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**COMMANDING GENERAL
PHILIPPINE ARMY**
Fort Andres Bonifacio, Metro Manila

Message

The Philippine Army's role as a force provider becomes more relevant now that the nation combats the COVID-19 pandemic. Even as we capacitate the Force to eradicate the threats to peace and progress, we have also undertaken the critical task of defeating an invisible enemy, committing over 12,000-strong troops for COVID-19 operations nationwide.

This *Army Journal* issue is then timely to pay tribute to our frontliners, whose patriotic spirit and bravery prevailed in their service amid the pandemic. The publication also features our role in nation-building, particularly in achieving *Ambisyon Natin 2040*.

As we carry on to overcome the odds, we will continue to enable Army forces to find, fix and finish the enemy, and exploit gains; uplift the morale and welfare of troops; intensify stakeholder engagements; and sustain good governance.

We will also be adept on the concept of PEACE or *People Empowerment in Addressing the Challenging Environment* and PROGRESS or *Patriotic Response to Opportunities Geared to Reinvigorate an Economically Sustainable Society*.

To all the officers, enlisted personnel, and civilian human resource of the Philippine Army, thank you for your resolve to triumph over battles and win the peace. *Panatilihin ninyo ang dedikasyon at ang pagmamahal sa inyong trabaho. Lagi ninyong tandaan na ang taong masaya ay maraming nagagawa.*

Mabuhay ang Philippine Army!

CIRILITO B SOBEJANA
Lieutenant General PA





Beyond the Military Response: **The Role of the Armed Forces of the Philippines** **in mitigating the Novel Coronavirus Disease 2019.**

By Adrian P. Alconcel

In a time where crises beg so much to be felt by the whole world, a certain brand of leadership is needed to come to surface, in order to mitigate—if not completely abolish—the difficulty that people face. Amid the dilemmas brought by Coronavirus Disease 2019 (COVID-19), efforts coming from both the national and local government in a unitary type of government were made to aid in the strict implementation of quarantine measures. For the purpose of this paper, the writer shall examine the Genesis of the virus; the way China—where the virus originated—responded to the disease; as well as the strides from which the Philippine government have exerted in the battle against the lethal pandemic, primarily on its military orientation. In addition to that, the social realities that the Philippines is facing underscore the need for holistic solutions in the battle against an invisible enemy.

The Genesis of the Virus

According to the Centers for Disease Control and Prevention (CDC), there are 32 countries with confirmed cases of COVID-19 as of February 22, 2020. The COVID-19 outbreak developed in Wuhan, China has killed over 1,300 individuals all over the world, and is worthy to be classified as a global pandemic. Meanwhile, scourges or an entity causing affliction; are regularly cultural or political — in as much as starvations are typically man-made, dry seasons happen normally. To the extent the present flare-up goes, two social elements

help clarify how the normal event of a solitary infection contaminating a single mammal has deemed itself worthy to be called a worldwide health crisis. Additionally, the dubious part of this contention — both of those facets are quintessentially, however not uniquely, Chinese.

Similarly, the United States is worried that a larger spread of the COVID-19 coronavirus could overpower emergency rooms. They are alarmed with the cause of supply deficiencies of some essential clinical supplies, during an effectively active time managing occasional influenza since 2010; which has brought about the sickness of between 9 to 45 million every year. Moreover, the US Division of State has prescribed its residents to think twice before planning a trip by voyage to or inside East Asia and the Asia-Pacific Region. All US residents ought to assess the dangers related with deciding to stay in a zone that might be liable to isolate and take preventive and proactive measures (US Department of State China Travel Advisory, 2020). "The flare-ups of Ebola and COVID-19 underscore the fundamental significance for all nations to put resources into readiness and not panic" (Tedros, 2020). Reviewing that two years prior, the World Health Organization and the World Bank established the Global Preparedness Monitoring Board, an autonomous body to survey the condition of the world's status for a pandemic.

Silencing is the Chinese Way

Another issue stemming from this virus includes China's negligence to advance a warning regarding



the continuous spread of COVID-19. Media censorship imposed by the Chinese government prohibited the media from publicizing the crucial and prevalent issue of the spread of disease — an issue of Press Freedom. China ramps up media censorship on the COVID-19 issue. According to The Daily, a set of regulations were released by China's judicial and law enforcement agencies where they named 10 categories of new criminal accusations. These were brought against individuals deemed jeopardizing disease control, undermining social security by spreading fear about the disease, and reprimanding the Communist Party's control on the novel coronavirus.

Chinese President Xi Jinping ordered for stricter control upon online discussions and heightened policing to ensure “positive energy” and social stability. This is quite an ironic statement from the President if his intention was social security. With the media and the press being restricted of their purpose as journalists, the essence of press freedom is greatly disregarded and put at stake. Explication on the condition of diplomatic relations and affairs that it's simpler to close borders than to negotiate sharing of information is attested. By contrast, "the Chinese government's inconsistent approach to publicly reporting cases and coordinating with international authorities, as well as its use of platforms to control information, are attempts to control the international community's perception of what's happening in Hubei, which is what we describe as Nationalist" (McDonald, 2020).

To Discipline is the Filipino way

In the Philippines, having a strict head of the state that is Rodrigo Roa Duterte, the involvement of police and military forces in addressing the public health crisis is nothing but a celebrated and expected act. In a commentary entitled “*In Science We Trust? Science Advice and the COVID-19 response in the Philippines,*” Professor Kristoffer B. Berse (2020) of UP National College of Public Administration (NCPAG), asserted that the administration incorporated science in their response to the crisis, which is manifested in the establishment of an ad-hoc policymaking body, the Inter-Agency Task Force for Emergency is spearheaded by the Department of

Health's (DoH) Secretary—who happens to be a medical doctor—alongside a group of scientists coming from the various sectors of the medical field. Amid the efforts of emphasizing scientific approaches, the trait of the government's response as something that is heavily dependent on the military sector is worth noting; thereby putting uniformed men and women from the Armed Forces of the Philippines (AFP) and the Philippine National Police (PNP) in the front line, as they battle with the pandemic hand in hand with health workers.

By the same token, Andrew Heywood (2013) laid bare the purpose from which the police and the military are etched onto the state; their similarities being seen in the way that they are (1) disciplined in order to discipline the populace, (2) uniformed for the public to distinguish and recognize them, and (3) are armed bodies depending on the functions that they relatively have. The police force has an inalienable role of protecting the populace from internal threats such as crimes, as well as making sure that public order is present in the society. Suffice to say, their role revolves around the involvement in public life and civil policing: in making sure that policies are duly implemented and followed, and should there be violators, they will determine the gravity of the act, as well as in making sure that those who choose to commit and omit a crime will be held accountable.

On the other hand, the military have four distinguishing factors that separate them from other institutional forces namely: (1) in the advent of war, they control the monopoly of weapons and authority, (2) their hierarchy is stiff in terms of rankings and they are followed in an organized and disciplined manner, (3) they have a notable set of values and culture as evident in the different mantras that the police and the military have, and lastly (4) they hold the national interest in mind. In the same way, Andrew Heywood (2013, p. 406) further explained the role of the military as “an emergency service in the event of natural and other disasters.” This idea is manifested in the way community quarantines were observed in the Philippines, wherein armed forces religiously check every vehicle and person that will pass by the borders.

They ensure that only authorized people and transactions will be able to pass through the border. In addition to that, they also monitor the body temperature of every person who wishes to pass by. Should a person's temperature be deemed worthy as feverish, he or she will not be allowed to enter the border; they do this in order to ensure that no person is experiencing symptoms as they are welcomed inside.

Guarded Borders and Armed Forces to the Front

The paramount of the global pandemic has forced countries to take extensive measures in order to contain and halt the spreading of virus. One of that ways from which this is done is by imposing community lockdowns, thereby forcing people to stay at home for them not to contaminate others, and not be infected by others in return. In the Philippines, the government takes pride in the fact that they have implemented an island wide lockdown as early as March 17, 2020. This is done with the hopes of halting the spread of the virus.

By the same token, the implementation of the Enhanced Community Quarantine (ECQ) was needed to be matched with the public's religious and strict compliance; while providing slightly loose measures for essential and frontline workers, such as medical practitioners, grocery staff, pharmacy tellers, military men who guard the borders, etc. With the ECQ in mind, curfews were implemented and harsh penalties await for those who violate the law, social gatherings were not permissible in accordance to the plight of maintaining social distance, liquor bans were also implemented depending on the local government unit, a looming economic recession, and a population whose stomachs are mainly hungry (Beltran, 2020).

The way the United States of America have responded to the crisis is worth noting. Dr. Jim Golby (2020), a non-resident senior fellow from the United States Study Center, foresees that there will be an increase in terms of the number of members from the National Guard, the active duty military, and personnel from the Pentagon.

He justifies the said increase by stating that the gravity and massive peopling that the pandemic needs, could exceed the measures that were taken into consideration during the Hurricane Katrina. However, the downside of such scale in relief effort will soon take its toll on the core of the Department of Defense.

Above all, in first world countries like the United States of America (USA), the armed forces are going beyond their duties in maintaining domestic order. As a matter of fact, over 10,000 members from the Army National Guard, and Air Force National Guard have been providing help concerning logistics: augmenting hospital capacities, transporting essential supplies, and the like. In addition to that, retired and pension dependent men from the "Individual Ready Reserve," who happen to have background and experience in medicine, are more than ready and willing to help. Under the U.S. code, they are complying what is stated in its 32nd title, and they are also paid by the federal government (Allen et. Al, 2020).

If going beyond one's duty is the talk of the town, the Philippine Army has its fair share on the said matter. To put it out there, the Armed Forces of the Philippines (AFP) is targeting to raise P17 million pesos. The said goal is expected to come from the monthly payroll of every member, and it will be used for the country's battle against the novel coronavirus disease. Every member of the armed force holding high and low positions, are expected to bestow a portion of their monthly salary for the said initiative (Mangosing, 2020). Alongside this stride, it is worth stressing to emphasize that the AFP plays an essential and pivotal role in the battle against COVID-19. That being said, the Philippine government's decision of putting the military in the front lines against COVID-19, is in accordance to the ideas that were put forth by the discipline of Political Science (Heywood, 2013). However, the enemy on hand cannot be merely defeated by the strict observance of quarantine measures. Instead, a transdisciplinary approach is needed in order to completely dismantle the yokes of the novel coronavirus disease.

