

Defense Against Threats to National Security

OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
<p>Philippine Defense Reform</p> <p>I. Institutional and Strategic Improvements</p> <p>1. Improved Defense Planning which is strategy driven</p>	<p>Implement a Multi-Year Defense Planning System</p>	<p>Develop the Multi-Year Capability Planning System (MY-CaPS)</p> <p>Implement the MYCaPS</p>	<p>Structure and key plans completed in 2005. MY-CaPS operates to utilize limited resources to achieve defense objectives based on prioritized key mission areas.</p> <p>Systems and Procedures completed in 2006</p> <p>Ongoing. Establishment of the National Security Policy Baselines conducted and completed in 2005 and National Defense Security Review jumpstarted in 2007.</p> <p>NDSS and NMS completed in 2006, subject to revalidation and review</p>	<p>DND/AFP/OCD/GA/NDCP/ PVAO</p> <p>DND/AFP/OCD/GA/NDCP/ PVAO</p>	<p>Formulated a Capability Plan for the DND, AFP and the DND civilian bureaus for the next 18 years with component 6-year and 12-year plans</p> <p>Developed an 18-year capability development plan in the MYCaPs (2005)</p> <p>Provided inputs and assisted in the formulation of the Enhanced National Internal Security Plan (ENISP)</p> <p>Formulated the New National Military</p>	<p>Full implementation of DSOM</p> <p>Align capability development and modernization process to support the 18 year planning process (2009)</p> <p>On going</p> <p>Implementation of the new National Military</p>

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			<p>AFP Procurement Service (AFPPS) established and operationalized in 2006. By 2008, the AFPPS will takeover all major procurement actions.</p> <p>AFP Procurement Manual completed and approved by the GPPB in 2007</p> <p>DND-wide program-budget structure completed in 2006. Now operational</p> <p>Training of identified DND core strategic planners completed in 2007</p>		<p>Strategy using the ENISP with focus on territorial defense in anticipation of the strategic defeat of the Communist Terrorist Movements</p> <p>Established Defense Procurement Agency (2005)</p> <p>Institutionalized acquisition processes (2005)</p> <p>Put in place a DND-wide program-budget structure (2006)</p> <p>Established the new DND/AFP organizational structure.</p>	<p>Strategy with focus on territorial defense</p> <p>Establish Defense Procurement Agency (2010) using the AFP Procurement Service as the baseline; Complete takeover of AFPPS</p> <p>Institutionalized acquisition processes (2009) as part of DSOM implementation. Review of AFP Procurement Manual</p> <p>Develop an integrated budget management information system to support budget formulation and execution (2010); Improve the processes</p> <p>Develop AFPOS or skill identified for strategic planners complete with training and development</p>

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2. Well-trained and skilled AFP commanders, officers and units	Improvement of Operational and Training Capacity of the AFP	Undertake Defense Resource Management through the Planning, Programming and Budgeting System	<p>Defense Resource Management System developed in 2005</p> <p>DSOM is now being validated while transitioning</p>	DND/AFP/OCD/GA/NDCP/PVAO	<p>Developed Personnel Management/Training Systems (2006).</p> <p>Defense Resource Management System developed (2005)</p>	<p>plans (2009); Continuous Training and institutionalization of training</p> <p>Results of NDS Review, Revalidation and Review of NDSS and NMS. Full implementation of DSOMs to include identifying, acquiring and training personnel with skills necessary for successful implementation (2009); Systems must be in place</p>
		Design a training program for commanders, officers and units	<p>Defense Resource Management System offices for Programs 1-5 established and operational in 2006</p> <p>Ongoing. Training Needs Assessment conducted in 2007 to establish a CAPSTONE like course for the AFP. Officers Professional Development Program reviewed and approved in 2007.</p>	DND/AFP	<p>Defense Resource Management System Offices established (2005)</p> <p>Developed and implemented Training Programs (2005-2010)</p>	<p>Institutionalization of key leadership training courses for officers and enlisted personnel in Major Service Training Commands (2009); Continuous implementation, review and revalidation of training activities</p>

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		<p>Develop doctrines, training and operations of joint forces involving the utilization of land, maritime and air forces under a unified command</p> <p>Develop a full spectrum Information Operations (IO) capacity of the AFP that is doctrinally organized, professionally staffed, and trained</p>	<p>On going. Training and operations management budget annual program to be included in GAA.</p> <p>Ongoing. Develop and publish joint IO doctrine that will serve as basis for all IO planning, mission implementation and training</p> <p>Ongoing. AFP Doctrine Development System Assessment conducted in 2006. The AFP Doctrine Development Center elevated from a subordinate unit to a support unit.</p> <p>On going. Involvement of technical experts tapped to develop POI for AFP Basic Doctrine Developers Course, Joint Doctrine Developers Course, and</p>	<p>AFP</p> <p>AFP</p>	<p>Established a Training and Operations management budget (2005)</p> <p>Established a Training and Operations management budget (2005)</p> <p>Developed a Joint Service Training Doctrine (2006)</p> <p>Involved technical experts in the development and publication of training and operations doctrine</p>	<p>Complete conversion of Army Infantry Battalions and Marine Battalion Landing Teams to BOE standards to include updated doctrine, training and equipment (2010); Integration to the AFP and major services annual programmed budget</p> <p>Implement training and institutionalize IO curricula in the AFP education and training system</p> <p>Increase training management and training area capabilities at the joint level (2010)</p> <p>Complete staff and equipment of the AFP Doctrine Center (2008); Develop a joint doctrine developers training</p>

