



# The **ARMY JOURNAL**

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125 YEARS OF DEDICATED

# SERVICE



**KAPAYAPAN PARA SA LAHAT**





# The ARMY JOURNAL

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## THE ARMY JOURNAL

The Army Journal is an academic journal published bi-annually by Headquarters, Philippine Army with the Army Governance and Strategy Management Office (AGSMO) as the office of primary responsibility. It serves as a tool to publish original research or related literature on subjects relevant to the PA or the Armed Forces of the Philippines (AFP). It also makes such information available to other scholars and researchers. Furthermore, the journal contributes to the advancement and extent of knowledge in the PA or the AFP in particular and the Philippine society in general.

Submissions are not limited to the officers, enlisted personnel, and civilian employees of the Philippine Army and the Armed Forces of the Philippines. Articles, notes, from the readers, and book reviews by other writers outside the PA are highly encouraged and greatly appreciated. You may send them to:

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**COMMANDING GENERAL  
PHILIPPINE ARMY**  
FORT ANDRES BONFICAIO, MANILA

## MESSAGE

Effecting transformation in our country's largest uniformed service that has existed for over a century is undoubtedly a huge and demanding task. The Philippine Army has laid down the groundwork to apply and institutionalize the vital ideals of good governance, transparency, and accountability and the highest levels of service excellence. Over the course of time, the Philippine Army has transformed into a highly-professional organization. Since its formation as a flagbearer of the revolutionary ideals of freedom and independence, it has evolved into a modern, responsive, and formidable force that is continuously serving the people and securing the land.

As we celebrate our 125th founding anniversary this year with the theme **"Philippine Army @ 125: Kapayapaan Para sa Lahat"**, let us embody our core values of Honor, Patriotism, and Duty towards our country's peace and progress while braving the challenges of the myriad of threats especially the COVID-19 pandemic. May our actions be guided with the thought of "We SERVE: Soldier's taken cared well, Enhancement of skills, Resources will be pushed to the front, Victorious in operations, and orderly and peaceful Elections".

Let us enter a new era of service on this new normal situation with the same passion and resolve in accomplishing our mission to enable the national government's triumph over every challenge to win the peace.

To all the Officers, Enlisted Personnel, and Civilian Human Resource of the Philippine Army, let us work together and continuously support our transformation journey towards the fulfillment of our common vision of becoming a world-class Army that is a source of national pride by 2028!

Maligayang ika-isang daan at dalawampu't limang anibersaryo! Mabuhay ang Hukbong Katihan ng Pilipinas!

  
**ROMEO S BRAWNER JR**  
Lieutenant General PA

# *Unfaltering Bravery: An Overview of the Philippine Army in its 125 Years of Service*

by Sophia M Panergo

The Philippine Army, as it reaches its 125th year of heroic service, remains resilient despite numerous adversities. It has overcome many challenges, such as a pandemic, peace operations, and humanitarian missions during natural calamities. Today, with the support of the people and the community, the Army becomes more strong and dependable as a partner for peace and development. This article summarizes the victories and even the challenges faced by the Philippine Army through the years. It gives a concise narrative of what it has gone through and how it transforming into a world-class army.

## **THE HISTORY OF THE PHILIPPINE ARMY IN A NUTSHELL**

The Philippine Army was born out of the struggle of the Filipino people. The Army traces its roots during the Spanish colonial period. During this time, the Filipinos were growing weary and restive against the abusive three hundred rule of the Spaniards. Therefore, Andres Bonifacio formed the Samahang Kataastaasan, Kagalanggalang Katipunan ng mga Anak ng Bayan, or simply "Katipunan," on July 7, 1892, to encourage Filipinos for an armed revolution against the Spaniards. The Katipunan paved the foundation of the Revolutionary Philippine Army. The Katipunan was primarily created to defend the Filipino people and the fight for liberty against the Spaniards. However, the fight for freedom for the Philippines did not cease during the Spanish Colonial period. The Philippines was conquered by the Americans and the Japanese (The Philippine Army History, n.d, para. 3).

It was in the 20th century when the Philippine Army was officially created. The National Defense Act, also known as Commonwealth Act No. 1, was signed by former President Manuel L. Quezon on December 21, 1935. During this period, the Philippines was established as the Commonwealth Republic of the United States of America. The act paved the way for the formation of the new Philippine Army (The Philippine Army History, n.d, para. 4).

From the Spanish colonial period to the Japanese occupation, the efforts of our heroes, Andres Bonifacio, Antonio Luna, and Emilio Aguinaldo, have impacted the Filipinos until the present time. Their bravery, intelligence, and patriotism served as a model for every Filipino soldier to emulate. That is why Fort Andres Bonifacio, the national headquarters of the Philippine Army, bears the name of our revolutionary hero. It reminds every Filipino soldier never to forget the sacrifices and courage of those heroes before.

## **THE PHILIPPINE ARMY AS AN ALLY AND COMPANION**



Source: Leasure, William (2021). *Salaknib '21: U.S. and Philippine Army Strengthen Partnership* [Online Image].

Military diplomacy is a concept that has become a special duty for armed services and their associated agencies during peacetime. It is framed by a partnership among allies and other foreign countries, particularly those transitioning to post-conflict and democratic societies, where it may be utilized to support current foreign and security policy. It is now an integral part of a broader strategy for international security (Swistek, 2012, p.82).

The Philippine Army has shown resiliency, dependability, and bravery. It has not only been a protector of the Filipino people, but it also became a companion and an ally to other countries.

Though the Philippines was also experiencing the brunt of the post-World War II (WWII), it has also

aided countries who have experienced wars and tragedies while simultaneously trying to rebuild its nation. As a member of the United Nations (UN), the Philippine government's commitment to bringing peace to war-torn neighboring governments was considered the Philippine Army's post-WWII legacy (The Philippine Army History, n.d, para.5). The Philippine Army gave five battalions and established the Philippine Expeditionary Forces to Korea (PEFTOK). On a peace mission, the Philippine Civic Action Group to Vietnam (PhilCAGV) was dispatched to South Vietnam, where army engineers assisted in the construction of villages and provided medical care to the people (The Philippine Army History, n.d, para. 5). Furthermore, amid the Vietnam War, between 1966 and 1969, the Philippines sent medical experts, rural development specialists, and Armed forces to the Philippine Civic Action Group in Vietnam to help civilians (Lockwood, 1999, para. 7).

The Armed Forces of the Philippines (AFP) and the Philippine Army have partnered with different militaries worldwide. For instance, the Philippine Army and the Royal Australian Army conducted Land Activity Dawn Caracha, which concentrated on Special Forces unit training. Senior AFP officers have been trained in Australian military institutions, and 28 flat-bottomed airboats have been given for combat and disaster relief missions. Under the Philippine-Australia Capacity Building Project in July 2001 under the tenure of former Australian Prime Minister John Howard, both countries also collaborated in counter-terrorism training. The initiative offers the Philippines financial and technical assistance for law enforcement, immigration, and port and transportation security. (De Castro, 2018, pp. 240-241).

Furthermore, the United States and the Philippines continue their bilateral exercise, which the United States Army sponsors. Last July 9 – 31, 2021, roughly 60 soldiers from the United States were deployed at Fort Magsaysay. As part of Salaknib '21, Army Pacific Command by the 5th Security Force Assistance Brigade trained the Philippine Army's 1st Brigade Combat Team. Salaknib is a bilateral exercise funded by the United States and directed by the Philippine Army. The Army Pacific is a joint effort between the United States and the Philippines to improve defense preparedness and tactical interoperability while enhancing long-standing bonds between the two countries (Leasure, 2021, para. 1). Because of this, the Philippines has created and maintained diplomatic alliances around the globe. The Philippine Army has a significant role in establishing diplomatic ties with other countries.

## AMIDST VICTORIES AND TRIALS

At first sight, 2020 appeared to be an arduous year for every Filipino. Filipinos have suffered from the impact of the Covid-19 pandemic. Many were fearful. Several people lost their jobs, and many died because of the pandemic. Aside from it, a series of events and problems transpired within the country, ranging from natural calamities, a dwindling economy, and claims of rising communist insurgency. Nonetheless, the Philippine Army is looking for ways to help the Filipino people. Its mandate goes beyond fighting wars. Though armies around the globe are primarily utilized for state-building and defending the country, it is clear that it is no longer the sole objective of the Philippine Army. Some events that have indeed shown the caliber and gallantry of the Philippine Army, are the Marawi Siege, Covid-19 pandemic, and solving the rising communist insurgency.

## MARAWI SIEGE

The Marawi Siege is one of the successful undertakings by the Armed Forces of the Philippines (AFP), together with the Philippine Army and the Philippine National Police (PNP), in 2017. The operation to apprehend one of the country's most wanted terrorists turned out to be the start of the country's greatest war between state troops and violent extremists. In the Philippines, the only recognized Islamic City, Marawi. Various elite forces, infantry soldiers, and combat support groups were deployed as reinforcements while the fight dragged on. Field commanders led their soldiers to battle the enemy on numerous fronts. (Rising from the Ashes: Marawi after the Siege, 2020, para.1).



Source: *Rising from the Ashes: Marawi after the Siege* [Online Image].

Moreover, forces from the Maute and Abu Sayyaf terrorists were holed up in the concrete buildings with underground tunnels in the city's business district, holding over 1,800 civilian hostages was a challenging operation for our armed forces.

Nevertheless, the operation was victorious, with over 850 terrorists killed, including the terrorists' top two leaders, Isnilon Hapilon and Omar Maute, and more than 1,770 captives rescued. Since the military initiated the war on terror more than two decades ago, one of the most challenging assignments the AFP/PNP police had to control was the Marawi siege. In Sulu and Basilan, there had been several fights between government troops and Abu Sayyaf, but none were on par with the magnitude of the Marawi siege in terms of urban warfare (Cal, 2017, para. 1)

## A PANDEMIC TO SOLVE

The Covid-19 pandemic has led leaders throughout the globe to seek military forces for aid. In many instances, the military is expected to deliver capacities well above what they have contributed in previous crises. Because the pandemic is anticipated to be a significant national issue for months to come, it is expected that these demands will continue to rise even when the current crisis halts. When faced with pandemic emergencies, it should be apparent that the military forces constitute a tremendous capability for decision-makers to consider. (Clarke, 2020, p.88).



[Untitled illustration of PA soldiers personal protective equipment (PPE)] (2020).

At the beginning of the pandemic in the Philippines, people were instructed to stay at home, several industries were put on hold, and public transportation was halted out of fear that it could enhance the transmission of the virus. During this time, people did not know what to do. Everyone was fearful of the virus. The Philippine Army, therefore, spearheaded several initiatives throughout the pandemic. The Army has been charged with providing one of the most important services it can give during such a crisis. One of which was providing transportation for front liners to their workplaces. Around 21 trucks were stationed around Metro Manila to help front liners to go to their work. (Velarde, 2020, pp. 30-32).

Moreover, besides providing transportation, the Army distributed over 2,455,288 food packets. The Office of Civil Defense also received a donation of PHP20.5 million from the AFP (OCD). More than 2,000 physicians, nurses, and military medical personnel are also stationed at Covid-19 treatments and quarantine centers around the country (Nepomuceno, 2020, para 1).

As the Philippine Army continues to look for ways to stop the transmission of the virus, the Philippine Army established in October 2020 the PA Molecular Laboratory to address the health issues affecting troops and their dependents because of the pandemic. The PA Molecular Laboratory exhibits the Philippine Army's high commitment to minimizing COVID-19 afflictions and the premium it delivers to the country's soldiers (Army Molecular Laboratory begins operation, 2020, para 1).

Two years have passed since the pandemic started, there has been a considerable change within the country. Slowly, the Philippines is progressing despite the tribulations it faced. Indeed, the Philippine Army was always available as a helping hand to the Filipino people during the pandemic.

## TYPHOON ODETTE

The Philippines was struck by one of its most catastrophic typhoons in December 2021, known as typhoon Odette in the Philippines and as Rai globally. Between the 16th and 17th of December, typhoon Odette made nine landfalls in the provinces of Dinagat Islands, Surigao del Norte, Southern Leyte, Bohol, Cebu, Negros Oriental, and Palawan. Typhoon Odette was comparable to Typhoon Haiyan in 2013, despite lesser casualties.



Army troops continue to provide hot meals for typhoon Odette victims in Cebu [Online Image] (2022).

Due to the impact and damage caused by Typhoon Rai, the Government of the Philippines declared a one-year state of calamity over Region IVB (MIMAROPA, including Palawan), Region VI (Western Visayas), Region VII (Central Visayas), Region VIII (Eastern Visayas), Region X (Northern Mindanao), and Region XIII (Caraga) on December 21 (United Nations Office for the Coordination of Humanitarian Affairs, 2021, p.2).

To assist the Filipinos affected by the typhoon, the Philippine Army sent numerous units to contribute to the humanitarian relief and restoration operations in the Visayas villages devastated by Typhoon Odette. A total of 32 teams comprised of 224 Army personnel from the 53rd Engineer Brigade (53EBde) brigade are currently deployed to assist in the clearing, rehabilitation, and delivery and distribution of relief goods in Cebu City and surrounding provinces, including Bohol, Negros Occidental, Northern Samar, and Southern Leyte. Furthermore, Defense Secretary Delfin Lorenzana stated that around 7,493 soldiers were deployed in Mimaropa, Western Visayas, Central Visayas, Northern Mindanao, and Caraga to assist with “Odette” rescue efforts. Seven hundred sixty-nine land transport vehicles were on the ground, including 6x6 trucks, 28 aircraft, C-130, and C-295 transport planes, helicopters, and 27 ships (Nepomuceno, 2022, para.1).

### **RISING COMMUNIST INSURGENCY**

President Rodrigo R. Duterte issued Executive Order No. 70 on December 4, 2018, establishing the National Task Force to End Local Communist Armed Conflict and institutionalizing the whole-of-nation strategy in achieving an inclusive and durable peace (NTF-ELCAC). Unlike in the past when local chief executives left the insurgency problem only to the AFP and the PNP, EO 70 is an alliance of several Government agencies and their associated units at all levels, giving efficient ways to handle the challenges on the ground (National Task Force to End Local Communist Armed Conflict n.d).

Since the signing of EO 70 in 2018, the order has successfully persuaded more New People Army (NPA) guerrillas to surrender. According to Lieutenant Gen. Romeo S. Brawner Jr., then commander of the Army’s 4th Infantry Division, at a live-streamed conference in Bukidnon on October 12, 2021, for the longest period, the government’s strategy to defeating communist-led insurgency was military offensives. Moreover, the former approach did not fully address the source of the issue. Lieutenant Gen. Brawner said that with the EO 70’s “Whole-of-Nation Approach,” both

government institutions and civilians can contribute to the enhancement of projects and programs to former rebels who have surrendered (Luczon, 2021, para.1).

Numerous rebels have surrendered since the inception of the order. For instance, the provincial government of Zamboanga del Norte, under the Enhanced Comprehensive Local Integration Program (E-CLIP), has provided financial aid to 29 former NPA insurgents. Brig. Gen. Leonel Nicolas, commander of the Army’s 102nd Infantry Brigade (Bde), stated that each of the 29 former insurgents received PHP65,000 for financial help, for PHP1.88 million. The incentives included PHP15,000 in immediate monetary aid and PHP50,000 for livelihood assistance to help former NPAs rebuild their lives as they transition back into conventional society. The ex-rebels got the E-CLIP bonus, according to Nicolas, during the 1st Quarter Zamboanga Del Norte Provincial Task Force to End Local Communist Armed Conflict conference. After processing their documentation, he added, some of the former rebels would get weapon reimbursement depending on the value of the firearms they surrendered (Garcia, 2020, para.1).

### **VALUING THE WORKFORCE**

The Philippine Army as an organization has always been committed not only to the well-being of the Filipino people but has also put prime importance on the welfare and health of its soldiers. On June 19, 2020, the Army launched its Comprehensive Mental Health Program and opened the Mental Health Resiliency Center (MHRC) at the Army General Hospital (AGH).



Source: Army launches mental health program, opens resiliency center [Online Image]. (2020)

Then Army Commanding General Lt. Gen. Gilbert I. Gapay oversaw the ‘Kaagapay ng Mga Bayani’ program, which seeks to offer goal-directed resiliency and psychological therapies for Army troops suffering from mental illness health illnesses.

Furthermore, the MHRC, located on the AGH Ground Floor Outpatient Wing, is intended to assist the PA in the prevention, early detection, treatment, and management of mental disorders; to provide directed resilience training and post-traumatic stress disorder (PTSD) psychological interventions; and to conduct comprehensive neuropsychiatric evaluations for enlistment, promotion, schooling, and employment. The PA's mental health program is based on Republic Act No. 11036, often known as The Mental Health Act, which supports the basic rights of those who require mental health assistance (Army launches mental health program, opens resiliency center, 2020, para. 1).

Similarly, the Philippine Army also recognizes the unique role of women soldiers in peace and development. It continues to craft gender-responsive policies to mainstream Gender and Development (GAD) within the military. The Philippine Commission on Women (PCW) forged a partnership agreement with the Armed Forces of the Philippines (AFP) in an online signing ceremony conducted on September 14, 2021, marking another achievement in mainstreaming GAD matters in the Peace and Security Sector. The agreement aims to train AFP personnel and all of its major services, including the Philippine Army (PA), Philippine Navy (PN), and Philippine Air Force (PAF), on gender sensitivity and the development of gender-responsive policies to mainstream GAD within the military. Section 15 of the Magna Carta of Women (Republic Act No. 9710) reaffirm women's roles in the military, police, and other comparable services. It establishes the equal rights and opportunities afforded to both men and women. More specific mandates for the AFP can be derived from various provisions in the MCW's IRR, such as Rule IV, Section 12.B., which asserted that "Women shall have the right to protection and security in situations of emergency, armed conflict, and militarization," and that the AFP, along with other government agencies, must take special temporary measures to ensure the full participation of women in the planning and management of relief operations during these situations (PCW, ADP ink deal to strengthen gender mainstreaming in military, 2021, para.1).

### **UNDER THE LIMELIGHT**

The success of the Philippine Army throughout the years is not solely because of the bravery and efforts of its soldiers. It is also important to take note of the

caliber and excellence of the Civilian Human Resource (CHR) personnel and PA reservists, as they are also part of the organization that deserves praise and gratitude.

The Army Reserve Command (ARESCOM) is in charge of recruiting, training and managing Army reservists in the country, which helps in socio-economic development, environmental protection, and disaster and rescue operations. During the Taal Eruption, Typhoon Ursula, and the current Covid-19 situation, ARESCOM supported development-related projects, humanitarian help, and disaster response activities such as evacuation assistance, repacking, and relief materials (Nepomuceno, 2020, para.1).



*Source: Outside the battlefield: The Civilian Human Resource's role in the Army's mission [Online Image]. (2020).*

Though we always hear great tales about soldiers' heroism on the battlefield, we seldom hear of individuals who help these armed men beyond combat. Civilian personnel those who work on paper-filled desks, on a drafting table at the headquarters support group, at a museum display, or even in an Army hospital patient ward are an important asset to the Philippine Army (Outside the battlefield: The Civilian Human Resource's role in the Army's mission, 2020). Civilian personnel are responsible for inventory and logistical distribution to Army line units, brigades, and battalions. They provide policy orientation seminars to soldiers and help them adapt to new technologies. Furthermore, they deliver pertinent knowledge through their research and in-house training. Truly, without their support, the Philippine Army could have never achieved what they accomplished today.

### **TOWARDS A MIGHTIER AND RELIABLE ARMY: THE ARMY TRANSFORMATION ROADMAP (ATR)**



The Army Transformation Roadmap (ATR) is the culmination of the Philippine Army's commitment to progressive change. According to the 2010 Transparency International Corruption Perception Index, the Philippines was one of the most corrupt countries, ranking 134th out of 178. Furthermore, the Philippine Army was then regarded as a corrupt organization, which jeopardized the Army's capacity to carry out its duty. As a result, the ATR was founded in 2010 to remedy all of the Army's inadequacies. It is a multi-year, 18-year transformation and governance initiative. Therefore, by 2028 become a world-class army. Its primary goal is to turn the Philippine Army into a more credible, dependable, responsive, capable, and professional Army dedicated to its duty of serving the people and defending the territory. It aims to provide a solid and rational foundation for the PA's medium- and long-term organizational and capability thrusts; to establish, maintain, and synchronize the organization's various reform initiatives to optimize their impact successfully; and to advance and institutionalize good governance and performance excellence (Army Transformation Roadmap, FAQs, n.d). With the formation of the ATR in 2010, the Army has revolutionized and achieved improvement (Palladium, 2018, p.1).

## CONCLUSION

In its 125th year the Philippine Army's milestones are indeed difficult to summarize. There has been much improvement to the Army's structure and recently there has been numerous modernization projects. Each effort and milestone achieved through the years by the Army is a symbol of its devotion to the Philippines. Though, the Army experienced numerous trials, it never falters, but rises above it.

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## ABOUT THE AUTHOR

Ms Sophia Ysabel M Panergo is a graduate Bachelor of Arts in International Studies Major in International Politics Minor in Peace Studies from Miriam College, Quezon City, Philippines. Her interest in history, politics, diplomacy and international affairs compelled her to choose her degree.

In her third year in college, she was chosen to be a delegate in a Model United Nations (MUN) in San Francisco, USA, which has allowed her to expand her knowledge in diplomacy and international affairs.

Currently, she is a Master in International Studies student at the University of the Philippines-Diliman to further her knowledge of political and international affairs and progress toward a career as a researcher.

# Ready to Serve: The Role and Importance of the Reserve Force

by **COL JAIME R DATUIN GSC (INF) PA**

Assistant Chief of Staff for Reservist and Retiree Affairs, G9

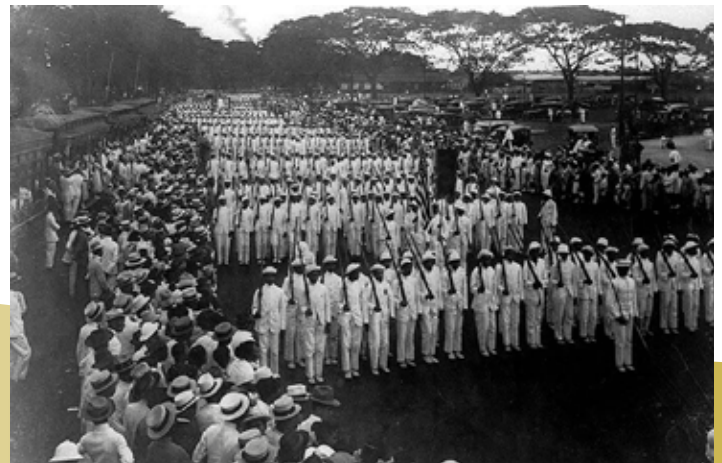
When people talk of the Philippine Army in everyday conversations, scenarios that would often be brought up are soldiers engaging in jungle warfare in the rainforests of Mindanao, patrolling our territorial borders, and performing other counter-terrorist operations. These men of arms would often be mythicized, soldiers who unselfishly sacrifice their comfort, rights and, even life just to ensure that their countrymen could enjoy theirs. Their tales of exploit, achievement, and heroic acts would serve as an inspiration for many, praising and thanking these men for their service. While these can indeed be accurate depictions for some of the duties of the Standing Force component of the Armed Forces, it is not as representative of the Reserve Force component that is often overlooked by the common person. Indeed, while not as often in the spotlight as their full-time counterparts, they are just as essential in ensuring the country's national security.

