



Republic of the Philippines
Department of National Defense
OFFICE FOR DEFENSE REFORM
Camp General Emilio Aguinaldo, Quezon City

09 JAN 2009

MEMORANDUM to -

Chief of Staff, AFP
Camp General Emilio Aguinaldo
Quezon City

SUBJECT: Proposed Designation of AFP PDR Program Managers

1. References:
 - a. Memorandum of the SND to CSAFP, Subj: Designation of AFP PDR Program Managers (Incl a)
 - b. DND Memorandum Order No. 1 Subj: PDR Program Management and Execution System (Incl b)
 - c. Department Order No. 1 s-2009, Subj: Designation of Sponsors of PDR Programs (Incl c)
2. Per reference 1a, the SND has directed the Chief of Staff, AFP to designate the Program Managers for AFP PDR Programs and Project Managers for two PDR Priority Projects based on reference 1b.
3. Based on the functional areas of the Program Managers, this office has prepared and respectfully recommends for your approval and signature a proposed Letter Order (Incl d) designating specific members of the GHQ Joint/Personal/ Technical Staff and two (2) other AFP Senior Officers as Managers of AFP PDR Programs and High Priority Projects.
4. For information, the Program Sponsors for PDR Programs are provided for in reference 1c.
5. For your consideration and approval.

APPROVED
<i>[Signature]</i>
ALEXANDER B. YANO
GENERAL
AFPP
Date <i>09</i> JAN 2009

[Signature]
COL REYNALDO O. ORDONEZ (GSC) PA
Acting Chief



JAN 07 2009

MEMORANDUM to -

Chief of Staff, AFP
Camp General Emilio Aguinaldo
Quezon City

SUBJECT: **Designation of Sponsors and Managers for
AFP PDR Programs and High Priority Projects**

1. In accordance with Memorandum Directive Nr. 1 dated 12 December 2008, Subj: PDR Program Management and Execution System, the Chief of Staff, AFP is tasked to designate the *Program/Project Managers* for AFP PDR Programs and High Priority Projects, as follows

AFP PDR Programs:

- a. Improvement of Personnel Management System
- b. Improvement of Intelligence Capacity
- c. Improvement of Operations Capacity
- d. Education and Training Development for Military Personnel
- e. Improvement of Logistics and Acquisition Capacity
- f. Information Management Development Program
- g. Strategic Communication Development and CMO Capacity Improvement
- h. Reserve Force Development
- i. Enhanced Inspector General Service
- j. Improvement of Forward Health Service Support Capability

AFP PDR High Priority Projects:

- a. Manpower Management System Development
- b. Improvement of Doctrine Development System
2. Furnish this Department (Attn: Office for Defense Reform) the designation orders of AFP PDR Program/Project Managers.
3. For guidance and compliance.


GILBERTO C. TEODORO, JR.
Secretary



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- h. The *Flag Officer In Command, Philippine Navy* for
 - 1) Improvement of Personnel Management System and
 - 2) Manpower Management Development System.
- 2. The Program and High Priority Project Sponsors have the following roles and responsibilities:
 - a. Act as champions and primary advocates of their programs or projects;
 - b. Advocates for the support for their assigned programs or projects; and
 - c. Chair quarterly meetings with the Program Manager, Program Management Committee, Project Managers, and invited stakeholders on the progress of the program.
- 3. Be guided accordingly.


GILBERTO C. TEODORO, JR.
Secretary




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JOVINO O. MOLANO
Records Officer III
Records Management Division, DND



JAN 07 2009


DEPARTMENT ORDER
NUMBER 01

SUBJECT: **Designation of Sponsors of PDR Programs
and High Priority Projects**

1. In consonance with DND Memorandum Directive Nr. 1 dated December 12, 2008, Subj: Philippine Defense Reform Program Management and Executive System, the following officials and officers of the Department of National Defense and the Armed Forces of the Philippines are hereby designated as Sponsors of PDR Programs and High Priority Projects effective this date until the completion of the programs and projects as indicated:

- a. The *Undersecretary for Defense Affairs* for 1) Improvement of Intelligence Capacity and 2) Improvement of Operations Capacity;
- b. The *Undersecretary for Internal Affairs* for 1) Education and Training Development for Military Personnel; 2) Education and Training Development for Civilian Personnel; 3) Enhanced General Inspector System;
- c. The *Undersecretary for Civil, Veterans, and Reserve Affairs* for Reserve Force Development;
- d. The *Undersecretary for Finance and Armed Forces Modernization Affairs* for Improvement of Logistics and Acquisition Capacity;
- e. The *Undersecretary for Legal Affairs and Strategic Concerns* for Strategic Communication Development and Civil-Military Operations Capability Improvement;
- f. The *Commanding General, Philippine Air Force* for Information Management Development Program;
- g. The *Commanding General, Philippine Army* for 1) Improvement of Forward Health Service Support Capability and 2) Improvement of Doctrine Development System; and

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Records Officer III
Records Management Division DND



DEC 12 2008

MEMORANDUM DIRECTIVE
NUMBER 01

SUBJECT: Philippine Defense Reform Program Management and Execution System

Pursuant to Administrative Order Nr 218 of 18 January 2008, entitled "Reorganizing the Department of National Defense (DND) to Strengthen Its Capability and Ensure Its Efficiency to Adequately Respond to Current Exigency in National Security, to Achieve the Implementation of Its Defense Reform Program, and to Attain All Its Legally Mandated Goals," and in accordance with Department Order Nr 40 of 21 February 2008, subject: "Reconstitution of the PDR Board and the Creation of the Office for Defense Reform (ODR)," and PDR Board Resolution 02-2008 of 11 June 2008, entitled "Resolution Approving the Governance Policy of the Philippine Defense Reform (PDR) Program," the Philippine Defense Reform Program (PDRP) Management and Execution System is hereby established.

I. PURPOSE

The purpose of this Memorandum Directive is to provide the implementers and stakeholders the overall guideline on PDRP's nature, scope, implementation, support, evaluation and closure within the prescribed duration.

II. DEFINITION OF TERMS (Annex A)

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Records Officer III
Records Management Division OND

III. PDRP NATURE AND GOAL

A. Description

The PDRP is an integrated defense transformation framework that coherently addresses systemic deficiencies with strategic impact to achieve a capable and professional Defense Department.

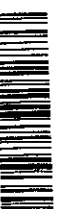
B. Nature

The nature of PDRP can be described as follows:

I. Presidential Directive. On 18 October 2003, Her Excellency Gloria Macapagal Arroyo, President of the Republic of the Philippines signed an RP-US Joint Statement where she committed to address the findings of the RP-US Joint Defense Assessment of 2003. President Arroyo subsequently directed the Secretary of National Defense (SND) to undertake the PDRP.