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			<p>Doctrine Management Course</p> <p>Ongoing. Planning established for the consolidation of the AFP medical, nursing, dental, and veterinary corps as the first step towards the possible establishment of a Joint Medical Command to better utilize scarce AFP medical professionals</p> <p>Creation of Joint and Combined Training Center and the conduct of AFP Instructor Training Course which jumpstarted the project for continuous implementation and review</p> <p>PA Platoon Sergeants Course developed and completed</p> <p>Joint Operational Planning Course conducted at the Marine Corps Training</p>		<p>and validation criteria (2006)</p> <p>Developed Joint Service Health Support doctrine (2006)</p> <p>Attained jointness in all operations (2009)</p>	<p>course (2008); Update all key joint and service doctrinal publications (2009)</p> <p>Complete staffing of medical reorganization proposal to create the Joint AFP Medical Command (2009); Continued efforts on the formulation of doctrines and implementation of the integration of Joint Service Health support are underway</p> <p>Continuous implementation, review and revalidation of joint and combined training activities to achieve operational jointness between major services and allied forces</p>

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<p>3. Enhanced operational readiness and reliability rates for all platforms and weapons systems</p>	<p>Improvement of Logistics Capacity</p>	<p>Improve planned maintenance</p>	<p>Center and soon at the 71st Special Operations Wing, AFP</p> <p>AFP Instructor Training Course completed in 710th SPOW</p> <p>Joint, Services-peculiar, ISO-focused doctrines identified and developed and now awaiting funds to support publication</p> <p>Ongoing. Establishment of IRIS in 2008. Different Operations and Training Programs implemented.</p> <p>Ongoing. Identified as a priority project under the PDR Logistics Program, awaiting funds from DND.</p> <p>PDR Logistics Team (PDR LT) facilitated formulation and publication of maintenance manuals for some key AFP platforms</p>	<p>DND-AFP</p>	<p>Ongoing. Management of IRIS and other programs for operations and trainings</p> <p>Acquired improved maintenance infrastructure and necessary tools and equipment (2006)</p> <p>Improved operational readiness and reliability rates for major end items to a level that ensures</p>	<p>Publication of Joint Services - peculiar and ISO-focused doctrines</p> <p>Established capability to forecast future maintenance needs and program acquisition of such needs (spares, labor requirements, etc.) in advance</p> <p>Transfer of competency on maintenance management to AFP maintenance personnel; Developed a pool of AFP</p>

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		<p>Improved maintenance procedures</p> <p>Improved logistics management systems</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing. AFP Munitions Control Center established in 2007 to fix the identified deficiencies in the control, reporting, storage and maintenance of munitions</p> <p>AFP-wide, particularly in frontline units</p>	<p>AFP</p>	<p>operational success (2006-2010)</p> <p>Increased GRP funding for FMS by 500% and formulated mechanism for obtaining additional Operations and Maintenance Funding</p> <p>Institutionalized improved maintenance procedures (2009)</p>	<p>maintenance specialists; Phase-out of PDR LT services by 2009</p> <p>Develop the capability to forecast logistics requirements over the budget planning horizon to justify operational readiness budgetary requirements and to allow the most effective distribution of available assets (2009)</p> <p>Institutionalized improved maintenance procedures and skill training focusing on new capabilities such as acquisition (2009)</p> <p>Establish AFP Munitions Control Center to account and database AFP munitions supply which is of making accurate forecast of AFP munitions requirements in advance of scheduled procurement; Formulation of AFP</p>

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		Improve warehousing and storage facilities	<p>Ongoing application of audible vehicle fuel fleet card. AFP small purchase card similar to the fleet card proposed, awaiting GPPB approval.</p> <p>Ongoing. DRMM database established and FOCIS developed in 2007. Functional descriptions for key logistics information management system also developed (2006). Initial establishment of AFP Cataloguing and Standardization Office (2008)</p> <p>Ongoing. DRMM database established in 2006 and FOCIS developed in 2007. AFP Munitions Control Center established in 2007. AFP Supply Accountable Office established in 2008.</p> <p>PDR-LT Warehousing Team conducted</p>	AFP	<p>Ensured that regulations supporting the improvement of logistics capacity are in place (2007)</p> <p>Improved inventory support facilities (2006)</p>	<p>Munitions Manual and AFP Explosive Safety Manual (2009)</p> <p>Formulated AFP polices to efficiently manage AFP logistics system</p> <p>Establishment of Automated logistics systems functional by 2010; AFP Integrated Logistics Management System Program Management Office (AFP ILMSPMO) established (2010)</p> <p>Automation of AFP warehouse and storage facilities established and operational (2010); Increased number of AFP personnel competent in warehousing and storage handling (2010)</p>

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		Improve logistics training	<p>warehousing training to AFP service support units.</p> <p>Higher-level AFP logistics training programs implemented since 2004 such as AFP Logistics Officer Intermediate Course, DRMS and DISAM-F</p>	DND/AFP	Established new Training Programs of Instruction for Logistics (2006)	Established the AFP Logistics Training Center (2010); Developed the Logistics Personnel Career Path (2009), to include that for acquisition and contracting
			Ongoing. Review of current procedures and identification of gaps and deficiencies for modification and improvement.	DND/AFP	Institutionalized improved maintenance procedures (2009)	Institutionalized improved maintenance procedures and skill training focusing on new capabilities acquisitions (2009)
		Improve logistics management system	Ongoing. Application of auditable vehicle fuel fleet cards to the entire AFP completed. AFP small purchase cards proposed, waiting for approval.	DND/AFP	Ensured that a joint, integrated automated logistics and maintenance system is in place (2007)	Ensure that regulations that support the improvement of logistics capacity are in place upon completion of the studies on the consolidation and centralization of logistics infrastructure (2007)
		Improve logistics training	Logistics functional training and career development program developed and approved in 2007	DND/AFP	Established new Training Programs of Instruction for Logistics (2006)	Complete study on formation of AFP Logistics Training Center (2008); Develop a logistics ca-