The Reserve Force, also referred to as the Citizen Armed Force, was formally outlined in Republic Act 7077, also known as the "Citizen Armed Forces or Armed Forces of the Philippines Reservist Act". It details the role, objective, and importance of having a population ready to assist in national security, disaster resilience, and nation building. At its core, the mission of this force is to provide the base for the expansion of the Armed Forces of the Philippines in the event of war, invasion, or rebellion. That is, in cases when the integrity of our national sovereignty is put in danger, we have a capable group of soldiers who can serve as the core of their mobilized units to lead effectively.

The role of the Reserve Force, however, is not only limited in wartime or combat, as it is also mandated to assist in relief and rescue during disaster or calamities and contribute to recovery efforts. They have become some of the first responders to many crises that our country faced, bringing relief and support to areas hit by catastrophes such as typhoons, floods, and earthquakes. They also participate in the recovery of the said areas through rebuilding programs, where they have been used as the main workforce.

The benefits that the Reserve Force brings have also permeated deep into the Philippine society to include not just how the institution as a whole contributes to the national community, but also in how the skills and talents developed through reservist training creates outstanding individuals that are productive contributors in their communities.

While the act itself was signed in 1991, the history of the Reserve Forces stretches all the way back to the pre-independence era, perhaps as early as the time before the Spanish arrived in the Philippines. A case in point is that the oldest Department of Military Science and Tactics (DMST) in the country, which is in the University of the Philippines (Diliman), is already now celebrating its Centennial Year, being founded 100 years ago in 1922. It handles the UP Diliman Campus' Reserve Officers' Training Corps Unit (ROTCU) which is even older than the department at 110 years old, tracing its establishment back when organized military training began in 1912. Both institutions predate the modern Philippine Army that we know of today, which itself was established in 1935 during the signing of Commonwealth Act No. 1.



Source: UP ROTC Cadets on march circa 1920.

The history of the mobilization of civilians in response to a crisis, however, precedes even the oldest existing institutions in our country. In pre-colonial Philippines for example, there were no standing armies, as the

economies were not yet developed to support such an expense. Instead, civilians would be levied and armed in times of conflict to serve their respective polities as soldiers. Some communities may have had warrior classes, but even they had other roles and trades in the absence of war. In this context, Rajah Lapu-Lapu -from whom ARESKOM drew their insignias- and his men may be considered as a Reserve Force in a sense. They were not full-time warriors who devoted their life to war and fighting. Instead, in times of peace, Rajah Lapu-Lapu would be a governor, judge and administrator of his barangay, and his men would be farmers, sailors, or craftsmen. In times, of war, however, they all took up arms to defend and protect their homeland, such as when they faced Ferdinand Magellan in the Battle of Mactan. Therefore, in this context, the first recorded Filipino victory against a foreign enemy was achieved by reservists.



*Photo by: shankar s. - Flickr at Lapu-Lapu Statue at Liberty Shrine*

The role of civilians taking up arms in defense of one's country, however, did not cease even with the Spanish colonization, but rather, it continued throughout and beyond. Records during the Spanish era had shown how citizens are routinely raised to take arms in times of crisis. This is even memorialized in several celebrations like the Bantayan Festival where the story tells of how 70 Spanish officers alongside a few hundred mobilized citizens were able to repel the attack of thousands of Muslim marauders off the coast of Panay. Another remarkable example of mobilization took place during the 18th Century when hostilities broke out between the British and Spanish in Asia as part of the Seven Years' War. British warships and soldiers sailed from the colonies of Malaya and stormed the City of Manila which they would go on to occupy for several months. In response, some 200 students of the University of Santo Tomas were enlisted and organized by the Rector, Fr. Domingo

Collantes to reinforce the defenses of the city and assist the local garrison against the British soldiers.

It was during the American era, however, that the training and mobilization of the modern Reserve Force that we know of today would be created and institutionalized. In 1912, the Philippine Constabulary (PC) first organized military training in the University of the Philippines with Cpt. Silvino Gallardo as Commandant of Cadets. The able-bodied male students of the university were required to undergo training mainly in the use of the rifle and conduct of infantry tactics. As threats of war increased in Europe, the Philippine National Guard took over the program in 1913 with Cpt. Juan Villasanta as the new Commandant. The program was disbanded later, however, owing to the fact that the National Guard was not called to participate in the war. Military training was still continued, but was no longer organized, until efforts were made to revitalize formal training in 1921. In 1922, the United States War Department authorized the establishment of the first Department of Military Science and Tactics in the country in UP Diliman. With U.S. Army Captain Chester Arthur Davies as professor of Military Science, the University of the Philippines Reserve Officers' Training Corps became the first ROTC unit of the country.

It was not long before other schools in the country followed suit. National University became the first private college to have their own ROTC unit, and Ateneo de Manila University, Liceo de Manila, and Colegio de San Juan de Letran soon followed and organized their own respective corps. It was this establishment of the first DMSTs and ROTCUs under the American Commonwealth Government that further developed the capabilities of the Reserve Force, as well as provided the organization with a consistent pool of cadets to enlist from.

It was in 1935 that the National Defense Act was signed which is known for establishing the modern Philippine Army that we know of today. At the time, when tensions were rising in Asia with the Sino-Japanese war, and with war imminent between the Great Powers of Europe, the regular forces of the Philippine Army created by the act only numbered 30,000 men, a far cry from the millions of personnel fielded by the larger powers. In response to this, President Manuel L. Quezon issued Executive Order No. 207 in 1939 which made the ROTC program mandatory for all colleges and universities in the country. It aimed to produce 400,000 reservists in 10 years to bolster the outnumbered Standing Force. These plans, however, were interrupted, when the Japanese Empire committed the infamous bombing

of Pearl Harbor and invaded the Philippine Islands.

In the early morning of December 8, 1941, a Japanese invasion launched their attack. In response, cadets of various ROTC outfits volunteered for military service. Cadet Officers were enlisted and included in divisions of the Philippine Army which was mobilized. Members of the Field Artillery Unit of UP ROTC even manned the howitzers and artillery guns and later fought in Bataan and Corregidor. These Field Artillery cadets would later be known as the "ROTC Battery". In some instances, ROTC cadets would make up a large bulk of the US-Philippine forces. For example, ROTC cadets of Silliman University in the Visayas made up 45% of the strength of the 75th Infantry Regiment of the United States Army Forces in the Far East (USAFFE). Overall, elements of ten (10) Filipino reserve divisions were called into service of the United States Army, and a total force of more than 100,000 thousand Filipinos were raised, which is significantly greater than the size of the Standing Force at the time.



Source: Artwork by Don Myron B Whittaker

Even with the surrender of the American administration in the Philippines, and the withdrawal of their forces from the islands, ROTC cadets and members of the mobilized Reserve Force continued their fight against the foreign occupiers. The most prominent of these groups were the Hunters ROTC which operated in the area near Manila. The force composed of cadets from the Philippine Military Academy, UP ROTC, and UST ROTC among others, and they provided intelligence to the liberating troops, and took active combat roles in numerous battles. One of their most prominent engagements was their participation in the Raid of Los Baños.

During the Japanese occupation the University of the Philippines Los Baños was converted into an internment camp by the invading forces. More than 2,000 Allied civilian and military internees were

housed in the complex guarded by a garrison of Japanese soldiers. On 23 February 1945, a combined force of Filipino guerillas and US Airborne troops assaulted the camp, defeating the guards and managing to free the prisoners inside of it with minimal losses. The Hunters ROTC especially were noted in their participation in setting up roadblocks to delay Japanese reinforcements, as well as taking and hunting down the guard posts scattered in the area. The raid was even the subject of a 2015 nonfiction book, *Rescue at Los Baños: The Most Daring Prison Camp Raid of World War II*.



Veterans of the Hunters ROTC, a WW2 guerilla group composed of ROTC cadets. Source: UP ROTC

The Japanese surrender in the Philippines by 1945 has left the country with hundreds of thousands of mobilized personnel but with no front line to deploy them to. With the end of the Second World War, the need for a large active force dwindled and the Philippine Army experienced rapid demobilization. With external threats vanquished for the time being, the benefits of having a large number of active-duty personnel were quickly overshadowed by the expense of maintaining equipment and paying salaries. It is in this regard, the importance of a Reserve Force was even made more prominent, as it dealt with both concerns quite well: (1) the Reserve Force allowed the Armed Forces to have a base of expansion and recruitment in cases of crises, allowing for rapid expansion and deployment, and serving as a deterrent against foreign aggression; but at the same time, (2) it is not as expensive to train and maintain in comparison to the Standing Force as reservists need only to be equipped and paid during times of mobilization and deployment.

With the general end of external conflict after the World Wars, the importance of the Reserve Force in territorial defense became less relevant as external threats from foreign aggression became less likely.

It is then that the Reserve Force had found itself more and more prevalent in its role towards nation building and disaster resilience. In 1970, for example, the UP Sunday Soldiers and UP Cadet Officers of the Reserve Force served as security forces and policed the elections for Constitutional Delegates in Ilocos.



*Metro Manila floodings of 1972. Source: Top Gear*

They ensured peace and the rule of law so that the convention could proceed without issues in defense of democracy and stability. In addition, during the floods in Metro Manila of 1972, after the capital was hit by successive typhoons, cadets of various ROTC units volunteered in rescue and relief operations. Cadets and reservists alike took part in clearing the debris left by the disaster, retrieving stranded individuals trapped by the rising waters, and distributing aid and necessities to the families hit the hardest. It was in crisis that they proved their mettle in the face of hardship by answering the call of service.

Up to the present day, the Reserve Force have continuously been one of the backbones of disaster response in our country. Members of the various Community Defense Centers and ROTC units alike are ready to take up the responsibility in times of crisis, as they participate in rescue missions, rebuilding efforts, and relief operations to mitigate the effects of natural disasters. They have also proven to be hardworking contributors to society, not just waiting for disaster to strike in order to help, but instead also taking the initiative and being proactive through building national resilience. The Reserve Force have proven to be some of the most capable first responders of the Philippine Government that is equipped with the needed manpower and logistical equipment for Humanitarian Assistance and Disaster Relief (HADR) operations. As such, it has taken upon itself to double down on these capabilities by further partnering with Local Government Units (LGUs) such as in the National Capital Region. This is in order to further integrate itself in the LGUs' Disaster Risk Reduction Management (DRRM) operations to further strengthen their disaster response.

Perhaps, a lesser noticed fact about the Reserve Force is the significant advantage it has when you look at the number, diversity, and location of personnel. It is quite large, rivalling that of the Standing Force, with arguably more available manpower due to the fact that it is not tied up in conflict-ridden regions. It is also diverse in its capabilities, as the reservists also have their civilian professions, which means that the Reserve Force has engineers, architects, scientists, accountants, lawyers, doctors, nurses, pilots, airline crew, seamen, and information technology professionals among others, whose trades are a boon to Civil-Military Operations. Finally, the fact that the Reserve Force are divided into Community Defense Centers already means that they are already operating at a local level, near the locations of the LGUs that they may need to assist. This means that there will be no need to transport them over long distances as is often the case with the regular force.



*2202nd Ready Reserve Infantry Battalion Packs Relief Goods for the Victims of Typhoon Odette. Source: ARESKOM*

The reserve however, is not just capable in assisting with natural disasters, but have also proven to be effective in responding to new threats never been experienced before. The pandemic has brought another challenge to the nation with its unique circumstances, yet instead of being an obstacle to their continued fulfillment of their mandate, the Reserve Force has taken this opportunity to not just accomplish but go beyond their responsibilities. Many have aided by establishing community kitchens and providing relief goods to those affected the most by the health crisis. With their aforementioned HADR capabilities and equipment, the Reserve Force has been a natural partner of Social Welfare Groups, LGUs, and other Non-Governmental Organizations (NGOs) in repacking and transporting relief and sustenance goods to those that need them. In addition, many reservists have volunteered to be on

the frontlines against an unseen enemy, utilizing the trades and talents of their civilian profession for the benefit of the communities that they are serving in. Indeed, this pandemic has only bolstered the will of the reservists to continue serving the Filipino people.



*Philippine Army Reservists reporting for duty to aid in relief packing and distribution for the public*  
Source: *Laang Kawal Pilipinas*

Beyond the services rendered by the Reserve Force to the Philippine community through disaster response and expansion of the standing force, however, lies perhaps what is the most influential effect of all: the production of outstanding and talented individuals that were nurtured and trained by the various reserve programs such as ROTC and BCMT. Many of the most influential Filipinos in our country's history were product of these courses, and it would not be farfetched to say that their experience as reservists or cadets have influenced their path in life. Notable figures such as Carlos P Romulo, who served as the Aide de Camp of Gen Douglas MacArthur, and later becoming the first Asian President of the United Nations General Assembly, got his first taste of military training as a cadet reservist. The first president of the Third Philippine Republic, Manuel A Roxas, was also an ROTC cadet in UP Diliman, who as a citizen soldier, served in the USAFFE Headquarters in Bataan and Corregidor and becoming a Brigadier General during the war. These are but two of the many reservists that learned much of what they know from the ROTC and BMCT, and who sought their path as a citizen soldier, before destiny led to become the paragons that they are remembered today as. It is, therefore, with the continued operation of the Reserve Forces that we can give the same education and opportunity to the generations of today, so that they may follow this path of duty and service that these great men before them have taken.

It is through these hopes and dedication to service that we shall continue the training of the future

Filipino reservist who is willing to answer the call when his nation and fellow countrymen needs him. A Filipino reservist that is a committed volunteer soldier, a true Laang Kawal: READY TO SERVE!

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## ABOUT THE AUTHOR

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# *Re-examining Republic Act No. 9163, the current National Reservist Law, and why the ROTC program should be reinstated as a mandatory course for all college and university students*

by MAJ RESTER JOHN LAO NONATO JAGS )RES)\*

*"Today, we need a nation of Minutemen, citizens who are not only prepared to take arms, but citizens who regard the preservation of freedom as the basic purpose of their daily life and who are willing to consciously work and sacrifice for that freedom."*

- John F. Kennedy

## I. INTRODUCTION

One of the primary duties of every citizen is to defend and protect one's country. It is not only a responsibility, but a duty that one should embrace. Having a reserve component in the Armed Forces of one's country provides a sense of security to its citizens in times of emergency or national disaster. Unfortunately, the number of reservists in the Philippines have depleted since the enactment of Republic Act No. 7077 thus rendering volatile our country's capability to mount a credible defense or its capability to initiate deployment in times of national emergencies to supplement the organic and active service units of the Armed Forces of the Philippines.

Under Section 4, Article II of the 1987 Philippine Constitution, it is the prime duty of the government to serve and protect the people and the government may call upon the people to defend the State and in the fulfillment thereof, all citizens may be required under conditions provided by

law, to render personal, military or civil service. Likewise, under Section 13, Article II of the 1987 Philippine Constitution, the State also recognized the role of the youth in nation building and shall promote and protect their physical, moral, spiritual, intellectual and social being. Under this mandate, the State shall inculcate in the youth patriotism and nationalism, and encourage their involvement in public and civil affairs.

The current law applicable setting the rules on the recruitment and training of reservists for the Armed Forces of the Philippines is set by Republic Act No. 9163 also known as "An Act Establishing the National Service Training Program ("NSTP") for Tertiary Level

Students, Amending for the Purpose Republic Act No. 9163 also known as "An Act Establishing the National Service Training Program ("NSTP") for Tertiary Level Students, Amending for the Purpose Republic Act No. 7077 and Presidential Decree No. 1706, and For Other Purposes." Under the said law, the State recognized (1) that it is the responsibility of all citizens to defend the security of the State and in fulfillment thereof, the Government may require each citizen to render personal military or civil service, (2) that the youth has a virtual role in nation building, and that the State shall promote civic consciousness among the youth and shall develop their physical moral, spiritual intellectual and social well-being, and (3) that the State shall inculcate to the youth patriotism, nationalism and advance their involvement in public and civic affairs. In pursuit of this goals the youth, the most valuable resource of the nation, shall be motivated, trained, organized, and mobilized in military training, literacy civic welfare and other similar endeavors in the service of nation.

Republic Act No. 9163 is significant as first, it made national service mandatory for not only male, but also female college and university students to at least enroll into any of the recognized National Service Training Program ("NSTP") which is a program aimed at enhancing civic consciousness and defense preparedness in the youth by developing the ethic of service and patriotism while undergoing training in any of its three (3) program components. Its various components are specially designed to enhance the youth's active contribution to the general welfare. Republic Act No. 9163 also had lasting effects as it removed as a mandatory college course or subject

the Reserve Officer Training Corps (“ROTC”) which is a program institutionalized under Section 38 and 39 of Republic Act No. 7077 designed to provide military training to tertiary level students in order to motivate, train, organize and mobilize them for national defense preparedness. The ROTC would only be optional as one of the NSTP options available to college and university students. Section 4 of Republic Act No. 9163 states the following:

#### **SECTION 4. ESTABLISHMENT OF THE NATIONAL SERVICE PROGRAM**

There is hereby established a National Service Training Program (NSTP) which shall form part of the curricula of all baccalaureate degree courses and of at least two-years technical vocational courses and is a requisite for graduation, consisting of the following service components: The Reserve Officers Training Corps (ROTC) which is hereby made optional and voluntary upon the effectivity of this Act; The Literacy Training Service; and The Civic Welfare Training Service.

The ROTC under the NSTP shall instill patriotism, moral virtues, respect for rights of civilians and adherence to the constitution among other, Citizenship Training shall be given emphasis in all three (3) program components.

The Commission on Higher Education (CHED) and Technical Education and Skills Development Authority (TESDA) in consultation with the Department of National Defense (DND) Philippine Association of State Universities and Colleges (PASUC).

Coordinating Council of Private Association of the Philippines (COCOPAP) and other concerned government agencies, may design and implement such other program components as may be necessary in consonance with the provisions of this Act.

Considering however the fast-changing external scenario faced by the Philippines in terms of safeguarding the country’s territory including its exclusive economic zone against incursions and violations against its sovereignty, it may be time to re-examine again Republic Act No. 9163 specifically on the possibility of reinstating the mandatory nature of the ROTC for college and university students.

The latest bill in Congress proposing for the reinstatement of the ROTC Program as a mandatory course for male colleges and universities is House Bill No. 2336 from the Sixteenth Congress filed on August 7, 2013 by House of Representative (now Senator) Sherwin Gatchalian of the First District of Valenzuela City. Said measure however has not been passed into law. This article will examine the merits of said

proposal under House Bill No. 2336 specifically on why the ROTC Program should be reinstated as a mandatory course not only for male college and university students, but for both male and female college and university students, and will recommend the appropriate measure for Congress to undertake.

#### **II. PREDECESSORS OF REPUBLIC ACT NO. 9163 AND WHY IT WAS AMENDED**

*“The soldier is the Army. No army is better than its soldiers. The Soldier is also a citizen. In fact, the highest obligation and privilege of citizenship is that of bearing arms for one’s country.”*

- General George S. Patton Jr.

Prior to Republic Act No. 9163, the ROTC was imposed as a mandatory course in compliance with Republic Act No. 7077. Under said law, the ROTC was made mandatory not only for incoming college and university male students, but also for all male citizens between the ages of eighteen (18) and twenty-five (25) years. Female students were excluded from taking the ROTC Program or any alternative program espousing national service. Section 14 of Republic Act No. 7077 states the following:

#### **SECTION 14. COMPULSORY MILITARY REGISTRATION AND TRAINING**

All male citizens between the ages of eighteen (18) and twenty-five (25) years who are not reservists shall be required to register for military instruction. Registration shall take place in suitable registration places to be prescribed by the city or municipal government between the dates of April First and Seventh commencing one (1) year after the effectivity of this Act. Biennial registrations shall be held during the same period in succeeding years.

The above provision imposes mandatory military registration and training to all male students within the prescribed age, regardless of whether or not he is enrolled in a college or university.

Male students of colleges and universities, on the other hand, are governed by Section 38 of the same law, quoted below:

#### **SECTION 38. RESERVE OFFICERS’ TRAINING CORPS (ROTC)**

Prior laws and enactments before Republic Act No. 7077 were consistent in imposing the ROTC Program as a mandatory course for male college and university



students. However, female students were again excluded consistently from the ROTC Program and were not required to take any alternative program involving national service. Female students who opted to voluntarily enroll in the ROTC Program were allowed to do so. The ROTC Program in the Philippines began in the year 1912 when the then Philippine Constabulary (now no longer existing) commenced with military instruction and lessons to male students at the University of the Philippines, Diliman Campus. The University of the Philippines' Board of Regents then made representations to the United States Department of War through the Governor-General and received the services of a United States Army officer who took on the duties of a professor of Military Science. Interestingly, the ROTC courses are defined as Military Science 11, 12, 21, and 22 with advance courses labeled as Military Science 31, 32, 41 and 42. Through this arrangement, the first official ROTC unit in the Philippines was established in the University of the Philippines on July 3, 1922. Other educational institutions such as the National University, Ateneo de Manila University, Liceo de Manila, and Colegio de San Juan de Letran soon followed and organized their own respective ROTC units with the guidance of the United States Department of War. In 1936, the ROTC became even more organized and established with the Office of the Superintendent for ROTC Units under the Philippine Army having been activated to formally supervise all ROTC units in the country. During this time, the ROTC however remained an optional course.



Former President Manuel L. Quezon then issued Executive Order No. 207 in 1939 in order to implement the National Defense Act of 1935, otherwise known as Commonwealth Act No. 1, the embodiment of the national defense plan formulated by General Douglas MacArthur for the Philippine Commonwealth. This executive order made ROTC compulsory and

obligatory to male students at all colleges and universities in the Philippines with a total enrollment of 100 students and greater. This measure was made in light of the brewing worldwide situation with war in the distant corner and in order to help fill-out the planned reserve force requirement of 400,000 men by 1946 and especially for junior reserve officers. The ROTC Program, for obvious reasons, was suspended during World War II from the years 1941-1945. On September 13, 1946 after World War II, Philippine Army Headquarters reactivated the pre-war ROTC units. The Philippine Army also formally became the Armed Forces of the Philippines on December 23, 1950 as we know now, at which time the Philippines was divided into four military areas and ROTC units operating within these areas fell under the supervision of their respective Area Commanders. On February 8, 1967, Former President Ferdinand Marcos revoked and rescinded Executive Order No. 207 of 1939, promulgating in its place Executive Order No. 59 as its replacement. This executive order made ROTC again mandatory at all male enrollees in all colleges, universities and other institutions with an enrollment of 250 male students and greater. Former President Ferdinand Marcos also issued Presidential Decree No. 1706, otherwise known as the "National Service Law", on August 8, 1980. It made national service obligatory for all Filipino citizens and specified three categories of national service: civic welfare service, law enforcement service and military service.

