



# CITEMAR 6

THE OFFICIAL PUBLICATION OF THE PHILIPPINE MARINE CORPS

MID-YEAR ISSUE 2020



***A FUTURE - READY***

**PHILIPPINE MARINE CORPS:**

**Rapidly Deployable and Highly Capable  
Amphibious Force in Readiness**





# CITEMAR 6

The Official Publication of the Philippine Marine Corps  
Headquarters Philippine Marine Corps  
Marine Barracks Rudiardo Brown,  
Naval Station Jose Francisco, Fort Bonifacio, Taguig City

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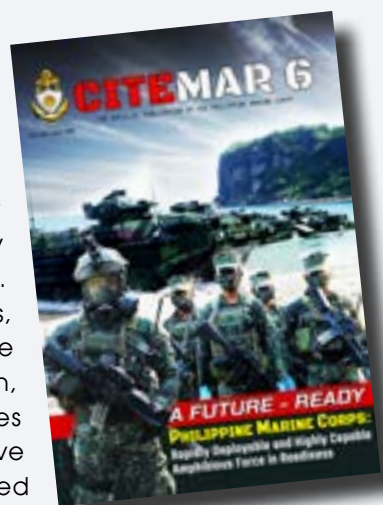
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## ABOUT THE COVER

The Philippine Marine Corps exhibits readiness in facing all security challenges as a rapidly deployable and highly capable amphibious force. The events in the past months, as can be gleaned from the articles in this publication, clearly show that the Marines are responsive and effective warriors highly committed in serving the Nation. With unwavering valor, firm discipline, and solid teamwork, we stand our ground in being mission-focused and remain adaptive in improving our Corps to its optimal value at present and in the future.



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Message from the  
**COMMANDANT**  
Philippine Marine Corps

The Philippine Marine Corps has seen action in these unprecedented times when we are challenged not only by the usual security threats, but also by an unseen enemy that wreaks havoc on many people's lives. The events in the past months have proven that the security environment is evolving and while at it, we in the Marine Corps never waver in our mission. While we pursue an uncharted territory, we adapt to the changing operational environment and respond to crisis with our steadfast commitment.

Our vision holds firm – to have **A Future-Ready PMC: Rapidly Deployable and Highly Capable Amphibious Force in Readiness**. The Philippine Marine Corps has withstood the test of time since its inception in 1950 and it is becoming stronger than ever into a rapidly deployable and highly capable amphibious force in readiness. This vision is in line with the Naval Operating Concept of the Philippine Navy and the Marine Corps Operating Concept as its reference and guide. We retain our amphibious character with more responsive doctrines, more professionalized personnel, more sophisticated materiel, better understanding of the multi-modal and multi-variant threats, and better organizational culture and discipline. We remain mission-focused while expanding to a wider reach, modifying our warfighting approaches, strengthening strategic partnerships, and improving our defense technologies. As always, we have the future in our horizon and we stand ready in the service of the Filipino people.

The stories contained in this mid-year 2020 edition of CITEMAR 6 are testaments not only of our varying roles, responsibilities, and strategic foci, but also of the hearts and minds of our Marines. Serving each day selflessly for our country is one thing and living to tell our rich narratives is another. Every Marine exerts a lot of effort in assigned tasks and produces excellent results at all costs, no matter the risks and no matter the distance. From pursuing peace in our respective areas of responsibilities to providing assistance during natural calamities such as the Taal volcano eruption in January and responding to the health crisis brought about by the COVID-19 pandemic, the Marines are always there. Never has it been said more distinctly when it is acknowledged that the Marines are truly the representatives of the best in soldiery.

I thank everyone who worked hard to produce this publication – the writers, photographers, layout artist, and editors. I thank MCPAO for spearheading this and making sure that it is produced in the best quality as possible. Now I enjoin every Marine to read and be inspired by our humble stories on the field and insights about our institution and our future. We take pride in the stories that shape us to be a future-ready Philippine Marine Corps.

  
**MGEN NATHANIEL Y CASEM AFP**  
Commandant

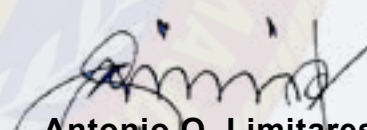


Message from the  
**COMMAND SERGEANT MAJOR**  
Philippine Marine Corps

As we live in a complex modern world, we face various challenges that call for greater innovation, efficiency, and readiness. We in the Philippine Marine Corps understand that while there are existing security issues that threaten us, there are also emerging ones that need our keen attention. To address these issues, we draw largely from our rich experiences, rigorous discipline, physical dexterity, and mental agility.

Now and in the years to come, we remain committed to our oath and we maintain that unique warrior spirit that has defined us across generations. We fight our adversaries with all our might; we secure our people with our every strike. We live each day to fulfill our duties and serve our nation with unflinching dedication and no reservation.

I commend all those who are behind the development of this edition of Citemar 6. All the narratives contained herein are proof that the Marines are working tirelessly round the clock in their respective areas of operations. Let us carry on with the honor of being the selfless and courageous Marines that our ancestors lived for and our families are proud of. Let us continue demonstrating the Philippine Marine Corps as a formidable amphibious force ready to serve at any cost.

  
**Antonio O. Limitares**  
CMS PN(M)



# Headquarters Battalion Responds to COVID-19

By: MAJ JAY C VELITARIO PN(M)



The Commander in Chief and President of the Republic of the Philippines declared a state of calamity due to coronavirus disease (COVID-19) outbreak on 16 March 2020. On 24 March 2020, Republic Act 11469, also known as "Bayanihan to Heal as One Act", was signed into law and granted emergency powers to the President. The law enables the mobilization of various resources to help mitigate, if not contain, the transmission of COVID-19.

The President ordered the Armed Forces of the Philippines, particularly the Philippine Navy, to utilize the camp facilities available to cater to civilians and military personnel from different areas of the country, who are stranded due to the declaration of lockdown of some cities, municipalities and provinces for the duration of the lockdown period or until such time that they continue their travel.

The Headquarters Battalion immediately conducted Rapid Response Planning Process (R2P2) in response to the order of the President with the mission of providing necessary assistance to support stranded individuals within NCR when the Enhanced Community Quarantine (ECQ) was declared in Luzon. This unit decided to utilize the ACERO Hall, The Advance School (TAS) Barracks and portion of PMC Brig as the designated quarantine areas.

Phase I - On the arrival of the stranded civilians and military personnel, the Military Police personnel detailed at the pedestrian and vehicular lane guide them to the screening area, then their identity

are verified by S2. If cleared, they are guided to the medical team desk. If they are considered as enemy of the state, they are turned over to the nearest Police Station for proper disposition. The Medical Team will test them – if they are negative for COVID-19, they are escorted to designated quarantine area; if positive with symptoms, they are referred to Manila Naval Hospital or other civilian hospital.

The priorities of quarantine areas inside Marine Barracks Rudiardo Brown are as follows: Priority I – ACERO Hall with 60 pax (2 Male and 2 Female heads) and mess at NCO Mess Hall; Priority II – PMC Brig with 20 pax (1 common head, 1 Male and Female head outside); and Priority III – The Advance School (TAS) Barracks with 80 pax (1 common head).


Phase II – They are registered as legitimate stranded individuals and given designated bed spaces. Their names are also forwarded to PMC Galley for their messing. They are then briefed by S1 personnel for the house rules while inside the temporary shelter. S7 with Marine Corps Surgeon personnel will conduct health reminders. When the temporary shelters are fully occupied, the screening area personnel refers the incoming stranded individual to BNS for accommodation.

Phase III – The termination of COVID-19 Community Quarantine. The MP Personnel and Medical Team assist and inform all stranded individuals of the lifting of the community quarantine. They will then be processed and escorted outside the camp.

Due to the rising number of confirmed COVID-19 cases, the Headquarters Battalion initiated IMPLAN to HPMC CONPLAN 0320 – 01 "PAGHILOM" to address the possibility of the community quarantine being extended. This unit organized a Marine Ready Unit composed of three (3) Platoons in order to relieve 12th Marine Battalion in the different quarantine areas to give them rest and quarantine period once the ECQ is extended.

One (1) Platoon of this unit composed of Two (2) Officers and Thirty (30) Enlisted Personnel was augmented to Naval Task Group, JTF-NCR. Prior to their dispatch, this unit conducted inspection and distribution of PPEs to the said platoon.

For everyone's safety, this unit also put sanitizing and footwear mats in the doorways to decontaminate and prevent the transfer of pathogens. A hand washing area was put in place as proper hand washing is one of the best ways to prevent the spread of the virus. Other safety and precautionary measures like environmental hygiene, wearing of face mask, face shield, social distancing, skeletal manning and health reminders are strictly observed.

Despite the numerous tasks and a skeletal workforce, this unit complies with all the directives, mandatory orders and requirements given by the Commandant, Philippine Marine Corps. We remain steadfast in performing our duties and responsibilities even in time of a health crisis. 

# SPARTAN BATTALION versus Covid-19

By 2LT FLOREY C CABRILLOS PN(M)

Known as a war-fighting machine for decades, the battle-tested Philippine Marine Corps is now facing a challenge on its fight against the coronavirus disease 2019 (COVID-19), which has spread globally, caused economic downfall, put millions of lives at risk, and killed thousands of people.


In response to this global pandemic, the Philippine Marine Corps, specifically the 12th Marine (Spartan) Battalion, had been mobilized to help fight the spread of COVID-19. The Spartan Battalion was meant to be deployed to Sulu province upon completion of its retraining program, but instead was tasked to augment other soldiers and policemen to assist in the strict implementation of the government's Enhanced Community Quarantine (ECQ) in Metro Manila. The Luzon-wide lockdown, which started on 17 March 2020, ordered the general population to remain in their homes, closed schools and businesses, and halted the operation of public transportation.

In the advent of the ECQ, the Spartan Battalion extended its arms under the Naval Task Group – National Capital Region by providing officers and enlisted personnel manning the quarantine assistance stations, such as CAVITEX, Susana Heights Alabang, Filinvest Alabang, and Sumulong Highway Marikina to control the flow of traffic going in and out of Metro Manila. Our personnel almost drained their energy because of the long day duty under the heat of the sun, while patiently listening to the rants and complaints of some disgruntled citizens. We executed our tasks despite having limited protective equipment and despite the risks of coming in contact with people who may be asymptomatic carriers of the virus.

2LT FLOREY C CABRILLOS PN(M) belongs to the Naval Officer Candidate Course Class 30. She is a graduate of Marine Officer Basic Course Class 41 and currently serves as Communications Officer, Marine Battalion Landing Team - 12.



It was a daunting task for the Spartan Battalion, but we know that we had a vital role to play to fight in this crisis. We were able to help the government firmly implement its guidelines and help lessen the burden for medical practitioners who are risking their lives in treating the growing number of COVID-19 patients.

The Spartan Battalion is grateful for the support of the headquarters, other agencies, and the private sector that extended their assistance and helped us and other frontliners in one way or another. Together, we heal as one. The entire humanity is now struggling to survive in these unprecedented times. We have seen many who fall or cower in fear, but we owe it to those who are resolute in their fight, willing to sacrifice their lives so that others may live. We in the Spartan Battalion will remain steadfast and committed to our oath as the "Representative of the best in soldiery". We will never quit, never accept defeat, and never leave a fallen comrade. Semper Paratus 





# We Build as One, We Heal as One

By: CPT JOEMAR T JESURA PN(M)



The first Emergency Quarantine Facility (EQF) of the AFP was constructed at the Naval Station Jose Francisco, Fort Bonifacio in Taguig City to house the Fleet-Marine frontliners, who are considered as Patients Under Investigation (PUIs) and Persons Under Monitoring (PUMs). The facility was built with wood and surrounded in plastic. It has several fans and air vents for circulation, double bubble foil insulation on the roof to deal with the heat, and wood pallets to keep the building off the hot ground. How did we successfully accomplish this project?

The WTA Architecture and Design Studio was offering its services by constructing an isolation room in support of the government's effort to contain the COVID-19 pandemic. Upon learning of this opportunity, the 12th Marine (Spartan) Battalion immediately sent a request letter to Architect William Ti, Proprietor of WTA Architecture and Design Studio, asking for their assistance in constructing an isolation room for our personnel who are PUIs and PUMs.

The Spartan Battalion collaborated with the WTA Architecture and Design Studio in quickly constructing the EQF. WTA workers, together with Fleet-Marine forces,

worked overtime to build the facility. They generously lent their time and resources from the planning stage until the completion of the project.

On 01 April 2020, the EQF was officially turned over by Architect Ti to the Philippine Navy as the first recipient of this project. This prototype is now cascaded to the different AFP units through The Chief Engineer, AFP and is being replicated by the Research Institute for Tropical Medicine, other hospitals, local government sites, and various locations all over the Philippines.

This achievement underscored the Spartan Battalion's proactive stance in engaging a stakeholder, especially in this critical time of pandemic. It resulted in the immediate construction of EQF that benefitted not only the PUIs and PUMs, but also other personnel who may be at risk of getting infected. The EQF stands as a facility multiplier to the PN providing quarantine facilities to the Fleet-Marine frontliners, who are exposed to COVID-19. Indeed, through clear prioritization, effective collaboration, and successful civilian-military partnership, we can fight this pandemic, ensure the welfare of our personnel, and heal as one. [PMG](#)



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# “Protect Ourselves to Protect Others”

By: CPT KERWIN D COLLADO PN(M)



To reduce the risk of further spreading the disease, the strict implementation of preventive measures was conducted in every Quarantine Control Points, Company Command Posts and Detachments, and as well as in the Battalion Headquarters to prevent the spread of Coronavirus Disease (COVID-19) within the camp premises. With this, we are assuring the safety of our troops and lessening the chances of getting infected.

Considering the fact that Personal Protective Equipment (PPEs) and gears may not be sufficient or readily available for the troops working at the frontlines, alternatives are present to address such scarcity.

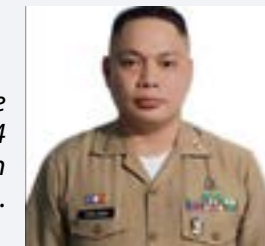
Face masks, face shields, alcohol and disinfectants were ensured to be at every quarantine control area. Sprayers for vehicles, shoe bath, and alcohol hand wash were also made available to the troops that come from outside the camps. Social distancing is also being observed by all Officers and Enlisted Personnel.

Health conditions of Officers and Personnel are closely being monitored by all our dedicated Corpsmen. To properly discuss the details of the said disease, Troops Information and Education (TI&Es) were conducted to apprise all personnel of related information, while leaflets distribution and loud speaker operations were initiated by this unit to

enhance the awareness of the civilian populace regarding COVID-19. This further widens our limited knowledge about this new emerging disease.

With all these measures, your Marines are confident to stand firm as frontliners responding against the spread of the infectious disease. Since we have expanded our consciousness about this emerging health concern, the MBLT-2 will continue to support, contribute and provide inputs that may help the Inter-Agency Task Force against Covid-19 in their efforts to stop the COVID-19 pandemic and restore the normal lives of the communities within the AOR of MBLT-2. [PMG](#)

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## National Task Force to End Local Communist Armed Conflict: A Convergence Mechanism for Inclusive and Sustainable Peace

By: CPT MARIA ROWENA B DALMACIO PN(M)

Executive Order Number 70, series of 2018, *“Institutionalizing the Whole-of-Nation Approach in Attaining Inclusive and Sustainable Peace, Creating a National Task Force to End Local Communist Armed Conflict and Directing the Adoption of a National Peace Framework”*, issued by the Office of the President on 04 December 2018 reaffirms the whole-of-nation approach as significant and effective in combating insurgencies, internal disturbances and tensions, and other armed conflicts and threats, instead of purely military solution. The EO also recognizes that these security issues are *symptomatic of broader social, economic and historical problems, such as poverty, historical injustice, social inequality, and lack of inclusivity, among others.*

It is clear that the EO is grounded on the Armed Forces of the Philippines’ (AFP) campaign plans, namely, the Internal Peace and Security Plan (IPSP-Bayanihan) formulated in 2010 and the present Development Support and Security Plan (DSSP-Kapayapaan) formulated in 2016, which advocate for a whole-of-nation approach.

Prior to the EO, it was difficult for the AFP to build network with local government units and national government agencies in the absence of a clear authority from the executive. As the IPSP and DSSP are solely AFP’s campaign plans, it is only the AFP that is mandated to adhere to these plans. While there are some local government units and national government agencies

willing to cooperate with the AFP’s effort in combatting armed conflicts, they have limited capacity especially that the activities and projects being implemented are beyond their programmed funds.

The creation of the National Task Force to End Local Communist Armed Conflict ensures the presence of a mechanism and a structure for the implementation of a whole-of-nation approach against insurgencies, internal disturbances and tensions, and other armed conflicts and threats. The EO also mandates the formulation of a National Peace Framework, as well as the creation of local level ad-hoc inter-agency and multi-sectoral bodies to facilitate localized peace negotiations and interventions. The local task force shall help institutionalize the whole-of-nation approach by prioritizing and harmonizing the delivery of basic services and social development packages in conflict-affected areas and vulnerable communities, facilitating inclusivity, and ensuring active participation of all sectors in support of the peace agenda.