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<p>4. Improved operational level expertise and skilled DND and AFP personnel</p>	<p>Address Organizational, Management and Operational Systemic Deficiencies (Staff Development Program)</p>	<p>Identify organizational, management and operational systematic deficiencies</p> <p>Based on identified deficiencies, design and implement a training program to develop planning skills, leadership and supervisory skills, and organizational skills</p>	<p>Ongoing. Training Summit to integrate international training activities in support of AFP professional development Goals scheduled; PMA Roadmap incorporated in the officer professional development program; training needs assessment conducted; among others. Conducted courses on Project Management</p>	<p>DND/AFP/ OCD/GA/ NDCP/ PVAO</p> <p>DND/AFP/ OCD/GA/ NDCP/ PVAO</p>	<p>Operational DND-AFP and Major Services Knowledge Portals and Centers (2005)</p>	<p>reer path with associated training and professional development requirements (2008)</p> <p>Complete Training Systems and Training Needs Analysis for Officer Professional Military Education (2008); Complete roadmap for civilian professional development and training (2008); Review and revise the officer and enlisted initial entry training programs (2009)</p> <p>Implement the Joint NCO Academy to manage enlisted career development training (2009); Develop functional career paths for all AFP occupational Specialties to include required levels and trainings for skill training and professional development (2010); 3 Executive courses for PM and 1 Trainers</p>

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5. Effective and efficient AFP Personnel Management System	Develop an effective AFP Personnel Management System	Review, evaluate and, if necessary, revise AFP personnel policies and personnel management systems	<p>for Practitioners and 2 Executive Courses in PM</p> <p>Ongoing</p> <p>Ongoing. Training of core DND/AFP strategic planners completed in 2007.</p> <p>On going. Enlisted Personnel Development Program and Officer Professional Development Program developed in 2007.</p> <p>Ongoing. Personnel guidelines and directives particularly on force management, force attrition and promotion process reviewed and</p>	DND/AFP	<p>Approved plan for developing local SMEs (2006)</p> <p>Trained pool of DND/AFP strategic planners (2006)</p> <p>Formulated DND/AFP plan for seminars, symposia, SME exchanges, and mobile training teams for sustenance and development (2006)</p> <p>Attained local SME expertise (2010)</p> <p>Revised Personnel Guidelines and Directives (2006)</p>	<p>Training course are being planned to be conducted</p> <p>Fully integrate PDR and MDB planning and engagement activities (2008); Execute US 2M PDR training case to provide SME support for PDR related activities (2008); Complete PDR Project Management Training for all PDR participants (2008)</p> <p>Ensure that the revised National Defense Act meets the personnel force management and personnel management</p>

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			<p>evaluated.</p> <p>Ongoing. Establishment of personnel database started in 2006.</p> <p>Ongoing</p> <p>Ongoing</p>		<p>Validated manpower document and database (2006)</p> <p>Published an AFP Manual on Personnel Career Patterns (2006)</p> <p>Re-published the AFP Personnel Management Manuals (2006)</p>	<p>requirements of the AFP required to field an effective and efficient force capability (2009)</p> <p>Complete review and revision of AFP tables of organization and equipment (2009); Development requirements for manpower management information management system (2010)</p> <p>Develop functional career paths for all AFP Occupational Specialties to ensure that qualified personnel are available and assigned to positions requiring their functional expertise</p> <p>Upon passage of the National Defense Act, re-publish the AFP Personnel Management Manuals to reflect the new force management requirements for the AFP (2009)</p>

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		<p>Realign force structure relative to strategy, threat and mission</p> <p>Reduce personnel costs</p> <p>Automate the personnel management information system</p>	<p>Ongoing. Drafted the Force Structure SOP in 2006</p> <p>Study on-going</p> <p>Ongoing. Establishment of personnel database started in 2006, as part of the operational personnel management information system.</p>	<p>DND-AFP</p> <p>DND-AFP</p> <p>DND-AFP</p>	<p>Realigned force structure to address strategy, threat and mission (2005-2010)</p> <p>Reduced personnel cost</p> <p>Ensured that an operational personnel management information system is in place (2006)</p>	<p>Complete the Force Structure Development System as part of DSOM (2008); Synchronize force structure with DSOM 18 year planning horizons (2009)</p> <p>Complete study on most efficient mix of civilian/military/contractor for AFP support functions (2009); Review all non-combat related infrastructure to determine economies and efficiencies available for consolidation and centralization</p> <p>Ongoing study. Instituted a Pension Clearing System that realized millions of pesos in savings.</p> <p>Complete fielding of the major service PMIS systems (2008); Field the integrating AFP PMIS system (2010)</p>

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6. Upgrade of AFP Capabilities	Plan, program and execute a Multi-Year Capability Upgrade Program	Formulate a 6-year, 12-year and 18-year AFP Capability Upgrade Program	Ongoing	DND-AFP	Established a Personnel Management Control System (2006)	Revise the personnel management reporting system upon implementation of the AFP PMIS (2010)
			Ongoing		Stored all DND and AFP personnel information in redundant database (2006)	Ensure alternate storage capacities for AFP personnel management information upon completion of the AFP PMIS (2010)
			Multi-Year CUP completed, subject to periodic revalidation and review. Reprioritization list prepared in 2006. The Defense Financial Management System is now implemented in accordance with Multi-Year Defense Planning System, the Resource Management System and the DBM operational performance and mission based budgeting structure.	DND-AFP	Prepared a multi-year Capability Upgrade Budget (2006-2010)	Ongoing

