by the PVAO to pursue the recovery of amounts unduly released and/or remitted to the accounts of various persons who were found by law not entitled to the pension benefits by reason of fraud. The implementation of the Legal Recovery Program has resulted in 76 cases already covered by Compromise Agreements with a total of recoverable amount of Php48,942,052.23. Of this amount, a total Php19,548,095.51 have already been collected as of 31 December 2020. On the other hand, a total of Php 163,261,504 were recovered in FY 2020 through PVAO's strong partnership with pension servicing banks. The amount was recovered from 8,129 pension accounts that were over-remitted because of late report of the deaths of the pensioners (6,943 accounts), dormant/terminated/unposted accounts (1,068 accounts) and fraud (118 accounts).

A milestone achievement for the NDCP is its publication of the President's Guidance on 9 January 2020 and the NDCP Research Agenda 2020-2022 on May 2020. The two documents highlight the strategic direction of the College in achieving its thrusts and priority initiatives. With the promulgation of the Research Agenda 2020-2022, the NDCP has reached its research target with several notable research projects, such as the Future of Philippine Warfare (a multi-year project in partnership with the AFP and the major services) and a Review of the Mutual Defense Treaty (conducted with several experts from civilian universities). The College was also able to provide prompt and relevant research papers on the COVID-19 pandemic, such as the President's Papers on Perspectives on the Philippine Response to the COVID-19 Pandemic and Situation Awareness and COVID-19 on July 2020, and the Impact of COVID-19 on the Filipino Women in the Security Sector in September 2020.

Starting in 2015, the number of students of the Master in National Security Administration (MNSA) was raised from 50 to 65 given the need to better equip and prepare up-and-coming security leaders with strategic and multidimensional perspectives, as opposed to tactical and operational thinking. In total, the NDCP produced 326 MNSA graduates from 2016-2020, with an additional 85 prospective graduates by September 2021, and has consistently achieved actual or near 100% graduation rate. The MNSA also continuously contributes to DND's international security outreach to emerging security partners. Between 2016 and 2020, a total of 34 foreign students graduated from the MNSA Program, coming from countries such as Brunei, India, Malaysia, Nigeria, Pakistan, Sri Lanka, Singapore, and China. The NDCP has also received delegations from defense and security institutions from Bangladesh, Brunei, China, Indonesia, Japan, Malaysia, Pakistan, Nigeria, Sri Lanka, Thailand, and Zimbabwe. As for its sponsored education symposia, the NDCP has linked up with diplomats from Japan, South Korea, USA, Colombia, and China over the years through the Ambassador Speaks Series.

The VMMC has likewise found ways to reach out and provide services to its clients by making available free maintenance medications to veteran patients and their dependents through VMMC's hotline numbers and various mechanisms such as:

- Drive-Thru Services for pick-up of maintenance medicines and laboratory work-ups for veterans (i.e., blood extraction) at the comfort of their respective vehicles to minimize exposure to viral infection.

- Delivery of Maintenance Medicines to beneficiaries' homes residing within Metro Manila, like a fast-food chain delivery system. This program is intended to address the lack of transportation for outpatients during the ECQ.
- Conduct of Telemedicine through VMMC's Facebook official page (vmmcdfmops.telemed) which offers free online consultation and e-prescriptions to veterans and their dependents.

To further develop the testing capacity in the country and increase the productivity of treating the hospital's COVID patients and lessen the waiting time of results, a molecular laboratory was constructed at the VMMC, sponsored by United Laboratories, Inc. in partnership with ENDEC and Global Medical Technologies. The laboratory has the capability to process 300 to 400 reverse transcription-polymerase chain reaction (RT-PCR) tests daily, intended for the veterans and their dependents, uniformed personnel, and Quezon City senior citizens and residents. The molecular laboratory was granted a license to operate last September 2020 and tested a total of 3,652 suspected COVID-19 patients thru RT-PCR. Details for the months of September to December 2020 on the number of suspected patients are shown below:



