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PHILIPPINE MARINE CORPS

"National Maneuver Amphibious Force
That Our Maritime Nation Can Be Proud Of"





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Editor's Corner

The archipelagic nature of the Philippines and the persistent threat that it faces brought upon by terrorist groups especially in the southernmost part of our country puts our people into peril and ultimately derails the development and stability of the region. Terrorists like the Abu Sayyaf Group thrive in this environment, maximizing the vast coastline and littoral terrain where the government forces' limited capacity to conduct focused military operation allows them to conduct their voluminous acts on a whim. Their operating environment includes the swampy and mangrove areas of the south, a nightmare for the ordinary foot soldier.

The Philippine Marine Corps, established to be a hard-hitting, highly mobile, seaborne striking force proved again and again since its inception in the 1950's the importance of its existence and its significance to the Filipino people. The Corps constantly engages terrorist - on the island chains of our archipelago thru seaborne maneuvers and littoral operations, and on the mainland thru special and combined arms operations, producing results that contribute to the overall success and development of our country.

Aside from the Corps' warfighting competency, it is also a vital component of the national and local governments' initiative to enforce the law. The Corps is a partner that the government agencies can rely on.

Significantly, the Philippine Marine Corps is also a vital partner in the implementation of Humanitarian Assistance and Disaster Relief Operations. The Corps, being a scalable and adaptable force, can immediately react and complement organizations to combat the tragic effects brought upon by natural calamities and disasters.

With the advent of technology, essential tools are being provided to the Corps. These tools, the Amphibious Assault Vehicle, for example, do not only provide the capabilities for the Corps but also improves our capacity to do our missions and accomplish our objective.

Overall, the Philippine Marine Corps, as an organization, believes that it is the national maneuver amphibious force, ready to respond to any crisis, may it be man-made or natural in a short notice. It is embedded in our ethos, our way of life, clearly defining the true value of "Karangalan, Katungkulan at Kabaniyahan", in the service to our God, Country and the Filipino people. We truly are a force that our maritime nation can be proud of. Brace up!



CPT FELIX A SERAPIO JR PN(M)

Director, Marine Corps Public Affairs Office

ABOUT THE COVER



The Philippine Marine Corps, as an amphibious force, was adequately equipped with the necessary tools to deliver their mandated task a few decades ago. As time passes, these tools - tanks, amphibious vehicles, and technologically advanced warfighting equipment, degraded and saw the passing of time. The delivery of these Amphibious Assault Vehicles, the Marine Corps' ship-to-shore connector, validates the amphibiousness of the organization, the foundation of its creation. Able to land anywhere in our archipelagic nation, it will be a new dawn for the Corps, as our ability will fortify our existence in serving our God, country and people.



COMMANDANT
Philippine Marine Corps
Marine Barracks Rudiardo Brown
Fort Bonifacio, Taguig City



The archipelagic characteristics of our country and its fast-changing defense security tempo require the Armed Forces of the Philippines to develop its capability to address both the current and future threats. Moreover, the vast Philippine coastlines which are heavily populated result to greater risk to the Filipino citizen. The various natural disasters and crises significantly devastated communities and left casualties and damages in the area. This security situation further requires a rapidly deployable amphibious force capable to conduct seaborne maneuvers, littoral operations, island to island and coastal defense operations, and Humanitarian Assistance and Disaster Relief operations which the Philippine Marine Corps espouses as its core competency.

Since 1950, the Philippine Marine Corps has gone a long way from its humble yet glorious beginnings of being the country's hard-hitting, highly mobile, seaborne striking force. With a handful of volunteers that comprised the Alpha Company to now a more capable, ready and responsive amphibious force; your Marines have proven time and again that it is an indispensable force in national security. As an ever dependable amphibious force, your Marines can rapidly respond and deploy a force package within 24 hours in various areas in the archipelago during national crises and emergencies. This National Maneuver Amphibious Force is indeed a valuable asset in the joint operations as the AFP fight battles and win wars.

We, your Marines, will continue to forge and advance this capability to a higher degree of expertise and competency. We will consistently carry out our mission, deliver our best and do whatever it takes, even at the expense of our lives.

Your Philippine Marine Corps is more than proud to be of service to our country and the Filipino people, safeguarding the national interest as the National Maneuver Amphibious Force.

ALVIN A. PARREÑO
Major General AFP




COMMAND SERGEANT MAJOR Philippine Marine Corps Marine Barracks Rudiardo Brown Fort Bonifacio, Taguig City

The Philippine Marine Corps is the country's premier combat force-in-readiness. Our strength lies in our ability to access denied areas from great distances. We project our forces from land or sea bases for operations as part of a joint or combined force. We defend the country by operating from locations throughout the archipelago. We sustain our deployed forces for extended periods of time.

We fight across the spectrum of conflict. However, we believe that our future will be characterized by irregular wars. We focus on warfighting excellence in everything that we do. A guiding principle of our Corps is that we fight as combined-arms teams, seamlessly integrating our forces. We exploit the speed, flexibility, and agility inherent in our combined-arms approach to defeat traditional, terrorist, and emerging threats to our nation's security.

Every Marine is a rifleman and a warrior - our link to the past and our key to the future. We train and educate our Marines to think independently and act aggressively, with speed and initiative, and exploit the advantages of cultural understanding. We thrive in the chaotic and unpredictable environments in which our forces are employed. We are committed, sustained by our families and the Filipino people, and our operational partners to defend and protect our maritime nation, the Philippines.

We are devoted to each other and the cause of freedom.


CMS Florencio B Manangan PN(M)
Acting Command Sgt Major, PMC





Philippine Marine Corps Modernization and Beyond

by: Office of the Assistant Chief of Staff for Logistics, MC4

It has been almost 69 years since the inception of the Philippine Marine Corps as the potent force of the Armed Forces of the Philippines which truly set the glaring standard as the representatives of the best in soldiery. Mission by mission, the organization establishes a multitude of accomplishment which defines its characters in the annals of the history of the AFP.

As the organization moves on to confront the threats of the country, one cannot escape the vital requirements of the PMC in the accomplishment of its mission. Marines will always fight, and fight they will. Historically, these men will keep on moving forward, whatever the pace, but in order for these men to keep on moving at the rapid pace, the technological advancement of the organization in terms of equipment should also need to keep on moving. As what the famous Winston Churchill surmises to his dear friend Franklin Roosevelt during World War II - "GIVE US THE TOOLS, WE'LL FINISH THE JOB".

Indeed, the fluid environment forces the change of complexion of today's warfare. Historically, the adaptability of the AFP in confronting the fluid security landscape was far more asymmetric in nature due to the limited resources the country can support. This pushes the leadership of the AFP to adapt and improvise which the PMC is no stranger in doing so. Over the course of the AFP capability build-up, PMC leadership submits itself in understanding its need for capability development. Aligned with guidance from the upper echelon, the PMC was able to identify and continuously pour its effort in capability development to attain its aspiration in order to sustain the momentum our forebears once set.



M40A5



155mm Howitzer



MarFor Imagery and Targeting Support System

On the year 2017, the delivery of eighty-five (85) units of M40A5 Sniper Weapon System which were put to use during the battle of Marawi significantly contributed to defeating the enemy from afar. Likewise, the delivery of the six (6) 155mm Towed Howitzer in June 2017 together with one hundred twenty (120) rounds ammunition was one of the game changers for the indirect fire support capability of the Field Artillery Battalion. With these newly acquired assets, it boosts the PMC's capability in delivering the firepower that the Marines in the Operational Area needs.



Raven RQ-11B



Small Unit Riverine Craft



Glock 21 Pistols, M4 Carbines, and M203 Grenade Launchers



M134D Mini-Guns

On the same year, deliveries from the partner nations arrived as part of their continuous support in the fight against terrorism. Notable deliveries are the Raven Unmanned Aerial Vehicle which was delivered and issued to Force Reconnaissance Group, Glock 21 Pistols, M4 Carbines, and M203 Grenade Launchers which provided significant firepower to the troops during the Battle of Marawi. Combat Rubber Raiding Crafts (CRRCs) with Out Board Motors and M134D Mini-Guns as part of the Small Unit Riverine Craft weapon systems.



ROK 450



M35 TRUCK

The Corps also saw the arrival of the new troop carriers as part of the PMC Acquisition which was delivered last December 2018.



Amphibious Assault Vehicles

For 2019, the Corps is welcoming the arrival of the first batch of the Amphibious Assault Vehicles as part of PMC AAV Acquisition Project.

The PMC capability objective in pursuit of technological and technical development has a long way to go. The better version of one's capability in the midst of the very fluid security landscape remains the potent challenge that lies in our doorstep. It is noteworthy to recognize that as Marines, our high recognition to consciously develop ourselves is the ambit of our evolution as the **"Premier Force in Readiness and Nation's Force of Choice"**.

Marines Top Naval Command and Staff Course Class 85

By CPT ALVIN-C J. BAZAR PN(M)



In the third year of the four year conduct of the Naval Command and Staff Course, a Marine Officer bags the prestigious number one spot for garnering the highest Course Final Grade in the recently conducted pre-required course to be promoted to the next higher rank.

CPT VINCE EDWARD C SALMINGO PN(M) rose to the top among the forty-five students who graduated from the Naval Command and Staff Course Class 85 held from September 2018 to March 2019 at Naval Education, Training and Doctrine Command, San Antonio, Zambales.

CPT SALMINGO was awarded the Flag Officer in Command, Philippine Navy Plaque of Distinction for graduating number one of the said class. He also received four certificates of merit for obtaining the highest grade in - Academics, Aptitude for the Service, Communications Skill Module, and Staff Module.

On the other hand, CPT JONATHAN M PANGANIBAN PN(M) received the Superintendent, Naval Officers Schools Center Plaque of Recognition for graduating number three of the said class.

Other Marine students who received special awards are the following;

1. CPT DION BRIAN M BONTIA PN(M) for Best in Concept Paper award.
2. CPT RAMIL S DOHINOG PN(M) for Best in Position Paper award.
3. CPT ARIEL O DELOS SANTOS PN(M) for Best in Staff Study award.
4. CPT ROMMEL M GELI PN(M) obtained the





highest grade in Research Paper (sub-module).

5. CPT JEAN PAUL T SAN GABRIEL PN(M) obtained the most number of perfect scores in working papers on Naval Warfare.

Over 200 distinguished guests, family and friends attended the graduation ceremony to share with the success of the graduates. As a time-honored tradition, each member of the class was awarded the NCSC Badge, which was pinned by their spouses and loved ones. The ceremony was graced by no less than the Commandant, Philippine Marine Corps, MGEN ALVIN A PARREÑO, AFP.

The Naval Command and Staff Course is a career course designed for Captains (Marines) and Lieutenants (Fleet) of the Philippine Navy. The course aims to prepare officers for command and staff functions in the organization. The Marine Corps regularly sends officers to undergo this course to further enhance their competencies on staff work, research and for them to gain knowledge on Command and Naval Warfare. The 24-week course is further divided into three modules: the Communication Skills Module, the Command Module, and the Staff Module. Additionally, one of the highlights of the course is the Foreign Informational Program Visit wherein the students were given the opportunity to visit a country particularly its military camps and installations, museums, and cultural heritage sites. NCSC Class 85 went to Japan and visited the Japan Maritime Self-Defense Force (JMSDF) Command and Staff College and the JMSDF Maritime Materiel Command. The FIPV aims to provide a different learning experience to the students, arming them with knowledge through military-to-military engagements with foreign counterparts. This visit also aims to complement the lectures and discussions given



by the instructors. To this effect, esteemed military and civilian instructors are selected to teach most of the subjects within the span of the three modules.

The 6-month long training program is designed to challenge student officers' learning agility and capacity for critical thinking; most of the core competencies required of a staff officer. Indeed, the accomplishments of the Marine Officers who have undergone the NCSC 85 are testimonies of the Marine Corps ethos of discipline and excellence. It can be recalled that there are other Marines who excelled in the Naval Command and Staff Course from the previous classes. COL LARRY C BATALLA (GSC) CL 58, LTCOL ROWAN L RIMAS PN(M) CL 72, MAJ KRISTINE B SALON CL 74, MAJ RAFAEL A NARANJO PN(M) CL 82, and CPT JOHN HERBERT S MANANGHAYA PN(M) CL 83 graduated number one of their respective classes. Truly, this is a remarkable feat not only for these Marines but for the entire Marine Corps as well. Semper Fi, Marines!



SHIP TO SHORE CONNECTORS OF THE CORPS:

The Amphibious Assault Vehicle and its Commander

The Amphibious Assault Vehicle

The Philippine Marine Corps, in its quest to further enhance its capacity and capability to become the Philippines “National Maneuver Amphibious Force”, acquired the highly advance Amphibious Assault Vehicles. The AAVs can lift a platoon-size infantry and land from the sea practically anywhere in the Philippines which is a significant capability for military operations, especially when the need arises, for Humanitarian Assistance and Disaster Response.

Arriving in two batches, the first batch composed of four vehicles arrived in May, while the second batch is expected to arrive on the third quarter of this year.

The procurement of the Amphibious Assault Vehicle was conceptualized as early as 2012 as a replacement to the aging Light Armor Vehicles (LAVs) of the Assault Armor Battalion of the Marine Corps. The decreasing number of Landing Vehicle Tanks (LVTs), primarily used during amphibious landings, also indicated that there is a need to upgrade and replace the said assets. Thus, to revive the amphibious capability of the Corps and replace its equipment, the leadership decided to procure the said AAVs.

“The Amphibious Assault Vehicle is a dynamic surface platform that offers the Commanders a rapid and intimidating method of power projection ashore. Amphibious mechanized companies are capable of performing or supporting many of the Marine Corps missions. These missions include Amphibious Raid, Tactical Rescue of Aircraft Personnel, Non-Combatant Evacuation Operation, Humanitarian Assistance, Embassy or Airfield Security. The AAV was designed to provide combat support and armor protected mobility for a reinforced rifle squad and their associated combat equipment for operation on land or sea. Although the vehicle is primarily a personnel carrier, it may be employed to transport cargo in support of combat service support operations. AAVs are known for its mobility, stability in on sea, firepower, enhanced survivability and speed. Further, it is very good in repelling enemy attacks through suppressive fire and provides protective fire and mobility platforms during sea to shore operations. It maneuvers surface assault elements and equipment of the landing force and conducts mechanized operations and related combat support maneuvers ashore.” (Assessment of AAV by PMT for AAV Acquisition Project)

The AAV is used by the United States Marine Corps, which has the variant of AAVP7A1. "The AAVP7A1 is an important platform in the U.S. Marine Corps' traditional role as an amphibious force, though it also has been used in conflicts far from the sea, notably in the Iraq War. The AAVP7A1 and its LVTP-7 predecessor have been exported for service in marine forces of other countries - for example, South Korea and Taiwan." (<https://www.britannica.com/technology/amphibious-assault-vehicle>)

Each AAV weighs a maximum of 27 tons; with a length of approximately 9 meters, width of approximately 4 meters and a height of approximately 3 meters. It can accommodate 21 full combat load infantry personnel. It has an up-gunned weapon station which is armed with 40mm AGL and cal.50 HMB.

The Unit

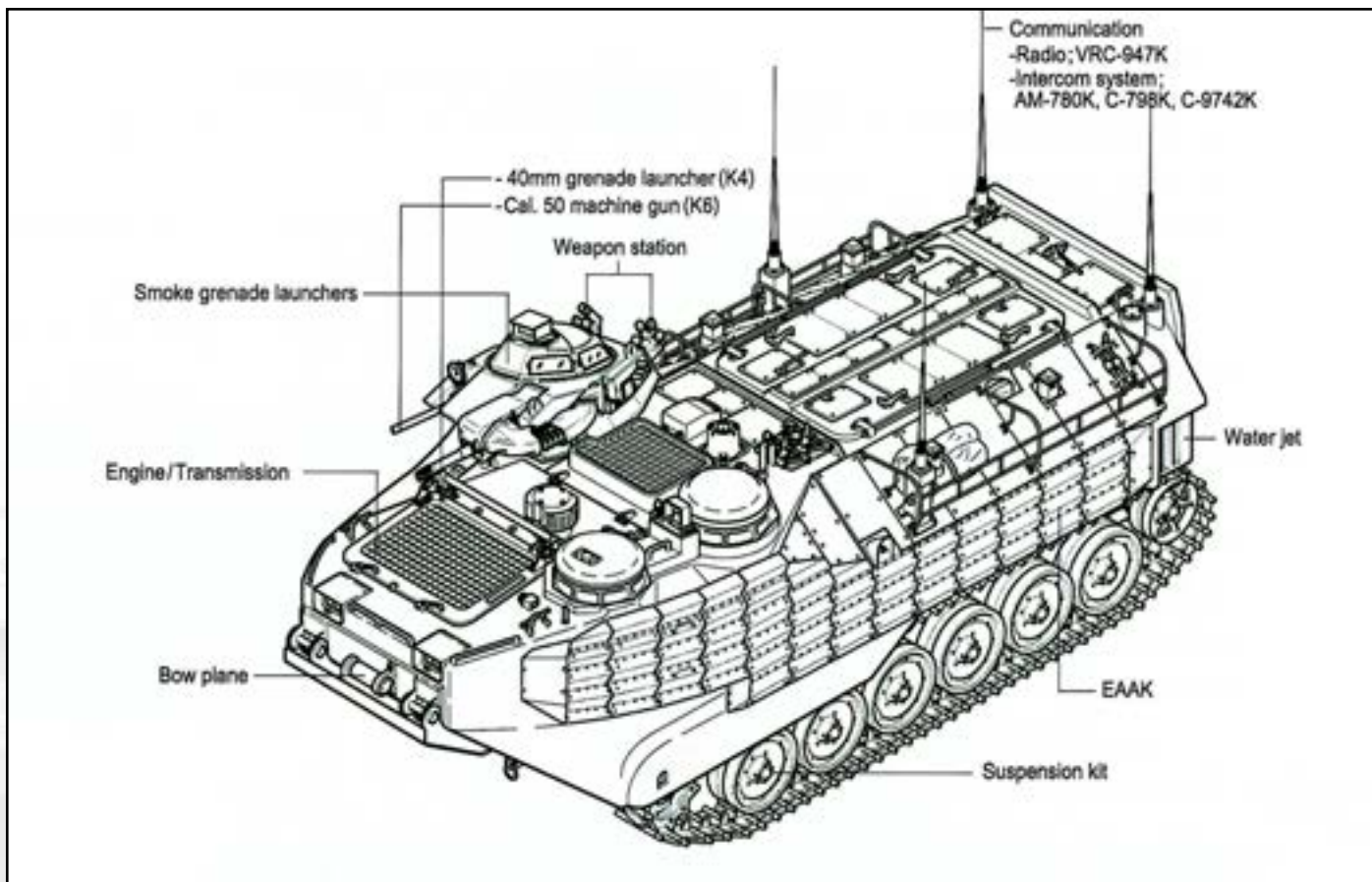
To man, maintain and operate the AAVs, the Assault Amphibian Company was ceremoniously activated last 25 April 2019 in accordance with HPMC General Orders 301 dated 01 December 2018. Trained directly under the manufacturers of the AAV from South Korea, the men, and women of this newly activated company will see to it that the assets are used to its fullest extent. This will significantly boost the Philippine Marine Corps amphibious capability thereby contributing further to the enhancement of our maritime nation. The activation was presided by no less than the Commandant Philippine Marine Corps, MGEN ALVIN A PARREÑO AFP.