The Holistic Path is the Way

In the field of Research, various perspectives can be





used in order to look at a specific phenomenon. Firstly, disciplinary approach examines the issue from one standpoint; in essence, looking at the virus from a biological standpoint alone. Subsequently, an approach in a multidisciplinary standpoint would look at the disease separately from two or more viewpoints; in essence, analyzing the disease from the standpoints of biology and chemistry. Meanwhile, an interdisciplinary approach would look at the pandemic from several standpoints from the same field; for example, the social sciences would consider the novel coronavirus disease as a socioeconomic issue. And finally, a transdisciplinary approach analyses an event in various viewpoints from different fields, thereby producing holistic diagnoses and prognoses to the issues that plague the society (Jose & Ong, 2016).

Having said the aforementioned things, the battle against the novel coronavirus disease must be looked at several standpoint, in order for the public to know what is in store for them. Apart it primarily being a health issue, the need for the various sectors of society must work together to underscore the need for multiple solutions to an invisible enemy. And the national, and supranational governments have roles to play in the battle against the pandemic.

What can the National Government do?

Should flattening the curve be the end goal of the Philippine administration, the current efforts that are being exerted in the midst of the pandemic is not enough. The military can only do so much, especially when solutions do not agree with the recommendations that the scientific community suggests. Ergo, the implementation of the community quarantine all throughout the nation may appear futile when it puts the livelihood of the people at risk. In a policy note issued by the UP COVID-19 Pandemic Response Team (2020), they urged the government to give to the people what is due to the people: to make social protection available and accessible to everyone. Such claim is further intensified when they argued that the citizens are claim-holders, while the state is a duty-bearer. Having said that, the team is counting on the varying capacities and competence of local government units to ensure swift, efficient, and effective ways of responding. In consequence, the interplay of both

the government and the people must come to light: the former is asked to be transparent and accountable, whereas the latter is expected to participate and follow suit. In the same manner, the plea for the national government not to abuse their power during times like this is further brought into light. The highly militarized response of the Philippines in battling the pandemic has made buzzes worldwide. Michelle Bachelet, the United Nations' (UN) High Commissioner for Human Rights reported that the police force in several countries have resorted to violence in dealing with the pandemic. In the country alone, reports of police abuse from checkpoints have risen. In addition to that, a police officer shot a retired Army veteran in Quezon City after not following the city's quarantine protocols. The National Bureau of Investigation (NBI) later on charged the officer with homicide. Meanwhile, those who violated the curfew policies in Caloocan City were obliged by the authorities to wander along the middle part of Epifano Delos Santos Avenue (EDSA) at 10 in the evening. And finally, starving curfew violators apparently is a common sight in Antipolo, Rizal, wherein 39 men were held in a detention space without giving food and drink for more than eight hours (CNN, 2020).

Having brought up the aforementioned reports revolving on the abuse of power, the need for the government to lessen its highly militarized rhetoric and tactic appears to be stronger than ever. The complete abolition of it would of course be counterproductive in the sense that the militarized responses of the government must include other prognoses from the different fields in the society—may it be in the national or supranational level. In essence, medical practitioners and the armed forces must strengthen and intensify their ties, as they combat the invisible enemy using different solutions.

How can the Supranational Government contribute?

The United Nations and Security Council's mandate is to ensure peace and security among nations, which is why establishing agreements from different states are essential for the sole purpose of maintaining good relations across regions.

It is highly significant to be able to mediate through bilateral relations among member states to gain aid may it be financial, technological, or medical. Not participating defeats the purpose of being a part of a world-known organization. Therefore, to alleviate the problem, the United Nations should be able to strengthen preventive measures from across the globe. They can do so by enforcing health agencies and allocating financial subsidy, more institutions may be able to regulate safe and sanitary precautions. It is strongly encouraged to mediate by increasing border screening from countries that have high confirmed cases. With this, the government may be able to prevent further contamination from its residents. To increase medical capacity in areas struck by COVID-19, and a regularized World Health Organization bulletin would help make the citizens aware of the traits of the virus, as well as a wholly prepared system of medical intervention.

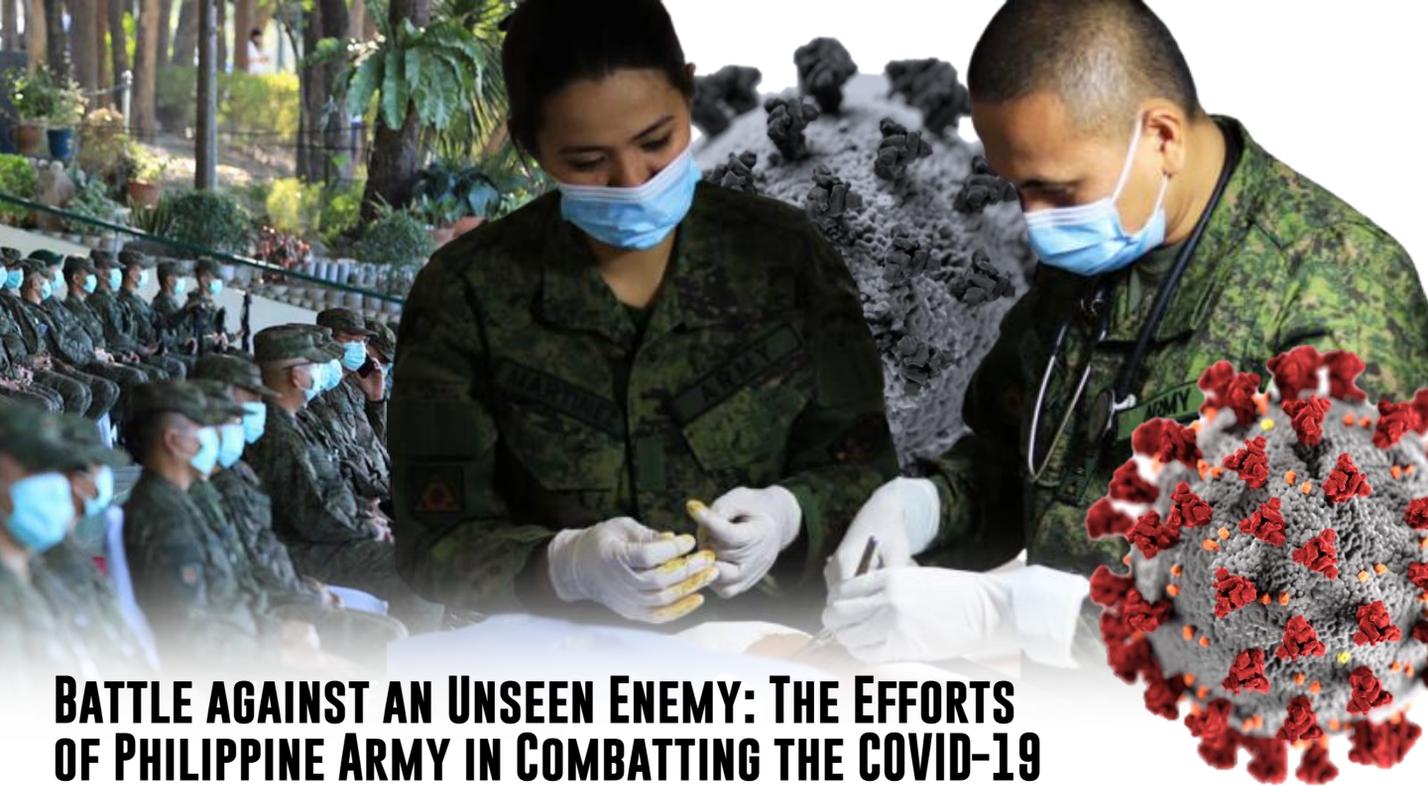
Systematic and steady funding among health organizations and institutions will strengthen response and preparedness in terms of efforts in high-risk countries, with the approval and aid of the international community. Likewise, a reinforcement from the entire global research community to further acquire insights and facts about the virus will help the populace prevent this kind of disease to be disseminated and recur. The digital media being progressively unavoidable, continues to mirror state and social control. Various platforms such as social media, deal with managing misinformation which will equally be influenced by the state. The latter mentioned is particularly perilous in the conditions of utilizing innovation for social control, as once governments and platforms create digital conflict as power, they will in general reuse and apply them to different settings.

All things considered, the Armed Forces of the Philippines' involvement in the pandemic is undeniably worth noting. The advent of the novel coronavirus disease in the Philippines has made the said force worthy to be called as essential and frontline workers. However, times of global health crisis also necessitates scientific, medical, and social solutions. By merely focusing on the military

aspect of it, the vision of flattening the curve appears to be a distant memory. In consequence, a transdisciplinary approach and response are deemed urgent to take place in the country. In conclusion, the Armed Force can only do so much, and they need both the state and the citizens' active participation in the fight against the invisible enemy.

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BATTLE AGAINST AN UNSEEN ENEMY: THE EFFORTS OF PHILIPPINE ARMY IN COMBATTING THE COVID-19

By Alexandra Beatriz A. Agulto

War. A soldier sworn to protect the nation from any danger and threat.

Our soldiers are known to be at the forefront of wars who battle for peace and safeguard the welfare of the nation. With their courageous hearts and trained minds, ability to conquer wars and enemies are possible. With the innovation of technology, modern warfare equipment and trained military personnel, combatting enemies of this nation is possible. But what if the enemy they are battling against are unseen, unknown, and unidentified? Will all the equipment, trainings and knowledge they have will suffice to defeat it?

In the last quarter of the year 2019, an unknown SARS-like disease emerged (World Health Organization, 2020). Since it was not officially identified and movement of people from different places continued, it rapidly spread throughout the globe until it was called as a pandemic (Peckham, 2020).

As the world combats against this disease, new frontiers of service which caters to the welfare of the Filipinos are the most vulnerable in this disease begin to develop. “Frontliners” as fondly called by the people, are composed of doctors, nurses, health workers, medical practitioners, food and services

personnel, the police force, and military personnel. Packed with determination and braveness, they accepted the challenge to face this disease even if it is unseen, unknown, and without any cure.