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2. SND Top Priority. The SND, Secretary Gilberto C. Teodoro, in his assumption speech as Secretary of National Defense on 8 August 2007, declared that his first intent is the implementation of the Philippine Defense Reform Program.

3. CSAFP Commitment. The Chief of Staff, addressing the SND in his assumption speech stated that the Armed Forces of the Philippines (AFP) is in solidarity with the SND's reform initiatives and programs for the AFP.

4. RP-led, US-assisted. The Philippine defense establishment drives and supports the PDRP, while the United States assists in terms of expertise and Foreign Military Financing (FMF) funding.

5. Project Based. The PDRP is a temporary endeavor that aims to produce quality deliverables within a specific period. It is a non-routine task given to the DND and the AFP implementers.

6. Outcome Oriented. The PDRP seeks to establish defense capability and professionalism as an outcome. The systems and strategic initiatives that it undertakes are but the means to achieve this outcome. The PDRP emphasizes the creation and utilization of a baseline data from where the outcome will be measured.

7. Alignment with the Defense System of Management (DSOM). The PDRP shall align its activities and designs to the approved DSOM.

C. Goal and End State


The goal of the PDRP is the progressive transformation of the defense establishment, *apropos* Armed Forces of the Philippines (AFP), to be capable in accomplishing the defense missions and be fit and ready for the future. It also aims to formalize and document the PDRP reform processes for the purpose of future use and review.

In pursuing the overall goal, the Philippine Defense Reform Program shall undertake projects to achieve the SND approved PDRP Performance Objectives and Timelines in the following system, functional, project and priority concern areas:

SYSTEMS AND FUNCTIONAL AREAS:

1. Personnel Management System
2. Intelligence Capacity
3. Operations Capacity
4. Education and Training for Military Personnel
5. Education and Training for Civilian Personnel
6. Logistics Capacity
7. Information Management System
8. Strategic Communication System/ CMO
9. Reserve Force Development System
10. Inspector General System
11. Forward Health Support

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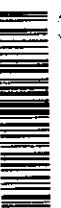

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Records Management Division DMS

HIGH PRIORITY PROJECTS:

1. Manpower Management System
2. Doctrine Development System



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PRIORITY CONCERNS:

1. Professional Enlisted Development
2. Battalions of Excellence

D. Limitations

1. The PDRP will only undertake projects that are systemic in nature and has strategic impact on the goal of establishing a capable and professional defense department.
2. The PDRP will only hire personnel and/or equip units of the new or improved systems in the presentation of a "Proof of Concept" and "Minimum Start-up Requirement" for training and operation. Proofs of concept are included in the project plans while minimum start-up requirements are included in the implementation of the reform. All these shall be subject to the approval of the SND.
3. The PDRP will not support construction projects, facilities and equipment repair and rehabilitation, non-training related travel expenses, and similar activities not consistent with the PDRP goals and objectives except as provided for in the preceding paragraph.

E. Risks

The identified major risks of the PDRP need to be addressed in order to prevent any adverse effect on the program. These risks are as follows:

1. Continuity. This risk involves the rapid changes in program or project leadership as a consequence of fast turn over in AFP positions based on the current career development system. This event causes variations in tempo, emphasis, direction and support for programs and projects.

2. Skepticism and Organizational Inertia. Skepticism is the tendency of stakeholders to have doubts and reservations on the program due to delayed delivery of outputs. On the other hand, organizational inertia is the tendency of a concerned unit or office to continue its traditional systems and procedures contrary to implementing new systems and procedures which were established by the programs and projects.

IV. SCOPE, REMAINING DURATION, AND GUIDING PRINCIPLES

A. Scope

1. Personnel

The PDRP will predominantly involve the leadership and staff personnel of the DND and the AFP. Consultants and researchers shall be employed depending on the need, and subject to the approval of the SND.

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Records Office; III
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2. PDR Programs and High Priority Projects

There are 11 programs (Table 1a) and 2 separate projects (Table 1b).

Table 1a. PDR Programs

Number	Program Title	Remarks
1	Improvement of Personnel Management System	IPMS
2	Improvement of Intelligence Capacity	IIC
3	Improvement of Operations Capacity	IOC
4	Education and Training Development for Military Personnel	ETDMP
5	Education and Training Development for Civilian Personnel	ETDCP
6	Improvement of Logistics and Acquisition Capacity	ILAC
7	Information Management Development Program	IMDP
8	Strategic Communication Development and CMO Capability Improvement	SCDCCI
9	Reserve Force Development	RFD
10	Enhanced Inspector General Service	EIGS
11	Improvement of Forward Health Service Support Capability	IFHS

3. High Priority Projects. The PDRP shall undertake separate projects as stated in Table 1b.

Table 1b. PDRP High Priority Projects

Project Number	Project Title	Remarks
1	Manpower Management System Development	MMSD
2	Improvement of Doctrine Development System	IDDS


4. Support for the Implementation of DSOM. The PDRP, upon the direction of the SND, shall support the implementation of DSOM.

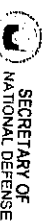
5. Priority Concerns. The PDRP has two priority concerns that will be advocated throughout the program: the Professional Enlisted Development that aims to professionalize the AFP enlisted corps which is the backbone of the AFP; and the Battalion of Excellence (BOE) that aims to improve the battalion re-training program. The battalion is the "cutting edge" of the AFP's ISO campaign. By nature, the BOE is a cross program project that involves the training, operation, personnel and logistics programs.

6. Quick Win Project. Only on-going and formally approved Quick Win projects will be supported.

7. Relationship with the AFP Modernization Program. The PDRP constitutes the core of the AFP Modernization Program (AFP MP) based on Administrative Order Nr. 169 dated 30 January 2007, entitled "Amending the Implementing Guidelines, Rules, and Regulations of the AFP Modernization Program". Relative thereto, the ODR shall establish coordinative relationship with the AFP Weapons Board.

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Records Management Division DND



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8. Bilateral and Multilateral Engagements and Support Opportunities with Other Countries Appurtenant to PDRP. The ODR shall initiate actions to optimize the utilization and benefit of bilateral and multi-lateral engagements and support opportunities with other countries appurtenant to the PDRP, both subject to the approval of the SND.

9. Local Public and Private Sector, NGO's and Academic Institutions Engagement Appurtenant to PDRP. Upon the approval of the SND, ODR and the Program / Project Managers may tap the support and assistance of local public and private sector, NGO's and academic institutions in the pursuit of the PDRP goal.