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		<p>Prepare the budget for the Capability Upgrade Program</p> <p>Execute the Capability Upgrade Program</p>	<p>Multi-Year CUP completed, subject to periodic revalidation and review. Reprioritization list prepared in 2006.</p> <p>AFP CUP HORIZON 11 Seminar Workshop was conducted on 26-27 March 2008 to commence the policy formulation and the process enhancement for CUP Horizon 11 capability requirement identification.</p> <p>On going. Training of personnel programmed and conducted annually.</p> <p>Establishment of the AFP Munitions Control Center as an AFP wide Service Support Unit was approved in 2007 by the SWD. Inventory of AFP munitions near completion.</p> <p>Ongoing. Philippine Intelligence Modernization program equipment is now largely in place.</p>	<p>DND-AFP</p> <p>DND-AFP</p>	<p>Prepared a multiyear Capability Upgrade Budget (2006-2010)</p> <p>Developed DND-AFP advocacy teams (2005)</p> <p>Trained personnel in the operation and maintenance of the integrated communications system (2005)</p> <p>Developed an effective AFP-wide Ammunition Procurement and Management System (2006)</p> <p>Trained personnel in the operation and maintenance of the</p>	<p>Develop the implementation plan for CUP Phase 3 (2009)</p> <p>Complete execution of CUP Phase 1 (2008) Complete execution of CUP Phases 2A and 2B (2010)</p> <p>Continuous implementation, review and revalidation</p> <p>Completion of processes and assessments</p> <p>Complete functional description development of new intelligence informa-</p>

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			<p>Ongoing. Philippine Intelligence Modernization program equipment is now largely in place.</p> <p>The Joint DND/GHQ/Australian Strategic Communications Symposium was successfully conducted on May 20-21, 2008</p> <p>DND information structures established. STRATCOM Program developed in 2006.</p> <p>The Joint DND/GHQ/Australian Strategic Communications Symposium successfully conducted on May 20-21, 2008</p>		<p>new intelligence system (2006)</p> <p>Designated Chief Information Officers at DND, AFP and attached agencies (2006)</p> <p>Established the DND Information Infrastructure (2006)</p>	<p>tion system (2008); Field system to support NRCs/ARCs (2009)</p> <p>Develop a plan to integrate newly acquired communications and surveillance capabilities into the overall AFP command and control system (2009)</p> <p>Upon completion of the information management requirements road map, program necessary information infrastructure enhancements into the AFP modernization program (2009)</p>

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			<p>DND information structures established. STRATCOM Program developed in 2006.</p> <p>Ongoing. Various AFP units deactivated and/or reactivated to support new capabilities.</p> <p>Ongoing through the Information Management Development Program</p>		<p>Established the DND Information Infrastructure (2006)</p> <p>Restructured the organization so that it supports the new capabilities resulting from the upgrade (2008)</p> <p>Established the DND-wide Enterprise Information System (2008)</p> <p>Introduced modernized systems and equipment that supports doctrines (2010)</p>	<p>Upon completion of the information management requirements road map, program necessary information infrastructure enhancements into the AFP modernization program (2009)</p> <p>Examine the requirement to form a DND wide information management organization to provide centralized command and control of all DND/AFP information management capabilities and requirements (2009)</p> <p>Develop and field the management information systems required to support the DSOM process (2010)</p> <p>Integrate the capability upgrade program, AFP modernization program and other major end item acquisition programs to ensure that fully support DPG priorities and requirements (2010)</p>

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8. Effective defense acquisition/procurement	Establish a centrally managed defense acquisition system	Improve requirements generation system	preliminary APB also prepared. Continuing. MTCaPS organizational capability is 100% complete; Operational capability is 81% complete.	DND/AFP/ OCD/GA/ NDCP/ PVAO	Ensured that the Defense resource Management System is completely operational (2005-2010)	Procure and train the personnel necessary to operationalize the DSOM management process (2008-2010)
		Create systems and structures for oversight, internal control, internal audit and performance audit	Ongoing. Adopted the NGAS. Electronic database completed in 2006.	DND/AFP/ OCD/GA/ NDCP/ PVAO	Created an accounting system with internal control and internal audit features that supports the multi-year defense budget (2008)	
			Ongoing. DBM OPIF requirements institutionalization		Created a performance audit system (2008)	
		Design and gradually implement a centrally managed defense acquisition system and structure	Ongoing Under review	DND/AFP/ OCD/GA/ NDCP/ PVAO	Submitted proposed legislative enactments and executive orders (2005) Approved funding requirements for implementation of the Defense Acquisition System (DAS) (2005)	Include the legal and legislative changes necessary to implement DAS in the revised NDA (2008)

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	Develop a professional acquisition workforce	Hire and/or train personnel to perform functions relative to acquisition and procurement	<p>Ongoing. Initial draft DND Acquisition Logistics manual developed and circulated for coordination.</p> <p>Under review</p> <p>Ongoing</p> <p>Identified skilled work force. Sent military personnel for acquisition training.</p>	DND/AFP/ OCD/GA/ NDCP/ PVAO	<p>Published and implemented new acquisition</p> <p>Finalized the design of the new organization necessary to implement the DAS (2005)</p> <p>Identified necessary components to begin building a responsive DAS (2005)</p> <p>Determined the required qualifications, training, and education of the proposed professional acquisition workforce (2005)</p>	<p>Publish the acquisition logistics manual (2008)</p> <p>Operationalize the office of the Assistant Secretary for Installations and Logistics with personnel required to assume management responsibilities for DND acquisition and logistics policy (2009)</p> <p>Integrate acquisition professional and procurement, contract management career force skill set requirements and establish a new AFPOS to institutionalize the capabilities within DND and the AFP (2009)</p>