The importance of military personnel played a huge role not only in war but also in humanitarian crisis, disaster response, and global health threats. According to World Health Organization (2007), “Military maintain public health programs to monitor, prevent and treat infections that could reduce the operational effectiveness of their forces. To advance mission objectives or broader national goals, military forces may extend their public health capabilities to civilian populations not adequately served by civilian public health programs — for example, groups experiencing humanitarian emergencies or people in remote areas beyond the reach of ministries of health. However, the mobility that facilitates such operations can also allow military forces to carry infectious agents to susceptible civilian populations” (World Health Organization, 2007) (Smallen-Raynor & Cliff, 2004).



PHILIPPINE

COVID-19

Military response to global health threat helps in filling the gap of public health capabilities. Since global health threat hinders the operation of the military forces, it became a priority for them as well. Helping the civilian public health workers mobilize the flow of information and allows a more viable facilitation of health concerns.

Serving the people, securing the land has been the battle cry of our mighty soldiers in the Philippine Army. The usual battlefield with warfare equipment, tanks, and guns became thermometer guns, face masks, and personal protective equipment. Wearing their battle dress uniform, Philippine Army embraced a much bigger war against an unseen enemy – COVID-19. A military trained not only to combat wars but also serve during humanitarian crisis.

In a news article, General Felimon Santos Jr., AFP Chief of Staff shared “The AFP takes pride in our military doctors, nurses, medical aid, support,

and security personnel who continue to operate and stand their ground in the battle against the COVID19 pandemic. They remain dedicated to their duties, risking their own wellbeing to ensure the safety of Filipinos affected by the dreaded disease” (Santos Jr, 2020) (Sadongdong, 2020).

His sentiments showed that the AFP military personnel are committed to their sworn duty. Despite the vulnerabilities from this unseen enemy, the calling to serve the nation still prevails. Even though there are a lot of challenges brought by this disease, our soldiers continue to ensure the security of the Filipinos.

He also added, from the news article, “The COVID-19 pandemic is an enemy that requires a different form of sacrifice, commitment, and dedication. While our enemy is unseen and cannot be eliminated by anything in our armory, our greatest asset has and will always be our people” (Santos Jr, 2020).

Protecting the people from this unseen enemy has



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been considered to be one of the toughest battle they have ever faced. But with their unyielding determination and relentless passion to safeguard this country, Philippine Army proved to be limitless.

Colonel Ramon Zagala of the Office of Army Chief Public Affairs said “The PA mission is to support law enforcement by reminding citizens to observe social distancing and advising them to stay home to prevent the spread of the virus” (Zagala, 2020) in a news article written by Priam Nepomuceno of the Philippine News Agency.

Troops from the Philippine Army ensured that they will serve as a reminder to the people to observe protocols amidst this pandemic to decrease the spread of the disease. Furthermore, dissemination of information in the communities will be efficient through the support of our soldiers.

Philippine Army stays committed to their sworn duty in protecting this nation from any imminent threat; seen or unseen. Doing their best and maintaining their high morale amidst this pandemic has been contagious

in a positive way. Soldier’s response may not be the cure for this pandemic. As the nation and the whole world seek to discover the ways and cure for this disease - COVID-19, our frontrunners in serving the Filipino people continue to do their part, bridging the gap and extending their services to the best of their ability.

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LESSONS FROM THE MILITARY FOR COVID-TIME LEADERSHIP



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By Eric Chewning, David Chinn, Elizabeth Young McNally, and Scott Rutherford

“Mission command” and other military principles can guide policy makers and business leaders thrust into crisis.

FORGET THE METAPHOR:

in the most fundamental sense, dealing with the coronavirus pandemic is not like waging war. The enemy is a virus, not armed combatants, and countries around the world are in the struggle together.

Yet certain analogies apply. COVID-19 is also deadly, and leaders in all organizations are making life-and-death decisions quickly, under intense pressure and with incomplete information. The scale and complexity of the situation is greater than any one person can comprehend or manage, and the stakes are high. Leaders are having to make consequential decisions that will affect the lives and livelihoods of their employees for years to come. Military leaders operating in the fog of war know all about that. Moreover, the military is skilled in managing a variety of crises—from fighting wars to organizing emergency responses during natural disasters.

Having served in militaries and worked closely with them, we have a keen appreciation of the strengths of their leadership. We also recognize that the military culture is unique, characterized by a shared sense of mission, values, and standards; by unquestioning adherence to authority when required; and by extensive training and procedural practice. Even bearing these differences in mind, however, government and business leaders can learn lessons from the best military practices.

In this article, we offer six lessons that have proved valuable in the military context and that adapt well to other kinds of organizations.

Account for the human factors

Militaries recognize that morale, unit cohesion, mental health, and family stability affect performance. The stress of a sudden crisis will exacerbate preexisting personnel issues, as well as create new ones. As a result, militaries have developed institutional mechanisms to address these challenges.



You may recruit the service member, but you retain the family.

Often too the end of the crisis is the start of a new set of challenges; most military units see an increase in mental-health issues after, not during, a combat deployment. Business and government leaders should prepare for these challenges as well. For a large portion of the workforce, the pandemic will be the most stressful period in their lives. Financial insecurity, health concerns, changes in the patterns of family life, isolation—all have made the past few months a daunting experience that will certainly linger as economies restart and enter the “next normal.”

Plan, plan some more, and watch for escalating problems

Military leaders are obsessive about planning: they know that the battlefield is always an uncertain environment, so they continually test their ideas. General (and later president) Dwight Eisenhower once quipped “plans are useless, but planning is indispensable.” To prepare for war, military leaders put together teams of planners with diverse backgrounds and expertise, drawn from different organizations (and, if the effort is an international one, different nations). The process of rapidly integrating and iterating these perspectives goes on constantly.

Often, there will be two teams of planners—one focused on contingencies in current operations and the other (the plan-ahead team) thinking about the requirements for future operations. This approach not only creates better plans but also ensures that the people responsible for execution share a common understanding of the assumptions, objectives, and contingency options. Business and government leaders also need to plan extensively and at all levels and to examine possible contingencies—something many are now trying to do amid the rapidly developing COVID-19 pandemic.

Plans must often be redrawn as circumstances change. Modern militaries think that war requires management at three levels: strategic (national priorities), operational (regional operations), and tactical (specific battles and engagements).

Rapidly moving events will affect each of these: for example, a tactical crisis can escalate to a strategic one, and national priorities can lead to tactical engagements (as happened in US and UK military operations in Afghanistan immediately after 9/11). In a broad way, business operates similarly: for example, the loss of a specific account (tactical) may hurt a business unit’s annual plan (operational), which may cause a company to reevaluate its portfolio (strategic). Leaders therefore synchronize their planning cycles and assumptions to account for rapidly changing economic circumstances. They constantly reassess and refine plans and actions.

Use the principles of ‘mission command’ to achieve ultimate empowerment

There is a popular misconception that militaries are defined by top-down decision making: officers supposedly make decisions and troops do what they are told. Any force, naturally, has hierarchies and rules, but this style of leadership hasn’t been the norm in the most advanced militaries since the end of the 19th century, when the Prussian general staff developed the concept of “mission command.” At its core, mission command is about empowering officers to seek action in line with the intention behind the order and not the order itself when it cannot be executed. This requires flexible structures, well-defined intent, and trust.

US Army general Stanley McChrystal, who led coalition forces in Afghanistan, argued in his book *Team of Teams*¹ that speed and adaptability at all levels are central to waging war in an information age. After all, conditions change throughout a war or a battle. “Boots on the ground” can often figure things out if their mission is clear and they understand the limits to their autonomy—so that they do not, for example, stray into an area where other forces are operating. Business leaders need to ask themselves if their employees have that level of capabilities and freedom of action: if the videoconferencing system goes down or a major supplier can no longer deliver, will their employees sit around in paralysis or devise ways to keep moving? Do employees have the training to react and take appropriate decisions?



The limits on field commanders are echoed at every level; the military makes very clear where decisions are to be made and who is responsible for making them. On this basis—flexibility combined with structure—it is possible to delegate effectively. In business, teams managing the COVID-19 crisis have had to make more and faster decisions than they do under normal business circumstances. The analogy is in-theater military operations, when operations are 24/7 and clear and rapid updates incorporate new metrics and data on the fly. In business, the COVID-19 crisis has changed the nature of customer service and the relevance of traditional reporting and management systems. Staying close to the customer at all times is critical to survival and to staying ahead of the competition.

Military leaders, at all levels, describe their intent—the outcomes to be achieved—and often define a main effort. A clear intent initiates a force's purposeful activity and represents what the commander wants to achieve and why; as the principal criterion for decision making, this binds the force together. The idea is to ensure that people working on other priorities know it is their duty to support the main effort and that they may not receive all the resources they hope for until its goals are achieved. They should also understand the metrics used to define mission success.

For this to work, leaders have to trust that their subordinates will do their best and ask for help when they need it, and subordinates need to trust their leaders to give them tasks that they can accomplish and support them as needed. Similarly, the head office needs to redefine its role vis-à-vis branches, field offices, or plants. While it sometimes makes sense to give specific direction, often it will be better to support those closer to the action, who are making and carrying out decisions. The questions for business are these: when do we change to the equivalent of a wartime pace and conditions? What must we do to support our people on the ground?

Communicate succinctly and create a single source of information

Communication matters most when everyone is in a hurry. In the current environment, many employees are getting information from half a dozen or more social and digital channels. They have too much to pay attention to and not enough time to go deep.

Many different sources of truth and information will be scattered across an organization. Leaders need to do two things. First, remember to make the message simple, and repeat it often. Give clear directions—short emails, not long memos. Put the main points at the top and make it easy to see what teams need to execute. Second, leaders need to establish a single, trusted source of information.

Military commanders have techniques for simpler, more transparent communications. For instance, taking the time to engage with soldiers is a tried and true method of ensuring that the messages are cascading and that the flag officer is getting first-hand anecdotes. This happens in wartime even when it is dangerous to move around the area of operations.