10. Dependencies. Dependencies are conditions where programs, projects or their components cannot be implemented until other programs, projects or components are completed. Illustrated below are the major dependencies of PDRP.


Table 2. Dependencies

Program, Projects or Components	Dependent on	Remarks
Individual program Information systems of functional offices (i.e. PMIS, ILMIS, etc.)	Defense Information Management Framework (IMDP);	Need for a common operating environment and communication backbone.
Information systems of functional offices (i.e. PMIS, ILMIS, etc.)	Functional description of functional offices	Need for defined business processes
Manpower Management System	Force Structure Development : TO&E	Manpower database cannot be populated without the TO&E.
Reserve Force Development	Force Structure Development	The size and shape of the Total Force is determined by the by PSD system.
Personnel Management: Career Path	Force Structure Development: TO&E	Hierarchy of positions along an AFOS cannot be ascertained.
Personnel Management: Personnel Attributes	Manpower Management System	
Logistics: Equipment Requirement	Force Structure Development: TO&E	
Training and education: Training and facilities	Force Structure Development: TO&E / Manpower Management System	

B. Remaining Duration

The PDRP has until December 2010 to achieve its performance objectives as approved by the SND.

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 Records Office: 111
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C. Guiding Principles

The implementation of the PDRP shall be guided by the following:


1. Adherence to goal setting principles (SMARTER) as follows:
 - a. Specific, Simple
 - b. Measurable
 - c. Attainable
 - d. Reasonable, Realistic
 - e. Time-bound
 - f. Essential, Exciting
 - g. Rewarding
2. Emphasis on leadership as a determinant of change.
3. Unity of objective and effort by DND and the AFP in a collaborative atmosphere.
4. Sensitivity to stakeholder involvement and advocacy.
5. Adherence to Project Management, Risk Management, and Change Management principles.
6. Seeking broader perspective by considering solutions based on knowledge, innovation, creativity and efficiency in order to make informed and expeditious decisions. It encourages linkages with local and foreign government agencies, academe, educational institutions, private sector, and other progressive groups of society.
7. Empowerment of leaders and implementers. The program pursues capacity building and provision of necessary support as essential ingredients for implementation.
8. Review and evaluation along standard measures of performance and effectiveness.
9. Transparency and accountability.
10. Studios and comprehensive documentation and convenient retrieval.

V. Management and Execution

A. Focus. The focus of the PDRP will primarily be on the following:

1. **Strategic Concerns.** The PDRP emphasizes the medium term and the long term perspective of the defense organization. It has been agreed that capability can only be achieved through a cohesive multi-year planning and execution.
2. **Systemic Requirements.** The PDRP recognizes that the creation of vital organizational systems will lead to the attainment of desired defense capability and organizational professionalism.

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Records Officer III
Records Management Division DND



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3. **Prevention from Backsliding.** The PDRP ensures that there will be no system regression by combining promulgated laws, rules and regulations and continuous monitoring and improvement of the said systems.

B. Imperatives

1. **Leadership Chain and Will.** Leadership change is an undeniable certainty. Thus, current leaders must create a succession plan and process so that the program may proceed with minimal interruption. This can be done through a program hand-over by the out-going to the incoming, and through scheduled orientation and formal acceptance by the incoming, all attested by the SND or the Chief of Staff. *Leadership will* includes not only issuing of orders but also ensuring that orders are complied with, on time, and in the right quality. *Leadership chain* addresses the risk of continuity while *leadership will* addresses the risks of skepticism and organizational inertia.

2. **Specific and Fixed Deliverables.** The PDRP will have a fixed and specific project to undertake based on the approved recommendations of the program managers.

3. **Accountability.** The program manager is solely responsible for the completion of his programs to the SND. He shall render the required reports to the SND and, in the case of AFP programs and projects, through the CSAFP.

4. **Reform Capacity.** This includes the functional expertise, tools, and motivation to do the reform tasks.

5. **Advocacy.** In order to succeed, key stakeholders must understand, support and participate in the PDR Program. Key Leadership of the Defense Department has the primary role of being the champion of the program. ODR shall institute activities to support key leaders in this endeavor.

6. **Support.** This includes personnel, funds, equipment, facilities and time allocation to ensure unhampered implementation of PDRP activities.

C. Approaches

Planning and implementation of the PDRP emphasize two interdependent and mutually supporting approaches:

1. **John Smyrk's Input-Transform-Outcome (ITO) Model.** The PDRP is outcome oriented. Thus the systems that will be established should serve as vehicles geared towards achieving a capable and professional defense establishment as illustrated by the diagram below:

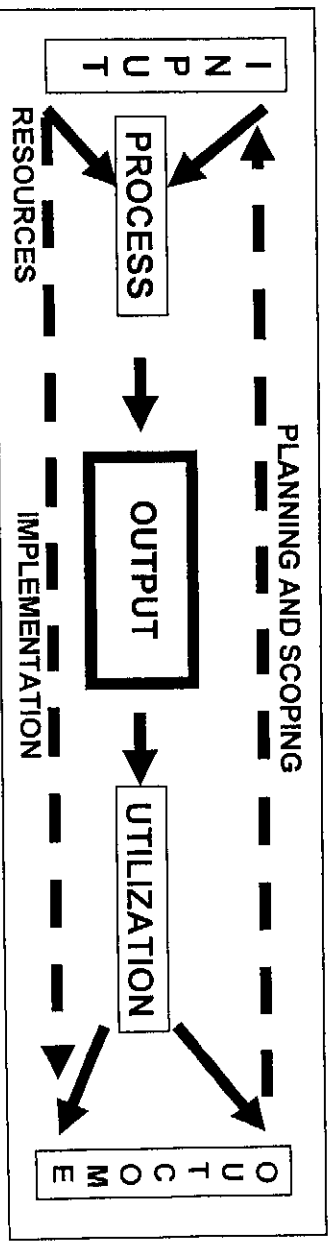


Figure 3. ITO Model
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John Smyrk

