WHAT IS KAGITINGAN ROADMAP 2022
WHERE WE WERE: BEFORE KR 2022
A CLEARER PATH FORWARD: CREATION OF KR 2022
MILESTONES UNDER KR 2022
WHAT IS KAGITINGAN ROADMAP 2022?
## Mission
To ensure the welfare and well-being of the veterans and perpetuate the memory of their heroic deeds

## Vision
A Strong and Unified Filipino Veterans Community serving as a Reliable Partner in Nation-Building

### EMPOWERED VETERANS

<table>
<thead>
<tr>
<th>Core Process</th>
<th>Learning &amp; Growth</th>
<th>Finance</th>
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<tbody>
<tr>
<td>Unify the veterans under an empowered and credible Federation</td>
<td>Maximize the revenue potential of real estate properties and other assets for the benefit of veterans</td>
<td>Enhance competence in strategic communication</td>
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<td>Pursue legislation to reform the pension system and upgrade veterans benefits</td>
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<td>Improve management of veterans pension and benefits</td>
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### MOTIVATED FUTURE DEFENDERS

<table>
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<tr>
<th>Constituents</th>
<th>Core Process</th>
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<tr>
<td>Reduce the number of indigent veterans from 16,100 to 0 by 2022</td>
<td>Increase the Number of Kagitingan Builders from 21 to 73 by 2022</td>
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<tr>
<td>SHRINE DEVELOPMENT FROM 1 TO 10</td>
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<tr>
<td>LGU-LED COMMEMORATIVE EVENTS FROM 13 TO 43</td>
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<td>BOOKS/FILMS/PRODUCTIONS FROM 7 TO 20</td>
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<td>Forge strong partnerships with LGUs, national agencies, academe and private sector</td>
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### Core Values
- Patriotism
- Integrity
- Professionalism
- Solidarity
KAGITINGAN ROADMAP 2022 outlines the agency’s priorities until 2022 to achieve its vision of having a “Strong and unified Filipino veterans community as a reliable partner in nation-building.”
WHY KAGITINGAN ROADMAP 2022 IS IMPORTANT TO THE AGENCY?

KR 2022 represents PVAO’s priorities from Fiscal Years 2014 to 2022, enabling the agency to efficiently allocate its services and resources to its stakeholders—the Filipino veterans community.

With the actionable targets provided under the strategic plan, the KR 2022 serves as a guide for Pangkat PVAO in translating its contribution and accountability to its stakeholders.

It serves as an effective communication strategy, encouraging both Pangkat PVAO and the Filipino veterans community to work together toward nation building.
To successfully achieve the KR 2022 goals, a member of Pangkat PVAO is expected to demonstrate the following values:

**Patriotism**
Manifestation of love for country through societal contributions.

**Integrity**
Wholeness of character and steadfast principles.

**Professionalism**
Commitment for work and its developmental impact.

**Solidarity**
Cohesiveness of collective action towards one vision.
In a 2006 Integrity Development Review of the Office of the Ombudsman, PVAO was identified with several vulnerabilities to its deliverables that may lead to major problems in providing services to its stakeholders.
The veterans pension benefit still peg at Php 5,000 as prescribed in Republic Act No. 7696, a 23-year old law which does not accurately reflect to the present needs of our veterans.

Aside from their meager pension that is not enough to sustain their daily needs, inaccessibility to healthcare remains as a problem, particularly those who are residing in provinces which do no have hospitals with proper facilities to cater hospitalization needs of veterans.
Diminishing interest in history

- Shrines are seen only as mere structures. As an example, the Libingan ng mga Bayani, which is supposed to be the last refuge of the country’s heroes, is currently being occupied by informal settlers.
- Unwritten World War II accounts which may help bridge gaps in the Philippine World War II History
- Local Government Units, seldom commemorate significant events that have happened in their area during the World War II
Where we were: Before KR 2022

Factions within veterans community

- Poor corporate governance which led to severe dissensions within the Federation.
- The veterans community is not properly being assisted to manage the veterans properties and other assets that may be used to generate income to increase pension benefits.
A CLEARER PATH FORWARD:
CREATION OF KAGITINGAN ROADMAP 2022
Recognizing these hurdles, PVAO started to transform from a pension-giving office to becoming an organization that helps redefine **KAGITINGAN**, by ensuring the overall welfare of the veterans and motivating future defenders.