Commanders also make it a priority to establish a common operating picture (COP): a single display of relevant operational information (such as the position of troops) shared by all commands. A COP ensures that all members of the team have situational awareness, aids collaborative planning, and helps units come together to execute plans. The COP is consistently updated, with staff providing daily briefings for leaders.

The best military leaders take personal responsibility for ensuring that they have the essential information, which then takes on predictive meaning as it is analyzed. It is the fusion of intelligence with the common operating picture that enables leaders to decide on a direction



Hurry carefully

Military leaders sit at the center of information gathering networks fed by their subordinates, human and technical intelligence, allies, and plan ahead teams. Good leaders work continually to maintain situational awareness. Through experience and character, they learn when they need to intervene. Then they act and move on.

But hard choices are still hard choices, and even under pressure, consulting fellow leaders or colleagues in a different context will improve decision making. Moving too quickly often leads to messes that can take time to clear up, so taking ten minutes to think about potential issues and, if possible, to discuss them can save time later. These rhythms are embedded in military processes. Having a plan-ahead team that works through such issues reduces the number of surprises.

Do not expect or demand perfection

Good enough is usually good enough, and going with a less-bad plan is often much better than waiting for a chance at perfection. In war, the enemy will exploit indecisiveness, so leaders seek to establish a tempo that overwhelms the enemy's ability to make decisions. The hardest call for crisis leaders is to move ahead knowing that they may have it wrong. Given the inherent uncertainty of the profession, military commanders keep forces in reserve should initial assumptions prove wrong or unit performance falter. This reserve provides the flexibility for responding to unforeseen events quickly.

During war, both sides continually search for an edge. In World War II alone, this accelerated the development of rocket science, radar, digital circuits, and many other important technologies. During the present crisis, we already see new applications of old technologies. As always, innovation is likely to bring long-term advantage—to society as a whole and to individual businesses. But this cannot be taken for granted. Everyone wants to have the perfect team, the best experts, and plenty of time. Perhaps the most important lesson from the military is that you almost never have these happy conditions, so

constant change and evolution are needed to outmaneuver the opposition. Leadership up and down the ranks, adaptability, and a clear understanding of the mission make the difference.



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ARES COM

ALWAYS AT THE FRONTLINE

By NARIEGIN V RETORIANO, CivHR, ARES COM

The Army Reserve Command drew its inspiration from the Rajah Lapu Lapu during the battle of Mactan. Warriors of Rajah Lapulapu, a native chieftain of Mactan, overpowered and defeated a Spanish force fighting for Rajah Humabon of Cebu under the command of Portuguese explorer Ferdinand Magellan, who was killed in the battle. The outcome of the battle resulted in the departure of the Spanish crew from the archipelago, and delayed the Spanish colonization of the Philippines by 44 years until the conquest by Miguel López de Legazpi in 1564–1565.

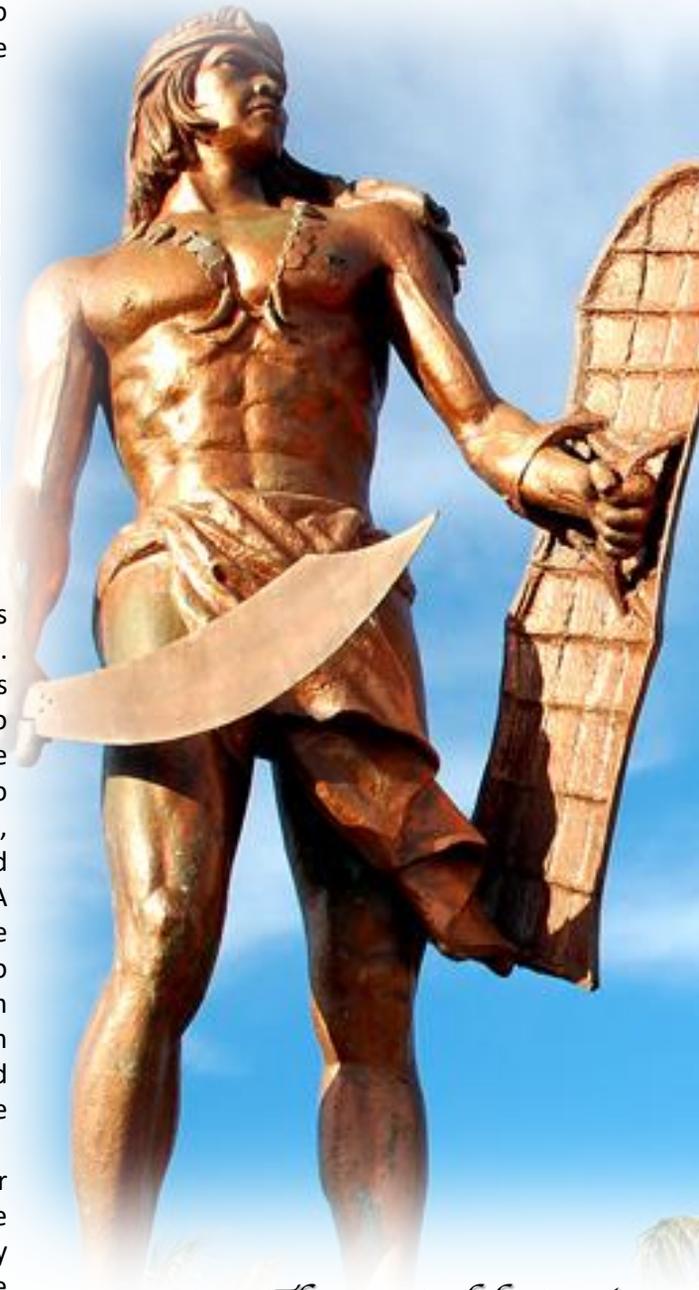
Rajah Lapu Lapu and his men are the very first reservists in the history who served at the frontlines in protecting our borders. The term “frontline workers” often conjures to the images of doctors wearing Hazmat suits and soldiers in uniform. During the coronavirus outbreak, workers across a vast array of industries have found themselves essential parts of the machine that keeps the world in motion, required to do their jobs despite great risk. Today’s issue of the “Army Journal” we will share the untold stories of the Army Reserve Command - the home of the Citizen Army Builder who serves at the frontline for over so many years



During the World War II, after the devastation of Pearl Harbor on December 7, 1941, the ROTC students from different universities headed by PMA Cadet Eleuterio “Terry” Adevosos played an active role at the forefront to defend the country against invaders. It was at this time that Philippines endured numerous bombings from



Japanese aerial formations -Philippine Military cadets received orders to set up defense network in Baguio City. Afterwards, these cadets were instructed to board buses which carried them to a district in Marikina in order to set up defense position. Few more days passed, the cadets were carried to University of Santo Tomas to attend an intensive course in Field Service, however, before Christmas day of 1941, the school was ordered for closure. On the following year, the former PMA cadets Miguel Ver and Eleuterio Adevosos had a chance to meet in San Juan. In due course, the two were also able to establish contacts with Gustavo Ingles from Mauban, Tayabas; Raymundo Gozon an ROTC cadet from Sta. Cruz, Manila; Vicente Estacio from Taguig, Rizal and Alfredo Foz from San Juan. On the 15th of the same month, they came up with a decision to organize themselves to a fighting unit against the Japanese. Their decision sprung from their ultimate desire to preserve and protect free institutions and to extend their loyalty to their country amidst a tumultuous situation. The membership of the group was called HUNTERS ROTC. January 2020 brought a stormy start to the new year. The outpouring eruption sequence of Taal Volcano marked the beginning of this years' catastrophe. On 12 January 2020, a steamdriven ash blasted from Taal Volcano flung nine miles into the sky with startling displays of volcanic lightning ricocheted around a dark maelstrom, and a myriad of intense volcanic earthquakes rocked the region.



*The untold stories
of our Reservists who
risked their lives at the
frontline to save others.*

Enlisted personnel together with the reservists of the 402 Community Defense Centers and the neighboring CDC were the first responders who arrived at the affected area. They began giving immediate assistance in helping the community in Talisay for their immediate evacuation from the rage of Taal Volcano. Through their efforts, Local Government Unit saw the importance of having reservists on the locality as their expertise in Humanitarian Assistance and Disaster Relief were of great help of their fellowmen anytime.

Until COVID 19 crossed our boarder; Headquarters, Army Reserve Command triggered its alarm on the Coronavirus Disease after the news broke out last February, regarding the 60 yearold female Chinese who arrived in Cebu - travelled to Bohol and tested positive with 2019- nCoV Acute Respiratory Disease (2019-nCoV ARD). At an instance, the Command, thru the Medical Dispensary immediately conducted Troop Information and Education to raise awareness of the 2019-NCOV ARD situation in the Philippines. It was conducted to the officers, troops and Civilian Human Resource Personnel of this Command. They lowered its dissemination to the different Regional Community Defense Groups (RCDG) down to its line units - the Community Defense Centers (CDC). While back to back disseminations of the 2019-NCOV is being conducted, the Headquarters and Headquarters Service Battalion of the Army Reserve Command implemented a quarantine protocol to the officers and men of the command.



Newly assigned officers and enlisted personnel coming outside the province were put to four-day isolation and underwent health monitoring measures of their fitness conditions. Meanwhile military personnel showing flu-like symptoms and even having slight cough, cold and fever were being reported to the medical staffs and were sent to barracks to isolate.

students of the Philippine Air Force- Officer Candidate School (PAFOCS) who were already housed in Camp Riego De Dios for their Warfighting Competency Training were not exempted in the regular health evaluations together with the conduct of information awareness of the 2019-NCOV ARD while they are under instruction. As strict implementation of health measures are going on, the Army Reserve Command specially the ARESCOM Training School still continued its training operations.



In the middle of February, while the Army Reserve Command is on its peak of planning the preparations for the upcoming Philippine Army anniversary - which will take place on the commemoration of the Tejeros Convention; the news alarmed the public on the first case of the local transmission of the disease, hitting Quezon City as the epicenter. The virus was later called as COVID-19. The Army Reserve Command then raised its alert status. The Medical Team immediately conducted another set of information dissemination to keep everyone updated on the present state of the virus and to impose prescribed practice to prevent the spread of the COVID-19. The dissemination was done in batch to the men and civilian human resource personnel of this Command.