The main reason for the sudden change of policy with regards the ROTC that led to the amendment of Republic Act No. 7077 and the enactment into law of Republic Act No. 9163 was the death of Cadet Officer Mark Chua sometime between March 15-18, 2001. As a member of the University of Santo Tomas ("UST") ROTC unit's intelligence monitoring team, Mark Welson Chua had first-hand knowledge of corruption within their ROTC organization, which he divulged to UST's official student publication *The Varsitarian* in January 2001. The allegation of corruption resulted in the relief of the then-commandant of the University of Santo Tomas ROTC and his support command staff tainting the legacy and image of their ROTC Program. Corruption in the ROTC however was not limited to UST's ROTC Program. The author when he was undergoing ROTC Training himself witnessed questionable practices such as the charging of exorbitant fees, physical abuse by some officers among others.

The death of Mark Welson Chua was also highly suspect. Mark Welson Chua after the publication of his allegations of corruption against UST's ROTC

Program thereafter received death threats after his revelations to The Varsitarian. The new ROTC commandant of UST advised him to undergo security training at Fort Bonifacio and on March 15, 2001, Mark Welson Chua was supposed to meet with a confidential agent but he was never seen alive again. Three days later, his corpse was found floating in the Pasig River with his hands and feet tied and his face wrapped in cloth and packing tape. The autopsy report showed that sludge was in his lungs, indicating that he was alive when he was thrown into the river and probably drowned to death. In order to mislead investigators, his abductors even had pretended to demand ransom from Mark Welson Chua's family.

The above incident resulted to nationwide protests against the ROTC Program. University and College administrators likewise supported the students' call to have the ROTC Program nationwide abolished. The University Belt Consortium was the first group of educators to publish a call to address the ROTC issue then shortly thereafter, they were followed by a group of Cebuano educators in the Visayas. ROTC lessons and classes in certain prominent Universities were hit by cadet walk-outs in the middle of formations. These were inspired by "Abolish!", a coalition of organizations including the League of Filipino Students, National Union of Students in the Philippines, the College Editors Guild, Student Christian Movement, Kalipunan ng Kabataang Kristyano sa Pilipinas, and Anakbayan. Another group, the Movement for the Advancement of Student Power (MASP) -- composed of Akbayan and the Student Council Association of the Philippines -- went on a different tack, focusing instead on parliamentary approaches to the matter. The Philippine Congress composed of the Senate and the House of Representatives later took notice of the brewing ROTC issue which was rocked with nationwide protests. No less than seventeen bills and resolutions were filed and generated from several legislators representing several districts nationwide-- in both houses of Congress -- in response to the protests.

Republic Act No. 9163, or the National Service Training Program ("NSTP"), was thereafter passed into law to address the ROTC Program. Signed into law on January 23, 2002, it removed the ROTC as a prerequisite

for graduation for all male college students, and substituted it with the NSTP which applies to both male and female students. Aside from removing ROTC as a mandatory measure, women were no longer exempt from national service under the NSTP as the same is now a requirement for both genders. Nevertheless, the NSTP did not make ROTC mandatory for both male and female college and university students.



### III. THE USEFULNESS OF ROTC IN PHILIPPINE HISTORY

*"Give me ten thousand Filipino soldiers and I will conquer the world."*

*- General Douglas Macarthur*

The ROTC Program however was able to prove its importance and worth when the Philippines, then an American colony, was faced with the Japanese invasion and occupation in World War II.

By the year 1941, there were 33 colleges and universities throughout the country that maintained ROTC units. All however, were closed for obvious reasons with the onset of World War II. The war saw ROTC cadets and graduates in action for the first time. ROTC cadets, both graduates and trainees of the ROTC Program, from different Metro Manila units took part with regular military forces in the defense of Bataan, the last stand for General Macarthur's forces in addition to the positions taken in Corregidor Island; in the Visayas, 45% of the 75th Infantry Regiment of the US Armed Forces in the Far East ("USAFFE") were ROTC cadets of Silliman University, a university based in Dumaguete City, Negros Oriental; and after the surrender of Bataan and Corregidor Island, volunteers from the Philippine Military Academy, the premier military school in the Philippines, and various ROTC units formed what is now famously the Hunter's

ROTC Guerillas, which took part in the fight and fierce resistance movement during the Japanese occupation. Ordinary citizens also joined the resistance movement supplementing those belonging to ROTC programs including the author's grandfather, Restituto Pido Nonato, a corporal in the 76th Infantry Regiment, 7th Military District, USAFFE, of Hinigaran, Negros Island.

The presence of the ROTC cadets helped organize a persistent guerrilla resistance force against the invading Japanese forces disrupting efforts for the invader to set an initial concrete foothold in the country. Likewise, when the Japanese became an occupational force, the guerilla resistance also actively took part in disrupting supply lines and other movements.

When General Macarthur landed at Lingayen Gulf on January 6, 1945 to re-take the Philippines from the Japanese invaders, the Japanese were caught in the midst of a general redeployment of their forces throughout Luzon. Seizing the advantages of the moment, the guerrillas broke out in full force. Roads were torn up, bridges destroyed, mountain passes blocked, and rail and motor facilities sabotaged at every turn to interfere seriously with Japanese troop and supply movements.

The Filipino guerrillas, as mentioned, were very successful in their resistance against the Japanese occupation before General Macarthur's retaking of the Philippines. Of the 48 provinces in the Philippines, only 12 were in firm control of the Japanese. Many provinces in Mindanao were already liberated by the Moros way before the Americans came, as well as major islands in the Visayas such as Cebu, Panay and Negros. Said guerillas harassed occupying Japanese forces and supplied vital intelligence to the American military, before eventually actively participating in the liberation of the Philippines from 1944-1945. After the war, the American and Philippines governments officially recognized some of the units and individuals who had fought against the Japanese. Recognition led to benefits as veterans and there were 277 recognized guerrilla units and 260,715 individuals were recognized as guerrilla fighters.

In 1967, then President Ferdinand Marcos issued Executive Order No. 59 making ROTC mandatory at all educational institutions with an enrollment of at least 250 students. In 1980, Marcos promulgated Presidential Decree 1706, the National Service Law, which made national service such as civic welfare service, law enforcement service, and military, mandatory for all Filipino citizens.

#### **IV. A GROWING THREAT AGAINST THE PHILIPPINES**

*"A Country is not a mere territory; the particular territory is only its foundation. The Country is the idea which rises upon that foundation; it is the sentiment of love, the sense of fellowship which binds together all the sons of that territory."*

— Giuseppe Mazzini

Developing the ROTC Program and making it mandatory once again not only for male college and university students, but for both male and female students, however may be one way of addressing the growing threat against the Philippines, which is Chinese incursions in the West Philippine Sea known as the South China Sea by China and other claimants.

The threat against the Philippines originates from the nine-dash line area claimed by the Republic of China, later People's Republic of China which covers most of the South China sea and overlaps Exclusive Economic Zone claims of Brunei, Indonesia, Malaysia, the Philippines, Taiwan, and Vietnam. China essentially considers almost the entire South China Sea and the West Philippine Sea to be its own, covering territories claimed by the Philippines, Malaysia, Vietnam, Brunei, and Taiwan. This area of the world is highly contested because of its great potential as a source of natural resources. A 2013 report by the United States Energy Information Administration raised the total estimated oil reserves to 11 billion barrels. According to studies made by the Department of Environment and Natural Resources, Philippines, this body of water also holds one third of the entire world's marine biodiversity, thereby making it a very important area for the ecosystem.

The Philippines is contending that the "nine-dotted line" claim by China is invalid and illegal because it violates the United Nations Convention on the Law of the Sea agreements about exclusive economic zones and territorial seas. It says that because most of the features in the South China Sea, such as most of the Spratly Islands, cannot sustain life, they cannot be

given their own continental shelf as defined in the convention.

Thus, on January 22, 2013, the Republic of the Philippines instituted arbitral proceedings against the People's Republic of China under Annex VII to the United Nations Convention on the Law of the Sea (the "UNCLOS"), "with respect to the dispute with China over the maritime jurisdiction of the Philippines in the West Philippine Sea" before the International Tribunal on the Law of the Sea. China issued a position paper in December 2014 arguing the dispute was not subject to arbitration because it was ultimately a matter of sovereignty, not exploitation rights. Its refusal, however, does not prevent the Arbitral Court from proceeding with the case.

The international community has supported the Philippines' move to initiate arbitral proceedings against China. On December 7, 2014, the United States State Department released a report concluding that China's 9-dash-line claim does not accord with the international law of the sea. In June 2015, U.S. Assistant Secretary of State for East Asian and Pacific Affairs Daniel R. Russel said that as both China and the Philippines are signatories to the United Nations Convention on the Law of the Sea, legally they have to abide by the tribunal's decision. In January 2016, Australian Foreign Minister Julie Bishop said that the ruling by the tribunal in the Hague in the case brought by the Philippines will be extremely important as a statement of international principle and, even though China is saying it will not be bound by the ruling, the decision "will be embraced and upheld by all other nations with claims or interests in the region." In April 2016, Hugo Swire, British minister of state for the foreign office said that the growing tensions in the South China Sea are driven by China's assertive actions and any ruling by the court should be binding on both parties but it would also be an opportunity for renewed dialogue between the Chinese and Philippine governments. "In our response to this ruling, the U.K. will stand alongside the U.S. and the wider international community," he told the Center for Strategic and International Studies.

On July 12, 2016, the Permanent Court of Administration unanimously rendered a 501 page

Decision and Award in favor of the Philippines in PCA Case No. 2013-19. The Tribunal concluded among others that, as between the Philippines and China, there was no legal basis for China to claim historic rights to resources, in excess of the rights provided for by the Convention, within the sea areas falling within the 'nine-dash line'.

Considering that a favorable ruling has been issued by the Arbitral Court for our country, the Philippines will have to rely on the international community to enforce the decision of the Arbitral Court which will be a huge challenge considering that China has refused to participate in the arbitral proceedings and have consistently taken the position that it will not follow the arbitral decision should it be against their position. Reliance to the international community however cannot be a 100 percent as the Philippines will also have to ensure that it has some credibility in asserting its claims over portions of the sea that it claims as part of its sovereign territory. This can only be done through military assertion should China become belligerent. China however undoubtedly outnumbers the Philippines in terms of military assets and personnel. One way of partially addressing the problem of lack of advantage in terms of military might, is to have a credible reserve force.

The current situation between Ukraine and Russia is also a wake-up moment on the legitimate need for a strong reserve force in the Armed Forces of the Philippines.

Although diplomacy should still remain to be the priority for the Philippines, a strong reserve force should likewise be given emphasis in order for the Philippines to have the credibility in order to defend its own territory and sovereignty.

## V. CURRENT SOURCE OF RESERVISTS

*"...It is a proud privilege to be a soldier – a good soldier ... [with] discipline, self-respect, pride in his unit and his country, a high sense of duty and obligation to comrades and to his superiors, and a self confidence born of demonstrated ability."*

*-General George S. Patton Jr.*

The Armed Forces of the Philippines Major Services namely the Army, Navy, Airforce, and the Technical Services is composed of active soldiers and reservists. Active duty members also known as organic members of the Armed Forces of the Philippines are full-time soldiers. Reservists, on the other hand, typically pursue civilian lifestyles with civilian jobs, with the understanding that they may be called upon at anytime to support the regular military which includes assistance in times of war, humanitarian or disaster relief operations as well as active duty in the regular force to provide additional manpower when deemed necessary, such as in the case of national emergencies.

Portions of Republic Act No. 7077 remain as law as this was not amended or modified by Republic Act No. 9163. Section 12, Article 5, of Republic Act No. 7077 for instance breaks down and categorizes reservists and their units based on various criteria cited by this law. First Category Reservists are those who are able bodied reservists aged eighteen (18) years of age up to thirty five (35) years of age, inclusive. The Second Category Reservists are composed of able bodied reservists aged eighteen (36) years of age up to fifty one (51) years of age, inclusive. Lastly, the Third Category Reservists are those able bodied reservists aged above fifty (51) years of age. The author is proud to be a member of the Technical Working Group under the Office of the Deputy Chief of Staff for Reservist and Retirees Affairs, Armed Forces of the Philippines, that is currently working on the Draft Implementing Rules and Regulations of Republic Act No. 7077.

As to classification of reservists and reserve units, Section 13, Article 5, of Republic Act 7077 clearly cites the classification of reservists based on their operational readiness for immediate deployment or mobilization. The first classification are the Ready Reserve or those who are physically-fit and tactically-current reservist personnel that are always on constant alert and training ready to mobilize once a mobilization order has been given.

The second classification are the Standby Reserve composed of reservist personnel who do not maintain any training in specialization qualifications

but serves as the base for expansion, support and augmentation to the Ready Reserve Force as needed. The last classification are the Retired Reserve who are composed of citizens and former Armed Forces of the Philippines personnel that are qualified for retirement either by length of service or age.

According to the latest available data, there has been a significant reduction in the number of students enrolling in ROTC since the ROTC controversy that arose in the year 2001. From more than 800,000 enrolled cadets during the 1999-2000 school year, ROTC enrollment has dropped to 150,000 as of 2011. During the first quarter of 2011, 500 colleges and universities were participating in the ROTC program. This is a sharp decline from the 200,000 schools offering ROTC before the National Service Training Program was enforced.



According to the Commission on Higher Education, the ROTC component of NSTP has produced 1,435,000 graduates over a ten-year period from 2002 to 2012. In comparison, the other components of NSTP aside from the ROTC Program has produced 8,614,000 and 538,700 graduates respectively.

Due to the reduced number of reservists being produced from the ROTC Program, the Armed Forces of the Philippines have relied on previously issued circulars by its General Headquarters ("GHQ") to recruit reservists from other sources. GHQ Circular Number 30, AFP dated December 7, 1987 for instance provided for the procurement and appointment of reserve officers from Advanced ROTC programs, and technical professionals such as lawyers, doctors, and

and nurses for the Judge Advocate General Services, Medical Corps, Nurse Corps, Dental Service, and Medical Administrative Corps. Another regulation was GHQ Circular Number 3, AFP dated September 25, 1997, which provides for the commissioning of elected officials and presidential appointees in the reserve force. GHQ Circular Number 6, AFP dated June 3, 1995 also provided for the Armed Forces of the Philippines Affiliated Reserve Units Program which allows for the recruitment of those employed in vital public utility or service like, any establishment, firm or corporation which provides services to the public such as: electricity, gas telephone or telegraph and land, air and water transportation. It also includes postal system, water works and sewerage, shipyards, motorized fishing fleet, hospitals, clinic facilities, related organization of the media, architectural and engineering firms. GHQ Circular Number 14, AFP dated Jan 14, 1975 also provides for the commission with the rank of Lieutenant Colonel in the reserve of National Defence College of the Philippines civilian graduates. Lastly, GHQ Circular Number 16 dated July 27, 1990 also provided for the appointment of the deserving Non-Commissioned Officers in the grade of Second Lieutenant or Ensign for the Philippine Navy in the reserve force, under Republic Act No. 718.

Despite the above measures to try to supplement the number of reservists, the same however still could not increase the number of reservists to the level prior to when ROTC was a mandatory course for male colleges and universities before the year 2001.

## V. CONCLUSION AND RECOMMENDATION

*“Young men go to war. Sometimes because they have to, sometimes because they want to. Always, they feel they are supposed to. This comes from the sad, layered stories of life, which over the centuries have seen courage confused with picking up arms, and cowardice confused with laying them down.”*

— Mitch Albom, *The Five People You Meet in Heaven*

The ROTC program may have its flaws prior to the year 2001 but most of its flaws arose from improper implementation and lack of supervision on the conduct of training to the cadets. The original spirit on why the ROTC Program was put in place however

rings true and relevant even up to today. The ROTC Program encourages volunteerism and patriotism. On June 25, 2013, the Association of Generals and Flag Officers Inc. or AGFO has in fact issued a Board Resolution calling for the revival of the ROTC where they took the position “that the present National Service Training Program (NSTP) that became the alternate program for the ROTC, are deemed insufficient to inculcate the values of discipline and patriotism required and do not address the military training ideally required of every citizen.”

The ROTC Program also fulfills the mandate of the government under Section 4, Article II of the 1987 Philippine Constitution, where the government may call upon the people to defend the State and, in the fulfillment, thereof, all citizens may be required under conditions provided by law, to render personal, military or civil service. The people however could not defend the State without proper training, which they can attain from the ROTC Program.

The 1987 Constitution calls on all citizens without discrimination on one’s gender. Requiring not only male, but also female college and university students to undergo the ROTC Program would also be consistent with the Gender and Development Law or Republic Act No. 9710 in terms of being all-inclusive to everyone who are able to serve the country. It is also consistent with women empowerment which has been defined in Section 4 of Republic Act No. 9710, as follows: “

### **SECTION 4. DEFINITIONS- For purposes of this Act, the following terms shall mean:**

“Women Empowerment” refers to the provision, availability, and accessibility of opportunities, services, and observance of human rights which enable women to actively participate and contribute to the political, economic, social, and cultural development of the nation as well as those which shall provide them equal access to ownership, management, and control of production, and of material and informational resources and benefits in the family, community, and society.”

Section 15 of Republic Act No. 9710 likewise states the following:

### **SECTION 15. WOMEN IN THE MILITARY**

The State shall pursue appropriate measures to eliminate discrimination of women in the military, police, and other similar services, including revising

abolishing policies and practices that restrict women from availing of both combat and noncombat training that are open to men, or from taking on functions other than administrative tasks, such as engaging in combat, security-related, or field operations. Women in the military shall be accorded the same promotional privileges and opportunities as men, including pay increases, additional remunerations and benefits, and awards based on their competency and quality of performance. Towards this end, the State shall ensure that the personal dignity of women shall always be respected.”

This is consistent with Section 2 of Republic Act No. 9710 also known as the Magna Carta for Women, which is partially quoted below:

### SECTION 2. DECLARATION OF POLICY

Recognizing that the economic, political, and sociocultural realities affect women’s current condition, the State affirms the role of women in nation building and ensures the substantive equality of women and men. It shall promote empowerment of women and pursue equal opportunities for women and men and ensure equal access to resources and to development results and outcome. Further, the State realizes that equality of men and women entails the abolition of the unequal structures and practices that perpetuate discrimination and inequality. To realize this, the State shall endeavor to develop plans, policies, programs, measures, and mechanisms to address discrimination and inequality in the economic, political, social, and cultural life of women and men.”

The ROTC Program is also not about militarizing the youth. In times of national calamities, ROTC graduates may be mobilized by the government to supplement and assist the regular units of civilian and military operators in search and rescue efforts. This is more relevant today considering the negative effects being faced by the Philippines due to climate change and global warming. In fact, ROTC Programs have topics focused on search and rescue aside from community defense. The Program of Instruction for the ROTC component includes lectures, field works, and practical exercises focusing on the organization of the Armed Forces of the Philippines, basic military principles and theories, customs and traditions in the military service, human rights, disaster and relief operations, basic survival, anti/counter terrorism, defensive techniques, team building, weapons familiarization, drills and ceremonies, among others. The notable non-armed threats that have wreaked havoc in Central and Eastern Visayas particularly the

7.2 magnitude earthquake that shattered Bohol and Cebu provinces and the super typhoon Yolanda that devastated many parts of Eastern Visayas especially Tacloban City are wake up calls for our defense establishment’s capability to respond credibly to such non-traditional military roles. Even more recent was Typhoon Odette which hit Central Visayas last December 16, 2022 resulting to a power blackout of more than 2 months. With a revitalized curriculum, the ROTC Program is the best vehicle for community-based disaster preparedness because the ROTC cadets have the command structure and training for disaster risk reduction and management and search and rescue operations. It is further proposed that for female college and university students, the NSTP Program that they enroll in should also cover disaster preparedness and search and rescue operations, for them to also assist in national calamities.



Among the objectives of the recently issued Department of National Defense Circular No. 3 dated April 11, 2013 regarding the Implementing Rules and Regulations of the Revised AFP Modernization Act 10349, are the development of the capability of the AFP to uphold the sovereignty and territorial integrity of the Republic and to secure the national territory from all forms of intrusion and encroachment and the enhancement of the capability of the AFP to protect the Filipino people not only from armed threats but from the ill effects of life-threatening and destructive consequences of natural and man-made disasters and calamities, including typhoons, earthquakes, volcanic eruptions, major accidents in far-flung or inaccessible terrain or at sea, and from all forms of ecological damage. Aligned with these objectives is the Revised AFP Modernization Program Force Restructuring and Organizational Development component which “shall develop the Armed Forces of the Philippines into a compact, efficient, responsive and modern force with the capability to engage in conventional and/or unconventional warfare, disaster

relief and rescue operations, and contribute to economic development and other non-traditional military roles”.

As mentioned above, reviving the ROTC Program as a mandatory course for male and female college and university students would also provide the Philippines with a minimum credible defense on its territorial disputes with China in the West Philippine Sea. In April 2015, then presidential candidate and now President of the Philippines Rodrigo Duterte “proposed the revival of mandatory military training for male college students to augment government forces in the face of Chinese aggression in the disputed West Philippine Sea.”

In his statement, President Duterte argued that “the Philippines cannot rely solely on its mutual defense treaty with the U.S.,” and therefore needs to “build up a credible self-defense force.” The following proposed bill is therefore recommended for Congress to consider, which is a modified version of House Bill No. 2336 from the Sixteenth Congress filed on August 7, 2013 by House of Representative Sherwin Gatchalian of the First District of Valenzuela City:

House Bill No. \_\_\_\_\_

AN ACT TO AMEND REPUBLIC ACT NO. 9163 TO REINTRODUCE AS A MANDATORY COURSE THE RESERVE OFFICER TRAINING CORPS (ROTC) FOR ALL COLLEGE AND UNIVERSITY STUDENTS AND TO MANDATE THE INCLUSION OF SEARCH AND RESCUE OPERATIONS, DISASTER PREPAREDNESS AND DELIVERY OF HEALTH SERVICES IN THE ROTC PROGRAM AND IN ALL OTHER NATIONAL SERVICE TRAINING PROGRAM (NSTP) OFFERED COURSES.

Be it enacted by the Senate and the House of Representatives of the Philippines in Congress assembled:

### **SECTION 1. STATEMENT OF POLICY**

- a) It is the policy of the State to serve and protect the people. The government may call upon the people to defend the State and, in fulfillment thereof, all citizens may be required, under conditions provided by law, to render personal, military, or civil service;
- b) The State recognizes the role of the youth in nation building and shall promote and protect their physical, moral, spiritual, intellectual and social being. It shall inculcate in the youth patriotism and nationalism, and encourage their involvement in public and civil affairs; and

- c) The State shall ensure that the youth shall be trained on how defend and protect the State in times of national emergencies or calamities should the need arises in the future.