VMMC Out Patient Telemedicine Hotline

| Patient Category | Sept | Oct | Nov | Dec | Total |
|------------------|------------|------------|------------|------------|--------------|
| RPV | 269 | 300 | 316 | 274 | 1,159 |
| RPVD | 183 | 212 | 211 | 208 | 814 |
| VMMCP | 218 | 239 | 125 | 105 | 687 |
| VMMCPD | 29 | 36 | 20 | 27 | 112 |
| CP | 266 | 179 | 205 | 230 | 880 |
| Total | 965 | 966 | 877 | 844 | 3,652 |

COVID-19 Patients tested through VMMC's Molecular Laboratory from September to December 2020

The VMMC likewise established a “one-stop-shop” for all financial assistance provided by different government agencies to serve the needs of indigent patients for their treatment or hospitalization. Senator Bong Go turned over a cheque worth P10M as an initial funding for VMMC's Malasakit Center on 22 December 2020.

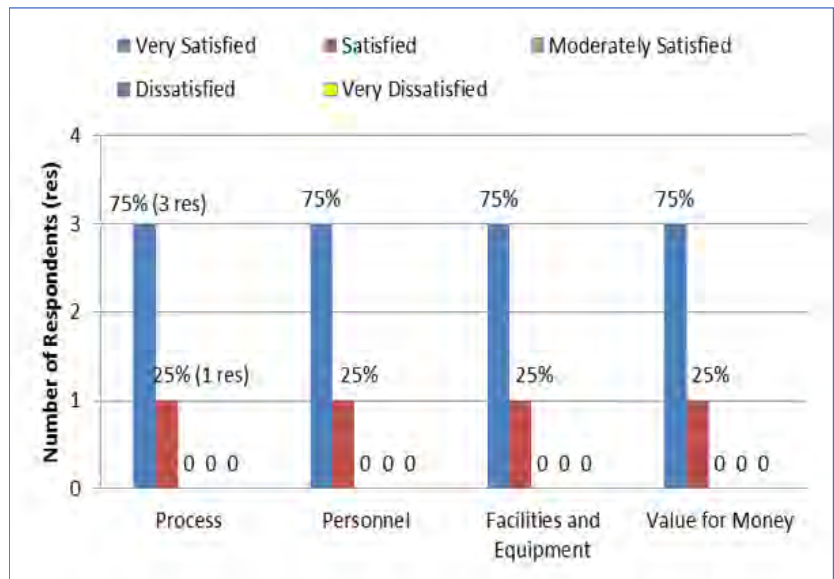
CUSTOMER FEEDBACK

The most important gauge of the effectiveness of the Department is the assessment provided by its customers and various stakeholders. Therefore, central to the organization’s goal to achieve operational success and continuous improvement is the existence of an efficient two-way communication system between the Department, its clientele and the public using various customer feedback mechanisms. These mechanisms ensure that all issues, comments, and concerns are received, reviewed, and acted upon. The feedback mechanism also serves as an effective tool for policy enhancement and organizational improvement.

For FY 2020, PVAO received an overall 98% satisfaction rating in terms of quality of assistance, quality of service, comfort of facilities and satisfied needs using the Visitors Pass and Feedback Forms (VPPF) accomplished by 7,054 visitor clients. The number is considerably lower than compared to the 16,177 visitors in CY 2019 due to the COVID-19 pandemic resulting in lower number of face-to-face transactions.

With respect to online surveys, PVAO’s Facebook page also registered a total of 33,488-page likers as of end of 2020, which is 58% higher than the 21,260 page likers received by the agency as of end of 2019, recording an increase of 12,228 page likes. The increase in FB page likes reflects PVAO’s efficacy in utilizing the social media platform in disseminating information to the public, which consists of comprehensive information and public messages about the programs and activities of PVAO ranging from the services provided to the veterans to propagation of historical events and accounts of veterans’ heroism. PVAO is also up to date regarding resolution of items received in FY 2020 through Hotline 8888 and CSC-Contact Center Ng Bayan, as 184 issues and concerns made through these channels have been fully resolved by the agency for a 100% accomplishment.

The GA, on the other hand, received an overall satisfaction rating of 75% in terms of timeliness and responsiveness to the client’s requirements, how the personnel performed their task during the hauling activity, the facilities and equipment used, and the worth of fees of service given to them based on the Client Satisfaction Survey for the issuance of ammunition conducted by the GA. For CY 2020, only four (4) respondents from AFP accomplished the survey form due to the limited hauling activity conducted by the AFP brought about by the COVID-19 pandemic.