ARESCOM's preparation for the upcoming Philippine Army anniversary which was already finalized was halted, following the government's announcement that was made on 10 March 2020 - ordering the public to prohibit any forms of mass formations, gatherings and assembly. That then, the Army Reserve Command decided to cancel the Philippine Army's most awaited anniversary as advised by the Local Government Unit of Rosario. The publication of the announcement from the



Department of Health (DOH) with regards to the suspension of mass formations is just in time to the closing of the Warfighting training of the Philippine Air Force Officer Candidate School. They were sent back to their training base for their safety honoring them in a rushed and simple sent-off ceremony. TI & E for COVID-19 conducted to the enlisted personnel of Headquarters and Headquarters Service Battalion, Army Reserve Command Right after the PAFOCS left, the battle for the global pandemic had begun. The Army Reserve Command adopted the strict implementation of the “new normal” in advance, right before the term was conceptualized. By the command of the Chief of Staff, everyone was encourage to wear masks inside and outside the camp. Regular disinfection in every corner inside Camp Riego De Dios was ordered and social distancing was also strictly observed.

16 March 2020, the government imposed enhanced community quarantine (ECQ) in Luzon (including its associated islands), two days after the community quarantine was implemented in Metro Manila. This mandated the restriction of the public movement except for necessity, work, and health circumstances. The ECQ implemented is in response to the growing coronavirus disease 2019 (COVID-19) infections in the country and one of the efforts of the government to “flatten the curve”. Additional lockdown restrictions mandated the temporary closure of non-essential shops and businesses.

During the execution of the ECQ, the focus of the Army Reserve Command was divided. Other provinces aside from Luzon applied the same movement restrictions on their respective territories. Reserve Forces from different units were called to mobilize and that the Headquarters Army Reserve Command has to give its full attention to the reservists on the ground. Reservists from different municipalities directly engaged themselves in offering immediate assistance to their areas of responsibility. Social media platforms of the different RCDGs and media were flooded with reservists’ maneuvers to reinforce restriction of public movements. At the same time the Army Reserve Command underwent a total lockdown. Officers and men in the command were not allowed to go home to their nearby residences or even visit their family.



Everyone was kept on stand-by in case of an immediate deployment. Civilian dependents patronizing the goods that are sold from the AFP Commissary Exchange Service (AFPCEs) were restricted. Even the movements for the training conducted to the PMA Class 2020 who - at the time undergoing an “On-The-Job” (OJT) Reservists as enforcements on the Enhanced Community Quarantine Reservists of 6RCDG participating on the USWAG Community Kitchen training were also controlled to avoid occupational exposure among the personnel who were facilitating the training and the cadets.

While at the midst of the ECQ, the Army Reserve Command continued to manage and prioritized its office commitment with reduced 50% strength. Tons of paper works had been facilitated that includes the distribution of orders, policies and guidelines from the Higher Headquarters in support to the movements on the foreground, the ARESCOM keeps its track of all the disseminations needed to be lowered down to its line units as well as facilitating numerous requests from different Local Government Units who were asking immediate personnel assistance to aid on their fledging manpower as they imposed the Enhanced Community Quarantine on their locality. ARESCOM’s duty as an administrator and implementer of the Army Reserve Force continuously immersed.

The height of the ECQ is where situations got more difficult for the ARESCOM frontline workers. Food supplies became the most evident difficulty that was observed together with its price inflation. The news even social media were flooded with the people calling for food donations.



The ARES COM officers, enlisted personnel together with the reservists extended their duties from enforcers to working in humanitarian causes. They instantly aided in the distribution, repacking and hauling of the relief goods as well as assisted in the crowd control in the issuance of the Social Amelioration Program (a cash emergency subsidy program (ESP) for 18 million Filipino families whose lives are greatly affected by the ECQ). They also offered their vehicles to provide transportation to stranded individuals on their area. Other units of the Army Reserve Command also took the initiative to participate on the efforts to cook for different mobile kitchen programs. Even reservists public figures like 2LT MATTEO GUIDICELLI (RES) PA together with LANDERS pulled out their resources to donate groceries for the less fortunate families.



MGEN PEALE JON BONDOC AFP, Commander, Army Reserve Command saw the need for food security in support to one of the missions of the Army Reserve Command which is to “participate in socio economic efforts”. By his command, the ARES COM adopted the “Plant, Plant, Plant” program of the Department of Agriculture. Troops of the Army Reserve Command began developing the vacant lands of Camp Riego De Dios for organic farming and planted vegetables and crops needed for food conservation. At present the Command gained a total of 5 hectares organic farm plantation and completed the construction of Greenhouse filled with different vegetables and herbs. The program was then adopted by the different Regional Community Defense Groups (RCDGs) and Community Defense Centers (CDC).

the Department of Agriculture for the conduct of “Farmer’s Field School (FFS)” which the Command expressed its willingness to participate as learners of the FFS. The FFS is a program administered by the Department of Agriculture which is an approach to an innovative, participatory and interactive learning that emphasizes problem solving and discovery based learning. The training aims to build farmer practitioner’s capacity to analyze their production systems, identify problems, test possible solutions, and eventually encourage the participants to adopt the practices most suitable to their farming systems.

The Army Reserve Command thru Headquarters and Headquarters Service Battalion successfully launched the FFS which are conducted in this Command twice a week. The one year training duration of the course was reduced to 6 months lectures are being trimmed offering more of hands – on learning activity. As the virus started spreading the shortage for medical supplies specially Personal Protective Equipment became critical. The crisis of the PPE supplies endangered the lives of our men working in the frontlines and putting them at risk from the new coronavirus and other infectious diseases. Different Regional Community Defense Groups of the Army Reserve Command took the initiative of supporting the creation of an improvised Personal Protective Equipment such as Anti-Droplet Shield and a hand sewn face mask that can be used by the officers, enlisted personnel and reservists as they are braving the global pandemic. This causes the vigilance by the POTC Class 55-2020 “Mandakata” who rescued a drugstore the Mother of Perpetual Help which was caught on fire. The POTC Class happened to be in the area noticed the fire and suddenly rushed to the staff offering immediate assistance in saving few pharmaceutical items and other belongings from getting burned. Their heroism, bravery, and vigilance was lauded by the officers and men of the ARES COM Training School together with the Bureau of Fire Protection Cavite and the local government of Trece Martires City as they expressed their deep appreciation and admiration to the reserve officers published on their respective social media publication.

An exhausted situation on the foreground circulated the social media for almost a week



To ensure proper handling and operation of the Organic Farm, the Army Reserve Command partnered with



containing images and videos of our exhausted frontlines. These reports involved brutality by police or local government authorities when apprehending alleged violators of enhanced community quarantine rules, particularly on face masks. Local news tweeting on some video footage of an Army reservist who shouted at a mechanic and shoved him to the ground inside the latter's own yard in Barangay Sta. Lucia, Dasmariñas, Cavite prolonged the netizens agony towards the unclear and brutal enforcements of the Enhanced Community Quarantine. Through the reported incident, the Command manifested how volunteer reservists deals with the pressure and exhaustion just for them to do their sworn mission. The Command took the action to remind the line units specially the "Reserve Force" to impose maximum tolerance among the community. Correspondingly, the Assistant Chief of Staff for CMO, G7 implemented a plan to boost the morale of our frontline workers. The administrators of the different social media publications ARES COM Wide were ordered to intensify the monitoring of events of the foreground and published their activities incorporating appropriate command lines to further motivate them and reduce the exhaustion they felt physically, mentally and emotionally. Until a trending article from DRRMO Mandaluyong social media publication drew people's attention online and even the press. This refers to the report about a team of reservists confronting a man walking the streets bare faced and gave him face mask instead of arresting him. They are the reserve troops assigned to Mandaluyong from the 1305th Ready Reserve Infantry Battalion, 1505th Ready Reserve Brigade, 1305th Community Defense Center, National Capital Region Regional Community Defense Group

Addressing the social and economic impact of the COVID-19 pandemic the government lifted the Enhanced Community Quarantine to Modified Enhanced Community Quarantine on 15 May 2020. This allowed selective business establishments to open and to be accessed by a limited community. People began returning to their work under new normal circumstances. To ensure safety, the government prioritized the Mass testing to begin with our frontline workers. Meanwhile the Command completely embraced the "New Normal" conduct; it still continued its efforts for the food security program. The organic farm began integrating poultry and livestock and exploring productions of carbonized rice haul soils and vermicomposting. The Food Security programs initiated

during the pandemic lockdown period formed part of the Command's strategic thrusts of transforming portions of military reservations into food production bases in support to food security program of the national government.

For the soldiers in the Army Reserve Command (regular or reserves) working the frontlines during COVID-19, their commitment to keeping the community safe will not be changed, despite of some challenges presented during the pandemic -they are all committed to serve their community. During the visit of the Commanding General Philippine Army LTGEN GILBERT I GAPAY AFP saw the efforts of this Command especially the reserve forces during the pandemic. The CGPA expressed his appreciation to ARES COM and most especially the Army reservists whose volunteerism and dedication to service were manifested during disasters and calamities brought about by Typhoon Ursula, the Taal Eruption, Typhoon Ambo and the COVID-19 national public health emergency. In his words the CGPA added "By aiming to be the future Army, ARES COM is on the right track. By practicing excellence, we will all win," The present status of our country to the pandemic situation reports are not certain if the war against the global pandemic is losing or winning. As the old saying goes "Every battle is won or lost before it is even fought." The emergence of the COVID-19 pandemic painfully revealed how many of the Filipinos had embarked on a long battle that were lost by super power countries such as China and Italy before it reached our borders. Those countries lost many lives have persisted in this defeatist attitude as the crisis deepened, failing to re-direct their strategy. Now, our country has to live with COVID-19 returning as closely as possible to "business as usual" while vaccine and drug development efforts only feed the dearest hope for a successful way out.