### **SECTION 2. COVERAGE**

The conduct of the ROTC Program shall apply to all students enrolled in colleges, universities, and technical or vocational schools. All students shall be required to complete the ROTC for an academic period of two (2) years.

### **SECTION 3. ESTABLISHMENT OF THE ROTC AND INCLUSION OF SEARCH AND RESCUE OPERATIONS, DISASTER PREPAREDNESS, AND DELIVERY OF HEALTH SERVICES IN THE PROGRAM OF INSTRUCTION IN BOTH ROTC AND OTHER NSTP COURSES**

There is hereby established a mandatory ROTC Program for all college, university, technical or vocational school students. The ROTC shall form part of the curriculum of all college and university degree courses as well as technical or vocational courses, and shall be a pre-requisite for graduation.

The Program of Instruction of both ROTC and NSTP Courses shall include subjects in search and rescue operations, disaster preparedness, and delivery of health services. Existing NSTP Courses shall be revised to include said mandated topics to comply with this Act.

The Department of National Defense (DND) with the Commission on Higher Education (CHED) and the Technical and Skills Development Authority (TESDA) and other concerned government agencies shall formulate the ROTC Program of Instruction including the above mandated subjects and adopt the rules and regulations to effectively carry out the objectives of this Act. The school authorities shall, with the DND, CHED, and TESDA provide close coordination, and administrative supervision to ensure the fitness and well-being of the students to undertake the training.

### **SECTION 4. FUNDING**

The funds for the establishment, maintenance, and operation of the ROTC shall be provided for in the general appropriations act of the DND.

### **SECTION 5. PERSONS DISQUALIFIED OR EXEMPTED FROM THIS ACT**



1. Students who are physically or psychologically unfit, as certified by the Armed Forces of the Philippines medical officer and/or medical personnel of the academic institution where the concerned student is enrolled. A certification from a private licensed physician may be considered subject to verification by an Armed Forces of the Philippines medical officer and/or medical personnel of the academic institution where the concerned student is enrolled.

2. Students who are active members of the AFP and the PNP.

3. Those who may be exempted from training for other valid reasons which may be authorized jointly by the DND and the academic institution where the concerned student is enrolled in.

Persons who are disqualified or exempted from this Act to undergo the ROTC Program shall enroll themselves with other NSTP Courses.

Section 6. Transitory Provision – This Act shall apply in the year following its approval. Any male student enrolled and undertaking any component of the NSTP shall be allowed to continue and complete the program.

Section 7. Repealing Clause – All other laws, executive orders, presidential decrees, rules and regulations inconsistent with any provisions of this Act is hereby repealed, amended or modified accordingly.

Section 8. Effectivity – This Act shall take effect within fifteen (15) days following its publication in at least two (2) newspapers of general circulation.

It is therefore respectfully submitted that with proper implementation of the ROTC Program and by making it once again mandatory to all college and university students, it can help instill discipline, patriotism, and volunteerism to the youth of the country and at the same time add on to our reserve forces to not only supplement our active personnel in the Armed Forces of the Philippines in times of impending war, but also to assist in disaster relief and rehabilitation efforts in times of national emergencies other than war.

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# *Maneuver Warfare in the 21st Century: A Case Study of Indirect Approach to Warfighting*

by LTC JO-AR A HERRERA INF (GSC) PA

## **I. INTRODUCTION**

The war on terrorism launched by the United States of America (USA) forces after the 9/11 suicide attack by Al-Queda challenged the “end of the cold war” outlook of a globalized, post-conflict environment that promotes geopolitical stability, socioeconomic advancement, and peacetime condition. This condition has changed vastly as the current and future operational environment characterizes multidimensional challenges resulting in peaceful competition to a broad spectrum of conflict or full-scale high-intensity warfare.

The post-cold war environment is a near absence of open warfare between forces of nation-states and massed combatants on the battlefield. This paper seeks to answer the relevance of the concept of Maneuver Warfare today and will look into cases of war on terrorism involving the Philippines, USA, and Singapore to illuminate and clarify the hypothesis that the concept of Maneuver Warfare grows increasingly irrelevant in the 21st Century. This study benchmarks on the perspectives and insights promoted by Robert Leonhard in his compelling book, *The Art of Maneuver: Maneuver-Warfare Theory and AirLand Battle*.

## **THE MANEUVER WARFARE AS A WARFIGHTING PHILOSOPHY**

According to Robert Leonhard, Maneuver Warfare is a philosophy that seeks to defeat the enemy by shattering his moral and physical cohesion rather than destroying him physically through incremental attrition. It encompasses all means, including offensive and defensive operations. Leonhard also stressed that Maneuver Warfare is not restricted to maneuver forces such as armor and infantry forces. Sun Tzu, the famous military scholar, influenced past and present military thoughts and thinking to which Robert Leonhard described the scholar’s *Art of War* as a critical element of the evolution of maneuver theory. The enemy’s will to fight of the enemy involves

emotional, psychological, and mental characteristics. Similarly, the physical capabilities comprise relative combat power that encompasses physical, informational, and leadership. The focus of Maneuver Warfare is to erode the enemy’s will to fight and heightens attacking the adversary’s cognition and morale rather than their physical capabilities.

## **WAR ON TERRORISM: FIGHTING A SOPHISTICATED ENEMY**

The rise of the Islamic State of Iraq and Syria (ISIS) forces a worldwide, magnified view of the radicalized violent groups’ ideology to establish an Islamic state. While the USA and allied countries’ campaigns in Iraq and Syria immobilized and defeated ISIS forces, the Philippine government defeated ISIS-inspired groups in the battle of Marawi. Similarly, Singapore’s Whole-of-Government Approach dismantled terrorist organizations and prevented hostile acts.

Reflecting on these circumstances, the concept of Maneuver Warfare is still incredibly relevant as manifested in the war against global terrorism. Maneuver Warfare espoused three approaches to military victory as infinitely superior to the concept of attrition, namely: Preemption, Dislocation, and Disruption.

The most preferred approach to deal with an enemy in conventional and non-conventional tactics is preemption. Surgical air strikes and swift raids targeting terrorist bases in Afghanistan, Iraq, Pakistan, and Syria became part of the US doctrine for pre-emptive attacks against enemy formations. The use of technology-based weapon systems, like unmanned aerial vehicles and air-launched cruised missiles with a range of more than 200 kilometers, paved the way for their ability to conduct a precision strike.

## **THE WHOLE-OF-GOVERNMENT APPROACH**

The Singapore government used an integrated and

digitally linked intelligence system to track terrorist organizations. When the Jemaah Islamiyah (JI) established a cell in Singapore in 1989, their government initiated several preemption operations to attack the enemies before launching terror activities. With a strong intelligence network, Singaporean enforcers were able to dismantle the terrorist cell in the country. In 2001, the Singapore government averted several terror attacks, taking for example a plan to detonate six truck bombs that targeted embassies and government infrastructures.

The Singaporean authorities implemented a Whole-of-Government approach through an Internal Security Act which led to the arrest of 58 suspected local and foreign terrorists from 2014 to 2018. The kinetic and non-kinetic responses guided Singapore's zero-tolerance approach to terrorism, including the imposition of arrest and detention; restriction orders to deportations; protective security measures; counter-ideology; and terrorist rehabilitation and community engagement.

Leonhard emphasized that preemption is the most robust expression of the maneuver theory. It offers the government or military commanders the economic means of defeating the enemy. Above all, it values the significance of time and boldness in executing a given mission. These preemption efforts emphasize speed, accuracy, surprise, and the enemy's defeat without fighting or through minimal physical engagement.

## **THE BATTLE OF MARAWI**

The Philippine government employed joint, combined arms, and interagency operations to defeat the ISIS besieging the city of Marawi City. The military launched a hard and soft power approach that walloped and thrashed the enemy's will to fight through dislocation and disruption. The hard power approach included an estimated total of 77 armored vehicles, nearly 5,000 infantry and special operations troops, and joint with close air support (CAS) assets to dislocate the enemy from occupying critical terrains and vantage defensive positions. The application of Maneuver Warfare, through combined arms, pummeled and rendered the ISIS forces irrelevant and destroyed its will to fight. The impact of integrated fire and maneuver outpaced the enemy's morale and reduced its capability to counter-attack. The optimization of feint attacks, airmobile operations, and maneuver of forces helped in the positional dislocation of the enemy. The joint and combined arms operations synchronized and complemented the physical means to destroy the

enemy's critical vulnerability, leading to the disruption of its goal to establish an Islamic State in Mindanao, Philippines.

By applying new technology, a weapons system, innovative tactics, and capturing the enemy's logistics hubs and communication facilities paved the way for the isolation of ISIS' command and control system isolation. Joint Task Force. The JTF Marawi strategized to physically and psychologically contain physically and psychologically the main battle area. The intensified use of information operations became critical in attacking the enemy's cognitive, emotional, and psychological components. Furthermore, the combined arms operations synchronized and complemented the physical means to destroy its critical vulnerability.

The interagency operations augmented the soft power approach, including civil-military operations, information operations, and sustained dialogue and engagement with key influencers during the entire crisis in Marawi City. This soft power approach was critical in attacking the enemy's cognitive, emotional, and psychological components.

## **CONCLUSION**

The war on terrorism experiences of the Philippines, the USA, and Singapore provided an apparent and compelling reason for the relevance of Maneuver Warfare in the 21st Century. Maneuver Warfare emphasized an indirect approach to warfighting and operations to defeat the enemy. The downfall of ISIS through pre-emptive strikes, swift raids, offensive actions, and combined arms outpaced the enemy's morale and reduced its capability to counter-attack. Moreover, information operations is vital in Maneuver Warfare as it complements other lines of effort that emphasize attacking the enemy's leadership, cognition, and morale rather than physical capabilities.

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# Rectifying the Founding Anniversary of the Philippine Army

by COL RICHARD T SERVITO CAV (GSC) PA

*“The soldier is not known generally to be historian. For a long time, we have felt the need for an accurate and complete military history, but it was only recently that we have become history-conscious. The emerging role of the army as the catalyst of society calls for the study of the past military activities that the present role of the army could be better understood and assessed.”*

— Maj. Gen. Rafael G. Zagala AFP  
Commanding General, PA  
14 January 1974

The Philippine Army (PA), or the Hukbong Katihan ng Pilipinas, has existed for over a hundred years. It's rich and glorious history is written in blood shed by its early freedom fighters and its modern-day warriors to liberate their beloved motherland - first from the clutches of oppressive colonial rule and occupation, then by internal threats that undermine the peace and security of the people they have sworn to serve and protect. From the time it was constituted, it has proven its worth not only as a credible fighting force to reckon with, but also as an established professional army in the family of sovereign nation states. The victories and defeats it has experienced on countless battles, campaigns, and wars fought only show how the land force of the Republic of the Philippines survived and struggled to exist. Throughout this time, the Army has gained the recognition it deserves - from being a militia up to what it wants to become, that is, a world-class Army that is a source of national pride.

One of the Strategic Objectives of the Army Transformation Roadmap (ATR) is to develop and communicate a brand image consistent with the Core Values of the PA. To develop and communicate the PA's brand image, it should consider revisiting its humble beginning as a noble and highly regarded institution and relate its guiding principles from when it was first organized as the first army of the Filipino people to its current core values: Honor, Patriotism and Duty.

Do the current core values of the PA reflect the kind of army it was when it was first conceived? Is March 22nd really the appropriate day to celebrate Army Day? As

the PA transforms itself into a world-class Army that is a source of national pride, it is timely to allow its members to look back on its rich and glorious history as a noble and highly regarded institution which the Filipino people can really be proud of.

## BACKGROUND

The PA celebrates Army Day every March 22nd. Numerous activities are always lined up to celebrate this historic event in every PA camp, as well as in some isolated detachments throughout the Philippine archipelago. But how deep is the appreciation and understanding of every officer, enlisted personnel (both active and inactive), civilian employee, and trainee on the military history of their organization?



The PA recognizes that its glorious history as a military organization originates from the Katipunan Army when it adopted its official seal in 1978 and in 2017. The green Baybayin script (letter K) inside the



Conference the reasons for changing Army Day from March 22nd to July 7th, citing historical accounts and facts that were available at that time. The Executive Officer of OG3,PA, who presided the conference on behalf of the Deputy G3,PA, advised the resource person to conduct further research on the matter before CG,PA approves the recommendation. Regarding the recommendation to change the year on the PA seal from 1897 to 1892, it was yet to be considered when it was presented to the PA Heraldry Board during its deliberation on 23 April 2013. Since the correct date of the founding anniversary of the PA was still subject to further studies and intensive research, the PA Heraldry Board approved to adopt another option to correct the PA Seal by removing the year all together. The new PA Seal, without the year, was endorsed by the HPA to the General Headquarters AFP (GHQAFP), wherein it was presented during the deliberations made at the AFP Heraldry Board and subsequently approved by GHQAFP on 20 July 2016.

## **CELEBRATING ARMY DAYS**

The PA used to celebrate the Army Day every January 10th of every year. This was the date when the Army of the Philippines was established by the Commonwealth of the Philippines by virtue of Executive Order No. 11, dated January 10, 1936. The annual celebration during the American colonial period was interrupted when the Philippine Islands was occupied by Imperial Japan for three years. Celebration of this occasion resumed only after World War II and continued during the succeeding years. Almost two decades later, the PA stopped adopting January 10th as Army Day after celebrating its 26th anniversary held on January 11, 1962 at Fort William McKinley, Rizal Province. Subsequently, on March 22 of the following year, the PA started adopting March 22nd of every year as its anniversary, celebrating its 66th Organization Day at Fort William McKinley. The sudden change from celebrating Army Day to Organization Day was to recognize March 22nd as the anniversary of the Revolutionary Army that was organized as a result of the Tejeros Convention held on March 22, 1897.

Four years later, March 22, 1967 was declared as the Philippine Army Day and General Emilio Aguinaldo Day, pursuant to Proclamation No. 184. The day was also declared as a special public holiday in the Provinces of Rizal, Pampanga, Bulacan, Nueva Ecija, Tarlac, Laguna, Cavite, and Batangas and in the Cities of Manila, Quezon, Pasay, Caloocan, Angeles, Cabanatuan, Palayan, San Pablo, Cavite, Tagaytay, Trece Martires, and Lipa to give its residents an opportunity to celebrate the event with appropriate ceremonies.

The Philippine Army Day and General Emilio Aguinaldo Day was celebrated only in 1967, two years after Aguinaldo died.

The PA has been celebrating March 22nd as Army Day since 1963. However, in 1983, by virtue of Proclamation No. 2325, the AFP started observing the Armed Forces of the Philippines Day every March 22nd as well; this is to recognize its shared history with the PA when it traced its origin to the Tejeros Convention. This was the reason why the Chief of the Army Historical Division, during that time, revisited the history of the PA to determine the appropriate date to celebrate Army Day. Since the AFP wanted to adopt March 22nd as the Armed Forces Day, his office recommended that the PA should adopt July 7th as the date to celebrate Army Day; this is to recognize the origins of the present-day PA from the Katipunan Army raised by Bonifacio.

Celebrating the joint anniversary of the AFP and the PA didn't last long - in 1989, the AFP and the PA parted ways in celebrating its short-lived joint anniversary by virtue of Proclamation No. 447. Since then, the AFP started celebrating Armed Forces Day every December 21st as the date when Commonwealth Act No. 1, or the National Defense Act of 1935, was signed into law, thus establishing the Army of the Philippines. The PA continued to celebrate Army Day every March 22nd. It should be understood that Commonwealth Act No. 1 clearly mentioned the establishment of the "Army of the Philippines" and not the "Armed Forces of the Philippines." What was organized according to the plan of Douglas MacArthur, who was appointed as Field Marshal of the Army of the Philippines, was an army composed of a small Regular Force (with its own air and maritime components, i.e., the Air Corps and the Off-Shore Patrol respectively) but with a large Reserve Force. The AFP and the PA were not the only military institutions that experienced changes on its respective founding anniversaries.

The Philippine Navy (PN) used to celebrate the Navy Day every February 9th, the day when the Off-Shore Patrol, under the Army of the Philippines, was created in 1939. But in 1981, it was changed to June 23rd in reference to the creation of the Revolutionary Navy in 1898. In 1997, by virtue of Administrative Order No. 322, the PN adopted April 17th as its founding anniversary in time for the Philippine Centennial celebration, wherein the first Filipino navy came into existence when the Department of the Foreign Affairs, Navy and Commerce was created during the Naic Assembly in Cavite on April 17, 1897. However, after the Philippine Centennial celebrations from 1997 to 1999,

the PN again reviewed its history and adopted May 20th as Navy Day. This is to celebrate the historic event in 1898 when the Revolutionary Navy (re-established on the orders of Aguinaldo after his exile from Hong Kong) raised the Philippine Flag for the first time on their first naval vessel named Magdalo. The Magdalo was a former Spanish Navy pinnace captured by the American Navy after the Battle of Manila Bay.

In the case of the Philippine Air Force (PAF), Air Force Day was celebrated every January 2nd when the Philippine Constabulary Air Corps was created in 1935. This was then changed to May 2nd to recognize the historic event in 1936 when the locally assembled Stearman 73L-3 biplane of the Philippine Army Air Corps successfully conducted its first test flight. But in 1989, Air Force Day was changed to July 1st by virtue of Proclamation No. 397. This was the date when the AFP was created as one of the bureaus under the Department of National Defense and the PAF was raised to the category of a major command of the AFP on July 1, 1947 with the Philippine Army Air Force as its nucleus. The establishment of the AFP and the PAF was in accordance with Executive Order No. 94 or the Revised Administrative Code of 1947.

These are the significant milestones on why the PA celebrates March 22nd of every year as Army Day. However, the Army Family - composed of its officers, enlisted personnel, civilian employees and dependents - should have a deeper understanding and appreciation on the history of the institution where they belong.

Unfortunately, there are still questions left behind on why the historic event that transpired on March 22, 1897 remains controversial and contentious, especially for some historians, academicians, scholars, politicians, and even students of Philippine history. The PA also needs to revisit its past to establish its historical foundation in a correct perspective to develop its institutional pride as it transforms into a world-class Army that is a source of national pride. There can be no institutional pride if the PA cannot recognize and understand the lessons of its own history, particularly on what really transpired during the controversial Tejeros Convention in Cavite. There are more stories in the pages of the PA's history that needs to be unfolded as they remain untouched and are waiting to be revealed, be it on the brighter or darker sides.

By knowing their history, the Army Family will appreciate the past, understand the present, and see clearly the future. With these, they will have a deeper sense of pride in the PA.

## THE TEJEROS CONVENTION

On March 22, 1897, a meeting was held gathering the two factions of the Katipunan, the Magdiwang and the Magdalo, at the administration building of the friar estate in Tejeros, San Francisco de Malabon. The intention, according to the memoirists Artemio Ricarte and Santiago Alvarez, was twofold. First, there was a need to discuss the ways in which to defend the liberated territory of Cavite against the Spanish offensive led by General José de Lachambre and second, to elect a revolutionary government. The meeting was first presided over by Jacinto Lumberas, a member of the Magdiwang faction, who would later yield the chair to Bonifacio when it came time to address the reorganization of the revolutionary government. The Katipunan, a secret society that aimed to attain independence for the Philippines, was a well-organized revolutionary movement with its own structure and officers as well as an established system that included provincial units. However, during the Imus assembly of December 31, 1896, proposals to either transform and revise the organization of the Katipunan or replace it with a revolutionary government organization were fomented.

Only three months since the Imus assembly had convened, Bonifacio once again took his place as presiding officer for the same purpose of assessing the kind of governing structure the Katipunan needed to best fulfill its goals. In Imus, no resolution was made despite an attempt to determine what the revolutionary government would be. Tejeros, on the other hand, successfully embodied the aforementioned government by holding elections that yielded the following:

1. Emilio Aguinaldo – President of the Government
2. Mariano Trias – Vice President
3. Artemio Ricarte – Captain General
4. Emiliano Riego de Dios – Director of War
5. Andres Bonifacio – Director of the Interior

Though there is no exact listing of the delegates present at the time, Santiago Alvarez' account shows the following twenty-six delegates:

1. Mariano Alvarez (Noveleta)
2. Pascual Alvarez (Noveleta)
3. Santiago Alvarez (Noveleta)
4. Andres Bonifacio (Manila; staying in San Francisco de Malabon)
5. Severino de las Alas (Indang)
6. José del Rosario (Tanza)
7. Teodoro Gonzales (Manila, staying in San Francisco de Malabon)



8. Jacinto Lumbreras (San Francisco de Malabon)
9. Diego Mojica (San Francisco de Malabon)
10. Pablo Mojica (San Francisco de Malabon)
11. Santos Nocon (San Francisco de Malabon)
12. Artemio Ricarte (Batac, Ilocos Norte; living in San Francisco de Malabon)
13. Emiliano Riego de Dios (Maragondon)
14. Santiago Rillo (Tuy, Batangas; formerly Maragondon)
15. Luciano San Miguel (Noveleta)
16. Mariano Trias (San Francisco de Malabon)
17. Ariston Villanueva (Noveleta)

These were the members belonging to the Magdiwang faction while the following belonged to the Magdalo group:

1. Baldomero Aguinaldo (Kawit)
2. Crispulo Aguinaldo (Kawit)
3. Felix Cuenca (Bacoor)
4. Tomas Mascardo (Kawit)
5. Antonio Montenegro (Manila; staying in Imus)
6. Sixto Sapinoso (Imus)
7. Daniel Tirona (Kawit)
8. Cayetano Topacio (Imus)
9. Licerio Topacio (Imus)

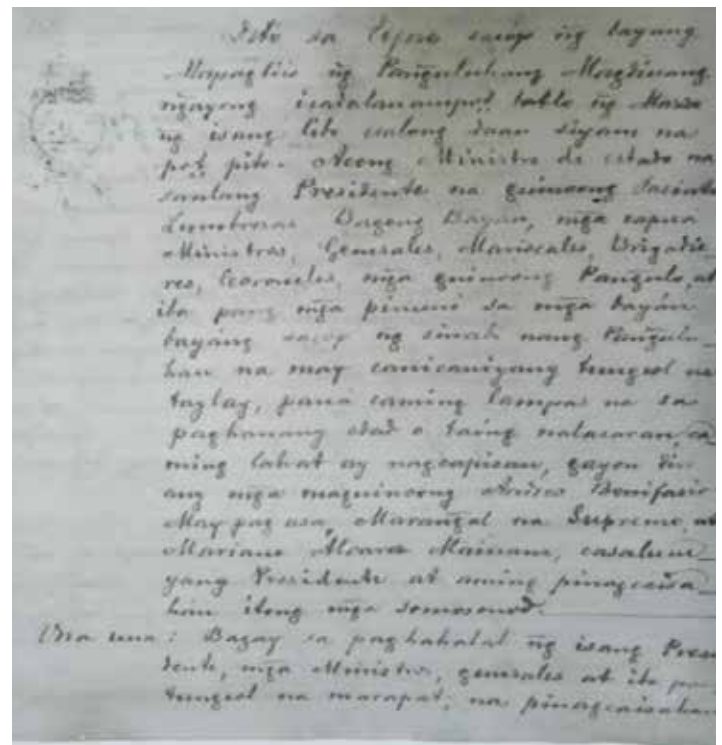
Though the elections yielded results, Mariano Alvarez, in a letter to his uncle-in-law, noted that fraudulence marred the voting process:

*"... Before the election began, I discovered the underhand work of some of the Imus crowd who had quietly spread the statement that it was not advisable that they be governed by men from other pueblos, and that they should for this reason strive to elect Captain Emilio as President."*

Intriguing as these events are, they would not, however, capture the imagination of people as expected as it was greatly upstaged, in memory at least, by the ensuing tiff that occurred between Bonifacio and Daniel Tirona. The latter raised provocations when he insinuated that Bonifacio was unfit to take on his position, owing to a lack of credentials. Instead, he raised his voice calling for the election of one Jose del Rosario — a lawyer. At this instance, the proverbial salt had been rubbed against the wound for what vexed Bonifacio most was not so much the attack on his credentials but rather, the lack of due process. He had, after all, reminded the assembly gathered at Tejeros that the will of the majority — however divergent from each individual's, must be respected at all costs. His resolve would, a day later, become manifested in a document called the Acta de Tejeros, which

proclaimed the events at the assembly to be disorderly and tarnished by chicanery. Signatories to this petition rejected the republic instituted at Tejeros and affirmed their steadfast devotion to the Katipunan's ideals. This declaration and the intention of starting a government anew would later cost Bonifacio his life. He would be tried for treason and sentenced to death at Maragondon, Cavite.