In support of this executive issuance, the province of Sulu formed its Task Force to End Local Conflict (ELAC) in December 2019. It was localized in the municipalities, including the municipality of Omar, which formed the Municipal Task Force ELAC (MTF-ELAC) on 18 February 2020. While Sulu has a different security environment compared to other areas, we all acknowledge the importance of a whole-of-nation approach to help prevent and counter violent extremism. We understand that

there are various underlying causes that drive extremist views. The “push” factors are usually brought about by structural and institutional problems, while the “pull” factors are based from personal motives. Based on the National Action Plan on Preventing and Countering Violent Extremism (2019), the push factors include poverty, human rights violations, discrimination, injustice, illiteracy, and non-delivery of basic social services. The pull factors are the benefits from an extremist organization that entice individuals to join. These include the group’s ideology, prospect of fame, glory, monetary matters, and sense of belongingness. Given the complexity of these drivers, the security forces alone cannot solve these. It is therefore necessary to implement a whole-of-nation approach with integrated and comprehensive government and community support. Through our own efforts, the Marine Battalion Landing Team-8 supports the MTF-ELAC in Omar and its provincial counterpart in Sulu.

The issuance of the EO bolsters greater support for the AFP’s campaign plan and the convergence of efforts with local government units and national government agencies. In the Marines, while we are focusing on the enhancement of our capabilities, we shall not be remiss in performing our duty to be a catalyst of change. Let us ensure the successful implementation of the whole-of-nation approach, so that we can help eradicate armed conflicts and threats and pave way for an inclusive and sustainable peace. PMC



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# Gov’t Troops Overrun

By: CPT ORCHIE A BOBIS PN(M)



## NPA Camp in Palawan

Government troops overran a sizeable encampment of the New People’s Army (NPA) in the rugged areas of Sitio Kapok, Barangay Iraan, Rizal in Palawan following an encounter with their armed members.

BRIGADIER GENERAL NESTOR C HERICO AFP, Commander of the Joint Task Force Peacock (JTFP) and the 3rd Marine Brigade (3MBde), said that prior to the implementation of the “Enhanced Community Quarantine” on 15 March 2020, their series of intelligence gathering and monitoring reported sightings of a group of insurgents in the area.

A team of troops from the JTFP was deployed to verify the tip-offs provided by concerned citizens and on 13 March 2020, it discovered a deserted encampment in Kapok.

The troops, led by 2LT ARNEL P PANGALINA PN(M) of the Marine Battalion Landing Team-4 (MBLT-4), immediately conducted a thorough search and patrol of the surrounding encampment, and on 14 March 2020, encountered a group of 5 guerilla fighters in the same barangay.

The confrontation between the troops and the rebels, which lasted for around 5 minutes, resulted in the surrender of Mateo Delos Angeles (@JEROME / @VERGEL / @ABEL / @ERIC), 21, a resident of Brgy. Baras, Taytay.

Delos Angeles is the medical officer of the Iskwad Buntot (Alpha) of the CTG-Palawan. He surrendered to the operating troops of the Marines at Sitio Manggahan, Iraan on 16 March 2020.

“The capture of the NPA camp was the result of the series of intelligence gathering and monitoring activities of the task force that took place in the area. Civilian cooperation with the CSP Team deployed in the neighboring communities was relevant in the collection of information that led to the discovery of the encampment and the surrender of one rebel,” HERICO said.

The troops recovered 209 rounds of 5.56 ammunition, 1 portable generator, 5 pcs magazines, medical kits, suspender belt, 1 piece cellular phone, 1 sack of rice, tents, hammocks, 2 backpacks with

personal belongings and seditious evidence of rebel activities in the area.

LTCOL PRISCO TABO PN(M) (GSC), Commanding Officer of the Joint Task Group-South (JTG-South) and the MBLT-4, learned that Delos Angeles was recruited in the rebel organization by a certain “Lupit” in June 2018.

In a community “pulong-pulong” (assembly) on 11 March 2020, at the Headquarters of the JTG-South, a concerned citizen identified Delos Angeles as one of the two guerilla fighters who were captured in a video carrying a Beretta Cal.9mm pistol in Kapok.

The concerned citizen, who wants to remain anonymous, said Delos Angeles has been seen roaming around the area with his armed comrades.

The Palawan Task Force to End Local Communist Armed Conflict (ELCAC) has lauded the accomplishment of the Marines who never stop winning the peace in the province. PMC



CPT ORCHIE A BOBIS PN(M) belongs to the Naval Officer Candidate Course Class 20. She is a graduate of Marine Officer Basic Course Class 34 and currently serves as Civil Military Operations Officer, 3rd Marine Brigade. She earned her Masters Degree in Public Administration in 2018 from Notre Dame of Dadiangas University.





# Marines, PNP Inter-Agency FMO Recovers NPA Hideout in Cagayan

By: Marine Battalion Landing Team - 10

An armed encounter between Communist NPA Terrorist (CNT) and joint forces of the Marine Battalion Landing Team - 10 (MBLT-10) and 203rd Maneuver Company of Regional Mobile Force Battalion 2 resulted in the discovery of an enemy hideout at So. Bigok, Brgy, Alucao, Sta. Teresita, Cagayan. During an Inter-Agency Focused Military Operation, the government forces encountered more or less 20 CNT members under "Komiteng Probinsyang Cagayan", Northern Front (East) on 28 January 2020. The firefight lasted for almost an hour which resulted in the wounding of Police Patrolman Carlo Angelo D. Turo and undetermined number of casualties on the enemy side. Recovered from the encounter site were empty shells of 5.56 and 7.62mm of more or less 50 rounds each.

Further recovered during the clearing was the CNT's lair training ground as evidenced by the dummy firearms and scale model of the two-storey structure made of bamboo. Said makeshift items were used by the enemy in planning and training for their tactical offensive against government forces and nearby installation. The Governor of Cagayan, Hon. Manuel N. Mamba, expressed his appreciation to MBLT-10 and 203rdMC after the combat operation that spoiled a highly possible CNT atrocity in the province.

In a radio interview, LT COL ROWAN L RIMAS PN(M) (GSC), Commanding Officer, MBLT-10 assured the Cagayanos that the Marines will continue its anti-insurgency and anti-terrorism efforts and will work relentlessly in its area of responsibility to finally attain peace and unhampered development in the province. [PMA](#)

# MBLT-1 Successfully Recovers Foreign Kidnap Victims

By: Marine Battalion Landing Team - 1

Joint operating forces under 4th Marine Brigade, Philippine Marine Corps through the 62nd Marine Company, Force Reconnaissance Group, MBLT-8, and Marine Battalion Landing Team-1 led by its Commanding Officer, LTCOL ASHLEY N NASTOR PN(M) successfully recovered two (2) foreign kidnap victims held captive by the Abu Sayyaf Group (ASG) during the intensified conduct of Focused Military Operations (FMO) at Barangay Pugad Manaul, Panamao, Sulu on 22 December 2019. The two (2) foreign KVs were both Indonesian nationals identified as Maharudin BIN LUNAMI and Samiun BIN MANEU who were abducted by the terrorist ASG in the seaways off Pandisan, Lahad Datu in Sabah, Malaysia and brought the same in the different enemy strategic and staging areas in Sulu prior to hiding them in Panamao municipality. The said operation also resulted to the neutralization of its captor

identified as ASG sub-leader Hairulla ABDURAJAK @ HAIRULLA and the recovery of assorted high-powered firearms, ammunitions, and other belongings from the enemy with high intelligence value.

On 05 April 2019, MBLT-1 also successfully rescued three (3) foreign nationals held captive by the ASG composed of one (1) Malaysian and two (2) Indonesian nationals during the height of the grueling 46-day rescue operations and FMO in Simusa Island, municipality of Banguingui, Sulu. It resulted in the neutralization of all the ASG captors involved including the sub-leader, capture of their other active members and supporters with the same criminal backgrounds, and the recovery of various high-powered firearms, ammunitions, subversive documents and belongings, and various equipment. Their



neutralization ended their notorious conduct of terrorism and kidnapping activities in the area. As a result, the ASG ranks were severely weakened, their tactics were identified and countered, and their efforts of expanding further terrorism inside and outside of the unit's area of operations specifically the whole of Southern Mindanao was greatly

pre-empted. The accomplishment showed the rest of the world that the Philippine Marine Corps, the Philippine Navy, the Armed Forces of the Philippines, and the Philippine Government mean business and are formidable partners on the global war on terrorism. [PMA](#)



# MBLT-1 Rallies Community in Declaring ASG as Persona Non Grata

By: Marine Battalion Landing Team - 1

On 17 January 2020, the 4th Marine Brigade, Philippine Marine Corps through the Marine Battalion Landing Team-1 led by LTCOL ASHLEY N NASTOR PN(M), Commanding Officer, MBLT-1 spearheaded the historic signing of the first ever Covenant for Peace and Development declaring the terrorist Abu Sayyaf Group (ASG) as persona non grata in the municipality of Panamao, Sulu. The activity is first of its kind in Sulu Province. The event was attended by the members of the local government unit of Panamao headed by its local chief executive

Honorable Al-Frazier S. Abdurajak, Municipal Mayor, head of the 31 barangays of the municipality, MBLT-1 staff Officers and personnel, Panamao MPS, members of the religious sectors, DSWD-Sulu and other line agencies. As a manifestation of their collective commitment and support in the implementation of the said covenant, the attendees affixed their signatures emphasizing their strong desire and aspiration to attain peace in the area and further committed and pledged that their municipality will no longer be a safe haven for the terrorist ASG. [PMA](#)





# MBLT-1 SPEARHEADS SUCCESSFUL RESOLUTION OF CLAN CONFLICT

By: Marine Battalion Landing Team - 1



The Marine Battalion Landing Team-1 led by its Commanding Officer, LTCOL ASHLEY N NASTOR PN(M) initiated the successful resolution of a clan conflict between two (2) warring families at Brgy. Lakit in Panamao, Sulu on 29 November 2019. The two warring families were involved in a long-time dispute that resulted in casualties on both sides, destruction of properties, and displaced communities. The conflict also crippled the local economy and fomented fear among the locals.

Through the conduct of dialogues to understand the needs of each family, negotiations, and continuous presence in the vicinity, MBLT-1 was able to create an atmosphere of trust and cooperation. This was important as it enabled the families to finally open their respective doors to give way for peace. They agreed to settle their conflict and voluntarily turned-over their HPFA's to show their sincerity and commitment to peace.

# SASAKYANG AKLATAN NG MBLT-1 BRINGS HOPE FOR KIDS

By: Marine Battalion Landing Team - 1



Communities in remote areas of Sulu with little access to education and basic services and with few opportunities for economic growth are often vulnerable to the threat and steady recruitment by the lawless elements such as the terrorist Abu Sayyaf Group (ASG). They have long been plagued by ASG activities including kidnap for ransom and bombings that contribute to their insecurity and underdevelopment.

Among the vulnerable sectors in Sulu are the children, who are either affected directly or indirectly by the atrocities of ASG or unable to complete their education because of lack of resources. With the children of Sulu in mind, compounded by the pressing need to restore peace, defeat the enemy, educate communities, and create an environment where communities can freely thrive without threat, the Marine Battalion Landing Team-1 through the



able leadership of LTCOL ASHLEY N NASTOR PN(M), in collaboration with the Alegado Foundation Incorporated, conducted the re-launching of its enhanced Sasakyang Aklatan ng MBLT-1 (SAM-1) held at Panglima Agga Central Elementary School, Brgy. Seit Lake Poblacion, Panamao, Sulu on 21 December 2019. The enhanced SAM-1 is a mobile library that houses and provides various collection of books for kids, drawing and writing kits, other supplies and reading materials for educational purposes. It is complete with various amenities such as comfortable kiddy chairs

and tables and television set with wide array of educational videos and movies. It provides services such as storytelling, tutorial, art workshop, zumba for kids, gift giving, magical and entertainment shows, and feeding program.

SAM-1 is a significant step in ensuring that peace and education are instilled in the minds and hearts of the younger generation. It spreads the joy of reading books to children, helps them become better readers, and widens their lenses on peace and development.

# Football for Peace Program in Tawi-Tawi

By: 2LT RON E CABALTERA PN(M)



The Marines took the opportunity to introduce the concept of the Football for Peace Program in Tawi-Tawi. Originally introduced in Sulu, the program has been conducted in Zamboanga and several times in this island of Tawi-Tawi. While the province is known to have produced varsity players in volleyball who were sent to popular universities in Metro Manila and Cebu City, the province also has a gem of football players.

The participants in the tournament were children aged 10-12 from various municipalities of Tawi-Tawi. Even if the Sapa-Sapa team was only given a month to prepare, they ended up winning third place overall in the tournament. The victory was a result of hard work and their determination to win.

The 36th Marine "Steadfast" Company was tasked by the Marine Battalion Landing Team-9 to form a football team to participate in the All-in-One Football Tournament in the Municipality of Sibutu. The Company mobilized the football team of Sapa-Sapa that was previously featured in a TV documentary in June 2019. The Sapa-Sapa football team was once a champion during the provincial meet and has been consistently a winner in football tournaments. The local government of Sapa-Sapa provided their all-out support.

The Football for Peace Program is a way for us to expose these children to the value of teamwork, discipline, and sportsmanship and to, at least for a moment, reduce their trauma from a local clan conflict that negatively affected their education and their parents' fishing activities. Football is definitely not the panacea to their problems, but we are comforted by the fact that these children know how it is like to be happy, hopeful, and victorious.

2LT RON E CABALTERA PN(M) belongs to the Naval Officer Candidate Course Class 28. He is a graduate of Marine Officer Basic Course Class 40 and currently serves as 1st Platoon Commander, 36th Marine Company, Marine Battalion Landing Team - 6.







## MBLT-3 Officers Serve as CSP Resource Speakers at PMA

By: 2LT DENNIS DWIGHT V BERMUDEZ PN(M)

On 17 January 2020, MAJ JOHN HERBERT S MANANGHAYA PN(M) and 2LT DENNIS DWIGHT V BERMUDEZ PN(M), Operations/Training Officer, and Officer-in-Charge of Community Support Program (CSP) Team, MBLT-3, respectively, served as guest lecturers/resource speakers to PMA "MASIDLAWIN" Class of 2020 on the topic, "Community Support Program (CSP) of the AFP" at the Lopez Hall of Leaders, Philippine Military Academy, Fort Del Pilar, Baguio City. Said subject is a vital part of the Community Development (CD432) module for the graduating Cadets.

countering the deceptive and exploitative tactics of the local Communist Terrorist Group (CTG), namely, mass-base building, army building, and party building. With the CSP being implemented by MBLT-3 in Paly Island, Taytay, Palawan as reference case for the lecture, the resource speakers were able to relate to the Cadets the on-the-ground tactics, techniques, and procedures (TTPs) and best practices in harnessing inter-agency synergy, and on how the enemy is now failing in their campaign.

The activity was designed to provide the Cadets with knowledge on how TRIAD Operations (Focused Military Operations, Intelligence Operations, and Civil-Military Operations) of the AFP, in conjunction with inter-agency convergence with the civilian government and other stakeholders in the target communities, work in

As future leaders of the AFP, it is necessary for the Cadets to be fully aware and equipped with the knowledge, skills, and attitude on how CTG-affected communities can be approached and how they could inform, empower, and mobilize the populace to counter the CTG's tactic of using the people as tools for their destructive agenda. [PMA](#)

## MBLT-9's Quest for Readiness

By: CPT MARLON C LADRIDO PN(M)

Being deployed in an island province, MBLT-9 continues to develop its personnel with the concepts of Seaborne Warfighting in mind. The unit constantly conducts various unit trainings—company level training to small unit training—in order to further develop and equip our Marines with the skills needed to fulfill our vision as a rapidly deployable and highly capable force in readiness.



MBLT-9, a unit of excellence, believes that training is indeed an unending form of learning.

In its quest for readiness, MBLT-9 provides these trainings for our Marines: Company Level Intelligence Cell (CLIC), Special Operations Platoon (SOP) Training, Combat Pistol Qualification Course (CPQC), Squad Designated Marksman (SDM) Training, Combat Life Saving (CLS) Seminar, Tactical Combat Casualty Care (TCCC) Seminar, Basic Harris Radio Operations Seminar, and the Basic Driving Course. These courses, trainings and seminars are in line with the concept of "Move, Shoot and Communicate", which is needed to fulfill our vision of a rapidly deployable and highly capable amphibious force.

From the words of Julius Caesar, "Without training, they lack knowledge. Without knowledge, they lack confidence. Without confidence, they lack victory." As we remain steadfast in advancing the Philippine Marine Corps, we—your Marines—are highly capable and able to adapt to the new challenges that await us. Indeed, we are your Future-Ready Philippine Marine Corps. [PMA](#)

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# Philippine Marine Corps: Nudging the Path of Modern Development

By: CPT ELMA S ZURBITO PN(M)



The PMC has already begun the journey of enhancing our technology that serves as groundwork for development. We are in the process of establishing methods and procedures that will empower our communications personnel to fully understand the limits and capabilities of our sophisticated C4ISR equipment. This communication technology will aid us in achieving the Command's common goal.