Even our country faces uncertain situations like this we will always be fortunate to have Filipinos that are ready to be at the frontline when emergency calls. The remarkable efficiency demonstrated by the reserve forces, brought another transformative journey as producers of high caliber officers in the Philippine Army. The ARES COM will continuously be true to its mission to develop, organize, train, equip and administer reservists into a capable, responsive and mobilizeable reserve force as an integral component in the defense of the state and to participate in socioeconomic efforts. The Army Reserve Command will still continue to mold notable citizen army ready to be at the frontline.



Behind every Relief Pack, A Reservist

By Joice Cudis and Fredelyn de Asis

It was then, lately that our country and even the whole world had been suffering from a Pandemic so called Corona Virus Disease 2019 (COVID-19). Many lives had been gone due to this Virus that almost all of us are affected in many aspects specifically the way of our living.

The Armed Forces of the Philippines had established efforts to help prevent the containment of the virus to the humanity. Philippine Army as the branch unit made a lot of procedures in aiding this Pandemic. As part of the mission of the Citizen Armed Force as the base expansion of the Armed Forces of the Philippines to assist during this time of national health emergency through the utilization of Reserve Force. The Army Reserve Command through the direction of the Office of the Reservist and Retirees Affairs OG9, PA had contributed the efforts in helping the community in today's national health emergency emerging all over the world. We exerted efforts especially here in Metro Manila that was highly affected of the pandemic virus.

The National Capital Region Regional Community Defense Group (NCRCDG) had the most effort considering that Metro Manila was their area of responsibility. As the enhanced community quarantine (ECQ) continued to be in effect, a team of Philippine Army Reservists reported for duty to aid in the relief packing and distribution to the public.

Lt. Ann Soliman, a group leader who handles at least 60 reservist officers of the Army, said that her team has been actively coordinating with the military in preparing food and basic necessities for the people since April 04.

“Halos 5,000 relief packs araw-araw ang natatapos nilang ma repack. Nakikita mo napapagod sila pero bumabalik at patuloy pa rin silang nagsisilbi,” (You can see that it really wears them but they still go back and continue their duty) she said.

As of 02 May 2020, the Army Reservists has distributed a total of 130,617 food packs to 31 barangays, namely; Brgy Hulong Duhat, Malabon; Brgy Pinagsama, Taguig; Brgy Dampalit, Malabon; Brgy Fort Bonifacio, Taguig (Navy); Brgy Batasan Brgy Pinagsama, Taguig; Brgy Dampalit, Malabon; Brgy Fort Bonifacio, Taguig (Navy); Brgy Batasan Hills, Quezon City; Brgy 187, Caloocan City; Brgy San Dionisio, Parañaque (Navy); Brgy Valley 8, Parañaque (Navy); Brgy 186, Caloocan City; Brgy Manggahan 1,



Parañaque (Navy); Brgy Manggahan 2, Parañaque (Navy); Brgy 185, Caloocan City; Brgy 171, Caloocan City; Brgy Tanza 2, Navotas City; Brgy 310, Sta Cruz, Manila; Brgy Palanan, Makati City; Brgy Napindan, Taguig City; Brgy Panghulo, Malabon City; Brgy Almanza Dos, Las Piñas City; Brgy Malinta, Valenzuela City; Brgy Caloong, Valenzuela City; Brgy Marulas, Valenzuela City; Brgy San Jose, Rodriguez, Rizal; SO Kalayaan, Batasan Hills, Quezon City; Brgy Gen T De Leon, Valenzuela City; Brgy 1, Zone 1, Pasay City; Brgy 22, Zone 2, Pasay City; Brgy Payatas, Quezon City and Bagong Silangan, Quezon City.



We can consider our citizen soldiers/reservists our modern heroes. They have responded to any emergency where their services are needed, in line with the mission and expansion of the Regular Force in the event of national emergency.

The organic personnel of 203rd CDC, 2nd Regional Community Defense Group, Army Reserve Command (ARESCOM) and twenty seven (27) reservists of 203rd Ready Reserve Infantry Battalion unloaded and stockpiled 2,500 sacks of assorted relief goods to be repacked and distributed to the community who had been affected by the ECQ at the Provincial Evacuation Center, Capitol Compound, Bayombong, Nueva Vizcaya on 24 April 2020.

The Citizen builders of 3RCDG took an action in the distribution of the relief goods to the community affected by the present Pandemic in the places covering the Region 3. Our reservist manage to volunteer and engage themselves without expecting in return just a purely service for our fellow Filipinos.

We could never replace and pay back these act of courage shown by our reservists as various private companies partnered with the Philippine Army to distribute goods to the people whose means of livelihood were cut off due to the #StayAtHome order of the government to contain the spread of coronavirus disease (COVID-19).

Similar efforts were done by our reservist all throughout the Philippines. They submitted themselves for unpaid service for the common good of our fellow Filipinos (to speed up the distribution of the government for the needy during this time of pandemic.)

Reservists shared their efforts in support to our government and our frontliners, a testament that *bayanihan* is still alive. The spirit of volunteerism is in their hearts despite coming from different backgrounds, they gave their services for the benefit of our *kababayans*.



UNDETERRED SERVICE

By 2LT ROBIN A GACIAS (INF) PA

The Katipunan formed the nucleus of the Revolutionary Philippine Army. Almost a year after the outbreak of hostilities between the Katipuneros and the Spanish troops, the Philippine Revolutionary Government and its Army were born on 22 March 1897 at Tejeros, San Francisco de Malabon in Cavite. General Artemio Ricarte was named Captain General of the Ejercito en la Republica de las Islas Filipinas or the Revolutionary Philippine Army. This date marked the founding day of the modern day Philippine Army.¹

The Philippine Army is in existence for 123 years. Commonwealth Act No. 1, known as the National Defense Act which was signed into law by the former President Manuel L. Quezon and approved on December 21, 1935 paved the way for the birth of the new Philippine Army.

The Philippine Army has been one of the key players in defending our country from threats to the security of the State and played a vital role in fulfilling the same. These events have been written down in history. Some of these significant events happened during the World War II where its divisions were incorporated under the United States Armed Forces in the Far East (USAFFE) and was one of the defenders of the country during the Japanese invasion of the country. The Philippine Army sent five (5) battalions to Korea known as the Philippine Expeditionary Forces to Korea (PEFTOK) to carry out the campaign for democracy. The Philippine Civic Action Group to Vietnam (PhilCAGV) was also sent to South Vietnam for peace mission.² On September 21, 1972, the Martial Law era began. During the decade, military operations supported by civic

action blocked the escalation of On September 21, 1972, the Martial Law era began. During the decade, military operations supported by civic action blocked the escalation of insurgency. The 1980s saw the Philippine Army in increasing peace and development roles and in a period of transition after the EDSA-People Power Revolution, which spurred various initiatives toward transformation and reforms in internal security operations. The Philippine Army became more cognizant of its role not only as protector of the Filipino people, but also a partner in nation building.



Army Training's Focus Shifts to Compassion and Solidarity⁴



Philippine Army repacks goods donated by Swatch Philippines⁵



On September 9, 2013, the Philippine Army exemplified its capabilities and gallantry when it successfully regained Zamboanga City from the Moro National Liberation Front and stopped them from completely taking over of the city. Another significant event that Philippine Army was involved in was during the Marawi siege which was considered as one of the largest and longest urban warfare of the Philippine Army. Throughout the years passed, the Philippine Army has been in action in order to preserve the peace and order in the country and continue preventing threats to our country's security and sovereignty whether external or internal and serving the people of the Philippines, thus, its core purpose, "Serving the people, securing the land". On December 2019, the world was shocked due to the discovery of a deadly virus in Wuhan, China called the Covid-19 Virus. The said virus has already claimed hundreds of thousands of lives worldwide and Philippines is not spared from this deadly virus with thousands of infected individuals and some Filipino lives were also claimed.

Nobody is prepared for this, even the best scientists, hospitals and the great countries. The government is doing everything it can to prevent the further spread of the deadly virus. Every agency of the government is doing its part to help in the prevention of the spread of the virus, including the AFP in general and Philippine Army in particular.

The Philippine Army, although not the primary institution in dealing with the pandemic, still continues to serve the people through services that it can provide. The Headquarters Philippine Army down to its subordinate units is actively participating in this endeavor. These services, among others are; providing transportation to those stranded individuals and also to the other frontliners who have no other means of transportation, by providing manpower assistance for the distribution of donated relief goods to different localities, by implementing laws, ordinances and health protocols in partnership with the other government agencies, assisting in quarantine control operations by stationing in major entrance and exit checkpoints to enforce quarantine protocols, by patrolling together with other agencies to implement the curfew hours in certain areas, giving information and health reminders through the loudspeaker operations, leaflets and through the



Philippine Army supports LGU and PNP to battle COVID-19⁷



Organic personnel of 203rd CDC, 2RCDG, ARESKOM and 27 reservist of 203 RRIBN unloaded and stockpiled 2,500 sacks of assorted relief goods ICOW the ECQ due to covid19 at the Provincial Evacuation Center, Capitol Compound, Bayombong, Nueva Vizcaya on 24 April 2020.



Army deploys new troops in Quarantine Assistance Stations¹⁰



AFP, PNP and LGU Tarlac join hands in relief operation⁶



social media platforms, some Philippine Army units made face shields and distributed these to the other frontliners, by recruiting additional medical personnel and drivers to aid in the prevention of the spread of the virus, by decontaminating and disinfecting the facilities used in covid-19 operations and keeping the army personnel who serve as frontliners safe and healthy by observing the proper health protocols.

Despite the current situation we are facing now, the Philippine Army upholds its duty to protect the people from threats posed by the terrorists from different areas in the country. The Army's strength was not weakened by the situation created by the deadly virus; rather, it showed its ability and capability to be flexible and adoptive in dealing new situations. This global pandemic only proved that the Philippine Army is not only for fighting insurgency and terrorism, for gunfights and for mountain operations.

It proved that Army is capable of facing new threats and provide protection and services to the people and to the country depending on the situation. It also proved that the Philippine Army is responsive to whatever threat our country is facing and that it can provide services even beyond its capabilities and through its initiative. In whatever situation the country is facing, the Philippine Army is true to its core purpose, which is to keep on "Serving the people. Securing the land".