Contentious as the events surrounding Tejeros are, both in intention and outcome, it was undoubtedly a pivotal moment in Philippine revolutionary history. The first school of thought argues that apart from organizational structure and personality politics, Tejeros would betray the realignment in the leadership and goals of the revolution.



Acta de Tejeros Source: Carlos Ronquillo, *Ilang talata tungkol sa paghihimagsik nang 1896-1897*, edited by Isagani R. Medina

## JULY 7TH AS ARMY DAY

Our military history recognized that the Katipunan was the one that humbly raised its own indigenous army, which was national in character, by starting out as a militia composed of patriotic individuals regardless of their social status in life, whether they belonged to the ilustrados or poorly educated, whether they were rich or poor. It also united the Filipino people to fight the Spanish colonizers and gain independence through an armed revolution. Its army also gave birth to the Filipino nation which, through the

years, continued to serve its people and secure its land be it in peace, crisis, or war. Historical records already revealed that the Katipunan was the institution that laid the basic foundation for the establishment of a united Filipino army organized in Manila, not in Cavite.

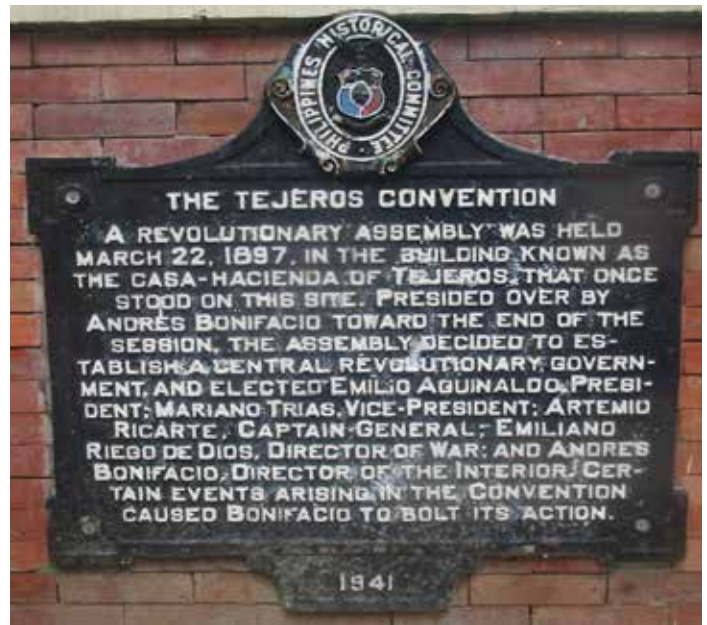
The main reason why March 22nd was adopted as the Army Day was because the Revolutionary Army was organized during the Tejeros Convention on that day of 1897 at the former friar estate in Tejeros, San Francisco de Malabon (now part of Rosario), Cavite. Apparently, no army was organized during that event since historical accounts only mention the election of Ricarte as Capitán General of the Revolutionary Government, which was being formed during that convention. However, no document nor minutes of the meeting was produced stating therein if an army was really organized during that event. Even the historical marker installed on the site only mentioned the occurrence of a revolutionary assembly, not the founding of a new army. Bonifacio, the Supremo of the Katipunan, who was presiding the Convention on that day had already declared that the election proceeding was null and void due to election fraud. Ricarte quoted Bonifacio in Tagalog saying in a loud voice:

*“I, as president of the session, and also as president of the supreme council of the Katipunan as you all know, declare this assembly closed, and annul everything that has been done therein.”*

Aside from the personal accounts of Alvarez, Ricarte admitted that he protested his assumption into office as Capitán General under the supposed revolutionary government of Aguinaldo due to an obstruction in the election where the real will of the masses had not been complied and a majority of the chiefs from other provinces were absent during the Tejeros Convention.



Historical Marker of the Tejeros Convention



Historical Marker of the Tejeros Convention. Source: Photo by COL RICHARD T SERVITO.

July 7th as Army Day. Why not? According to recent historical findings, surviving documents of the Katipunan, which has been kept for more than a century, was finally revealed. The Katipunan founding document, which was handed to the Spanish colonial authorities during the Revolution in 1896, were soon discovered in the possession of Archivo General Militar de Madrid in Spain. Some Katipunan documents were also in the possession of John Roger M. Taylor, a captain of the 14th Infantry Regiment of the U.S. Army, which was made part of the so-called Philippine Insurgent Records, as well as those from the Watson Collections, while some were stored in microfilm at the National Library of the Philippines.

As early as January 1892, a plan was already conceived by Bonifacio and his group when they drafted the Katipunan founding document that will organize an army called *jocbo* (*hukbo*) and proclaim the entire Archipelago separate from Spain. On July 7, 1892, the plan, in accordance with the Katipunan founding document “*Casaysayan, Pinagcasunduan; Manga daquilang cautusan,*” took effect when the Katipunan was officially organized along with the *hukbo* or army (which eventually became the Katipunan Army before the outbreak of the Revolution in August 23, 1896). With Tondo serving as its secret base in Manila, the Katipunan quickly spread in the provinces on the islands of Luzon, Panay, and Mindanao. According to Palanca awardee and historical writer Adrian E. Cristobal, Bonifacio issued a document authorizing one of the first Katipunan members Restituto Javier to establish a KKK chapter in

Mindanao. The Supreme Council of the Katipunan was given the authority to appoint a war leader in each province who would take charge of the soldiers. However, if there were only few soldiers, only a soldier may be appointed. Each war leader was duty bound to choose his representative subordinates with the approval of the Supreme Council of the Katipunan. According to the National Commission on the Culture and the Arts, when the Revolution broke out, a group of deportados staged a mutiny in Lanao against the Spanish conquerors. They were later joined by lumads in Agusan and left Mindanao to join the katipuneros of Luzon.

The PA also recognized, as stated on its basic doctrine, that the Katipunan founded by Bonifacio was the nucleus of the Revolutionary Army and considered as the forerunner of the present-day PA. Furthermore, it cannot be denied that even the AFP recognized Bonifacio as the “Father of the Philippine Army.” Extracted from the letter of Padre Celestino de las Huertas, O.F.M., which was part of Appendix No. 221 of the Watson Collections, revealed that Bonifacio was the General-in-Chief of the Katipunan Army. According to the different publications of historians Milagros Guerrero and Zeus Salazar, it was affirmed that Bonifacio, aside from being the chief military strategist, had over-all command over the Katipunan Army. On May 14, 1949, former Fort William McKinley was turned over by the United States government back to the Philippine government. Eight years later, it became the permanent headquarters of the PA and, in honor of Bonifacio, the Father of the Philippine Army, it was later renamed to Fort Andres Bonifacio by the order of AFP Chief of Staff Gen. Alfredo M. Santos. Bonifacio’s statue and memorial made by the famous Filipino sculptor Eduardo Castrillo is proudly erected in front of the present location of HPA.

The Katipunan had originally intended that the semi-military organization be strengthened gradually and even introduce its own military doctrine, strategy, policy, and tactics. As part of its military strategy, a plano de combate (war plan) was prepared by Bonifacio and his appointed general of division Gen. Emilio Jacinto, which served as the basis for the Katipunan Army’s conduct of military operations against Spanish colonial forces. On military policy, the Katipunan Army adopted two of Bonifacio’s military policies, i.e., the Policy of Attraction and the Policy of Unity and Harmony. It is also interesting to note that when the Katipunan Army came into being, the domains or dimensions of warfare were only confined to land and sea. But the Katipunan had already an appreciation of the emerging third

domain or dimension of warfare --- the air. As part of their military tactics, the Katipunan Army utilized the air or skies when communicating with fellow katipuneros by lofting balloons, firing cohetes (skyrockets), and carefully planning the utilization of balloons to illuminate the night skies to signal the start of the Revolution in Manila. On August 29, 1896, the Katipunan Army attacked the town of San Mateo and won its first significant victory over Spanish colonial forces. Two months later, the horse cavalry unit under Major Jose Mojica successfully carried out their tactics on cavalry charge against a well-fortified Spanish garrison in Lian, Batangas. Another horse cavalry unit was organized in Mindanao when the Esquadrones de Voluntarios in Cagayan de Misamis became part of the Katipunan Army. The Katipunan even revived the use of Baybayin, an ancient Filipino script, in their messages, documents, banners, badges, and others, as coded symbols to preserve the secrecy of their organization. On military doctrine, Bonifacio adopted the 1896 edition of the Spanish *Ordenanza del Ejercito* to organize and discipline the Katipunan Army. This is in addition to the *Kartilya* and the *Dekalogo* of the Katipunan which served as the guiding principles of the katipuneros of the *hukbo*. Orders and circulars were also issued to the rank and file of the Katipunan Army covering matters such as the building of trenches and fortifications as well as the first military ranks which were conferred to some of its leaders.



*The First Balloon Flight in the Philippines and the Esquadrones de Voluntarios*

The Katipunan introduced the use of ranks for its members, a practice common to any standing military organization. The organizational structure of the Katipunan entailed three ranks of membership, with new members starting out as a katipon (member), then moving up to kawal (soldier), and eventually to bayani (patriot). The initial recruitment method applied by the Katipunan was called “Hasik”

or triangle method. In this method, members would recruit two new adherents (who would not know each other but the original member who took him in), thus building a network of “triangles”. Three months after the Katipunan was organized, it was observed that the triangle method of recruitment was slow, resulting to Bonifacio’s decision to adopt the two-tier sanggunian structure where members would be allowed to recruit as many persons as they could. Additionally, the organizational structure of the Katipunan was formed in small branches, governed by the sangguniang balangay, which would form larger provincial councils, governed by the sangguniang bayan. All these would be overseen by the kataastaasang sanggunian or Supreme Council of the Katipunan, which was composed of the pangulo (president), kalihim (secretary), tagausig (fiscal), tagaingat yaman (treasurer), and six kasangguni (councilors). It also had a legislative body known as the Katipunan Assembly with judicial power rested in the sangguniang hukuman. The Katipunan rank of membership identifying the kawal (soldier) with the gold medallion is still being utilized today and can be seen in the current officer and enlisted rank insignias, coat of arms, and the white nationality marking painted on various ground vehicles of the AFP, as well as in the current seal of the PA. This also includes the use of one of the ancient Filipino scripts called Baybayin.

The Katipunan provided badges of ranks for its officers in the hukbo. These were attached on their hats or caps, on their arms, and on their left breast. The badges of ranks were made to be used by those members of the Katipunan with ranks of majors, colonels, brigadiers, marshals, lieutenant generals, and generalissimo, as well as the ministers and the secretary to the generalissimo. The letter K of the Katipunan was conspicuously visible from these badges of ranks. During the outbreak of the Revolution in 1896, Bonifacio organized his war cabinet and appointed four leading katipuneros, namely: Aguedo del Rosario, Vicente Fernandez, Ramon Bernardo, and Gregorio Coronel to the rank of Heneral ng Brigada to lead and supervise the armed operations of the Katipunan against Spanish colonial forces.

Shortly after the outbreak of the Revolution in 1896, a new set of ranks and badges for the Katipunan Army was adopted. The ranks were worn as an armband or a patch on the left breast. These ranks were introduced to those holding the ranks of corporal, sergeant, lieutenant, captain, major, colonel, brigade commander, and head of the army. The design of the

ranks were later changed to a more systematic and military cuff ranks. These were used in a series of red braids and loops for officers and chevrons for lower ranking soldiers especially for those wearing Rayadillo uniforms. Officers and soldiers were appointed on the basis of how many men they brought with them. A leader from the barrio who volunteered with several friends could be designated as sergeant while the landowner who reported for duty with his tenants could be commissioned a lieutenant or a captain. The Katipunan policy of designating and commissioning individuals is still practiced today whenever a local government official, as well as private and public institutions, are being incorporated or affiliated to the AFP Reserve Force. On special occasions, the Security and Escort Battalion of the PA utilizes the modern-day Rayadillo uniform and headgear, which was patterned from what the Katipunan Army and the Ejercito en la Republica dela Filipina were previously using.



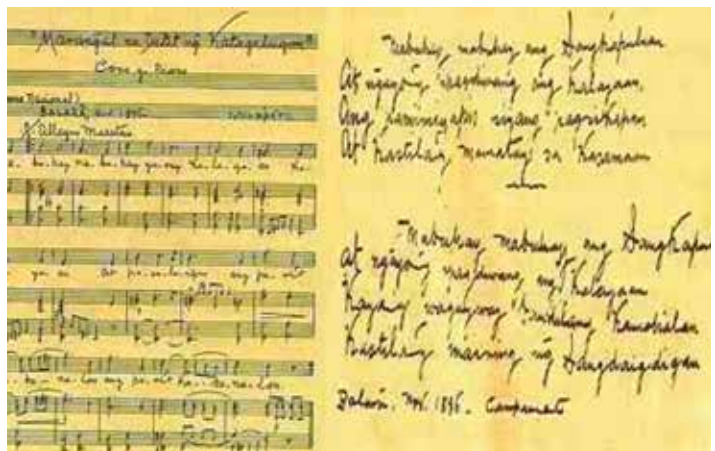
*The Ranks of the Katipunan Army. Source: Philippine Army Museum*

Barely four months after the Revolution broke out, Bonifacio issued an order defining the military organization of the Katipunan Army wherein a battalion is composed of five companies, consisting of 203 men, designated as katipon. In a battalion, the chief is commanded by a colonel, the second chief by a lieutenant colonel, with a major, a captain for every company, one lieutenant, two sergeants and four corporals, each having under him eight men. According to Spanish military writer Federico de Monteverde, Bonifacio was the one that instituted the military organization of the Katipunan. In addition, de Monteverde also described the different revolutionary insignias corresponding to each rank, such as colonel, brigadier general, major general, lieutenant general and captain general.

The first cry for independence was proclaimed by

the Katipunan when the katipuneros vowed to take up arms. In April 1895, Bonifacio, together with other katipuneros, met at the Pamitinan Cave in San Mateo where they planned their revolution against the Spanish colonizers. They even wrote on the cave walls “Viva la Independencia de Filipinas,” symbolizing the cry for independence; modern historians regard this event as the first cry for liberty. Furthermore, this historic event took place three years ahead of the proclamation of independence made in Kawit, Cavite.

The current Philippine Flag even traces its evolution to the flags used by the Katipunan. Upon Bonifacio’s request, Benita Rodriguez and Gregoria de Jesus made the first symbol that united the Filipino people --- the Katipunan Flag. It consisted of a red rectangular piece of cloth with three white K arranged horizontally at the center. This was the first official flag of the Katipunan. However, the first Katipunan Flag would not be complete without a national anthem. Bonifacio commissioned Julio Nakpil to compose the himno nacional of the Katipunan. On November 1896, Nakpil composed and wrote the text of the first national anthem in Balara entitled Marangal na Dalit ng Katagalugan. It was later expanded into a piece for chorus and orchestra under the title Salve Patria.



A copy of the Marangal na Dalit ng Katagalugan composed by Julio Nakpil which served as the national hymn of the Katipunan. Source: Arnaldo Dumindin

**THE INSIDE STORY OF MARCH 22ND**

New discoveries from Philippine military history will provide the PA an opportunity to better understand how it came into being to what is now and what it wants to be in the future. The events that transpired during the Tejeros Convention may not be an appropriate date to celebrate as Army Day for it was the very reason that the Philippine Revolution of 1896 against Spain failed and caused divisiveness

among the Filipino freedom fighters. Apolinario Mabini mentioned in his memoirs entitled La Revolucion Filipina that:

*“To sum it up, the Revolution failed because it was badly led; because its leader won his post by reprehensible rather than meritorious acts; because instead of supporting the men most useful to the people, he made them useless out of jealousy... He judged the worth of men not by their ability, character, and patriotism but rather by their degree of friendship and kinship with him; and anxious to secure the readiness of his favorites to sacrifice themselves for him, he was tolerant even of their transgressions.”*

Furthermore, Mabini mentioned in his memoirs that the Tejeros Convention eventually led to the tragic death of Bonifacio, greatly affecting the cause of the Revolution in Cavite and even demoralized those from Manila, Laguna, and Batangas who came over to help the Magdalo and Magdiwang Councils in fighting the Spanish colonial forces. The turn of events allowed Spanish colonial forces to gain ground and retake Cavite, forcing Aguinaldo’s forces to withdraw to the mountains of Biak na Bato in Bulacan and surrender.

It is unfortunate to note that even in the halls of the Senate, the Tejeros Convention was considered as the first record of election cheating in Philippine history. During a senator’s privilege speech on the 10th Anniversary of the “Hello Garci” regarding the 2004 Presidential Elections, they mentioned that election fraud is nothing new in the Philippines and originates from the elections during the Tejeros Convention. During a priveleged speech in the House of Representatives, a party list congressman called for the passage of House Bill No. 4353, seeking that the life and legacy of Bonifacio be taught in college and universities. However, a sensitive issue was raised leading again to the irregularities of the elections held at Tejeros wherein it was decided that the speech and interpellations be referred to the appropriate House committee.

A major daily newspaper released an article stating that historical records showed that the first instance of impunity among Filipino leaders happened in 1897 during the Tejeros convention in Cavite, where the seeds of the early Philippine republic started germinating. This election rigging was the original sin that tainted the first Philippine republic. Former commission on culture and the arts chairman Ambeth Ocampo, a historian, journalist, author, and

curator, had not only written an article in one of the major daily newspapers but also wrote some books about the cheating during the elections held at Tejeros and that Tirona started spreading black propaganda against Bonifacio before and probably during the elections --- of shameless campaigning, prepared ballots, and hocus-pocus in the counting of ballots.

Professor Randolph S. David (a.k.a., Randy David) of the University of the Philippines was once invited to deliver a lecture during the PA Senior Leaders Conference and was intrigued by the PA's historical significance on its 108th founding anniversary based on the controversial event that happened on March 22, 1897. He was also left wondering what document the founding of the PA was being traced with. His narrative on the PA's founding anniversary was not as smooth as his audience may want it to be. The reason is that it conceals an inside story that, to critical historians, possibly contains all the clues to the origin of the problems that have ailed the Filipino nation from the moment of its founding. According to him, the gathering at Tejeros, to which the founding of the PA is traced, ended abruptly in a deep irreparable split of the revolutionary forces, resulting in the decisive defeat of the revolution in the succeeding months. As the nation observes the 152nd birth anniversary of Bonifacio in 2005, David wrote an article in the Philippine Daily Inquirer that describes the turn of events during the controversy-marred Tejeros Convention and how the famous Acta de Tejeros exposed the manipulation of the ballots and the padding on the list of delegates during the elections held on March 22, 1897.

This was the reason why Bonifacio declared the elections during the Tejeros convention null and void. The actions made by Bonifacio as presiding officer of the Convention, aside from being the Supreme President of the Katipunan, rendered the results of the election invalid. A resolution with 41 signatories, known as the Naic Military Agreement, made Bonifacio assume full military control of the Revolution and incorporated all combatants into the army corps. Furthermore, the elections held during the Tejeros Convention was not even recognized during a tribute made to the national exercise of democracy when it traced the electoral history of the Philippine Presidency. The custodian of the institutional memory of the Office of the President only considered the presidential elections held in 1935 as the first time the Filipino people elected an undisputed, not in 1897.

The legitimacy of Aguinaldo's presidency was only recognized when he was assumed as President of the First Philippine Republic (a.k.a., the Malolos Republic) on January 23, 1898, when he was elected by the representatives of the Malolos Congress under the Malolos Constitution - not the elections during the Tejeros Convention on March 22, 1897. Quite unknown to the public, it is also recognized in Philippine History that the First Philippine Republic traces its origins to the Philippine Revolution of 1896, which began under the leadership of the Katipunan.

It is unfortunate to note that the Filipino youth cannot yet fully understand the events that took place during the Tejeros Convention with the truth still being withheld from them during history class. On March 16, 2012, a commemorative activity was held at Casa Hacienda as part of the week-long Army Day celebrations in Tejeros, Rosario, Cavite. Two grade school students were interviewed on their purpose for attending the event with one saying that she didn't know what Tejeros Convention was about, while the other one replied that she was unaware of the event's relevance. During the program, Cavite Governor Juanito Victor C. Remulla had said "If the first Republic started in Cavite, then the first initiative to change blunders in governance will also start here." Definitely, most local officials in Cavite are fully aware of the controversial event that took place in their historic province and recognize the fact that there was an irregularity in the elections held at Tejeros. As part of his message as CG,PA, which was read during that event, Lt. Gen. Emmanuel T. Bautista AFP, emphasized the value of learning the past and even quoted American writer Pearl S. Buck, "If you want to understand today, you have to search yesterday."

## CONCLUSION

According to Alfred W. McCoy, a professor of history at the University of Wisconsin-Madison and who had done extensive research on the Philippines, that the origins of its modern military, as in much of Southeast Asia, the is rooted in its colonization. However, most military histories of the Philippines are written exclusively from either colonial or national perspective, as if peering down the gunsight at enemies, brown or white. Colonial chronicles hero white officers amid the colonial hordes, while nationalist accounts celebrate those engaged in the resistance. Instead of such selective approaches, one can better understand the Philippine experience of the military if one will trace its history continuously and comprehensively - from our our colonial past to

the national present, treating all the armies, Filipino and foreign, that have had an impact upon the peoples of the archipelago, whether as soldiers or subjects.