The Command envisions that we develop and sustain a culture of maintenance in every Marine unit and individual in line with our new acquisition of C4ISR equipment.

Along with this vision, the Command, in coordination with the Technical Education and Skills Development Authority (TESDA), sent the first batch of students composed of 20 personnel from different brigades and Combat Support Battalions for training. This training aimed to develop the skills of our personnel in the field of Information Technology and Electronics. The training was convened last 01 May 2019 with MC6 LTCOL FREDERICK BARADI PN(M) (GSC) as the keynote speaker. The training had four (4) courses, which started with the first course on Electronics Products Assembly and Servicing NC II last 03 June 2019. This course taught students how to assemble electronic products, prepare, and install printed circuit boards (PCB modules). After completing the first course, the students underwent the Computer System Servicing NC II. Personnel were trained to install and configure computer systems, set-up computer networks and servers,

and maintain and repair computer systems and networks. The course was completed last 12 November 2019.

Mechatronics Servicing NC II was the third course conducted by TESDA, which trained our personnel on how to install and configure different mechatronic devices such as thermostats, photocopiers, digital watches, industrial machines, anti-lock brakes, and CD players among others. The course started last 14 November 2019 and was completed on 16 December 2019. On 07 January 2020, our personnel underwent the Mechatronics NC III, which was the final course of their training. The course taught them about the working principles in different pneumatic and hydraulic elements and their applications and how to read/interpret various mechatronics diagrams, including electrical pneumatic, hydraulics, and electro-pneumatic. Furthermore, it enabled them to inspect, install, test, and configure multiple mechatronics devices and hook-up, simulate, and troubleshoot various mechatronics circuits. With everybody's sweat, hard work, faith, and determination, the rigorous training was a success.

All these efforts are for the PMC as it continues to embrace modernization. As a famous writer named Stewart Brand once said, "Once a new technology rolls over you, if you're not part of the steamroller, you're part of the road." In other words, technology is ever-developing, and you can either develop with it or end up a part of the roadway that others are traveling over. The Philippine Marine Corps chose the former. [PMA](#)

CPT ELMA S ZURBITO PN(M) belongs to the Naval Officer Candidate Course Class 13. She is a graduate of Marine Officer Basic Course Class 29 and currently serves as the Admin Officer, Office of the Assistant Chief of Staff for Command and Control Communication, Cyber Intelligence, Surveillance and Reconnaissance Systems, MC6.





## PMC Enhances Communication Capability Through a Trainers' Training

By: CPT RYAN ROY A BORRA PN(M)

The C4ISR Equipment is one of the most valuable and costly equipment of the Corps that is very efficient in conducting military operations. This is the foremost reason why we should maintain its serviceability and prolong its lifespan.

The Philippine Marine Corps was able to acquire Six Hundred Seventy-Seven (677) units of RF7800V Handheld Harris Radios and Twenty (20) sets of RETRANS System under PN C4ISTAR Horizon 1. The technical inspection and acceptance were successfully conducted last 09 October 2019 at SU, GHQ and HSC warehouse, Camp Gen. Emilio Aguinaldo, Quezon City.

Prior to the issuance of the said equipment, O/MC6 initiated the conduct of "Train the Trainers" training that focused on the operations, care and maintenance of the equipment to improve the skills of Marine personnel on maintenance/trouble shooting, diagnostics, and depot level repair. The training was conducted from February to March 2020 held at HBCOM Training Facility, AFPOVAI, Fort Bonifacio, Taguig City and HCSSB, NSRE, New Calarian Zamboanga City.

With the all-out support of HBCOM, MC6 personnel spearheaded the conduct of a four-week training on operations, care, and maintenance of RF7800V-Handheld Radios and VHF RETRANS System that was attended by Communication Electronics and Information System (CEIS) officers and personnel of CSSBde sub-units, line MBdes, MBLTs, NICTC Manila, and Zamboanga. The training aimed to acquire knowledge, familiarize, develop, and enhance the participants' ability to communicate and appraise the significance of newly procured equipment and its proper operation, care and maintenance.

Since Marine units are topographically challenging, the training was conducted into two phases. Phase one (1) was conducted in Manila and participated by CEIS officers and personnel from the units aboard Manila and Cavite area, Palawan, and MBLT-10 from 10-21 February 2020 held at HBCOM, Fort Bonifacio, Taguig City.

In the first week, Mr Jason Braga, one of the HBCOM personnel, conducted lectures on Basic Introduction on




RF7800V-HH features, specifications and compatibilities in Voice/Data compatibility and compatibility to radio in vehicle communication connectivity.

The second week focused on Operations, Care, and Maintenance of RETRANS systems. The HBCOM conducted practical training exercises to students to test the connectivity of RF7800V-Handheld Radios from HBCOM Training Facility to Ternate Cavite to Marine Barracks Rudiardo Brown, Fort Bonifacio, Taguig, City. Said activity was successfully achieved.

Phase two (2) of the training was conducted in Zamboanga area and was attended by CEIS personnel from units deployed Zamboanga, Sulu, Tawi-Tawi, and Central Mindanao from 26 February – 11 March 2020 held at HCSSBde, NSRE, Bagong Calarian Zamboanga City. The same training exercise was conducted during phase one. The HBCOM personnel conducted practical exercises by successfully connecting the RF7800V- HH Radio from Brgy. Cabatangan Complex to Lapaz Relaying Station, Camp Susana, Zamboanga City.

The purpose of the acquisition of RF7800V Handheld Harris Radios and RETRANS System under PN C4ISTAR Horizon 1 for the use of PMC is to fill up the gaps in required communication equipment of different units. To develop the skills of Communication Electronics and Information System (CEIS) Officers and Enlisted Personnel assigned as G6 and S6, the Office of MC6 facilitated the conduct of Train the Trainers on Operation, Care and Maintenance training.

The challenge is for the PMC to cultivate the culture of maintenance of the said equipment especially that these Harris radios are very expensive. The O/MC6 reminds the end users to follow the proper way in utilizing and maintaining the said equipment. To CISC, Commanders and operators maintain the conduct of care and maintenance of this equipment to prolong its lifespan and sustain it for capability enhancement.

The modernization of PMC tactical communication capability is a continuous process. All stakeholders must do their part in caring for and maintaining it for optimal use. 



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## Marine Officer Recognized as 2020 PMA Alumni Association Cavalier Awardee for Naval Operations

By: Marine Corps Public Affairs Office

The Marines are a unique breed of soldiers, they say. We are an elite force that have proven to be exceptional regardless of the environment and circumstances. We are adaptive to changes and responsive to any given security demands. We carry the brand of service defined by extreme discipline, outstanding teamwork, and excellent leadership.

A Marine officer who embodies these ideals and is considered one of the finest representatives of the best in soldiery is LTC ROWAN L RIMAS PN(M) (GSC), the Commanding Officer of the Marine Battalion Landing Team – 10 based in Cagayan. A proud member of PMA "Kaakibat" class of 2001 and a multi-awarded officer, he has always been recognized for his sterling leadership. In MBLT-10, he brings strong support for internal cohesion and institutional expansion. Despite resource limitations and challenges caused by the current pandemic, he has set high standards for discipline and quality of work and pushes everyone to do their best in serving and securing the locals including those living in remote islands. He has also demonstrated empathy as he makes it a point to acknowledge the Marines' needs and recognizes their hard work. Knowing the importance of the whole-of-nation approach in countering insurgency, he and his team have expanded the battalion's

network through partnerships with local governments, national government agencies, broadcast media, and the private sector.

As a testament of his distinction, LTC RIMAS was given the PMA Alumni Association Inc. (PMAAI) Cavalier Award for Naval Operations on 22 February 2020. The award is given to outstanding members who have faithfully lived up and adhered to the PMA motto of courage, integrity, and loyalty and whose record is unblemished and reputation is beyond reproach.

On 13 January 2020, LTC RIMAS, together with fellow Marines, was also conferred the award of the Order of Lapu-Lapu Kamagi Medal by President Rodrigo Roa Duterte in recognition of his significant contribution in advancing the campaign or advocacy of the President, particularly "acts of valor and kindness described as extraordinary act of service and exceptional contributions to the country" by virtue of his role in fighting the terrorists in Marawi City in 2017. He is a Marine warrior who paved the way for Naval Task Group Marawi to secure the Mindanao State University from terror attacks and clear one of the strongholds of the Maute Terror Group. He spearheaded information operations that improved the fighting capacity of Navy and Marine units during the Marawi crisis.



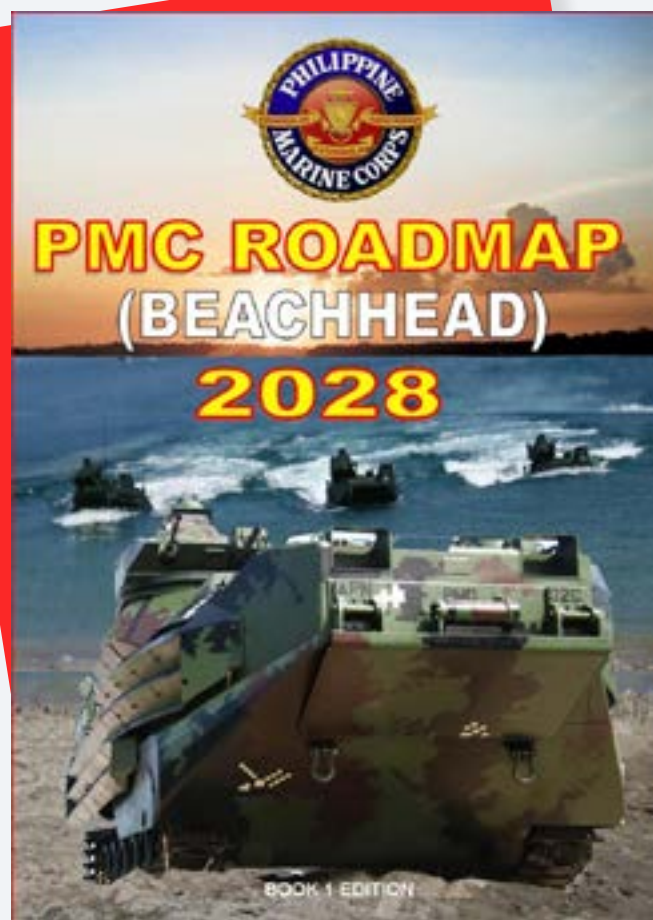
He was the first Director of the country's Maritime Command Centre (MCC) in Tawi-Tawi, who championed the operationalization of the Trilateral Cooperative Agreement (TCA) among Indonesia, Malaysia, and the Philippines that resulted in the safe passage of 37,747 ships in Sibutu Strait with an economic value of \$100B from 2017 to 2019. He also facilitated the surrender of 11 Abu Sayyaf Group members that ended piracy and kidnapping in Tawi-Tawi. 



# PMC ROADMAP (BEACHHEAD) 2028:

The North Star towards a Highly-Capable Amphibious-Force-In-Readiness for Archipelagic Defense that brings pride and lasting inspiration to our people

By: Marine Corps Center for Leadership and Excellence (MCCLE)



PMC Roadmap (Beachhead) 2028 Book 1 Edition

“Send in the Marines!”— The Philippine Marine Corps has always been known to be a responsive and readily deployable unit that performs various operations in Internal Security, Territorial Defense and Humanitarian Assistance and Disaster Response amidst the existing security challenges and threats.

Hence, to ensure that the unit will be able to continuously address the existing challenges and threats in the volatile, uncertain, complex, ambiguous and disruptive (VUCAD) environment and to successfully perform its mission, the PMC has continuously conducted strategic activities to be able to formulate a strategy that will be relevant and responsive to the current VUCAD environment.

### About the Author

The Marine Corps Center for Leadership and Excellence is a component of the Special Staff of the Commandant, Philippine Marine Corps and under the staff supervision of the AC of S for Plans and Program, MC5, PMC. Its general function is two-fold: strategy management and leadership development. It assists and advises the CPMC in matters pertaining to the formulation and review of relevant PMC organizational strategy. MCCLE is responsible in spearheading, overseeing and integrating all strategic programs that will raise leadership standards to higher levels, further improve professionalism and promote value enhancement among its personnel. The MCCLE also serves as a hub in the formulation and review of relevant PMC development strategies and best practices.

### The PMC Roadmap (Beachhead) 2028 Journey

The Philippine Marine Corps has been known to be one of the first units who have formally laid its strategic plan through the publication of the PMC Roadmap 2024, PMC 18-Year Strategic Plan Book 1 (2006 to 2024), which kicked-off the PMC's continuous drive of assessing its strategic direction and evaluating its performance in attaining its vision. Further, said Roadmap subsequently paved the way for the publication of the succeeding PMC Roadmaps namely: PMC Roadmap 2020 2nd Edition (2011 to 2020) and PMC Roadmap 2020 3rd Edition (2017 to 2020).

Since the first edition of the PMC Roadmap was published in 2006, the geopolitical environment and the military landscape in which the PMC operates have significantly changed. Consequently, the PMC has actively sought ways to ensure that the gains and accomplishments of the previous roadmaps were sustained and that a new vision and strategy that will guide the Corps in addressing the current threats and challenges of the VUCAD environment were formulated.



PMC published Roadmaps - PMC Roadmap 2024, PMC 18-Year Strategic Plan Book 1 (2006 to 2024), PMC Roadmap 2020 2nd Edition (2011 to 2020), and PMC Roadmap 2020 3rd Edition (2017 to 2020)

In 2017, the PMC conducted several strategic activities that aimed to assess and identify the PMC's Strategic Issues, its Strategic Profile, its driving force and its direction through a Strategic Planning Workshop that assessed the PMC's key decision makers, its strategic direction, internal and external environment, mandate, mission and strategy and vision (Philippine Marine Corps, 2019).



Further, a year before the PMC Vision 2020 reaches its end-state, the PMC conducted several strategic activities that set forth the crafting of the 2028 PMC Vision, Strategy Map and CPMC Balanced Scorecard.



This document further institutionalizes who the PMC is, what it does and who it aspires to be in the year 2028 through a book that will guide the Corps in its strategic direction— the PMC Roadmap (Beachhead) 2028.

### PMC Roadmap (Beachhead) 2028

“Begin with an end in mind”  
– Stephen Covey

With the vision to be the “Maritime Nation's Highly-Capable Amphibious-Force-In-Readiness for Archipelagic Defense that brings pride and lasting inspiration to our people by 2028,” the PMC Roadmap (Beachhead) 2028 is a strategy guide that aims to direct the Corps on its

strategic direction from 2021 to 2028. It further discusses how the PMC plans to implement its strategy and how it aims to address the current and existing challenges and threats of the VUCAD environment. Further, said Roadmap highlights what the PMC is, how it operates, and what it aspires to be in 2028.

### PMC Roadmap 2028: What makes it different?

Guided by the new vision for 2028, the PMC has adapted several significant changes in the Roadmap (Beachhead) 2028.

First, the PMC has embraced a new branding for the PMC Roadmap 2028 by incorporating the term “Beachhead”. Beachhead signifies the destination of an amphibious force, a staging area for another battle and the road to victory. Hence, this term was coined as the PMC's new branding to highlight the amphibious capability of the Marines and to give distinction from the other strategic roadmaps.

Second, the PMC Roadmap (Beachhead) 2028 uses a new strategy map to visually represent how the PMC aims to achieve its 2028 vision. Even though the PMC Roadmap (Beachhead) 2028 still adopts the five (5) perspectives of the Philippine Navy namely: Personnel, Organization, Resources, Capability and Accomplishment (PORCA) as a guide in implementing its strategy, it has made changes in the order of said perspectives, making the resources perspectives the foundation of the strategy and hence, providing a bottom-up arrangement in which the Resources, Personnel, Organization, Capability and Accomplishment (RPOCA) is derived.

Third, the CPMC Balanced Scorecard incorporates all PMC Staff to have a specific Strategic Objective to work on, but this does not limit them to collaborate with other staff. The Balanced Scorecard is a performance metric used for strategic management to identify and improve various internal functions and resulting external outcomes. It includes Strategic Objectives, Measures, Targets, and Initiatives. **Targets** indicate the level of performance or rate of improvement needed by the PMC. It reflects the current





# A PMC FIT FOR FUTURE WARS

By: LTCOL CLAUDE JASTON S LUNA PN(M)

Was the PMC born ahead of its time? Was then Secretary of National Defense Ramon Magsaysay a clairvoyant who foresaw the need for an amphibious force that would be fighting beyond the campaign against the HUKs decades later? These questions may seem to align themselves if one would look at the famed and illustrious history of our Marine Corps and then understand the shape and flow of the situation besetting our region at present and the near future. We are 70 years and counting, and our amphibious and naval in nature and character may be called upon. This is true since the Philippines is geographically situated in the maritime highway of South East Asia, which is perceived to be highly strategic and valuable and where maritime security threats are evolving; thus, the need for a credible defense force posture is but logical.