The Commander

Cpt Beryl Charity Bacolcol PN(M) is a graduate of Philippine Military Academy Maragtas Class of 2007 finishing in the upper quartile of the whole class. A native of General Santos City, she was educated in a public school system before entering the Academy in April 2003. After graduation from the Academy in March 2007, she volunteered to serve the Philippine Marine Corps.

She took career courses wherein she finished in the top ten of her basic and advance career courses. She also took various specialization courses that honed her skills to better serve the Corps, such as Basic Armor Officer Course, Basic Airborne and Counter-Intelligence Course. Sent abroad to attend various training and short courses, she participated in the International Visitors Leadership Program and International Maritime Intelligence Course, both in the US, in 2013 and 2017, respectively, and AAV Operators Training in South Korea in 2018.

She was deployed as an Armor Officer in Basilan from 2008 to 2010 where her company supported every operation of the brigade and its battalions. One notable operation was when they rescued a 10-year old kidnapped victim from his captors during a hot pursuit operation, eventually neutralizing the perpetrators. She also served as the aide-de-camp of the Commandant, Philippine Marine Corps, and subsequently the Commander of Western Command in Palawan and Commander of Western Mindanao





(U.S. MARINE CORPS PHOTO BY SGT. TRYSTAN JORDAN)

Command overseeing the operations in Zamboanga, Basilan, Sulu, and Tawi-Tawi area.

She was assigned as Branch Chief of Counter-intelligence, MC2 followed by Staff Officer for Intelligence of Marine Battalion Landing Team 10 deployed in Sulu and later to Tawi-Tawi wherein her unit neutralized Abu Sayyaf Group Leader Ninok Saparri.

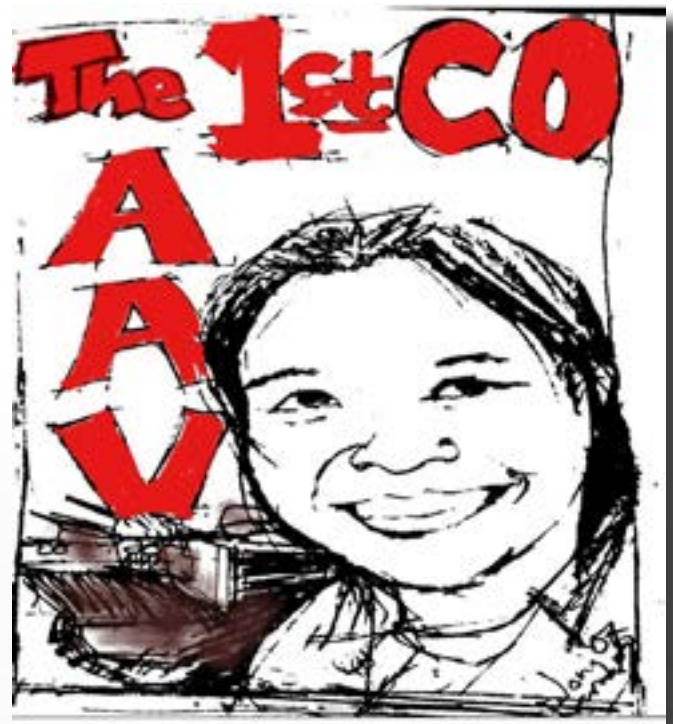
She is also a recipient of numerous awards such Military Merit Medal, Gawad sa Kaunlaran Medal, Parangal sa Kapanalig ng Sandatahang Lakas ng Pilipinas Medal, and US Commendation Medal, and recently awarded Letter of Commendation and Medal by the Republic of Korea Marine Corps (ROKMC) for finishing number one in the Amphibious Assault Vehicle Operators Training in South Korea.

Before she assumed as the Company Commander of 76MC Assault Amphibian Company, she was the Commanding Officer of the 74MC Light Armor Company, AABN stationed in Zamboanga City.

REFERENCES:

1. HPMC General Orders 301 Unit Activation dated 01 December 2018
2. Assessment of AAV by PMT for AAV Acquisition Project
3. <https://www.britannica.com/technology/amphibious-assault-vehicle>

With the AAV's capability, its personnel's technical and tactical proficiency, and the commander's leadership, they form a formidable force which will support and complement the Marine Operating Forces deployed in the different parts of our archipelago. This will enhance the Philippine Marine Corps capability to address the decade-long insurgency problems and the Corps' commitment to our maritime nation in times of natural calamities and disasters.



MAJ BERYL CHARITY T BACOLCOL PN(M) hails from General Santos City. She is a graduate of Philippine Military Academy Maragtas Class of 2007. She has a Master's Degree in Public Management at the University of the Philippines-Manila. Currently, she is the Commanding Officer of Assault Amphibian Company (76MC), Assault Armor Battalion, Combat, and Service Support Brigade, Philippine Marine Corps.

Marine Rapid Deployment Collapsible Shelter (MRDCS)

As a mission-tailored, scalable and adaptable seaborne force in readiness, the MOF, in adherence to the principles of maneuver warfare, shall responds in multi-modal and multi-variant manner confronting various threats and reacting to occurrences.

SEABORNE WARFIGHTING

Background:

Marine Battalion Landing Team-8 was deployed in Cagayan Province on 16 February 2018 as requested by the Armed Forces of the Philippines Northern Luzon Command. The deployment is part of the prepositioning of marine forces to guard the country's maritime domain especially the Philippine Rise, and to contribute in the military's effort of bringing lasting peace and sustainable development in Northern Luzon by defeating the communist insurgency in the area.

A welcome ceremony by the AFP leadership in Northern Luzon, together with the Local Chief Executives of Cagayan Local Government Unit was rendered to the battalion at Port Irene upon disembarkation of troops from the BRP Tarlac's (LD 601) Landing Craft Units in an amphibious landing on the shore of Brgy. Casambalangan, Sta Ana, Cagayan.

Marine Battalion Landing Team-8 was given 7 coastal municipalities in the northern part of the province as its Area Of Responsibility under the leadership of the Commander, Northern Luzon Command, LTGEN EMMANUEL B SALAMAT AFP who said that the AO is just a jump-off point for the battalion's further employment in Northern Luzon. As such, the battalion has to be prepared to be mobilized from one place to another and be equipped to do so when ordered.

The Problem and Concept Development:

The challenges in the accomplishment of the battalion's mission in the new operational landscape and higher headquarters guidance necessitate a corresponding logistics system capability to address the operational demand of sustained mobilization to different places. One is the availability of troop hutment in the area.

The identified problem is the absence of troop shelters that can address the following operational conditions:

First, is the mandate of the COMNOLCOM that the 7 municipalities were just a jump-off point for further

employment. Second is the possible redeployment of the battalion in four months' time for the re-training and refurbishing. The third is the limited fund support for the construction of battalion size hutment. Fourth, lack of ample time for the long and arduous carpentry works in constructing a wooden/concrete building. Fifth, the scarcity of the supply of lumber as a result of the total log ban in Cagayan.

This led to the idea of conceptualizing a rapid deployment troops' shelter that is portable, light, collapsible, multi-purpose, economical, and eco-friendly that can be transported to support the mobilization of the troops.

Design and Features:

The MRDCS is basically a squad size barracks. It can be used in multiple military and humanitarian fields of operations such as combat deployment, training exercises, Humanitarian Assistance and Disaster Relief and other Civil Military Operations activities.



The MRDCS is designed for quick installation and disassembly using a minimum workforce. It can be assembled in an hour. It has lightweight components for easy transportation and shipping. The design is modular, extendible and relocatable. The frame is made of galvanized iron pipes connected by metal clamps. The MRDCS is covered by rib-type corrugated color-roof that are resistant to rust and corrosion. The walling is of bespoke foldable canvas as protection against wind and heavy rains.

Another major benefit of the design is that it requires only a fire team to install, allowing personnel ample time for more pressing tasks in operational commitment. It also saves precious time compared to the construction of traditional wood and concrete building that takes weeks or even months to complete.

MRCDS Production:

The actual fabrication of MRCDS was a product of brainstorming, research, and trial & error of the Officers and Marine Battalion Landing Team-8 personnel. The battalion put together ten personnel with the required skills in metalwork, carpentry, and metal fabrication. The group was task-organized for the project with a designated Senior Non-Commissioned Officer as the project supervisor. The battalion motor pool was used as the workplace subdivided into different specialized production lines such as metal cutting and fabrication, welding, painting, and assembly areas.

The battalion acquired the necessary machinery working tools and PPEs to fast track the fabrication and to ensure the safety of personnel. All construction materials were procured in local hardware stores in the AO while the tent canvasses were ordered in Manila.

The team installed a total of 20 MRCDS for the battalion. The first five was fast-tracked to be issued to 28Marine Company for the immediate establishment of their camp. Other sets were continuously assembled and distributed to subordinate units until the completion of the project.

MRCDS Launching:

The MRDCS was put into test when five shelter sets were manufactured and subsequently delivered to 28 Marine Company on 19 April 2018. The 28Marine Company after completing the ground works of their camp in Barangay Flourishing, Gonzaga, Cagayan, put up the shelters and eventually established their Command Post in one day. The MRCDS was completed

with the use of unit individually issued cot beds. It allowed for an easier and more convenient transfer to the new camp.

Personnel of 28Marine Company was amazed at the very fast and easy construction of the semi-permanent camp. This is the first time in the history of the troops to transfer to a new detachment without the laborious carpentry works in constructing barracks and offices. Likewise, the local civilians and other stakeholders in the place were surprised to see a subdivision-like housing being erected as though it was magic.

The 28Marine Company saved time and more importantly they were able to focus more on their work in addressing the operational demands in the Area of Operations. At that time, the battalion was facing major activities such as combat operations against the Communist Terrorist Group, security operations during the RP-US BK34-2018 and preparations for the Barangay and Sangguniang Kabataan Election (BSKE 2018).



28 Marine Company Camp in Gonzaga, Cagayan utilizing MRDCS

MRDCS; How it Sustained the Battalion's Retraining, Participation in Military Training Exercises and Other Activities.

The MRDCS versatility was again proven effective during the redeployment of Marine Battalion Landing Team-8 at Marine Barracks Rudiardo Brown for its battalion retraining and refurbishing program from September 2018 to June 2019. Upon arrival in Manila, the battalion participated in PH-USMC Kamandag Training Exercise where the unit utilized its MRDCS as hutment of participating troops in CERAB, Crow Valley, Tarlac; NETC in Zambales as well as at MBGL, Ternate, Cavite. From then on, the MRDCS saw action in different training areas during the unilateral and bilateral training exercises participated by Marine Battalion Landing Team-8 such as PMC-USMC Exercise Kaagapay ng mga Mandirigma ng Dagat (KAMANDAG) 2018; Urban Search and Breach Training in MBGL conducted by Australian Defense Force; PN



28 Marine Company personnel assembling MRDCS in Gonzaga, Cagayan



MBLT-8 hutment during the KAMANDAG Exercise 2018 in Crow Valley, Tarlac

Exercise PAGSISIKAP at Naval Forces Southern Luzon; Exercise Marine Air Support Activity (MASA) 19.1; and, Exercise BALIKATAN 35-19.

Aside from the training activities, the MRDCS was also utilized in various activities of the battalion and the Headquarters of the Philippine Marine Corps during activation day celebrations, sports festivals, shoot fests, happy hours and similar events. The MRDCS is also utilized as a shelter of battalion mobility assets, generators, and houses the motor pool of the unit. Once again, the MRDCS saw smooth and convenient training for the troops.

Assessment:

The MRCDS Project is very useful to the Philippine Marine Corps being a mission-tailored, scalable and adaptable seaborne force-in-readiness to include the fact that the Marines has no specific domain of their own. It is an innovative solution to the Marines need for the semi-permanent shelter of its operating forces.

Having a ready stock of these shelters will certainly improve the Corps' flexibility, maneuverability, and speed in force mobilization.

The MRCDS can have a life span of 10 years if properly taken care of. It has some limitation to withstand strong wind from typhoons, but this issue can be addressed through proper conduct of Operational Risk Management (ORM) and appropriate risk/hazard prevention and mitigation measures.

The MRCDS designed by Marine Battalion Landing Team-8 is very basic, practical and applicable for multi-purpose usage. However, modification and improvement in the design and concept of utilization are necessary for it to cope with the dynamic operational needs in the future.

With all these benefits that the MRCDS have given to Marine Battalion Landing Team-8, it is strongly recommended that other battalions or PMC units also adopt the use of the said facility for their operational needs.

LTCOL ROMMEL B BOGÑALBAL PN(M) is a member of Philippine Military Academy "Masing" Class of 1998. He saw action in the province of Sulu as a young lieutenant in a Marine rifle battalion and later in Basilan and Central Mindanao as a member of Force Reconnaissance Battalion during the government all-out campaign against the Moro Islamic Liberation Front in the year 2000. LTCOL BOGÑALBAL's competency is the result of various military schoolings both local and abroad. He is a graduate of Expeditionary Warfare Course at United States Marine Corps University in Quantico, Virginia, USA. Among his local military schoolings are the following: Marine Basic Officers Course, Force Reconnaissance Course, Basic Airborne Course, Basic SCUBA Diving Course, and various courses in Special Operations, Terrorism, Maritime Security, Major Events Security and Peacekeeping Operations. He has a degree of Bachelor of Science in Management at Philippine Military Academy, and currently, he is finishing his Masters of Arts in Foreign Service (MAFS) at Philippine Womens' University.

LTCOL BOGÑALBAL is currently the Battalion Commander of 8th Marine Battalion where he led his battalion against the terrorist groups in Tawi-Tawi and later in Cagayan Province where they made significant impact to the people.





Philippine Marine Corps FOUNDATION INCORPORATION

The Philippine Marine Corps, emphasizing the importance to the best and indispensable asset of the Corps which is the individual Marine, launches the Philippine Marine Corps Foundation, INC. (PMCFI) last 07 March 2019.

The said foundation is one of the projects of the PMC Board of Advisers and was conceptualized last 2018. The inauguration was attended by the foundations' Board of Advisers together with the senior leaders of the Corps. The said foundation will be steered by a Board of Incorporators whose members is composed of civilian and military personnel to better manage the foundation as it broadens the perspective of the foundation as a whole. Conceptualized to be an independent organization, it will support the activities of the PMC concentrating on the wounded Marines and those who were killed in action under the Wounded Warrior Reintegration Program.

In his message, PMCFI Chairman LTGEN RUSTICO GUERERO AFP (RET) reiterated that the

foundation "intends to provide opportunities for the professional, facility and capability development of the PMC. These will be realized under the **KARANGALAN (HONOR), KATUNGKULAN (DUTY) at KABAYANIHAN (VALOR)** programs of the foundation". "All of these programs are designed to help the Corps in performing its mandate to the country and to the Filipino people", he added.

The 31st Commandant, PMC, MGEN ALVIN A PARREÑO AFP, stated that the organization will build stronger bridges and linkages to the Corps' stakeholders, enabling the Corps to deliver the services that the Filipino deserves. Emphasizing the importance of the said event, the Commandant, in his remarks, said: "Let this event inspire us to continue our pursuit to a better Marine Corps; a more than ready, responsive, and capable Philippine Marine Corps that our Maritime Nation can be proud of."



PMCFI Incorporators and Board & Trustees (from left-right):

1. MGEN ALVIN A PARREÑO AFP
2. LTGEN RUSTICO O GUERRERO AFP (RET)
3. BGEN BENJAMIN I ESPIRITU AFP (RES)
4. PROF CLARITA R CARLOS, PhD
5. COL JIMMY D LARIDA PN(M)(GSC)
6. MAJ CHARLIE A DOMINGO PN(M)
7. CPT MARIA ROWENA B DALMACIO PN(M)
8. CMS VICENTE V SALCEDO PN(M)

SULU ISLAND



THE PHILIPPINE MARINES: GUARDIANS OF OUR MARITIME NATION

The Marine Corps, thru the combined efforts of all the operating and support elements under the Naval Task Group-Sulu and Philippine Marine Ready Force-Sulu under the command of COL ARMEL S TOLATO PN(M) (MNSA) foiled the terroristic acts of the Abu Sayyaf Group in Simisa Island, Banguingui, Sulu and rescued three foreign kidnap victims on the first week of April, 2019.

Simisa is one of the islands of Banguingui municipality which is part of the Sulu archipelago. It is situated in the eastern part of Sulu Island, south of Bangalao Island and is at the south, southwest of Balanguingui Island.

The series of encounters and events that transpired in the said conduct of operation where as follows:

02 0830H April 2019 - A twenty-minute firefight erupted between MBLT- 3 and Abu Sayyaf members. The operation resulted in the neutralization and recovery of one ASG member, to include one carbine rifle, rifle magazines, and ammunition. Cellphones with paraphernalia, personal belongings, and enemy uniforms were also recovered to include other subversive documents.

04 1625H April 2019 - A thirty-minute firefight erupted between elements of MBLT - 1 and ASG. Troops recovered Jari Bin Abdullah, a Malaysian kidnap victim who was kidnapped together with the other two Indonesian in Lahad Datu, Sabah, Malaysia last 05 December 2018.

05 1745H April 2019 - A ten-minute firefight erupted. Three ASG were killed and recovered while

two kidnap victims, Heri Ardiansyah and Hariadin, both Indonesian Nationals were rescued from the grip of the terrorist. Two M14 rifles, two M16 rifles, one M203 grenade launcher, magazines, and ammunition were also recovered.

06 1630H April 2019 - While clearing the mangrove areas of Simusa, Banguingui, an ASG cadaver was recovered to include one M14 rifle, one Garand rifle to include rifle ammunition. The said cadaver was hidden by the fleeing enemy and was believed to be mortally wounded during the 04 April 2019 encounter.

The continued operation does not only exact its toll on the body and mind of those who lay down everything, in the belief that everlasting peace can be achieved. Private First Class Gilbert B Alma PN(M), a native of Pili, Camarines Sur paid the ultimate sacrifice during the encounter against the notorious ASG on 17 March 2019.

The harsh environment in the southernmost part of the Philippine archipelago, tormenting the operating units demonstrated the dedication and commitment of the Marines in their mandate of protecting our maritime state. It did not hamper their eagerness and patriotism but rather fueled their desire to meet their objective. It is in these scenarios that Marines, in their quest to be the nations' foundation for peace and development, clearly define that they are a national maneuver amphibious force that our maritime nation can be proud of.





COHERENT DEVELOPMENT OF MARINE FORCES: A GEOSTRATEGIC IMPERATIVE

by: BV CURAMING

The significance of the Philippine Marine Corps (PMC) to the geostrategy of the Philippines could not be overemphasized. It may not have a domain of its own as its responsibility but it has the littorals as its primary lane of operations, wherein one way or the other, the dynamics of life on land and at sea are interconnected, security threats and occurrences happened, national security and development activities transpired, and geopolitics and the associated geoeconomics, geo-environment and geostrategy are influenced. With the vastness of Philippine littorals, Operational Maneuver From The Sea (OMFTS) is imperative to its geostrategy, where the seamless transition of maneuvers between sea and land is required, and specialized forces for littoral maneuvers are a necessity. It is on this very wisdom that Secretary of National Defense, Ramon Magsaysay Sr, activated Marine forces that could be mobilized through OMFTS throughout Philippine archipelago and its littorals. Relatedly, it is also on this premise that the “National Security Strategy 2018: Security and Development Transformational Change and Well-Being of the Filipino People”, is explicit in its requirements to modernize the capabilities of, among others, the littoral forces.