JOVINO O. MOLANO
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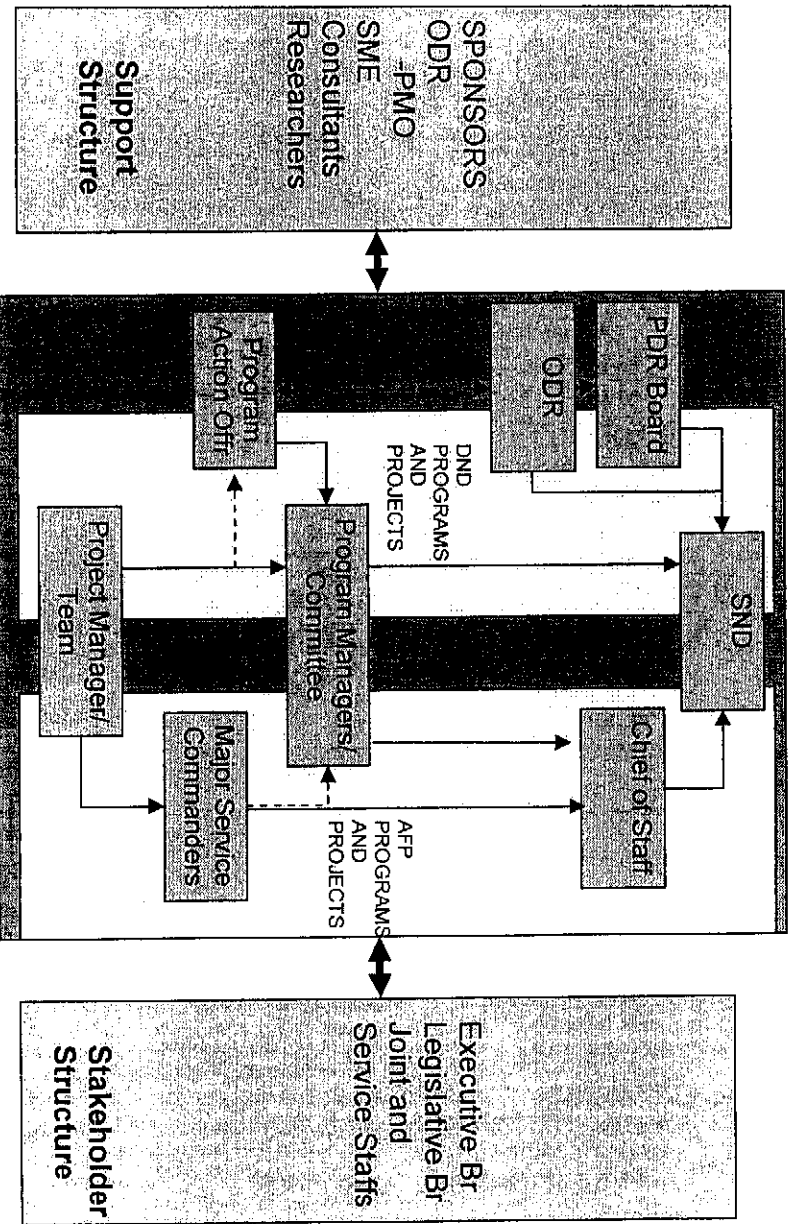
2. Building Block Approach. This approach emphasizes the need for leaders to build upon previous successes of the program for its incremental and systemic change and development.

D. PDRP Structure

1. Description

The PDRP organizational structure is primarily a three level hierarchy that recognizes the AFP Chain of Command. The first level is comprised of the SND, from whom all authority in the department emanates. The second level is led by the Program Manager who is solely responsible for the program's completion. The third level is comprised of the basic structure of PDRP which is the project team. A Project Team is headed by the Project Manager. The structure is designed to co-exist with the prevailing structures of the defense establishment.

2. PDRP Organizational Structure (Figure 4)



3. Roles and Responsibilities

a. SND

1. Acts as principal co-advocate and co-owner of the PDRP.
2. Provides strategic leadership, direction and central management.
3. Issues Department Orders, Circulars, and Directives.
4. Secures the necessary support for the PDRP from all available sources through the ODR.
5. Monitors all PDRP programs and projects.
6. Designate Program Sponsors for the PDRP reform programs and high priority projects.

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Jovino O. Molano
JOVINO O. MOLANO
 Records Officer, III



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7. Designate the DND Office of Primary Responsibility (OPR) whose chief becomes the Program Manager of DND PDRP program.

b. Chief of Staff, AFP

1. Acts as principal co-advocate and co-owner of the PDRP.
2. Responsible to the SND for AFP PDRP Programs.
3. Secures the necessary support for PDRP from all available sources.
4. Evaluates and endorses AFP related reforms to the SND.
5. Monitors the status of AFP related programs and projects.
6. Designate the AFP Offices of Primary Responsibility (OPR) whose chiefs become the Program Managers of AFP PDRP programs.
7. Designate Project Sponsors for AFP projects.

c. PDR Board

1. Provides governance and strategic direction to the PDRP.
2. Makes recommendations regarding PDRP to the SND.
3. Conducts quarterly meetings or as the Chairman deems necessary.
4. Serves as the policy making board for the PDRP and is charged with making fundamental decision on major issues and concerns affecting the PDR Program.
5. Requires at least one program manager or high priority project manager per PDR Board session to report on the progress of his program / high priority project in a form to be developed by ODR.

d. Major Service Commanders

1. Act as principal advocates of the PDRP in the Major Service Level.
2. Secure the necessary support for PDRP from all available sources.
3. Endorse respective major service related reforms to the Chief of Staff, AFP (Attention: Program Managers at GHQ)
4. Designate Project Sponsors for Major Service projects.
5. Designate Project Managers of Major Service projects.

e. Program/High Priority Project Sponsors (PS). A PS may be designated from among the members of the PDR Board.

1. Act as champion and primary advocate of the specific program, priority project and priority concern.
2. Advocate for the support for their assigned programs, projects or concerns.
3. Chair quarterly meetings with the Program Manager, Program Management Committee, project managers and invited stakeholders on the progress of the program.

f. Program Managers (PM). A PM may be designated from among the Assistant Secretaries, DND Bureau Chief, AFP Joint Staff or AFP Special Staff.

1. Solely responsible to the SND, and in the case of the AFP programs, to the CSAFP, for the development, reporting and completion of his assigned program.
2. Designate the Project Managers for AFP Projects.
3. Manage the Program Management Committee.

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4. Confer with the Program Sponsor on the development of the program.
5. Review and modify program/ project plans as necessary.
6. Determine and secure the manpower and resource requirements for the program.
7. Integrate program activities into their functional duties.
8. Integrate and evaluate projects under their programs.
9. Chair a monthly meeting of the program except the month in a quarter where the sponsor chairs the meeting.
10. Submit a monthly program report.
11. Prepare to present to the PDR Board the progress of the program when required.

g. Program Committee. A formal group of key stakeholders of the program organized by the PM to do the following:

1. Assists the PM in the management of the program.
2. Provides stakeholder concerns for the PM.

h. Program Action Officer. Program Action Officer may be designated by the Program Manager from among his senior officers and performs the following role:

1. Act as Administrative Officer for their Program.
2. Integrates and evaluates projects of their program.
3. Liaise the program to ODR.

i. Project Sponsors. Project Sponsors may be designated from among the DND Assistant Secretaries and Major General or Brigadier General of the AFP.