Recently, even the world's largest Marine Corps is rebalancing its focus on the Indo-Pacific, even causing it to restructure and rethink its priorities for the coming decade. A couple of years back, even the region's superpowers like Japan and Australia have developed their own versions of an amphibious unit. Likewise, our ASEAN neighbors have their own amphibious unit or are currently in the process of putting up one. These are solid indications that a flashpoint in our region is inevitable in the near future and the role of an amphibious force is very highly significant due to the likelihood of where the wars will be fought. It was assessed and perceived to be that of a littoral war, island hopping war, and this is where amphibious units like our Philippine Marine Corps shall heed its call to stay true to our Corps'

nature, fighting in the littorals and strengthening integration with the Navy.

From all indications, it seems the PMC was conceived way ahead of its time and is decades in the making to prepare it to face this impending challenge of littoral wars in our country's doorsteps. We stand as a force very much relevant to the next global power struggle in this region since the Second World War. We were built for the future and we will be at the forefront of the wars to come. The PMC, in its realization of such role of our country's defense, has started refocusing all its aspects of capability development towards shaping us into a formidable amphibious force that is well-equipped to defend our territory. Initiatives of reorganizing our structure, developing our doctrines and training for such capabilities and tasks, study and acquisition of contemporary materiel, strategic and responsive basing and facilities, and a dynamic, professional and motivated personnel and leadership programs are all being undertaken in synchrony. Efforts of the Corps are also geared towards greater integration and partnership with the Navy in implementing naval strategies and operating concepts, which coincide with our own. This redirects us away from our usual utilization from decades past and points us into what we ought to be, fighting alongside the Navy for maritime security, naval force projection, and area denial. The future is unavoidable, so does change, for it is a constant in the equation for future. The PMC is changing and improving, making it Future-Ready.



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status of the objectives per year, semester or quarter and the desired future status. Targets drive the desired behavior and indicate the PMC's rate or improvement. The targets in the CPMC is still work in progress by the PMC staffs. The CPMC Balanced scorecard 2028 is a framework to bridge the gap between the present state of the organization and its realization in year 2028, which is aligned with the PN Strategic Sail Plan 2020 and it is expressed through the strategic objectives.

Lastly, the PMC Roadmap (Beachhead) 2028 specifies new strategic themes namely: Mission-Ready, Mission-Focused and Shared Social Value, which highlight the Corps' ability to be in a high-state of combat readiness in order to perform its mandate to protect the people, secure the sovereignty of the State and maintain the integrity of the national territory; to be experts in amphibious operations through adept and continuous training and partnerships with both internal and external stakeholders; and to invest in capability and organizational development that aids the PMC in their seaborne war-fighting function (Philippine Marine Corps, 2019).

### PMC Roadmap (Beachhead) 2028: How can I help achieve the 2028 Vision?

*"Plans are only good intentions unless they immediately degenerate into hard work"*  
— Peter Drucker

The new PMC Roadmap (Beachhead) 2028 is in line with the Command's thrust to ensure that the PMC is sustaining the gains of the previous roadmaps while setting its new strategic direction. It is a product of several strategic workshops that aimed to assess the strategic environment, to evaluate the current challenges and threats in the VUCAD environment and to set direction on how the

PMC plans to successfully overcome said challenges and subsequently achieve its vision by 2028.

The PMC's strategic direction and its subsequent strategic themes and objectives have been thoroughly laid for the Corps to be able to understand how the strategy should be implemented to achieve the vision 2028. Hence, the real challenge is how the Corps would help the organization achieve its vision 2028.

Each Marine shall understand their roles and responsibilities to effectively execute the strategy plan and every Marine, Marine Reservists, and Civilian Employees should be motivated to be part of the plan (Philippine Marine Corps, 2019).

It is only by actively working together that we can achieve the PMC Vision 2028; and it is only by achieving said vision that we can conclude the success of the Roadmap (Beachhead) 2028. Following what Peter Ducker said, let us own this PMC Roadmap (Beachhead) 2028, let us put this good intentions into hard work and together, let us achieve our 2028 vision of becoming Highly-Capable Amphibious-Force-In-Readiness for Archipelagic Defense that brings pride and lasting inspiration to our people.

**Note:** The Marine Corps Center for Leadership and Excellence (MCCLE) is developing a system that will cascade the PMC Roadmap (Beachhead) 2028 to the Marine units aboard operational area. This is in consideration with the current situation of our nation due to COVID-19 pandemic.

#### Reference:

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## THE CORPS STAYS UNDER THE PHILIPPINE NAVY: A PERSONAL PERSPECTIVE

By: LTCOL DANILO T FACUNDO PN(M)

The Philippine Marine Corps (PMC) has long envisioned to be the National Maneuver Force (NMF). The defense department recognized this vision as the Corps' characteristics and capabilities would fit into the criteria of the NMF. Currently, the PMC is under the Philippine Navy (PN). For some reasons, however, it was broached that the PMC be transferred to the Philippine Army (PA).

As a matter of conviction, the PMC as part of the AFP's NMF stays under the PN and not under the PA. The Corps' "*naval in character*" is one of its premium attributes as a seaborne force, and its "*naval in purpose*" mandates that the Marines are the ground combat instruments of naval power for maritime force projection ashore and area denial. Hence, the PMC remains as one of the major type commands of the PN and will always be.

While the proponent's exact intentions cannot be ascertained or whether this proposition is based on a rigorous study that the PMC knows nothing about, the author instead listed down four (4) probable reasons why this idea came up. It may be because of the PMC's historical campaigns, redundancy of capabilities with the PA, an ISO-centric AFP, and the misconception on the PMC's intention to be a separate Branch of Service (BOS).

**PMC's Historical Campaigns.** The activation of the PMC in 1950 was borne out of the desire of then – Philippine Secretary of National Defense, Ramon Magsaysay, to have a "hard hitting and highly mobile seaborne force" that could strike against the insurgency movement as well as curb other lawless elements along the littoral environment of the Philippine archipelago. Conceived as such the Marines during its early years were

more often employed as sea-based forces, transported and maneuvered around and inserted through the littoral environments and coastal areas (PMC, 2016).

However, from 1986 to present, the employment of the Marine Operating Forces (MOF) has changed dramatically from what was originally its envisioned seaborne striking force. With the past and current operational demands, the MOF is necessitated to fill-in the gap and conduct counterinsurgency (COIN) operations, contain secessionist movements, and defeat terrorism and other lawless elements side by side with the army forces and other law enforcement agencies. Over the years the PMC has performed beyond the *raison d'être*, and has gradually diminished its seaborne capability and naval character. This was also exacerbated by the lack of sealift and amphibious platforms. Thus, it is being tied-up with a mentality of a "ground-based force" (PMC, 2016).

**Redundancy of Capabilities.** The PMC Service Level Assessment (SLA) in 2013 revealed that the Corps is not mission capable for territorial defense and partially mission capable for internal security operations. The capabilities of the Corps remained almost redundant with the PA. In the absence of amphibious platforms and modern technologies, the MOFs are being deployed on same mission with the PA in conducting various ground based security operations and one cannot really distinguish the major difference between the two forces except for uniform, the red-dominant signages, and posture.

In modernization projects, the PA and the Marines almost always procure same equipment with very few peculiarities. Though the Project Management Team started planning in a marine context, at the end of the

process, the decisions would tend to merge the projects. The higher authorities sometimes see this as redundant and unnecessary expense given the meager resources of the government. The merging of both combat forces is inevitable to be tackled especially in the defense department. This also happened in the US Armed Forces when there was an attempt to merge USMC with the US Army with pressure from their defense department to work more efficiently and reduce budgets (Dishoek, 2004).

**An ISO-centric AFP.** For so many decades, the AFP had focused on internal security issues. The advancement of external defense capabilities was not prioritized until one claimant country increased its military posture in the West Philippine Sea (WPS). The AFP then started to shift focus and reformed the approaches to an externally looking modernization program.

To effectively execute its external defense posture, the AFP want to veer away from a single-service approach towards jointness through its joint operating concept. However, the journey to jointness would be rough. Oreta (2019) stressed that as long as there is a large disparity of PA personnel from the PN and PAF in the AFP, the joint culture will not be realized. The large number of key decision makers at the AFP and DND level are from the PA. They frame the problem and obviously frame the solution in their own perspective, except for some few (Oreta, 2019).

Along that line, most of the Unified Commands (UC) have limited appreciation on how to situate the marines in the over-all campaign design in their AOR. As the Marine Corps Operating Concept (MCOC) was just institutionalized in 2016, the UC planners may not appreciate it yet and there might still be an impression that employment of the MOFs is same with the Army.

**Misconception on the PMC's intention to be a separate BOS.** In 2018, the Houses of Congress filed bills HB #7304 and SB #1731 entitled "*An Act Establishing the PMC, Defining its Powers and Functions, Appropriating Funds Therefore, and other Purposes*". These bills prescribed that the PMC shall be established as an autonomous, distinct but complementary force with the PA, PN, and Philippine Air Force (PAF). The intent was for the Corps to institutionalize its existence and support its organizational development which will benefit the AFP as a whole. Its operating strategy is not separate and does not compete with the PN AADS and AFP JOC, instead it remains consistent and complementary with these strategies. The higher level authorities might have misinterpreted this gesture. Instead of creating a new Branch of Service (BOS), they see it as more economical to merge the PMC under the PA and increase efficiency in performing roles as NMF and the conduct of land-based security operations.

In 2019, the Corps was transformed as a Key Budgetary Unit (KBU) under the PN as per Letter from the Office of the President dated 10 September 2019. It supported the requirements of the Corps to pursue its organizational development through autonomy in resource management.

### The PMC's Character and Purpose

The Corps stays and will always be under the PN. The Corps is founded and deeply rooted as it is naval in character and its roles and functions are naval in purpose.

### The PMC – Naval in Character

The PMC's MCOC in 2016 primarily institutionalizes the identity, capabilities, and ways on how the MOF should operate aligned with the AADS and other AFP operational strategies. It is the "*who we are, how we fight*" document that serves as guide for the force employers in utilizing the MOFs in the conduct of naval and joint operations. To contribute to the naval objectives, the MOFs perform **seaborne warfighting** to be executed through seaborne maneuvers, sustained maneuvers ashore, and multinational engagement and cooperation. Seaborne warfighting highlights the Marines' warfighting philosophy that manifests its naval character. It is one of the five attributes of the MOFs, others being combined arms, force-in-readiness, mission-tailored, scalable and modular, and adherence to maneuver warfare (PMC, 2016).

This was reinforced by the publication of Marine Ethos in 2017. Marine Ethos is what defines the Corps as a formidable organization sharpened by time and tried and tested by history. The ethos form part of the warrior's code combining the Marines' philosophy, culture, and character. It is further honed by the Corps' rich experiences on the battlefield and interaction with communities. The Marine Ethos defines the organizational behavior of the Corps and the solid bedrock of actions and beliefs of very Marine (PMC, 2017).

Since its activation in 1950, the Corps' culture was shaped from generation to generation. The present organizational behavior of the Corps is the product of its heritage, force structure, capability, and the individual Marine competency (PMC, 2017). More than a methodological process, the Corps' amphibious capability did not develop overnight. It is a way of life that needs to be culturally honed with investments on the right platforms, training, and equipment. It requires a dedicated, joint capable unit with a culture for quick response, that embraces the perils of forcible entry of ship in defended beachheads and trained in the complex nature of ship-to-shore maneuver regardless of unpredictable maritime conditions (Basco, 2019).

Marine is defined as a state of being a person, after volunteering to join the Marine Corps, having imbued a distinguishing Marine character of grit, resilience, discipline, and discernment now unceasingly lives the rest of his/her life in pursuit of excellence in all undertakings (PMC, 2017). The military service of the individual Marine was aided by the Marine Oath to define a standard within the Corps. Moreover, the individual Marine was born and raised under the Philippine Navy together with the sailors, having a seamless integrated strong bondage (PMC, 2020).



## The PMC – Naval in Purpose

**The Country as a Maritime Nation.** The Philippines as an archipelago is primarily a maritime nation that is situated strategically at the forefront of the Asia-Pacific Region. The archipelagic landscape where the PN is operating includes strategic SLOCs, vast territorial waters and EEZ, long porous coastline, and the country's location within the Pacific Ring of Fire and typhoon belt. These exposes the country from various security threats and occurrences that are critical to the economic and security strategy in the region. The country is located in the "double sided" first island chain, is involved in overlapping maritime claims in the West Philippine Sea (WPS), and vulnerable to transnational crime, terrorism, and natural and human-induced disasters (PN, 2020).

**The PN's Operational Strategy.** The PN being the primary responsible for the country's naval defense, is mandated to secure sovereignty, defend territorial integrity, protect strategic maritime interest, and maintain a regime of law and order within the littorals. Likewise, as per proposed joint operating concept (JOC), the PN situates itself in the multi-layered defense concept where it is tasked to focus its efforts on forward defense and shore-based defense.

The PN published the Active Archipelagic Defense Strategy (AADS, 2013 and 2017) which is a "living document" that contains the operational strategy of the PN. It defines how the PN intends to accomplish its mission and attain its objectives through the three (3) mutually reinforcing strategic approaches: maritime situational awareness, maritime operation, and maritime cooperation.

Under maritime operation, the PN seeks to secure, deny, and defend the country's maritime interests, maritime zones, and national territory respectively. A tiered and calibrated response is one of its elements which pertains to the provision of appropriate force mix and responses against threats. To secure the country's maritime interest, the Naval Operating Forces (NOF) must perform various operations under the operational approach of **maritime security**. In denying the use of maritime zones during hostilities and conflict, the NOFs strengthen its efforts and perform tasks under the operational approaches of **sea control and naval force projection**. In the event of war, to defend the national territory, the NOFs elevate its stance to **area denial**.

**The Marines in the Naval Operating Environment.** Among the operational approaches, the MOFs situate themselves as part of the naval force projection for island security and amphibious operation, and **area denial** forces for coastal defense and special operations. Hence, the MOFs roles and functions are built upon these naval operational tasks that prove that the Corps is **naval in purpose**.

In the proposed PN A2AD concept, the MOFs are part of the **Shore-Based Defense** and **Chokepoint Defense**. For the Shore-Based Defense, the Corps shall organize within the year the Coastal Defense Regiment to

operate the highly mobile SBASMS and SBADS which will arrive next year, and the Marine Amphibious Ready Units (MARUs), where the AAVs will be integrated, to be the marine component of the PN Amphibious Force. These forces will be part of the Naval Defense Force of the future AFP Strategic Defense Force (SDF). For the Chokepoint Defense, the Corps provides the Marine Operating Brigades to the Geographic Amphibious Forces to support the NOF's littoral operations. These forces will be part of the Naval Component Forces of the future Operational Combat Forces (OCF).

### Analysis using Four Elements of Corporate Culture

While merging two different units may look practical, major culture differences could pose risks that would undermine the cohesiveness of the AFP Joint Forces. Connor, Lake, and Stackman in their book "Managing Organizational Change", described the corporate culture as the set of values, guiding beliefs, understandings, and ways of thinking that is shared by members of the organization. Corporate culture is described using these four elements: **Indicators** which are the observable behaviors and visible artifacts such as stories, languages, and symbols; **Norms of behavior** which guide the members in the organization in the execution of their job and in their social interaction; **Basic values** which are the underlying standards or ethos that make the organization's culture; and **Fundamental assumptions** which are the perceptions that reflect how the members of an organization perceive, think and feel about things (Dischoeck, 2004).

On indicators, while the PMC and PA may have similarities especially in terms of land campaign stories, the PMC and the PN also have similarities in terms of stories on seaborne operations, international peacekeeping and training exercises. Moreover, the PMC and PN have more common language (e.g. general quarters, wardroom, shipstore, brig etc) and unit symbols (anchor and seahorse), which are deeply rooted in the navy culture.

On norms of behavior, most of the execution, training, and social norms of the PMC are same with the PN. The MCOC is aligned with the PN AADS. The PMC and PN use the sea as maneuver space while the PA consider the sea and other water bodies as obstacles. The MOF employs combined arms teams with the fleet surface assets, a systems approach composed of the maneuver, combat support, service support and special operations elements as one team. The PA on the other hand normally employs independently their infantry, mechanized infantry, and special operations forces. In the training norms, the PMC and PN pass through single institutions during pre-entry, TBS for the marines, NETC for the sailors, while the PA has multiple pre-entry sites via Division Training Schools nationwide. For social norms, the PMC has this "Marine Birthday" concept to celebrate its anniversary, while the PA only have that normal or traditional style of anniversary celebration.



On basic values, the PMC has that strict and rigid discipline and seniority culture, and that mindset of a highly mobile force that is being deployed to different AORs or where the crises are, while the PA may not be the same with PMC in terms of standards in discipline and seniority and the PA has that semi-permanent to permanent type of deployment concept.

On fundamental assumptions, the PMC is known to have so much name recalls or slogan like "The Few, The Proud", "Send in the Marines", "Once a Marine, Always a Marine", while there is no equivalent or may have different scheme in the PA. The PMC's vision is aligned with the PN's vision in an archipelagic and maritime defense perspective while the PA has different perspective.