Results of GA Customer Feedback

Based on the summary of client feedback of the OCD as of 31 December 2020, 95% of clients rated the OCD’s overall service delivery as satisfactory or better with 91% rated the OCD’s process delivery, 99% for people who delivered the service, and 96% for materials provided or environment/workplace where the service was provided. OCD has developed a standard Client Satisfaction Survey Forms (both Internal and External) for use by OCD personnel and walk-in clients, which can also be found in the OCD website (www.ocd.gov.ph). For easy access and completion of the survey forms, OCD has also created a QR Code for the purpose which was approved for use in December 2020.

WAY FORWARD

Despite the pandemic, the Department remains committed in its pursuit of effective resource and financial management improvements, institutional innovations, and good governance practices to ensure the Defense sector's excellence in its service delivery in line with its sworn duty as steward of defense resources.

PVAO is steady in the implementation of its long-term strategic plan under the PGS or the "KAGITINGAN ROADMAP 2028," geared toward effective organizational reforms and ensures PVAO's commitment in ensuring the welfare and well-being of the veterans and their dependents. Under the agency's 2028 goal of "Empowered Veterans", PVAO remains at the forefront on the passage of important legislative measures for the veterans welfare and benefits. PVAO is pushing for the passage of at least eight (8) other bills intended for the veterans welfare in the 18th Congress through the support of the House Committee on Veterans Affairs and Welfare.

Guided by the goal of transforming the PA into a credible, reliable, responsive, more capable, and more professional Army committed to its mandate of serving the people and securing the land under the Army Transformation Roadmap 2028, the Philippine Army is now geared towards the further localization of the PGS in its units and is currently reviewing the Army Governance Pathway to recalibrate its targets with the goal of having all Philippine Army units and offices Institutionalized by 2026.

The Philippine Navy is likewise moving towards its 2028 goal of becoming a modern and multi-capable navy with the release of its PN Strategic Sail Plan 2028 this 2020. Guided by this organizational development strategy which outlines the Philippine Navy's eight-year plan from 2021 until its vision in 2028 through 15 Strategic Objectives, the Navy shall remain committed to implement the Sail Plan's specific action plans to further improve the agency in accordance with PN's pledge to pursue good governance to provide better service to the country.





THE DEFENSE FORCE IN 2021 AND BEYOND

While much has been achieved, the pressing security challenges in 2020 will foreseeably pose a threat to the country in 2021 and beyond. Trends such as the epidemiological hazards, great power competition and geopolitical tension in the Asia-Pacific, destructive extreme weather events and climate change, as well as the weakened but enduring problem posed by communist insurgents and local extremist groups are likely to define our immediate threat environment. Furthermore, there is also an increased salience of defending our national territory and sovereign rights in our exclusive economic zone, and to most especially ward off sovereign incursions. To do all these, we need to invest in the acquisition of multi-functional and threat-responsive defense materiel and equipment as well as develop the defense force's human capital, doctrines, and supporting infrastructure.

Pursuant to its mandate to defend the state against sovereign incursions, the DND-AFP shall continue to strengthen capabilities on territorial defense, maritime security, domain awareness, and humanitarian assistance and disaster response (HADR) through the Revised AFP Modernization Program (RAFPMP) and other procurement activities. Geographically, we will continue fortifying strategic border-areas through the construction of AFP detachments, domain awareness facilities, and the pre-positioning of vital military assets. Key areas of interest such as the Kalayaan Island Group shall be further developed to increase civilian presence and encourage fishing, maritime livelihood, and ecotourism.

The identified game-changer assets approved by the senior leadership of the Department in early 2020 under the 2nd Priority List of Horizon 2 of the RAFPMP will also further sharpen the attention on building a minimum credible defense posture. Nevertheless, the DND-AFP shall exercise fiscal prudence to balance economy measures amidst the ongoing global pandemic, with the need for additional military expenditures to create a robust defense force that is well-equipped to face national security challenges.

In addition to this, the Department will prioritize the passage of key politico-legal enablers of credible defense, such as the amendment of the 1935 National Defense Act, the Philippine Defense Industry and Development Act (PDIDA), a unified pension system for the Military and Uniformed Personnel to address the rising costs of pension payments, and the revival of the mandatory Reserve Officers' Training Corps (ROTC), among others.