PVAO identified interrelated strategic changes or major reforms to provide services that are actually needed by the veterans and their families.
<table>
<thead>
<tr>
<th>FROM</th>
<th>Role of PVAO</th>
<th>TO</th>
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<tbody>
<tr>
<td>Provide pension and benefits</td>
<td></td>
<td>Ensure veterans overall welfare and well-being</td>
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<tr>
<td>Static symbol of heroism</td>
<td>Shrines and Memorials</td>
<td>Instruments that instill national pride and patriotism</td>
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<tr>
<td>Provides history (historical perspective)</td>
<td></td>
<td>Combines story and scenery</td>
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<tr>
<td>Dependent client</td>
<td>Veteran</td>
<td>Empowered veteran</td>
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<tr>
<td>Focused on a limited few</td>
<td>Celebration of Commemorative events</td>
<td>Pervasive</td>
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<tr>
<td>National government-led</td>
<td>Management of veterans assets and properties</td>
<td>Community-based involvement</td>
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<tr>
<td>Underutilized</td>
<td>Pension and Benefits Structure</td>
<td>Optimized</td>
</tr>
<tr>
<td>Benefitting in a select few</td>
<td></td>
<td>Benefits equally shared</td>
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<tr>
<td>Disproportionate</td>
<td>Veterans organizations</td>
<td>Rationalized</td>
</tr>
<tr>
<td>Token assistance</td>
<td></td>
<td>Impacts on welfare and well-being</td>
</tr>
<tr>
<td>Factionalized and marginalized</td>
<td></td>
<td>United and empowered</td>
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</table>
To sustain the agency’s endeavor to pursue major reforms in the agency, PVAO adopted the Performance Governance System, a local adaptation of the Balance Scorecard that is widely used for strategic planning and management for the government sector. The PGS follows a four-stage governance pathway: Initiation; Compliance; Proficiency; and Institutionalization.
KAGITINGAN Roadmap 2022 illustrates the strategic changes PVAO have identified as the organization starts its journey toward its vision of having a “Strong and unified Filipino veterans community as a reliable partner in nation-building.”

**Mission:** To ensure the welfare and well-being of the veterans and perpetuate the memory of their heroic deeds

**Vision:** A Strong and Unified Filipino Veterans Community serving as a Reliable Partner in Nation-Building

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**EMPOWERED VETERANS**

- Reduce the number of indigent veterans from 16,100 to 0 by 2022

**MOTIVATED FUTURE DEFENDERS**

- Increase the Number of Kagitingan Builders from 21 to 73 by 2022

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- Maximize the revenue potential of real estate properties and other assets for the benefit of veterans
- Enhance competence in strategic communication
- Forge strong partnerships with LGUs, national agencies, academe, and private sector
- Institutionalize strategy driven budget system
- Improve management of veterans pension and benefits
- Enhance competence in organizational development, supervision of corporate affairs and project management
- Pursue legislation to reform the pension system and upgrade benefits
**CORE VALUES:** Patriotism ● Integrity ● Professionalism ● Solidarity

**STRATEGIC THEMES:** The two areas the agency must pursue to achieve KR 2022’s vision

**EMPOWERED VETERANS**
- Reduce the number of indigent veterans from 16,100 to 0 by 2022
- Unify the veterans under an empowered and credible Federation
- Pursue legislation to reform the pension system and upgrade veterans’ benefits

**MOTIVATED FUTURE DEFENDERS**
- Increase the number of Kagitingan Builders from 21 to 73 by 2022
- Shrine development from 1 to 10
- LGU-led commemorative events from 13 to 43
- Books/Films/Productions from 7 to 20

**BREAKTHROUGH GOALS**
The two outcomes of the strategic objectives

**STRATEGIC OBJECTIVES**
The objectives PVAO must accomplish to successfully reach the breakthrough goals

- Maximize the revenue potential of real estate properties and other assets for the benefit of veterans
- Institutionalize strategy driven budget system
- Enhance competence in organizational development, supervision of corporate affairs and project management
- Forge strong partnerships with LGUs, national agencies, academe and private sector
- Improve management of veterans pension and benefits
- Improve the competence in strategic communication
- Maximize the revenue potential of real estate properties and other assets for the benefit of veterans
- Institutionalize strategy driven budget system

**MISSION:** To ensure the welfare and well-being of the veterans and perpetuate the memory of their heroic deeds

**VISION:** A Strong and Unified Filipino Veterans Community serving as a Reliable Partner in Nation-Building
Every division has a role to accomplish each objective in KR 2022. But to monitor the progress of each objective, PVAO adapted the use of Balanced Scorecard, a performance metric tool used to identify and improve functions of every 

**Core Process**

- Unify the veterans under an empowered and credible Federation
- Pursue legislation to reform the pension system and upgrade veterans benefits
- Improve management of veterans pension and benefits
- Forge strong partnerships with LGUs, national agencies, academe and private sector