If one is to understand the Philippine experience of the military during its formative period - the mid-nineteenth to the mid-twentieth century - there is a need to begin with the basics by briefly reviewing Philippine military history, its officers, soldiers, battles, and order of battle. All armies have an accurately historical consciousness, carrying banners and regalia emblematic of past triumphs. This history shapes not only the order of battle, but also influences the more elusive elements of organizational identity and ideology. While a specialized, even marginal field, elsewhere, military history is central to Philippine historiography. With focus on the resistance, revolt, and revolution, most national histories move from one military action to another ---- from seventeenth-century peasant revolts to twentieth-century mechanized warfare.

Twenty four years ago, the PA already recognized and resolved that before it was formally organized, there existed a variety of military and semi-military groups and organizations in the Philippines. There are two military traditions seen in Philippine history: one tradition defended and helped maintain the existing government, whether colonial or Filipino government, while the other is that of a popularly-organized army, usually irregular, fighting for the rights of the people against discrimination and injustice. In the first tradition, there were military forces organized by the Spaniards, the Americans, and the Japanese, then there were organized forces created and recognized by Filipinos. In the second tradition, popular resistance movements and separatist groups (who fought for the nation, some for their own regions or people) and the World War II guerilla movement. The PA can be seen as a merger of the two traditions, it being a formal military force organized and maintained by the Philippine government while also carrying the aspirations of the people and fighting for them. While there were times when the PA was not only utilized for its true purposes, the present-day PA is back on track to unite the two traditions.

Bonifacio's approach or strategy in spearheading a secret society which evolved into a cohesive military organization to carry out an armed revolution to free his fellow countrymen from oppressive colonial rule might be radical to some. But if one will carefully analyze, I go back, and review the origins of the

Philippine military tradition, the Katipunan Army and the present-day PA - which are clearly represented in the two military traditions - are not only historically connected, but also share the same values. Thier values, from the it started as a militia with the Dekalogo and Kartilya ng Katipunan are still the guiding principles of the world-class Army envisioned by the Army Transformation Roadmap. A very important element in the PA's transformation is the development and communication of a brand image that is consistent with the core values it's had since the time of the Katipunan. The shared values of the Katipunan Army and the present-day PA should continue to be the bedrock and foundation of the warrior ethos of a modern Army that is highly respected and loved by the people.

The PA, as it journeys to become a world-class Army that is a source of national pride, should take a closer look at the fact that its military organization started from very humble beginnings; as a militia that's contributed to the creation of a great nation, it should not allow other sectors of Philippine society to tarnish and diminish its rich martial heritage by continuing the celebration of the Army Day every March 22nd. The PA should consider disassociating its birth as a military organization from a controversial and contentious event that is not in accordance to its present-day Army Core Values.

Again, it cannot be denied that the Katipunan Army has already established its rightful place in Philippine military history as the origin of the present-day PA. National scientist Dr. Onofre D. Corpuz, a former education secretary, academician, and historian, wrote that "The Katipunan would become the first embodiment of a Filipino nation." What Bonifacio gave to the Philippine Revolution was what Mao Tse-tung called, decades later, "the spark that lit the prairie fire." Perhaps, this was also one of the reasons why two party list representatives in 2013 filed House Bill No. 1124, declaring July 7 of every year as a special working holiday to celebrate the founding of the Katipunan. The Bill, which is considered to be of national significance, is still pending at the House Committee on Rules.

Therefore, it is high time that the Katipunan or KKK, which provided the Filipino nation its first organized army, be accorded due recognition. Recognizing July 7, 1892 as the birth of the Philippine Army, or Hukbong Katihan ng Pilipinas, and adopting July 7th of every year as Army Day will enable the PA to celebrate this event in the correct, historical perspective with pride , and present it with the the glory and honor it

Honor, Patriotism and Duty; these core values truly represent the Katipunan Army organized on July 7, 1892 and the present-day Philippine Army, whose time-honored martial tradition of serving the people and securing the land should reverberate in the minds of the next generation of warriors. Through this article, the author hopes that the errors of the past may never be repeated, and that the PA never lose sight of its greatness and continue to grow and develop as a true army of the Filipino people.

*“A soldier without a sense of military history, is a soldier doomed to be unaware of his own military identity.”*

- PAM 3-03 Army Aviation, 2014

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# *Reimagining the Integrated Territorial Defense System (ITDS) Concept: Building Blocks of the AFP Citizen Armed Force*

by COL RONALD JESS S ALCUDIA (MNSA) PA

## **INTRODUCTION**

**R**eserve Force Development (RFD) refers to the AFP program to recruit, organize, train, equip and sustain reserve forces to serve as the base of expansion of the Regular/Standing Force in the event of war, invasion or national emergencies. Under the functional supervision of the Reservist and Retiree Affairs staff at the different echelons, RFD has always been characterized as a program oriented towards external Territorial Defense (TD). Hence, in the case of the Philippine Army, the focus of PA RFD is the ambitious build-up of operationally-ready Reserve units organized along conventional military formations (Brigades, Battalions) for integration in the Regular Force.

However, with the AFP's generations-long immersion in and prioritization of counterinsurgency, RFD has been less prioritized as development of Ready Reserve Brigades and Battalions for an external threat has always been deemed of less import to the here-and-now internal security threat. Except in the commissioning, positioning and promotion of influential individuals for public relations, for most PA tactical commanders with a time-bound tour, investing time and resources to raise a Reserve Force for a future war is a distraction and untimely especially at this period in our history where successful trends in military operations offer prospects of finally ending the Communist insurgency.

The Community Support Program (CSP) operation is one of the main tools of the AFP to achieve the clearing of Communist Terrorist Group (CTG)-affected barangays in 'Red Areas'. The CSP is the latest iteration of what is fundamentally the Special Operations Team (SOT) operations of the AFP 'Lambat-Bitag' counterinsurgency campaign series that started in the late 1980's. From SOT to Modified SOT/Reengineered SOT/Peace and Development Teams (PDT)/'Bayanihan' Teams and now CSP Teams, the end-state has constantly been the establishment

of the Integrated Territorial Defense System (ITDS) that is composed of physical and psychological barriers in the community in order to prevent the reentry of the insurgents and deny recovery efforts in cleared areas.

This paper will present that RFD, or Citizen Armed Force (CAF) building, is a complimentary Line of Effort in the objective of ending the local communist armed conflict. And that in order to be relevant to the priority thrusts of the national government and the AFP, Army RFD should contribute to stabilizing conflict affected areas (Con-AA) and insulation of conflict vulnerable areas (Con-VA). As the end-state of the ITDS is to stabilize the cleared areas and deny the reentry and recovery of the CTG, the proposal is to establish a community-based territorial defense organization – a Citizen Armed Force Geographic Unit (CAFGU) Inactive to sustain the gains of CSP and facilitate the Retooled Community Support Program (RCSP) of the LGUs.

In this paper, Citizen Armed Force (CAF) will be used in place of Reserve Force.

## **LEGAL REVIEW**

Republic Act 7077 of the AFP Reservist Act of 1991 is the 30-year 'bible' of the AFP RFD program, that has always been understood along the construct of a contingency 'Future Force' for External Defense. This organizational mindset is the primary cause for PA's institutional indifference for RFD, owing to decades of Internal Security Operations (ISO) to address a stubborn insurgency problem, and more recently, the directive of the national leadership to end the communist insurgency soonest.

However, ISO and RFD are not mutually-exclusive programs. In fact, a review of the proceedings of the House Committee deliberation in 1987 on House Bill 21021 or the "Citizen Soldiers or AFP Reservists Act" - the forerunner of what eventually became RA 7077

- reveal that since its inception, the law that governs AFP RFD was conceived and enacted primarily for counterinsurgency, and not External Defense. Based on the deliberations in the 8th Congress after the ratification of the 1987 Philippine Constitution, HB 2102 stemmed from the perceived inadequacy of the National Defense Act (NDA) of 1935 in the utilization of the reservists for internal security. The Reserve Force, as envisioned in the NDA, was primarily oriented to the external threat, and did not provide for the utilization of the reserve force in counterinsurgency. The Department of National Defense (DND), represented by BGen Feliciano Gacis (Ret), the then Assistant Secretary for Plans and Programs, stated of the intent of utilizing reservists for internal security short of mobilization.<sup>2</sup> HB 2102 was also a response to E.O 264, s-19873 that was issued establishing a Citizen Armed Force in order to supplement E.O. 275, s-19874 that directed the dismantling of the Civilian Home Defense Force (CHDF), vigilantes and self-defense units and other para-military forces as mandated by the 1987 Constitution.

*“WHEREAS, to address the aforesaid Constitutional mandate within the framework of our national security policies, a gradual and orderly dissolution of the Civilian Home Defense Force must be provided NOW, THEREFORE, I, CORAZON C. AQUINO, President of the Philippines, by virtue of the powers vested in me by the Constitution, do hereby order: SECTION 1. All paramilitary units, including the Civilian Home Defense Forces, shall be dissolved within one hundred eighty (180) days from the effectivity of this Executive Order.” E.O 275, s-1987*

EO 264 was supposed to address the vacuum created by EO 275 by providing recognition and control over the proliferation of AFP organized/tolerated para-military groups that sprouted throughout the country as part of government counterinsurgency forces.

*SECTION 1. The Armed Forces of the Philippines shall include the Citizen Armed Force which is hereby constituted, to be composed of all reservists, and officers and enlisted men on inactive status. All able-bodied citizens shall become reservists with appropriate ranks. All reservists in a particular locality shall be organized into reserve geographical units subject to call and mobilization as the need arises, individually or as a unit. Reservists called to active duty shall serve with the regular troops as part of the standing force....” E.O 264, s-1987*

In response to the question of the Committee Chairman on the DND's assurance that the passage

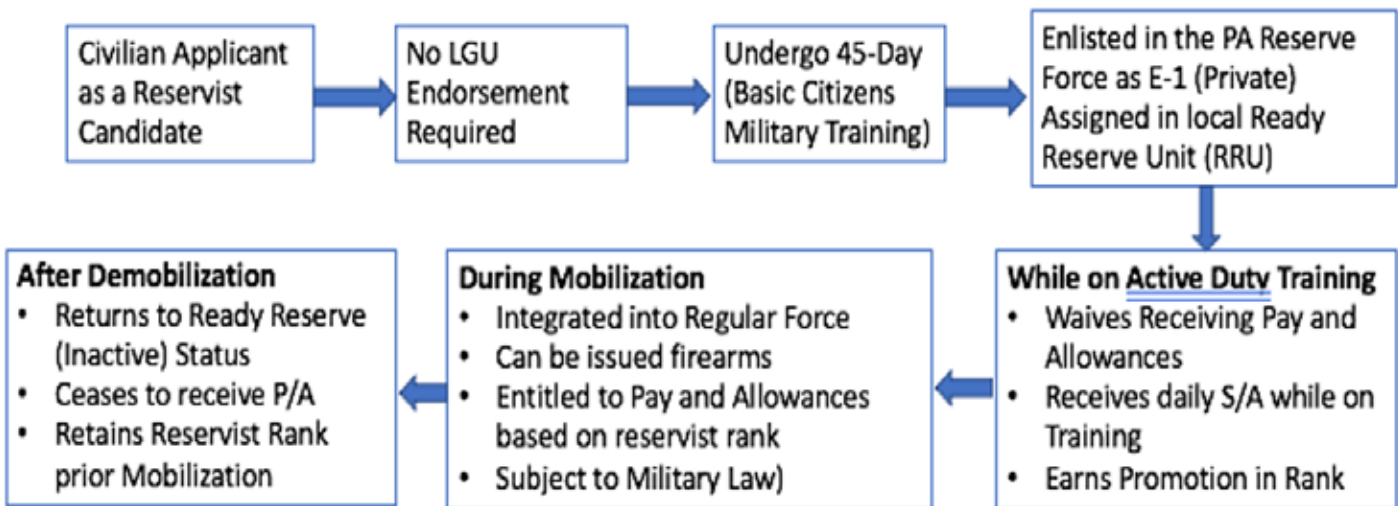
of HB 2102 into law and the activation and establishment of the Citizen Army can solve the insurgency problem, Defense Undersecretary Eduardo Ermita said:

*“The matter of solving the insurgency problem will really take a little more, except that if there is anything that we can say about this particular Act being a major and positive contribution to our country's counter-insurgency effort is the fact that there are more citizens who can be motivated really to identify themselves with the Republic, thru the CAFGU. And as such, we will be insulating them from being recruited by the other side, number one. Number two, under this particular Reservist Act, under the CAFGU we have the active and the inactive. And that is the great difference now between the CHDF and the CAFGU active. Because the CHDF now are not reservist. But under this particular law, under the so-called selective mobilization covered under EO 264, we will have CAFGU Active Auxiliaries who are Reservist first before they become part of the over-all active auxiliary that will join the regular force in fighting the insurgency in the area. What we are trying to bring out here is we are broadening the base of participation of the citizens in the counter-insurgency efforts. This is how this will positively contribute to our counterinsurgency efforts.”*

Thus, from the start, it can be surmised that the intent of the HB 2102/HB 12251/ RA 7077 was primarily to supplant E.O 264, and provide a legal basis for the Citizen Armed Forces Geographic Unit (CAFGU) Inactive and CAFGU Active Auxiliaries (CAAs) toward the utilization of AFP Reserve manpower short of mobilization to help address the insurgency problem. However, even with the passage of RA 7077 in 1991, DND continues to anchor the CAA program to EO 264, s-1987 (and recently the interim Revised IRR EO 264, s-2017). It is stipulated in EO. 264, but the AFP has never implemented the CAFGU Inactive component in the country sides as a means to motivate citizens to identify themselves with the Republic and to broaden the base of participation of the citizens in the counter-insurgency efforts.

A semblance of the CAFGU Inactive is pursued by the AFP under another name – Ready Reserve Units (RRUs) - concentrated in the urban and population centers and oriented for a conventional war against invasion or occupation.

# Life Cycle for Member, Ready Reserve Unit



## PA RESERVE FORCE DEVELOPMENT IN INTERNAL SECURITY OPERATIONS

While ARESCOM is the Philippine Army Major Unit responsible for developing Army Reserve Forces, it is critical to highlight that the bigger allocation for RFD is channeled to the Army Infantry Divisions that undertake their own Citizen Armed Force (CAF) Development program through the recruitment, training, administration and utilization and replacement of Citizen Armed Forces Geographic Unit (CAFGU) Active Auxiliaries (CAA)<sup>10</sup>. From the early beginnings of the SOT concept, CAF Development has always been part and parcel of the AFP Clear-Hold-Consolidate-Develop (CHCD) Operational Methodology. In the conduct of the Counter-insurgency Related Area Study (CORAS), for example, among the Essential Elements of Information (EIs) required of SOT operators are the AFP Reservists in the community. The purpose for this inventory and accounting of Reservists is that it is these locality-based AFP elements that are to be recruited as the CAAs in the ITDS development phase of the SOT.

*"In insurgency-affected areas, qualified reservists are allowed to volunteer as auxiliaries. For this purpose, all volunteers in a particular area shall be assigned to a specific geographic unit which may then be called upon as a unit to render services as an active auxiliary, subject to the approval of the Secretary of National Defense." Section 3, E.O. 264, s-1987*

However, as the sufficient number of qualified and willing reservists are expectedly lacking in the

the targeted barangays for clearing, the AFP creatively resorted to "reverse-engineer" the CAA unit by first recruiting local residents willing to volunteer to be CAAs, and having these volunteers undergo the Basic Military Training (BMT) in order to be Reservists later to be CAFGU Active Auxiliaries.



## THE THREE-TIERED DEFENSE SYSTEM

The concept of ITDS necessitates the establishment and sustainment of physical and psychological barriers in the community in order to prevent re-entry of the insurgents and deny their recovery efforts in cleared areas. The physical barrier includes the components of the 3-Tiered Defense System that would prevent the insurgent recovery teams from physically re-entering the cleared areas:

1. Mobile Forces (AFP maneuver forces such as infantry battalions, SOFs, DRCs and mobile PNP forces such as SAFs, RMFBs and PMFCS).

2. Territorial Forces (CAFGU Companies and the local PNP units); and

3. Force Multipliers referring to “..the local defense organizations in a barangay such as BPATs, Bantay Bayan, CVOs, BINs, Tribal security forces, FR organizations, and former UGMO members organized by CSTs into a pro- government People’s Organizations.

The AFP ITDS Plan states that “After clearing a CTG FocAr or LTG cluster of affected barangays, a Mobile Community Support Sustainment Teams (MCSSTS) organized by the maneuver units will be deployed covering the cleared area...(that) shall serve as ITDS Supervisors .. to sustain and preserve the gains of CSP or CSP PCVE while waiting for the immersion of LGU-led RCSP.”

**PROPOSED LOE- CAF BUILDING**

*“The Armed Forces of the Philippines shall be composed of a citizen armed force which shall undergo military training and serve as may be provided by law. It shall keep a regular force necessary for the security of the State.” (Sec 4 Article XVI, 1987 Philippine Constitution).*

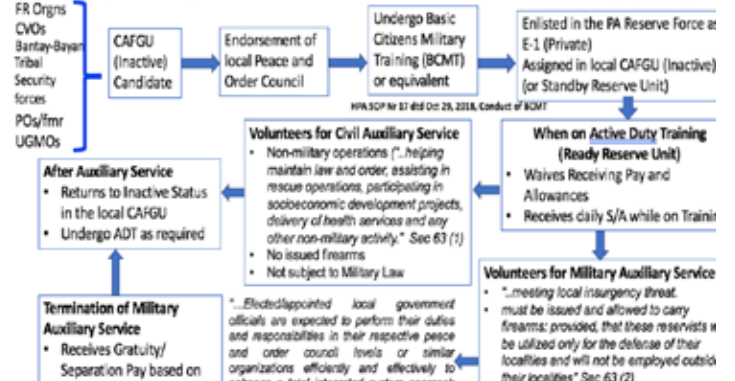
Supervisors .. to sustain and preserve the gains of CSP or CSP PCVE while waiting for the immersion of LGU-led RCSP.”

As provided for in EO 264, s-1987, to involve a greater number of citizens in the counterinsurgency campaign, instead of having various local defense organizations, community members can be encouraged, trained and organized to be an AFP territorial defense organization in the barangays–the CAFGU Inactive. Just like the BMT that CAA candidates undergo to become reservists first, the various training/seminars/debriefings of barangay Force Multipliers can be tailored to be a Basic Citizens Military Training (BCMT) equivalent to transform individual members into qualified members of the CAF/RF12.

Having a CAFGU Inactive in the localities also provides the Infantry Divisions a standby pool (after a shortened retraining) to more readily replace CAAs who seek voluntary termination of Active Auxiliary duty.<sup>13</sup> The CAFGU Inactive also serves non-kinetic purposes to deter reentry and recovery. In the event an area is declared as CLEARED, the community naturally becomes an ekspansiyon and rekoberi (ER) barangay where the CTG influence is exerted through the ‘legal struggle’ against the predominant

influence of the government. In this phase, DENIAL activities to prevent CTG efforts to recover ‘CLEARED’ areas and INSULATION activities to safeguard unaffected areas and sectoral organizations are operations that more appropriately fall under Community Defense/Public Safety rather than Internal Security requiring more community mobilization actions to thwart recovery efforts. By any measure, it is way better than the current practice of simply requiring members of a Peoples’ Organization to take an Oath of Allegiance to the government.

**Reimagining ITDS - Building the Citizen Armed Forces Geographic Unit (CAFGU) Inactive and the CAFGU Active Auxiliary (CAA)**

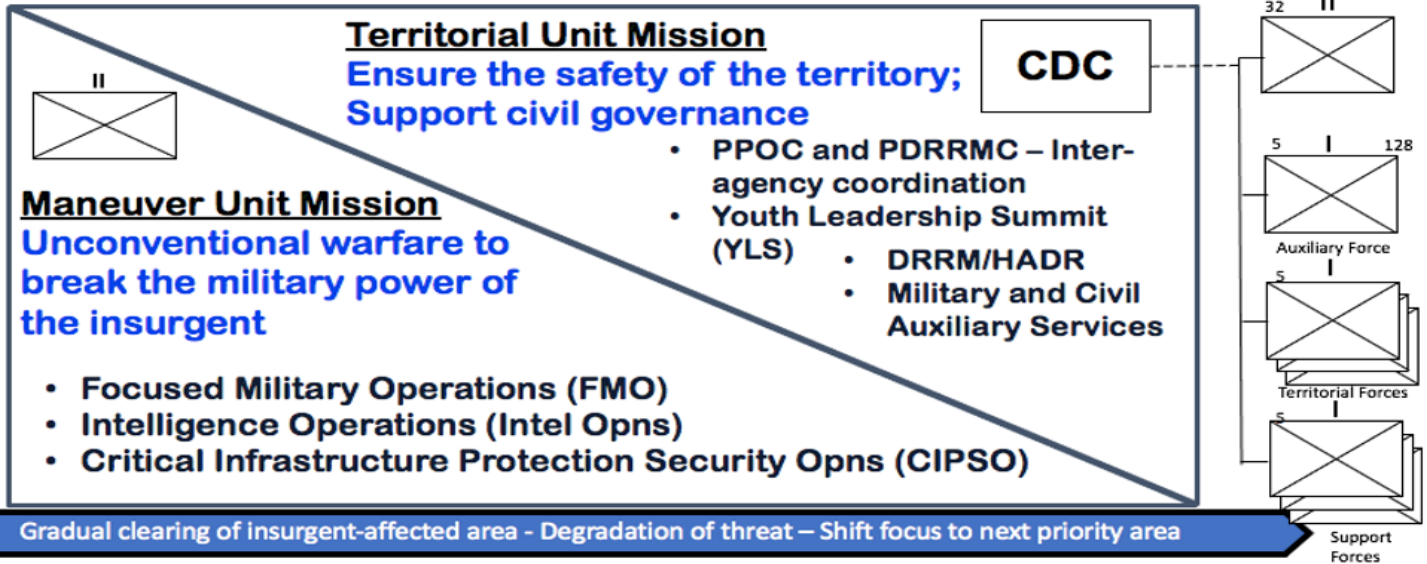


**RESPONSIBILITY FOR THE ITDS**

As cited previously, the AFP ITDS Plan directed the organization of the Infantry Battalions of Mobile Community Support Sustainment Teams (MCSSTS) covering the cleared area to serve as ITDS Supervisors. It should be pointed out, however, that the organization by maneuver units of MCSSTS violates the ITDS provision that states:

*“The non-tasking of the maneuver battalions in ITDS is necessary for it to focus on its mission essential task of conducting sustained offensive operations to find, fix and destroy the armed component of the enemy by means of fire and maneuver in other areas.”*

Along this line, in furtherance of mainstreaming RFD/CAF building in the CSP-RCSP process, the transition of ARESKOM’s provincial Community Defense Centers (CDC) into Territorial Units, the restructuring provincial Ready Reserve units and the gradual transfer of CAFGU administration (Inactive and Active Auxiliaries) to Army Reserve Force administrators (RCDGs and CDCs) should be considered. These are after all in the AFP operational directives:



"Infantry Divisions through the RCDGs shall develop an organization transition plan such that in the event of war, invasion or rebellion, and on orders, the CAACs in being in his AOR can be immediately transitioned into a larger force that shall complement the base for expansion of his Division within 72 hours." Reference: Para 7(b)(5) (g) LOI 10- 2005 (Revision of LOI 42-2003 Tanggol-Bayan "Delta") dated 16 Nov 2005.