It is therefore crucial for the PMC to effectively develop its forces as a major capability component in support to the geostrategy. Given this central problem, a question arises on Marine force development - how should the PMC coherently develop its forces as a capability component to the strategic defense force? Answering this question necessitate a comprehensive theoretical context for PMC’s system of force development, determine the enduring problems that it confronts, and present a system of systems that shall provoke a new

perspective on force development vis-à-vis capability development.

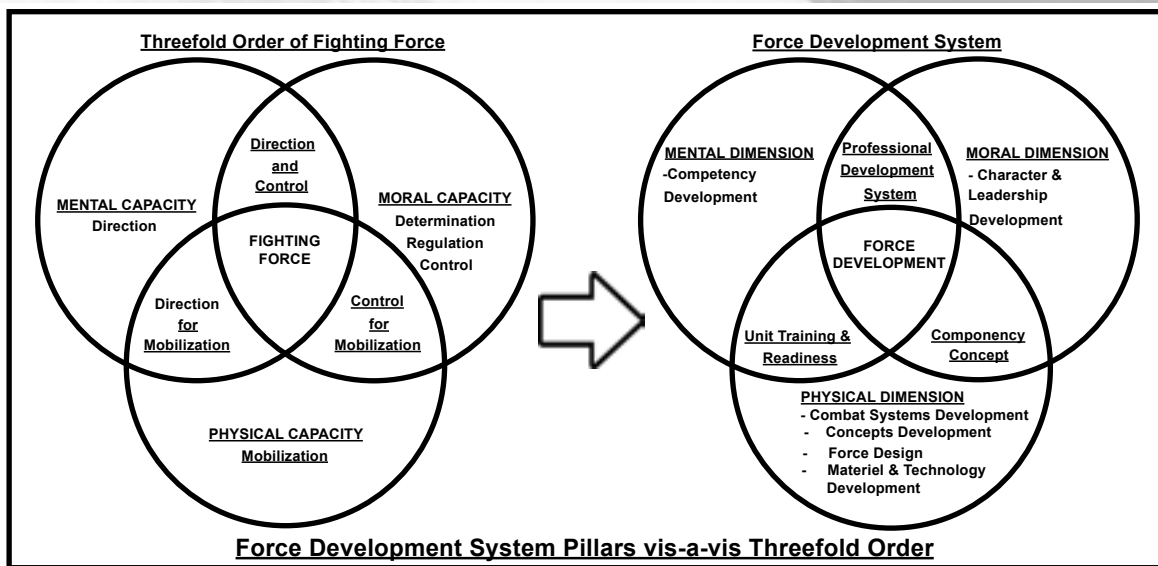
In his book, “The Foundations of the Science of War”, John Frederick Charles Fuller argued that a fighting force can be compared to the organization and nature of human body composed of mind, soul, and body. Accordingly, the knowledge that we gain is through our minds, toned by our souls, and expressed by our body. Suffice to say, the mind possesses the mental capacity that forms the stable base of knowledge and impulse to set the body into motion, while the body provides physical capacity to set the body in motion. On the other hand, the soul provides the moral capacity that controls and regulates the impulse of the mind and movement of the body.

Comparing the organization and nature of the human body to a fighting force, it is said to be threefold: “it is mental, moral and physical, but none of this dimension can be expended without influencing the other two”. The mental dimension provides the knowledge of war, warfare, and cognitive capability - the ‘what to think’. But the mental dimension alone does not win a battle or war. On the other hand, the moral dimension reinforces culture, values, and legitimacy - the will to fight - but then again it does not win any war or battle either. Similarly, the physical dimension provides the capabilities and functional effects - the means to fight - but without the mental and moral forces, it is useless. What wins a war, instead, is the combination of these three dimensions as one force. As such, when all three dimensions should be able to interact and conspires in one purpose, a force’s capacity to operate in the future

environment will be strengthened. An effective fighting force, therefore, should be able to synergize, synchronize and coordinate the mental dimension that provides the thinking power, a moral dimension that provides the controlling and/ or regulating power, and the physical dimension that provides the fighting power.

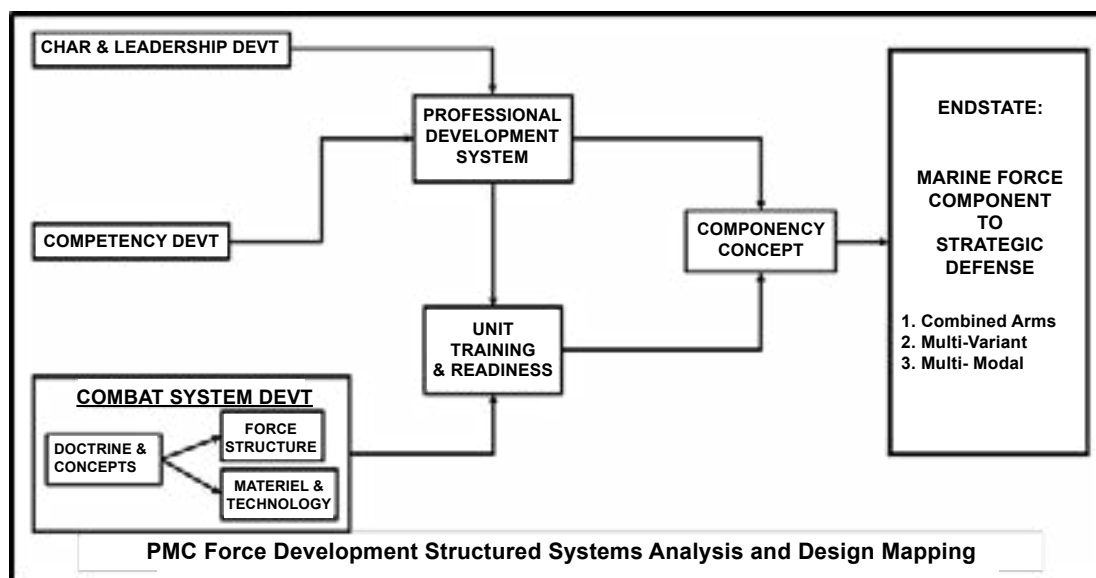
It is on this premise that when developing Marine forces, such endeavor should be able to synergize, syn-

chronize and coordinate the mental, moral and physical dimensions of developing forces. The mental capacity provides direction; the moral capacity provides control, regulation, and determination, while the physical capacity provides the means to mobilize. The integration of these three provides capacity for direction and control for mobilization. The diagram below illustrates the correlation between the threefold order theory and force development.



From the aforementioned diagram, it can be inferred that the system of force development has three dimensions: (1) Mental Dimension: Competency Development, which provides direction; (2) Moral Dimension: Character & Leadership Development, which provides determination, regulation and control; and, (3) Physical Dimension: Concepts, Force Design and Materiel & Technology Development, which provides capacity to mobilize. On the other hand, the three interfaces: (1) Between Mental and Moral: Professional Development System; (2) Between Mental and Physical: Unit Training and Readiness;

and, Between Moral and Physical: Componency Concept. Encompassing these dimensions and pillars of development is the Policy and Oversight Functions, and, Force Development Planning and Implementation. However, it should be emphasized that the dimensions and pillars of force development do not exist on its own. Each dimension and pillar have influence over the other. Mapping them in the context of a comprehensive and coherent development unveils the interaction among them:



It can be synthesized from this mapping that: (1) The development of doctrines and concepts, force structure, and, materiel and technology are under the

purview of combat systems development; (2) The development of competencies, and character and leadership are under the purview of the professional development

system, which provides a laddered and coherent system of development between the mental and moral dimensions; (3) The unit training and readiness system are the point of convergence between competencies and combat systems development, which integrate Marine individuals to force structure, and materiel and technology to operate under a common operational concept; (4) The point of convergence of all developments is the competency, the PMC's system of task-organizing its forces into various levels of combined arms unit; (5) The primary entities or systems control in force development planning and implementations are the professional

development system, combat systems development, and unit training and readiness; and (6) The competency concept, although a point of convergence, should be seen as a key concept for providing control, regulation and determination for mobilization of forces, thus, taken out as a system of integrating the moral and physical dimensions of force development.

Nonetheless, subjecting further the dimensions and pillars to Work breakdown Structure will highlight the force development's system of systems entities as tabulated below:

<u>ENTITY FOR OVERALL SYSTEM</u>	<u>ENTITIES FOR MAJOR ELEMENTS</u>	<u>ENTITIES FOR TASK ELEMENTS</u>	<u>KEY TASKS</u>
FORCE DEVELOPMENT SYSTEM	FORCE DEVELOPMENT POLICY FUNCTIONS		Policy development
			Oversight functions
			Competency development
			Character and leadership development
	FORCE DEVELOPMENT PLANNING AND IMPLEMENTATION		Doctrine and concepts development
		PROFESSIONAL DEVELOPMENT SYSTEM	Force structure development
		COMBAT SYSTEMS DEVELOPMENT	Materiel and technology development
		UNIT TRAINING AND READINESS	Unit training and development
			Readiness evaluations

Force Development Systems Control Entities vis-a-vis Work Breakdown Structure

From the table, it can be inferred that (1) The overall system, the Force Development System, is the responsibility of the Commandant, Philippine Marine Corps, through his Command and Control, and Administration; (2) The Force Development Policy & Oversight function is the responsibility of the PMC's functional staffs, through the Capability Development and Acquisition Board, which provides policy development and oversight functions on force Development; and, (3) The force development planning and implementation key tasks were executed separately by the cognizant functional staffs, development entities and ad hoc teams. It can be gleaned that the system of systems in developing Marine forces is complex. This complex system of force development, if not handled properly, is vulnerable to, and/ or allows the opportunity for, incoherent development to occur. Thus, failure of synergy, synchronicity, and coordination is highly possible. Due to this complex nature, the PMC in general experiences the enduring issues of incoherent, tangled and catch up development

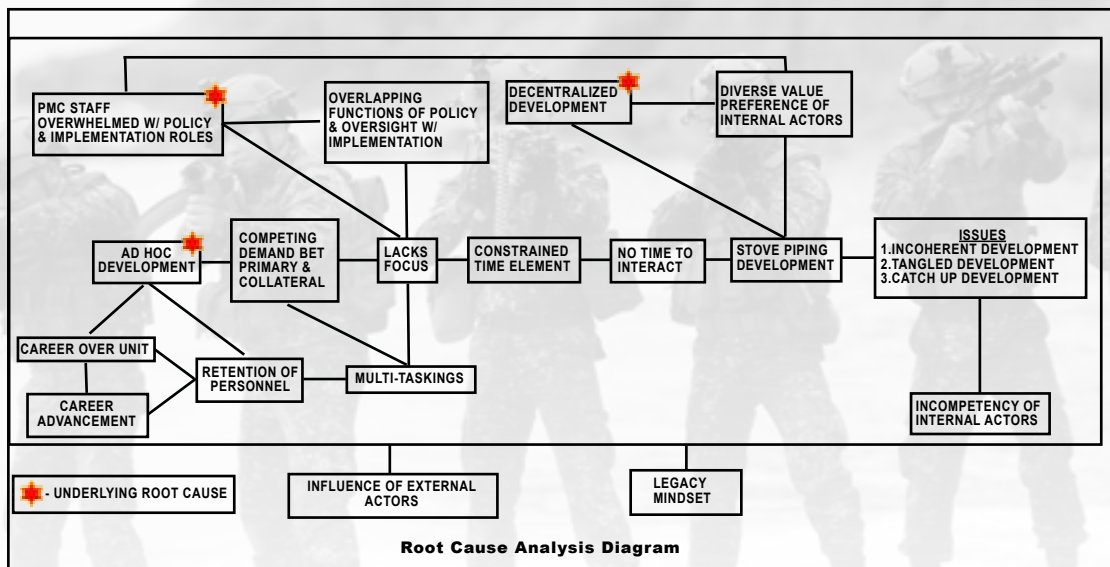
of the various dimensions and pillars of force development. Again, mapping the perceived issues leading to this problem for Root-Cause Analysis (RCA) will revealed the following, which highlights three prominent loops that reveals the root causes of the issues at hand From the table, it can be inferred that (1) The overall system, the Force Development System, is the responsibility of the Commandant, Philippine Marine Corps, through his Command and Control, and Administration; (2) The Force Development Policy & Oversight function is the responsibility of the PMC's functional staffs, through the Capability Development and Acquisition Board, which provides policy development and oversight functions on force Development; and, (3) The force development planning and implementation key tasks were executed separately by the cognizant functional staffs, development entities and ad hoc teams. It can be gleaned that the system of systems in developing Marine forces is complex. This complex system of force development, if not handled properly, is vulnerable to, and/ or allows the opportu-



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Due to this complex nature, the PMC in general experiences the enduring issues of incoherent, tangled

and catch up development of the various dimensions and pillars of force development. Again, mapping the perceived issues leading to this problem for Root-Cause Analysis (RCA) will reveal the following, which highlights three prominent loops that reveal the root causes of the issues at hand.



The first loop revealed the ad hoc concept of development as one of the root causes of the issue. This concept created an environment of competition between the primary duties and collateral responsibilities that consequently led to the lack of focus. More often than not, an unfocused person is constrained by time to beat the deadline, thus, leaving him no time to interact and collaborate with other development planners and implementors. As a result, he tends to focus only on his own business without regard to the business of others, thus the occurrence of stove piping development.

Compounding the effect of ad hoc concept is that these job assignments are only special duties and not a permanent one. These personnel have to assume required positions if they are to grow in their career. Thus, this results in problems in personnel retention, and in most cases, the vacated position is assumed by others who happened to have another job of their own. Again this will lead to the lack of focus, thence to stove piping.

The second loop revealed another root cause to the issue. PMC Functional Staffs are simply overwhelmed with policy & oversight functions and development planning & implementation responsibilities, which led to mutually reinforcing cycle of lack of focus and overlap of policy and implementation. In some instances, when the lack of focus is attributed to the implementors, the functional staff, in its desire to ensure implementation, will tend to step in and intervene, thus, the overlap occurs, thence, lacks focus leads to stove-piping. Moreover, an overwhelmed staff will tend to intervene in the development planning and implementation by imposing his value preference to the development under his functional supervision.

The last loop revealed the third root cause - the decentralized concept of development. This concept provides a greater degree of autonomy in their respective works, thus, more often than not, results in stove-piping of various development and failure to see what the other is doing.

At a glance, the incompetence of personnel assigned in any force development endeavor, be it policy level or implementation one, may seem another root cause. However, analyzing closely, the issue and the potential cause are reinforcing, such that, minimizing or eliminating the issue will result to improve competence, and vice versa. As such, there is no need for a balancing mechanism somewhere in the system to reverse the effect. On the other hand, the influence of external actors and legacy mindset may have an impact on the whole diagram. But its impact will be checked if the decentralization cause is addressed accordingly. A centralized concept will enable the interaction of various developments if any of these developments are affected by these two factors.

From this analysis, it can be deduced that the underlying root causes to the enduring problem of force development are the ad hoc concept of development, overwhelming and/ or overlapping duties of functional staffs, and decentralized system of development. To remedy these, the PMC may consider delineating Policy & Oversight Functions and Force Development Planning and Implementation; establishing Force Development entities as presented above; and, centralizing Force Development Planning and Implementation entities under one system control entities.

A policy to delineate policy and oversight functions to that of development planning and implementation duties should be institutionalized. This will rationalize the key tasks for force development, ease the burden of the cognizant PMC staffs of multi-tasking, and prevent overlapping of role between policy and oversight functions and development planning and implementation.

To address ad hoc development, there is a necessity to institutionalize a policy on the following :

(1) Establishment of a Combat Systems entity as the center for research, development and acquisition for doctrines & concept development, and materiel and technology development. Within this combat system entity are sub-entities for doctrines & concept development, and materiel and technology development. With an established entity with permanent job positions, this will address the enduring issues of career development, retention of personnel and competing demand between primary duties and collateral responsibilities.

(2) Establishment of a Unit Training and Readiness entity as the center for unit training and combat preparedness evaluation, as well as facilitates, controls and evaluates exercises. Although the existing Mobile Training and Exercise Unit (MTEU) is facilitating the said key tasks for unit training and readiness, he is doing this through a tasked organized planners and control group, especially during conduct of exercises. On the other hand, the combat preparedness is under the functional supervision of the inspector general but the assessment is undertaken by tasked organized evaluators. The establishment of this entity will synergize and synchronize unit training and combat preparedness evaluation.

(3) However, the implementation of the policy should give consideration to the time-bound and project-based development, especially with doctrines & concept developments, and materiel and technology developments.

Lastly, to reverse the effect of the decentralized concept of development, a policy shift to the centralized concept of force development planning and implementation should be instituted. This concept will facilitate interaction among the dimensions of force development as well as its pillars and interface. Thus, complemented with a delineated policy and implementation as well as establishment of permanent entities for

force development, the centralized concept will enable synergy, synchronicity, and coordination to occur within the system of systems of force development.

To sum up, given the core of its existence, the mandate of national security policies and defense strategies, and geostrategy of an archipelagic country, it is imperative for the Philippine Marine Corps to effectively develop its Marine operating forces. In essence, force development is the system of systems of synergizing, synchronizing and coordinating the mental, moral and physical dimensions of developing forces as well as their respective pillars and interface. It is only when the mental, moral, and physical dimensions are coherently developed can the fighting force be subtly employed. However, this is easier said than done.

The PMC's force development is implemented in a decentralized manner, and if not controlled and handled well, it is vulnerable to, and/ or allows the opportunity for, incoherent development to occur. Thus, failure of synergy, synchronicity, and coordination among the dimensions, pillars, and interfaces of development is highly possible. Given this scenario, the task of developing Marine Operating Forces is very challenging. It must be able to address the overwhelming and/ or overlapping duties of functional staffs; ad hoc concept of development; and, decentralized system of development at the Capability Development and Acquisition Process; Doctrines & Operational Concepts Development, Materiel & Technology Development, and Unit Training and Readiness; and, System of controlling the entire Force Development Planning and Implementation, respectively.

In addressing these, it should be able to institutionalize the delineation of policy & oversight functions, and, development planning and implementation responsibilities; establish entities with permanent job positions for Professional Development System, Combat Systems Development, and Unit Training and Readiness; and, all force development entities centralized under one Systems Control Entity. It is only when having a coherent development, enabled by a synergized, synchronized, and coordinated development of the various dimensions and pillars; will facilitate the development of its responsive combined arms Marine forces in readiness for strategic defense as required by AFP Future Force Structure and mandated by National Security Strategy 2018: Security and Development Transformational Change and Well-Being of the Filipino People.



3-TEAM

COMBINED ARMS SQUAD SYSTEM: A COMPREHENSIVE FORCE IN READINES AT THE LOWEST LEVEL OF MARINE OPERATING FORCE

As early as 2005, the Philippine Marine Corps had already envisioned itself to be the Armed Forces of the Philippine's premiere force in readiness with a mandate to provide combined arms unit for amphibious operations and other operations in support to Philippine Navy's mission. As such, it prescribes its operating forces to operate as combined arms in a multi-modal and multivariant manner. In implementing the combined arms, it should be able to orchestrate individual and collective tasks as well as integrate its combat power and war fighting functions to achieve a focused and mutually complimentary effects. As multivariant, it should be able to execute a variety of missions and tasks separately and simultaneously in a maritime, rural, urban and jungle operating environments. And as a multi-modal force, it can be employed in either a traditional or conventional, irregular or in a combination of forms of maneuver.