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**HONOR.
PATRIOTISM.
DUTY.**

CORE VALUES AS NEXUS FOR ARMY LEADERSHIP, GOOD GOVERNANCE, SERVICE, AND TRANSFORMATION

By Strategic Alignment Branch, AGSMO

Over the years the military's role have expanded from traditional (internal security and external defense) to non-traditional (development, disaster risk management, environmental protection, etc.) functions (Hall, 2004). This fact is particularly relevant today, as the world is plagued with COVID-19 and the Philippines struggles to mitigate its impact. The role of the Philippine Military in this fight against COVID-19 is polarizing but crucial element. While critics claim that the Military should not be heavily involved in the country's response to the pandemic as this crisis needs a

Medical solution, this strategic move is not baseless and unprecedented. One can look at this through the lens of the Military's role in conflict as well as post-conflict areas. While our current situation is not characterized by conflict in the traditional sense, we are at war with this pandemic. Our enemy is intangible and invisible; we can only track its movement through the recorded cases and our system is not entirely reliable for us not to assume that the actual cases are not twice or triple of the official count. In such a precarious situation, the role of the Military must be amplified because the effect of government measures should be guaranteed by maintaining safety and security (Rondinelli, 2007). Similarly, the argument that civil order and governance is a military responsibility in post-conflict areas (Mueller, 2016) can be expanded to non-traditional and on-going conflict such as the one we are currently in. There is a need to pursue a multifaceted

security program wherein measures to combat the debilitating effects of the pandemic can be more effective and at the same time the Philippine government is also successful in establishing the rule of law (Rondinelli, 2007).

A critical vantage point to view the Military's role in the country's battle with the pandemic is through the lens of organizational leadership and culture. Drawing from the recently published reference guide on Filipino Military Leadership by the Armed Forces of the Philippines Leadership Development Center (AFPLDC), while warfighting remains as a Filipino Military Leader's core competency, lifelong nation-building must be central to his strategic foresight since the most effective organizations align leadership development to culture, context, strategy, and vision. Filipino Military Leadership must bring out the best in Filipinos and serve as an inspiration for national solidarity (*pagkakaisa*), sacrifice (*sakripisyo*), and hope (*pag-asa*) (Armed Forces of the Philippines Leadership Development Center (AFPLDC), 2019). Moreover, the Philippine Military's core values must be ingrained and apparent in every leader as well as individual soldier's mindset (*isip*), word (*salita*), and operant behavior (*gawa*) (Armed Forces of the Philippines Leadership Development Center (AFPLDC), 2019).

These AFP core values of honor, service, and patriotism serve as the guiding principles in performing the mission and vision of the organization. Honor serves as the AFP's crowning value and the hallmark of military conduct. It means moral uprightness, integrity in action, prudence in speech, and truthfulness in words and in deeds. Service, on the other hand, is the value of discipline and responsibility manifested through the professional performance and accomplishment of one's tasks. Lastly, patriotism refers to the feeling and expression of love for one's country. Every member of the AFP should live by these values to develop a professional culture which is ideal for the development of leadership qualities in the organization. (Armed Forces of the Philippines Leadership Development Center (AFPLDC), 2019, p. 56)

In the same sense, the Philippine Army's Core Values should always serve as the foundation for any action, program, and initiative.

For the Philippine Army to achieve its vision, it must be grounded by a set of guiding principles which will help it perform its duties and responsibilities in line with the transformation that it is trying to achieve. To become world-class and professional, the Philippine Army shares a set of core values. These include Honor, Patriotism, and Duty. These set of ideals serve as the organization's guide to decision-making (Army Governance and Strategy Management Office, 2019).

Furthermore, the Philippine Army is promoting good governance through its core values. These core values are embedded in all arms of the organization through their respective scorecards. The Philippine Army believes that each individual of the organization has a role in its true transformation towards good governance. According to Araujo & Hewitt (2018), good governance involves strong and robust leadership and system, positive values, and effective risk management. Without these behaviors, a corporate might collapse. Moreover, these behaviors ensure that every company's actor guard their company's goals as well as its long-term success. Therefore, everyone should work hand-in-hand and look after each other to achieve their company's long-term sustainable success.

Specifically, boards should desire the long-term success of their company for the benefit of their shareholders and stakeholders, thus, accomplishment of their legal duties is necessary. So, to monitor and impose these duties, boards should state in their annual reports their actions vis-à-vis their duties. Said reports will also show reasons of engagement methods with stakeholders and its effect on the company's decisions and strategies (Araujo & Hewitt, 2018). With this, transparency of duties is being intensified as an element of good governance. This process of reporting is never new to the Philippine Army. Personal duties as their legal duties are being monitored through personal scorecards. Personal scorecard, founded in individual core values, has seven (7) facets namely professional, physical, educational, financial, moral, environmental and social. The facet that is aligned to the office memorandum where duties are stated is the

professional facet. Within the personal scorecards are the accountability partners who are mainly responsible for tracking progress and ensuring personal tasks are being performed. In the professional perspective, the immediate supervisor is the subordinate's accountability partner. This is to ensure that his subordinates are doing their duties and responsibilities to achieve their common objectives and desired outcomes. In doing so, honor can be tested.

In addition, as part of ensuring the company's long-term success and good governance, the article of some authors above intensified that the top of the board should believe the purpose of the company and have the ability to share it. With these, plans and programs under the long-term goal will most likely be executed and set target will most likely be achieved.

On the other hand, the investors together with the boards should discuss the company's performance gaps. Investors should understand clearly the duties and responsibilities of directors. Thus, continuous fruitful engagements are highly encouraged. This will also be possible if the investors have deeper understanding of company's conditions as well as its strategy industry in a competitive environment (Araujo & Hewitt, 2018).

The Multi-Sector Advisory Board (MSAB) of the Philippine Army has similar responsibilities with industry's investors. Said board was created in order to promote continuity, sustainability, and shared responsibility for the Army Transformation Roadmap. MSAB is the accountability partner of the organization which monitors the organization's strategic development and give advises or recommendations in lieu with the perspective of the body they belong. Their creation completes the Philippine Army's long-term success and good governance.

And so, the Philippine Army's good governance campaign will be confirmed as they serve as the backbone of the Armed Forces of the Philippines and forms the front-line that fights and defends against the attack of COVID-19. Amidst the challenges brought forth by the pandemic, the Philippine Army remains steadfast in its pursuit of the vision to become a world-class army that is a source of national pride. that is a source of national pride. The non-conventional threat



posed by COVID-19 proves that the Philippine Military must always be ready to serve the people be it in times of peacetime, conflict, or wartime and an integration of different initiatives and capabilities with the core values as the nexus is critical in this journey.

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THE FILIPINO PEOPLE – often touted as simple, resilient and cheerful citizens – brought forth the essence of their “simple joys” in the NEDA’s nationwide life goals collation, dubbed as the “Ambisyon Natin 2040”. Enclosed in this long term vision are the aspirations of the Filipino people for themselves and the country in the next 25 years. As stipulated in the result of NEDA’s nationwide surveys and focus group discussions (FGDs), Filipinos want a simple and comfortable life (NEDA, 2017). Most of them chose to set aside affluence to favor a safe and congenial life with a stable future for their families. All these aspirations have been translated into the concept of “Matatag, Maginhawa, at Panatag na buhay by 2040.

On October 11, 2016, President Rodrigo Roa Duterte signed the Executive Order No. 5 S, 2016, which orders the adaptation of the 25-year long term vision entitled Ambisyon Natin 2040 as a guide for Developmental Planning in all government agencies (E.O. no. 5, s. 2016).

In the context of "Panatag na Buhay", the Armed Forces of the Philippines—by the lead of its land force component: the Philippine Army (PA) — enforced its mandate in ensuring a safe and secured Philippines towards the attainment of the 2040 vision.

Ambisyon Natin 2040; what’s in it?

As aforementioned, Ambisyon Natin 2040 is a collective long-term vision and aspirations of the Filipino people for themselves and for the country in the next 20 years. It describes the kind of life they want to live, as well as how the country will look like by 2040 (NEDA, 2015).

As per NEDA’s report, nationwide consultations through focus group discussion (FGDs) and national survey was conducted from June to August 2015. There were a total of 42 FGDs held nationwide that were participated by representatives from various sectors such as youth, fisher folks, formal workers, farmers, urban poor,

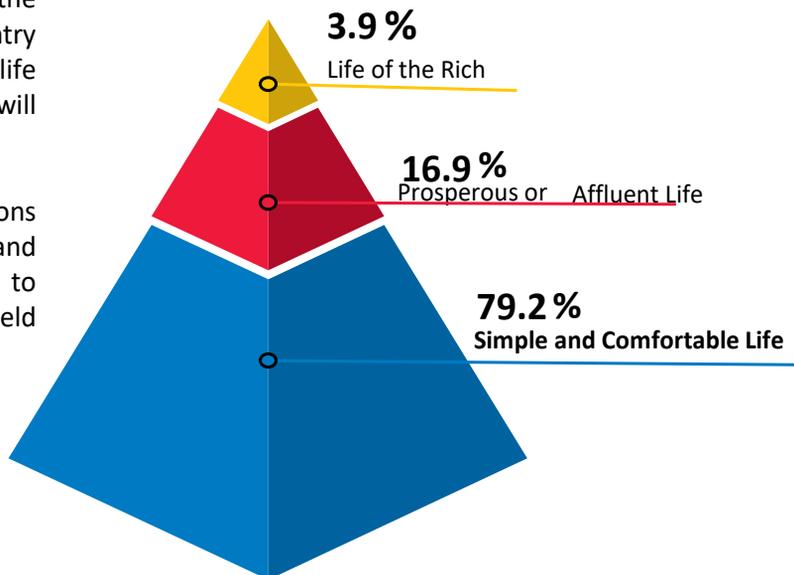


ATR TRUMPETS ITS MOMENTUM TOWARDS THE FUTURE OF THE PHILIPPINE SOCIETY BY 2040

By RUTH B CUPANG

disaster survivors, indigenous people, persons with disabilities, families and overseas workers, local migrants, and government workers. These were followed by a national survey with around 10,000 respondents, which were rolled out way back January 2016 (NEDA, 2017).