RCDGs supervise the Community Defense Centers (CDC) and transforming the CDCs to function as territorial units, and enhancing their capabilities and resource support will unburden the maneuver units with 'Hold' tasks that impede their maneuverability. Instead of Infantry Battalions that have tactical missions, the CDCs could be the Army units that perform CAF building, and as there is a CDC in almost every province in the country, the One Unit is to One LCU can better operationalize the sustainment efforts of the Retooled CSP.

**CONCLUSION**

With the Communist insurgency now on its 52nd year, it is inevitable that this clear and present danger will command the greater attention of the AFP than preparation for a future external threat. For the Philippine Army, in particular, RFD has not gained traction and support because its programs, activities and projects have for years been impractically oriented towards the building of an Army Reserve Force parallel to the Regular Force with its own bases, headquarters and generals.

oriented towards the building of an Army Reserve Force parallel to the Regular Force with its own bases, headquarters and generals.

Citizen Armed Force (CAF) building in support of the current ISO campaign is the more relevant and responsive RFD program for the here-and-now threats.

The purpose of this paper is to show that ISO and RFD/CAF building are not mutually exclusive if only the AFP discards its view that the transition from internal security (IS) to territorial defense (TD) should follow a linear continuum. These two missions can and should be conducted simultaneously, and that a Land-based Reserve Force organization and structure built along the backbone of a community-based Citizen Armed Force<sup>16</sup> is the appropriate 'Holding' concept that can guide the Philippine Army's organizational transition from IS to TD.

To put the transition in perspective, the Sustainment Phase of CSP which is the establishment of the ITDS and its integration in the local Public and Order Public Safety Plan (POPSP) is also the Phase 0 (Transition to Territorial Defense) of the AFP external defense plan. The phase where government instrumentalities prevent the resurgence of Internal Security (IS) instability coincides with the initial phase of Territorial Defense (TD) where the AFP undertakes measures to prepare in transition to a war footing.

As such, the ITDS components to prevent the resurgence of insurgent organizations - the CAFGU

Inactive and the CAAs – will be the same TD components (Centers of Resistance) that will support AFP conventional defensive operations in the event of war, invasion and occupation through unconventional warfare, psychological and intelligence operations, logistics and sustainment. This is consistent with the concept of the Total Force where the mobilization of the entire population for Total/Peoples' War is developed as a strategic deterrence.

*Territorial Defense (TD) - is the protection of Land, Sea, Internal Waters, and Air Space within the territorial limits of a State. TD is both external and internal in nature and the objectives are the protection of the sovereignty, territory, domestic population and critical defense infrastructure of the state from all forms of threats and aggression.*

*Section 1-1, AFPM 3-02 Territorial Defense*



**End-State of ISO – 'Hold'/Sustainment of Gains**  
(Organize Left Behind Forces – CAAs, CVO, BIN, PDV, etc.)

**Citizen Armed Force Development**

**External Defense Posture**  
**PHASE 0 – Transition to Territorial Defense**

End State: AFP is prepared to address external armed threats

## RECOMMENDATIONS

1. Incorporation of Citizen Armed Force (CAF) Building as a Line of Effort to compliment the Community Support Program (CSP).
2. Revision of the PA Reserve Force Development Projects, Activities and Program (PAPs) to incorporate the non-conventional, community-based CAF in the Philippine Army's array for forces.
3. Restructuring of the PA RFD implementing organizations toward the re-absorption of the functions of the Regional Community Defense Groups (RCDGs) of ARESKOM by the Infantry Divisions, and making RFD/CAF (or Force Regeneration) as a Mission Essential Task of the Army Infantry Division.

## ENDNOTES

HB 2102 was consolidated with other bills and was finally named as HB 12251. Senate Bill 88 was the counterpart bill in the Senate.

Excerpts from the transcripts of Sub-Committee on Defense Resource Development, Committee on National Defense Public Hearing on 08 Dec 1987

Executive Order No. 264 dated 25 July 1987, PROVIDING FOR THE CITIZEN ARMED FORCE. Accessible at <https://www.officialgazette.gov.ph/1987/07/25/executive-order-no-264-s-1987/>

Executive Order No. 275 dated 15 July 1987, ORDERLY DISSOLUTION OF ALL PARAMILITARY UNITS, INCLUDING THE CIVILIAN HOME PROVIDING FOR THE GRADUAL AND DEFENSE FORCES, AND FOR OTHER PURPOSE. Accessible at <https://www.officialgazette.gov.ph/1987/07/15/executive-order-no-275-s-1987/>

Citizen Armed Forces Geographic Unit (CAFGU) defined as – “a reserve unit organized within a locality consisting of a cadre of officers and men in the active force and qualified reservists residing in the locality.” Section 2(a). IRR to E.O. 264, s-1987

CAFGU Inactive. Defined as “the category of CAFGU's which are organized and maintained in the inactive status. The great majority of the CAFGU's are in this category.” Sec 2(c)

CAFGU Active Auxiliaries (CAA). Defined as “the category of CAFGU's constituted by volunteers who are called upon to complement the operations of the regular force of the AFP or to support the regular force formations of units in its locality.” Section 2(d).

Transcripts of the Sub-Committee on Defense Resources Development Public Hearing on May 26, 1988.

“Then the armed forces and the defense establishment will be in a better position if we have a legislation to cover all this thing instead of an executive fiat approved and signed by the commander in chief. It will be lasting and more stable in so far as our citizenry is concerned.” Transcripts of the Sub-Committee on Defense Resources Development Public Hearing on December 8, 1987.

Under current PA policies, the role of ARESKOM in the CAA Program is limited to the issuance of PA Reservist Serial Numbers and enlistment orders to Basic Military Training (BMT) graduates, and to subsequently issue incorporation orders to Ready Reserve Units of terminated CAFGU Active Auxiliaries.

Reference: Annex D to FRAG-O 06-2020 TO OPERATIONAL DIRECTIVE 01-2017, Integrated Territorial Defense System (ITDS) Plan, p. 3.

“Section 11. Citizen Soldiers. – The citizen soldiers, alternately reserved to as reservists, x x x who are incorporated into the Reserve Force, as follows: x x x (2) Graduates of authorized basic military training instructions who, as a result thereof, were issued orders as enlisted reservists or reserve officers; x x x” RA 7077.

Unlike the Regular soldier that undergoes a process of Reenlistment, CAAs serve for life unless sooner terminated for various causes. With a standby pool of qualified reservists in the locality, the PA can consider a policy of the automatic CAA duty termination upon reaching the age of 35 (First Category Reservist) and replacement with a qualified CAFGU Inactive to keep the CAA force young and agile. Thereafter, the former CAA transitions to the CAFGU Inactive in the locality as a Second Category Reserve.

Suggested reading: Raymond Millen, “The Hobbesian Notion of Self-Preservation Concerning Human Behavior during an Insurgency,” Parameters 36, no. 4 (2006), <https://press.armywarcollege.edu/parameters/vol36/iss4/7>

GHQ LOI 10-2005 (Revision to Tanggol-Bayan “Delta”) dated 16 Nov 2005. p.19.

The CAFGU Inactive concept can also be implemented in White Areas where citizens in critical sectors (labor and industry, agro-industrial, academe and youth/student) can be recruited, trained and organized to support government programs, as well as in Indigenous Peoples (IP) areas where the indigenous community defense structures can be an adjunct complement of AFP sustainment forces.

## ABOUT THE AUTHOR

COL RONALD JESS S ALCUDIA PA had just finished a Special Detail on Reserve Force Development at the Department of National Defense. He completed the Australian Command and Staff Course in 2009 and the Masters in National Security Administration in 2019.

He is a member of Philippine Military Academy “Maalab” Class of 1993.

# *Revitalizing the Army's Doctrine Capabilities: The Philippine Army Manual Development Objectives*

by MAJ MARIA LOURDES E RANARIO PA (RES)

The Philippine Army, as a military organization, describes and assesses its capabilities based on the Doctrine-Organization-Training-Materiel-Personnel-Leadership-Facilities (DOTMPLF) Framework. The sequence of these capabilities dictates the order of priority for development, thus implying that doctrine development must be the foremost capability to be developed and sustained.

Various authors have defined doctrine, the most ingenious being that it is the "soul of warfare" (Corbett, 1914 as cited in Sloan, 2012). This definition is more academically reasoned out as an authoritative rule (Jr. Holley, 2004) and that it consist of fundamental principles that guide military actions (Curtis E. Lemay Center, 2020). An even simpler and more concise definition was that it "is what we believe about the best way to conduct military affairs" (Homan, 2008). Thus, doctrines formulation will impact routine operations of all forces as these will primarily reflect national military objectives and how these will be achieved. Moreover, as the sequence of the capabilities imply, it will define the appropriate mix of people, weapons, and equipment that the force structure requires. The same is true for propelling the training and plans that will be flexible enough to be applicable to the present as well as cater to changes in context and scenario across time.

## **DOCTRINE DEVELOPMENT IN THE PHILIPPINE ARMY**

The Philippine Army (PA) Doctrine Development Strategy 8-012 (PAM 8-012) recognizes that doctrine is an indispensable pillar in PA modernization and force development. The concepts and provisions stipulated in PAM 8-012 and PA Doctrine Development Manual 8-01 (PAM 8-01) guide the PA doctrine formulation and development. To further ensure that processes relative to doctrine development are responsive and aligned with operational requirements and supportive to the desired PA capabilities, the policy

on the Philippine Army Doctrine Development s 2021 and the Standard Operating Procedure Nr 01 dated 04 February 2022 on the Manual Development Process was approved. The directive aimed at developing doctrines that cover all aspects of operational, tactical, and administrative dimensions of ground warfare, revitalization, and sustainment through institutionalizing strategy, systems and processes, and procedures for doctrine development.

More recently, the PA conducted an assessment of its capabilities in consideration of the emerging security threats and determined the PA Medium-Term Capability Development Objective & Priorities 2022 – 2028. The identified capability requirements, anchored on twenty-five (25) abilities that would enable PA units to perform their tasks, are foreseen to make the organization adaptive and prepared for the highly evolving security environment. These abilities were grouped according to the following goals: build, develop, upgrade, strengthen or sustain.

From here, the realization about the unfortunate truth of the PA's doctrine capability is that, while we all know that it is the foremost capability that propels the organization, its furtherance has seemingly taken a back seat. This has been proven by the numerous backlog manuals that have been stagnant in its development. To respond to this, efforts have already been launched and breakthrough goals have already been set gearing towards revitalizing the PA's doctrine capability.

Following the parameters set by the PA MTCODP 2022-2028, the doctrinal objectives are also determined according to the following goals: build, develop, upgrade, strengthen or sustain:

Doctrine Objectives	Description
<b>Build</b>	There are no related or specific doctrines. There is a need to build doctrines from nil.
<b>Develop</b>	Few related doctrines need further doctrine development of the specific area.
<b>Upgrade</b>	Related doctrines are present but need revisiting and revision to make these responsive.
<b>Strengthen</b>	Doctrines need revisions and that there is a need for supplemental specific components to respond to the capability development objectives.
<b>Sustain</b>	Doctrines are updated and responsive and should be sustained.

Table 1. Doctrinal Objectives Parameters is based on PA MTCOP.

In examining the current capabilities, the table below shows the doctrinal capabilities categorized according to set parameters:

BUILD	DEVELOP	UPGRADE	STRENGTHEN	SUSTAIN
<ul style="list-style-type: none"> <li>▪ Electronic Warfare</li> <li>▪ Counter-Swarm</li> <li>▪ C4ISTAR</li> <li>▪ UNPKO</li> <li>▪ Anti-Armor</li> <li>▪ CSSR</li> <li>▪ WASAR</li> <li>▪ Community Organizing</li> <li>▪ Resource Control</li> <li>▪ Military-to-Military Engagement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cybersecurity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aviation</li> <li>▪ Intelligence</li> <li>▪ Special Operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Air Defense</li> <li>▪ CMO</li> <li>▪ Fires</li> <li>▪ Infantry</li> <li>▪ Mobility/Counter-Mobility/Survivability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainment</li> <li>▪ CBRN</li> <li>▪ General Engineering</li> <li>▪ Armor</li> <li>▪ Infantry (MOUT)</li> <li>▪ Riverine</li> </ul>

Table 2. Categorized Doctrine Capabilities

Doctrine objectives under the Build and Develop parameters are considered priority manuals. The following are the Doctrine Objectives for the PA Medium-Term Capability Development Objectives and Priorities 2022 – 2028:

a. Electronic Warfare doctrine that pertains to the conduct of activities in the electromagnetic spectrum to enhance friendly capabilities or undermine hostile communications, target acquisition, detection, or honing capabilities.

b. Counter-Swarm doctrine that pertains to the ability to respond to and disrupt multiple unmanned platforms of enemy forces.

c. C4ISTAR doctrine that integrates the gathering, consolidation, processing, and communication of intelligence information vital to tactical units.

d. UN PKO doctrine that pertains to the deployment of AFP units to UN Mission Areas and the deployment of individuals to secondment post and military experts posts as military observers and PKO staff to participate in UN Peacekeeping operations, trainings, visits, dialogues and activities related to human rights, disarmament, terrorism, humanitarian and health emergencies, gender equality, and climate change in view of the Philippines' obligations and commitments as a member state.

e. CSSR doctrine that pertains to the conduct of technical rescue operation that involves the location, extraction and medical stabilization of victims trapped in a collapsed structure. While WASAR doctrine pertains to coordination and conduct of water search and rescue response efforts for all hazards involving water, including searching affected areas for victims both human and, to the extent that no humans remain in danger, animals.

f. Community Organizing doctrine that pertains to the ability of ground forces to deliver development support, particularly government basic services, targeted at far-flung and conflict areas to help facilitate peace, security, and development in the area.

g. Resource Control doctrine that pertains to tracing, identification, and interdiction resource generation of local threat groups.

h. Military to Military Engagement doctrine that pertains to the peaceful or non-violent employment of Army resources to develop regional and multinational partnerships, strengthen military alliances, fulfill commitments, attain security situational awareness, augment current operations, and contribute to capability development to support PA thrusts.

i. Cybersecurity doctrine that pertains to the use of cyberspace to deliver an effect, which can be defensive in nature or offensive.

These doctrinal priorities were integrated during the PA Doctrine Summit, where their respective capability champions were also informed. The doctrine summit is an annual activity designed to update the Philippine Army's doctrine roadmap and doctrine hierarchy. This is a venue where doctrine officers come together to tackle pertinent issues on doctrine development and subsequently be informed of the operational changes and demands that call for such.

The 2021 Doctrine Summit consisted of four phases not only to cope with the challenge of having this event online but also to have ample time for preparation and ensure readiness among our participants. The Summit began with priming sessions held from 29 June to 01 July 2021 were proponent meetings of on-going and backlog manuals, aimed at determining the status of backlog manuals and initial issued Proponent Advices (PADs). In these sessions, the Office of the Assistant Chief of Staff for Education





*Doctrinal capabilities are being developed alongside the organization's required capabilities (Inset: Community Organizing, Military-to-military engagement, HADR and UN PKO)*

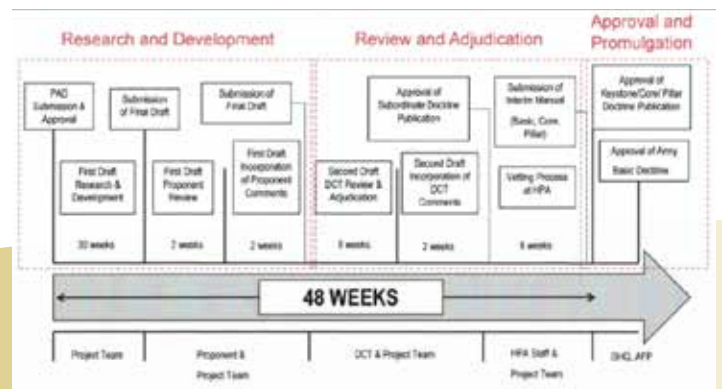
and Training, OG8, PA and representatives from the Doctrine and Capability Integration Center (DACIC), TRADOC, PA were able to identify reasons for the delays and immediately provided stop-gap measures to ensure continuity of the identified manuals.

The Summit proper was a three-day activity which started on 06 July 2021 highlighted by a lecture series on the following topics: The Philippine Army Operating Concept; The PA Medium-Term Capability Development Objectives and Priorities 2022-2028 and; The Philippine Army Support Plan to AFP Fragmentary Orders. The current doctrine roadmap and hierarchy were presented and proponents for the priority manuals were identified. Attendees were given ample time to provide their inputs on their respective doctrinal priorities. As an output, the doctrine hierarchy (Figure 1) was finalized and approved.

**THE ROLE OF DOCTRINE WRITERS**

Acknowledging that doctrine development will not be possible without the appropriate competencies, the OG8, PA deemed the timing appropriate to conduct the bi-annual training for doctrine writers. In coordination with TRADOC, PA, two (2) batches of doctrine writers underwent a nine-day training, that

included research and output presentation. Specifically, the training aimed at enhancing the project teams' knowledge in research methodologies and doctrine writing and likewise provide them the fundamentals of the doctrine development process. Processes culled from the doctrine development timeline (Figure 2) as well as the manual formats and writing techniques were also among the training content.



*Table 2. Categorized Doctrine Capabilities*

Though the training provided base competencies for proponents, their respective project teams and writers, there were still gray areas as to why previously programmed manuals did not progress. As such, the

OG8, PA embarked on a study on further incentivizing doctrine writers and project teams to increase their motivation to have their projects promulgated. The initial facts revealed that while project teams have been created and doctrine writers identified, the re-assignment of these officers have led to the delays in continuing the endeavor. While there are already mandated rewards system in the form of military awards (Outstanding Achievement Medals for Team Leads and Military Achievement Medal for members), the issue on having dedicated writers is still prevalent. Further, a designated doctrine writer is given Instructor Duty Status (IDS) that entitles him/her to Instructor Duty Pay (IDP) upon completion of the doctrine. Thus, it can be deduced that the impact of this incentive does not translate to writing doctrines, nor does it propel completion of task despite the remuneration.

The study, after a thorough examination of possible courses of action (COA), recommended the Inclusion of doctrine writer designation as special duty in the quantitative factors of Quantitative Rating Sheet (QRS) that purports to include being a member of the project team as a designation that earns QRS points, as based on AFP SOP nr 17, 2017. The recommended course of action provided additional incentive to doctrine writers as it is an addendum to the special duties in the QRS that merit a maximum of one (1) point for one promulgated manual as a team leader and maximum of one (1) point for two promulgated manuals as a team member. Further, this action does not negate the Instructor Duty Status points that have been earned. The points gained from this special duty are equal to membership of other boards such as General Court Martial, Efficiency Separation Board and other selection boards. For team leaders, points are equal to being Chair or Head or Chief Project Officer of committees.

Administrative concerns forwarded in this COA required further certification that the designated project team has completed a particular doctrine would be needed as attachment to the project team detail order. On the other hand, the COA was found to be an add-on incentive as it will not negate any other source of QRS points (ie. Instructor Duties). Moreover, the provisions included in special duties, not necessitating any other major changes or any further appendices to the policy and allows QRS points for both team members and leaders for doctrine development, considering that project teams consists of doctrine writers.

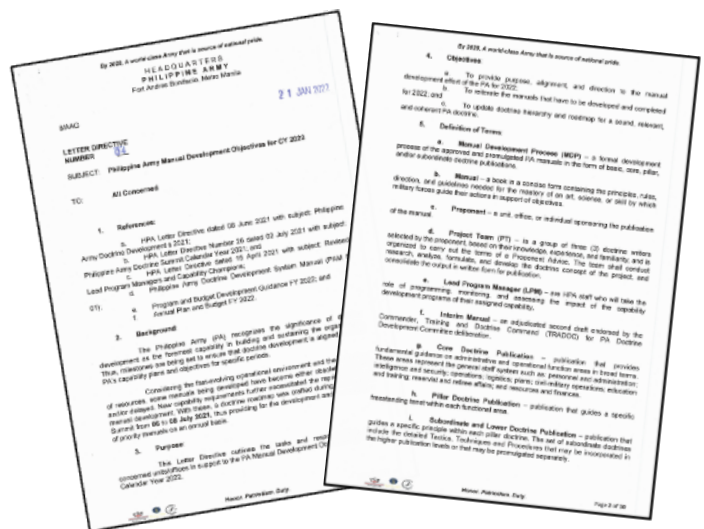
In operationalizing the results of the aforementioned

study, Standard Operating Procedure Nr 01 dated 04 February 2022 was approved with the provisions set as mentioned above.

Having set targets for manual priorities to be approved and promulgated by the end of CY 2022 and having provided project teams with what they need in terms of producing outcomes, half of the doctrine issues identified have now been addressed. The other half of the problem is the answer to the question of what can guarantee the completion of these manuals.

## THE PA MANUAL DEVELOPMENT OBJECTIVES (PAMDO)

As priority manuals have been identified and skills have been provided for its completion, some manual projects have still been dormant and/or delayed relative to its ideal delivery. Further, there are also operational needs and capability development plans that should be prioritized for manual development. In consideration of the doctrine roadmap that stipulates doctrines to be completed from 2022-2028, an annual concept and mechanism for monitoring doctrine completion was initiated.



Letter Directive Nr 4 dated 21 January 2022 with Subject: PAMDO for CY 2022, intended to do just that as it is aimed at providing purpose, alignment, and direction to the manual development effort of the PA for 2022. Similarly, it prescribes specific manuals to be developed and completed, thus leading to the updated doctrine hierarchy and roadmap for a sound, relevant and coherent PA doctrine capability.

The PAMDO is accomplished in four (4) phases: Phase I – Identification of needed PAM for CY 2022;

Phase II – Capacitating doctrine writers; Phase III – Manual development and; Phase IV – Approval and promulgation.