The concept of combined arms must be inherent to all Marine Operating Forces from brigade down to the Marine Rifle Squad. As the lowest level of MOF, the MRS should be able to operate independently as combined arms and mission ready force in multi-variant and multi-modal manner. For it to be an independent combined arms unit, it is essential that it should have the capacity to maneuver, close in, and subsequently destroy the enemy that it directly confronts while clearing its objective independently. As such, when addressing its objectives, it should be structured and equipped to perform combat maneuvers: assault, support and secure;

and execute mission-essential tasks: killing the enemy from afar and close quarter engagements, suppressing the enemy movement and maneuvers, disrupting enemy formations, and dislodging and dispeling the enemy from their stronghold and fortified positions.

However, looking into the current MRS systems and subjecting it as to how it should be structured and equipped, the current system of two fire team rifle squad cannot operate independently as a combined arms unit. The current MRS concept has only the fire and maneuver concept of operation, wherein one squad moves while the other acts as over-watch. Therefore, there is a need for the Philippine Marine Corps to establish a comprehensive Marine Rifle Squad Systems that is structured and equipped as a combined arms unit that can operate independently in a multi-variant and multi-modal manner.

Although the current Marine Rifle Squad system traditionally maneuvers using techniques of fire and movement and/or fire and maneuver, its current structure can easily be re-configured to have an assault element, support element and security element. However, its present weapons system only provides capacity to kill the enemy from afar and close quarter engagements with its designated marksman rifle and carbine; suppress and disrupt enemy movement and formations with its squad automatic weapons and M203 grenade launcher but not to dislodge and dispel the enemy from their stronghold and fortified positions. As such, it has to

rely from its company, battalion and brigade for indirect fire support.

So, with the advent of Zamboanga Siege on 2013, the Liberation of Marawi on 2017 and several lessons learned and operational assessments on various marine operations in southern Philippines, the Philippine Marine Corps aims to address this deficiency in order to have a more efficient Marine Rifle Squad. Based on the Post Marawi Crisis Forum last October 2017, surveys and focused group discussions from the selected officers and key enlisted leaders of 10th Marine Battalion and interview with the Chairman of the Liberation of Marawi Operational Assessment Team and its subsequent PMC Operational Assessment Report, the following were evident:

1. The current MRS systems is structured for simultaneous assault, support and secure maneuvers; and equipped to kill the enemy from afar and close quarter engagement, suppress their movement and maneuvers and disrupt their formations. However, it does not have the capacity to dislodge and dispel the enemy from their strong and fortified positions.

2. Given the said circumstances, the current MRS system may be able to maneuver (assault, support and secure), but given the absence of the aforementioned deficiency, it will be hard to close the distance between them and their adversaries.

3. Given the aforementioned deductions, it can be synthesized that for a Marine Rifle Squad to operate as a combined arms for independent operations in multivariant and multi-modal manner, the following are the potential solution to address the gaps and limitations to enhance the current Marine Rifle Squad Systems:

a. The MRS should be structured to have three maneuver elements to conduct complementary tasks of assaulting, supporting and securing their operations.

b. The MRS should be equipped with:

1) Carbine for eliminating the enemy during close quarter engagements and squad designated marksman rifle to kill the enemy at afar;

2) Squad automatic weapons to suppress enemy movement and maneuvers;

3) Squad indirect fire weapons or M203 grenade launcher to disrupt enemy formations;

4) Direct fire support weapons to dislodge and dispel the enemy from their stronghold and fortified positions.

Nevertheless, the need to enhance the combined arms capacity of the Marine Rifle Squad remains to be among the enduring problem of the PMC in order to capacitate the MRS to operate independently in multi-variant and multi-modal manner, unless otherwise addressed accordingly. With these premise, it is strongly recommended that the 3- Team Combined Arms Squad System which aims to revolutionize the future of our marine warriors should be adopted.

CONCEPT DEVELOPMENT

1. Concept Formula and Proposed Solution

The central problem requires a structure and weapons systems for the Marine Rifle Squad (MRS) to enable it as a combined arms unit that could maneuver, close in, and subsequently destroy the enemy that it directly confronts while clearing its objective independently. As such, it is therefore critical that for an MRS to be upgraded into combined arms, it should



be reconfigured to have an assault, support and security element. They should also be equipped to kill the enemy from afar and for close quarter engagement, suppressing their movement and maneuvers, disrupting their formations, dislodging and dispelling them from their strong and fortified positions. These aforementioned criteria provide a formula for the potential solution to the problem at hand.

2. Implementation

To enhance the combined arms capacity of the Marine Rifle Squad to be more responsive for independent operations, it will require reconfiguration on the Marine Rifle Squad Systems in their perspective of maneuvering, closing-in and subsequently destroying the enemy. Beyond the techniques of fire and maneuvers, and/or fire and movements, each MRS, when operating, should be organized to have an assault element, support element and security element. Although the current MRS is structurally ready to adopt this mindset with its three fire team composition, it is not yet sufficiently equipped to perform as such.

To enable the MRS to perform the basic combat maneuvers of assault, support and secure, and execute the mission-essential tasks, the PMC has to do away with the traditional weapon system with the same equipage across all the fire teams of the MRS. As such, the MRS may be structured to have the following components and be equipped with the corresponding weapons system:

1) Assault Element: Two carbines, one carbine with attached grenade launcher and one squad automatic weapon;

2) Support Element: One direct fire support-weapon, one carbine with attached grenade launcher, one squad automatic weapon and one squad designated marksman rifle;

3) Security Element: One carbine, one carbine with attached grenade launcher, one squad automatic weapon and one squad designated marksman rifle.

This table shows the comparison between the current 2-fireteam squad systems and 3-team Combined Arms Systems

In conclusion, the Marine Rifle Squad is the lowest level of a combined-arm Marine Operating Force that should be able to operate independently in multi-variant and multi-modal manner as our Force in Readiness. This comprehensive 3-Team Squad System, once adopted, will enable the Marine Rifle Squad to operate independently as a combined arms unit for multimodal and multi-variant operations. By adopting the three elements – Assault, Support and Security elements – and combining it to form the new “face” of the Marine Rifle Squad, it enhances the capability of the MRS as a unit that can operate independently with minimal intervention and/or assistance from higher units, especially during urban operations thus, revolutionizing the future of our warriors from the sea.

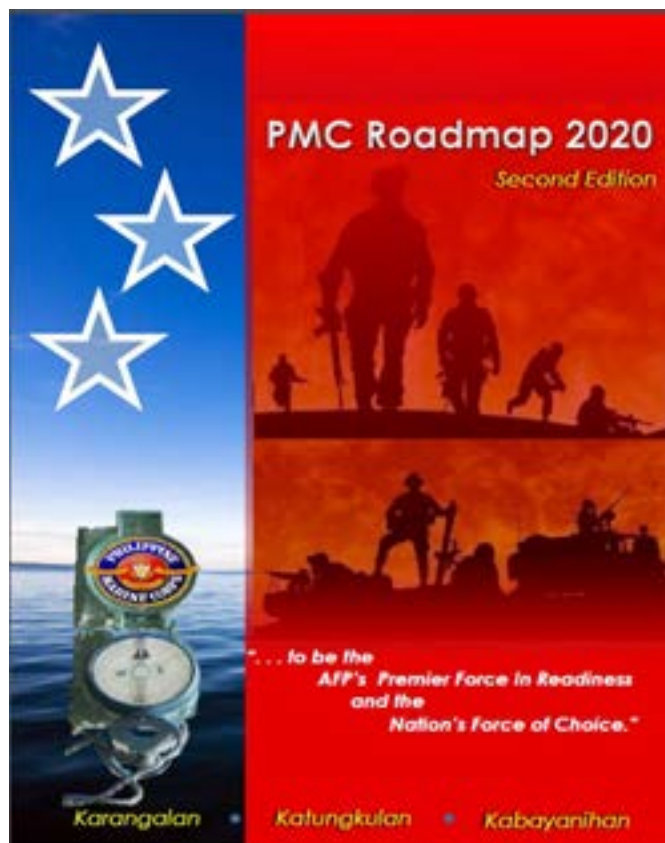
CRITERIA	2-FIRETEAM MRS	3-TEAM COMBINED ARMS MRS
BASIC COMBAT MANEUVERS		
Assault	Can be re-configured to have an assault element	One fire team designated as assault element
Support	Can be reconfigured to have a support element	One fire team designated as support element
Secure	Can be re-configured to have a security element	One fire team designated as security element
BASIC MISSION-ESSENTIAL TASKS		
Kill the enemy from afar and close quarter maneuver	<ul style="list-style-type: none"> Equipped with carbine rifle for close quarter engagement; Equipped with squad designated marksman rifle for targets beyond 300 meters 	<ul style="list-style-type: none"> Equipped with carbine rifle for close quarter engagement; Equipped with squad designated marksman rifle for targets beyond 300 meters
• Suppress enemy movement and maneuvers	Equipped with squad automatic weapon	• Equipped with squad automatic weapon
Disrupt enemy formations	Equipped with grenade launcher	Equipped with grenade launcher
Dislodge and dispel enemy from their strong and fortified positions	No weapon to enable the task	Equipped with direct fire support weapon

MAJ BERYL CHARITY T BACOLCOL PN(M) is a graduate of Philippine Military Academy Maragtas Class of 2007. This article was a consolidation of her studies while taking up the Naval Command and Staff Course Class 83: Position Paper on “Inclusion of Shoulder-Launched Weapon as Additional Fire Power for Marine Rifle Squad”; Research Paper on “Squad Systems”; and Staff Study on “The Most Appropriate Direct Fire Support Scheme for a Marine Rifle Squad in order to Operate Independently as Combined Arms Unit”. Her interest and study on squad systems was inspired by her personal observations during her involvement of the various operations in the Marine Corps when she was the Platoon Commander of 73MC in Basilan and Intelligence Officer of MBLT10 in Sulu province and TawiTawi. After being the Commanding Officer of 74MC, AABN based in Zamboanga City, she was the designated as the first Company Commander of the newly activated 76MC Assault Amphibian Company last 25 April 2019.



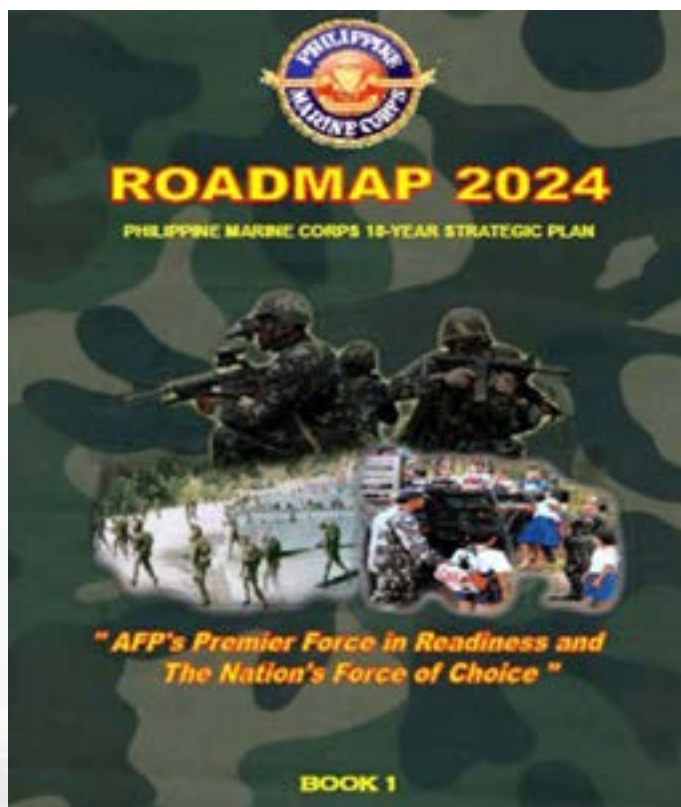
The PMC Roadmap Journey: Where are we now?

by: Office of the Assistant Chief of Staff for Plans and Programs, MC5



From: The Marine Corps Center for Leadership & Excellence

2020 is a significant year since a few months from now, the Philippine Marine Corps will be reaching its vision year. What has happened for the past twelve years in the implementation of the PMC Roadmap 2020? Are we achieving our vision to be the AFP's Premier Force in Readiness and the Nation's Force of Choice?



How It Began?

The Philippine Marine Corps started its journey in transformation by adopting the Public Governance System (PGS) of the Institute for Solidarity in Asia (ISA) and by crafting the Philippine Marine Corps Roadmap 2024 way back in 2006. It is one of the pioneer units

in the Armed Forces of the Philippines next to the Philippine Military Academy which laid down its 18-year strategic plan. The thinkers in 2006 gathered, discussed and agreed to set the future direction of the Corps and focus its resources and efforts towards a common goal by providing the clear direction necessary to forge the future Corps. In addition, the roadmap served as a guide in decision-making for any Commandant who takes command of this organization. Founded on the heritage of operational excellence, the PMC Roadmap 2024 described how the Marine Corps evolves, grows and transforms to attain a common and shared vision for the Philippine Marine Corps that is to be the **AFP's Premier Force in Readiness and the Nation's Force of Choice**.¹

Re-plotting of the Map

In 2012, PMC had its turning point as it had to align with the Philippine Navy Sail Plan which was published in 2008. Six (6) years after the implementation of its initiatives to attain its vision, the Philippine Marine Corps conducted a review of its strategic plan that led to the crafting the 2nd edition of PMC Roadmap called the PMC Roadmap 2020. Major changes were applied in this edition. The vision year was changed from 2024 to 2020 which cut off four (4) years from the original 18-year strategic plan. As stated in Book II, the previous strategic objectives and initiatives based on the four strategic perspectives namely stakeholders, organizational structures, resources, and cultural aspect

Strategic Shift			Strategic Objectives				
	From	To	F	O	R	C	A
D	Traditional Doctrines Dev Process	PMC Doctrines Dev Mgt Systems		(2) Sound & Appropriate Marine Corps Doctrines			
O	Inadequate PMC Force Structure	Enhance PMC Organization to support NDF		(3) Dynamic & Responsive Marine Corps Organization			
T	Less responsive PMC capability & dev't program	More responsive PMC capability & dev't program				(4) Up to Date Marine Corps Capability	
	Partially mission capable Readiness Profile	Mission capable Readiness Profile				(7) Optimal level of Operational Readiness	
	Unaligned competency of personnel	Highly competent Marines	(1) Highly Disciplined, Qualified, Competent & Motivated Professionals				
	Motivated Marines	Highly motivated Marines					
P	Traditional Personnel Mgmt Systems	Responsive HR Mgmt			(5) Balanced Financial Program Management		(10) Highly Satisfied Stakeholders
	Non-interoperable Marine Reservists	Efficient & Effective operational utilization of Marine Reservists	(4) Responsive Marine Reservists				
L	Poor inter-agency collaboration	Enhanced inter-agency collaboration					
	Info Ops, Psyops	STRATCOM					
	Non-responsive Financial Mgmt	Efficient Financial Mgmt					
M	Logistics-based Planning System	Resource-Informed Mgmt Decision System				(8) Responsive Marine Corps Logistics System	
	Inadequate Base Support Services	Sufficient base support services				(9) Reliable Marine Corps Facilities	
P	Poor mngt of PMC facilities	Internalized culture of maintenance					

Source: PMC Roadmap 2020 Book II

were changed to strategic objectives and initiatives based on the five perspectives of the Philippine Navy Sail Plan 2020 namely accomplishment, capability, resources, organization, and personnel. The Corps has to do Strategic Shift in order to ensure the alignment of the PMC Roadmap to the Philippine Navy Sail Plan 2020.

Six (6) years after stepping on the second phase of the Roadmap implementation, the PMC focused on capacity building. Evaluation and improvement were also done in order to ensure the relevance of the Roadmap and ensure its support system. The PMC has its gains which need to be sustained in order to achieve the vision of becoming the AFP's Premier Force in Readiness and the Nation's Force of Choice.



PMC ROADMAP 2020

(3rd EDITION)

ACHIEVING THE VISION

"Future- Ready Marines; Envisioning the Marine Corps for Joint Operations as an Enabler of Peace and Sustainable Development."

Achieving the Vision

At the end of 2018, Book III of the PMC Roadmap was published. This book provides us the assessment on the identified strategic issues and objectives. There are a lot of breakthroughs done by the PMC in order to achieve its set vision in 2020. The Marine Corps Operating Concept and the Marine Ethos which were published are instrumental in guiding the Marines on identifying the Corps' peculiarity from other branches of service. In fact, some of the material capabilities are already coming which calls for the organizational development of the Corps. These capabilities will help the Corps in becoming the **premier force in readiness which can respond to any exigencies anywhere in the archipelago.**

Furthermore, Book III tackles the "need to do" of the PMC in order to strengthen our organizational capacity, modernize our systems, processes, and infrastructure in order to sustain the Corps' momentum towards the achievement of the vision. It aims to shape the mind of every Marine to prepare for the next planning horizon and envision what the Corps will look like and able to go beyond 2020.²

As we end this journey in 2020, where will the Corps go? Have we achieved our vision? What do we envision for the Corps? This calls for the next set of strategic thinkers to map the future of the Philippine Marine Corps and be the instrument of transformation and further organizational development as it traverses a more complex strategic environment.

Sources:

1. PMC Roadmap 2024
 2. PMC Roadmap 2020 3rd Edition
- PMC Roadmap 2020 2nd Edition



The Assault Amphibious Vehicle (AAV) - official designation AAVP-7A1 (formerly known as Landing Vehicle, Tracked, Personnel-7 abbr. LVTP-7) - is a fully tracked amphibious landing vehicle manufactured by U.S. Combat Systems (previously by United Defense, a former division of FMC Corporation).

The AAV-P7/A1 is the current amphibious troop transport of the United States Marine Corps. It is used by U.S. Marine Corps Assault Amphibian Battalions to land the surface assault elements of the landing force and their equipment in a single lift from assault shipping during amphibious operations to inland objectives and to conduct mechanized operations and related combat support in subsequent mechanized operations ashore. It is also operated by other forces. Marines call them "amtracs", a shortening of their original designation, "amphibious tractor". (wikipedia)



*(U.S. MARINE CORPS PHOTO
BY SGT. TRYSTAN JORDAN)*



LEADERSHIP IN JOINT OPERATING ENVIRONMENT

(Delivered during the conferment of the author in the Metrobank Foundation Fellowship for Public Service on 17 January 2019 at Acero Hall, MBRB, Taguig City)

Leadership can be defined as the process of influencing your subordinates by providing purpose, direction, and motivation to accomplish the mission and improve the organization¹. It can also be said that it is the art of influencing and directing men and women in such a manner to obtain their respect, obedience, confidence, and loyal cooperation in order to accomplish the mission². It is setting the direction and empowering your subordinates towards mission accomplishment while influencing them to believe in you and trust your orders.

On the other hand, what is a joint leader? We may say that a joint leader is the one who ensures all Armed Forces of the Philippines capabilities are properly employed to achieve the mission. He or she is not a service-centric commander; instead, he or she has the appreciation of all major service warfighting competencies. A joint leader must have the ability to organize and use the right force mix, be tactful of his or her actions and statements to avoid divisiveness in the organization, and think of the AFP as one formidable fighting force. In order to be an effective joint leader, hereunder are the three major keys based on the study of LCDR Milton J Sands III USN on leadership competencies of the joint warrior and mostly on the author's experience as Commander, Joint Task Groups (JTG) North and South in Palawan: build trust; communicate the strategy; and think AFP³.