While it looks practical to just merge two military forces for ease in administration and control, and probably merge common capabilities and save money, the culture differences of the PMC and PA may be one of the primary reasons why this idea may prove futile. The PA has its own great war stories and accomplishments which shape the stability and development of the country. The PMC has its own stories too. The existing set-up of the PMC and PN may not be perfect, but it continues to improve, especially now that the AFP is gearing towards an archipelagic defense posture.

### Conclusion

The rich history and success stories of the Corps are attributed to its determination to always be the representatives of the best in soldiery. However, its eagerness to prosper as an organization is sometimes being challenged and misinterpreted. Like all other organizations, no one would want to stagnate; everyone wants to keep at pace and stay relevant and responsive to the very fluid security landscape.

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The PMC is proud of having its identity and culture deeply entrenched in naval roots. It was created as part of the naval force. Being naval in character and purpose, the Corps stays as one of the major type commands of the PN and will always be **PMC**.

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# UNIT IN SIGHT



## INSIGHTS ON RIDO IN THE MBLT-5 AREA OF OPERATION

By: LTCOL TINO P MASLAN PN(M)(GSC)

**R**ido is a type of conflict characterized by sporadic outbursts of retaliatory violence between families and kinship groups as well as between communities (Torres, 2014).

On 29 June 2019, the Marine Battalion Landing Team – 5 (MBLT-5) landed in the province of Lanao del Sur to replace the 6th Infantry Battalion of the Philippine Army whose area of operation (AO) covers the municipalities of Malabang, Picong, Marugong, Balabagan, and Kapatagan.

From the very start of its deployment in its new AO, Lanao del Sur welcomed MBLT-5 with 26 *ridos*. Fifteen of the 26 *rido* cases were active – active in a sense that there were ongoing violent retaliations between the feuding families, which included murder, arson, damage to properties, and other violent crimes. The other 11 cases were inactive – inactive or dormant *ridos* meanwhile are those clan wars that do not have reported violent incidents at present and in the past decade but still are recognized or acknowledged by feuding families as still existing and can erupt to violence any time. Inactive *ridos* are oftentimes the result of rido settlements initiated by military units deployed in the AO. Once violations of these settlements occur, the *rido* becomes active and what follows are retaliations after retaliations among the feuding families. What is worse, many other families are embroiled in the feud due to an accidental or unintentional killing or wounding of their relatives caught in the crossfires or armed encounters of

these feuding families. Hence, the *rido* escalates into a larger conflict involving not only two, but multiple families.

### Rido Settlements

What was astonishing in these *ridos* are the consequential reaction of both the local government units and AFP units to initiate amicable settlements even when these families are still angry and grieving for the deaths of their relatives. Most often, feuding families are forced to the negotiating table and further compelled to sign a rather 'insincere' peace-pact agreement. *Rido* settlements are superficial since people in these parts of Lanao del Sur most often see the settlement as applicable only during the time of the deployment of an AFP unit that settled the *rido*. As observed, once these AFP units that initiated the settlements are replaced by another, *ridos* will resume. These settlements are short-lived and will not guarantee a long-term peaceful resolution to the conflict. In fact, *rido* settlements will only encourage more killings as the perpetrators will rely on future amicable settlements to get away with murder charges.

As revealed by these families involved in *ridos*, they put matters on their own hands because they cannot depend on the government to bring justice for their dead relatives. They say it will require an ample time and money to get justice from courts and it will not protect their family's welfare and honor or '*maratabat*'. Hence, the cycle of violence and conflict continues.



### Two Approaches to Address Rido

Based from studies, *ridos* occur in areas where government or a central authority is weak and in areas where there is a perceived lack of justice and security. What then can a Marine Rifle Battalion do to address *ridos* in their respective AO? There are two possible simultaneous approaches that can be done. These two approaches involve short term and long term means.

#### 1st (Short term) - Strong Law Enforcement Presence in the Areas of Conflict and Prompt Reaction to Any Violent Rido Incidents.

For weeks after the deployment of MBLT-5 in its current AO, shooting incidents leading to multiple injuries and deaths occur almost every two weeks. These shooting incidents pointed to *rido* as the primary motives of the suspects. To counter the rido-related violent incidents, MBLT-5 initiated a scheme by positioning in close proximity to the *rido* areas Quick Reaction Forces (QRF) tasked to immediately conduct pursuit operations with the local PNP against the perpetrators of rido-related crimes.

True enough, when there was a drive-by shooting perpetrated by a family involved in one of the most active clan wars in the AO, a QRF (armed to the teeth), together with the local police, pursued the perpetrators. That pursuit sent a strong signal to the warring families that they can no longer freely kill each other without meeting the appropriate might of law enforcement. The pursuit prompted both families to come to a settlement and voluntarily vowed to abide by the regulations set forth in their peace agreement.

This scheme addresses the "perceived lack of justice and security" that encourage *ridos*. If battalions can change the perception of the people under its AO, they will contribute immensely to ensuring the lawfulness of the communities as opposed to lawlessness. Since then, there were no records of violent rido-related crimes perpetrated by members of the warring families involved in the most active *rido* in the AO.

#### 2nd (Long Term) - Strengthen the Justice System in the Municipal and Provincial Level

In order to encourage people to report rido-related crimes and offer them confidence on the government's justice mechanism, the local justice system must be strengthened. There were instances when the municipal trial courts in the AO had to close down due to threats from lawless armed elements. As a result, delayed court hearings prolong the concerned families' pursuit for justice. These instances cause frustrations among family members and further push them to pursue justice on their own.

Hence, as part of the current mandate of the AFP as stipulated in the Development Support and Security Operations Plan "Kapayapaan" i.e. "support for law enforcement against criminality," battalions can carry out this mandate of assisting and supporting local law enforcement agencies by protecting the government agencies mandated to provide effective and speedy administration of justice. This can be done by assisting the Philippine National Police and other law enforcement agencies such as the Bureau of Jail Management and Penology (BJMP) in order to bring the wanted persons to



# FEMALE POWER: EQUALITY AT ITS BEST

By: 1LT VANESSA P FACTOR PN(M)

jail and to bring them to trial. Most vital to this approach is the support to law enforcement operations in the serving of warrants of arrest to wanted criminals involved in *rido*-related crimes. With this endeavor, trial court proceedings will go unimpeded and speedy resolutions to cases will be expected, thereby establishing the confidence of the people to the government's justice system.

This approach will encourage the victims of *rido*-related incidents to file cases against the perpetrators. The issuance of warrants of arrest to the perpetrators of *rido*-related crimes will limit the freedom of movement of the families involved. They cannot just go out from their locality due to their warrants of arrest; hence, will make them think twice about killing or performing criminal acts against their enemies.

## Mindset and Culture Change


According to the article, "The First Step Toward Culture Change is a Shift in Mindset", helping people shift their mindset is the first step in culture change (Cardero and Slaughter, 2019). Residents of Lanao del Sur say that it would be difficult to change how people regard *rido* as it is already part of their culture across many generations.

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The primary objective of these approaches is to change the mindset of the people on *ridos*. Battalions should work with the local government units to focus on establishing a strong and reliable justice system within their municipalities or provinces. Existing interagency mechanisms can be used as venue to find long-term solutions to the *rido* problem such as the Municipal or Provincial Peace and Order Council.

In summary, in order for these approaches to succeed, amicable settlements should NOT be the primary option when dealing with *ridos*. Amicable settlements shall be used ONLY to temporarily halt the killings and other criminal activities within the AO. Most importantly, the laws of the land and due process of law must be applied and relying on amicable settlements alone should be discouraged among warring families. To assure the people to depend entirely on the government's justice system, battalions can assist law enforcement and other government agencies to enable them to perform their mandates without impediments. Through this way, battalions can gradually change the mindset and perception of the people towards *rido* and the government's justice system and would eventually lead to a better community with genuine and sustainable peace and order. 



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 1) Kinetic approach - the use of military force to defeat the armed lawless elements and  
 2) Non-kinetic approach - cutting the source of manpower for these lawless organizations by CMO and assistance to the programs of the local government units pertaining to opportunities for the poor.



I have no regrets about the path I chose seven years ago. It was in the early months of 2012 when every member of the class, PMA Pundang Kalis Class of 2013, was to choose their branch of service. I thought whichever branch of service I choose would be my lifelong career, my future, my life.

Like most people, I did not have enough knowledge about the Marines. However, when I heard about it among my classmates and saw how few would dare be part of it, I knew right then that it is only for the few and the bold – and so I volunteered to join the Philippine Marine Corps.



Like in every branch of service of the Armed Forces of the Philippines and the rest of the world, female soldiers only constitute small percentage of their total strength. Most female soldiers would occupy administrative positions or positions that do not require rigorous physical requirements. My perception back then was that I will be assigned mostly in garrison duties, working behind computers and piles of paper. Never did it occur to me that one day, I will get to experience the pride, the responsibility, the accountability and the honor of commanding a hundred of marines in a line company.

A number of my senior female marine officers experienced joining the rigorous training and earned the

badge of marine airborne. Some line battalions also adopted the integration of female marines in their line companies. I felt a sense of pride for my fellow female marines who get the rare chance of being able to incorporate themselves in the once male-dominated trainings and units. I want to wait for that opportunity when I would also get to experience the pride and responsibility they had.

More often than not, the leadership opportunities given to female marines hinge on the belief and outlook of the unit commander. I observed that some still have the common stereotype of having male marine officers command a marine line company, while female marines are relegated to command the Headquarters and Service Company and the Weapons Company. One should understand that the dynamics of a line company is far different from the other two. Being at the forefront, command of a marine line company entails a lot of decision-making and requires experience in battle, endless patrols and numerous firefights. Female marines have limited experience on these, while some don't have any experience at all. This leads me to think: was it not what we were trained for?

There is no doubt that the Philippine Marine Corps is the force of choice, which gained the trust and respect of its brothers and sisters in arms from different branches of service and from external stakeholders. There is always a sense of pride to be called

a marine. We, as female marines, continue whatever task is given us. Our service plays a great role in the day-to-day operations of our respective units. Some perform administrative work in personnel and administrative section, intelligence section, logistics, C4ISR, and CMO. Some are in the armor, corps women, and artillery. These jobs all require skills and systematic approach. Every female marine has mastered these jobs and perform excellently. However, there are times when we want to go further and be able to do more for the organization and for our fellow marines. We want to be bold and do things out of the ordinary. We want to be more than just what is already out there. My thirst to serve other fellow marines in a tactical level never ceased. My desire to gain knowledge and expertise from the 'backbones of the corps' honed through years of field experience grew day by day. The dream of leading them using the knowledge I have gained from my former commanders and senior officers whom I have been very privileged to work with, the lessons I have learned from the trainings and seminars, the lessons I have learned through experience, these are among the things I have been wanting to do and be able to impart to them. I want to learn, to develop, to serve and to share. It is not to say that staying in the headquarters battalion is a demonstration of gender inequality in the organization. It is just that there is more out there that can and will greatly empower female marines of the Corps.

It was in the last days of July 2019 when things changed. I was given the opportunity to be the Officer-In-Charge of one of our line companies. Though it was for a temporary takeover, I suddenly felt a sense of pride and honor, a sense of humility and responsibility, a sense of accountability and equality. In the





given me by my senior officers and our Commanding Officer made me long to develop myself even more and learn more things that will not only make me just an officer but more of a leader. This is not the end of a lifelong journey, but just the beginning of the road. This is where I felt the desire to be better each day because I am given the privilege to lead. Many people look up to us, seek our guidance, and depend on our leadership. They are our men and women on the ground, our fellow marines.

Yes, our Corps has and continues to evolve. The integration of female marines in the most tactical level is one of the many manifestations that the Corps gives importance to gender equality and that female marines are also combat effective just like their male counterparts. As they say: "There are no female marines. Only MARINES." PMG

days, weeks and months that passed, having this opportunity to serve our fellow marines and commanding a line company gave me many things to work on and improve, many things to balance, many things to plan for and many things to relive in the minds of our marines. The idea of being commanded by a female marine officer may be frowned upon by some,

but it is not the gender that matters. It is still the leadership, the equality, and the desire to develop alongside the subordinates that make the difference.

As I write this article, I am humbly but proudly serving the 49th Marine Company of Marine Battalion Landing Team-9 as its Acting Commanding Officer. The opportunity



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# The Promising Island of Unfulfilled Promises

By: **2LT JAYWARDENE G HONTORIA PN(M)**

As I look straight right into the eyes of the innocent school children lining in front of me, an involuntary smile suddenly painted on one corner of my face and I almost forgot that we were actually in the middle of one of the most dangerous places in the country – the island of Sulu. It is a deployment that every soldier is not usually happy about and yet here we are in the middle of somewhere reaching out to far-flung communities hoping to at least offer some helping hand to the young ones and the needy. It was a majestic scene that it can awaken a compassionate heart of a warrior lying beneath our shining armors.

Violent extremism is a primary concern of troops deployed here in Sulu as they are not only battling with high valued individual entities, but rather a belief, a wrong mindset that pushes younger generations in this island province to become enemies of the state. As history tells us, Sulu had been scarred many times in a series of unending battles, yet those armed confrontations proved to be not the solution to the problem.

This battalion through the leadership of LTCOL OLIVER F BAYLON PN(M), has implemented peacebuilding efforts to help solve such problem. It is an indirect

approach that aims to be a catalyst for change. By coordinating, collaborating and cooperating with barangays and key leaders and reaching out to areas susceptible to violent extremism, our collective peacebuilding efforts hopefully may bear long lasting effects to the community.

The Marine Battalion Landing Team-7 launched its two-month Food Feeding Program dubbed, "KASAMBUHAN HA MGA KABATAAN" (which translates to "Kalusugan Para Sa Mga Kabataan") targeting to solve malnutrition cases in disadvantaged areas in Kalingalan Caluang, Sulu. Aside from the food



feeding program as banner activity, the battalion also offered free haircut, storytelling, film showing and the highly popular 'magic show' for the elementary students.

Emerging from my warrior mode as the Special Operations Platoon Commander stalking possible lairs of 'bad guys' in the hinterlands of Sulu for several months, now I found myself in the midst of the hearty laughs and happiness of school children as the Acting Civil Military Operations Officer. In my several months as ground operator, I have seen firsthand the frightened faces of children as we pass by their place in the operational areas. I have witnessed how they have been terrified by artillery bombardments that I pity them so much for going through the rugged terrains of life at their early age. The lack of electricity, sustainable water source and basic services are only some of the problems they have to constantly battle with on a daily basis. It is as if they have been robbed of a happy and memorable childhood like the rest of other Filipino children in non-conflict areas. It makes no wonder why some of them are being lured into joining extremist groups doing

kidnap-for-ransom activities and other criminal acts.

As we feed the little children, who we usually call 'Inda' and 'Uto' and some of whom are sons and daughters of peace-inclined groups (MILF and MNLF), I realized that there is actually more to malnutrition than we are addressing here. There is a deeper concern that needs to be addressed and the superficial ones are just the manifestations of a hidden bigger disease of society. Disheartening, I suddenly felt of being not enough of a help and it was very frustrating. As frontline warriors, it seemed to be a blessing and a curse at the same time; blessing as we were able to see firsthand the problems of reality in the field, yet a curse on the other hand for we know amongst ourselves that we cannot address them all.

I looked at them one last time with all the laughter and some conservative smiles in their faces as they watched our magic show, and it was then that I realized that somehow we've at least lightened their heavy burdens and for a while have stolen their attention from their daily problems. Gone were the days

when we would see their frowning and anxious faces along the roads because these were replaced by wide smiles and waving hands. Who knows that our simple magic show, free haircut, lesson-packed film showing and storytelling or even just the simple act of reaching out to them would not make them feel abandoned and may actually prevent them from being one of our future renegades and violent extremists.

The journey towards lasting peace here in Sulu is still a long way to go as it has to traverse many uphill and rugged roads but what was started as small single step can sooner or later lead to that promising destination of lasting peace. We are optimistic that these little efforts of the present are actually a form of peace investment that would bear good fruits that we could later look back to as we move towards a common goal. Hopefully, it is going to be a more progressive and peaceful Sulu and no longer an island of unfulfilled promises. PMG



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# SHIFTING PERSPECTIVES

## Violent Extremism Through The Eyes of a Muslim Soldier

By: 2LT JAAFAR T OMAR PN(M)



Have you ever experienced being an outcast because of your religious beliefs? Have you been intimidated because of the color of your skin? Have you experienced adversities in life that you cannot afford education and felt that you have been abandoned by the society and felt like crap? These are some of the reasons why people especially those living in the far-flung areas resort to violent extremism.

Why does it happen? Individuals resort to extremism because of marginalization, inequality, discrimination, persecution, or the perception thereof. Other reasons are due to limited access to quality and relevant education, the denial of rights and civil liberties, and other environmental, historical, socio-economic, and cultural sensitivity and divergence.