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9. Expanded AFP Capability to conduct Civil Military Operations	Increase the capability of the AFP to conduct Civil Military Operations	<p>Design and implement training programs on acquisition/procurement activities</p> <p>Coordinate with the DPWH in the construction of “Affirmative Action” roads</p>	<p>On going. Training on proper methods of procurement under the guidelines of RA 9184 conducted to AFP personnel involved in the procurement process.</p> <p>Ongoing</p> <p>Continuing</p> <p>Ongoing. AFP/DND wide information management assessment completed in 2007.</p>	<p>DND/AFP/ OCD/GA/ NDCP/ PVAO</p> <p>DND/AFP</p>	<p>Formulated Acquisition Training Programs of Instruction at all levels (2005)</p> <p>Increased capability of existing engineering brigades (2010)</p> <p>Established humanitarian assistance programs and a humanitarian civic assistance budget (2005)</p> <p>Integrated information operations with civil-military operations (2005)</p>	<p>Identify proper mix of internal and external training support for acquisition/procurement career field (2009); Assign responsibility for overall training management to the AFP Logistics Training Center (2009)</p>

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<p>10. Improved assessment and evaluation of AFP functional areas for better planning and decision-making</p>	<p>Develop accurate baseline data on critical AFP functional areas</p>	<p>Identify baseline measures and design measurement process</p> <p>Measure, compile and summarize baseline data</p> <p>Analyze baseline data and make assessment</p>	<p>Continuing under the CMO</p> <p>Completed. Resource Management Office for Programs 1-5 activated in 2005-2006. Organized Project Management Teams and Project Teams of the Ten PDR Priority Programs</p> <p>Ongoing. DRMM database established in 2006. FOCIS established in 2007 to enhance DRMM database. Development of respective database structures of the PDR Priority Programs</p> <p>Ongoing. DND-wide PPRA conducted bi-annually starting in 2005.</p>	<p>DND-AFP</p> <p>DND-AFP</p> <p>DND-AFP</p>	<p>Employed civil military operations to improve civil-military relations (2006)</p> <p>Identified teams for assessments and develop pre-site survey plans, timelines, goals, etc.</p> <p>Established a DND and AFP-wide database (2006)</p> <p>Conducted assessments at the DND, GHQ, military department levels and other AFP units and offices (2005)</p>	<p>Based upon completed requirements assessments, publish the Information Management Road Map (2009)</p> <p>Complete fielding of the FOCIS model to serve as the baseline data model to support the budget and programming processes (2008)</p> <p>Complete assessments of current information capabilities and requirements at the DND, GHQ, military department levels and other AFP units and offices (2008)</p>

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
<p>a. Improved benefits and welfare of uniformed personnel</p>	<p>Implement the recommendations of the Feliciano and Davide Commissions</p> <p>Implement programs designed to provide better benefits and services to soldiers</p>	<p>Implement an off-base and on-base housing program</p>	<p>Ongoing. DPG published annually starting in 2005.</p> <p>Ongoing, 132 apartments and condo units constructed in 2005</p> <p>Ongoing. On-base housing worth PhP1.0 billion constructed in 2006.</p> <p>Ongoing</p>	<p>DND/AFP/ OCD/GA/ NDCP/ PVAO</p> <p>DND/AFP</p>	<p>Developed detailed implementation plans that address the findings of the assessment (2006)</p> <p>Constructed housing units for officers and enlisted personnel in GHQ and Service Commands nationwide (2005-2009)</p> <p>Constructed housing units for officers and enlisted personnel at AFP LC, AFPMC and PSG (2005-2009)</p> <p>Distributed the remaining areas for off-base housing projects in</p>	<p>Develop the information management road map to address identified deficiencies between current capabilities and projected requirements (2009)</p>

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
		<p>Improve AFP medical services</p>	<p>Ongoing. Two (2) off-base housing areas developed in Cavite and Fort Bonifacio, Taguig City</p> <p>Ongoing efforts to the fielding of the AFP's 1st Forward Medical Emergency Deployable Intermediate Care System (MED-ICS). Ongoing projects with focus on Health Service Support System, e.g. combat life saver kits were already deployed.</p> <p>Ongoing. Three (3) MOAs signed for free hospitalization of soldiers wounded in battle. Military hospitals in Palawan area consolidated. On going review of geographic consolidation of</p>	<p>DND/AFP/VMMC</p>	<p>Cavite, Zambales, Zamboanga, Laguna, Fort Magsaysay, Capiz, Ormoc City and Gamu, Isabela (2005-2006)</p> <p>Developed off-base housing near or in the vicinity of air and naval bases for PAF and PN personnel (2005-2010)</p> <p>Increased collection of PHILHEALTH reimbursement in hospitals and coordinate with the Philippine Health Insurance Commission for grant of special privileges for AFP members (2005-2010)</p> <p>Established arrangements with 3 civilian hospitals per region to provide medical services to AFP personnel (2005-2010)</p>	<p>Upgrade AFP hospitals to ensure medical needs of DND/AFP personnel (2009) are met; Integration of various medical corps into the AFP Medical Service</p>