Build Trust

The first key is to build trust by understanding different service culture, creating a joint-friendly atmosphere, and training as a joint team. The joint leader must understand the different service culture, the ethos of the army, airforce, navy and the marines. We have to check the background of the subordinate units in terms of training and how they do things their way. One way is to make frequent visits to them especially if they are from different service. To build trust, we must see and talk to them personally. We must clearly understand each other. The culture and behavior of Marines may be different and they must understand this, in the same way, that we must understand the culture and behavior of others.

Another way to build trust is to create a joint-friendly atmosphere. There are so many ways to set this condition - by making courtesy calls to commanders of other service components, organizing sports fest activities, and supporting each other in all activities, whether formal or informal. These simple and doable but effective ways can create a friendly atmosphere will set the condition for mutual trust. To further strengthen that trust, it is imperative to train as a joint team. Learning to plan jointly through the Joint Operation Planning Process (JOPP) and then executing the plan through joint training exercises. By doing these, the joint units can complement each other's strengths and weaknesses.

Communicate the Strategy

The joint leader must communicate the strategy to all stakeholders and key players in the joint operating environment by integrating everyone in the campaign plan, ensuring proper employment of capabilities, and maximizing the utilization of joint and interagency support system. One way to integrate everyone is by letting them participate in planning and conferences, as well as encouraging their active participation in the provincial or municipal peace and order councils. When the SMART-Marines or the Sustained Multiagency Assistance in Resorts and Tourists Areas concept was introduced in northern Palawan, intensified engagements were conducted with key



The author engaging the different stakeholders and key players.

stakeholders especially the resort owners and other law enforcement agencies. The intention was to come up with a common operating picture and to integrate all plans and efforts. In ensuring proper employment of capabilities, the competencies of each unit must be optimized, just like in the case of the 18th Special Forces, Philippine Army in southern Palawan, whose strengths include their mass base operations and their special advocacy on the youth and indigenous people. These strengths were adapted by Joint Task Group South and were proven to be effective in the community support programs (CSP) and in advancing the interests of youth and IP that led to the successful campaign in the area.

To maintain operational tempo, the joint force must maximize the joint and interagency support system. In the JTG South experience during the height of counter-insurgency campaign, Marine Battalion Landing Team 4 and the Special Forces (Army) have limited capability in information operation and handling of rebel returnees, thus we requested from the Unified Command (UC) to let the Joint Civil Military Operations Team led by the Community Relations Group West, supported by the Navy's CMOU-West to avail of its competencies and support the campaign. The Joint Task Group requested a Joint Legal Team headed by MIG and supported by appropriate UC and brigade staff to handle rebel returnees so that the JTG can focus on the operations.



Think AFP

A joint leader must think of the AFP organization as one by ensuring the alignment of objectives to higher headquarters, recognizing accomplishments as a joint team, and by being a mentor and a joint advocate. To ensure alignment of objectives to higher headquarters, we will take a cue from the AFP Transformation Roadmap (ATR) and follow the guidance of the Chief of Staff, AFP. To promote jointness, we must also recognize our accomplish-

ments as a joint team, especially the contribution of other services in the campaign, not only by a single dominant service in the joint force. Then by passing on knowledge to others through mentorship, lectures, and writing lessons learned and experiences on joint operations, the advocacy on jointness will be sustained.

In order to be an effective joint leader, we must synergize everyone's efforts and promote jointness, we make sure that we trust each other, and trust the capabilities of another service. We need to expand our latitude and understand the peculiarities of each culture, then make a way to create a joint-friendly environment. In this way, trust is nurtured. We then reinforce this by conducting joint training. We need to integrate the different Techniques Tactics and Procedures and skills to harmonize the execution. After doing our homework internally, we need to com-



LTGEN EMMANUEL B SALAMAT AFP, Commander, Northern Luzon Command awards distinguished soldiers under his Command.

municate with all our stakeholders. We all know that security is a shared responsibility so we need to communicate the strategy to them. Make sure we are on the same page and we see one picture; we recognize the same problem and we need to come up with a more effective solution. Lastly, always think of the organization – Think AFP. As much as we love our own branch of service, it must be the AFP above all else. We are serving under one organization and we must fight as one. Make sure all our efforts are aligned with higher headquarters, and we recognize accomplishments as a joint team. Remember that we will never be successful as a joint leader unless we will pass on to others and share our advocacy. Be a mentor, advocate jointness to everyone. Avoid divisive actions and statements that would just create mistrust for each other. Share what you learn about joint operations. Let us continue to promote jointness and we shall be successful in fighting wars at present and in the future.

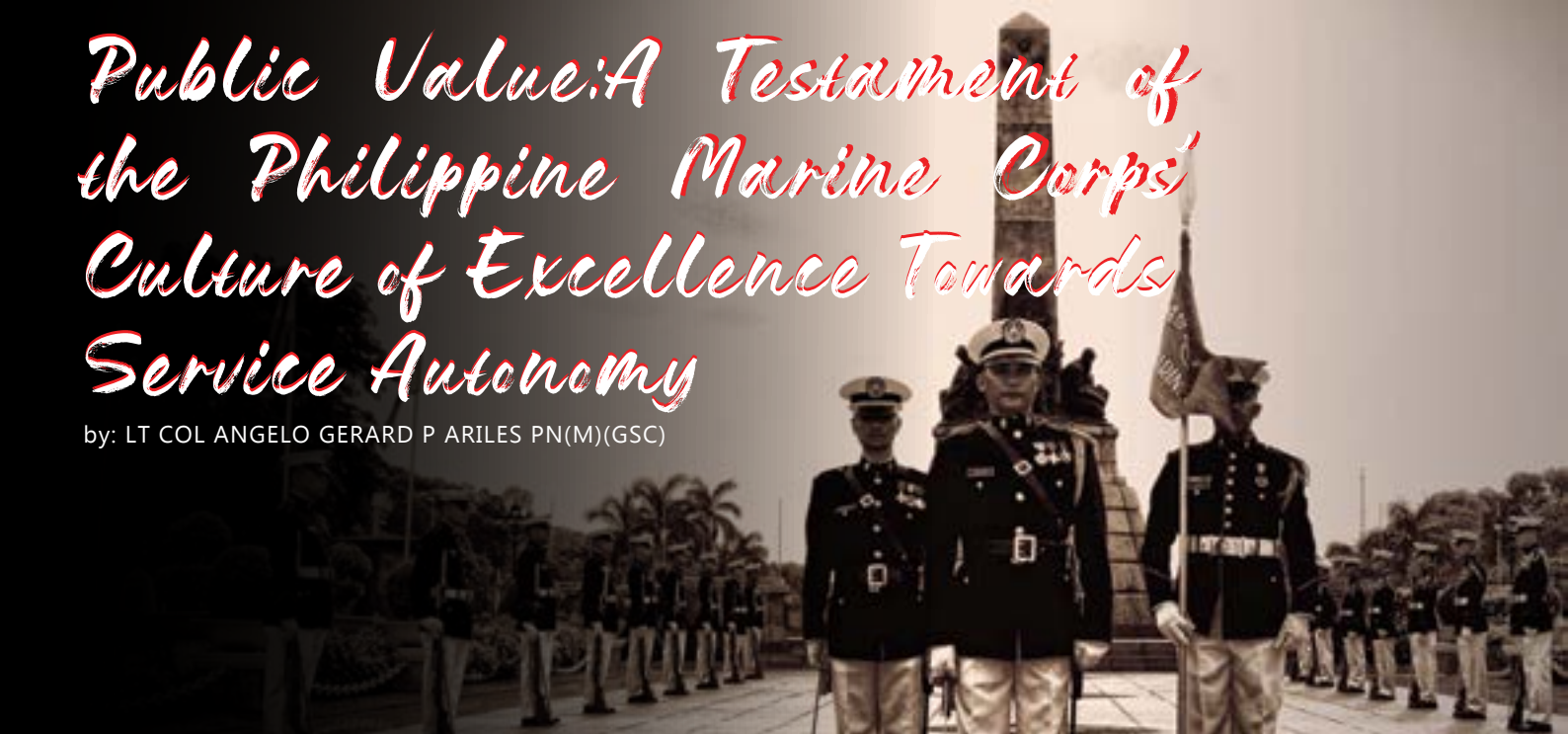
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2. The Combat Leader's Handbook, 2nd Printing, (General Headquarters AFP, Office of the Deputy Chief of Staff for Education and Training, J8)
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Public Value: A Testament of the Philippine Marine Corps' Culture of Excellence Towards Service Autonomy

by: LT COL ANGELO GERARD P ARILES PN(M)(GSC)



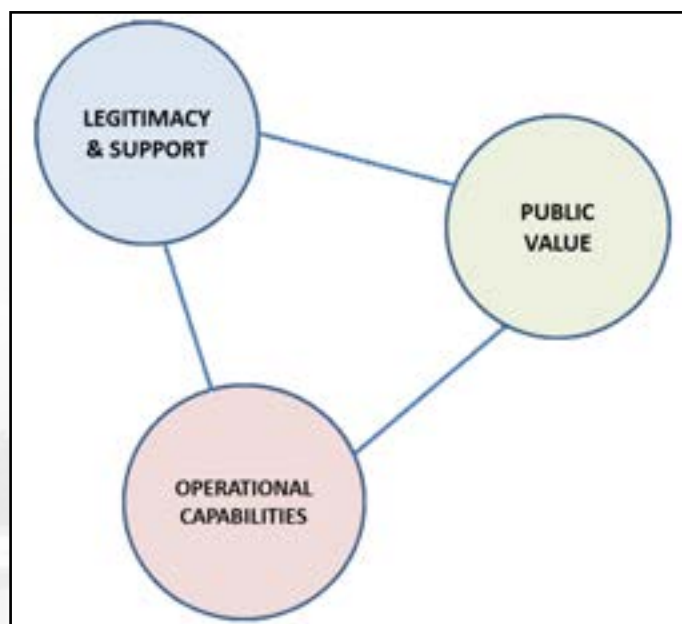
"It is not the strongest that survive, nor the most intelligent, but the ones who are most responsive to change" - Charles Darwin

Since the inception of the Philippine Marine Corps on 07 November 1950, our organization's rich history was built around a tradition of excellence and unparalleled adherence to the Corps' core values. Through all these years, the Marines are always up to the gargantuan task of maintaining the standard of "being the best in soldiery," but the ultimate judge for our stature is neither our fellow Marines nor our beloved organization; the most suitable arbiter is the people we serve, the public. This essay will "lay down the cards" so to say on how the Corps will continue to realize or maintain this noteworthy organizational norm using Mark H. Moore's Strategic Triangle as the analysis template in the end state of knowing the Corps' true "public value."

In order to put this essay in the right perspective, what is Mark H. Moore's "public value" and how will I be using his Strategic Triangle to explain this composition? Public Value as a concept defines the ultimate purpose of managerial action when consuming state-owned assets or to simply put it, authority and material resources. (Moore M. H., 2010)

As defined by Moore, "public" are individual citizens taken collectively, not just specific clients, stakeholders or beneficiaries. While, "value" refers to the importance, worth or usefulness of something to somebody; but it must be pointed out that "value" is relative, context-dependent and is defined by the one making the valuation according to Moore. Further, Public Value as a system of practical reasoning to be relied upon by public managers in helping them to define and pursue public value in the realm in which they are operating. (Moore M. H., 2010)

Why did I choose the Public Value concept of Moore to explain my point? It is because the Marine Corps as a government or public entity deploy government-owned assets or use funds/logistics to create public value. Moreover, through the lens of Moore's Public Value Theory (PVT) I will be laying-down how the Corps created and is continuing to create Public Value by exercising value-created imagination in the management of public resources through accomplishing our mandated mission in the ultimate end-state of finding the right "fit" between organization's character and stature versus the external environment's satisfaction with our services in the public sphere. (Moore M. h., 2013)



To further illustrate and explain the Marine Corps' Public Value as public servants I will be borrowing Moore's Strategic Triangle which characterizes a public sector's activity in three important inter-related aspects: operational capacity, legitimacy, and public value. Each of these aspects influences and is also influenced by others. To produce value, the Marine Corps leadership must consider the entire "value chain," which starts with inputs and processes to mission accomplishment (policies, plans, and programs, doctrines) used to transform the inputs to outputs which affect the public (populace, other stakeholders) which leads to the social outcome that was the intended end state. When organizational leaders firm up the legitimacy and support perspective, inputs (funding, logistics, etc.) flow inward to the organization easier. On the other hand, when the operational capacity perspective is firmed up, the said inputs are more efficiently and effectively turned into outputs that create public value, which then leads to greater legitimacy and support.

"It takes an endless amount of history to make even a little tradition" - Henry James

Operational Capabilities. The publication of the Marine Corps Operating Concept (MCOC) has been a big and esteemed step for the Marine Corps in advocating the true essence of our existence and more importantly setting the context upon which the Marine Operating Forces (MOF) operate. The importance of the Philippine Marine Corps in the overall security environment of our country could not be overstressed; from the time when we were established we have achieved more than what was our envisioned utility as the Armed Forces of the Philippines' mandated seaborne unit and national maneuver force. (PMC, Marine Corps Operating Concept, 2016) The MCOC articulated the true essence of our existence as a seaborne warfighting organization and a valuable ground combat instrument of naval power. Further, the document emphasized the innate context upon which how Marines operate . . . that the Marine Corps does not have an established domain - that the Marine Operating Forces (MOFs) are mission-tailored, scalable and adaptable combined arms force of readiness. Moreover, the MCOC will be the guiding document not for the Corps but for the other services of the Armed Forces, the said document will educate them on how we can be deployed or how they can take advantage in the joint operations realm of our combined arms capability. Moreover, with the strategic and operational environment becoming more volatile, uncertain, complex and ambiguous there is a need for the Corps to align with this evolution. Although the grit and will to fight of every Marine has remained at the highest level, it is inevitable that the Corps must undertake a parallel effort in terms of capability development. The Corps' Modernization Plan must not only be responsive to our vision to be "Nation's Force

of Choice" and the "AFP's Premiere Force in Readiness," but it must also address the hybrid threats we are facing and ultimately must be aligned with our partners in our Fleet-Marine Team.

Legitimacy and Support. As defined by Moore, this does not only refer to the formal authorization of public policy or the mandate given by our higher command but also the agreement to and/or acceptance of the Corps' performance and initiatives of fellow members of the defense department and of the government institution as a whole. While support refers to the provision of (public and private) resources to the Marine Corps for our operations, programs, projects, and initiatives. (Moore M. H., 2010) The legitimacy pointed-out by Moore is not wholly referring to the AFP General Order No. 319 issued on 20 November 1950 brainchild by then-Defense Secretary Ramon Magsaysay, or the precepts indicated in the Philippine Navy's Active Archipelagic Defense Strategy (AADS). Being one of the type commands of the Philippine Navy, the Marine Corps has been arguably receiving both legitimacy and support from our mother service. However, through the years our esteemed organization often times is having a hard time getting our "piece of the pie" so to say against our competing requirements with the Philippine Fleet; a confusion that can be readily resolved if we are treated as a separate service. Recently, a strong testament of our legitimacy and support within the Defense Department is the approval of the Marine Corps to be a Key Budgetary Unit (KBU) of the Armed Forces of the Philippines. This development is valuable to our organization because it is the first and all-important step towards the ultimate vision of the Corps of service independence.

Public Value. Moore describes this as a product of the legitimate operations of a public sector organization (Marine Corps), the kind of public value created in turn influences the operations of the organization and the kind of legitimacy it can attract. At the same time, the legitimacy that the Corps attracts will drive our operations and the kind of public value we can produce. (Moore M. h., 2013) Through the years, the Marines have time and again proved to the Filipino people our true public value, but where does this strong conviction root from? The above-mentioned unique character of the Marine Corps will not stand the test of time if it is not instituted on a strong and resilient foundation, the Marine Ethos. "Our Marine Ethos shall embody our pledge of loyalty to the Flag and Constitution, our Marine Oath and our Core Values Karangalan, Katungkulan, Kabayanihan as our principal guiding principles that define us of being a Marine," claimed LTGEN SALAMAT AFP. "For many of the challenges in the life of a Marine, we displayed that discomfort is normal and we transform from our selfish ways to become family and God oriented individuals.

Therefore, this means that the sense of professionalism of a Marine should revolve around how we shall prepare ourselves to fulfill that mandate, and finally, taking actions to contribute to the pursuit of a peaceful and prosperous life for the Filipino people even if it takes personal sacrifices. Our sacrifices shall be a testament to our ethos; of selfless service to the nation.” (Philippine Marine Corps, 2017) The Marine Corps Ethos is not a new philosophy; we have been practicing this since the time the Marines were conceived this is the cornerstone on what we are and what we will be; this is where public value is rooted from.

Way Ahead. Again the final arbiter of public value is not our fellow Marine or even our forebears but the society, the Filipino people is the best and ultimate judge. Their continued trust and confidence with the Marines is a strong testament for this claim. But at the state we are in we must not rest on our laurels, we still have a long way to and foremost on our “way ahead” is our eventual end state of being a separate service of the AFP. Service independence will be the final stamp of approval of legitimacy and true public value. The fact of the matter is, we can only do so much to achieve this stature because it is within the clasp of the different Marine Corps stakeholders (legislators, defense

officials, etc.) if we could be slated to be the fourth service branch of the Armed Forces of the Philippines. As an organization we cannot influence them to grant us that vision; also we cannot reinvent ourselves as an organization just to satisfy all stakeholders, but what the Corps could do is just to continue to be ourselves, and enrich our culture of excellence. Maintaining our stature of being the representatives of the best in soldiery is the ultimate testament of Public Value towards our eventual Service Autonomy.

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Management Analysis: Retooling the PMC Managers

From the moment we entered in the military service, how many times have we paused, taken a break and enhanced ourselves? Though we are already exhausted, we still do our task because we have deadlines and we must deliver it.

According to Stephen R. Covey's Seven Habits of Highly Effective People, an individual must not forget to seek continual improvement. Even in the Marine Oath, it is stated, "I will strive from this day onwards to improve myself physically, mentally, morally and professionally". Hence, the AC of S for Plans and Programs, MC5 spearheaded the conduct of Certificate Course on Management Analysis (CCMA) in coordination with the Development Academy of the Philippines (DAP) on 12-14 December 2018 at DAP, Tagaytay City. This is part of the continuous conduct of Leadership Development, Strategic Planning and Personnel Management in the Philippine Marine Corps. The course mentioned is an advanced program on how to effectively manage programs, people, partnerships and the process of communication. It focuses on using planning, leading, organizing and controlling techniques to ensure effective and smooth execution of programs, leadership and team building skills, to enhance the performance of people, networking and collaborative skills, to ensure and maintain mutually beneficial partnerships and ef-

fective communication techniques to enhance overall management capabilities.

The participants were included of managers at the Headquarters Philippine Marine Corps, selected Enlisted Personnel and Civilian Employees who hold positions related to Personnel Development and Strategic Studies.

The course is an out of the box initiative for the middle managers and managers to retool and sharpen their saws in order to perform better and produce more accurate and better output. A constant pause to seek for self-improvement will greatly improve the quality and effectiveness of the hours we spend in our respective offices. Daily routine and daily paper works may have caught us doing the "vault files" and going out of our comfort zones to further improve our skills may take tremendous effort. In this case, critical thinking and strategic thinking and their applicability in management are enhanced to suit the needs of the organization.