As a Marine Officer assigned in the Islamic district of Southern Palawan, specifically in the Municipality of Bataraza wherein 80% of the population are Muslims, I have been tasked to take charge of and supervise the ongoing Retooled Community Support Program (RCSP) in the area. In connection with the activity, I have also been tasked to share and conduct information drive campaign on how to prevent and counter violent extremism. The challenge is for me to convince the community, particularly the youth, who are usually the primary object of recruitment of the CTGs, rogue MNLF, Abu Sayyaf, and other lawless elements in the area, to veer away from violent extremism.

I endeavor to persuade them not to be fooled by their twisted beliefs and violent behaviors. In addition to this, I, as a devoted Muslim, intend to share the real significance of Islam. It is a religion of peace that condemns the killing of innocent people and averts violence as it is against its true teachings. With the uniform I wear, it is my duty to exemplify and exhibit that the Philippine Marine Corps works towards a secured peaceful community and does not choose any particular religion or belief. The Marine Corps is all about discipline and respect, which gave me a sense of pride representing the Islamic community. The government wants peace and not war, and with the help of the local government of Bataraza in the implementation of EO # 70 (Series of 2018), which aims to establish a whole-of-nation approach through the creation of RCSP, we hope that we are able to convince and persuade the youth not to be indoctrinated by the teachings of violent extremism. Instead, they should focus on their education and be responsible, productive and active partners in promoting peace and development. PMC



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# A Stakeholder's View on Preventing and Countering Violent Extremism (PCVE)

By: Dr. Clarissa Ayangco-Derramas, Ed. D.

Violent Extremism has emerged as one of the most critical threats of our time. Drivers of violent extremism include lack of socio-economic opportunities related to ethnic or religious divisions, marginalization and human rights violations. According to the Institute for Economics and Peace, the Philippines ranks 10th in the 2018 Global Terrorism Index (GTI). It is the only Southeast Asian country in its top 10, together with Afghanistan, Nigeria, Syria, Pakistan, Somalia, India, Yemen and Egypt. As an emerging hot spot of terrorism, the Philippines also ranks 8th among countries with highest increase in deaths due to terrorist incidents.

Historically, only a small portion of Filipinos joined extremist groups like the Abu Sayyaf or the Bangsamoro Islamic Freedom Fighters because of ideology. Evidence suggests that majority of Filipinos who joined violent extremism organizations did so for two reasons: poverty or kinship.

Mindanao has been affected by violent extremism and insurgencies for decades. The region has witnessed an increase in jihadist activity over the past several years. Beginning in 2014, extremist groups with links to the Islamic State (IS) increased their recruitment efforts in local universities, high schools, and through social media. These groups included more established jihadist groups like Abu Sayyaf, as well as new groups, such as Maute Group (IS-Ranao), the Bangsamoro Islamic Freedom Fighters (BIFF), and Ansar al-Khalifa Philippines. In the first half of 2016, the region saw a significant increase in the number of violent incidents associated with IS-inspired groups. Calls by IS-affiliated groups for the establishment of a wilayat or province in Mindanao

highlighted the increasing importance of the region to the larger international jihadi movement. These groups operate alongside groups traditionally more focused on armed movement including the Moro Islamic Liberation Front (MILF) and the Moro National Liberation Front (MNLF), both of which have signed peace agreements with the government, and the National People's Army (NPA). The situation in Mindanao deteriorated significantly in May 2017 when IS-affiliated group took control of the city of Marawi.

Driven by the escalating violence, several groups undertook more substantial research to investigate the underlying factors giving rise to both conflict and extremism. The case study on "Youth and Violent Extremism in Mindanao Philippines" conducted by the Enhancing Governance, Accountability, and Engagement (ENGAGE) and DAI's Center for Secure and Stable States last 2018, revealed that high school respondents were more prone than university students to support violence and extreme ideas. Support for violence and extreme ideologies correlates with higher levels of community engagement, more critical perceptions of community marginalization and discrimination, lower levels of self-efficacy, more acceptance of revenge seeking, and acceptance of a "gun culture" where power and respect in communities is held by those with guns. The aforementioned study also confirmed that one's family and community networks seem to play a larger role in guiding radicalization and membership in armed groups than any specific grievances or social and economic factors. These findings carry a significant implication for how youth and extremism should be addressed in Mindanao particularly in the aftermath of the Marawi siege.

The Philippines considers countering violent extremism a priority. It has developed a national action plan to on preventing and countering violent extremism. In addition, the government leads a whole-of-nation approach and develops local initiatives to prevent radicalization and to promote peace, as well as, de-radicalization programs in prisons.

Some scholars claimed that preventing and countering terrorism measures can be more effective when based on human rights, pursued through locally driven cooperative relationships, and designed to fit local contexts, including ethnic, cultural and religion considerations. In this regard, building confidence and maintaining trust with the community is a crucial component. It is also important to provide programs focused on the youth, as they can be vulnerable to recruitment. There is a need to provide activities to prevent their disenfranchisement as well as provide narratives that counter the terrorists' propaganda, both in traditional spaces and in social media. The Filipino youth constitutes about 30% of the population – an untapped resource that can be a salient force in effecting change when empowered to realize their potential. Their idealism and energy can also be harnessed to contribute meaningfully to the development of society. Relative to this, the 2nd Marine Brigade hosted a seminar-workshop with the aim of increasing the youth's awareness of extremism as well as educate and capacitate them on their roles in preventing violence. PMC



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# The Selfless Service of the Seaborne Striking Force

By: 2LT LOURDES VICTORIA D SISON PN(M)



The Philippine Marines is an elite unit and amphibious in nature that is responsive and readily deployable regardless of terrain, weather, and other circumstances. Though unspoken, many of our Marines, who are deployed in isolated islands, endure living without the necessities that we often take for granted. They imbibe military professionalism by submitting their own free will to a law of perpetual constraint. Each Marine knows in their heart that there are many challenges in life as a Marines, where discomfort is normal and selfless service to the Filipino nation is the prime objective.

In the southernmost part of the Philippine archipelago lies Tawi-Tawi, a province where numerous successful battles took place, making it the most peaceful area that the Philippine Marines secures. Under the 2nd Marine Brigade, two Battalions – Marine Battalion Landing Team-6 and Marine Battalion Landing Team-9, cover 11 municipalities of Tawi-Tawi as their respective Area of Operations. The 26th Marine Company, MBLT-6 has a detachment at Sito Baabang, Sahasa, Barangay Darul Akram, Languyan, Tawi-Tawi, more commonly

known as “Pearl Bank.” People residing in the island are living without electricity and communications signal and use rainwater for drinking and other personal necessities. It has approximately 88.58 Km aerial distance from Bongao, the capital of the province, taking about 10 hours travel by a wooden boat called “lantsa.” The trips, usually occurring once a month, are dependent on weather. Their main purpose is to transport dried fish or “daing,” which is the main source of income of the locals. The island was once a pearl-producing farm, but now serves as a stop-over for lawless elements that journey through the waters to smuggle goods and drugs and even to transport kidnapped victims of the Abu Sayaff Group.

This is the reason why Marines are deployed in the area. They are tasked to ensure that no lawless elements pass by while keeping the safety and security of the community. The Marines work beyond their tasks and contribute to supporting local development and ensure the welfare of the community. While they bring order and sustain peace, they have been made to perform as doctors and teachers in the absence of these professionals. Residents knock on the door of the detachment to ask for medicines, first-aid, and even for minor

surgical operations. The Marines also lend hand to the only teacher on the island, who teaches in two classrooms for four grade levels, by helping teach and making tables and chairs for the children. This supports the fact that Marines are real “jack of all trades” as we do a variety of tasks in the service of our people.

This is what makes us different from our counterparts in the AFP, and the simple joy of seeing the smiles of the locals is what motivates us to keep doing what we do as much as we can. Through this selfless service, a Marine knows that he has contributed to the accomplishment of the mission of the Corps. This is also in line with our vision to be our Maritime Nation’s Highly Capable Amphibious Force-in-Readiness for Archipelagic Defense that Brings Pride and Lasting Inspiration to our People by 2028.

As Marines, we are always known to be the Seaborne Striking Force that gives selfless service to the Filipino people.

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# Conservation in Conflict Area

By: 1LT REGIN P REGALADO PN(M)

The conservation of nature has often been a subject of advocacy of various organizations inside and outside of the Philippines. The goals of conservation include protecting species from extinction, maintaining and restoring habitats, enhancing ecosystem services and protecting biological diversity. Tawi-Tawi’s remaining forests are concentrated in the Municipality of Panglima Sugala, known as the home of the iconic and very much endangered Sulu hornbill (Anthracoceros montani).

On the 17th of January 2020, the Municipality of Panglima Sugala together with the Philippine Marine Corps, represented by Marine Battalion Landing Team-9, USAID, Philippine Biodiversity Foundation, Inc., Ministry of Environment and Natural Resources

and Energy (MENRE) BARMM, and Department of Environment and Natural Resources (DENR) launched a project called “Project TAWSI: Sulu Hornbill Project” at Rosemin Gym, Barangay Batu-batu, Panglima Sugala, Tawi-Tawi. It forms part of the numerous conservation efforts of the government in partnership with non-government organizations, which aims to conserve the remaining forests of Tawi-Tawi Island particularly the Malum Watershed in Barangay Upper Malum, Panglima Sugala, Included in the project is the exploration of the area and the monitoring of the conservation status and population estimate of the Sulu Hornbill and the promotion and enhancement of the conservation awareness on the global importance of natural biodiversity in Panglima Sugala.

These areas in Panglima Sugala are considered endemic bird areas by the Bird Life International and DENR. While these are largely unexplored and poorly understood, there is a need to conduct more in-depth research for the potential of harboring a sustained home for different bird species endemic to the Philippines. The AFP’s role – especially the Marines – in the area is significant. Aside from our mandated mission to protect the territory and sovereignty of our country, we also bear the responsibility to save other life forms that surround us. This is to ensure that the future generations will be able to see the marvelous creations of God. This inter-organizational project recognizes the vital role that birds play in biodiversity conservation. Similar activities should be initiated and continued to save and protect not only endemic birds but also different species that contribute to biodiversity, thereby ensuring natural sustainability of all life forms.



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# The Stratagem

By: CPT IAN DEXTER R CARIN PN(M)

The province of Tawi-Tawi is generally peaceful and now considered as a fast-developing province due to several factors including its peace and stability. Being a part of the BIMP-EAGA region with diverse maritime and natural resources, the province has all the potential to be economically competitive in the region. The tranquility experienced by the province is a result of the collaborative effort among military forces, law enforcers, local government units (LGUs), and other stakeholders coupled with good local governance.

However, the strategic location of Tawi-Tawi being the southernmost province of the country that shares vast maritime borders with Malaysia and Indonesia makes it vulnerable as a transit point of both foreign and domestic threat groups involved in various transnational crimes such as smuggling, kidnapping, and piracy, among others. Threats of kidnapping in the maritime borders of Sabah continue to exist considering that Tawi-Tawi lies between the province of Sulu and the State of Sabah, thus becoming a “stopover” for the Sulu-based Abu Sayyaf Group/Kidnap for Ransom Group (ASG/KFRG) is in a sense

inevitable. Furthermore, the Sibutu Strait, which allows the passage of an annual average of 17,000 international and domestic bulk and cargo vessels, is also being utilized as transit area by foreign warships invoking their right to innocent passage. These uncoordinated passages of foreign warships albeit being allowed by international laws subject to pertinent conditions, challenge the nation's sovereignty and place the security of the country at a potential risk.

The combination of the security threats confronting the province creates a unique challenge to the government security forces in the area to come up with an all-encompassing strategy that will simultaneously address both internal and external threats. In line with the current Campaign Plan of the Western Mindanao Command and the Implementing Plan of the Joint Task Force Tawi-Tawi (JTFTT), the mission of 2nd Marine Brigade is to employ and manage Marine forces for the conduct of Development Support and Security Operations (DSSO) to destroy the ASG, support the peace process, and assist the LGUs and agencies in support to the JTFTT mission. With this mission, the leadership of the

brigade crafted a strategy that will allow for the attainment of the following essential tasks: 1. Isolate the ASG and other terrorist groups operating in the AO from local and foreign support and destroy them through intelligence-driven focused offensive operations; 2. Protect/insulate the community from the influence and terroristic activities of the ASG; 3. Support the implementation of the peace agreement with the MILF and the MNLF; 4. Maximize existing mechanisms, (JPSCC, POCs, RDCs, etc.) for interagency peace and security initiatives to promote peace, ensure security, and maintain public order; and 5. Actively support law enforcement agencies (LEAs) and other government agencies in the campaign against illegal drugs and criminality, in the protection of the environment, and other priority concerns of the government.

Translating the unit strategy into viable strategic and tactical actions, the OPCON units of 2nd Marine Brigade gained effective control of the maritime environment and its littorals by rationalizing the deployment of its detachments. To address the threat posed by the ASG/KFRG, detachments were



strategically placed in identified remote islands previously utilized by the ASG/KFRG as safe havens. These deployments effectively restricted the mobility corridors of the threat groups, who are now opting for the longer and riskier routes. From these detachments, seaborne patrols are regularly conducted to project military power and maximize visibility of security forces; thus, deterring not only planned kidnappings but other transnational crimes as well. To complement the rationalization of forces of 2nd Marine Brigade, which aims to control mobility corridors within the area, the Naval Task Group Tawi-Tawi provides 24/7 deployment at designated areas of responsibility. To enhance the situational awareness of the deployed units, the unit takes advantage of various ISR platforms under the disposal of the JTFTT ranging from air/surface assets to Littoral Monitoring Stations (LMS) located in strategic areas of the province.

In order to seamlessly integrate the strategy and efforts of 2MBde with the thrusts and initiatives of other LEAs and the LGUs, the unit spearheaded the activation of the Maritime Interagency Coordinating Center (MICC) in the province. The

creation of the coordinating center ensures that the individual efforts of all government instrumentalities are complementary and are being mutually supported by all member agencies. One important function of the coordinating center is to come up with contingencies in cases of calamities and other emergencies such as the COVID-19 pandemic.

The strategy of the unit is ultimately geared towards attaining lasting peace and sustainable economic and human development in its area of operation. Socio-economic development cannot take root without peace and order. Government security forces, past and present, with the support of the LGUs in Tawi-Tawi have laid the foundation to achieve progress in the province. The unit stratagem resulted in the ultimate decimation of the ASG/KFRG operating in the province, thereby attaining the first and second essential tasks of the unit. However, despite having an environment conducive to progress, a sustainable economic and human development cannot be attained without good governance. As such, part of the unit strategy is to act as a catalyst that will lay the groundwork for a solid and effective governance in the province. This is to ensure

that the root causes of insurgency and terrorism will be permanently addressed. Heeding the unit's call to action, the leadership of the province has been actively steering the people towards sustainable progress and development. Basic services are starting to be felt even by those in remote communities. Small and medium-sized enterprises have been flourishing and eco-tourism is developing, providing employment to the people of the province. Needless to say, the province of Tawi-Tawi is on the right track towards attaining lasting peace and sustainable economic and human development, which in a way proves that the unit strategy is effective. [PHMG](#)

BIMP-EAGA (Brunei Darussalam, Indonesia, Malaysia, Philippines - East ASEAN Growth Area) was created as a market driven cooperation initiative to spur the economic development in the four countries' “focus areas” which are located in one of the world's most resource-rich regions. It aims to increase trade, tourism and investments inside and outside the sub-region by facilitating the free movement of people, goods and services. *Source: Mindanao Development Authority*





# BACK TO THE PEOPLE: Transitioning the Community Support Program on Paly Island, Taytay, Palawan

By: 1LT ELICA ANTONIETTE KAYLA V HONDUNA PN(M)

Paly Island, one of the far-flung island barangays of Taytay, Palawan, is known for its live fish culture of the grouper species locally known as *suno* or *pulang lapu-lapu*. To ensure the continued viability of said fish species in the wild, the Palawan Council for Sustainable Development (PCSD) promulgated Resolution No. 17-587, which, primarily among others, mandates the observance of an annual six-month “closed season” of the suno trade in the province. Consequently, this has drastically impacted on the livelihood of the people on Brgy. Paly Island; an estimated 95% of the more than 600 households comprising the island barangay engage in the live fish trade either as fishermen or fish traders.

In 2016, the Pambansang Lakas ng Kilusang Mamalakaya or PAMALAKAYA, a left-leaning organization (LLO) targeting the fisher folks with sector and with known ties to the local CTG, infiltrated the island barangay. PAMALAKAYA distorted and exploited the “closed season” issue to arouse the community, anchoring their deceptive narratives on the impact of the local policy to the livelihood of the people and to the future of their children. With this, PAMALAKAYA was able to organize a solid mass base in the barangay composed of the men/fisher folks (PAMALAKAYA), women (GABRIELA), and youth/students (ANAKBAYAN, Kabataan Partylist). As such, Brgy. Paly Island became the hub of the CTGs mass base building and organizing works in their other target areas in Taytay, Dumarán, El Nido and northern coastal barangays of San Vicente, all in northern Palawan. The CTG attained considerable success in their efforts as they were able to mobilize their recruits from said areas to conduct rallies in Poblacion, Taytay, and Puerto Princesa City, and even send local representatives to protest activities in NCR.