1. Act as the champion and primary advocate of his assigned project.
2. Advocate for the support for their assigned projects.

j. Project Managers. Appointees of the program manager to lead projects.


1. Solely responsible to his PM for the development, reporting and completion of his assigned project.
2. Lead his project team to complete his project.
3. Submit a monthly Project Report to the Program Manager.

k. Project Team (PT). The PT is organized by the Project Manager to assist him in accomplishing the project. The ideal number of members for the project team is five (5) to seven (7) however; this number may be increased depending upon the complexity and magnitude of the projects. Personnel are discouraged to be a member of more than two (2) project teams.

1. ODR

1. Assists the SND in the implementation and execution of the PDRP.
2. Acts as the central coordinating office for the implementation of PDRP.
3. Serves as the secretariat for the PDR Board.

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Records Officer, III

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4. Submits a monthly PDRP report, an annual report to the President, an End of Term Report and a PDRP Closure Report.
5. Assists, advises and supports the program and projects.
6. Develops and publish a PDRP Manual that contains the essential processes provided for in paragraph E.3.
7. Develops and implements administrative enablers as required.
8. Coordinates the development of briefings and staff papers required to provide PDR program status to the SND, the Chief-of-Staff, bilateral working groups and other interested governmental and non-governmental bodies.
9. Serves as the Co-Chairman of the RP/US Executive PDRP Review Sub Committee Meeting.
10. Develops and publish a mandatory format for program management and project management plans.

m. Project Management Office (PMO) under the ODR

1. Assist project managers throughout the organization in implementing Project Management principles, practices, methodologies, tools, and techniques.
2. Create effective project oversight and control.
3. Minimize project “thrash” and promote greater project success.
4. Keep the management better informed.
5. Improve integration of projects with the business.
6. Build project management expertise in the staff.
7. Help define and then achieve project objectives.

n. Subject Matter Experts (SMEs)

1. Assist and advise ODR, the program managers, and project managers as required.
2. Serve as ex-officio members of the programs they are designated to including the projects under the programs.
3. Attend program and project conferences and activities except when the manager explicitly excuses them.
4. Abide by the SME policies provided for by ODR.
5. Assist ODR when required.
6. Provide relevant references, assist in capacity building and make presentations as required along their line of expertise.

o. Researchers/Project Assistants

1. Provides secretarial, administrative and technical support to ODR, the programs and the projects.
2. Performs limited research and advocacy activities.

E. PDRP Implementation

1. PDRP Timeline (Annex B-PDRP Gantt Chart)

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Records Officer III
Records Management Division ODP


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2. Milestones (Table 3)

PDRP MILESTONES	DATE
Approval of PDRP Performance Objectives and Timelines & the PDRP Management and Execution System	4th Quarter 2008
Program Review and Revision by PM	4th Quarter 2008
Revised PMP and Approval	4th Quarter 2008
Fill-up of PDRP and ODR Organization	4th Quarter 2008
Project Plan Formulation and approval	4th Quarter 2008
PDRP Senior Leader Team Building	DEC 2008
Release of Program/ project support	DEC '08- JAN '09
Project Launchings	DEC '08 - JAN '09
Project/Program Implementation	JAN '09 - OCT '10
Project closure	DEC '09
2009 PDRP Assembly and Report to the RP President	DEC 2009
Individual Program and Project Closures	JAN -OCT 2010
End Of Term Report	APR 2010
2010 PDRP Assembly, PDRP Closure and Handover for Reform Institutionalization	DEC 2010
Report to the President	DEC 2010

a. Program Review and Project Prioritization

Based on the approved PDRP Management System, PMs shall review and revise their programs according to the PDRP Performance Objectives and Timelines.

The PM shall then forward the proposed revisions on the Program Management Plan to the SND for approval.

b. Fill-up of PDRP and ODR Organizations

The SND shall designate the Program Sponsors for PDRP Programs and high priority projects. The SND shall also designate the Program Manager for DND Program.

The Chief of Staff, AFP shall designate the Program Managers for AFP Programs and the Project Sponsors for AFP Projects.

The Major Service Commanders shall designate Project Sponsors and Project Managers for Major Service Projects.

The PM, within one week after his designation, shall appoint the project managers and request the Assistant Secretary for Personnel, DND or the Deputy Chief of Staff for Personnel, AFP, whichever is applicable, to issue the appropriate orders.

The Project Manager, within one week of his appointment orders, shall organize his project team and through the PM, request the Assistant Secretary for Personnel, DND or the Deputy Chief of Staff for Personnel, AFP, whichever is applicable, to issue the appropriate orders.

The ODR shall request for and coordinate for a balanced representation of the Major Services officers and enlisted personnel in its manning fill-up.

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John S. Molano
JOVINO O. MOLANO
 Records Officer III
 Records Management Division OND



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c. Project Plan Formulation Workshop

Project Plan Formulation Workshop seeks to assist Project Teams who have not formulated their Project Plans. It is a one-day session of learning the basics of project management and drafting the prescribed basic format of specific projects by the actual members of the project teams assisted by the Project Management Office.

The project team will then finalize the project plan and submit the same to the PMO for technical advice. The project team will then present the project plan to the PM for revision and approval.

If the project is in the Major Service, it requires the endorsement of the Major Service Commander to the Chief of Staff (Attention: PM).

d. Project Launching

Project launching will be done during the flag raising ceremony of the first Monday after the plan has been approved. PMs will coordinate with the appropriate Headquarters Support Office for the inclusion of the project launching in the flag raising program. The Project Manager is given three (3) minutes to describe the project and its purpose to include the expected date of completion.

e. PDRP Senior Leader Team Building

After the approval of the Program Management Plans and the formulation of most of the project plans, the department will conduct a team building activity among PDRP Senior Leaders (PDR Board and the Managers) to solidify their commitment to the goal of the PDRP. It shall feature the final coordinating session and the guidance of the SND directly to the Program Managers.

f. PDRP Assembly

This activity will be conducted a year after launching the PDR programs and most of the projects. It will be composed of all PDRP active participants. It will look at the assessment of a years work, recognize exceptional performances, have an open forum with the SND, and do team building.


g. Program Closure and Handover for Reform Institutionalization

When a program is completed, a simple closure ceremony graced by the SND, the Chief of Staff, or their duly designated representatives, will be done to formally close the program. It shall include the submission of the final program report, the recognition of exceptional performances, and the formal declaration of the closure of the program. It also includes the formal handover of the reforms to the system owner for institutionalization.

h. PDRP Closure and Handover for Reform Institutionalization

The PDRP Closure coincides with the PDRP Assembly for 2010. This is the last activity before rendering PDRP Final Report to the President of the Republic of the Philippines. It also includes the formal handover of the reforms to the system owner for institutionalization.