The Office of Civil Defense shall also closely monitor, implement, and cascade the National Disaster Risk Reduction and Management Plan (NDRRMP) 2020-2030, which bridges disaster risk reduction and management (DRRM) and climate change adaptation (CCA) to minimize associated human security risks. Moreover, civil defense and DRRM training courses provided by the Department to local government units and stakeholders shall be digitized and integrated in the OCD Training Information and Management System to ensure continuous knowledge dissemination in 2021 in view of the reductions in face-to-face stakeholder trainings in 2020. For its part, the AFP shall continue to utilize newly acquired cargo lift, aerial surveillance, and transport assets to facilitate logistics support for disaster relief as well as improve its Chemical, Biological, Radiological, and Nuclear (CBRN) units for variegated tasks such as decontamination, containment, and deployment of stand-by medical teams.

The Department shall lend its full support and mobilize available resources for the raging national battle against COVID-19. Aside from helping enforce quarantine restrictions as needed, the One Defense Team is in full throttle to support the national vaccination effort, particularly in logistics and transportation of much-needed vaccines in large quantities and to far-flung areas.

At the same time, the fight continues to secure the country against internal threats. Focused Military Operations shall continue against the Communist Terrorist Group and the local terrorist groups and violent extremists to reduce their capabilities to threaten and coerce communities. At the same time, an olive branch will be extended to those who can be encouraged to peacefully return to the folds of the law through various demobilization, disarmament, and reintegration (DDR) programs for former rebels, such as the Enhanced Comprehensive Local Integration Program, and the amnesty program currently in the pipeline. The AFP shall extend full support to the NTF-ELCAC to attain its objectives in 2022 through the improvement of intelligence efforts, intensified civil-military operations for development support functions, and in strategic communications. Relatedly, the Department fully supports the Bangsamoro Peace Process and will continue to extend assistance to the normalization and decommissioning of combatants.

The DND and AFP shall ensure that international engagements at the strategic and operational levels contribute to developing the Philippines' defense capability and personnel capacity as well as building confidence with stakeholders and foreign partners. These shall include not only conventional military cooperation, but also non-combat mission areas or military operations other than war (MOOTW), such as peacekeeping, humanitarian assistance and disaster relief, and cybersecurity. To adapt to the new normal, the DND shall also work on developing and institutionalizing reliable and secure platforms for virtual and online engagement with distant security partners.

The Defense Force will continue to exercise proper force management initiatives, such as the streamlining of the general-to-troop ratio to administer mission-capable units more efficiently, as well as develop a best-in-class and threat-responsive talent pool, particularly on information technology, engineering, monitoring and evaluation, financial administration, and procurement. The state of readiness of our military facilities shall also likewise be upgraded, through the PhP 9.8 Billion funding until 2021 for the Tatag ng Imprastruktura para sa Kapayapaan at Seguridad (TIKAS) Program, in partnership with the Department of Public Works and Highways. At the same time, the One Defense Team shall endeavor to improve and innovate welfare and morale programs such as the Comprehensive Social Benefits Program, KAPAGDAKA, and learning and development opportunities.


As the Department enters the third decade of the 21st century, the AFP and Civilian Bureaus of the Department will double down on organizational transformation efforts leading to 2028, which are imbibed in various strategic plans such as the Army Transformation Roadmap, Strategic Sail Plan, Flight Plan, and Kagitingan Roadmap, among others. Despite the great sea change in the current strategic landscape given geopolitical, technological, and major economic turbulence around the world, your One Defense Team's mission remains: defend national sovereignty, achieve a credible defense posture, increase capability and preparedness for disasters, and protect the Filipino people.






**DIFFERENT ROLES, MANY FACES,
THROUGH HARD TIMES AND
FOR BETTER DAYS,
WE ARE HERE TO SERVE AS YOUR
ONE DEFENSE TEAM.**

2021

 **ONE**
DEFENSE TEAM
DEPARTMENT OF NATIONAL DEFENSE





REPUBLIC OF THE PHILIPPINES

DEPARTMENT OF NATIONAL DEFENSE