A total of 79.2% Filipinos surveyed by NEDA chose a simple and comfortable life, 16.9% aims for prosperous or affluent life and 3.9% aspire to experience the life of the rich (NEDA, 2017). This goes to show that Filipinos are always bounded by what is attainable in the lens of the country’s capacity to move forward towards development.





With this simple life vision and goal aspiration of the Filipino people, the government must therefore make sure that it pours its immense support in the attainment of this long term goal. They must have strong compliance with the issued EO. All government agencies must do their part in aligning their development planning in accordance with the Philippine Development Plan tuned with Ambisyon Natin 2040.

This long term vision spans across at least four administrations. In the current political system of the country which only covers one administration a six-year term of a presidency, it often led to discontinuity of even good policies and programs. Thus, this long-term development plan will ensure sustainability and continuity of good policies, programs, and projects. Since development is a long-term process, and it takes many years, even decades, for a country to reach a higher level of development so as to significantly raise living standards and, subsequently, eradicate poverty, this long term vision therefore unlocks promising hope for the Filipino people.

NEDA’s Philippine Development Plan 2017-2022 is the start-up planning that mirrors Ambisyon Natin 2040, all upcoming development plans in the future will follow suit. NEDA has started disseminating these series of programs to government agencies so they can align all their programs and development planning in attaining this ambition (NEDA, 2017).

With NEDA conducting developmental planning alignment to most of the national government offices, the Armed Forces of the Philippines (AFP) made sure that it leads the campaign in realizing the national vision in terms of safety and security of the country.

To strengthen the support of the attainment of the national development and security goals in the medium term programs, the Armed Forces of the Philippines formulated their own AFP Development Support and Security Plan 2017-2022. This campaign also implements the President’s aspiration of attaining “permanent and lasting peace” before his term ends. The Plan calls for the primacy of peace process in all AFP operations and activities, and sustains the tried and tested approaches and imperatives of previous AFP Plans (Armed Forces of the Philippines, 2017).



The Philippine Army’s Role

As the ground force wing of the AFP, the Philippine Army highly contributes to the successful accomplishment of the AFP’s mission in producing well-organized, well-trained, and well-equipped ground forces to secure the National Sovereignty and Territorial Integrity, as well as contribute to the Global and Regional Security (Philippine Army, 2017). In the Ambisyon Natin 2040’s context of ensuring a “Panatag na Buhay”, the Philippine Army is at the forefront of protecting Filipinos from the threats of terrorism while safeguarding a peaceful country by using traditional and non-traditional military roles in countering insurgency while helping the citizenry in various socio-economic aspects.

With this, the Ambisyon Natin 2040 serves as the harbinger of innovation to the organization as it seeks to sharpen and bring forth the transformation that the Philippine Army aimed for in its transformation program.

A deep dive in the ATR

Philippine Army aspires to lead the race in transforming its organization by bringing the Army Transformation Roadmap (ATR) in its pursuit of higher reform. At a quick glance on the reason behind its conceptualization, the Philippine Army was girdled in the era of unsatisfactory performance and reputation which compromised its ability to successfully achieve its important mandate. In the year 2010, the organization set a bold new vision and started on a governance transformation that would change the face of the army (Palladium, 2018).

ATR encapsulates the transformation initiatives of the Philippine Army which is now in its full implementation since its launching in 2010. This is an 18-year organizational development strategy that aims to transform PA into a world-class Army by 2028 which will serve as a lasting pride for the country. A deep dive in the ATR gives us a clear and accurate perspective into its path towards innovation. As a quick peek at its background, ATR is a governance transformation program that has the primary purpose of transforming PA into a credible, reliable, responsive, more capable and more professional Army committed to its mandate of serving the people

and securing the land, and to its main vision to become a world-class army by 2028.⁹ Similar to Ambisyon Natin 2040, it captures a snapshot of the strategic direction that the Philippine Army is geared to pursue. It is a platform with a comprehensive and interrelated approach involving changes from every aspect of the organization that details the plans of the organization for the envisioned future.

To ensure effective strategy execution of the ATR programs, three (3) components were formulated namely (1) the governance charter, which defines its strategic direction for the next 18-years; (2) the strategy map, which outlines the strategy and the goals that must be attained to realize its vision; and (3) the performance governance scorecard, which translates the broad objectives into measurable and actionable details that facilitate strategy execution, monitoring, and evaluation (Philippine Army, n.d.).

Similar to NEDA’s long-term development planning journey subdivided into four medium-term development plans, the ATR is separated into five basecamps. This drew the path in attaining the vision of a world-class Army by 2028, complementing the aspirations of the Filipino people in the call for competent guardians for peace and security.

The ATR began in 2010 and was geared towards pursuing the Army Transformation Roadmap; Basecamp 2013 aimed for a disciplined and motivated Army capable of addressing all security threats;





Basecamp 2016 was set for a well-equipped army that has established a respectable image in Southeast Asia; By 2022, a modern and Respected Army in Asia; and By 2028, a world class Army that is a source of national pride.

As the organization is nearing towards its 2022 basecamp of “a modern and respected army in Asia”, the robust strategy management capability the army has built is an essential part of the conditioning needed for the path leading to 2028.

Another Philippine Army’s key strategic measurement for its transformation is the net trust score. Philippine Army intends to satisfy the expectations of its internal and external stakeholders by becoming a highly capable Army with a strong sense of dedication to duty and selfless service.⁴

PA aims to guarantee exemplary professionalism of its personnel by assuring that the transformation being undergone by the organization transcends down to the individual level leading to the professional development of each and every soldier of the Philippine Army. Hence, the creation of the Personal Balanced Scorecard structure with seven areas mostly focused on personal life and work-related objectives. Cascading the scorecard structure ensures the personnel’s professional and personal development for them to become adept, competent, and professional members of the organization capable of contributing to the attainment of the Philippine Army’s vision with a promising work-life balance experience.⁹

As the Philippine Army continues “performing while transforming” and eventually achieving the vision by 2028, innovations are continuously being developed. Among these innovations is the Army Governance Pathway or AGP which was conceptualized in 2013. AGP aims to sustain strategy alignment, drive results, and reward performance (Philippine Army, n.d.). It is an adaptation of the Performance Governance System (PGS) Pathway of the Institute for Solidarity in Asia (ISA), with a process consisting of four stages (i.e. Initiation, Compliance, Proficiency, Institutionalization) which awards every army unit as rated in terms of governance and strategy alignment, capability, and management (Philippine Army, n.d.).



Believing in the power of constructive criticism and external assessment, the army took the additional step of creating a dedicated third party organization – the Philippine Army Multi- Sector Advisory Board (PA MSAB) – to focus on applying scrutiny and providing feedback to the institution. A board tasked to review its performance and provide unbiased advice on its initiatives implemented during and beyond the PGS to help maintain its focus on its vision.⁸

Military reforms include amplifying the self-identity of an organization. When done right, such reforms can be the drivers of transformation and even the catalysts for military revolution (Francisco, 2013).

Where are we in the program?

As ATR resulted to drastic changes on the Army’s governance, performance, and reputation, the Philippine Army can proudly flaunt their achievements in performing their duty with excellence. Aligning with the AFP Development Plan for ground force security, the PA through the ATR, has been cementing its path in achieving the Ambisyon Natin 2040’s vision to provide optimum security for the country and for the Filipino people.

Apart from being an internationally acclaimed organization with its known Palladium, ISA, and IGG awards for good governance and management, the Philippine Army works round-the-clock in relentlessly fighting terrorism and insurgency through its mandate following the Executive Orders of the Philippine government. The PA also made sure that it does not merely whirl around the status quo, instead, it extends its hands in providing non-traditional services such as infrastructure development, disaster management, and social welfare development programs. The AFP is constantly mobilized whenever they are needed, especially in terms of disasters like

what is currently happening right now in the era of the COVID-19 pandemic.

Every Unit, Brigade, Battalion has its own program for promoting social development, and their social duties are the manifestation of the ATR as scribbled in every unit's scorecard aside from their focused lens on combat operations.

PA is a pertinent member of a task force known as the Inter-Agency Task Force (IATF) in the fight against COVID-19. The AFP in coordination with the IATF shall be called upon to ensure effective and orderly implementation of the IATF measures in securing peace and security (Inter-Agency Task Force for the Management of Emerging Infectious Diseases, 2020) Since then, the Philippine Army has been tapped to maintain the safety of the people, being stationed at every checkpoint while keeping an eye on the possible surge of terrorism. PA has been called for social works such as relief operations, disaster support, and checkpoint operations among others (Cudis, 2020).

Amid the pandemic, the AFP and the Philippine Army makes sure to provide paramount frontline services to the people. Free meals are being provided via the AFP's mobile Kitchen, deployment of personnel in quarantine assistance stations, co-managing quarantine facilities, and free transportation services for stranded individuals and commuters nationwide.⁴

No wonder why the Armed Forces of the Philippines (AFP) obtained an overwhelming 90% public satisfaction rating in responding to the coronavirus disease according to a survey conducted by RLR Research and Analysis Inc.⁴The Philippine army is championing with its external and internal audiences. This is the kind of assistance and security needed by the people to reach their "Panatag" vision". The hard work of Philippine army personnel reflects that they are indeed on the railroad in achieving a peaceful, secure and progressive nation – a realm manifestation for Ambisyon Natin 2040.

The ATR anchored with Ambisyon Natin 2040 surely projects a world-class army by 2028. As NEDA continues to hone its four Medium-Term Development





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Plans in the Ambisyon Natin 2040's execution, the Philippine Army seeks to attain its goal for 2028 which likewise mirrors the vision of the ambition. The PA will continue to align its future basecamps for the said vision even after it reaches its peak in 2028. Transformation planning continuously ensues until it finally reaches the dream of a "Panatag na Buhay" for every Filipino in 2040.

As EO no. 5, s. 2016 stipulates, the collaboration of all government agencies entails success, and will only happen when every sector in the country will work together and makes the development of the nation its primordial goal. With the leadership of NEDA, Philippine Army together with all other government agencies, call to attain the much-anticipated vision "Matatag, Maginhawa, at Panatag na Buhay" for the Philippine society by 2040.

Together, we ambition as one; we succeed as one.

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