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Records Officer III
Records Management Division DND




GCT-094011

3. Essential Processes

The total implementation of the PDRP requires a set of essential processes with purposes and description stated below. The ODR will formulate the details of the enumerated processes and compile them in a PDRP Manual. The essential processes are as follows:

- a. **Project Development and Implementation.** This process aims to assist the programs and the projects in developing and implementing their plans.
- b. **Program and Project Funding.** This process aims to define exactly the way the programs and the projects will have expeditious, transparent and adequate funding support.
- c. **Monitoring and Oversight.** This process aims to define the various levels of monitoring and oversight being applied to the implementation of the projects under each program.
- d. **Reporting.** This process aims to appraise the programs and the projects, including the ODR, of the required reports for submission to the PDRP. It shall further prescribe the format, contents, and the route of the report.
- e. **Communication.** This process will define the inter-communication relationship of various elements of the PDRP.
- f. **Evaluation and Integration.** This process aims to define the responsibility and criteria for evaluating and integrating projects and programs.
- g. **Documentation.** This is the process of storing and retrieval of records for all communications, activities, references and output of the PDRP.
- h. **Strategic Communication and Advocacy Development.** This process aims to transmit uniform and factual themes and messages in order to create awareness and understanding, and encourage support and participation among stakeholders in the PDRP.
- i. **Conflict Management.** This aims to define the process of identifying and resolving issues and conflicts which are internal and external to the programs and projects.
- j. **Conferences and Workshops.** This process aims to provide the guidelines in the conduct and requirements for conferences and workshops.
- k. **Team Building.** This aims to create cohesion and cooperation within projects, programs, and the whole PDRP.
- l. **Rewards and Recognition.** This process defines the way performance will be duly recognized and rewarded including the categories of the awards commensurate to the deed delivered.

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Records Officer III
Records Management Division DND



SECRETARY OF
NATIONAL DEFENSE



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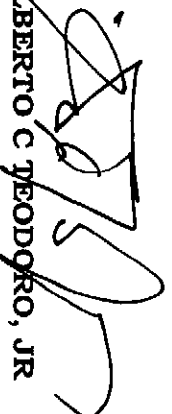
4. Administrative Enablers

Administrative enablers are services given by the ODR to the programs and projects in order to facilitate the accomplishment of their goals and objectives.

- a. **Leadership Education.** This includes orienting and updating the leadership as to their roles in the PDRP.
- b. **Training and Education.** This includes assisting and supporting the programs and projects in the identification and the acquisition of training and education relevant to the project.
- c. **Expertise/SME.** The ODR will provide the guidelines in acquiring and best utilizing expertise in the implementation of projects.
- d. **Research.** The ODR will provide limited research assistance for the projects and programs.
- e. **Legal Services.** The ODR will facilitate the acquisition of legal advice as a requirement of the projects.
- f. **Advocacy.** In coordination with the program and project managers, the ODR will assist in the development of their advocacy to ensure that they are fully implemented and sustained.

VI. EFFECTIVITY

This order shall be effective immediately.


GILBERTO C. TEODORO, JR
Secretary



SECRETARY OF
NATIONAL DEFENSE




GCT-083987

ANNEXES:

- A - Definition of Terms
- B - PDRP Timelines (Gantt Chart)

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Records Officer III
Records Management Division DND

ANNEX A – DEFINITION OF TERMS

Except as otherwise provided, the following terms as used herein shall have the following meanings:

Accountability – Responsibility of PM to the SND and Project managers to the PM to deliver the outputs as stated in the program and project plan and timelines respectively.

Advocacy Development – The creation and establishment of internal and external stakeholders' support for the reform program.

Backsliding – the tendency of an organization to revert back to old systems due to the failure of institutionalizing new systems.

Battalions of Excellence – A special advocacy of the PDRP; A primary cross-program project of the original Operations and Training Program and the “centerpiece of the Capability Upgrade System.” A battalion re-training framework that provides for a “fully trained battalion, fully manned by suitable personnel and fully equipped with mission essential equipment.

Baseline Indicator – Also Baseline Data; the initial measure condition or state of a system or unit at the start of the project.

Building Block Approach – A management approach on which reform leaders and implementers build upon previous successes.

Capability - The ability to execute a specified course of action. It is an organization's ability to plan ahead and accomplish an objective and achieve the desired effects in a specified time period and state of preparedness, where preparedness is the sum of readiness plus sustainability.

Capable – A description of the future defense department that connotes compliance to readiness requirements of the current Defense Planning Guidance (DPG).

Change Management – The process and strategy of managing the impact, effects, and consequences of the changes brought about by the PDRP on stakeholders for the purpose of effectively instituting these new or improved systems in the defense establishment.


Communication – A process through which information is exchanged among PDRP elements and its stakeholders.

Continuity – The sustained support, direction, pace, consistency and integrity of the PDRP until its closure in 2011 despite leadership turn-over.

Conflict Management – Refers to the resolution of issues and conflict in the implementation of the PDRP.

Collaborative Atmosphere – A condition among implementers and stakeholders of program and projects where everyone works for and contributes to the attainment of the goal and mutual benefit.

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Records Officer III
Records Management Division DND

Cross-Program Project- A project that involves a lead Program and the contributions and cooperation of several other PDRP Programs.

Defense Acquisition System – PDR Program no. 3 under the Defense System of Management (DSOM) which shall provide a coherent framework for conducting and managing the DND-AFP acquisition effort; develop acquisition assessments and financially realistic procurement plans that meet identified capability requirements in a timely manner and at a reasonable price; and operate in accordance with RA 9184 and IRR-A.

Defense Capability Assessment and Planning System – PDR Program No. 2 under DSOM which shall develop detailed capability plans that support approved strategic plans and SND-directed tasking and operationally-oriented mission area assessments and capability planning proposals.

Defense Resource Management System – PDR Program No.4 under DSOM which shall have two sub-components – the Planning, programming, and Budgeting System (PPBS) and the Financial Management System (FMS) – that shall provide a coherent, analytically-oriented framework for issuing defense policy and resource planning direction, allocating limited resources among competing priorities across the spectrum of defense activities, and evaluating results achieved against established programmatic and financial management objectives.