Finally, self-improvement, KAIZEN (in Japanese) and sharpening the saw (Seven Habits of Highly Effective People), no matter what we call it, still it depends upon the desire of the individual to continuously improve until his/her full potential is achieved and the meaning of life as a MARINE. is realized.



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Ms. Maria Carla C Mendoza CE is an Admin Officer II (Researcher) at the Strategic Studies and International Affairs Branch, Office of the Assistant Chief of Staff for Plans and Programs, MC5. She graduated with Distinction at St. Scholastica's College, Manila with a degree in Bachelor of Arts in Mass Communication, minor in Advertising. She was a photo scholar during the 4th Angkor Photo Festival Young Asian Photography Workshop in Siem Reap, Cambodia in 2008.



PACIFIC AMPHIBIOUS LEADERS SYMPOSIUM

Senior leaders of the Philippine Marine Corps attended the 5th Annual Pacific Amphibious Leaders Symposium held from 03 to 06 June 2019 in Honolulu, Hawaii.

The intent of the Pacific Amphibious Leaders Symposium – 19 is to bring together senior leaders of designated allied and partner nation Marine Forces, Naval infantries, Self Defense Forces and militaries with an interest in developing amphibious capabilities. This multi-national forum provides a useful venue for senior amphibious force leaders to share ideas and enhance cooperation towards common interests that promote stability. (Pacific Amphibious Leaders Symposium Pamphlet, 2019)

The Philippine Marine Corps delegation was represented by COL PEDRITO C DULANAS PN(M), BGEN EUGENIO V HERNANDEZ AFP, and BGEN ARIEL R CACULITAN AFP. The delegation also conducted

bilateral meetings with MGEN SUH HEON-WON, Assistant Commandant of Republic Of Korea Marine Corps and MGEN SHINICHI AOKI, the Commanding General, Amphibious Rapid Deployment Brigade, Japan Ground Self-Defense Force.

Topics discussed in the said symposium covers the Humanitarian Assistance and Disaster Relief threats, challenges and opportunities. Civil-Military Integration of the Marine Forces was also discussed, finalized by HADR Exercises and finally deliberating the Marine Corps' role in HADR.

The Marine Corps, being amphibious in nature in our archipelagic country, plays a vital role in the implementation and realization of HADR operations. Notably, our Corps is one of the key entities called upon to respond to the devastating effects of natural calamities and disasters in our country.



Female Marine for Special Operations



By 2LT MARISSA R GUISIHAN PN(M)

The Marine Battalion Landing Team-7 opened a Special Operations Platoon (SOP) Training CL-01-18 to deliberately enhance the combat skills and knowledge of the twenty (20) Marine students composed of 16 males and four females presided by LTCOL OLIVER F BAYLON PN(M), Commanding Officer of MBLT-7 held at Camp Irving Bryant Edwards, Sitio Plateau, Barangay Mirab, Upi, Maguindanao last 07 December 2018 to 20 January 2019.

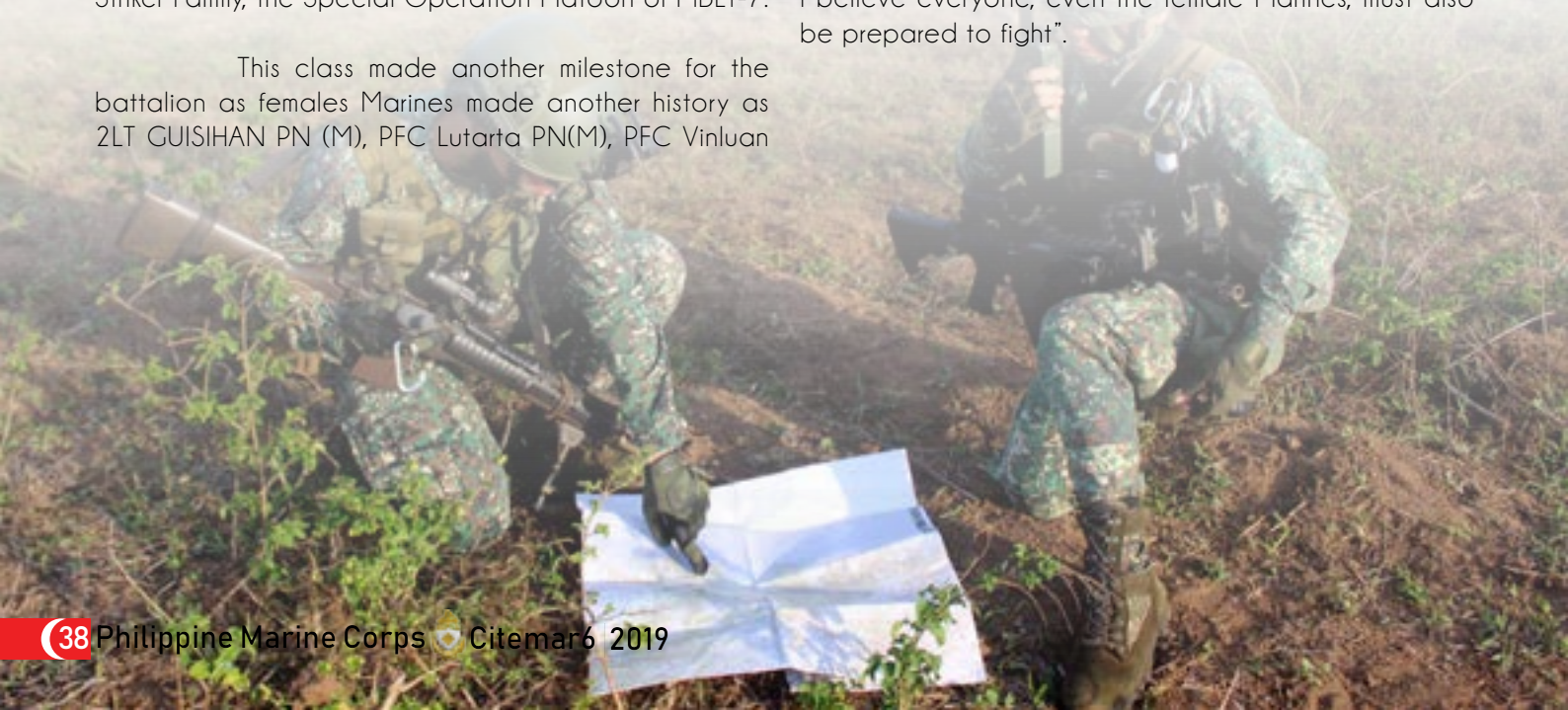
Like any other training, SOP is one of the most rigid training conducted annually in every marine battalion. It is a 45-day activity which entails a significant degree of physical and mental stress while learning to acquire and enhance the skills and techniques of every Marine for the unit's mission accomplishment during military operations. The training program is scientifically and psychologically designed to mold the character, to produce physically fit and equipped member of the Striker Family, the Special Operation Platoon of MBLT-7.

This class made another milestone for the battalion as females Marines made another history as 2LT GUISIHAN PN (M), PFC Lutarta PN(M), PFC Vinluan

PN(M) and PFC Pascua PN(M) graduated from this course. In fact, the integration of females for this training paved a way and encouraged other females Marines to undergo the same training, to prove themselves in a male-dominated environment.

Indeed, together with the male counterparts, the challenges embedded in the program of instruction had refined the camaraderie, skills, and knowledge of the students.

"As a female Marine, I am very much grateful to our Commanding Officer for recognizing and challenging us, unleashing our talent and skills as women into the game," said 2LT GUISIHAN PN(M), the "O-1" or Marcher of the SOP "Matarum" Class 01-18. "When I took the training, I had this feeling that the men did not want us to be there. But after enduring it, we proved them wrong and we gave everything together with our combat abilities. I believe everyone, even the female Marines, must also be prepared to fight".



Extending the Horizon Beyond the Philippine Marine Corps Garrison Walls through Pastoral Visitations



“An ounce of prevention is worth a pound of cure.” Among the many idioms attributed to Benjamin Franklin, this phrase stands out as a timely reminder for the Office of the Command Chaplain, Philippine Marine Corps in the execution of its mission. It has been observed that the Marines in the operational areas, especially those who brought with them the invisible wounds of war, have been exposed to adverse traumatic events leading to the risk of acquiring depression. This can also be associated with various work-related problems to include interpersonal and familial conflicts. Indeed it is a life-altering condition that needs intervention - to help and prevent the development of adverse and unmanageable results due to combat and operational stress experiences.

To address these observations, the Office of the Command Chaplain conducts counseling and seminar-workshops in every Marine unit. It started from the Marine Brigades down to the Battalion and its companies. The purpose of the seminar-workshop is to empower the Marine Officers and senior NCOs to include those who were dispatched in the detachments to assist this office. The aim is to help the troops, hand-in-hand, to navigate the stressful issues or difficult life situations that they face in the operational area's everyday life. Such activities encourage the troops to assist and support one another in ways to overcome life's adversities. This will develop their resilience, preventing Post Traumatic Stress Disorders, depression and even inhibit the occurrence of suicidal tendencies. The Command Chaplain believed that by just sitting empty-handed, actively listening to his fellow Marine's sharing - one is already helping their fellow Marine, giving them strength and support.

Through troop empowerment, the senior NCO's are given the privilege to serve his fellow Marines not by telling them the solutions to their problems rather they are guiding them to provide the best solution of the emerging problem through counseling. In this manner, every Marine is reinforced to further enhance the troops' aspirations, broadening their horizon to further serve the people, the Marine Corps, and the Philippine Navy as a whole with the help of the bountiful grace and blessings of the Almighty God.

MAJ ISIDRO JOIE U BALISTOY O-139054 CHS is assigned at the Philippine Marine Corps as the Command Chaplain since 09 January 2017 up to present.





Peace Rally: A unity walk for Peace

by: 1LT JHOAN B GABITANAN PN(M)

In line with the unit's mission to promote peace, public trust through cooperation, collaboration and conduct of sociological and developmental activities, the Marine Battalion Landing Team-1 under the leadership of its Commanding Officer, LTCOL ASHLEY N NASTOR PN(M) conducted a massive four-day Peace Rally on February 2019 with the theme: **"Progress and Development is attainable only by Peace. Love Peace. No to Violence!"**

This was in line with the Armed Forces of the Philippines' Development Support and Security Plan "KAPAYAPAAN" and was made possible through the battalions' maneuver units stationed in the municipalities of Luuk, Pata, Siasi, Lugus, Banguingi, and Pandami, all of 2nd District, Province of Sulu. The activity seeks to obtain ideas on how to eliminate the dreadful acts of violence often associated as hindrances to the goal of achieving ultimate peace in the said province. Further, it is an act of absolute protest against the atrocities and terroristic activities brought by the Abu Sayyaf Group (ASG) to include kidnap for ransom and the recent bombing of Mount Carmel Cathedral in Jolo, Sulu. It is considered as a ruthless act of violence that left fear to the populace, and hastily ended the lives of numerous people involving innocent civilians to include members of the uniformed service.

the full cooperation of the different local chief executives, municipal and barangay officials. Volunteers coming from the religious sector, defense and law enforcement, health and education, peace advocates and other invited organizations and line agencies also attended the said events, numbering to a total of around 5,000 attendees. The attendees collectively walked and marched associated with the beat of bugle, drums and music in the area. The attendees brought with them their prepared posters, tarpaulins and other materials with peace slogans written on it. Before the culmination of the peace rally, the heads and representatives of the different organizations/sectors were given a chance to deliver their perspectives on topics like peace and progress, recommending worthy solutions to formally solve and stop the problem on terrorism, and subsequently condemned the terroristic acts of the ASG through burning of several effigies of the latter.

Through the initiative of the unit, the target communities were catalyzed to be more cooperative with the Marines and the AFP. By promoting peace, reporting and monitoring of terrorist and other lawless activities in the area were intensified. In addition, it strengthened the harmonious relationship between the different sectors of the government and members of the community to stand united for peace, to condemn any form of atrocities and terrorism, and further be reminded of their burning desire and passion for their homeland.

The activity was successfully conducted through

Philippine Marine Corps- Australian Army

Conducts Bilateral Exercise at Ternate, Cavite

by: 2LT ERWIN M ESTIMO PN(M)

The Philippine Marine Corps through Force Reconnaissance Group joins with Joint Task Group (JTG) 629 of Australian Defense Force (ADF) in a bilateral exercise in Urban Search and Breach course during the first quarter of the calendar year 2019.

The activity was convened on 27 March 2019 and was participated mostly by the organic personnel of Force Reconnaissance Group and at the same time students of FRC Class Nr 25 through The Specialized School, Marine Corps Force Development Center (MCFDC) together with other participating units of the Philippine Marine Corps. The said activity was scheduled for fourteen calendar days and the graduation exercise is expected to be held at The Basic School, Marine Barracks Gregorio Lim, Sapang 1, Ternate, Cavite.

Part of the training activity was a series of lectures on introduction to demolition and principles of safety in demolition; practical or confidence hands-on procedures on charge construction and placement in urban environment and initiation set construction during the first week of the course.

On the second week, the actual individual detonation of **Composition-4** (C-4) explosives; light urban breaching, placement and igniting detonating cords on doors; tactical charge placement and assault breaching on doors; explosive ordinance, UXO, landmines awareness and marking, excavation, exploitation and reduction techniques for Improvised Explosive Devices (IEDs) were conducted.

On the third week of the course, participants performed different search scenarios on vehicle and personnel, to include search on IED's, mines, booby traps, fuse instantaneous, occupied and unoccupied building and at wide range areas.

The combined cooperation and continuous conducts of such trainings enhanced the knowledge, interoperability, Tactics, Techniques and Procedure (TTPs) in every urban operation of the participants. Furthermore, it strengthened the bilateral relations between the different units of the Philippine Marine Corps and the Combat Engineers of the Australian Army.





FORCE RECONNAISSANCE GROUP

CONDUCTS STATIC DISPLAY AND CAPABILITY BRIEF TO OFFICERS AND CADETS OF THE ROYAL THAILAND NAVY (RTN)



One team of Force Reconnaissance Group personnel composed of airborne, scuba diver, and sniper spear-headed by 2LT ERWIN M ESTIMO O-149774 PN(M) onboard Philippine Navy vessel Barkong Republika ng Pilipinas (BRP) Davao Del Sur (LD602) conducted static display to the officers and cadets of the Royal Thailand Navy (RTN) with Rear Admiral CHANINT PHADUNGKIAT, the Deputy Commandant of Royal Thailand Navy Academy during the goodwill visit of Her Thailand Majesty Ship (HTMS) Naresuan (FFG-421) and Bangpakong (FFG-456) at Port of Manila South Harbor Pier 13 last February 13 2019.

The activity exhibited the capabilities and competencies of the Force Reconnaissance Group as one of the elite forces of the Philippine Marine Corps.

The activity was also participated by other unit of the Philippine Navy to include the Naval Air Group (NAG) who demonstrated their air assets and capabilities on LD602. The event was considered as a fruitful and a successful occasion for it does not only showcase our assets and capabilities as an organization but it also fostered camaraderie and friendship among the navies of two different countries.



2LT ERWIN M ESTIMO O-149774 PN(M) is from Poblacion, Lebak, Sultan Kudarat and is presently assigned to Force Reconnaissance Group. He is a graduate of Bachelor of Science in Nursing at Notre Dame University, Cotabato City and a registered nurse. He is a member of NOCC Class Nr 27 and MOBC Class Nr 39.



CAMPAIGN AGAINST LOOSE FIREARMS

By: SSgt Rene A Castroverde PN(M)

The 2nd Marine Brigade has been active in the campaign against loose firearms during this first quarter of the year.

On February 22, 2019, MBLT-6 under LTCOL MANUEL A CORTEZ PN(M) together with Sapa-Sapa Municipal Police Station and the local government headed by Hon. Ampusuhum Lipae presided the turn-over of loose firearms from the different Barangays of Sapa-Sapa, Tawi-Tawi.

The following firearms were surrendered during the said event: one (1) cal. 30 HMG; thirteen (13) M1 Garand rifle; one (1) M16 rifle; one (1) cal. 22 rifle; two (2) cal. 45

pistol; three (3) cal. 38 revolver; and two (2) M79 Grenade Launcher.

On March 11, 2019, MBLT-9 under LTCOL RANDY U VICTORIA PN(M) together with Panglima Sugala Municipal Police Station and local government headed by Mayor Rejie Sahali-Generale also facilitated the surrender of 34 firearms as follows: one (1) Cal. 50HMG; two (2) FN7 rifle; seventeen (17) M1 Garand rifle; one (1) M16 rifle; one (1) M79 Grenade Launcher; one (1) cal. 45 pistol; and eleven (11) cal. 38 revolver.

This trending which is through the initiative of local government units will definitely provide a great impact towards attaining lasting

peace in the province where the populace could be safe and free in attending their daily livelihood activities.

As such, the 2MBde is also calling the attention of other municipal governments of Tawi-Tawi to convince their constituents to do the same as a contribution to sustaining tranquillity that is now being experienced in the province.



ANOTHER ASG/KFRG MEMBER SURRENDERS

by: TSgt Ronald B Cabalida PN(M)



Another Abu Sayyaf Group/Kidnap For Ransom Group member of Brgy Poblacion, Sitangkai, Tawi-Tawi voluntarily surrendered to Marine Battalion Landing Team 9 last February 28, 2019. The said ASG/KFRG member also surrendered his cal. 30 M1 Garand rifle with several ammunitions.

In a simple ceremony, COL CAMILO F BALUTAN PN(M)(GSC), the Commander of 2nd Marine Brigade properly turned-over the surrenderee to Mr. Asher Cheong, Board Secretary of Sangguniang Panlalawigan of Tawi-Tawi.

The surrenderee was involved in the seajacking of Korean vessel M/V Dong Bang Giant 2 last October 2016 in the waters of Sibutu, Tawi-Tawi. He decided to return to the folds of the law and live peacefully with

the mainstream society after realizing that Tawi-Tawi, as a fast developing province nowadays, has been providing more livelihood opportunities even to its remote island communities.



This is a manifestation that the Marines in the said areas of responsibility are committed in their mandate and tasks as the nations' national maneuver amphibious force, a force that our maritime nation can be proud of.

Enhancing Morale, Welfare, and Discipline of Personnel thru Sergeant Majors

by: CMS Florencio B Manangan PN(M)

Every Marine who endured the rigorous military training was able to adjust and adapt to cope to different situations in life. These "successes", in overcoming these situations, shapes the character of an individual. This then is the determining factor for a Marine. The right character is an asset, a strength not only for the individual but also for the team.

That is why the Sergeant Major Office, as the principal adviser of the Commandant, Philippine Marine



were conducting consultative meetings in order to hear the voices of the personnel and eventually delivering the issues to the right office for a solution. The office also continues to educate our personnel about values and morality.

The success of any organization starts with its people. Officers and Enlisted personnel, all leaders, should always put their personnel's morale and welfare



Visit and Talk to Men at MBLT-6 & 9 in Tawi-Tawi

Corps, intentionally oversees the morale, welfare, and discipline of the Marines. The SM's are untiringly moving from one unit to another to deliver their purpose. They

as one of the top priorities. We should continually oversee the discipline of our people. All this work is for the service to our maritime nation and glory to our Creator.



Addressing the Problem:

Warfighting

By: CPT JERBY KLIEN A PAGULAYAN PN(M)

at its Finest

In line with Armed Forces of the Philippines' Development Support and Security Program (DSSP) "KAPAY-APAAN", the Marine Battalion Landing Team-2 which is currently deployed in the Province of Sultan Kudarat covering the municipality of Lebak and Kalamansig, faces the security challenges brought by the lawless elements of Communist National Terrorist. Due to the issues of security, poor road quality and conditions, isolated communities are seldom visited by government agencies. Hence, government projects became inaccessible to the public thus depriving them of basic needs.