**Learning & Growth**

- Enhance competence in organizational development, supervision of corporate affairs and project management
- Enhance competence in strategic communication

**Finance**

- Maximize the revenue potential of real estate properties and other assets for the benefit of veterans
- Institutionalize strategy driven budget system

**Mission:** To ensure the welfare and well being of the veterans and perpetuate the memory of their heroic deeds

**Vision:** A Strong and Unified Filipino Veterans Community serving as a Reliable Partner in Nation-Building

**Constituents**

- Increase the Number of Kagitingan Builders from 1 to 10
- Shrine development from 13 to 43
- Books/Films/Productions from 7 to 20

**EMPOWERED VETERANS**

- Reduce the number of indigent veterans from

**MOTIVATED FUTURE DEFENDERS**

- Enhance competence in strategic communication

**Core Values:** Patriotism ● Integrity ● Professionalism ● Solidarity
KR 2022 requires every division to contribute in the accomplishment of each strategic objective.

To sustain progress, PVAO adapted a Balanced Scorecard, an effective performance metric tool to identify and improve functions within the organization to mobilize the objectives toward achieving the breakthrough goals.
## Monitoring Success: KR 2022 Scorecard

### CORE PROCESS

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<td></td>
<td>BL</td>
<td>actual</td>
<td>target</td>
<td>actual</td>
<td></td>
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<tr>
<td>CONSTITUENTS</td>
<td>Reduce the number of indigent veterans</td>
<td># of indigent veterans</td>
<td>16,100</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>4,500</td>
<td>4,500</td>
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<tr>
<td></td>
<td>Increase the Number of Kagitingan Builders</td>
<td># of Kagitingan builders</td>
<td>21/73</td>
<td>N/A</td>
<td>N/A</td>
<td>33/73</td>
<td>35/73</td>
<td>40/73</td>
<td>48/73</td>
<td>57/73</td>
<td>66/73</td>
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<tr>
<td></td>
<td>Unify the veterans under an empowered and credible federation</td>
<td># of charter organizations restored with VFP</td>
<td>5/16</td>
<td>9/16</td>
<td>14/16</td>
<td>15/16</td>
<td>16/16</td>
<td>16/16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td># of post-war veteran organizations affiliated with VFP</td>
<td>9/23</td>
<td>10/16</td>
<td>13/23</td>
<td>20/23</td>
<td>22/23</td>
<td>23/23</td>
<td></td>
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<tr>
<td></td>
<td>Pursue legislation to reform the pension system and augment veteran benefits</td>
<td>Legislative milestones</td>
<td>N/A</td>
<td>N/A</td>
<td>Law increasing the pension of WWII veterans</td>
<td>HB 270 increasing OAP for senior war veterans from 5K to 20K already filed</td>
<td>Law increasing the pension of WWII veterans</td>
<td></td>
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<tr>
<td></td>
<td>Improve management of veterans pension and benefits</td>
<td># of critical processes automated</td>
<td>1/5</td>
<td>1/5</td>
<td>2/5</td>
<td>3/5</td>
<td>4/5</td>
<td>5/5</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Forge partnerships with LGUs, national agencies, academe and private sector</td>
<td># of commemorations with interagency organizing committees</td>
<td>13/43</td>
<td>17/43</td>
<td>20/43</td>
<td>23/43</td>
<td>26/43</td>
<td>30/43</td>
<td>35/43</td>
<td>40/43</td>
<td>43/43</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of books, journal articles, publications and multi-media materials</td>
<td>7/20</td>
<td>7/20</td>
<td>9/20</td>
<td>11/20</td>
<td>13/20</td>
<td>15/20</td>
<td>17/20</td>
<td>19/20</td>
<td>20/20</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of MDPs implemented</td>
<td>1/10</td>
<td>1/10</td>
<td>1/10</td>
<td>1/10</td>
<td>3/10</td>
<td>5/10</td>
<td>7/10</td>
<td>10/10</td>
<td></td>
</tr>
<tr>
<td>LEARNING &amp; GROWTH</td>
<td>Enhance competence in org dev, supervision of corp affairs and proj mgt</td>
<td># of strategic units with full personnel complement and competencies</td>
<td>N/A</td>
<td>N/A</td>
<td>3/12</td>
<td>0/12</td>
<td>6/12</td>
<td>9/12</td>
<td>12/12</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Enhance competence in strategic communication</td>
<td># of strategic initiatives / projects implemented</td>
<td>N/A</td>
<td>6/6</td>
<td>6/6</td>
<td>7/7</td>
<td>6/6</td>
<td>6/6</td>
<td>6/6</td>
<td>6/6</td>
<td>6/6</td>
</tr>
<tr>
<td>FINANCE</td>
<td>Maximize the revenue potential of real estate properties earmarked to benefit veterans</td>
<td># of properties with lease rates that follow fair market</td>
<td>1/45</td>
<td>1/45</td>
<td>6/45</td>
<td>10/45</td>
<td>15/45</td>
<td>20/45</td>
<td>27/45</td>
<td>37/45</td>
<td>45/45</td>
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<td></td>
<td>Institutionalize strategy driven budget system</td>
<td># of strategic initiatives / projects implemented</td>
<td>N/A</td>
<td>6/6</td>
<td>6/6</td>
<td>7/7</td>
<td>6/6</td>
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EMPOWERED VETERANS
MOTIVATED FUTURE DEFENDERS
KAGITINGAN ROADMAP 2022