Defense Strategic Planning System – PDR Program No. 1 under DSOM which shall develop strategic assessments that address current and emerging threats and future concerns in each defense mission area and, as required, strategic plans for accomplishing national-level security issues that require “whole-of-government” interagency approaches.

Deliverables – Any unique and verifiable product, result, or capability to perform a service that must be produced to complete a process, phase, or project.

Dependencies – A condition where the implementation of a project or activity depends on the timeframe or completion of another project or activity.

Doctrine Development System – PDRP Special Project No. 3 which aims to establish responsive and relevant strategic, joint, environmental, operational, and functional doctrine development systems in the AFP.


Documentation – The process of gathering, storing, sorting and retrieving data or information about a process, activity, project or program for reference and future purposes.

Education and Training System - PDR Program which aims to enhance and address the shortfalls and gaps in Education and Training systems of DND-AFP for both Unit and Military/Civilian personnel.

Evaluation – the act of examining and reporting the value, quality, importance, feasibility, practicability, economy, efficiency and responsiveness to objectives of plans and outputs of the PDRP.

Expertise/Subject Matter Experts (SME) – Professionals with specific knowledge area expertise officially hired by the PDRP to provide advice and assistance to programs and projects.

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Funding – The process of supplying money or making pecuniary resources immediately available.

Force Structure Development – PDRP Special Project No. 1 under the purview of OJ5, AFP which aims to create a system for developing the size, composition and structure of the Armed Forces of the Philippines.

Health Service Support (HSS) System – PDR Program No. 14 which aims to develop the HSS organizational and operational infrastructure that will enable the HSS to integrate with other AFP management systems to meet force modernization, unit readiness, research and development, preventive medicine, and patient care missions of the AFP.

Information Management System – PDR Program No. 10 that aims to establish a DND-wide Information Management and Command and Control policy and infrastructure to support defense wide decision making and operations.

Inspector General/Internal Audit (IG/IA) Systems – PDR Program No. 13 that aims to become more responsive to the needs of AFP Commanders in exacting organizational effectiveness and efficiency through the conduct of inspections, evaluations, investigations, and grievance mediation.

Intelligence System – PDR Program No. 6 that aims to implement the AFP Intelligence Roadmap for the improvement and revitalization of the intelligence system that will pave the way for the attainment of the vision of a highly capable, dynamic, and unified AFP Intelligence Community.

Integration –

PDRP - The process of ensuring the integrity of the whole program in terms of congruence, dependencies, redundancies, synchronization and linkages.

Implementation of Managers- the process of allocating personnel and time for PDRP work while performing routine functional jobs.

Utilization of reform outputs- executing Implementing Plans of replacing old systems with new systems; change management.

John Smyrk's ITO Model – is a planning tool that shows the relationship between inputs, outputs and outcomes.

Leadership Chain – is a strategy of PDRP to address the risk of discontinuity of programs and projects due to leadership turn-over.

Leadership Education – The orientation and regular updating of leaders on their role on PDRP.

Leadership Will – The resolve of PDRP leaders to achieve the goal of PDRP despite the odds and obstacles.

Legislative Priorities – PDRP Special Project No. 4 is an enabler project which aims to lobby for legislative initiatives that will support and/ or facilitate the implementation of reform systems.

Legal Services – The work performed by a lawyer to a client.

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Logistics System – PDR Program No. 9 that aims to develop and institutionalize a strategic logistics system capable of achieving and maintaining DND/AFP operational readiness and sustainment requirements.

Manpower Management System – PDRP Special Project No. 2 which aims to establishing a system that will define the manpower requirements and attributes of personnel of the AFP.

Measure of Effectiveness – is a measure of the efficacy or result of utilization of the output of a project; it is usually measured from a baseline data determined at the start of the project.

Measures of Performance – is a measure of the project team's compliance to the project plan in terms of quality, timelines and cost specifications of deliverables.

Milestones – A significant point or event in the project that depicts progress.

Minimum Start-up Requirement – The minimum amount of resources provided to a newly established unit or system to perform its basic function.

Monitoring – Tracking the progress of programs and projects to ensure that all outputs and activities take place as planned.

Non-Training Related Travel Abroad – PDRP sponsored travel abroad whose aim is other than training.

Operations Improvement – PDR Program No. 7 which aims to develop and implement doctrinally-based reform initiatives in operations, information operations, and operationally relevant capabilities upgrade in the areas of mobility, firepower, communications, and force protection equipment that are coordinated and fiscally supportable in order to improve the combat capability of the AFP.

Organizational Inertia – is the tendency of organizations to operate and think along long standing practices and mindset and blocks the entry of different ideas and approaches in the organization.

PDRP Assembly – An end of the year PDRP activity that assembles PDRP participants with the aim of doing team building, reporting and reacting, recognizing performances and getting guidance from leadership.


PDRP Closure – is the formal termination of the PDRP planned in December of 2011.

PDRP Logical Framework – is an integrating and planning tool for PDRP that depicts the connectivity of goals, outputs and outcomes.

PDRP Survey – PDRP Special Project No. 5 is an enabler project for PDRP and its programs by providing scientifically obtained information s to the awareness, attitude and support of stakeholders to the program.

Personnel Management System – PDR Program No. 5 which aims to establish an encompassing set of interrelated systems and subsystems that deal with

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JOVINO O. MOLANO
Records Officer III

personnel from the time the personnel are procured to the time they separated from military service.

Prioritization – The ranking of projects that will determine the sequence of implementation.

Professional Enlisted Development – PDRP Special Concern which aims to develop and institutionalize an overarching program that will professionalize, standardize, and sustain the education and training of the AFP enlisted personnel to obtain maximum leadership capacity.

Professional – A personnel attribute that combines knowledge and character where knowledge pertains to cognitive capacity and intellectual and physical proficiency in a skill or job and character pertains to the adherence to legal, moral and ethical standards and emotional balance.

Project Development and Implementation – The general support provided to facilitate the attainment of the objectives of the PDRP and its attendant activities and projects through planning, monitoring, supervision, training and oversight of the various program elements, and coordination with other agencies, offices, units or entities involved or concerned with the program's activities.

Project Management Office (PMO) – PDRP Special Project No. 6; An attachment to the Office for Defense Reform with the purpose to assist project managers throughout the organization in implementing Project Management principles, practices, methodologies, tools, and techniques

Program Closures – The event of formally closes the program.

Project Sponsor – A one star or two star general designated to champion the project.

Project Manager – The person assigned by the performing organization to achieve the project objectives.