In the third quarter of 2019, the Community Support Program (CSP) team of MBLT-3/JTG-North led by 2LT DENNIS DWIGHT V BERMUDEZ PN(M) was deployed on Paly Island to implement the program at said barangay. At first, the local populace including the incumbent barangay officials were observed to be hesitant and uncooperative to the program, avoiding the CSP team members as much as possible. It was a challenge for the CSP operators yet they persevered in order to win the trust of the community through dialogues, house-to-house visitation, and other informal engagements. Likewise, the CSP team organized an inter-Sitio basketball league to develop camaraderie and friendship within the community. As days went by, the CSP operators were able to not only gradually earn the trust and confidence of the people, but also educate the latter on the deceptive and exploitative tactics of CTG, as well as their various schemes of recruitment among the vulnerable sectors in the community. Furthermore, the CSP team was also able to adequately discuss to the people the nature and underlying objectives of front and underground mass organizations established in the island, specifically PAMALAKAYA, GABRIELA and ANAKBAYAN/Kabataan Party List. These informative advocacies led the people to eventually dissociate from said LLOs at their own volition, cut off their membership therein, and willingly submit themselves back to the fold of the government. The very positive transformation of the community was highlighted in the testimony of Rico Q. Soñer, former President of ANAKBAYAN and the incumbent SK Chairman of Barangay Paly Island: *“Karamihan sa mga taong naninirahan dito ay masasabi kong naging biktima ng mga taong mapanlinlang upang gamitin ang pagkatao at gawing instrumento para kalabanin ang ating pamahalaan. Mapapatunayan ko ang salitang ito, dahil ako mismo ay isa sa kanilang ginamit, nilinlang at*

*nadala sa kanilang matatamis na salita. Subalit hindi rin naman naging huli ang lahat at naisaayos din. Minsan na nila akong nabiktima at ayaw ko na itong maulit pa.”* The voluntary submission to the government of former LLO local leaders and members on Paly Island led to a domino-effect wherein a number of notable regular members and supporters of the NPA as well local organizers of other CTG front organizations such as the Pinagkaisang Lakas ng mga Okupante, Residente, Magsasaka at Mangingisda (PLORMM) eventually surrendered to authorities in Northern Palawan.

Simultaneous with the above-mentioned transformation, things also began to change for the better not just for the locals of Paly Island, but also for those in other areas in northern Palawan. The CSP team, in coordination with the Palawan Provincial Task Force to End Local Communist Armed Conflict (PTF-ELCAC), the local government of Taytay, and other counterpart line agencies, achieved a very significant milestone when they were able to coordinate and participate in a consultative meeting between the fisher folks of Paly Island and the Provincial Government of Palawan, with no less than Hon. Jose Chavez Alvarez, the Provincial Governor, on the issue of the 6-month “close season” on *suno* fishing. As a result of said meeting, it was later on agreed upon and promulgated that the “close season” be shortened to three months and that alternative livelihood trainings and opportunities will be provided by concerned government agencies to mitigate the impact to the people on Paly Island and its adjacent areas. Moreover, through the encouragement of the CSP operators and with the emerging participation and cooperation of locals on Paly, series of activities that aim to provide basic government services, enhance good governance, and promote community empowerment and resiliency were subsequently undertaken.

As a result of the above-mentioned series of surrender, co-optation, and dismantling of CTG politico-military structure and support system in the aforesaid areas, by mid-December 2019, Higher Headquarters declared the Kilusang Larangang Gerilya (KLG)-North of the Sub-Regional Military Area 4E, the CTG component operating in Northern Palawan, as “Dismantled” and its previous influenced areas as “Cleared.”

On 10 March 2020, the Palawan PTF-ELCAC spearheaded the conduct of a Service Caravan on Paly Island as culminating activity of the CSP. The activity served to highlight the inter-agency convergence of the PTF’s component clusters as well as to underscore the pilot transition of a regular CSP into a Retooled Community Support Program (RCSP) for a previously CTG-influenced barangay in the province. The activity was to signal the assumption of the barangay and municipal governments concerned, backed primarily by the civilian line agencies and other government instrumentalities, as lead entities in pursuing and implementing security and priority development and programs in order to ultimately resolve the primary and secondary socio-political-economic issues identified, validated, and initially acted upon during the implementation of regular CSP. As such, said transition involved the different clusters of PTF-ELCAC as directed by the Executive Order Number 70 (EO 70) here in the province of Palawan.

All in all, the people of Paly Island and its adjacent communities are grateful for the conduct of CSP in the barangay. In effect, said former CTG-influenced areas, along with the other adjacent localities in northern Palawan, are now deemed set for the unhampered delivery of much needed government services and priority development projects to jumpstart their steps towards genuine peace and equitable development. 



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By: MAJ NORMAN D REYES PN(M)

By the grace of God I was in Australia in 2013 where I took up the Combat Officers Advanced Course. It was common to discuss therein historic battles where "the intensity and accuracy of defensive fires from artillery gunners were critical to the outcome of the day".

One of those battles was the Battle for Long Tan during the Vietnam War where 2639 artillery rounds were fired in support of the besieged D Company of 6th Royal Australian Regiment who fought for their lives against a numerically superior attacking force. The Commanding Officer of D Company, Major Harry Smith, acknowledged in his after action report that the accurate and effective support of American 155mm and Australian and New Zealand 105mm batteries had a major outcome on the result of the Battle of Long Tan. He estimated that 50% of the enemy casualties had been caused by artillery fire. This artillery importance requires a study of artillery operations.

The Australian artillery capability contains three components: offensive support (OS), surveillance and target acquisition (STA) component and Ground Based Air Defense (GBAD). Allow me to briefly elucidate on offensive support since it is what FABN currently has. Suffice it

to say that STA and GBAD (like missile systems, sensors and communications integral to air defense) are under the purview of artillery operations which the PN/PMC will soon have in so far as its artillery unit is concerned- that is being capable of supporting the fleet that protects the marines.

Some of the important aspects of artillery familiarization is artillery characteristics, tasks, capabilities, principles of employment and limitations. For the purpose of artillery operations in Philippine setting, this article will briefly discuss artillery principles of employment and its limitations using the Australian Army Land Warfare Doctrine (Employment of Artillery) as a primary reference.

### Artillery Principles of Employment

When planning for the employment of artillery, the following principles must be observed: cooperation, concentration of fire, economy of effort and sustainment.

Cooperation requires everybody's situational awareness of what, where and what type of fire is required and so therefore planning (particularly by requiring the participation of fire support officers), use of standard terminologies in fire support planning and fire missions,

and command relations which basically sets who authorizes the fires must be crystal clear. It also entails close liaising and coordination of surveillance and target acquisition efforts and systems as well as providing lines of efforts to the Air Force, by integrating land force assets into the overall air defense plan and providing advice to engaged commanders of the tactical air threat, if any.

Concentration of fire requires the quick ability to concentrate the fires of widely dispersed units and weapon systems under one's C2 to prosecute targets. A pre-requisite to this ability of concentrating fires is the knowledge of the task and the type of fires required. Ground Commanders and fire support officers should not be limited or restricted to only one kind of fire support asset and may use several kinds simultaneously for effect.

Economy of effort is important for GBAD resources in that they are mostly limited in number and unable to offer a full blanket of protection to all vital points or assets. With the Philippine setting, it means achieving a situation of redundancies whereby another fire support asset may engage other targets that may well be considered as decisive points in critical times comfortable in the thought that what he is directed to "leave" can well be protected by another fire support asset.

Sustainment, similar to other aspects of fire power and logistical requirements in combat, means the uninterrupted provision of fire support to include, but not limited to, artillery ammunition, food rations, water, small arms ammunition and medical supplies. Primordial to this is the maintenance and protection of systems and logistical and support assets.

### Artillery Limitations

Artillery limitations should be a "must-know" for the effective and efficient utilization and employment of artillery fires. These include firing and communication signatures, limited destruction capability, environment (restrictions), communication considerations, self-protection requirements and logistical support requirements.

It is not hard to identify the sound of (indirect) fire support weapons as the 105mm and 155mm guns. Every time they provide fire support they easily expose their location and, therefore, invite attack from enemy forces. It is therefore very important to emplace these guns in strategic locations with the use of terrains to their advantage. Mitigating the risk of enemy attack also pre-

supposes education in engagement policies, radio discipline and concealment of fire support assets to name a few.

With dumb ammunition (distinguished from smart munitions) in our inventory, field artillery may require a large amount of ammunition to destroy targets, particularly point targets. This does not mean, however, that it is negligible since field artillery can be highly effective in its other tasks as suppression, neutralization, harassment, illumination and interdiction.


Environment is highly restrictive particularly in combat and, moreso, with the use of indirect fire support weapons. While field artillery can be used in all types of weather condition and terrain, the combat environment may require fire support officers and commanders to modify or qualify their approach in relation to the use of fire support assets in certain environments be it physical or political or whatnot.

Artillery operations or fire missions is dependent upon reliable and uninterrupted flow of communications. Imperative to this is the existence of extra fire support equipment and fire support nets to have redundancy. Fire

support nets are imperatives and must not be encumbered/ interrupted by routine administrative matters taken on the net.

Artillery assets and firebases have very limited self-protection capability. Deployed artillery units substantially rely for force protection from their supported units in that their gunners and band of artillerists, if required to protect themselves during fire missions, will not be able to man their guns and provide support to engaged/beleaguered troops or military installations. Forced self-protection on the part of artillery firebases adversely affects the combat fire power of the supported force or unit.

Finally, artillery is substantially dependent upon combat service support particularly in ammunition resupply. This requires sound resupply planning with particular reference to the determination of distribution points and overall resupply.

In conclusion, the foregoing discussion aims to describe artillery principles of employment and artillery limitations in order to provide/affirm an understanding of its actual and potential contribution to military objectives. 



MAJ NORMAN D REYES PN(M) belongs to the Naval Officer Qualification Course Class 150. He is a graduate of Marine Officer Basic Course Class 21 and currently serves as Commanding Officer, Headquarters Support Company, Field Artillery Battalion.







# CLEARING THE FOGS OF SITIO MARARAG

By: Marine Battalion Landing Team-4

Mararag is a far-flung sitio situated in the foothills of Barangay Maasin in Brooke's Point, Palawan. The sitio has a small community with roughly about 300 population composed of people from various ethnic tribes such as Bisaya, Ilonggo, and Palaw'an. They live a simple life and depend mostly on farming, harvesting of Almaciga raisins or locally known as bagtik, charcoal-making, and small enterprises such as sari-sari stores.

Distant from government watch and direct assistance, the sitio has become a strategic safe haven for the communist-terrorist group's (CTG) conduct of their ideological, political and organizational work, resupply, and mass recruitment. The CTG has been successful in the method of arouse, organize and mobilize and turned Mararag residents into CTG strong mass base, which they call, Germa or Gerilyang Masa.

In the last quarter of 2019, there were successful entrapment operations and mass surrender of high value personalities of KLG South/SRMA-4E. Ka Allan, the commander of Kilusang Larangang Gerilya (KLG) South, was among those who surrendered. He was able to convince his closest comrades and rebel relatives to come with him and among them was Ka Rian, who used to be a sari-sari store owner in Mararag. Her store was used by the CTGs as a supply hub where supplies were dropped and later taken by porters (CTG supporter residents). The supplies were brought to the mountainous areas of the sitio where the CTGs made encampments. The armed group promised them good life, used the issues of land grabbing, land dispute, and poverty as propaganda against the

government. Her appreciation of the CTG's false promises made her the president of "Ganap na Samahang Masa" (GSM) and served as a mass recruiter in the said area, where most of the residents were organized to be part of the underground mass organization.

We cannot blame them for believing the deceitful words of the CTG as they themselves are victims of poverty and lacked access to basic services. Most of them never even knew of government's programs nor received direct support to alleviate their economic condition. Now, the challenge is for us to win their trust and confidence and prove that the government exists.

With the issuance of Executive Order No. 70 that institutionalizes the whole-of-nation approach to end local communist armed conflict, this unit spearheaded the launching of EO 70 at Sitio Mararag, together with the local government, other government agencies, and stakeholders of Brooke's Point, Palawan to bring back the locals of the sitio from the wiles of the CTGs that broke the harmony, peace and order of their community.

Series of coordination meetings and communications were made in preparation for the launching of EO 70 activity composed of delivery of various basic government services for the residents. This activity was successfully accomplished and was able to influence other CTG affiliated personalities to surrender as they realized that the government is capable of doing greater things than the CTG propaganda instilled in them.



# 1<sup>ST</sup> Marine Brigade

marks its successful community outreach in Barira

By: CPT MARITES L ALAMIL PN(M)

*"Helping one person might not change the world, but it could change the world for one person". -Unknown*

Since the 1st Marine Brigade set foot in its new Headquarters at Brgy Tugaig in Barira, Maguindanao on 20 January 20 2020, its first peace and development effort was a Community Outreach Program held on 08 February 2020 at Abubakar Siddique Elementary School, Brgy Tugaig in Barira. This was held in connection with the month-long celebration of the unit's 45th Activation Day.

Barira is a small town that was part of the Moro Islamic Liberation Front's (MILF) Camp Abubakar. It had many casualties during the government's all-out war in 2000 after days of heavy air, artillery, and infantry attacks by government forces, including the Marines. What used to be a secessionist stronghold for Bangsamoro struggle is now a place transformed to realize the decommissioning phase of the MILF's normalization process.

The town now has a thriving community that is banking on the hopes brought about by the MILF's transition to peace and their greater role in the new Bangsamoro regional government. Aware of this critical period in their transition, the 1st Marine Brigade has reached out to the community to build their trust and confidence in the Marines.

This unit abides by the AFP's Campaign Plan – Development Support and Security Plan (DSSP) "Kapayapaan" 2017-2022, which states, "the AFP shall endeavor to contribute in the government's effort to reach out to communities... There must be a strong and effective collaboration with the LGUs and other stakeholders. Efforts of collaboration shall center on ensuring unhampered delivery of basic services, reducing vulnerability of the poor, and emplacing alternative economic opportunities in Geographically Isolated Disadvantaged Areas and Conflict Affected Areas."

Through the outreach program, the Brigade hoped to bridge the gap between the government and the people, deliver basic services to the community, and promote peace. The collaboration with stakeholders produced positive results and feedback from the barangay. The people were very grateful of the free services and the opportunity to interact with the military and civilian partners. One of the parents exclaimed, *"Kami po ay nagpapasalamat kasi napapasaya nila ang mga estudyante at parents. Yung mga hindi kayang magpagupit sa bayan, ngayon may libreng gupit. Yung mga hindi kayang magpatuli, ngayon pwede sila magpatuli, at pwede rin magpabunot ng ngipin. Ngayon ay masayang masaya kami."*

The children enjoyed various games with their ate and kuya marines. They were provided with free food and availed of free haircut and circumcision for the boys. Medical and dental services were also set up for the children and adults. The Lion's Club International-Cotabato Chapter and Taga Cotabato Ka Kung Inc sponsored the lecture on cancer, diabetes, and COVID-19 awareness.

The activity was made possible through the help of organizations that wholeheartedly shared their time, resources, and efforts. These include the local government of Barira, Lion's Club International-Cotabato Chapter, IPHO Maguindanao, Taga Cotabato Ka Kung Inc, PNP Regional Office-BAR, Philippine Dental Association, Rural Health Unit, BARRM- READI (Rapid Emergency Action on Disaster Incidence) and Ministry of Health, BARRM.

The 1st Marine Brigade will continue serving and securing the people of Maguindanao and Lanao del Sur with commitment, excellence, and a heart for everyone as they transition from conflict to lasting peace.



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# The Red Lions as a Future-Ready Marine Unit

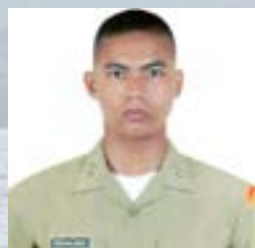
By: 1LT REGIN P REGALADO PN(M)



and Indonesia to pre-empt any illegal activities in common territories and strengthen the mutual relationship with our international counterparts.

On matters pertaining to character and leadership development, the current leader of this unit encourages NCO empowerment to enhance their decision-making and confidence in public speaking without having to rely on officers or their seniors. Personnel are also well supported in their individual contributions towards achievement of unit goals and mission with the encouragement of positive mentorship among the different senior-junior relationship levels. Opportunities are also given to personnel towards professional development by taking up career and non-career schooling offered by the higher headquarters. Attending seminars, symposia, and trainings both local and abroad are also open to individuals to develop their skills not only in warfare field specialization, but also in other skills development that can be used in other possible assignments.

An individual Marine and a Marine unit should not be limited from having scarce resources in order to improve and develop towards a successful mission accomplishment. Weaknesses should be addressed and strengths should be taken advantaged of and threats eliminated by the earliest onset. Lastly, it is always a group work—an individual Marine works for the Marine organization. The Marine Battalion Landing Team-9 has definitely worked as a team to become a force in readiness through these materiel, facility and leadership development. [PMC](#)



1LT REGIN P REGALADO PN(M) belongs to the Philippine Military Academy Class of 2014. He is a graduate of Marine Officer Basic Course Class 37 and currently serves as Commanding Officer of 29th Marine Company, Marine Battalion Landing Team - 9.