These circumstances allow people in isolated areas vulnerable to the recruitment of the CNT's using various issues as their propaganda to stir various movements against the government. It is also their tool to gather and recruit members from the community specifically from the Indigenous People Communities. False promises and information were made just to convince the masses. As a result, numerous IPs suffered, leaving their families behind to join the guerilla front, as they were promised to be given a salary and other benefits. Their farms were mismanaged; their children were not guided and because of this, they do not come to school anymore.

That is why the Marine Battalion Landing Team 2 deployed its Community Support Program (CSP) Team to counter the CNTs propaganda and to address the

primary issues and concerns of the community that affect the peace and security in the area; initiating and supporting community development activities and helping the community to be sustainable by integrating the programs of the local government.

Through the continuous conduct of Key Leader Engagement, Inter-agency Coordination, Community Dialogues, and other meetings, it promoted an atmosphere of cooperation to address the primary issues and concerns of the community. It also gives the leverage of support from the community to be participative to all government programs intended for them. These activities help to promote socio-economic growth and development and also empowers the barangay base institution to deliver the basic government services, facilitate the sustainable livelihood programs and to establish an organization that empowers the youth, women and the farmers.

While conducting Community Support Program (CSP), intensified Focus Military Operations (FMO) were also conducted, showcasing the strength and might of the Marines which were proven to be effective as it encouraged numerous CNT members to surrender. Moreover, programs of the government for the former rebels were given and it was very much appreciated by its beneficiaries.

ENHANCED COMPREHENSIVE LOCAL INTEGRATION PROGRAM (ECLIP) ADVOCACY

SSgt Armando Eugene E Evangelista PN(M)

The Enhanced Comprehensive Local Integration Program (E-CLIP) is a tangible project of PRRD that when properly and sincerely advocated will provide better results in decreasing the number of CNTs and possibly end the armed struggle of the CTGs. Under Administrative Order No. 10 dated 03 April 2018 the Enhanced Comprehensive Local Integration Program (ECLIP) for Former CNTs was created. It is concrete program that covers livelihood, shelter and employment. ECLIP centralizes all government's reintegration efforts to former rebels in order to prepare them as they go back to the mainstream society.

One of the target audiences of this program is the illiterate civilian populace who are vulnerable to recruitment and deception of the CNTs. Although mass production of ECLIP Advocacy materials had been posted and displayed in identified target areas, there is still a need to immerse with the locals living in the far flung communities for them to feel the existence of the said program and convey to them through face to face dialogue the sincerity of the government to help our brothers and sisters whose lives were taken away by the

wrong ideology of the CPP-NPA-NDF.

The program is a strategy of President Rodrigo Roa Duterte to entice the CNTs to lay down their firearms and go back to the folds of the law under the direct of supervision of the "Task Force Balik Loob".

The result of activities was successfully propagated the Advocacy on Enhanced Comprehensive Local Integration Program by displaying tarpaulins, distributing leaflets, conducting lecture and Troops Education and Information, and posting stickers in public places and people converging areas.

This unit will intensify its advocacy on ECLIP and further advance its capabilities to propagate the program down to farthest and even the secluded part of Northern Palawan. Likewise, Troops Education and Information will also be intensified for every Marines to have full knowledge of the program as part of the unit's implementers.



MBLT- 12 supports the Advocacy on Enhanced Comprehensive Local Integration Program through massive information campaign by posting of ECLIP informecial tarpaulin at Brgy Tagumpay and Brgy San Jose Junction Hall, Roxas, Palawan.



MAJ LAPIZAR PN(M), EX-O, MBLT-12, attended conference meeting regarding the 4th Quarter Meeting of Municipal Peace and Order Council and Municipal Anti-Drug Abuse Council at Mayor's Office Conference Room, Brgy 2, Roxas, Palawan.



MBLT- 12 supports the Advocacy on Enhanced Comprehensive Local Integration Program through massive information campaign by distributing of counter- propaganda leaflets and posting of ECLIP stickers at public places and people converging areas.



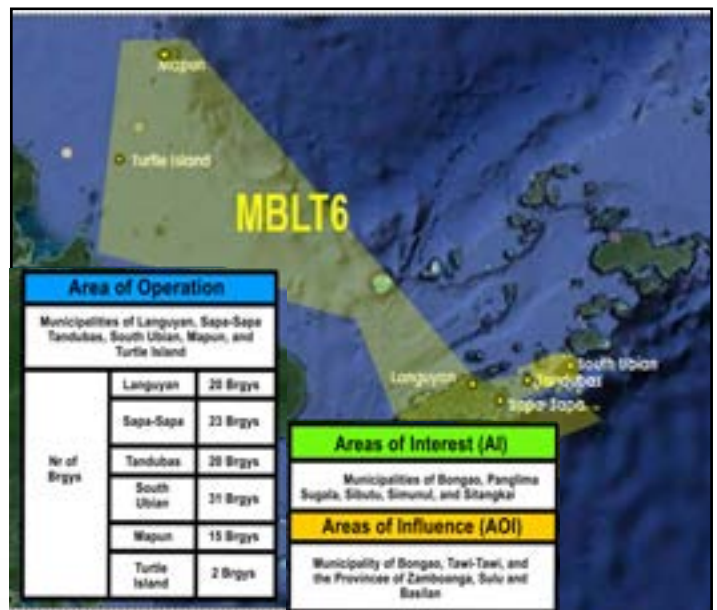
MAGNIFICENT SIX:

In Pursue of Developmental Support and Security

by: MAJ MICHAEL L MORTEL PN(M)

The Setting:

On 01 February 2018, the Marine Battalion Landing Team-6 was redeployed to its new Area of Operations (AO) from 1st Marine Brigade in Sultan Kudarat to the AO of 2nd Marine Brigade in Tawi-Tawi Province. The unit seamlessly adapts to its new assignment through the stalwart leadership of LTCOL JOHN MANUEL A CORTEZ PN (M), the battalion commander of Magnificent Six supported by highly professional and proficient officers and men of the unit. The change in the operational environment did not affect the cohesiveness of the unit to support the Marine Brigade's mission where the unit is under its Operational Control. In order to accomplish the new mandated mission and to establish a peaceful environment conducive for development within the AO, the unit has to shift its operational tempo from a land lock area to island municipalities in the 2nd District of Tawi-Tawi Province covering the six (6) Municipalities of Languyan; Tandubas; Sapa-Sapa; South Ubian; Taganak; and Mapun with 111 barangays. The total land area covered by the new AO is approximately 25,210.78 KM2 and with a population of 151,060 individuals.



The challenge lies in the conduct of sustained seaborne maneuvers and maneuvers ashore to deny the various threat groups from conducting nefarious activities on the vast and archipelagic nature of its operational environment. Although the province of Tawi-Tawi, particularly in the municipality of Languyan, remains peaceful, the threat being posed by the Abu Sayyaf Group/Kidnap For Ransom Group could not be discounted due to the presence of mining corporations and commercial vessels passing along the high seas of aforementioned municipalities. Moreover, smuggling and human trafficking are also possible due to the strategic location of the said municipalities which is correlated within the route traversing the provinces of Zamboanga, Basilan, and Sulu en route to Sandakan and Semporna, Malaysia and vice-versa.

Line of Effort

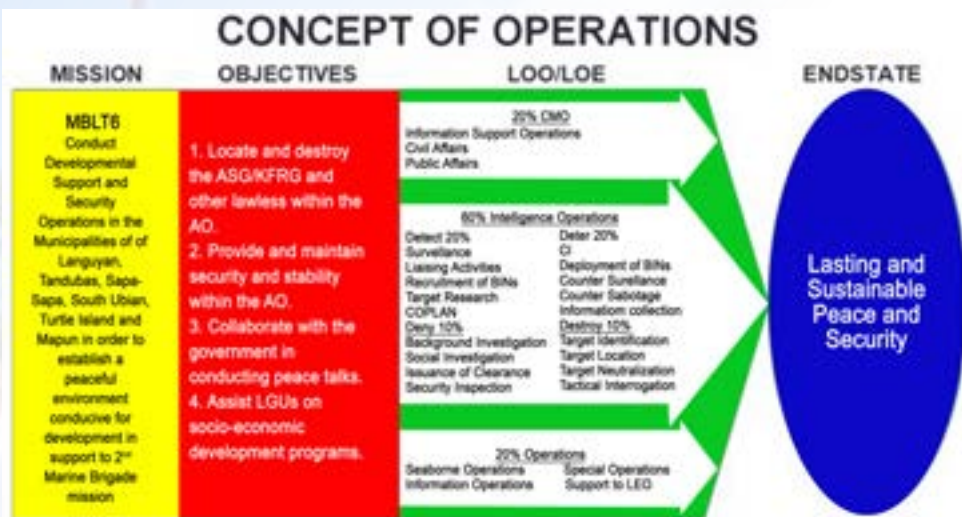
In order to align with the Implementation Plan of 2nd Marine Brigade dubbed as "Kaunlaran", the unit realign its concept of operations to attain its mission and objectives of locating the ASG/KFRG and other lawless elements within the AO; provide and maintain security and stability in the AO; collaborate with the government in conducting peace talks; assist the Local Government Units (LGUs) on socio-economic development programs. This concept specifies that the Line of Operations (LOO) covers 20% Civil Military Operations, 60% Intel Operations and 20% Focus Military Operations (FMO) designed with an end state of attaining lasting, sustainable peace and security. With that concept, the LOO of MBLT-6 for the past seven (7) months has successfully accomplished 3,704 opera-

tions, 333 of which are seaborne operations while 45 are joint operations with various line government agencies. The unit also contributed to the economic activities in the AO amounting to 1.9 million pesos monthly though in its subsistent allowance excluding operational and administrative disbursements and other miscellaneous expenditures.

Other Significant Activities

Upon the arrival of magnificent six to its new headquarters located at Sitio Kualabaru, Barangay Languyan Tawi-Tawi, the unit immediately conducted construction and improvement of its Mission Essential Facilities to support the operational and administrative requirements of the unit. On 27 April 2018, the unit activated its community-based radio DXJM 98.6 FM Isug Radio "Tingug Sin Languyan", the lone radio station if the Municipality of Languyan. The said FM Radio broadcast system is committed to entertain, inform, educate, and persuade the general audience to deliver information through news and public affairs programs; provide entertainment through music spinning, entertaining greetings and requests, and wholesome and culture-sensitive programs; educate the public through school-on-the air programs; and to be a medium for community development programs that caters active participation or Local Government Unit, stakeholders, and convergence of local populace for relevant and information worthy topics.

In spite of its challenging location, limited and competing requirements, the unit endeavored to construct a concrete basketball court to provide sports venue for the troops for basketball games with the community. On 06 June 2018, the unit inaugurated its opening ceremony followed by the opening of sports fest activities with civilian counterparts and Vice Mayor Hadjimar S Matba of Languyan as Guest of Honor. The said basketball game brought immediate and lasting rapport of the unit to the community. Likewise, the concrete site also serves as a venue for morning colors and various unit activities. On its adjacent side, the unit constructed a grandstand that caters to various ceremonial functions. Other facilities constructed by the unit are the E-1 barracks for newly reported privates, Special Operations Platoon Barracks, NCOs mess hall, liaison office and barracks in Zamboanga City Rear Command Post (RCP) and hardening of the main entrance gate of the battalion headquarters. Further, the unit also made a lot of building improvements to include its wardroom, ship store, Triad Fusion Center and function hall. At present, the unit is constructing its mini-gym beside the battalion ship store to further sustain a healthy and strong body of its personnel.



Various Unit and Individual Mission Essential Trainings

To empower and improve the warfighting competency of the Marines of the Magnificent Six in the new AO, the unit conducted various sustainment trainings such as Marine Intelligence Squad Seminar, Security Enhancement Seminar, Intel Preparation for Battlefield and Geographic Information System; Combat Life Saver Training conducted; R4A3 Maintenance and Operations Training; 81MM Mortar Refresher Training; Basic Radio Communication Maintenance and Operation Training; Civil Military Operations Training and Special Operations Training.

Measure of Effectiveness

The seamless adjustment on the part of Officers and Enlisted Personnel of the unit to the re-deployment has an opposite effect on the part of the threat groups. Within a matter of months upon the arrival of the Magnificent Six, the number of personalities in the Periodic Security Reports has constantly reduced to an insignificant number. On 20 June 2018, the proficiency of the unit was immediately noticed by no less than BGEN CUSTODIO J PARCON AFP, Commander, 2nd Marine Brigade who made his second visit to the unit to personally applaud the officers and men of the MBLT-6.

On 120620H July 2018, Combined elements of Tandubas PNP led by PSI ALBERT P CARRILLO PNP together with MIST personnel of 36thMC led by Sgt Vincent Ed Baniel 871286 PN(M) conducted Joint Law Enforcement Operations (LEO)

against Alhussein MADSITTA @ AL of legal age and a resident of Sitio Parupdop, Brgy Tandu Bato, Tandubas, Tawi-Tawi, that resulted to the apprehension of the later and confiscation of the firearms and assorted ammunition.

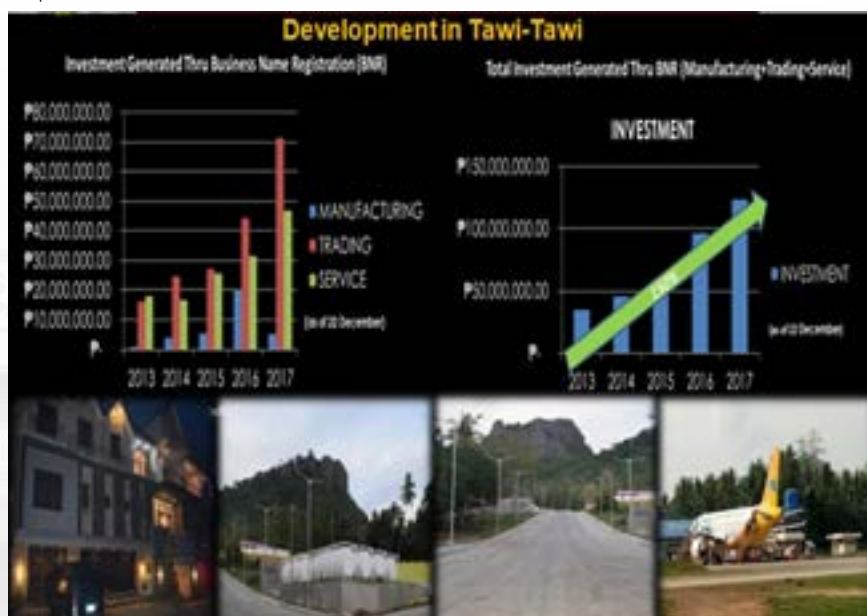


On 14 August 2018, ASG/KFRG Hamsan PAKAN SAPPARI @DIGDIG/BLACK COBRA, surrendered to the intelligence operatives with his (1) cal. 30M Garand rifle and one (1) clip magazine loaded with eight (8) rounds of ammunition. Since then, MBLT-6 has made reputations that deter the lawless elements particularly the ASG/KFRG from conducting nefarious activities in the AO.

The unit also successfully conducted area and VIP security operations during the visit of Hon. Mayor Sarah Duterte in Languyan, Tawi-Tawi on 14 September 2018.

The unit made successful conducts of security operations in the whole AO covering six (6) municipalities during Barangay and Sangguniang Kabataan Election on 14 May 2018 that greatly contributed to the nationwide success of the said election.

For just a period of seven (7) months upon the arrival in the AO, the unit has been able to successfully shape its operating environment into a place conducive for economic growth. Through effective use of community-based radio DXJM 98.6 FM Isug Radio "Tingug Sin Languyan", the unit broadcasts its commitment and achievements in pursuing developmental support and security in the AO which greatly contributed to the growth in the investment and economy in the province. The various stakeholders of the unit also applauded the great contribution of Magnificent Six based on the validation and stakeholders satisfaction survey made during the annual general inspection that resulted to 100% satisfaction rate both of internal and external stakeholders.



In spite of all these achievements, the unit will not sit on its laurels but use positive feedback from the internal and external audience as a beacon to further improve and sustain the success that was achieved by the unit. The magnificent six through the proficient command of LTCOL JOHN MANUAL A CORTEZ PN (M) will continuously conduct its individual and unit mission essential training. It will also further improve its vigilance against ASG/KFRGs by conducting Daily Mobile Patrols, Daily Checkpoints Operation, VIP Security, Sea Borne Patrols, Joint Intel-driven Operations, Focused Military Operations and CMO Activities so that the pursuit for developmental support and security in the AO of MBLT-6 will continue to be felt in the province of Tawi-Tawi.

Marines: A Vital Partner in Law Implementation

by: 1LT ORCHELYN A BOBIS PN(M)

“Barangays in Sapa-Sapa, Tawi – Tawi Turn-Over of Loose Firearms”

A turn-over ceremony of loose firearms was conducted at Sapa – Sapa MPS, Barangay Poblacion, Sapa-Sapa, Tawi-Tawi led by LTCOL JOHN MANUEL A CORTEZ PN(M), Commanding Officer, MBLT-6, who was represented by 2LT RON E CABALTERA PN(M) together with the personnel of Sapa-Sapa MPS led by Police Captain Maiser M Alijam PNP, COP and LGU’s of Sapa-Sapa led by ABC President Hon. Ampusuhum Lipae, who spearheaded the call to the civilian community to turn-over loose firearms in connection with the Campaign Against Loose Firearms Program under the Comprehensive Law on Firearms and Ammunition or RA 10591. The turned-over firearms are from the different barangays of the said municipality:

- a. Thirteen (13) MI Garand;
- b. Three (3) Cal. 38 Pistol;
- c. Two (2) Cal. 45 Pistol;
- d. Two (2) M79 Grenade Launcher;
- e. One (1) Cal. 30 Machine Gun;
- f. One (1) M16 Rifle, and
- g. One (1) M22 Rifle.



The voluntary surrender of the loose firearms is a clear manifestation the people’s adherence to the law and a clear sign of trust and confidence to the government. Marines intensify the campaign against loose firearms and closely coordinate with proper authorities in the localities to maintain the peace and stability in the area.

MBLT-12 together with other Law Enforcement Agencies conducted Seaborne Patrol along the Municipal waters of Coron and El Nido, Palawan.

by: 1LT JOEMAR T JESURA PN(M)

By committing itself in protecting the valued tourism industry of Northern Palawan, personnel of 312th Marine Company extends its effort by making the vital tourism region free from terrorist influence and other atrocities. The various counter-insurgency operations conducted by this unit has delivered a sense of peace and security among the tourist, stakeholders and local populace of Northern Palawan.

In support to the growing economy in the region, this unit enhances its Internal Security Measures in collaboration with other Law Enforcement Agencies, Local Government Units and other civilian populace. Covering both land and waters of El Nido and Coron Municipalities and other well-known municipalities in the region, this unit has executed numerous combat and seaborne patrols along the mountains and coastal areas as deterrence for possible entries of any lawless elements in Northern Palawan.