Project Team – All the project team members, including the project management team, the project manager and, for some projects, the project sponsor.

Project Launching – a simple event in the flag raising ceremony of offices that marks the start of the implementation of the project plan.

Proof of Concept – A demonstration that a system actually works as intended.

Reform Capacity – The potential to design and perform reform tasks for the PDRP; a set of knowledge and skills necessary to perform PDRP tasks.

Reporting – To inform somebody in authority about something that has happened

Research – Methodical investigation into a subject in order to discover facts, to establish or revise a theory, or to develop a plan of action based on the facts discovered

Rewards and Recognition – The return for a quality performance or appreciation of an achievement in the reform process

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Records Officer III

Records Management Division OND

Risk – An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives.

Risk Management - Policies, procedures, and practices involved in identification, analysis, assessment, control, and avoidance, minimization, or elimination of unacceptable risks.

Skepticism – An attitude marked by a tendency to doubt the intent and outcome of PDRP.

Sponsors – A champion of a program or project.

Stakeholder – Persons and organizations such us beneficiaries, sponsors, performing organizations, and the public, that are actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project.

Strategic Communication Capability – PDR Program No. 11 that aims to develop, institutionalize, and maintain an efficient and effective Strategic Communication capability for the defense establishment that coordinates, integrates, directs, and disseminates defense information and actions, ensuring message consistency, to achieve positive perception, attitude, and behavior of internal and external audiences in support of reform goals.

Tactical Reform Project– A project which is not systemic and strategic in nature as defined by the scope of the PDRP.

Timelines – A linear representation of significant events in a subject area such as the shown in chronological order.

Team Building – Refers to the selection, development, and collective motivation of result-oriented teams.

Transformation – The process of changing and improving the organization in terms of new systems and capabilities; a broad and profound change of doing business.

Training and Education – A formal process of instruction and teaching, based on a theory of teaching, to impart formal knowledge or to teach a skill or job.

Transparency – The practice of making visible to stakeholders the process, outputs, outcomes and resources used in the PDRP.

Unit Specific Reform Project – A project conducted for the benefit of a specific unit in the defense establishment.

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JOVINO O. MOLANO
Records Officer :|||
Records Management Division DND

Annex B - PDRP TIMELINES (GANTT CHART)

ACTIVITIES		2008	2009				2010				
1	Approval of Endstates and Timelines	[Bar]									
2	Approval of DO for Endstates and Timelines/ Management &	[Bar]									
3	Designation of Sponsors/ Program Managers	[Bar]									
4	Revision of Programs and Projects	[Bar]									
5	Approval of Program and Projects	[Bar]									
6	PDRP Senior Leaders Team Building	[Bar]	[Bar]								
7	Release of Support	[Bar]									
8	Program and High Priority Project Implementation		[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]
9	Project Implementation		[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]
10	Monthly Progress Reports (PDRP, Program, Project)		[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]
11	Quarterly PDR Board Meeting		[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]
12	2009 PDRP Assembly					[Bar]					
13	Submission: PDRP Annual Report to the President/ *Closure Report	[Bar]				[Bar]					[Bar]
14	End of Term Report								[Bar]		
15	Closure of Projects and Handover for Reform Institutionalization					[Bar]	[Bar]	[Bar]	[Bar]	[Bar]	[Bar]
16	Closure of Programs and Handover for Reform Institutionalization								[Bar]		
17	Closure of PDRP									[Bar]	
18	2010 PDRP Assembly									[Bar]	
19	RP-US Executive PDRP Review		[Bar]					[Bar]			
20	RP-US ERP Sub Committee Meeting		[Bar]					[Bar]			

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J. Molano
JOVINO O. MOLANO
 Records Officer III
 Records Management Division, OND

REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF NATIONAL DEFENSE
ARMED FORCES OF THE PHILIPPINES
OFFICE OF THE CHIEF OF STAFF
Camp General Emilio Aguinaldo, Quezon City

09 JAN 2009

SUBJECT: Designation of Managers for AFP PDR Programs
and High Priority Projects

TO: All Concerned

1. References:

- a. Memo from the Secretary of National Defense with the same subject dated 07 January 2009
- b. PDR Board Resolution 04-2008 Approving and Adopting the PDR Program Management and Execution System dated 19 November 2008

2. The following members of the Joint, Special, and Technical Staffs are designated as Managers of AFP PDR Programs and High Priority Projects as indicated effective immediately:

PDR Programs

Improvement of Personnel Management System
Improvement of Intelligence Capacity
Improvement of Operations Capacity
Education and Training for Military Personnel
Improvement of Logistics
and Acquisition Capacity
Information Management Development Program
Strategic Communication Development
and CMO Capability Improvement
Reserve Force Development
Enhanced Inspector General Service
Improvement of Forward Health Service
Support Capability

Managers

DCS for Pers, J1, AFP
DCS for Intel, J2, AFP
DCS for Opns, J3, AFP
DCS for Educ & Trng, J8, AFP
DCS for Log, J4, AFP
DCS for CEIS, J6, AFP
DCS for CMO, J7, AFP
DCS for RRA, J9, AFP
TIG, AFP
TSG, AFP

PDR High Priority Projects

Manpower Management System Development
Improvement of Doctrine Development System

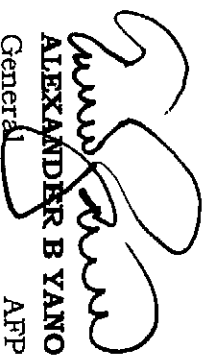
Managers

Chief, MOD, OJ3, AFP
CO, AFPDDC

3. The following are the roles and responsibilities of PDR Program and High Priority Project Managers:

- a. Solely responsible to the CSAFP for the development, reporting and completion of his assigned program.
- b. Designate the Project Managers for AFP Projects.
- c. Organize, chair, and manage the Program Management Committee.
- d. Confer with the Program Sponsor on the development of the program.
- e. Review and modify program/ project plans as necessary.
- f. Determine and secure the manpower and resource requirements for the program.
- g. Integrate program activities into their functional duties.
- h. Integrate and evaluate projects under their programs.
- i. Chair a monthly meeting of the program except the month in a quarter where the sponsor chairs the meeting.
- j. Submit a monthly program report to CSAFP (Cf: SND Attn: ODR and Program Sponsor).
- k. Prepare to present to the PDR Board the progress of the program when required.

4. Be guided accordingly.


ALEXANDER B YANO
General
AFP

Cc: J1
J2
J3
J4
J6
J7
J8
J9
TIG
TSG
C, MOD, OJ3
CO, AFPDDC