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
		Rationalize the AFP retirement fund and funding pension benefits	<p>medical facilities in Cebu, Zamboanga and other areas</p> <p>AFP Pension List Cleansing Project was formally started with the signing of a MOA between AFP and NSO on Jan. 12, 2008</p> <p>Ongoing. AFP Pension and Gratuity Management Center reactivated in 2006.</p>	DND/AFP/ PVAO/AFP/ RSBS/ NDCP	<p>Rationalization of the AFP Retirement Fund (2005)</p> <p>Introduced systems for validation of beneficiaries and efficient delivery of pension benefits (2005)</p>	<p>to ensure synchronization of available medical support (2009); Upgrade training and equipment of medical adjustmen to maximize on the scene medical support (2009); Procure US\$10 million of medical support equipment to increase the capability of battalion level units to provide medical support (2008)</p> <p>Proposed bill to Congress to rationalize the AFP retirement fund</p> <p>Develop an automated interface between the NSO and DND/AFP to ensure all veterans/pensioners are provided benefits in a timely manner and that the rolls are periodically purged to ensure currency of the people entitled to benefits (2008)</p>

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
			<p>Ongoing. AFP Pension and Gratuity Management Center reactivated in 2006</p> <p>Ongoing</p> <p>Ongoing. AFP Pension and Gratuity Management Center reactivated in 2006.</p>		<p>Optimized distribution of pension benefits drawn from annual General Appropriations Act (2005)</p> <p>Ongoing implementing the changes and measures that have been instituted and initiated (2005-2010)</p> <p>Delivered promptly all services and separation and retirement benefits to all AFP personnel and/or to their dependents/ beneficiaries (2005-2010)</p>	
		Develop combat life-saving capability	Ongoing. Health support sets, kits and outfits including frontline ambulances requested. Combat Life Savings kits already deployed to address line units requirements.	DND/AFP	Developed combat lifesaving capability (2005)	Field additional forward surgical capabilities (2008) Field the 1 st MEDICS deployable medical capability (2009)
		Develop medical evaluation capability	Ongoing. Initiatives started in 2005.	DND/AFP	Developed medical evaluation capability (2005)	Configure selected UH1 helicopters to serve as air ambulances (2009)

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
		<p>Allocate benefits to families of soldiers killed-in-action</p> <p>Establish an effective grievance mechanism</p> <p>Establish scholarships and provide tuition fee</p>	<p>Completed. Aside from lifetime pension and insurance benefits, the family of KIA soldier receives educational scholarships, special assistance equivalent to six months of the gross pay of the deceased soldier, PhP100,000-PhP180,000 house and lot, and additional cash remuneration from the President's Social Fund</p> <p>Ongoing</p> <p>Ongoing. AFP continuous conduct information drive on the enhanced AFP Grievance System.</p> <p>Completed. Implementation on going.</p>	<p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p>	<p>Developed system that will provide prompt, effective and efficient assistance to the family of the KIA soldiers (2005)</p> <p>Continued and followed-up implementation of directives, issuances, circulars, guidance and SOPs (2005)</p> <p>Continued Information Campaigns through troop information and education, publications, lectures, command and staff visits of units specially in the field (2005-2010)</p> <p>Developed system that will provide academic</p>	<p>Develop and implement the Inspector General Road Map to increase the capability of the IG at all levels to more effectively respond to internal grievances (2009)</p> <p>Establish a strong strategic communications program within DND and AFP to include setting up of an organization dedicated to that task (2009)</p>

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
<p>b. Codified and institutionalized reforms and improvements</p> <p>II. Up-grade of the Capabilities of the AFP to Carry Out its Functions and Missions</p>	<p>Enactment of a new National Defense Act</p> <p>Plan, program and execute a Multi-Year Capability Upgrade Program</p>	<p>discounts to soldiers and their dependents</p> <p>Monitor the implementation of programs</p> <p>Formulation and drafting of a proposed National Defense Bill embodying the improvements and reforms in the DND and its bureaus</p>	<p>Ongoing</p> <p>Completed</p> <p>Draft National Defense Act (NDA) completed in 2005. Under re-study.</p>	<p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p>	<p>assistance to the soldiers and their dependents (2005)</p> <p>Granted educational benefits to AFP personnel and dependents through the AFP Provident Trust Fund (2005-2010)</p> <p>Established periodic reporting system (2005)</p> <p>Ensured the enactment of an updated National defense Act featuring the institutional and systematic reforms to the DND and the AFP (2005)</p>	<p>Submit a revised NDA to Congress (2008)</p>

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
	Upgrade the land force capability	<p>Improve command and communication</p> <p>Improve land mobility</p> <p>Increase firepower</p> <p>Enhance force protection</p> <p>Enhance combat life support</p>	<p>Communication equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007. Contract for PA 20W Radios and 5W handheld radios completed in 2007</p> <p>Land mobility equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007. Contract for Troop carrier completed in 2007.</p> <p>Firepower equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007. Contract for SAW completed in 2007.</p> <p>Night fighting system equipment included in the reprioritized list of the AFP CUP. Acquisition of the system is on going.</p> <p>Combat life support requirements included in the reprioritized list of the AFP CUP. Acquisition is on-going.</p>	<p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p>	<p>Acquired radios Vehicle Configuration: 20W Radios; 100W Radios; and 2W Handheld Radios (2005-2010)</p> <p>Acquired trucks; assault water craft; Armored Personnel Carriers; and Commando Vehicles (2005-2010)</p> <p>Acquired Squad Automatic Weapons (2005-2010)</p> <p>Acquired Night Fighting Systems (NFS) (2005-2010)</p>	