# Essentials of Unit Training and Development Program

By: 1LT JUNRHY T LIMBAGA PN(M)



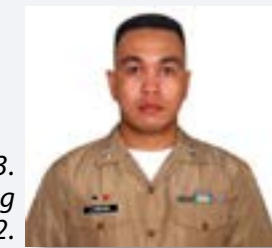
Training is vital, but what do training and development mean to any organization? Training presents a prime opportunity to expand the knowledge and skills of all Marines. After pre-entry courses for both candidate soldiers and officers, several career and specialization courses are also offered in order to equip and prepare the Marines to the hostile environment of the operational area. The Philippine Marine Corps has invested in the continuing training and development of its personnel despite high costs. Training and development provide both the individual and the organization with benefits that make the cost and time a worthwhile investment.

The benefits of the training and development program of the Corps outweigh its costs. It improves individual soldier performance. Marines who undergo necessary training are more able and adept to perform their job. It will give them greater understanding of

their responsibilities within their respective roles, and in return build their confidence. This confidence will enhance their overall performance and this can greatly benefit their unit. Also, this will subsequently improve satisfaction and morale of the personnel within the unit. Sending our personnel for training makes them feel that they are being valued and creates a supportive workplace environment. The uniqueness of undergoing training in a military school is that they may gain access to training they wouldn't otherwise know about or sought out themselves. Although soldiers appear to have tough image, the Marines who feel appreciated and challenged through training opportunities may feel more satisfaction towards their jobs. However, most Marine soldiers possess some weaknesses in their competencies. A training and development program within the unit will strengthen those skills to a higher level so that they all have synchronized skills and knowledge. This helps reduce any weak links within the unit

that rely heavily on other members to complete the basic tasks. Providing necessary training creates overall knowledgeable personnel who can perform or take over one another as needed, work as teams, or work independently without constant help and supervision from officers.

A successful training and development program ensures that Marine soldiers have consistent experience and knowledge. Continuous training of the workforce will encourage ingenuity and the experience of the senior comrades complemented with the tactics, techniques and procedures will increase efficiency and contribute to unit's mission accomplishment. Nevertheless, individual soldier's determination in striving to be "technically and tactically proficient" is the key element in order for us to become a rapidly deployable and highly capable amphibious force in readiness. [PMC](#)



1LT JUNRHY T LIMBAGA PN(M) belongs to the Naval Officer Candidate Course Class 23. He is a graduate of Marine Officer Basic Course Class 36 and currently serves as Acting Commanding Officer of 32nd Marine Company, Marine Battalion Landing Team - 2.



# MARINES 101

## THE JOURNEY TO BECOMING A MARINE

## ALL ROADS LEAD TO TBS

Nestled within the rolling hills of the Ternate coast in Cavite, The Basic School or simply TBS is where every Marine aspirant go to nowadays, to make that transformation from ordinary citizens to extraordinary seaborne warriors.



On November 2, 1972, the Marine Brigade School was activated with the specific mission of educating and developing Marine Officers and enlisted personnel so that they will be adequately equipped with the knowledge and skills needed to accomplish the mission of the Philippine Marines and to conduct research and develop doctrines peculiar to this mission.

On June 1, 1976, it was re-designated as the Philippine Marine Training Center coinciding with the re-designation of the Marine Brigade to Philippine Marines.



They are the **PHILIPPINE MARINE DRILL INSTRUCTORS**. It is impossible to miss them. At TBS, theirs is the presence that inspires awe, respect and fear all at the same time in each aspirant undergoing training.

The booming voice, the bearing, the glint of their golden buckle and the impressive campaign hat tell you that they mean business – and it cannot get any more serious than when they are tasked to mold some of the country's fiercest fighting forces into being.



THEIRS IS THE GOLDEN STANDARD THAT TURNS THE DIAMONDS IN THE ROUGH INTO THE HARDEST-HITTING FORCE OF THE AFP

THEY WILL BREAK YOU TO BUILD YOU UP TO BE ONE OF THE HALLMARKS OF THE FILIPINOS' FINEST IN SOLDIERY

The gruelling transformation is no doubt a painful process. The trainees, called "maggots" within TBS, undergo the 6-month Marine Basic Course that subjects them to one of the toughest training programs of the AFP.



AT HIS COMMAND

The Drill Instructor is adept at motivating trainees, the mere sound of his voice is enough to galvanize them into action.







### THE LOOK OF DETERMINATION

A trainee musters up all his strength as he pulls himself up the rope during training.



### HER COMMANDING PRESENCE BELIES HER DIMINUTIVE FIGURE IN A SEA OF TRAINEES

The Philippine Marine Corps prides itself in having both male and female Drill Instructors equally capable of spearheading the transformation of aspirants into the force of choice of the AFP.



### WHEN YOU ARE BEING TRAINED TO BE REPRESENTATIVES OF THE HIGHEST STANDARDS OF FILIPINO SOLDIERY ---- THERE IS NOWHERE TO GO BUT UP

Here at TBS, the trainees learn more than physical agility. They also acquire the strength of character that shall help them overcome any obstacle in the battlefield.

### THE WARRIOR MINDSET

A trainee puts his game face on as he waits for the drill instructor's command for him to traverse the obstacle course. More than physical fitness, the marines are also instilled with the mental toughness that will help them survive some of the most challenging tasks in keeping with their mandate of being the protector of the people and the state.



### WELL-ROUNDED WARRIORS

Each Marine is trained to handle and fight with different kinds of weapons and is also taught how to engage in hand to hand combat, making the Marine one of the lethal forces of the AFP.



### THEY LEAD BY EXAMPLE

The Drill instructor earned their especially designed campaign hat, which is a symbol of authority and pride. The Drill Instructors are the gatekeepers and legends in the field as they motivate and mold the future fighters of the Corps.

They lead by example, exemplifying the best of the corps discipline and values thus becoming fitting role models for marine aspirants.



### WATER SHALL ALWAYS BE THEIR FRIEND

They were molded to be the AFP's premier amphibious fighting force. They learned to value water, more so toward the end of their rigorous program as each of them gives a final tribute to their own pool of sweat right before the precious badge that confirms their acceptance as full-fledged Marines.



# Social Media and the Military

By: Marine Corps Public Affairs Office

Social media have become a powerful tool. Anywhere you go in the Philippines, Filipinos are constantly glued to various social media platforms such as Facebook, Instagram, YouTube, Twitter or LinkedIn, where they do all sorts of activities – from sharing information, ideas, or opinions, to posting photos or videos of family milestones, building professional careers, selling in an online marketplace, catching the news, and getting a glimpse of someone else's life. From sunrise to sundown, these have become part of our quotidian habits. The rise of these platforms enabled the formation of an online ecosystem that revolutionized social connectivity.

In 2019, there were 76 million internet users in the Philippines; 72 million access the internet through their mobile devices. Social media penetration was at 71 percent, above the worldwide average of 45 percent. Filipinos spent most time on social media at daily average of four hours and 12 minutes with Facebook as the social media platform of choice (CNN Philippines, 2019).

Given their immense reach to millions of users, social media platforms have become indispensable tools for the military and armed groups to further their interests against their adversaries. In the book, *LikeWar: The Weaponization of Social Media* (Singer and Brooking, 2018), the authors contend that social media changes what war means, blurring the distinction between actions taken in the digital and physical realms. Everyone is deemed part of the new war: "If you are online, your attention is like a piece of contested territory."

The use of social media as an instrument of war is not a novel idea. In 2014, digital militarism unfolded in Israel as calls for violent attacks on Palestinians and Israel leftists proliferated on Israel social networks. This was the time when Israel military and their supporters heightened patriotic mobilization, propaganda efforts, racist tweets

and posts, beautified soldier selfies, joyful celebration of Palestinian deaths, and the discourse of digital suspicion. Meanwhile, Palestinians or their supporters were blamed for using altered images of Palestinian casualties and videos of Israel-inflicted destruction in the Gaza Strip as a means of emotional warfare to gain international sympathy or manipulate world opinion (Kuntsman and Stein, 2015).

Terrorist groups such as the Islamic State of Iraq and Syria (ISIS) have exploited social media to their advantage by spreading their propaganda and recruiting new members across the world. They produced short videos, audio clips, and stories in various languages. They reached and roused more support from terrorist cells as far as the Jemaah Ansharut Daulah in Indonesia and the Abu Sayyaf and Maute Groups in Mindanao. They also recruited women in their caliphate, some performing as suicide bombers.

Given the stream of social media platforms, the Philippine military also explores their potential threats and opportunities. The Philippine Marine Corps, in particular, makes its presence felt on social media (Facebook, Instagram, YouTube) to share information, provide updates, share successes, attract new recruits, and build network with as many people, government agencies, and organizations it can reach. Social media also give us the ability to understand or predict our enemies and enable us to recalibrate our information operations. We utilize these various platforms to dispel misinformation or counter any left-wing or radical propaganda. In times of disaster or pandemic, we actively use social media to inform about or generate support for our humanitarian aid and disaster response.

As we have seen a surge in stakeholder engagement in the past years from Batanes to Tawi-Tawi, the Marines view it as a tool to advance the whole-of-nation approach by



encouraging more national government agencies, local governments, non-government organizations, and private citizens to work with us in our peace and development efforts. Guided by the AFP Social Media Use and Policy (Letter Directive Number 34, 17 Nov 2016), we have our official Philippine Marine Corps social media accounts and our Marine brigades and battalions spread around the country also maintain their own accounts with dedicated staff doing the monitoring and posting. Through these social media platforms not only do we ensure public visibility, but we also use these to humanize the Corps. We may have been trained to be a fierce amphibious force skilled at neutralizing the enemy, but we are also able to demonstrate our skills in information warfare to win the hearts and minds of the public.

With the internet use growing exponentially, there is no doubt that social media have become the new battlefields where we fight everyday. The challenge is for the military to weaponize information in the most strategic and effective way.

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# The Salt of the Earth and The LIGHT of the WORLD



By: MAJ ISIDRO JOIE U BALISTOY CHS

From the moment we took our first breath, each and everyone of us began a journey - a journey to live life's purpose that God designed. Our birth was no mistake or mishap, and our life is no fluke of nature. It is not fate, nor chance, nor luck, nor coincidence that we travel along the pathways of life. We exist because God made us for a reason, thus, our life has a profound meaning. Each one of us is created to be the light and the salt of the earth. *"You are the salt of the earth, but if salt has lost its taste, how shall its saltiness be restored? It is no longer good for anything, but is thrown out and trampled underfoot. You are the light of the world. A city built on a hill cannot be hidden. No one after lighting a lamp puts it under the bushel basket, but on the lamp stand, and it gives light to all in the house. In the same way, let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven"* (Matthew 5:13-16).

How can we help build our country through the organization by being a 'salt' and 'light'? Our forefathers who sacredly offered the heritage of the past and our national heroes have proven themselves to be 'the salt of the earth' and 'light of the world'. They have lived their ordinary lives in an exemplary way which undoubtedly made a great impact on our country that paved the way for us to enjoy the grandeur and magnificence of freedom and democracy. May their example lead all of us to have the courage to be witnesses to and for God, and country in the execution of our daily mandated duties and responsibilities.

As ambassadors of goodwill, where could we find our place? The Philippine Marine Corps crafted its Roadmap (Beachhead) 2028 after a series of strategic workshops to guide the Corps and its stakeholders of what it aspires in 2028. Our Commandant, Philippine Marine Corps, Major General Nathaniel Y Casem AFP clearly defined that this roadmap serves as the "compass and guide of the Corps

in dedicatedly performing the Corps' mission as it strives to be the nation's highly-capable amphibious force-in-readiness for archipelagic defense that brings pride and lasting inspiration to the Filipino people". In what ways, then, we become 'salt' and 'light' to the Corps in line with the roadmap?

Jesus tells us the simplest and most basic description of what a Christian should be, that is, we are called to make a difference in the world. Making a difference is not about becoming a hero or super human. It is a matter of doing an ordinary act in an extraordinary way. As what people usually say, "Making a difference is simply about leaving the bathroom a little cleaner going out, than when you came in". Making a difference, therefore, is a matter of attitude and conviction. Where to start? Confucius once said, "To put the world right in order, we must first put the nation in order; to put the nation in order, we must first put the family in order; to put the family in order, we must first set our hearts right".

Following Jesus Christ's example, we must overcome the notion and mentality of the "usual daily business" for it robs us of the chance to be extraordinary and leads us to the world of mediocrity and complacency. Now, let us think of our contribution to the Corps whatever Marine unit we are assigned as an assignment from God. Let us be reminded that all is as unique as the imprint on our fingertips, not one is the same. Yet, we are journeying toward the same purpose and vision – ambassadors of goodwill and agents of change. Let us work together and collaborate for the good of the people we serve and to advance our organization's perspective on how to deliver the product that the people ask us for – the nation's highly-capable amphibious force-in-readiness for archipelagic defense. Exhale the worries for God gives us the assurance that with Him no task is insurmountable to the committed hearts and dedicated hands. God bless 🙏



MAJ ISIDRO JOIE U BALISTOY CHS is the Command Chaplain of the Philippine Marine Corps.

# THANK YOU

- Mr. Jejomar Binay, Former Vice President of the Philippines
- Ms. Menchie A. Silvestre, TV5, Alagang Kapatid Foundation Inc.
- BGEN RODYLYN T MANZANO AFP(RES)
- Alaska Milk Corporation
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- Philippine Marine Corps Foundation Incorporated
- BGEN BENJAMIN I ESPIRITU AFP(RES), President Phil. Marine Corps Board of Advisers
- CPT RAMON B MITRA III PN(M)(RET)
- Dr. Henry Adapon
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- Fr. Jenny John B. Capindo, Parochial Vicar, Sto Domingo De Guzman Parish, Immaculate Conception Cathedral, Batanes
- MAJ GEN ALEXANDER F BALUTAN AFP(RET)
- Collegio de Sta Rosa, Makati Batch 1996
- Armscor, Global Defense Inc.
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- MGEN ALVIN A PARREÑO AFP(RET) and wife Ms. Anna Marie T. Parreño
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- BGEN PEDRO E RIEZA JR AFP(RET), ACDI Multipurpose Cooperative
- Sgt Jaimie Lou T Sarmiento PN(M)(RES) and the 247th Naval ROTC Unit DLSU Alumni Group
- Director Juan Paolo M. Pasatiempo
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- Alex Sañez
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The Philippine Marine Corps sincerely appreciates your support to our Frontliners. God bless you a thousand-fold.



**Photo Gallery**



**TO ALL FRONTLINERS**

“Your health will be your weapon, that’s why I remind all of you to observe protocols in performing your daily tasks. I encourage everyone to be safe at all times and to take care of yourselves.”

**MGEN NATHANIEL Y CASEM AFP**  
Commandant Philippine Marine Corps

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Be One of the “Few and the Proud”

# JOIN the Philippine Marine Corps

## Serve your Country!

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**BENEFITS AND PRIVILEGES**

- Earn additional as much as Php 43,668.00 while on training
- Earn additional as much as Php 52,143.00 upon graduation
- Earn additional as much additional 10% of base pay every 5 years in the service
- Avail of free housing facilities, medical and dental services

**QUALIFICATIONS**

- At least 21 years old and not more than 29 years of age by 01 August of any given recruitment year
- Must be a natural born Filipino Citizen and of good moral character
- Unmarried and with no child to support
- Graduate of 4-year baccalaureate degree (preferably technical courses)
- At least 5'0 for both male and female
- Must be Physically and Mentally fit

**OPPORTUNITIES**

- Opportunity to serve the country as a Marine Officer
- Opportunity to study abroad with good compensation and allowances
- Opportunity to avail of post graduate studies in top universities of the country for free
- Opportunity to travel abroad and interact with foreign navies
- Opportunity to duties overseas (United Nation posting)

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- Earn additional as much as Php 23,237.00 while on training
- Earn additional as much as Php 37,254.00 upon graduation
- Earn additional as much additional 10% of base pay every 5 years in the service
- Avail of free housing facilities, medical and dental services

**QUALIFICATIONS**

- At least 18 years old but not more than 26 years of age upon Appointment as Candidate Soldier (CS)
- Must be a natural born Filipino Citizen and of good moral character
- Unmarried and with no child to support
- Completed the K-12 or at least 72 units in college (preferably technical courses) or TESDA NCII
- At least 5'0 for both male and female
- Must be Physically and Mentally fit

**OPPORTUNITIES**

- Opportunity to study abroad with good compensation and allowances
- Opportunity to avail of post graduate studies in top universities of the country for free
- Opportunity to travel abroad and interact with foreign navies
- Opportunity to duties overseas (United Nation posting)

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Marine Barracks Rudiardo Brown, Fort Bonifacio, Taguig City

# KARANGALAN KATUNGKULAN KABAYANIHAN



Philippine Marine Corps

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