In the first phase, manuals that began development from year 2021 and below were identified and subjected for completion in 2022. In addition, the priority manuals aligned with the PA Medium-Term Capability Development Objectives and Priorities 2022-2028 were also stated. Akin to the previous programs under doctrine development, the semi-annual doctrine writers training for the project teams of these manuals were also programmed. For Phase III, project teams for the manuals to be completed will continue to conduct research and development and scheduled for Doctrine Committee, TRADOC (DCT) review and adjudication on a quarterly basis.

Following the schedules, DACIC, TRADOC has been tasked to submit monitoring charts with accomplishment rate OG8, PA on the identified manuals every last week of the month. Concerned offices/units are also directed to dedicate at least one (1) day per week as manual consultation with their respective doctrine writers. Should there be delays in meeting the schedules, proponents are required to submit justification to DACIC, TRADOC PA and to OG8, PA on their reasons for such, together with their revised timeline. Such justifications are accepted upon approval of DCT and/or Philippine Army Doctrine Development Committee (PA DDC).

In all of these efforts, the PA DDC, as a component committee of the PA Capability Development Board, takes the forefront with its function as the overseer of doctrine development, evaluation and revision to ensure validity, relevance and responsiveness. The committee's discharge of functions is geared towards the enhancement of the doctrine capabilities through institutionalizing strategy, systems, processes and procedures for doctrine development.

## **DEVELOPING THE PA DOCTRINE CULTURE**

Regardless of the specific tasks stated, the initiatives ascertain that doctrine concerns each and every member of the PA – an idea that should be advocated through embracing a doctrine culture. Banking on the principle that doctrines depend upon feedback that is from observers in the operating echelons, all potential contributors who upgrade doctrine should understand the role they, as individuals, are asked to play. Further, this feedback must be both timely and cast in a form to maximize its usefulness (Jr. Holley, 2004). The characteristic of doctrines having the

ability to steer transition means that ideas emanate at the tactical level and ultimately produce tempo (Sloan, 2012). In this realization, the individual Army soldier will be better equipped and more inclined to exercise that initiative which differentiates the true professional from the mere timeserver.

However, we must not solely rely on just anybody to forward ideas to create a doctrine. As there are already institutions and mechanisms that identified our priorities, capability champions must be responsible in drawing up parameters for change, and clearly describe what is to be done and how the current endeavor differs from what has been done before. Expertise must be backed with appropriate educational and professional background relevant to bring solutions to doctrinal problems. Doctrine developers must be change drivers that can build a consensus that will give the new ideas and encourage others to adopt and believe in the needed change. Bearing in mind that doctrines emanate from various sources including theory, history, experience, expertise and technological advancement, the PA is on its way towards fostering a culture that provides a forum for the discussion of ideas that have not reached the status of formal doctrine. It is through this avenue that the PA will be able to meet its doctrinal needs that are enduring yet flexible. This is aligned with the emergence of hybrid threats that the organization needs to be able to respond to. Thus, capability champions, doctrines developers and writers should come up with doctrines that communicate the organizational capabilities and offer guidance on how best to use those capabilities while remaining open to interpretation, avoiding it from becoming too restrictive.

In all of these, understanding and guiding interaction in unforeseen and risk-oriented situations to strengthen doctrines must be realized. When the significance of interaction and collaboration are better defined, output doctrines will be embodied by looking ahead jointly that individualized, experience-based approaches cannot cover. Another gain of interaction is that it provides a basis for clarified goals and concrete scenario development through exercises and other plans. Thus, this facilitates balance among other components of the organization that change agents, capability champions, doctrine developers and writers must attain. On the other hand, the point how much each of these key players and in what way each of them helps to advance our understanding of the problem. The objective of the dialectic is not to dominate but to illuminate issues as fully as possible (Jr. Holley, 2004).

Having established the implications of doctrine at the tactical, operational and strategic levels, emphasize the crucial role that doctrine plays to succeed in war as well as operations other than war. We must consistently check for our doctrine's focus and alignment to the organizational Command thrusts to the identified doctrinal priorities in the next medium-term. With the overseeing committee and a set of policies in the doctrine development system, vehicles are now emplaced to revitalize the doctrine capabilities of the PA.

These doctrine imperatives are the not uttermost ends, merely a precursor to successive improvements of and within the organization – all gearing towards the goal of the transformation: A world-class Army that is a source of national pride. These doctrine capability objectives are contributory to making the organization responsive to the dynamic operational environment demands. The Army, as a fighting force, needs to be ready to defend the country's sovereignty and without doctrine, its operations cannot be successfully concluded against an active and determined enemy.

This paper has presented, in whole, the significance of doctrine in the military organization and its manifestations in the organization. Following this, the doctrine development policies and processes led to the identification of the issues that are being addressed by the current initiatives. While there are still more to be done, these actions are corollary to forging the doctrine-based Army we aspire to be.

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## ABOUT THE AUTHOR

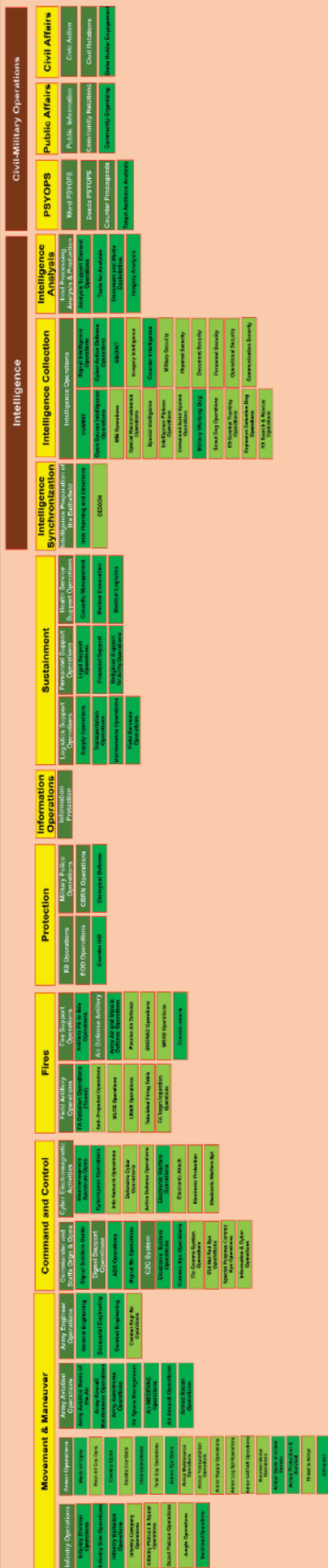
MAJ MARIA LOURDES E RANARIO PA (RES) was commissioned into the Reserve Force in 2017. She was part of the Marawi Operations from June to November 2017 and was one of the writers of the "Liberating the Islamic City, Book 1, Marawi and Beyond: The Joint Task Force Marawi Story". She was called to active duty from 2017 – 2019, after which she has continued to write for the Army as the writer of the Platoon Leaders Handbook and Company Commanders Guide. She is currently a Research Assistant at the Research and Doctrine Development Branch of the Office of the Assistant Chief of Staff for Education and Training, OG8, PA.

# Philippine Army Doctrine Hierarchy s2021

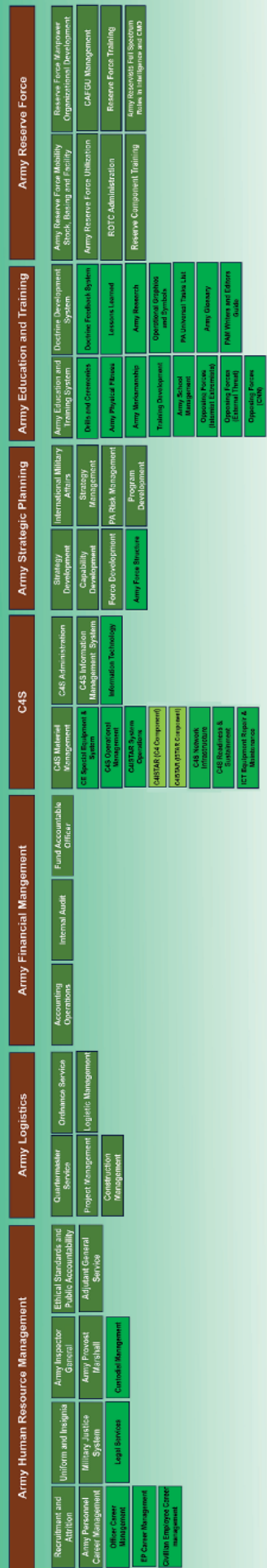
## Army Basic Doctrine Army Operations

Category	1	2
Warfighting Doctrines	12	12
Leadership and Landpower Doctrines	6	6
1st Level Subordinate	29	29
2nd Level Subordinate	63	33
3rd Level Subordinate	49	2
Total	153	64

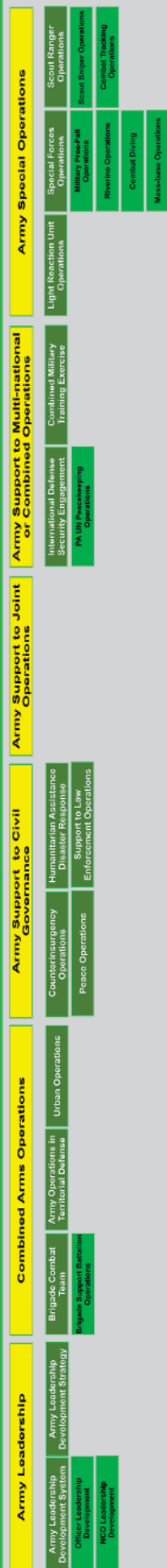
## Warfighting Doctrines



## Management Doctrines



## Leadership and Landpower Doctrines



**LEGEND:** Capstone Core Pillar 1st Level Subordinate 2nd Level Subordinate 3rd Level Subordinate

# Exceeding Expectations Through Powerful Execution

A Book Review on *Measure What Matters* by John Doerr

by Ms Katrine Mae M Bernadas

The success of an organization lies in measuring what matters; this is the main principle of John Doerr's book, which revolves around the goal-setting system developed by Andy Grove. Grove named this system Intel Management by Objectives or iMBOs, which Doerr referred to as the Objective Key Results (OKR) System throughout his book.

In his book, he defined OKRs as a "management methodology that helps to ensure that the company focuses efforts on the same important issues throughout the organization." According to him, OKRs revolve around objectives, which he defined as the "what" is to be achieved, and key results meant to benchmark and monitor "how" a company will attain its objectives.

To demonstrate the effectiveness of OKRs, Doerr presented firsthand accounts of how objectives and key results inspired workers, developed leaders, and unified teams to do great things. He argued that Bono and the Gates Foundation's mobilization against poverty and disease in Africa became a success by measuring what matters through objectives and key results. Doerr also contended that OKRs drove Google to its audacious 10x quest to make the world's information freely accessible to all and asserted that this goal-setting system empowered the pizza savants of Zume to deliver a robotically assembled artisanal pie, hot and fresh, to their customers' doors. More than this, Doerr provided his readers with cardinal features to guide them on how this system turns good ideas into superior execution and workplace satisfaction.

## FOUR SUPERPOWERS OF OKRs

As a goal-setting system, the power of OKR lies in its four superpowers which, as illustrated in his book, were able to move multiple departments and thousands of individuals towards a common objective. Now, as the Philippine Army continues to drive transformation within the organization, the

tenets of these superpowers may serve as a reminder of the importance of execution, especially with a system emplaced.

## SUPERPOWER #1- FOCUS AND COMMIT TO PRIORITIES

*"If we focus on everything, we focus on nothing (Doerr, 2018)."*

Throughout the book, the word "focus" is ever-present, as OKRs put a premium on focusing on what matters. Doerr utilized the case of Intel and Remind to discuss and establish that successful organizations focus their efforts on a handful of initiatives that can make a real difference or provide leverage while deferring those that are less urgent. With this argument, he stressed how critical leadership commitment is and underscored the significance of communicating one's goals across the company to ensure that all efforts are directed towards a common goal.

In setting the company's goals, Doerr iterated a few goal-setting ground rules by stating that key results must be succinct, specific, and measurable. He then suggested that to safeguard quality while pushing for quantity, key results must be paired; in other words, consideration is to be paid to a mix of both inputs and outputs.

To further highlight the importance of commitment, he presented the case of Nuna, a health care data platform and analytics company that was able to make a lasting impact on the U.S. healthcare system through the strength of the founders' commitment to OKRs. Nuna's case showed that their leader's commitment was crucial to attaining the company's goal. Likewise, it highlighted that true commitment can only be inspired by leaders who practice what they teach.

In the case of the Philippine Army, its steadfast

efforts towards transformative change and its adoption of the Balanced Scorecard, through the Performance Governance System, has helped the organization lay down its focus. The development and implementation of this scorecard narrowed down its focus to those variables that contribute to accomplishing its mission and attaining its vision. Likewise, through the systems and processes embedded within the organization, taking, for example, the Philippine Army Strategic Management System and the Scorecard Execution and Management Process, it was able to ensure an alignment of focus across all levels. This signifies that a system within the organization is present, indicating that now, the Philippine Army must look into the execution of the processes within the system, which is crucial for it to continue with its transformation endeavors. As a reminder from Doerr, execution is everything.

### **SUPERPOWER #2- ALIGN AND CONNECT FOR TEAMWORK**

*“Everything seems important, everything seems urgent, but what really needs to be done? (Doerr, 2018).”*

For the second superpower, Doerr accentuated the importance of a corresponding goal setting and goal transparency to align and connect the day-to-day operations of individuals to the company's overall mission. Accordingly, for most companies and organizations, a significant percentage of people work on the wrong things as they have no idea what the goal is. Hence, transparency, coupled with regular check-ins, is crucial to explain why a specific goal is essential. Further, transparency within companies or organizations seed collaboration and exposes redundant efforts, which, in turn, saves time and money. In this sense, it helps people connect to the company's goal, which eliminates silos and drives enthusiastic compliance rather than bureaucratic compliance.

To further solidify his argument, he presented the cases of Sandhill Unicorns, My Fitness Pal, and Intuit. Through the experiences of these companies, Doerr was able to show how the identification of objectives and key results across levels helped people understand what they had to do in lieu of the company's mission and vision. He also stressed that top-down and bottom-up objective setting can lead to ownership of these goals and deepen awareness of what it takes to accomplish the company's mission and vision.

### **SUPERPOWER #3- TRACK FOR ACCOUNTABILITY**

*“The point of objectives and key results, after all, is to get everyone working on the right things (Doerr, 2018).”*

The third superpower focuses on the culture of accountability built through continuous performance assessment, coupled with objective scoring, self-assessment, and reflection. As OKRs are data-driven, Doerr encourages weekly one-on-one OKR meetings and monthly departmental meetings between employees and managers to check and sustain performance. Likewise, revising, adding, or deleting OKRs are advisable as conditions change, making it counterproductive for companies to stubbornly hold on to objectives that are no longer relevant or attainable. With this, OKRs ensure that goals do not slide into irrelevance and remain responsive to the company's mission.

The Gates Foundation proved the effectiveness of having concrete goals and a directional mission.

Emphasizing performance monitoring and evaluation, the Philippine Army has installed strategy evaluation mechanisms that align with the intent of this superpower. These review mechanisms pave the way for weekly, monthly, quarterly, semi-annual, and annual reviews of its strategy. The Philippine Army may learn from this book the importance of execution as it already has the system. The success of the Philippine Army's strategy lies in the knowledge and religious utilization of its strategy management tools.

### **SUPERPOWER #4- STRETCH FOR AMAZING**

The fourth superpower looks at setting and aiming for Big, Hairy, and Audacious Goals (BHAG) as these can unearth fresh capacity, hatch more creative solutions, and revolutionize business models. It also emphasizes how vital employee commitment is in pursuing high-effort and high-risk goals, which is why leaders must convey the importance of the outcome of these goals and the belief that it is attainable.

In Google Chrome's experience, setting BHAG and missing it will still lead to the achievement of something remarkable. For this reason, Doerr advocates for Google's “Gospel of 10x” to get leaps in productivity or innovation by replacing incremental OKRs with exponential ones. However, he also cautions against setting the bar too high, which

renders an OKR obviously unrealistic, causing morale to suffer when people know they cannot succeed.

Similarly, YouTube supports BHAG and shares that stretch goals can be crushing if people don't believe they're achievable. Accordingly, that's where the art of framing comes in and the importance of process, structure, and clarity. Given this, it is important to design stretch OKRs that fit the organization's culture.

The Philippine Army's vision has been known to be big, hairy, and audacious. It has set base camps along the way to ensure that it will be able to pause and review its strategy and accomplishments and recalibrate its gear if these are no longer in line with their intentions. However, from years of implementation, what may be lacking is the belief across the organization that this vision is attainable. Buy-in was not fully grasped due to frequent changes in leadership and the absence of physical proof that the organization is moving closer to its vision. This may be what Doerr meant when he said that people cannot connect with what they cannot see.

The second part of the book covers the application and implications of OKRs for the new world of work.

## **CONTINUOUS PERFORMANCE MANAGEMENT**

As systems are revolutionized, the HR model should also be transformed to cope with the adoption of OKRs. The transformational system offered as the contemporary alternative to annual reviews is what Doerr called Continuous Performance Management. This system is implemented with an instrument called CFRs, which stands for Conversations, Feedback, and Recognition. The intent of this system is to ensure that issues are addressed before they become problems and give struggling employees the support they need.

Accordingly, CFRs work alongside OKRs to champion transparency, accountability, empowerment, and teamwork at all levels of the organization as they are mutually reinforcing. And if they are utilized together, the silo will be a relic of the past.

Doerr argues for the effectiveness of OKRs and CFRs by using Adobe's experience and the Zume Pizza Story as demonstrations that goal achievement, better discipline, better engagement, better transparency, better teamwork, better conversations, better culture, and better leaders through executive support, clarity on company objectives and investment in training equip managers and leaders to be more effective.

As the Philippine Army goes on to revolutionize the way it does things, its review mechanisms have ensured to regularly review its goal attainment. Likewise, tools like the personal scorecard and scoreboards provide the organization's units and offices with a mechanism to review individual, departmental, division, and even branch performance to warrant alignment to the overall mission. Said tools also forge commitment at the level of the individual as it shows an alignment of day-to-day activities to overall mission accomplishment.

## **IMPORTANCE OF CULTURE**

*"Culture eats strategy for breakfast (Doerr, 2018)."*

OKRs and CFRs promise sustained performance; however, to attain operational excellence, a healthy culture must also be present. As per Doerr, an OKR culture is an accountable culture. This means that employees worked for the company's goals not because the boss gave the order but because they know its importance to the company. Hence, to develop a high-motivation culture, OKR must be balanced with catalysts - actions that support the work, and nourishers - acts of interpersonal support or even random acts of kindness.

Doerr suggests for OKRs to be utilized as promoters of transparency, clarity, purpose, and big-picture orientations, and CFRs as builders of positivity, enthusiasm, stretch thinking, and daily improvement. He reminded companies to be alert of the need to address cultural barriers, especially on issues of accountability and trust.

The Philippine Army's Strategy Execution and Management System, through its employment of the four disciplines of execution and utilization of scoreboards and dashboards, emphasizes the critical distinction between important and whirlwind activities and tasks. However, with its bureaucratic and hierarchical structure, there are times when whirlwind activities are prioritized due to their urgency. The prevalence of "whirlwind" tasks may indicate failure in planning, which compromises the execution of its strategy as it leads to competing resources, i.e., personnel and time, among others.

## **CONCLUSION**

*"Focus and commitment are a must for targeting goals. Only a transparent, collaborative, aligned, and connected organization can achieve so far beyond the norm (Doerr, 2018)."*



Driving organizations forward is a daunting task; however, with the right systems and processes emplaced, coupled with concrete goals, it is not impossible. In his book Doerr offered a management system he called OKRs and based on the case studies presented, it is undeniable that the said system can keep companies or organizations on track. The OKR system is effective for companies or organizations that lack a systematic system to guide them in creating, executing, monitoring, and reviewing their goals. However, in the case of the Philippine Army, what is lacking is not an overarching management system as most principles utilized by the OKR System are already covered in the organization's existing systems.

The Philippine Army, through its Strategy Execution and Management Process, advocated and implemented the utilization of scoreboards and dashboards across all units and offices within the organization. These scoreboards follow the four disciplines of execution as espoused by Franklin Covey, which follows the same principles of the OKRs four superpowers.

Furthermore, the utilization of scoreboards has been supported by the creation of scorecards at all levels – enterprise to individual and backed by alignment and communication tools made to ensure that strategy is developed, cascaded, aligned, and executed.

What the Philippine Army may focus on is ensuring that all members of the organization are knowledgeable, or at least are aware, of these existing systems and that they religiously execute the processes within these systems. Lack of awareness of these existing systems may lead to silos and, in turn, push members of the organization to start reinventing the wheel and work on the creation of systems and processes that are already existing instead of working on other things that may further improve the organization's performance, such as following through its priorities as laid down to its scorecard and trying to avoid personality-based priorities that often lead to competing resources. Moreover, what the Philippine Army may learn and practice from Doerr is the art of healthy discussions involving all levels of execution. As a bureaucratic and hierarchical organization, this may seem like a challenge to the organization. Still, as Henry Chesbrough said, no one has a monopoly on knowledge, and the more people contribute, the more ideas can be created.

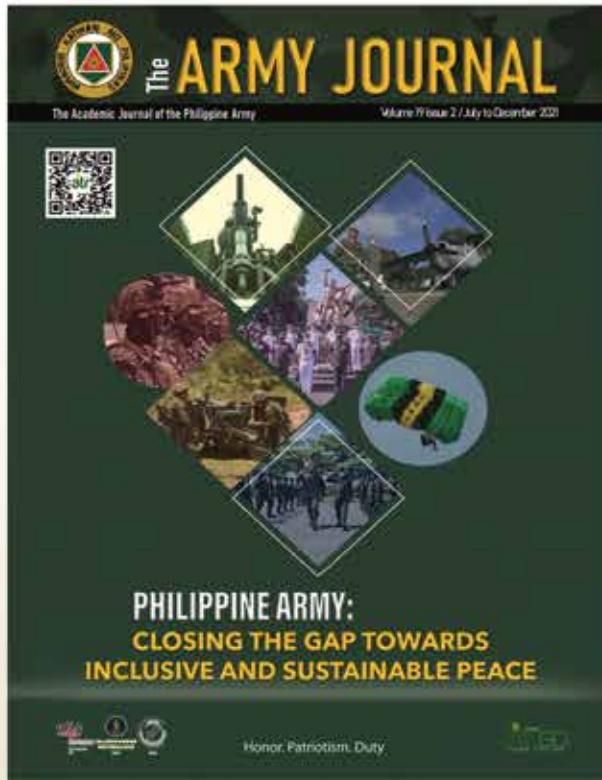
In conclusion, as laid down and emphasized by Doerr, a system is important to serve as a guide for the

organization on how it can attain its goals. However, more than the system, it is the organization's execution and commitment to the goals and processes within the systems in place that will lead to better performance and results, and subsequently, to the accomplishment of the organization's mission and vision.

## **ABOUT THE AUTHOR**

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