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
	Upgrade the maritime force capability	<p>Develop and sustain command and communications</p> <p>Develop and sustain naval mobility</p> <p>Develop and sustain naval patrol capability</p> <p>Develop and sustain naval firepower</p>	<p>Maritime communications equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007. Acquisition is ongoing.</p> <p>Naval mobility equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007. Acquisition is on going.</p> <p>Naval patrol requirements included in the reprioritized list of the AFP CUP. Phase 1 started in 2007. Acquisition of NFS and NVS is on going.</p> <p>Naval firepower equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007. Contract for SAW completed in 2007.</p>	<p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p>	<p>Acquired Radios Vehicle Configuration; 20W Radios; Multi-Band Base Radios; Multi-Band Handheld Radios; 2W Handheld Radios; Air Band Radios; Vehicle Radios; and Portable SIGINT equipment (2005-2010)</p> <p>Acquired trucks; Combat Rubber Boars; Rigid Hull Inflatable Boats; and Landing Craft Utility (2005-2010)</p> <p>Acquired NFSs and Night Vision Scopes-Ship boat, and upgrade Patrol Killer Medium (2005-2010)</p> <p>Acquired Mortars and Squad Automatic Weapons (2005-2010)</p>	

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
	Upgrade the air force capability	<p>Develop and sustain air-to-ground communication</p> <p>Develop and sustain airlift capability</p> <p>Develop and sustain air strike capability</p> <p>Develop and sustain surveillance capability</p>	<p>Air-to-ground communication equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007.</p> <p>Airlift capability included in the reprioritized list of the AFP CUP. Phase 1 started in 2007.</p> <p>Night Capable Attack Helicopters included in the reprioritized list of the AFP CUP. Phase 1 started in 2007. Acquisition is ongoing</p> <p>Night Capable Attack Helicopters included in the reprioritized list of the AFP CUP. Phase 1 started in 2007.</p>	<p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p>	<p>Acquired Manpack Radios; Radios Vehicle Configuration; 20W Radios; 100W Radios; and 2W Handheld Radios (2005-2010)</p> <p>Acquired Light Lift Aircraft (2006)</p> <p>Acquired Night Capable Attack Helicopters (2005)</p> <p>Acquired Long Range Patrol Aircraft (2005-2007)</p> <p>Acquired NFSs; Night Vision Goggles; force protection equipment; and Squad Automatic Weapons (2005-2010)</p>	

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
III. Sustained Peace Process	Upgrade Joint Command and Control capability	Develop and sustain medical evaluation capability	Continuing.	DND/AFP	Enhanced capabilities for combat/peace time search and rescue (2005-2010)	
		Design and implement training programs on Joint C2	Continuing.	DND/AFP	Trained core personnel and specialist on upgraded equipment before and during the schedule of delivery of the acquired equipment (2005-2010)	
		Design and implement training programs on upgraded equipment	Continuing. Battalion Retraining Program pursued. Career, specialized and technical trainings programmed and conducted yearly.	DND/AFP	Conducted career, specialized and technical training yearly as programmed by respective Service Command Training Units (2005-2010)	
	Design and implement training programs for establishment of stand-up Joint Special Operations Units	Ongoing	OPAPP DND/AFP	Assisted in the implementation of the peace agreements (2005)		
	Support the Peace Process with the MILF and the CPP-NDF	Assist in the implementation of the peace agreements	Ongoing	OPAPP DND/AFP	Assisted in the implementation of the peace agreements (2005)	
		Coordinate with the OPAPP on matters	Adopted interagency coordination mechanism to	DND/AFP	Established mechanism for periodic consulta-	

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
		<p>concerning the peace process</p> <p>Adhere to provisions of the ceasefire and cessation of hostilities agreements</p> <p>Formulate proposed provisions for cessation of hostilities agreements</p> <p>Participate in the activities of the joint committee on the cessation of hostilities</p> <p>Assist in setting up conditions conducive to peace. Assist in addressing the causes of conflict</p> <p>Assist in the conduct of infrastructure development, construction of "Affirmative Action" roads, rehabilitation and con-</p>	<p>enhance consultation</p> <p>Ongoing</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing. Office of the Deputy Chief of staff for CMO reactivated in 2006 and the AFP National Development Support Command reactivated in 2007.</p> <p>Ongoing through the Kalamayan Barangays Program under the OTCE and supervised by the AFP National Defense Support Command. 230 school buildings, 112 water supply and</p>	<p>DND/AFP</p> <p>OPAPP DND/AFP</p> <p>OPAPP DND/AFP</p> <p>DND/AFP</p> <p>DND/AFP</p>	<p>tion with the OPAPP (2005)</p> <p>Formulated proposed provisions for cessation of hostilities agreements (2005)</p> <p>Assisted in setting up conditions conducive to the attainment of peace (2005-2010)</p> <p>Enhanced DND-AFP support to the social development initiatives fo government designed to address the root causes of insurgency (2005-2010)</p>	

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IV. Enhanced Capability of the AFP to Fight Terrorism	Participate in the global fight against terrorism	struction efforts of the government	(41 farm-to-market roads completed by the OTCE.			
		Ongoing Balik-Baril Project of the NPUD	Balik Baril Project is an important tool under the CMO. As of 2007, a total of 52,562 rebel returnees processed with 26,419 firearms and 3,580 explosives turned in.	DND/AFP	Maximized number of Balik-BARIL rebel returnees processed every year (2005-2010)	
		Assist in empowering local government units to participate actively in the local peace process	Ongoing	OPAPP/ DND/AFP	Assisted in empowering LGUs in actively participating in the local peace process (2005)	
		Address the impediments to the peace process	Ongoing	OPAPP/ DND/AFP		
		Adhere to the “no violations” agreements in the peace process	Ongoing	DND/AFP		
		Continue and intensify operations against the Abu Sayyaf	Ongoing. Intensified military operations conducted resulting to reduced ASG strength to about 380 combatants in 2007 from its full strength of 1,200 in 2001.	AFP, PNP, PCTC	Intensified containment operations against the Abu Sayyaf (2005)	