A CUTTING EDGE AT EWS

By: CPT ED LEONELLE MARVIN B MAPALO PN(M)

I am an Infantry Officer who serves in the Philippine Marine Corps. A Representative of the 'Best in Soldierly' and the "Cutting Edge" of the Armed Forces of the Philippines. I am a foot soldier who led Marines to the battlefield. I've been in the infantry for more than a decade. I was deployed in the various areas of Jolo Sulu, Tawi-Tawi, Palawan and recently at Marawi City during the Marawi Siege. After my last deployment at Marawi City, I was one of the candidates for Expeditionary Warfare School for the advanced course of the Marine Corps University. After a tedious process, requirements, and procedures, I was able to attend the 41-week resident school at EWS Marine Corps University Marine Base Quantico Virginia USA.

EWS provides career-level, professional military education, and training to company grade Marine officers and selected officers from other services and countries. EWS delivers six core courses: Profession of Arms, Warfighting, Marine Air Ground Task Force (MAGTF) Operations Ashore, Marine Air Ground Task Force (MAGTF) Operations Afloat, Future Operating Environment, and Occupational Field Expansion Course (OFEC). Upon graduation, students are mentally, morally, and physically prepared to lead in billets of increased responsibility within the complex and distributed Naval expeditionary environment, capable of: (1) exhibiting the Marine Corps' Core Values and standards in keeping with the highest level of professionalism expected of commissioned officers, (2) demonstrating critical and creative thinking, ethical decision making, and effective communication as leaders, (3) integrating all warfighting functions across a combined arms MAGTF in Naval and Joint operations, (4) demonstrating proficiency in their respective MOSs, and prepared for continued career progression, personal development, and professional education?

I heard a lot of good stories and background of EWS since I was a young lieutenant. My impression of the schooling was great and overwhelming because most of the Marines of PMC who went there as students were labeled of a high standard. Most of them became the operations officer of various units and task forces all across the Philippine Marine Corps as well as in the Armed Forces of the Philippines. Also, I was absolutely stunned and amazed at how those officers dedicatedly and humbly led plannings in their respective units. I was given a chance to speak some officers of the EWS students from the Philippine Marine Corps and their counterpart from United States Marine Corps time to time because I usually attended and became a part of the PHIBLEX (Philippine Bilateral Exercises) and "Balikatan Exercises" between Philippine Marine Corps troops and the United States Marine Corps troops. These exercises were annually conducted in the area of West Philippine Sea at Palawan and different land areas of Cavite, Pampanga and



Nueva Ecija. I was able to work with them hand in hand on the said exercises. I observed their relationship between those officers as friends and allies from two different countries. These reasons that I admire most on the officers because of the support and extended relationship they showed to each other.

I consider myself as one proud member of the Philippine Marine Corps "The Cutting Edge" who dedicatedly served the motherland, our beloved country, the Philippines. For the Marines who passed away and gave their lives as the ultimate sacrifice of service. I do believe that Marines of the Corps always have in their mind and heart the motto of "Karangalan, Katungkulan at Kabayanihan"³. The members of the Philippine Marine Corps, we faithfully serve 24/7 the people, country and God without any hesitation whenever we are needed, wherever we are deployed, whoever will be our adversary and however we will be deployed to look for our ways and means to able to protect the Filipino people against the enemy of the state who wants to create chaos and disorder to our country. That's why the Marines here in our country were known to be courageous by heart and has a dedicated soul to duty and valor. The Filipino people know in the history of the Philippines that Marines toughly fought from the first amphibious landing on April 19, 1951 in Umiray, Quezon, and took part of its first battle on June 4 of the same year in Nueva Ecija against communist rebels until the present urban environment battle at Marawi City from May to



November 2017 against the ISIS-inspired ASG (Abu Sayaff Group) and Muslim extremists Maute Group'. Countless battle and campaign all across the 7,107 islands of our country, Marines are always deployed and even requested by the people as well as the other branch of service of the AFP. Usually we the Marines are requested for campaign battles against insurgencies in the far-flung areas. We are requested for security reasons especially during the election period and most of all requested by the people in different places in our country to help and support them in building their peace and prosperity in their region.

When the time calls for me, as Marines, I never hesitate to do my best to serve God, country, and people to the fullest. Even the Marawi Siege which I volunteered to be deployed with the instructors of the TSOSSS (The Special Operation and Scout Sniper School) who were also volunteered to fought hand in hand with our brother Marines against the ISIS-inspired ASG (Abu Sayaff Group) and Muslim extremists Maute Group. I led the veterans' sniper instructors of the MCFDC (Marine Corps Force Development Center) to the battlefield. The word "Cutting Edge" and the motto of the Philippine Marine Corps inspired our mind and heart to courageously volunteer and be deployed to support our operating troops from different MBLT's (Marine Battalion Landing Teams). Being deployed at Marawi City. Being deployed at Marawi City placed me on a spot where I was not able to report to different schooling opportunities in different schools and countries for more than two months. It's fine with me to let go those schoolings and opportunities because I know in my heart that I have the devotion and dedication to duty as a member of the "Cutting Edge" to serve and protect the people of Marawi City. I work hand in hand with my brother Marines and even extended my service to support as FO (Forward Observer) to the other branch of service that was deployed in the battle zone. When Marawi was ended, I did not expect that I will be one of the candidates for the schooling of EWS and be the next student.

Reporting to EWS was of mixed emotions. Difficult because I felt that EWS is difficult in the sense that officers who finished the course do have a very good background.

Easy because I know this is an opportunity for me to grow and learn how to become a good planner and a better officer after schooling. At EWS, every student was required to actively participate in every subjects, units, and module all across the course. The only thing that I knew was on how to approach Marines, gathering them and leading them to the battlefield as plain as that. But during my EWS, I learned what, when, where and how were the procedures and the detailed process on how an operation planning was planned as well as creating credible officer up unto building a relationship with other officers and Enlisted Personnel across the Armed Forces.

The school environment at EWS is very conducive for learning. The lecture area is a big hall where students have enough space in between and seats were arranged with elevation for students to clearly see the podium and in the stage where the lecturer stands. There is enough lightning inside the hall. The stage has a big and wide interactive monitor (touch screen), whiteboard and projector used for lectures and student interaction. During class discussion, anyone who speaks in front has given a microphone or a lapel which is supported by a surround sound to be clearly heard around the hall, as well as the speaker or lecturers, wear his/her lapel. Air conditioning unit is also available during summer and also a heater during the winter season. Every aspect of learning is beneficial to the students because the school provides the technology and equipment in every introduces subject throughout the academic year.

There were innovative methods of instructions used during the course. Like computer networking in the conduct of projects and planning turn ins during classes of MAGTF planning and execution. In this way, all MOS (Military Occupational Specialty) can contribute their ideas and views in every phase of the operation in real time while the operation of MAGTF afloat or ashore is ongoing. Also, the online and real-time process of assignment and homework which provide the students the lay way of their research and projects to be done in a very conducive time period even the students were not in the school. The chip that the ID they provided to

the students were very helpful in securing the security aspect of our planning turn ins and projects throughout the school year because we cannot access the school web page if we are not using our CAC (common access card)/ID card with security chips. The use of computer technology is already in the AFP ETUs but the networking aspects of these computers are not yet introduced. It is also a challenge for us to develop the security measures on how we can protect its access and products that we will upload and download in it. Also the staff ride method of instruction where the students were given assigned topics regarding a particular battle and they will deliver their lectures in the actual battle area.

We need to develop and enhance our combined arms training all across the branch of service of the AFP in order for us to effectively conduct a similar course in the AFP ETUs. I think we have already a doctrine of combined arms but the training of cross branch of service in all levels were not emphasized because the planning process of every same schooling was catered and conducted only by the own branch of service with minimal participation from another branch of service particularly the concept of MAGTF (Marine Air-Ground Task Force). The participation of each branch of service can provide the different and complex views of each branch of service which can enhance the planning process of any operation in the battlefield for the advantage of the AFP unit against the insurgencies of our country.

The significance of this EWS schooling to my projected assignment is that it provides me the essential knowledge, skills, and attitude through training on how to become a leader in the battlefield that can plan in any level of operation, training environment, and combined arms. It also enables me to create a good operation plan to be executed by any branch of service in the AFP (Armed Forces of the Philippines). I intend to apply the skills and knowledge that I have just acquired from my schooling in a full and efficient manner. I will maximize this knowledge and skills from this schooling in any level of planning in the AFP whether it will be in administrative, training and any operations in the field. I can adjust in any branch of service in the AFP with regards to combined arms planning of an operation. The government is getting the optimum return on its investment in sending me in this schooling abroad because it provides me as an AFP officer the ability and capability to handle planning in any MOS in every branch of service especially the MAGTF for future operations within the AFP and with other allied countries. Moreover, the learned course, capabilities and activities that I have gained through this experience can be imparted to other AFP officers and personnel that will help them develop individually and collectively for the whole success of the AFP operation in general.

The EWS made me a better individual not only as an officer and gentlemen but also an individual that has a humility, selfless love of duty and sacrifice on the service of God, country, and people. It made me ready to be an efficient and effective planner of the Armed Forces in any level of operations. The attitude that I acquired from EWS can help and support future leaders of our country not only in the AFP but also in the government and private sectors that would help and provide our country to be safe and secure from any threats for the future and prosperity of our fellow Filipino people. The AFP can become a better organization through the lessons learned I have learned from the schooling upon the proper circulation of what I have learned. That through EWS, an officer can be a planner and instructor to any level of training institution of the AFP. I will impart the lessons learned from the history of many battles like the Battle of Hue in Vietnam which supposedly may prevented the huge devastation of the battle of Marawi Siege where I was also deployed as the Officer in Charge of the volunteered Snipers from the Marine Corps Force Development Center Philippine Marine Corps and of the troops who held the line in Mapandi bridge for almost two months. The lessons learned that I acquired in EWS schooling can improve our training in all level of operations in the AFP.

At the end of the day, I am humbled to serve the people, country and the Almighty God with the best of my ability as "Representative of the Best in Soldierly". As a member of the Philippine Marine Corps, I will lift the name as much as possible to be "The Cutting Edge" of the AFP. I will bring the image of a gentleman with a strong hearted Marine officer who is able to serve and be a team player to all branch of service with open mind and heart bringing the motto of "Karangalan, Katungkulan at Kabayanihan".



1. "Marine Corps Oath" of the Philippine Marine Corps, Headquarters Philippine Marine Corps, Marine Corps History Office, Taguig City, Philippines
2. <https://www.usmcu.edu/EWS/>
3. "Marine Motto" Philippine Marine Corps, Headquarters Philippine Marine Corps, Marine Corps History Office, Taguig City, Philippines
4. History of the Philippine Marine Corps, Headquarters Philippine Marine Corps, Marine Corps History Office, Taguig City, Philippines

CPT ED LEONELLE MARVIN B MAPALO PN(M) is a member of PMA "BAGHAWI" Class of 2008. He volunteered to join the Philippine Marine Corps and was a member of Marine Officer Basic Course CL 27. He is a graduate of Force Reconnaissance Course "Avatar" CL 19, Marine Basic Airborne Course CL 43 and Expeditionary Warfare School during the Academic Year 2018-2019. He served in different capacities and notable of his positions were when he was the Platoon Commander "Fulton" SOP-4 (Special Operation Platoon) MBLT-4, Company Commander of 4th Marine Company MBLT-4, Company Commander of 64th SpecOps Marine Special Operations Group, and as Director of the The Special Operation and Scout Sniper School)



SOLDIERS SACRIFICE

by: 1LT JUNRHY T LIMBAGA PN(M)

Joining this noble profession of arms entails a lot of courage and sacrifices. One must be physically and mentally prepared to endure emotional or physical pressures that they would be subjected to during basic training, due to intense daily routine strictly followed and the fearsome drill instructors constantly watching them. However, once the individual passes and is already a part of the military service, opportunities arise especially to those who belong to the chosen “few”.

When an individual becomes a regular member of the Armed Forces of the Philippines (AFP), the soldier is now bounded by Military Professionalism and is deprived of privileges that they once had. Celebrations, anniversaries, birthdays and other significant occasions and milestones in their lives were missed because of the so-called “call of duty”. In fact, the celebration of love one’s birthdays was almost always missed because most of the times a soldier is deployed in the combat environment. A soldier will then plan of making a life with his partner and for the future such as dreaming of buying their house first, will look into the perfect time to have a baby as well as selecting the best neighborhood for their children to grow up. Though a military man doesn’t have that liberty to do so and even if they find that ideal neighborhood, he knows they won’t live in the area for long. A military man does not have normal familial relations. Emotional relations get frightening real fast, when one possibly has post-traumatic stress disorder (PTSD) due to combat exposure, deployments for almost a year, or simply stations wherein spouses are not allowed. Nevertheless, there are fortunate circumstances wherein certain occasions are made possible through living the military lifestyle.

A common case in the military service is those who were about to sire a child. In the advent of technology, it paves the way for fathers to see their newborn child the first time as well as the developmental milestone of the child as it grows. Through this simple means of communication, it has a great impact on any military man which further emboldens him to continue with his sworn duty. Moreover, the majority of marine detach-

ments are remotely situated in the far-flung and conflict-stricken areas in Mindanao wherein communication and transportation are very inaccessible. This hampers the essential means of reaching out to their loved ones after a day of work. However, there are instances wherein soldiers have to travel kilometers away from their detachment just to enable them to make a call. They will take the risk of such risks just establish communication with their family. On the other hand, personnel assigned in inaccessible detachments will sometimes receive good and even untoward news days after it was supposed to reach them. They can only be informed thru established military radios. It will take another few days to transport him from his present station towards headquarters and sometimes about a day of travel before he will be able to join his family. In such cases, personnel who have emergency situations were granted official mission in order for them to attend and settle the matter. It is so because a person who is bothered by losses his ability to focus and sometimes, it affects their sanity. This will incapacitate them in performing their duties because they are overwhelmed by anxiety. In spite of all these, however, our Marines remain committed in their duty whatever it takes.

Conceivably, the noblest amongst the sacrifices a soldier give is when he offers his life, giving the ultimate sacrifice. Over the years, numerous soldiers from all branches of the Armed Forces of the Philippines laid down their lives, giving the ultimate sacrifice for our country. The recent siege in Marawi City is an illustration of how it had orphaned children and deprived them with the chance of spending holidays with their father; parents whose son was taken from them as he gallantly fought to liberate the city from terrorist and a bereaved spouse who was once promised to be accorded with a decent wedding once he gets home after a few months of field duty. Those are some of the sacrifices our soldiers endure in their day to day struggles to provide us with the sense of peace. This is what they endeavor every day, to keep us out of harm’s way. The Kohima Epitaph once said, “Tell them of us and say, for their tomorrow, we gave our today”.



Kalungkutan sa Gitna ng Kawalan

1LT LORETO D FERNANDEZ JR PN(M)

(#PEARL BANK DET)

*Lungkot sa kawalan ay hindi maiwasan
Sapagkat saaming lugar ay walang libangan
Pagsapit ng gabi kami'y nagtitipon' tipon
Para sa mga kwentong nilimot na ng panahon'*

*Sa gitna ng kawalan naghahanap ng kasigahan
Upang sa ganun maibsan ang aming kalungkutan
Sa mga sandali kami ay nakatingala sa kalangitan
dala ang mga tanong kumusta na kaya ang aming pamilya''*

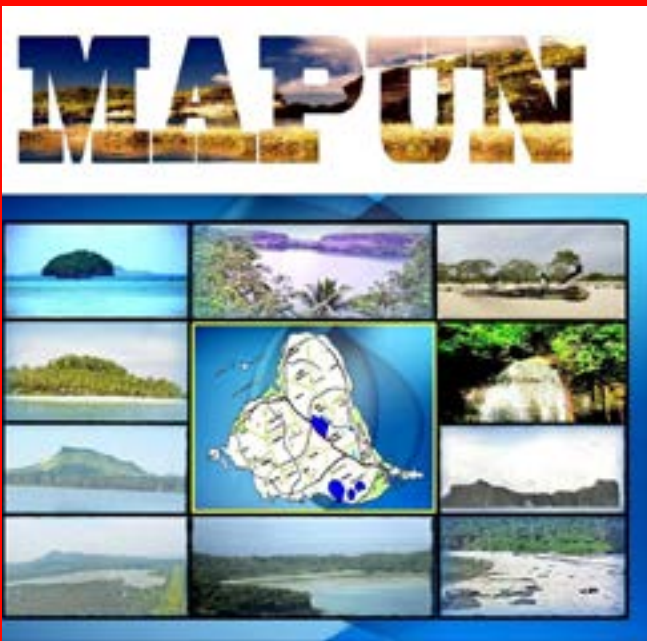
*Sa mainit na panahon na aming nadarama
Kami'y nangangarap na ito'y yakap mula sa kanila
Tumingin sa karagatan' alon ang siyang nakikita
Nag' usip na ito'y pagmamahal na kanilang ipinadala'*

*Sa gitna ng kawalan na puno ng lumbag
Hindi magsasawa pagkat ito'y para sa aming mahal sa buhay
Sa bawat pagsubok na aming tatahakin at sa likod ng hirap na kailangang harapin
Kabalikat namin ang puong maykapal sa pagpawi ng aming mga hinanain*

Kewa Kewa

Kewa-Kewa

Muslim tribes in the Philippines vary significantly in many aspects of their traditional and cultural distinctions. Although they share a common faith when it comes to their spiritual belief as Muslims, they have their own unique traditions and set of unwritten principles which morally binds each member of the tribe.



The Jamah Mapun is one of the ethnic tribes in Mindanao who lives in the municipality of Mapun that was originally called Cagayan De Sulu under the province of Tawi-Tawi. Accordingly, the word "Mapun" is derived from Malay term "Maaf" which means "forgiveness". In the local dialect it means "you forgive". This brands the people of Mapun as peace-loving individuals. Their island is somewhat shaped like a heart. This island municipality of Mapun is indeed a home of peace-loving people which radiates in their way of living.

Kewa-Kewa is a long established practice in the municipality of Mapun, a famous local term which literally means social dance gathering. The Kewa-Kewa is composed of a series of songs in a local dialect. Some of these songs are Indonesian and Malaysian in nature and are accompanied by an organ instrument to add life and vibrancy to the occasion. It's the Jamah Mapun's way of uniting the people from every walk of life. This is a practice wherein everybody participates, showcasing their prowess in dancing. As the music played, the dancers will proceed in the center and will move in a synchronized manner in line formation. It was like watching a street dance with a twist because it is not usually conducted on the street rather in an open field where they can put tents and lights. Further, it is considered an important event in every celebration in the municipality of Mapun. A form of nightlife affair on the island where people are very much welcome to join whether invited or not.

Indeed, it is remarkable to see these people created their own world to be happy and enjoy life to the fullest given the fact that they are far away from civilization due to the seemingly unreachable location and accessibility of the island. Perhaps these obstacles paved the way for the Jamah Mapun to be out of the influence of the people from other places, a good way to preserve their own traditional and cultural identity.

As long as the Jamah Mapun lives, the spirit of "Peace, Unity, and Love" will emanate from the people through Kewa-Kewa.



2LT MARK ANDREW S BADILLA PN(M) is graduate of Marine Basic Officer Course Class 40, He is the current Platoon Commander, 6th MC, MBLT-6



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- 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 5'2 for female and 5'4 for male

OPPORTUNITIES

- Opportunity to serve the country as a Marine Officer
- Opportunity to study abroad with good compensation and allowances
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BENEFITS AND PRIVILEGES

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

QUALIFICATIONS

- At least 18-23 years old
- 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 5'4 feet (male only)

OPPORTUNITIES

- Opportunity to study abroad with good compensation and allowances
- Opportunity to avail 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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