STRATEGIC INITIATIVES

To achieve the agency’s commitment to the KR 2022, strategic initiatives or projects were created to effectively implement and manage activities toward the roadmap.
PARTNER TAYO SA BAYANI seeks to make the formation of KAGITINGAN builders a shared responsibility and commitment.

KAGITINGAN builders comprise three interconnected sub-projects: 1. Development of military shrines; 2. Conduct of commemorative events pursuant to Presidential Proclamation No. 653; and 3. Increase publication of WWII-related accounts.

PROJECT UNITAS aims to unify the Filipino veterans community by encouraging veterans to join veterans organizations and participate in pushing reforms, enabling them to build an empowered and credible federation.
REFORM VETERANS BENEFIT MANAGEMENT SYSTEM aims to improve the management of veterans pension and benefits by automating critical processes in pension operations and services administration.

LEGISLATION TO RATIONALIZE THE PENSION SYSTEM AND UPGRADE VETERAN BENEFITS is part of the initiative to rationalize and upgrade veterans benefits that the agency will pursue to increase veterans benefits.

PROJECT ASSET OPTIMIZATION is a three-tracked initiative that seeks: first, make an inventory of veterans assets provided by the State; second, review the management of these assets; and lastly, ensure these assets are managed professionally and competently.
STRATEGIC REORGANIZATION 2.0 and Learning and Development Project enhance PVAO’s competence in organizational development, supervision of corporate affairs, and project management.

These initiatives also cover the development of strategic communication among ten strategic units/PVAO divisions with full personnel complement and competencies by 2022.
The Multi Sector Governance Council serves as the agency’s advisory body on the successful implementation of strategic initiatives under KR 2022. Currently, the MSGC is composed of 17 members who are well-respected and have great influence to their respective fields.
MILESTONES UNDER KAGITINGAN ROADMAP 2022
 KR 2022 MILESTONES

PAYMENT OF TOTAL ADMINISTRATIVE DISABILITY ARREARS

The government, through PVAO, settled its Php 4.773 Billion-TAD Arrears to World War II veterans.
INCREASE IN OLD AGE PENSION

House Bill No. 270 titled “An Act Increasing the Monthly Pension of Senior Veterans thereby Amending RA 6948, as Amended” is already at the Committee on Appropriations of the House of Representatives.

IMPROVEMENT IN ITS OPERATIONS

Aside from the ongoing improvements in the Integrated Veterans Management System, PVAO is currently automating its other processes, specifically its financial transactions management and information retrieval systems.
Currently, PVAO partners with 218 hospitals across the country to cater the hospitalization needs of the veterans, particularly those residing in the provinces.

Moreover, PVAO is lobbying for the passing of House Bill No. 1141, proposing the establishment of Veterans hospitals in Northern Luzon, Visayas, and Mindanao.
KR 2022 MILESTONES

LGU-LED COMMEMORATION OF WWII-RELATED EVENTS

As of the first semester this year, 32 WWII-related events were commemorated, which were mostly conducted by the local government units. During the events, war veterans residing in the area were given due recognitions.

DEVELOPMENT OF MILITARY SHRINES

Mt. Samat National Shrine in Pilar, Bataan is part of the Bataan Tourism Enterprise Zone, the flagship tourism zone in Central Luzon.

Meanwhile, Libingan ng mga Bayani in Taguig City is currently being developed into a world-class military shrine.
As of first semester this year, more than 2,000 veterans joined the VFP, with the commitment to become the agency’s partner in nation-building by first pushing reforms within the Federation.
The success of the KR 2022 is a \textbf{SHARED RESPONSIBILITY}.

In this strategic plan, every PVAO personnel becomes a \textbf{MILE MAKER}, enabling the organization progress en route.
JOIN THE JOURNEY TO **KAGITINGAN.**
BE A MILE MAKER.