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	<p>Enactment of an Anti-Terrorism Act</p> <p>Upgrade the capabilities of the AFP</p>	<p>Monitor activities of other terrorist groups and deny them sanctuaries, training ground and base of operation</p> <p>Formulation of Anti-Terrorism Bill in coordination with the concerned departments and agencies embodying state policy and measures to counter terrorism</p> <p>Create and train additional counter-terrorist units</p>	<p>On going. EASTMIN-COM and WESTMINCOM activated in 2006 for better operational management.</p> <p>Ongoing thru CMO</p> <p>Ongoing</p> <p>Enacted into law March 6, 2007 as the “<i>Human Security Act of 2007</i>”</p> <p>Ongoing. Various in-country trainings conducted yearly, as part of the defense cooperation arrangement.</p>	<p>DND/AFP DILG/PNP/ PCTC</p> <p>DND/AFP</p> <p>DND/AFP DILG/PNP/ PCTC</p>	<p>Enhanced monitoring of activities of terrorist groups such as recruitment, training and procurement of firearms (2005-2010)</p> <p>Conducted information campaigns in affected barangays in Mindanao (2005-2010)</p> <p>Increased participation in counter-terrorism activities in coordination with other agencies (2005-2010)</p> <p>Implementation of Anti-Terrorism Law (Human Security Act) 2008</p> <p>Participated in foreign in-country unit training on counter-terrorism (2005-2010)</p>	<p>Formulation of Implementing Rules and Regulations to implement the Human Security Act</p>

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		<p>Enhance specialized and technical training</p> <p>Improve intelligence fusion among the DND, AFP and other government agencies</p> <p>Establish linkages and stronger ties with regional neighbors to facilitate the exchange of information and technology</p>	<p>Ongoing. Various foreign individual trainings availed yearly, as part of the defense cooperation arrangement.</p> <p>Ongoing</p> <p>Ongoing. Periodically participated in National Intelligence Board meetings.</p> <p>Ongoing Periodically participated in Intelligence Exchange fora with strategic partners.</p>	<p>DND/AFP DILG/PNP/ PCTC</p> <p>DND/AFP DILG/PNP/ PCTC</p>	<p>Participated in foreign individual training on counter-terrorism (2005-2010)</p> <p>Conducted specialized training in counter-terrorism, and inclusion of such subject in the existing curricula in military schools (2005-2010)</p> <p>Improved intelligence fusion and networking with local intelligence-security agencies to facilitate exchange of information (2005-2010)</p> <p>Improved intelligence fusion and networking with regional intelligence-security agencies to facilitate exchange of information (2005-2010)</p>	

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OUTCOME	STRATEGIES	ACTIVITIES	ACTUAL ACCOMPLISHMENTS 2004-2007	AGENCIES	PREVIOUS MEASURABLE OUTPUTS/TARGETS 2004-2010	REVISED MEASURABLE OUTPUTS/TARGETS 2008-2010
	Upgrade the capability of the AFP over a 6-year period and intensify the conduct of Internal Security Operations (ISO)	<p>INTERNAL SECURITY Upgrading the move, shoot and communicate capability of the FP for the conduct of ISO</p> <p>Program 1 – Land Force Project 1: Improve ground mobility and fire support.</p> <p>Repair, maintain restore and acquire transport and combat vehicles and basic infantry weapon and squad fire support</p>	<p>Land force equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007.</p> <p>Transport and combat vehicles and basic infantry weapon and squad fire support equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007</p>	DND-AFP	Acquire 830 1/4 ton trucks, 900 1/4 ton trucks 800 1/2 ton trucks, 72 assault water craft, 23 APC M113, 20 V150, 5000 units of Night Fighting System (NFS) and 3000 Squad Automatic Weapons for the next six years	Capability Upgrade Program Phase 1 procurements completed (2008) Initiate procurement for Phase 2A and 2B requirements to improve ground mobility and fire power for delivery prior to 2010 (2009)

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		<p>Project 2: Enhance capabilities for Command, Control, Communications and Computers, Intelligence, Surveillance and Reconnaissance (C4ISR)</p> <p>Repair, maintain, restore and acquire equipment for C4ISR and facilitate intelligence fusion within the AFP and other intelligence agencies of the government</p> <p>Improve Civil-Military Operations (CMO) to win over the masses and cause the insurgents to defect/surrender</p> <p>Project 3: Develop capabilities for the conduct of civic action</p>	<p>Tactical communications requirements included in the reprioritized list of the AFP CUP. Phase 1 started in 2007</p> <p>C4ISR equipment included in the reprioritized list of the AFP CUP. Phase 1 started in 2007</p> <p>Ongoing. Office of the Deputy Chief of staff for CMO reactivated in 2006 and the AFP National Development Support Command reactivated in 2007.</p> <p>Ongoing through enhanced CMO</p>		<p>Acquired the following tactical communication requirements : 389 HF/SSB Radio Vehicle Configuration, 175 HF/SSB 20W Radios, 170 HF/SSB 100W Radios and 1129 VHF/FM 2W Handheld Radios for the next six years</p> <p>Improved CMO</p> <p>Conducted Integrated Community Defense System (ICDS) to protect the community,</p>	<p>Capability Upgrade Program Phase 1 procurements completed (2008) Initiate procurement for Phase 2A and 2B requirements to improve C4ISR capabilities prior to 2010 (2009)</p> <p>Procure the necessary equipment and provide the necessary training required to fully operationalized the National Research Center and the Unified Commands Area Research Centers (2010)</p> <p>Continued enhancement of ICDS</p>

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		and psychological operations			its infrastructure and resources. Continued enhancement of ICDS	